

# AGENCY STRATEGIC PLAN

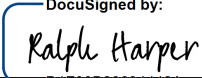
Fiscal Years 2025 - 2029


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By

## Executive Council of Physical Therapy and Occupational Therapy Examiners

| <u>Council Member</u>      | <u>Term Ending</u> | <u>Hometown</u> |
|----------------------------|--------------------|-----------------|
|                            | February 1,        |                 |
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| Eddie Jessie               | 2025               | Houston         |
| Harvey Aikman              | 2027               | McAllen         |
| Stephanie Johnston, OTR    | 2027               | Magnolia        |
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March 22, 2024



**EXECUTIVE COUNCIL OF PHYSICAL THERAPY AND  
OCCUPATIONAL THERAPY EXAMINERS**

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## **Strategic Plan Fiscal Years 2021 – 2025**

### **Agency Mission**

The mission of the Executive Council of Physical Therapy and Occupational Therapy Examiners (ECPTOTE) is to protect the health, safety, and welfare of the people of Texas through the regulation and enforcement of the practices of physical therapy and of occupational therapy.

### **About**

As an independent administrative governmental agency, the Executive Council of Physical Therapy and Occupational Therapy Examiners is dedicated to upholding the highest standards of excellence, ethical conduct, and fiscal integrity in all our endeavors. We support the regulation of physical therapy and occupational therapy and the investigation of violations to ensure the health safety and welfare of for the people of Texas.

The ECPTOTE operates with a dual focus on supporting the regulation of physical therapists and occupational therapists, as well as investigating violations of the practice acts governing these professions. Our dedicated staff, organized into administrative support, licensing, and enforcement divisions, embody our core values of excellence, integrity, recognition, efficiency, and customer service. By faithfully adhering to these values and objectives, we aim to demonstrate our commitment to consistent, fair, and sensible licensing and regulation, thereby earning the trust and confidence of the public and the people we regulate.

### **Organizational Structure:**

Our agency is structured into three key divisions:

1. **Administrative Support:** This division ensures the smooth operation of our agency by managing administrative functions, providing support services, and facilitating communication both internally and externally.
2. **Licensing:** The licensing division oversees the licensure process for physical therapists and occupational therapists, ensuring that qualified individuals meet the necessary requirements for practice within our jurisdiction.
3. **Enforcement:** The enforcement division investigates complaints and allegations of misconduct or violations within the physical therapy and occupational therapy practice acts.

It collaborates closely with the investigation committees of both boards to ensure thorough examination and resolution.

## **Agency Operational Goals and Action Plans**

### **Agency Operational Goal #1: Licensing**

The agency will protect public health and safety by licensing qualified practitioners of physical therapy and occupational therapy.

#### **Action Goal: #1 Licensing**

1. **Streamline Licensing Process:** Implement streamlined procedures to expedite the licensing process for physical therapists and occupational therapists, ensuring qualified practitioners can enter the workforce promptly.
2. **Efficient Resource Utilization:** Optimize resource allocation and minimize waste by regularly assessing and eliminating redundant or non-core functions.
3. **Performance Monitoring:** Continuously review and update licensing criteria to reflect evolving industry standards and best practices, ensuring only qualified individuals receive licensure.
4. **Continuous Improvement:** Develop and implement plans for continuous improvement based on feedback from employees, licensees, and stakeholders.
5. **Attentive to providing excellent customer service:** Through online surveys, personalized interactions, and responsive communication channels, the agency prioritizes excellent customer service for licensees and stakeholders.

### **Alignment with Statewide Objectives: Goal #1: Licensing**

1. **Accountable to tax and fee payers of Texas:** The agency ensures transparency and accountability in fee utilization, directing excess revenues to General Revenue and operating efficiently to justify expenses to the legislature.
2. **Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions:** By optimizing technology and process improvements, the agency maintains high efficiency despite budget constraints, minimizing waste and maximizing taxpayer funds.
3. **Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve:** The agency consistently meets or exceeds performance measures, as evidenced by high employee and licensee satisfaction rates and successful attainment of licensing targets.

4. **Providing excellent customer service:** Through online surveys, personalized interactions, and responsive communication channels, the agency prioritizes excellent customer service for licensees and stakeholders.
5. **Transparent such that agency actions can be understood by any Texan:** The agency ensures transparency through website resources, newsletter, regular communications, and readily available licensure information, promoting understanding among all Texans.

### **Agency Operational Goal #2: Public Protection**

The agency will protect the public by investigating allegations against individuals in violation of the laws governing the practice of physical therapy and occupational therapy, and taking appropriate corrective and/or disciplinary action when necessary, and by educating the public, staff and licensees regarding the agency and boards' functions and services.

### **Action Items: Goal #2: Public Protection**

1. **Thorough Investigations:** Investigate and take action on all valid complaints received, ensuring prompt resolution within specified timelines.
2. **Effective Disciplinary Actions:** Initiate disciplinary action on licensees as necessary, following established disciplinary procedures and utilizing a disciplinary action matrix.
3. **Transparency Measures:** Publish disciplinary information in quarterly newsletters distributed to licensees and stakeholders and provide easily accessible online resources for filing complaints and checking disciplinary actions.
4. **Stakeholder Engagement:** Conduct regular presentations at physical therapy and occupational therapy schools to educate students about practice regulations and disciplinary processes, creating awareness and compliance from the beginning of their careers.
5. **Quarterly Updates:** Provide written quarterly updates to all necessary parties involved in complaints, ensuring transparency, and keeping required parties informed of case progress.

### **Alignment with Statewide Objectives: Goal #2: Public Protection**

1. **Accountable to tax and fee payers of Texas:** Demonstrate accountability by promptly resolving complaints and taking appropriate disciplinary actions.
2. **Efficient Operations:** Streamline complaint processes and allocate resources efficiently to ensure effective and timely investigations, as reflected in high performance measures and resolution rates.
3. **Effective Core Functions:** Meet or exceed performance measures related to enforcement activities, indicating successful fulfillment of core functions and continuous improvement efforts.

4. **Excellent Customer Service:** Efficiently utilize resources to direct interaction with stakeholders, ensuring accessibility and responsiveness to inquiries and complaints.
5. **Transparency:** Enhance transparency through regular publication of disciplinary information, comprehensive online resources, and presentation engagement efforts, enabling all Texans to understand agency actions and processes



### Redundancies and Impediments

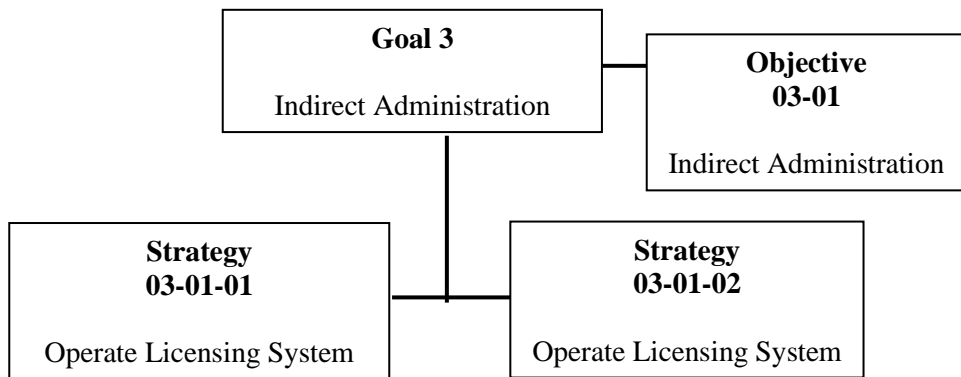
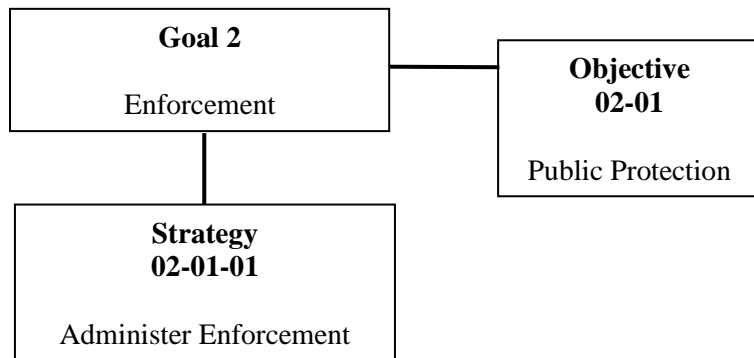
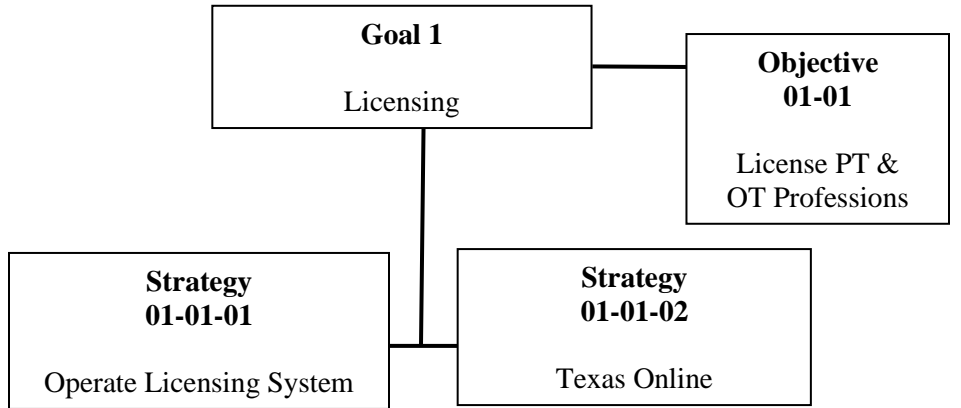
|  | Statutory Cite | Reason for Statutory Change | Recommended Statutory Change | Benefit of Change |  |
|--|----------------|-----------------------------|------------------------------|-------------------|--|
|  |                |                             |                              |                   |  |



## **II. Supplemental Elements**

**Schedule A: Budget Structure**

The following visual displays the relationships between the goals, objectives, and strategies of the Executive Council, followed by a listing of the outcome, output, efficiency and explanatory measures that support each of them.



## **GOAL 1: License Physical and Occupational Therapists**

To protect the public health and safety by licensing qualified practitioners of physical therapy and occupational therapy.

### **Objective 01-01: Ensure License Standards for PTs, and OTs**

To operate a licensing process for physical therapists, physical therapist assistants, occupational therapists, and occupational therapy assistants that will ensure meeting all license standards.

#### **Outcome Measures:**

- Percent of Licensees with No Recent Violations: Physical Therapy
- Percent of Licensees with No Recent Violations: Occupational Therapy

### **Strategy 01-01-01: Issue and Renew Licenses**

Operate an efficient, accurate, and timely licensure process to license physical therapists, physical therapist assistants, occupational therapists, and occupational therapy assistants, through specific requirements for preparatory education, examinations, endorsements, continuing competence/education, and renewal.

#### **Output Measures:**

- Number of New Licenses Issued to Individuals: Physical Therapy
- Number of New Licenses Issued to Individuals: Occupational Therapy
- Number of Licenses Renewed (Individuals): Physical Therapy
- Number of Licenses Renewed (Individuals): Occupational Therapy

#### **Efficiency Measures:**

- Average Licensing Cost per Individual License Issued: Physical Therapy
- Average Licensing Cost per Individual License Issued: Occupational Therapy
- Percentage of New Individual Licenses Issued Within 10 Days: Physical Therapy
- Percentage of New Individual Licenses Issued Within 10 Days: Occupational Therapy
- Percentage of Individual License Renewals Issued Within 7 Days: Physical Therapy
- Percentage of Individual License Renewals Issued Within 7 Days: Occupational Therapy

#### **Explanatory/Input Measures:**

- Total Number of Individuals Licensed: Physical Therapy
- Total Number of Individuals Licensed: Occupational Therapy
- Average Time for Individual License Issuance: Physical Therapy
- Average Time for Individual License Issuance: Occupational Therapy
- Average Time for Individual License Renewal: Physical Therapy
- Average Time for Individual License Renewal: Occupational Therapy

## **Strategy 01-01-02: Texas Online. Estimated and Nontransferable**

Provide for the processing of occupational license fees through Texas Online. Estimated and nontransferable.

### **Outcome Measures:**

- Percent of Licensees Who Renew Online
- Percent of New Individual Licenses Issued Online

## **GOAL 2: Promote Compliance and Enforce PT and OT Practice Acts and Rules**

To protect the public by investigating allegations against individuals in violation of the laws governing the practice of physical therapy and occupational therapy, and taking appropriate corrective and/or disciplinary action when necessary, and by educating the public, staff and licensees regarding the boards' functions and services.

### **Objective 02-01: Enforce and Adjudicate PT and OT Practice Acts**

To educate and increase licensee access to information; investigate or take action on all valid complaints received; resolve all complaints received within 130 days of receipt; initiate disciplinary action on licensees as necessary; and deter and reduce the incidence of violations of the law through enforcement of statutes and rules in Texas.

### **Outcome Measures:**

- Percent of Complaints Resulting in Disciplinary Action: Physical Therapy
- Percent of Complaints Resulting in Disciplinary Action: Occupational Therapy
- Recidivism Rate for Those Receiving Disciplinary Action: Physical Therapy
- Recidivism Rate for Those Receiving Disciplinary Action: Occupational Therapy
- Percent of Documented Complaints Resolved Within Six Months: Physical Therapy
- Percent of Documented Complaints Resolved Within Six Months: Occupational Therapy

## **Strategy 02-01-01: Enforce the Physical Therapy & Occupational Therapy Practice Acts**

Administer a system of enforcement and adjudication of the laws governing the practice of physical therapy and occupational therapy.

### **Output Measures:**

- Number of Complaints Resolved: Physical Therapy

- Number of Complaints Resolved: Occupational Therapy

**Efficiency Measures:**

- Average Time for Complaint Resolution: Physical Therapy
- Average Time for Complaint Resolution: Occupational Therapy
- Average Cost per Complaint Resolved: Physical Therapy
- Average Cost per Complaint Resolved: Occupational Therapy

**Explanatory Measures:**

- Number of Jurisdictional Complaints Received: Physical Therapy
- Number of Jurisdictional Complaints Received: Occupational Therapy

**Schedule B: List of Measure Definitions**

**Outcome Measures:**

**Percent of Licensees w/ No Recent Violations: (PT or OT)**

Short Definition: The percent of the total number of licensed individuals at the end of the reporting period who have not incurred a violation within the current and preceding two years (three years total).

Purpose/Importance: Licensing individuals helps ensure that practitioners meet legal standards for professional education and practice, which is a primary agency goal. This measure is important because it indicates how effectively the agency's activities deter violations of professional standards established by statute and rule.

Data Source: The number of licensees is obtained from the electronic databases and kept by the Executive Assistant. The number of those licensees who received disciplinary action in the three-year period is manually computed from the manual disciplinary files, which are maintained by the lead investigator. The number of those disciplined licensees is also identified in board meeting minutes. The electronic report is forwarded to the Executive Assistant for entry into ABEST. Prior to final submission, the data entered into ABEST is checked for accuracy by the board coordinator and verified by the Executive Director. The Executive Assistant maintains electronic copies of the automated report.

Methodology: The numerator for this measure is calculated by subtracting the total number of licensees with violations during the three-year period from the total number of licensees at the end of the reporting period. The denominator is the total number of licensees at the end of the reporting period. The result is multiplied by 100 to achieve a percentage. The total number of licensees is electronically calculated with those identified and removed who have received disciplinary action in the current or proceeding two fiscal years.

Data Limitations: The number of violators is dependent on the number of complaints filed and the nature of those violations investigated. The agency has no control over either of these two factors.

Calculation Type: Non-Cumulative.

New Measure: No

Desired Performance: Higher than Target

Key Measure: Yes



### **Percentage of Licensees who Renew Online (PT and OT combined)**

Short Definition: The percentage of the total number of eligible licensed individuals that renewed their license online during the reporting period.

Purpose/Importance: To track use of online license renewal technology by the licensee population.

Data Source: The licensing system database tracks the type of renewal (office, lock-box, online) when the renewal fee is entered into the database by Accounting staff. After the fee code, amount, and renewal type have been entered into the database by the Accounting staff, Renewal staff in the Licensing Department enters/verifies the personal data portion of the renewal. Once the renewal data is verified, licensing staff processes (completes) the renewal, which automatically updates the expiration date in the database. After the end of the quarter, one of the board coordinators runs a standard automated performance measure report which counts all renewals processed in the quarter, sub-totals them by renewal type, and calculates the percentage of total renewals each type represents. The electronic report is forwarded to the Executive Assistant for entry into ABEST. Prior to final submission, the data entered into ABEST is checked for accuracy by the board coordinator and verified by the Executive Director. The Executive Assistant maintains electronic copies of the automated report.

Methodology: Total number of individual licenses renewed online divided by the total number of individual licenses renewed during the reporting period. The result is multiplied by 100 to achieve a percentage.

Data Limitations: The agency has no direct control over the number of licensees who take advantage of this technology.

Calculation Type: Non-cumulative

New Measure Status: No

Desired Performance: Higher than Target

Key Measure: Yes

### **Percentage of New Individual Licenses Issued Online (PT and OT combined)**

Short Definition: The percentage of all new licenses issued online to individuals during the reporting period.

Purpose/Importance: To track use of online license issuance technology by the licensee population.

Data Source: The licensing system database records the type of transaction (OT or PT, regular or temporary license), the fee amount, payment type (online, office) and method (check, credit card) when the license application fee is entered into the database by Accounting staff. After that information has been entered, licensing staff completes the personal data portion of the application and issues the license after all required items have been received. When the license is issued, the expiration date is automatically generated in the database. After the end of the quarter, one of the Board Coordinators runs a standard automated performance measure report which counts all license applications processed in the quarter, subtotals them by payment type, and calculates the percentage of total new licenses each payment type represents. The electronic report is forwarded to the Executive Assistant for entry into ABEST. Prior to final submission, the data entered into ABEST is checked for accuracy by the board coordinator and verified by the Executive Director. The Executive Assistant maintains electronic copies of the automated report.

Methodology: Total number of new licenses issued to individuals online divided by the total number of new licenses issued to individuals during the reporting period. The result is multiplied by 100 to achieve a percentage.

Data Limitations: The agency has no direct control over the number of applicants who take advantage of this technology.

Calculation Type: Non-cumulative

New Measure Status: No

Desired Performance: Higher than Target

Key Measure: Yes

## **Output Measures:**

### **Number of New Licenses Issued to Individuals (PT or OT)**

Short Definition: The number of temporary, provisional, and permanent licenses issued to previously unlicensed individuals during the reporting period.

Purpose/Importance: A successful licensing structure must ensure that legal standards for professional education and practice are met prior to licensure. This measure is a primary workload indicator which is intended to show the number of unlicensed persons who were documented to have successfully met all licensure criteria established by statute and rule as verified by the agency during the reporting period.

Data Source: After the end of the quarter, one of the board coordinators uses a standard report in the reporting program to query the database for a list/count of licenses issued during that quarter. The coordinator change only the beginning and ending date of the quarter when the report is run. To ensure that people who received temporary licenses before receiving permanent licenses are not counted twice in the course of a quarter or a year, the query is

structured so that permanent licenses are only counted if a temporary license was not issued to an individual. The count is automatically done when the report is run. The electronic report is forwarded to the Executive Assistant for entry into ABEST. Prior to final submission, the data entered into ABEST is checked for accuracy by the board coordinator and verified by the Executive Director. The Executive Assistant maintains electronic copies of the automated report.

**Methodology:** This measure counts the total number of licenses issued to previously unlicensed individuals during the reporting period, regardless of when the application was originally received. Those individuals who had a license in the previous reporting period are not counted. Only new licenses are counted. Licenses are counted as new for persons who were previously licensed, but whose license expired so that they were required to meet all criteria of a new applicant.

**Data Limitations:** The number of people who apply for licensure in Texas, or renew their Texas license, is out of the agency's control, affected by the outside factors such as changes to healthcare reimbursement.

**Calculation Type:** Cumulative.

**New Measure:** No

**Desired Performance:** Higher than Target

**Key Measure:** Yes

### **Number of Licenses Renewed (Individuals) (PT or OT)**

**Short Definition:** The number of licensed individuals who held licenses previously and renewed their license during the current reporting period.

**Purpose/Importance:** Licensure renewal is intended to ensure that persons who want to continue to practice in their respective profession satisfy current legal standards established by statute and rule for professional education and practice. This measure is intended to show the number of licenses that were renewed during the reporting period for individuals who currently held a valid license.

**Data Source:** This information comes from the agency OT or PT licensing electronic database that contains those individuals who are licensed in the state. A listing of all renewing licensees in the past quarter is run by one of the board coordinators using a database reports query program. The electronic report is forwarded to the Executive Assistant for entry into ABEST. Prior to final submission, the data entered into ABEST is checked for accuracy by the board coordinator and verified by the Executive Director. The Executive Assistant maintains electronic copies of the automated report.

**Methodology:** The measure is calculated by querying the agency licensing database to produce the total number of licenses renewed for previously licensed individuals during the reporting period.

**Data Limitations:** Many societal factors beyond the agency's control can affect the number of licensees who renew their license in Texas. Federal changes to nationwide healthcare reimbursement programs will affect the number of therapists working in their field. The supply and demand for therapists in Texas will affect this measure. Fewer jobs (or too many therapists) will result in more licensees moving from Texas seeking employment in other states, and not renewing their Texas license.

**Calculation Type:** Cumulative.

**New Measure:** No

**Desired Performance:** Higher than Target

**Key Measure:** Yes

## **Efficiency Measures:**

### **Average Licensing Cost for Individual License Issued (PT or OT)**

**Short Definition:** Total expenditures (including encumbrances) for direct licensing activities during the reporting period divided by the total number of individuals licensed during the reporting period.

**Purpose/Importance:** This measure is intended to show how cost-effectively the agency processes new and renewal license applications for individuals.

**Data Source:** The Executive Assistant (EA) collects information regarding agency expenditures from accounting section. The Accounting section provides reports on the percentage of agency expenditures allotted to enforcement activities. The EA enters the data into a standard Excel worksheet. Accounting also provides the EA with the amounts spent in certain categories considered licensing expenses. The EA enters into the worksheet the number of licenses issued and renewed (statistics obtained from the licensing department). Excel calculates the average cost for a new or renewed license. The electronic report is forwarded to the Executive Assistant for entry into ABEST. Prior to final submission, the data entered into ABEST is checked for accuracy by the board coordinator and verified by the Executive Director. The Executive Assistant maintains electronic copies of the automated report.

**Methodology:** Total funds expended and encumbered during the reporting period for the processing of initial and renewed licenses for individuals, divided by the total number of initial and renewed licensed for individuals issued during the reporting period. Costs include salaries, supplies, travel, postage, and other costs directly related to licensing, including document review, handling and notification. Indirect costs, and enforcement

costs (salaries of investigators, enforcement travel for board members and investigators, 20% of executive director's salary, and other enforcement costs) are also included.

Data Limitations: The average cost is affected by the number of people who renew or get new licenses, which means that outside factors such as healthcare reimbursement changes can affect this number.

Calculation Type: Non-Cumulative.

New Measure: No

Desired Performance: Lower than Target

Key Measure: No

### **Percentage of New Individual Licenses Issued Within 10 Days (PT or OT)**

Short Definition: The percentage of initial individual license applications that were processed during the reporting period within 10 days, measured in days from the time elapsed from receipt of the initial completed application until the date the license is mailed.

Purpose/Importance: This measures the ability of the agency to process new applications in a timely manner and its responsiveness to a primary constituent group.

Data Source: The number is obtained from the agency OT or PT electronic licensing databases, which contain all individuals who are licensed by the state. The fields used in this report include the date an application is complete and the date the license is issued/mailed.

Methodology: Licensing staff enter the date when all application materials have been received (i.e., the application is complete) and when the license is issued and mailed. The automated report calculates the number of days between those two dates, and totals the number of licenses issued in daily intervals. The percentage is determined by dividing the total number of licenses issued within 10 days by the total number issued/mailed during the quarter. The electronic report is forwarded to the Executive Assistant for entry into ABEST. Prior to final submission, the data entered into ABEST is checked for accuracy by the board coordinator and verified by the Executive Director. The Executive Assistant maintains electronic copies of the automated report.

Data Limitations: None

Calculation Type: Non-Cumulative.

New Measure: No

Desired Performance: Higher than Target

Key Measure: No

**Percentage of Individual License Renewals Issued Within 7 Days (PT or OT)**

Short Definition: The percentage of individual license renewal applications that were processed during the reporting period within 7 days of receipt, measured from the time (in calendar days) elapsed from receipt of the renewal application until the date the renewal license is mailed.

Purpose/Importance: This measures the ability of the agency to process renewal applications in a timely manner and its responsiveness to a primary constituent group.

Data Source: The number is obtained from the agency OT or PT electronic licensing databases, which contain all individuals who are licensed by the state. The fields used in this report include the date a renewal application is complete and the date the renewal certificate is issued/mailed. The electronic report is forwarded to the Executive Assistant for entry into ABEST. Prior to final submission, the data entered into ABEST is checked for accuracy by the board coordinator and verified by the Executive Director. The Executive Assistant maintains electronic copies of the automated report.

Methodology: Licensing staff enters the date when all renewal materials have been received (i.e., the application is complete) and when the renewal certificate is issued and mailed. The report calculates the number of days between those two dates, and totals the number of renewals issued in daily intervals. The percentage is determined by dividing the total number of renewals issued within 7 days by the total number issued/mailed during the quarter. A copy of the report is given to the Executive Assistant.

Data Limitations: None

Calculation Type: Non-Cumulative

New Measure: No

Desired Performance: Higher than Target

Key Measure: No

Explanatory Measures:

**Total Number of Individuals Licensed (PT or OT)**

Short Definition: Total number of individuals licensed at the end of the reporting period.

Purpose/Importance: The measure shows the total number of individual licenses currently issued, which indicates the size of one of the agency's primary constituencies.

**Data Source:** This number is obtained from the licensee electronic database. In the first month of the fiscal year, one of the board coordinators uses the reporting program to query the database for a list/count of all current permanent and temporary licenses (status c or t), with the additional cautionary condition that the expiration date of the license, whether permanent or temporary, be after the last day of the fiscal year. The electronic report is forwarded to the Executive Assistant for entry into ABEST. Prior to final submission, the data entered into ABEST is checked for accuracy by the board coordinator and verified by the Executive Director. The Executive Assistant maintains electronic copies of the automated report.

**Methodology:** This is a count of the total unduplicated number of licensed individuals that is stored in the licensing database by the agency at the end of the reporting period. An individual who holds more than one license is counted only once, and only licensees on an active status are included in the count.

**Data Limitations:** The number of people who apply for licensure in Texas, or renew their Texas license, is out of the agency's control, affected by the outside factors such as changes to healthcare reimbursement.

**Calculation Type:** Non-Cumulative

**New Measure:** No

**Desired Performance:** Higher than Target

**Key Measure:** No

### **Average Time for Individual License Issuance (PT or OT)**

**Short Definition:** The average number of calendar days it takes the agency to issue a new license. **Note:** This is an agency internal measure.

**Purpose/Importance:** This measures the ability of the agency to process new license applications in a timely manner and its responsiveness to a primary constituent group.  
**Data Source:** After the end of the fiscal quarter, a board coordinator uses a standard report in the reporting program to query the database for a list/count of licenses issued during that quarter. The board coordinator changes only the beginning and ending date of the quarter when the report is run. This report also calculates the number of days it took to issue each license, and computes the average number of days it took to issue a license during the quarter. The electronic report is forwarded to the Executive Assistant for entry into ABEST. Prior to final submission, the data entered into ABEST is checked for accuracy by the board coordinator and verified by the Executive Director. The Executive Assistant maintains electronic copies of the automated report.

**Methodology:** The number of calendar days per initial license application, summed for all applications received by the agency that elapsed from receipt of the complete application

until the date the license is mailed divided by the total number of new licenses issued to individuals during the period.

Data Limitations: None, since the count of days starts after all requirements for licensure are met.

Calculation Type: Non-Cumulative

New Measure: No

Desired Performance: Lower than Target

Key Measure: No

### **Average Time for Individual License Renewal (PT or OT)**

Short Definition: The average number of calendar days it takes the agency to issue a license renewal. Note: This is an agency internal measure.

Purpose/Importance: This measures the ability of the agency to process renewal applications in a timely manner and its responsiveness to a primary constituent group.

Data Source: The information is obtained from the agency OT or PT licensing electronic database that contains all those individuals who are licensed in the state. A listing of all licensees who renewed in the previous quarter is run by the renewal clerk using a database report query program. The average number of days is calculated by another program query, and a paper copy listing of all licensees is generated. The electronic report is forwarded to the Executive Assistant for entry into ABEST. Prior to final submission, the data entered into ABEST is checked for accuracy by the board coordinator and verified by the Executive Director. The Executive Assistant maintains electronic copies of the automated report.

Methodology: The number of calendar days per renewal application, summed for all applications received by the agency that elapsed from receipt of the complete renewal application until the date the renewed license is mailed divided by the total number of renewal licenses issued to individuals during that period.

Data Limitations: None

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Lower than Target

Key Measure: No



## **Enforcement Goal**

### **Outcome Measures:**

#### Percent of Complaints Resulting in Disciplinary Action (PT or OT)

Short Definition: Percent of complaints, which were resolved during the reporting period that resulted in disciplinary action.

Purpose/Importance: The measure is intended to show the extent to which the agency exercises its disciplinary authority in proportion to the number of complaints received. It is important that both the public and licensees have an expectation that the agency will work to ensure fair and effective enforcement of the act and this measure seeks to indicate agency responsiveness to this expectation.

Data Source: The enforcement director maintains manual files of complaints received and the numbers of those resulting in disciplinary actions obtained from board meeting records. From these files, the investigator calculates the measure and also maintains the manual computations of the percentages. The electronic report is forwarded to the Executive Assistant for entry into ABEST. Prior to final submission, the data entered into ABEST is checked for accuracy by the board coordinator and verified by the Executive Director. The Executive Assistant maintains electronic copies of the automated report.

Methodology: The total number of complaints (defined as a request for agency intervention or mediation) resolved that resulted in disciplinary action (numerator) is divided by the total number of complaints resolved during the reporting period (denominator). The result is multiplied by 100 to achieve a percentage. Disciplinary action includes agreed orders, letters of reprimand, suspensions, probation, revocation, restitution, and/or fines on which the board has acted.

Data Limitations: The factors in complaints that determine whether or not disciplinary action is warranted are beyond the control of the agency. Examples include validity of complaints and seriousness of valid complaints.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Higher than Target

Key Measure: Yes

#### Recidivism Rate for Those Receiving Disciplinary Action (PT or OT)

Short Definition: The number of repeat offenders at the end of the reporting period as a percentage of all offenders during the most recent three-year period.

**Purpose/Importance:** The measure is intended to show how effectively the agency enforces its regulatory requirements and prohibitions. It is important that the agency enforces its act and rules strictly enough to ensure consumers are protected from unsafe, incompetent and unethical practice by the registered or licensed professional.

**Data Source:** At the end of the fiscal year, the lead investigator manually computes/identifies numbers of those receiving disciplinary action in the period and those who are repeat offenders from the manual investigation files. The electronic report is forwarded to the Executive Assistant for entry into ABEST. Prior to final submission, the data entered into ABEST is checked for accuracy by the board coordinator and verified by the Executive Director. The Executive Assistant maintains electronic copies of the automated report.

**Methodology:** The number of individuals against whom two or more disciplinary actions were taken by the board within the current and preceding two fiscal years (numerator) is divided by the total number of individuals receiving disciplinary actions within the current and preceding two fiscal years (denominator). The result is multiplied by 100 to achieve a percentage.

**Data Limitations:** Causes of repeat violations are rarely influenced by any board actions. Again, in the short term the board has no control over the nature or number of complaints filed or the substance of the violations.

**Calculation Type:** Non-cumulative

**New Measure:** No

**Desired Performance:** Lower than Target

**Key Measure:** No

#### Percent of Documented Complaints Resolved Within Six Months (PT or OT)

**Short Definition:** The percent of complaints resolved during the reporting period that was resolved within a six month period from the time they were initially received by the agency.

**Purpose/Importance:** The measure is intended to show the percentage of complaints which are resolved within a reasonable period of time. It is important to ensure the swift enforcement of the (PT or OT) Practice Act, which is an agency goal.

**Data Source:** At the end of the fiscal year, the enforcement director maintains a manual list of complaints resolved in reporting period drawn from the investigation manual files, and manually computes the number of days to resolve. The electronic report is forwarded to the Executive Assistant for entry into ABEST. Prior to final submission, the data entered into ABEST is checked for accuracy by the board coordinator and verified by the Executive Director. The Executive Assistant maintains electronic copies of the automated report.

**Methodology:** The number of complaints resolved within a period of six months or less from the date of receipt (numerator) is divided by the total number of complaints resolved during the reporting period (denominator). The result should be multiplied by 100 to achieve a percentage.

**Data Limitations:** The nature of complaint violation, complexity of the complaint, availability of witnesses, experience of investigator, attorney involvement, investigative committee and board meeting schedules, cooperation from the violator, and travel restrictions may all impact the number of days needed to resolve a complaint investigation.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Higher than Target

Key Measure: No

**Output Measures:**

Number of Complaints Resolved (PT or OT)

**Short Definition:** The total number of complaints resolved during the reporting period.

**Purpose/Importance:** The measure shows the workload associated with resolving complaints.

**Data Source:** At the end of each fiscal quarter, the lead investigator calculates the total from the manual investigative files, counting the total number of case files that are completed. The electronic report is forwarded to the Executive Assistant for entry into ABEST. Prior to final submission, the data entered into ABEST is checked for accuracy by the board coordinator and verified by the Executive Director. The Executive Assistant maintains electronic copies of the automated report.

**Methodology:** This is a calculation of the total number of complaints during the reporting period upon which final action was taken by the board or for which a determination is made that a violation did not occur. A complaint that, after preliminary investigation, is determined to be non-jurisdictional is not a resolved complaint. (Non-jurisdictional complaints are those which are not within the agency's jurisdiction of statutory responsibility. For statistical purposes, a complaint passed to another agency is not included in this total, nor is it counted as a non-resolved complaint.)

**Data Limitations:** The number of complaints received, nature of complaint violation, complexity of the complaint, availability of witnesses, experience of investigator, attorney involvement, investigative committee and board meeting schedules, cooperation from the

violator, and travel restrictions may all impact the number of days needed to resolve a complaint investigation.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than Target

Key Measure: Yes

**Efficiency Measures:**

Average Time for Complaint Resolution (PT or OT)

Short Definition: The average length of time to resolve a complaint, for all complaints resolved during the reporting period.

Purpose/Importance: The measure shows the agency's efficiency in resolving complaints. Data Source: At the completion of each fiscal quarter, the lead investigator manually computes the quarterly cases resolved and length of resolution time from information obtained from the case file manual records. The electronic report is forwarded to the Executive Assistant for entry into ABEST. Prior to final submission, the data entered into ABEST is checked for accuracy by the board coordinator and verified by the Executive Director. The Executive Assistant maintains electronic copies of the automated report. Methodology: The total number of calendar days per complaint resolved, summed for all complaints resolved during the reporting period, that elapsed from receipt of a request for agency intervention to the date upon which final action on the complaint was taken by the board (numerator) is divided by the number of complaints resolved during the reporting period (denominator). The calculation excludes complaints determined to be non-jurisdictional of the agency's statutory responsibilities.

Data Limitations: The number of complaints received, nature of the complaint violation, complexity of the complaint, availability of witnesses, experience of investigator, attorney involvement, investigative committee and board meeting schedules, cooperation from the violator, and travel restrictions may all impact the number of days needed to resolve a complaint investigation.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Lower than Target

Key Measure: Yes

ECPTOTE Strategic Plan Average Cost per Complaint Resolved (PT or OT)

Short Definition: Total costs expended for the resolution of complaints during the reporting period divided by the total number of complaints resolved during the reporting period.

Purpose/Importance: The measure shows the cost efficiency of the agency in resolving a complaint.

Data Source: The lead investigator manually computes actual costs related to every investigative case file. Costs are obtained from the Accounting Section. The individual case cost is kept in the manual case file. The lead investigator reports costs quarterly to the Executive Assistant and each board. The electronic report is forwarded to the Executive Assistant for entry into ABEST. Prior to final submission, the data entered into ABEST is checked for accuracy by the board coordinator and verified by the Executive Director. The Executive Assistant maintains electronic copies of the automated report.

Methodology: The total funds expended and encumbered during the reporting period for complaint processing, investigation, and resolution (numerator) is divided by the number of complaints resolved (denominator). Costs include salaries of the investigators, 10% of the Executive Director's salary; supplies (\$5 per complaint); travel of investigators and board members of investigation committee; postage (\$5 per complaint); and any other expenses directly related to enforcement including SOAH costs. These costs are computed using the appropriate expenditures (including encumbrances) shown from each category in the agency accounting system (specific). Indirect costs are excluded from this calculation. For multiple reporting periods, year-to-date performance is calculated by adding all costs related to complaints for all reporting periods (numerator) is divided by the number of complaints resolved for all reporting periods (denominator).

Data Limitations: Cases that require substantial travel or AG (SOAH) involvement are factors beyond the control of the agency.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Lower than Target

Key Measure: No

**Explanatory Measures:**

Number of Jurisdictional Complaints Received (PT or OT)

Short Definition: The total number of complaints received during the reporting period that are within the agency's jurisdiction of statutory responsibility.

Purpose/Importance: The measure shows the number of jurisdictional complaints which helps determine agency workload.

Data Source: The enforcement director maintains a manual log of complaints received. The lead investigator uses the information previously entered in the log to develop this report. The electronic report is forwarded to the Executive Assistant for entry into ABEST. Prior to final submission, the data entered into ABEST is checked for accuracy by the board coordinator and verified by the Executive Director. The Executive Assistant maintains electronic copies of the automated report.

Methodology: The agency sums the total number of complaints received relative only to its jurisdiction. It also keeps track of total number of complaints that are not in its jurisdiction, but does not use that figure in its calculation.

Data Limitations: Causes that influence why, when or how many complaints are received or might be received during any specific time period are beyond the short-term control of the agency.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Lower than Target

Key Measure: Yes

### **Schedule C: Historically Underutilized Business Plan**

The ECPTOTE prides itself on its use of Historically Underutilized Businesses (HUB) in its purchases of goods and services from the public sector. The Legislature has provided guidance that each state agency receiving appropriations should make a good-faith effort to include HUBs in at least 26.0% percent of the total value of “Other Services” and 21.1% of “Commodities” contracts awarded. In purchasing from and contracting with Historically Underutilized Businesses (HUBs), the ECPTOTE strives to meet the guidelines and goals promulgated by the Legislature and the Comptroller of Public Accounts (CPA) and set forth by the agency. The agency utilizes the CPA Centralized Master Bidders List (CMBL) and HUB Directory to locate available HUB vendors and is committed to making a good faith effort to purchase from HUB vendors. Although competitive bidding is not required for purchases of \$5,000 or less, it is in the best interest of the State and the agency to use best efforts to procure goods and services offering the best value to the state and to meet the statewide HUB goals. Such efforts may include obtaining 2 or 3 informal bids or obtaining bids on items available through the CPA’s TxSmartBuy.

#### **CONSOLIDATED REPORT FOR: 533 EXEC CNCL OF Physical & Occ Therapy – FY 2023**

| Category              | Total \$ Spent   | Total HUB \$ Spent | Percent       | Agency Specific Goal | Statewide Goal |
|-----------------------|------------------|--------------------|---------------|----------------------|----------------|
| Heavy Construction    | N/A              | N/A                | N/A           | N/A                  | 11.2%          |
| Building Construction | N/A              | N/A                | N/A           | N/A                  | 21.1%          |
| Special Trade         | N/A              | N/A                | N/A           | N/A                  | 32.9%          |
| Professional Services | N/A              | N/A                | N/A           | N/A                  | 23.7%          |
| Other Services        | \$16,080         | \$1,410            | 8.77%         | 26.0%                | 26.0%          |
| Commodities           | \$89,955         | \$40,687           | 45.23%        | 21.1%                | 21.1%          |
| <b>TOTAL</b>          | <b>\$106,035</b> | <b>\$42,097</b>    | <b>39.70%</b> |                      |                |

#### **GOAL C: Historically Underutilized Businesses**

We will foster an environment that will enhance participation of Historically Underutilized Businesses in procurement and contracting opportunities.

#### **Objective 03-01:**

Through each year of the strategic plan, we will make a good faith effort to award at least 26 percent of the total value of contracts for “Other Services” and 21.1% for “Commodities” to Historically Underutilized Businesses (HUB).

#### ***Outcome Measures:***

- Percent of total dollar value of contracts awarded to HUBs for Other Services.
- Percent of total dollar value of contracts awarded to HUBs for Commodities.

Strategy 03-01-01: Historically Underutilized Businesses

Implement procedures for increasing the use of HUBs for contracts and purchases.

*Output Measures:*

- Number of HUB purchases and contracts awarded.
- Dollar value of HUB purchases and awarded contracts.

**Schedule D: Statewide Capital Plan (not applicable)**

**Schedule E: Health and Human Services Strategic Plan (not applicable)**



## **Schedule F: Agency Workforce Plan**

### **Section I - Agency Overview (Strategic Direction)**

The Executive Council of Physical Therapy and Occupational Therapy Examiners (ECPTOTE) is an independent state health regulatory agency, operating under the authority of its enabling legislation, Article 4512e-1, V.T.C.S. The 73rd Legislature, Regular Session, created the ECPTOTE in 1993 to administer and enforce the Physical Therapy Practice Act and the Occupational Therapy Practice Act. This legislation merged the administrative functions of the Texas Board of Physical Therapy Examiners and the Texas Advisory Board of Occupational Therapy under the Executive Council, while keeping the rule and decision-making authority of the two boards intact.

The ECPTOTE staff employees directly support or carry out the functions of one or both boards. The agency staff is organized into three functional areas - administrative support, licensing, and enforcement. The administrative staff supports the activities of the board members and other two staff groups in financial administration, information services, personnel administration, and general administration. The licensing staff responds to the unique needs of the physical therapy and occupational therapy licensee population they support. They are responsible for ensuring quality services for the consumers of Texas by licensing only qualified physical and occupational therapists. While the process of issuing licenses is the predominate activity, a significant portion of staff's time is also dedicated to responding to inquiries about the professions we oversee. These inquiries come through various communication channels available within the agency. The investigation staff receives and investigates all complaints against the boards' licensees and works closely with the investigation committees of the two boards.

ECPTOTE has had 18 authorized full time positions since it became operational in 1993. In 2014 it increased to 19 and is currently 21. The agency maintained its staffing levels usually through reorganizations and leveraging of technology.

#### **A. Agency Mission**

The mission of the Executive Council of Physical Therapy and Occupational Therapy Examiners (ECPTOTE) is to protect the health, safety, and welfare of the people of Texas through the regulation and enforcement of the practices of physical therapy and of occupational therapy.

#### **B. Strategic Goals and Objectives**

The ECPTOTE has two main operational goals.

|                   |   |
|-------------------|---|
| <b>Goal 1</b>     | <i>To license Physical and Occupational Therapists</i>    |
| <b>Objective</b>  | Ensure license and registration standards for PTs and OTs |
| <b>Strategies</b> | Issue and renew licenses                                  |
|                   |   |

|                  |  |
|------------------|--|
| <b>Goal 2</b>    | <i>To promote compliance and enforce PT and OT Practice Acts and rules</i> |
| <b>Objective</b> | Enforce and adjudicate PT and OT Practice Acts                             |
| <b>Strategy</b>  | Enforce the Physical Therapy and Occupational Therapy Practice Acts        |

### **C. Anticipated Changes in Strategies**

ECPTOTE anticipates two changes that will have an impact on the agency's business processes and indirectly on its workforce. These changes are primarily driven by advancements in technology and will require a shift in our agency processes.

Firstly, as technology continues to evolve rapidly, we plan on utilizing new systems and tools that will streamline our operations. While these advancements hold the promise of increased efficiency and effectiveness, they also require our workforce to adapt and acquire new skills. Therefore, it will be imperative for employees to undergo cross-training to ensure versatility and proficiency across different areas of expertise.

Secondly, to fully leverage the benefits of new technologies, it is important that our staff are equipped with the necessary technical knowledge and capabilities. We plan to provide training to empower our employees with the skills needed to effectively utilize these new tools and systems.

Considering these anticipated changes, the agency is committed to supporting our staff through this transitional period. We recognize the importance of investing in our employee's professional development and ensuring that they are equipped to navigate the evolving landscape of our agency.

## **II. Workforce Analysis (Supply Analysis)**

### **A. Critical Workforce Skills**

ECPTOTE relies on a skilled workforce to effectively carry out its mission and support the licensing boards it oversees. The following critical skills are necessary for the agency's daily operations:

1. **Conducting Investigations:** Employees proficient in conducting thorough and impartial investigations are essential for addressing complaints against licensees and ensuring compliance with regulatory standards. This skill involves gathering evidence, interviewing witnesses, and analyzing information to make informed decisions.
2. **Interpreting Rules/Regulations:** A comprehensive understanding of relevant laws, rules, and regulations governing the practice of physical therapy and occupational therapy is crucial for accurate interpretation and application. Employees must be capable of interpreting complex legal documents to guide decision-making and ensure regulatory compliance.

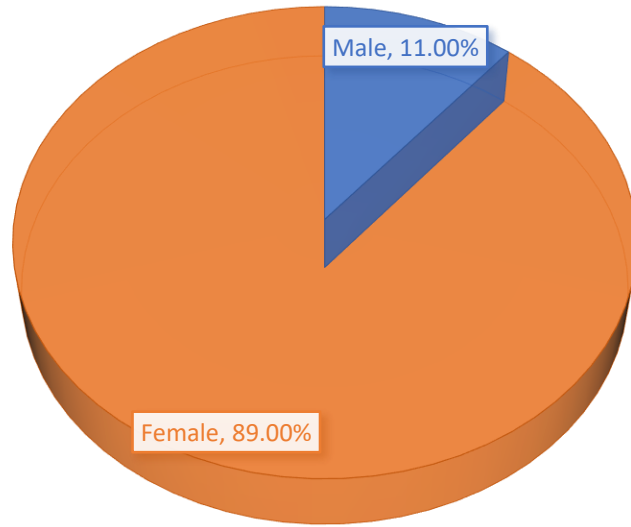
3. **Effective Communications:** Strong communication skills are vital for fostering collaboration among staff members, engaging with stakeholders, and delivering clear and concise information. Effective communication contributes to efficient workflow, enhances customer service, and promotes a positive work environment.
4. **Customer Service:** Exceptional customer service skills are essential for addressing inquiries, providing assistance, and resolving issues raised by licensees, applicants, and the public. Employees must demonstrate professionalism, empathy, and responsiveness in their interactions to maintain stakeholder satisfaction and trust.
5. **Project Management:** Proficiency in project management is critical for planning, coordinating, and executing various initiatives and tasks within the agency. This skill involves setting goals, allocating resources, monitoring progress, and adapting to changing priorities to ensure successful project outcomes.
6. **Licensing Functions:** Employees responsible for licensing functions must possess knowledge and expertise in evaluating applications, assessing qualifications, and issuing licenses in accordance with statutory requirements. This skill is essential for maintaining the integrity of the licensure process and upholding professional standards.

The ECPTOTE recognizes the importance of developing and maintaining these critical workforce skills to fulfill its mission effectively and uphold the highest standards of professionalism and regulatory oversight. Through ongoing training, development opportunities, and recruitment efforts, the agency strives to ensure that its employees remain well-equipped to meet the evolving needs of the agency and deliver quality services to stakeholders.

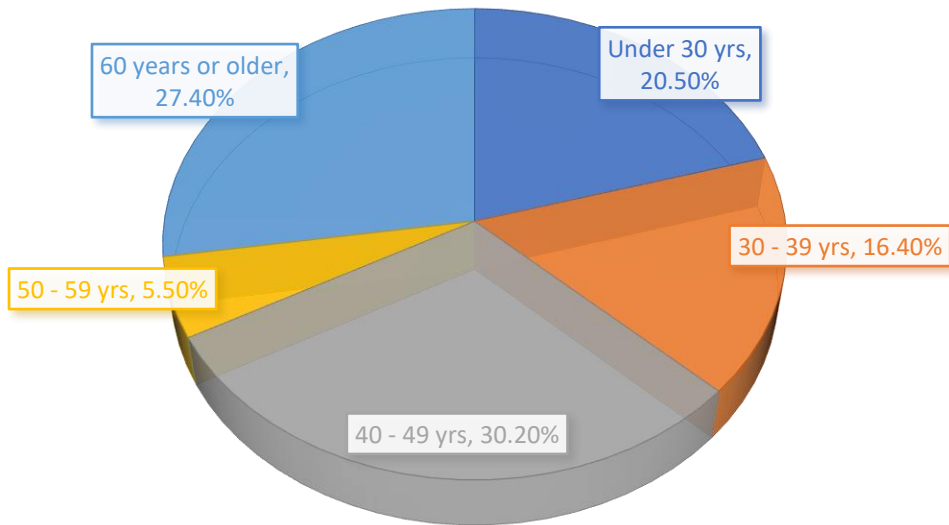
## **B. Workforce Demographics**

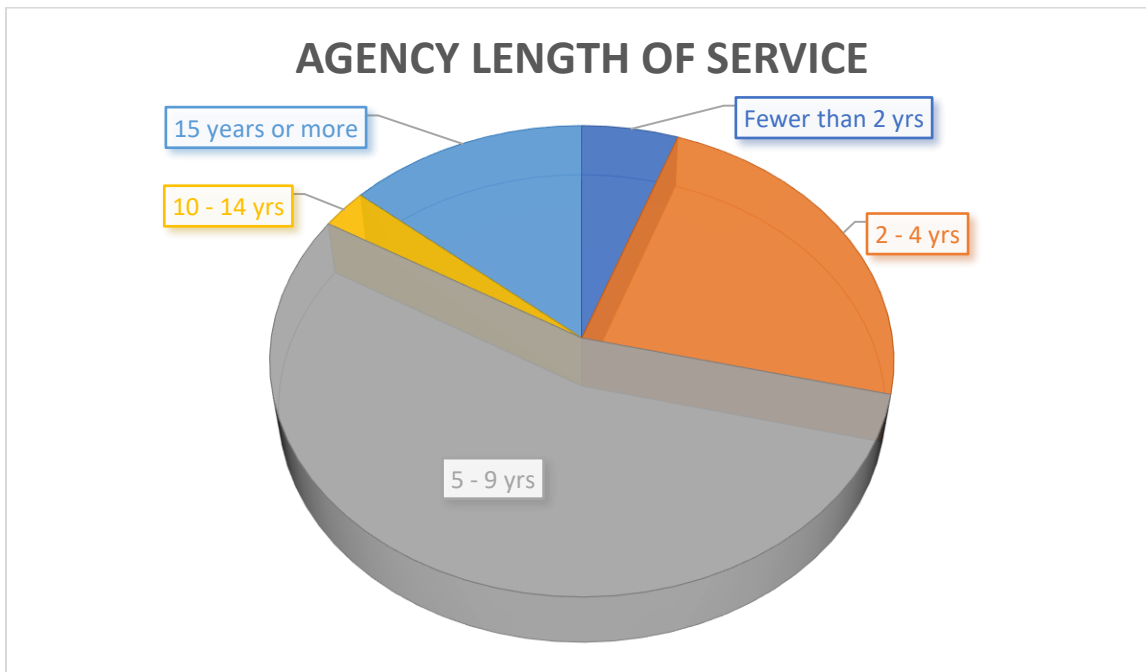
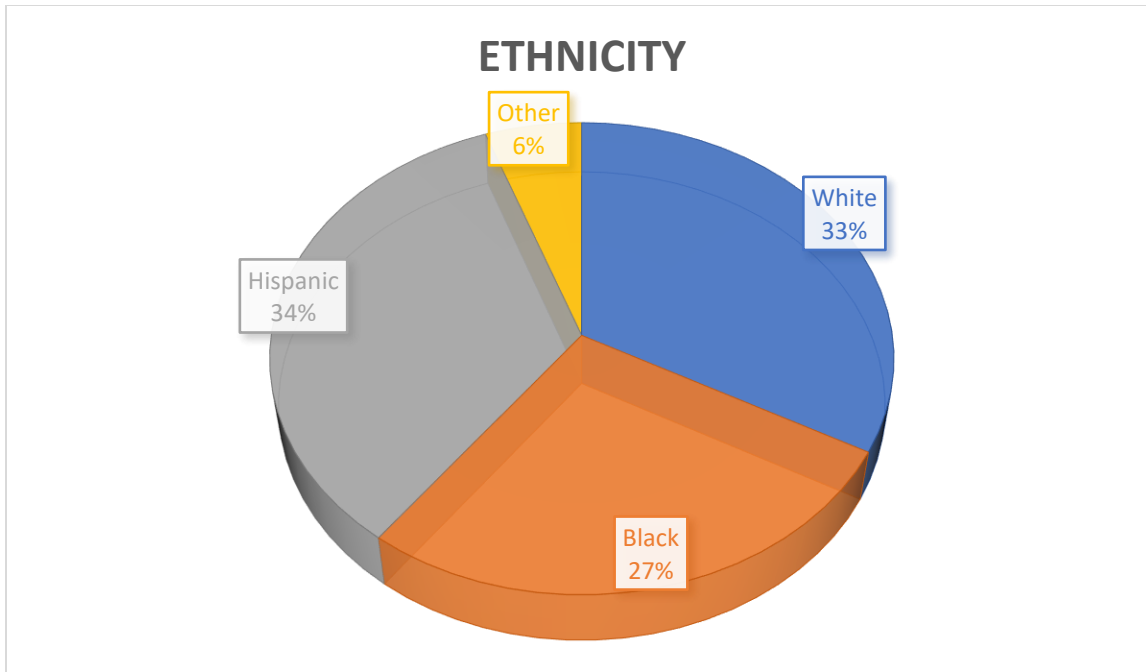
The following charts profile the agency's workforce as of 8/31/22. ECPTOTE's workforce is comprised of 3 males and 16 females. 63.1 percent of the employees are age 40 or older. 71.2 percent of agency employees have five or more years agency service, and most employees have prior service at other state agencies.

### GENDER



### AGE





### **C. Employee Turnover**

Excluding interagency transfers, the agency's turnover rate stood at 11.0%, significantly lower than both the statewide (22.7%) and SDSI agency (14.7%) averages. Prioritizing investments in employee health and wellness, career development, and collaborative initiatives with other agencies contributes to the success of retention rates. It is imperative to continuously monitor and adapt strategies to effectively navigate the ever-evolving landscape of workforce dynamics.

### **D. Retirement Eligibility**

One employee is eligible for normal retirement now, and 6 employees are vested (10 years or more of service).

### **E. Veterans Employed**

In fiscal year 2022, the agency surpassed the statewide average in veteran employment percentage, with a total of 10% of its staff being veterans. The statewide average stood at 5.9%.

## **III. Future Workforce Profile (Demand Analysis)**

To handle the agency's workload effectively, the agency must proactively plan for changes in staff and management, while also advancing our technological integration across all departments. This strategic initiative will require comprehensive training programs and the establishment of standardized procedures to ensure seamless transitions and operational continuity.

Most important among these objectives is the development and retention of a skilled workforce capable of assuming additional responsibilities and managerial roles within the agency. Achieving this goal entails a multi-step approach, requiring the attraction and retention of technically proficient personnel, continuous training activities, and the adaptation of current staff to evolving technical components of the agency.

Central to this process is the importance of developing a workforce characterized by goal setting, self-directedness, and a strong sense of ownership within the guidelines of agency's needs. By prioritizing these attributes in both existing and prospective personnel, the agency can secure its continuity of operations and create a path for sustainable agency growth.

### **A. Critical Functions**

To ensure the agency's continued ability to meet its workload demands, strategic planning and adaptation are important. This involves proactively addressing changes in staff and management, alongside a coordinated effort to leverage technology throughout the organization. Central to this strategy is the modernization of our current I.T. infrastructure, incorporated with staff training initiatives and succession planning.

A primary challenge lies in developing and retaining skilled personnel capable of assuming increased responsibilities and managerial roles within the agency. This requires the attraction and retention of

technically proficient staff, complemented by ongoing professional development to adapt to the evolving technological demands of the agency. Equally important is instilling a culture of goal setting, self-direction, and accountability among both current and future staff.

Succession planning will play a vital part in preserving institutional knowledge and grooming individuals for increased responsibilities and leadership positions within the agency.

Our modernization efforts are represented by two key initiatives: the upgrade to the HPC Regulatory Database System (Versa) and the utilization of the DIR cloud server. The implementation of the Versa licensing database promises to improve our data management capabilities, consolidating all facets into a single, seamlessly integrated platform. Support from both onsite HPC staff and vendors will foster collaboration and ensure a smooth workflow. Housing the system in the cloud enhances operational continuity, fortifies cybersecurity measures, and provides backend support. Additionally, automated transfers with external partners like the Federation of State Boards of Physical Therapy will streamline processes and enhance efficiency.

The use of the DIR cloud server will strengthen our operational continuity and data security, marking a significant milestone in our modernization journey.

## **B. Expected Workforce Changes**

Ongoing and progressive technological advancements to modernize and streamline work processes will change the way many job functions are performed. Employees will need to be cross trained in functional areas to adapt to evolving roles.

## **C. Anticipated Increase/Decrease in Number of Employees Needed to Do the Work**

The cost of living and market competition are the top factors that may impact the agency's ability to retain and attract talent. This could result in a potential decrease in the number of employees available to meet workload demands. The agency's capacity to hire and promote current and prospective staff may be hindered by these challenges.

Competition from both other state agencies and the private sector poses a significant threat, potentially increasing staff turnover and further straining the agency's workforce. The allure of better compensation and benefits offered elsewhere may lead to an outflow of skilled personnel, creating a deficit in staffing levels.

In response to these challenges, the agency will need to proactively adjust its staffing strategies, which will involve a combination of measures such as utilizing wellness programs to promote better work life balance and enhancing professional development opportunities to support retention efforts.

To effectively meet evolving demands, the agency will likely need to continually assess and adjust its full-time equivalent (FTE) positions. This may entail reallocating resources and shifting personnel to areas experiencing increased workload or emerging priorities. Flexibility in workforce management will be crucial to ensuring the agency remains agile and responsive during changing circumstances.

## **D. Future Workforce Skills Needed**

ECPTOTE relies on a competent and knowledgeable staff. In addition to the critical competencies listed before, the following skills are essential for the agency's future workforce:

- Ability to set goals.
- Self-directedness.
- Ability to take ownership of responsibilities within agency guidelines.
- Technical proficiency and adaptability to a more technology-driven environment.

## **IV. Gap Analysis**

Recruitment and retention of staff presents a challenge for our agency, a shared challenge for many small state agencies. Our primary challenge arises from salary levels that haven't kept up with the other state agencies and private sector impeding our ability to both attract and retain top-tier talent. This obstacle is further amplified by the steep cost of living within the Austin metro area, requiring us to seek candidates residing beyond Austin's city limits. As a result, our employees frequently contend with prolonged commutes marked by ongoing construction and congested roadways.

### **Strategy Development**

To bridge the gap between our current workforce and future requirements, our agency has formulated three core strategic goals to address the gaps identified within the framework of our workforce plan. These goals have been developed based on a comprehensive analysis of the agency and its workforce, considering various factors influencing our operations and staffing needs.

#### **Gap 1**

The agency is experiencing challenges in recruiting and retaining staff with the necessary skills crucial for its operations.

#### **Goal 1**

Develop a competent, well-trained workforce to address the skills gap and ensure the agency's operational success.

#### **Rationale 1:**

The training and development of current employees are important for the agency's effectiveness. Identifying potential among existing staff for skill enhancement and career progression is vital. Prioritizing critical competencies and assessing whether internal development or targeted recruitment is the best strategy will be necessary for sustained organizational performance.



## **Action Steps 1:**

### **1. Identify Training Opportunities:**

- Analyze critical workforce skills essential for the agency's functions.
- Explore and implement training programs tailored to reinforce these skills.
- Regularly assess and update training initiatives to align with evolving organizational needs.

### **2. Internal Development:**

- Establish development paths for lower-level staff to transition into roles with higher-level skill requirements.
- Provide mentorship, coaching, and resources to support staff in their career advancement.
- Encourage a culture of continuous learning and skill enhancement throughout the organization.

### **3. Collaboration and Communication:**

- Foster partnerships with other agencies to exchange insights and best practices.
- Organize regular meetings, workshops, and knowledge-sharing sessions to facilitate collaboration.
- Leverage external resources and expertise to enhance the agency's workforce development strategies.

## **Gap 2**

The agency struggles to attract and retain suitable employees for the available positions.

## **Goal 2**

To become an employer of choice, where the agency is recognized for its ability to attract, develop, and retain top talent.

## **Rationale 2:**

Recognizing the significance of acquiring and developing a skilled workforce is crucial for the agency's success. In acknowledging the competitive nature of the labor market, the agency must prioritize strategies to attract and retain high-quality employees. This entails promoting the health and wellbeing of staff, establishing structured staff development programs, and fostering a culture that encourages innovation and excellence.

## **Action Steps 2:**

### **1. Implement a comprehensive Wellness Program**

- Create a supportive work environment that values and prioritizes employee health, well-being, and work-life balance.
- Implement policies and practices that promote physical activity, healthy eating habits, stress management, and mental health support.
- Lead by example by demonstrating a commitment to employee wellness and professional development at all levels of the organization.

### **2. Offer Development Opportunities:**

- Introduce programs that enable employees seeking new challenges to engage in special projects, job rotations, or developmental assignments.
- Facilitate cross-training initiatives to broaden employees' skill sets and enhance their versatility within the organization.
- Encourage a culture of continuous learning and professional growth by providing access to training resources and educational opportunities.

### **3. Develop Succession Plans:**

- Create comprehensive succession plans for all positions to ensure seamless transitions and knowledge retention.
- Identify key positions and potential successors, grooming internal talent for future leadership roles.
- Regularly review and update succession plans to adapt to changing organizational needs and personnel dynamics.

## **Gap 3**

Certain job positions within the agency are unable to telecommute, potentially hindering operational flexibility and continuity.

## **Goal 3:**

To effectively utilize telecommuting as an important piece of the agency's continuity of operations plan, ensuring seamless service delivery to Texans during emergencies or unforeseen circumstances.

## **Rationale:**

Telecommuting plays a crucial role in maintaining operational continuity, particularly during emergencies. By effectively leveraging telecommuting, the agency can ensure uninterrupted service provision to Texans, even in adverse situations. Utilizing AI can enable us to expedite decision-making processes and enhance response times to inquiries during normal and emergency situations.

## **Action Steps:**

### **1. Identify Telecommuting Capabilities:**

- Conduct a thorough assessment to identify positions suitable for telecommuting both presently and in the future.
- Update telecommuting policies and procedures to accommodate identified positions, ensuring clarity and consistency in telecommuting arrangements.
- Provide necessary training and support to employees transitioning to telecommuting roles, emphasizing cybersecurity best practices and compliance requirements.

### **2. Embrace Paperless Work Environment:**

- Continue efforts to transition towards a paperless work environment, facilitating seamless telecommuting and enhancing operational efficiency.
- Implement digital document management systems and tools to streamline workflows and enhance collaboration among remote teams.
- Encourage the use of secure digital platforms for document sharing and communication to mitigate security risks associated with telecommuting.

### **3. Utilizing AI Technology**

- Utilize the support of the Health Professions Council to identify and maintain AI embedded within commonly used commercial products.
- Proactively address opportunities to use AI embedded within commonly used commercial products in the departments within the agency.
- Provide ongoing AI training and awareness programs to educate employees on AI best practices and ensure compliance with current and forthcoming AI policies.

**Schedule G: Workforce Development System Strategic Planning (not applicable)**

**Schedule H: Report on Customer Service**

**Executive Council of Physical Therapy and Occupational Therapy Examiners  
Report on Customer Service  
March 2022 – March 2024**

**Overview**

The Executive Council of Physical Therapy and Occupational Therapy Examiners (ECPTOTE) maintains a commitment to delivering exceptional customer service across all stakeholders.

**External Customer Inventory**

Primarily serving licensees of Physical Therapists and Physical Therapist Assistants, Occupational Therapists and Occupational Therapy Assistants, ECPTOTE supports licensure and practice. Other recipients include unlicensed therapists, potential licensees, and students in therapy education programs. Additionally, citizens filing complaints against licensees are supported through investigation and disciplinary actions, aligning with the agency’s strategic goals.

**General Description and History of Information Gathering Methods**

Since December 2001, ECPTOTE has engaged the Center for Social Work Research at the University of Texas (UT) to oversee its customer survey. Initially conducted thrice annually, reports are now biennial, with data shared usually in March/April. Approximately 95% of online renewal program users are exposed to the survey, which is voluntary. Results are provided to the agency promptly, allowing swift responses to comments.

**Methodology and Analysis of the Survey of Organizational Excellence Group Administered Survey (as described by the Center for Social Work Research)**

**Design**

The survey, initiated in spring 2002 by the Survey of Organizational Excellence Group (SOE) at UT Austin, aimed to gauge customer service perceptions regarding ECPTOTE services. Seven survey areas were identified, measured using a Likert-type scale. Additionally, an open-ended section allowed for qualitative feedback.

**Survey Instrument Type**

Conducted online, the survey was integrated into the agency's renewal system and website. It facilitated broad assessments of customer perceptions, encouraged participation through concise questioning, and enabled feedback to shape future surveys.

## Analysis

Survey responses underwent thorough compilation and analysis. Demographic data were tabulated alongside average scores, standard deviations, and frequency counts. Confidence intervals and reliability measures ensured the validity of findings.

## **Summary of Results**

Results indicated a positive overall satisfaction rating of 76% from March 2022 to March 2024. High satisfaction was observed in staff interactions and information dissemination. However, improvements were identified for website usability, with a rating of 3.81. Scores above 3.0 signaled positive perceptions, while scores below necessitated attention.

This comprehensive approach to survey methodology provides ECPTOTE with valuable insights to continually enhance its customer service offerings.

**Schedule I: Certification of Compliance with Cybersecurity Training**



C E R T I F I C A T E

**Executive Council of Physical Therapy and Occupational Therapy Examiners**

Pursuant to the Texas Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the cybersecurity training required pursuant to the Texas Government Code, Sections 2054.5191 and 2054.5192.

**Chief Executive Officer or Presiding Judge**

**Board or Commission Chair**

DocuSigned by:  
*Ralph Harper*  
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Signature

DocuSigned by:  
*Manoranjan "Mano" Mahadeva*  
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Signature

Ralph A. Harper  
Printed Name

Manoranjan Mahadeva  
Printed Name

Executive Director  
Title

Presiding Officer  
Title

05/09/2024

05/10/2024

Date

Date

**Schedule J: Report on Projects and Acquisitions Financed by Certain Fund Sources (not applicable)**