

APPENDIX F



# Texas Medical Board

Workforce Plan

2009-2011

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## Agency Overview

### Vision and Mission

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

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

### Strategic Goals and Objectives

**Goal 1** –To protect the public safety by licensing and permitting qualified practitioners and non-profit entities through collection and evaluation of verified credentials information in a timely and efficient manner for all professionals regulated by the Texas Medical Board, Texas State Board of Acupuncture Examiners, and Texas State Board of Physician Assistant Examiners.

#### Objectives

- To ensure that all practitioners and non-profit entities, licensed and/or permitted, meet qualifications required in statute and board rules.
- To maintain a licensing and/or permitting process that is efficient and timely.

#### Goal 2

To protect the public safety by investigating licensees and permit holders with alleged violations of statute and board rules, prosecuting violations to disciplinary action, and monitoring compliance with board orders.

#### Objectives

- To identify complaints to be filed for investigation and conduct a complete and timely investigation to collect evidence of possible violation of statute and board rules within the timelines required by statute.
- To successfully prosecute violations of statute and board rules to disciplinary action within timelines required by statute to resolve cases.
- To monitor probationer's compliance with board orders and collect evidence to successfully prosecute non-compliance probationers to additional disciplinary action.

#### Goal 3

To protect the public safety through public information initiatives, by informing TMB's customers of the responsibility, authority and mission of the agency and to ensure the compliance of licensees and permit holders with statute and board rules.

#### Objectives

- To inform licensees and permit holders of statutory and rule requirements, disciplinary actions of the board, and related regulatory topics.
- To inform the public of the complaint process and mission of the TMB.

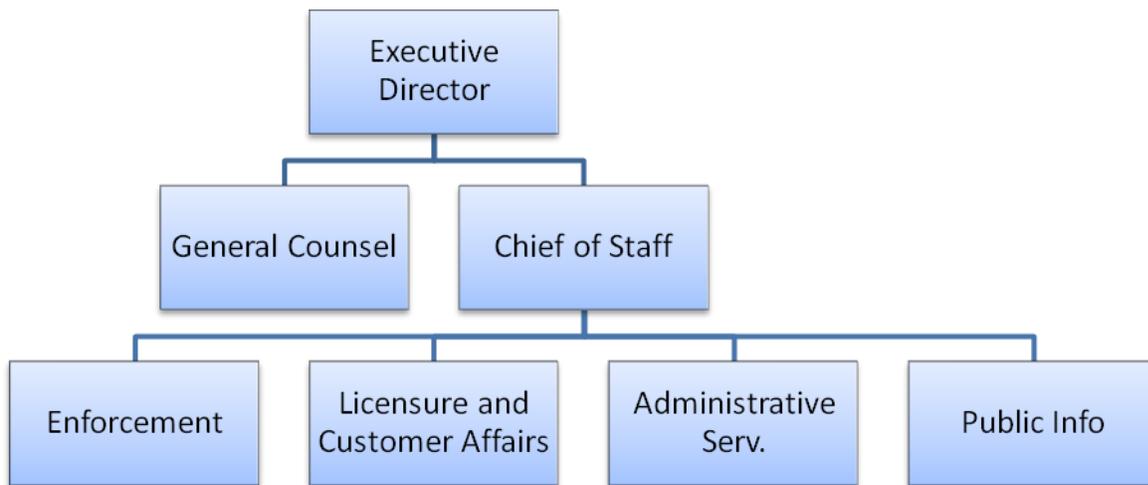
**Agency Functions**

The TMB was created to protect the Texas public by licensing only those physicians, physician assistants, acupuncturists, and surgical assistants who are properly trained. The TMB regulates over 59,000 physicians. The agency also regulates approximately 4215 physician assistants, 767 acupuncturists, and 255 surgical assistants. This presents the TMB with a unique challenge to oversee licensures and investigate all alleged violations of these medical professions with the size of Texas and a staff of only 142.5 employees.

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

The TMB does not anticipate any changes within the mission, strategies, and goals over the next five years.

**TMB’s Organization and Structure.**



## Current Workforce Profile

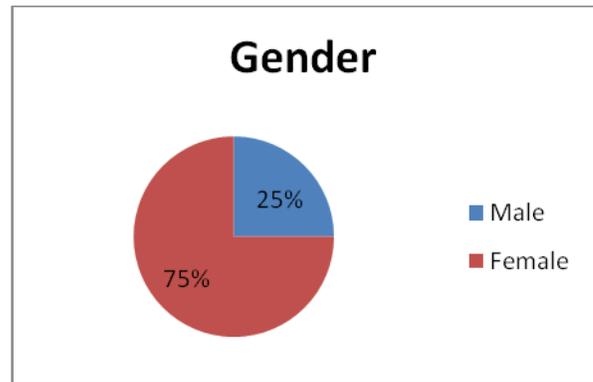
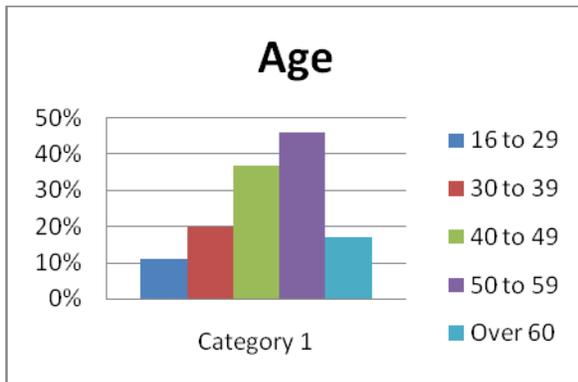
TMB’s talented workforce is our greatest resource. However, it is difficult to maintain this staff due to the increased demands placed on the agency. TMB is authorized 142.5 FTEs and currently has approximately 139 employees.

### General Demographics

TMB’s workforce is somewhat older than the State’s workforce – 75% of TMB employees are over 40 compared to only 62% of the State’s workforce. TMB’s workforce is primarily female while the State’s workforce is more evenly split between men and women. TMB also has slightly less Hispanics (16% vs. 22%) and Blacks (9% vs. 20%) than the State’s overall percentages.

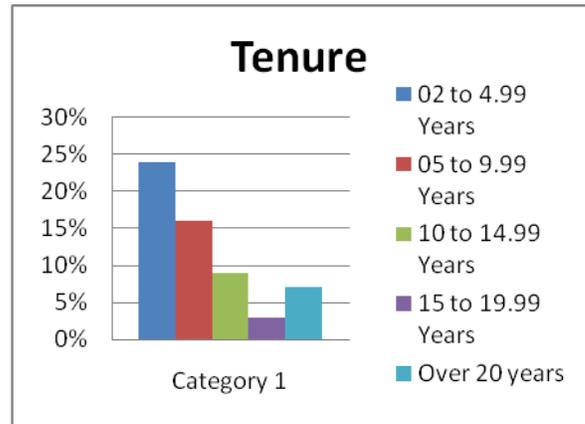
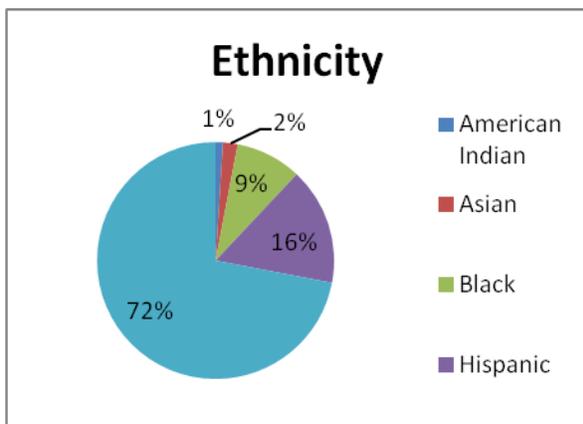
Approximately 75% of TMB’s workforce is over the age of 40.

TMB’s workforce is primarily female.



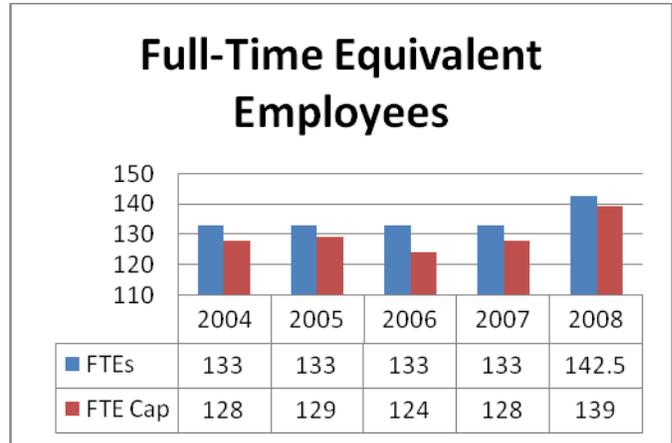
TMB’s workforce is 72% white, approximately 9% are African American and approximately 16% are Hispanic.

Approximately 64% of employees have been with the TMB for less than 5 years.



### Current Staffing Levels

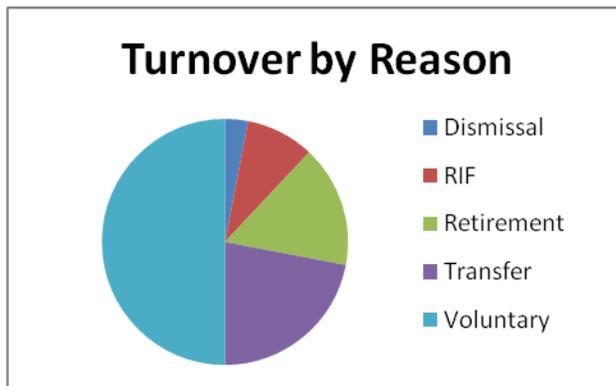
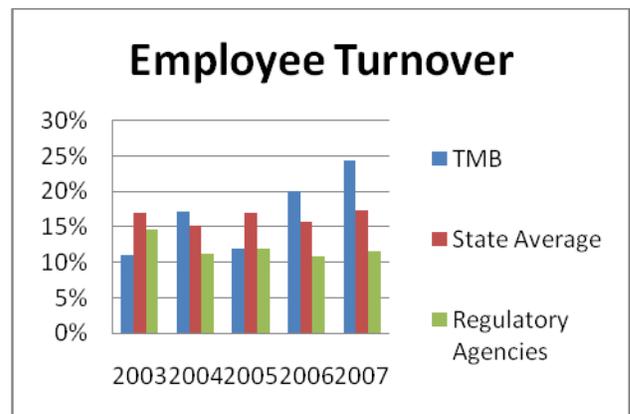
The TMB's FTE cap has remained fairly flat since 2004 with an increase of only 9.5 FTEs last biennium. TMB's current FTE cap is 142.5 FTEs. TMB has difficulty accomplishing the goals of the agency with this restricted staffing number. HB 1973 added new additional reporting requirements regarding licensure, licensee criminal history, technology issues and budget. This bill also set a new requirement that the average time to issue a new physician license must not exceed 51 days. TMB must also make an effort to prioritize applicants intending to practice in Medically Underserved Areas. These additional requirements put stress on the full workload of our staff.



TMB has experienced a large growth in applications for physician licensure in the last three years and the Legislature addressed the need for additional licensure staff during the last session. Now, the agency is experiencing large growth in the number of complaints received and is unable to meet statutory deadlines for completion of investigations. The number of complaints filed for investigation in FY 2007 increased by 26% over previous highs and FY 08 numbers are projected to be 26% greater than FY 07 and 62% greater than in FY 06. There are currently 68 staff in the Enforcement Division and an additional 10 staff are needed in order to meet the deadlines imposed by statute for the investigation and close of complaints.

### Employee Turnover

The turnover rate during 2007 was 24%. This poses an ongoing recruiting issue for TMB. TMB's turnover rate has been trending up the last few years and is higher than the average State turnover and other Regulatory agencies. Our exit interview data shows that we are losing employees to other agencies for higher salaries.



### **Projected Turnover Rate Over the Next Five Years**

TMB's 2007 turnover rate of 24% is significantly higher than the State's average and we anticipate that employee turnover will stay at a high level if we are not able to address certain issues regarding salary issues. Salary levels also create difficulty in recruiting qualified employees to fill vacancies.

### **Percentage of Workforce Eligible to Retire**

TMB estimates that approximately 8% - 20% of its workforce will be eligible to retire in the next five years. Eleven employees are currently eligible to retire and another 18 employees may reach their eligibility within the next two years.

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

It is critical that the TMB employ employees who maintain the necessary skill set and knowledge that is needed to meet the overall mission and strategic goals and objectives of the agency. TMB has set the following requirements for the major jobs:

#### **Investigation:**

- Graduation from an accredited university with an RN, LVN, or PA degree
- Licensed in good standing to practice as a nurse or physician assistant in Texas
- Extensive experience in nursing, healthcare, medical quality assurance, clinical, investigative, and paralegal

#### **Licensing:**

- Graduation from an accredited four-year college or university
- Administrative support experience
- Experience reviewing and/or processing applicant files for a regulatory agency

#### **Litigation:**

- Graduation from an accredited law school with an L.L.B. or J.D. degree
- Licensed in good standing to practice law in Texas
- Litigation experience in administrative, regulatory or health law, or prosecutorial experience

#### **Technology Skills:**

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

#### **Customer Service:**

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

### Salary Levels

Due to budgetary constraints, TMB usually must hire new employees at the minimum of the salary range. Currently, over 78% of all employees are paid below the midpoint of their salary group. Other agencies routinely hire at midpoint, making it difficult for TMB employee salaries to remain competitive. For similar reasons, TMB also rarely awards merit increases which increase employees' base salaries. Rather, we must provide one-time lump sum payments for performance which do not continually increase employees' due to budgetary reasons.

### TMB Salary Penetration

TMB Salaries



## **Future Workforce Profile**

### **Expected Workforce Changes**

TMB's service load has increased due to increased numbers of new physicians and applicants for licensure and increased numbers of complaints received. Advances in technology will greatly impact the TMB by requiring that employees be able to function proficiently in a business environment that is dependent upon electronic data and documents. In addition, individuals hired for field positions must have access to high-speed internet in order to work with the TMB's web-based electronic document system.

### **Future Workforce Skills Needed**

TMB will need employees with skills that allow them to analyze complex information, make decisions, communicate effectively, and work in a team environment. Staff will also need technology skills to function in a paperless environment.

### **Anticipated Changes in the Number of Employees Needed**

TMB does not have adequate staff to meet current demand for services. The number of physicians holding a Texas license has increased by 17% in the last five years. While the legislature provided new FTEs for this biennium to meet the increased demand for licensure, there is now a significant increase in the number of investigations required. The number of investigations open now is 62% higher than it was when the last Strategic Plan was published in FY 06. Additional enforcement staff will be required if the TMB is to meet statutory deadlines for closure of complaint investigations. It is anticipated that the demand for TMB services will continue to grow based on demographic projections for the state, the business climate that is attractive to physicians, and the legislative interest in increasing the health professions workforce in underserved areas.

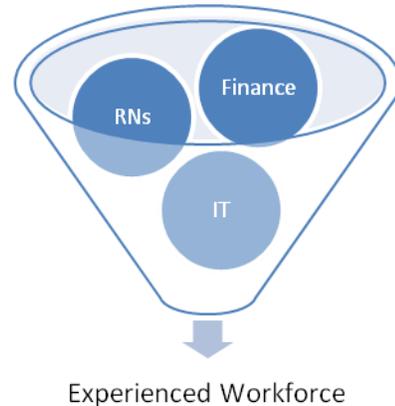
We also anticipate growth in our reliance on information technology and the required staff to support operations.

## Gap Analysis

### Anticipated Shortage of Employees

TMB anticipates shortages of employees in the following areas:

- **RNs** - We anticipate the need for additional RNs by the end of the next five year cycle. These employees will be needed in the Enforcement Department to investigate alleged violations of the law and rules and one will be used in a consultant capacity to interpret complex practice issues and prepare cases for litigation. TMB salaries are not competitive for RNs, making it more difficult to fill positions.
- **Experienced Finance/Budget Professionals** – The shortage of skilled finance and budget staff is already apparent as the agency has been unable to fill positions over the current biennium.
- **Skilled IT Professionals** – The shortage of skilled IT professionals is already apparent as the agency has experienced difficulty in filling such positions this biennium and postings have been open for months before filled.



### Anticipated Shortage of Skills

TMB anticipates a shortage of skills in the following areas:

- **Supervisors**– TMB has identified a need for additional supervisory skills to manage front-line staff. Due to succession planning, we will need to develop this management team to move up with little or no training and orientation. We also see a deficit in change management, process re-engineering and problem solving skills. This will require ongoing internal training to match the agency culture and expectations.
- **Manager/Director** – TMB had identified that that there are management positions that will be vacated in the next 2 – 5 years due to retirements and other possible career moves. TMB needs to provide salaries that are sufficiently competitive to retain lower and mid-level employees in order to develop the required maturity of experience so these employees can move into management positions.
- **Skilled Professionals** – TMB has experienced increasing difficulty in recruiting professional employees, particularly in the areas of Law, Finance, and IT. Interviews and job offers have been declined because agency salaries were not competitive with other available positions in state government or the private sector.

### Salary Issues

TMB salaries are not competitive for RNs, making it more difficult to fill positions. The agency has had difficulty filling Finance and IT positions due to salary issues. We also have trouble remaining competitive with other agencies and the private sector because we cannot utilize the full salary range for positions due to budgetary constraints. Our turnover rate also shows that we are losing employees at a higher rate than other agencies.

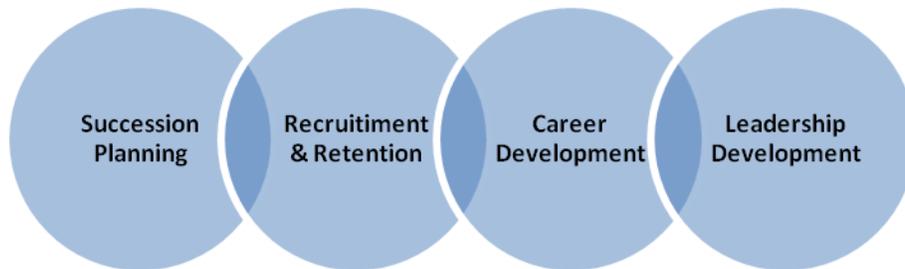
**Summary**

The most important fiscal issues for the next biennium are requests for additional funding to:

- Hire additional staff for investigations, litigation and compliance functions.
- Increase operational funds for merit increases to retain employees
- Increase starting salaries to attract qualified applicants.
- Increase retention funding to provide career ladders and to upgrade positions that are either underclassified or underpaid.

## Workforce Strategies

TMB will initiate the following strategies to address the gaps identified in our workforce analysis.



### Strategy 1 - Succession Planning

TMB will develop a succession plan that addresses key management position currently filled by employees who will soon be eligible to retire. We will identify potential employees who could move into these key management positions and prepare them through a combination of informal executive mentoring and formal management/leadership training.

### Strategy 2 – Recruitment and Retention Programs.

TMB will initiate programs to recognize and reward employee commitment and dedication. Examples of programs being considered include:

- When appropriate, flexible schedules for employees who perform satisfactorily will be developed, to allow greater individual emphasis to be placed on personal/home priorities while at the same time accomplishing TMB goals and objectives.
- Request additional operating funds in the next legislative session to enhance employee compensation especially in the recruitment and retention of employees.
- Increased communication of educational reimbursement opportunities for employees who wish to obtain outside education/training directly related to their job duties.
- Professional development activities to support employee's specific job duties.
- Career ladders for classified positions to provide financial incentives for employees with critical skills and abilities to stay in their positions.
- Classification and compensation study to determine if current positions are being paid competitively in the market.
- Closer analyses of positions that indicate high turnover rates.

### Strategy 3 - Career Development Programs

TMB employees will be encouraged to attend career development programs and training, at agency expense and on agency time. In addition, the TMB will research and develop in-house development programs for employees to assist them in reaching their maximum personal and professional potential. TMB will provide ongoing employee training in the following areas:

- Communications
- Team-Building
- Personnel Policies
- New Technologies

**Strategy 4 - Leadership Development**

A management development program addressing first line and senior management development will be developed and staff training will be supported to attend these activities. Focus will be on managing employee performance and core supervision/management skill development. First-line supervisor training also will be developed to address supervision issues that have high impact on employee morale and retention. Topics for supervisor training will include:

- Motivating and managing employee performance
- Proper performance evaluation strategies
- Techniques for creating appropriate workplace environments
- Process re-engineering
- Change management
- Problem solving