

ARIZONA BOARD OF CHIROPRACTIC EXAMINERS

2026 FISCAL YEAR

ANNUAL BUDGET



August 31, 2024

The Honorable Katie Hobbs
Office of the Governor
1700 W. Washington Street-9th Floor
Phoenix, AZ 85007

RE: FY 2026 Budget Proposal

Dear Governor Hobbs:

On behalf of the Board of Chiropractic Examiners, I would like to thank you for the opportunity to submit the enclosed budget proposal for Fiscal Year 2026.

The Board presents a proposal demonstrating our unwavering commitment to serving the citizens of Arizona. Our top priority is safeguarding the health and safety of all patients under the care of our licensees. We strive to enhance service delivery and maximize efficiency, all while maintaining responsible management of the fees we collect through licensing.

Last year, the Board had several notable accomplishments in FY 2024.

- During FY 2024, the Board effectively reduced its complaint backlog by 23%.
- The Board issues applicants their license within seven (7) days of receiving a complete application.
- On average, 92.3% of licensees renew and maintain their licenses, and the Board maintains 2,200 active licenses since the pandemic.
- In FY 2024, the Board received 13 licensure applications through Universal Recognition.
- We processed and approved 455 continuing education applications so that our licensees would have various continuing education opportunities for their annual renewal.
- Developed and put into action the Board's Disciplinary Sanctioning Guidelines.
- Fully adjudicated 58 complaints.
- With the implementation of Thentia, the Board reduced the average renewal processing time from 20 days to 7 days.

These are some of the work and accomplishments achieved in the past year. The Board continues to drive improvements and make necessary changes to protect the public.

Please, never hesitate to contact me.

Sincerely,



Alissa M. Vander Veen
Executive Director



State of Arizona Budget Request

State Agency

Board of Chiropractic Examiners

A.R.S. Citation: A.R.S. §§ 32-900 et seq.

Governor Hobbs:

This and the accompanying budget schedules, statements and explanatory information constitute the operating budget request for this agency for Fiscal Year 2026.

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 Vander Veen 9/4/2024

(signature)

Phone: 6028645088

Prepared by: Alissa M. Vander Veen

Email Address: generalinfo@chiroboard.az.gov

Date Prepared: September 4, 2024

Appropriated Funds		FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
Total Amount Requested:		643.7	50.8	694.5
Chiropractic Examiners Board Fund		643.7	50.8	694.5
Non-Appropriated Funds		FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
		-	-	-
Board of Chiropractic Examiners Total:		643.7	50.8	694.5

BOARD'S MISSION & RESPONSIBILITIES

MISSION



The State of Arizona Board of Chiropractic Examiners is the regulatory body charged with protecting the health, welfare, and safety of the public by enforcing the laws governing chiropractic practice.

The Board licenses approximately 2,500 chiropractors to practice in the State of Arizona. The Board also accepts and investigates complaints against licensed and unlicensed individuals.



RESPONSIBILITIES

1

To oversee the general application of the laws governing the practice of chiropractic, update and develop regulations, address the scope of practice, and to better define both appropriate conduct by professionals and consumer expectations.

2

To investigate complaints and apply appropriate disciplinary action to doctors of chiropractic who may have broken the public trust by violating the practice act.

3

To function in the global regulatory community to assist other professions or jurisdictions affected by chiropractic, continually review required credentials for doctors to practice safely, effectively, and ethically.

BOARD ACCOMPLISHMENTS



Thentia Application and Licensure Portal fully implemented.

Successfully transitioned 2,300 active licenses to their new renewal date in 2025.

Hired a new Operations Coordinator.

100% of Continuing Education Audits were conducted for all renewals in 2024.

Linked the disciplinary and non-disciplinary actions from the past five years to Thenia to enhance public accessibility.

Secured funding for hiring an extra staff member to improve the efficiency and effectiveness of the Board.

Developed and put into action the Board's Disciplinary Sanctioning Guidelines.

The complaint backlog was decreased by 23%.

Started preparing and strategizing for upcoming statute and rule modifications.

Completed a thorough cleanup and assessment of continuing education, successfully clearing the backlog of course approvals.

Reduced processing time for renewal applications

Revenue Schedule

Agency: Board of Chiropractic Examiners

Fund: CE2010 Chiropractic Examiners Board Fund

AFIS Code	Category of Receipt and Description	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Request
4312	Examination Fees	1.0	0.9	0.9
4339	Other Fees & Charges for Services	23.3	24.5	25.7
4372	Publications & Reproductions	3.2	3.4	3.6
4415	Occupational & Professional Licenses	802.2	352.5	606.2
4419	Other Licenses	39.9	41.9	44.0
4512	Restitution	2.9	3.1	3.2
4647	Credit Card Fees Paid	(18.0)	(18.9)	(19.8)
4649	Credit Card Fee Revenue	21.0	22.1	23.2
4699	Miscellaneous Receipts	(9.0)	-	-
Chiropractic Examiners Board Fund Total:		866.5	429.5	687.0

Forecast Methodology

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 decline from 2019 by about one percent, perhaps due to COVID-19. The additional decline from FY 2021 to FY 2022 is mostly likely from the removal of CoVid-19 privileges ending that possibly caused business closures and the licensees who were on inactive from the previous year and paid the renewal fee to maintain their licensure through FY 2021 and did not return to practice in the subsequent year. The estimates for FY 2025 and FY 2026 propose a 5% increase in licensees while maintaining current licensees. The Board must address the impact on potential new licensees as the Board's current legislative course requirements do not align with the current education standards and may bar new chiropractors from moving to Arizona because they do not meet the licensure requirements.

*Revenue for FY 2024 included an average extension fee payment of \$112.00 to extent the licensees' license into FY 2025 to comply with the legislative changes to move the annual license expiration date from every year in December to annually by last date of birth month. This was approximately \$280,336 of the revenue received for 4415. This is the explanation for the difference in the amounts between FY 2024 and FY 2025. If you add FY 2024 actuals to the FY 2025 projections and average it between the two years it comes to \$577,350. which is consistent with the proposed projections.

Sources and Uses

Agency:	Board of Chiropractic Examiners
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Fund:	CE2010 Chiropractic Examiners Board Fund
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Revenues are from fees, fines, and other revenues received by the Board and are used to license, investigate, and conduct examinations of chiropractors.

Cash Flow Summary

	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Request
Beginning Balance	701.8	530.0	315.8
Revenue (from Revenue Schedule)	866.5	429.5	687.0
Total Available	1,568.3	959.5	1,002.8
Total Appropriated Disbursements	1,038.3	643.7	694.5
Total Non-Appropriated Disbursements	-	-	-
Balance Forward to Next Year	530.0	315.8	308.3

Explanation for Negative Ending Balance(s):

Board of Chiropractic Examiners

Appropriated Expenditure

	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Request
Expenditure Categories			
Personal Services	269.8	349.5	349.5
Employee Related Expenditures	114.7	152.3	152.3
Professional & Outside Services	47.1	33.0	83.8
Travel In-State	1.0	2.8	2.8
Travel Out-Of-State	1.4	12.0	12.0
Food	-	-	-
Aid To Organizations & Individuals	-	-	-
Other Operating Expenditures	98.6	86.1	86.1
Equipment	-	-	-
Capital Outlay	-	-	-
Capital Equipment	0.2	-	-
Non-Capital Equipment	5.5	8.0	8.0
Debt Service	-	-	-
Cost Allocation & Indirect Costs	-	-	-
Transfers-Out	-	-	-
Appropriated Expenditure Sub-Total:	538.3	643.7	694.5
Non-Lapsing Authority from Prior Years	-	-	-
Administrative Adjustments	-	-	-
Capital Projects (Land, Bldgs, Improv)	-	-	-
Appropriated 27th Pay Roll	-	-	-
Legislative Fund Transfers	500.0	-	-
IT Project Transfers	-	-	-

Sources and Uses

Agency:	Board of Chiropractic Examiners
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Fund:	CE2010 Chiropractic Examiners Board Fund
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Proposed Fund Transfer	-	-	-
Residual Equity Transfer	-	-	-
Transfer Due to Fund Balance Cap	-	-	-
Prior Committed or Obligated Expenditures (no entry for AY)	-	-	-
Non-Appropriated 27th Pay Roll	-	-	-
Appropriated Expenditure Total:	1,038.3	643.7	694.5
Appropriated FTE	5.0	6.0	6.0

Non-Appropriated Expenditure

	FY 2024 Actuals	FY 2025 Estimate	FY 2026 Request
Expenditure Categories			
Personal Services	-	-	-
Employee Related Expenditures	-	-	-
Professional & Outside Services	-	-	-
Travel In-State	-	-	-
Travel Out-Of-State	-	-	-
Food	-	-	-
Aid To Organizations & Individuals	-	-	-
Other Operating Expenditures	-	-	-
Equipment	-	-	-
Capital Outlay	-	-	-
Capital Equipment	-	-	-
Non-Capital Equipment	-	-	-
Debt Service	-	-	-
Cost Allocation & Indirect Costs	-	-	-
Transfers-Out	-	-	-
Non-Appropriated Expenditure Sub-Total:	-	-	-
Non-Lapsing Authority from Prior Years	-	-	-
Administrative Adjustments	-	-	-
Capital Projects (Land, Bldgs, Improv)	-	-	-
Appropriated 27th Pay Roll	-	-	-
Legislative Fund Transfers	-	-	-
IT Project Transfers	-	-	-
Proposed Fund Transfer	-	-	-
Residual Equity Transfer	-	-	-
Transfer Due to Fund Balance Cap	-	-	-
Prior Committed or Obligated Expenditures (no entry for AY)	-	-	-

Sources and Uses

Agency: Board of Chiropractic Examiners

Fund: CE2010 Chiropractic Examiners Board Fund

Non-Appropriated 27th Pay Roll	-	-	-
Non-Appropriated Expenditure Total:	-	-	-
Non-Appropriated FTE	-	-	-

Funding Issue List

Agency: Board of Chiropractic Examiners

FY 2026

Priority	Funding Issue Title	Total FTE	Total Amount	General Fund	Other Appropriated Funds	Non- Appropriated Funds
1	Enhancements to the Thentia Licensure and Application Portal	-	50.8	-	50.8	-
Total:		-	50.8	-	50.8	-

Funding Issue Detail

Agency: Board of Chiropractic Examiners

Issue: 1 Enhancements to the Thentia Licensure and Application Portal

Calculated ERE:
Uniform Allowance:

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

Expenditure Categories		FY 2026
6200	Professional & Outside Services	50.8
Program/Fund Total:		50.8

Funding Issue Narrative

Agency: Board of Chiropractic Examiners

Issue: 1 **Enhancements to the Thentia Licensure and Application Portal**

Description of Issue: AGENCY MISSION: The mission of the Arizona Board of Chiropractic Examiners is to protect the health, safety, and welfare of the public.

RELATED AGENCY GOAL: This request relates to the achievement of all agency goals in the Agency Strategic Plan, which continues the Board's digital modernization efforts and improves transparency and quality of continuing education compliance.

DESCRIPTION: Develop enhancements for the Thentia Licensure and Application Portal to streamline processes, reduce processing times, and allow more effective use of limited staff resources.

For the past three (3) years, the Board has unwaveringly pursued an agency-wide digital modernization effort, demonstrating our commitment to improving processes and increasing overall efficiency.

In the last three (3) years, the Board has completed the following digital modernization projects:
Migrated from a 1995 Access Database and multiple paper application process to the Thentia Licensure and Application Portal.

Scanned and digitized all licensure files.

Transitioned from handwritten paper Continuing Education course applications to electronic Continuing Education Applications using Adobe Sign.

Moved from an annual license renewal date to a rolling renewal date determined by birth month, reducing backlogs and improving processing times.

Migrated from paper complaint files to fully electronic complaint files and reports.

Transitioned from the traditional phone system to Zoom Workplace, allowing staff to communicate with licensees and the public through voice, chat, text, and video.

Hybrid Board Meetings, conducted in person and through Zoom, create more transparency for licensees and the public.

Thentia Licensure Portal-

One of the most significant improvements in the Board's operations has been the migration to the Thentia Licensure Portal. Last year, the Board successfully migrated all 2,300 licensees to their portal accounts and completed their renewals for 2024. During this time, the Board saw a remarkable reduction in its processing timeframes, with most renewal applications being reviewed and approved within seven business days using only a single staff member. This enhancement substantially improved from the previous requirement of four full-time staff members to process renewal applications within 20-30 business days in 2023.

The Board utilized the Thentia Portal to mandate all licensees to upload their Continuing Education certificates. Previously, the Board did not request certificates during renewals. This modification enabled the staff to carry out 100% Continuing Education Audits on all licensees during the renewal period without extending the Board's processing timeframes. These audits uncovered that 90% of the Board's licensees fulfilled the Board's continuing education requirements.

Thentia has reduced the number of transactions (850) completed by Board staff for processing paper change of address requests and transfers for Chiropractic Assistants. These functions are now completed by the licensee within Thentia and instantly reflected on the Board's Licensee Look-up. This improvement provides a better experience for the licensee, as they no longer have to wait for board staff to process their address or transfer change in the Board's database. It also provides better transparency for the public because as soon as the licensee changes their portal account, the Board's online lookup is instantly updated. Licensees can also instantly download their renewal and licensure certificates from the portal account. The board no longer charges fees for these functions as they are available directly through the portal.

Thentia has streamlined the Board's initial application process, decreasing the number of incomplete applications received. In FY 2024, the Board did not have to close any applications due to incompleteness. This process has saved time and effort for applicants, as they cannot submit incomplete applications through the portal. Additionally, they can easily upload and add the required documents to their application. The in-portal messaging has reduced the number of emails and correspondence completed outside of the portal, ensuring delivery and confirmation of important messages regarding applications to both licensees and applicants.

The improvements facilitated by the Thentia Portal have allowed the Board to reallocate its limited staff resources to other critical regulatory efforts. As a result, the Board has reduced its complaint backlog by 23%. This was achieved by enabling Board investigators to dedicate more time to addressing and investigating complaints rather than processing renewal, continuing education, chiropractic assistant applications, change of address forms, and other non-investigative functions.

Funding Issue Narrative

Agency: Board of Chiropractic Examiners

Issue: 1 **Enhancements to the Thentia Licensure and Application Portal**

or address forms, and other non-investigative functions.

The Board's mission is to safeguard the public's health, safety, and welfare by regulating chiropractic physicians. These modernization efforts have enabled the board to enhance its processes and ensure compliance using technology. These digital enhancements have allowed the Board and its staff to continue to do more with less and still drive improvements. The Board believes that additional digital enhancements will create more opportunities to utilize its limited personnel resources more effectively for other vital regulatory functions.

The Board proposes to target three areas of digital enhancements that would help increase its overall effectiveness and productivity: a continuing education provider portal, integration of CE Broker into Thentia, and automatic approval of renewal applications.

Continuing Education Provider Portal

One of the Board's statutory responsibilities is to review and approve continuing education courses for its licensees. The Board receives over 400 continuing education applications annually. Since the COVID-19 pandemic lifted, continuing education applications have increased by 20-30%, and now, with the increased use of online training platforms, this number continues to skyrocket. The Board has 950 approved continuing education courses and over 6,000 hours of training options for its licensees, with almost 50% of these courses offered online. Despite the challenges posed by its limited resources, the Board has successfully adapted to the increased demand for online training, demonstrating our resilience and adaptability.

The Board must approve all Continuing Education courses for our licensee population A.R.S. §32-931 (B). Quality Continuing Education (CE) is critical to public protection and ensuring competent and qualified education for our chiropractic providers. Part of the Board's responsibility is to review and approve these courses. Last year, the agency received 455 Continuing Education Applications for approval. If the Board continues on this trajectory, it will authorize over 600 applications next year.

When a complete CE application is received, it takes staff two (2) hours to process a single application. The process is more time-consuming and burdensome than approving applications for licensure. Staff is required to review names, dates, and locations of the courses, detailed descriptions of the course content, detailed syllabus by subject matter, resume and curriculum vitae for each instructor, license verification for each instructor, letters of recommendation for each instructor, and when necessary, sponsorship contract information A.A.C. R4-7-801 (E).

About sixty-four percent (64%) (308) of the applications received are PACE Pre-checked CE applications, which have been approved by the Federation of Chiropractic Licensing Boards (FCLB) and can be processed with less information and in a shorter timeframe. These applications can be processed at a rate of two (2) per hour but still require a detailed review of the application and supporting documentation and drafting an approval or denial letter. There is still significant time associated with the

Funding Issue Narrative

Agency: Board of Chiropractic Examiners

Issue: 1 **Enhancements to the Thentia Licensure and Application Portal**

Proposal: The board requires approval for an additional one-time funding of \$50,750.00 to complete its digitalization and modernization efforts fully.

The Board had previously requested an additional FTE to support these two statutory functions of processing and approving Continuing Education and Renewal Applications. The Board believed that an additional FTE would ensure that the Board effectively implements this legislative change's objectives without impacting its licensure and investigation functions. After using Thentia and experiencing improved processing timeframes, the Board strongly recommends upgrading the Thentia Portal to help address these efforts without creating an additional FTE position. Implementation would be a cost saving for the board; instead of needing an extra position at \$62,197.03 ongoing and \$4,000.00 one-time appropriation for equipment and operating expenses to hire an Administrative Assistant II-Grade 15, the board could reach the same objective utilizing the Thentia Portal at the one time cost of \$50,750.00.

The Board's digital modernization approach would accomplish this same goal for less than the proposed FTE. The Board, partnering with Thentia, could create a CE Provider Portal for its CE Applications, automate the annual renewal applications, and link the CE Broker to Thentia for tracking and audit purposes for less than it would cost for the additional FTE.

According to the Board's contract, Thentia charges \$225.00 per hour for enhancements and change requests to the Thentia portal. The Board estimates it would take approximately 150 work hours from Thentia to complete this project. Additionally, since the board does not have an internal IT team, an independent IT consultant will be needed to assist the board staff in fully implementing the Thentia project, aiding staff with development and User Acceptance Testing. This IT consultant has already been engaged with the Board in finalizing the current Thentia product and has been vital in the success of the Board's full implementation. Utilizing the IT consultant will lift the burden off Board staff and help ensure the final product meets the Board's needs. Additionally, the Board can use this resource over Thentia as the cost per hour is \$85.00 per hour versus the Thentia development cost of \$225.00 per hour.

Creating these enhancements in Thentia will also reduce the Board's ongoing operational costs, as the Board currently uses Adobe Sign for its CE Application. The Board is required to purchase these documents in advance annually. The Board can only buy these documents in bundles of 1,000, regardless of how many it uses annually. Each application in Adobe Sign currently costs the Board \$1.67. Thentia charges the board per active license account, and this increase in provider applications would increase the Board's annual Thentia cost by \$168.00 per year. That is a cost savings of \$854.00 over the current total cost of Adobe Sign. The Board could eliminate its dedicated CE Provider inbox since all messaging can be done directly through the Thentia portal. Eliminating the additional Google inbox would result in a cost savings of \$120.00 per year and a total of \$952.00 annually when added to the Adobe Sign savings.

In long-term savings for the Board, the project would have fully paid for itself by year two. If the Board hired a full-time FTE in FY 2026, it would cost the Board \$66,197.00. Implementing the proposed process improvements would save the Board \$15,477.00 in the first year. The board would have saved \$77,476.00 by the second year by hiring an FTE. These projections also don't account for possible cost of living, benefit increases, or other bonuses and incentives associated with hiring an FTE. The long-term potential savings for the board would be \$204,390.12.

Funding Issue Narrative

Agency: Board of Chiropractic Examiners

Issue: 1 **Enhancements to the Thentia Licensure and Application Portal**

Alternatives Considered:

The Board is facing a dilemma: without extra resources, it must prioritize handling renewal applications and carrying out crucial tasks such as investigations and licensing. If this option is not funded, the substantial progress the Board has achieved in the past two years will be undone. The Board has made strides in reducing license issuance times, hiring an additional investigator to address complaints, and transitioning from paper-based renewal applications to the Thentia Licensure Portal. An enhanced phone system with auto attendants has also been implemented to address common inquiries. The Board has also decreased its backlog of complaints by 23%. While the Thentia Cloud-based Licensing platform has helped streamline the Board's processes, the workload remains substantial. The improved technology does not eliminate the work; instead, it allows staff to shift their focus to other functions and responsibilities.

This statutory change was intended to enhance renewal application turnaround time. The Agency has thoroughly considered and explored an additional FTE and other options. However, we will require an alternate solution to safeguard our efficiency and service levels.

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

The Board currently lacks the funds to hire a temporary staff member to assist with the constantly changing workload. In July 2023, the Board hired an additional investigator to help manage the complaints. Since the new investigator came on board, the Board has reduced its complaint backlog by 23%. The number of complaints received in FY 2024 was 16% higher than in FY 2023. The Board cannot afford to have its investigators working on tasks unrelated to investigating complaints.

Additionally, the data shows that high-priority complaints continue to increase. There was a 23% increase in high-priority complaints received in FY 2024. The Board is also seeing a significant increase in sexual misconduct complaints, which have grown by 110% in the last year. The Board cannot allocate its investigators to areas outside its core investigative role. There are 59 cases awaiting initial action, with 45 exceeding the 180-day processing timeframe recommended by the Auditor General.

The board experiences fluctuations in the backlog of Continuing Education Applications, sometimes keeping up with them and at other times falling behind. Not funding this digital modernization effort could lead to growing backlogs in investigations, licensing, and other business functions. The purpose of creating a CE Provider portal is to prevent a backlog from occurring by having a more efficient process and ensuring the Board receives complete applications. Accomplishing these objectives reduces the time staff has to dedicate to this process. These backlogs could endanger the public, as the board needs to address complaints promptly and ensure our licensee population complies with the continuing education requirements. Without adequate resources, mistakes can occur if processes are not followed.

Impact of Not Funding This Year:

The Board has carefully implemented every possible solution to enhance our service and efficiency. The Board recently hired an additional investigator to investigate complaints and monitor compliance. If the Board does not secure funding for the modernization effort, it will likely have to delay low—to medium-level complaints and continue increasing our investigation timelines.

Additionally, the Board will have to extend the timeframe for processing Continuing Education applications beyond the current sixty-day period and potentially reduce the pool of providers that provide continuing education in Arizona. Having quality continuing education providers in the State of Arizona is paramount for protecting the public and improving healthcare outcomes for all Arizonans.

Statutory Reference:

A.R.S. §32-931 (B) , A.R.S. § 32-931, A.A.C. R4-7-801 & R4-7-802

Equipment to be Purchased (if applicable):

There is no need to purchase equipment for this funding request as CE Broker provides a free platform for licensing boards and the Board already utilizing the Thentia licensure platform. This would like be a cost savings to the Board as it could eliminate the use of the Adobe Sign platform, this would save the Board \$1000.00 annually.

Classification of New Positions:

This would not require an additional position and would create a cost savings to the Board over a four year period of \$204,000.

Annualization(s):

In long-term savings for the Board, the project would have fully paid for itself by year two. If the Board hired a full-time FTE in FY 2026, it would cost the Board \$66,197.00. Implementing the proposed process improvements would save the Board \$15,477.00 in the first year. The board would have saved \$77,476.00 by the second year by hiring an FTE. These projections also don't account for possible cost of living, benefit increases, or other bonuses and incentives associated with hiring an FTE. The long-term potential savings for the board would be \$204,390.12.

Funding Issue Narrative

Agency: Board of Chiropractic Examiners

Issue: 1 **Enhancements to the Thentia Licensure and Application Portal**

Alignment with Agency's Strategic Plan or Statutory Responsibilities:

This funding request is in alignment with all four of the agency's strategic plan. It would allow for the Board Investigators to focus solely on addressing and investing complaints, it reduces the number of processes that require staff to complete, it revolutionizes the Board's continuing education application process reducing staff's workload and finally it helps the Board implement its objective of increasing technology and fully digitizing its office. This change would allow the Board and Board staff to spend time focused on the tasks that are directly related to its mission of protecting the health, safety and welfare of the public without creating an additional FTE position.

Impact on Historically Underserved, Marginalized, or Adversely Affected Groups:

The recent legislative change and the improvement of the Board's process will primarily benefit our licensees. However, a part of this request aims to help historically underserved, marginalized, or adversely affected groups. In 2022, H.B. 2863 was passed by the legislature, authorizing \$12.7 million for chiropractic care and treatment for AHCCCS recipients.

The medical industry now recommends non-pharmacologic methods, like chiropractic care, as the "first line" approach for addressing pain instead of prescribing opioids for patients. For chiropractors serving these populations, having an active license is crucial to continue providing treatment through the AHCCCS program. However, delays in license renewal often occur due to the backlog of last-minute applications. This delay can lead to a licensee's license being temporarily suspended, preventing them from treating those most in need while they await processing. It can also result in a chiropractic physician treating these vulnerable populations on a suspended or inactive license, posing a significant risk to the chiropractor and patient and potentially leading to injury or having their claims rejected by AHCCCS. It should also be noted that receiving credentialing from AHCCCS has been a very difficult and laborious process for licensees. Losing and having to be recertified through AHCCCS because of delays in processing renewal applications could limit the number of providers that wish to participate in this program and could lead to a provider desert for care. This is especially concerning when you link this to those needing treatment for pain management to address opioid addiction issues. If the Board could lift some of the burden associated with this process it would be a win for both the providers as well as the public they serve, especially those working in rural and unserved areas of our state.

The rolling renewal period and online Thentia Licensure Portal will help ensure licensees know their licensure status in real time with no delays. Using CE Broker will provide better access to the Board's approved courses and improve accessibility to quality CE courses. The Portal also has a public lookup that allows the public and credentialing entities to verify the license status and date the renewal was submitted and processed. A fully automated process will avoid processing delays and ensure licensees comply with the renewal requirements. This online look-up should reduce delays in billing and payment and provide a chiropractor's license status. Having these final pieces in place for the Board's digital modernization effort will lift the renewal burdens off its licensees and help them meet the annual renewal requirements.

How has feedback been incorporated from groups directly impacted by proposal?:

The Board has heard extensively from its licensees regarding its renewal process and the time it takes to review and approve their applications. This legislative change was from our licensee population, who deserve a timely, responsive turnaround for their renewal applications.

The Board has implemented a three-part plan to improve this process and deliver better customer service to our licensees and the public. The first phase was to change the renewal process and move away from the traditional annual renewal every December. The second phase was the migration from paper renewal applications to the Online Thentia Licensure Portal. This migration not only gives the public and the licensee real-time information about the status of the renewal application. The public can now see when the licensee submitted their renewal application and when the Board approved and completed it. This improvement will provide increased insight and transparency to the public and insurance and credentialing entities, thus helping to reduce delays in insurance authorizations and payments.

The final part of this plan is to receive funding approval to finish its digital and CE modernization improvements. These improvements will fully automate and improve this function, allowing everyone to receive the full benefit intended by this statutory change while ensuring transparency and confidence from the public that utilizes chiropractic services.

Description of how this furthers the Governor's priorities:

The mission of the Office of Governor Hobbs is to create a just, prosperous, and resilient Arizona for everyone. This objective will be achieved by acting with integrity, engaging communities, and making the government a force for opportunity and growth. This request aims to contribute to a resilient Arizona by improving the turnaround time for processing renewal applications, providing greater public transparency regarding the status of individual licenses, and ensuring full compliance with the Board's statutes and rules regarding renewals and continuing education.

Funding Issue Narrative

Agency: Board of Chiropractic Examiners

Summary of Expenditure and Budget Request for All Funds

Agency: Board of Chiropractic Examiners

Appropriated Funds		FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
Program:					
CEA-1-0	Licensing and Regulation	538.3	643.7	50.8	694.5
Appropriated Funds Total:		538.3	643.7	50.8	694.5
Expenditure Categories					
	FTE	5.0	6.0	-	6.0
	Personal Services	269.8	349.5	-	349.5
	Employee Related Expenditures	114.7	152.3	-	152.3
Subtotal Personal Services and ERE		384.5	501.8	-	501.8
	Professional & Outside Services	47.1	33.0	50.8	83.8
	Travel In-State	1.0	2.8	-	2.8
	Travel Out-Of-State	1.4	12.0	-	12.0
	Other Operating Expenditures	98.6	86.1	-	86.1
	Capital Equipment	0.2	-	-	-
	Non-Capital Equipment	5.5	8.0	-	8.0
Expenditure Categories Total:		538.3	643.7	50.8	694.5
Board of Chiropractic Examiners Total for All Funds:		538.3	643.7	50.8	694.5
Appropriated and Non-Appropriated		FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2025 Funding Issue	FY 2026 Total Request
CEA-1-0	Licensing and Regulation	538.3	643.7	50.8	694.5
Board of Chiropractic Examiners Total for All Funds:		538.3	643.7	50.8	694.5

Summary of Expenditure and Budget Request for Selected Funds

Agency:	Board of Chiropractic Examiners
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Fund:	CE2010 Chiropractic Examiners Board Fund (Appropriated)
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	FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
Program:				
CEA-1-0 Licensing and Regulation	538.3	643.7	50.8	694.5
Chiropractic Examiners Board Fund (Appropriated) Summary Total:	538.3	643.7	50.8	694.5
Expenditure Categories				
FTE	5.0	6.0	-	6.0
Personal Services	269.8	349.5	-	349.5
Employee Related Expenditures	114.7	152.3	-	152.3
Subtotal Personal Services and ERE	384.5	501.8	-	501.8
Professional & Outside Services	47.1	33.0	50.8	83.8
Travel In-State	1.0	2.8	-	2.8
Travel Out-Of-State	1.4	12.0	-	12.0
Other Operating Expenditures	98.6	86.1	-	86.1
Capital Equipment	0.2	-	-	-
Non-Capital Equipment	5.5	8.0	-	8.0
Expenditure Categories Total:	538.3	643.7	50.8	694.5

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

Agency: Board of Chiropractic Examiners

	FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
Program: CEA-1-0 Licensing and Regulation				
Expenditure Categories				
FTE	5.0	6.0	-	6.0
Personal Services	269.8	349.5	-	349.5
Employee Related Expenditures	114.7	152.3	-	152.3
Subtotal Personal Services and ERE	384.5	501.8	-	501.8
Professional & Outside Services	47.1	33.0	50.8	83.8
Travel In-State	1.0	2.8	-	2.8
Travel Out-Of-State	1.4	12.0	-	12.0
Other Operating Expenditures	98.6	86.1	-	86.1
Capital Equipment	0.2	-	-	-
Non-Capital Equipment	5.5	8.0	-	8.0
Expenditure Categories Total:	538.3	643.7	50.8	694.5
Fund Source				
Appropriated Funds				
Chiropractic Examiners Board Fund (Appropriated)	538.3	643.7	50.8	694.5
Appropriated Funds Total:	538.3	643.7	50.8	694.5
Licensing and Regulation Total:	538.3	643.7	50.8	694.5

Sub Program: CEA-1-1 Licensing and Regulation

Expenditure Categories				
FTE	5.0	6.0	-	6.0
Personal Services	269.8	349.5	-	349.5
Employee Related Expenditures	114.7	152.3	-	152.3
Subtotal Personal Services and ERE	384.5	501.8	-	501.8
Professional & Outside Services	47.1	33.0	50.8	83.8
Travel In-State	1.0	2.8	-	2.8
Travel Out-Of-State	1.4	12.0	-	12.0
Other Operating Expenditures	98.6	86.1	-	86.1
Capital Equipment	0.2	-	-	-
Non-Capital Equipment	5.5	8.0	-	8.0

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

Agency:	Board of Chiropractic Examiners
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	FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
Program: CEA-1-0 Licensing and Regulation				
Sub Program: CEA-1-1 Licensing and Regulation				

Expenditure Categories Total:	538.3	643.7	50.8	694.5
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Fund Source

Appropriated Funds

Chiropractic Examiners Board Fund (Appropriated)	538.3	643.7	50.8	694.5
Appropriated Funds Total:	538.3	643.7	50.8	694.5
Licensing and Regulation Total:	538.3	643.7	50.8	694.5

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

Agency: Board of Chiropractic Examiners

	FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
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Program: CEA-1-0 Licensing and Regulation

Fund: CE2010 Chiropractic Examiners Board Fund

Appropriated

Personal Services	269.8	349.5	-	349.5
Employee Related Expenditures	114.7	152.3	-	152.3
Subtotal Personal Services and ERE	384.5	501.8	-	501.8
Professional & Outside Services	47.1	33.0	50.8	83.8
Travel In-State	1.0	2.8	-	2.8
Travel Out-Of-State	1.4	12.0	-	12.0
Other Operating Expenditures	98.6	86.1	-	86.1
Capital Equipment	0.2	-	-	-
Non-Capital Equipment	5.5	8.0	-	8.0
Expenditure Categories Total:	538.3	643.7	50.8	694.5
Chiropractic Examiners Board Fund Total:	538.3	643.7	50.8	694.5
Program Total for Select Funds:	538.3	643.7	50.8	694.5

Sub Program: CEA-1-1 Licensing and Regulation

Fund: CE2010 Chiropractic Examiners Board Fund

Appropriated

Personal Services	269.8	349.5	-	349.5
Employee Related Expenditures	114.7	152.3	-	152.3
Subtotal Personal Services and ERE	384.5	501.8	-	501.8
Professional & Outside Services	47.1	33.0	50.8	83.8
Travel In-State	1.0	2.8	-	2.8
Travel Out-Of-State	1.4	12.0	-	12.0
Other Operating Expenditures	98.6	86.1	-	86.1
Capital Equipment	0.2	-	-	-
Non-Capital Equipment	5.5	8.0	-	8.0
Expenditure Categories Total:	538.3	643.7	50.8	694.5
Chiropractic Examiners Board Fund Total:	538.3	643.7	50.8	694.5

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

Agency:	Board of Chiropractic Examiners			
	FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
Program:	CEA-1-0 Licensing and Regulation			
Sub Program:	CEA-1-1 Licensing and Regulation			
Fund:	CE2010 Chiropractic Examiners Board Fund			
Sub Program Total for Select Funds:	538.3	643.7	50.8	694.5

Program Summary of Expenditure and Budget Request

Agency: Board of Chiropractic Examiners

Program: Licensing and Regulation

Program Summary		FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
CEA-1-1	Licensing and Regulation	538.3	643.7	50.8	694.5
Licensing and Regulation Summary Total:		538.3	643.7	50.8	694.5

Expenditure Categories		FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
FTE	FTE	5.0	6.0	-	6.0
6000	Personal Services	269.8	349.5	-	349.5
6100	Employee Related Expenditures	114.7	152.3	-	152.3
Subtotal Personal Services and ERE		384.5	501.8	-	501.8
6200	Professional & Outside Services	47.1	33.0	50.8	83.8
6500	Travel In-State	1.0	2.8	-	2.8
6600	Travel Out-Of-State	1.4	12.0	-	12.0
7000	Other Operating Expenditures	98.6	86.1	-	86.1
8400	Capital Equipment	0.2	-	-	-
8500	Non-Capital Equipment	5.5	8.0	-	8.0
Expenditure Categories Total:		538.3	643.7	50.8	694.5

Fund Source		FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
Appropriated Funds					
CE2010	Chiropractic Examiners Board Fund (Appropriated)	538.3	643.7	50.8	694.5
Appropriated Funds Total:		538.3	643.7	50.8	694.5
Licensing and Regulation Summary Total:		538.3	643.7	50.8	694.5

Program Summary of Expenditure and Budget Request for Selected Funds

Agency: Board of Chiropractic Examiners

Program: Licensing and Regulation

Fund: CE2010 Chiropractic Examiners Board Fund (Appropriated)

Program Expenditures		FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
CEA-1-1	Licensing and Regulation	538.3	643.7	50.8	694.5
Chiropractic Examiners Board Fund (Appropriated) Summary Total:		538.3	643.7	50.8	694.5
Appropriated Funding					
6000	Personal Services	269.8	349.5	-	349.5
6100	Employee Related Expenditures	114.7	152.3	-	152.3
Subtotal Personal Services and ERE		384.5	501.8	-	501.8
6200	Professional & Outside Services	47.1	33.0	50.8	83.8
6500	Travel In-State	1.0	2.8	-	2.8
6600	Travel Out-Of-State	1.4	12.0	-	12.0
7000	Other Operating Expenditures	98.6	86.1	-	86.1
8400	Capital Equipment	0.2	-	-	-
8500	Non-Capital Equipment	5.5	8.0	-	8.0
Expenditure Categories Total:		538.3	643.7	50.8	694.5
Fund CE2010 - A Total:		538.3	643.7	50.8	694.5
Licensing and Regulation Total:		538.3	643.7	50.8	694.5

Program Expenditure Schedule

Agency: Board of Chiropractic Examiners

	FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
Program: CEA-1-0 Licensing and Regulation				
FTE				
FTE	5.0	6.0	-	6.0
Expenditure Category Total:	-	-	-	-
Fund Source				
Appropriated Funds				
CE2010 Chiropractic Examiners Board Fund (Appropriated)	5.0	6.0	-	6.0
Appropriated Funds Total:	5.0	6.0	-	6.0
Fund Source Total:	5.0	6.0	-	6.0
Personal Services				
Personal Services	269.8	349.5	-	349.5
Expenditure Category Total:	269.8	349.5	-	349.5
Fund Source				
Appropriated Funds				
CE2010 Chiropractic Examiners Board Fund (Appropriated)	269.8	349.5	-	349.5
Appropriated Funds Total:	269.8	349.5	-	349.5
Fund Source Total:	269.8	349.5	-	349.5
Employee Related Expenditures				
Employee Related Expenses	(0.0)	152.3	-	152.3
FICA Taxes	19.1	-	-	-
Medical Insurance	55.3	-	-	-
Basic Life	0.0	-	-	-
Long-Term Disability (ASRS)	0.4	-	-	-
Dental Insurance	0.5	-	-	-
Workers' Compensation	2.0	-	-	-
Arizona State Retirement System	32.3	-	-	-
Personnel Board Pro-Rata Charges	2.3	-	-	-
Information Technology Pro Rata Charge	1.6	-	-	-
Accumulated Sick Leave Fund Charge	1.1	-	-	-
Expenditure Category Total:	114.7	152.3	-	152.3

Program Expenditure Schedule

Agency: Board of Chiropractic Examiners

	FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
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Program: CEA-1-0 Licensing and Regulation

Fund Source

Appropriated Funds

CE2010	Chiropractic Examiners Board Fund (Appropriated)	114.7	152.3	-	152.3
Appropriated Funds Total:		114.7	152.3	-	152.3
Fund Source Total:		114.7	152.3	-	152.3

Professional & Outside Services

Professional and Outside Services	-	33.0	50.8	83.8
External Professional & Outside Services Budget & Appropriation	-	-	-	-
Attorney General Legal Services	33.2	-	-	-
Education & Training	11.2	-	-	-
Other Professional & Outside Services	2.7	-	-	-
Expenditure Category Total:	47.1	33.0	50.8	83.8

Fund Source

Appropriated Funds

CE2010	Chiropractic Examiners Board Fund (Appropriated)	47.1	33.0	50.8	83.8
Appropriated Funds Total:		47.1	33.0	50.8	83.8
Fund Source Total:		47.1	33.0	50.8	83.8

Travel In-State

Travel In-State	1.0	2.8	-	2.8
Expenditure Category Total:	1.0	2.8	-	2.8

Fund Source

Appropriated Funds

CE2010	Chiropractic Examiners Board Fund (Appropriated)	1.0	2.8	-	2.8
Appropriated Funds Total:		1.0	2.8	-	2.8
Fund Source Total:		1.0	2.8	-	2.8

Travel Out-Of-State

Travel Out of State	1.4	12.0	-	12.0
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Program Expenditure Schedule

Agency: Board of Chiropractic Examiners

	FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
Program: CEA-1-0 Licensing and Regulation				
Expenditure Category Total:	1.4	12.0	-	12.0
Fund Source				
Appropriated Funds				
CE2010 Chiropractic Examiners Board Fund (Appropriated)	1.4	12.0	-	12.0
Appropriated Funds Total:	1.4	12.0	-	12.0
Fund Source Total:	1.4	12.0	-	12.0

Other Operating Expenditures				
Other Operating Expenses	-	86.1	-	86.1
Risk Management Charges to State Agencies	1.0	-	-	-
Internal Service Computer Processing, Hosting, Maintenance and Support Costs	3.6	-	-	-
External Programming and System Development Costs	2.6	-	-	-
Other External Computer Processing, Hosting, Maintenance and Support Costs	0.0	-	-	-
Charges Imposed Related to AFIS.	1.1	-	-	-
External Telecommunications Charges	3.3	-	-	-
Building Rent Charges to State Agencies	25.8	-	-	-
Miscellaneous Rent	1.1	-	-	-
Late Charges on Overdue Payments	0.5	-	-	-
Internal Accounting, Budgeting & Financial Services	26.8	-	-	-
Software Support, Maintenance Short-term Licensing	3.7	-	-	-
Office Supplies	11.7	-	-	-
External Printing	0.4	-	-	-
Postage & Delivery	5.3	-	-	-
Document Shredding and Destruction Services	0.3	-	-	-
Awards	0.5	-	-	-
Entertainment & Promotional Items	0.0	-	-	-
Costs for Digital Imaging or Producing Microfilm & Microfiche	7.0	-	-	-
Security Services	3.2	-	-	-
Fingerprinting, Background Checks, Etc.	(0.0)	-	-	-

Program Expenditure Schedule

Agency: Board of Chiropractic Examiners

		FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
Program: CEA-1-0 Licensing and Regulation					
Other Miscellaneous Operating		0.8	-	-	-
Expenditure Category Total:		98.6	86.1	-	86.1
Fund Source					
Appropriated Funds					
CE2010	Chiropractic Examiners Board Fund (Appropriated)	98.6	86.1	-	86.1
Appropriated Funds Total:		98.6	86.1	-	86.1
Fund Source Total:		98.6	86.1	-	86.1
Capital Equipment					
Purchased or licensed software / website		0.2	-	-	-
Expenditure Category Total:		0.2	-	-	-
Fund Source					
Appropriated Funds					
CE2010	Chiropractic Examiners Board Fund (Appropriated)	0.2	-	-	-
Appropriated Funds Total:		0.2	-	-	-
Fund Source Total:		0.2	-	-	-
Non-Capital Equipment					
Non-Capital Resources		-	8.0	-	8.0
Computer Equipment – Non- Capitalized Purchases		4.0	-	-	-
Purchased or licensed software / website		1.5	-	-	-
Expenditure Category Total:		5.5	8.0	-	8.0
Fund Source					
Appropriated Funds					
CE2010	Chiropractic Examiners Board Fund (Appropriated)	5.5	8.0	-	8.0
Appropriated Funds Total:		5.5	8.0	-	8.0
Fund Source Total:		5.5	8.0	-	8.0

Program Expenditure Schedule

Agency: Board of Chiropractic Examiners

	FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
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Program: CEA-1-0 Licensing and Regulation

Employee Retirement Coverage

Retirement System	FTE	Personal Services	Fund#
Arizona State Retirement System	6.0	349.5	CE2010-A

Sub Program: CEA-1-1 Licensing and Regulation

FTE

FTE	5.0	6.0	-	6.0
Expenditure Category Total:	-	-	-	-

Fund Source

Appropriated Funds

CE2010 Chiropractic Examiners Board Fund (Appropriated)	5.0	6.0	-	6.0
Appropriated Funds Total:	5.0	6.0	-	6.0
Fund Source Total:	5.0	6.0	-	6.0

Personal Services

Personal Services	269.8	349.5	-	349.5
Expenditure Category Total:	269.8	349.5	-	349.5

Fund Source

Appropriated Funds

CE2010 Chiropractic Examiners Board Fund (Appropriated)	269.8	349.5	-	349.5
Appropriated Funds Total:	269.8	349.5	-	349.5
Fund Source Total:	269.8	349.5	-	349.5

Program Expenditure Schedule

Agency: Board of Chiropractic Examiners

	FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
Program: CEA-1-0 Licensing and Regulation				

Sub Program: CEA-1-1 Licensing and Regulation

Employee Related Expenditures

Employee Related Expenses	(0.0)	152.3	-	152.3
FICA Taxes	19.1	-	-	-
Medical Insurance	55.3	-	-	-
Basic Life	0.0	-	-	-
Long-Term Disability (ASRS)	0.4	-	-	-
Dental Insurance	0.5	-	-	-
Workers' Compensation	2.0	-	-	-
Arizona State Retirement System	32.3	-	-	-
Personnel Board Pro-Rata Charges	2.3	-	-	-
Information Technology Pro Rata Charge	1.6	-	-	-
Accumulated Sick Leave Fund Charge	1.1	-	-	-
Expenditure Category Total:	114.7	152.3	-	152.3

Fund Source

Appropriated Funds

CE2010 Chiropractic Examiners Board Fund (Appropriated)	114.7	152.3	-	152.3
Appropriated Funds Total:	114.7	152.3	-	152.3
Fund Source Total:	114.7	152.3	-	152.3

Program Expenditure Schedule

Agency: Board of Chiropractic Examiners

	FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
Program: CEA-1-0 Licensing and Regulation				

Sub Program: CEA-1-1 Licensing and Regulation

Professional & Outside Services

Professional and Outside Services	-	33.0	50.8	83.8
External Professional & Outside Services Budget & Appropriation	-	-	-	-
Attorney General Legal Services	33.2	-	-	-
Education & Training	11.2	-	-	-
Other Professional & Outside Services	2.7	-	-	-
Expenditure Category Total:	47.1	33.0	50.8	83.8

Fund Source

Appropriated Funds

CE2010 Chiropractic Examiners Board Fund (Appropriated)	47.1	33.0	50.8	83.8
Appropriated Funds Total:	47.1	33.0	50.8	83.8
Fund Source Total:	47.1	33.0	50.8	83.8

Travel In-State

Travel In-State	1.0	2.8	-	2.8
Expenditure Category Total:	1.0	2.8	-	2.8

Fund Source

Appropriated Funds

CE2010 Chiropractic Examiners Board Fund (Appropriated)	1.0	2.8	-	2.8
Appropriated Funds Total:	1.0	2.8	-	2.8
Fund Source Total:	1.0	2.8	-	2.8

Program Expenditure Schedule

Agency: Board of Chiropractic Examiners

	FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
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Program: CEA-1-0 Licensing and Regulation

Sub Program: CEA-1-1 Licensing and Regulation

Travel Out-Of-State

Travel Out of State	1.4	12.0	-	12.0
Expenditure Category Total:	1.4	12.0	-	12.0

Fund Source

Appropriated Funds

CE2010 Chiropractic Examiners Board Fund (Appropriated)	1.4	12.0	-	12.0
Appropriated Funds Total:	1.4	12.0	-	12.0
Fund Source Total:	1.4	12.0	-	12.0

Other Operating Expenditures

Other Operating Expenses	-	86.1	-	86.1
Risk Management Charges to State Agencies	1.0	-	-	-
Internal Service Computer Processing, Hosting, Maintenance and Support Costs	3.6	-	-	-
External Programming and System Development Costs	2.6	-	-	-
Other External Computer Processing, Hosting, Maintenance and Support Costs	0.0	-	-	-
Charges Imposed Related to AFIS.	1.1	-	-	-
External Telecommunications Charges	3.3	-	-	-
Building Rent Charges to State Agencies	25.8	-	-	-
Miscellaneous Rent	1.1	-	-	-
Late Charges on Overdue Payments	0.5	-	-	-
Internal Accounting, Budgeting & Financial Services	26.8	-	-	-
Software Support, Maintenance Short-term Licensing	3.7	-	-	-
Office Supplies	11.7	-	-	-
External Printing	0.4	-	-	-
Postage & Delivery	5.3	-	-	-
Document Shredding and Destruction Services	0.3	-	-	-
Awards	0.5	-	-	-

Program Expenditure Schedule

Agency: Board of Chiropractic Examiners

	FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
Program: CEA-1-0 Licensing and Regulation				

Sub Program: CEA-1-1 Licensing and Regulation

Entertainment & Promotional Items	0.0	-	-	-
Costs for Digital Imaging or Producing Microfilm & Microfiche	7.0	-	-	-
Security Services	3.2	-	-	-
Fingerprinting, Background Checks, Etc.	(0.0)	-	-	-
Other Miscellaneous Operating	0.8	-	-	-
Expenditure Category Total:	98.6	86.1	-	86.1

Fund Source

Appropriated Funds

CE2010 Chiropractic Examiners Board Fund (Appropriated)	98.6	86.1	-	86.1
Appropriated Funds Total:	98.6	86.1	-	86.1
Fund Source Total:	98.6	86.1	-	86.1

Capital Equipment

Purchased or licensed software / website	0.2	-	-	-
Expenditure Category Total:	0.2	-	-	-

Fund Source

Appropriated Funds

CE2010 Chiropractic Examiners Board Fund (Appropriated)	0.2	-	-	-
Appropriated Funds Total:	0.2	-	-	-
Fund Source Total:	0.2	-	-	-

Program Expenditure Schedule

Agency: Board of Chiropractic Examiners

	FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
Program: CEA-1-0 Licensing and Regulation				

Sub Program: CEA-1-1 Licensing and Regulation

Non-Capital Equipment

Non-Capital Resources	-	8.0	-	8.0
Computer Equipment – Non- Capitalized Purchases	4.0	-	-	-
Purchased or licensed software / website	1.5	-	-	-
Expenditure Category Total:	5.5	8.0	-	8.0

Fund Source

Appropriated Funds

CE2010 Chiropractic Examiners Board Fund (Appropriated)	5.5	8.0	-	8.0
Appropriated Funds Total:	5.5	8.0	-	8.0
Fund Source Total:	5.5	8.0	-	8.0

Employee Retirement Coverage

Retirement System	FTE	Personal Services	Fund#
Arizona State Retirement System	6.0	6.0	CE2010-A

Program Expenditure Schedule

Agency: Board of Chiropractic Examiners

Administrative Costs Summary

FY 2026

Personal Services	14.3
ERE	4.8
All Other	55.1
Administrative Costs Total:	74.2

Administrative Costs / Total Expenditure Ratio

Request

Admin %

FY 2026

694.5

10.7%

Funding Issue Narrative

Agency: Board of Chiropractic Examiners

Issue: 1 **Enhancements to the Thentia Licensure and Application Portal**

Description of Issue: AGENCY MISSION: The mission of the Arizona Board of Chiropractic Examiners is to protect the health, safety, and welfare of the public.

RELATED AGENCY GOAL: This request relates to the achievement of all agency goals in the Agency Strategic Plan, which continues the Board's digital modernization efforts and improves transparency and quality of continuing education compliance.

DESCRIPTION: Develop enhancements for the Thentia Licensure and Application Portal to streamline processes, reduce processing times, and allow more effective use of limited staff resources.

For the past three (3) years, the Board has unwaveringly pursued an agency-wide digital modernization effort, demonstrating our commitment to improving processes and increasing overall efficiency.

In the last three (3) years, the Board has completed the following digital modernization projects:
Migrated from a 1995 Access Database and multiple paper application process to the Thentia Licensure and Application Portal.

Scanned and digitized all licensure files.

Transitioned from handwritten paper Continuing Education course applications to electronic Continuing Education Applications using Adobe Sign.

Moved from an annual license renewal date to a rolling renewal date determined by birth month, reducing backlogs and improving processing times.

Migrated from paper complaint files to fully electronic complaint files and reports.

Transitioned from the traditional phone system to Zoom Workplace, allowing staff to communicate with licensees and the public through voice, chat, text, and video.

Hybrid Board Meetings, conducted in person and through Zoom, create more transparency for licensees and the public.

Thentia Licensure Portal-

One of the most significant improvements in the Board's operations has been the migration to the Thentia Licensure Portal. Last year, the Board successfully migrated all 2,300 licensees to their portal accounts and completed their renewals for 2024. During this time, the Board saw a remarkable reduction in its processing timeframes, with most renewal applications being reviewed and approved within seven business days using only a single staff member. This enhancement substantially improved from the previous requirement of four full-time staff members to process renewal applications within 20-30 business days in 2023.

The Board utilized the Thentia Portal to mandate all licensees to upload their Continuing Education certificates. Previously, the Board did not request certificates during renewals. This modification enabled the staff to carry out 100% Continuing Education Audits on all licensees during the renewal period without extending the Board's processing timeframes. These audits uncovered that 90% of the Board's licensees fulfilled the Board's continuing education requirements.

Thentia has reduced the number of transactions (850) completed by Board staff for processing paper change of address requests and transfers for Chiropractic Assistants. These functions are now completed by the licensee within Thentia and instantly reflected on the Board's Licensee Look-up. This improvement provides a better experience for the licensee, as they no longer have to wait for board staff to process their address or transfer change in the Board's database. It also provides better transparency for the public because as soon as the licensee changes their portal account, the Board's online lookup is instantly updated. Licensees can also instantly download their renewal and licensure certificates from the portal account. The board no longer charges fees for these functions as they are available directly through the portal.

Thentia has streamlined the Board's initial application process, decreasing the number of incomplete applications received. In FY 2024, the Board did not have to close any applications due to incompleteness. This process has saved time and effort for applicants, as they cannot submit incomplete applications through the portal. Additionally, they can easily upload and add the required documents to their application. The in-portal messaging has reduced the number of emails and correspondence completed outside of the portal, ensuring delivery and confirmation of important messages regarding applications to both licensees and applicants.

The improvements facilitated by the Thentia Portal have allowed the Board to reallocate its limited staff resources to other critical regulatory efforts. As a result, the Board has reduced its complaint backlog by 23%. This was achieved by enabling Board investigators to dedicate more time to addressing and investigating complaints rather than processing renewal, continuing education, chiropractic assistant applications, change of address forms, and other non-investigative functions.

Funding Issue Narrative

Agency: Board of Chiropractic Examiners

Issue: 1 **Enhancements to the Thentia Licensure and Application Portal**

or address forms, and other non-investigative functions.

The Board's mission is to safeguard the public's health, safety, and welfare by regulating chiropractic physicians. These modernization efforts have enabled the board to enhance its processes and ensure compliance using technology. These digital enhancements have allowed the Board and its staff to continue to do more with less and still drive improvements. The Board believes that additional digital enhancements will create more opportunities to utilize its limited personnel resources more effectively for other vital regulatory functions.

The Board proposes to target three areas of digital enhancements that would help increase its overall effectiveness and productivity: a continuing education provider portal, integration of CE Broker into Thentia, and automatic approval of renewal applications.

Continuing Education Provider Portal

One of the Board's statutory responsibilities is to review and approve continuing education courses for its licensees. The Board receives over 400 continuing education applications annually. Since the COVID-19 pandemic lifted, continuing education applications have increased by 20-30%, and now, with the increased use of online training platforms, this number continues to skyrocket. The Board has 950 approved continuing education courses and over 6,000 hours of training options for its licensees, with almost 50% of these courses offered online. Despite the challenges posed by its limited resources, the Board has successfully adapted to the increased demand for online training, demonstrating our resilience and adaptability.

The Board must approve all Continuing Education courses for our licensee population A.R.S. §32-931 (B). Quality Continuing Education (CE) is critical to public protection and ensuring competent and qualified education for our chiropractic providers. Part of the Board's responsibility is to review and approve these courses. Last year, the agency received 455 Continuing Education Applications for approval. If the Board continues on this trajectory, it will authorize over 600 applications next year.

When a complete CE application is received, it takes staff two (2) hours to process a single application. The process is more time-consuming and burdensome than approving applications for licensure. Staff is required to review names, dates, and locations of the courses, detailed descriptions of the course content, detailed syllabus by subject matter, resume and curriculum vitae for each instructor, license verification for each instructor, letters of recommendation for each instructor, and when necessary, sponsorship contract information A.A.C. R4-7-801 (E).

About sixty-four percent (64%) (308) of the applications received are PACE Pre-checked CE applications, which have been approved by the Federation of Chiropractic Licensing Boards (FCLB) and can be processed with less information and in a shorter timeframe. These applications can be processed at a rate of two (2) per hour but still require a detailed review of the application and supporting documentation and drafting an approval or denial letter. There is still significant time associated with the

Funding Issue Narrative

Agency: Board of Chiropractic Examiners

Issue: 1 **Enhancements to the Thentia Licensure and Application Portal**

Proposal: The board requires approval for an additional one-time funding of \$50,750.00 to complete its digitalization and modernization efforts fully.

The Board had previously requested an additional FTE to support these two statutory functions of processing and approving Continuing Education and Renewal Applications. The Board believed that an additional FTE would ensure that the Board effectively implements this legislative change's objectives without impacting its licensure and investigation functions. After using Thentia and experiencing improved processing timeframes, the Board strongly recommends upgrading the Thentia Portal to help address these efforts without creating an additional FTE position. Implementation would be a cost saving for the board; instead of needing an extra position at \$62,197.03 ongoing and \$4,000.00 one-time appropriation for equipment and operating expenses to hire an Administrative Assistant II-Grade 15, the board could reach the same objective utilizing the Thentia Portal at the one time cost of \$50,750.00.

The Board's digital modernization approach would accomplish this same goal for less than the proposed FTE. The Board, partnering with Thentia, could create a CE Provider Portal for its CE Applications, automate the annual renewal applications, and link the CE Broker to Thentia for tracking and audit purposes for less than it would cost for the additional FTE.

According to the Board's contract, Thentia charges \$225.00 per hour for enhancements and change requests to the Thentia portal. The Board estimates it would take approximately 150 work hours from Thentia to complete this project. Additionally, since the board does not have an internal IT team, an independent IT consultant will be needed to assist the board staff in fully implementing the Thentia project, aiding staff with development and User Acceptance Testing. This IT consultant has already been engaged with the Board in finalizing the current Thentia product and has been vital in the success of the Board's full implementation. Utilizing the IT consultant will lift the burden off Board staff and help ensure the final product meets the Board's needs. Additionally, the Board can use this resource over Thentia as the cost per hour is \$85.00 per hour versus the Thentia development cost of \$225.00 per hour.

Creating these enhancements in Thentia will also reduce the Board's ongoing operational costs, as the Board currently uses Adobe Sign for its CE Application. The Board is required to purchase these documents in advance annually. The Board can only buy these documents in bundles of 1,000, regardless of how many it uses annually. Each application in Adobe Sign currently costs the Board \$1.67. Thentia charges the board per active license account, and this increase in provider applications would increase the Board's annual Thentia cost by \$168.00 per year. That is a cost savings of \$854.00 over the current total cost of Adobe Sign. The Board could eliminate its dedicated CE Provider inbox since all messaging can be done directly through the Thentia portal. Eliminating the additional Google inbox would result in a cost savings of \$120.00 per year and a total of \$952.00 annually when added to the Adobe Sign savings.

In long-term savings for the Board, the project would have fully paid for itself by year two. If the Board hired a full-time FTE in FY 2026, it would cost the Board \$66,197.00. Implementing the proposed process improvements would save the Board \$15,477.00 in the first year. The board would have saved \$77,476.00 by the second year by hiring an FTE. These projections also don't account for possible cost of living, benefit increases, or other bonuses and incentives associated with hiring an FTE. The long-term potential savings for the board would be \$204,390.12.

Funding Issue Narrative

Agency: Board of Chiropractic Examiners

Issue: 1 **Enhancements to the Thentia Licensure and Application Portal**

Alternatives Considered:

The Board is facing a dilemma: without extra resources, it must prioritize handling renewal applications and carrying out crucial tasks such as investigations and licensing. If this option is not funded, the substantial progress the Board has achieved in the past two years will be undone. The Board has made strides in reducing license issuance times, hiring an additional investigator to address complaints, and transitioning from paper-based renewal applications to the Thentia Licensure Portal. An enhanced phone system with auto attendants has also been implemented to address common inquiries. The Board has also decreased its backlog of complaints by 23%. While the Thentia Cloud-based Licensing platform has helped streamline the Board's processes, the workload remains substantial. The improved technology does not eliminate the work; instead, it allows staff to shift their focus to other functions and responsibilities.

This statutory change was intended to enhance renewal application turnaround time. The Agency has thoroughly considered and explored an additional FTE and other options. However, we will require an alternate solution to safeguard our efficiency and service levels.

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

The Board currently lacks the funds to hire a temporary staff member to assist with the constantly changing workload. In July 2023, the Board hired an additional investigator to help manage the complaints. Since the new investigator came on board, the Board has reduced its complaint backlog by 23%. The number of complaints received in FY 2024 was 16% higher than in FY 2023. The Board cannot afford to have its investigators working on tasks unrelated to investigating complaints.

Additionally, the data shows that high-priority complaints continue to increase. There was a 23% increase in high-priority complaints received in FY 2024. The Board is also seeing a significant increase in sexual misconduct complaints, which have grown by 110% in the last year. The Board cannot allocate its investigators to areas outside its core investigative role. There are 59 cases awaiting initial action, with 45 exceeding the 180-day processing timeframe recommended by the Auditor General.

The board experiences fluctuations in the backlog of Continuing Education Applications, sometimes keeping up with them and at other times falling behind. Not funding this digital modernization effort could lead to growing backlogs in investigations, licensing, and other business functions. The purpose of creating a CE Provider portal is to prevent a backlog from occurring by having a more efficient process and ensuring the Board receives complete applications. Accomplishing these objectives reduces the time staff has to dedicate to this process. These backlogs could endanger the public, as the board needs to address complaints promptly and ensure our licensee population complies with the continuing education requirements. Without adequate resources, mistakes can occur if processes are not followed.

Impact of Not Funding This Year:

The Board has carefully implemented every possible solution to enhance our service and efficiency. The Board recently hired an additional investigator to investigate complaints and monitor compliance. If the Board does not secure funding for the modernization effort, it will likely have to delay low—to medium-level complaints and continue increasing our investigation timelines.

Additionally, the Board will have to extend the timeframe for processing Continuing Education applications beyond the current sixty-day period and potentially reduce the pool of providers that provide continuing education in Arizona. Having quality continuing education providers in the State of Arizona is paramount for protecting the public and improving healthcare outcomes for all Arizonans.

Statutory Reference:

A.R.S. §32-931 (B) , A.R.S. § 32-931, A.A.C. R4-7-801 & R4-7-802

Equipment to be Purchased (if applicable):

There is no need to purchase equipment for this funding request as CE Broker provides a free platform for licensing boards and the Board already utilizing the Thentia licensure platform. This would like be a cost savings to the Board as it could eliminate the use of the Adobe Sign platform, this would save the Board \$1000.00 annually.

Classification of New Positions:

This would not require an additional position and would create a cost savings to the Board over a four year period of \$204,000.

Annualization(s):

In long-term savings for the Board, the project would have fully paid for itself by year two. If the Board hired a full-time FTE in FY 2026, it would cost the Board \$66,197.00. Implementing the proposed process improvements would save the Board \$15,477.00 in the first year. The board would have saved \$77,476.00 by the second year by hiring an FTE. These projections also don't account for possible cost of living, benefit increases, or other bonuses and incentives associated with hiring an FTE. The long-term potential savings for the board would be \$204,390.12.

Funding Issue Narrative

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Issue: 1 **Enhancements to the Thentia Licensure and Application Portal**

Alignment with Agency's Strategic Plan or Statutory Responsibilities:

This funding request is in alignment with all four of the agency's strategic plan. It would allow for the Board Investigators to focus solely on addressing and investing complaints, it reduces the number of processes that require staff to complete, it revolutionizes the Board's continuing education application process reducing staff's workload and finally it helps the Board implement its objective of increasing technology and fully digitizing its office. This change would allow the Board and Board staff to spend time focused on the tasks that are directly related to its mission of protecting the health, safety and welfare of the public without creating an additional FTE position.

Impact on Historically Underserved, Marginalized, or Adversely Affected Groups:

The recent legislative change and the improvement of the Board's process will primarily benefit our licensees. However, a part of this request aims to help historically underserved, marginalized, or adversely affected groups. In 2022, H.B. 2863 was passed by the legislature, authorizing \$12.7 million for chiropractic care and treatment for AHCCCS recipients.

The medical industry now recommends non-pharmacologic methods, like chiropractic care, as the "first line" approach for addressing pain instead of prescribing opioids for patients. For chiropractors serving these populations, having an active license is crucial to continue providing treatment through the AHCCCS program. However, delays in license renewal often occur due to the backlog of last-minute applications. This delay can lead to a licensee's license being temporarily suspended, preventing them from treating those most in need while they await processing. It can also result in a chiropractic physician treating these vulnerable populations on a suspended or inactive license, posing a significant risk to the chiropractor and patient and potentially leading to injury or having their claims rejected by AHCCCS. It should also be noted that receiving credentialing from AHCCCS has been a very difficult and laborious process for licensees. Losing and having to be recredentialled through AHCCCS because of delays in processing renewal applications could limit the number of providers that wish to participate in this program and could lead to a provider desert for care. This is especially concerning when you link this to those needing treatment for pain management to address opioid addiction issues. If the Board could lift some of the burden associated with this process it would be a win for both the providers as well as the public they serve, especially those working in rural and unserved areas of our state.

The rolling renewal period and online Thentia Licensure Portal will help ensure licensees know their licensure status in real time with no delays. Using CE Broker will provide better access to the Board's approved courses and improve accessibility to quality CE courses. The Portal also has a public lookup that allows the public and credentialing entities to verify the license status and date the renewal was submitted and processed. A fully automated process will avoid processing delays and ensure licensees comply with the renewal requirements. This online look-up should reduce delays in billing and payment and provide a chiropractor's license status. Having these final pieces in place for the Board's digital modernization effort will lift the renewal burdens off its licensees and help them meet the annual renewal requirements.

How has feedback been incorporated from groups directly impacted by proposal?:

The Board has heard extensively from its licensees regarding its renewal process and the time it takes to review and approve their applications. This legislative change was from our licensee population, who deserve a timely, responsive turnaround for their renewal applications.

The Board has implemented a three-part plan to improve this process and deliver better customer service to our licensees and the public. The first phase was to change the renewal process and move away from the traditional annual renewal every December. The second phase was the migration from paper renewal applications to the Online Thentia Licensure Portal. This migration not only gives the public and the licensee real-time information about the status of the renewal application. The public can now see when the licensee submitted their renewal application and when the Board approved and completed it. This improvement will provide increased insight and transparency to the public and insurance and credentialing entities, thus helping to reduce delays in insurance authorizations and payments.

The final part of this plan is to receive funding approval to finish its digital and CE modernization improvements. These improvements will fully automate and improve this function, allowing everyone to receive the full benefit intended by this statutory change while ensuring transparency and confidence from the public that utilizes chiropractic services.

Description of how this furthers the Governor's priorities:

The mission of the Office of Governor Hobbs is to create a just, prosperous, and resilient Arizona for everyone. This objective will be achieved by acting with integrity, engaging communities, and making the government a force for opportunity and growth. This request aims to contribute to a resilient Arizona by improving the turnaround time for processing renewal applications, providing greater public transparency regarding the status of individual licenses, and ensuring full compliance with the Board's statutes and rules regarding renewals and continuing education.

Funding Issue Narrative

Agency: Board of Chiropractic Examiners

FY 2026 BUDGET JUSTIFICATION

PROGRAM/SUBPROGRAM: Arizona Board of Chiropractic Examiners

FUND SOURCE: CE2010 \$50,750.00-One-Time

ISSUE TITLE: Decision Package 01—
Enhancements to the Thentia Licensure and Application Portal

AGENCY MISSION: The mission of the Arizona Board of Chiropractic Examiners is to protect the health, safety, and welfare of the public.

RELATED AGENCY GOAL: This request relates to the achievement of all agency goals in the Agency Strategic Plan, which continues the Board's digital modernization efforts and improves transparency and quality of continuing education compliance.

DESCRIPTION: Develop enhancements for the Thentia Licensure and Application Portal to streamline processes, reduce processing times, and allow more effective use of limited staff resources.

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6. Transitioned from the traditional phone system to Zoom Workplace, allowing staff to communicate with licensees and the public through voice, chat, text, and video.
7. Hybrid Board Meetings, conducted in person and through Zoom, create more transparency for licensees and the public.

Thentia Licensure Portal-

One of the most significant improvements in the Board's operations has been the migration to the Thentia Licensure Portal. Last year, the Board successfully migrated all 2,300 licensees to their portal accounts and completed their renewals for 2024. During this time, the Board saw a remarkable reduction in its processing timeframes, with most renewal applications being

reviewed and approved within seven business days using only a single staff member. This enhancement substantially improved from the previous requirement of four full-time staff members to process renewal applications within 20-30 business days in 2023.

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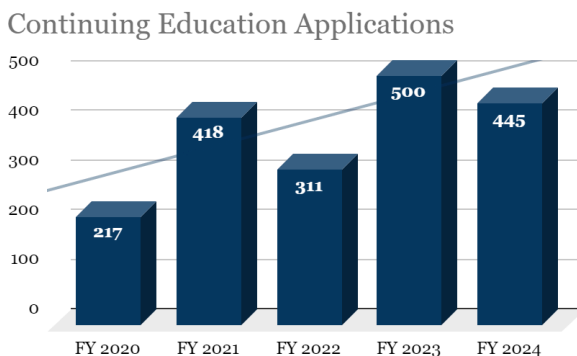
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The Board proposes to target three areas of digital enhancements that would help increase its overall effectiveness and productivity: a continuing education provider portal, integration of CE Broker into Thentia, and automatic approval of renewal applications.

Continuing Education Provider Portal

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annually. Since the COVID-19 pandemic lifted, continuing education applications have increased by 20-30%, and now, with the increased use of online training platforms, this number continues to skyrocket. The Board has 950 approved continuing education courses and over 6,000 hours of training options for its licensees, with almost 50% of these courses offered online. Despite the challenges posed by its limited resources, the Board has successfully adapted to the increased demand for online training, demonstrating our resilience and adaptability.



The Board must approve all Continuing Education courses for our licensee population A.R.S. §32-931 (B). Quality Continuing Education (CE) is critical to public protection and ensuring competent and qualified education for our chiropractic providers. Part of the Board's responsibility is to review and approve these courses. Last year, the agency received 455 Continuing Education Applications for approval. If the Board continues on this trajectory, it will authorize over 600 applications next year.

When a complete CE application is received, it takes staff two (2) hours to process a single application. The process is more time-consuming and burdensome than approving applications for licensure. Staff is required to review names, dates, and locations of the courses, detailed descriptions of the course content, detailed syllabus by subject matter, resume and curriculum vitae for each instructor, license verification for each instructor, letters of recommendation for each instructor, and when necessary, sponsorship contract information A.A.C. R4-7-801 (E).

About sixty-four percent (64%) (308) of the applications received are PACE Pre-checked CE applications, which have been approved by the Federation of Chiropractic Licensing Boards (FCLB) and can be processed with less information and in a shorter timeframe. These applications can be processed at a rate of two (2) per hour but still require a detailed review of the application and supporting documentation and drafting an approval or denial letter. There is still significant time associated with the application in providing follow-up documentation and the course approval letter.

The Board has significantly improved the CE Application process in the last year. It developed a new [Continuing Education Provider website](#) and transitioned from handwritten paper applications and check payments to an online AdobeSign Application and a credit card payment portal. The Board has almost fully transitioned from paper file storage of these applications to fully electronic records. These changes have improved communication with our CE Providers regarding the Board's expectations and processes and assisted staff's ability to reduce the overall application review processing and turnaround times. Even with these improvements, the board staff still spends significant time addressing deficient applications from CE providers.

The process is managed through the Board's CE Inbox, and providers often lose or misplace their course approval or incomplete letters. This breakdown in communication results in significant time for board staff to resend and track approval and incomplete letters on behalf of providers. Additionally, providers do not track their courses' expiration dates, often requiring Board staff to research course approval dates and numbers for their records.

In analyzing the resources allocated, a significant portion of time is spent assisting and tracking incomplete applications and communicating with CE providers about their course applications. By migrating the CE course application process into Thentia, the Board anticipates improving the overall course approval process and reducing the FTE resources assigned to it. By creating a CE Education Provider Portal, the Board should be able to reduce the number of incomplete application submissions it receives and improve its processing timeframes while reducing staff processing and interaction time with the application.

Thentia has already demonstrated that using the portal for licensing and renewal applications reduces incomplete applications to close to zero and allows the applicant to track their application in real time, reducing the need for communication with board staff regarding the application. Additionally, the CE Provider Portal would allow providers to track courses that are approved and in process inside their portal account. They would not need to contact board staff for this information. These essential functions reduce staff having to track and respond to multiple emails and phone calls and resend incomplete or approval application letters. On average, almost 50% of all CE applications are deficient and missing the required information.

The automated messaging process in the portal reduces the time it takes staff to draft and compose correspondence regarding applications, as the system prefills critical text for the letters, saving valuable time. The in-portal messaging allows staff to track communication in one place and confirm receipt and review by the CE Provider. CE Providers can also submit missing items directly through the portal to Board staff, reducing emails and improving processing timeframes.

CE Course Modernization

A key aspect of protecting the public is regulating and ensuring that licensees comply with the Continuing Education requirements for renewal. The goal is always to regulate in a manner least restrictive to its licensee population. The Board strives to find solutions that benefit not only Board staff and their productivity but also the licensee population it oversees. CE Modernization through CE Broker and Thentia will help the Board accomplish these objectives.

CE Broker helps professionals track their CE progress and requirements to help ensure licensees meet the specific requirements for renewal. By partnering with CE Broker, the Arizona Board of Chiropractic Examiners can link Thentia to the CE Broker to automatically transmit completed CE Course information and compliance right into the licensees Thentia Portal, making the renewal process more effortless and help confirm to the licensee that they have correctly met the requirements for renewal.

This system will allow licensees to connect directly with the board, manage their renewal requirements, and reach compliance seamlessly. CE Broker will automatically report course completions on behalf of the licensee and allow them to access their records at any time. It will also enable licensees to understand the course requirements for renewal, see a detailed

view of missing requirements, and access direct links to courses to fulfill them. It will also help track when their renewal application is due by the Board.

This product enhancement will allow the Board's staff to clarify licensees' renewal requirements without requiring them to communicate with Board staff for this information. Again, this improves board staff's productivity and allows them to reallocate resources to other vital efforts.

CE Broker also assists Board operations by eliminating manual audits and adding an automatic continuing education check to the Board's renewal system. CE Broker will allow Board staff to audit 100% of all renewal applications and confirm that licensees comply with the Board's annual continuing education requirements. The Board has already seen significant improvements in processing time with Thentia. However, moving to CE Broker will allow an even faster processing time for renewal applications because the system will automatically confirm compliance through CE Broker. Moving to this process will enable the Board to automate its renewal process almost entirely. This would mean that most licensees' applications would be approved as soon as they were submitted to the system. Reducing processing times from seven business days to instantly. The licensee would have immediate access to their updated and current renewal receipt and would no longer be waiting for Board staff to review and process their application. The Board can then simply complete an audit of its licensees through the CE Broker instead of manually reviewing continuing education certificates in the portal.

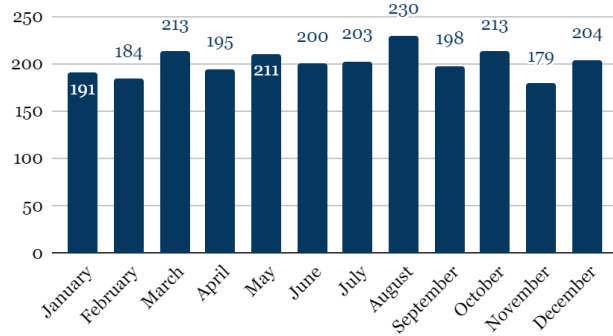
Licensees will no longer have to track and maintain paper CE certificates because the system will send confirmation directly to their portal account. All information will be safely stored in their portal account; there will be no more boxes of CE Certificates. They will also have confirmation through CE Broker that their courses have already met the renewal requirements.

The board does not incur any cost for implementation, ongoing support, or customization to its laws, regulations, and unique requirements for moving to CE Broker. Thentia can be connected through the CE Broker's API to transmit compliance data directly into the licensee's CE Portal. Thentia released a product enhancement for CE Broker in May of this year. This service is available at no charge to the Board and its licensees. It should also be noted that the Board would not be the first Board in Arizona to implement the link between Thentia and CE Broker. The Arizona Board of Psychology Examiners, Arizona Board of Nursing Care Institution Administrators, Arizona State Board of Physical Therapy, and Arizona Board of Podiatry Examiners have already implemented this improvement. Licensees and CE Providers can choose to purchase premium services. There will be a cost to upgrade Thentia to include the CE Broker enhancement.

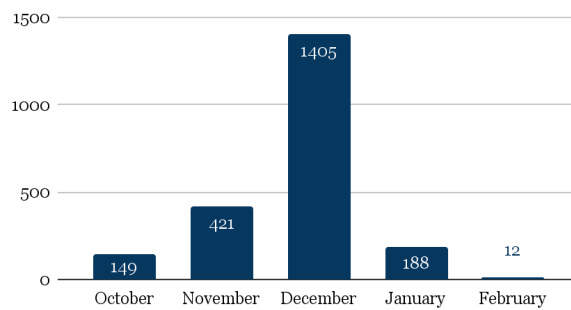
Renewal Applications

The passage of [SB 1726](#) changes Chiropractic Physicians' license expiration dates from December 31st each year to the last day of the Licensee's birth month. Starting in January, the Board will have fully migrated to this new rolling renewal date, resulting in an average of 200 renewal applications per month. The Board has already experienced significant improvement in the processing timelines and reduced the average renewal processing time from forty-five (45) to seven (7) days with the new Thentia Online Licensee Portal.

Renewals by Birthdate

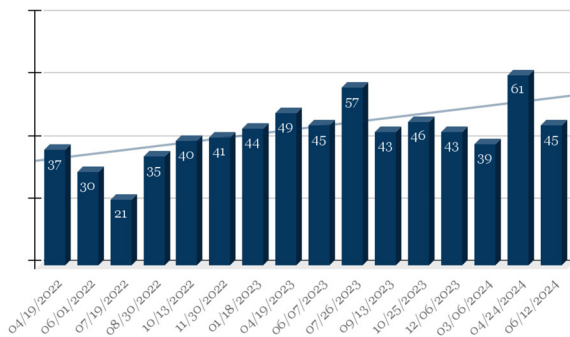


Previous Renewal Application Processing

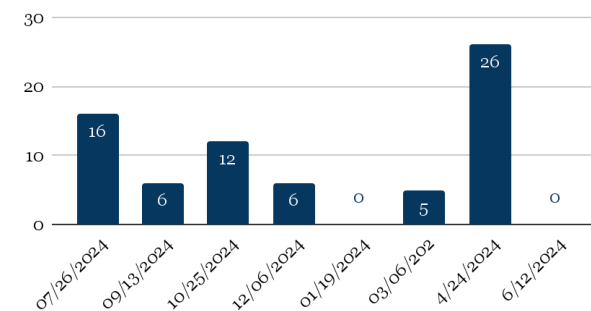


In previous years, Board staff implemented an “all hands on deck” model to process all renewals within the statutory timeframes. This work model causes the Board’s Investigators and Operations Coordinator to step away from their daily responsibilities, which include investigating and processing continuing education applications to support the renewal process. During the three-month renewal period (Oct 25, Dec 12, Jan 19), the number of complaints on the agenda went from an average of eleven (11) complaints per meeting to an average of three (3) complaints per meeting. The reduction in investigating and hearing complaints directly correlates to the total number of cases over 180 days.

Complaints Over 180 Days



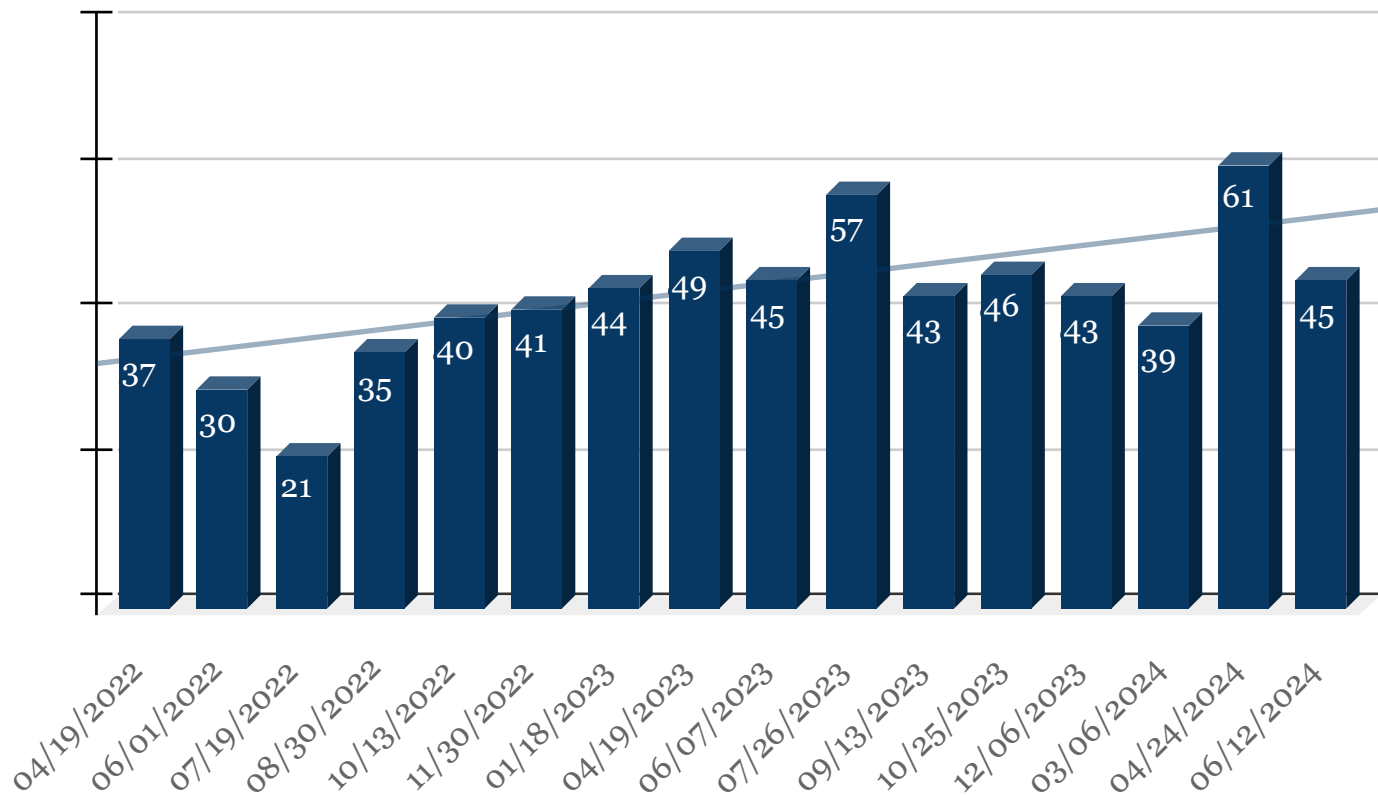
of Complaints on the Agenda



In the last year, the Board heard seventy-one (71) cases and fully adjudicated fifty-eight (58) of those complaints, a 32% increase over FY 2023. The Board issued sixty-six (66) licenses. All this was accomplished with reduced investigation and licensing workflows while processing renewal applications. This change in the renewal process aims to improve processing timeframes for renewals, licensing applications, and investigations.

Thentia has already brought process improvements for the board, and combining these already implemented improvements with the enhancement of CE Broker will allow the Board to move toward an even more streamlined process. It will take the staff from reviewing and approving each renewal application to a more automated process where staff will only have to review applications where the licensee provides information regarding criminal or disciplinary action on the application. 95% of all renewal applications do not have criminal or disciplinary disclosures. Staff would only have to review about five percent (5%) of all applications. 95% of applications would be deemed complete and approved upon submission and payment. This automatic approval process would improve the licensee's overall experience with the Board and reduce the board’s processing timeframe.

Complaints Over 180 Days



Linking the system to CE Broker will confirm to the Board through CE Broker that the licensee has completed all the necessary continuing education, reducing the need to individually verify that the licensee has completed the required CE requirements (A.R.S. § 32-931, A.A.C. R4-7-801 & R4-7-802). The Board will be able to conduct these audits through CE Broker, reducing the workload of Board staff. Staff can audit the CE compliance without holding up the renewal application. It would be a vast improvement for staff and the licensees to make this fundamental change. Utilizing CE Broker would give the Board advanced analytic tools to quickly identify potential areas of non-compliance or suspicious patterns. Analyzing large data sets allows for more efficient and targeted audits. Shifting from paper-based documentation to digital records simplifies auditing procedures and allows easier access, improved accuracy, and efficient retrieval of necessary information during audits.

The Board and staff strive to balance protecting the public with providing our licensees with the highest levels of customer service. Utilizing and enhancing Thentia to link to the CE Broker system will increase the Board's ability to regulate its licensees through renewal while reducing its overall workload. CE Modernization is pivotal in promoting compliance among its licensees by reducing barriers and improving accessibility. It will make it easier for licensees to understand and navigate requirements, submit documentation, and access approved CE courses. This simplicity encourages greater compliance. The integration with CE providers streamlines the process through seamless data exchange and course approval, enables efficient complaint tracking, and reduces errors. Modernization ensures professionals remain up-to-date and meet license renewal requirements by streamlining CE processes, enhancing auditing procedures, and promoting compliance through user-friendly interfaces and advanced technologies. Embracing these advancements will drive efficiency, transparency, and effectiveness, benefitting licensed professionals and regulatory agencies in maintaining a highly skilled and compliant workforce.

PROPOSED SOLUTION:

The board requires approval for an additional one-time funding of \$50,750.00 to complete its digitalization and modernization efforts fully.

The Board had previously requested an additional FTE to support these two statutory functions of processing and approving Continuing Education and Renewal Applications. The Board believed that an additional FTE would ensure that the Board effectively implements this legislative change's objectives without impacting its licensure and investigation functions. After using Thentia and experiencing improved processing timeframes, the Board strongly recommends upgrading the Thentia Portal to help address these efforts without creating an additional FTE position. Implementation would be a cost saving for the board; instead of needing an extra position at \$62,197.03 ongoing and \$4,000.00 one-time appropriation for equipment and operating expenses to hire an *Administrative Assistant II-Grade 15*, the board could reach the same objective utilizing the Thentia Portal at the one time cost of \$50,750.00.

The Board's digital modernization approach would accomplish this same goal for less than the proposed FTE. The Board, partnering with Thentia, could create a CE Provider Portal for its CE Applications, automate the annual renewal applications, and link the CE Broker to Thentia for tracking and audit purposes for less than it would cost for the additional FTE.

According to the Board's contract, Thentia charges \$225.00 per hour for enhancements and change requests to the Thentia portal. The Board estimates it would take approximately 150

work hours from Thentia to complete this project. Additionally, since the board does not have an internal IT team, an independent IT consultant will be needed to assist the board staff in fully implementing the Thentia project, aiding staff with development and User Acceptance Testing. This IT consultant has already been engaged with the Board in finalizing the current Thentia product and has been vital in the success of the Board's full implementation. Utilizing the IT consultant will lift the burden off Board staff and help ensure the final product meets the Board's needs. Additionally, the Board can use this resource over Thentia as the cost per hour is \$85.00 per hour versus the Thentia development cost of \$225.00 per hour.

Creating these enhancements in Thentia will also reduce the Board's ongoing operational costs, as the Board currently uses Adobe Sign for its CE Application. The Board is required to purchase these documents in advance annually. The Board can only buy these documents in bundles of 1,000, regardless of how many it uses annually. Each application in Adobe Sign currently costs the Board \$1.67. Thentia charges the board per active license account, and this increase in provider applications would increase the Board's annual Thentia cost by \$168.00 per year. That is a cost savings of \$854.00 over the current total cost of Adobe Sign. The Board could eliminate its dedicated CE Provider inbox since all messaging can be done directly through the Thentia portal. Eliminating the additional Google inbox would result in a cost savings of \$120.00 per year and a total of \$952.00 annually when added to the Adobe Sign savings.

In long-term savings for the Board, the project would have fully paid for itself by year two. If the Board hired a full-time FTE in FY 2026, it would cost the Board \$66,197.00. Implementing the proposed process improvements would save the Board \$15,477.00 in the first year. The board would have saved \$77,476.00 by the second year by hiring an FTE. These projections also don't account for possible cost of living, benefit increases, or other bonuses and incentives associated with hiring an FTE. The long-term potential savings for the board would be \$204,390.12.

	FY 2026	FY 2027	FY 2028	FY 2029	Total
FTE Proposal	\$66,197.03	\$62,197.03	\$62,197.03	\$62,197.03	\$252,788.12
Digital Modernization Proposal	\$50,750.00	\$168.00	\$168.00	\$168.00	\$51,254.00
Annual Cost Savings	\$15,447.03	\$77,476.06	\$139,505.09	\$201,534.12	\$201,534.12
Adjustment for cost savings		\$952.00	\$952.00	\$952.00	\$204,390.12

Fiscal Impact Estimate

Original FTE Proposal

Personnel Services (Ongoing)	\$39,683.00
ERE (Ongoing)	\$22,514.03
Equipment (One-Time)	\$3,000.00
Other Operating Expenses (One-Time)	\$1,000.00
Total Ongoing Request	\$62,197.03
Total One-Time Request	\$4,000.00
Total Request	\$66,197.03

Digital Modernization Proposal

	Per Hour	Total Hours	Total One Time Cost
Thentia Enhancement Cost	\$225.00	150.00	\$33,750.00
IT Consultant Cost	\$85.00	200.00	\$17,000.00
CE Broker Cost	\$0.00	100.00	\$0.00
Total Implementation Cost			\$50,750.00
	Per Application	Total Applications	Total Ongoing Cost
Ongoing Thentia Costs	\$0.28	600.00	\$168.00
Ongoing Adobe Sign Cost	\$1.67	600.00	\$1,000.00
Ongoing Google Inbox Cost	\$10.00	12.00	\$120.00
Total Annual Thentia Cost Savings			\$952.00

UNSUCCESSFUL OPTIONS:

The Board is facing a dilemma: without extra resources, it must prioritize handling renewal applications and carrying out crucial tasks such as investigations and licensing. If this option is not funded, the substantial progress the Board has achieved in the past two years will be undone. The Board has made strides in reducing license issuance times, hiring an additional investigator to address complaints, and transitioning from paper-based renewal applications to the Thentia Licensure Portal. An enhanced phone system with auto attendants has also been implemented to address common inquiries. The Board has also decreased its backlog of complaints by 23%. While the Thentia Cloud-based Licensing platform has helped streamline the Board's processes, the workload remains substantial. The improved technology does not eliminate the work; instead, it allows staff to shift their focus to other functions and responsibilities.

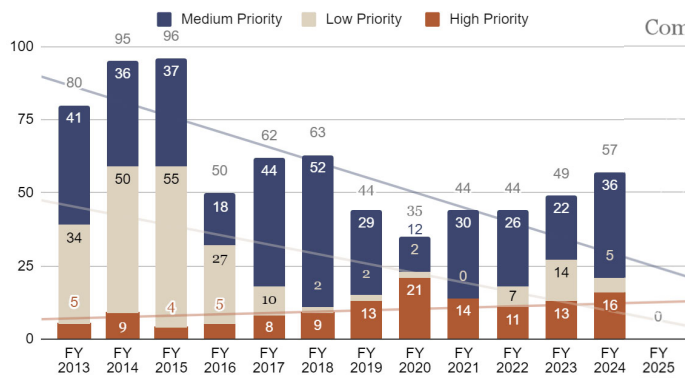
This statutory change was intended to enhance renewal application turnaround time. The Agency has thoroughly considered and explored an additional FTE and other options. However, we will require an alternate solution to safeguard our efficiency and service levels.

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

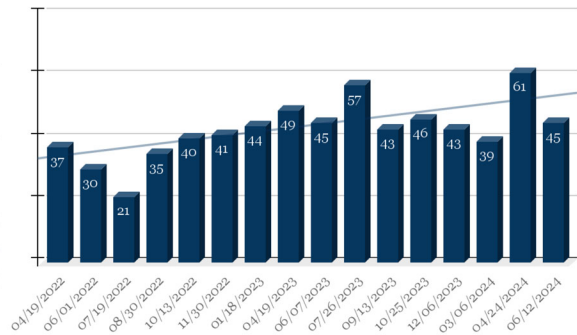
The Board currently lacks the funds to hire a temporary staff member to assist with the constantly changing workload. In July 2023, the Board hired an additional investigator to help manage the complaints. Since the new investigator came on board, the Board has reduced its complaint backlog by 23%. The number of complaints received in FY 2024 was 16% higher than in FY 2023. The Board cannot afford to have its investigators working on tasks unrelated to investigating complaints.

Additionally, the data shows that high-priority complaints continue to increase. There was a 23% increase in high-priority complaints received in FY 2024. The Board is also seeing a significant increase in sexual misconduct complaints, which have grown by 110% in the last year. The Board cannot allocate its investigators to areas outside its core investigative role. There are 59 cases awaiting initial action, with 45 exceeding the 180-day processing timeframe recommended by the Auditor General.

Received Board Complaints



Complaints Over 180 Days



The board experiences fluctuations in the backlog of Continuing Education Applications, sometimes keeping up with them and at other times falling behind. Not funding this digital modernization effort could lead to growing backlogs in investigations, licensing, and other business functions. The purpose of creating a CE Provider portal is to prevent a backlog from occurring by having a more efficient process and ensuring the Board receives complete applications. Accomplishing these objectives reduces the time staff has to dedicate to this process. These backlogs could endanger the public, as the board needs to address complaints promptly and ensure our licensee population complies with the continuing education requirements. Without adequate resources, mistakes can occur if processes are not followed.

IMPACT OF NOT FUNDING:

The Board has carefully implemented every possible solution to enhance our service and efficiency. The Board recently hired an additional investigator to investigate complaints and monitor compliance. If the Board does not secure funding for the modernization effort, it will likely have to delay low-to medium-level complaints and continue increasing our investigation timelines.

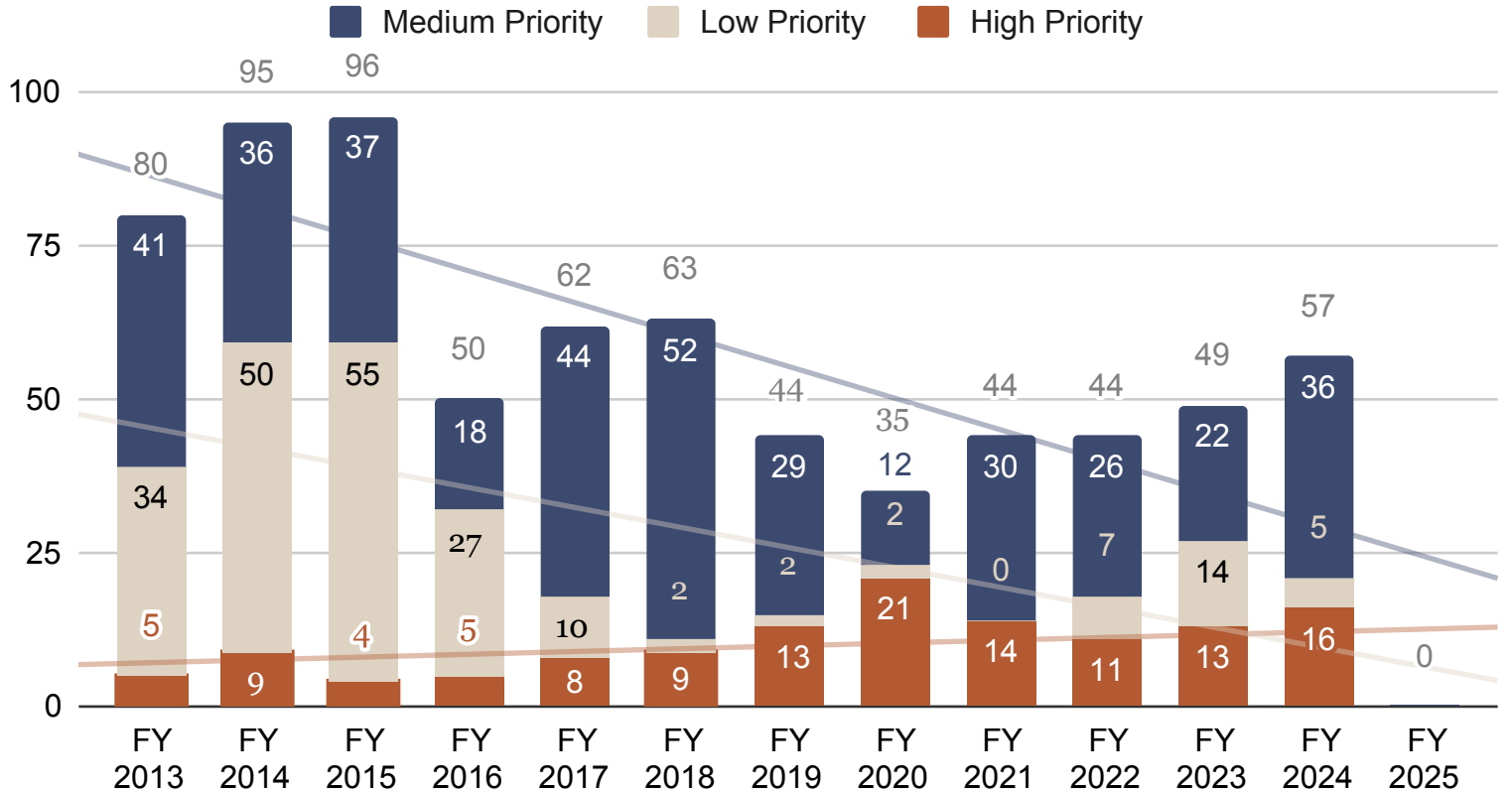
Additionally, the Board will have to extend the timeframe for processing Continuing Education applications beyond the current sixty-day period and potentially reduce the pool of providers that provide continuing education in Arizona. Having quality continuing education providers in the State of Arizona is paramount for protecting the public and improving healthcare outcomes for all Arizonans.

IMPACT ON HISTORICALLY UNDERSERVED, MARGINALIZED, OR ADVERSELY AFFECTED GROUPS

The recent legislative change and the improvement of the Board’s process will primarily benefit our licensees. However, a part of this request aims to help historically underserved, marginalized, or adversely affected groups. In 2022, H.B. 2863 was passed by the legislature, authorizing \$12.7 million for chiropractic care and treatment for AHCCCS recipients.

The medical industry now recommends non-pharmacologic methods, like chiropractic care, as the “first line” approach for addressing pain instead of prescribing opioids for patients. For chiropractors serving these populations, having an active license is crucial to continue providing treatment through the AHCCCS program. However, delays in license renewal often occur due to the backlog of last-minute applications. This delay can lead to a licensee’s license being temporarily suspended, preventing them from treating those most in need while they

Received Board Complaints



await processing. It can also result in a chiropractic physician treating these vulnerable populations on a suspended or inactive license, posing a significant risk to the chiropractor and patient and potentially leading to injury or having their claims rejected by AHCCCS.

The rolling renewal period and online Thentia Licensure Portal will help ensure licensees know their licensure status in real time with no delays. Using CE Broker will provide better access to the Board's approved courses and improve accessibility to quality CE courses. The Portal also has a public lookup that allows the public and credentialing entities to verify the license status and date the renewal was submitted and processed. A fully automated process will avoid processing delays and ensure licensees comply with the renewal requirements. This online look-up should reduce delays in billing and payment and provide a chiropractor's license status. Having these final pieces in place for the Board's digital modernization effort will lift the renewal burdens off its licensees and help them meet the annual renewal requirements.

HOW HAS FEEDBACK BEEN INCORPORATED FROM GROUPS DIRECTLY IMPACTED BY THIS PROPOSAL

The Board has heard extensively from its licensees regarding its renewal process and the time it takes to review and approve their applications. This legislative change was from our licensee population, who deserve a timely, responsive turnaround for their renewal applications.

The Board has implemented a three-part plan to improve this process and deliver better customer service to our licensees and the public. The first phase was to change the renewal process and move away from the traditional annual renewal every December. The second phase was the migration from paper renewal applications to the Online Thentia Licensure Portal. This migration not only gives the public and the licensee real-time information about the status of the renewal application. The public can now see when the licensee submitted their renewal application and when the Board approved and completed it. This improvement will provide increased insight and transparency to the public and insurance and credentialing entities, thus helping to reduce delays in insurance authorizations and payments.

The final part of this plan is to receive funding approval to finish its digital and CE modernization improvements. These improvements will fully automate and improve this function, allowing everyone to receive the full benefit intended by this statutory change while ensuring transparency and confidence from the public that utilizes chiropractic services.

DESCRIPTION OF HOW THIS FURTHERS THE GOVERNOR'S PRIORITIES:

The mission of the Office of Governor Hobbs is to create a just, prosperous, and resilient Arizona for everyone. This objective will be achieved by acting with integrity, engaging communities, and making the government a force for opportunity and growth. This request aims to contribute to a resilient Arizona by improving the turnaround time for processing renewal applications, providing greater public transparency regarding the status of individual licenses, and ensuring full compliance with the Board's statutes and rules regarding renewals and continuing education.

AGENCY MISSION OR GOALS:

The agency's mission is to protect the public by setting educational and training standards for licensure and reviewing complaints against chiropractic physicians to ensure that their conduct meets the profession's standards.

Goal: The Board aims to focus on three digital enhancements to improve its overall efficiency and productivity:

1. Developing a continuing education provider portal.
2. Integrating CE Broker into Thentia.
3. Implementing automatic approval of renewal applications.

The goal is to reduce the renewal application processing time from 45 days to instant approval for most licensees while maintaining current efficiencies. Improvements will also be made to the timeframes for investigating complaints and issuing licenses. These enhancements aim to support public transparency and ensure full compliance from our licensee population by meeting continuing education requirements.

ONGOING APPROPRIATION REQUESTED:

As noted earlier, we request authorization of a one-time appropriation of \$50,750.00 from the Chiropractic Examiners Board Fund (CE2010) for FY 2026 to achieve this solution.

Summary of Expenditure and Budget Request for All Funds

Agency: Board of Chiropractic Examiners

Appropriated Funds	FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
Program:				
CEA-1-0 Licensing and Regulation	538.3	638.7	50.8	689.5
Appropriated Funds Total:	538.3	638.7	50.8	689.5
Expenditure Categories				
FTE	5.0	6.0	-	6.0
Personal Services	269.8	349.5	-	349.5
Employee Related Expenditures	114.7	152.3	-	152.3
Subtotal Personal Services and ERE	384.5	501.8	-	501.8
Professional & Outside Services	47.1	33.0	50.8	83.8
Travel In-State	1.0	2.8	-	2.8
Travel Out-Of-State	1.4	12.0	-	12.0
Other Operating Expenditures	98.6	81.1	-	81.1
Capital Equipment	0.2	-	-	-
Non-Capital Equipment	5.5	8.0	-	8.0
Expenditure Categories Total:	538.3	638.7	50.8	689.5
Board of Chiropractic Examiners Total for All Funds:	538.3	638.7	50.8	689.5
Appropriated and Non-Appropriated				
	FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2025 Funding Issue	FY 2026 Total Request
CEA-1-0 Licensing and Regulation	538.3	638.7	50.8	689.5
Board of Chiropractic Examiners Total for All Funds:	538.3	638.7	50.8	689.5

Summary of Expenditure and Budget Request for Selected Funds

Agency:	Board of Chiropractic Examiners
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Fund:	CE2010 Chiropractic Examiners Board Fund (Appropriated)
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	FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
Program:				
CEA-1-0 Licensing and Regulation	538.3	638.7	50.8	689.5
Chiropractic Examiners Board Fund (Appropriated) Summary Total:	538.3	638.7	50.8	689.5
Expenditure Categories				
FTE	5.0	6.0	-	6.0
Personal Services	269.8	349.5	-	349.5
Employee Related Expenditures	114.7	152.3	-	152.3
Subtotal Personal Services and ERE	384.5	501.8	-	501.8
Professional & Outside Services	47.1	33.0	50.8	83.8
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Travel Out-Of-State	1.4	12.0	-	12.0
Other Operating Expenditures	98.6	81.1	-	81.1
Capital Equipment	0.2	-	-	-
Non-Capital Equipment	5.5	8.0	-	8.0
Expenditure Categories Total:	538.3	638.7	50.8	689.5

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

Agency: Board of Chiropractic Examiners

	FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
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Program: CEA-1-0 Licensing and Regulation

Expenditure Categories

FTE	5.0	6.0	-	6.0
Personal Services	269.8	349.5	-	349.5
Employee Related Expenditures	114.7	152.3	-	152.3
Subtotal Personal Services and ERE	384.5	501.8	-	501.8
Professional & Outside Services	47.1	33.0	50.8	83.8
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Capital Equipment	0.2	-	-	-
Non-Capital Equipment	5.5	8.0	-	8.0
Expenditure Categories Total:	538.3	638.7	50.8	689.5

Fund Source

Appropriated Funds

Chiropractic Examiners Board Fund (Appropriated)	538.3	638.7	50.8	689.5
Appropriated Funds Total:	538.3	638.7	50.8	689.5
Licensing and Regulation Total:	538.3	638.7	50.8	689.5

Sub Program: CEA-1-1 Licensing and Regulation

Expenditure Categories

FTE	5.0	6.0	-	6.0
Personal Services	269.8	349.5	-	349.5
Employee Related Expenditures	114.7	152.3	-	152.3
Subtotal Personal Services and ERE	384.5	501.8	-	501.8
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Travel In-State	1.0	2.8	-	2.8
Travel Out-Of-State	1.4	12.0	-	12.0
Other Operating Expenditures	98.6	81.1	-	81.1
Capital Equipment	0.2	-	-	-
Non-Capital Equipment	5.5	8.0	-	8.0

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

Agency:	Board of Chiropractic Examiners
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	FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
Program: CEA-1-0 Licensing and Regulation				
Sub Program: CEA-1-1 Licensing and Regulation				

Expenditure Categories Total:	538.3	638.7	50.8	689.5
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Fund Source

Appropriated Funds

Chiropractic Examiners Board Fund (Appropriated)	538.3	638.7	50.8	689.5
Appropriated Funds Total:	538.3	638.7	50.8	689.5
Licensing and Regulation Total:	538.3	638.7	50.8	689.5

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

Agency: Board of Chiropractic Examiners

	FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
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Program: CEA-1-0 Licensing and Regulation

Fund: CE2010 Chiropractic Examiners Board Fund

Appropriated

Personal Services	269.8	349.5	-	349.5
Employee Related Expenditures	114.7	152.3	-	152.3
Subtotal Personal Services and ERE	384.5	501.8	-	501.8
Professional & Outside Services	47.1	33.0	50.8	83.8
Travel In-State	1.0	2.8	-	2.8
Travel Out-Of-State	1.4	12.0	-	12.0
Other Operating Expenditures	98.6	81.1	-	81.1
Capital Equipment	0.2	-	-	-
Non-Capital Equipment	5.5	8.0	-	8.0
Expenditure Categories Total:	538.3	638.7	50.8	689.5
Chiropractic Examiners Board Fund Total:	538.3	638.7	50.8	689.5
Program Total for Select Funds:	538.3	638.7	50.8	689.5

Sub Program: CEA-1-1 Licensing and Regulation

Fund: CE2010 Chiropractic Examiners Board Fund

Appropriated

Personal Services	269.8	349.5	-	349.5
Employee Related Expenditures	114.7	152.3	-	152.3
Subtotal Personal Services and ERE	384.5	501.8	-	501.8
Professional & Outside Services	47.1	33.0	50.8	83.8
Travel In-State	1.0	2.8	-	2.8
Travel Out-Of-State	1.4	12.0	-	12.0
Other Operating Expenditures	98.6	81.1	-	81.1
Capital Equipment	0.2	-	-	-
Non-Capital Equipment	5.5	8.0	-	8.0
Expenditure Categories Total:	538.3	638.7	50.8	689.5
Chiropractic Examiners Board Fund Total:	538.3	638.7	50.8	689.5

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

Agency:	Board of Chiropractic Examiners			
	FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
Program:	CEA-1-0 Licensing and Regulation			
Sub Program:	CEA-1-1 Licensing and Regulation			
Fund:	CE2010 Chiropractic Examiners Board Fund			
Sub Program Total for Select Funds:	538.3	638.7	50.8	689.5

Program Summary of Expenditure and Budget Request

Agency: Board of Chiropractic Examiners

Program: Licensing and Regulation

Program Summary		FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
CEA-1-1	Licensing and Regulation	538.3	638.7	50.8	689.5
Licensing and Regulation Summary Total:		538.3	638.7	50.8	689.5
Expenditure Categories					
FTE	FTE	5.0	6.0	-	6.0
6000	Personal Services	269.8	349.5	-	349.5
6100	Employee Related Expenditures	114.7	152.3	-	152.3
Subtotal Personal Services and ERE		384.5	501.8	-	501.8
6200	Professional & Outside Services	47.1	33.0	50.8	83.8
6500	Travel In-State	1.0	2.8	-	2.8
6600	Travel Out-Of-State	1.4	12.0	-	12.0
7000	Other Operating Expenditures	98.6	81.1	-	81.1
8400	Capital Equipment	0.2	-	-	-
8500	Non-Capital Equipment	5.5	8.0	-	8.0
Expenditure Categories Total:		538.3	638.7	50.8	689.5
Fund Source					
Appropriated Funds					
CE2010	Chiropractic Examiners Board Fund (Appropriated)	538.3	638.7	50.8	689.5
Appropriated Funds Total:		538.3	638.7	50.8	689.5
Licensing and Regulation Summary Total:		538.3	638.7	50.8	689.5

Program Summary of Expenditure and Budget Request for Selected Funds

Agency: Board of Chiropractic Examiners

Program: Licensing and Regulation

Fund: CE2010 Chiropractic Examiners Board Fund (Appropriated)

Program Expenditures		FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
CEA-1-1	Licensing and Regulation	538.3	638.7	50.8	689.5
Chiropractic Examiners Board Fund (Appropriated) Summary Total:		538.3	638.7	50.8	689.5
Appropriated Funding					
6000	Personal Services	269.8	349.5	-	349.5
6100	Employee Related Expenditures	114.7	152.3	-	152.3
Subtotal Personal Services and ERE		384.5	501.8	-	501.8
6200	Professional & Outside Services	47.1	33.0	50.8	83.8
6500	Travel In-State	1.0	2.8	-	2.8
6600	Travel Out-Of-State	1.4	12.0	-	12.0
7000	Other Operating Expenditures	98.6	81.1	-	81.1
8400	Capital Equipment	0.2	-	-	-
8500	Non-Capital Equipment	5.5	8.0	-	8.0
Expenditure Categories Total:		538.3	638.7	50.8	689.5
Fund CE2010 - A Total:		538.3	638.7	50.8	689.5
Licensing and Regulation Total:		538.3	638.7	50.8	689.5

Program Expenditure Schedule

Agency: Board of Chiropractic Examiners

	FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
Program: CEA-1-0 Licensing and Regulation				
FTE				
FTE	5.0	6.0	-	6.0
Expenditure Category Total:	-	-	-	-
Fund Source				
Appropriated Funds				
CE2010 Chiropractic Examiners Board Fund (Appropriated)	5.0	6.0	-	6.0
Appropriated Funds Total:	5.0	6.0	-	6.0
Fund Source Total:	5.0	6.0	-	6.0
Personal Services				
Personal Services	269.8	349.5	-	349.5
Expenditure Category Total:	269.8	349.5	-	349.5
Fund Source				
Appropriated Funds				
CE2010 Chiropractic Examiners Board Fund (Appropriated)	269.8	349.5	-	349.5
Appropriated Funds Total:	269.8	349.5	-	349.5
Fund Source Total:	269.8	349.5	-	349.5
Employee Related Expenditures				
Employee Related Expenses	(0.0)	152.3	-	152.3
FICA Taxes	19.1	-	-	-
Medical Insurance	55.3	-	-	-
Basic Life	0.0	-	-	-
Long-Term Disability (ASRS)	0.4	-	-	-
Dental Insurance	0.5	-	-	-
Workers' Compensation	2.0	-	-	-
Arizona State Retirement System	32.3	-	-	-
Personnel Board Pro-Rata Charges	2.3	-	-	-
Information Technology Pro Rata Charge	1.6	-	-	-
Accumulated Sick Leave Fund Charge	1.1	-	-	-
Expenditure Category Total:	114.7	152.3	-	152.3

Program Expenditure Schedule

Agency: Board of Chiropractic Examiners

	FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
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Program: CEA-1-0 Licensing and Regulation

Fund Source

Appropriated Funds

CE2010	Chiropractic Examiners Board Fund (Appropriated)	114.7	152.3	-	152.3
	Appropriated Funds Total:	114.7	152.3	-	152.3
	Fund Source Total:	114.7	152.3	-	152.3

Professional & Outside Services

Professional and Outside Services	-	33.0	50.8	83.8	
External Professional & Outside Services Budget & Appropriation	-	-	-	-	
Attorney General Legal Services	33.2	-	-	-	
Education & Training	11.2	-	-	-	
Other Professional & Outside Services	2.7	-	-	-	
	Expenditure Category Total:	47.1	33.0	50.8	83.8

Fund Source

Appropriated Funds

CE2010	Chiropractic Examiners Board Fund (Appropriated)	47.1	33.0	50.8	83.8
	Appropriated Funds Total:	47.1	33.0	50.8	83.8
	Fund Source Total:	47.1	33.0	50.8	83.8

Travel In-State

Travel In-State	1.0	2.8	-	2.8	
	Expenditure Category Total:	1.0	2.8	-	2.8

Fund Source

Appropriated Funds

CE2010	Chiropractic Examiners Board Fund (Appropriated)	1.0	2.8	-	2.8
	Appropriated Funds Total:	1.0	2.8	-	2.8
	Fund Source Total:	1.0	2.8	-	2.8

Travel Out-Of-State

Travel Out of State	1.4	12.0	-	12.0
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Program Expenditure Schedule

Agency:	Board of Chiropractic Examiners
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	FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
Program: CEA-1-0 Licensing and Regulation				
Expenditure Category Total:	1.4	12.0	-	12.0
Fund Source				
Appropriated Funds				
CE2010 Chiropractic Examiners Board Fund (Appropriated)	1.4	12.0	-	12.0
Appropriated Funds Total:	1.4	12.0	-	12.0
Fund Source Total:	1.4	12.0	-	12.0

Other Operating Expenditures				
Other Operating Expenses	-	81.1	-	81.1
Risk Management Charges to State Agencies	1.0	-	-	-
Internal Service Computer Processing, Hosting, Maintenance and Support Costs	3.6	-	-	-
External Programming and System Development Costs	2.6	-	-	-
Other External Computer Processing, Hosting, Maintenance and Support Costs	0.0	-	-	-
Charges Imposed Related to AFIS.	1.1	-	-	-
External Telecommunications Charges	3.3	-	-	-
Building Rent Charges to State Agencies	25.8	-	-	-
Miscellaneous Rent	1.1	-	-	-
Late Charges on Overdue Payments	0.5	-	-	-
Internal Accounting, Budgeting & Financial Services	26.8	-	-	-
Software Support, Maintenance Short-term Licensing	3.7	-	-	-
Office Supplies	11.7	-	-	-
External Printing	0.4	-	-	-
Postage & Delivery	5.3	-	-	-
Document Shredding and Destruction Services	0.3	-	-	-
Awards	0.5	-	-	-
Entertainment & Promotional Items	0.0	-	-	-
Costs for Digital Imaging or Producing Microfilm & Microfiche	7.0	-	-	-
Security Services	3.2	-	-	-
Fingerprinting, Background Checks, Etc.	(0.0)	-	-	-

Program Expenditure Schedule

Agency: Board of Chiropractic Examiners

	FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
Program: CEA-1-0 Licensing and Regulation				
Other Miscellaneous Operating	0.8	-	-	-
Expenditure Category Total:	98.6	81.1	-	81.1

Fund Source

Appropriated Funds

CE2010	Chiropractic Examiners Board Fund (Appropriated)	98.6	81.1	-	81.1
Appropriated Funds Total:		98.6	81.1	-	81.1
Fund Source Total:		98.6	81.1	-	81.1

Capital Equipment

Purchased or licensed software / website	0.2	-	-	-
Expenditure Category Total:	0.2	-	-	-

Fund Source

Appropriated Funds

CE2010	Chiropractic Examiners Board Fund (Appropriated)	0.2	-	-	-
Appropriated Funds Total:		0.2	-	-	-
Fund Source Total:		0.2	-	-	-

Non-Capital Equipment

Non-Capital Resources	-	8.0	-	8.0
Computer Equipment – Non- Capitalized Purchases	4.0	-	-	-
Purchased or licensed software / website	1.5	-	-	-
Expenditure Category Total:	5.5	8.0	-	8.0

Fund Source

Appropriated Funds

CE2010	Chiropractic Examiners Board Fund (Appropriated)	5.5	8.0	-	8.0
Appropriated Funds Total:		5.5	8.0	-	8.0
Fund Source Total:		5.5	8.0	-	8.0

Employee Retirement Coverage

Program Expenditure Schedule

Agency: Board of Chiropractic Examiners

	FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
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Program: CEA-1-0 Licensing and Regulation

	FTE	Personal Services	Fund#
Arizona State Retirement System	6.0	349.5	CE2010-A

Sub Program: CEA-1-1 Licensing and Regulation

	FTE	Personal Services	Fund#	FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
FTE	5.0	6.0	-	5.0	6.0	-	6.0
Expenditure Category Total:	-	-	-	-	-	-	-

Fund Source

Appropriated Funds

CE2010 Chiropractic Examiners Board Fund (Appropriated)	5.0	6.0	-	5.0	6.0	-	6.0
Appropriated Funds Total:	5.0	6.0	-	5.0	6.0	-	6.0
Fund Source Total:	5.0	6.0	-	5.0	6.0	-	6.0

Personal Services

Personal Services	269.8	349.5	-	269.8	349.5	-	349.5
Expenditure Category Total:	269.8	349.5	-	269.8	349.5	-	349.5

Fund Source

Appropriated Funds

CE2010 Chiropractic Examiners Board Fund (Appropriated)	269.8	349.5	-	269.8	349.5	-	349.5
Appropriated Funds Total:	269.8	349.5	-	269.8	349.5	-	349.5
Fund Source Total:	269.8	349.5	-	269.8	349.5	-	349.5

Program Expenditure Schedule

Agency: Board of Chiropractic Examiners

	FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
Program: CEA-1-0 Licensing and Regulation				

Sub Program: CEA-1-1 Licensing and Regulation

Employee Related Expenditures

Employee Related Expenses	(0.0)	152.3	-	152.3
FICA Taxes	19.1	-	-	-
Medical Insurance	55.3	-	-	-
Basic Life	0.0	-	-	-
Long-Term Disability (ASRS)	0.4	-	-	-
Dental Insurance	0.5	-	-	-
Workers' Compensation	2.0	-	-	-
Arizona State Retirement System	32.3	-	-	-
Personnel Board Pro-Rata Charges	2.3	-	-	-
Information Technology Pro Rata Charge	1.6	-	-	-
Accumulated Sick Leave Fund Charge	1.1	-	-	-
Expenditure Category Total:	114.7	152.3	-	152.3

Fund Source

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Fund Source Total:	114.7	152.3	-	152.3

Program Expenditure Schedule

Agency: Board of Chiropractic Examiners

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Program: CEA-1-0 Licensing and Regulation				

Sub Program: CEA-1-1 Licensing and Regulation

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Professional and Outside Services	-	33.0	50.8	83.8
External Professional & Outside Services Budget & Appropriation	-	-	-	-
Attorney General Legal Services	33.2	-	-	-
Education & Training	11.2	-	-	-
Other Professional & Outside Services	2.7	-	-	-
Expenditure Category Total:	47.1	33.0	50.8	83.8

Fund Source

Appropriated Funds

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Appropriated Funds Total:	47.1	33.0	50.8	83.8
Fund Source Total:	47.1	33.0	50.8	83.8

Travel In-State

Travel In-State	1.0	2.8	-	2.8
Expenditure Category Total:	1.0	2.8	-	2.8

Fund Source

Appropriated Funds

CE2010 Chiropractic Examiners Board Fund (Appropriated)	1.0	2.8	-	2.8
Appropriated Funds Total:	1.0	2.8	-	2.8
Fund Source Total:	1.0	2.8	-	2.8

Program Expenditure Schedule

Agency: Board of Chiropractic Examiners

	FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
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Program: CEA-1-0 Licensing and Regulation

Sub Program: CEA-1-1 Licensing and Regulation

Travel Out-Of-State

Travel Out of State	1.4	12.0	-	12.0
Expenditure Category Total:	1.4	12.0	-	12.0

Fund Source

Appropriated Funds

CE2010 Chiropractic Examiners Board Fund (Appropriated)	1.4	12.0	-	12.0
Appropriated Funds Total:	1.4	12.0	-	12.0
Fund Source Total:	1.4	12.0	-	12.0

Other Operating Expenditures

Other Operating Expenses	-	81.1	-	81.1
Risk Management Charges to State Agencies	1.0	-	-	-
Internal Service Computer Processing, Hosting, Maintenance and Support Costs	3.6	-	-	-
External Programming and System Development Costs	2.6	-	-	-
Other External Computer Processing, Hosting, Maintenance and Support Costs	0.0	-	-	-
Charges Imposed Related to AFIS.	1.1	-	-	-
External Telecommunications Charges	3.3	-	-	-
Building Rent Charges to State Agencies	25.8	-	-	-
Miscellaneous Rent	1.1	-	-	-
Late Charges on Overdue Payments	0.5	-	-	-
Internal Accounting, Budgeting & Financial Services	26.8	-	-	-
Software Support, Maintenance Short-term Licensing	3.7	-	-	-
Office Supplies	11.7	-	-	-
External Printing	0.4	-	-	-
Postage & Delivery	5.3	-	-	-
Document Shredding and Destruction Services	0.3	-	-	-
Awards	0.5	-	-	-

Program Expenditure Schedule

Agency: Board of Chiropractic Examiners

	FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
Program: CEA-1-0 Licensing and Regulation				

Sub Program: CEA-1-1 Licensing and Regulation

Entertainment & Promotional Items	0.0	-	-	-
Costs for Digital Imaging or Producing Microfilm & Microfiche	7.0	-	-	-
Security Services	3.2	-	-	-
Fingerprinting, Background Checks, Etc.	(0.0)	-	-	-
Other Miscellaneous Operating	0.8	-	-	-
Expenditure Category Total:	98.6	81.1	-	81.1

Fund Source

Appropriated Funds

CE2010 Chiropractic Examiners Board Fund (Appropriated)	98.6	81.1	-	81.1
Appropriated Funds Total:	98.6	81.1	-	81.1
Fund Source Total:	98.6	81.1	-	81.1

Capital Equipment

Purchased or licensed software / website	0.2	-	-	-
Expenditure Category Total:	0.2	-	-	-

Fund Source

Appropriated Funds

CE2010 Chiropractic Examiners Board Fund (Appropriated)	0.2	-	-	-
Appropriated Funds Total:	0.2	-	-	-
Fund Source Total:	0.2	-	-	-

Program Expenditure Schedule

Agency: Board of Chiropractic Examiners

	FY 2024 Actuals	FY 2025 Expenditure Plan	FY 2026 Funding Issue	FY 2026 Total Request
Program: CEA-1-0 Licensing and Regulation				

Sub Program: CEA-1-1 Licensing and Regulation

Non-Capital Equipment

Non-Capital Resources	-	8.0	-	8.0
Computer Equipment – Non- Capitalized Purchases	4.0	-	-	-
Purchased or licensed software / website	1.5	-	-	-
Expenditure Category Total:	5.5	8.0	-	8.0

Fund Source

Appropriated Funds

CE2010 Chiropractic Examiners Board Fund (Appropriated)	5.5	8.0	-	8.0
Appropriated Funds Total:	5.5	8.0	-	8.0
Fund Source Total:	5.5	8.0	-	8.0

Employee Retirement Coverage

Retirement System	FTE	Personal Services	Fund#
Arizona State Retirement System	6.0	6.0	CE2010-A

Program Expenditure Schedule

Agency: Board of Chiropractic Examiners

Administrative Costs Summary

FY 2026

Personal Services	14.3
ERE	4.8
All Other	55.1
Administrative Costs Total:	74.2

Administrative Costs / Total Expenditure Ratio

Request

Admin %

FY 2026

689.5

10.8%

ARIZONA BOARD OF CHIROPRACTIC EXAMINERS

2026 FISCAL YEAR

STRATEGIC PLAN



Agency Summary

Board of Chiropractic Examiners

Alissa M. Vander Veen, Executive Director

Phone: 6028645088

A.R.S. §§ 32-900 et seq.

Mission:

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

Description:

To oversee the general application of the laws governing the practice of chiropractic, update and develop regulations, address the scope of practice, and the better define both appropriate conduct by professionals and consumer expectations.

To investigate complaints and apply appropriate disciplinary action to doctors of chiropractic who may have broken the public trust by violating the practice act.

To function in the global regulatory community to assist other profession or jurisdictions affected by chiropractic, continually review required credentials for doctors to practice safely, effectively and ethically.

Agency Summary: (\$ Thousands)

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
► Licensing and Regulation	538.3	643.7	694.5
Agency Total:	538.3	643.7	694.5

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	538.3	643.7	694.5
Total Funding	538.3	643.7	694.5

FTE Positions	5.0	6.0	6.0
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5 Year Plan

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

Description: The Arizona Auditor General recommends that the majority of investigations be concluded within 180 days. The Board is fully committed to meeting this recommendation and continues to improve in this area. In FY 2024 the average number of days to process complaints was 292 days.

Solutions:

In FY 2024, the Board reduces its complaint backlog by 23%. Expanding its investigative team's bandwidth to focus solely on investigations is essential to meeting this objective. Continually using the investigative team for other functions, such as processing renewal applications and continuing education applications, impacts their ability to focus on promptly processing complaints and meeting this objective.

The board's continued efforts have led to the successful resolution of a significant number of past complaints dating back to FY 2018. The board has addressed the majority of complaints for FY 2020, FY 2021, and FY 2022. In the last year, the Board heard seventy-one(71) cases and fully adjudicated fifty-eight (58) complaints. As for FY 2020, only one (1) complaint remains, and it is scheduled for a Formal Hearing on September 11th.

In reviewing the data, the Board has made significant progress in the average number of days from receiving the complaint to closure. For FY 2022, the average time to close an open complaint is 292 average days, down significantly from the all-time high of 522 average days in FY 2020. Additionally, the Board has reduced the average number of days for High Priority (HP Cases) complaints from the high in FY 2020 of 612 average days to 129 days in FY 2022. The Board has also seen a significant spike in sexual misconduct complaints, as they have increased by 110% in the last year. Since the Board has prioritized High Priority Complaints over medium and lower-priority complaints, there is still a significant delay in investigating these lower-level cases.

Over the last five years, most complaints before the Board have evolved from simple refund issues and advertising matters to more complex cases involving billing, fraud, sexual misconduct, and substance abuse. Because of these additional complexities, it now takes extra time and resources to gather all the necessary evidence to present the matter to the Board. More 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. Utilizing two investigators to address complaints and move cases forward more expeditious manner will help the Board achieve this vital objective. However, without the additional requested staff support for Renewal Applications and Business Entities, the responsibility of the investigative staff will likely have to be shifted back to the investigative staff to handle these other processes. The Board has and continues to use AMS and visual management tools to track high-priority cases, where cases are in the pipeline for review by the Board and placement on the Board's agenda. This process ensures all cases are moved forward to the next steps promptly. The agenda is planned quarterly segments, and cases are plotted accordingly. Lower-priority and easy-to-resolve cases are no longer prioritized over the more complicated high-priority cases. Complaints are monitored and tracked daily, assigned to an investigator, and then placed on the 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. The second investigator has dramatically impacted the Board's ability to address the complaint backlog. In FY 2024, the Board reduced its backlog by 23%. Moving forward in FY 2025 and beyond, the Board needs to have the investigative team solely resourced to investigate complaints. It can no longer afford to have them focused on other Board administrative duties. Creating improvement in enhancement would support the Board's current administrative burden without adding FTE and create other much-needed efficiencies.

In order to continue to drive improvement in this area, the Board needs to be able to utilize additional funding to enhance the Thentia database for the benefit of the licensees, reduce the regulatory burden of submitting their renewal applications, and reduce the staff time associated with processing and reviewing these applications. With this enhancement, the Board would no longer have to engage its investigative team in supporting these functions, and they could work solely to investigate complaints.

Issue 2 Cross-train all staff in routine office and business functions in Thentia Cloud Solution

Description: The Board has shifted from using the 1995 Microsoft Access Database to the Thentia Online Application and Licensure Portal. As a result of this change, staff members must be able to navigate all parts of the system. A small team must be familiar with all the essential business functions to support the public and licensees.

Solutions:

The Board is utilizing this time to introduce new database sections and develop How-To Guides for staff and portal users. These guides are stored and shared on the Board's Thentia Google Drive for staff and posted on the Board's website for portal users, making them easily accessible. We are expanding the How To Guides to cover most of the Board's business functions, making it easy for all staff to access informative guides for their daily responsibilities. Furthermore, staff members will share lower-level procedures weekly, helping them stay sharp and engaged with these processes and any updates. Every day, the staff has a huddle call to check on everyone's workload and ensure the team is on track to complete tasks on time, meeting internal and external deadlines. Once a week, there is a staff meeting to discuss any updates to Board processes and brainstorm ways to improve efficiency. When necessary, all staff members pitch in to complete tasks such as Continuing Education Applications, Renewal Applications, answering phone calls, and responding to emails.

The Board is also in the process of reviewing and updating all of its current processes and procedures to bring them into alignment with the new processes in Thentia to ensure the utmost in compliance and effectiveness of Board staff. These policies are being drafted and linked directly to the statutory and rule authority in which they are derived from. This will help support solid consistent decision making by both the Board and Board staff.

The additional improvement to Thentia Cloud proposed in the agency's funding request would help support this effort by reducing the number of processes staff must conduct and making them more automated functions. This would reduce the day-to-day workload and help ensure the Board does not create unnecessary backlogs associated with staffing.

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

Description: The Board has made significant strides in migrating the Continuing Education application and fee process from 100% paper to an electronic format. Last year, we transitioned to AdobeSign, which led to increased compliance and productivity for Board staff. We no longer accept paper copy applications and payments as checks or money orders. Providers can now pay for courses via credit card through the Board's payment portal. While the Board has substantially improved in this area, a significant workload is still associated with managing this transition and ensuring its smooth operation. The average processing time for a single application is at least two hours. The Board processed over 400 applications last year, a 20% increase over the previous course years' approvals.

There is no statute timeframe for processing these applications, which results in long delays and limits our providers' options for Continuing Education courses. The Board has to prioritize other statutory activities, such as investigations and licensing applications, over processing Continuing Education courses. The Board strives to reduce the application wait times from 90 to 120 days to 45 days or less.

Solutions:

Thentia is developing a CE Provider Portal that the Board may integrate into its portal features.

Allowing the Board to implement the proposed Thentia and CE Broker Enhancements discussed in our agency's funding request I will assist the Board in improving its continuing education application process without needing an additional FTE to support this function. Having quality continuing education that supports the providers and helps them continue to grow and improve as practitioners is a critical component of the Board's mission to protect the health, safety, and welfare of the public by ensuring a well-trained chiropractic population.

Issue 4 Update information technology

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

Solutions:

The Board has transitioned to the Thentia Online Cloud Solution as a part of its daily operations. The Board is gradually integrating this technology and onboarding Chiropractic Assistants and their Supervisors onto the platform. New applicants are using the portal to submit their licensure applications. Currently, the Board is processing and reviewing complaints. The Board has fully implemented the Thentia Cloud Platform for our licensees and applicants. In FY 2024, all licensees used the portal to renew their applications. The Board reduced its processing times for renewal applications from 45 days to less than seven days on average during renewal.

Additionally, the Board finished processing all renewal applications fifteen days earlier than in previous years. The Board migrated to a new phone platform from Zoom Workplace, which has increased staff productivity and communication. The Board can now communicate with licensees and the public via phone, text, video, and chat. This phone system has enhanced our ability to respond quickly to inquiries and improved productivity. Board staff also provides better support to our licensees as they can seamlessly convert a phone call to a Zoom video meeting to share information and troubleshoot technology issues with licensees.

In FY 2023, the Board digitized all its paper licensure files and created digital records for these essential documents. Migrating this data storage from a third-party provider to the Thentia Cloud Platform as part of the licensee's complete license record will also enhance and support staff productivity, reduce overall agency costs, and help ensure licensure files are securely stored and maintained for the required retention period. The Board would no longer have to look in two places for licensing information as it all would be stored in a single location inside Thentia. One only has to look at the damage incurred at an Iron Mountain Storage facility in Phoenix, destroying numerous vital documents such as licensure files, investigative reports, and hearing papers. The Board is responsible for ensuring the safe, secure file storage of essential records and documents.

Continuing to find technology solutions will allow the Board to do more with less and continue to meet its mission of protecting the health, safety, and welfare of the public. This year's funding request is crucial in supporting the Board in implementing this objective, which will benefit the Board, Board staff, licensees, and the public.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	6.0	6.5	7.0
General Fund	-	-	-
Other Appropriated Funds	-	-	-
Non-Appropriated Funds	-	-	-
Federal Funds	-	-	-

- ◆ **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,

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of applications for licensure received	129	134	1	1	1
Average number of business days between receipt of complete application and licensure decision.	15	15	9	7	5
Number of new licenses issued	95	132	66	70	73
Number of licenses issued prior to undisclosed conviction being identified	0	0	0	0	0
Number of licenses eligible for renewal	2,565	2,581	2,530	2,793	2,933
Percent of license renewal applications processed within 15 business days	75	95	95	95	95
Percent of licenses renewed each year	93	94	97	97	97

- ◆ **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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of new complaints filed	48	60	57	67	78
Percent of complaints resolved within 180 days of receipt with no hearing required	18	50	10	65	75
Average number of months to resolve an administrative hearing	3	3	3	3	3
Number of licenses revoked, surrendered, or suspended	5	0	5	0	0
Total number of investigations conducted	53	70	71	85	96

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 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	98	98
Administration as a percent of total cost	12	12	25	25	27

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

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Self assessment surveys returned.	10	10	10	10	10
Percent of complaint investigations that the Board found to be outside of its jurisdiction.	5	5	3	3	3

Agency 5 Year Plan

CEA Board of Chiropractic Examiners

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

Description: The Arizona Auditor General recommends that the majority of investigations be concluded within 180 days. The Board is fully committed to meeting this recommendation and continues to improve in this area. In FY 2024 the average number of days to process complaints was 292 days.

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The board's continued efforts have led to the successful resolution of a significant number of past complaints dating back to FY 2018. The board has addressed the majority of complaints for FY 2020, FY 2021, and FY 2022. In the last year, the Board heard seventy-one(71) cases and fully adjudicated fifty-eight (58) complaints. As for FY 2020, only one (1) complaint remains, and it is scheduled for a Formal Hearing on September 11th.

In reviewing the data, the Board has made significant progress in the average number of days from receiving the complaint to closure. For FY 2022, the average time to close an open complaint is 292 average days, down significantly from the all-time high of 522 average days in FY 2020. Additionally, the Board has reduced the average number of days for High Priority (HP Cases) complaints from the high in FY 2020 of 612 average days to 129 days in FY 2022. The Board has also seen a significant spike in sexual misconduct complaints, as they have increased by 110% in the last year. Since the Board has prioritized High Priority Complaints over medium and lower-priority complaints, there is still a significant delay in investigating these lower-level cases.

Over the last five years, most complaints before the Board have evolved from simple refund issues and advertising matters to more complex cases involving billing, fraud, sexual misconduct, and substance abuse. Because of these additional complexities, it now takes extra time and resources to gather all the necessary evidence to present the matter to the Board. More 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. Utilizing two investigators to address complaints and move cases forward more expeditious manner will help the Board achieve this vital objective. However, without the additional requested staff support for Renewal Applications and Business Entities, the responsibility of the investigative staff will likely have to be shifted back to the investigative staff to handle these other processes. The Board has and continues to use AMS and visual management tools to track high-priority cases, where cases are in the pipeline for review by the Board and placement on the Board's agenda. This process ensures all cases are moved forward to the next steps promptly. The agenda is planned quarterly segments, and cases are plotted accordingly. Lower-priority and easy-to-resolve cases are no longer prioritized over the more complicated high-priority cases. Complaints are monitored and tracked daily, assigned to an investigator, and then placed on the 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. The second investigator has dramatically impacted the Board's ability to address the complaint backlog. In FY 2024, the Board reduced its backlog by 23%. Moving forward in FY 2025 and beyond, the Board needs to have the investigative team solely resourced to investigate complaints. It can no longer afford to have them focused on other Board administrative duties. Creating improvement in enhancement would support the Board's current administrative burden without adding FTE and create other much-needed efficiencies.

In order to continue to drive improvement in this area, the Board needs to be able to utilize additional funding to enhance the Thentia database for the benefit of the licensees, reduce the regulatory burden of submitting their renewal applications, and reduce the staff time associated with processing and reviewing these applications. With this enhancement, the Board would no longer have to engage its investigative team in supporting these functions, and they could work solely to investigate complaints.

Issue 2 Cross-train all staff in routine office and business functions in Thentia Cloud Solution

Description: The Board has shifted from using the 1995 Microsoft Access Database to the Thentia Online Application and Licensure Portal. As a result of this change, staff members must be able to navigate all parts of the system. A small team must be familiar with all the essential business functions to support the public and licensees.

Solutions:

Agency 5 Year Plan

The Board is utilizing this time to introduce new database sections and develop How-To Guides for staff and portal users. These guides are stored and shared on the Board's Thentia Google Drive for staff and posted on the Board's website for portal users, making them easily accessible. We are expanding the How To Guides to cover most of the Board's business functions, making it easy for all staff to access informative guides for their daily responsibilities. Furthermore, staff members will share lower-level procedures weekly, helping them stay sharp and engaged with these processes and any updates. Every day, the staff has a huddle call to check on everyone's workload and ensure the team is on track to complete tasks on time, meeting internal and external deadlines. Once a week, there is a staff meeting to discuss any updates to Board processes and brainstorm ways to improve efficiency. When necessary, all staff members pitch in to complete tasks such as Continuing Education Applications, Renewal Applications, answering phone calls, and responding to emails.

The Board is also in the process of reviewing and updating all of its current processes and procedures to bring them into alignment with the new processes in Thentia to ensure the utmost in compliance and effectiveness of Board staff. These policies are being drafted and linked directly to the statutory and rule authority in which they are derived from. This will help support solid consistent decision making by both the Board and Board staff.

The additional improvement to Thentia Cloud proposed in the agency's funding request would help support this effort by reducing the number of processes staff must conduct and making them more automated functions. This would reduce the day-to-day workload and help ensure the Board does not create unnecessary backlogs associated with staffing.

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

Description: The Board has made significant strides in migrating the Continuing Education application and fee process from 100% paper to an electronic format. Last year, we transitioned to AdobeSign, which led to increased compliance and productivity for Board staff. We no longer accept paper copy applications and payments as checks or money orders. Providers can now pay for courses via credit card through the Board's payment portal. While the Board has substantially improved in this area, a significant workload is still associated with managing this transition and ensuring its smooth operation. The average processing time for a single application is at least two hours. The Board processed over 400 applications last year, a 20% increase over the previous course years' approvals.

There is no statute timeframe for processing these applications, which results in long delays and limits our providers' options for Continuing Education courses. The Board has to prioritize other statutory activities, such as investigations and licensing applications, over processing Continuing Education courses. The Board strives to reduce the application wait times from 90 to 120 days to 45 days or less.

Solutions:

Thentia is developing a CE Provider Portal that the Board may integrate into its portal features.

Allowing the Board to implement the proposed Thentia and CE Broker Enhancements discussed in our agency's funding request will assist the Board in improving its continuing education application process without needing an additional FTE to support this function. Having quality continuing education that supports the providers and helps them continue to grow and improve as practitioners is a critical component of the Board's mission to protect the health, safety, and welfare of the public by ensuring a well-trained chiropractic population.

Issue 4 Update information technology

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

Solutions:

Agency 5 Year Plan

The Board has transitioned to the Thentia Online Cloud Solution as a part of its daily operations. The Board is gradually integrating this technology and onboarding Chiropractic Assistants and their Supervisors onto the platform. New applicants are using the portal to submit their licensure applications. Currently, the Board is processing and reviewing complaints. The Board has fully implemented the Thentia Cloud Platform for our licensees and applicants. In FY 2024, all licensees used the portal to renew their applications. The Board reduced its processing times for renewal applications from 45 days to less than seven days on average during renewal.

Additionally, the Board finished processing all renewal applications fifteen days earlier than in previous years. The Board migrated to a new phone platform from Zoom Workplace, which has increased staff productivity and communication. The Board can now communicate with licensees and the public via phone, text, video, and chat. This phone system has enhanced our ability to respond quickly to inquiries and improved productivity. Board staff also provides better support to our licensees as they can seamlessly convert a phone call to a Zoom video meeting to share information and troubleshoot technology issues with licensees.

In FY 2023, the Board digitized all its paper licensure files and created digital records for these essential documents. Migrating this data storage from a third-party provider to the Thentia Cloud Platform as part of the licensee's complete license record will also enhance and support staff productivity, reduce overall agency costs, and help ensure licensure files are securely stored and maintained for the required retention period. The Board would no longer have to look in two places for licensing information as it all would be stored in a single location inside Thentia. One only has to look at the damage incurred at an Iron Mountain Storage facility in Phoenix, destroying numerous vital documents such as licensure files, investigative reports, and hearing papers. The Board is responsible for ensuring the safe, secure file storage of essential records and documents.

Continuing to find technology solutions will allow the Board to do more with less and continue to meet its mission of protecting the health, safety, and welfare of the public. This year's funding request is crucial in supporting the Board in implementing this objective, which will benefit the Board, Board staff, licensees, and the public.

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	6.0	6.5	7.0
General Fund	-	-	-
Other Appropriated Funds	-	-	-
Non-Appropriated Funds	-	-	-
Federal Funds	-	-	-

AGENCY SUMMARY

Program: CEA Board of Chiropractic Examiners
Director: Alissa M. Vander Veen, Executive Director
Phone: Board of Chiropractic Examiners 6028645088
Statute: A.R.S. §§ 32-900 et seq.
Plan Contact: Alissa M. Vander Veen
 Executive Director
 Board of Chiropractic Examiners 6028645088

Mission:

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

Description:

To oversee the general application of the laws governing the practice of chiropractic, update and develop regulations, address the scope of practice, and the better define both appropriate conduct by professionals and consumer expectations.

To investigate complaints and apply appropriate disciplinary action to doctors of chiropractic who may have broken the public trust by violating the practice act.

To function in the global regulatory community to assist other profession or jurisdictions affected by chiropractic, continually review required credentials for doctors to practice safely, effectively and ethically.

- ◆ **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,**

Performance Measures:

ML	Budget	Type		FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Number of applications for licensure received	129	134	81	90	90
<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Average number of business days between receipt of complete application and licensure decision.	15	15	9	7	5
<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Number of new licenses issued	95	132	66	70	73
<input checked="" type="checkbox"/>	<input type="checkbox"/>	QL	Number of licenses issued prior to undisclosed conviction being identified	0	0	0	0	0
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	OP	Number of licenses eligible for renewal	2,565	2,581	2,530	2,793	2,933
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	EF	Percent of license renewal applications processed within 15 business days	75	95	95	95	95
<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Percent of licenses renewed each year	93	94	97	97	97

- ◆ **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**

Performance Measures:

ML	Budget	Type		FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Number of new complaints filed	48	60	57	67	78
<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Percent of complaints resolved within 180 days of receipt with no	18	50	10	65	75

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◆ **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**

Performance Measures:			FY 2023	FY 2024	FY 2024	FY 2025	FY 2026
ML	Budget	Type	Actual	Estimate	Actual	Estimate	Estimate
<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF Average number of months to resolve an administrative hearing	3	3	3	3	3
<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP Number of licenses revoked, surrendered, or suspended	5	0	5	0	0
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	IP Total number of investigations conducted	53	70	71	85	96

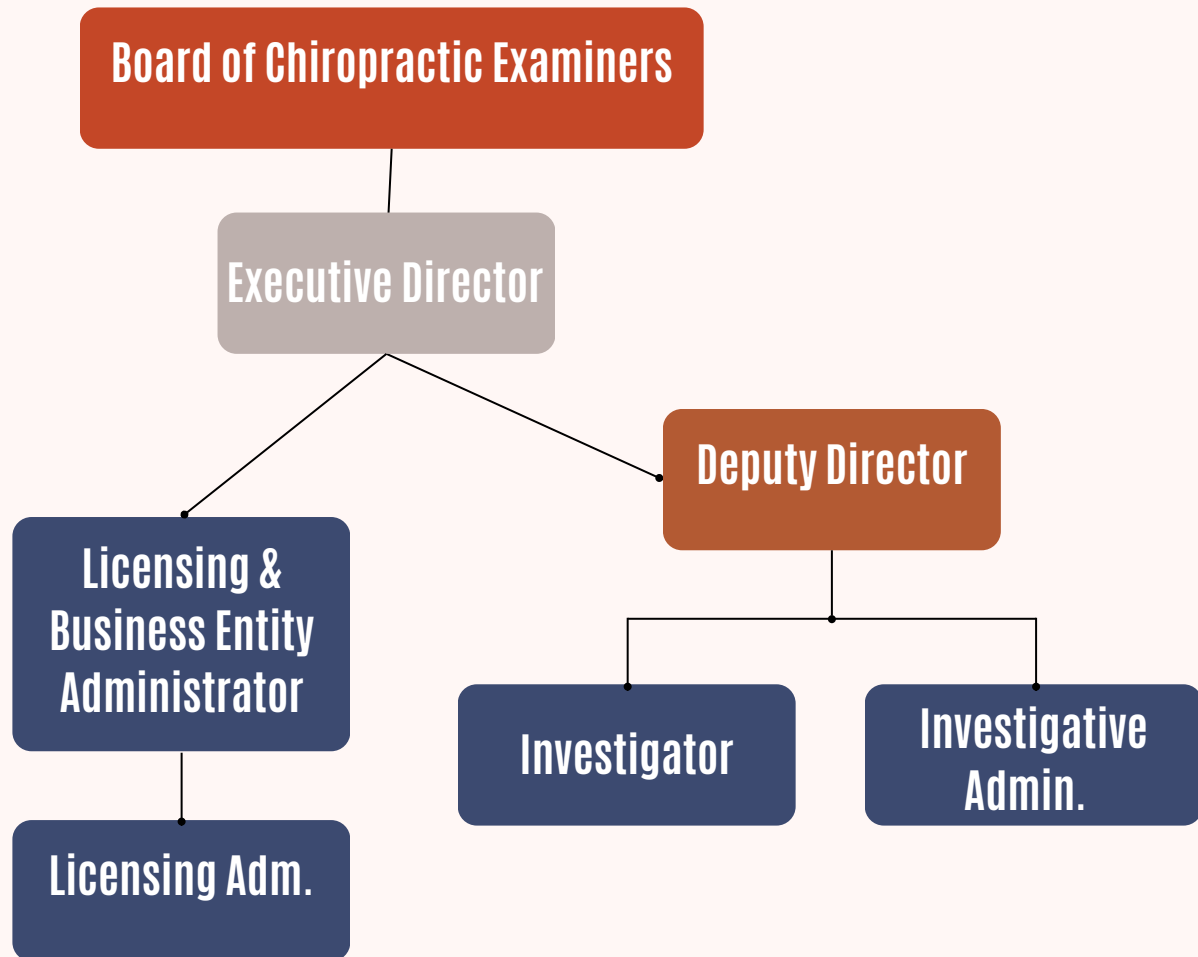
◆ **Goal 3 To ensure Board and staff competence and knowledge.**

Performance Measures:			FY 2023	FY 2024	FY 2024	FY 2025	FY 2026
ML	Budget	Type	Actual	Estimate	Actual	Estimate	Estimate
<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.	98	98	98	98	98
<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC Administration as a percent of total cost	12	12	25	25	27

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

Performance Measures:			FY 2023	FY 2024	FY 2024	FY 2025	FY 2026
ML	Budget	Type	Actual	Estimate	Actual	Estimate	Estimate
<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP Self assessment surveys returned.	10	10	10	10	10
<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC Percent of complaint investigations that the Board found to be outside of its jurisdiction.	5	5	3	3	3

ORGANIZATIONAL CHART



Arizona Board of Chiropractic Examiners



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