

## **SCHEDULE F. TMB WORKFORCE PLAN**

### **I. AGENCY OVERVIEW**

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 and its associated boards and advisory committees.

##### *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 and its associated boards and advisory committees.

##### *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 licensees; 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, through licensure and enforcement, approximately 140,000 licensees and entities and is responsible for approximately 25 different types of licenses, permits, and certifications. 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.

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

The agency is currently undergoing Sunset review and changes to the mission, goals, and strategies in the next legislative session as well as in the next five years are possible. The agency continues to have a separate strategy for the Texas Physician Health Program which was created by SB 292 in the 81<sup>st</sup> Legislature (2009) and is administratively attached to TMB. Based on SB 202 passed in 2015, the agency also now supports two new boards and advisory committees and regulates approx. 47,000 additional licensees.

### 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, Governmental Affairs Department, and Administrative Departments (Finance, IT).

## **II. CURRENT WORKFORCE PROFILE**

TMB's talented workforce is the agency's greatest resource. However, it is often difficult to maintain this staff and minimize turnover due to the inability to consistently provide competitive salaries and merit raises or bonuses. For FY 16, TMB is authorized 201 FTEs in the General Appropriations Act, and as of May 31, 2016, has 190.5 actual FTEs. The Texas Physician Health Program is allocated 9.5 FTEs and has 8.5 actual FTEs as of May 31, 2016.

### General Demographics

The TMB workforce had the following composition in FY 2016:

- TMB has a mature workforce. The average age of TMB's employees is 45.18 years. Approximately 64% of staff is age 40 or older compared to 61% of the state's workforce. The lowest percentage of TMB's employees is evenly split between those employees who are under 30 and over 60 at 9% of the workforce for each age category.
- The percentage of TMB's female workforce has increased slightly, from 72% in FY 2014 to 75% in FY 2016. The state's workforce is more evenly split between men (57%) and women (43%).
- Approximately 40% of TMB's workforce is comprised of ethnic minorities, which is less than the state percentage of 52%.
- Approximately 24% of TMB employees have been with the agency longer than two years, while 37% of TMB employees have been with the agency for more than five years.

### Current Staffing Levels

The TMB's FTE cap has increased from 168 FTEs in FY 12 to the present authorization of 201 in FY 16. The majority of the FTE increases granted have been to assist with increases in the TMB's enforcement and licensure workloads.

### Employee Turnover and Exit Interview Information

The TMB employee turnover rate for FY 15 was 15.5%, which is trending down from 22.6% in FY 14 and 18.6% in FY 13. TMB's turnover is below the average state turnover rate of 19.3% for FY 15. TMB's turnover rate is higher than the 11% turnover rate for regulatory agencies and has consistently remained at higher levels since FY 08.

Employees responding to exit interviews since FY11 have 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, self-employment, inadequate training, limited career opportunities, and location or transportation issues. However, one of the most common responses 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 may be at or 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 2015 data, TMB estimates that approximately 8% of its workforce will be eligible to retire at the end of calendar year 2016. TMB estimates that over the next five years, 12% of the current workforce will be eligible to retire.

### 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 stakeholders, public, legislators, and other interested parties:

- Decision Making and Problem Solving
- Communication
- Customer Service
- 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
- Risk Assessment
- Data Analysis/Management
- RN, LVN, or PA credentials
- Paralegal credentials
- Healthcare/Medical Quality Assurance

- 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.

### **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.

#### 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. TMB continues to experience difficulty in recruiting professional employees, particularly in the positions that require IT or medical expertise.

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 provide 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.

### **V. WORKFORCE STRATEGIES**

TMB proposes the following strategies to address the issues identified in the workforce analysis.

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 Bonus and Merit Increases
- Providing in-house promotional opportunities for current employees
- Providing flexible work schedules for positions that allow flexibility
- 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 is able to assist each individual manager and employees to create development plans based on the required knowledge and skills.

#### Strategy 3 - Leadership Development and Replacement

The following are 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.