AGENCY STRATEGIC PLAN

FOR THE FISCAL YEARS 2023 – 2027

BY

TEXAS BOARD OF VETERINARY MEDICAL EXAMINERS

Keith Pardue, President	09-16-2021 to 08-26-2027	Austin
Sandra Lynn Criner, DVM, Vice President	09-16-2021 to 08-26-2027	Needville
Samantha Mixon, DVM, Secretary	10-02-2017 to 08-26-2023	Boerne
Michael White, DVM, Member	07-08-2020 to 08-26-2025	Conroe
Randy Skaggs, DVM, Member	10-02-2017 to 08-26-2023	Perryton
Steven Golla, DVM, Member	06-30-2022 to 08-26-2027	New Braunfels
Sue Allen, LVT, Member	07-08-2020 to 08-26-2025	Waco
Victoria Whitehead, Member	07-08-2020 to 08-26-2025	Lubbock
Raquel Olivier, Member	04-30-2021 to 08-26-2023	Houston

July 22, 2022

Signed: _____

Michael Tacker, Interim Executive Director

Approved: _____

Keith Pardue, President

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AGENCY MISSION

The mission of the Texas State Board of Veterinary Medical Examiners is to establish and enforce policies to ensure the best possible quality of veterinary and equine dental provider services for the people of Texas.

About TBVME

A. **Agency Overview:**
   The Texas State Board of Veterinary Medical Examiners (TBVME) was created in 1911 by the 32nd Legislature and charged with regulating the practice of veterinary medicine, surgery, and dentistry. The 82nd Legislature added the licensure and regulation of equine dental providers and the 83rd Legislature added the licensure and regulation of licensed veterinary technicians. As the years have passed, different legislative bodies have refined the Board's responsibilities and authority. The Board's current enabling statute is located in Texas Occupations Code, Chapter 801.

   Since its inception in 1911, the TBVME has grown and evolved to fit the changing needs of the public as well as the veterinary community. In order to continue to meet these needs, the Board continues to seek innovative, cost-effective ways to regulate the field and provide the best possible product and superior customer service to the public, veterinarians, equine dental providers, and veterinary technicians. Although TBVME provides direct services to the licensees, the agency's primary responsibility is to protect the public by assuring professional standards and accountability of those who care for Texas' animals.

B. **Our Philosophy:**
   The Board and its staff will act in accordance with the highest standards of ethics, accountability, efficiency, and openness. We affirm that protection from less than quality veterinary and equine dental provider services is a public and private trust. We approach our activities with a deep sense of purpose and responsibility. The public and regulated community alike can be assured of a balanced and sensible approach to regulation.

C. **Our Goals:**
   The Board and its staff will ensure that Texans are effectively and efficiently served by quality veterinary professionals by ensuring that only qualified individuals receive a license, by setting clear standards for professional conduct, by assuring compliance with the rules of professional conduct and the community standard of care and seeking solutions to issues that strengthen the profession and protect the public.

AGENCY OPERATIONAL GOALS AND ACTION PLANS

GOAL 1: Licensing

The Texas Board of Veterinary Medical Examiners will examine and license or renew the licenses of veterinarians, licensed veterinary technicians, and equine dental providers in an efficient and thorough manner to ensure that licensees in the state of Texas provide competent veterinary and equine dental care to the citizens of Texas.

Specific Action Items to Achieve Your Goal

The TBVME will safeguard the licensing process by certifying that all licensees meet all requirements provided in statute and rule.

1. Administer examinations to potential qualified applicants for licensure.
2. License applicants who meet the required minimum qualifications.
3. Maintain a timely licensing and renewal process.
4. Increase staffing in the licensing division.
5. Provide appropriate communications to licensees, stakeholders, and the public.
6. Implement a new data management software.

Describe How Your Goal or Action Items Supports Each Statewide Objective

1. Accountable to tax and fee payers of Texas.

The agency acts in accordance with the highest standards of ethics, accountability, efficiency, and openness. We affirm that protection from less than quality veterinary and equine dental provider services is a public and private trust. We approach our activities with a deep sense of purpose and responsibility. The agency is accountable to the tax and fee payers of Texas by setting and meeting performance measures to ensure efficient and timely licensure of qualified applicants.

The implementation of a new data management software will allow agency staff to provide efficient and effective service to the tax and fee payers of Texas. The new data management software will allow agency staff to process and issue licenses to potential qualified applicants in a timely manner, while also allowing the agency to meet or exceed its performance measures. The implementation of a new data management software will ensure a more efficient workflow for agency staff and will provide more expeditious and efficient communication with licensees, stakeholders, and the public.

Increasing the number of staff in the agency's licensing department will provide agency staff the ability to process and issue licenses to potential qualified applicants more efficiently and in a timely manner. This action item will also allow the agency to meet or exceed its performance measures and will ensure compliance with state law and board rules.

2. Efficient such that maximum results are produced with a minimum of taxpayer funds, including through the elimination of redundant and non-core functions.

The implementation of a new data management software will allow agency staff to provide efficient and effective service to the tax and fee payers of Texas. The new data management software will allow agency staff to process and issue licenses to potential qualified applicants in a timely manner, while also allowing the agency to meet or exceed its performance measures. The implementation of a new data management software will ensure a more efficient workflow for agency staff and will provide more expeditious and efficient communication with licensees, stakeholders, and the public.

Increasing the number of staff in the agency's licensing department will also provide agency staff the ability to process and issue licenses to potential qualified applicants more efficiently and in a timely manner. This action item will also allow the agency to meet or exceed its performance measures and will ensure compliance with state law and board rules.

3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.

The specific action item of implementing a new data management software is an effective way to ensure a more efficient workflow for the agency's licensing department. This will allow the agency to fulfill a core function in serving the people of Texas.

Increasing the number of staff in the agency's licensing department will provide agency staff the ability to process and issue licenses to potential qualified applicants more efficiently and in a timely manner. This action item will also allow the agency to meet or exceed its performance measures and will ensure compliance with state law and board rules.

4. Providing excellent customer service.

The Licensing Division strives to provide the highest level of customer service of any agency in Texas. The agency consistently meets the performance measures of granting new licenses and renewal of current licenses thereby providing excellent customer service to the fee payers of the state of Texas.

5. Transparent such that agency actions can be understood by any Texan.

Agency licensing staff provide accurate information relating to licensure requirements through various forms of communication with the public and can be understood by any Texan. The provision of agency information and transparency is a key function of the Texas Board of Veterinary Medical Examiners.

GOAL 2: Information Technology and Data Management Software Improvements

The Texas Board of Veterinary Medical Examiners will implement a new and updated data management software to provide efficiency and allow the agency to fulfill its mission to establish and ensure the best possible quality of veterinary and equine dental provider services for the people of Texas.

Specific Action Items to Achieve Your Goal:
1.   Obtain additional funding through the legislative process.
2.   Implement new data management software.
3.   Advocate for an information technology position through the legislative process.
4.   Computer equipment improvements.

Describe How Your Goal or Action Items Supports Each Statewide Objective:

1. Accountable to tax and fee payers of Texas.

The agency is accountable to the tax and fee payers of Texas and intends to implement a new data management software as an effective way to ensure a more efficient workflow for all agency staff and operations. This action item will allow the agency to meet or exceed its performance measures, as well as fulfill a core function in serving the people of Texas. Funding for this specific action item will be obtained through the legislative process.

The agency intends to request an additional FTE position during the upcoming legislative process. This position will serve as an information technology position to assist with the maintenance and improvements of the new data management software, as well as any other information technology needs of the agency. This specific action item will allow the agency to fulfill its core functions in serving the people of Texas with minimal interruptions to daily operations. Computer equipment improvements will also be implemented to better serve the people of Texas more efficiently.

2. Efficient such that maximum results are produced with a minimum of taxpayer funds, including through the elimination of redundant and non-core functions.

The specific action item of implementing a new data management software is an effective way to ensure a more efficient workflow for all agency staff and operations. This action item will allow the agency to meet or exceed its performance measures, as well as fulfill a core function in serving the people of Texas. Funding for this specific action item will be obtained through the legislative process.

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3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.

The specific action item of implementing a new data management software is an effective way to ensure a more efficient workflow for all agency staff and operations. This action item will allow the agency to meet or exceed its performance measures, as well as fulfill a core function in serving the people of Texas. Funding for this specific action item will be obtained through the legislative process.

The agency intends to request an additional FTE position during the upcoming legislative process. This position will serve as an information technology position to assist with the maintenance and improvements of the new data management software, as well as any other information technology needs of the agency. This specific action item will allow the agency to be effective in successfully fulfilling its core functions in serving the people of Texas with minimal interruptions to daily operations. Computer equipment improvements will also be implemented to better serve the people of Texas more efficiently.

4. Providing excellent customer service.

The implementation of a new data management software and additional support will allow agency staff to provide excellent and expeditious customer service to its licensees and consumers. Excellent customer service will be provided by quickly responding to phone calls, e-mails, and in person visits either in the office or out in the field.

5. Transparent such that agency actions can be understood by any Texan.

These goals increase transparency by allowing licensees and consumers to have easy access to information on the agency's website. The implementation of the new data management software will continue the capabilities of an on-line portal for the licensees for license renewals, address changes, and reporting of continuing education. As for the consumers, it will provide an ability to file a complaint directly on the website, with immediate submission to the enforcement division for processing. The agency's website will also continue to provide a licensee look up tool giving consumers the most current disciplinary history pertaining to licensees

GOAL 3: Enhancing Enforcement Efforts

The Texas Board of Veterinary Medical Examiners will implement the standards of veterinary practice and enforce the Veterinary Licensing Act and rules of the board to ensure the provision of competent veterinary and equine dental care by licensees to the citizens of Texas.

Specific Action Items to Achieve Your Goal

1. Investigate complaints within a timely period to meet performance measures.
2. Conduct risk-based inspections of licensees.
3. Increase staffing in the enforcement division.
4. Ensure compliance of state law, board rules, and board orders.
5. Advocate for a staff veterinarian through the legislative process.

Describe How Your Goal or Action Items Supports Each Statewide Objective

1. Accountable to tax and fee payers of Texas.

The agency will be accountable to the tax and fee payers of Texas by conducting risk-based inspections of licensees. The agency will continue this duty in an effort to enforce and prevent harmful prescribing or dispensing patterns or practices in veterinary clinics and hospitals across the state of Texas. The agency's compliance inspection program is a valuable tool not only to ensure standards are met, but also to educate licensees and reduce violations and subsequent complaints.

The agency intends to request additional Investigator FTEs through the legislative process to assist with the agency's goal of meeting and exceeding its performance measures. The additional FTEs will allow the agency to process complaints within a timely period, conduct more risk based and routine compliance inspections, as well as operate successfully to fulfill its core function in serving the people of Texas. The agency also intends to request an additional FTE position for a staff veterinarian. The staff veterinarian will assist with reviewing pending medical and non-medical cases, which will also assist the agency in meeting and exceeding its performance measures.

2. Efficient such that maximum results are produced with a minimum of taxpayer funds, including through the elimination of redundant and non-core functions.

The goal for the average number of days to resolve complaints is 180 days. Due to current statutes, this goal is not easily obtainable. Our efforts to reach that goal will be remedied with the specific action item of requesting additional FTEs through the legislative process to bring more efficiency and support to the agency and its Enforcement Division. This action item will be effective in successfully fulfilling the agency's core functions with maximum results.

3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.

The specific action item of conducting risk-based inspections will continue in an effort to enforce and prevent harmful prescribing or dispensing patterns or practices in veterinary clinics and hospitals across the state of Texas. The agency's compliance inspection program is a valuable tool not only to

ensure standards are met, but also to educate licensees and reduce violations and subsequent complaints.

The agency intends to request additional Investigator FTEs, as well as Inspector FTEs through the legislative process to assist with the agency's goal of meeting and exceeding its performance measures. The additional FTEs will allow the agency to process complaints within a timely period, conduct more risk based and routine compliance inspections, as well as operate successfully to fulfill its core function in serving the people of Texas. The agency also intends to request an additional FTE position for a staff veterinarian. The staff veterinarian will assist with reviewing pending medical and non-medical cases, which will also assist the agency in meeting and exceeding its performance measures.

These action items will be effective in successfully fulfilling the agency's core functions and will implement plans to continuously improve.

4. Providing excellent customer service.

Timely, competently performed complaint investigations are perhaps the most direct consumer services that agency staff perform. Excellent customer service is delivered by agency enforcement staff through communications with responding licensees and complainants by phone call, e-mail, and in person visits. Further, through routine inspections, agency Investigators are able to educate licensees so as to prevent future complaints.

5. Transparent such that agency actions can be understood by any Texan.

When implementing a new data management software, licensees and consumers will be able to communicate with agency staff more efficiently regarding any pending investigation. The agency website currently includes information regarding the complaint process for complainants and responding licensees to view. Inspection forms used by Investigators on routine inspections are also available on the agency website for any member of the public or licensee to review.

GOAL 4: Employee Development and Retention

The Texas Board of Veterinary Medical Examiners will improve employee development and will ensure that employees are compensated at a level that is commensurate with other state agencies to encourage employee retention.

Specific Action Items to Achieve Your Goal

1. Advocate for appropriate compensation of staff through the legislative process.
2. Reduce employee turnover.
3. Further develop employee skills by offering training opportunities through various programs.
4. Provide quality management and supervision.
5. Effectively communicate with employees to increase employee engagement.

Describe How Your Goal or Action Items Supports Each Statewide Objective

1. Accountable to tax and fee payers of Texas.

The agency is accountable to tax and fee payers of Texas by attempting to reduce employee turnover through employee development initiatives. A reduction in employee turnover will result in a reduction of lost revenue to the agency and the state of Texas. When possible, the agency will implement cross-training of employees to maximize employee time and talents. The agency will extend its efforts in providing additional training to employees through various programs. The agency will advocate for its employees during the legislative process in an attempt to gain additional salary compensation that is commensurate with other state agencies.

2. Efficient such that maximum results are produced with a minimum of taxpayer funds, including through the elimination of redundant and non-core functions.

The agency will minimize the waste of taxpayer dollars through its efforts to support employee development initiatives and reduce employee turnover. Employees will be encouraged to participate in free or low-cost trainings offered to state employees. The agency will fulfill its core functions by utilizing employee's strengths and skills while also communicating effectively and efficiently to increase engagement.

3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.

The agency will be successful in fulfilling its core functions by reducing employee turnover through employee development initiatives. A reduction in employee turnover will result in a reduction of lost revenue to the agency and the state of Texas. When possible, the agency will implement cross-training of employees to maximize employee time and talents. The agency will extend its efforts in providing additional training to employees through various programs. The agency will advocate for its employees during the legislative process in an attempt to gain additional salary compensation that is commensurate with other state agencies.

With an increase in employee engagement and the ability to further employee's skills and strengths, the agency will be successful in achieving its performance measures while also implementing plans to continuously improve.

4. Providing excellent customer service.

The agency provides excellent customer service by efficiently handling a high volume of phone calls, emails, and mail from licensees, stakeholders, and the public. In order to provide the highest level of customer service, the agency must have the ability to maintain and retain qualified and engaged employees.

5. Transparent such that agency actions can be understood by any Texan.

The agency provides transparency by informing licensees, stakeholders, and the public about its processes through information provided on the agency's website, at board meetings, phone calls, emails, and in person communications. A reduction in employee turnover and an increase in employee engagement will allow the agency to deliver information to its licensees, stakeholders, and the public more efficiently with minimal interruptions to workflow.

REDUNDANCIES AND IMPEDIMENTS

SERVICE, STATUTE, RULE, OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)	Lack of transfer authority between strategies and lack of unexpended balance carryover authority as major impediments.
DESCRIBE WHY THE SERVICE, STATUTE, RULE OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	The Legislature has mandated that funds may not be transferred between strategies unless approved by the chief administrative officer of the agency. This discretionary transfer of funds may not exceed 20% of the appropriation item for that fiscal year. This can be an impediment to our agency in instances such as an unexpected investigation and subsequent legal case that may include extensive travel to perform the initial investigation and additional legal expenses such as costs of expert witnesses, transcripts, etc. With the inability to potentially transfer funds from the Licensing Strategy to the Enforcement Strategy, investigations and the subsequent legal cases may not be completed timely which ultimately impacts the Enforcement Division's Performance Measures.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION FOR OR ELIMINATION	Modification.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	Lack of authority to carryover unexpended balances from one fiscal year to the next as an impediment. In instances such as staff turnover during a fiscal year, the agency does not spend the full appropriated amount for the salary of the position that is vacant until that position is filled. This will potentially leave the agency with unexpended amounts that could be used for unexpected expenses that arise during the subsequent fiscal year.

SERVICE, STATUTE, RULE, OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)	Fitness to Practice Statutory Provisions: The Veterinary Licensing Act has very simple language regarding a licensee's mental incompetence that is insufficient to protect the public.
DESCRIBE WHY THE SERVICE, STATUTE, RULE OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	Currently, under the Veterinary Licensing Act, there is a conflict between Sections 801.157(b) and 801.405. Section 801.157(b) allows the Board to order a veterinary licensee, who is subject to disciplinary action under the Act based on a finding that the veterinarian is impaired by chemical dependency or mental illness, to submit to care, counseling, or treatment through the peer assistance program. Section 801.405 states that the Board may suspend or revoke a license if a court finds that the license

	holder is mentally incompetent. It also states that if a court determines that a person whose license is suspended or revoked under this section is mentally competent, the Board may reinstate the person's license. The Board has seen an increase in the number of licensees that have problems with dementia and are no longer fit to practice. These licensees present a risk to the public in that they are unable to practice veterinary medicine to an acceptable standard of care.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION FOR OR ELIMINATION	A potential solution is to add additional statutory language that would allow the Board on probable cause, to request the affected veterinarian or applicant to submit to a mental or physical examination by physicians designated by the Board (through the peer assistance program). The Board would be required to adopt guidelines, in conjunction with persons interested in or affected by this section, to enable the Board to evaluate circumstances in which a veterinarian or applicant may be required to submit to an examination for mental or physical health conditions, alcohol and substance abuse, or professional behavior problems.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	None

SERVICE, STATUTE, RULE, OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)	In Section 801.004(6) of the Texas Occupations Code, there is an incorrect reference to Chapter 829 of the Health and Safety Code. The statute should reference Chapter 821 of the Health and Safety Code.
DESCRIBE WHY THE SERVICE, STATUTE, RULE OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	This change would provide greater clarity to the public and any animal shelter employee that performs euthanasia who wishes to understand how to be exempt from the Veterinary Licensing Act.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION FOR OR ELIMINATION	None
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	

SCHEDULE A
TEXAS BOARD OF VETERINARY MEDICAL EXAMINERS
BUDGET STRUCTURE

BOARD OF VETERINARY MEDICAL EXAMINERS

	For the Years Ending	
	August 31, 2022	August 31, 2023
Method of Financing:		
General Revenue Fund	$ 1,467,964	$ 1,404,264
Appropriated Receipts	$ 5,527	$ 5,527
Total, Method of Financing	$ 1,473,491	$ 1,409,791
Other Direct and Indirect Costs Appropriated Elsewhere in this Act	$ 440,462	$ 443,392
This bill pattern represents an estimated 100% of this agency's estimated total available funds for the biennium.		
Number of Full-Time-Equivalents (FTE):	21.0	21.0
Schedule of Exempt Positions:		
Executive Director, Group 2	$113,413	$113,413

Items of Appropriation:
A. Goal: VETERINARY REGULATION
Implement Standards of Veterinary Practice, Enforce Statutes and Rules.

A.1.1. Strategy: OPERATE LICENSURE SYSTEM Examine and License Veterinarians and Renew Licenses.	$ 338,264	$ 304,760
A.1.2. Strategy: TEXAS.GOV Texas.gov. Estimated and Nontransferable.	40,000	40,000
A.2.1. Strategy: COMPLAINTS AND ACTION Investigate Complaints, Take Disciplinary Action, Compliance Program.	960,410	930,083

BOARD OF VETERINARY MEDICAL EXAMINERS
(Continued)

A.2.2. Strategy: PEER ASSISTANCE Provide a Peer Assistance Program for Licensed Individuals.			45,000	45,000
Total, Goal A: VETERINARY REGULATION		$	1,383,674	$ 1,319,843
B. Goal: INDIRECT ADMINISTRATION				
B.1.1. Strategy: LICENSING INDIRECT ADMINISTRATION		$	33,135	$ 33,208
B.1.2. Strategy: COMPLAINTS & ACTION INDIRECT ADMIN Complaints and Action Indirect Administration.			56,682	56,740
Total, Goal B: INDIRECT ADMINISTRATION		$	89,817	$ 89,948
Grand Total, BOARD OF VETERINARY MEDICAL EXAMINERS		$	1,473,491	$ 1,409,791

SCHEDULE B
TEXAS BOARD OF VETERINARY MEDICAL EXAMINERS
PERFORMANCE MEASURE DEFINITIONS

ENFORCEMENT

OUTCOME MEASURES

Percentage of Licensees with No Recent Violations

Definition: The percent of the total number of licensed individuals at the end of the reporting period who have not incurred a violation within the current reporting period and preceding two years (three years total).

Purpose: The purpose of this measure is to track the total number of licensees without violation. This measure provides useful information for management purposes. It is helpful for noting variances and determining resource allocation.

Data Source: A member of the enforcement staff will generate an Enforcement Performance Report from the agency's database, which includes the percentage of licensee with no recent violations. This measure is then entered in a shared spreadsheet.

Methodology: The total number of individuals holding a license at any point during the current reporting period or preceding two years, who have not incurred a violation within that same time period divided by the total number of individuals currently licensed by the agency. The numerator for this measure is calculated by subtracting the total number of licensees with violations during the three-year period from the total number of licensees at the end of the reporting period. The denominator is the total number of licensees at the end of the reporting period. The result is multiplied by 100 to achieve a percentage.

Data Limitations: None Identified

Key Measure: Yes

Calculation Method: Non-cumulative

Target Attainment: Higher than Target

Percentage of Complaints Resulting in Disciplinary Action

Definition: Percent of complaints which resulted in disciplinary action during the reporting period.

Purpose: The measure is intended to show the extent to which the agency exercises its disciplinary authority in proportion to the number of complaints received. It is important that both the public and licensees have an expectation that the agency will work to ensure fair and effective enforcement of the act and this measure seeks to indicate agency responsiveness to this expectation.

Data Source: A member of the enforcement staff will generate an Enforcement Performance Report from the agency's database, which includes the percentage of complaints resulting in disciplinary action. This measure is then entered in a shared spreadsheet.

Methodology: The total number of complaints resolved during the reporting period that resulted in disciplinary action (numerator) is divided by the total number of complaints resolved during the reporting period (denominator). The result is multiplied by 100 to achieve a percentage. Disciplinary actions which may include reprimands, suspensions, probation, revocation, and/or fines on which the board has acted.

Data Limitations: Multiple complaints may be received on one licensee or non-licensed individual for the same allegation. Those complaints can be combined and investigated as one complaint.

Key Measure: Yes

Calculation Method: Non-cumulative

Target Attainment: Higher than Target

Recidivism Rate for Those Receiving Disciplinary Action

Definition: The number of repeat offenders at the end of the reporting period as a percentage of all offenders during the most recent three-year period.

Purpose: This measure provides useful information for management purposes. It is helpful for noting variances and resource allocation. The measure is intended to show how the agency enforces its regulatory requirements and prohibitions. It is important that the agency enforce its act and rules strictly enough to ensure consumers are protected from unsafe, incompetent and unethical practice by the licensed professional and unlicensed offenders.

Data Source: Data regarding the number of complaints, actions and license holders is collected by agency staff and stored electronically in the agency's database.

Methodology: The number of individuals against whom two or more disciplinary actions were taken by the board within the current and preceding two fiscal years (numerator) is divided by the total number of individuals receiving disciplinary actions within the current and preceding two fiscal years (denominator). The result is multiplied by 100 to achieve a percentage.

Data Limitations: The agency has no control of the recidivism of offenders.

Key Measure: No

Calculation Method: Non-cumulative

Target Attainment: Lower than Target

Percentage of Documented Complaints Resolved within Six Months

Definition: The percentage of all complaints resolved during the reporting period that were resolved within a six-month period from the time they were initially received by the agency. Complaints are resolved when the staff or the reviewing veterinarians determine there is no violation, the complaint is dismissed during an Informal Conference and the individual signs the agreed order, or the complaint is referred to the State Office of Administrative Hearings.

Purpose: The measure is intended to show the percentage of complaints which are resolved within a reasonable period of time. It is important to ensure the swift enforcement of the Veterinary Act and Rules which is an agency goal.

Data Source: Data regarding the number of complaints, actions and license holders is collected by agency staff and stored electronically in the agency's database.

Methodology: All jurisdictional complaints that were resolved within the reporting period. When difference of the date the complaint was closed and the date the complaint was received is less than 181 days these are considered closed within 6 months. Then the total number of complaints resolved within 6 months is divided by the total of jurisdictional complaints resolved within the reporting period and multiplied by 100 for the percentage.

Data Limitations: None Identified

Key Measure: No

Calculation Method: Non-cumulative

Target Attainment: Higher than Target

OUTPUT MEASURES

Number of Compliance Inspections

Definition: The number of licensee compliance inspections conducted during a reporting period.

Purpose: The measure shows the workload involved in conducting routine inspections of licensees. This is also an educational program which serves to identify problems and thereby potentially reduce the number of complaints.

Data Source: Data regarding inspections is collected by agency staff and stored electronically in the agency's database.

Methodology: The total count of inspections where the inspection date is within the reporting period.

Data Limitations: The number of compliance inspections conducted is limited by the amount of travel budget available and other agency resources. Also, many compliance inspections can be conducted in a short time within an urban area, where multiple veterinarians practice within one clinic and clinics are geographically located in close proximity. However, in a rural area, where there are many sole practitioners, mobile practitioners, and distances between clinics are geographically further apart, fewer compliance inspections can be conducted.

Key Measure: Yes

Calculation Method: Cumulative

Target Attainment: Higher than Target

Number of Complaints Resolved

Definition: The total number of jurisdictional complaints resolved during the reporting period. Complaints are resolved when the staff or the reviewing veterinarians determine there is no violation, the complaint is dismissed during an Informal Conference, and the individual signs the agreed order, or the complaint is referred to the State Office of Administrative Hearings.

Purpose: The measure shows the workload associated with resolving complaints.

Data Source: Data regarding the number of complaints, actions and license holders is collected by agency staff and stored electronically in the agency's database.

Methodology: The total number of complaints during the reporting period upon which final action was taken by the board or for which a determination is made that a violation did not occur. A complaint that, after preliminary investigation, is determined to be non-jurisdictional is not a resolved complaint.

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Data Limitations: The agency has no control over the types of complaints filed. Board members review cases requiring veterinary expertise subsequent to investigation by the staff. This involves extra time for documents to be shipped and reviewed.

Key Measure: Yes

Calculation Method: Cumulative

Target Attainment: Higher than Target

EXPLANATORY MEASURES

Number of Jurisdictional Complaints Received

Definition: The total number of jurisdictional complaints received during the reporting period that are within the agency's jurisdiction of statutory responsibility.

Purpose: The measure shows the number of jurisdictional complaints which helps determine agency workload.

Data Source: When a complaint is received, it is entered into the agency's database. Complaints are numbered sequentially within a fiscal year and maintained in the database.

Methodology: The total number of jurisdictional complaints received by the agency during the reporting period.

Data Limitations: The board has no control over the number of complaints received.

Key Measure: Yes

Calculation Method: Non-cumulative

Target Attainment: None

EFFICIENCY MEASURES

Average Time for Complaint Resolution

Definition: The average length of time to resolve a complaint, for all jurisdictional complaints resolved during the reporting period. Complaints are resolved when the staff or the reviewing veterinarians determine there is no violation, the complaint is dismissed during an Informal Conference, and the individual signs the agreed order, or the complaint is referred to the State Office of Administrative Hearings.

Purpose: The measure shows the agency's efficiency in resolving complaints.

Data Source: Data regarding the number of complaints, actions and license holders is collected by agency staff and stored electronically in the agency's database.

Methodology: The total number of calendar days to resolve all complaints closed during the reporting period (numerator) divided by the total number of complaints resolved during the reporting period (denominator).

(This report Includes all closed jurisdictional complaints within the reporting period).

Data Limitations: The agency has no control over the types of complaints filed. Board members review cases requiring veterinary expertise subsequent to investigation by the staff. This involves extra time for documents to be shipped and reviewed.

Key Measure: Yes

Calculation Method: Non-cumulative

Target Attainment: Lower than Target

LICENSING

OUTCOME MEASURES

Percent of Licensees Who Renew Online

Definition: Percentage of the total number of eligible licensed individuals that renewed their license online during the reporting period. Ineligible licensees are those whose license has expired and owe for more than one renewal period. Licensees who have to renew but pay no fee such as military and retired practitioners are ineligible to renew on-line. Licensees issued a special license are ineligible to renew online.

Purpose: To track use of online license renewal technology by the eligible license population. This measure provides useful information for management purposes. It is helpful for noting variances and determining resource allocation.

Data Source: The data source for online renewals comes from the agency's online vendor and is stored in the agency's database.

Methodology: The number of online renewals is divided by the total number of renewals for that reporting period and is multiplied by 100 to display as a percentage.

Data Limitations: No data limitations identified.

Key Measure: Yes

Calculation Method: Non-cumulative

OUTPUT MEASURES

Number of New Licenses Issued to Individuals

Definition: The number of licenses issued to previously unlicensed individuals during the reporting period.

Purpose: A successful licensing structure must ensure that legal standards for professional education and practice are met prior to licensure. This measure is a workload indicator showing the number of unlicensed persons who successfully meet all licensing criteria established by statute and rules as verified by the agency during the reporting period. A successful licensing structure must ensure that legal standards for professional education and practice are met prior to licensure.

Data Source: The information comes from the agency database that records those individuals newly licensed in the state. A paper copy of the logs listing the names of individuals newly licensed (as a regular, special, temporary or provisional licensee) during the reporting period is printed. For the annual report, the number of licensees on the annual log is reconciled to the sum of the number of licenses issued each quarter.

Methodology: Only new licenses are counted. Provisional licensees are not counted. Licenses are counted as new for persons who were previously licensed, but whose license was cancelled by authority of law or upon request. These licensees are required to meet all criteria of a new applicant/licensee. Each license type and profession type is segmented and tallied as separate totals. The measure counts licenses where the issued date or re-issued date is within the date range of the reporting period.

Data Limitations: None Identified.

Key Measure: Yes

Calculation Method: Cumulative

Target Attainment: Higher than Target

Number of Licenses Renewed (Individuals)

Definition: The number of licensed individuals who renewed their license during the reporting period for the current fiscal year.

Purpose: Licensure renewal is intended to ensure that persons who want to continue to practice in their respective profession satisfy current legal standards established by statute and rule for professional education and practice. This measure is intended to show the

number of license renewals that were issued during the reporting period to individuals who currently held a valid license.

Data Source: The information comes from the agency's database which is populated by data files received from the agency's on-line vendor and manual upload of data by a licensing permit specialist.

Methodology: The total number of licenses renewed during the reporting period. (The measure is calculated by querying the agency database to produce a list containing the names of individuals who have renewed their license during the previous reporting period. Each license is tied to a transaction with the transaction type designated. Each license is also designated by a profession and license type. Performing a query for the date range of the transaction date of the renewal and the profession type and license type will produce a count to be displayed in a report.)

Data Limitations: None Identified

Key Measure: Yes

Calculation Method: Cumulative

Target Attainment: Higher than Target

EXPLANATORY MEASURES

Total Number of Individuals Licensed

Definition: Total number of all individuals licensed at the end of the reporting period.

Purpose: The measure shows the total number of individual licenses. This measure is used for budgeting, management, and resource allocation purposes.

Data Source: Data regarding the number of licenses issued is collected by agency staff and stored electronically in the agency's database.

Methodology: The report gives the total count of individuals licensed by profession type (veterinarian, equine dental provider and licensed veterinary technician) and license type (regular, inactive, special, provisional, temporary, military and retired) on the last day of the reporting period. Licenses in a delinquent status are included. The summation of the sub-total counts of each profession is the total of all licensees.

Data Limitations: None Identified.

Key Measure: No

Calculation Method: Non-cumulative

EFFICIENCY MEASURES

Percentage of New Individual Licenses Issued within Ten Days

Definition: Of all licenses issued within a reporting period, the percentage of licenses issued within ten (10) days.

Purpose: This measures the ability of the agency to issue new licenses in a timely manner.

Data Source: Data regarding the number of individual licenses issued is collected by agency staff and stored electronically in the agency's database.

Methodology: The date a license is issued less the date the license is mailed is equal to or less than 10 days, the result is divided by the total number licenses issued for the reporting period and multiplied by 100 to show as a percent.

(Each of the 3 professions (Veterinarian, Equine Dental Provider, Licensed Vet Tech) are headers with 3 subsets (Regular, Special & Temporary) and a total count for each license type is displayed, with a total summation of all profession/license types as a grand total. Provisional veterinary licenses are not counted, as a provisional license is a transitory step to a regular license. The provisional license is not renewable, nor can it be reissued. "Issued within 10 days" is a percentage based on the Total Compliant (the total license count issued within 10 days) divided by Total Licenses Issued within the reporting period, times 100 shown as a percentage.

Data Limitations: None Identified.

Key Measure: No

Calculation Method: Non-cumulative

Target Attainment: Higher than Target

Percentage of Individual License Renewals Issued within Seven Days

Definition: The percentage of individual license renewals due for the current fiscal year that were processed during the reporting period within seven days of receipt of renewal request.

Purpose: This measures the ability of the agency to process renewals in a timely manner.

Data Source: Data regarding the number of licenses issued is collected by agency staff and stored electronically in the agency's database.

Methodology: The total number of renewals issued within seven days is divided by the total number of renewals issued within the reporting period.

(Each of the 3 veterinary professions (Veterinarian, Equine Dental Provider, Licensed Vet Tech) are headers with 5 subsets (Regular, Inactive, Special, Military, Retired) and a total displayed. Each profession type has a total count and then the total count of these three profession types is the agency's total count of issued license renewals. "Issued within 7 days" is a percentage based on the total compliant renewals divided by the total licenses renewed within the reporting period multiplied by 100 to show as a percentage. The total compliant renewals reflect the record count of licenses where Date of the Document Mailed minus the Actual Date of Renewal is equal to or less than 7 days.

Other report criteria:
• The issue date OR the reissue date must be within the reporting period
• Provisional license type is excluded from the count

Data Limitations: None Identified.

Key Measure: No

Calculation Method: Non-cumulative

Target Attainment: Higher than Target

PEER ASSISTANCE

OUTCOME MEASURES
Recidivism Rate for Peer Assistance Program

Definition: The percentage of individuals who receive related disciplinary action within three years of completion of the peer assistance program.

Purpose: The measure is intended to show the three-year recidivism rate for those individuals who have been through the peer assistance program. It is important because it indicates the extent that consumers are being protected from impaired individuals as a result of participating in the peer assistance program.

Data Source: The data is a passthrough report from the peer assistance program to TBVME.

Methodology: Of all known individuals successfully completing the program in fiscal year X-3 (where X is the current fiscal year), the percent of individuals receiving related disciplinary action from the board anytime between the beginning of fiscal year X-3 and the end of fiscal year X (i.e, the current fiscal year).

Data Limitations: None Identified.

Key Measure: Yes

Calculation Method: Non-cumulative

Target Attainment: Lower than Target

One-year Completion Rate for Peer Assistance Programs

Definition: Percent of known individuals who participated in the peer assistance program during the year prior to the reporting period and have not relapsed during the one-year period.

Purpose: This measure is important because it indicates the extent that consumers are being protected from impaired individuals as a result of participating in the peer assistance program.

Data Source: The data is a passthrough report from the peer assistance program to TBVME.

Methodology: Of all individuals who participated in the peer assistance program in fiscal year X-1 (where X is the current fiscal year), the percent who have successfully participated in the program for one year with no relapses. Numerator: Participants in the program in X-1 who have not suffered a relapse. Denominator: Participants participating in the program in X-1. The numerator is divided by the denominator and the result is multiplied by 100 to achieve a percentage.

Data Limitations: None Identified.

Key Measure: Yes

Calculation Method: Cumulative

Target Attainment: Higher than Target

OUTPUT MEASURES

Number of Individuals Participating in a Peer Assistance Program

Definition: The number of eligible individuals who participated in a peer assistance program sponsored by the agency during the fiscal year.

Purpose: The measure shows the number of eligible individuals who continue to practice in their respective field who are participating in a peer assistance program.

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Data Source: The data is a passthrough report from the peer assistance program to TBVME. Eligible participants are licensed veterinarians and veterinary medical students who have a signed contract to participate in the peer assistance program and are subject to ongoing monitoring requirements.

Methodology: The first quarter's report includes all eligible individuals participating in a peer assistance program carried forward from the prior fiscal year plus those individuals who have had disciplinary orders entered requiring the individual to participate in the peer assistance program/signed contracts with the peer assistance program during the quarter. Reports for second, third, and fourth quarters will include only the number of eligible individuals who have had disciplinary orders entered/sign contracts during the respective quarter for cumulative year-to-date number to be the total number of licensed individuals who participated in the peer assistance program during the current fiscal year.

Data Limitations: None identified.

Key Measure: Yes

Calculation Method: Cumulative

Target Attainment: Higher than Target

SCHEDULE C
TEXAS BOARD OF VETERINARY MEDICAL EXMAINERS
HISTORICALLY UNDERUTILIZED BUSINESS PLAN

Historically Underutilized Business Strategic Plan

Texas Board of Veterinary Medical Examiners (TBVME) is committed to a good faith effort to increase purchases from and contract awards to Historically Underutilized Business (HUB) firms consistent with the State's goals for HUB participation and overall economic development.

Program Goals

The function of the State HUB Program is to assist certified minority and woman-owned businesses in bidding for contracts and open market purchases with Texas State agencies, including institutions of higher education. HUB owners represent economically disadvantaged persons of a qualifying group (Black Americans, Hispanic Americans, Native Americans, Asian Pacific Americans, American Women, and Disabled Veterans). Texas Board of Veterinary Medical Examiners is committed to maximizing the opportunity for HUB firms to provide goods and services needed to support the TBVME.

Through the implementation of this program, the TBVME commits to fostering an environment to meet or exceed the State's annual percentage goals for HUB participation in purchases of and contracts for the following procurement categories:

11.2% Heavy Construction (other than building contracts)
21.1% Building Construction
32.9% Special Trade Construction
23.7% Professional Services
26.0% Other Services
21.1% Commodities

Objectives

In an effort to meet or exceed the State's annual goals for HUB participation, TBVME has established the following objectives:

- Establish administrative policies and procedures necessary for efficient and effective management control of the HUB program
- Enhance the ability of HUBs to compete for contracts and purchases
- Identify new potential HUB suppliers
- Encourage HUBs to participate in the competitive bid process with the objective of increasing the number of contracts awarded to HUB suppliers

- Heighten awareness of HUB utilization within the TBVME community
- Strive to meet the State's six (6) category goals of eligible contracts awarded to HUBs
- Participate in the Texas HUB Coordinators Alliance in an effort to identify new programs, meet with area vendors, and cooperatively discuss strategies for meeting state HUB goals

Strategies

A. Create an environment to adequately manage the HUB program. Maintain a HUB group to provide functional staff expertise, advice and counsel regarding implementation of all aspects of the HUB program. The group shall include representatives of Procurement Services, Facilities Management, Budget Office and any other department responsible for major contracting opportunities. Operating procedures will be established to foster the success of the HUB program at TBVME.

B. Maintain an outreach program with the HUB business community to encourage and enhance the ability for HUB vendors to compete for contracts and purchases, an outreach program with the local regional HUB business community is required. This effort will assist in identifying HUB firms capable of supplying needed materials, supplies, equipment, and services. This outreach should foster further expansion and development of HUB businesses and actively assist HUBs and small businesses in Texas in becoming familiar with the procurement process of the TBVME.

C. Establish procedures to promote utilization of HUB vendors within the TBVME community. Maintain internal procedures which encourage the use of HUB vendors for departments and individuals that exercise budget expenditure authority. All staff engaged in daily procurement should be knowledgeable of the HUB program policy, strategies, and procedures. Procedures must encourage the utilization of competitive bid requirements for delegated purchases promulgated by the Texas Comptroller of Public Accounts in support of HUB objectives.

D. Identify Reporting Requirements.
Maintain a HUB utilization reporting system with sufficient data to satisfy reporting requirements of the Texas Comptroller of Public Accounts and to produce output measures specified in this plan.

E. Actively Participate in the Texas HUB Coordinators Alliance.
Attend quarterly Alliance meetings to identify new programs, meet with area vendors, and develop a network to assist in promoting and meeting state HUB goals.

Output Measures of HUB Utilization Strategies
- Number of HUB firms solicited for bids/proposals
- Number of HUB suppliers awarded Purchase Orders and Contracts
- Number of economic opportunity forums supported and/or attended
- Percent of dollar volume of purchases from HUB firms
- Percent of purchases, contracts and subcontracts awarded to HUB firms

Finding HUB Vendors

A complete list of all certified Texas HUB vendors can be electronically accessed through the [CMBL - Centralized Master Bidders List](). The state of Texas maintains the CMBL in which all registered vendors for the State of Texas and certified Texas HUBs are listed. You may search the CMBL by commodity class and item codes to find which Certified Texas HUBs provide certain commodities/services.

SCHEDULE D
TEXAS BOARD OF VETERINARY MEDICAL EXAMINERS
STATEWIDE CAPITAL PLAN

This item is not applicable to the Texas Board of Veterinary Medical Examiners.

SCHEDULE E
TEXAS BOARD OF VETERINARY MEDICAL EXAMINERS
HEALTH AND HUMAN SERVICES STARTEGIC PLAN

This item is not applicable to the Texas Board of Veterinary Medical Examiners.

SCHEDULE F
TEXAS BOARD OF VETERINARY MEDICAL EXAMINERS
WORKFORCE PLAN

OVERVIEW OF AGENCY SCOPE AND FUNCTIONS

The Texas State Board of Veterinary Medical Examiners was created in 1911 by the 32nd Legislature and charged with regulating the practice of veterinary medicine. The 82nd Legislature added the licensure and regulation of equine dental providers and the 83rd Legislature added the licensure and regulation of licensed veterinary technicians. As the years have passed, different legislative bodies have refined the Board's responsibilities and authority. The Board's current enabling statute is located in the Texas Occupations Code, Title 4, Professions Related to Animal Health, Chapter 801.

Agency Mission
The mission of the Texas State Board of Veterinary Medical Examiners is to establish and enforce policies to ensure the best possible quality of veterinary and equine dental provider services for the people of Texas.

Agency Programs
Today, the Board's primary program responsibilities include Licensing and Examination, Legal/Enforcement, and Peer Assistance.

Licensing and Examination
The Licensing Division is charged with ensuring that only those persons who have demonstrated the ability to meet or exceed the minimum qualifications required to be a licensed veterinarian in the state of Texas enter the practice and provide veterinary services to Texas citizens. The Board is also responsible for renewing the more than 10,000 licenses currently held by practitioners, and for collecting fees associated with the licensing and examination functions.

Enforcement
The enforcement program is designed to protect consumers of veterinary and equine dental provider services and ensure veterinarians, equine dental providers, and licensed veterinary technicians comply with the Veterinary Licensing Act through the investigation of complaints and compliance inspections as well as the investigation of the unlicensed practice of veterinary medicine.

The legislature has granted the Board authority to utilize many tools for the enforcement efforts. Those tools include the ability to refuse to examine an applicant; suspension, probation or revocation of a license; issue reprimands, require the make-up of missed continuing education and/or requiring additional continuing education; impose administrative penalties; and hold informal conferences concerning alleged violations of the Act and Rules.

Peer Assistance
The Peer Assistance program assists veterinarians and veterinary students who are impaired by chemical dependency or mental illness.

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The program, authorized by Chapter 467 of the Health and Safety Code, is administered under contract through the Professional Recovery Network and is approved by the Texas Commission on Alcohol and Drug Abuse.

Our Compact with Texans

The Texas State Board of Veterinary Medical Examiners is the State's agency that regulates the practice of veterinary medicine by licensing and regulating veterinarians, equine dental providers, and licensed veterinary technicians. It also takes action against non-licensed persons who violate the Veterinary Licensing Act by practicing veterinary medicine without a license. The Board and its staff are committed to excellence in their service to the public and the veterinary profession. The Board's first priority is to protect the public. It must maintain high standards for veterinarians who seek licensure in Texas and those who are already in practice. The Board also has a commitment to its licensees to keep them informed about the law, its rules, and related information.

All individuals who contact the Board can expect:
- Easy access to agency services.
- Consumer friendly processes;
- Agency staff that are courteous, knowledgeable, and responsive to their needs;
- Answers to questions and requests for information provided in a timely manner; and
- Services provided in an efficient manner that meets the customer's needs and yet remains fiscally responsible.

WORKFORCE ANALYSIS

A. Current Workforce

The Board's current workforce consists of 21 full time positions. Classifications include:
- Executive Director (1)
- General Counsel I (1)
- Attorney I (1)
- Director I (1)
- Investigator V (1)
- Investigator IV (4)
- Investigator III (1)
- Program Supervisor III (1)
- Program Specialist I (1)
- Administrative Assistant IV (1)
- Licensing and Permit Specialist II (1)
- Licensing and Permit Specialist I (1)
- Legal Secretary III (1)
- Staff Services Officer IV (1)

B. Critical Workforce Skills

There are numerous skills necessary for successful completion of the agency's core functions. These skills include:
- Executive Level Management
- Customer Service
- Investigative

- Analysis/Research
- Mediation/Arbitration
- Communication (Oral and Written)
- Legal Experience
- Problem Solving
- Critical Thinking
- State Budgeting/Governmental Fund Accounting
- Advanced Computer Skills
- Business Office Management
- Computer Skills (skill requirements range from entry-level to highly skilled information technology specialists)

C.   Workforce Demographics

As of June 1, 2022, the Board was staffed with a total headcount of 17 employees. The following tables profile the agency's workforce.

Gender

	Number of Employees	Percent of Employees
Male	7	41%
Female	10	59%

Age

	Number of Employees	Percent of Employees
20 – 29 years	1	6%
30 – 39 years	4	24%
40 – 49 years	1	6%
50 – 59 years	6	35%
60 – 69 years	5	29%

State Tenure

	Number of Employees	Percent of Employees
0 – 5 years	11	64%
6 – 10 years	2	12%
11 – 15 years	1	6%
16 – 20 years	2	12%
21 – 25 years	0	0%
Over 25 Years	1	6%

Agency Tenure

	Number of Employees	Percent of Employees
0 – 5 years	13	76%
6 – 10 years	3	18%
11 – 15 years	1	6%

D. Workforce as Compared with Statewide Civilian Workforce

The following table compares the Board's percentage of African American, Hispanic, and Female employees to the statewide civilian workforce as reported by the Texas Workforce Commission Civil Rights Division. The State % is based on data reported from fiscal year 2016.

Job Category	African American Board%	State %	Hispanic American Board %	State %	Female Board %	State %
Officials/Administrators	11.76%	8.10%	17.65%	22.40%	17.65%	38.80%
Professionals	0.00%	10.90%	6.00%	20.30%	6.00%	54.50%
Administrative Support	0.00%	14.30%	6.00%	36.40%	17.65%	71.60%

The Board is under-represented in all of the African American and Hispanic categories. Because the Board has a small number of staff, only 21 FTEs, and maintains a small budget, $1,473,491 for FY2022 and $1,409,791 for FY2023, the Board faces many challenges in attracting a diverse group of applicants from which to choose the most qualified applicants when vacancies arise. A small staff means that promotional opportunities are very limited. A small budget limits the Board in its competitiveness with larger governmental entities and its ability to recruit experienced personnel and retain newly trained employees.

The Board continues to utilize as many tools as possible to seek a diverse applicant pool, including advertising with WorkInTexas, a web-based job Board with the Texas Workforce Commission, providing copies of announcements for all positions to be filled externally to minority and women's organizations.

E. Employee Turnover

Turnover experienced by the Board in 2017 can be attributed largely to the Sunset Commission's Review of the agency. Most of the turnover in FY17 and FY19 was directly related to leadership changes and reorganization. In the past, a variety of internal and external factors including the lack of advancement opportunities with a small agency contributed to the high turnover rate. The Board had no turnover in FY20 and FY21 due to Covid pandemic instability. Currently, during FY22, the agency has begun to experience some significant turnover. The agency is currently appropriated 21 FTEs; however, only 17 positions are currently filled.

Following is a chart that shows the Board's turnover rate as compared to the overall State turnover for fiscal years 2017 – 2021.

Fiscal Year	TBVME	State
2021	0.0%	21.5%
2020	0.0%	18.6%
2019	27.4%	20.3%
2018	41.2%	19.3%
2017	35.3%	18.6%

F. Agency Workforce Needs – Expected Workforce Changes
- High demand for new and improve data management software;
- Increased need for additional staff due to changes in workload and to meet statutory requirements;
- Increased use of technology to revise and streamline work processes; and
- Greater demand for web-related services;

G. Anticipated Program and Workload Changes and Shortfalls
Enforcement

Veterinary medicine is an ever-changing field. With constant advances in medical technology and changes in treatment protocols, the demands placed on veterinarians are increasing dramatically. In addition, many individuals see themselves as guardians of animals instead of owners, placing more emphasis on the emotional attachment to animals. Some individuals even see their animals as companions. This opens the door to more litigation and more complaints. As a result of these changes, the number of complaints received by the Board has increased. The increase in the number of citizens moving to Texas has also brought an increase to the animal population and the needs for veterinary care. This increase has also contributed to an increase in the volume of complaints received.

The Board currently has 10,536 licensed veterinarians, 57 special licensed veterinarians, 10 temporary licensed veterinarians, 2,424 licensed veterinary technicians, and 61 licensed equine dental providers. Our current funding allows for 750 on-site inspections per year; however, due to the rise is fuel costs and lodging, funding should be increased. We have seen a significant increase recently with drug diversion and serious mental health issues. Some of these problems have been

discovered during on-site inspections and some have been long term problems. It certainly is better for the public and the licensee to discover drug diversion, substance abuse, and serious mental health problems as early as possible.

Each individual investigator has a responsibility to investigate a complaint by contacting both the complainant and the responding licensee, gathering information relating to the complaint including patient records and other documentation from both parties to support their argument and obtaining second opinions from veterinarians not connected to the case. In order to allow the Board to make a fair decision, investigators are required to delve into medical matters and understand medical processes and terminology to allow them to write comprehensive, informative reports of investigation that are then sent, along with supporting documentation, for medical review. In addition to the investigation of complaints, Board investigators complete special investigations as needed and enforcement staff spend significant hours per day on the phone answering questions relating to the laws and rules that govern veterinary medicine.

Unlike most medical professions, veterinarians purchase and maintain dangerous drugs and controlled substance inventories within their practices. On-site inspections allow investigators to ensure that these controlled substances are maintained and utilized in a manner consistent with applicable laws and rules. These on-site inspections also allow investigators to review patient records, clinic operations, and other business records to ensure compliance. This contact with board investigators provides the licensee with an opportunity to ask questions and have one on one contact. On-site inspections also allow the Board an opportunity to remain up-to-date on the workings of a veterinary practice. Onsite inspections can be very time consuming to board investigators and will utilize a lot of work hours, causing an interference with the investigators ability to also perform thorough investigations of complaints. The addition of Investigator FTEs is needed to allow the agency to fulfill its core function of performing the necessary number of inspections to meet its performance measures, in addition to performing more thorough and comprehensive investigations.

Legal

At this time there is one General Counsel, one Staff Attorney, and one Legal Administrative Assistant FTE within the TBVME's legal division. While the backlog of cases has decreased within the division, a backlog remains. Further, the legal division has seen an increase in cases and an increase in the complex nature of those cases. The number of licensees is also on the rise which will logically lead to an increase in cases as well. This change in circumstances demands additional resources and experience. The Board's budget only permits a lower salary for its Staff Attorney and General Counsel; therefore, it often is only able to hire an attorney with less experience. This requires time and resources for training. Once the attorney has obtained such training and institutional knowledge, they often leave employment with the Board for higher salaries in other agencies, often within the Health Professions Council. The same funding issue exists for the legal administrative position as the TBVME's Legal Division has recently experienced turnover with this position and has

yet to backfill it due to a lack of applications being received. The increased cost of living in Austin, the requirements for in-person employment format, and the salary has presented a challenge on recruitment and retention for the position. While the agency is waiting to fill the position, the attorneys are performing the duties of the legal administrative position resulting in reduced productivity. The amount and nature of cases the Board is currently experiencing and expects to experience in the future necessitates additional funding to obtain and maintain quality legal staff.

Licensing and Examination

The agency currently has three FTEs operating its licensing and examination program. The licensing and examination division is responsible for administering the State Board Examination, the Provisional and Special License examinations, issuing licenses to qualified individuals who apply for a State of Texas veterinary, veterinary technician or equine dental provider license, and annual renewal of each license.

H. Future Workforce Skills Needed

With the evolution of veterinary medicine, an increasingly mobile licensee base, changes in business processes, and the continued need for strong leadership, the agency anticipates a greater need in the following skills:
- Leadership;
- Critical thinking;
- Problem solving;
- Communication;
- Change management;
- Expanded technological; and
- Advanced time management.

The continued development of these skills within agency staff will enable the agency to successfully complete its mission in the coming years.

I. Anticipated Surplus or Shortage of Skills

Based on the agency's workforce analysis, the following issues must be addressed:
- The high number of employees with just a few years of experience in their positions requires more time and resources spent training.
- Employee turnover
- Additional salary compensation that is commensurate with other state agencies
- Additional FTEs to fulfill agency's core functions and meet performance measures

III.   STRATEGY DEVELOPMENT
   While the Board faces many challenges in its workforce over the next five years, most can be addressed by the following objectives:

Objective: **Obtain additional staff necessary to successfully meet agency strategic responsibilities.**
   Action Steps
   - Identify staffing deficiencies.
   - Seek FTEs and funding from the Legislature; and
   - Hire appropriate staff.

Objective: **Adjustments to current employment placement within the State's compensation schedule.**
   Action Steps:
   - Identify staff inappropriately placed within the State's compensation schedule; and
   - Seek funding to allow for appropriate placement.

Objective: **Continue to Develop and Document Job Procedures**
   By continuing to develop and document job procedures, the Board can build a library of resource material for its future workforce. This action will effectively reduce the "brain drain" that will happen as experienced workers leave the agency.
   Action Steps
   - Identify undocumented procedures.
   - Provide guidance to staff on process documentation techniques;
   - Ensure sufficient available time to allow staff to complete the documentation process; and
   - Include the protection of completed job procedure documentation in the agency's Business Continuity Plan.

Objective: **Continue Seeking Diversity Within the Applicant Pool and the Agency's Workforce.**
   By continuing to seek a diverse applicant pool that includes all qualified individuals, the agency can build a resource of individuals with a wide range of ideas and experience. These attributes can better help the agency to deal with changes in workload and challenges as responsibilities are added.
   Action Steps
   - Continue to identify and refine ways to attract a more diverse pool of applicants.
   - Continue to hire the most qualified applicants; and
   - Continue to identify ways to retain those qualified individuals.

Objective: **Develop a competent, well-trained workforce.**

It is imperative that the agency continues to cross train all agency employees to ensure that agency processes are not disrupted as employees leave. The agency should provide training to its employees whenever possible, utilizing both free and low cost training. This measure will ensure that, where possible, current employees will have opportunities for advancement, thereby increasing the agency's retention ability and that new technologies will be added to the agency's repertoire.

Action Steps
- Identify agency critical skills and competencies with input from divisions.
- Assess the level of risk facing the agency regarding the potential loss of knowledge and focus
- Training efforts in those areas.
- Expand and enhance staff development to include effective leadership and mentoring; and
- Assessing and addressing division specific training needs.