AGENCY STRATEGIC PLAN

FOR THE FISCAL YEAR 2019-2023 PERIOD

SUBMITTED TO THE GOVERNOR'S OFFICE OF BUDGET AND PLANNING
AND THE LEGISLATIVE BUDGET BOARD

BY

HEALTH PROFESSIONS COUNCIL

JUNE 2018

AGENCY STRATEGIC PLAN

June 8, 2018

For the 2019-2023 Period

By

Health Professions Council

Signed:

John H. Monk
Administrative Officer

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HEALTH PROFESSIONS COUNCIL MISSION

The mission of the Health Professions Council is to achieve the desirable outcomes of consolidation without sacrificing the quality, independence, accessibility and accountability of individual boards through the facilitation of information sharing, training, and shared resources.

For a review of the Board's external and internal assessment which contributed to the formation of the Strategic Plan, please refer to Appendix A. External/Internal Assessment.

Agency Operational Goal and Action Plan

Goal A: The Health Professions Council manages cost effective programs of information technology, economies of scale, and information sharing that ensure best practices for member agencies.

Specific Action Items to Achieve Your Goal

The action items accomplished by the Council are achievement of economies of scale for the agencies as well as operation of a reliable, accurate and efficient licensing database for the agencies we serve. Currently these action items are ongoing.

Describe How Your Goal or Action Items Supports Each Statewide Objective

1. Accountable to tax and fee payers of Texas

   The council regularly reviews costs related to support of the agencies. Further, the Legislative Appropriations Request is reviewed by the Executive Directors of each agency to ensure agreement.

2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.

   Waste of taxpayer dollars is minimized through a variety of cost sharing programs. Most importantly 5 members share in the cost of enterprise level database software that would not otherwise be available to them at current market costs. Further, being collocated allows for extensive information sharing and collaboration not regularly seen among state agencies.

3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.
   Fulfilling of agency core functions is demonstrated through utilization and analysis of measures listed above.

4. Providing excellent customer service.
   The Council's commitment to customer service includes regularly polling member agencies and gathering feedback from members.

5. Transparent such that agency actions can be understood by any Texan.
   Transparency is accomplished through the agency website, webmaster emails and regular mail. All reports and expenditure data is available through the agency website or comptroller's website.

Describe any other considerations relevant to your goal or action item.

The Texas Health Professions Council (HPC) provides a unique solution for the multiple challenges of state regulation of health professions. The State of Texas created HPC to achieve the potentially desirable outcomes of consolidation of small independent health licensing and regulatory agencies without sacrificing the quality, independence, accessibility and accountability of individual boards. The enabling statute is Title 3, Chapter 101 of the Texas Occupations Code. Established in 1993, the Council has a membership of 12 agencies currently representing 35 professional licensing boards, certification programs, documentation programs, permit programs or registration programs and the Governor's office.

The Health Professions Council was created on the recommendation of the Texas Sunset Commission to achieve the efficiency and effectiveness goals of consolidation while avoiding the creation of a new bureaucracy. Repeated efforts to consolidate boards under one umbrella agency had received only lukewarm support while generating heated opposition from the professions. Experience in other states had shown that large umbrella agencies sometimes failed to meet the perceived benefits and desired objectives of improved consumer service and decreased costs. Problems of consolidations included increased response time for services, decreased quality of services, lack of expertise in regulated professions, and decreased disciplinary actions against licensees. Studies show consolidations often failed to achieve economies of scale other states had hoped for. Although member agencies license and regulate health professionals, the Health Professions Council does not license or regulate health professionals. The Council meets at least on a quarterly basis to manage programs and discuss issues that impact them all. Meetings are open to the public and are posted with the Office of the Secretary of State.

The Council has mitigated problems of competition and conflict among the licensed professions by fostering an atmosphere of communication and cooperation. It has provided a forum for discussion of issues and allowed a coordinated response to legislative issues when requested by elected officials. The Council has no authority over member agencies

REDUNDANCIES AND IMPEDIMENTS

The Health Professions Council was created on the recommendation of the Texas Sunset Commission to achieve the efficiency and effectiveness goals of consolidation while avoiding the creation of a new bureaucracy. Repeated efforts to consolidate boards under one umbrella agency had received only lukewarm support while generating heated opposition from the professions. Experience in other states had shown that large umbrella agencies sometimes failed to meet the perceived benefits and desired objectives of improved consumer service and decreased costs. Problems of consolidations included increased response time for services, decreased quality of services, lack of expertise in regulated professions, and decreased disciplinary actions against licensees. Studies show consolidations often failed to achieve economies of scale other states had hoped for. Although member agencies license and regulate health professionals, the Health Professions Council does not license or regulate health professionals. The Council meets at least on a quarterly basis to manage programs and discuss issues that impact them all. Meetings are open to the public and are posted with the Office of the Secretary of State.

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During the 81st Regular Legislative Session, the Council set out to resolve issues surrounding outdated database systems used by four members of the Council. Also included with the four were the Texas Board of Plumbing Examiners, and the Board of Land Surveying. The two additional agencies were enjoined as a result of sharing legacy systems with member agencies. The project allows agencies to prorate the costs of a shared system that they would not have the means to procure independently, resulting in a savings to the state. The system went into operation in May 2011. Since then the agencies have reported issues to the Council for resolution from the vendor and remain optimistic that they will be resolved. Since the first year of operation, agencies have adapted to the new system while working to streamline their processes. Additional staffing in the area of information technology would help the Council better serve the agencies by supporting more modern office infrastructure such as digital imaging centers, and add additional security infrastructure.

The Council has reviewed options for developing additional shared services and been successful. Specifically in the area of Human Resources and Website Administration. Over the last bienniums, the Council staff implemented a Human Resources Pilot Program. The program provided basic level Human Resources assistance, primarily in the area of job posting, and processing of job applications on behalf of member agencies. The Council views this program positively and believes that with the addition of another Full Time Equivalent to the Council staff, more could be done.

SCHEDULE A: BUDGET STRUCTURE – GOALS, OBJECTIVES AND OUTCOME MEASURES, STRATEGIES AND OUTPUT, EFFICIENCY AND EXPLANATORY MEASURES

Agency: Health Professions Council
Goal: Coordination and Support
Objective: To ensure continuous agency coordination and support for member agencies.
Strategy: Agency Coordination and Support

SCHEDULE B: LIST OF MEASURE DEFINITIONS

Measure Name: **Number of Member Agency Employees Trained**

Definition: This number represents the total number of member agency employees who attended an HPC sponsored training session.

Data Limitations: Not Applicable

Data Source: Data is collected from Health Professions Council records and sign in sheets.

Methodology: Sum the number of persons who attended a training session sponsored or facilitated by Health Professions Council.

Purpose: To reflect the council's efforts in training and encouraging cooperation between the employees of member agencies.

Measure Name: **Number of Events Attended by HPC**

Definition: This number represents the total number of events, such as conferences, meetings, and training sessions, attended by a Health Professions Council staff member on behalf of Health Professions Council member agencies.

Data Limitations: Not Applicable

Data Source: Data is collected from HPC records.

Methodology: Sum the number of events attended by HPC staff on behalf of member agencies.

Purpose: To reflect the council's support of member agencies and its efforts to promote efficiency by serving as a representative for all member agencies at events thereby making it unnecessary for each agency to send a representative.

Measure Name: **Number of Completed Support Requests**

Definition: A completed support ticket is when the agency has reached a status of closed for any support request submitted through the helpdesk system. The ticket closed date cannot be null and must occur during the reporting period

Data Limitations: Not Applicable

Data Source: Data is collected from HPC records.

Methodology: Count the number of closed support tickets where the closure date is during the reporting period and the disposition has been determined. The annual count will be the sum of all closed tickets during the reporting period.

Purpose: Provide a quality integrated support service delivery system for agencies supported by the Council

SCHEDULE C: HISTORICALLY UNDERUTILIZED BUSINESS PLAN

The council prides itself on its use of Historically Underutilized Businesses (HUB) in its purchases of goods and services from the public sector. The Legislature has provided guidance that each agency receiving appropriations should make a good faith effort to include HUBs in at least 33 percent of the total value of Other Services and 11.5 percent of commodities contracts awarded. The Council will continue to provide every opportunity for the increased use of Historically Underutilized Businesses.

In addition, HPC is committed to minority business enterprise participation in all acquisitions. However, not all expenditures are available for competitive bidding. Many required purchases are for books and on-line services that can only be purchased directly from a sole proprietor (such as Texas Legislative Service) thereby eliminating competition. HPC makes every effort to award non-proprietary purchasing contracts, such as printing and miscellaneous computer supply orders, to price-competitive minority vendors whenever appropriate

HUB_AGENCY_REPORT TEXAS COMPTROLLER OF PUBLIC ACCOUNTS

364 HEALTH PROFESSIONS COUNCIL
364 AGENCY SPENDING INFORMATION FOR FISCAL YEAR 2017 31-Oct-2017

This report is divided into 3 sections: 1) Treasury Funds, 2) Non-Treasury Funds, 3) Subcontracting Funds. Each section is further detailed by the 6 procurement categories.

To locate the vendors paid within a specific object code, use your search or find mechanism to look at the desired object code. This will find the first match. Don't forget to search again in case that object code is also included in the other sections.

If you need additional assistance, you may contact a HUB Program representative at (512) 463-5872, or in Texas call toll free (888) 863-5881.

364 Treasury Funds

OBJ/CD	VENDOR NAME	VID	HUB/ ETH DIR TC TPFA	DOLLAR AMOUNT
*********	OTHER SERVICES :			
7240	DIANE FULMER		HUB WO	$4,542.50
7242	MICROPACT GLOBAL INC			$450,039.02
7243	CDW GOVERNMENT INC			-$2,220.55
7243	ONLINE CONSULTING IN			$2,220.55
7253	ALLIANCE WORK PARTNE			$568.75
7262	AMAZON WEB SERVICES			$715.61
7262	CITIES DIGITAL			$1,250.00
7262	RFD & ASSOCIATES INC		HUB WO	$11,744.90
7276	TEXAS LEGISLATIVE SE			$5,170.00
7281	AT&T			$2,592.00
7516	VERIZON WIRELESS SER			$5,417.59
***	TOTAL PAYMENTS MADE THROUGH TREASURY			$482,040.37

TOTAL OF EXPENDITURES WITH HUBS	$16,287.40
TOTAL OF EXPENDITURES WITH NON HUBS	$465,752.97

********* COMMODITY PURCHASING :			
7300	CDW GOVERNMENT INC		$4,673.33
7300	CITIBANK		$3,191.65
7300	OFFICE EDGE	HUB WO	$539.67
7378	GTS TECHNOLOGY SOLUT	HUB WO	$4,890.59
7378	SOLID BORDER INC	HUB HI	$1,480.00
7380	ONIX NETWORKING		$580.32
7406	AT&T TELECONFERENCE		$7.45
7406	XEROX CORPORATION		$13,085.39
*** TOTAL PAYMENTS MADE THROUGH TREASURY			$28,448.40

TOTAL OF EXPENDITURES WITH HUBS	$6,910.26
TOTAL OF EXPENDITURES WITH NON HUBS	$21,538.14
TOTAL OF COMMODITY PURCHASING	$28,448.40
**TOTAL PAYMENTS MADE THROUGH NON-TREASURY FUNDS	$00.00
**TOTAL EXPENDITURES WITH SUB CONTRACTORS	$00.00
**TOTAL EXPENDITURES WITH CREDIT CARD	$00.00

NOTE:
DIR COLUMN: GROUP PURCHASING THROUGH DEPT. OF INFORMATION RESOURCES.
TC COLUMN: TERM CONTRACTS MANAGED BY CPA.

SCHEDULE D: STATEWIDE CAPITAL PLAN

Not Applicable

SCHEDULE E: HEALTH AND HUMAN SERVICES STRATEGIC PLAN

Not Applicable

SCHEDULE F: AGENCY WORKFORCE PLAN

The Council is an independent administrative governmental agency with an Administrative Officer responsible for managing the daily office activities of staff members. The Administrative Officer is assisted by one administrative assistant and two IT staff assigned to the HPC by their parent agencies. During the last Legislative Session, the Full Time Equivalent total was increased to seven to staff the Regulatory Database Project (RDB), to provide the website administration and continue IT support. That brings the current total of seven assigned to HPC in their bill pattern and one assigned from their parent agencies.

Staff provides human resource and fiduciary assistance to the council member agencies. The Administrative Officer reports directly to the chair on day to day activities. Quarterly meetings allow for the Administrative Officer to report to the full council regularly. The Council has three statutorily required committees. They are a Budget Committee, Training Committee, and a Administrative Committee. Additionally, the council created ad-hoc committees to facilitate the sharing of information, and address issues confronting all of the agencies. These committees meet on an as needed basis and report back to the full council at the quarterly meetings when appropriate. HPC fully recognizes the importance of maintaining a staff with diverse ethnic backgrounds and adheres to an Equal Employment Opportunity (EEO) policy requiring full compliance with non-discrimination guidelines as set out by state and federal laws and regulations.

Agency Workforce Plan

Anticipated Changes to the Agency's Role

The key factor affecting the future role of the Health Professions Council the ongoing nature of consolidation concerns. The enabling legislation for the council was enacted with the underlying view that consolidation of agencies does not always result in economies of scale.

Of particular importance was the view that fostering a spirit of cooperation would allow for licensing boards to maintain their independence while simultaneously receiving the benefits cost reduction, and information sharing that the council provides. To that end the council has provided many opportunities for cost-sharing enabling the boards to maintain their autonomy. The council continues to review and research ideas for further implementation.

HPC's longer term staffing plans are based on its increased role and responsibility in the in the operations of it's council members. Presently staff is at full capacity. The council regularly reviews staffing levels to ensure the council's mission is carried out successfully.

Current Workforce Profile (Supply Analysis)

Critical Skills:

Administration (budgeting, accounting, purchasing, human resources).

Position	Age	Gender	Race	Tenure w/ Texas
Manager III	47	M	C	14+
Admin. Asst. III	57	F	H	21+
Programmer III	64	M	C	32+
Database Administrator IV	37	F	H	15+
Systems Analyst II	68	M	C	7
Web Administrator	45	M	C	6
Systems Analyst	34	M	C	2<

Diversity

HPC continues to strive towards maintaining a diverse workplace. Currently nearly 30% of employees are minorities. As the chart above notes, the agency continues to be diverse. Past demographics were similar in makeup.

Turnover

Historically, the agency averages two employee resignations per year. However, turnover statistics are not particularly reliable for an agency this size. The difference between one or two persons leaving in a year doubles the turnover percentage rate from 6% to 12%. At present, the turnover rate for FY 2016 is 0. Future attrition is likely to remain in a range of zero to one person leaving the agency per year or less.

Retirement Eligibility

At this time, we do consider retirement eligibility to be an issue. The agency does presently have one staff member who would be eligible to retire from state services within the next five years. In the next 10 years the agency will have three.

Future Workforce Profile (Demand Analysis)

Anticipating changes to our role in assisting council members we continually reevaluate the skill sets of our workforce. We expect to continue a transition to a more involved role as agency's budgets are reduced. We will regularly review options for accomplishing our mission to the extent possible with the staff available.

Critical Functions

Improve capability for more diverse array of services provided to council members.
Enhanced training opportunities.

Expected Workforce Changes

Increase level of cross-training to maximize productivity of existing staff resources
Continue seeking employees with strong skill sets

Anticipated Increase/Decrease in FTEs

During FY 2016 the FTE was raised to 7. At this time no change is expected to FTE count unless the Council receives an increase related to ITSS services. Services would be better managed by increasing staff levels. . Enhancing training and better coordination should improve efficiency.

Future Workforce Skills Needed

Accounting skills
Database skills
Research skills
Human Resource Skills
Technology Skills

Gap Analysis

The agency presently has sufficient personnel with the appropriate skills to make the transition to a more technical quantitative environment. Principally, the gap is based on potential. Should there be significant turnover in key positions, the agency must be in a strong position to allow succession from within and recruit new employees with the appropriate skills needed to perform future agency functions. Moreover, as agencies base their staffing levels to reflect current budget cuts, additional services may be needed from the Council.

Small agencies are vulnerable to potential lack of succession when there is turnover at key positions. Expanding agency responsibilities contributes to a tendency toward task and subject matter specialization. The nature and complexity of council responsibilities exacerbates this situation. It is important for the agency to create an environment where key employees mentor, train and work with potential successors to ensure tasks can continue to be performed in the event of departure or extended absence (maternity leave, illness, etc.). Moreover, it is imperative that key staff is retained whenever possible. Given the number of agencies, historical knowledge of policies and procedures as it pertains to an agency is extremely valuable. With any loss of staff, particularly in a small agency atmosphere, much can lost with the departure of just one employee.

Actions

- Develop project management strategies to ensure pairing of experienced employees with newer employees of lesser experience
- To the extent possible, adequately compensate employees and reward exceptional performance.
- Survey employees to determine which skills they feel require more development.
- Examine alternatives for employee training that maximizes resources. Examples of avenues for research include internal training, internet training, cross-agency training, and external training.
- Develop internal cross-training procedures to allow for greater breadth of responsibility and knowledge.
- Include personnel turnover as an area for review in the internal audit risk assessment

SCHEDULE G: REPORT ON CUSTOMER SERVICE

Not Applicable

SCHEDULE H: ASSESSMENT OF ADVISORY COMMITTEES

Not Applicable

APPENDIX A

AGENCY BACKGROUND

Overview of Agency Scope and Functions

The Texas Health Professions Council (HPC) provides a unique solution for the multiple challenges of state regulation of health professions. The State of Texas created HPC to achieve the potentially desirable outcomes of consolidation of small independent health licensing and regulatory agencies without sacrificing the quality, independence, accessibility and accountability of individual boards. The enabling statute is Title 3, Chapter 101 of the Texas Occupations Code. Established in 1993, the Council has a membership of 12 agencies currently representing 35 professional licensing boards, certification programs, documentation programs, permit programs or registration programs and the Governor's office. Another area identified by the Council relates to website management. The internet has grown and evolved into a complex system requiring a professional skillset for the programming and administration of websites. The Council members saw tangible benefits and savings in hiring a single web administrator. That request was approved during the 83rd Regular Session and an administrator was hired to program and support websites for many of the Council members. As the Council looks forward to the 84th Regular Session it will seek to streamline their Information Technology Departments.

Organizational Aspects

The Council consists of one representative from each of the following:

- the Texas Board of Chiropractic Examiners;
- the State Board of Dental Examiners;
- the Texas Optometry Board;
- the State Board of Pharmacy;
- the Texas State Board of Podiatric Medical Examiners;
- the State Board of Veterinary Medical Examiners;
- the Texas Medical Board;
- the Board of Nursing;
- the Texas State Board of Examiners of Psychologists;
- the Texas Funeral Service Commission;
- the entity that regulates the practice of physical therapy;
- the entity that regulates the practice of occupational therapy;
- the Texas Department of State Health Service's Professional Licensing and Certification Unit
- the Governor's office.
- Office of the Attorney General

The Council elects from its members a presiding officer and an assistant presiding officer to conduct the business of the Council. Currently, the presiding officer (Chair) is Hemant Makan, Executive Director for the Texas State Board of Podiatric Medical Examiners. The assistant presiding officer (Vice-Chair) is Chris Kloeris,, Executive Director for the Texas Optometry Board. Council officers serve two-year terms ending August 31 of odd numbered years.

The Health Professions Council employs a small staff (currently 7 FTEs are assigned to the agency), to coordinate and or complete the tasks of the Council. Additionally 1 FTE; assigned from the Texas Optometry Board work under the supervision of the Administrative Officer. These two positions make up the Information Technology Support Services (ITSS) Program. The HPC staff is organized as a separate state agency (#364). Its staff report to the Council directly through supervision of its manager, the

Administrative Officer, by the Council Chair. The Council utilizes its staff, along with committees consisting of staff from member agencies to carry out its activities. The Council is funded entirely by transfer of funds from member agencies. A rider in the biennial appropriations bill specifies prorated amounts. A second rider outlines the transfer amounts for the Regulatory Database System. Additional amounts are transferred by member agencies to pay for shared services such as technology support and toll-free phone service on a usage basis.