

## SCHEDULE F: AGENCY WORKFORCE PLAN

### I. Agency Overview

The Texas State Board of Pharmacy (Board) is comprised of eleven Governor-appointed Board members to include seven pharmacists, one pharmacy technician, and three members who represent the public.

The Board employs over 100 staff members who oversee a licensee population that at the end of fiscal year 2023 consisted of 39,914 licensed pharmacists, 75,314 registered pharmacy technicians and pharmacy technician trainees, and 8,370 licensed pharmacies (facilities). In addition, the Board operates the Texas Prescription Monitoring Program (PMP) which collects and monitors prescription data for all Schedule II, III, IV, and V Controlled Substances (CS) dispensed by a pharmacy in Texas or to a Texas resident from a pharmacy located in another state. The PMP also provides a database for monitoring patient prescription history for practitioners and the ordering of Texas Schedule II Official Prescription Forms.

#### A. Agency Mission

Mission - The Texas State Board of Pharmacy, as a leader in protecting the public health of the citizens of Texas, shall uphold quality standards for licensing and facilitate regulation that promotes innovative, multidisciplinary, and collaborative practices and education which produce quality care and positive patient outcomes.

Agency Action Plan - The Texas State Board of Pharmacy approaches its mission with integrity and prioritizes the health and safety of the citizens of Texas in all aspects of facilitating pharmacy regulation. Our processes and services are built on our core values of protecting public health and acting in accordance with the highest standards of ethics.

We carry out our mission through the following functions:

- License/Registration issuance and regulation
- Rulemaking in accordance with applicable Texas and federal laws
- Complaint processing and adjudication when appropriate
- Conducting compliance inspections
- Educating our constituency
- Providing practice and information resources
- Hosting our state Prescription Monitoring Program
- Offering excellent customer service

**B. Agency Strategic Goals and Organizational Structure**

<b>Goal One</b>	To establish and implement reasonable standards for pharmacist, pharmacy technician, and pharmacy technician trainee education and practice, and for the operations of pharmacies to assure that safe and effective pharmaceutical care is delivered to the citizens of Texas [Texas Pharmacy Act (Occupations Code, Sec. 551-569)].
<b>Objective</b>	Continue to operate a licensure system for pharmacists, pharmacy technicians, pharmacy technician trainees, and pharmacies that will assure that all licensees and registrants meet minimum licensing standards.
<b>Goal Two</b>	To assertively and swiftly enforce all laws relating to the practice of pharmacy to ensure that the public health and safety are protected from the following: incompetent pharmacists, pharmacy technicians, and pharmacy technician trainees; unprofessional conduct, fraud, and misrepresentation by licensees; and diversion of prescription drugs from pharmacies; and to promote positive patient outcomes through the following: reduction of medication errors by encouraging or requiring licensees to implement self-assessment programs and continuous-quality improvement programs, including peer review processes; and enforcement of rules relating to patient counseling and drug regimen review, including prevention of misuse and abuse of prescription drugs, and to operate the Prescription Monitoring Program for the State of Texas. [Texas Pharmacy Act (Occupations Code, Sec. 551-569), and Health and Safety Code, Chapter 481, Controlled Substances, and Chapter 483, Dangerous Drugs.]
<b>Objective</b>	Deter and reduce the incidence of violations of the law through compliance inspections of 40% of the licensed pharmacies located in Texas each year; through technical assistance to licensees; through education and increased licensee access to information by contacting all licensees; and to resolve complaints received within an average of 180 days.

The Board’s functional structure at the end of FY2023 comprised the following teams.

- Office of the Executive Director
  - Operations
  - Licensing
  - Compliance
  - Enforcement
  - Legal
  - Prescription Monitoring Program (PMP)
  - Information Technology

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

No changes to the Agency Mission or Action Plan are anticipated in the next five years. The Texas State Board of Pharmacy constantly seeks ways to be effective in fulfilling its core functions, achieving performance measures, and implementing plans to continuously improve.

## II. Workforce Analysis

### A. Current Workforce Profile

Based on data from the State Auditor's Office (SAO) and the Electronic Classification Analysis System (E-Class), the overall number of employees for FY 2023 was 96.75. The breakdown of this workforce is as follows:

- 65% of agency employees are females, and 35% are males.
- The agency's ethnic workforce includes approximately:
  - 49.9% Caucasian employees
  - 32.0% Hispanic employees
  - 15.8% African American employees
  - 1.3% Asian employees, and
  - 1.0% of two or more race employees.
- The agency's age distribution is as follows:
  - 7.5% of employees are in the 16-29 age group.
  - 26.9% are in the 30-39 age group.
  - 30.0% are in the 40-49 age group.
  - 25.3% are in the 50-59 age group.
  - 9.3% are in the 60-69 age group, and
  - 1.0% are in the 70 or older age group.
- The agency's tenure distribution is as follows:
  - 25.1% of TSBP employees have been with the agency for less than two years.
  - 20.2% for 2-4.99 years
  - 30.7% for 5-9.99 years
  - 9.0% for 10-14.99 years
  - 8.8% for 15-19.99 years
  - 4.1% for 20-24.99 years
  - 1.0% for 25-29.99 years, and
  - 1.0% for 30-34.99 years
- The retirement eligibility projections are as follows:
  - In 2024 - 12 employees will be eligible for retirement.
  - In 2025 - 1 employee will be eligible.
  - In 2026 - 2 employees will be eligible.
  - In 2027 - 1 employee will be eligible
  - In 2028 - 7 employees will be eligible, and
  - In 2029 - 3 employees will be eligible

\*\* Between 2024 and 2029, 26 employees—24.8% of the TSBP workforce—will be eligible for retirement. When these employees retire, 6 of whom are in a supervisory role, will take a combined total of 636 years of TSBP knowledge and experience with them.

Turnover is a critical issue for agencies statewide; TSBP's turnover rate compared to the statewide rate for fiscal years 2021-2023 is as follows:

<b>Fiscal Year</b>	<b>Agency Turnover</b>	<b>Statewide Turnover</b>
2023	20.8%	18.7%
2022	20.5%	22.7%
2021	9.8%	21.5%

The SAO reported that the top three reasons employees reported in exit surveys for leaving state employment during the FY 2023 were better pay/benefits, retirement, and poor working conditions/environment. Additionally, TSBP results from the 2023 Survey of Organizational Excellence reported that agency employees' top three areas of concern were Pay, Benefits, and Employee Development.

\* Sources for "Current Workforce" Data: Auditor's Office (SAO), Electronic Classification Analysis System (E-Class), SAO Annual Report on Classified Employee Turnover for Fiscal Year 2021-2023, CAPPS Retirement Forecast Report

## **B. Critical Workforce Skills**

Several critical skills and knowledge areas are essential to the agency's operations. Without these, the TSBP employees could not provide critical business functions. These fundamental skills and areas of knowledge are as follows:

- extensive knowledge of healthcare systems and the practice of pharmacy and drug distribution, including legal and regulatory requirements
- extensive knowledge of state administrative rules and regulations, including the management of human resources, budgetary, and appropriations process
- extensive knowledge of information resource systems, including web-based applications
- thorough knowledge of the Texas Administrative Procedures Act, rules of evidence, and other administrative and criminal laws and procedures
- thorough knowledge of investigative procedures, and
- strong interpersonal skills and customer service.

Additionally, a license to practice pharmacy by the TSBP is a critical requirement for many of the agency's positions, including the Executive Director/Secretary.

## **C. Future Workforce Profile**

The agency's ability to serve and protect the public interest continues to be affected by the ever-increasing demand for its services across all areas of operation. The complexity of modern health and pharmaceutical care further adds to the agency's challenges in responding to future needs.

All critical workforce skills previously listed continue to be necessary, but advanced competency in these skills will be required as technology progresses.

TSBP has a full-time equivalent (FTE) employee limitation of 117 employees; the agency currently has 93 employees, resulting in a 22-employee operating deficit. To ensure the continued success of its operations, the agency must prioritize hiring, retaining, and developing employees.

## **D. SWOT Analysis**

<p><b>Strengths</b></p> <p>TSBP's team comprises highly educated and qualified individuals who bring a wealth of expertise to the organization. TSBP's focus on work-life balance is reflected in its telework and alternative schedule initiatives, which have proven effective recruitment tools. These initiatives have helped create a positive work culture that fosters employee well-being. TSBP is well-positioned for growth, with retirement projections over the next five years creating new talent and leadership opportunities.</p>	<p><b>Weaknesses</b></p> <p>The agency faces challenges due to staff turnover and the need for more applicants to fill vacant positions. According to the data for FY 2023, the agency had a turnover rate of 20.8%, exceeding the statewide average of 18.7%. The primary reason behind this trend is inadequate compensation, which fails to compare to private-sector employers. As a result, employees seek better opportunities elsewhere, leading to a loss of skilled workforce and institutional knowledge. This, in turn, burdens the remaining staff with filling in the gaps.</p>
<p><b>Opportunities</b></p> <p>Due to the projected retirement of supervisory personnel, TSBP has an excellent opportunity to promote career growth among its employees. To achieve this, the agency must create and implement succession and action plans. These plans will ensure a smooth staff transfer and help identify potential skills gaps in current employees, which can be used as a long-term recruiting strategy when hiring new employees. In addition, TSBP is located next to a major university, which presents an excellent opportunity for the agency to develop relationships with relevant university departments in order to create candidate pipelines.</p>	<p><b>Threats</b></p> <p>Over the next five years, TSBP is projected to lose 24.8% of its employees due to possible retirements. This, coupled with an annual increase in employee turnover, threatens TSBP's ability to maintain the high level of service its clients have come to expect. TSBP has faced challenges in attracting and retaining qualified employees because its salaries do not match those in the private sector. This could eventually lead to hiring employees with significant skills and education gaps.</p>

### III. Workforce Strategies

After analyzing the agency and its workforce, TSBP has determined two primary gaps that need to be addressed:

- Succession and action planning must be completed for supervisory roles to ensure a clear plan for filling critical positions due to retirement or unforeseen circumstances.
- TSBP has been limited in its ability to attract and retain qualified employees due to the agency's inability to offer competitive salaries compared to those paid in the private sector.

To effectively address gaps in the current workforce and proactively prepare for future demands, TSBP will work on the following action steps:

<b>GAP</b>	<b>Lack of succession planning for supervisory staff</b>
<b>Goal</b>	Develop a well-trained workforce that can fill critical positions within TSBP.
<b>Rationale</b>	The training and development of current employees is critical to the agency's success. With 24.8% of TSBP employees eligible for retirement within five years, the agency should continue analyzing existing staff to create succession and action plans.
<b>Action Steps</b>	<ul style="list-style-type: none"> <li>• Enhance the agency's training and professional development programs.</li> <li>• Create a succession plan for all managerial roles.</li> <li>• Create action plans for employees identified in succession planning.</li> <li>• Use succession plans to help long-term recruiting strategy.</li> <li>• Create an agency-wide SOP library to help reduce knowledge loss.</li> </ul>
<b>GAP</b>	<b>Ability to attract and retain qualified employees</b>
<b>Goal</b>	Become an employer of choice.
<b>Rationale</b>	TSBP is facing a shortage of active employees compared to the headcount limitation. Additionally, many employees are expected to retire in the near future. Therefore, TSBP must focus on attracting and retaining employees. To achieve this, TSBP should offer competitive pay packages that align with the job market in Austin. Furthermore, TSBP should adjust its recruiting strategies to reach a broader audience.
<b>Action Steps</b>	<ul style="list-style-type: none"> <li>• Request increased agency appropriations for salaries to improve the attraction and retention of skilled employees.</li> <li>• Invest in recruitment programs such as career fairs, university partnerships, and paid job announcement boards.</li> <li>• Consider a main office internship program as a cost-effective solution for filling employment gaps</li> </ul>

#### IV. Conclusion

Investing in our employees is essential for maintaining the efficiency and effectiveness of TSBP operations. In Texas government, as in the private sector, it is crucial to pay competitive wages to attract and retain quality employees. Our employees are imperative to our operations, and their expertise and dedication drive our success. Over the next five years, we have identified specific action steps to make TSBP an employer of choice. This includes investing more in our employees' professional development and continuing to seek competitive pay increases to attract and retain top talent. Our ultimate goal is to build a culture of excellence where our employees feel valued, supported, and empowered to achieve their full potential.