
DEPARTMENT OF STATE HEALTH SERVICES

MISSION

The mission of the Department of State Health Services (DSHS) is to improve health and well-being in Texas.

SCOPE

DSHS administers and regulates public health and behavioral health programs.

CORE BUSINESS FUNCTIONS

DSHS is a multifaceted agency responsible for oversight and implementation of public health and behavioral health services in Texas. With an annual budget of \$2.9 billion, DSHS ranks fifth among state agencies, and with a workforce of approximately 12,000, DSHS is the third largest Texas state agency employer. The DSHS mission is accomplished through the procurement or provision of services and supports that have a direct impact on the citizens of Texas. DSHS administrative and service areas include:

- ◆ **Chief Operations Officer**
 - Operations Management
 - Executive/Operations Support
 - Information Technology
 - Vital Statistics
 - Center for Health Statistics
 - Legal Services
 - Contract Oversight and Support
 - Business Continuity Services
- ◆ **Chief Financial Officer**
 - Accounting
 - Budget
 - Client Services Contracting
- ◆ **Family and Community Health**
 - Contractor Services
 - Family Health Services
 - Nutrition Services
 - Maternal and Child Health
- ◆ **Mental Health and Substance Abuse**

- Program Services
- Hospital Services
- Contractor Services
- ◆ **Regional and Local Health**
 - Health Service Regions
 - Regional and Local Program Support
 - Local Health Authority for Cities/Counties without a Local Health Department
- ◆ **Prevention and Preparedness**
 - Disease Registries
 - Community Preparedness
 - Environmental Epidemiology
 - Infectious Disease Surveillance, Prevention, and Treatment
 - Chronic Disease Prevention and Control
 - Laboratory
 - Contractor Services
- ◆ **Regulatory**
 - Enforcement
 - Health Care Quality
 - Environmental and Consumer Safety

WORKFORCE DEMOGRAPHICS

DSHS is the second largest agency in the HHS System. Statewide, the agency employs approximately 12,000 full and part-time employees, representing about 22 percent of the HHS System workforce. The majority of these employees (7,614 employees or about 64 percent) work in inpatient facilities across the state.³⁰⁶ To better understand the agency's unique workforce, the following demographic categories are examined:

Job Families

About 70 percent of DSHS employees (8,361 employees) work in 10 job families.³⁰⁷

³⁰⁶ HHSAS Database, as of 8/31/11.

³⁰⁷ Ibid.

Table 30: Largest Program Job Families and Average Salaries

Job Family	Number of Employees	Average Salary
Psychiatric Nursing Assistants	2,837	\$22,721
Clerical Workers	1,394	\$26,346
Program Specialists	1,005	\$48,889
Registered Nurses (RNs)	997	\$51,986
Licensed Vocational Nurses (LVNs)	482	\$32,123
Rehabilitation Technicians	342	\$23,777
Custodians	341	\$20,026
Public Health Technicians	340	\$34,816
Food Service Workers	335	\$19,999
Managers	288	\$64,679

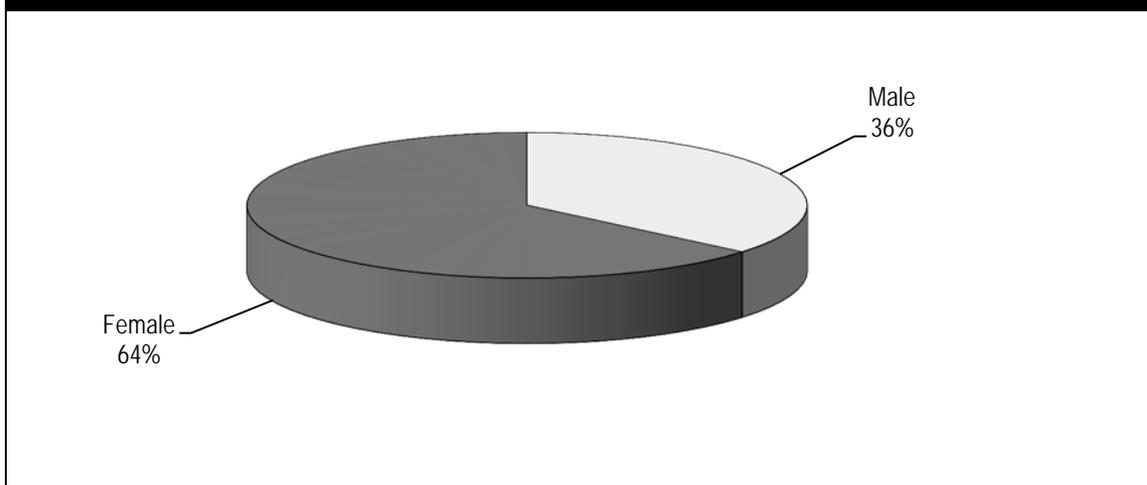
Salary

DSHS employees earn an average annual salary of \$37,308, which is slightly higher than the HHS System average annual salary of \$36,346.³⁰⁸

Gender

Females make up approximately 64 percent of the agency workforce.³⁰⁹

Figure 89: DSHS Workforce by Gender

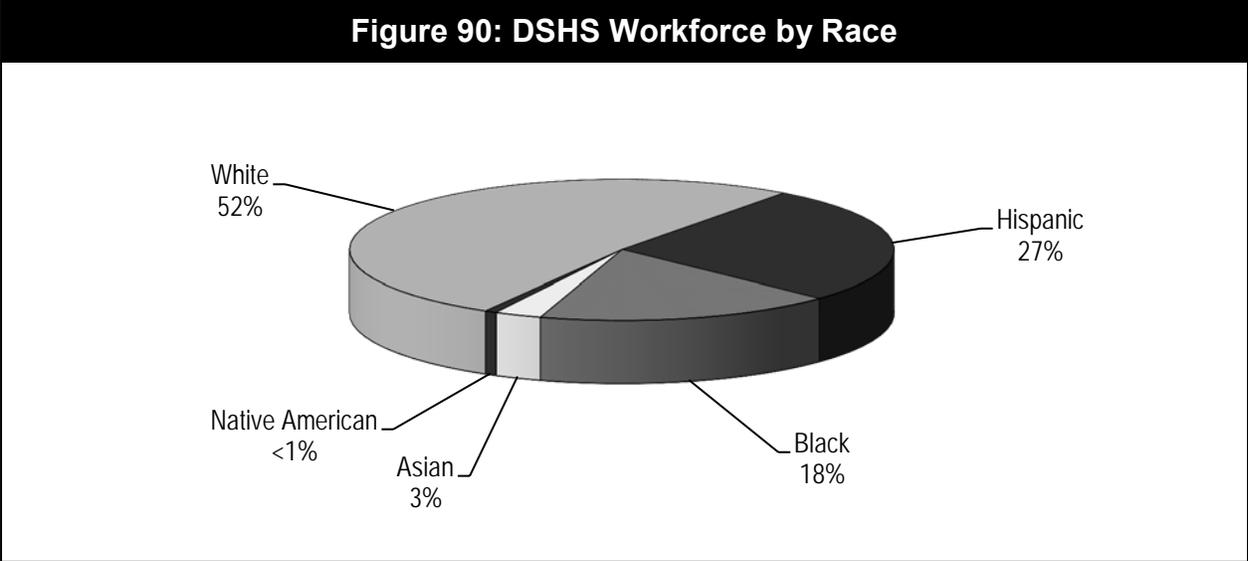


³⁰⁸ HHSAS Database, as of 8/31/11.

³⁰⁹ Ibid.

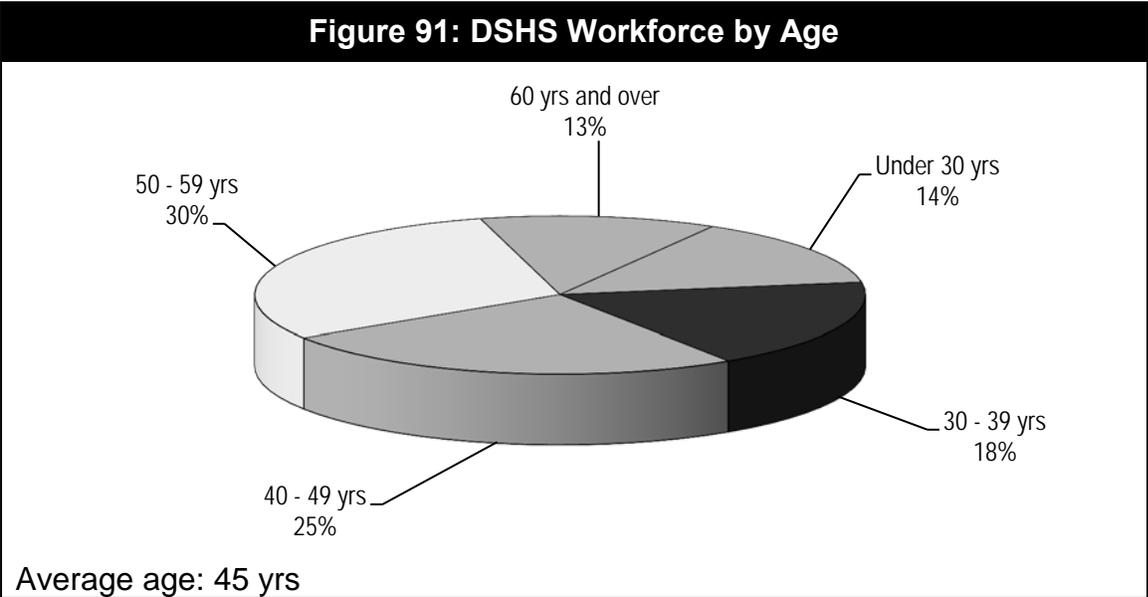
Race

White employees represent the largest racial group at 52 percent, followed by Hispanic employees at 27 percent and Black employees at 18 percent.³¹⁰



Age

DSHS employees have an average age of 45 years. Approximately 68 percent of the DSHS workforce is 40 years or older.³¹¹



³¹⁰ HHSAS Database, as of 8/31/11.

³¹¹ Ibid.

Utilization Analysis

Texas law requires that each state agency analyze its workforce and compare the number of Blacks, Hispanics and Females employed by the agency to the available state Civilian Labor Force (CLF) for each job category.

The utilization analysis of the DSHS workforce, as indicated in Table 31, reflects underutilization in the following areas:^{312 313}

- ◆ Black employees in the Administrative Support job category;
- ◆ Black, Hispanic and Female employees in the Skilled Craft job category; and
- ◆ Hispanic employees in the Service Maintenance job category.

In cases where the analysis identified underutilization, the minimum number of additional employees needed to bring that group within two standard deviations has been identified.

Table 31: DSHS Utilization Analysis Results

Job Category	Black			Hispanic			Female		
	DSHS %	CLF %	Underutilization (If Yes, # needed)	DSHS %	CLF %	Underutilization (If Yes, # Needed)	DSHS %	CLF %	Underutilization (If Yes, # Needed)
Officials/ Administrators	9.2%	7.2%	No	19.4%	12.3%	No	55.3%	32.6%	No
Professionals	10.8%	9.4%	No	19.3%	11.6%	No	66.7%	49.0%	No
Technicians	17.2%	13.9%	No	29.9%	19.7%	No	72.0%	42.1%	No
Protective Service	15.5%	18.0%	No	21.8%	23.1%	No	17.8%	21.6%	No
Para-Professionals	29.5%	14.3%	No	32.1%	25.7%	No	55.0%	56.3%	No
Administrative Support	15.7%	19.4%	26	33.6%	26.8%	No	88.3%	78.8%	No
Skilled Craft	5.6%	14.7%	17	29.6%	35.2%	1	4.0%	16.5%	27
Service Maintenance	26.2%	20.4%	No	38.9%	43.7%	12	62.6%	44.4%	No

The fiscal year 2011 results for underutilization in the Service Maintenance category represent a significant shift compared to fiscal year 2010. During fiscal year 2010, Civil Rights Office (CRO) staff noted that many of the direct care staff at DSHS facilities appeared to be misclassified as Service Maintenance rather than Para-Professional for EEO-4 reporting purposes. This had a significant impact on the results of the utilization analysis for fiscal year 2010, causing it to appear as if there were high rates of underutilization for Hispanics in the Service Maintenance category at DSHS. During fiscal year 2011, CRO worked with HR staff and staff from the COO's office at DSHS to reassign direct care staff at the facilities to the more appropriate job category of Para-Professional. The job classification impacted by this change was the Psychiatric Nursing Assistant (PNA) classification. EEO-4 instructions from the federal EEOC indicate that the Para-Professional category,

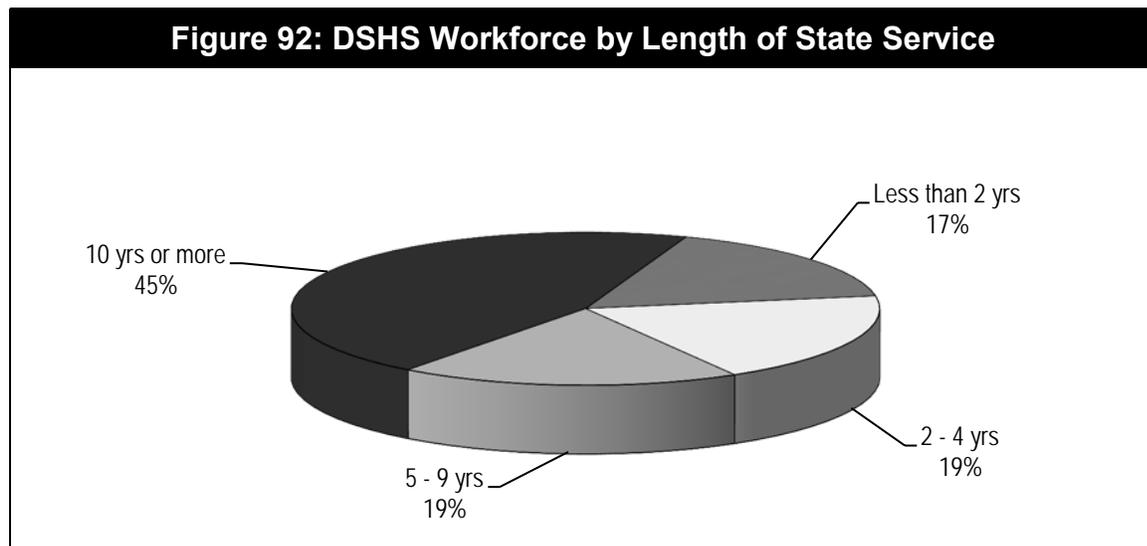
³¹² HHSAS Database, as of 8/31/11.

³¹³ CLF data – EEOC publications, "Job Patterns for Minorities and Women in State and Local Government, 2003" for Texas and "Job Patterns for Minorities and Women in Private Industry, 2003" for Texas. Modified 6/8/05.

which includes positions like recreation assistants, homemaker aides, home health aids, medical aides, and similar types of positions, is a much more appropriate categorization for the PNA positions than Service Maintenance. The reassignment of these positions also resulted in a more accurate representation of the utilization of these groups in the DSHS workforce. Although there was still some underutilization noted for Hispanics in the Service Maintenance category at DSHS for fiscal year 2011, the rate was much lower than that noted in fiscal year 2010. As a result, the numbers should be much more manageable for DSHS as they work to develop a recruitment plan for addressing the underutilization of Hispanics in this category.

State Service

Approximately 45 percent of the DSHS workforce has 10 or more years of state service. About 36 percent of the DSHS employees have less than five years of state service.³¹⁴

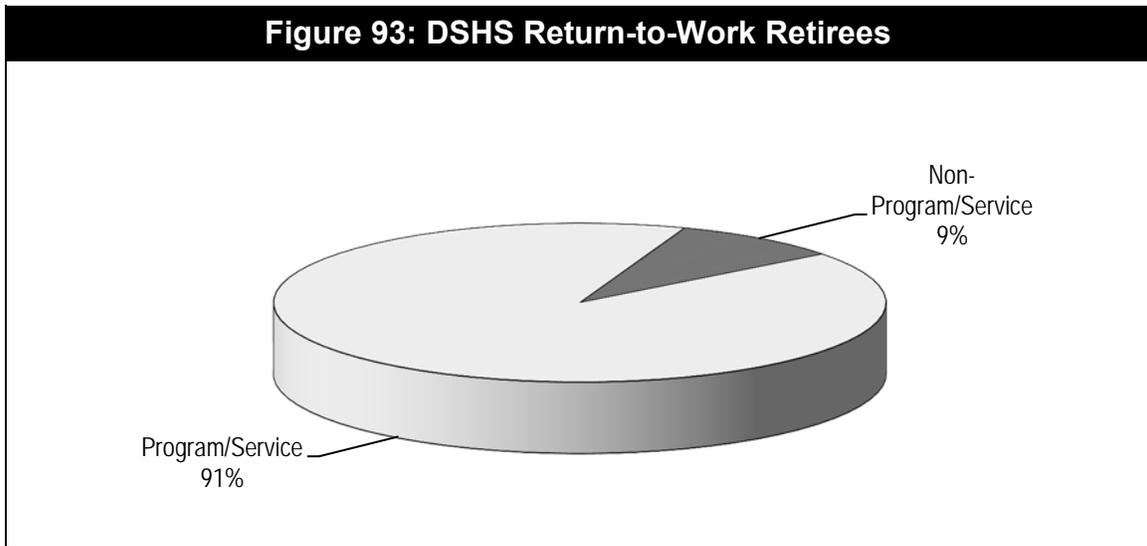


Return-to-Work Retirees

DSHS employs 554 return-to-work retirees. The majority of these retirees (91 percent) work in program/service related areas.³¹⁵

³¹⁴ HHSAS Database, as of 8/31/11.

³¹⁵ Ibid.



TURNOVER

The DSHS turnover rate during fiscal year 2011 was about 19 percent, slightly higher than the statewide turnover rate of 16.8 percent. The majority of these employee separations (approximately 77 percent) were voluntary.³¹⁶

Table 32: Reason for Separation

Reason	Separations	Percentage ³¹⁷
Voluntary Separations		
Personal reasons	1,326	56.5%
Transfer to another agency	151	6.4%
Retirement	337	14.4%
Involuntary Separations		
Termination at Will	3	0.1%
Resignation in Lieu	37	1.6%
Dismissal for Cause	463	19.7%

The table below indicates the job families essential to the delivery of agency services and/or shortage occupations that have experienced significant employee losses during fiscal year 2011.³¹⁸

³¹⁶ State Auditor's Office (SAO) FY 2011 Turnover Statistics.

³¹⁷ Death accounted for 1.2% of separations.

³¹⁸ HHSAS Database, FY 2011 data.

Table 33: FY 11 Turnover for Significant Job Families³¹⁹

Job Family	Average Annual Headcount	Separations	Turnover Rate
Medical Aides	20	9	45.0%
Laundry Workers	54	19	35.5%
Psychiatric Nursing Assistants	3,099	915	29.5%
Licensed Vocational Nurses (LVNs)	515	134	26.0%
Nurse Practitioners	22	5	23.0%
Registered Nurses (RNs)	1,050	242	23.0%
Food Service Workers	362	81	22.4%
Medical Technologists	101	22	21.8%
Nutritionists	70	15	21.4%
Security Workers	181	38	21.0%
Human Services Specialists	161	33	20.5%
Associate Psychologists	50	10	20.2%
Budget Analysts	47	9	19.0%
Social Workers	179	34	19.0%
Inspectors	138	26	18.9%
Rehabilitation Technicians	352	65	18.5%
Human Services Technicians	96	17	17.7%
Physicians ³²⁰	67	11	16.5%
Custodians	359	57	15.9%
Drivers	44	7	15.8%
Financial Analysts	26	4	15.2%

RETIREMENT PROJECTIONS

Currently, approximately 11 percent of the DSHS workforce is eligible to retire from state employment. Over the next five years, over one-fourth of the agency workforce will reach retirement eligibility.³²¹

³¹⁹ Turnover is calculated as follows: The total number of employees who terminated during the period DIVIDED BY the average number of employees on the last day of each quarter in the period plus the employees that terminated during the quarter TIMES 100 to produce a percentage.

³²⁰ HHSAS Database, as of 8/31/11. Note: Physicians include Resident Physicians and Physicians I – IIIs.

³²¹ HHSAS Database, as of 8/31/11.

**Table 34: DSHS Projected Retirement Eligibility through Rule of 80
 (FY 11 – FY 16)**

Fiscal Year	Cumulative Number of Eligible Employees	Percent of Workforce
2011	1,343	11.2%
2012	1,681	14.0%
2013	2,019	16.8%
2014	2,406	20.1%
2015	2,818	23.5%
2016	3,257	27.2%

EXPECTED WORKFORCE CHALLENGES

DSHS anticipates that as the population of the State increases, there will be a need for additional health related services. Projected job growth will heighten competition for qualified applicants from other health service sectors, including the federal government and the private sector. The aging population and increasing life span with accompanying ongoing multiple chronic health conditions will likely increase the need for healthcare services delivery.

The DSHS regulatory program activities saw tremendous growth. Additionally, programs added by both federal and state government have increased the need for licensure, investigatory and enforcement activities. In the Foods Licensing Program, there is anticipated new legislation which will increase the workload for current positions. For every new licensee there is an associated increase in the workload for compliance and enforcement staff. To keep pace with population growth and the number of licenses, DSHS must recruit trained professionals capable of performing the technical inspections and reviews necessary to protect the health of the state. With the rapidly growing number of licenses and resource constraints due to the state's challenging budget situation, the risk-based approach is becoming more critical to assure that DSHS resources are used in an efficient and effective manner that is most protective of public health while still assuring that licenses are issued in a timely manner.

To align regulatory resources to meet demands, DSHS has initiated an internal self-evaluation of all regulatory programs and functions to identify opportunities for improving the system. The examination will include examination of the appropriate level of staffing required to perform the statutorily required regulatory activities. A report will be submitted to legislative and state leadership prior to the 2013 legislative session.

Potential significant changes in the labor market, or in healthcare policy, could jeopardize the recruitment, development, deployment and retention of the DSHS workforce. As the agency adjusts to federal healthcare policy changes and federal funding reductions, DSHS will continuously work to align the agency organizational structure and business processes to accommodate these environmental shifts.

In addition to these challenges, DSHS anticipates continued difficulties in recruiting and retaining qualified and experienced employees due to the lack of competitive wages, increased job duties, and the available supply of clinicians and other qualified public health professionals.

Shortage occupation job families that will require targeted recruitment attention are Psychiatric Nursing Assistants, Nurses (RNs and LVNs), Nurse Practitioners and Physician Assistants, Epidemiologists, Sanitarians, Health Physicists, Dentists, Physicians, Psychiatrists, Psychologists, Pharmacists, Substance Abuse Counselors, Social Workers and Financial Analysts.

Psychiatric Nursing Assistants

There are approximately 2,800 Psychiatric Nursing Assistants employed in DSHS state mental health hospitals.³²² These positions require high school education or equivalency to perform the work; however, there is extensive on-the-job training.

Workers are assigned many routine basic care tasks in the state hospitals that do not require a license to perform, such as taking vital signs, and assisting with bathing, hygiene and transportation. These employees are required to interact with patients on a daily basis. They are likely to be the first to intervene during crisis situations, and are the frontline staff most likely to de-escalate situations to avoid the need for behavioral restraints. They also have a higher potential for on-the-job injuries, both from lifting requirements and intervention during crisis situations.

The work is performed in shifts throughout the day and night. The pay is low and the work is difficult.

The average Psychiatric Nursing Assistant is about 39 years old and has an average of eight years of state service.³²³

³²² HHSAS Database, as of 8/31/11.

³²³ Ibid.

Figure 94: Psychiatric Nursing Assistants at DSHS – Distribution by Age

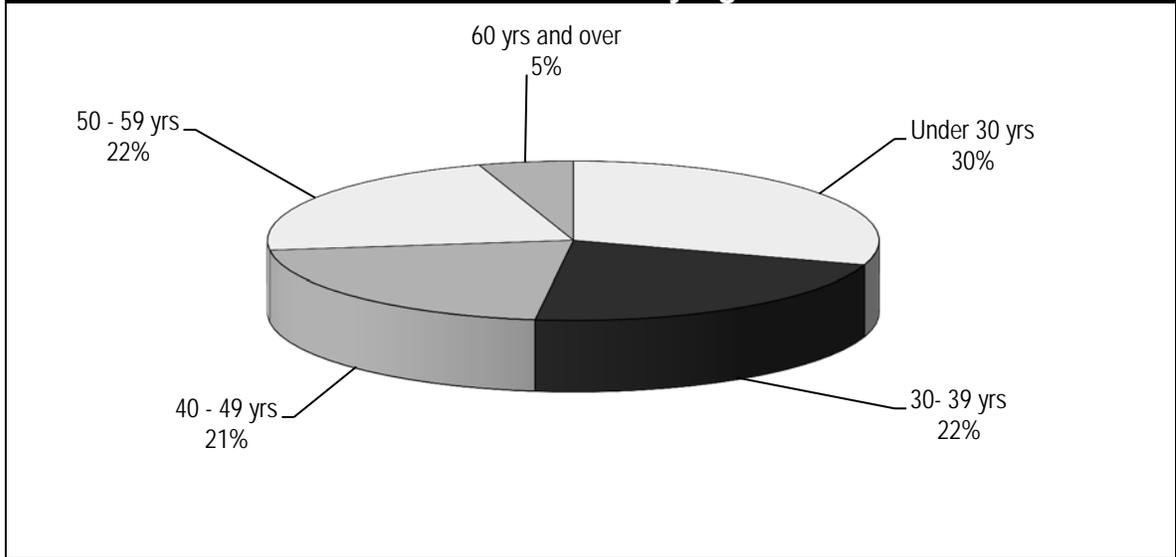
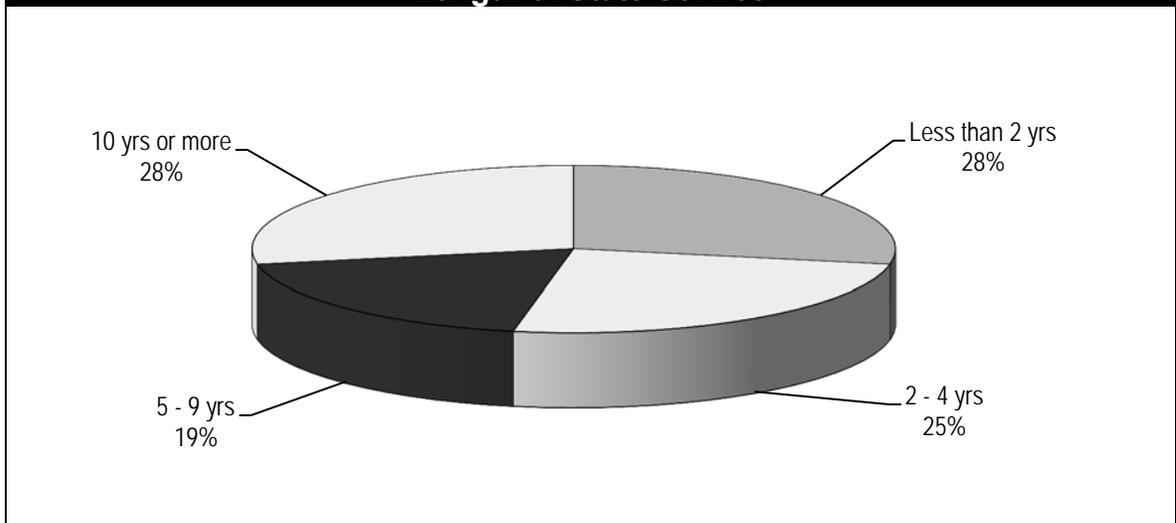


Figure 95: Psychiatric Nursing Assistants at DSHS – Length of State Service



Pay is low, with an average hourly wage of \$10.92 per hour.³²⁴ The State Auditor's Office 2010 market index analysis found the average state salary for Psychiatric Nursing Aids/Assistants to be 28 percent behind the market rate.³²⁵

Turnover for Psychiatric Nursing Assistants is high at about 29 percent, one of the highest turnover rates for any job category in DSHS.³²⁶ About 78 percent of these

³²⁴ HHSAS Database, as of 8/31/11.

³²⁵ State Auditor's Office, "A Biennial Report on the State's Position Classification Plan," August 2010, Report No. 10-708, web page <http://www.sao.state.tx.us/reports/main/10-708.pdf>, last accessed 4/2/12.

separating employees were in entry-level Psychiatric Nursing Assistant I positions (716 losses or a 38 percent turnover rate). Further complicating this situation, many of the applicants for these entry-level positions lack the experience needed to work with patients and often lack the physical ability necessary to carry out their job duties.

To address these difficulties, DSHS has plans to increase entry level salaries for new Psychiatric Nursing Assistants and for currently employed staff during fiscal years 2014 and 2015.

Recruitment and retention of these employees remains a major challenge for DSHS.

Registered Nurses (RNs) and Licensed Vocational Nurses (LVNs)

Nationwide, the nursing shortage has reached crisis proportions. It is projected that there will be a need for 495,500 new RN jobs by 2020.³²⁷ Job opportunities for RNs are expected to grow faster than the average for all occupations.³²⁸ With this level of job growth, it is projected that there will not be enough qualified applicants to meet the increased demand.

The nursing shortage is the most significant healthcare workforce staffing concern facing both the nation and Texas.³²⁹ It is projected that between 2005 and 2020, the demand for nurses in Texas will increase by 86 percent, while the supply will grow by only 53 percent.³³⁰ The Texas nurse-to-population ratio is far below the national average of 782 Nurses per 100,000 people, with the state ratio being only 609 Nurses per 100,000 people. By some estimates, Texas will need 138,000 additional Nurses in the next 10 years to satisfy staffing demands.³³¹

DSHS nurses are generally required to work shifts and weekends. The work is demanding, requires special skills and staff often work long hours with minimal staffing. The work is also physically demanding, making it increasingly more difficult

³²⁶ HHSAS Database, FY 2011 data.

³²⁷ U.S. Department of Labor, Bureau of Labor Statistics, Employment Projections: 2010-20 News Release, web page <http://www.bls.gov/news.release/ecopro.htm>, last accessed on 4/10/12.

³²⁸ U.S. Department of Labor, Bureau of Labor Statistics, Occupational Outlook Handbook, 2010-11 Edition, web page <http://www.bls.gov/oco/ocos083.htm>, last accessed on 2/5/10.

³²⁹ State of Nursing Workforce in Texas – Statewide Health Workforce Symposium Policy Brief, March 2005.

³³⁰ “Texas Nursing: Our Future Depends on It. A Strategic Plan for the State of Texas to Meet Nursing Workforce Needs of 2013,” Texas Center for Nursing Workforce Studies, March 2009. Web page <http://www.dshs.state.tx.us/chs/cnws/TexasTeam/TexasStrategy.pdf>, last accessed 3/17/10.

³³¹ MedicineWorld.org, ‘Lack of Resources, Not Lack of Students, Cause Nurse Shortage,’ web page <http://medicineworld.org/cancer/lead/12-2005/lack-of-resources-not-lack-of-students-cause-nurse-shortage.html>, last accessed on 1/17/06.

for the aging nursing workforce to keep up with these work demands. All of these job factors contribute to higher than average turnover rates.

Although there are 96 nursing school programs across the state, most of them have more applicants than room for new students and only about two-thirds of enrolled students actually graduate. The shortage of trained instructors limits both the number of accepted students and the number of available classes offered.^{332 333}

One recent study published in December of 2011 may indicate that the nursing shortage may be improving. The study reported a 62 percent increase in the number of new nurses from 2002 to 2009. If this trend continues, the number of nurses in 2030 may be enough to satisfy demand.³³⁴

Registered Nurses (RNs)

There are about 1,000 RNs employed by DSHS.³³⁵ The majority of these employees (about 80 percent) work at state hospitals across Texas.

About 11 percent of the agency's RNs work in Health Services Regions, providing direct care and population-based services in the many counties in Texas that have no local health department. These RNs are often the individuals who are on the frontline in the delivery of public health services to rural communities throughout the state.

The typical RN at the agency is about 49 years old and has an average of approximately 10 years of state service.³³⁶

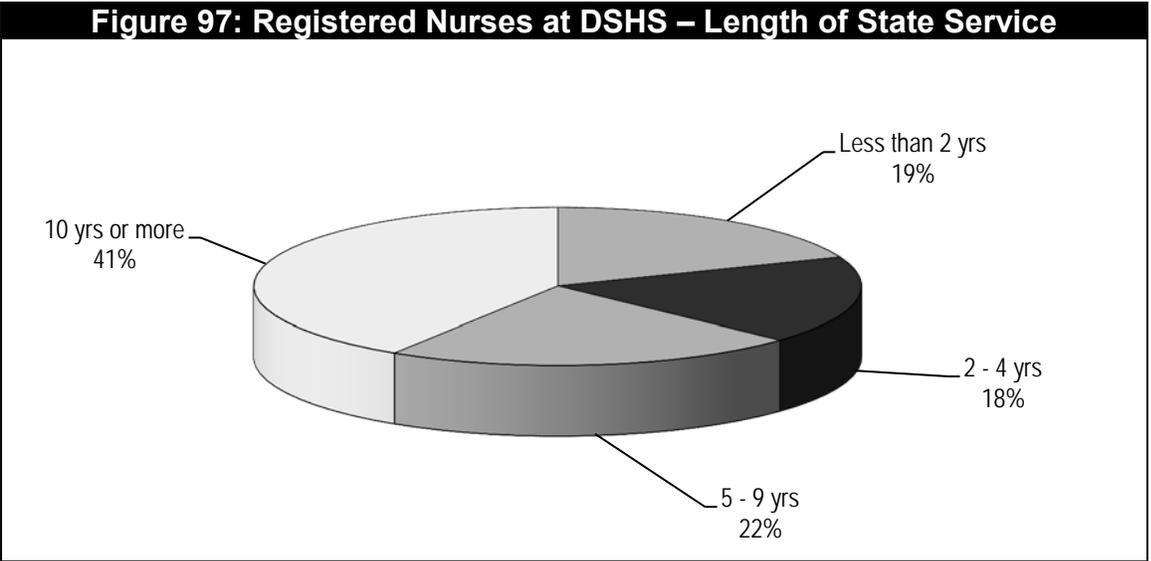
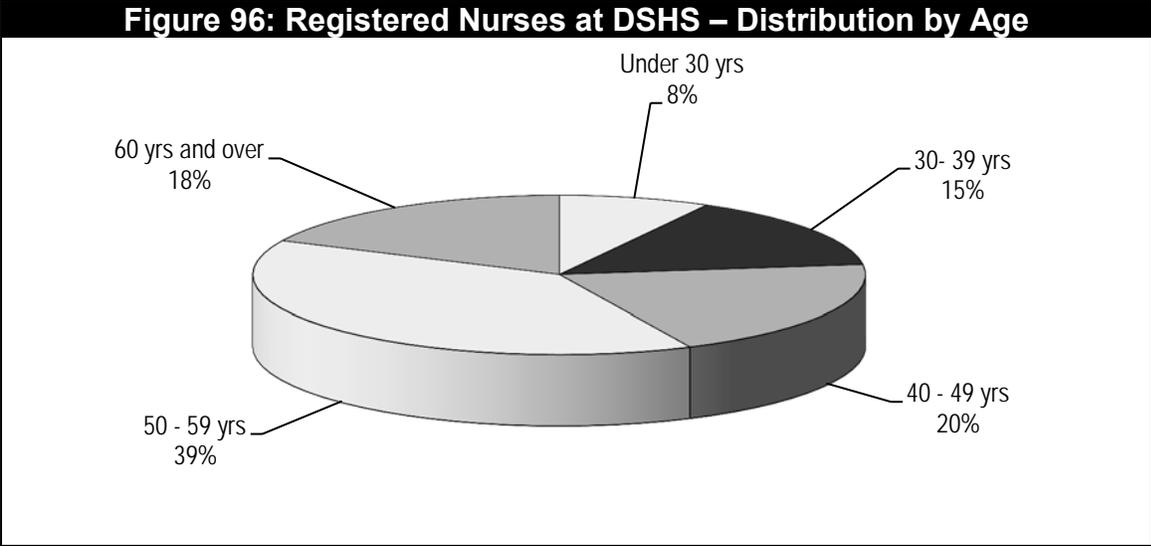
³³² Texas Board of Nursing, web page <http://www.bne.state.tx.us/nursingeducation/approved-programs.html>, last accessed on 4/22/10.

³³³ "Professional Nursing Education in Texas: Demographics & Trends: 2006." Department of State Health Services, web page <http://www.dshs.state.tx.us/chs/cnws/2006ProfNrsgEdRpt.pdf>, last accessed 3/17/10.

³³⁴ Auerbach, David, Buerhaus, Peter, Staiger, Douglas. "Registered Nurse Supply Grows Faster than Projected Amid Surge in New Entrants Ages 23-26", Health Affairs, 30(12), December 2011.

³³⁵ RNs include 21 Nurse Practitioners.

³³⁶ HHSAS Database, as of 8/31/11.



The turnover rate for RNs is considered high at about 23 percent.³³⁷

DSHS RNs earn an average annual salary of \$51,986, which is below both the state and national average.³³⁸ The average annual earnings for Registered Nurses in 2010 was \$67,720 nationally, and \$66,180 in Texas.³³⁹ In addition, the State

³³⁷ HHSAS Database, FY 2011 data.

³³⁸ HHSAS Database, as of 8/31/11.

³³⁹ U.S. Department of Labor, Bureau of Labor Statistics, Occupational Employment Statistics, web page http://data.bls.gov/oes/search.jsp?data_tool=OES, Period: May 2010; last accessed on 4/23/12.

Auditor’s Office 2010 market index analysis found the average state salary for Registered Nurses ranged from six to 15 percent behind the market rate.³⁴⁰

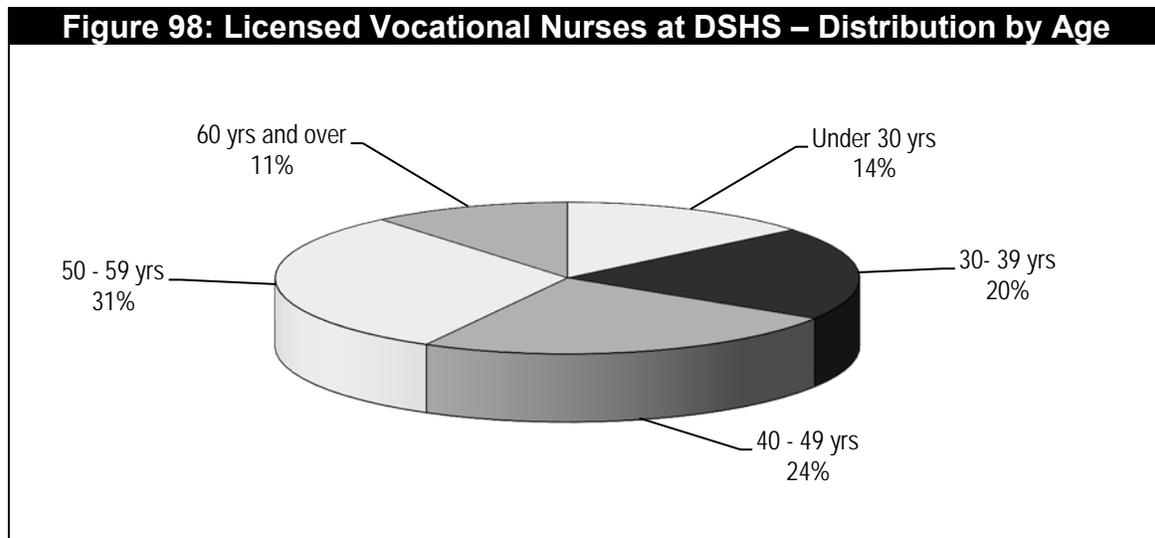
The agency continues to experience difficulty filling vacant positions. The Texas Hospital Association confirmed that vacancy rates for RNs in Texas ranged from 14.6 percent in critical care occupations to about 10 percent in emergency rooms.³⁴¹ In order to provide quality nursing care for patients it is essential that the agency maintain the lowest vacancy rate. The agency is striving to maintain vacancy rates for nursing positions at a level below 10 percent at any given time. The vacancy rate for RNs at DSHS is currently slightly below the desired rate at 9.3 percent, though these positions often remain unfilled for several months.

Licensed Vocational Nurses (LVNs)

There are approximately 480 Licensed Vocational Nurses (LVNs) employed by DSHS. The majority of these employees (about 93 percent) work at state hospitals across Texas.

About four percent of the agency’s LVNs work in Health Services Regions, assisting in communicable disease prevention and control and the delivery of population-based services to women and children.

On average, a DSHS LVN is about 45 years old and has 10 years of state service.³⁴²

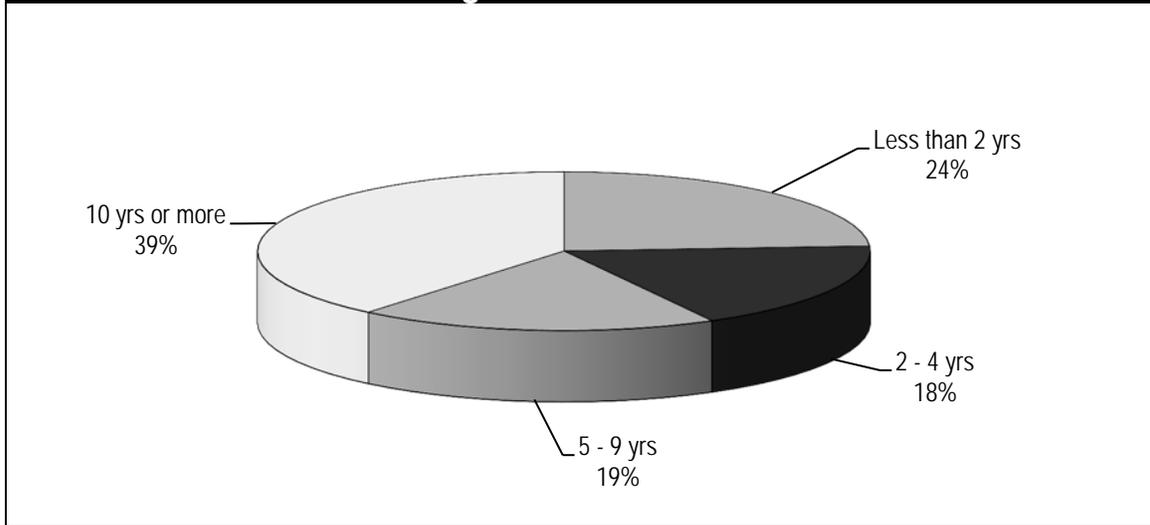


³⁴⁰ State Auditor’s Office, “A Biennial Report on the State’s Position Classification Plan,” August 2010, Report No. 10-708, web page <http://www.sao.state.tx.us/reports/main/10-708.pdf>, last accessed 4/2/12.

³⁴¹ Texas Hospital Association. “Hospital Workforce Study.” Austin, Texas. 2004, as cited in “The state of the Nursing Workforce in Texas,” Statewide Health Workforce Symposium Policy Brief, 3/4/1004.

³⁴² HHSAS Database, as of 8/31/11.

Figure 99: Licensed Vocational Nurses at DSHS – Length of State Service



As with RNs, the nursing shortage is also impacting the agency's ability to attract and retain LVNs. Turnover for LVNs is currently high at about 26 percent.³⁴³

Currently, the average annual salary for DSHS LVNs during fiscal year 2011 was \$32,123.³⁴⁴ This salary falls below both national and state averages for this occupation. Nationally, the average annual earnings for Licensed Practical Nurses and LVNs was \$42,040, and 42,260 in Texas.³⁴⁵ The State Auditor's Office 2010 market index analysis found the average state salary for LVNs was 19 percent behind the market rate.³⁴⁶

Many LVNs come into the mental health hospital system with limited training in caring for psychiatric patients. DSHS State Hospitals invest in employee training to ensure the highest quality of nursing care. The high turnover for LVN positions has a direct impact on the training resources dedicated to this occupational group. Decreasing turnover levels will significantly reduce the amount of time spent on training new employees.

³⁴³ HHSAS Database, FY 2011 data.

³⁴⁴ HHSAS Database, as of 8/31/11.

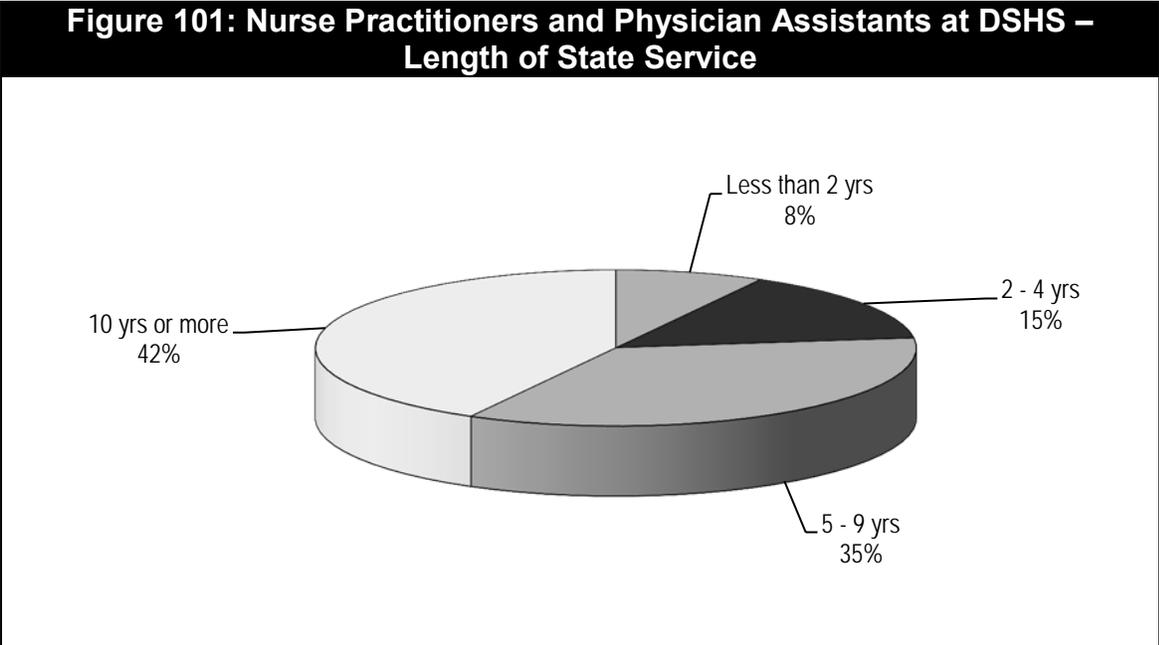
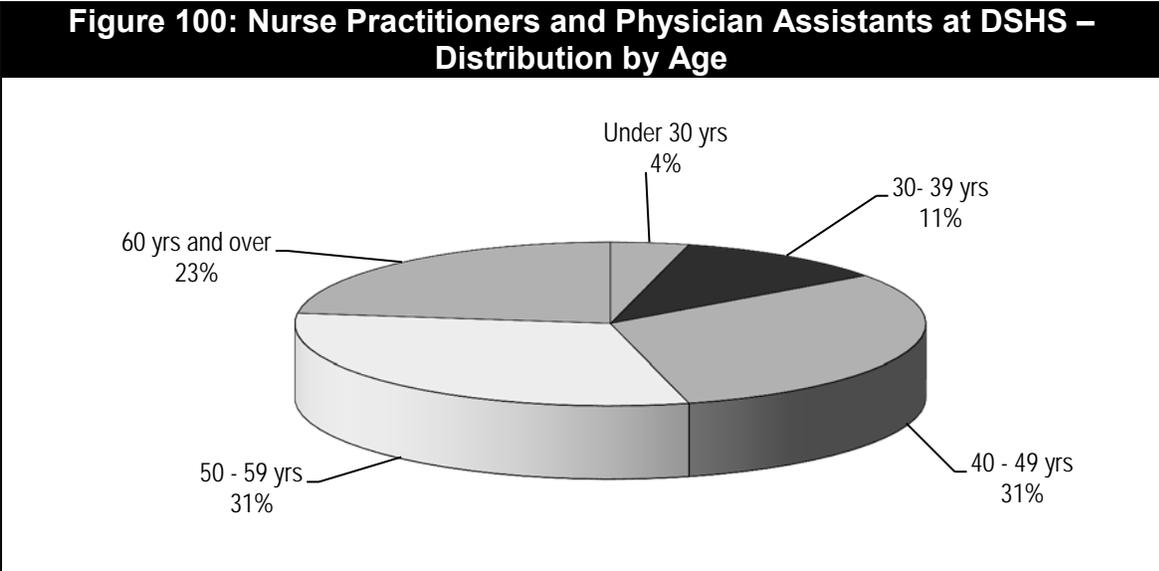
³⁴⁵ U.S. Department of Labor, Bureau of Labor Statistics, Occupational Employment Statistics, web page http://data.bls.gov/oes/search.jsp?data_tool=OES, Period: May 2010; last accessed on 4/23/12.

³⁴⁶ State Auditor's Office, "A Biennial Report on the State's Position Classification Plan," August 2010, Report No. 10-708, web page <http://www.sao.state.tx.us/reports/main/10-708.pdf>, last accessed 4/2/12.

Nurse Practitioners and Physician Assistants

Under the supervision of a physician, the 26 Nurse Practitioners and Physician Assistants working at DSHS are responsible for providing advanced medical services and clinical care to individuals at state hospitals across Texas.

These highly skilled employees have, on average, about 12 years of state service, with an average age of 51.³⁴⁷



³⁴⁷ HHSAS Database, as of 8/31/11.

Turnover for Nurse Practitioners and Physician Assistants is considered high at about 20 percent.

DSHS has also experienced difficulty filling vacant Nurse Practitioners and Physician Assistant positions. With a vacancy rate for these positions at about 13 percent, vacant positions go unfilled for months.

With 35 percent of these highly skilled employees eligible to retire in the next five years, recruitment and retention for these jobs will continue to be ongoing challenges,³⁴⁸

To address these difficulties, DSHS has plans to increase entry level salaries for new Nurse Practitioners and Physician Assistants and for currently employed staff during fiscal years 2014 and 2015.

Epidemiologists

One of the public health professions currently experiencing shortages is Epidemiology.³⁴⁹ Epidemiology is the study of how often diseases occur in different groups of people and why. Epidemiology is the scientific basis for all decision making in the field of public health.

DSHS employs about 90 Epidemiologists who provide services in the areas of infectious disease and injury control, chronic disease control, emergency and disaster preparedness, disease surveillance and other public health areas.³⁵⁰ They provide critical functions during disasters and pandemics and other preparedness and response planning.

On average, it takes a year for a new Epidemiologist to learn his or her job within the agency. It may take several years to develop the specialized expertise required of senior Epidemiologists to support the state and protect public health.

DSHS Epidemiologists have, on average, about 11 years of state service, with an average age of approximately 43.³⁵¹

³⁴⁸ HHSAS Database, FY 2011 data.

³⁴⁹ "2007 State Public Health Workforce Survey Results," The Association of State and Territorial Health Officials, web page <http://www.astho.org/pubs/WorkforceReport.pdf>, last accessed on 4/29/08.

³⁵⁰ Ibid.

³⁵¹ HHSAS Database, as of 8/31/11.

Figure 102: Epidemiologists at DSHS – Distribution by Age

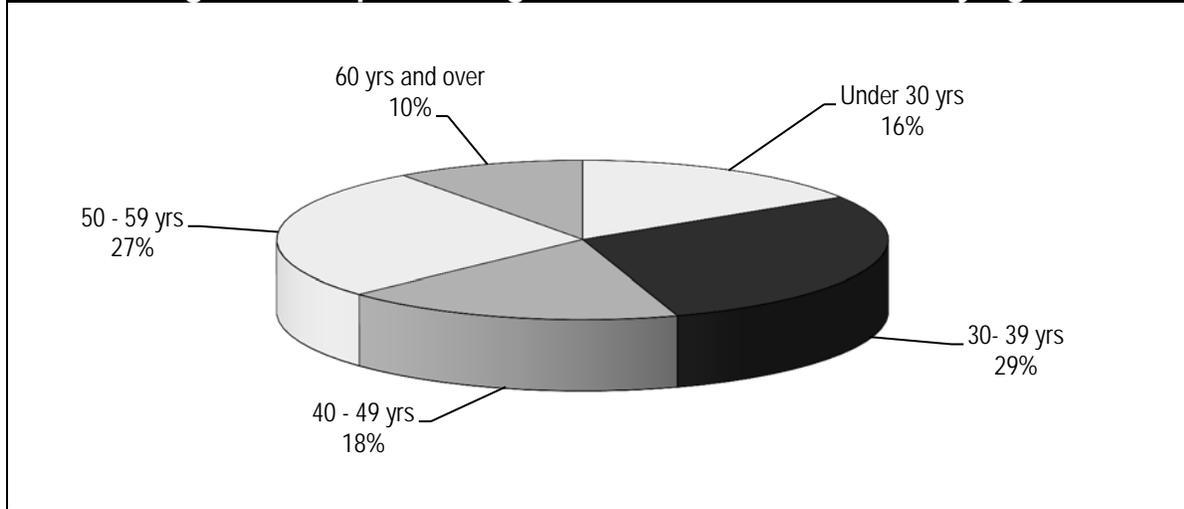
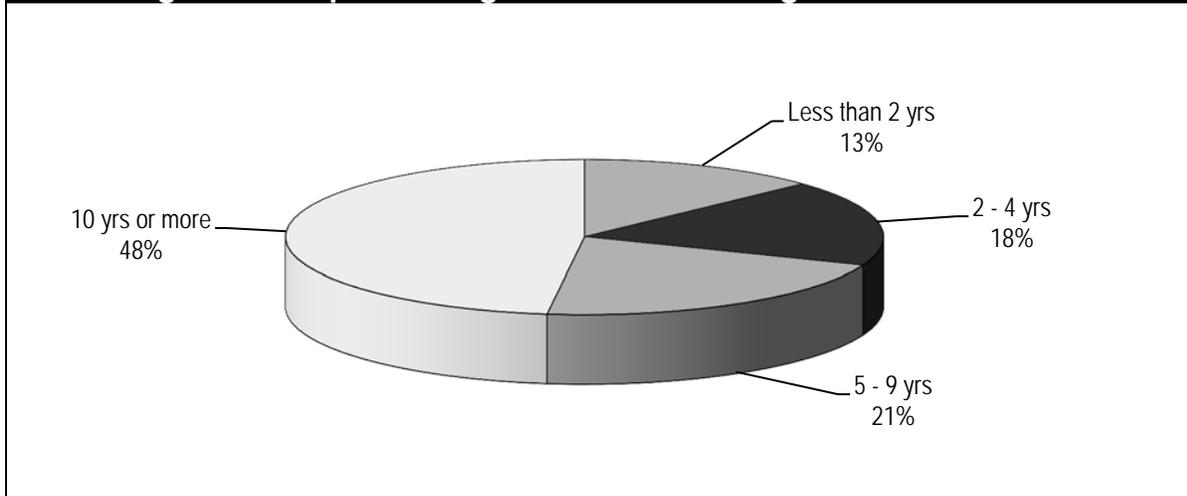


Figure 103: Epidemiologists at DSHS – Length of State Service



While the overall turnover rate for Epidemiologists at DSHS is well managed at about 10 percent, vacant positions often go unfilled for months.³⁵²

In addition, DSHS may face significant recruitment challenges in the next few years to replace those highly skilled and tenured employees who are eligible for retirement. Almost a third of these employees will be eligible to retire in the next five years.³⁵³

Low pay is a factor in the inability to attract qualified Epidemiologist applicants. DSHS Epidemiologists earn an average annual salary of \$52,337.³⁵⁴ The average

³⁵² HHSAS Database, FY 2011 data.

³⁵³ HHSAS Database, as of 8/31/11.

³⁵⁴ Ibid.

annual salary for Epidemiologists nationally is \$69,660 and \$57,130 in Texas.³⁵⁵ The State Auditor's Office 2010 market index analysis found the average state salary for Epidemiologist IIs to be eight percent behind the market rate.³⁵⁶

The agency will need to closely monitor this occupation due to the nationally noncompetitive salaries and a general shortage of professionals performing this work.

Sanitarians

Another public health profession currently experiencing shortages is environmental health workers (i.e., Sanitarians).³⁵⁷

There are about 130 Sanitarians employed with DSHS.³⁵⁸ Registered Sanitarians at DSHS inspect all food manufacturers, wholesale food distributors, food salvagers in Texas, as well as all retail establishments in the 188 counties not covered by local health jurisdictions and conduct a multitude of environmental inspections such as children's camps, asbestos abatement, hazardous chemicals/products and many others. Sanitarians are instrumental in protecting the citizens of Texas from food-borne illness and many dangerous environmental situations and consumer products, including imported foods, drugs and consumer products. The U.S. Food and Drug Administration (FDA) and the Consumer Products Safety Commission (CPSC) have little manpower and therefore depend on the state programs to protect citizens. DSHS Sanitarians also respond to a variety of emergencies, including truck wrecks, fires, tornados, floods and hurricanes. They are the first line of defense against a bioterrorist attack on the food supply.

On average, Sanitarians employed with the agency are 49 years old and have about 12 years of state service. About 57 percent of these employees have 10 or more years of state service.³⁵⁹

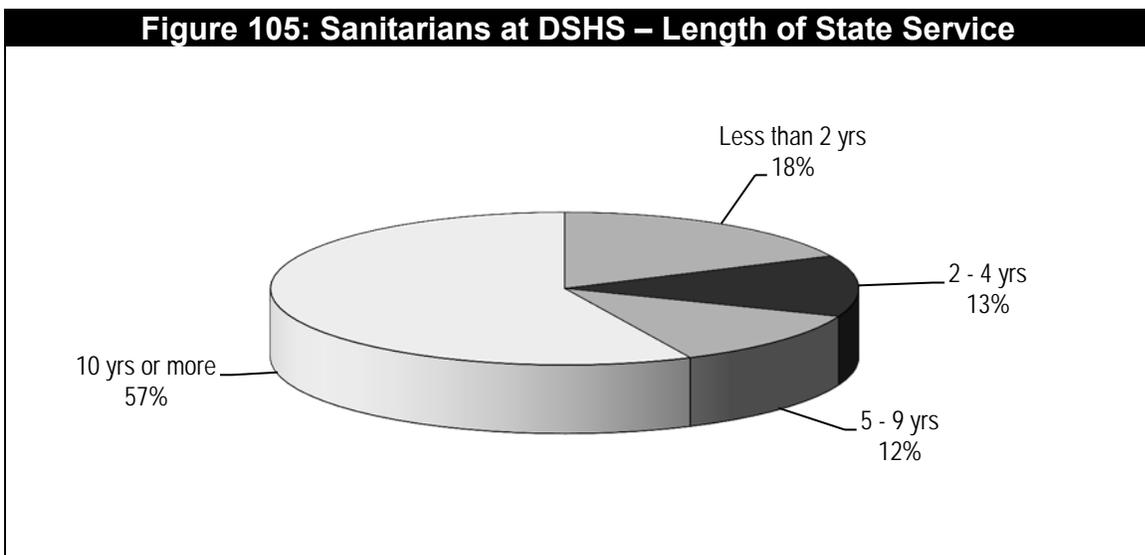
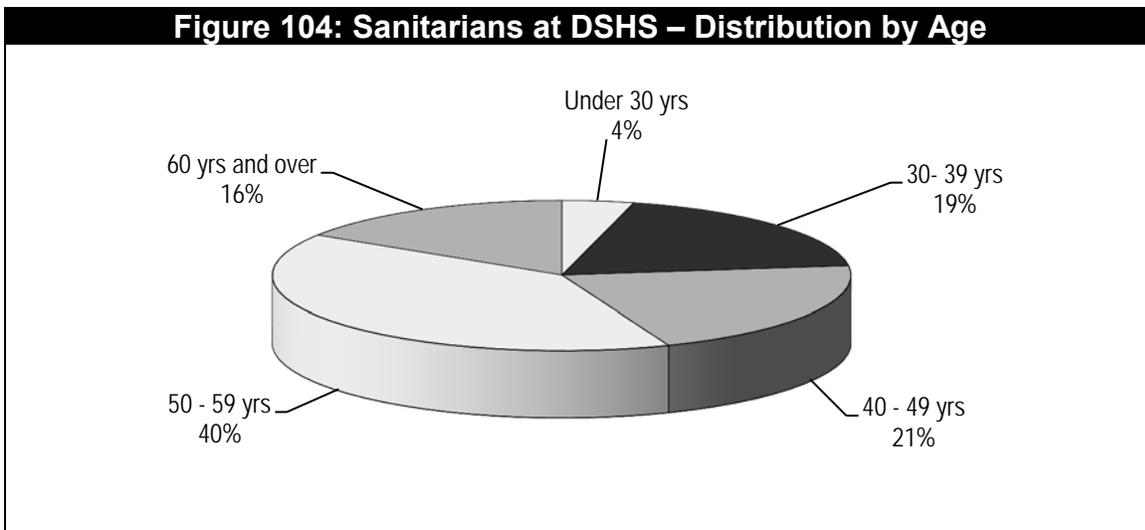
³⁵⁵ U.S. Department of Labor, Bureau of Labor Statistics, Occupational Employment Statistics, web page http://data.bls.gov/oes/search.jsp?data_tool=OES, Period: May 2010; last accessed on 4/23/12.

³⁵⁶ State Auditor's Office, "A Biennial Report on the State's Position Classification Plan," August 2010, Report No. 10-708, web page <http://www.sao.state.tx.us/reports/main/10-708.pdf>, last accessed 4/2/12.

³⁵⁷ "2007 State Public Health Workforce Survey Results," The Association of State and Territorial Health Officials, web page <http://www.astho.org/Programs/Workforce-and-Leadership-Development/2007-State-Public-Health-Workforce-Survey-Results/>, last accessed on 4/21/09.

³⁵⁸ HHSAS Database, as of 8/31/11.

³⁵⁹ Ibid.



Turnover for Sanitarians is low at only six percent. However, the vacancy rate for these positions is high at about 15 percent, with vacant positions often going unfilled for many months due to a shortage of qualified applicants available for work.

Historically, the agency has faced special challenges filling vacancies in both rural and urban areas of the state. In addition, the state requirement for Sanitarians to be registered and have at least 30 semester hours of science (in addition to 18 hours of continuing education units annually) has made it increasingly difficult to find qualified individuals.³⁶⁰

³⁶⁰ HHSAS Database, FY 2011 data.

Recruitment problems are expected to worsen as employees approach retirement. Approximately 35 percent of current sanitation staff will be eligible to retire by the year 2016.³⁶¹

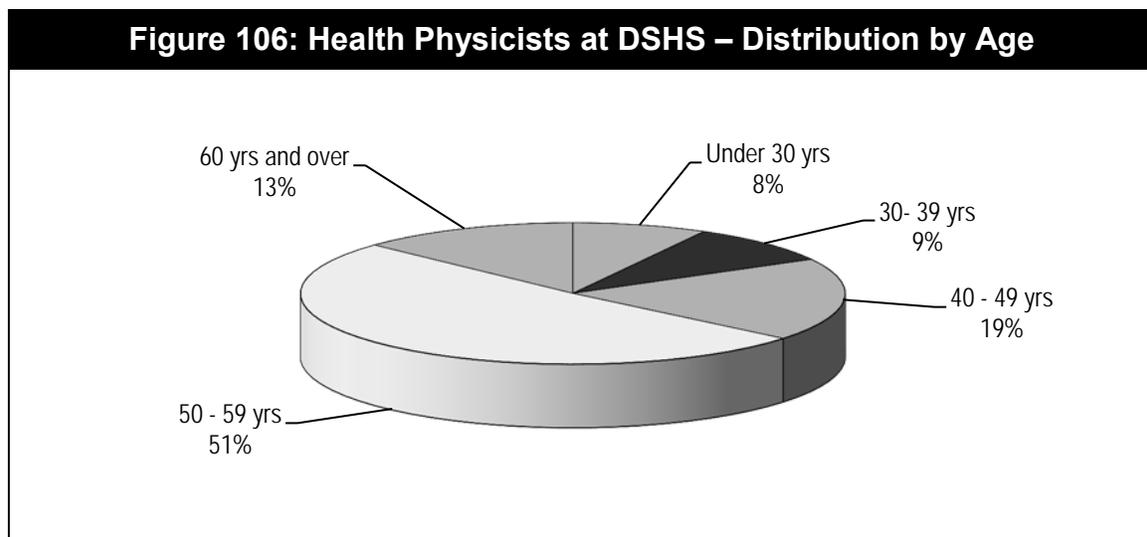
Considering these factors, the agency will need to develop creative recruitment strategies to replace these skilled and highly tenured employees.

Health Physicists

Another profession currently experiencing national shortages is the Health Physicist profession.

Within DSHS, there are 63 Health Physicists. These workers plan and conduct complex and highly advanced technical inspections of industrial x-ray units, general medical diagnostic x-ray units, fluoroscopic units, mammographic units, C-Arm units, radiation therapy equipment, and laser equipment to assure user's compliance with applicable State and Federal regulations.

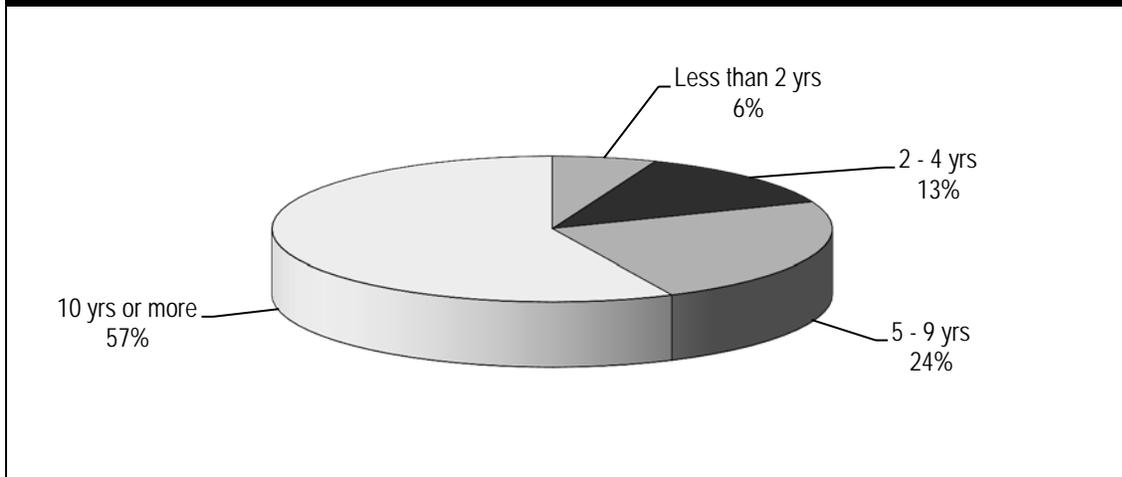
DSHS Health Physicists have, on average, 14 years of state service, with an average age of 50 years. Almost 60 percent of these employees have 10 or more years of state service.³⁶²



³⁶¹ HHSAS Database, as of 8/31/11.

³⁶² Ibid.

Figure 107: Health Physicists at DSHS – Length of State Service



DSHS Health Physicists earn an average annual salary of \$57,647, which is below the average wage paid nationally (\$67,340), and also lower than the Texas average of \$66,200.^{363 364 365}

Turnover for Health Physicists is low at only nine percent. However, the vacancy rate for these positions is high at about 10 percent, with vacant positions often going unfilled for many months due to a shortage of qualified applicants available for work.

With nearly 40 percent of Health Physicists at DSHS eligible to retire in the next five years, the agency will need to develop creative recruitment strategies to replace these highly skilled and tenured employees.³⁶⁶

Dentists

The demand for Dentists nationwide is expected to increase as the overall population grows. Employment of Dentists is projected to grow by 21 percent through 2020.³⁶⁷

There are 10 Dentists employed by DSHS.³⁶⁸ Central Office staff and five regional dental teams conduct dental surveillance, data collection and reporting and provide

³⁶³ HHSAS Database, as of 8/31/11.

³⁶⁴ U.S. Department of Labor, Bureau of Labor Statistics, Occupational Employment Statistics, web page http://data.bls.gov/oes/search.jsp?data_tool=OES, Period: May 2010; last accessed on 4/23/12. Note: The Employees are listed under the Occupational title of Occupational Health and Safety Specialists.

³⁶⁵ Ibid

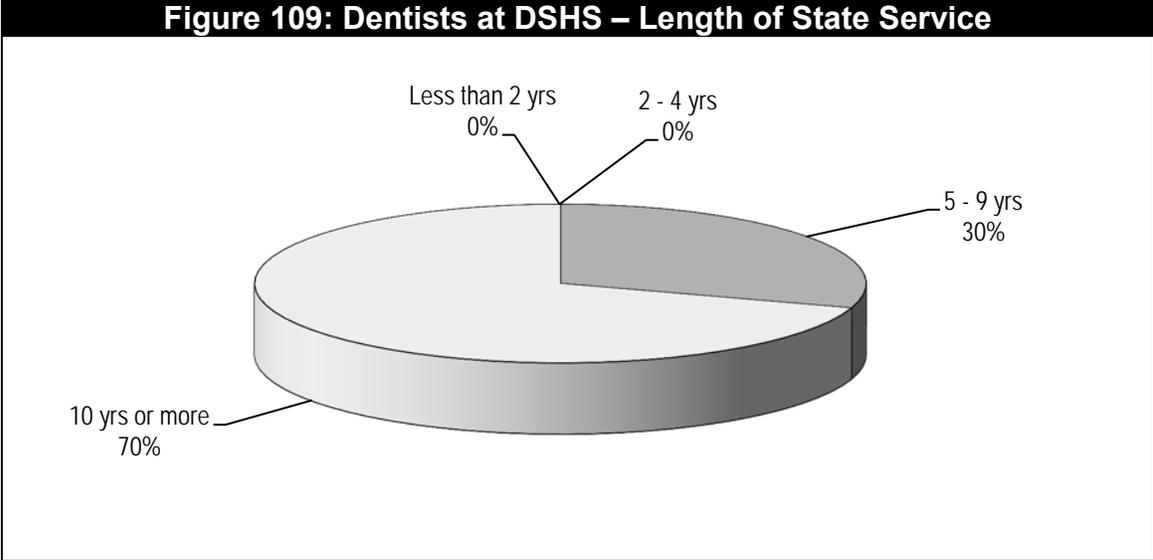
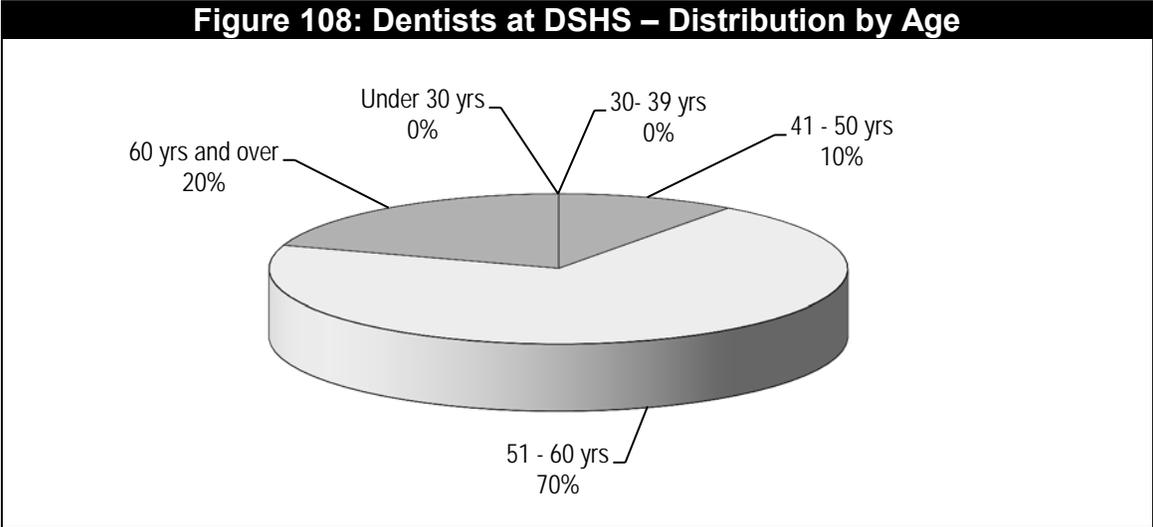
³⁶⁶ HHSAS Database, as of 8/31/11.

³⁶⁷ U.S. Department of Labor, Bureau of Labor Statistics, Selected Occupational Projections Data, web page <http://data.bls.gov/oep/noeted/empoptd.jsp>, Period: May 2010; last accessed on 4/25/12.

³⁶⁸ HHSAS Database, as of 8/31/11.

preventive oral health services. Services are provided primarily to low-income, pre-school and school-age children in rural areas with limited or no access to these services. State hospital Dentists provide preventive care, emergency dental interventions and other treatment services to patients.

The typical agency Dentist is about 56 years old, with an average of 13 years of state service.³⁶⁹



Though turnover for Dentist positions is currently well managed at about nine percent, vacant positions are going unfilled for many months.³⁷⁰

³⁶⁹ HHSAS Database, as of 8/31/11.

³⁷⁰ Ibid.

It has become extremely difficult to recruit and attract qualified Dentists at the starting salary levels offered by the agency. In addition, most Dentists do not have the experience or interest to work with the challenging special patient populations served by DSHS.

There is a large disparity between private sector and agency starting salaries. Dentists at DSHS earn, on average, an annual salary of \$90,690.³⁷¹ This salary falls significantly below the market rate. The average annual salary for Dentists nationally is \$161,750 and \$171,330 in Texas.³⁷² The State Auditor's Office 2010 market index analysis found the average state salary for Dentist IIs to be 23 percent behind the market rate.³⁷³ This disparity is affecting the agency's ability to recruit qualified applicants for open positions.

DSHS may face significant recruitment challenges in the next few years to replace those who are eligible for retirement. Half of these employees will be eligible to retire in the next five years.³⁷⁴

Physicians

There are 63 Physicians at DSHS.³⁷⁵ These Physicians are essential to providing medical care in state hospitals, health service regions and agency program areas. They take the lead role in diagnosing, determining a course of treatment, making referrals to outside medical hospitals, prescribing medications and monitoring the patients' progress toward discharge. Physician services in state hospitals are essential to the ongoing monitoring and management of an increasing number of complex chronic medical conditions, such as diabetes, seizure disorders, hypertension and chronic obstructive pulmonary disease (COPD). These employees are critical to the agency's preparedness and response to medical services provided by the state and to major public health initiatives, such as obesity prevention, diabetes, disease outbreak control and others. In addition, agency Physicians serving as Regional Directors are required by statute to serve as the Local Health Authority (LHA) in counties that do not have a designated LHA. As such, they establish, maintain and enforce quarantines, in addition to reporting the presence of contagious, infectious, and dangerous epidemic diseases in the health authority's jurisdiction.

³⁷¹ HHSAS Database, as of 8/31/11.

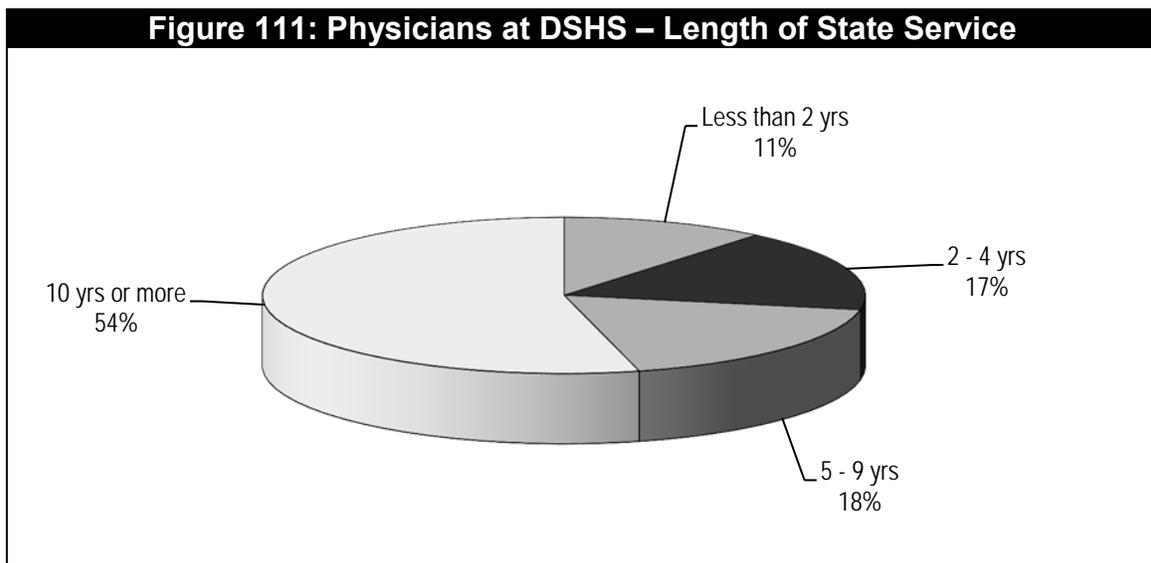
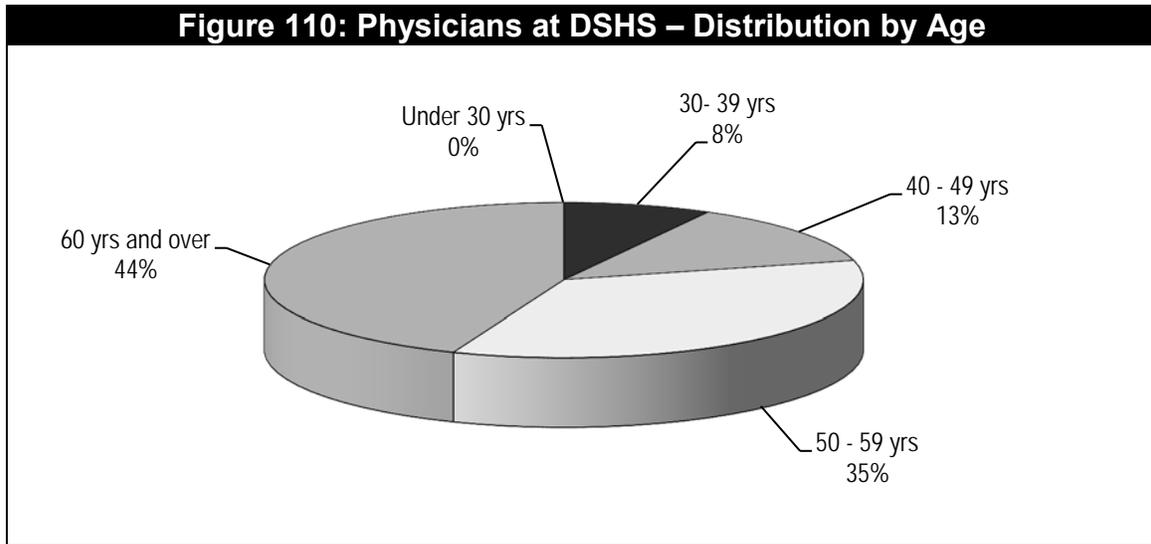
³⁷² U.S. Department of Labor, Bureau of Labor Statistics, Occupational Employment Statistics, web page http://data.bls.gov/oes/search.jsp?data_tool=OES, Period: May 2010; last accessed on 4/25/12.

³⁷³ State Auditor's Office, "A Biennial Report on the State's Position Classification Plan," August 2010, Report No. 10-708, web page <http://www.sao.state.tx.us/reports/main/10-708.pdf>, last accessed 4/2/12.

³⁷⁴ HHSAS Database, as of 8/31/11.

³⁷⁵ Ibid. Note: Physicians include Resident Physicians and Physicians I – IIIs.

DSHS Physicians have, on average, about 13 years of state service, with an average age of 58. Local Physicians who have established long term private practices often apply as Physicians at DSHS hospitals late in their working career to secure retirement and insurance benefits, contributing to the high overall age. Only 13 full-time Physicians are under 40 years of age.³⁷⁶



Turnover for Physicians is at about the same level as the state average, at 16 percent.³⁷⁷

In addition, the agency may face significant challenges in the next few years to replace those employees who are eligible for retirement. Over half of these

³⁷⁶ HHSAS Database, as of 8/31/11.

³⁷⁷ HHSAS Database, FY 2011 data.

employees (51 percent) will be eligible to retire by the year 2016.³⁷⁸ As retirement opportunities near, the agency may lose some of the most experienced medical personnel – those with institutional knowledge and skills that will be difficult to match and even harder to recruit.

The agency is also experiencing difficulty filling vacant positions. With a high vacancy rate for these positions of about 21 percent, it can take almost a year to fill a physician position with someone who has appropriate skills and expertise.³⁷⁹

Non-competitive salaries are having a significant effect on retaining qualified Physicians with the agency. Agency Physicians earn an average annual salary of \$145,990.³⁸⁰ This salary falls below the market rate. The average annual salary for Physicians nationally is \$184,650 and \$184,300 in Texas.³⁸¹ The State Auditor's Office 2010 market index analysis found the average state salary for Physician IIs was seven percent behind the market rate.³⁸²

The state hospital system faces increasing difficulty in recruiting and retaining qualified Physicians. This has resulted in excessively high work loads for the Physicians on staff and often increases the patient-to-doctor ratio. The hospitals are seeing more and more medically acute patients in the state hospital system, requiring close medical monitoring of their conditions.

To deal with these recruitment and retention difficulties, the agency has often used contract Physicians to provide required coverage. These contracted Physicians are paid at rates that are well above the amount it would cost to hire Physicians at state salaries (costing in excess of \$200 per hour, compared to the hourly rate of about \$70³⁸³ paid to agency Physicians). These contracted Physicians may not be immediately available in an emergency (increasing the risk to patients) and are unable to provide the individualized treatment that arises from daily contact with staff and patients. Consequently, the patient's length of stay increases and annual number of patients served decreases. The frequency of use of outside medical services also increases when a physician shortage exists.

Recruitment of qualified candidates, as well as retention of these highly skilled and knowledgeable employees, continues to be a challenge for the agency.

³⁷⁸ HHSAS Database, FY 2011 data.

³⁷⁹ HHSAS Database, as of 8/31/11.

³⁸⁰ Ibid.

³⁸¹ U.S. Department of Labor, Bureau of Labor Statistics, Occupational Employment Statistics, web page http://data.bls.gov/oes/search.jsp?data_tool=OES, Period: May 2010; last accessed on 4/25/12.

³⁸² State Auditor's Office, "A Biennial Report on the State's Position Classification Plan," August 2010, Report No. 10-708, web page <http://www.sao.state.tx.us/reports/main/10-708.pdf>, last accessed 4/2/12.

³⁸³ Ibid.

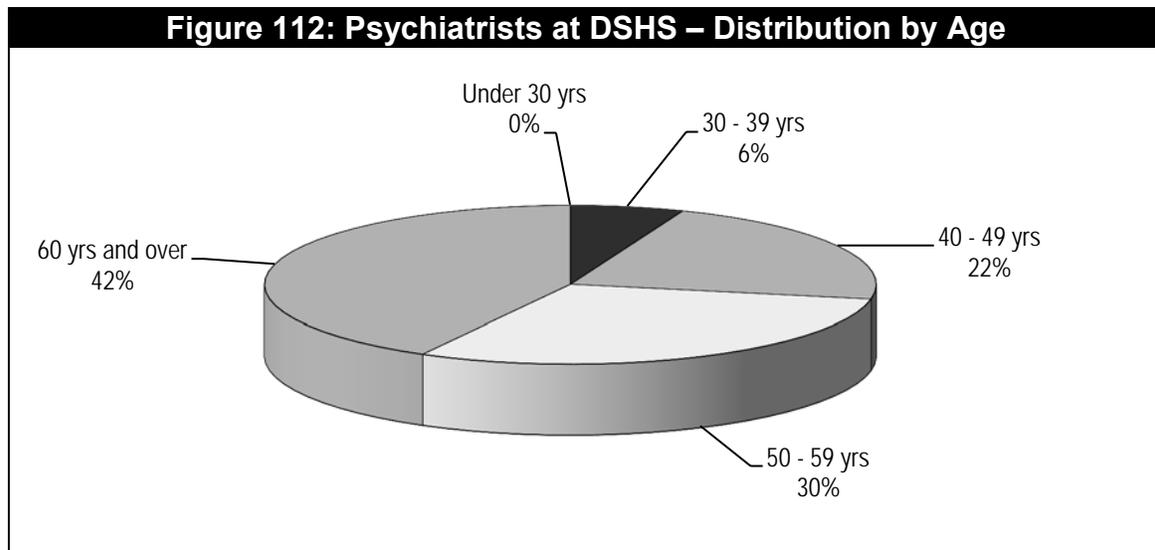
Compensation levels need to be increased to effectively compete in a market where qualified applicants are in short supply and healthcare competitors offer a higher starting salary. The cost of obtaining clinical staff through a placement service or contract far exceeds the cost of hiring and retaining an agency physician. Attracting and keeping clinical staff that are trained in the use of DSHS electronic equipment and clinical practices, as well as familiarity with the consumer population, is more productive and cost-effective.

To address these difficulties, DSHS has plans to increase entry level salaries for new Physicians and for currently employed staff during fiscal years 2014 and 2015.

Psychiatrists

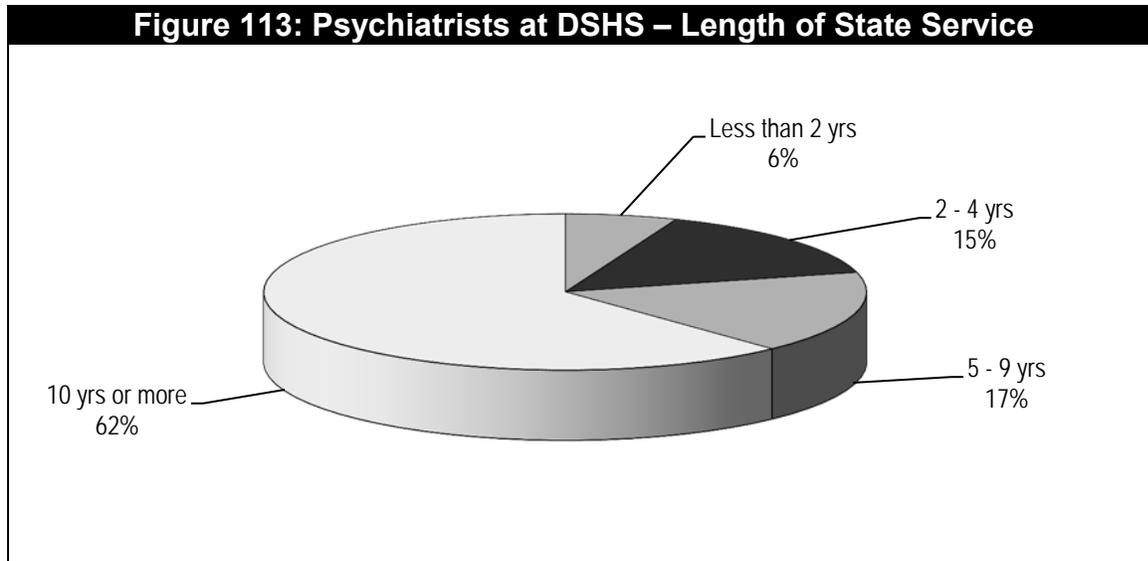
There are currently 125 Psychiatrists at DSHS.³⁸⁴ These highly skilled employees provide essential medical and psychiatric care in state hospitals. They take the lead role in diagnosing, determining a course of treatment, prescribing medications and monitoring the patients' progress.

DSHS Psychiatrists have, on average, about 14 years of state service, with an average age of 57. Over 60 percent of these employees have 10 or more years of service.³⁸⁵



³⁸⁴ HHSAS Database, as of 8/31/11.

³⁸⁵ Ibid.



Annual turnover for Psychiatrists is slightly below that state average at 14 percent.³⁸⁶

Texas has a severe shortage of Psychiatrists. It has been reported the supply ratio for Psychiatrists in the state of Texas has decreased from 6.2 per 100,000 adults in 1985 to 5.6 in 2005. In general, the supply of Psychiatrists is lower in rural and border counties. The need to recruit and retain professionals is crucial to the mental health care of residents in these underserved areas.³⁸⁷

DSHS Psychiatrists earn an average annual salary of about \$174,467.³⁸⁸ Market surveys indicate that this salary is below the entry level salary for the private sector in Texas. This discrepancy in earnings has created difficulties in attracting qualified applicants. With a high vacancy rate of 18 percent, most vacant Psychiatrist positions go unfilled for months.³⁸⁹ These difficulties are expected to continue, as almost half of these highly skilled and tenured employees become eligible to retire in the next five years.³⁹⁰

The state hospital system faces increasing difficulty in recruiting qualified Psychiatrists. This has resulted in excessively high work loads for the Psychiatrists on staff, reducing the ability of hospitals to function at full capacity, placing hospital accreditation at risk and increasing the average length of stay.

³⁸⁶ HHSAS Database, FY 2011 data.

³⁸⁷ "Highlights: The Supply of Mental Health Professionals in Texas – 2005," DSHS Center for Health Statistics, Publication 25-12347, 2006, webpage <http://www.dshs.state.tx.us/chs/hprc/MHhigh05.pdf>, last accessed on 4/29/08.

³⁸⁸ HHSAS Database, as of 8/31/11.

³⁸⁹ HHSAS Database, FY 2011 data.

³⁹⁰ HHSAS Database, as of 8/31/11.

To deal with these recruitment difficulties, the agency has often used contract Psychiatrists to provide required coverage. These contracted Psychiatrists are paid at rates that are well above the amount it would cost to hire Psychiatrists at state salaries (costing in excess of \$200 per hour, compared to the hourly rate of about \$84³⁹¹ paid to agency Psychiatrists). These contracted Psychiatrists may not be immediately available in an emergency (increasing the risk to patients) and are unable to provide the individualized treatment that arises from daily contact with staff and patients. Consequently, the patient's length of stay increases and annual number of patients served decreases. Since medical records of patients are almost completely electronic, Psychiatrists are required to be proficient at computer entry and documentation. It often takes many weeks to train a contract Psychiatrist on the nuances of the electronic medical record system.

Due to the complex medical and mental challenges that individuals residing in state hospitals exhibit, it is critical that the agency is able to effectively recruit and retain qualified Psychiatrists. Continued targeted recruitment strategies and retention initiatives for these highly skilled professionals must be ongoing.

Psychologists

The 56 Psychologists working at DSHS are assigned to state hospitals. Full staffing of these positions is critical to providing psychological services needed to patients.

DSHS Psychologists play a key role in the development of treatment programs for both individual patients and groups of patients. Their evaluations are critical to the ongoing management and discharge of patients receiving competency restoration services, an ever growing patient population in the state hospitals. They also provide testing and evaluation services important to ongoing treatment, such as the administration of IQ, mood, and neurological testing instruments.

These highly skilled and tenured employees have, on average, about 12 years of state service, with an average age of 48.³⁹²

³⁹¹ HHSAS Database, as of 8/31/11.

³⁹² Ibid.

Figure 114: Psychologists at DSHS – Distribution by Age

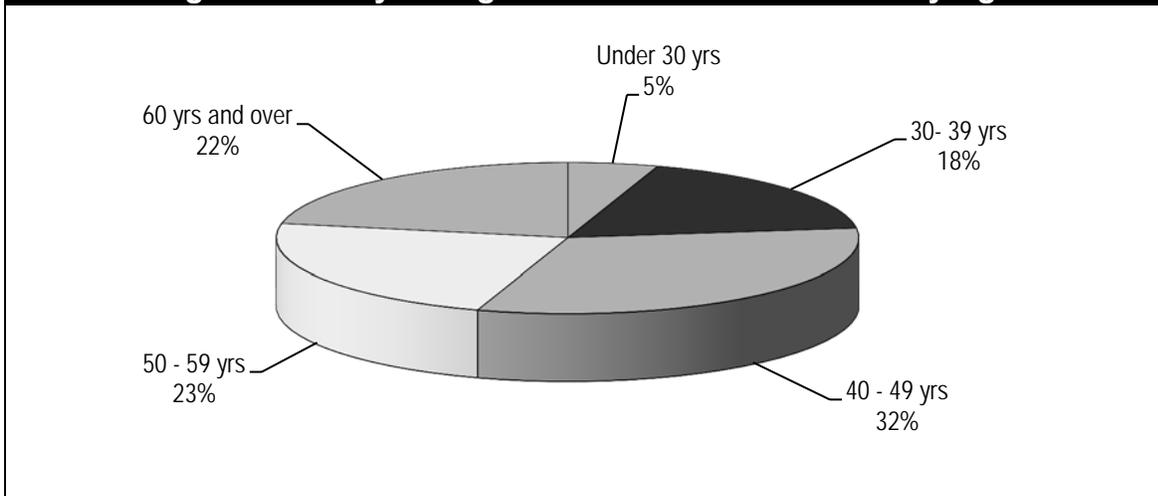
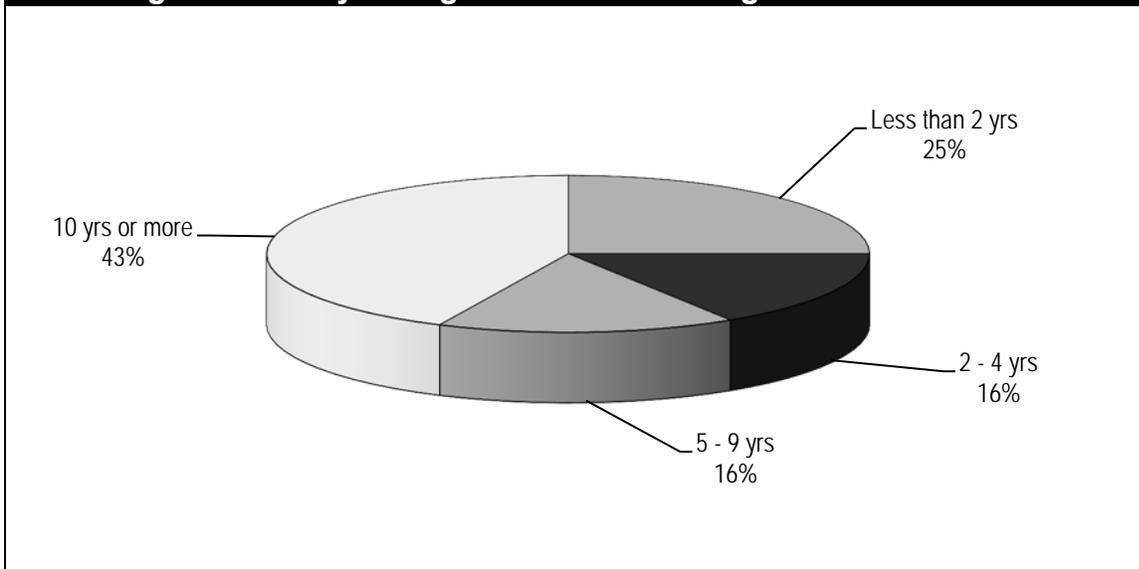


Figure 115: Psychologists at DSHS – Length of State Service



Though turnover for Psychologists is well managed at about 13 percent, the agency may face significant recruitment challenges in the next few years to replace those highly skilled and tenured employees who are eligible for retirement. About a third of these employees will be eligible to retire in the next five years.³⁹³

It is critical that the agency fill all budgeted Psychologist positions and is able to effectively recruit and retain qualified Psychologists.

³⁹³ HHSAS Database, FY 2011 data.

Pharmacists

Pharmacists represent one of the largest health professional groups in the U.S., with over 270,000 active Pharmacists as of May 2010.³⁹⁴ While the overall supply of Pharmacists has increased in the past decade, there has been an unprecedented demand for Pharmacists and for pharmaceutical care services. This need is expected to grow faster than the average for all occupations due to the increased pharmaceutical needs of a growing elderly population and increased use of medications. It is projected that there will be a demand for approximately 70,000 new Pharmacists by 2020, or a 25 percent increase in the number of total jobs.³⁹⁵ However, the number of available Pharmacists is expected to grow only modestly.

There are 38 Pharmacists working in various capacities at DSHS.³⁹⁶ For example, Pharmacists are essential to the timely filling of prescribed medications for patients in state hospitals and work within other areas of DSHS, such as the Drugs and Medical Devices program, the Kidney Health Program and the agency's Pharmacy Branch. The majority of these employees are in Pharmacist II positions (35 employees or 92 percent).

DSHS Pharmacists play a key role in the monitoring of costs and inventory of medications, and in the ongoing monitoring of in-patients' medication histories, needs and potential adverse drug issues. They provide important clinical consultation to psychiatrists and physicians regarding complex medical and psychiatric conditions that may be intractable to traditional medication treatment interventions.

The typical Pharmacist is about 51 years old and has an average of 12 years of state service. Forty-seven percent of these employees have 10 or more years of service.³⁹⁷

³⁹⁴ U.S. Department of Labor, Bureau of Labor Statistics, Selected Occupational Projections Data, web page <http://data.bls.gov/oep/voetd/empoptd.jsp>, Period: May 2010; last accessed on 3/26/12.

³⁹⁵ Ibid.

³⁹⁶ HHSAS Database, as of 8/31/11.

³⁹⁷ Ibid.

Figure 116: Pharmacists at DSHS – Distribution by Age

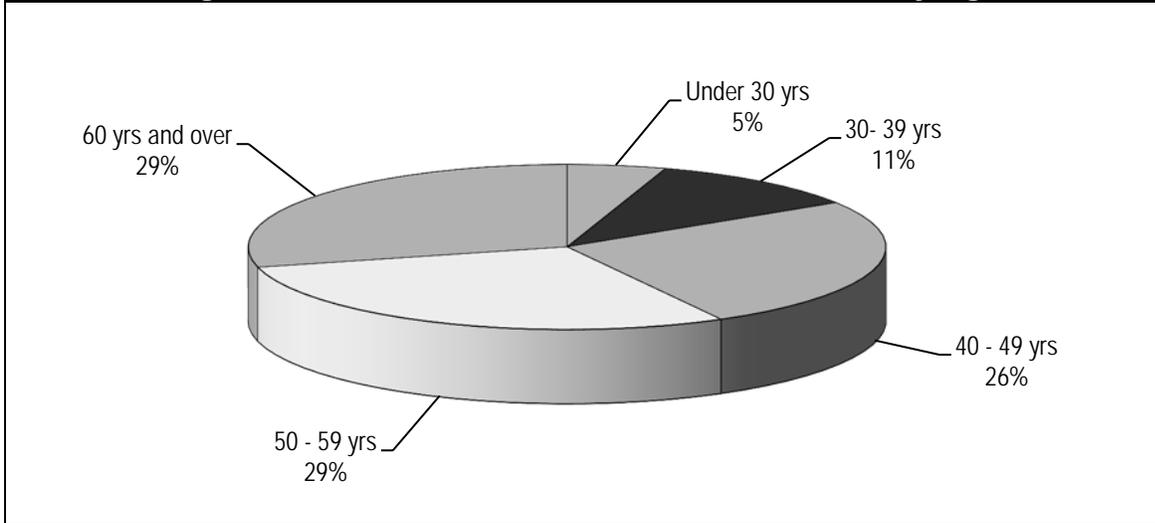
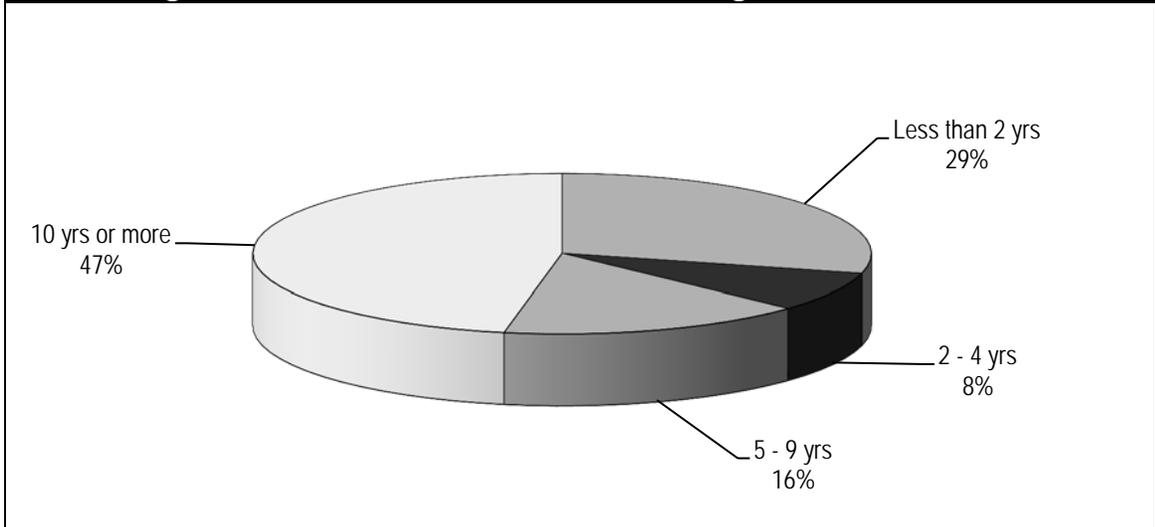


Figure 117: Pharmacists at DSHS – Length of State Service



Pharmacists at DSHS earn, on average, an annual salary of \$94,716.³⁹⁸ This salary falls significantly below the market rate. The average annual salary for Pharmacists nationally is \$112,160 and \$113,570 in Texas.³⁹⁹ The State Auditor's Office 2010 market index analysis found the average state salary for Pharmacists ranged from 16 to 32 percent behind the market rate.⁴⁰⁰

³⁹⁸ HHSAS Database, as of 8/31/11.

³⁹⁹ U.S. Department of Labor, Bureau of Labor Statistics, Occupational Employment Statistics, web page http://data.bls.gov/oes/search.jsp?data_tool=OES, Period: May 2010; last accessed on 4/23/12.

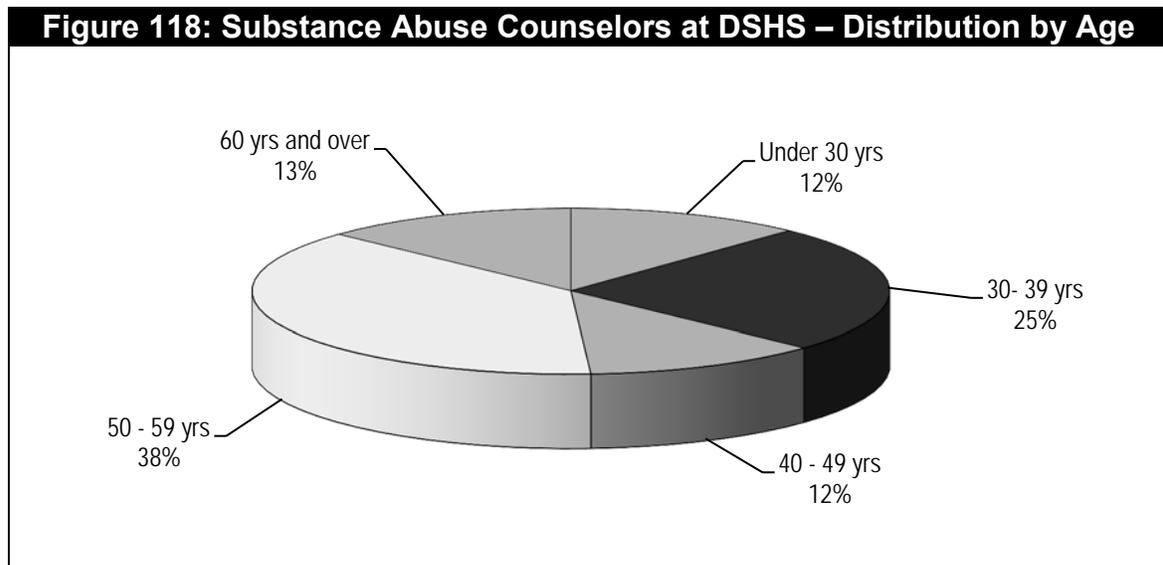
⁴⁰⁰ State Auditor's Office, "A Biennial Report on the State's Position Classification Plan," August 2010, Report No. 10-708, web page <http://www.sao.state.tx.us/reports/main/10-708.pdf>, last accessed 4/2/12.

Though turnover for Pharmacists is currently well managed at about five percent, the agency may face significant recruitment challenges in the next five years, as over 40 percent of these employees become eligible for retirement.⁴⁰¹

Substance Abuse Counselors

There are approximately eight Substance Abuse Counselors at DSHS.⁴⁰² These highly skilled clinicians provide substance abuse services for co-occurring psychiatric and substance disorder (COPSD) patients at state hospitals across the state.

DSHS Substance Abuse Counselors are about 47 years old and have an average of 11 years of state service.⁴⁰³

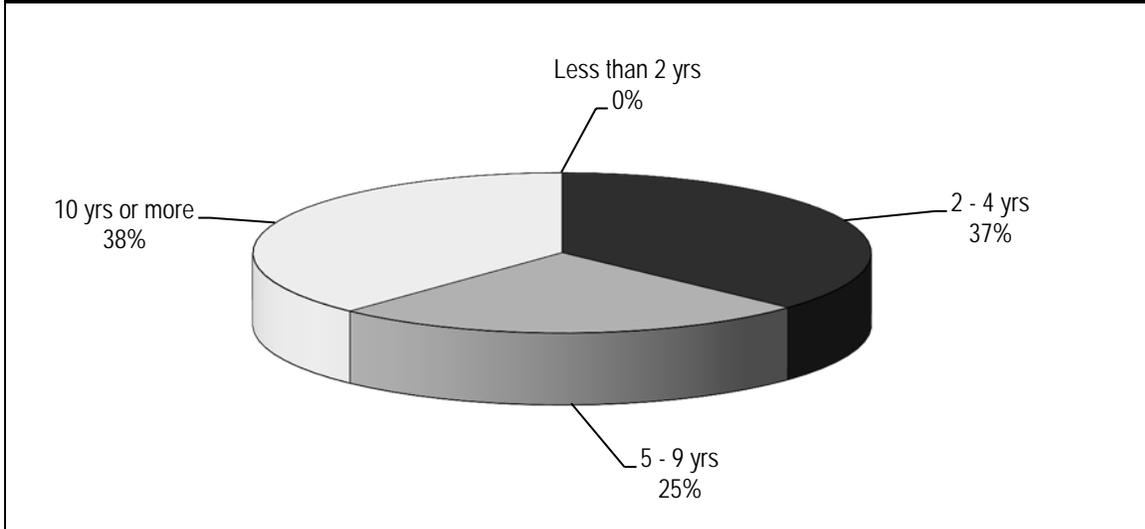


⁴⁰¹ HHSAS Database, as of 8/31/11.

⁴⁰² Ibid.

⁴⁰³ Ibid.

Figure 119: Substance Abuse Counselors at DSHS – Length of State Service



Substance Abuse Counselors at DSHS earn an average annual salary of about \$32,575.⁴⁰⁴ This salary falls below the market rate. The average annual salary for Substance Abuse Counselors nationally is \$41,030 and \$36,920 in Texas.⁴⁰⁵ The State Auditor's Office 2010 market index analysis found the average state salary for Substance Abuse Counselor IIs to be 28 percent behind the market rate.⁴⁰⁶

Though the overall turnover rate for Substance Abuse Counselors is manageable at around 13 percent, almost 40 percent of the employees will be eligible to retire by the year 2016.⁴⁰⁷

DSHS may face significant recruitment challenges in the next few years to replace those who retire.

Social Workers

There are approximately 170 Social Workers at DSHS.⁴⁰⁸ These employees are critical to managing patient flow in state hospitals and take the lead role in communicating with patient families and community resources. Social Workers provide essential functions within the agency that include:

⁴⁰⁴ HHSAS Database, as of 8/31/11.

⁴⁰⁵ U.S. Department of Labor, Bureau of Labor Statistics, Occupational Employment Statistics, web page http://data.bls.gov/oes/search.jsp?data_tool=OES, Period: May 2010; last accessed on 4/23/12.

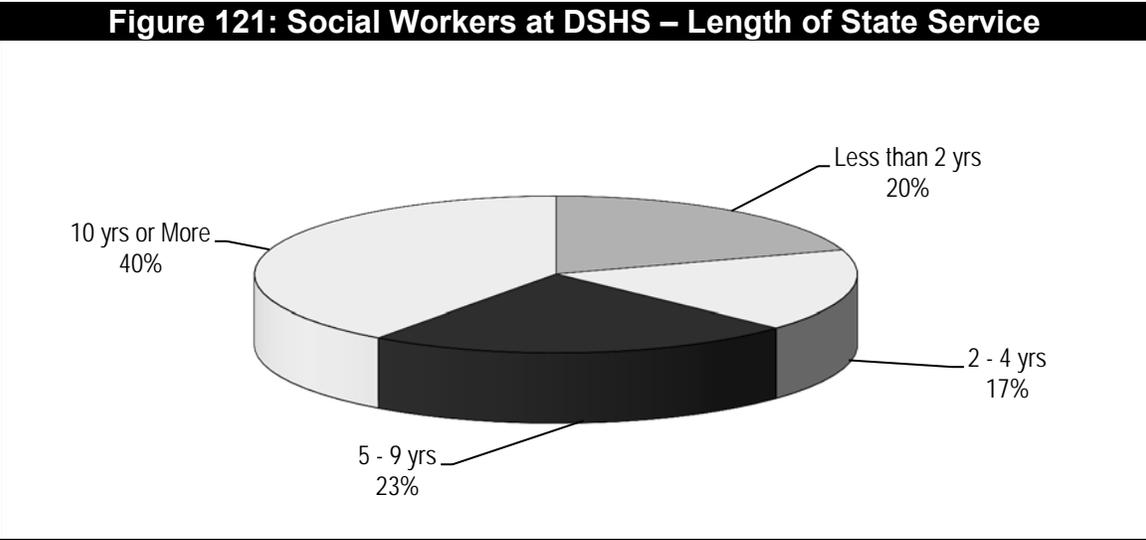
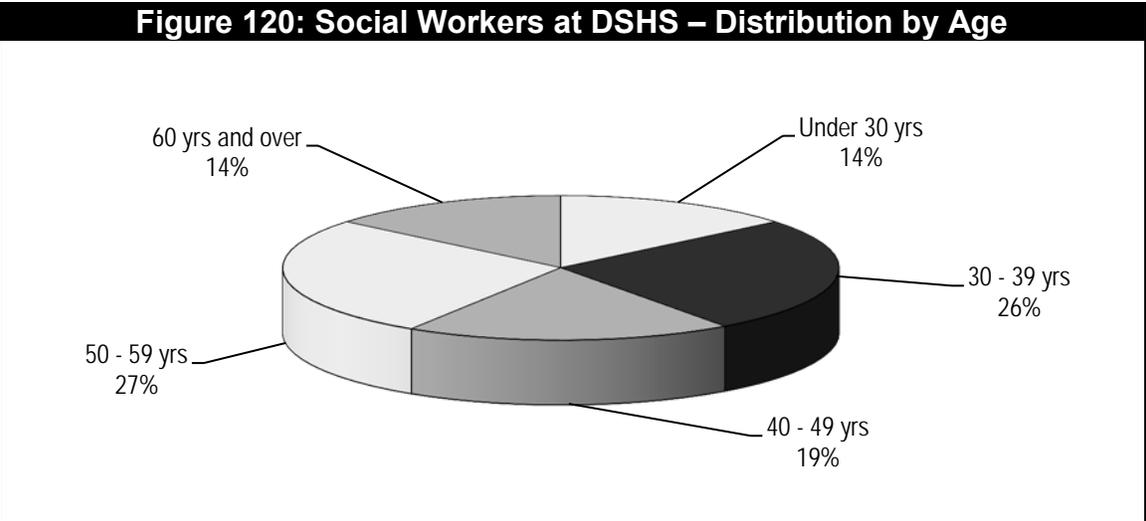
⁴⁰⁶ State Auditor's Office, "A Biennial Report on the State's Position Classification Plan," August 2010, Report No. 10-708, web page <http://www.sao.state.tx.us/reports/main/10-708.pdf>, last accessed 4/2/12.

⁴⁰⁷ HHSAS Database, as of 8/31/11.

⁴⁰⁸ Ibid.

- ◆ Conducting psychosocial assessments, therapeutic treatment and case coordination for individuals receiving services from DSHS in-patient psychiatric hospitals and the Waco Center for Youth; and
- ◆ Developing, administering and implementing a range of public health and behavioral health programs throughout the DSHS service delivery system.

DSHS Social Workers are about 45 years old and have an average of 11 years of state service.⁴⁰⁹



The overall turnover rate for Social Workers is high at around 19 percent, with over a quarter of current Social Workers eligible to retire by 2016. In addition, vacant

⁴⁰⁹ HHSAS Database, as of 8/31/11.

positions often go unfilled for several months until a qualified applicant is available.⁴¹⁰

Factors impacting recruitment include non-competitive salaries, credentialing requirements and increased need for individuals with Spanish-English bilingual skills.

DSHS competes with both the federal and local governments, as well as the military and the private sector employers for Social Worker applicants. Many times the competitors are able to offer a higher starting salary. DSHS Social Workers earn an average annual salary of \$39,296, which is significantly below both the state and national average.⁴¹¹ The average annual earnings for Healthcare Social Workers in 2010 was \$50,500 nationally, and \$53,180 in Texas.⁴¹² The State Auditor's Office 2010 market index analysis found the average state salary for Social Worker I-IIIs ranged from 18 to 20 percent behind the market rate.⁴¹³

Considering these factors, recruitment and retention for these jobs are ongoing challenges.

Financial Analysts

There are about 25 Financial Analysts at DSHS, with the majority of these employees (80 percent) working for the Chief Operating Officer.

These Financial Analysts perform complex financial monitoring of government, educational, non-profit and/or for-profit entities contracted to administer various programs for the agency. They examine, investigate, and review accounting records, financial statements, management practices, and internal controls to ensure compliance with federal and state laws and/or regulations as well as DSHS policies, regulations, and contract provisions.

The typical Financial Analyst is about 54 years old and has an average of approximately 12 years of state service.⁴¹⁴

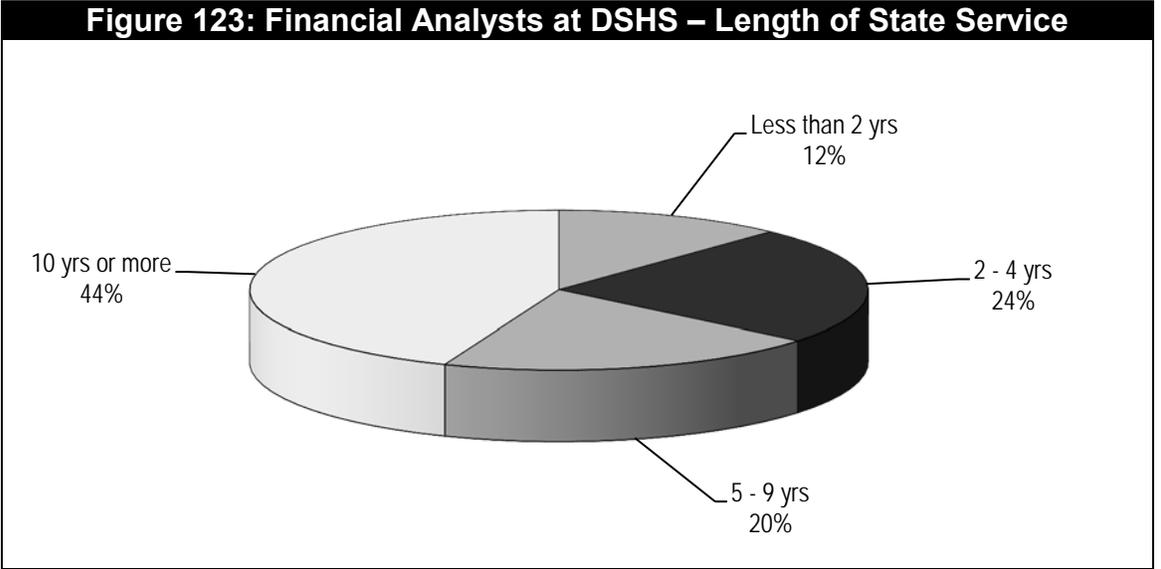
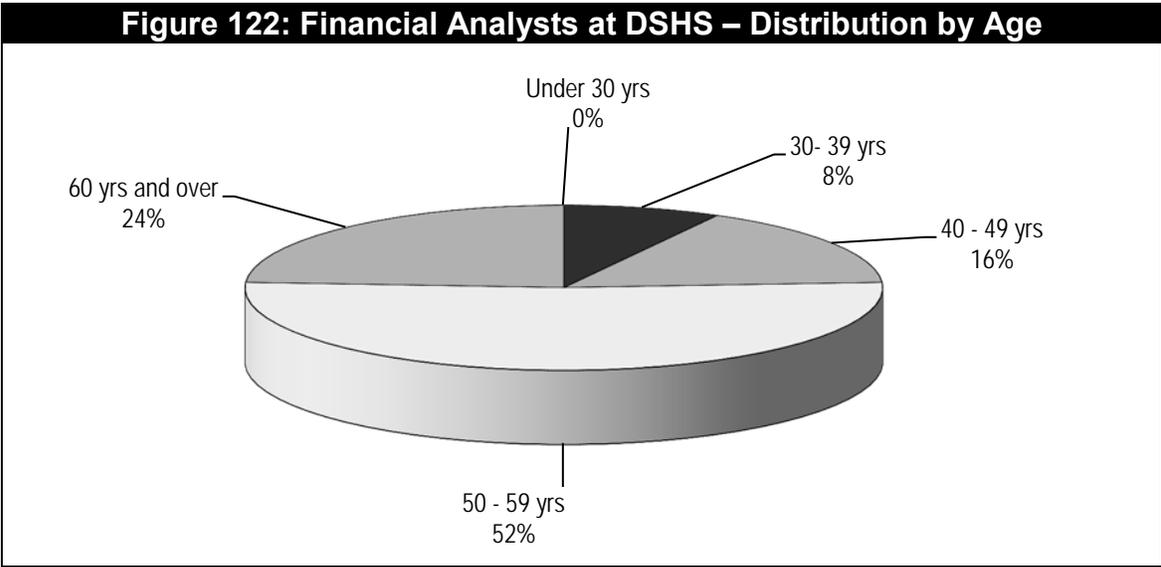
⁴¹⁰ HHSAS Database, FY 2011 data.

⁴¹¹ HHSAS Database, as of 8/31/11.

⁴¹² U.S. Department of Labor, Bureau of Labor Statistics, Occupational Employment Statistics, web page http://data.bls.gov/oes/search.jsp?data_tool=OES, Period: May 2010; last accessed on 4/23/12.

⁴¹³ State Auditor's Office, "A Biennial Report on the State's Position Classification Plan," August 2010, Report No. 10-708, web page <http://www.sao.state.tx.us/reports/main/10-708.pdf>, last accessed 4/2/12.

⁴¹⁴ Ibid.



The turnover rate for Financial Analysts is slightly below the state average of 16.8 percent at 15 percent.⁴¹⁵

DSHS Financial Analysts earn an average annual salary of \$48,698, which is significantly below both the state and national average.⁴¹⁶ The average annual earnings for Financial Analysts in 2010 was \$87,740 nationally, and \$84,050 in Texas.⁴¹⁷ The State Auditor’s Office 2010 market index analysis found the average

⁴¹⁵ HHSAS Database, FY 2011 data.
⁴¹⁶ HHSAS Database, as of 8/31/11.
⁴¹⁷ U.S. Department of Labor, Bureau of Labor Statistics, Occupational Employment Statistics, web page http://data.bls.gov/oes/search.jsp?data_tool=OES, Period: May 2010; last accessed on 4/23/12.

state salary for Financial Analysts ranged from 18 to 20 percent behind the market rate.⁴¹⁸

The agency is also experiencing difficulty filling vacant positions. The vacancy rate for these positions is very high at about 29 percent, with positions often remaining unfilled for over 300 days.⁴¹⁹

In addition, the agency may face significant recruitment challenges in the next few years to replace Financial Analysts who are eligible for retirement. Over a third of these employees will be eligible to retire in the next five years.⁴²⁰

Recruitment and retention for these jobs are ongoing challenges.

DEVELOPMENT STRATEGIES TO MEET WORKFORCE NEEDS

Recruitment Strategies

- ◆ Solidify a “pipeline” from academia to DSHS for students to learn about the work of the agency and gain experience, skills and qualifications through internships.
- ◆ Continued use of social work, nursing, medical student, psychiatric resident and other medical professional student/intern rotations at state hospitals.
- ◆ Work with Nurse Practitioner educational programs to develop, fund and promote specialty psychiatric Nurse Practitioner tracks with rotations in state hospitals.
- ◆ Continued use of internet-based job postings, billboards, job fairs, professional newsletters, list serves and recruitment firms.
- ◆ Offer incentives and educational leave to encourage DSHS non-licensed staff in hospitals to train to become RNs or other critical shortage staff.
- ◆ Involvement in HHS System-wide efforts to address health and human services workforce issues, including recruitment of staff to fill essential positions.
- ◆ Continued posting of difficult-to-recruit positions in professional publications.
- ◆ Review current Sanitarian salaries from local health departments, industry and the federal government and make necessary salary adjustments.
- ◆ Facilitate use of a “Sanitarian-In-Training” model, whereby individuals with appropriate education and experience but who lack the required license may be hired at a lower pay group in a related classification (as Environmental Specialist

⁴¹⁸ State Auditor’s Office, “A Biennial Report on the State’s Position Classification Plan,” August 2010, Report No. 10-708, web page <http://www.sao.state.tx.us/reports/main/10-708.pdf>, last accessed 4/2/12.

⁴¹⁹ HHSAS Database, FY 2011 data.

⁴²⁰ Ibid.

ls) and provided the opportunity to obtain their license and supplement their field experience. Once such an individual has successfully become a Registered Sanitarian, the employee would be promoted to the Sanitarian job series.

- ◆ Consider increasing the salary for Psychiatric Nursing Assistants,
- ◆ Evaluate options for paying for continuing education programs.
- ◆ Enhance capacity to recruit bilingual workers by providing a 6.8 percent salary incentive for assuming the duty of providing interpreter services to consumers.
- ◆ Consider the use of recruitment bonuses and moving allowances for highly competitive job categories such as Physicians, Psychiatrists and Pharmacists.
- ◆ Consider agency rules governing the hiring of licensed psychological personnel to include license-eligible personnel.
- ◆ Increase commitment to and effectiveness of recruiting a racially and ethnically diverse workforce.
- ◆ Implement continuous business improvement processes to ensure work systems are effective and efficient so that employees are able to focus on their specific duties.

Retention Strategies

- ◆ Involvement in HHS System-wide efforts to address health and human services workforce issues, including retention of staff filling essential positions.
- ◆ The development of a methodology for performance-based merits.
- ◆ Explore opportunities for flexible work schedules, telework, mobile work and alternative officing.
- ◆ Continue to provide adequate training to assist employees in preparedness of their jobs and expand opportunities for cross-training.
- ◆ Improve the work environment through provision of adequate technological tools, streamlined business processes and additional supervisory training.
- ◆ Improve employee communications.
- ◆ Consider opportunities to provide formally approved continuing education for various licensed healthcare professionals that meet requirements for credentialing.
- ◆ Provide workforce support and expertise in areas of recruitment and retention to work units.
- ◆ Continue to fund stipends for Psychiatrists-in-training at state hospitals.
- ◆ Consider opportunities to mentor professional staff.
- ◆ Recognize and reward employees who make significant contributions to public health.
- ◆ Increase commitment to and effectiveness of retaining a racially and ethnically diverse workforce.