

Texas Board of Veterinary Medical Examiners



Report On Customer Service

May 2016

REPORT ON CUSTOMER SERVICE
Texas Board of Veterinary Medical Examiners
TABLE OF CONTENTS

Inventory of External Customers Served.....	1
Customer Service Related Strategies	1
Information Gathering Methods	3
Analysis of Findings	3
Customer Related Performance Measure Results.....	4
Customer Related Performance Measures	5
Compact With Texans.....	10
Survey Summary.....	12

REPORT ON CUSTOMER SERVICE

Texas Board of Veterinary Medical Examiners

INVENTORY OF EXTERNAL CUSTOMERS SERVED

The Texas Board of Veterinary Medical Examiners (TBVME) external customer base includes the following:

1. The Public

The mission of the Texas 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.

2. Veterinarians, Equine Dental Providers, and Licensed Veterinary Technicians

The TBVME has a responsibility to assist licensees in practicing quality veterinary medicine and equine dentistry by keeping them informed of rules and regulations applicable to their practice through the agency website, the publication of the agency's *Board Notes*, and written, telephonic and electronic communication. In addition, the board provides a peer assistance program for veterinarians and members of their staff who need assistance due to drug and alcohol abuse.

3. The Legislature

The Legislature, in its capacity of protecting the public and acting in the interest of its constituents, must be kept informed of issues involving the quality practice of veterinary medicine and equine dentistry where legislative action may be the best course of action.

4. Complainants and Licensees

Individuals who believe they have not received quality veterinary care may file a complaint with the agency. The agency has a responsibility to both the complainant and the licensee to conduct an impartial investigation, ensuring that actions taken against licensees are just, and, where possible, increase the licensees' ability to practice quality medicine.

CUSTOMER SERVICE RELATED STRATEGIES

TBVME's responsibilities to both members of the public and the veterinary community are reflected in strategies set out in the General Appropriations Act. For the 2016-2017 biennium, those strategies are:

- A.1.1 – Operate Licensure System
- A.1.2 – Texas.gov
- A.2.1 – Complaints and Action
- A.2.2 – Peer Assistance
- B.1.1 – Licensing Indirect Administration
- B.1.2 – Complaints and Action Indirect Administration

The customer service survey was based on the following strategies:

A.1.1 – Operate Licensure System.

TBVME's responsibilities for service to licensees includes the examination of new graduates and veterinarians, equine dental providers and licensed veterinary technicians from other states and licensure of those who meet Texas requirements. Once a license is issued, the board's responsibilities extend to license renewal, providing information about current laws and rules governing the profession, answering questions and clarifying issues. Most information is provided through the agency's newsletter *Board Notes*, email, phone calls, correspondence, and the agency's website.

A.2.1 – Complaints and Action.

Individuals, both members of the public and of the veterinary community, who believe that a licensee has failed in some way to meet their professional responsibility, may file a complaint with TBVME. The complainant may expect the board to review and investigate each complaint to determine if the licensee has violated 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 brochure which outlines the complaint process. Once the complaint has been filed, the licensee is notified and provided with a summary of the allegations. If circumstances require, additional information may be requested. Board staff also contacts the complainant to acquire further information, if needed, and to allow the individual to provide any documentation they may wish the board to consider. The complainant and licensee receive periodic updates on the status of the complaint, generally once every 45 days.

The complaint review process consists of a review and investigation of the complaint by an agency staff member. The complaint is also reviewed by the Director of Enforcement and the Executive Director. Complaints involving medical or practice issues are also reviewed by two veterinary board members. If a violation is thought to have occurred, both the complainant and the licensee are invited to attend an informal conference. Complaints involving medical issues are heard by a committee made up of the two reviewing veterinary board members and a public board member. Complaints not involving medical issues are heard by an agency staff committee. If either committee finds a violation, disciplinary action is determined and an agreed order written and presented to the licensee to settle the case. If the licensee signs the agreed 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.

A.2.2 – Peer Assistance

The board's peer assistance program is administered under contract by the Professional Recovery Network (PRN). Most communication to and from the board office is with the Program Director.

The board encourages individuals to enter the peer assistance program voluntarily, but the board may also direct individuals to enter the program as needed. Individuals directed to participate by the board will have their status reported to the board periodically. The board does not monitor the participation of those individuals who enter the program voluntarily.

INFORMATION GATHERING METHODS

During this biennium, the Board obtained stakeholder feedback from a stakeholder survey hosted by the SurveyMonkey website from March 11, 2016 through May 25, 2016 and was linked through the Texas Board of Veterinary Medical Examiners website. The link to the survey was also sent to licensees and complainants who the Board has an email address (approximately 85% of our licensees), and lastly the link was also provided on our agency Facebook page. The survey was taken a total of 588 times.

The survey asked the responding individual to rate the board's processes and staff interaction based on statements. Each statement could be rated as "strongly agree," "agree," "neutral," "disagree," or "strongly disagree." Individuals were also invited to share ideas for improvements. A survey line with no response was regarded as not applicable.

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 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.

- Automated license renewal process based on the birth month of the licensee
- Automated notification to the Board of Temporary Limited-Service Veterinary Services (Temporary clinics for vaccinations, animal sterilization, etc.)
- Investigation and prosecution of cases of unlicensed practice of veterinary medicine
- Investigation of criminal convictions of licensees
- Addition of the regulation of Licensed Veterinary Technicians

CUSTOMER RELATED PERFORMANCE MEASURE RESULTS

Percentage of surveyed customer respondents expressing overall satisfaction with services:

2012: 68%

2014: 80%

2016: 68%

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

2012: 20%

2014: 23%

2016: 24%

Number of Customers Surveyed:

	<u>FY12</u>	<u>FY14</u> ¹	<u>FY16</u> ¹
Licensees	2,420	N/A	N/A
Complainants	<u>351</u>	<u>N/A</u>	<u>N/A</u>
Total	2,721	N/A	N/A

Number of Customers Served:

	<u>FY12</u>	<u>FY14</u>	<u>FY16</u> ²
Licensees	8,136	8,720	10,105 ³
Complainants	<u>436</u>	<u>542</u>	<u>301</u>
Total	8,572	9,262	10,406

Number of Customers Identified:

	<u>FY12</u>	<u>FY14</u>	<u>FY16</u>
Licensees	8,136	8,720	10,105 ³
Complainants	<u>436</u>	<u>542</u>	<u>301</u>
Total	8,572	9,262	10,406

Number of Customer Groups Inventoried:

Total number of customer groups identified: 4

¹ This number is not available as the survey was conducted online with information about the survey provided by email to all known stakeholders and posted on the agency website and Facebook page.

² FY16 reflects only the first and second quarter statistics.

³ The dramatic increase in the number of licensees is due to adding the new license type of Licensed Veterinary Technicians.

CUSTOMER RELATED PERFORMANCE MEASURES

Outcome Measures

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

Short Definition:

Total number of surveyed customer respondents who expressed an overall satisfaction with TBVME services, divided by the total number of surveyed customer respondents.

Purpose/Importance:

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

Source/Collection of Data:

TBVME develops and emails a survey to agency customers as well as placing the surveys on the agency website. 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," or "Strongly Disagree." To determine the overall satisfaction percentage, responses were grouped into three categories. "Strongly Agree" and "Agree" were interpreted as satisfied, "Disagree" and "Strongly Disagree" were interpreted as unsatisfied, and "Neutral" responses were interpreted as no formed opinion. To calculate percentage of "satisfied" customers, the agency divided the number of "Strongly Agree" and "Agree" responses by the number of total responses received to that question and multiplied the result by 100.

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 generally rate the agency's services as unsatisfactory. The same is true for licensees where a violation is 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 identifying possible improvements to the agency's service delivery.

Source/Collection of Data

TBVME develops and emails a survey to agency customers as well as placing the surveys on the agency website. The results are tabulated from those surveys which are completed.

Method of Calculation:

Numerator – Total number of TBVME customers who responded to the survey.

Denominator – Total number of TBVME customers who responded to the survey with comments.

This performance measure is calculated by dividing the numerator by the denominator and multiplying by 100 to achieve a percentage.

Data Limitation:

The agency has no control over how many TBVME customers will complete the survey. Additionally, 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 only in paper format, while another customer may prefer to receive the same information via email.

It is the agency's intention to conduct a survey of customer service in each even-numbered year of the biennium.

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 TBVME 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 SurveyMonkey service would be the most cost efficient way to survey its stakeholders. The agency sent an e-mail informing licensees and complainants of the survey.

Data Limitation:

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

TBVME manually calculates the approximate number of customers served during a reporting period. This information is obtained from the agency's Sugar CRM licensee database, which contains data for all licensees and complainants.

Data Limitation:

TBVME has no control over the number of customers who will want TBVME 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 TBVME 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:

TBVME has no control over the number of customers who will want TBVME 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
< \$1.00 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:

TBVME keeps an electronic database of its customer groups.

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

AGENCY 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 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.

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 veterinarian in the state of Texas enter the practice and provide veterinary services to Texas' citizens. Under this program, licensed individuals are required to renew their license annually and, upon request, provide proof of continuing education.

Enforcement

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

Peer Assistance

The Peer Assistance program, authorized by Chapter 467 of the Health and Safety Code, assists veterinarians and veterinary students who are impaired by chemical dependency or mental illness. Participation may be voluntary or required by board order; the program is administered under contract through the Texas Veterinary Medical Association, and is approved by the Texas Commission on Alcohol and Drug Abuse.

CUSTOMER SERVICE STANDARDS

The Texas Board of Veterinary Medical 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.

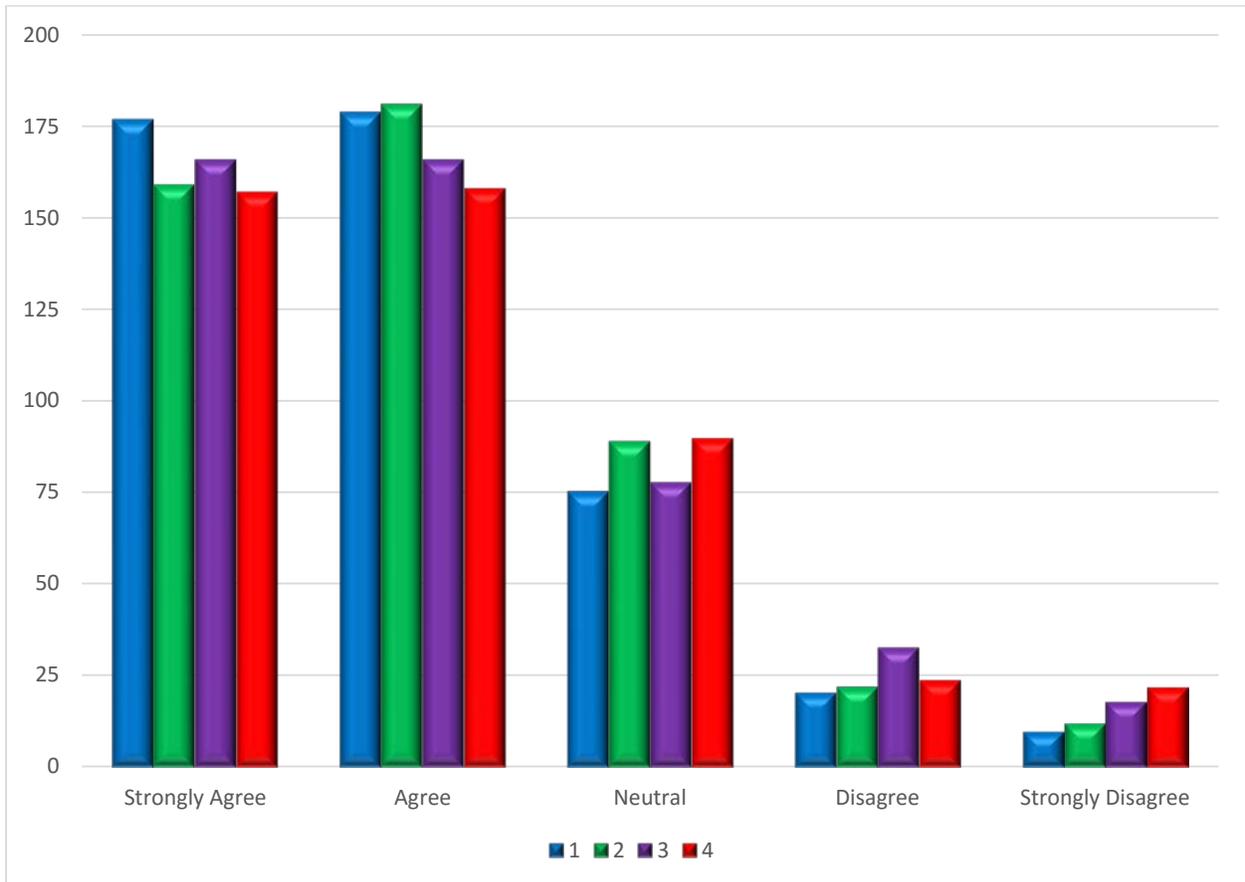
Concerns regarding agency services and customer service issues should be directed to the agency's customer service representative as follows:

Texas State Board of Veterinary Medical Examiners
Attention: Customer Service Representative
333 Guadalupe Street Tower III Suite 810
Austin, Texas 78701
Phone: 512.305.7555 Fax: 512.305.7574
email: [vet.board@veterinary.texas.gov](mailto:veterinary.board@veterinary.texas.gov)

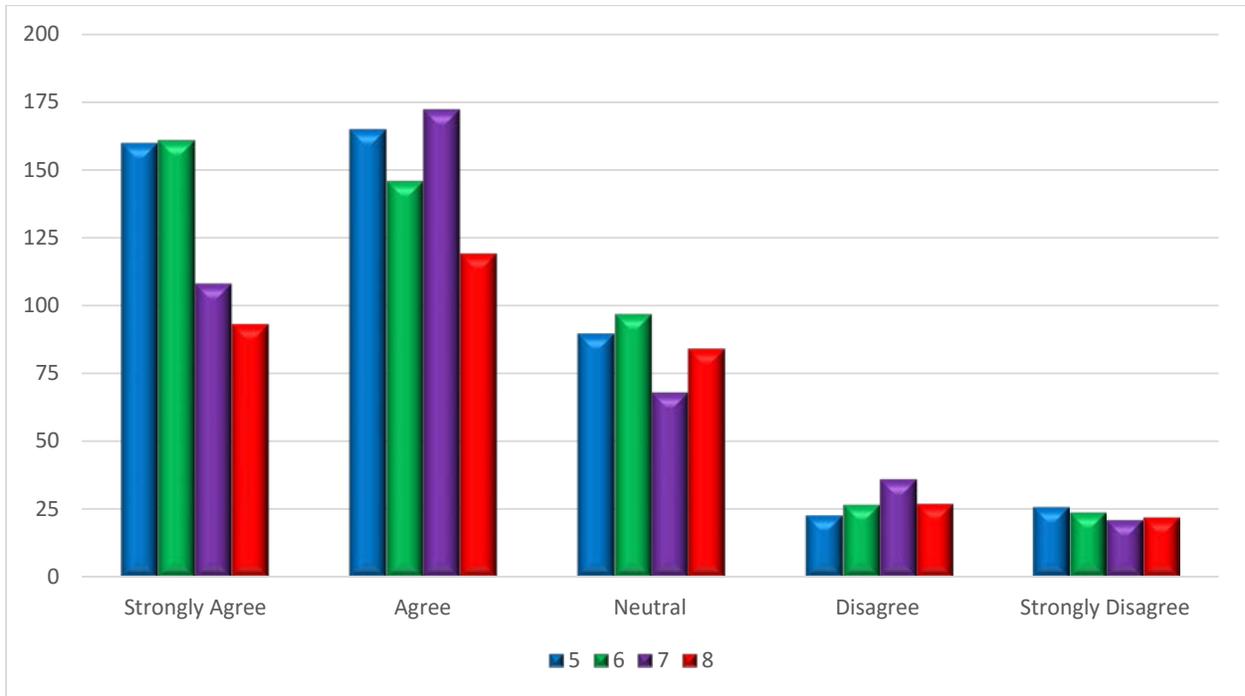
SURVEY SUMMARY

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

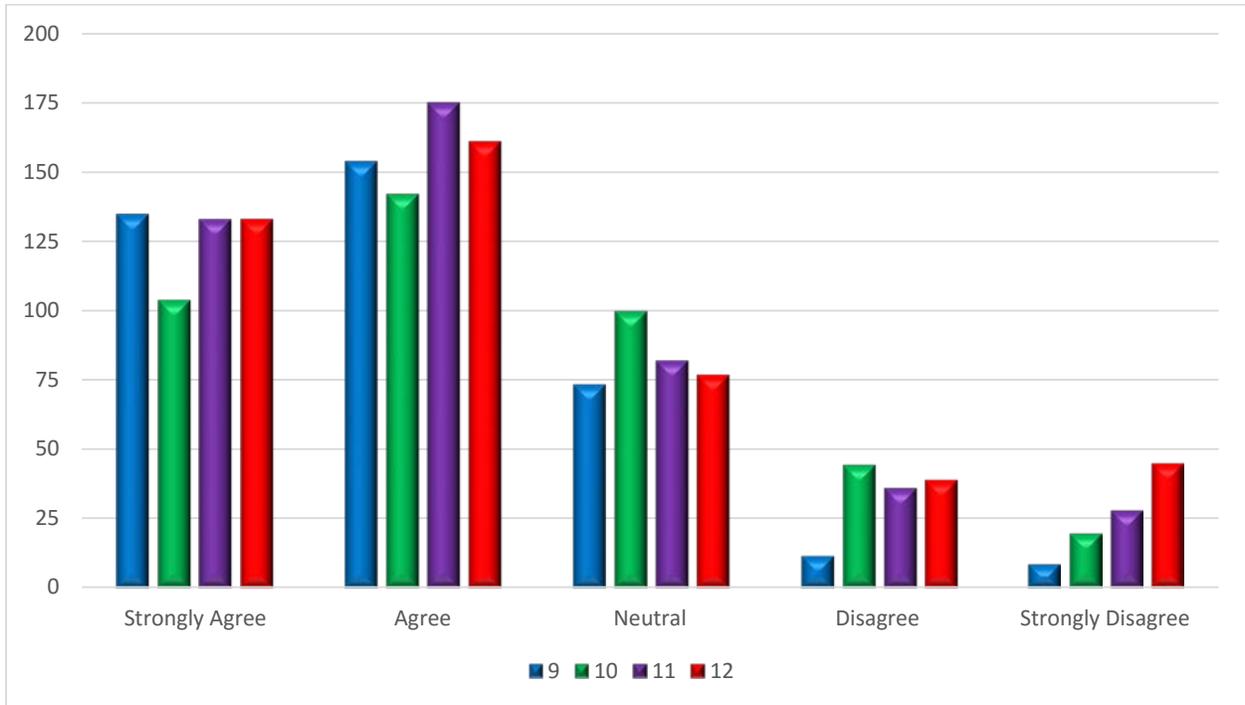
1. Staff were professional and courteous.
2. Staff were knowledgeable (able to answer my questions).
3. Staff were helpful (demonstrated a willingness to assist me).
4. Staff took the time to understand my issue and assist me.



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 TBVME, 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. Overall, I am satisfied with my experience with TBVME.
12. I trust TBVME to do a good job regulating the veterinary profession.



A sampling of comments received from survey respondents.

"The board should not be composed of all lawyers that have no background in the day to day progression."

"My inspector was professional and helpful, giving me suggestions on improving my practice in relationship to board concerns."

"not a fan of changing the license renewal to my birth month."

"I have not had to contact frequently, but when I did call, everything was handled quickly and efficiently. No issues."

"Seemed like it took a long time to resolve my case, but that may be more of a reflection of the time it takes to investigate."

"I've interacted with many state boards regarding veterinary license (as I move around the country) and Texas has always been the easiest to reach and receive helpful information and instructions from!"

"You need to seriously protect the LVT title or it's meaningless & DVM's will continue to allow their assistants to call themselves "vet techs". It is consumer fraud."

"I've really had to have minimal interaction with TBVME since licensure. For the few times I have called – they've been great. Keep up the good work."

"Good Folks!!!"