

APPENDIX E. WORKFORCE PLAN



Texas Medical Board

Workforce Plan

2013-2015

I. AGENCY OVERVIEW

Vision and Mission

The vision of the Texas Medical Board (TMB) is to serve and protect the public's welfare by ensuring that the State's licensed healthcare professionals are competent and provide quality patient health care, and to educate consumers regarding their rights as patients seeking quality health care.

The mission of the TMB is to protect and enhance the public's health, safety and welfare by establishing and maintaining standards of excellence used in regulating the practice of medicine and ensuring quality health care for the citizens of Texas through licensure, discipline and education.

Goals, Objectives and Strategies

A: Goal: Licensure

Protect the public by licensing qualified practitioners or non-profit entities, by determining eligibility for licensure through, credential verification or renewal, and by collecting information on professionals regulated by the Texas Medical Board, the Texas State Board of Acupuncture Examiners, and the Texas Physician Assistant Board.

Objective

- To ensure 100 percent compliance with Board rules by applicants for processing each licensure application in a timely manner in order to protect the public.
 - Strategy – Conduct a timely, efficient and cost-effective licensure process through specific requirements for credentials verification of initial licensure and license renewals.

B: Goal: Enforce Acts

Protect the public by conducting investigations of allegations against licensees and taking appropriate corrective and/or disciplinary action when necessary; by educating the public, staff, and licensees regarding the functions and services of the Texas Medical Board, the Texas State Board of Acupuncture Examiners, and the Texas Physician Assistant Board.

Objective

- To ensure 100 percent timely due process of all enforcement cases and to respond to all complaints in order to protect the public.
 - Strategy – Conduct competent, fair, and timely investigation; ensure due process for respondents; monitor the resolution of complaints; maintain adequate monitoring of all probationers in a timely fashion and contact consumer complainants in a timely and regular manner.
 - Strategy – Protect Texas citizens by identifying potentially impaired physicians, physician assistants, acupuncturists and surgical assistants; directing these practitioners to evaluation and/or treatment, and monitoring the participants in recovery.
 - Strategy – Improve public awareness by providing information and educational programs to educate the public and licensees regarding the agency's functions, services and responsibilities.

Agency Functions

TMB currently regulates approximately 75,000 physicians; 5,800 physician assistants; 1,000 acupuncturists; and 310 surgical assistants, in addition to other types of licenses, permits, and registrations. Although TMB provides direct services to these licensees, the agency's primary responsibility is to protect the public by assuring professional standards and accountability of those who provide care to Texas patients.

This presents the TMB with a unique challenge to regulate thousands of licensees and investigate thousands of alleged violations of these medical professions in a large and populous state with a budgeted staff of only 165 employees.

Anticipated Changes to the Mission, Strategies, and Goals over the Next Five Years

The TMB does not anticipate any changes within the mission and goals over the next five years. The agency added one strategy for the FY 2012-2013 biennium for the new Physician Health Program which was created by SB 292 in the 81st Legislature and is administratively attached to TMB. For the FY 2012-2013 biennium, a total of seven FTEs are allocated to this program.

TMB's Organization and Structure

The executive director of the agency is appointed by the Medical Board and serves at the pleasure of the board as the chief executive and administrative officer of the agency. The agency is organized by function, rather than by license type, to increase the efficiency of operations. The executive director oversees the agency's medical director as well as all of the agency's divisions and departments: General Counsel's Office, Licensure Division, Enforcement Division, Special Projects/Public Information Department, and Administrative Departments (Finance, IT).

II. CURRENT WORKFORCE PROFILE

TMB's talented workforce is the agency's greatest resource. However, it is difficult to maintain this staff and minimize turnover due to the increased demands placed on the agency. For FY 2012, TMB is authorized 165 FTEs, but has 152 actual FTEs as of May 31, 2012. Of the 165 authorized FTEs, seven FTEs are allocated to the Physician Health Program.

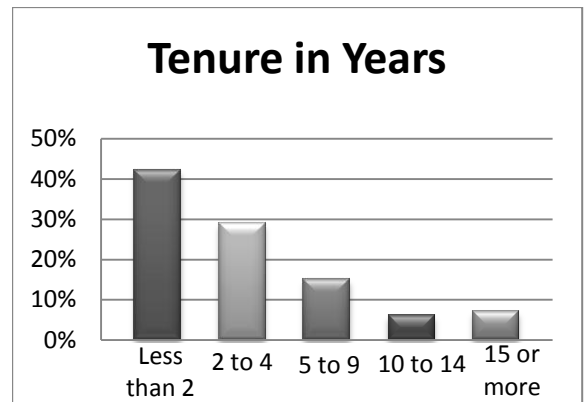
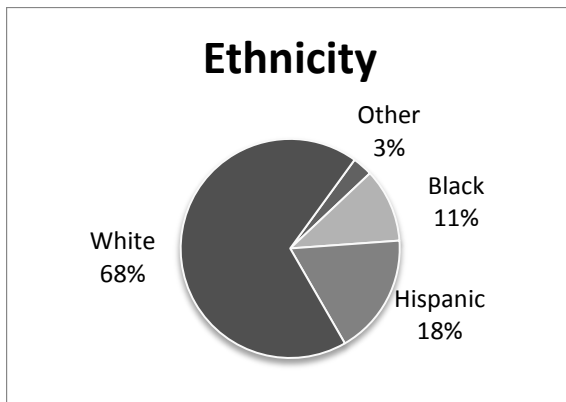
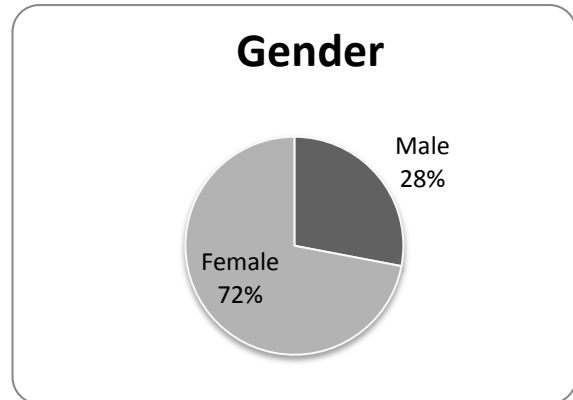
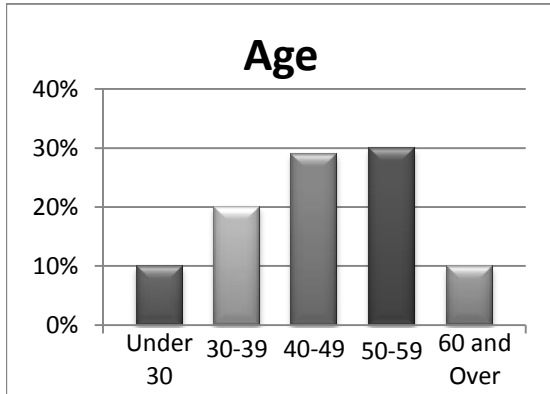
General Demographics

The TMB workforce had the following composition in FY 2010:

- TMB has a mature workforce. The average age of TMB's employees is 45.9 years. Approximately 69 percent of staff is age of 40 or older compared to 63 percent of the state's workforce. The lowest percentage of TMB's employees is under age 30.
- The percentage in TMB's female workforce has decreased slightly, from 76 percent in FY 2008 to 72 percent in FY 2010. The state's workforce is more evenly split between men (44%) and women (56%).
- Approximately 32 percent of TMB's workforce is comprised of ethnic minorities, which is less than the state percentage of 48 percent

- Approximately 58 percent of TMB employees have been with the agency longer than two years, while 28 percent of TMB employees have been with the agency for more than five years.

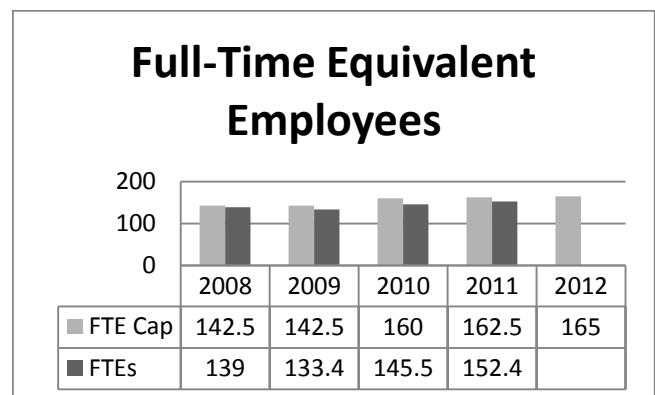
TMB Demographic Charts



Current Staffing Levels

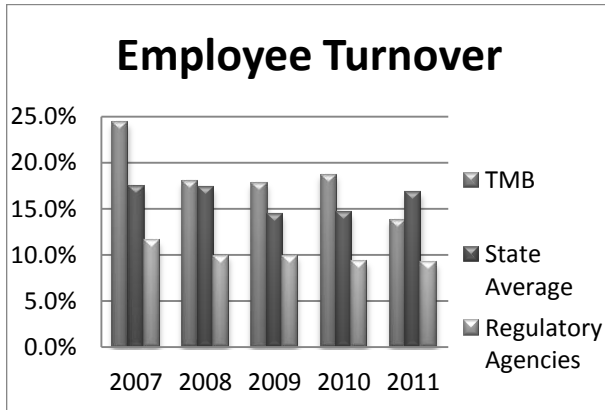
The TMB’s FTE cap has increased since FY 2009 with an increase of 18.5 in FY 2010 and 20 in FY 2011 and an additional increase of 2.5 in FY 2012. These increases bring TMB’s current cap to 165 FTEs in FY 2012 and FY 2013. Of these, seven FTEs are designated for the Physician Health Program (PHP).

The majority of the FTE increases for FY 2010-2011 were granted in order to assist with the agency’s enforcement workload caused by an increase in complaints over prior years. The increase for FY 2012-2013 were granted to allow the PHP to meet its increasing caseload and for TMB to implement a new annual reporting requirement for entities jointly owned by physicians and physician assistants.



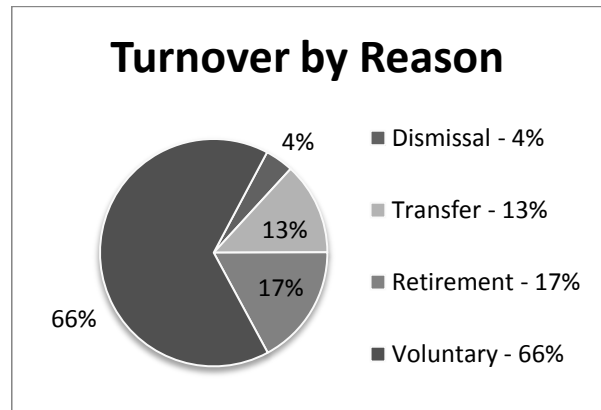
Employee Turnover and Exit Interview Information

The TMB employee turnover rate for FY 2011 was 13.8 percent, which is trending down from 18.7 percent in FY 2010 and a 17.8 percent in FY 2009. TMB's turnover has dropped below the average state turnover rate of 16.8 percent in FY 2011; the state turnover rate is the highest it has been since 2008. However, TMB's turnover rate is higher than the 9.2 percent turnover rate for regulatory agencies.



In FY 2009, the agency conducted a significant reclassification of staff positions and salaries in order to address the need for both internal and external consistency of position duties and reimbursement. This and additional funding from the 81st Legislature to address employee merit pay likely helped retain staff.

Employees responding to exit interviews in FY 2011 listed a variety of reasons for their choice of voluntarily terminating their employment with TMB. In addition to retirement, employees listed: entering or returning to school, relocation, better pay and benefits, self-employment, inadequate training, limited career opportunities, and location or transportation issues. However, the most common response to what exiting employees would like to see changed at the agency was compensation and benefits.



Projected Turnover Rate over the Next Five Years

TMB anticipates that employee turnover will remain slightly above the state average because all departments will continue to have very high volumes of workload and the agency requires high performance standards from all of its employees.

Percentage of Workforce Eligible to Retire

Based on 2010 data, Employees Retirement System estimates between FY 2010 and FY 2013, 10.9 percent of the agency's workforce will be eligible to retire. TMB estimates that approximately 19 percent of its workforce will be eligible to retire in the next five years.

Workforce Skills Critical to TMB's Mission and Goals

TMB is a complex regulatory agency requiring a variety of critical workforce skills and credentials in order to perform the core business functions. Based on the agency's mission and goals, the following identify the agency's critical workforce skills and credentials for the agency

to successfully administer and provide service to our stockholders, public, legislators, and other interested parties:

- Decision Making
- Independent Judgment
- Detailed Oriented
- Problem Solving
- Negotiation
- Communication
- Mediation/Conflict Resolution
- Customer Service
- Legislative Process
- Rulemaking
- Interpersonal Relationships
- Personal Responsibility
- Policy Development and Implementation
- Research/Writing/Editing
- Investigation
- Emerging and Advanced Computer Technology
- Compliance Regulation
- Interviewing and Information Gathering
- Risk Assessment
- Data Analysis/Management
- Telecommunication Technology
- Computer/Automated Services Skills
- RN, LVN, or PA credentials
- Paralegal credentials
- Healthcare/Medical Quality Assurance
- Clinical Investigative
- Litigation
- L.L.B. or J.D. Degree
- M.D. License
- Health Law

Technology Skills:

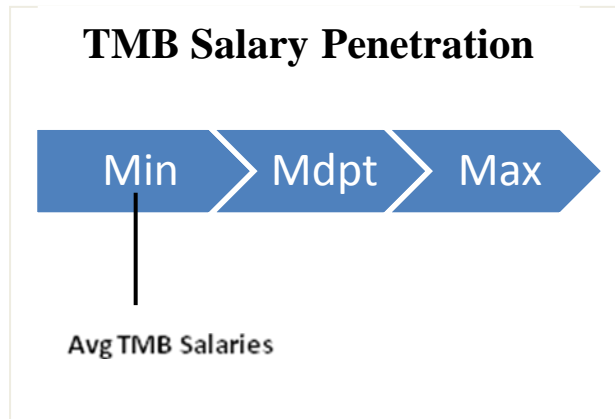
All employees must be minimally proficient in various technologies as it relates to the job function. TMB is moving to paperless functions and this means that all employees will need to be proficient with Microsoft Office, the agency's imaging program, web-based services and record retention technology.

Customer Service:

All employees will need to continue providing excellent customer service to the TMB's customers, both internal and external.

Salary Levels

Due to overall budgetary constraints and the previous biennium's required budget reductions, TMB has hired new employees at the minimum of the salary range for their positions. Between



FY 2006 and FY 2010, the average agency salary has increased 7.7 percent. The majority of these increases were due to the reclassification of staff positions and salaries in FY 2009. Currently, approximately 97.2 percent of all employees are paid below the midpoint of their salary group. The current budget constraints also limit TMB's ability to provide salary increases for performance or even one-time merit increases.

III. FUTURE WORKFORCE PROFILE

Expected Workforce Changes

To continue to meet TMB's workload, legislative and public needs, the agency must make better use of available budget/FTEs, cross-train within and outside of departments, establish automated procedures to provide efficiency and streamline processes, improve communication across departments, prepare and plan for change in leadership as retirements occur and increase the use of technology throughout the agency.

Future Workforce Skills Needed

With anticipated increased workload and to meet future workforce required skill sets, TMB must commit to developing the work skills of the current workforce as well as recruit individuals that possess the critical work skills identified below to fulfill the agency's mission and goals:

- Expert Program/Regulatory Knowledge
- Policy and Rules Development/Making
- Independent Judgment
- Customer Service
- Data Collection and Data Analysis
- Advanced Computer Skills
- Investigation
- Influencing and Negotiation Skills
- Oral Presentation and Facilitation Skills
- Research/Writing/Editing Skills
- Critical Decision Making Skills
- Team Building and Motivation
- Staff Development and Mentoring
- Mediation/Conflict Resolution

- Detailed Oriented
- Financial and Budget Management
- Interpersonal Relationships
- Personal Responsibility
- Legislative Process
- Communication Skills

Anticipated Changes in the Number of Employees Needed

It is anticipated that the demand for TMB services will continue to grow based on demographic projections for the state, a business climate that is attractive to physicians, and the legislative interest in increasing the health professions workforce in underserved areas. It is imperative that the agency do everything possible to retain staff that performs functions critical to the agency.

IV. WORKFORCE & GAP ANALYSIS

Similar to many other small to medium size state agencies, recruitment and retention of staff is frequently a challenge primarily due to uncompetitive salary levels. Key managerial staff and employees assigned to perform critical functions for the agency may be eligible to retire within the next two to five years. Succession Planning and knowledge transfer provides the opportunity for the next generation of employees to launch new ideas that may improve and streamline services to new levels.

Due to budget constraints, it is difficult for departments to attract and retain staff with the skills needed to address change management, process re-engineering and problem solving at a supervisory level. Ongoing internal training to match the agency culture and expectations could assist with this deficit as well as additional funding for salaries.

TMB continues to experienced difficulty in recruiting professional employees, particularly in the positions that require IT or medical expertise. This situation has slightly improved in recent years due to a variety of factors including the state of the current economy and the job market in Texas, which makes state jobs more attractive, as well as the agency's reclassification of positions and salaries in FY 2009. As the economy improves, and the agency continues to operate within budget constraints and reductions that do not allow for salary increases, it's likely that the agency will find itself with the same shortage of professional staff in the future.

V. WORKFORCE STRATEGIES

In the prior Workforce Plan, TMB proposed the following strategies to address the issues identified in the workforce analysis. Unfortunately, the current and future environment of budget reductions hinders the implementation of these strategies.

Strategy 1 – Recruitment and Retention Programs.

Every department's goal is to attract and retain high performing individuals with valuable work skill sets. Therefore, a variety of recruitment and retention strategies are available throughout the agency including but not limited to the following:

- Promoting state benefits
- Providing telecommuting opportunities

- When funds permit, hiring above the minimum salary and awarding One-Time and Merit Increases
- Providing in-house promotional opportunities for current employees
- Providing flexible work schedules for positions that allow flexibility
- Educational reimbursement opportunities
- Professional development opportunities
- Recognition Programs
- Outstanding Performance Leave Awards
- Teambuilding activities
- Expanding the size and diversity of the applicant pool by broadening the sites where jobs are posted.

Strategy 2 - Career Development Programs

All managers are responsible for planning the development needs for their employees. The Human Resources Department will work with each individual manager and employees to create development plans based on the required knowledge and skills. The Human Resources Department will conduct some research on cost efficient web-based learning system tools to assist management in the development of employees' work skills.

Strategy 3 - Leadership Development and Replacement

The following is essential to the leadership development and replacement process:

- Identify pivotal positions across the agency that are critical to the mission and goals of the agency to include in the succession plan
- Develop methods for preparing and developing employees for advancement
- Develop processes and methods to transfer institutional knowledge
- Create a management development program for first-line and senior staff. Develop a business plan necessary to prepare key potential employees to prepare them to be replacements in critical positions across the agency

The Human Resources Department will assist managers in developing a long-range goal plan to prepare employees to perform competencies within specific at-risk functions, and to prepare them to be competitive for future career opportunities.