

## SCHEDULE F: AGENCY 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 physicians and other license types regulated by TMB's associated boards and committees; and directing these practitioners to evaluation and, if necessary, to treatment and monitoring for the participants in recovery.
    - Strategy – Improve public awareness by providing information and educational programs through public presentations, outreach to medical societies and professional associations, medical school visits, agency website and publications, and appropriate social media.

### Agency Functions

TMB currently regulates, through licensure and enforcement, approximately 155,200 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

With the conclusion of the 86<sup>th</sup> legislative session, the agency emerged from a multi-session Sunset review where a number of changes were addressed and the agency was reauthorized for another twelve years. The agency continues to work on the implementation of those changes but does not anticipate major changes to the agency's mission or current goals and strategies in the next five years.

### 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 departments: General Counsel's Office, Licensure, Registrations, Enforcement Support, Investigations, Compliance, Governmental Affairs and Communications, Finance, and Information Technology.

## **II. CURRENT WORKFORCE PROFILE**

The TMB's talented workforce is the agency's greatest resource. However, it is often difficult to recruit and maintain staff. It continues to be a challenge to attract qualified applicants and minimize turnover due to the inability to consistently provide competitive salaries and merit raises or one-time merit bonuses. For FY20, TMB (including the Texas Physician Health Program) is authorized 217.5 FTEs in the General Appropriations Act, and as of May 31, 2020, has 202 actual FTEs.

### General Demographics:

The TMB workforce has the following composition in FY 2020:

- The average age of TMB's employees is 46 years. Approximately 66% of staff is age 40 or older compared to 58.08% of the state's workforce. The percentage of TMB employees under 30 is 6.2% and over 60 is 12.8%. The corresponding state workforce percentage as of May 31, 2020 is 17.65% for employees under age 30 and 11.28% for employees age 60 and older. The corresponding state workforce percentages for FY19 were 18.19% for employees under age 30 and 11% for employees age 60 and older. The corresponding state workforce percentages for FY18 were 18.13% for employees under age 30 and 11.08% for employees age 60 and older.

- TMB's current workforce continues to be predominantly female. The workforce split is 75.25% female and 24.75% male. In comparison, the current state's workforce is 53.68% female and 46.32% male. For FY 2019 the state's workforce was 53.30% female and 46.70% male and for FY18 it was 53.77% female and 46.23% male.
- Approximately 49% of the agency's current workforce is comprised of ethnic minorities, which is just under the state percentage of 50.18%. In FY19 the agency's workforce was approximately 48% comprised of ethnic minorities while the FY19 state's workforce was comprised of 49.65% ethnic minorities. In FY2018, approximately 51% of the TMB's workforce was comprised of ethnic minorities while the FY18 state's workforce was roughly 49%.

### Current Staffing Levels

The TMB's FTE cap increased by 9 FTEs (7 FTEs for TMB and 2 FTEs for TXPHP) from 208.5 FTEs in FY18 and FY19. The FTEs for FY20 is 217.5. The increase in FTEs was to address the continued impact and additional workload that the agency experienced due to Senate Bill 202 (2015) which transferred four license types from the Department of State Health Services (DSHS) to the TMB and increased the licensee population by almost 50% (approx. 46,000 licensees). The listing of the titles and salaries for the additional FTEs is listed below:

- 1 License Program Supervisor IV @ \$59,473/yr
- 1 License & Permit Specialist IV position @ \$43,493/yr
- 2 License & Permit Specialist III positions @ \$36,312; \$72,624/yr for both FTEs
- 1 Investigator VII position (Physician Investigator) @ \$90,713/yr
- 2 Call Center staff (License & Permit Specialist III positions) @ \$36,112; \$72,224/yr for both FTEs
- 1 Substance Abuse Counselor for TXPHP @ \$54,000/yr
- 1 Administrative Assistant IV for TXPHP @ \$41,500/yr

### Employee Turnover and Exit Interview Information

For the period covering September 1, 2019 through May 31, 2020, the current turnover is 3.96%. For FY19, it was 16.8% and for FY18 it was 20.9%. The TMB's turnover has seen a significant decrease (this includes transfers between state agencies). The Board's turnover for FY19 was 4.4 percent lower than the average state turnover rate of 21.2% (includes transfers between state agencies).

Employees responding to exit interviews since FY18 to the present have listed a variety of reasons for their choice of voluntarily terminating their employment with TMB. In addition to retirement, employees listed: took job at private sector, transfer to another state agency, self-employment, child-care, 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. Additionally, it was noted that employees listed that they would want to work for the agency again when completing the State of Texas Employee Exit Survey.

### Projected Turnover Rate Over the Next Five Years

The TMB anticipates that employee turnover may continue to trend upward over the next five years since all departments will continue to experience very high volumes of workload and the agency requires high performance standards from all of its employees.

### Percentage of Workforce Eligible to Retire

As of May 31, 2020, the TMB estimates approximately 8.9% of its workforce will be eligible, or are already eligible, to retire within the next 12 months. The Board estimates that over the next five years, at least 15.3% of the current workforce will meet retirement eligibility requirements.

### Workforce Skills Critical to TMB's Mission and Goals

One thing is for certain, the way the TMB operates daily may likely change. Employees' workplace may be their home the majority of their weekly work schedule. A new way of performing some of the core business functions of the agency may need to be implemented. Employees will need to be able to adapt to changes in their workplaces. Employees will need to have the ability to continuously update and rejuvenate their work skills. The critical workforce skills and credentials needed for the agency to successfully continue to administer and provide services to our licensees, stakeholders, public, legislators, and other interested parties are listed below:

- Decision Making and Problem Solving
- Leadership Skills
- Emerging and Advanced Computer Technology
- Creativity and Innovation
- Ability to adapt to change
- Ability to be tech savvy
- Critical Thinking/Problem Solving
- Digital skills
- Communication
- Mediation/Conflict Resolution
- Customer Service
- Legislative Process
- Rulemaking
- Emotional Intelligence/Interpersonal Relationships
- Personal Responsibility
- Policy Development and Implementation
- Research/Writing/Editing
- Investigation
- 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

All employees must be minimally proficient in various technologies as it relates to the job function. Employees should have the ability to adapt quickly to changes in the processes and procedures of their departments, must have the aptitude to learn new technologies and develop the skills to use evolving tools to perform their work responsibilities. Employees must be proficient with Microsoft Office, the agency's imaging program, and web-based services.

### III. FUTURE WORKFORCE PROFILE

#### Expected Workforce Changes

With the current challenges employers and employees are now experiencing due to Covid-19, TMB eligible staff have been able to adapt to working remotely every work day of their weekly work schedule during this global crisis. Managers reported that employees' productivity has increased and that employees have become resourceful in order to successfully complete the work of their departments. Managers report that employees have what they need to successfully perform their work responsibilities. There were some initial setbacks with the Board's ability to conduct enforcement hearings remotely; however, IT/technology solutions were quickly implemented by staff. The agency's ability to establish a successful work remote plan for employees was due to the agency's current practice of allowing employees to work remotely 2 to 3 times a week. The agency's telecommuting policy had already identified and addressed all the possible issues that eligible employees experienced while working remotely. When Managers were surveyed to identify what resources or requirements employees would need to successfully work remotely, no significant requirements or needs were identified.

Since we do not know what the "new normal" will be in the workplace after this pandemic, the TMB should consider adopting and implementing some operational changes that call for a more virtual work environment. The TMB should be proactive rather than reactive in assessing what worked during this pandemic and then implement the successful processes and procedures into the daily work days of its employees. TMB's IT department will have a pivotal role in the agency's success for implementing a permanent virtual work environment. An assessment of our current hardware and infrastructure may need to be performed. The agency may see some cost-savings as the overhead expenses (e.g. rent, cost of utilities, etc.) may be reduced. Additionally, on-line meetings may replace actual face-to-face meetings. This would reduce travel expenses and other costs associated with travel for employees, board members, and other individuals who perform the work of the agency.

Even in the midst of this pandemic, the TMB must continue to meet legislative and public needs. The agency must continue to make better use of available budget/FTEs, and continue with cross-training within and outside of departments, especially if working remotely may now be the norm. Again, we have to be proactive in increasing the use of technology and automated

procedures to provide efficiency, streamline processes, and improve communication across departments.

#### 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, new licensees to regulate, 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**

With the recent additional funding for salary increases for all positions across the agency (Executive Director Position was excluded) received in FY19, the agency has seen a decrease in turnover. For the period covering September 1, 2019 through May 31, 2020, the current turnover is 3.96%. For FY19, it was 16.8% and for FY18 it was 20.9%. The TMB must continue to address workforce salaries to be competitive with other state agencies and the private sector due to continued difficulty in recruiting all level of positions across the agency, specifically in positions that require IT or medical expertise.

Key managerial staff and employees assigned to perform critical functions for the agency are either currently eligible to retire or will be eligible 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 and the lack of competitive salaries, it continues to be 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**

The 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
- Educational Leave/Scholarship opportunities
- Fitness Leave
- 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
- Provide more cross training opportunities between departments

## VI. 2020 SURVEY OF EMPLOYEE ENGAGEMENT

### Survey

The Institute of Organizational Excellence, part of UT Austin’s School of Social Work, administered the Survey of Employee Engagement to Texas Medical Board (TMB) employees in late January and early February 2020 and provided the results in late February 2020.

Many state agencies participate in this survey, which allows the TMB to compare itself to agencies of similar size and mission. TMB was compared to other agencies with between 101 and 300 employees and to agencies involved with the regulation of medical, financial and other service industries. The survey also allows the agency to compare current results to prior years.

The SEE is specifically focused on the key drivers relative to the ability to engage employees towards successfully fulfilling the vision and mission of the organization. The survey consists of 48 primary items used to assess essential and fundamental aspects of how an organization functions, potential barriers to improvement, and internal organizational strengths.

Similar items are grouped together and scores averaged to produce 12 “construct” measures. These constructs capture the concepts most utilized by leadership and drive organizational performance and engagement.

12 Constructs	
Workgroup	Internal Communication
Strategic	Pay
Supervision	Benefits
Workplace	Employee Development
Community	Job Satisfaction
Information	Employee Engagement

Additionally, six of the primary items are also used to assess the agency’s climate. These items address: harassment, ethics, fairness, supervisor feedback, and Executive leadership.

### Results

The survey was distributed to 198 TMB employees, of which 174 employees, or **87.9 percent**, responded. The TMB has a response rate that is considered high as it exceeds the 50 percent benchmark that suggests a strong level of soundness of the results. The TMB’s response rate is historically strong, and the 2020 response rate is an increase from the two prior surveys in 2016 (82%) and 2018 (77%).

### Overall Score

Agencies’ overall scores typically fall between 325 and 375. Overall scores above 350 are desirable, while scores above 400 are considered a product of a highly engaged workforce. **TMB’s overall score was 381**, 9 points higher than the overall score of 372 in 2018, and is back up to matching the 2016 score after taking a dip.

Scores above 350 suggest employees perceive the construct or dimension more positively than negatively, with scores higher than 375 indicating a substantial strength.



In contrast, scores below 350 suggest employees perceive the construct or dimension less positively, with scores below 325 indicating an area should be a significant source of concern for the organization.

### **TMB Strengths**

TMB's top three strengths are considered substantial strengths with each receiving a score of well above 375.

**Strategic, Score: 410**, captures employees' perceptions of their role in the organization and the organization's mission, vision, and strategic plan. Higher scores suggest that employees understand their role in the organization and consider the organization's reputation to be positive. This is an increase of 13 points from the previous score of 394 in 2018.

**Supervision, Score: 409**, captures employees' perceptions of the nature of supervisory relationships within the organization. Higher scores suggest that employees view their supervisors as fair, helpful and critical to the flow of work. Supervision was the highest scoring construct in the 2018 survey at 407.

**Workplace, Score: 403**, captures employees' perceptions of the total work atmosphere, the degree to which they consider it safe, and the overall feel. Higher scores suggest that employees see the setting as satisfactory, safe and that adequate tools and resources are available at the time. The Workplace score in 2018 was 400.

*\*Strategic, Supervision, and Workplace were also the top constructs in the 2018 SEE.*

### **Areas of Concern**

TMB areas of concern, the three lowest ranking constructs, had scores ranging from 215 to 376. As noted above, the tipping point between positive and negative employee perceptions on a construct is 350. While one of the constructs was part of TMB's lowest three, it still had a score greater than 350.

**Pay: Score 215**, captures employees' perceptions about how well the compensation package offered by the organization holds up when compared to similar jobs in other organizations. Lower scores suggest that pay is a central concern or reason for discontent and is not comparable to similar organizations.

The score has held steady at 215 since 2018; however, it is consistently lower than state agencies of similar size (269), with a similar mission (299), and all state agencies (277). Previously, TMB saw a three-biennium score increase from 2012 to 2016, topping out at 253. Even after receiving an across-the-board pay increase in fiscal year 2020, employee perceptions of this construct did not change.

**Employee Development: Score 335**, captures employees' perceptions about the priority given to their personal and job growth needs. Lower scores suggest that employees feel stymied in their education and growth in job competence. The Employee Development score increased 4 points from 331 in 2018.

**Benefits: Score 376**, captures employees' perceptions about how the benefits package compares to packages at similar organizations and how flexible it is. Lower scores suggest that employees perceive benefits as not valuable or unfair in comparison to similar jobs in the community. The Benefits score increased 11 points from 365 in 2018.

### **Climate Analysis**

While not scored as a Construct, the climate in which employees work is also surveyed using the following 6 primary items. The appropriate climate is a combination of a safe, non-harassing environment with ethical abiding employees who treat each other with fairness and respect. The climate in which employees work does, to a large extent, determine the efficiency and effectiveness of an organization.

The scores for climate are presented slightly differently. Scores above a 3.50 are viewed in the same way as Construct scores of 350, as being more positive than negative by employees.

<b>Climate Analysis</b>		
<b>ITEM</b>	<b>2020</b>	<b>2018</b>
Harassment is not tolerated at my workplace.	4.27	4.07
Employees are generally ethical in my workplace.	4.15	3.98
I believe we will use the information from this survey to improve our workplace.	3.48	3.25
I am satisfied with the opportunities I have to give feedback on my supervisor's performance.	3.64	3.45
Upper management (Executive and/or Senior Leadership) effectively communicates important information.	4.22	3.86
I am treated fairly in my workplace.	4.09	3.98

When looking at the individual climate items for 2020, the scores ranged from 3.48 to 4.27. Of the six items, only one fell below the 3.50 tipping point: "I believe we will use the information from this survey to improve our workplace" had a score of 3.48. This equates to 19% of the respondents. Overall, the table reflects across the board improvements from 2018 to 2020.