

ARIZONA STATE VETERINARY MEDICAL EXAMINING BOARD

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FY23 AZIPS

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Arizona Integrated Planning System

August 2021

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2021 - 2023 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

VTA 0.0	Agency Summary
	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 FY2021: bu

FY2022: Ensure that licensed personnel are qualified and meet the standards in accordance with the Veterinary Practice Act.

FY2023: Ensure that licensed personnel are qualified and meet the standards in accordance with the Veterinary Practice Act.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate
Premises licensed	201	180	180
Veterinary applications processed	260	275	275
Veterinary technicians certified	101	110	120
Administration as a % of total cost	8	8	8
Total number of premise renewals	895	0	900
Total number of veterinarians licensed annually, including renewals	2971	3070	2900
Total number of veterinary renewals in biennial renewal process. Reinstatements included.	2970	10	2970
Total number of technician renewals in biennial process. Reinstatements included.	1248	5	1195
Total certified technicians	1248	1,275	1245

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

Objective: 1 FY2021: Ensure that investigations proceed in a timely and thorough manner and to carry through with the enforcement of discipline when required.

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.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate
Number of complaints docketed	159	140	140
Number of complaints resolved	139	110	110
Disciplinary actions	17	15	15
Average number of calendar days from receipt of complaint to resolution	194	202	190
Number of annual investigations conducted	85	85	85
Number of investigations resulting in enforcement action	20	15	15

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

Objective: 1 FY2021: 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.

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.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate
Percent of disciplinary actions to number of licensed veterinarians	1	1	1
Total licenses, permits, and certificates issued (excluding renewals)	569	570	570
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 FY2021: To ensure that licenses are granted to competent animal crematory facilities that have met a minimum standard of requirements.

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.

Performance Measures	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate
Number of licenses issued for pet crematory facilities	3	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 2021 Obj: bu
 2022 Obj: Ensure that licensed personnel are qualified and meet the standards in accordance with the Veterinary Practice Act.
 2023 Obj: Ensure that licensed personnel are qualified and meet the standards in accordance with the Veterinary Practice Act.

Performance Measures:

ML	Budget	Type		FY 2020 Actual	FY 2021 Estimate	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Premises licensed	165	170	201	180	180
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Veterinary applications processed	303	325	260	275	275
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Veterinary technicians certified	130	130	101	110	120
4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Administration as a % of total cost	8.7	8	8	8	8
5	<input type="checkbox"/>	<input type="checkbox"/>	OP	Licensing of qualified veterinarians in compliance with mandatory timeframes (number of overall days)	35	25	20	20	20
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 deadline when application is complete to Board approval. 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	0	910	895	0	900
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 permits issued	24	40	0	0	0
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.									
8	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	OP	Total number of veterinarians licensed annually, including renewals	2,885	2,800	2971	3070	2900
9	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Total number of veterinary renewals in biennial renewal process. Reinstatements included.	8	2,700	2970	10	2970
10	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Total number of technician renewals in biennial process. Reinstatements included.	10	1,175	1248	5	1195
11	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Total certified technicians	1,263	1,200	1248	1,275	1245
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	974	975	1002	975	947

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

Objectives: 1 2021 Obj: Ensure that investigations proceed in a timely and thorough manner and to carry through with the enforcement of discipline when required.
 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.

Performance Measures:

ML	Budget	Type		FY 2020 Actual	FY 2021 Estimate	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Number of complaints docketed	125	125	159	140	140

ML Budget Type			FY 2020 Actual	FY 2021 Estimate	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate	
		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	94	95	139	110	110	
		Number of complaints resolved						
		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.						
3	<input checked="" type="checkbox"/> <input type="checkbox"/>	OC	21	15	17	15	15	
		Disciplinary actions						
4	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	EF	194	180	194	202	190	
		Average number of calendar days from receipt of complaint to resolution						
		*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 as well.						
5	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	OP	94	95	85	85	85	
		Number of annual investigations conducted						
		This value relates to cases that have completed the investigative process.						
		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	23	15	20	15	15	
		Number of investigations resulting in enforcement action						
		This includes licensees and unlicensed practitioner/premise 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	2021 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.						
		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.						
Performance Measures:			FY 2020 Actual	FY 2021 Estimate	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate	
ML Budget Type								
1	<input checked="" type="checkbox"/> <input type="checkbox"/>	QL	1	1	1	1	1	
		Percent of disciplinary actions to number of licensed veterinarians						
2	<input checked="" type="checkbox"/> <input type="checkbox"/>	OP	615	600	569	570	570	
		Total licenses, permits, and certificates issued (excluding renewals)						
		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.						
3	<input type="checkbox"/> <input type="checkbox"/>	OP	0	1	1	1	1	
		Number of licenses revoked or suspended						
4	<input checked="" type="checkbox"/> <input type="checkbox"/>	IP	100	98	100	96	96	
		Percent of customers responding excellent or good on customer satisfaction survey						
		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	2021 Obj: To ensure that licenses are granted to competent animal crematory facilities that have met a minimum standard of requirements.						
		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.						
Performance Measures:			FY 2020 Actual	FY 2021 Estimate	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate	
ML Budget Type								
1	<input checked="" type="checkbox"/> <input type="checkbox"/>	OP	1	1	3	1	1	
		Number of licenses issued for pet crematory facilities						
2	<input type="checkbox"/> <input type="checkbox"/>	OC	16	16	15	16	15	
		Number of licensed pet crematories.						

Budget Related Performance Measures

State Veterinary Medical Examining Board

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

ML	Budget	Type	Performance Measure	FY 2020 Actual	FY 2021 Estimate	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	EF	Average number of calendar days from receipt of complaint to resolution	194	180	194	202	190
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	OP	Number of annual investigations conducted	94	95	85	85	85
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	OP	Total number of veterinarians licensed annually, including renewals	2,885	2,800	2971	3070	2900

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.

Agency:

Program:

Subprogram:

Goal:

Objective:

Performance Measure Last Published Description & Agency's Revised Description

PM
Type

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:

Research on e-licensing systems began in FY16. In FY19, the agency began a detailed study of e-licensing/customer management software system options. This includes 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. Ideally, funding is granted for an FY23 launch in order to use the new system in Fall/Winter 2022's license renewal period.

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 The Board does not have the staffing to complete enough "random" premises inspections so that premises statewide are inspected a minimum of every 5 years.

Description: By law, new applicants for premises licenses must be inspected to determine if the facilities/practices comply with standards stated in statute and administrative rules. The agency has always been able to ensure that these inspections took place in the timeframe required. As well, while not required, the agency conducts "random" inspections, as resources allow, to visit premises that were previously licensed. The public expects facilities to meet the minimum statutory and administrative rule standards. To fulfill its mission, the agency needs the additional resources to ensure that premises and animal crematories are operating safely and appropriately, by inspecting on a more regular basis.

The agency employs one staff member who is responsible for premises and animal crematory inspections and all administrative tasks related to premises/animal crematory licensing and license renewals. With only one inspector, the agency was already stretched to complete as many "random" inspections as would be desirable to ensure that premises maintain the standards that they had previously shown to meet. The number of premises now is significantly higher than 2 decades ago when the position of inspector was created. Now, with the backlog of inspections created by COVID, more staffing is needed.

On-site inspections were stopped in April 2020 due to COVID-19 and the related safety of Board staff and staff of premises to be inspected. Until April 2021, the Board worked with premises to conduct "self inspections" which were submitted to Board staff for review and noted corrections needed. The inspector is now circling back to these premises to conduct in-person inspections. However, new license applications will continue to be submitted and those must take priority over "random" inspections, creating a backlog of "random" inspections.

Unlike human physician offices, veterinary facilities conduct surgeries, dispense medications, conduct many types of diagnostics, and administer and dispense controlled substances. Checking on premises more than the required one time prior to licensure on a more regular basis is a critically needed improvement.

Solutions:

During FY21, the agency researched the need and process for adding another inspector position, which the Board has approved for FY23 if funding is granted.

The new inspector's focus would be on "random" inspections based on date of last inspection, results of a previous inspection, or a complaint. It is projected that this inspector in Year 1 could possibly "catch up" "random" inspections through those last visited in 2016, getting the agency close to its goal of inspections at least every 5 years if the number of licensees and new applications remains stable.

Another benefit of adding an inspector is to provide back-up should the other inspector become unavailable. We learned through the months of covid-restrictions how important it is to have contingency plans.

Because the inspectors are working outside of the office on most business days, it will not be necessary for the agency to add space or furniture for the new employee. It is expected that the inspectors will share cubicle space.

Issue 3 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 4 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.

Resource Assumptions

	FY2024 Estimate	FY2025 Estimate	FY2026 Estimate
Full-Time Equivalent Positions	7.0	7.0	7.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	714,600.0	714,600.0	720,000.0
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0