

**2022 - 2024 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS**

VTA 0.0	<b>Agency Summary</b>
	VETERINARY MEDICAL EXAMINING BOARD
	Victoria Whitmore, Executive Director
	Veterinary Medical Examining Board (602) 542-8150
	A.R.S. § 32-2201

**Mission:**

*To protect the health, safety, and welfare of Arizona citizens as well as the welfare of animals by the regulation of Veterinarians, veterinary Technicians, veterinary premises, and animal crematories.*

**Description:**

The Veterinary Medical Examining Board is responsible for licensing Veterinarians, certifying veterinary Technicians, licensing veterinary medical premises, and licensing animal crematories. The Board administers examinations for Veterinarians and veterinary Technicians, inspects all fixed locations for veterinary medical premises and animal crematories, investigates complaints and violations, and takes appropriate regulatory disciplinary action to ensure the public's protection.

- ◆ **Goal 1** To license veterinarians, veterinary technicians, and premises in accordance with mandated timeframes.

- Objective:** 1 FY2022: bu
- FY2023: Ensure that licensed personnel are qualified and meet the standards in accordance with the Veterinary Practice Act.
- FY2024: Ensure that licensed personnel are qualified and meet the standards in accordance with the Veterinary Practice Act.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Premises licensed	226	200	200
Veterinary applications processed	290	275	275
Veterinary technicians certified	85	95	95
Administration as a % of total cost	7	7	7
Total number of premise renewals	0	900	0
Total number of veterinarians licensed annually, including renewals	3247	2925	3250
Total number of veterinary renewals in biennial renewal process. Reinstatements included.	0	3045	0
Total number of technician renewals in biennial process. Reinstatements included.	0	1195	0
Total certified technicians	1373	1245	1272

- ◆ **Goal 2** To rapidly investigate complaints and provide enforcement to protect the public from incompetent service and unprofessional and unethical conduct.

- Objective:** 1 FY2022: Ensure that investigations proceed in a timely and thorough manner and to carry through with the enforcement of discipline when required.
- FY2023: Ensure that investigations proceed in a timely and thorough manner and to carry through with the enforcement of discipline when required.
- FY2024: Ensure that investigations proceed in a timely and thorough manner and to carry through with the enforcement of discipline when required.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of complaints resolved	173	150	150
Disciplinary actions	25	15	15
Average number of calendar days from receipt of complaint to resolution	143	180	180
Number of annual investigations conducted	147	130	130
Number of investigations resulting in enforcement action	26	20	20

- ◆ **Goal 3** To ensure that licenses are granted to competent professionals with high standards of professional and ethical conduct.

- Objective:** 1 FY2022: Review all applications of candidates, veterinarians, technicians, premises and crematories applying for licensure or certification, administer state exams, and check for possible previous disciplinary action before granting licensure.
- FY2023: Review all applications of candidates, veterinarians, technicians, premises and crematories applying for licensure or certification, administer state exams, and check for possible previous disciplinary action before granting licensure.
- FY2024: Review all applications of candidates, veterinarians, technicians, premises and crematories applying for licensure or certification, administer state exams, and check for possible previous disciplinary action before granting licensure.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of disciplinary actions to number of licensed veterinarians	1	1	1
Total licenses, permits, and certificates issued (excluding renewals)	616	580	580
Percent of customers responding excellent or good on customer satisfaction survey	100	96	96

- ◆ **Goal 4** To ensure that the rules developed to license pet crematory facilities are met when licensing and thereafter.

- Objective:** 1 FY2022: To ensure that licenses are granted to competent animal crematory facilities that have met a minimum standard of requirements.
- FY2023: To ensure that licenses are granted to competent animal crematory facilities that have met a minimum standard of requirements.
- FY2024: To ensure that licenses are granted to competent animal crematory facilities that have met a minimum standard of requirements.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of licenses issued for pet crematory facilities	1	1	1

**AGENCY SUMMARY**

**Program:** VTA 0 . 0 VETERINARY MEDICAL EXAMINING BOARD  
**Director:** Victoria Whitmore, Executive Director  
**Phone:** Veterinary Medical Examining Board (602) 542-8150  
**Statute:** A.R.S. § 32-2201

**Mission:**

*To protect the health, safety, and welfare of Arizona citizens as well as the welfare of animals by the regulation of Veterinarians, veterinary Technicians, veterinary premises, and animal crematories.*

**Description:**

The Veterinary Medical Examining Board is responsible for licensing Veterinarians, certifying veterinary Technicians, licensing veterinary medical premises, and licensing animal crematories. The Board administers examinations for Veterinarians and veterinary Technicians, inspects all fixed locations for veterinary medical premises and animal crematories, investigates complaints and violations, and takes appropriate regulatory disciplinary action to ensure the public's protection.

◆ **Goal:** 1 To license veterinarians, veterinary technicians, and premises in accordance with mandated timeframes.

**Objectives:** 1 2022 Obj: bu  
 2023 Obj: Ensure that licensed personnel are qualified and meet the standards in accordance with the Veterinary Practice Act.  
 2024 Obj: Ensure that licensed personnel are qualified and meet the standards in accordance with the Veterinary Practice Act.

**Performance Measures:**

ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Premises licensed	201	180	226	200	200
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Veterinary applications processed	260	275	290	275	275
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Veterinary technicians certified	101	110	85	95	95
4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Administration as a % of total cost	8	8	7	7	7
5	<input type="checkbox"/>	<input type="checkbox"/>	OP	Licensing of qualified veterinarians in compliance with mandatory timeframes (number of overall days)	20	20	21	21	21
Overall licensing days dependent on applicant's payment of issuance fee. This is not the number of days the agency took to process the application; it is the overall average time from application completion to approval (which includes applicant's time to complete State exam). Note that processes put in place due to COVID in March 2020 lessened the overall time the agency processed the application/issued the exam and license, etc.									
6	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Total number of premise renewals	895	0	0	900	0
License renewal occur in 2-year cycles; all licenses expire 12/31 of every even-numbered calendar year.									
7	<input type="checkbox"/>	<input type="checkbox"/>	OP	Temporary licenses issued	0	0	28	25	25
Note: due to COVID-related procedures beginning in March 2020, Temporary Permits were not issued, as they were tied to in-person exam dates; in-person exams were cancelled. Process in place until further notice. However, Temporary Licenses (similar to TP) began to be tracked in FY22.									
8	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	OP	Total number of veterinarians licensed annually, including renewals	2971	3070	3247	2925	3250
Number of licensees decreases after a license renewal period by approximately 10-15%, but over the subsequent time period, new licenses granted meet or exceed the previous level.									
9	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Total number of veterinary renewals in biennial renewal process. Reinstatements included.	2970	10	0	3045	0
10	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Total number of technician renewals in biennial process. Reinstatements included.	1248	5	0	1195	0
11	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Total certified technicians	1248	1,275	1373	1245	1272
After renewal periods, it is common that 10-15% do not renew, thus, fiscal years that include renewal periods will likely show total number of technicians lower than the previous fiscal year end.									
12	<input type="checkbox"/>	<input type="checkbox"/>	OP	Total number of premises	1002	975	1038	1010	1020

◆ **Goal:** 2 To rapidly investigate complaints and provide enforcement to protect the public from incompetent service and unprofessional and unethical conduct.

**Objectives:** 1 2022 Obj: Ensure that investigations proceed in a timely and thorough manner and to carry through with the enforcement of discipline when required.  
 2023 Obj: Ensure that investigations proceed in a timely and thorough manner and to carry through with the enforcement of discipline when required.  
 2024 Obj: Ensure that investigations proceed in a timely and thorough manner and to carry through with the enforcement of discipline when required.

**Performance Measures:**

FY 2021    FY 2022    FY 2022    FY 2023    FY 2024

ML Budget Type			FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate		
ML Budget Type			Actual	Estimate	Actual	Estimate	Estimate		
1	<input type="checkbox"/>	<input type="checkbox"/>	OP	Number of complaints docketed	159	140	144	145	145
This is the total number of new complaints received. It does not include unlicensed practitioners and does not include cases carried over from the previous fiscal year.									
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Number of complaints resolved	139	110	173	150	150
Number of cases resolved may be higher than number of complaints submitted in fiscal year because there is a carry-over of some cases from previous year that get resolved in the next fiscal year. *Due to COVID-19 the investigative committee and Board did not renew cases for the last 3 months of FY2020; re-started in July 2020 on a limited basis and returned to normal schedule in Fall 2021. There was a large increase in the # of complaints filed beginning in late 2020 which has continued.									
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Disciplinary actions	17	15	25	15	15
4	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	EF	Average number of calendar days from receipt of complaint to resolution	194	202	143	180	180
*Beginning with FY16 report, resolution calculated as date of Board decision of case. Note: In FY20, the Investigative Committee and Board did not review cases from March-June 2020 due to COVID-19, which impacted the resolution average. COVID delays and large increase in # of complainats received significantly impact timeframes in FY2021 and moving forward.									
5	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	OP	Number of annual investigations conducted	85	85	147	130	130
This value relates to cases that have completed the investigative process (Investigative Committee/Invest. Division) only.  FY20 was impacted by COVID-19. Investigation Division was impacted and Investigative Committee meetings were not held the last 3 months of FY20 due to COVID. FY21 values were significantly impacted by COVID related challenges as well and will roll over through FY22 and FY23.									
6	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Number of investigations resulting in enforcement action	20	15	26	20	20
This includes licensees and unlicensed practitioner/premises cases as of 8/10.									

- ◆ **Goal:** 3 To ensure that licenses are granted to competent professionals with high standards of professional and ethical conduct.
- Objectives:**
  - 1 2022 Obj: Review all applications of candidates, veterinarians, technicians, premises and crematories applying for licensure or certification, administer state exams, and check for possible previous disciplinary action before granting licensure.
  - 2023 Obj: Review all applications of candidates, veterinarians, technicians, premises and crematories applying for licensure or certification, administer state exams, and check for possible previous disciplinary action before granting licensure.
  - 2024 Obj: Review all applications of candidates, veterinarians, technicians, premises and crematories applying for licensure or certification, administer state exams, and check for possible previous disciplinary action before granting licensure.

**Performance Measures:**

ML Budget Type			FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate		
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	QL	Percent of disciplinary actions to number of licensed veterinarians	1	1	1	1	1
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Total licenses, permits, and certificates issued (excluding renewals)	569	570	616	580	580
Total number includes all licenses issued per FY. Beginning FY18 includes temporary permits. Note: Temporary Permits were not issued beginning April 2020 due to COVID-related restrictions; permits are tied to in-person exams which were not held. Temporary licenses replaced TPs.									
3	<input type="checkbox"/>	<input type="checkbox"/>	OP	Number of licenses revoked or suspended	1	1	2	1	1
4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Percent of customers responding excellent or good on customer satisfaction survey	100	96	100	96	96
Includes measurements of 1. timeliness of response 2. courtesy/professionalism of staff 3. knowledge of staff 4. overall performance of agency									

- ◆ **Goal:** 4 To ensure that the rules developed to license pet crematory facilities are met when licensing and thereafter.
- Objectives:**
  - 1 2022 Obj: To ensure that licenses are granted to competent animal crematory facilities that have met a minimum standard of requirements.
  - 2023 Obj: To ensure that licenses are granted to competent animal crematory facilities that have met a minimum standard of requirements.
  - 2024 Obj: To ensure that licenses are granted to competent animal crematory facilities that have met a minimum standard of requirements.

**Performance Measures:**

ML Budget Type			FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
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	ML	Budget	Type		FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Number of licenses issued for pet crematory facilities	3	1	1	1	1
2	<input type="checkbox"/>	<input type="checkbox"/>	OC	Number of licensed pet crematories.	15	16	16	15	15

## Budget Related Performance Measures

### State Veterinary Medical Examining Board

<b>Agency:</b>	0.0 VETERINARY MEDICAL EXAMINING BOARD
<b>Contact:</b>	Victoria Whitmore, Executive Director (602) 542-8150
<b>2nd Contact:</b>	Victoria Whitmore, Executive Director (602) 542-8150
<b>Statute:</b>	A.R.S. § 32-2201

ML	Budget	Type	Performance Measure	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	EF	Average number of calendar days from receipt of complaint to resolution	194	202	143	180	180
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	OP	Number of annual investigations conducted	85	85	147	130	130
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	OP	Total number of veterinarians licensed annually, including renewals	2971	3070	3247	2925	3250

# Revised Performance Measure Descriptions

The following performance measures are budget related. Unlike non-budget related performance measures, agencies can't change the last published description themselves. Therefore, they've entered a revised description which should be reviewed. If appropriate, update the performance measure's description with the agency's revised description in OSPB's "centralized" AZIPS. Be sure your team leader, OSPB management and JLBC have approved of the change, since this will be published. This report checks for revisions across all agencies. Please communicate with the agency about the outcome of their request to add, change or delete performance measures and/or their descriptions.

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Agency:

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Program:

Subprogram:

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Goal:

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Objective:

Performance Measure Last Published Description & Agency's Revised Description

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PM  
Type

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Original:

Revised:

# Agency 5-Year Plan

**Issue 1** To continue to streamline internal processes and offer customers more online options, the agency needs to invest in and launch an e-licensing system.

**Description:** The agency continually strives to increase efficiency, cost-effectiveness, and customer satisfaction. By providing an online solution for license applications, renewals, license verifications and other needs, all these objectives are expected to be enhanced.

Adding web-based capabilities for licensees to track their continuing education credits, notify the Board of address and employment changes, request license verifications, etc. would significantly improve customer satisfaction and save funds and staff resources. As well, the ability to apply for licenses online and provide payment is a critically needed improvement. As more of our licensees and applicants embrace online activities, the Board wants to be able to address their needs with the most time-efficient and cost effective methods available.

Moving to an affordable e-licensing system that allows configuration by Board staff with no coding, will immediately move the agency away from a heavy paper-based system. Managing, storing, retaining paper records is an outdated method of doing business.

## **Solutions:**

In FY19, the agency began a detailed study of e-licensing/customer management software system options. This included reviewing costs, successes, and risks of systems used by other states' health care licensing boards and State of Arizona boards. In FY20-21, options were further narrowed. Funding was appropriated for launching the system in FY23; this is still on track.

Besides offering a streamlined online application process, the vision is to offer more online customer services, such as allowing licensees to update their address/employment information online, request license verifications, etc. As well, the back-end of such a system would have a customer (licensee) management component, capability to send group emails (such as renewal reminders), and generate form letters and licenses. The system should offer API capability to easily receive and share information, such as national test scores from the national exam providers.

**Issue 2** To operate more efficiently and cost-effectively, while improving customer service, the transition away from paper documents is critical.

**Description:** The agency has limited space for storing paper documents that must be kept for long timeframes. Keeping those documents safe from fire, flood, etc. is also a concern. The public and licensees increasingly expect instant access to public records via the website and other methods. Electronic management and easy retrieval of documents by staff will increase productivity, allowing more time for direct program-related activities. A project to procure and implement a document imaging/storage system is proposed.

Obtaining a high-quality document imaging/management system would provide many solutions. Retrieving and organizing records would be simplified, creating more efficient internal operations as well as enhanced customer satisfaction, as it is expected that more public records could be provided electronically or posted on the agency's website. Currently, most public records requests involve staff manually pulling a record file, photocopying needed pages, then mailing to the requestor.

Depending on the system obtained, it is possible that record retention management could also be automated by use of an electronic system with storage/destruction capabilities.

## **Solutions:**

Procuring and implementing a document imaging/management system is planned to solve the issues noted and enhance the agency's capability to more quickly respond to public record and Board requests. As most organizations move to electronic documents as the norm, we expect that additional uses would follow in the next few years as well.

The document imaging/management system planning began in FY21. Part of the research prior to procuring a vendor involves study of state laws and best practices pertaining to digital records and how such a system could synchronize with an E-licensing system. An enterprise solution offered by the State, if available, will also be considered. Because this system may enhance or conflict with any future E-licensing systems, this project needs to follow the launch of an E-licensing system.

**Issue 3** Few resources exist for licensees to seek support and treatment when challenged with substance abuse issues. Currently, Board staff implements and monitors Board Orders for individuals who have been ordered into treatment/monitoring.

**Description:** As part of the Board's mission to ensure that veterinary professionals provide competent care to animals, taking action to assist a professional struggling with substance abuse issues is sometimes necessary. The Board has the statutory authority to develop a monitored treatment program specifically for the agency's licensees and certificate holders, in which they may confidentially enter if no other Board action is pending.

## **Solutions:**

Efforts have been underway to research best practices in regulatory board diversion programs and consider partnerships with other boards to develop a treatment/monitoring program. Upon review, the agency determined that a program specific to each profession was more desirable to licensees. While costs for treatment, testing, and monitoring will be paid by the licensee, the agency will have expenses related to assistance needed from the program's medical director and staff for expert witness duties and other consultations.

Once implemented, the Board's resources to direct treatment and monitor licensees will be decreased, as the treatment/monitoring program's administrator will take on the majority of that role.

**Issue 4** Personnel budget insufficient to accommodate staff progression through State Personnel System grade levels.

**Description:** As the length of tenure of individual employees increases, those whose performance warrants it, should be able to move up through the State Personnel System's salary schedule. Currently, the agency budget is expected to allow small progression for the next 1-3 fiscal years; however, beyond that time period, the agency will be unable to appropriately and fairly compensate its staff. As most agencies and private businesses have encountered, it is challenging to attract and retain high performing employees. The agency needs to be appropriately funded to meet those future needs in order to continue to operate all functions at expected high professional levels.

**Solutions:**

Within the next 1-2 fiscal years, the Board is expected to request additional appropriation of its current revenues (the agency receives zero funding from the General Fund) to meet projected personnel and ERE budget needs.

### Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
<b>Full-Time Equivalent Positions</b>	7.0	7.0	7.0
<b>General Fund</b>	0.0	0.0	0.0
<b>Other Appropriated Funds</b>	750,000.0	775,000.0	775,000.0
<b>Non-Appropriated Funds</b>	0.0	0.0	0.0
<b>Federal Funds</b>	0.0	0.0	0.0