

**ARIZONA BOARD OF OSTEOPATHIC EXAMINERS
IN MEDICINE AND SURGERY**
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Board Members:
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Christopher Spiekerman, D.O.
Jeffrey H. Burg

Governor
Douglas A. Ducey

Executive Director
Justin Bohall

Tuesday, September 03, 2019

The Honorable Douglas A. Ducey
Office of the Governor
1700 W. Washington – 9th Floor
Phoenix, AZ 85007

Re: Budget Proposal Fiscal Year 2021

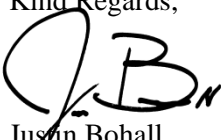
Dear Governor Ducey,

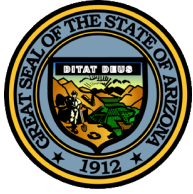
On behalf of the Arizona Board of Osteopathic Examiners in Medicine and Surgery, thank you for providing the opportunity to present the enclosed budget plan for Fiscal Year 2021.

The Board is pleased to present a plan which reflects continued services to the citizens of the State of Arizona. The Board consistently make efficiencies to streamline processes, reduce costs, and decrease licensing timeframes. In this way, the Board is planning to make improvements to the Board's existing technology to provide more services online as well as a comprehensive user-friendly experience. The Board strives to provide exemplary service to the citizens of the State of Arizona while being fiscally prudent with the funds received from licensing fees.

If you have any questions, please do not hesitate to contact me at 602.771.2522 or at Justin.Bohall@azdo.gov.

Kind Regards,


Justin Bohall
Executive Director



State of Arizona Budget Request

State Agency

Arizona Board of Osteopathic Examiners

A.R.S. Citation: **ARS 32-1800 et seq**

Appropriated Funds

	FY 2020 Approp	FY 2021 Fund. Issue	FY 2021 Total Budget
Total Amount Requested:	1,012.3	76.0	1,088.3
Osteopathic Examiners Board	1,012.3	76.0	1,088.3

Governor DUCEY:

This and the accompanying budget schedules, statements and explanatory information constitute the operating budget request for this agency for Fiscal Year 2021.

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

Agency Head: **Justin Bohall**

Title: **Executive Director**

Justin Bohall 8/30/2019

(signature)

Phone: **(602) 771-2522**

Prepared By: **Justin Bohall**

Email Address: **Justin.Bohall@azdo.gov**

Date Prepared: **Friday, August 30, 2019**

Total:	1,012.3	76.0	1,088.3
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Revenue Schedule

Agency:	Arizona Board of Osteopathic Examiners
Fund:	AA1000 General Fund

AFIS Code	Category of Receipt and Description	FY 2019	FY 2020	FY 2021
4372	PUBLICATIONS AND REPRODUCTIONS	1.0	1.0	1.0
4417	REGULATORY LICENSES	107.6	114.8	114.8
4439	OTHER PERMITS	5.2	4.2	4.2
4449	OTHER FEES	16.3	14.0	14.0
4519	OTHER FINES OR FORFEITURES OR PENALTIES	0.8	2.2	2.2
Fund Total:		130.9	136.2	136.2

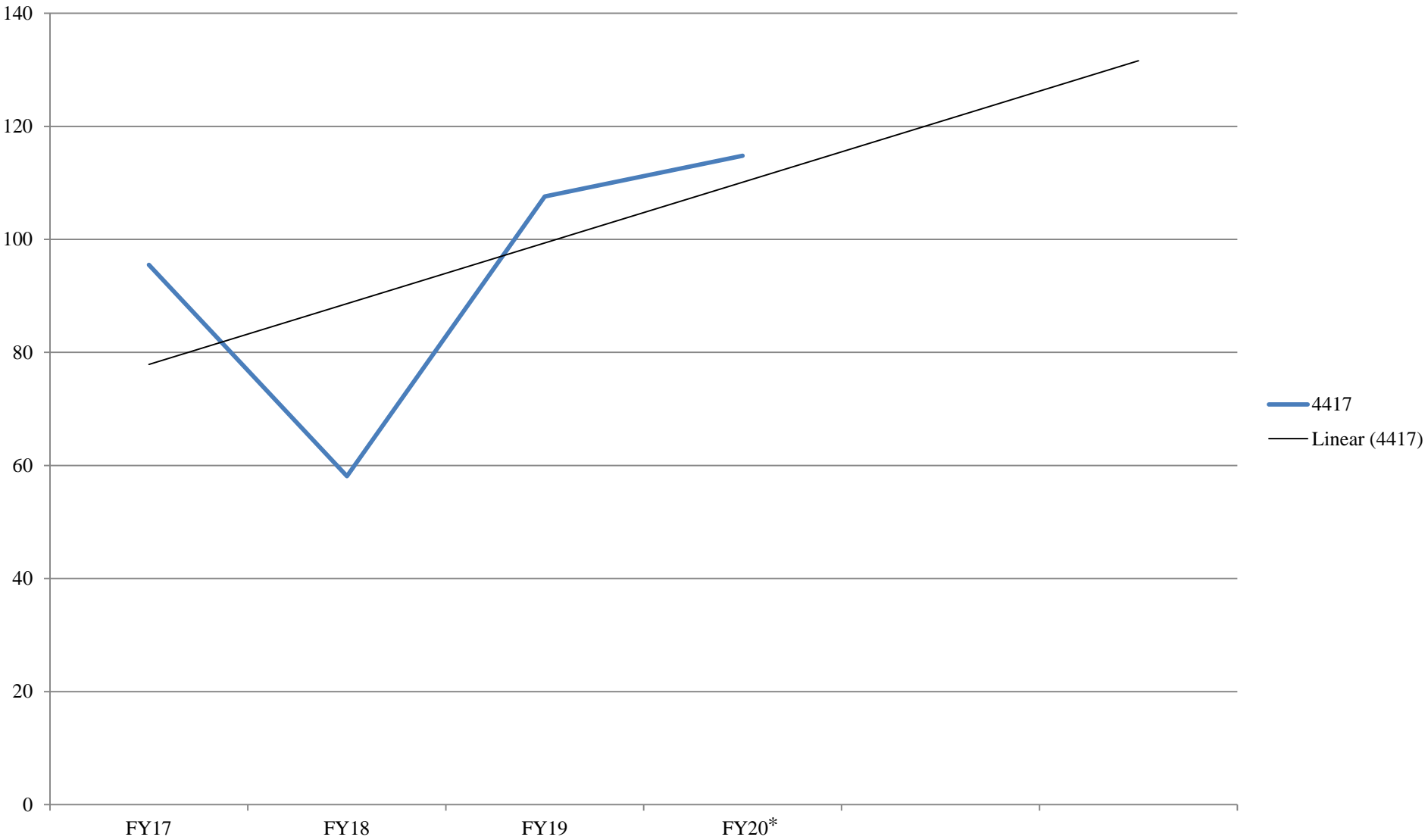
Revenue Schedule

Agency:	Arizona Board of Osteopathic Examiners
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Fund:	OS2048 Osteopathic Examiners Board
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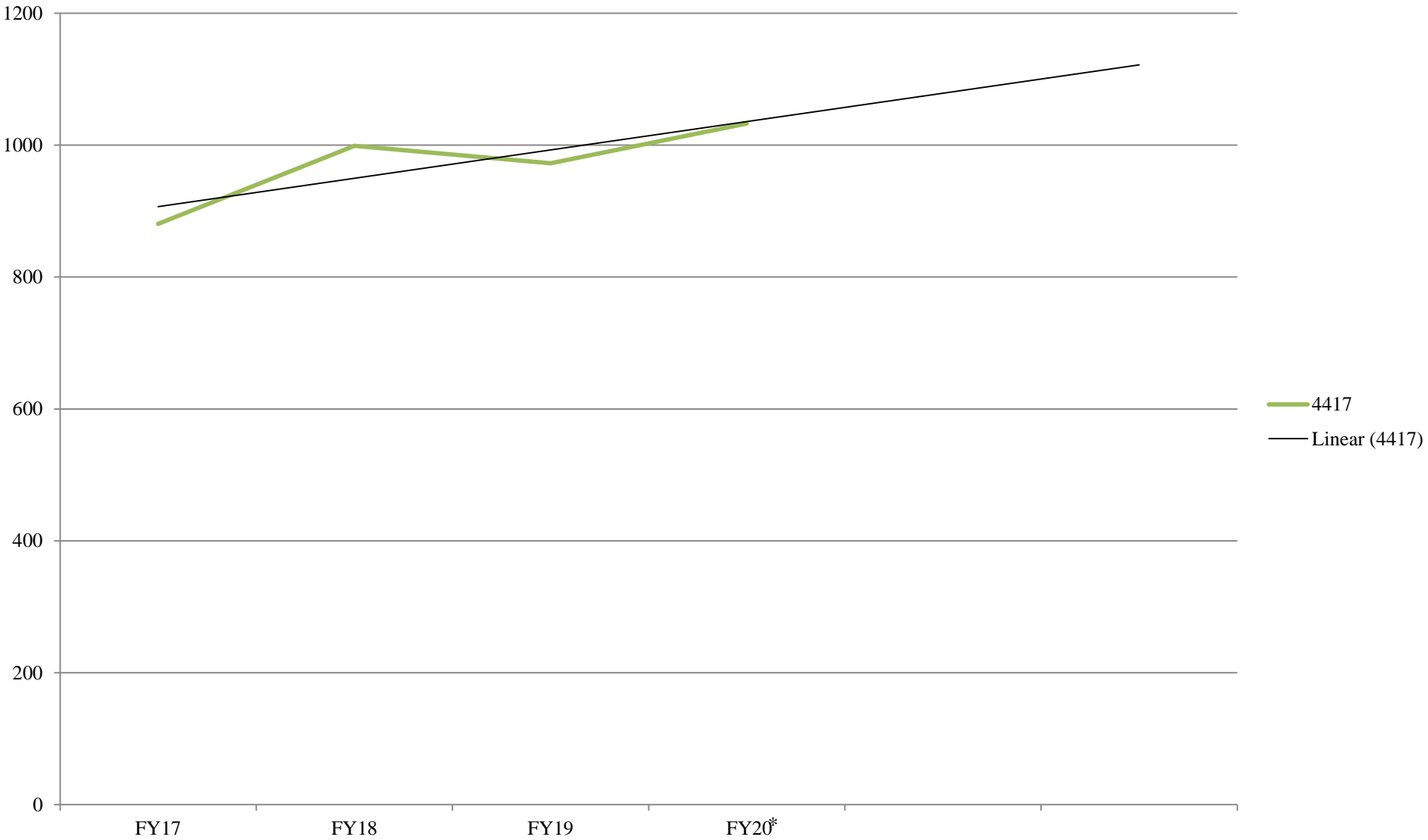
AFIS Code	Category of Receipt and Description	FY 2019	FY 2020	FY 2021
4339	OTHER FEES AND CHARGES FOR SERVICES	7.6	7.7	7.7
4372	PUBLICATIONS AND REPRODUCTIONS	9.3	9.3	9.3
4417	REGULATORY LICENSES	972.4	1,032.9	1,032.9
4449	OTHER FEES	142.8	120.0	120.0
4519	OTHER FINES OR FORFEITURES OR PENALTIES	6.8	6.2	6.2
4645	CREDIT CARD DISCOUNT FEES PAID	(12.5)	(17.1)	(17.1)
Fund Total:		1,126.4	1,159.0	1,159.0

General Fund Revenue



* Based upon current and projected license base numbers and current application and renewal fees.

Fund 2048 OSA Revenue



* Based upon current and projected license base numbers and current application and renewal fees.

Sources and Uses of Funds

Agency:	Arizona Board of Osteopathic Examiners
Fund:	OS2048 Osteopathic Examiners Board

Cash Flow Summary	Actual FY 2019	Estimate FY 2020	Estimate FY 2021
Balance Forward from Prior Year	2,235.4	2,430.5	2,577.2
Revenue (From Revenue Schedule)	1,126.4	1,159.0	1,159.0
Total Available	3,361.8	3,589.5	3,736.2
Total Appropriated Disbursements	931.3	1,012.3	1,088.3
Total Non-Appropriated Disbursements	0.0	0.0	0.0
Balance Forward to Next Year	2,430.5	2,577.2	2,647.9
Appropriated Expenditure	Actual FY 2019	Estimate FY 2020	Estimate FY 2021
Expenditure Categories			
Personal Services	436.7	485.9	485.9
Employee Related Expenses	144.2	203.5	203.5
Prof. And Outside Services	144.0	158.7	158.7
Travel - In State	0.6	2.5	2.5
Travel - Out of State	4.6	5.5	5.5
Food	0.0	0.0	0.0
Aid to Organizations and Individuals	0.0	0.0	0.0
Other Operating Expenses	142.2	156.2	156.2
Equipment	21.8	0.0	76.0
Capital Outlay	0.0	0.0	0.0
Debt Service	0.0	0.0	0.0
Cost Allocation	0.0	0.0	0.0
Transfers	0.0	0.0	0.0
Expenditure Categories Total:	894.1	1,012.3	1,088.3
Non-Lapsing Authority from Prior Years	0.0	0.0	0.0
Administrative Adjustments	37.2	0.0	0.0
Capital Projects (Land, Buildings,Improvements)	0.0	0.0	0.0
Appropriated 27th Pay Roll	0.0	0.0	0.0
Legislative Fund Transfers	0.0	0.0	0.0
IT Project Transfers	0.0	0.0	0.0
Appropriated Expenditure Total:	931.3	1,012.3	1,088.3
Appropriated FTE:	7.2	8.0	8.0

Fund Description

OSP: Revenues are the fees, fines, and other revenue received by the Board. Funds are used to license and regulate medical physicians who practice osteopathic medicine. Licensure renewal occurs on a biennial basis.

Funding Issues List

Agency: Arizona Board of Osteopathic Examiners

FY 2021

Priority	Funding Issue Title	Total FTE	Total Amount	General Fund	Other Apropr. Funds	Non-App Funds
1	IT Platform Migration and Modernization	0.0	76.0	0.0	76.0	0.0
	Total:	0.0	76.0	0.0	76.0	0.0
	Decision Package Total:	0.0	76.0	0.0	76.0	0.0

Funding Issue Detail

Agency: Arizona Board of Osteopathic Examiners

Issue: 1 IT Platform Migration and Modernization

Program: Licensing and Regulation	Calculated ERE:	\$0.00
Fund: OS2048-A Osteopathic Examiners Board (Appropriated)	Uniform Allowance:	\$0.00

Expenditure Categories	FY 2021
FTE	0.0
Personal Services	0.0
Employee Related Expenses	0.0
Subtotal Personal Services and ERE:	0.0
Professional & Outside Services	0.0
Travel In-State	0.0
Travel Out-of-State	0.0
Food	0.0
Aid to Organizations & Individuals	0.0
Other Operating Expenditures	0.0
Equipment	76.0
Capital Outlay	0.0
Debt Services	0.0
Cost Allocation	0.0
Transfers	0.0
Program / Fund Total:	76.0

Arizona Board of Osteopathic Examiners in Medicine and Surgery

FY 2021 Budget Justification

PROGRAM/SUBPROGRAM: Arizona Board of Osteopathic Examiners

ISSUE TITLE: Decision Package 1 – IT Platform Migration and Modernization

DESCRIPTION OF PROBLEM OR ISSUE:

The Arizona Board of Osteopathic Examiners (“Agency”) IT platform requires modernization pursuant to the direction of the Executive Branch and the recommendation for modernization made by the independent reviewer, CGI, in July 2018. For well over a decade, the Agency utilized an on-premises hardware system that is shared with the Arizona Medical Board to support its GL Solutions database. Pursuant to the Governor’s Cloud First Initiative and State policy, the Agency is currently migrating to a cloud-based GL Solutions product. The Osteopathic Board currently shares the GL Solutions on-premises database with the Arizona Medical Board and the Arizona Physicians’ Assistants Board, with the Medical Board being the largest partner. With the Arizona Medical Board’s modernization project for a Salesforce platform, the Arizona Board of Osteopathic Examiners will be required to migrate. The Agency chooses to continue to share a database as a cost-saving measure for this Agency and the State overall. This Agency reviewed a quote by an on-contract data integrator for a similar-sized agency both in staff and licensing numbers with their estimate of a one-time \$650,000 in creation, migration and implementation costs with an on-going cost of \$6500 per user. Based upon this estimate the Agency is able to have over-all cost savings by participating in the Arizona Medical Board’s modernization project rather than pursue an independent and Agency-specific solution.

For FY21 the Arizona Medical Board and this Agency have been requested by the Executive Branch to move from GL Solutions to the Salesforce platform. This move is designed to allow platform modernization conforming to state requirements and will allow the Agency to advance its processes and functions in tandem with developing technology. Salesforce has been identified by the State as having the capability to utilize new technologies with potential cost-sharing as the State is able to leverage its enterprise abilities.

The Agency primarily (i) regulates licensees, (ii) receives, investigates, and adjudicates complaints, (iii) provides an internal Agency working platform, (iv) provides a public-facing searchable website and (v) provides responses to requests from the public, including, but not limited to, Freedom of Information Act Requests (FOIA). Its customers are a blend of sophisticated technology users while also supporting a minority of technologically challenged or limited interface users. The technology is expected to function and be available 24/7/365. With the proposed modernization, the goal is to migrate to an electronic format through handheld

devices. This “government on-demand” approach is the Executive’s goal for all agencies to pursue through its investment in flexible and responsive modern technology.

Note that Salesforce indicated that a “ChatBot” is available that provides a computer-based automated messaging system that is able to handle many of the frequently asked questions received through telecommunication in the form of telephone calls, text, and emails. Additionally, the Agency seeks a more robust and accessible electronic document management system and application that allows more efficient archiving and compliance with records retention policies.

The above are a few of the technologies the Agency will be able to offer if an investment in technology is approved for funding.

PROPOSED SOLUTION TO THE PROBLEM OR ISSUE:

The Agency does not currently have the capability to apply and fully access modern technology to assist it in its daily functions related to licensing and regulation for the purpose of public safety.

The solution recommended by the Executive Branch is to migrate to the cloud and utilize the beneficial enterprise platform offerings of Salesforce. To successfully modernize, the Agency needs to make an investment in the cloud-based services and migrate to a Salesforce platform that supports the Agency’s activities discussed above.

ALTERNATIVES CONSIDERED AND REASONS FOR REJECTION:

In March 2018, the Arizona Medical Board contracted with CGI to assess the then-current state of its shared IT systems. CGI endorsed an interim move to the GL Solutions Version 6 and ultimately recommended a move to a flexible platform such as Salesforce.

GL Solutions requires a high level of developer input, which impedes the Agency’s ability to quickly and efficiently make adjustments.

Salesforce represents its product is easily customizable. Salesforce also represents that its unique platform requires minimal coding to create/support the Agency’s various primary functions, such as:

- (i) application and processing of licenses
- (ii) regulation of licensees
- (iii) receiving, investigating, and adjudicating complaints and the process,
- (iv) providing an internal Agency working platform; and
- (v) supporting a public-facing informational and searchable website

The CGI assessment analysts strongly indicated that the GL Solutions platform does not support on-going flexibility nor cost-sharing and is more difficult to integrate with newer technology as it becomes available.

IMPACT OF NOT FUNDING:

Not funding a modernization of the Agency's IT system will force the Agency to remain with the GL Solutions product and limit the Agency's ability to keep up with developing technology.

AGENCY MISSION OR GOALS:

The mission of the Agency is to protect public safety through the judicious licensing, regulation, and education of physicians and physician assistants.

Goal 1: Improve platform configuration and efficiency of applications, licensing, investigating of complaints, regulatory, and information dissemination processes through the use of modern technology.

Goal 2: Position the Agency, so it is able to employ effective and efficient technologies akin to those used by business and expected by the Agency's constituents when applying for licensure, complaint process and in all communications/interactions with the Arizona Medical Board.

APPROPRIATION REQUESTED:

The proposed appropriation request is for \$76,000 and contemplates the ongoing appropriation, earmarked specifically for the Agency's portion of the Arizona Medical Board's modernization project and transition to a Salesforce platform. This appropriation request covers the development stage of the project and requires the procurement by the Medical Board of a business analyst and a data integrator. These are two of the three essential parts of the project. The business analyst is responsible for initiating the project by gathering the business requirements, documenting Agency workflows, and assisting in streamlining business processes. The information gathered by the business analyst will be used by the data integrator who is responsible for identifying and properly integrating the appropriate Salesforce applications that suit the needs of the Agency onto the shared Salesforce platform.

In anticipation of the need to submit a detailed appropriation request, the Agency participated in face to face meetings with the Arizona Medical Board, our ADOA Engagement Manager, and several vendors to discuss the needs of the Agency and critical concerns. Principal, among these concerns to be addressed and that the Agency seeks to include in future scope of work documents (SOWs) are:

A commitment from business analyst contractor to ensure the Agency has professional support throughout the life of the project, including maintaining a physical presence post User Acceptance Training (UAT);

A commitment from integration contractor to ensure the Agency has professional support throughout the life of the project, including maintaining a physical presence post UAT;

A critical data migration plan from the analyst (which will be instituted by the integrator) with input from integrator if possible, and delineates the high priority and critical need for:

- 1.) a robust security profile;
- 2.) executable plan for data loss recovery (inclusive of dollar amount and timeline);
- 3.) complete data storage profile (on-site and off-site);
- 4.) data retention plan (in cooperation with the Department of Library and Archives Rules); and
- 5.) recommendation for a document management system that is capable of storage beyond what is available through Salesforce.

The Arizona Medical Board reviewed the Project Investment Justification(PIJ) for the AZ Department of Financial Institutions (DFI) for their recently completed transition to the Salesforce platform. DFI presented a PIJ for \$1.8M. DFI's experience and materials were chosen for review due to its slightly smaller size, and as the only example to date to review and its licensure base as the Agency. The Osteopathic Board with participation in the Arizona Medical Board's project accounts for about 10% of the licensee base and 20 staff users.

The DFI request titled, "Digital Transformation – e-License BD18001" included estimated costs from the vendors which included \$500,000 for a business analyst, \$1M for a data integrator, and \$300,0000 funding for staff training. Staff training is critical so they can develop the skills and understanding necessary for the implementation and maintenance of the proposed new Salesforce database across the various Agency core competency areas:

- (i) application and processing of licenses
- (ii) regulation of licensees
- (iii) receiving, investigating, and adjudicating complaints and the process,
- (iv) providing an internal Agency working platform; and
- (v) supporting a public-facing informational and searchable website

The DFI estimates referenced were index adjusted to reflect anticipated increases for costs in FY2021 and to allow for any unforeseen expenses.

Summary of Expenditure and Budget Request for All Funds

Agency: Arizona Board of Osteopathic Examiners

Appropriated		FY 2019 Actual	FY 2020 Expd. Plan	FY 2021 Fund. Issue	FY 2021 Total Request
Cost Center/Program:					
1	Licensing and Regulation	894.1	1,012.3	76.0	1,088.3
		894.1	1,012.3	76.0	1,088.3
Expenditure Categories					
	FTE	7.2	8.0	0.0	8.0
	Personal Services	436.7	485.9	0.0	485.9
	Employee Related Expenses	144.2	203.5	0.0	203.5
	Professional and Outside Services	144.0	158.7	0.0	158.7
	Travel In-State	0.6	2.5	0.0	2.5
	Travel Out of State	4.6	5.5	0.0	5.5
	Food	0.0	0.0	0.0	0.0
	Aid to Organizations and Individuals	0.0	0.0	0.0	0.0
	Other Operating Expenses	142.2	156.2	0.0	156.2
	Equipment	21.8	0.0	76.0	76.0
	Capital Outlay	0.0	0.0	0.0	0.0
	Debt Service	0.0	0.0	0.0	0.0
	Cost Allocation	0.0	0.0	0.0	0.0
	Transfers	0.0	0.0	0.0	0.0
	Expenditure Categories Total:	894.1	1,012.3	76.0	1,088.3

Summary of Expenditure and Budget Request for All Funds

Agency: **Arizona Board of Osteopathic Examiners**

Agency Total for All Funds:	894.1	1,012.3	76.0	1,088.3			
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Summary of Expenditure and Budget Request for Selected Funds

Agency:	Arizona Board of Osteopathic Examiners
Fund:	OS2048 Osteopathic Examiners Board (Appropriated)

	FY 2019 Actual	FY 2020 Expd. Plan	FY 2021 Fund. Issue	FY 2021 Total Request
Cost Center/Program:				
1 Licensing and Regulation	894.1	1,012.3	76.0	1,088.3
	894.1	1,012.3	76.0	1,088.3
Expenditure Categories				
FTE	7.2	8.0	0.0	8.0
Personal Services	436.7	485.9	0.0	485.9
Employee Related Expenses	144.2	203.5	0.0	203.5
Professional and Outside Services	144.0	158.7	0.0	158.7
Travel In-State	0.6	2.5	0.0	2.5
Travel Out of State	4.6	5.5	0.0	5.5
Food	0.0	0.0	0.0	0.0
Aid to Organizations and Individuals	0.0	0.0	0.0	0.0
Other Operating Expenses	142.2	156.2	0.0	156.2
Equipment	21.8	0.0	76.0	76.0
Capital Outlay	0.0	0.0	0.0	0.0
Debt Service	0.0	0.0	0.0	0.0
Cost Allocation	0.0	0.0	0.0	0.0
Transfers	0.0	0.0	0.0	0.0
Expenditure Categories Total:	894.1	1,012.3	76.0	1,088.3
Fund Total:	894.1	1,012.3	76.0	1,088.3

Summary of Expenditure and Budget Request for Selected Funds

Agency:	Arizona Board of Osteopathic Examiners
Fund:	OS2048 Osteopathic Examiners Board (Appropriated)

	FY 2019 Actual	FY 2020 Expd. Plan	FY 2021 Fund. Issue	FY 2021 Total Request
Agency Total for Selected Funds	894.1	1,012.3	76.0	1,088.3

Program Summary of Expenditures and Budget Request

Agency:	Arizona Board of Osteopathic Examiners
Program:	Licensing and Regulation

		FY 2019 Actual	FY 2020 Expd. Plan	FY 2021 Fund. Issue	FY 2021 Total Request
Program Summary					
1-1	Licensing and Regulation	894.1	1,012.3	76.0	1,088.3
	Program Summary Total:	894.1	1,012.3	76.0	1,088.3
Expenditure Categories					
0000	FTE Positions	7.2	8.0	0.0	8.0
6000	Personal Services	436.7	485.9	0.0	485.9
6100	Employee Related Expenses	144.2	203.5	0.0	203.5
6200	Professional and Outside Services	144.0	158.7	0.0	158.7
6500	Travel In-State	0.6	2.5	0.0	2.5
6600	Travel Out of State	4.6	5.5	0.0	5.5
6700	Food	0.0	0.0	0.0	0.0
6800	Aid to Organizations and Individuals	0.0	0.0	0.0	0.0
7000	Other Operating Expenses	142.2	156.2	0.0	156.2
8000	Equipment	21.8	0.0	76.0	76.0
8100	Capital Outlay	0.0	0.0	0.0	0.0
8600	Debt Service	0.0	0.0	0.0	0.0
9000	Cost Allocation	0.0	0.0	0.0	0.0
9100	Transfers	0.0	0.0	0.0	0.0
	Expenditure Categories Total:	894.1	1,012.3	76.0	1,088.3
Fund Source					
Appropriated Funds					
	OS2048-A Osteopathic Examiners Board (Appropriated)	894.1	1,012.3	76.0	1,088.3
	Fund Source Total:	894.1	1,012.3	76.0	1,088.3

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

Agency:	Arizona Board of Osteopathic Examiners
Program:	Licensing and Regulation

Expenditure Categories	FY 2019 Actual	FY 2020 Expd. Plan	FY 2021 Fund. Issue	FY 2021 Total Request
0000 FTE	7.2	8.0	0.0	8.0
6000 Personal Services	436.7	485.9	0.0	485.9
6100 Employee Related Expenses	144.2	203.5	0.0	203.5
6200 Professional and Outside Services	144.0	158.7	0.0	158.7
6500 Travel In-State	0.6	2.5	0.0	2.5
6600 Travel Out of State	4.6	5.5	0.0	5.5
6700 Food	0.0	0.0	0.0	0.0
6800 Aid to Organizations and Individuals	0.0	0.0	0.0	0.0
7000 Other Operating Expenses	142.2	156.2	0.0	156.2
8000 Equipment	21.8	0.0	76.0	76.0
8100 Capital Outlay	0.0	0.0	0.0	0.0
8600 Debt Service	0.0	0.0	0.0	0.0
9000 Cost Allocation	0.0	0.0	0.0	0.0
9100 Transfers	0.0	0.0	0.0	0.0
Expenditure Categories Total:				
	894.1	1,012.3	76.0	1,088.3
Fund Source				
Appropriated Funds				
OS2048-A Osteopathic Examiners Board (Appropriated)	894.1	1,012.3	76.0	1,088.3
	894.1	1,012.3	76.0	1,088.3
Fund Source Total:				
	894.1	1,012.3	76.0	1,088.3

Program Group Summary of Expenditures and Budget Request for Selected Funds

Agency:	Arizona Board of Osteopathic Examiners
Program:	Licensing and Regulation

	FY 2019 Actual	FY 2020 Expd. Plan	FY 2021 Fund. Issue	FY 2021 Total Request
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Fund:	OS2048-A Osteopathic Examiners Board (Appropriated)
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Program Expenditures

COST CENTER/PROGRAM BUDGET UNIT					
1-1	Licensing and Regulation	894.1	1,012.3	76.0	1,088.3
	Total	894.1	1,012.3	76.0	1,088.3

Appropriated Funding

Expenditure Categories

FTE Positions	7.2	8.0	0.0	8.0
Personal Services	436.7	485.9	0.0	485.9
Employee Related Expenses	144.2	203.5	0.0	203.5
Professional and Outside Services	144.0	158.7	0.0	158.7
Travel In-State	0.6	2.5	0.0	2.5
Travel Out of State	4.6	5.5	0.0	5.5
Food	0.0	0.0	0.0	0.0
Aid to Organizations and Individuals	0.0	0.0	0.0	0.0
Other Operating Expenses	142.2	156.2	0.0	156.2
Equipment	21.8	0.0	76.0	76.0
Capital Outlay	0.0	0.0	0.0	0.0
Debt Service	0.0	0.0	0.0	0.0
Cost Allocation	0.0	0.0	0.0	0.0
Transfers	0.0	0.0	0.0	0.0
Expenditure Categories Total:	894.1	1,012.3	76.0	1,088.3
Fund OS2048-A Total:	894.1	1,012.3	76.0	1,088.3
Program 1 Total:	894.1	1,012.3	76.0	1,088.3

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

Agency: Arizona Board of Osteopathic Examiners					
		FY 2019	FY 2020	FY 2021	FY 2021
		Actual	Expd. Plan	Fund. Issue	Total Request
Program: Licensing and Regulation					
Fund: OS2048-A Osteopathic Examiners Board					
Appropriated					
0000	FTE	7.2	8.0	0.0	8.0
6000	Personal Services	436.7	485.9	0.0	485.9
6100	Employee Related Expenses	144.2	203.5	0.0	203.5
6200	Professional and Outside Services	144.0	158.7	0.0	158.7
6500	Travel In-State	0.6	2.5	0.0	2.5
6600	Travel Out of State	4.6	5.5	0.0	5.5
6700	Food	0.0	0.0	0.0	0.0
6800	Aid to Organizations and Individuals	0.0	0.0	0.0	0.0
7000	Other Operating Expenses	142.2	156.2	0.0	156.2
8000	Equipment	21.8	0.0	76.0	76.0
8100	Capital Outlay	0.0	0.0	0.0	0.0
8600	Debt Service	0.0	0.0	0.0	0.0
9000	Cost Allocation	0.0	0.0	0.0	0.0
9100	Transfers	0.0	0.0	0.0	0.0
Appropriated Total:		894.1	1,012.3	76.0	1,088.3
Fund Total:		894.1	1,012.3	76.0	1,088.3
Program Total For Selected Funds:		894.1	1,012.3	76.0	1,088.3

Program Expenditure Schedule

Agency:	Arizona Board of Osteopathic Examiners
Program:	Licensing and Regulation

	FY 2019 Actual	FY 2020 Expd. Plan
FTE	7.2	8.0
Expenditure Category Total	7.2	8.0
Appropriated		
OS2048-A Osteopathic Examiners Board (Appropriated)	7.2	8.0
Fund Source Total	7.2	8.0
<hr/>		
Personal Services	423.2	463.5
Boards and Commissions	13.5	22.4
Expenditure Category Total	436.7	485.9
Appropriated		
OS2048-A Osteopathic Examiners Board (Appropriated)	436.7	485.9
Fund Source Total	436.7	485.9
<hr/>		
Employee Related Expenses	144.2	203.5
Expenditure Category Total	144.2	203.5
Appropriated		
OS2048-A Osteopathic Examiners Board (Appropriated)	144.2	203.5
Fund Source Total	144.2	203.5
<hr/>		
Professional and Outside Services		158.7
External Prof/Outside Serv Budg And Appn	0.0	
External Investment Services	0.0	
Other External Financial Services	0.0	
Attorney General Legal Services	65.6	
External Legal Services	7.2	
External Engineer/Architect Cost - Exp	0.0	
External Engineer/Architect Cost- Cap	0.0	
Other Design	0.0	
Temporary Agency Services	31.1	
Hospital Services	0.0	
Other Medical Services	38.4	
Institutional Care	0.0	
Education And Training	0.0	
Vendor Travel	0.0	
Professional & Outside Services Excluded from Cost Alloca	0.0	
Vendor Travel - Non Reportable	0.0	
External Telecom Consulting Services	0.0	
Costs related to those in custody of the State	0.0	
Non - Confidential Specialist Fees	0.0	
Confidential Specialist Fees	0.0	
Outside Actuarial Costs	0.0	
Other Professional And Outside Services	1.7	

Program Expenditure Schedule

Agency:	Arizona Board of Osteopathic Examiners
Program:	Licensing and Regulation

	FY 2019 Actual	FY 2020 Expd. Plan
Expenditure Category Total	144.0	158.7
Appropriated		
OS2048-A Osteopathic Examiners Board (Appropriated)	144.0	158.7
Fund Source Total	144.0	158.7
<hr/>		
Travel In-State	0.6	2.5
Expenditure Category Total	0.6	2.5
Appropriated		
OS2048-A Osteopathic Examiners Board (Appropriated)	0.6	2.5
Fund Source Total	0.6	2.5
<hr/>		
Travel Out of State	4.6	5.5
Expenditure Category Total	4.6	5.5
Appropriated		
OS2048-A Osteopathic Examiners Board (Appropriated)	4.6	5.5
Fund Source Total	4.6	5.5
<hr/>		
Food	0.0	0.0
Expenditure Category Total	0.0	0.0
<hr/>		
Aid to Organizations and Individuals	0.0	0.0
Expenditure Category Total	0.0	0.0
<hr/>		
Other Operating Expenses		156.2
Other Operating Expenditures Budg Approp	0.0	
Other Operating Expenditures Excluded from Cost Allocati	0.0	
Risk Management Charges To State Agency	1.9	
Risk Management Deductible - Indemnity	0.0	
Risk Management Deductible - Legal	0.0	
Risk Management Deductible - Medical	0.0	
Risk Management Deductible - Other	0.0	
Gen Liab- Non Physical-Taxable- Self Ins	0.0	
Gross Proceeds Payments To Attorneys	0.0	
General Liability- Non-Taxable- Self Ins	0.0	
Medical Malpractice - Self-Insured	0.0	
Automobile Liability - Self Insured	0.0	
General Property Damage - Self- Insured	0.0	
Automobile Physical Damage-Self Insured	0.0	
Liability Insurance Premiums	0.0	
Property Insurance Premiums	0.0	
Workers Compensation Benefit Payments	0.0	
Self Insurance - Administrative Fees	0.0	
Self Insurance - Premiums	0.0	
Self Insurance - Claim Payments	0.0	
Self Insurance - Pharmacy Claims	0.0	
Premium Tax On Altcs	0.0	

Program Expenditure Schedule

Agency:	Arizona Board of Osteopathic Examiners
Program:	Licensing and Regulation

	FY 2019 Actual	FY 2020 Expd. Plan
Other Insurance-Related Charges	0.0	
Internal Service Data Processing	33.1	
Internal Service Data Proc- Pc/Lan	0.0	
External Programming-Mainframe/Legacy	0.0	
External Programming- Pc/Lan/Serv/Web	0.0	
External Data Entry	0.0	
Othr External Data Proc-Mainframe/Legacy	0.0	
Othr External Data Proc-Pc/Lan/Serv/Web	9.8	
Pmt for AFIS Development & Usage	1.2	
Internal Service Telecommunications	0.0	
External Telecom Long Distance-In-State	5.2	
External Telecom Long Distance-Out-State	0.0	
Other External Telecommunication Service	0.0	
Electricity	0.0	
Sanitation Waste Disposal	0.0	
Water	0.0	
Gas And Fuel Oil For Buildings	0.0	
Other Utilities	0.0	
Building Rent Charges To State Agencies	28.1	
Priv Lease To Own Bld Rent Chrgs To Agy	0.0	
Cert Of Part Bld Rent Chrgs To Agy	0.0	
Rental Of Land And Buildings	0.0	
Rental Of Computer Equipment	0.0	
Rental Of Other Machinery And Equipment	0.0	
Miscellaneous Rent	0.0	
Interest On Overdue Payments	0.0	
All Other Interest Payments	0.0	
Internal Acct/Budg/Financial Svcs	12.6	
Other Internal Services	5.1	
Repair And Maintenance - Buildings	0.0	
Repair And Maintenance - Vehicles	0.0	
Repair And Maint - Mainframe And Legacy	0.0	
Repair And Maint-Pc/Lan/Serv/Web	0.0	
Repair And Maintenance - Other Equipment	1.3	
Other Repair And Maintenance	0.0	
Software Support And Maintenance	19.1	
Uniforms	0.0	
Inmate Clothing	0.0	
Security Supplies	0.0	
Office Supplies	5.5	
Computer Supplies	0.0	
Housekeeping Supplies	0.0	
Bedding And Bath Supplies	0.0	
Drugs And Medicine Supplies	0.0	
Medical Supplies	0.0	
Dental Supplies	0.0	
Automotive And Transportation Fuels	0.0	
Automotive Lubricants And Supplies	0.0	
Rpr And Maint Supplies-Not Auto Or Build	0.0	
Repair And Maintenance Supplies-Building	0.0	
Other Operating Supplies	0.0	

Program Expenditure Schedule

Agency:	Arizona Board of Osteopathic Examiners
Program:	Licensing and Regulation

	FY 2019 Actual	FY 2020 Expd. Plan
Publications	0.0	
Aggregate Withheld Or Paid Commissions	0.0	
Lottery Prizes	0.0	
Lottery Distribution Costs	0.0	
Material for Further Processing	0.0	
Other Resale Supplies	0.0	
Loss On Sales Of Capital Assets	0.0	
Loss on Sales of Investments	0.0	
Employee Tuition Reimbursement-Graduate	0.0	
Employee Tuition Reimb Under-Grad/Other	0.0	
Conference Registration-Attendance Fees	1.8	
Other Education And Training Costs	0.0	
Advertising	0.5	
Sponsorships	0.0	
Internal Printing	0.0	
External Printing	0.0	
Photography	0.0	
Postage And Delivery	6.5	
Document shredding and Destruction Services	0.2	
Translation and Sign Language Services	0.0	
Distribution To State Universities	0.0	
Other Intrastate Distributions	0.0	
Awards	0.0	
Entertainment And Promotional Items	0.0	
Dues	6.8	
Books- Subscriptions And Publications	0.0	
Costs For Digital Image Or Microfilm	0.0	
Revolving Fund Advances	0.0	
Credit Card Fees Over Approved Limit	0.0	
Relief Bill Expenditures	0.0	
Surplus Property Distr To State Agencies	0.0	
Security Services	3.5	
Judgments - Damages	0.0	
ICA Payments to Claimants Confidential	0.0	
Jdgmnt-Confidential Restitution To Indiv	0.0	
Judgments - Non-Confidential Restitution	0.0	
Judgments - Punitive And Compensatory	0.0	
Pmts Made to Resolve/Disputes/Avoid Costs of Litigation	0.0	
Pmts For Contracted State Inmate Labor	0.0	
Payments To State Inmates	0.0	
Bad Debt Expense	0.0	
Interview Expense	0.0	
Employee Relocations-Nontaxable	0.0	
Employee Relocations-Taxable	0.0	
Non-Confidential Invest/Legal/Law Enf	0.0	
Conf/Sensitive Invest/Legal/Undercover	0.0	
Fingerprinting, Background Checks, Etc.	0.0	
Other Miscellaneous Operating	0.0	

Program Expenditure Schedule

Agency:	Arizona Board of Osteopathic Examiners
Program:	Licensing and Regulation

	FY 2019 Actual	FY 2020 Expd. Plan
Expenditure Category Total	142.2	156.2
Appropriated		
OS2048-A Osteopathic Examiners Board (Appropriated)	142.2	156.2
Fund Source Total	142.2	156.2
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Current Year Expenditures		0.0
Capital Equipment Budget And Approp	0.0	
Vehicles Capital Purchase	0.0	
Vehicles Capital Leases	0.0	
Furniture Capital Purchase	0.0	
Depreciable Works Of Art & Hist Treas/Coll Capital Purcha	0.0	
Non Depr Works Of Art & Hist Treas/Coll Cap Purchase	0.0	
Furniture Capital Leases	0.0	
Computer Equipment Capital Purchase	0.0	
Computer Equipment Capital Lease	0.0	
Telecommunication Equip-Capital Purchase	0.0	
Telecommunication Equip-Capital Lease	0.0	
Other Equipment Capital Purchase	0.0	
Other Equipment Capital Leases	0.0	
Purchased Or Licensed Software-Website	0.0	
Internally Generated Software-Website	0.0	
Development in Progress	0.0	
Right-Of-Way/Easement/Extraction Rights	0.0	
Oth Int Assets purchased, licensed or internally generate	0.0	
Other intangible assets acquired by capital lease	0.0	
Other Capital Asset Purchases	0.0	
Leasehold Improvement-Capital Purchase	0.0	
Other Capital Asset Leases	0.0	
Non-Capital Equip Budget And Approp	0.0	
Vehicles Non-Capital Purchase	0.0	
Vehicles Non-Capital Leases	0.0	
Furniture Non-Capital Purchase	12.6	
Works Of Art And Hist Treas-Non Capital	0.0	
Furniture Non-Capital Leases	0.0	
Computer Equipment Non-Capital Purchase	0.0	
Computer Equipment Non-Capital Lease	0.0	
Telecomm Equip Non-Capital Purchase	0.0	
Telecomm Equip Non-Capital Leases	0.0	
Other Equipment Non-Capital Purchase	8.3	
Weapons Non-Capital Purchase	0.0	
Other Equipment Non-Capital Lease	0.0	
Purchased Or Licensed Software/Website	0.9	
Internally Generated Software/Website	0.0	
LICENSES AND PERMITS	0.0	
Right-Of-Way/Easement/Extraction Exp	0.0	
Other Intangible Assets - Purchased, Licensed or Internall	0.0	
Noncapital Software/Web By Capital Lease	0.0	
Other Intangible Assets Acquired by Capital Lease	0.0	
Other Long Lived Tangible Assets to be Expenses	0.0	
Non-Capital Equipment Excluded from Cost Allocation	0.0	

Program Expenditure Schedule

Agency:	Arizona Board of Osteopathic Examiners
Program:	Licensing and Regulation

	FY 2019 Actual	FY 2020 Expd. Plan
Expenditure Category Total	21.8	0.0
Appropriated		
OS2048-A Osteopathic Examiners Board (Appropriated)	21.8	0.0
Fund Source Total	21.8	0.0
<hr/>		
Capital Outlay	0.0	0.0
Expenditure Category Total	0.0	0.0
<hr/>		
Debt Service	0.0	0.0
Expenditure Category Total	0.0	0.0
<hr/>		
Cost Allocation	0.0	0.0
Expenditure Category Total	0.0	0.0
<hr/>		
Transfers	0.0	0.0
Expenditure Category Total	0.0	0.0

Employee Retirement Coverage

	FTE	Personal Services	Fund#
Arizona State Retirement System	8.0	463.5	OS2048-A

Combined Regular & Elected Positions At/Above FICA Maximum of \$128,400
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Total FTE	Personal Services	FTE's not eligible for Health, Dental & Life
0.0	0.0	0.0

Administrative Costs

Agency: Arizona Board of Osteopathic Examiners

Administrative Costs Summary

Common Administrative Area	FY 2021
Personal Services	30.0
ERE	12.0
All Other	5.0
Administrative Costs Total:	47.0

Administrative Cost / Total Expenditure Ratio

	Request	Admin %
FY 2021	1,088.3	4.3%

Agency 5-Year Plan

Issue 1 Identifying and resolving pending complaints on a more timely basis. Complete the investigation so they can be resolved more timely by the Board.

Description: The Board is continuing to receive a large number of complaints and will need to work to investigate those new complaints as well as existing complaints in a timely manner.

Solutions:

The Board has approved a policy and procedure to streamline the complaints process. The process focuses on internal operations that can be elevated to reduce investigations time. Additionally, staff is restructuring the administrative duties to allow for the Investigator and Medical Consultant to focus on case investigation rather than the administrative items.

Issue 2 Complaints are taking more than 180 days to resolve and the Auditor General has set a guideline of 180 days or less to resolve complaints. We need to complete our complaint process within 180 days.

Description: Our goal is to reduce the average number of days to investigate and resolve a complaint to an average of 180 days or less. We recognize that some complaints, due to the difficulty of the case, require further investigation, evaluation or chart review after the Board reviews the matter initially. We are trying to identify these cases before they go to the Board in anticipation of their request. Other factors such as continuances at the request of the licensee can also extend the timeframes for resolving these cases. With the consolidation of many medical offices, plans and hospitals, we are finding it is more difficult to get timely responses to requests for records and subpoenas. This outside delay is affecting our internal process and slowing down our resolution timeframes.

On average, we should meet the timeframes. Cases that go for an Investigative Hearing or that are sent to the Office of Administrative Hearings can take a longer period of time to resolve as these cases may result in a revocation or a suspension of greater than 12 months of a license. However, we will continue to strive to timely resolve such cases as quickly as possible. We are offering more Consent Agreements for surrender versus taking the matters to hearing.

Again, this is a critical item to our Board as it affects the public and our licensees. When we identify a serious case involving possible immediate danger to the public, the Board addresses these matters on an immediate basis and with possible summary suspensions.

Solutions:

We continue to reduce the outstanding number of complaints and we are receiving a large number of new complaints.

We continue to evaluate our processes to determine if there are methods or processes available to us to increase our complaint resolution rate. The Board has established a new policy and procedure for staff to implement. The goal of this policy will be to reduce case load and investigation time drastically.

Issue 3 Our agency efficiently processes applications while continuing to meet with statute, rule and timeframe requirements. We will evaluate and determine if online applications would be effective and cost efficient for our agency in response to a customer service driven model.

Description: The Board strives to make improvements in an processes and policies. Staff has restructured the licensing division and now has two dedicated staff members to process licensing applications.

Solutions:

The Board plans to implement a new updated database which will allow for the Board's Intial Application to be completed online. This will reduce delays in that Application time-frame and allow for additional services to be completed online.

Resource Assumptions

	FY2022 Estimate	FY2023 Estimate	FY2024 Estimate
Full-Time Equivalent Positions	0.0	0.0	0.0
General Fund	0.0	0.0	0.0
Other Appropriated Funds	0.0	0.0	0.0
Non-Appropriated Funds	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0

2019 - 2021 ARIZONA MASTER LIST OF STATE GOVERNMENT PROGRAMS

OSA 0.0	Agency Summary
	BOARD OF OSTEOPATHIC EXAMINERS
	Justin Bohall, Executive Director
	Board of Osteopathic Examiners (602) 771-2522
	A.R.S. §§ 32-1800 et seq.

FY2021: To maintain or improve administrative efficiency and customer satisfaction.

Performance Measures	FY 2019	FY 2020	FY 2021
	Actual	Estimate	Estimate
Administration as percent of total cost	5	8	8
Customer satisfaction rating (1-8)	5	5	5
Explanation:	changing above from 1-5. A plan was made to move to a 1-8 scale, however that plan was recinded and we returned to a standard 1-5 scale.		

Mission:

To protect the public health and safety of people in Arizona through the regulation of physicians licensed to practice osteopathic medicine and surgery in the state.

Description:

The Board of Osteopathic Examiners regulates osteopathic physicians in Arizona. The Board is responsible for the licensure of osteopathic physicians and residents, the enforcement of standards of practice, and the review and adjudication of complaints. The Board protects the public by setting educational and training standards for licensure and by reviewing complaints made against osteopathic physicians, interns, and residents to ensure that their conduct meets the standards of the profession, as defined by A.R.S. § 32-1854.

◆ **Goal 1** To issue and renew licenses promptly and in an effective manner

- Objective:** 1 FY2019: Maintain high customer service levels.
 FY2020: Maintain high service levels; encourage use of online vs paper renewals. Attempt to determine and evaluate if moving to an online application process is feasible and cost effective.
 FY2021: Maintain high service levels; Continuing to move more services to an online platform.

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of new and existing licenses	3521	3700	3900
Number of applications for new license received (does not include Post Graduate permits or dispensing registrations)	400	426	464
Number of new licenses issued	491	400	425
Average days to issue new license	3	3	3
Explanation:	Timeframe to process applications		
Percentage of renewals done online vs. paper/manually	95	96	99

◆ **Goal 2** To investigate and resolve complaints in a timely manner

- Objective:** 1 FY2019: Maintain or reduce average number of days to investigate and resolve complaints.
 FY2020: Maintain or reduce the average number of days to investigate and resolve complaints.
 FY2021: Maintain or reduce the average number of days to investigate and resolve complaints.

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Complaints received	244	320	320
Complaints investigated	260	300	300
Licensees who had disciplinary action taken	19	20	20
Average calendar days to resolve a complaint	211	180	180
Average calendar days to investigate a complaint	160	120	110
Number of complaints closed/resolved	278	320	320

◆ **Goal 3** To administer the agency efficiently and provide customer service to the public

- Objective:** 1 FY2019: To maintain administrative efficiency and customer satisfaction.
 FY2020: To maintain or improve administrative efficiency and customer satisfaction.

Arizona Board of Osteopathic Examiners in Medicine and Surgery

Organizational Chart – August 5, 2019

