

August 17, 2022

The Honorable Douglas Ducey
Office of the Governor
1700 W. Washington Street-9th Street
Phoenix, AZ 85007

RE: FY 2024 Budget Proposal

Dear Governor Ducey:

On behalf of the Board of Chiropractic Examiners, thank you for the opportunity to submit the enclosed proposal for the Fiscal Year 2024.

The Board is pleased to present a proposal that reflects our continuing service to the citizens of Arizona with particular emphasis on the health and safety of the patients our licensees have the privilege to treat. The Board strives to continually improve service and increase efficiencies while being excellent stewards of the funds received from licensing fees.

Please, never hesitate to contact me.

Sincerely,



Alissa M. Vander Veen
Executive Director



State of Arizona Budget Request

State Agency

State Board of Chiropractic Examiners

A.R.S. Citation: **32-900**

Appropriated Funds

	FY 2023 Approp	FY 2024 Fund. Issue	FY 2024 Total Budget
Total Amount Requested:	488.7	116.8	605.5
Chiropractic Examiners Board Fund	488.7	116.8	605.5

Governor DUCEY:

This and the accompanying budget schedules, statements and explanatory information constitute the operating budget request for this agency for Fiscal Year 2024.

To the best of my knowledge all statements and explanations contained in the estimates submitted are true and correct.

Agency Head: **Alissa M. Vander Veen**

Title: **Executive Director**

Alissa M. Vander Veen 8/31/2022

(signature)

Phone: **(602) 542-9109**

Prepared By: **Alissa M. Vander Veen**

Email Address: **avanderveen@chiroboard.az.gov**

Date Prepared: **Wednesday, August 31, 2022**

Total:	488.7	116.8	605.5
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Revenue Schedule

Agency:	State Board of Chiropractic Examiners
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Fund:	CE2010 Chiropractic Examiners Board Fund
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AFIS Code	Category of Receipt and Description	FY 2022	FY 2023	FY 2024
4312	EXAMINATION FEES	1.0	1.2	1.3
4339	OTHER FEES AND CHARGES FOR SERVICES	29.0	33.4	38.4
4372	PUBLICATIONS AND REPRODUCTIONS	3.7	4.3	4.9
4415	OCCUPATIONAL AND PROFESSIONAL LICENSES	429.3	541.2	672.7
4419	OTHER LICENSES	24.4	28.1	32.3
4512	RESTITUTION	6.1	5.0	5.0
4647	CREDIT CARD PROCESSING FEES PAID	(8.0)	(9.2)	(10.6)
4649	CREDIT CARD CONVENIENCE FEES REVENUE	10.0	11.5	13.2
Fund Total:		495.5	615.5	757.2

Revenue Schedule

Agency: State Board of Chiropractic Examiners

Fund: AA1000 General Fund

AFIS Code	Category of Receipt and Description	FY 2022	FY 2023	FY 2024
4312	EXAMINATION FEES	0.1	0.1	0.1
4339	OTHER FEES AND CHARGES FOR SERVICES	3.2	3.7	4.2
4372	PUBLICATIONS AND REPRODUCTIONS	0.4	0.5	0.5
4415	OCCUPATIONAL AND PROFESSIONAL LICENSES	47.2	54.3	62.5
4419	OTHER LICENSES	2.7	3.1	3.5
4512	RESTITUTION	0.7	0.6	0.6
4647	CREDIT CARD PROCESSING FEES PAID	(0.9)	(1.0)	(1.2)
4649	CREDIT CARD CONVENIENCE FEES REVENUE	1.1	1.3	1.5
Fund Total:		54.5	62.6	71.7

Sources and Uses of Funds

Agency:	State Board of Chiropractic Examiners
Fund:	CE2010 Chiropractic Examiners Board Fund

Cash Flow Summary	Actual FY 2022	Estimate FY 2023	Estimate FY 2024
Balance Forward from Prior Year	533.6	597.5	724.3
Revenue (From Revenue Schedule)	495.5	615.5	757.2
Total Available	1,029.1	1,213.0	1,481.5
Total Appropriated Disbursements	431.6	488.7	605.5
Total Non-Appropriated Disbursements	0.0	0.0	0.0
Balance Forward to Next Year	597.5	724.3	876.0

Appropriated Expenditure	Actual FY 2022	Estimate FY 2023	Estimate FY 2024
Expenditure Categories			
Personal Services	226.9	235.7	313.1
Employee Related Expenses	76.5	102.2	129.7
Prof. And Outside Services	34.5	35.0	38.5
Travel - In State	0.7	2.0	2.0
Travel - Out of State	5.2	15.0	15.0
Food	0.0	0.0	0.0
Aid to Organizations and Individuals	0.0	0.0	0.0
Other Operating Expenses	77.6	77.7	80.1
Equipment	10.2	21.1	27.1
Capital Outlay	0.0	0.0	0.0
Debt Service	0.0	0.0	0.0
Cost Allocation	0.0	0.0	0.0
Transfers	0.0	0.0	0.0
Expenditure Categories Total:	431.6	488.7	605.5
Non-Lapsing Authority from Prior Years	0.0	0.0	0.0
Administrative Adjustments	0.0	0.0	0.0
Capital Projects (Land, Buildings,Improvements)	0.0	0.0	0.0
Appropriated 27th Pay Roll	0.0	0.0	0.0
Legislative Fund Transfers	0.0	0.0	0.0
IT Project Transfers	0.0	0.0	0.0
Appropriated Expenditure Total:	431.6	488.7	605.5
Appropriated FTE:	5.0	5.0	6.0

Fund Description

OSP: Revenues are from fees, fines, and other revenues received by the Board and are used to license, investigate, and conduct examinations of chiropractors.

AFIS Code	Category Description	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
		Actual	Actual	Actual	Actual	Actual	Estimate	Estimate
4312	Examination Fees	42.3	48.3	47.3	41.4	1	1.2	1.3
4372	Publications & Reproductions	4.1	3.3	2.9	2.9	3.7	4.3	4.9
4339	Other Fees and Services				0	29	33.4	38.4
4415	Occupational & Professional Licenses	383.7	390	393.6	445	429.3	493.7	567.7
4419	Other Licenses	28.8	32	28.6	18.3	24.4	28.1	32.3
4512	Restitution	0.1	5.7	2.7	2.4	6.1	5.0	5.0
4647	Credit Card Processing Fees Paid	0	-0.4	-0.4	-0.4	-8	-9.2	-10.6
4649	Credit Card Convenience Fees Revenue	0	9.4	9.5	8.4	10	11.5	13.2
	Fund Total	459	488.3	484.2	518	495.5	567.8	652.2
	Number of Licensees	2,580	2,676	2,715	2,673	2,506	2,639	2,793
AFIS Code	Category Description	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
		Actual	Actual	Actual	Actual	Actual	Estimate	Estimate
4312	Examination Fees	42.3	48.3	47.3	41.4	1	1.2	1.3
4372	Publications & Reproductions	4.1	3.3	2.9	2.9	3.7	4.3	4.9
4339	Other Fees and Services				0	29	33.4	38.4
4415	Occupational & Professional Licenses	383.7	390	393.6	445	429.3	541.2	672.7
4419	Other Licenses	28.8	32	28.6	18.3	24.4	28.1	32.3
4512	Restitution	0.1	5.7	2.7	2.4	6.1	5.0	5.0
4647	Credit Card Processing Fees Paid	0	-0.4	-0.4	-0.4	-8	-9.2	-10.6
4649	Credit Card Convenience Fees Revenue	0	9.4	9.5	8.4	10	11.5	13.2
	Fund Total	459	488.3	484.2	518	495.5	615.3	757.2
	Methodology: Historically, the number of licensees during the past 10 years has remained relatively stable with both up and down years. FY 2020 actual revenue declined from 2019 by about one percent, perhaps due to COVID-19. The estimates for FY 2023 and FY 2024 proposed a 15% increase in licensees while maintaining current licensees. This is due to the increase in population that the State of Arizona is experiencing and the passage of SB 1077 which will now allow Chiropractors to submit claims to AHCCS. This should prove to be a great stabilizer for this industry.							

Program Expenditure Schedule

Agency:	State Board of Chiropractic Examiners
Program:	Licensing and Regulation

	FY 2022 Actual	FY 2023 Expd. Plan
FTE	5.0	5.0
Expenditure Category Total	5.0	5.0
Appropriated		
CE2010-A Chiropractic Examiners Board Fund (Appropriated)	5.0	5.0
Fund Source Total	5.0	5.0
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Personal Services	219.1	226.7
Boards and Commissions	7.8	9.0
Expenditure Category Total	226.9	235.7
Appropriated		
CE2010-A Chiropractic Examiners Board Fund (Appropriated)	226.9	235.7
Fund Source Total	226.9	235.7
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Employee Related Expenses	76.5	102.2
Expenditure Category Total	76.5	102.2
Appropriated		
CE2010-A Chiropractic Examiners Board Fund (Appropriated)	76.5	102.2
Fund Source Total	76.5	102.2
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Professional and Outside Services		35.0
External Prof/Outside Serv Budg And Appn	0.0	
External Investment Services	0.0	
Other External Financial Services	0.0	
Attorney General Legal Services	31.1	
External Legal Services	0.0	
External Engineer/Architect Cost - Exp	0.0	
External Engineer/Architect Cost- Cap	0.0	
Other Design	0.0	
Temporary Agency Services	0.0	
Hospital Services	0.0	
Other Medical Services	0.0	
Institutional Care	0.0	
Education And Training	2.1	
Vendor Travel	0.0	
Professional & Outside Services Excluded from Cost Alloca	0.0	
Vendor Travel - Non Reportable	0.0	
External Telecom Consulting Services	0.0	
Costs related to those in custody of the State	0.0	
Non - Confidential Specialist Fees	0.0	
Confidential Specialist Fees	0.0	
Outside Actuarial Costs	0.0	
Other Professional And Outside Services	1.3	

Program Expenditure Schedule

Agency:	State Board of Chiropractic Examiners	
Program:	Licensing and Regulation	
	FY 2022 Actual	FY 2023 Expd. Plan
Expenditure Category Total	34.5	35.0
Appropriated		
CE2010-A Chiropractic Examiners Board Fund (Appropriated)	34.5	35.0
Fund Source Total	34.5	35.0
Travel In-State	0.7	2.0
Expenditure Category Total	0.7	2.0
Appropriated		
CE2010-A Chiropractic Examiners Board Fund (Appropriated)	0.7	2.0
Fund Source Total	0.7	2.0
Travel Out of State	5.2	15.0
Expenditure Category Total	5.2	15.0
Appropriated		
CE2010-A Chiropractic Examiners Board Fund (Appropriated)	5.2	15.0
Fund Source Total	5.2	15.0
Food	0.0	0.0
Expenditure Category Total	0.0	0.0
Appropriated		
CE2010-A Chiropractic Examiners Board Fund (Appropriated)	0.0	0.0
Fund Source Total	0.0	0.0
Aid to Organizations and Individuals	0.0	0.0
Expenditure Category Total	0.0	0.0
Appropriated		
CE2010-A Chiropractic Examiners Board Fund (Appropriated)	0.0	0.0
Fund Source Total	0.0	0.0
Other Operating Expenses		77.7
Other Operating Expenditures Budg Approp	0.0	
Other Operating Expenditures Excluded from Cost Allocati	0.0	
Risk Management Charges To State Agency	1.9	
Risk Management Deductible - Indemnity	0.0	
Risk Management Deductible - Legal	0.0	
Risk Management Deductible - Medical	0.0	
Risk Management Deductible - Other	0.0	
Gen Liab- Non Physical-Taxable- Self Ins	0.0	
Gross Proceeds Payments To Attorneys	0.0	
General Liability- Non-Taxable- Self Ins	0.0	
Medical Malpractice - Self-Insured	0.0	
Automobile Liability - Self Insured	0.0	
General Property Damage - Self- Insured	0.0	
Automobile Physical Damage-Self Insured	0.0	
Liability Insurance Premiums	0.0	

Program Expenditure Schedule

Agency:	State Board of Chiropractic Examiners
Program:	Licensing and Regulation

	FY 2022 Actual	FY 2023 Expd. Plan
Property Insurance Premiums	0.0	
Workers Compensation Benefit Payments	0.0	
Self Insurance - Administrative Fees	0.0	
Self Insurance - Premiums	0.0	
Self Insurance - Claim Payments	0.0	
Self Insurance - Pharmacy Claims	0.0	
Premium Tax On Altcs	0.0	
Other Insurance-Related Charges	0.0	
Internal Service Data Processing	3.1	
Internal Service Data Proc- Pc/Lan	0.0	
External Programming-Mainframe/Legacy	0.0	
External Programming- Pc/Lan/Serv/Web	0.0	
External Data Entry	0.0	
Othr External Data Proc-Mainframe/Legacy	0.0	
Othr External Data Proc-Pc/Lan/Serv/Web	0.5	
Pmt for AFIS Development & Usage	0.6	
Internal Service Telecommunications	0.0	
External Telecom Long Distance-In-State	3.2	
External Telecom Long Distance-Out-State	0.0	
Other External Telecommunication Service	0.0	
Electricity	0.0	
Sanitation Waste Disposal	0.0	
Water	0.0	
Gas And Fuel Oil For Buildings	0.0	
Other Utilities	0.0	
Building Rent Charges To State Agencies	27.0	
Priv Lease To Own Bld Rent Chrgs To Agy	0.0	
Cert Of Part Bld Rent Chrgs To Agy	0.0	
Rental Of Land And Buildings	0.0	
Rental Of Computer Equipment	0.0	
Rental Of Other Machinery And Equipment	0.0	
Miscellaneous Rent	1.2	
Interest On Overdue Payments	0.0	
All Other Interest Payments	0.0	
Internal Acct/Budg/Financial Svcs	12.1	
Other Internal Services	0.0	
Repair And Maintenance - Buildings	0.0	
Repair And Maintenance - Vehicles	0.0	
Repair And Maint - Mainframe And Legacy	0.0	
Repair And Maint-Pc/Lan/Serv/Web	0.0	
Repair And Maintenance - Other Equipment	0.8	
Other Repair And Maintenance	0.0	
Software Support And Maintenance	9.7	
Uniforms	0.0	
Inmate Clothing	0.0	
Security Supplies	0.0	
Office Supplies	8.0	
Computer Supplies	0.0	
Housekeeping Supplies	0.0	
Bedding And Bath Supplies	0.0	
Drugs And Medicine Supplies	0.0	

Program Expenditure Schedule

Agency:	State Board of Chiropractic Examiners
Program:	Licensing and Regulation

	FY 2022 Actual	FY 2023 Expd. Plan
Medical Supplies	0.0	
Dental Supplies	0.0	
Automotive And Transportation Fuels	0.0	
Automotive Lubricants And Supplies	0.0	
Rpr And Maint Supplies-Not Auto Or Build	0.0	
Repair And Maintenance Supplies-Building	0.0	
Other Operating Supplies	0.0	
Publications	0.0	
Aggregate Withheld Or Paid Commissions	0.0	
Lottery Prizes	0.0	
Lottery Distribution Costs	0.0	
Material for Further Processing	0.0	
Other Resale Supplies	0.0	
Loss On Sales Of Capital Assets	0.0	
Loss on Sales of Investments	0.0	
Employee Tuition Reimbursement-Graduate	0.0	
Employee Tuition Reimb Under-Grad/Other	0.0	
Conference Registration-Attendance Fees	2.8	
Other Education And Training Costs	0.0	
Advertising	0.0	
Sponsorships	0.0	
Internal Printing	0.2	
External Printing	0.0	
Photography	0.0	
Postage And Delivery	3.2	
Document shredding and Destruction Services	0.4	
Translation and Sign Language Services	0.0	
Distribution To State Universities	0.0	
Other Intrastate Distributions	0.0	
Awards	0.0	
Entertainment And Promotional Items	0.0	
Dues	2.3	
Books- Subscriptions And Publications	0.3	
Costs For Digital Image Or Microfilm	0.0	
Revolving Fund Advances	0.0	
Credit Card Fees Over Approved Limit	0.0	
Relief Bill Expenditures	0.0	
Surplus Property Distr To State Agencies	0.0	
Security Services	0.0	
Judgments - Damages	0.0	
ICA Payments to Claimants Confidential	0.0	
Jdgmnt-Confidential Restitution To Indiv	0.0	
Judgments - Non-Confidential Restitution	0.0	
Judgments - Punitive And Compensatory	0.0	
Pmts Made to Resolve/Disputes/Avoid Costs of Litigation	0.0	
Pmts For Contracted State Inmate Labor	0.0	
Payments To State Inmates	0.0	
Bad Debt Expense	0.0	
Interview Expense	0.0	
Employee Relocations-Nontaxable	0.0	
Employee Relocations-Taxable	0.0	

Program Expenditure Schedule

Agency:	State Board of Chiropractic Examiners
Program:	Licensing and Regulation

	FY 2022 Actual	FY 2023 Expd. Plan
Non-Confidential Invest/Legal/Law Enf	0.0	
Conf/Sensitive Invest/Legal/Undercover	0.0	
Fingerprinting, Background Checks, Etc.	0.3	
Other Miscellaneous Operating	0.0	
Expenditure Category Total	77.6	77.7
Appropriated		
CE2010-A Chiropractic Examiners Board Fund (Appropriated)	77.6	77.7
Fund Source Total	77.6	77.7
Current Year Expenditures		21.1
Capital Equipment Budget And Approp	0.0	
Vehicles Capital Purchase	0.0	
Vehicles Capital Leases	0.0	
Furniture Capital Purchase	0.0	
Depreciable Works Of Art & Hist Treas/Coll Capital Purcha	0.0	
Non Depr Works Of Art & Hist Treas/Coll Cap Purchase	0.0	
Furniture Capital Leases	0.0	
Computer Equipment Capital Purchase	0.0	
Computer Equipment Capital Lease	0.0	
Telecommunication Equip-Capital Purchase	0.0	
Telecommunication Equip-Capital Lease	0.0	
Other Equipment Capital Purchase	0.0	
Other Equipment Capital Leases	0.0	
Purchased Or Licensed Software-Website	4.6	
Internally Generated Software-Website	0.0	
Development in Progress	0.0	
Right-Of-Way/Easement/Extraction Rights	0.0	
Oth Int Assets purchased, licensed or internally generate	0.0	
Other intangible assets acquired by capital lease	0.0	
Other Capital Asset Purchases	0.0	
Leasehold Improvement-Capital Purchase	0.0	
Other Capital Asset Leases	0.0	
Non-Capital Equip Budget And Approp	0.0	
Vehicles Non-Capital Purchase	0.0	
Vehicles Non-Capital Leases	0.0	
Furniture Non-Capital Purchase	0.0	
Works Of Art And Hist Treas-Non Capital	0.0	
Furniture Non-Capital Leases	0.0	
Computer Equipment Non-Capital Purchase	5.6	
Computer Equipment Non-Capital Lease	0.0	
Telecomm Equip Non-Capital Purchase	0.0	
Telecomm Equip Non-Capital Leases	0.0	
Other Equipment Non-Capital Purchase	0.0	
Weapons Non-Capital Purchase	0.0	
Other Equipment Non-Capital Lease	0.0	
Purchased Or Licensed Software/Website	0.0	
Internally Generated Software/Website	0.0	
LICENSES AND PERMITS	0.0	
Right-Of-Way/Easement/Extraction Exp	0.0	
Other Intangible Assets - Purchased, Licensed or Internall	0.0	

Program Expenditure Schedule

Agency:	State Board of Chiropractic Examiners
Program:	Licensing and Regulation

	FY 2022 Actual	FY 2023 Expd. Plan
Noncapital Software/Web By Capital Lease	0.0	
Other Intangible Assets Acquired by Capital Lease	0.0	
Other Long Lived Tangible Assets to be Expenses	0.0	
Non-Capital Equipment Excluded from Cost Allocation	0.0	
Expenditure Category Total	10.2	21.1
Appropriated		
CE2010-A Chiropractic Examiners Board Fund (Appropriated)	10.2	21.1
Fund Source Total	10.2	21.1
Capital Outlay	0.0	0.0
Expenditure Category Total	0.0	0.0
Appropriated		
CE2010-A Chiropractic Examiners Board Fund (Appropriated)	0.0	0.0
Fund Source Total	0.0	0.0
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Debt Service	0.0	0.0
Expenditure Category Total	0.0	0.0
Appropriated		
CE2010-A Chiropractic Examiners Board Fund (Appropriated)	0.0	0.0
Fund Source Total	0.0	0.0
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Cost Allocation	0.0	0.0
Expenditure Category Total	0.0	0.0
Appropriated		
CE2010-A Chiropractic Examiners Board Fund (Appropriated)	0.0	0.0
Fund Source Total	0.0	0.0
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Transfers	0.0	0.0
Expenditure Category Total	0.0	0.0
Appropriated		
CE2010-A Chiropractic Examiners Board Fund (Appropriated)	0.0	0.0
Fund Source Total	0.0	0.0

Employee Retirement Coverage			
Retirement System	FTE	Personal Services	Fund#
Arizona State Retirement System	4.5	226.7	CE2010-A

Combined Regular & Elected Positions At/Above FICA Maximum of \$147,000		
Total FTE	Personal Services	FTE's not eligible for Health, Dental & Life
0.0	0.0	0.0

Administrative Costs

Agency: State Board of Chiropractic Examiners

Administrative Costs Summary

Common Administrative Area	FY 2023
Personal Services	12.0
ERE	4.0
All Other	9.2
Administrative Costs Total:	25.2

Administrative Cost / Total Expenditure Ratio

	Request	Admin %
FY 2023	605.5	4.2%

Restore Funding for Existing Full Time Employee (Deputy Director) Funding Issue Priority: 1

Overview of Funding Issue

A total of two (2) positions are needed to fully support the additional workload due to increased investigations, compliance, continuing education approvals, and license applications. One position would be restoring the funding for the existing Deputy Director Position and a new FTE position.

Complaints and compliance caseloads will likely continue to grow because of these three factors:

1. Arizona's continued rapid population growth,
2. Inclusion of Chiropractic Care as part of AHCCCS/Medicaid's Budget
3. The medical industry is now referring patients for non-pharmacologic methods, such as chiropractic care, as the "first line" approach for addressing pain instead prescribing opioids¹.

These landmark changes outlined above should result in an increased licensee base. The Board was already seeing the increase in requests for information and applications for licensure prior to these changes. Now, the Board will continue to see an uptick in new licensing applications.

The Board must prepare for new licensees and the additional workload that comes with a growing population. With an increased patient population through AHCCCS/Medicaid and serving as part of the first line of defense in the opioid crisis, there will be a larger pool of patients receiving treatment, likely leading to an increased number of Board complaints.

Background & Justification of Funding Issue

Board Staff Turnover Rate and Salaries

During FY 2022, the Arizona Board of Chiropractic Examiners ("Board") experienced a one hundred and fifty (150%) percent turnover in its various staff positions. In the last eighteen months, the Board has had 4 Executive Directors. The positions with the highest turnover rate were the two front-line positions of Customer Service Representative and Administrative Assistant. The major reason for the turnover is the highly competitive job market for positions paying sub eighteen dollars (\$18) per hour. Historically Board staff salaries were based at the lower end of the State's Pay Scale, ranging on average from \$13.50-16.00/hour. This lower-end pay scale has resulted in a high amount of continual turnover within these two key positions. According to ADOA's 2022 Workforce Report, the Board also had a 17.4% decrease in average salary for staff from the high in FY 2017 of \$47,752 to \$37,162 in FY 2021². For the past four years, the Board has become an entry point for State employment, having newly hired staff quickly depart the agency for higher-paying positions with other State agencies.

To address this issue and stabilize the agency, the current Executive Director selected to hold on filling the full-time FTE (Deputy Director) for a short time to have a greater impact on the agency's high turnover positions. By using the vacancy savings from that position to restructure, reclassify the current positions, increase the salaries to at or below the State's midpoint (*See table below*), and develop a plan to hire and retain qualified applicants.

¹ Source: National Library of Medicine, National Center of Biotechnology Information Association between chiropractic care and the use of prescription opioids among older medicare beneficiaries with spinal pain
<https://chiromt.biomedcentral.com/articles/10.1186/s12998-022-00415-7>

² Source: [DRAFT Workforce Report FY2021 \(az.gov\)](https://www.adoa.az.gov/Workforce-Report-FY2021)

**Additional Board Investigator/Compliance Officer
Funding Issue Priority: 1**

Previous Job Title	State Midpoint³	Board Staff Salary FY 2021	Current Job Title	State Midpoint⁴	Board Staff Salaries FY 2022
Program Project Specialist I	\$36,779 (\$24.70/hour)	\$18,376.80* (\$17.67/hour)	Investigator 2	\$44,724 (\$21.50/hour)	\$45,000** (\$21.63/hour)
Customer Service Representative	\$39,683 (\$19.08/hour)	\$33,280.00 (\$16.00/hour)	Customer Service Representative	\$39,683 (\$19.08/hour)	\$40,000** (\$19.23/hour)
Administrative Assistant II	\$39,683 (\$19.08/hour)	\$33,280.00 (\$16.00/hour)	Administrative Assistant II	\$39,683 (\$19.08/hour)	\$36,400** (\$17.50/hour)

*This position was a part-time position with benefits.

**This is the salary before the 10% raise increase included in the FY2023 Legislative Budget

Full-Time Board Investigator

In April 2022, the Board changed the personnel structure and hired a full-time investigator.

For many years, the investigation role has been a part-time position that was paid about \$17.67 per hour and shared some of the duties with the Board’s Executive Director or Deputy Director. This model, while a cost-savings, turned out to be very detrimental to the Board’s complaint and monitoring process. Not having a dedicated full-time investigator caused a backlog of approximately 84 complaints dating back to 2018. Since March of 2022, the Board has closed 52% of these backlogged cases. Including 13 high-priority misconduct cases. Having a full-time investigator paid at a comparable rate to other State Licensing Board Investigators has been a critical component in resolving the backlog of complaints and closing current complaints within the 180-day timeline.

Even with the improvements with a Full-Time Board Investigator, the need and workflow still exist for an additional FTE. A second investigation staff member is needed to support the Board’s investigative process and aid with investigations, licensing application investigation, and support monitoring and compliance functions.

A.R.S. §32-929 mandates that this agency conducts proper investigations and regulatory processes to protect the public. When a complaint is filed against a professional, it is this agency’s responsibility to investigate and provide the findings for the Board’s action and determination. The Board Investigator is required to gather extensive investigative documents and conduct interviews with the professional, complainant, and, when necessary additional witnesses. Investigations are a lengthy process as accuracy, details, and thoroughness are essential. This function is paramount to maintaining the ethics and integrity of the chiropractic industry and the safety of its patients.

The Board’s responsive practices are in danger due to limited resources. With the growing number of licensed chiropractic physicians, complaints are increasing in equal measure. Every member of the Board’s staff contributes as much as possible to shoulder the increases in investigations. Still, the rapid and steady growth demands additional resources to prevent slower response times or delays in the investigative process.

³ Source: [ADOA Job Titles, Pay Ranges, and Class Specs](#)

⁴ Source: [ADOA Job Titles, Pay Ranges, and Class Specs](#)

**Additional Board Investigator/Compliance Officer
Funding Issue Priority: 1**

Licensing Applications Investigations

When a professional applies for licensure, a supplementary background investigation may occur due to any discrepancies in the submitted application. Conducting the supplemental background check is also part of the responsibilities of the Board Investigator. Approximately fourteen percent (14%) of all licensing applications require additional background investigations by the Board's Investigator. These reviews are in addition to investigating Board complaints.

Monitoring and Compliance

A key component of the administering discipline is enforcement. At any given time, the Board has at least 23-30 professionals under either a Probationary Status or a Board Order/Consent Agreement. (This does not include the number of non-disciplinary orders for continuing education that the Board issues for minor technical violations.)

As complaints and case complexity increase, the number of Disciplinary Orders also increases. Board staff is required to monitor and track various forms of compliance with the Order. While it is the licensee's responsibility to comply, the Board's staff must ensure that these deadlines are not missed. Non-compliance with Board Orders or Consent Agreements are often indicators of recidivism. When the professional chooses not to comply with the Board Order, it is paramount that staff brings the professional back before the Board to address non-compliance. Any time there is a delay in bringing them back before the Board in a timely fashion, the public is at risk. One of the most difficult parts of regulation is monitoring and compliance without the necessary staff. This component is often neglected until another complaint or incident is related to the professional. It is necessary to have the staffing and support to ensure that monitoring and compliance can occur rapidly. The Deputy Director position was responsible for overseeing monitoring and compliance. Without this FTE, the Board will continue to face the challenges of ensuring licensees are fully adhering to their Board Orders and protecting the public.

Solution to the Funding Issue

The Board is requesting approval to fully fund one existing FTE position (Deputy Director). The Board is also asking to add a new FTE to meet the growing demands and responsibilities. (for a total of six (6) FTEs)

1. *Deputy Director - Grade E1 - Existing Position*

FTE will assume duties related to supporting the increase of Board Investigations and the Monitoring and Compliance of Board Orders, Licensing Investigations, and Renewal Applications.

Fiscal Impact Estimate

Personnel Services	\$	41,000
ERE	\$	9,100
Equipment	\$	3,000
Other Operating Expenses	\$	1,200
TOTAL	\$	54,300

Without additional resources, the agency may not be able to continue to provide the high level of customer service and complaint resolution that we currently have for the public. We have considered all other options, but none will protect the efficiency and service we currently provide.

**Additional Board Investigator/Compliance Officer
Funding Issue Priority: 1**

Unsuccessful Options

Without additional resources, the agency may not be able to continue to provide the high level of customer service and complaint resolution that we currently have for the public. We have considered all other options, but none will protect the efficiency and service we currently provide.

We do not have existing staff resources to shift to these priorities

The agency is currently operating with only four of its five allotted FTEs. The agency has already adjusted every job responsibility and implemented every possible step toward improving efficiency. The agency is currently moving toward implementing the Thentia Cloud-based Licensing platform, which should assist with improving some workflows, but the volume of work still exists. Essentially, the work does not go away with the improved technology. It shifts to other responsibilities.

We cannot rely on temporary assistance or a one-time fix

The Board does not currently have the funds available to hire a temporary staff member to assist with this increasing workload. It has been managing the work at a staff deficit for a significant amount of time, and staff is having difficulty reducing the backlog of applications and complaints while managing the ever-increasing work. This current model is not sustainable as a long-term solution.

Impact of Not Funding

This agency has carefully considered and implemented every possible solution to enhance our service and efficiency, following the Arizona Management System. Our team needs the funding for our existing position and one new position so we do not lose efficient and public service-focused practice as the demand for services continues to escalate.

Additional Licensing Coordinator Funding Issue Priority: 2

Overview of Funding Issue

A total of two (2) positions are needed to fully support the additional workload due to increased investigations, compliance, continuing education approvals, and license applications. One position would be restoring the funding for the existing Deputy Director Position and a new FTE position.

Complaints and compliance caseloads will likely continue to grow because of these three factors:

1. Arizona's continued rapid population growth,
2. Inclusion of Chiropractic Care as part of AHCCCS/Medicaid's Budget
3. The medical industry is now referring patients for non-pharmacologic methods, such as chiropractic care, as the "first line" approach for addressing pain instead prescribing opioids¹.

These landmark changes outlined above should result in an increased licensee base. The Board was already seeing the increase in requests for information and an increase in applications for licensure prior to these changes. Now, the Board will continue to see an uptick in new licensing applications.

The Board must prepare for new licensees and the additional workload that comes with a growing population. With an increased patient population through AHCCCS/Medicaid and serving as part of the first line of defense in the opioid crisis, there will be a larger pool of patients receiving treatment, likely leading to an increased number of Board complaints.

Background & Justification of Funding Issue

Board Staff Turnover Rate and Salaries

During FY 2022, the Arizona Board of Chiropractic Examiners ("Board") experienced a one hundred and fifty (150%) percent turnover in its various staff positions. In the last eighteen months, the Board has had 4 Executive Directors, and staff turnover has been 150%. The positions with the highest turnover rate were the 2 Front line positions of Customer Service Representative and Administrative Assistant. The major reason for the turnover is the highly competitive job market for positions paying sub eighteen dollars (\$18) per hour. Historically Board staff salaries were based at the lower end of the State's Pay Scale, ranging on average from \$13.50-16.00/hour. This lower-end pay scale has resulted in a high amount of continual turnover within these two key positions. According to ADOA's 2022 Workforce Report, the Board also had a 17.4% decrease in average salary for staff from the high in FY 2017 of \$47,752 to \$37,162 in FY 2021². For the past four years, the Board has become an entry point for State employment, having newly hired staff quickly depart the agency for higher-paying positions with other State agencies.

To address this issue and stabilize the agency, the Executive Director selected to reduce the agency's staff by one full-time FTE (Deputy Director). Then using the vacancy savings from that position to restructure, reclassify the current positions, increase the salaries to at or below the State's midpoint (See table below), and develop a plan to hire and retain more qualified applicants.

¹ Source: National Library of Medicine, National Center of Biotechnology Information Association between chiropractic care and the use of prescription opioids among older medicare beneficiaries with spinal pain
<https://chiromt.biomedcentral.com/articles/10.1186/s12998-022-00415-7>

² Source: [DRAFT Workforce Report FY2021 \(az.gov\)](https://www.az.gov/draft-workforce-report-fy2021)

**Additional Board Investigator/Compliance Officer
Funding Issue Priority: 2**

Previous Job Title	State Midpoint ³	Board Staff Salary FY 2021	Current Job Title	State Midpoint ⁴	Board Staff Salaries FY 2022
Program Project Specialist I	\$36,779 (\$24.70/hour)	\$18,376.80* (\$17.67/hour)	Investigator 2	\$44,724 (\$21.50/hour)	\$45,000** (\$21.63/hour)
Customer Service Representative	\$39,683 (\$19.08/hour)	\$33,280.00 (\$16.00/hour)	Customer Service Representative	\$39,683 (\$19.08/hour)	\$40,000** (\$19.23/hour)
Administrative Assistant II	\$39,683 (\$19.08/hour)	\$33,280.00 (\$16.00/hour)	Administrative Assistant II	\$39,683 (\$19.08/hour)	\$36,400** (\$17.50/hour)

*This position was a part-time position with benefits.

**This is the salary before the 10% raise increase included in the FY2023 Legislative Budget

Licensing/Operations Coordinator

The Board is a public protection agency and is an avenue for members of the public to ensure that their physician is qualified and trained. The Board has seen an increase in the number of new licensure applications it receives annually. On average, the Board has seen a 19.5% increase in applications.

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Projected FY 2023
Licenses Issues	58	70	84	94	117	142
% of Increase		20.69%	20.00%	11.90%	24.47%	21.00%

To process a license application, the Licensing Coordinator reviews comprehensive documents to ensure the professional meets the Board's statutory Board rule requirements. This is a detailed, time-intensive process of reviewing academic programs, examination scores, background check results, and other important criteria must be met to obtain licensure. Often the Licensing Coordinator must follow up with the applicants regarding deficiencies or clarification documentation to move the professional's file forward. Licensure time-frames are often extended to qualified health professionals due to insufficient resources to process applicants efficiently. The increase has seriously impacted the agency's ability to provide customer service to professionals seeking licensure.

Continuing Education-Board Meeting Attendance

Pursuant to A.A.C. R4-7-801 (M) (2), each person who is issued a new license to practice chiropractic in Arizona must attend a regularly scheduled Board meeting within their first year of residency. The Licensing Coordinator's responsibility is to track and ensure that all newly licensed professionals comply with this requirement. The current shortage of resources and not having a fully functioning database to track the licensee's compliance with this key requirement creates an additional workload for staff. It has been challenging because many of this agency's licensees apply and receive licensure before relocating to Arizona. Thus, the Board has to frequently follow up regarding when they physically relocate to the State

³ Source: [ADOA Job Titles, Pay Ranges, and Class Specs](#)

⁴ Source: [ADOA Job Titles, Pay Ranges, and Class Specs](#)

Additional Board Investigator/Compliance Officer
Funding Issue Priority: 2

and track the one year for attending the Board meeting. It has proven difficult and time-consuming to ensure one hundred percent compliance in this area. The Board has found this to be an important component in reducing complaints and ensuring our licensees adhere to the State's minimum standards.

While moving toward the implementation, the Thentia Cloud-based licensing system will address part of this issue. Working backward through all past licenses issued will take time and resources from staff to bring these licensees' information into the new database and ensure they have met this final requirement for licensure.

Renewal Applications

The agency renews about 2,700 licenses annually between October and December 31st. Most of our agency's licensed professionals submit their renewal applications in the last two weeks of December. Last year 51% of licensees submitted their renewal applications in December. It takes all staff to assist with processing renewal applications, which would be in addition to their normal daily responsibilities. When coupled with holidays and annual leave, it can be difficult for staff to complete these applications within the agency's 10-day requirement, let alone meet the statutory requirement of having all applications processed by February 2nd. During this time, the agency also experiences a high influx of phone calls and emails from professionals seeking the status of their renewal applications or needing technical assistance with their applications or payments. This influx of calls and emails adds to the taxing of minimal resources while attempting to maintain a normal influx of license applications, Continuing Education Applications, and complaints.

Continuing Education Applications-Renewals

The Board is required to approve all Continuing Education courses for our population of licensees. Last year the agency received 559 Continuing Education Applications for approval. When a complete application is received, it takes staff an average hour to process. Staff is required to review names, dates, and locations of the courses, detailed descriptions of the course content, detailed hour by hour by syllabus by subject matter, resume and curriculum vitae for each instructor, license verification for each instructor, letters of recommendation for each instructor when necessary sponsorship contract information (A.A.C. R4-7-801 (E)). There has been a 20-30% increase in Continuing Education applications since the CoVid-19 Pandemic lifted, and now with the increased use of online training platforms, this number continues to skyrocket.

About 50% of the applications received are PACE Pre-checked application, which has already been approved by the Federation of Chiropractic Licensing Boards and can be processed with less information and in a shorter timeframe. These applications can be processed at a rate of four (4) per hour but still require a detailed review of the application and supporting documentation.

Currently, the Board only accepts CE and PACE Prechecked applications via paper. It can be very time consuming to collect and review all the applications and scan them into the agency's shared cloud drive. The Continuing Education Applications is an area in the new Thentia Cloud licensure and application portal that will improve the agency's ability to receive applications electronically, ensure they are complete before submittal, and reduce the time needed to process the individual application. Additional Board staff is still needed to support this function.

**Additional Board Investigator/Compliance Officer
Funding Issue Priority: 2**

Telehealth Registry

With the passage of HB2454 and the necessity of a Telehealth Registry and the Board has not completely implemented this process, and as the medical landscape begins to change in this post-CoVid-19 pandemic era, the likelihood that we will begin to experience an increase in telehealth applications. According to the National Library of Medicine, “Using telehealth as a first step in seeking health care is a concept gaining popularity with the COVID-19 pandemic. Changes in care pathways made during this time may not revert to normal after this pandemic. It is possible that these new access pathways will become the convention and the strategy upon which other points of care are built. For interprofessional clinics, this could open an opportunity for chiropractors and other musculoskeletal experts to provide triage for musculoskeletal problems via telehealth. This can direct patients to the right care at the right time and lighten the load of primary care providers⁵”

1. *Administrative Assistant II-Grade 15*

FTE will assume the duties to support the increase in the Licensing and Continuing Education Applications, Telehealth Registry, and Renewal Applications.

Fiscal Impact Estimate

Personnel Services	\$	36,400
ERE	\$	18,400
Equipment	\$	3,000
Other Operating Expenses	\$	<u>1,200</u>
TOTAL	\$	59,000

Unsuccessful Options

Without additional resources, the agency may not be able to continue to provide the high level of customer service and complaint resolution that we currently have for the public. We have considered all other options, but none will protect the efficiency and service we currently provide.

We do not have existing staff resources to shift to these priorities

The agency is currently operating with only four of its five allotted FTEs. The agency has already adjusted every job responsibility and implemented every possible step toward improving efficiency. The agency is currently moving toward implementing the Thentia Cloud-based Licensing platform, which should assist with improving some workflows, but the volume of work still exists. Essentially, the work does not go away with the improved technology. It shifts to other responsibilities.

We cannot rely on temporary assistance or a one-time fix

The Board does not currently have the funds available to hire a temporary staff member to assist with this increasing workload. It has been managing the work at a staff deficit for a significant amount of time, and staff is having difficulty reducing the backlog of applications and complaints while managing the ever-increasing amount of increasing work. This current model is not sustainable as a long-term solution.

Impact of Not Funding

This agency has carefully considered and implemented every possible solution to enhance our service and efficiency, following the Arizona Management System. Our team needs the funding for our existing position and one new position so we do not lose efficient and public service-focused practice as the demand for services continues escalating.

⁵ Source: Rapid Deployment of Chiropractic Telehealth, National Library of Medicine <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7286829/>

**ISA Increase with the Attorney General’s Office
Funding Issue Priority: 2**

Overview of Funding Issue

The FY 2023 Legislative Budget included a ten percent (10%) raise for all staff employees. This pay increase also consists of the Board’s Assistant Attorney General. Maintaining the Board’s and Assistant Attorney General’s relationship is paramount in moving administrative matters forward and must be kept at its current level. For the Attorney General’s office to include this raise, the amount of the Board’s ISA must be increased to accommodate the change. This agency does not have the current depth of funding to absorb this increase.

De Novo Appeals

It is a critical component of the Board and its staff process to have the assistance of the Assistant Attorney General in drafting the Board’s disciplinary orders and consent agreements. The Assistant Attorney General also plays a crucial role in aiding the citizen judiciary in following the proper procedures for documenting the necessary findings of fact, conclusions of law, and violations on the record to meet the due process requirements. The passage of HB2722 changed the landscape for licensing boards and added a new layer to administrative processes with the De Novo Appeals. With this recent change, the Board could have more appeals regarding their decisions and additional costs for these hearings. This responsibility falls to the Assistant Attorney General.

While this year’s funding request only asks for the annual salary increase, next year, the Board will need to increase the amount of time necessary from the Attorney General’s office.

Solution to the Funding Issue

The Board is requesting to increase its ISA with the Attorney General’s office by \$3,500 to cover the ten percent (10%) salary increase passed in the FY 2023 Legislative Budget.

Fiscal Impact Estimate

Professional Services	\$	3,500
TOTAL	\$	3,500

Board Revenue

Category Description	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
	Actual	Actual	Actual	Actual	Actual	Estimate	Estimate
Examination Fees	42.3	48.3	47.3	41.4	1	1.2	1.3
Publications & Reproductions	4.1	3.3	2.9	2.9	3.7	4.3	4.9
Other Fees and Services				0	29	33.4	38.4
Occupational & Professional Licenses	383.7	390	393.6	445	429.3	541.2	672.7
Other Licenses	28.8	32	28.6	18.3	24.4	28.1	32.3
Restitution	0.1	5.7	2.7	2.4	6.1	5.0	5.0
Credit Card Processing Fees Paid	0	-0.4	-0.4	-0.4	-8	-9.2	-10.6

Funding Issues List

Agency: State Board of Chiropractic Examiners

FY 2024

Priority	Funding Issue Title	Total FTE	Total Amount	General Fund	Other Apro. Funds	Non-App Funds
1	Restore Funding For Existing Full Time Employee	0.0	54.3	0.0	54.3	0.0
2	New FTE Licensing Coordinator	1.0	59.0	0.0	59.0	0.0
3	ISA Increase PWith Attorney General's Office	0.0	3.5	0.0	3.5	0.0
	Total:	1.0	116.8	0.0	116.8	0.0
	Decision Package Total:	1.0	116.8	0.0	116.8	0.0

Funding Issue Detail

Agency: State Board of Chiropractic Examiners

Issue: 1 Restore Funding For Existing Full Time Employee

Program:	Licensing and Regulation	Calculated ERE:	\$9.10
Fund:	CE2010-A Chiropractic Examiners Board Fund (Appropriated)	Uniform Allowance:	\$0.00

Expenditure Categories	FY 2024
FTE	0.0
Personal Services	41.0
Employee Related Expenses	9.1
Subtotal Personal Services and ERE:	50.1
Professional & Outside Services	0.0
Travel In-State	0.0
Travel Out-of-State	0.0
Food	0.0
Aid to Organizations & Individuals	0.0
Other Operating Expenditures	1.2
Equipment	3.0
Capital Outlay	0.0
Debt Services	0.0
Cost Allocation	0.0
Transfers	0.0
Program / Fund Total:	54.3

Issue: 2 New FTE Licensing Coordinator

Program:	Licensing and Regulation	Calculated ERE:	\$18.40
Fund:	CE2010-A Chiropractic Examiners Board Fund (Appropriated)	Uniform Allowance:	\$0.00

Expenditure Categories	FY 2024
FTE	1.0
Personal Services	36.4
Employee Related Expenses	18.4
Subtotal Personal Services and ERE:	54.8
Professional & Outside Services	0.0
Travel In-State	0.0
Travel Out-of-State	0.0
Food	0.0
Aid to Organizations & Individuals	0.0
Other Operating Expenditures	1.2
Equipment	3.0
Capital Outlay	0.0
Debt Services	0.0
Cost Allocation	0.0
Transfers	0.0
Program / Fund Total:	59.0

Funding Issue Detail

Agency: State Board of Chiropractic Examiners

Issue: 3 ISA Increase PWith Attorney General's Office

Program: Licensing and Regulation
Fund: CE2010-A Chiropractic Examiners Board Fund (Appropriated)

Calculated ERE: \$0.00
Uniform Allowance: \$0.00

Expenditure Categories	FY 2024
FTE	0.0
Personal Services	0.0
Employee Related Expenses	0.0
Subtotal Personal Services and ERE:	0.0
Professional & Outside Services	3.5
Travel In-State	0.0
Travel Out-of-State	0.0
Food	0.0
Aid to Organizations & Individuals	0.0
Other Operating Expenditures	0.0
Equipment	0.0
Capital Outlay	0.0
Debt Services	0.0
Cost Allocation	0.0
Transfers	0.0
Program / Fund Total:	3.5

Summary of Expenditure and Budget Request for Selected Funds

Agency:	State Board of Chiropractic Examiners
Fund:	CE2010 Chiropractic Examiners Board Fund (Appropriated)

	FY 2022 Actual	FY 2023 Expd. Plan	FY 2024 Fund. Issue	FY 2024 Total Request
Cost Center/Program:				
1 Licensing and Regulation	431.6	488.7	116.8	605.5
	431.6	488.7	116.8	605.5
Expenditure Categories				
FTE	5.0	5.0	1.0	6.0
Personal Services	226.9	235.7	77.4	313.1
Employee Related Expenses	76.5	102.2	27.5	129.7
Professional and Outside Services	34.5	35.0	3.5	38.5
Travel In-State	0.7	2.0	0.0	2.0
Travel Out of State	5.2	15.0	0.0	15.0
Food	0.0	0.0	0.0	0.0
Aid to Organizations and Individuals	0.0	0.0	0.0	0.0
Other Operating Expenses	77.6	77.7	2.4	80.1
Equipment	10.2	21.1	6.0	27.1
Capital Outlay	0.0	0.0	0.0	0.0
Debt Service	0.0	0.0	0.0	0.0
Cost Allocation	0.0	0.0	0.0	0.0
Transfers	0.0	0.0	0.0	0.0
Expenditure Categories Total:	431.6	488.7	116.8	605.5
Fund Total:	431.6	488.7	116.8	605.5

Summary of Expenditure and Budget Request for Selected Funds

Agency:	State Board of Chiropractic Examiners
Fund:	CE2010 Chiropractic Examiners Board Fund (Appropriated)

	FY 2022 Actual	FY 2023 Expd. Plan	FY 2024 Fund. Issue	FY 2024 Total Request
Agency Total for Selected Funds	431.6	488.7	116.8	605.5

Program Budget Unit Summary of Expenditures and Budget Request for Selected Funds

Agency:	State Board of Chiropractic Examiners			
	FY 2022	FY 2023	FY 2024	FY 2024
	Actual	Expd. Plan	Fund. Issue	Total Request
Program:	Licensing and Regulation			
Fund:	CE2010-A Chiropractic Examiners Board Fund			
	Appropriated			
0000 FTE	5.0	5.0	1.0	6.0
6000 Personal Services	226.9	235.7	77.4	313.1
6100 Employee Related Expenses	76.5	102.2	27.5	129.7
6200 Professional and Outside Services	34.5	35.0	3.5	38.5
6500 Travel In-State	0.7	2.0	0.0	2.0
6600 Travel Out of State	5.2	15.0	0.0	15.0
6700 Food	0.0	0.0	0.0	0.0
6800 Aid to Organizations and Individuals	0.0	0.0	0.0	0.0
7000 Other Operating Expenses	77.6	77.7	2.4	80.1
8000 Equipment	10.2	21.1	6.0	27.1
8100 Capital Outlay	0.0	0.0	0.0	0.0
8600 Debt Service	0.0	0.0	0.0	0.0
9000 Cost Allocation	0.0	0.0	0.0	0.0
9100 Transfers	0.0	0.0	0.0	0.0
Appropriated Total:	431.6	488.7	116.8	605.5
Fund Total:	431.6	488.7	116.8	605.5
Program Total For Selected Funds:	431.6	488.7	116.8	605.5

Program Budget Unit Summary of Expenditures and Budget Request for All Funds

Agency:	State Board of Chiropractic Examiners
Program:	Licensing and Regulation

Expenditure Categories	FY 2022 Actual	FY 2023 Expd. Plan	FY 2024 Fund. Issue	FY 2024 Total Request
0000 FTE	5.0	5.0	1.0	6.0
6000 Personal Services	226.9	235.7	77.4	313.1
6100 Employee Related Expenses	76.5	102.2	27.5	129.7
6200 Professional and Outside Services	34.5	35.0	3.5	38.5
6500 Travel In-State	0.7	2.0	0.0	2.0
6600 Travel Out of State	5.2	15.0	0.0	15.0
6700 Food	0.0	0.0	0.0	0.0
6800 Aid to Organizations and Individuals	0.0	0.0	0.0	0.0
7000 Other Operating Expenses	77.6	77.7	2.4	80.1
8000 Equipment	10.2	21.1	6.0	27.1
8100 Capital Outlay	0.0	0.0	0.0	0.0
8600 Debt Service	0.0	0.0	0.0	0.0
9000 Cost Allocation	0.0	0.0	0.0	0.0
9100 Transfers	0.0	0.0	0.0	0.0
Expenditure Categories Total:	431.6	488.7	116.8	605.5
Fund Source				
Appropriated Funds				
CE2010-A Chiropractic Examiners Board Fund (Appropriated)	431.6	488.7	116.8	605.5
	431.6	488.7	116.8	605.5
Fund Source Total:	431.6	488.7	116.8	605.5

Program Group Summary of Expenditures and Budget Request for Selected Funds

Agency:	State Board of Chiropractic Examiners
Program:	Licensing and Regulation

	FY 2022 Actual	FY 2023 Expd. Plan	FY 2024 Fund. Issue	FY 2024 Total Request
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Fund:	CE2010-A Chiropractic Examiners Board Fund (Appropriated)
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Program Expenditures

COST CENTER/PROGRAM BUDGET UNIT					
1-1	Licensing and Regulation	431.6	488.7	116.8	605.5
	Total	431.6	488.7	116.8	605.5

Appropriated Funding

Expenditure Categories

	FTE Positions	5.0	5.0	1.0	6.0
	Personal Services	226.9	235.7	77.4	313.1
	Employee Related Expenses	76.5	102.2	27.5	129.7
	Professional and Outside Services	34.5	35.0	3.5	38.5
	Travel In-State	0.7	2.0	0.0	2.0
	Travel Out of State	5.2	15.0	0.0	15.0
	Food	0.0	0.0	0.0	0.0
	Aid to Organizations and Individuals	0.0	0.0	0.0	0.0
	Other Operating Expenses	77.6	77.7	2.4	80.1
	Equipment	10.2	21.1	6.0	27.1
	Capital Outlay	0.0	0.0	0.0	0.0
	Debt Service	0.0	0.0	0.0	0.0
	Cost Allocation	0.0	0.0	0.0	0.0
	Transfers	0.0	0.0	0.0	0.0
Expenditure Categories Total:		431.6	488.7	116.8	605.5
Fund CE2010-A Total:		431.6	488.7	116.8	605.5
Program 1 Total:		431.6	488.7	116.8	605.5

Program Summary of Expenditures and Budget Request

Agency:	State Board of Chiropractic Examiners
Program:	Licensing and Regulation

		FY 2022 Actual	FY 2023 Expd. Plan	FY 2024 Fund. Issue	FY 2024 Total Request
Program Summary					
1-1	Licensing and Regulation	431.6	488.7	116.8	605.5
Program Summary Total:		431.6	488.7	116.8	605.5
Expenditure Categories					
0000	FTE Positions	5.0	5.0	1.0	6.0
6000	Personal Services	226.9	235.7	77.4	313.1
6100	Employee Related Expenses	76.5	102.2	27.5	129.7
6200	Professional and Outside Services	34.5	35.0	3.5	38.5
6500	Travel In-State	0.7	2.0	0.0	2.0
6600	Travel Out of State	5.2	15.0	0.0	15.0
6700	Food	0.0	0.0	0.0	0.0
6800	Aid to Organizations and Individuals	0.0	0.0	0.0	0.0
7000	Other Operating Expenses	77.6	77.7	2.4	80.1
8000	Equipment	10.2	21.1	6.0	27.1
8100	Capital Outlay	0.0	0.0	0.0	0.0
8600	Debt Service	0.0	0.0	0.0	0.0
9000	Cost Allocation	0.0	0.0	0.0	0.0
9100	Transfers	0.0	0.0	0.0	0.0
Expenditure Categories Total:		431.6	488.7	116.8	605.5
Fund Source					
Appropriated Funds					
CE2010-A	Chiropractic Examiners Board Fund (Appropriated)	431.6	488.7	116.8	605.5
Fund Source Total:		431.6	488.7	116.8	605.5

Summary of Expenditure and Budget Request for All Funds

Agency: State Board of Chiropractic Examiners

Appropriated

		FY 2022 Actual	FY 2023 Expd. Plan	FY 2024 Fund. Issue	FY 2024 Total Request
Cost Center/Program:					
1	Licensing and Regulation	431.6	488.7	116.8	605.5
		431.6	488.7	116.8	605.5
Expenditure Categories					
	FTE	5.0	5.0	1.0	6.0
	Personal Services	226.9	235.7	77.4	313.1
	Employee Related Expenses	76.5	102.2	27.5	129.7
	Professional and Outside Services	34.5	35.0	3.5	38.5
	Travel In-State	0.7	2.0	0.0	2.0
	Travel Out of State	5.2	15.0	0.0	15.0
	Food	0.0	0.0	0.0	0.0
	Aid to Organizations and Individuals	0.0	0.0	0.0	0.0
	Other Operating Expenses	77.6	77.7	2.4	80.1
	Equipment	10.2	21.1	6.0	27.1
	Capital Outlay	0.0	0.0	0.0	0.0
	Debt Service	0.0	0.0	0.0	0.0
	Cost Allocation	0.0	0.0	0.0	0.0
	Transfers	0.0	0.0	0.0	0.0
Expenditure Categories Total:		431.6	488.7	116.8	605.5

Summary of Expenditure and Budget Request for All Funds

Agency: State Board of Chiropractic Examiners

Agency Total for All Funds:	431.6	488.7	116.8	605.5			
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Agency 5-Year Plan

Issue 1 Improve the timelines to complete investigations, formal interviews, and formal hearings.

Description: The Auditor General's Office recommends that cases be concluded within 180 days. The Board's ability to increase the percentage of complaints resolved within 180 days of receipt when no hearing is required, as well as the average number of months to resolve cases in which administrative hearings continues to improve.

Solutions:

In April 2022, the Board changed the personnel structure of the Board Staff and hired a full-time investigator. For the last four years, the investigation position has been a part-time position that was paid about \$17.67 per hour and shared some of the duties with the Board's Executive Director. This model was determined to be very detrimental to the Board's complaint and monitoring process. This decision resulted in a backlog of approximately 84 cases dating back to 2018. Since March of 2022, the Board has closed 30% of these backlogged cases. Including 13 high-priority sexual misconduct cases. Having a full-time investigator paid at a comparable rate to other State Licensing Board Investigators has been a critical component in resolving this large backlog of complaints while continuing to process current complaints within the 180-day timeline.

Complaints and compliance caseloads will continue to grow most likely because of these three factors:

Arizona's continued rapid growth

Including Chiropractic Care as part of AHCCCS/Medicaid Budget

The medical industry is now referring patients for non-pharmacologic methods, such as chiropractic care, as the "first line" approach for addressing pain instead prescribing opioids.

(National Library of Medicine, National Center for Biotechnology Information Association between chiropractic care and use of prescription opioids among older medicare beneficiaries with spinal pain)

These landmark changes of chiropractors being allowed to bill AHCCCS/Medicaid and being the first line of defense in the nation's battle against opioid abuse should result in an overall larger licensee base. The state will continue to see an uptick in new licensing applications but should also see a level of stabilization with its current licensees. These two changes should reduce the number of licensees who do not renew their licenses and choose to leave the profession. Historically, this industry was predominately cash-based and more vulnerable to market fluxations. These changes would mean a decrease in professionals that choose to allow their licenses to expire instead of renewing them. Over the last five years, the average number of licenses that were placed into Lapsed or Expired status was about 75 per year.

The Board needs to prepare for new licensees and the additional workload that accompanies a growing population. With an increased patient population through AHCCCS/Medicaid and serving as part of the first line of defense in the opioid crisis, there will be a larger pool of patients receiving treatment, likely leading to an increased number of Board complaints.

During the last five years, most complaints before the Board have evolved from simple refund issues and advertising matters to much more complex cases involving billing, fraud, sexual misconduct, and substance abuse. Because of these additional complexities, they now involved extra time and resources to gather all the necessary evidence to present the matter to the Board. A higher number of complaints and complicated cases result in the Board issuing more disciplinary orders and consent agreements. These items require additional staff resources to monitor and track compliance with these corrective orders.

This growth and stabilization will require an additional full-time FTE to assist with conducting investigations, monitoring, compliance, and reporting the Board's Actions.

Utilizing AMS and visual management tools tracks high-priority cases, where cases are in the pipeline for review by the Board and the placement on agenda. This ensures all cases are moved forward to the next steps promptly. The agenda is planned out in quarterly segments, and cases are plotted accordingly. Cases are no longer shoved in the back of a drawer to be addressed at a later date they are monitored and tracked daily and assigned to a monthly agenda. These tools also ensure notices are completed timely and that the Board avoids possible due process issues by being consistent and prompt with its notices for interviews and hearings.

2022 - 2024 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

CEA 0.0	Agency Summary
BOARD OF CHIROPRACTIC EXAMINERS	
Alissa M. Vander Veen, Executive Director	
Board of Chiropractic Examiners (602) 864-5088	
A.R.S. §§ 32-900 et seq.	
Plan Contact: Alissa M. Vander Veen	
Board of Chiropractic Examiners (602) 864-5088	

Mission:

To protect the health, welfare, and safety of Arizona citizens through the enforcement of laws governing chiropractic care.

Description:

The Board of Chiropractic Examiners conducts examinations and evaluates applications from Chiropractors seeking original licensure and renewal of licensure, and from persons seeking participation in Board-approved preceptorship or chiropractic assistant programs. The Board investigates complaints made against Chiropractors and conducts administrative hearings as required. The Board provides information to the public concerning applicants, licensees, and regulatory actions.

- ◆ **Goal 1** To issue and renew licenses promptly to those applicants determined to be eligible based on their accurate and complete application and demonstration of the required standards of education, knowledge, and competency while ensuring that the health, safety, and welfare of the public is protected.

- Objective:** 1 FY2022: Investigate and process license applications within licensing timeframe law parameters.
- FY2023: Investigate and process license applications within licensing timeframe law parameters.
- FY2024: Investigate and process license applications within licensing timeframe law parameters.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of applications for licensure received	117	132	157
This measure is used to assess future revenues.			
Average number of business days between receipt of complete application and licensure decision.	15	15	10
This performance measure determines if the Board is meeting the licensing time frames required in law.			
Number of new licenses issued	117	132	157
This measure identifies a trend that impacts revenue, staffing and resources planning			
Number of licenses issued prior to undisclosed conviction being identified	0	0	0
This performance measure is related to the Board's mission to protect the health, welfare and safety of the public.			
Number of licenses eligible for	2,618	2,682	2,767
Percent of license renewal applications processed within 15 business days	75	95	95
Percent of licenses renewed each year	88	90	90

- ◆ **Goal 2** To investigate promptly complaints filed against licensees throughout the state and to proactively identify risks to the consumer public. To timely and knowledgeably determine if a matter should be dismissed or proceed to hearing, to conduct formal interviews and hearings in a timely manner, and to impose appropriate sanctions on those found to have violated the public trust.

- Objective:** 1 FY2022: Investigate complaints thoroughly and conclude hearings and formal interviews timely within the timeframe recommended by the Office of the Auditor General.
- FY2023: Investigate complaints thoroughly and conclude hearings and formal interviews timely within the timeframe recommended by the Office of the Auditor General.
- FY2024: Investigate complaints thoroughly and conclude hearings and formal interviews timely within the timeframe recommended by the Office of the

Auditor General.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Number of new complaints filed	44	75	75
Percent of complaints resolved within 180 days of receipt with no hearing required	23	50	50
Average number of months to resolve an administrative hearing	3	3	3
Number of licenses revoked, surrendered, or suspended	0	0	0
Total number of investigations conducted	70	84	100

- ◆ **Goal 3** To ensure Board and staff competence and knowledge.

- Objective:** 1 FY2022: Measure staff performance for knowledge and customer service.
- FY2023: Measure staff performance for knowledge and customer service.
- FY2024: Measure staff performance for knowledge and customer service.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Percent of survey responses which indicate that staff was knowledgeable and courteous in public communications or that the measure was not applicable.	98	98	98
Administration as a percent of total cost	0	12	0

- ◆ **Goal 4** To increase public awareness of agency functions, resources, and public records accessibility.

- Objective:** 1 FY2022: Expand resources to maintain public education and access to public information.
- FY2023: Expand resources to maintain public education and access to public information.
- FY2024: Expand resources to maintain public education and access to public information.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Self assessment surveys returned.	10	10	10
Percent of complaint investigations that the Board found to be outside of its jurisdiction.	5	5	5

- ◆ **Goal 5** To modernize the Board's IT infrastructure. The Board's current database platform is Microsoft Access, this is unsustainable and therefore it must be upgraded and/or replaced.

- Objective:** 1 FY2022: None
- FY2023: Document current state of IT infrastructure and identify required v. not-required elements of modernized infrastructure.
- FY2024: Develop PIJ and APF documentation for a FY 2022 Funding Issue.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Develop and distribute an RFP for IT assessment and road map to modernization.	0	1	0

- Objective:** 2 FY2022: Ensure continued functionality of current IT infrastructure during Assessment, Development, and Implementation phases.
- FY2023: Ensure continued functionality of current IT infrastructure during Assessment, Development, and Implementation phases.
- FY2024: Ensure continued functionality of current IT infrastructure during Assessment, Development, and Implementation phases.

Performance Measures	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Loss of data	0	0	0

AGENCY SUMMARY

Program: CEA 0 . 0 BOARD OF CHIROPRACTIC EXAMINERS
Director: Alissa M. Vander Veen, Executive Director
Phone: Board of Chiropractic Examiners (602) 864-5088
Statute: A.R.S. §§ 32-900 et seq.
Plan Contact: Alissa M. Vander Veen
 Board of Chiropractic Examiners (602) 864-5088

Mission:

To protect the health, welfare, and safety of Arizona citizens through the enforcement of laws governing chiropractic care.

Description:

The Board of Chiropractic Examiners conducts examinations and evaluates applications from Chiropractors seeking original licensure and renewal of licensure, and from persons seeking participation in Board-approved preceptorship or chiropractic assistant programs. The Board investigates complaints made against Chiropractors and conducts administrative hearings as required. The Board provides information to the public concerning applicants, licensees, and regulatory actions.

◆ **Goal:** 1 To issue and renew licenses promptly to those applicants determined to be eligible based on their accurate and complete application and demonstration of the required standards of education, knowledge, and competency while ensuring that the health, safety, and welfare of the public is protected.

Objectives: 1 2022 Obj: Investigate and process license applications within licensing timeframe law parameters.
 2023 Obj: Investigate and process license applications within licensing timeframe law parameters.
 2024 Obj: Investigate and process license applications within licensing timeframe law parameters.

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"/>	IP	Number of applications for licensure received	0	125	117	132	157
				This measure is used to assess future revenues and is based on prior years data as well as trends in the chiropractic profession such a chiropractic college enrollment.					
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Average number of business days between receipt of complete application and licensure decision.	0	10	15	15	10
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Number of new licenses issued	0	100	117	132	157
4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	QL	Number of licenses issued prior to undisclosed conviction being identified	0	0	0	0	0
5	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	OP	Number of licenses eligible for renewal	N/A	2,650	2,618	2,682	2,767
6	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	EF	Percent of license renewal applications processed within 15 business days	N/A	95	75	95	95
7	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Percent of licenses renewed each year	0	90	88	90	90

◆ **Goal:** 2 To investigate promptly complaints filed against licensees throughout the state and to proactively identify risks to the consumer public. To timely and knowledgeably determine if a matter should be dismissed or proceed to hearing, to conduct formal interviews and hearings in a timely manner, and to impose appropriate sanctions on those found to have violated the public trust.

Objectives: 1 2022 Obj: Investigate complaints thoroughly and conclude hearings and formal interviews timely within the timeframe recommended by the Office of the Auditor General.
 2023 Obj: Investigate complaints thoroughly and conclude hearings and formal interviews timely within the timeframe recommended by the Office of the Auditor General.
 2024 Obj: Investigate complaints thoroughly and conclude hearings and formal interviews timely within the timeframe recommended by the Office of the Auditor General.

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"/>	IP	Number of new complaints filed	0	55	44	75	75
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Percent of complaints resolved within 180 days of receipt with no hearing required	0	50	23	50	50
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Average number of months to resolve an administrative hearing	0	3	3	3	3
4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Number of licenses revoked, surrendered, or suspended	0	5	0	0	0
5	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	IP	Total number of investigations conducted	N/A	70	70	84	100

◆ **Goal:** 3 To ensure Board and staff competence and knowledge.

Objectives: 1 2022 Obj: Measure staff performance for knowledge and customer service.
 2023 Obj: Measure staff performance for knowledge and customer service.
 2024 Obj: Measure staff performance for knowledge and customer service.

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"/>	OC	Percent of survey responses which indicate that staff was knowledgeable and courteous in public communications or that the measure was not applicable.	0	98	98	98	98
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Administration as a percent of total cost	10	12	0	12	0

◆ **Goal:** 4 To increase public awareness of agency functions, resources, and public records accessibility.

Objectives: 1 2022 Obj: Expand resources to maintain public education and access to public information.
 2023 Obj: Expand resources to maintain public education and access to public information.
 2024 Obj: Expand resources to maintain public education and access to public information.

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"/>	IP	Self assessment surveys returned.	0	10	10	10	10
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Percent of complaint investigations that the Board found to be outside of its jurisdiction.	0	0	5	5	5

◆ **Goal:** 5 To modernize the Board's IT infrastructure. The Board's current database platform is Microsoft Access, this is unsustainable and therefore it must be upgraded and/or replaced.

Objectives: 1 2022 Obj: None
 2023 Obj: Document current state of IT infrastructure and identify required v. not-required elements of modernized infrastructure.
 2024 Obj: Develop PIJ and APF documentation for a FY 2022 Funding Issue.

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"/>	OC	Develop and distribute an RFP for IT assessment and road map to modernization.	0	1	0	1	0

Objectives: 2

2023 Obj: Ensure continued functionality of current IT infrastructure during Assessment, Development, and Implementation phases.
 2024 Obj: Ensure continued functionality of current IT infrastructure during Assessment, Development, and Implementation phases.

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"/>	OC	Loss of data	0	0	0	0	0

Issue 2 Cross-train all staff in routine office, business, and customer service policies, operations, procedures and, processes to the extent appropriate.

Description: During FY 2022 the Arizona Board of Chiropractic Examiners experienced a one hundred and fifty (150%) percent turnover in its various staff positions. In the last eighteen months, the Board has had 4 Executive Directors, and staff turnover has been at 150%.

The positions with the highest turnover rate were the 2 Front line positions of Customer Service Representative and Administrative Assistant. One of the largest reasons for the turnover can be pointed to the highly competitive job market for positions paying sub eighteen dollars (\$18) per hour. Historically Board staff salaries were based at the lower end of the State's Pay Ranges ranging on average from \$13.50-16.00/hour. This lower-end pay scale has resulted in a high amount of continual turnover within these two key positions. According to ADOA's 2022 Workforce Report in addition to the high turnover rate, the Board also had a 17.4% decrease in average salary for staff from the high in FY 2017 of \$47,752 to \$37,162 in FY 2021. For the past four years, Board has become an entry point for State employment having newly hired staff quickly depart the agency for higher-paying positions with other State agencies.

Solutions:

In the mid-fiscal year, the Executive Director selected to reduce the agency's staff by one full-time FTE (Deputy Director) to address this budget challenge and stabilize the agency. Then using the vacancy savings from that position to restructure, reclassify the current positions, increase the salaries to at or below the State's midpoint, and develop a plan to hire and retain more qualified applicants.

As part of the above-described restructuring for the agency to improve its performance and assist in effectively completing its Mission of protecting the health, safety, and welfare of the People of Arizona, the Board hired a full-time investigator. The agency has functioned without a full-time investigator for the past five years; it had a part-time Program Project Specialist function in this role. Reviewing the Board's caseload made it apparent that this was not a feasibly sustainable solution. The Board was growing an ever-increasing backlog of high-priority complaints and compliance matters. These complaints ranged from sexual misconduct, drug and alcohol abuse, and patient injury. Also, over the last five years, the Board's cases have become more complicated and take more time to investigate, including conducting more detailed interviews, requesting patient files, filing notices, and sending subpoenas. The Board's investigator's job description now includes investigating new licensing applicants, assisting with processing renewals, and providing backup coverage for the phones and other duties. This structure helps support other departments with an uptick in their business functions. The investigator has knowledge of the Board's processes and procedures, which is a two-fold benefit of improving their investigative expertise while supporting the agency's other functions.

Roles and responsibilities were adjusted to accommodate the individual workflows better and were not limited to handling specific job assignments. For example, the Board receives part of its mail through a scanning service, and most of those items are for the Board investigator's files. The Board Investigator handles the scanned mail while the Licensing Coordinator handles the incoming non-scanned mail, which is the majority of the Board's licensing applications. This way, there are fewer handoffs and delays in the processing, and both can cover each other's position. Numerous other examples like these types of changes help address the various workflow changes and ensure staff can address backlogs before they are a problem. Additional work has been done to create Standard Work for all job functions to make training quick and efficient and help retain insititutional knowledge.

Lastly, the staff participates in a daily huddle call to check in on the status of everyone's workload and ensure the team is on track with the daily progress of completing work promptly and within the statutory or internal deadlines. There is a weekly staff meeting to discuss any changes to Board processes and help develop better ways to work effectively. Additionally, when needed, all staff assist with completing backlogged functions like Continuing Education Application, Renewal Applications, answering phones, and responding to emails.

Issue 3 Establish the capability of accepting Continuing Education applications and fees in electronic formats.

Description: The Board currently only accepts hard copy applications and payments in the form of check or money order.

Solutions:

As part of the transition to Thentia Cloud, the Continuing Education application will be completely online starting in FY 2024. This upgrade will streamline the Board's processing of these applications and improve the overall customer experience. Using the portal will ensure all CE Applications are complete before submittal. There will be a mechanism for tracking the applications and communicating with applicants; they will be able to see the status of their applications. This enhancement should vastly improve the user experience with this process. It will also reduce the amount of risk to the Board financially as it will reduce the high volume of checks received by the Board. Last year the Board processed 559 Continuing Education applications. The Board expects a 20% increase in applications this year.

Issue 4 Update information technology to ensure capable management of practitioner licensure, consumer complaints, and other board responsibilities and activities.

Description: The Board's Access database has been in use for over 10 years and does not possess adequate capabilities for the capture, processing, integration, tracking, and reporting of all the above-referenced duties and tasks. Importantly, Microsoft Corp. has announced that it will discontinue support for Access 2010 effective October 13, 2020. Consequently, there is concern the system might become unstable, corrupt, or lose critical data, and it is not compatible with a modern E-Licensing platform.

Solutions:

The Board has entered into a contract with Thentia Cloud Solutions to replace its outdated Access database. The goal it to have the platform fully implimented by the end of the 2023 Fiscal Year.

Resource Assumptions

	FY2025 Estimate	FY2026 Estimate	FY2027 Estimate
Full-Time Equivalent Positions	6.0	6.0	6.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	750.1	862.6	992.0
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

Budget Related Performance Measures

State Board of Chiropractic Examiners

Agency:	0.0	BOARD OF CHIROPRACTIC EXAMINERS
Contact:		Alissa M. Vander Veen, Executive Director (602) 864-5088
2nd Contact:		Alissa M. Vander Veen
Statute:		A.R.S. §§ 32-900 et seq.

ML	Budget	Type	Performance Measure	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
✓	✓	IP	Total number of investigations conducted	N/A	70	70	84	100
✓	✓	OP	Number of licenses eligible for renewal	N/A	2,650	2,618	2,682	2,767
✓	✓	EF	Percent of license renewal applications processed within 15 business days	N/A	95	75	95	95

Arizona Board of Chiropractic Examiners Organizational Chart

