

DEPARTMENT OF AGING AND DISABILITY SERVICES

MISSION

The Department of Aging and Disability Services' (DADS) mission is to provide a comprehensive array of aging and disability services, supports, and opportunities that are easily accessed in local communities.

SCOPE

The agency provides a continuum of long-term services and supports which are available to older individuals or individuals with disabilities. In addition, the regulatory component of DADS licenses and/or certifies providers of these services and monitors compliance with regulatory requirements.

CORE BUSINESS FUNCTIONS

DADS provides long-term services, supports, licensure, certification regulation, and outreach services. Functions listed below are provided either by DADS, Local Authorities (LAs), Area Agencies on Aging (AAAs) or other contracted providers.

- ◆ **Intake, Access and Eligibility.** Promotes eligibility determination and access to appropriate services and supports and the monitoring of those services and supports.
 - Intake, Access and Eligibility to Services and Supports
 - Guardianship
- ◆ **Community Services and Supports – Entitlement.** Provides Medicaid-covered supports and services in homes and community settings which will enable older persons, persons with disabilities and others who qualify for nursing facility care but can be served at home or in the community to maintain their independence and prevent institutionalization.
 - Primary Home Care (PHC)
 - Community Attendant Services (CAS)
 - Day Activity & Health Services (DAHS)
- ◆ **Community Services and Supports – Waiver Programs.** Provides supports and services through Medicaid waivers in home and community settings which will enable older persons, persons with disabilities and others who qualify for

institutional care but can be served at home or in the community to maintain their independence and prevent institutionalization.

- Community Based Alternatives (CBA)
 - Home and Community-based Services (HCS)
 - Community Living Assistance & Support Services (CLASS)
 - Deaf-Blind With Multiple Disabilities (DBMD)
 - Medically Dependent Children Program (MDCP)
 - Texas Home Living Waiver (TxHmL)
 - ◆ **Community Services and Supports - State.** Provides non-Medicaid services and supports in homes and community settings which will enable older persons and persons with disabilities to maintain their independence and prevent institutionalization.
 - Non-Medicaid Services
 - Community Services for Persons with Intellectual Disabilities
 - Promoting Independence through Outreach, Awareness, and Relocation
 - In-Home and Family Support
 - ◆ **Program of All-inclusive Care for the Elderly (PACE).** Promotes the development of integrated managed care systems for older persons and persons with disabilities.
 - ◆ **Nursing Facility Payments.** Provides payments which will promote quality of care for individuals with medical problems that require nursing facility or hospice care.
 - Nursing Facility Payments
 - Medicare Skilled Nursing Facility
 - Hospice
 - Promoting Independence By Providing Community-based Services
 - ◆ **Intermediate Care Facilities for Persons with Intellectual Disability (ICF/ID) Program.** Provides residential services and supports for persons with intellectual and developmental disabilities (IDD) living in ICFs/ID.
 - ◆ **State Supported Living Centers.** A state supported living center (SSLC) is campus-based and provides direct services and supports to persons with IDD. A SSLC provides 24-hour residential services, comprehensive behavioral treatment services and health care services including physician services, nursing services and dental services.
 - ◆ **Capital Repairs and Renovations.** Efficiently manages and improves the assets and infrastructure of state facilities.
 - ◆ **Regulation, Certification, and Outreach.** Provides licensing, certification, and contract enrollment services, as well as financial monitoring and complaint investigation, to ensure that residential facilities, home and community support services agencies, and persons providing services in facilities or home settings comply with state and federal standards and that individuals receive high-quality services and are protected from abuse, neglect and exploitation.
 - Facility and Community-Based Regulation
 - Credentialing/Certification
 - Long-term Care Services and Supports Quality Outreach
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- ◆ **Indirect Administration.** Assures efficient, quality, and effective administration of services provided to older individuals and individuals with disabilities.
 - Central Administration
 - Information Technology Program Support
 - Regional Administration

WORKFORCE DEMOGRAPHICS

DADS is the second largest state agency, and the largest of the five HHS agencies. The agency employs about 17,000 individuals, and represents about 31 percent of the HHS workforce.²²¹ The majority of the agency’s employees (13,279 employees or 79 percent) are assigned to 12 state supported living centers, which are 24-hour residential facilities, caring for people with intellectual and developmental disabilities (IDD).²²² The remaining 21 percent of DADS employees work in a regional or state office.

To better understand the agency’s workforce, the following demographic categories are examined:

Job Families

About 80 percent of DADS employees (13,602 employees) work in 10 job families.

Table 25: Largest Program Job Families and Average Salaries

Job Family	Number of Employees	Average Salary
Direct Service Professionals ²²³	6,972	\$22,553
Registered Nurses	1,184	\$55,136
Clerical Workers	1,140	\$27,217
Human Services Specialists	988	\$32,549
Rehabilitation Technicians	716	\$23,744
Licensed Vocational Nurses	652	\$35,912
Program Specialists	627	\$47,813
Food Service Workers	621	\$20,456
Custodians	380	\$19,715
Maintenance Technicians	322	\$28,306

²²¹ HHSAS Database, as of 8/31/11.

²²² Ibid.

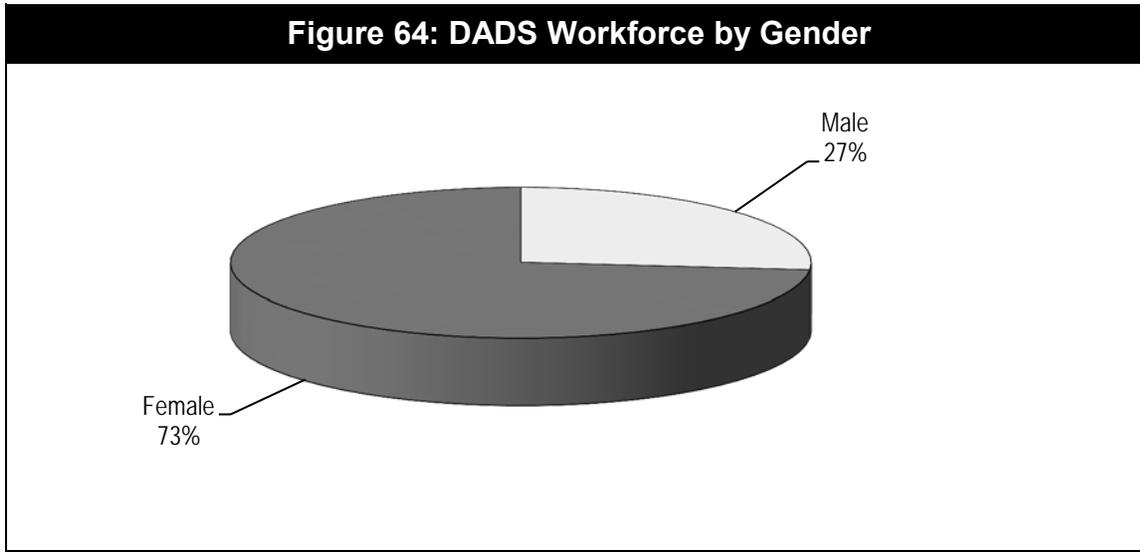
²²³ Direct Service Professionals include Mental Retardation Assistants I-IV.

Salary

DADS employees, on average, are the lowest paid employees in the HHS System, earning an average annual salary of \$31,896.²²⁴

Gender

The majority of DADS employees are Female, comprising approximately 73 percent of the workforce (12,416 employees).²²⁵



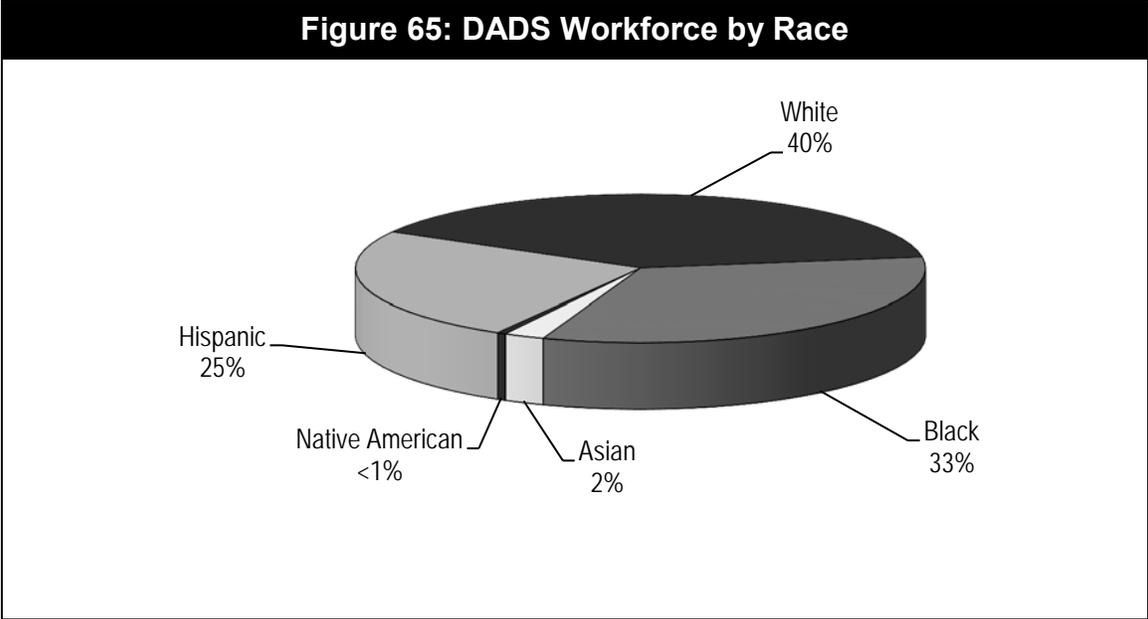
Race

White employees represent the largest racial group at 40 percent, followed by Black employees at 33 percent and Hispanic employees at 25 percent.²²⁶

²²⁴ HHSAS Database, as of 8/31/11.

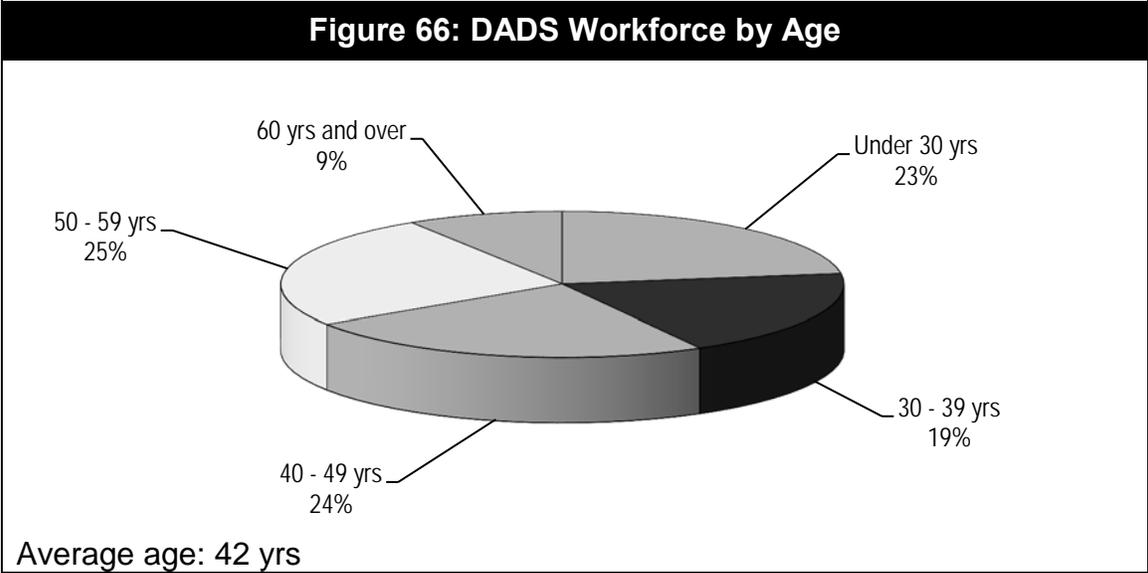
²²⁵ Ibid.

²²⁶ Ibid.



Age

The average age of a DADS employee is 42 years. Over 58 percent of the agency's workforce are 40 years or older.²²⁷



²²⁷ HHSAS Database, as of 8/31/11.

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 statewide Civilian Labor Force (CLF) for each job category.

The utilization analysis of the DADS workforce, as indicated in Table 26, reflects underutilization in the following areas:

- ◆ Hispanic employees in the Para-Professionals job category;
- ◆ Black, Hispanic and Female employees in the Skilled Craft job category; and
- ◆ Hispanic employees in the Service Maintenance job category.^{228 229}

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 26: DADS Utilization Analysis Results

Job Category	Black			Hispanic			Female		
	DADS %	CLF %	Underutilization (If Yes, # needed)	DADS %	CLF %	Underutilization (If Yes, # Needed)	DADS %	CLF %	Underutilization (If Yes, # Needed)
Officials/ Administrators	15.2%	7.2%	No	10.3%	12.3%	No	67.2%	32.6%	No
Professionals	19.2%	9.4%	No	24.3%	11.6%	No	76.9%	49.0%	No
Technicians	28.2%	13.9%	No	20.4%	19.7%	No	83.5%	42.1%	No
Protective Service	25.0%	18.0%	No	29.5%	23.1%	No	37.1%	21.6%	No
Para-Professionals	47.8%	14.3%	No	24.2%	25.7%	39	72.5%	56.3%	No
Administrative Support	17.9%	19.4%	No	27.8%	26.8%	No	90.9%	78.8%	No
Skilled Craft	6.0%	14.7%	18	25.1%	35.2%	18	3.7%	16.5%	31
Service Maintenance	33.5%	20.4%	No	33.5%	43.7%	96	69.2%	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 DADS 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 DADS. During fiscal year 2011, CRO worked with HR staff and staff from the COO's office at DADS to reassign direct care staff at the facilities to the more appropriate job category of Para-Professional. The job classifications impacted by this change include the Direct Service Professionals at DADS (formerly known as MRAs). EEO-4 instructions from the federal EEOC indicate that the Para-Professional category, which includes positions like recreation assistants,

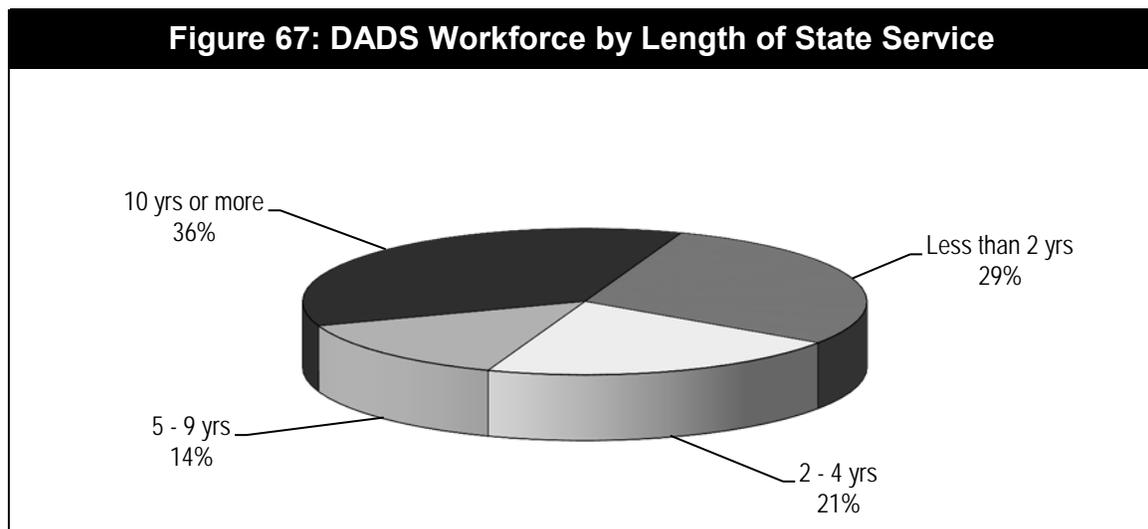
²²⁸ HHSAS Database, as of 8/31/11.

²²⁹ 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 6/08/05.

homemaker aides, home health aids, medical aides, and similar types of positions, is a much more appropriate categorization for the Direct Service Professional positions than Service Maintenance. The reassignment of these positions also resulted in a more accurate representation of the utilization of these groups in the DADS workforce. Although there was still some underutilization noted for Hispanics in the Service Maintenance category at DADS 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 DADS as they work to develop a recruitment plan for addressing the underutilization of Hispanics in this category.

State Service

About 36 percent of the DADS workforce have 10 or more years of state service. Approximately 64 percent of the agency's employees have less than 10 years of state service.²³⁰



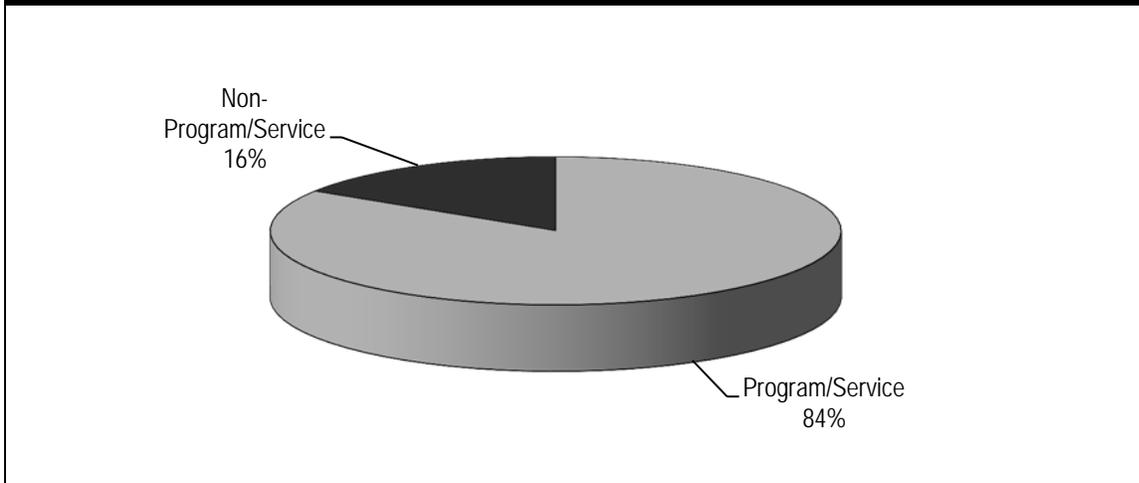
Return-to-Work Retirees

DADS employs 644 return-to-work retirees, representing about four percent of its total workforce. The majority of these retirees (84 percent) work in program/service related areas.²³¹

²³⁰ HHSAS Database, as of 8/31/11.

²³¹ Ibid.

Figure 68: DADS Return-to-Work Retirees



TURNOVER

The DADS turnover rate during fiscal year 2011 was about 30 percent (a workforce loss of some 5,497 employees), the highest of all HHS agencies. This rate is almost double the statewide turnover rate of 16.8 percent for all agencies. While the majority of those leaving the agency left for voluntary reasons (about 69 percent), a significant number were dismissed for cause (about 29 percent).²³²

Table 27: Reason for Separation

Reason	Separations	Percentage ²³³
Voluntary Separations		
Personal reasons	3,143	57.2%
Transfer to another agency	238	4.3%
Retirement	398	7.2%
Involuntary Separations		
Termination at Will	23	0.4%
Resignation in Lieu	92	1.7%
Dismissal for Cause	1,565	28.5%
Reduction in Force	8	0.1%

²³² State Auditor's Office (SAO) FY 2011 Turnover Statistics.

²³³ Death accounted for .5% of separations.

Table 28 indicates the job families essential to the delivery of agency services and/or shortage occupations that have experienced significant employee losses during fiscal year 2011.²³⁴

Table 28: FY 11 Turnover for Significant Job Families²³⁵			
Job Family	Average Annual Headcount	Separations	Turnover Rate
Psychiatrists	21	12	57.8%
Direct Service Professionals ²³⁶	7,975	3,391	42.5%
Licensed Vocational Nurses (LVNs)	745	295	39.6%
Security Officers	215	74	34.5%
Physicians	47	16	34.0%
Government Relations Specialists	3	1	30.8%
Pharmacy Technicians	33	10	30.8%
Psychologists	26	8	30.5%
Dentists	17	5	29.9%
Rehabilitation Teachers	15	4	27.1%
Registered Nurses (RNs)	1,297	348	26.8%
System Support Specialists	12	3	26.1%
Dietetic and Nutrition Specialists	28	7	24.8%
Food Service Workers	681	167	24.5%
Laundry Workers	76	18	23.8%
Human Services Technicians	77	18	23.4%
Registered Therapists	190	44	23.1%
Human Services Specialists	1,077	245	22.7%
Architects	14	3	22.2%
Social Services Surveyors	86	19	22.2%
Custodians	404	86	21.3%
Social Workers	20	4	19.8%
Associate Psychologists	286	56	19.6%
Pharmacists	46	9	19.6%

²³⁴ HHSAS Database, FY 2011 data.

²³⁵ 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.

²³⁶ Direct Service Professionals include Mental Retardation Assistants I-IV.

RETIREMENT PROJECTIONS

About nine percent of the agency’s workforce is currently eligible to retire from state employment. About 20 percent of the DADS workforce will reach retirement eligibility by the year 2016.²³⁷

Table 29: DADS Projected Retirement Eligibility through Rule of 80 (FY 11 – FY 16)

Fiscal Year	Cumulative Number of Eligible Employees	Percent of Workforce
2011	1,429	8.5%
2012	1,775	10.5%
2013	2,144	12.7%
2014	2,548	15.1%
2015	2,989	17.7%
2016	3,420	20.2%

EXPECTED WORKFORCE CHALLENGES

DADS will experience several significant issues relating to staffing levels throughout the agency. With the loss of 60 FTEs associated with licensing and survey activities for Assisted Living and Adult Day Care facilities in FY 2011, the agency’s ability to provide regulatory oversight will be challenged.

DADS anticipates increases in workforce demand for long-term services and supports, regulating licensed/certified entities providing long-term services and supports and providing residential services for persons with intellectual and developmental disabilities living in state supported living centers.

With the implementation and expansion of STAR+PLUS, DADS expects significant reductions in the number of staff in the Access and Intake program area. The impact of this change affected all regions, with a total reduction of approximately 340 agency positions.

Growth in home health/hospice and assisted living providers will lead to increased licensing, survey and enforcement activity. This increase in providers will impact the workload of both Regulatory Services and Consumer Rights and Services.

DADS IT remains understaffed to meet the increasing demands of the agency’s customers. Consequently, new initiatives and projects must be outsourced. It is anticipated that functions formerly performed by agency staff will be contracted out

²³⁷ HHSAS Database, as of 8/31/11.

and former core IT functions (e.g., Data Center or Network operations) will be outsourced.

In addition to these challenges, DADS 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 medical professionals.

Through an analysis of workforce factors, including but not limited to the number of employees by job family, occupancy by core job families, turnover rates, vacancy rates and workforce challenges, the following job families were identified as requiring the most attention: Direct Service Professionals, Food Service Workers, Nurses (Registered Nurses and Licensed Vocational Nurses), Psychiatrists, Physicians, Nurse Practitioners and Physician Assistants, Pharmacists, Registered Therapists and Dietetic and Nutrition Specialists.

Direct Service Professionals²³⁸

There are almost 7,000 Direct Service Professionals in state supported living centers across Texas, representing approximately 41 percent of the agency's total workforce.²³⁹ These employees provide 24-hour direct care to over 4,000 people who reside in state supported living centers. They directly support these individuals by providing services including basic hygiene needs, dressing and bathing, general health care, and dining assistance. They support life-sustaining medical care such as external feeding and lifting individuals with physical challenges. A trained and experienced direct care staff is essential to ensure consumer safety, health and well-being.

There are no formal education requirements to apply for a job in this series; however, extensive on-the-job training is required. It takes six to nine months for a new Direct Service Professional to become proficient in the basic skills necessary to carry out routine job duties.

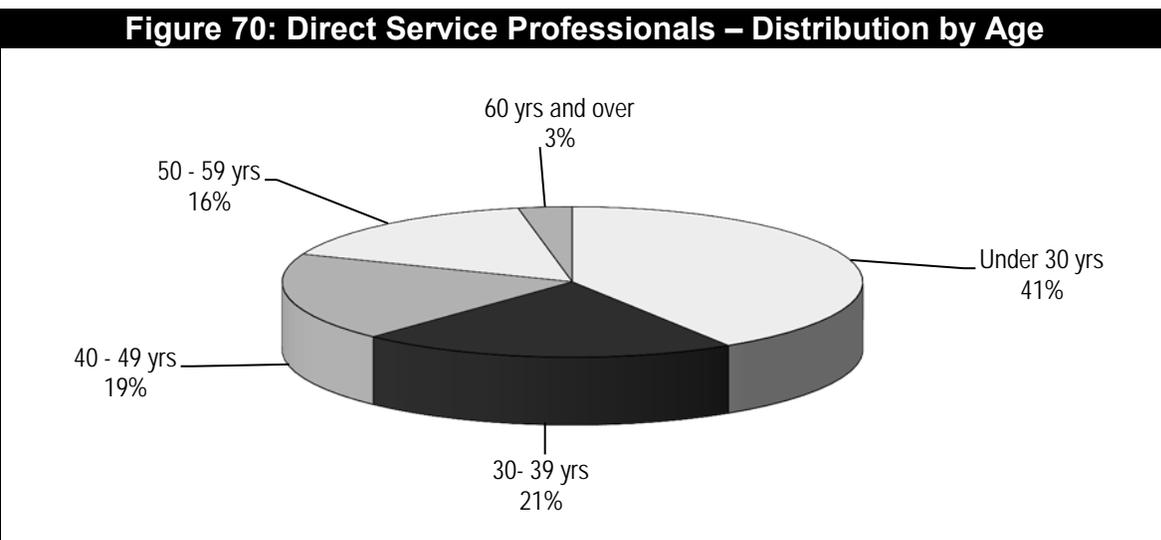
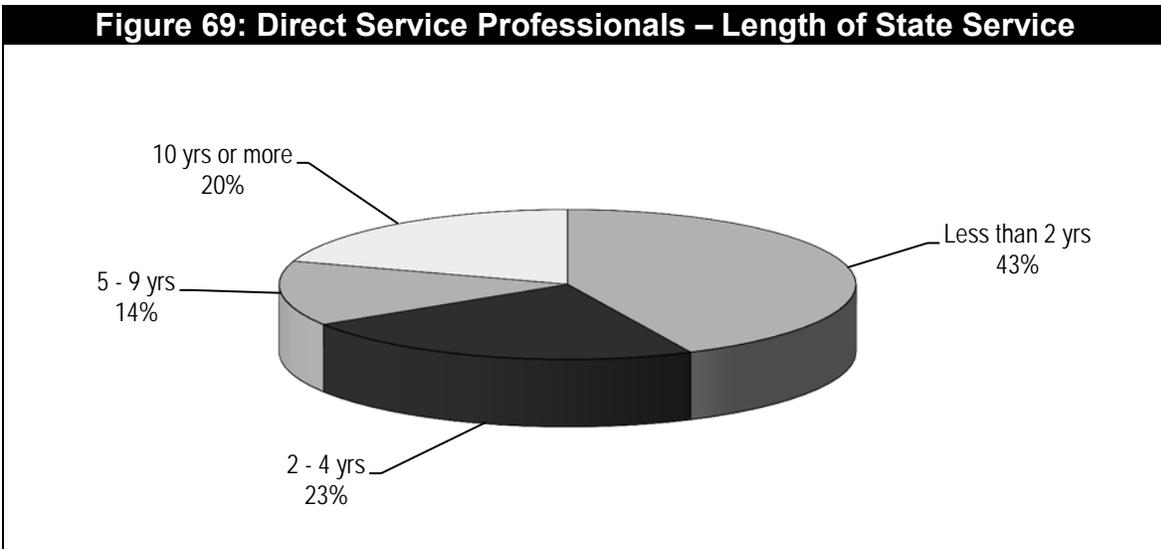
Employees who perform this work must interact with consumers on a daily basis. The work is performed in shifts throughout the day and night. The pay is low and the work is difficult and physically demanding.

A typical Direct Service Professional in the agency is 36 years old and has about six years of state service.²⁴⁰

²³⁸ Direct Service Professionals include Mental Retardation Assistants I-IV.

²³⁹ HHSAS Database, as of 8/31/11.

²⁴⁰ Ibid.



Turnover for Direct Service Professionals is very high, at about 43 percent.²⁴¹ This is the second highest turnover rate of any job category in DADS, reflecting the loss of almost 3,400 workers during fiscal year 2011. The average hourly salary rate is \$10.84 per hour.²⁴² The State Auditor’s Office 2010 market index analysis found the average state salary for Mental Health/Mental Retardation Services Aides/ Assistants/Supervisors to be 17 percent behind the market rate.²⁴³

To deal with these retention difficulties, several state supported living centers have used contract staff to provide required coverage. Aside from being costly, the

²⁴¹ HHSAS Database, FY 2011 data.

²⁴² HHSAS Database, as of 8/31/11.

²⁴³ 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.

agency has experienced other challenges and problems with contracted staff, since these staff do not work consistently with the consumers and are therefore not able to carry out program plans fully. Contract staff are often placed for a very short time and do not always work with the same consumers. This also results in disruption to the consumer's lives and can suspend progress made toward their development goals.

To address these difficulties, DADS has plans to increase entry level salaries for new Direct Service Professionals and for currently employed Direct Service Professionals during fiscal years 2014 and 2015.

Retention of these workers remains a major challenge for DADS. Maintaining required staffing levels of Direct Service Professionals in state supported living centers is critical in meeting Intermediate Care Facilities for Persons with Intellectual Disability (ICF/ID) certification requirements.

Food Service Workers ²⁴⁴

There are about 620 Food Service Workers employed in DADS state supported living centers throughout Texas.²⁴⁵ The physical requirements are very demanding and there are no formal education requirements for the jobs. Food preparation is performed multiple times each day of the week, requiring a large staff at each location, using a combination of full-time and part-time employees.

The typical Food Service Worker is about 45 years of age and has an average of approximately 10 years of state service.²⁴⁶

²⁴⁴ Food Service Workers include Food Service Workers, Managers and Cooks.

²⁴⁵ HHSAS Database, as of 8/31/11.

²⁴⁶ Ibid.

Figure 71: Food Service Workers at DADS – Length of State Service

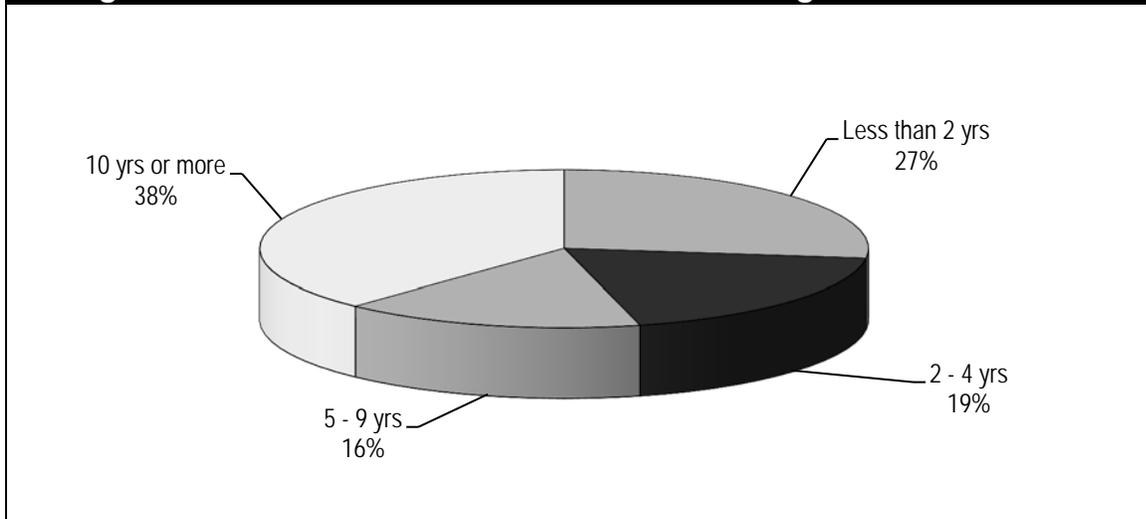
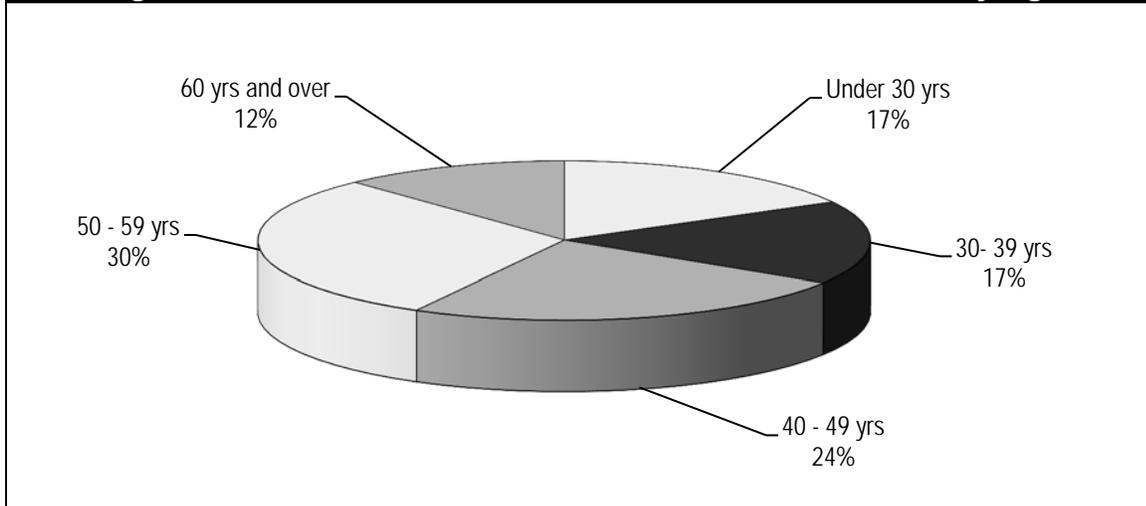


Figure 72: Food Service Workers at DADS – Distribution by Age



Turnover in Food Service Worker positions is high, at 24.5 percent. Pay is low, with an average wage of \$9.83 per hour.^{247 248} The State Auditor’s Office 2010 market index analysis found the average state salary for Food Service Worker Is to be 10 percent behind the market rate, and Cooks ranged from 16 to 11 percent behind the market rate.²⁴⁹

Retention and recruitment of these workers remains a major challenge for DADS.

²⁴⁷ HHSAS Database, FY 2011 data.

²⁴⁸ HHSAS Database, as of 8/31/11.

²⁴⁹ 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.

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

Nationwide, the nursing shortage is reaching crisis proportions. It is projected that there will be a need for 495,500 new RN jobs by 2020.²⁵⁰ Job opportunities for RNs are expected to grow faster than the average for all occupations.²⁵¹ 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.²⁵² 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.²⁵³ 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.²⁵⁴

Nurses are generally required to work shifts. The work is difficult, requires special skills and staff often work long hours because of staffing shortages. 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.²⁵⁵ ²⁵⁶ The shortage of trained instructors limits both the number of accepted students and the number of available classes offered.

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.²⁵⁷

²⁵⁰ 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.

²⁵¹ 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.

²⁵² State of Nursing Workforce in Texas – Statewide Health Workforce Symposium Policy Brief, March 2005.

²⁵³ “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.

²⁵⁴ 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.

²⁵⁵ Texas Board of Nursing, web page <http://www.bne.state.tx.us/nursingeducation/approved-programs.html>, last accessed on 4/22/10.

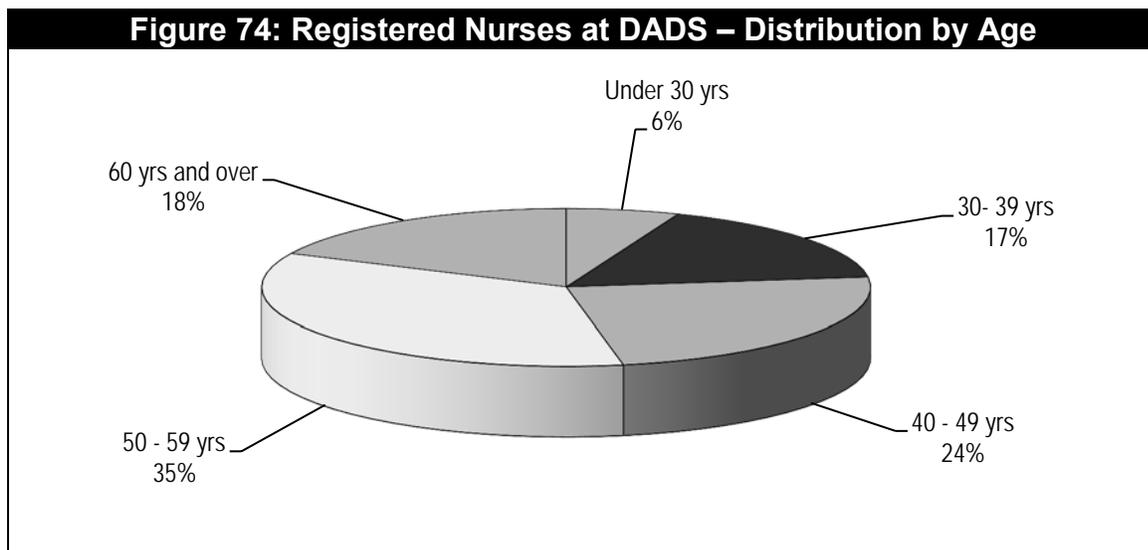
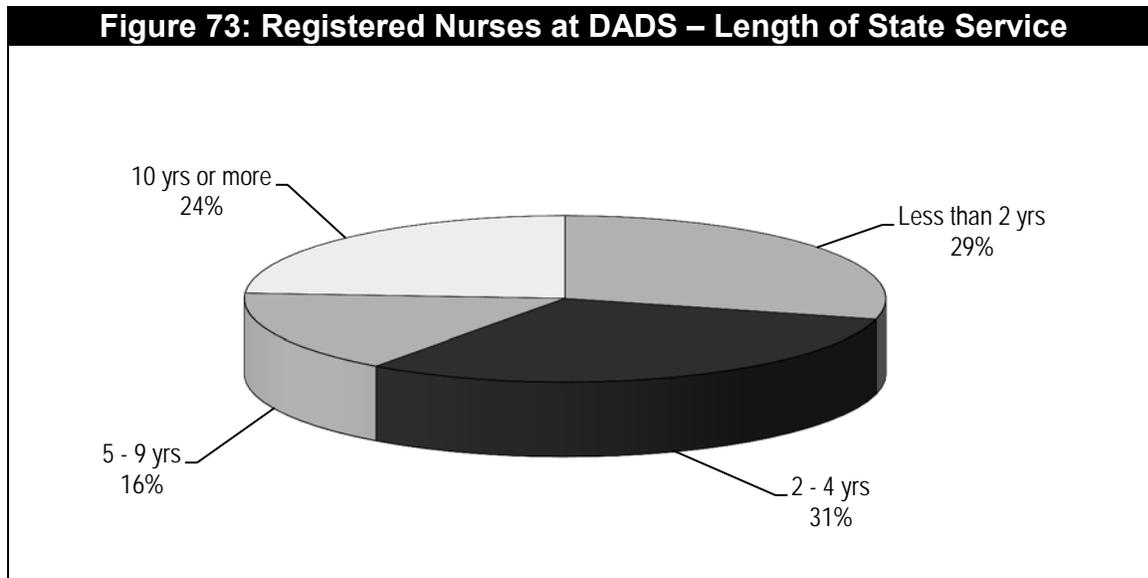
²⁵⁶ “Professional Nursing Education in Texas: Demographics & Trends: 2006.” Department of State Health Services, web page <http://www.dshs.state.tx.us/chs/cnws/2006ProfNrsEdRpt.pdf>, last accessed 3/17/10.

²⁵⁷ 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.

Registered Nurses (RNs)²⁵⁸

There are approximately 1,180 RNs employed by DADS.²⁵⁹ The majority of these employees (about 64 percent) work at state supported living centers across Texas.

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



The turnover rate for RNs is considered high at about 27 percent.²⁶⁰

²⁵⁸ HHSAS Database, as of 8/31/11.

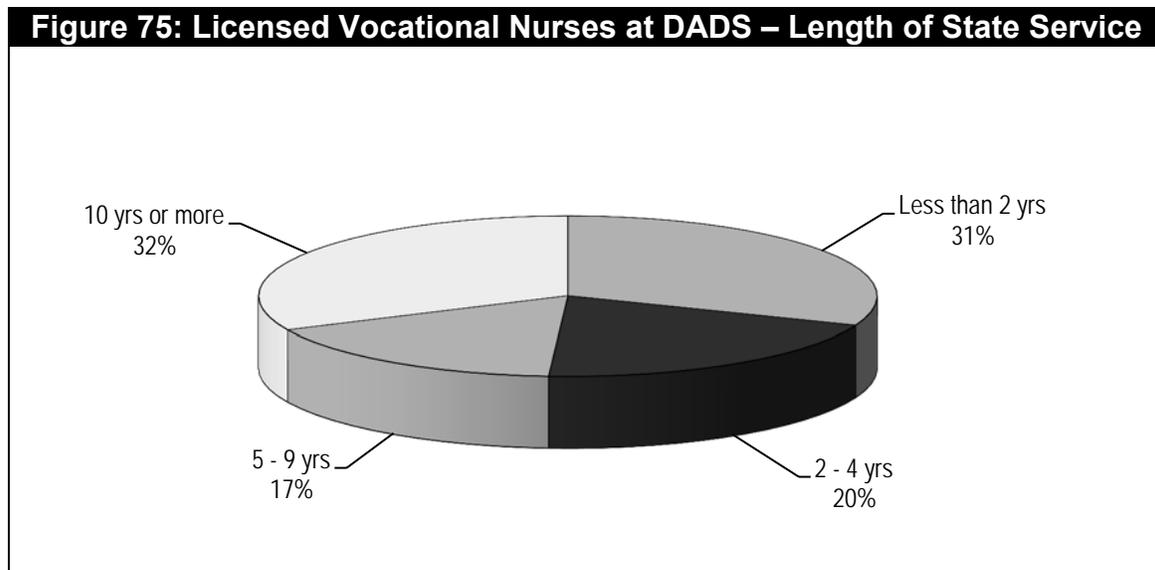
²⁵⁹ Ibid.

DADS RNs earn an average annual salary of \$55,136, which is below both the state and national average.²⁶¹ The average annual earnings for RNs in 2010 was \$67,720 nationally, and \$66,180 in Texas.²⁶² In addition, the State Auditor’s Office 2010 market index analysis found the average state salary for RNs ranged from six to 15 percent behind the market rate.²⁶³

The agency finds it difficult to fill vacant nurse positions. At DADS, there are always vacant nursing positions that need to be filled. With a high vacancy rate for these positions (at approximately 12 percent), RN positions often remain open for months before being filled.²⁶⁴ In order to provide quality nursing care for consumers it is essential that the agency maintain the lowest vacancy rate.

Licensed Vocational Nurses (LVNs)

There are about 650 Licensed Vocational Nurses (LVNs) employed by DADS in state supported living centers across Texas.²⁶⁵ The typical DADS LVN is about 44 years old and has an average of approximately eight years of state service.²⁶⁶



²⁶⁰ HHSAS Database, FY 2011 data.

²⁶¹ HHSAS Database, as of 8/31/11.

²⁶² 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.

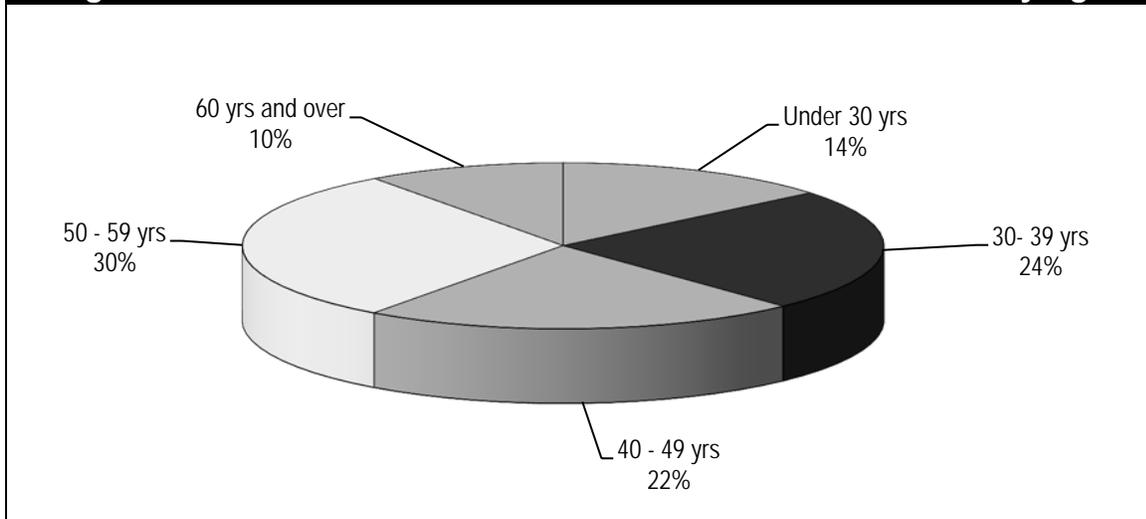
²⁶³ State Auditor’s Office, “A Biennial Report on the State’s Position Classification Plan,” August 2010, Report No. 10-708, web page <http://www.sao.state.tx.us/reports/main/10-708.pdf>, last accessed 4/2/12.

²⁶⁴ HHSAS Database, FY 2011 data.

²⁶⁵ HHSAS Database, as of 8/31/11.

²⁶⁶ Ibid.

Figure 76: Licensed Vocational Nurses at DADS – Distribution by Age



As with RNs, the nursing shortage is also impacting the agency's ability to hire and retain LVNs. Turnover for LVNs is the third highest in the agency at about 40 percent. DADS experienced almost 300 LVN separations last fiscal year.

Currently, the average annual salary for DADS LVNs during fiscal year 2011 was \$35,912.²⁶⁷ This salary falls below both national and state averages for this occupation.²⁶⁸ Nationally, the average annual earnings for Licensed Practical Nurses and LVNs was \$42,040, and \$42,260 in Texas.²⁶⁹ The State Auditor's Office 2010 market index analysis found the average state salary for LVNs was 19 percent behind the market rate.²⁷⁰

With a high vacancy rate of about 12 percent, vacant positions often go unfilled for several months.²⁷¹

Psychiatrists

The 19 Psychiatrists working at DADS are assigned to state supported living centers in senior level Psychiatrist III positions. Full staffing of these positions is critical to providing psychiatric services needed by residents.

²⁶⁷ HHSAS Database, as of 8/31/11.

²⁶⁸ Ibid.

²⁶⁹ 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.

²⁷⁰ 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.

²⁷¹ HHSAS Database, FY 2011 data.

DADS Psychiatrists have, on average, about 10 years of state service, with an average age of 53.²⁷²

Figure 77: Psychiatrists at DADS – Length of State Service

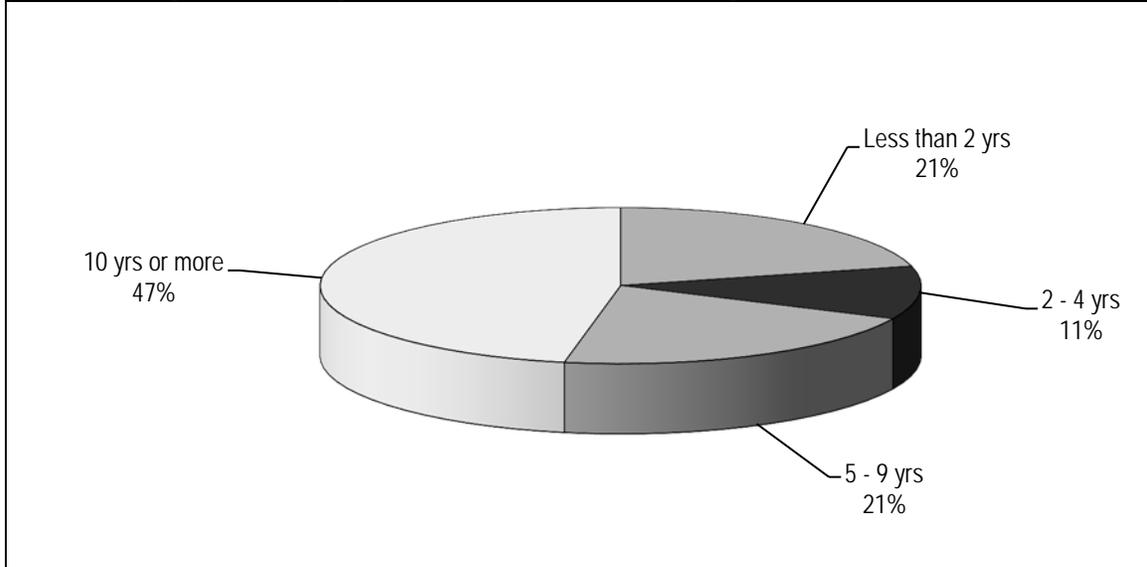
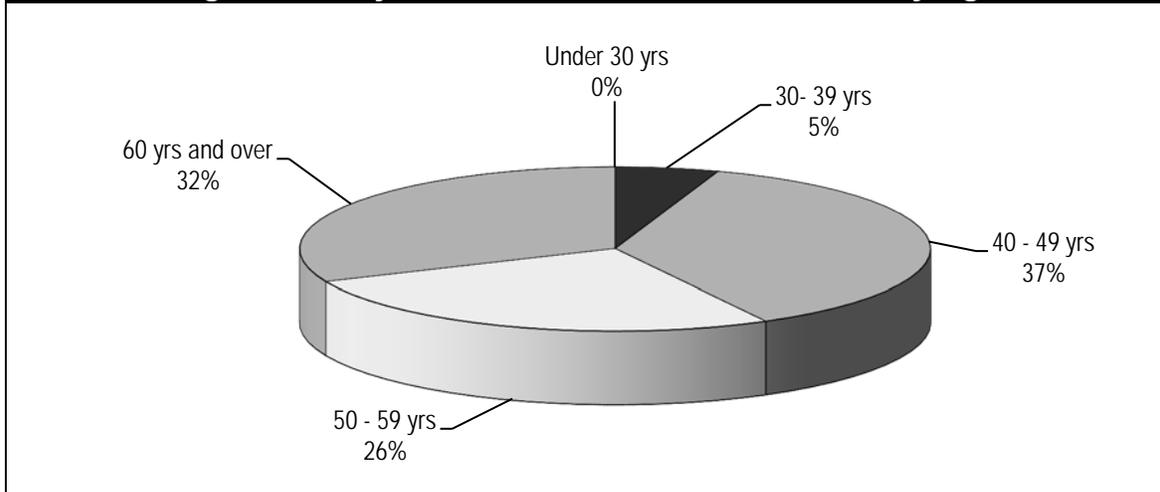


Figure 78: Psychiatrists at DADS – Distribution by Age



Turnover for Psychiatrists is the highest in the agency, at about 58 percent.²⁷³

With a very high vacancy rate of 30 percent, vacant positions go unfilled for months.²⁷⁴ In fact, many agency postings and advertisements for these positions result in no responses from qualified applicants.

²⁷² HHSAS Database, as of 8/31/11.

²⁷³ HHSAS Database, FY 2011 data.

²⁷⁴ Ibid.

To deal with these recruitment and retention 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 \$95²⁷⁵ paid to agency Psychiatrists). Aside from being more costly, the agency has experienced other problems with contracted Psychiatrists, including a lengthy learning curve, difficulty in obtaining long-term commitments, excessive staff time spent procuring their services, difficulty in obtaining coverage, dependability and inconsistency of services due to their short-term commitment.

To meet the health needs of individuals residing in state supported living centers, it is critical that the agency fill all budgeted Psychiatrist positions and is able to effectively recruit and retain qualified Psychiatrists.

Physicians

There are 41 Physicians at DADS.²⁷⁶ These highly skilled and tenured employees primarily work at state supported living centers across Texas.²⁷⁷ Full staffing of these positions is critical to direct-care services.

DADS Physicians have, on average, about 10 years of state service, with an average age of 58. Local Physicians who have established long term private practices often apply as a staff Physician at state supported living centers late in their working career to secure retirement and insurance benefits, thus explaining the reason for the high average age. Only two full-time Physicians are under 40 years of age.²⁷⁸

²⁷⁵ HHSAS Database, as of 8/31/11.

²⁷⁶ Ibid.

²⁷⁷ Ibid.

²⁷⁸ Ibid.

Figure 79: Physicians at DADS – Length of State Service

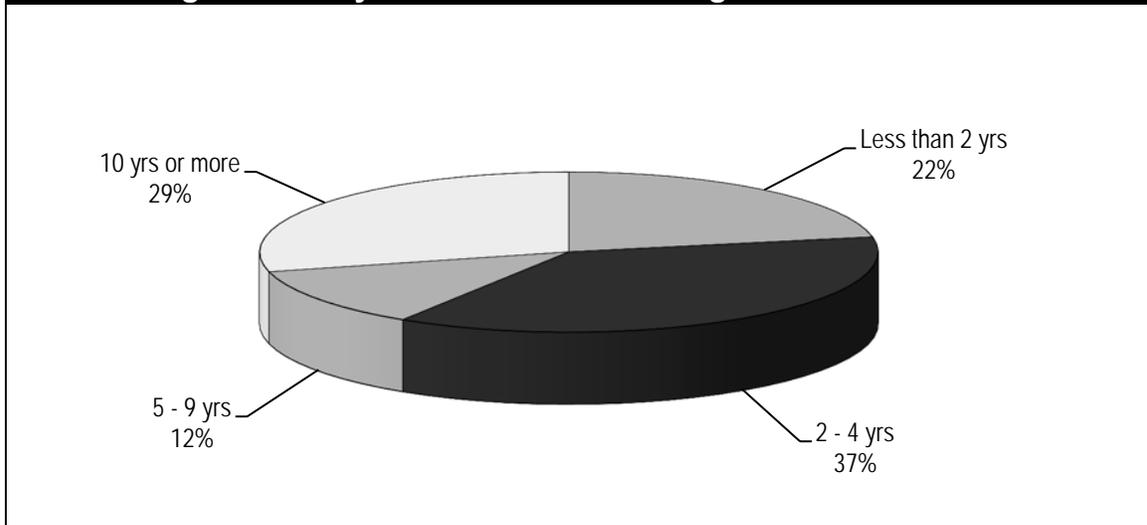
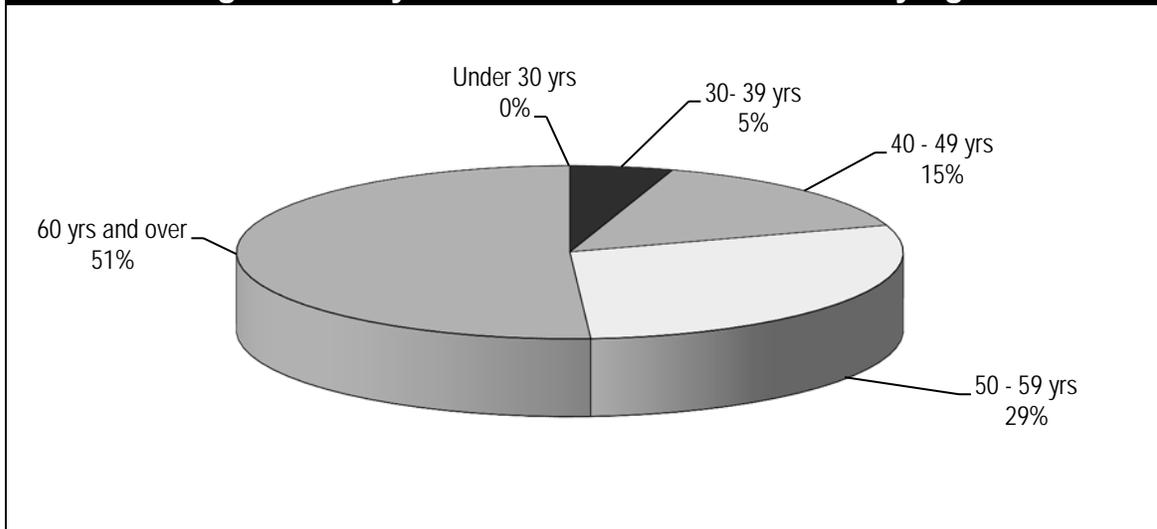


Figure 80: Physicians at DADS – Distribution by Age



Turnover for Physicians is significantly above the state average at 34 percent.

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 \$87²⁷⁹ paid to agency Physicians). Aside from being more costly, the agency has experienced other problems with contracted Physicians, including a lengthy learning curve, difficulty in obtaining long-term commitments, excessive staff time spent procuring their services, difficulty in obtaining coverage, dependability and inconsistency of services due to their short-term commitment.

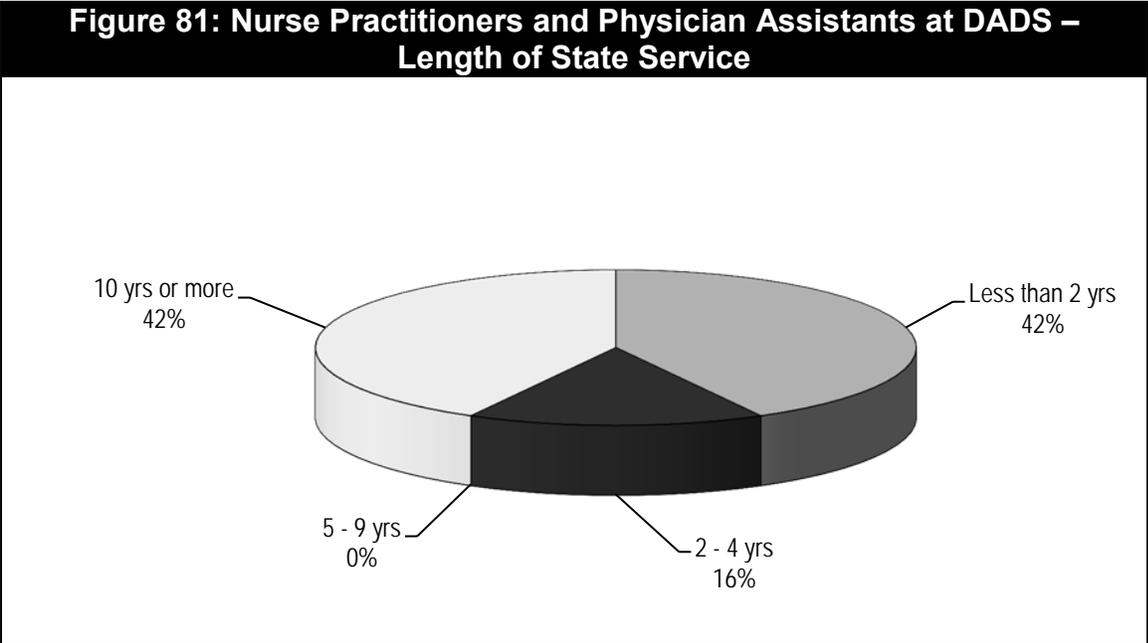
²⁷⁹ HHSAS Database, as of 8/31/11.

To meet the health needs of individuals residing in state supported living centers, it is critical that the agency recruit and retain qualified Physicians. However, due to the short supply and large demand, state supported living centers are experiencing difficulty hiring Physicians.

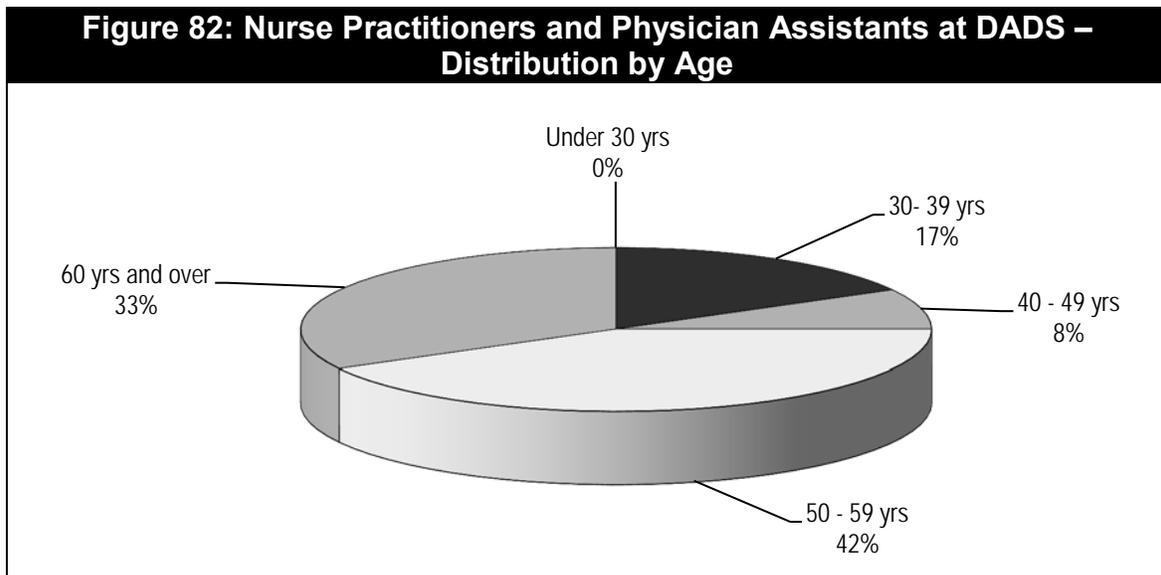
Nurse Practitioners and Physician Assistants

Under the supervision of a physician, the 12 Nurse Practitioners and Physician Assistants working at DADS are responsible for providing advanced medical services and clinical care to individuals who reside in state supported living centers.

These highly skilled employees have, on average, about nine years of state service, with an average age of 54.²⁸⁰



²⁸⁰ HHSAS Database, as of 8/31/11.



Though turnover for Nurse Practitioners and Physician Assistants is currently well managed at about nine percent, a third of these employees will be eligible to retire in the next five years. With the short supply and high demand for these highly skilled professionals, the agency will need to develop creative recruitment strategies to replace employees.²⁸¹

Pharmacists

Pharmacists represent one of the largest health professional groups in the U.S., with over 270,000 active Pharmacists as of May 2010.²⁸² 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.²⁸³ However, the number of available Pharmacists is expected to grow only modestly.

There are 45 Pharmacists working at DADS. The typical Pharmacist is about 49 years old and has an average of 8 years of state service.²⁸⁴

²⁸¹ HHSAS Database, FY 2011 data.

²⁸² 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 3/26/12.

²⁸³ Ibid.

²⁸⁴ HHSAS Database, as of 8/31/11.

Figure 83: Pharmacists at DADS – Length of State Service

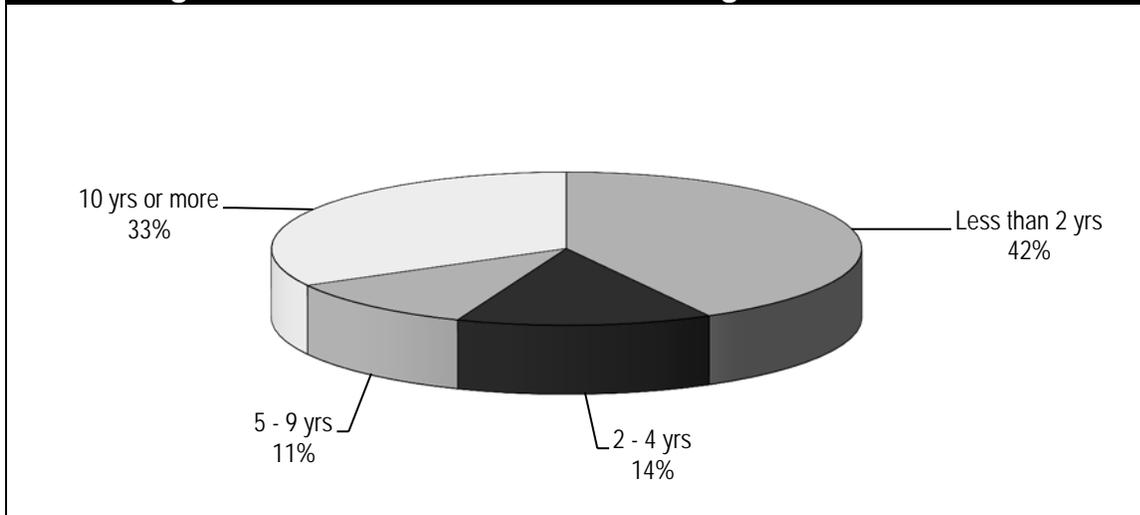
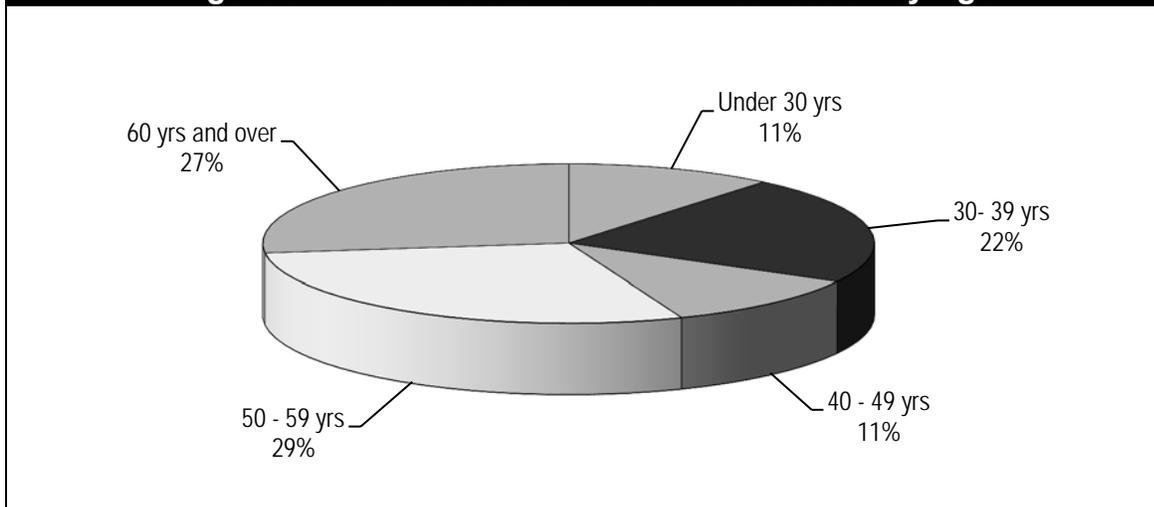


Figure 84: Pharmacists at DADS – Distribution by Age



Pharmacists at DADS earn, on average, an annual salary of \$92,749.²⁸⁵ This salary falls significantly below the state and national market rates. The average annual salary for Pharmacists nationally is \$112,160 and \$113,570 in Texas.²⁸⁶ In addition, 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.²⁸⁷ This disparity has historically affected the agency's ability to recruit qualified applicants for vacant positions.

²⁸⁵ HHSAS Database, as of 8/31/11.

²⁸⁶ 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 4/16/12.

²⁸⁷ 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.

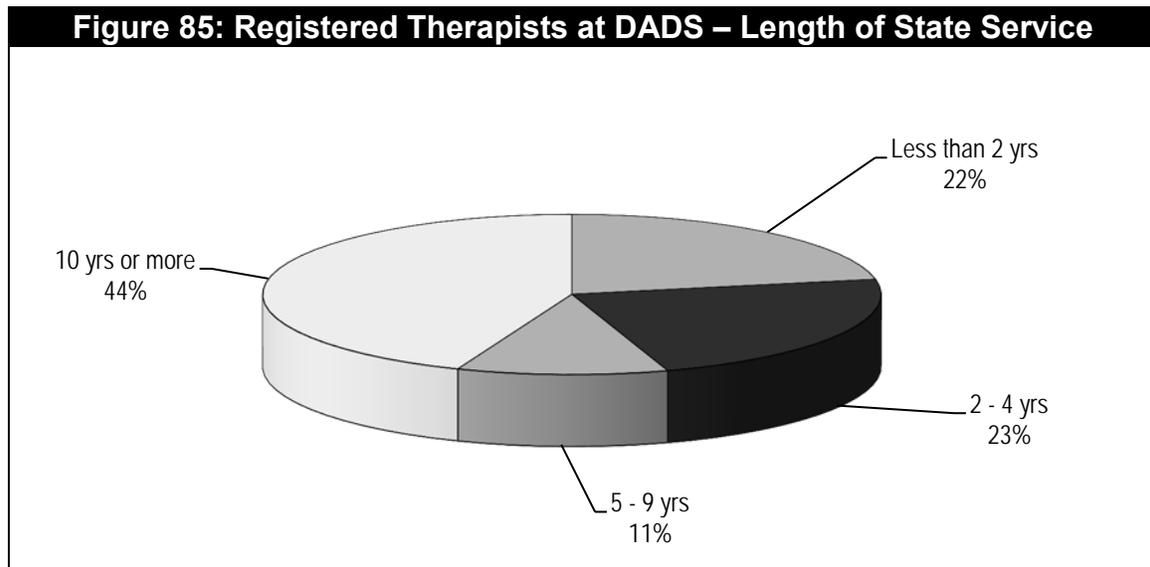
Turnover for Pharmacists is currently high at nearly 20 percent. The vacancy rate for these positions is also high, at about 10 percent, with Pharmacist positions often remaining unfilled for several months before being filled.²⁸⁸

DADS has often used contract Pharmacists to meet program needs. These contracted Pharmacists are paid at rates that are typically above the amount it would cost to hire Pharmacists at state salaries.²⁸⁹ With 20 percent of the agency's Pharmacists eligible to retire by the year 2016, this practice is expected to continue.

Registered Therapists

There are about 175 Registered Therapists at DADS. These employees primarily work at state supported living centers across Texas.²⁹⁰ These therapists include a variety of specializations, including Speech-Language Pathologists and Audiologists, Occupational Therapists and Physical Therapists. Full staffing of these positions is critical to direct-care services.

DADS Registered Therapists have, on average, about 11 years of state service, with an average age of 47.²⁹¹



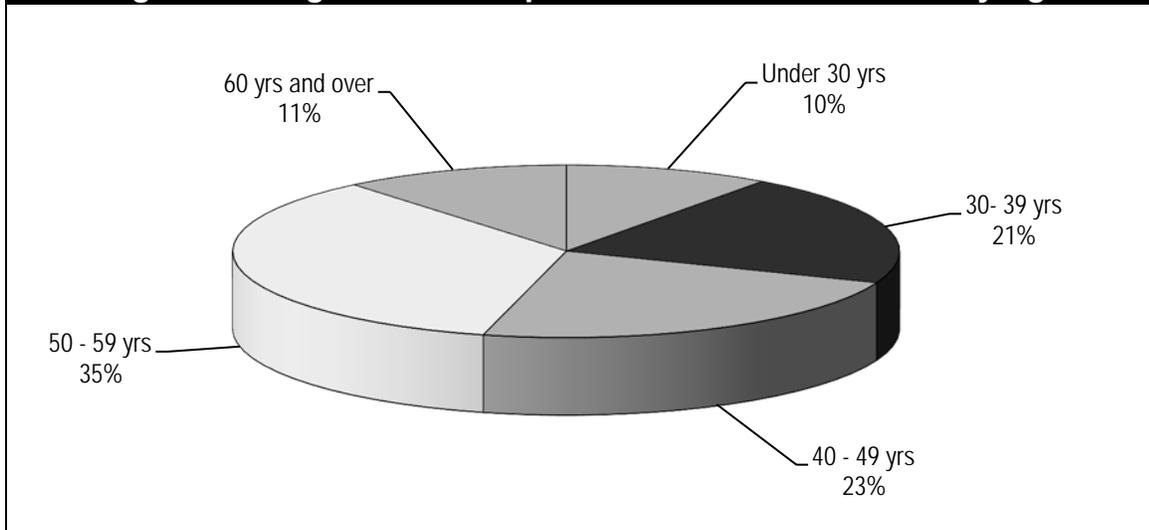
²⁸⁸ HHSAS Database, as of 8/31/11.

²⁸⁹ HHSAS Database, FY 2011 data.

²⁹⁰ HHSAS Database, as of 8/31/11.

²⁹¹ Ibid.

Figure 86: Registered Therapists at DADS – Distribution by Age



Turnover for Registered Therapists is significantly above the state average at 23 percent.²⁹²

In addition, the agency may face significant challenges in the next few years to replace those employees who are eligible for retirement. Nearly a third of these employees (29 percent) will be eligible to retire by the year 2016.²⁹³

The agency is also experiencing difficulty filling vacant positions. The vacancy rate for these positions is very high, at about 22 percent, with positions often remaining unfilled for months.²⁹⁴

Low pay is a factor in the inability to attract qualified Registered Therapist applicants. DADS Registered Therapists earn an average annual salary of \$64,296.²⁹⁵ The average annual salary for Registered Therapists nationally is \$76,173 and \$78,426 in Texas.²⁹⁶ In addition, The State Auditor's Office 2010 market index analysis found the average state salary for Registered Therapists ranged from 12 to 37 percent behind the market rate.²⁹⁷

²⁹² HHSAS Database, FY 2011 data.

²⁹³ Ibid.

²⁹⁴ HHSAS Database, as of 8/31/11.

²⁹⁵ Ibid.

²⁹⁶ 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 4/16/12. Note: Reported salaries represent the weighted average for Occupational Therapists, Audiologists, Speech-Language Pathologists and Physical Therapists.

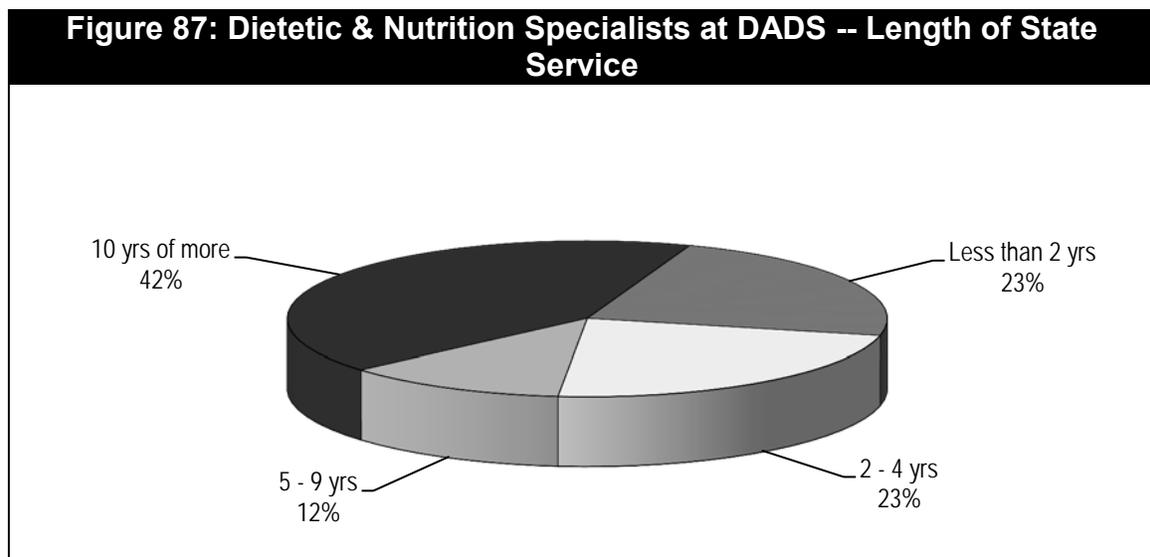
²⁹⁷ State Auditor's Office, "A Biennial Report on the State's Position Classification Plan," August 2010, Report No. 10-708, web page <http://www.sao.state.tx.us/reports/main/10-708.pdf>, last accessed 4/2/12.

The agency will need to develop creative recruitment strategies to replace these highly skilled and tenured employees.

Dietetic and Nutrition Specialists

There are 26 Dietetic and Nutrition Specialists at DADS. These employees primarily work at state supported living centers across Texas.²⁹⁸ These employees evaluate the nutritional status of consumers; develop, implement, and evaluate nutritional care plans; and provide nutritional training to staff and family members.

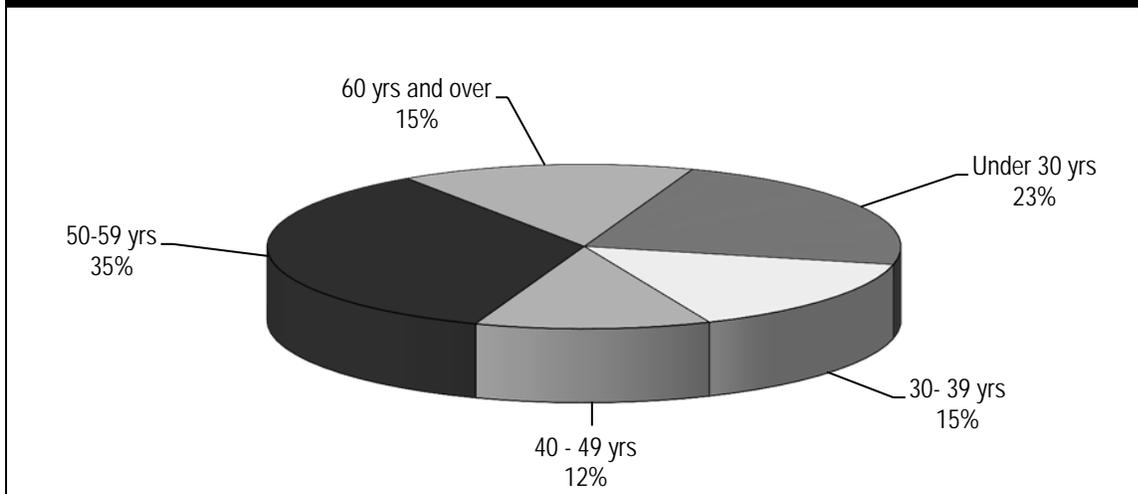
Dietetic and Nutrition Specialists have, on average, 10 years of state service, with an average age of 46 years.²⁹⁹



²⁹⁸ HHSAS Database, as of 8/31/11.

²⁹⁹ Ibid.

Figure 88: Dietetic & Nutrition Specialists at DADS – Distribution by Age



Dietetic and Nutrition Specialists earn an average annual salary of \$43,874.³⁰⁰ This salary falls below the national and state market rates. The average annual salary for Dietetic and Nutrition Specialists nationally is \$55,460 and \$52,830 in Texas.³⁰¹ The State Auditor's Office 2010 market index analysis found the average state salary for Dietetic and Nutrition Specialist IIs and IIIs to be 14 percent behind the market rate.³⁰²

This disparity has affected the agency's ability to recruit qualified applicants for vacant positions. The vacancy rate for these positions is high, at about 13 percent, with Dietetic and Nutrition Specialist positions often remaining unfilled for several months.³⁰³

In addition, turnover for Dietetic and Nutrition Specialists is high at approximately 25 percent.³⁰⁴

The agency may face significant recruitment challenges in the next few years to replace those skilled and tenured employees who are eligible for retirement. Over a quarter of these employees (27 percent) will be eligible to retire in the next five years.³⁰⁵

³⁰⁰ HHSAS Database, as of 8/31/11.

³⁰¹ 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 4/17/12.

³⁰² 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.

³⁰³ HHSAS Database, as of 8/31/11.

³⁰⁴ Ibid.

³⁰⁵ HHSAS Database, as of 8/31/11.

DEVELOPMENT STRATEGIES TO MEET WORKFORCE NEEDS

Recruitment Strategies

DADS continues to employ numerous strategies to recruit highly qualified health professionals to fill vacancies at the agency's state supported living centers, including:

- ◆ Partnering with various colleges, universities, professional associations and organizations to increase awareness of job opportunities available.
- ◆ New recruitment brochure.
- ◆ Placing advertisements in newspapers, trade journals, professional magazines, radio, and television.
- ◆ Increasing the usage of the internet by posting hard-to-fill positions on Texas Health Match, 3rNet, and CareerMD.
- ◆ The "Tell a Friend" campaign designed to encourage employees to spread the word about job opportunities within the agency.
- ◆ Using mailing lists (for Physicians, Psychiatrists, Nurses, Pharmacists and Registered Therapists) to launch a direct mail campaign to increase awareness of job opportunities at DADS.
- ◆ Contracted with professional staffing agencies to assist the agency in finding physicians to fill vacancies at the state supported living centers.
- ◆ Adjusting salaries to be more competitive with the private sector

Other strategies include:

- ◆ Increasing presence at college/university and professional career fairs.
- ◆ Posting "Hiring Banners" in front of the facilities.
- ◆ Hosting on-site job fairs.
- ◆ Sending direct mail to schools of medicine, occupational and physical therapy and speech-language pathology and audiology.

DADS continually monitors how employees find out about jobs through the employee feedback form. This information helps us to focus on those strategies that are working. Additional strategies under consideration include:

- ◆ Hiring J-1 Visa Waiver applicants. The J-1 Visa Waiver allows a foreign student who is subject to the two-year foreign residence requirement to remain in the U.S. upon completion of degree requirements/residency program, if they find an employer to sponsor them. The J-1 Visa Waiver applies to specialty occupations in which there is a shortage. The J-1 Waiver could be used to recruit medical doctors for a minimum of three years.
- ◆ Hiring H1-B, specifically transfers. The H1-B visa is a non-immigrant visa which allows employers to temporarily employ foreign individual who are in occupations that require a high degree of specialized knowledge.

Retention Strategies

DADS has implemented several retention strategies that include:

- ◆ Adjusting salaries to assist in retaining:
 - Direct Support Professionals
 - Nurses (RNs and LVNs)
 - Pharmacists
 - Physicians
 - Psychiatrists
 - Registered Therapists
- ◆ Using the full salary range for posting hard-to-fill positions.
- ◆ Promoting from within the agency when qualified applicants are available.
- ◆ Promoting succession planning/career development through the agency's "Building the Bench" program, which promotes professional development.

Additional strategies under consideration:

- ◆ Providing retention bonuses to employees in high turnover positions.
- ◆ Providing skill building training to improve employee competencies and better qualify them for advancement opportunities.
- ◆ Fully using available recognition programs and benefits to identify and reward top performers.