

**ARIZONA STATE
BOARD OF DENTAL EXAMINERS**

**Strategic Plan
FY 2014 – FY 2018**

Board of Dental Examiners
Five Year Strategic Plan
FY14 – FY18

Mission Statement

To provide professional, courteous service and information to the dental profession and the general public through examination, licensing, complaint adjudication and enforcement processes to protect the oral health, safety, and welfare of Arizona citizens through a fair and impartial system.

Agency Description

The State Board of Dental Examiners examines, licenses, certifies professionals to practice in the field of dentistry, registers business entities providing dental services and permits mobile dental facilities. The Board also accepts complaints against licensees, certificate holders, business entities and mobile dental facilities, investigates allegations, and administratively adjudicates complaints. The Board regulates approximately 8,300 professionals licensed or certified to practice in the state and approximately 300 business entities, as well as serves all Arizona citizens who receive their professional services.

Strategic Issue #1: Improve employee efficiencies with technology

When employees can be more efficient by having access to relevant and up-to-date technology, it is beneficial to both licensees and the public. In FY12 the Agency successfully launched an application which allows dentists, dental consultants, dental hygienists and denturists to renew their license online. The impact was realized not only in convenience to the licensees using the online renewal application but in decreasing the manpower required to move a paper renewal through the process which in turn decreased the time the renewal information was available to the public.

Developing online renewals was the culmination of years of building a new infrastructure to support the process. The Agency was challenged not only by leadership changes but also monetarily. With the success of online renewals, the Agency sees opportunity for other online functionality with the same result of convenience to the licensees/applicants, decreasing manpower and decreased time information is available to the public.

As the Dental Practice Act is amended, the Agency is challenged to maintain a database which supports new processes and allows for consistency and increases employee efficiency. Looking to the future, the Agency acknowledges a new mid-level dental provider is emerging whose regulation will be added to the Dental Practice Act.

Staying current with technology is a priority of Agency leadership. The Agency is challenged to maintain, upgrade and secure of the database to prevent frustration and lack of confidence in the Agency's technology by the public using the online directory of licensees, the licensee using an online function and staff maintaining the data.

The final component of using technology to improve employee efficiencies is the challenge of eliminating the flow of paper through the office. All aspects of licensure from initial application to

expiration of a license and all aspects of the complaint process are paper driven. Although online renewal has eliminated much of the paper in the renewal process, a paper copy of the renewal certificate kept in the licensee's administrative file.

Strategy 1

The Agency plans to build on the realized efficiencies by developing an online renewal component for business entities, online initial license application submission, and online address changes to include the ability to order and pay for additional licenses. To accomplish this, the Agency has budgeted funds and allocated manpower to continue the relationship with the database vendor.

Strategy 2

The Agency's complaint process has recently changed and is now fully implemented. The Agency will ensure database enhancements will be ongoing to support the new process. Knowing that the Dental Practice Act may be amended at any legislative session, the Agency must be prepared to make database modifications as they are legislated. As in Strategy 1, the Agency has budgeted funds and allocated manpower to continue the relationship with the database vendor.

Strategy 3

The database is web-based which requires the Agency to stay current with technology to include hardware, software and internet services. The Agency plans to consult with state IT professionals for their expertise in what hardware, software and internet services are best practices for the Agency to follow. Replacement equipment will be budgeted for as needed.

Strategy 4

In the next five years, the Agency plans to investigate and start implementation toward a paperless office. Although this is a large project, the Agency sees the advantages of being paperless outweigh being paper driven. As with the database, technology is a significant part of initiating and maintaining the project. Network scanners will be required as well as electronic storage. The Agency will build the paperless office incrementally. After researching solutions, the Agency will budget accordingly. The Agency has the manpower to manage the project.

Strategic Issue #2: Dissemination of Information

Disseminating relevant information such as statute changes is important for our licensees as well as the public. In the past, the Agency published and mailed a newsletter. In the electronic age, printing and mailing a paper newsletter is not only costly, but not environmentally responsible.

Strategy 1

Although the Agency's website contains relevant information, the Agency plans to publish articles not only about statute changes but specifically to address issues encountered by the Board which the licensee should know and would be of interest to the public. Licensees will be informed of a new article published to the website via email. There will be no additional funds used to implement and the Agency has the manpower to allocate to this issue.

Resource Assumptions:

	FY 2013 Appropriation	FY2014 Budget Request	FY 2015 Budget Request or Estimate	FY2016 Estimate	FY2017 Estimate	FY2018 Estimate
Full-time Equivalent (FTE) Positions	11	11	11	11	11	11
Appropriated Fund (2020)	\$1,189,600	\$1,189,600	\$1,189,600	\$1,189,600	\$1,189,600	\$1,189,600
Total Agency Funds	\$1,189,600	\$1,189,600	\$1,189,600	\$1,189,600	\$1,189,600	\$1,189,600

The assumption is stability of the appropriation for the next five years. As a regulatory 90/10 board, the Agency reacts to changes in legislation. The Agency is also at risk for litigation. It is important to have an appropriation to cover these potentialities.