

Report on Customer Service June 2016

Texas Board of Chiropractic Examiners



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REPORT ON CUSTOMER SERVICE

INVENTORY OF EXTERNAL CUSTOMERS SERVED

The Texas Board of Chiropractic Examiners (TBCE) external customer base includes:

1. The Public

The mission of the Texas Board of Chiropractic Examiners is to execute the statutory authority of the Texas Chiropractic Act (Texas Occupations Code, Chapter 201) and to promote, preserve, and protect the health, safety, and welfare of the people of Texas by licensing skilled professionals and enforcing standards of practice.

2. Chiropractors, Chiropractic & Non-Chiropractic Owned Facilities and Licensed Radiological Technicians

The TBCE has a responsibility to assist all licensees in practicing quality chiropractic care by keeping them informed of rules and regulations applicable to their practice through the agency website, the publication of the agency's quarterly newsletter, and written, telephonic and electronic communication.

3. The Legislature

As a governing body, the legislature is provided with information and feedback that assists the TBCE in ensuring the protection of the public and people of Texas through appropriate legislation.

4. Complainants

Individuals who believe they have not received quality chiropractic care may file a complaint with the agency. The agency has a responsibility to both the complainant and the licensee to conduct a fair and impartial investigation, ensuring that actions taken against licensees are just, and creating conditions to secure substantial compliance with the Chiropractic Act and TBCE rules.

CUSTOMER SERVICE RELATED STRATEGIES

TBCE's responsibilities to members of the public and the chiropractic community are reflected in strategies set out in the GAA (General Appropriations Act). For the 2016-2017 biennium, those strategies are:

- A.1.1-LICENSING SYSTEM
- A.1.2-TEXAS.GOV
- A.2.1-ENFORCEMENT
- B.1.1-LICENSING INDIRECT ADMINISTRATION
- B.2.1-ENFORCEMENT INDIRECT ADMINISTRATION

The customer service survey was based on the following strategies:

A.1.1-LICENSING SYSTEM

TBCE's responsibilities for service to licensees includes the examination and licensing of new graduates and chiropractors from other states and registration for facilities and licensed radiological technicians who meet Texas requirements. Once a license is issued, the board's responsibilities extend to license/registration renewal, providing information about current laws and rules governing the profession, answering questions and clarifying issues. Most information is provided to stakeholders through:

- the agency's newsletter, *Texas Chiropractic Board Report*;
- email;
- phone calls;
- correspondence;
- agency's website and;
- Chiropractic associations.

A.2.1-ENFORCEMENT

Members of the public and of the chiropractic community, who believe that a licensee has failed in some way to meet their professional responsibility, may file a complaint with the TBCE. The board reviews and investigates each complaint to determine if the respondent has violated a Board rule and/or state law. When the initial contact is made with the board, generally by phone or email, the individual will receive a complaint form and information which explains the complaint process. Once a complaint has been filed, the respondent is notified and provided with a summary of the allegations. If circumstances require, additional information may be requested. Board staff will also contact the complainant to acquire further information, and allow the complainant to provide any documentation they may wish the board to consider. The complainant and the respondent receive periodic updates on the status of the complaint.

The complaint review process consists of a review and investigation of the complaint by an agency staff member (Investigator). The complaint is also reviewed by the Chief Investigator and the Executive Director. The licensee may request an informal conference. Complaints involving medical issues are heard by a committee made up of three (3) Board members, the Enforcement Committee. Complaints not involving medical issues are heard by an agency staff committee. If either committee finds a violation, a recommended disciplinary action is determined and a proposed agreed order written and presented to the licensee to settle the case. If the licensee signs the

order, it is referred to the full board for approval and acceptance. If no agreement can be reached, the matter may be scheduled for a hearing before the State Office of Administrative Hearings (SOAH).

INFORMATION GATHERING METHODS

The Board obtained stakeholder feedback from a stakeholder survey hosted by Orgexcel.net website from June 1, 2014 through March 8, 2016 and the survey was linked through the Texas Board of Chiropractic Examiners website. The link to the survey was also sent via Constant Contact to licensees for whom the Board has an email address and is permanently placed on staff email signature blocks in response to correspondence from licensees and the public. The survey was completed on 973 occasions from 2014 to 2016.

The survey asked the responding individual to rate the board's processes and staff interaction based on statements. Each statement is rated as "strongly agree", "agree", "neutral", "disagree", "strongly disagree", and "not applicable." Individuals were also invited to share ideas for improvements.

ANALYSIS OF FINDINGS

The survey focused on:

- the responsiveness and ability of agency staff to assist individuals contacting the agency;
- the appropriateness and clarity of procedures and information provided to individuals contacting the agency;
- the overall impression regarding the Board's website and;
- the overall satisfaction the individuals felt with their experience in dealing with the Board.

All percentages indicate percentage of individuals who indicated a positive experience.

Variations Impacting Outcome

The Board has undergone changes in processes and staff during the last two years due to legislative mandates and changes made during the normal course of business. These changes have had an impact on our customers' perspectives. These changes will, in time, have a positive impact on consumer perceptions. Following is an outline of those changes which have had the most impact for our customers.

- Transfer of radiologic technicians from DSHS to the Texas Medical Board; Senate Bill 202; and
- Staff Turnover.

CUSTOMER RELATED PERFORMANCE MEASURE RESULTS

Percentage of surveyed customer respondents expressing overall satisfaction with services (Includes "Strongly Agree", "Agree" and "Neutral"):

2014-2016: 83.4%

Percentage of surveyed customer respondents identifying ways to improve service delivery:

2014-2016: 9.4%

Number of Customers Surveyed:

Total Number of Respondents: 973

Number of Customers Served & Identified:

License Type	FY14	FY15	FY16
Doctor of Chiropractic	6,270	6,162	5,029 ¹
Facility Registrations (DC & Non-DC Owned)	4,466	4,409	3,002 ¹
Radiological Technicians (Licensed & Hardship)	128	103	68 ^{1, 2}
Complainants	270	300	243 ¹
Total	11,134	10,974	8,342

Number of Customer Groups Inventoried:

Total Number of customer groups identified: 4

¹This number is not complete as the fiscal year for 2016 is not complete. This number includes date from 9/1/2016 through 5/31/2016.

²The dramatic decrease in the number of radiological technicians is due to the transfer of the program from DSHS to the Texas Medical Board by SB202.

CUSTOMER RELATED PERFORMANCE MEASURES

Outcome Measures

1. Percentage of Surveyed Customer Respondents Expressing Overall Satisfaction with Services Rendered.

Short Definition:

Total number of percentages from each question of surveyed customer respondents who expressed an overall satisfaction with TBCE services, divided by the number of questions for all overall average of customer satisfaction.

Purpose/Importance:

This measure is used as one facet in determining the percentage of TBCE customers that are satisfied with the agency's customer service.

Source/Collection of Data:

TBCE develops and emails a survey to agency customers as well as placing the survey link in staff response emails. The results are tabulated from those surveys which are completed.

Method of Calculation:

Respondents were asked to rate their overall satisfaction as "Strongly Agree", "Agree", "Neutral", "Disagree", "Strongly Disagree" and "Not Applicable." To determine the overall satisfaction percentage, responses were grouped into three categories. "Strongly Agree", "Agree", and "Neutral" were interpreted as satisfied, "Disagree", and "Strongly Disagree" were interpreted as unsatisfied and "Not Applicable" responses were interpreted as no formed opinion. To calculate the percentages of "satisfied" customers, the agency divided the number of "Strongly Agree", "Agree", and "Neutral" responses by the number of total responses received to that question and multiplied the result by 100 to achieve a percentage.

Data Limitation

The agency has no control over the number of customers who complete the survey. In addition, the term "overall satisfaction" is subjective. It should be noted that, as with all regulatory agencies, many answers to survey questions are dependent upon the type of involvement with the customer. In situations involving the agency's investigation of a complaint, the outcome of the investigation will generally dictate the respondent's satisfaction. For example, if a complaint is found to be without merit, a complainant will general rate the agency's services as unsatisfactory. The same is true for licensees where a violation if found.

Calculation Type:

Non-cumulative.

New Measure:

No.

Desired Performance:

80% satisfaction of identified customers.

2. Percentage of Surveyed Customer Respondents Identifying Ways to Improve Service Delivery

Short Definition:

Total number of surveyed customer respondents who have identified ways to improve service delivery, divided by the total number of surveyed customer respondents.

Purpose/Importance:

This measure is used as one facet in determining identifying possible improvements to the agency's service delivery.

Source/Collection of Data:

TBCE develops and emails a survey to agency customers as well as placing the survey link in staff response emails. The results are tabulated from those surveys which are completed.

Method of Calculation:

This performance measure is calculated by dividing the total number of TBCE customers who responded to the survey by the total number of TBCE customers who responded to the survey WITH comments and multiplied by 100 to achieve a percentage.

Data Limitation

The agency has no control over the number of customers who complete the survey. In addition, the definition of "improvement" is open to interpretation. One individual's suggestion of an "improvement" may not be perceived as an improvement by another customer. For example, one customer may prefer to receive information from the agency in paper format, while another customer may prefer to receive the same information via email.

Calculation Type:

Non-cumulative.

New Measure:

No.

Desired Performance:

15% of surveyed customers.

Output Measures

1. Number of Customers Surveyed

Short Definition:

Total number of TBCE customers surveyed in a reporting period.

Purpose/Importance:

This measure is an indication of the agency's efforts to collect information from the public and its licensees about the agency's customer service.

Method of Calculation:

The agency determined that utilizing the survey by Orgexcel service would be the most cost efficient way to survey its stakeholders. The agency sent an email via Constant Contact informing licensees of the survey.

Data Limitation

Not every TBCE customer is surveyed. Due to the costs associated with surveys, (printing, mailing, etc.) the agency elected to utilize Orgexcel as a more cost effective means of distributing the survey. The distribution method when this service is utilized is limited to email, posting of the agency website and Facebook page. Due to not having email addresses for all TBCE customers, we were unable to distribute the survey to every TBCE customer. TBCE also has no control over who will become TBCE customers.

Calculation Type:

Non-cumulative.

New Measure:

No.

Desired Performance:

100% of identified surveyed population.

2. Number of Customers Served

Short Definition:

Total number of TBCE customers identified in a reporting period.

Purpose/Importance:

This measure is an indication of the agency's workload (i.e., the greater the number of customers, the greater the agency's workload.)

Method of Calculation:

TBCE manually calculates the approximate number of customers served during a reporting period (performance measures.) This information is obtained from the agency's FileMaker Pro database, which contains data for all licensees and complainants.

Data Limitation

TBCE has no control over the number of customers who will want TBCE services. The types of groups of customers are somewhat specific as a result of the agency's enabling legislation.

Calculation Type:

Non-cumulative.

New Measure:

No.

Desired Performance:

100% of identified surveyed population.

Efficiency Measures

1. Cost Per Customer Surveyed.

Short Definition:

Total funds expended (including those encumbered) for the cost to survey the agency's customers, including costs of mailing the survey and costs of personnel time to develop the TBCE Customer Service Survey and evaluate the data collected. The total cost is divided by the number of customers surveyed.

Purpose/Importance:

This measure reflects the cost to the agency to conduct a customer service survey.

Source/Collection of Data:

Funds expended would include all direct costs attributable to the survey. These direct costs are identified in the agency's operating budget and, where applicable, will include, percent of exempt and classified salaries according to estimated time spent in this function, consumable supplies, computer expenses, training and education, capitalized equipment, and other operating expenses.

Method of Calculation:

The amounts identified will be divided by the total number of customers surveyed to determine the cost of each individual survey mailed.

Data Limitation

TBCE has no control over the number of customers who will want TBCE services. The types of groups of customers are somewhat specific as a result of the agency's enabling legislation.

Calculation Type:

Non-cumulative.

New Measure:

No.

Desired Performance:

Less than \$.50 cents per customer surveyed.

Explanatory Measures

1. Number of Customers Identified.

This explanatory measure is the same as the Output entitled, "Number of Customers Served."

2. Number of Customer Groups Inventoried.

Short Definition:

Total number of customer groups identified in a reporting period.

Purpose/Importance:

This measure reflects the diversity of agency customers and gives an indication of the agency's workload.

Source/Collection of Data:

The number of customer groups is determined by reviewing the external customer groups that might exist within each budget strategy listed in the agency Strategic Plan.

Method of Calculation:

TBCE keeps an electronic database of its customer groups (FileMaker Pro.)

Data Limitation

The types and groups of customers are somewhat specific as a result of the agency's enabling legislation.

Calculation Type:

Non-cumulative.

New Measure:

No.

Desired Performance:

100% of identified surveyed population

COMPACT WITH TEXANS

AGENCY MISSION

The mission of the Texas Board of Chiropractic Examiners is to execute the statutory authority of the Texas Chiropractic Act (Texas Occupations Code, Chapter 201) and to promote, preserve, and protect the health, safety, and welfare of the people of Texas by licensing skilled professionals and enforcing standards of practice.

AGENCY GOALS

The Texas Board of Chiropractic Examiners exists to ensure the highest quality professionals serve Texas chiropractic patients effectively and ethically. To that end, the Board examines and licenses chiropractors, licenses chiropractic facilities, registers chiropractic radiological technicians, and enforces the law that governs the practice of chiropractic (Occupations Code, Title 3, Subtitle C, Chapter 201). The TBCE also provides information to the public, including verification of licensure, and general information about the profession. The Board and its staff will ensure that Texans are effectively and efficiently served by quality professionals 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 SERVICES

Licensing and Examination

The licensing and examination program ensures that only those persons who have demonstrated the ability to meet or exceed the minimum qualifications required to be a licensed chiropractor in the state of Texas enter the practice and provide chiropractic services to Texas' citizens. Under this program, licensed individuals are required to renew their license annually, on or before their birth month and complete sixteen (16) hours of approved continuing education.

Enforcement

The enforcement program is designed to protect consumers of chiropractic services and ensure chiropractors comply with the Chiropractic Act through the investigation of complaints, compliance inspections as well as through investigating the unlicensed practice of chiropractic.

CUSTOMER SERVICE STANDARDS

The Texas Board of Chiropractic Examiners is committed to providing superior services to our customers, the citizens of Texas. Each customer 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.

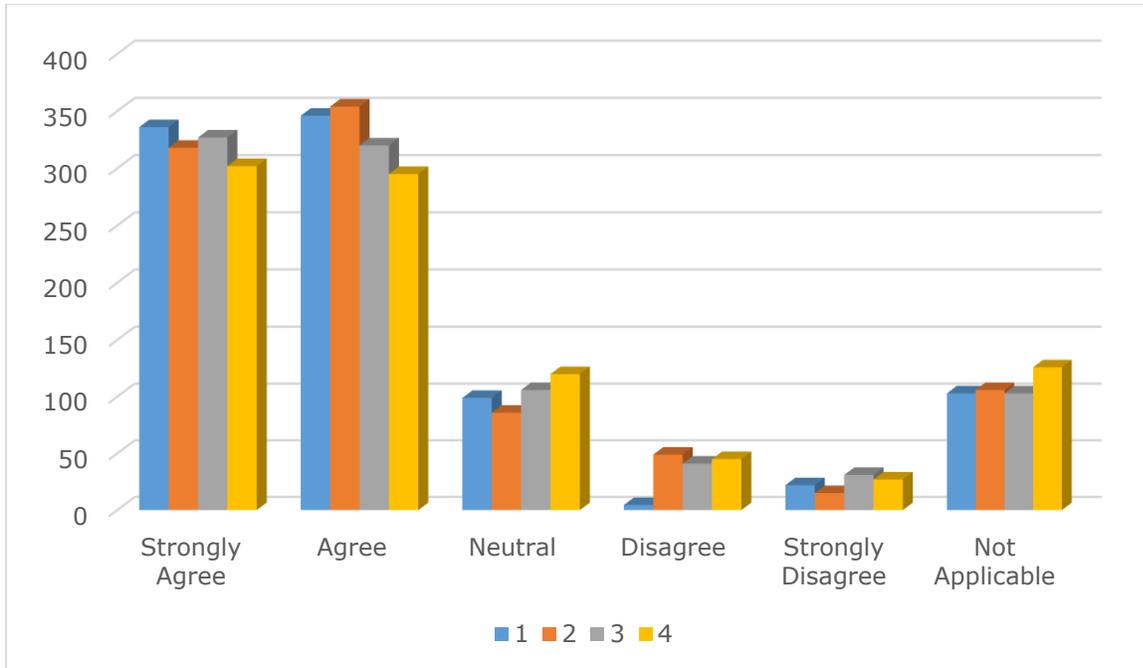
Concerns regarding agency services and customer service issues should be directed to the agency's customer service representative as follows:

Texas Board of Chiropractic Examiners
Attention: Customer Service Representative
333 Guadalupe Street, Tower III, Suite 825
Austin, Texas 78701
Phone: (512) 305-3700 Fax: (512) 305-6705
Email: tbce@tbce.texas.gov

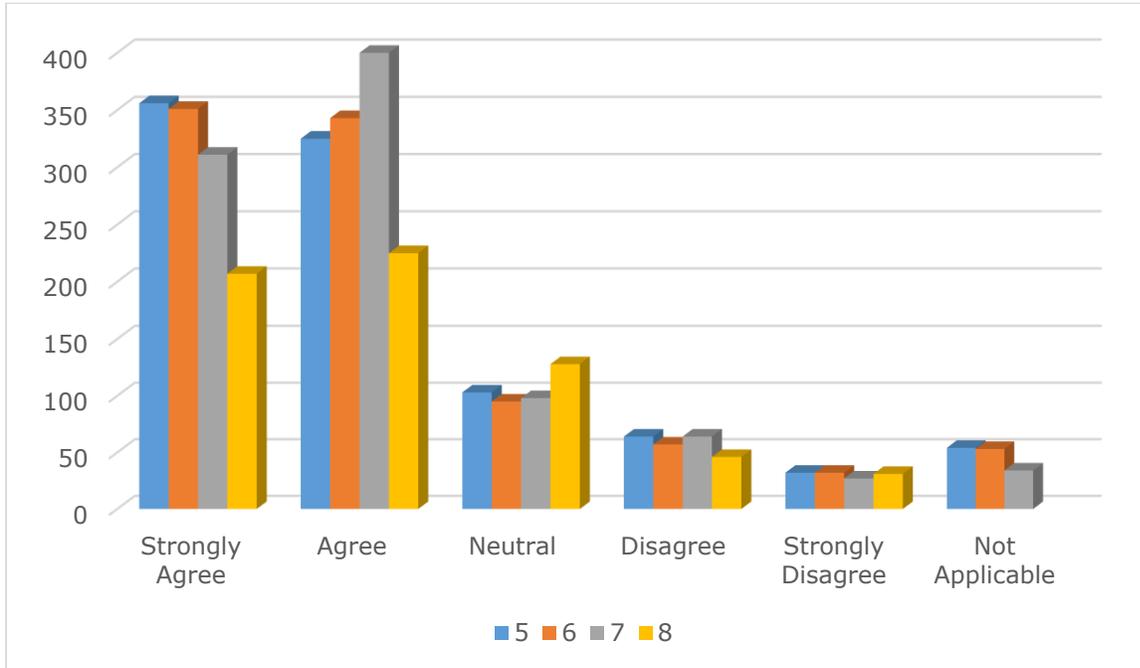
SURVEY SUMMARY

Individuals were asked to rank how strongly they agree or disagree with the following statements:

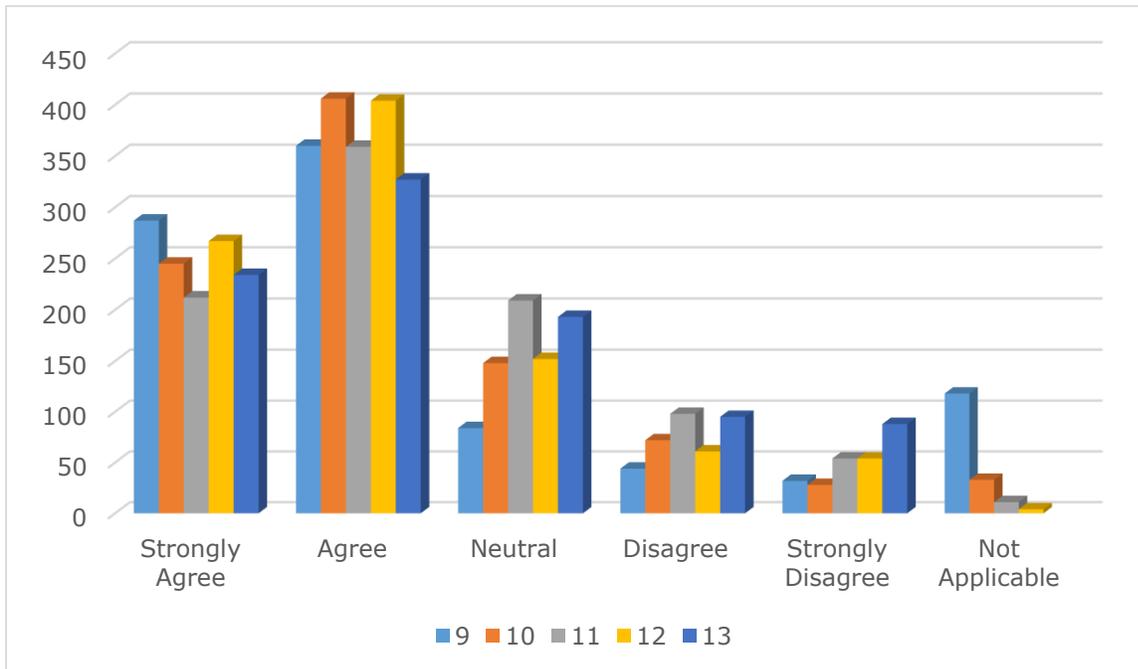
1. Staff were professional and courteous
2. Staff were knowledgeable (able to answer my questions)
3. Staff were helpful (demonstrated a willingness to assist me)
4. Staff took the time to understand my issue and assist me.



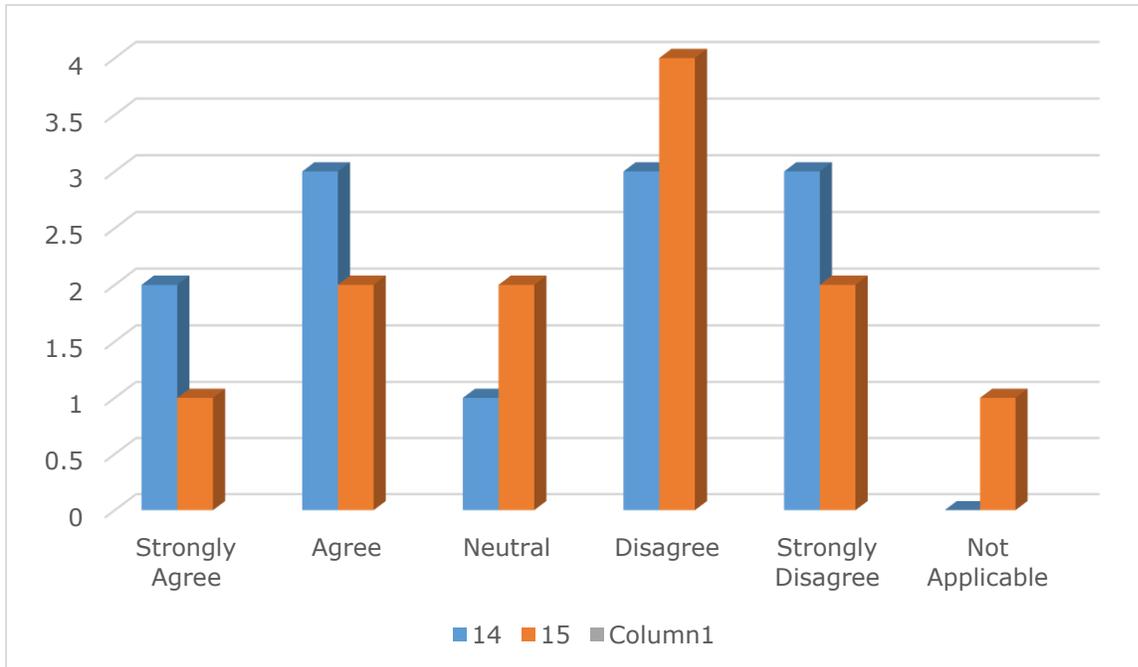
5. I received the information I needed in a timely manner.
6. Service was delivered in a reasonable amount of time.
7. The procedures/instructions were straightforward and easy to understand.
8. If I had a concern or complaint, it was addressed in a reasonable manner.



9. If I contacted the TBCE, my phone call, email or letter was routed to the proper person.
10. If I used the website, it was easy to use and contained helpful information.
11. The TBCE does a good job communicating important information
12. Overall, I am satisfied with my experience with TBCE
13. I trust TBCE to do a good job regulating the chiropractic profession.



- 14. I was given a fair opportunity to express my case.
- 15. The disciplinary process was adequately explained to me.



A sampling of comments received from survey respondents:

"The licensing department has been spot on with their prompt replies to my emails. Plus, they kindly sent a letter to me when they received my application and have communicated with me on more than one occasion, giving me a status of where I am in the process. Very helpful!"

"I have been a licensee with TBCE for over 15 years now. The TBCE seems to be improving each and every year, in my opinion."

"Would like to see TBCE work for the chiropractors they regulate. Starting with working toward being one of the many states that offer reciprocity."

"The TBCE seems to have forgotten that they represent the chiropractic profession and are to look out for the best interest of the profession as well as protect the public. Instead, there is this general feeling that the board thinks we (chiropractors) are all criminals and they are just waiting to catch us doing something."

"I asked a question of legal counsel about scope of practice. They researched my question and gave me a concise answer. I really appreciated having them as a part of the Chiropractic team."

"This is my 25th year as a licensee of the TBCE. I have always been treated with respect and professionalism. They have always been helpful."

"Online license renewal & facility renewal is easy." "Thank You TBCE!"