AGENCY STRATEGIC PLAN

For the 2013 - 2017 Period

By

Executive Council of
Physical Therapy and Occupational Therapy Examiners

Council Member	Term Ending	Hometown
	February 1,	
A. Roger Matson	2013	Georgetown
Judith Chambers	2013	Dripping Springs
Shari Waldie, PT	2013	Austin
Stephanie Johnston, OTR	2013	Magnolia
Frank Bryan, Jr.	2013	Austin

Signed: _____
John Maline
Executive Director

Signed: _____
Roger Matson
Presiding Officer

June 25, 2012

(This page intentionally left blank)

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

TABLE OF CONTENTS

(Cont.)

TABLE OF CONTENTS
(cont.)

EXECUTIVE COUNCIL OF
PHYSICAL THERAPY AND OCCUPATIONAL THERAPY EXAMINERS

Strategic Plan
Fiscal Years 2013 - 2017

I.   STATEWIDE VISION

We must continue to critically reexamine the role of state government by identifying the core programs and activities necessary for the long-term economic health of our state, while eliminating outdated and inefficient functions. We must continue to adhere to the priorities that have made Texas a national economic leader**:**

Ensuring the economic competiveness of our state by adhering to principles of fiscal discipline, setting clear budget priorities, living within our means, and limiting the growth of government;

Investing in critical water, energy, and transportation infrastructure needs to meet the demands of our rapidly growing state;

Ensuring excellence and accountability in public schools and institutions of higher education as we invest in the future of this state and make sure Texans are prepared to compete in the global marketplace;

Defending Texans by safeguarding our neighborhoods and protecting our international border; and

Increasing transparency and efficiency at all levels of government to guard against waste, fraud, and abuse, ensuring that Texas taxpayers keep more of their hard-earned money to keep our economy and our families strong.

Rick Perry, Governor

II.   STATEWIDE MISSION, PHILOSOPHY, AND GOALS

The Mission of Texas State Government

Texas State Government must be limited, efficient, and completely accountable. It should foster opportunity and economic prosperity, focus on critical priorities, and support the creation of strong family environments for our children. The stewards of the public trust must be men and women who administer state government in a fair, just, and responsible manner. To honor the public trust, state officials must seek new and innovative ways to meet state government priorities in a fiscally responsible manner.

Aim high…We are not here to achieve inconsequential things!

The Philosophy of Texas State Government

The task before all state public servants is to govern in a manner worthy of this great state. We are a great enterprise, and as an enterprise we will promote the following core principles:

- First and foremost, Texas matters most. This is the overarching, guiding principle by which we will make decisions. Our state, and its future, is more important than party, politics or individual recognition.

- Government should be limited in size and mission, but it must be highly effective in performing the tasks it undertakes.

- Decisions affecting individual Texans, in most instances, are best made by those individuals, their families, and the local government closest to their communities.

- Competition is the greatest incentive for achievement and excellence. It inspires ingenuity and requires individuals to set their sights high. Just as competition inspires excellence, a sense of personal responsibility drives individual citizens to do more for their future and the future of those they love.

- Public administration must be open and honest, pursuing the high road rather than the expedient course. We must be accountable to taxpayers for our actions.

- State government has a responsibility to safeguard taxpayer dollars by eliminating waste and abuse, and providing efficient and honest government.

- Finally, state government should be humble, recognizing that all its power and authority is granted to it by the people of Texas, and those who make decisions wielding the power of the state should exercise their authority cautiously and fairly.

State of Texas Regulatory Priority Goal Applicable to the Executive Council

To ensure that Texas consumers are effectively and efficiently served by high quality professionals and businesses by implementing clear standards, ensuring compliance, establishing market-based solutions, and reducing the regulatory burden on people and business.

Applicable Statewide Benchmarks

The agency is required to identify performance measures that support specific statewide benchmarks. These benchmarks are related to statewide goals, which provide for the interstate comparison of state agency and state government performance. We have identified the following statewide benchmarks in the statewide elements that are directly linked to an agency performance measure:

Statewide Element: Regulatory

Priority Goal: To ensure Texans are effectively and efficiently served by high-quality professionals and businesses by:
- Implementing clear standards;
- Ensuring compliance;
- Establishing market-based solutions; and
- Reducing the regulatory burden on people and business.

Benchmarks:
- Percentage of state professional licensee population with no documented violations
- Percentage of new professional licensees as compared to the existing population
- Percentage of documented complaints to professional licensing agencies resolved within six months
- Percentage of individuals given a test for licensure who received a passing score
- Percentage of new and renewed licenses issued via Internet

III.   EXECUTIVE COUNCIL MISSION AND PHILOSOPHY

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

The Executive Council of Physical Therapy and Occupational Therapy Examiners, the Texas Board of Physical Therapy Examiners, and the Texas Board of Occupational Therapy Examiners will hold faithfully to the highest standards of ethics, accountability, efficiency, and openness. We will demonstrate to the public and those we regulate, through all of our actions, the sincerity of our desire to license and regulate consistently, fairly, and sensibly.

IV.   EXTERNAL AND INTERNAL ASSESSMENT

A. Overview of the Executive Council

(1) General Overview

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

The relationship established between the Executive Council and the two boards is one of the more unique ones in Texas State government. The two boards are tasked by their governing statutes to regulate the occupations of physical therapists (PT), physical therapist assistants (PTA), occupational therapists (OT) and occupational therapy assistants (OTA) through licensing and enforcement. The Texas Board of Physical Therapy Examiners' enabling statute is the Texas Physical Therapy Practice Act, Article 4512e, V.T.C.S. The Texas Board of Occupational Therapy Examiners' enabling statute is the Occupational Therapy Practice Act, Article 8851, V.T.C.S. The current authority of the Executive Council is Title 3, Subtitle H, Chapter 452, Occupations Code; the authority of the Physical Therapy Board is Title 3, Subtitle H, Chapter 453, Occupations Code; and the authority of the Occupational Therapy Board is Title 3, Subtitle H, Chapter 454, Occupations Code.

For brevity through the remainder of this document, the terms "Executive Council of Physical Therapy and Occupational Therapy Examiners" and "Executive Council" and "ECPTOTE" are used interchangeably, as well as "Texas Board of Physical Therapy Examiners" with "Physical Therapy Board", and "Texas Board of Occupational Therapy Examiners" with "Occupational

Therapy Board". Also, the acronyms "PT", and "PTA" are used interchangeably with "Physical Therapist" and "Physical Therapist Assistant"; and the acronyms OT, OT(R), OTA and (C)OTA with Occupational Therapist, Occupational Therapist (Registered), Occupational Therapist Assistant, and (Certified) Occupational Therapist Assistant.

The Texas Board of Physical Therapy Examiners was created as an independent agency in 1971 by the 62nd Legislature, Regular Session. The Texas Advisory Board of Occupational Therapy was originally established in 1983 by the 68th Legislature as a self-sustaining licensing board which was to be physically located within the Texas Rehabilitation Commission. The Commission provided administrative support and office space to the board in exchange for an operating fee established by the Legislative Budget Board.

As a result of the Sunset review process during the 73rd Legislature in 1993, the two governing statutes were to continue the Physical Therapy Board and Occupational Therapy Board as state agencies until 2005. However, the 78th Legislature postponed the agency's Sunset review until 2009, the 80th Legislature postponed it until 2013, and the 82nd Legislature postponed it further until 2017. Hopefully on that date, the Sunset Commission will again review the two boards and the Executive Council for continuance.

(2) Service Populations

Our key service populations are, in priority order:

1) The Citizens of Texas (both directly and as represented by their Texas legislators);
2) Licensees (Physical Therapists, Physical Therapist Assistants, Occupational Therapists, and Occupational Therapy Assistants), unlicensed persons who assist in the practice of physical or occupational therapy in Texas, and applicants for licensure);
3) Executive and judicial officials and other state and federal agencies;
4) The physical therapy and occupational therapy education community;
5) Health-related corporations and professional associations.

The majority of general consumers has limited knowledge of the Executive Council and its two boards, and probably perceives that we only exist to "punish" incompetent therapists and issue licenses to work. Persons licensed by the agency are generally familiar with the role of their governing board and the Executive Council, mostly through the relatively frequent interaction most of them have throughout their career in Texas. The education community is familiar with the roles of the boards and Executive Council, due to the annual interaction the agency staff has with each school during site visits and instruction. The opinions of other state agencies, other therapy related organizations, the Legislature, and other state entities vary depending on recent experiences with the board members or staff of the Executive Council.

The most significant concerns of the priority populations served by the Executive Council is the continued shortage of physical and occupational therapy services in under-served areas within the state of Texas, and the ever-present threat of Federal legislation imposing long-term limits on reimbursement for therapy services. The first concern is not as great as in previous

years as the overall number of therapists is finally meeting the demand, or at least the demand allowed by managed care and costs for services. The challenge faced by the Physical Therapy Board and the Occupational Therapy Board is to find the balance between quality and quantity of therapy services, keeping in mind the primary goal of protecting the health and safety of the public. The greatest challenge to the Executive Council is to insure that the state's decision-makers are aware of the direct link between timely and quality services and the operational resources they provide the agency.

We do not anticipate that the composition or priorities of our service populations will change during the time period covered by this strategic plan.

B. Organizational Aspects

(1) Organizational Structure of the Executive Council and Boards

The Texas Board of Occupational Therapy Examiners consists of nine members appointed by the Governor with the advice and consent of the Senate for staggered terms of six years. Four of the board members must be occupational therapists and have practiced occupational therapy for at least three years immediately preceding their appointment. Two members of the board must be occupational therapy assistants and have practiced occupational therapy for at least three years immediately preceding the appointment. Three members of the board must be public members who do not have an association with occupational therapy. The size of the board was increased by the 76th Texas Legislature from six to nine members in 1999.

The Texas Board of Physical Therapy Examiners also consists of nine members appointed by the Governor with the advice and consent of the Senate for staggered terms of six years. Six of the board members must be licensed physical therapists, and three board members must be public members who do not have an association with physical therapy.

Board members on both boards serve on one or more committees and interact with the public concerning their boards. Typical board business includes considering disciplinary matters, reviewing the agency's administrative activities, holding public hearings on the board's practices, and adopting substantive and procedural rules.

The policy-making body of the Executive Council consists of a physical therapist and a public member from the Physical Therapy Board, an occupational therapist and a public member from the Occupational Therapy Board, and a public member appointed by the Governor. The Governor's appointee serves as the presiding officer of the council. The other members are appointed to serve on the council by their boards for two-year terms. (A list of council and board members as of June 1, 2012 is in **Appendix B**.)

(2) Workforce Size and Composition

The Executive Council is an independent administrative governmental agency with an Executive Director responsible for managing the daily office activities of staff members. The Executive Director is assisted by two Board Coordinators who support the activities of their respective boards. All staff employees directly carry out the function of supporting one or both boards. The staff consists of 18 full-time positions, including one state exempt and 17 classified positions. The agency last had to rely on temporary employee assistance a number of years ago. Among the permanent employees, 39% are minority and 83% are female. With the exception of the three investigators, all employees are classified as either administrative or clerical. A breakdown of worker demographics is in **Appendix E**.

The Executive Council staff is organized into three functional areas - administrative support, licensing, and investigations. An organization chart of the Executive Council and its staff members is located in **Appendix B**.

a. The administrative staff supports the activities of the board members and other two staff groups in financial administration, information services, personnel administration, and general administration. The two Board Coordinators primarily provide direct support for their respective boards' functions.

b. Due to a loss of an assigned position in FY2011, the licensing section went from three sub-groups: new licenses, renewals, and facilities, to two: new licenses and renewals/facilities. The agency changed its concept of licensing from an occupation-based structure to a functional structure during Fiscal Year 2000, based on recommendations of a State Auditor Management Audit. Each group though, still responds to the unique needs of the physical therapy and occupational therapy licensee population. Acting on behalf of the two boards, the licensing section is responsible for ensuring quality services for the consumers of Texas by licensing only qualified physical and occupational therapists. While the process of issuing new and renewal licenses is the predominate activity, approximately 30% of staff time is spent responding to inquiries about the profession, usually by phone, e-mail, correspondence, or in person. In FY 2011, the licensing staff issued 1,672 new licenses and 7,996 renewals to PTs and PTAs, and 965 new licenses and 4,430 renewals to OTs and OTAs. The agency also registered a total of 3,861 facilities offering PT and/or OT services. This is about a 20% increase in workload compared to the numbers of two years prior. The overall trend data indicates, that while the total number of individuals licensed in Texas has increased almost every year, during the last few years the percentage increase in the number of new licensees has leveled out to about a steady 3 - 5% per year. To supplement this steady rate of new licensees is the increase in the number of license renewals (about 95% of licensees renew their licenses), resulting in almost a constant net gain in population every year. Over the past 20 years the numbers of working therapists in both professions have more than tripled! Additionally, the number of facilities has continued to increase – 0 in 1994 to over 3,800 today. This is despite broadening the exemption categories. We attribute some of the recent registered facility increase to awareness by business owners that they must register clinics and facilities that

provide PT and OT services with the state. (See **Appendix I** for more detailed licensee statistics and charts.)

c. The three-person investigation staff receives and investigates all complaints against the boards' licensees, and works closely with the investigation committees of the two boards. In FY 2011, they received 413 complaints related to physical therapy service, and resolved 246 complaints, taking an average of 146 days to complete a case. They also received 195 complaints, and resolved 148 complaints related to occupational therapy services, taking an average of 142 days to complete. Of the physical therapy-related complaints, 11% resulted in disciplinary action against licensees by the Physical Therapy Board. Of the occupational therapy-related complaints, 9% resulted in disciplinary action against licensees by the Occupational Therapy Board. The type of cases most prevalent continue to vary as time passes. Four years ago the most predominant type of cases were related to failure of CEU audits, both PT and OT. These past four years, investigations of criminal background cases involving prospective PTs and OTs are the most common, and by a significant amount. Another observable trend is that the percentage of cases resulting in disciplinary action continues to drop over the long term, an indicator of handling more "criminal background" related complaints. (See Section IV. I. for more detailed investigation analysis, and **Appendix H** for data.)

The Executive Council is a member of the Health Professions Council (HPC), which is composed of representatives of all independent health regulatory agencies in Texas. The HPC was created by the 1993 Legislature to address certain common areas of cooperation, such as administration, budgeting, board member training, and the administration of complaints. The Physical Therapy Board and Occupational Therapy Board each has a representative on the HPC. The HPC facilitates the exchange of valuable information and expertise; this process is enhanced by the proximity of most member boards in the same building. The Executive Council participates in the progress and direction of the HPC through the Executive Director and Board Coordinators' participation, and the involvement of many other staff members on HPC sub-committees. The cooperation between members provides a valuable oversight function and forum for discussion without sacrificing the independent efficiency and effectiveness of the agency. Per the Appropriations Act, we provide a prorated, unfunded share of the financial support for the HPC, agency employees serve on several HPC working committees, and we participate in an interagency contract administered under the auspices of the HPC for Information Resources support. The agency also takes advantage of other HPC sponsored activities such as the shared courier service, document reproduction/printing services, legislative tracking, mandatory training opportunities, accounting support, employee recruiting process, document imaging system, and as always, the efforts to maximize the opportunities for member agencies to share knowledge and resources.

(3) Geographics

The agency's office is located in the William P. Hobby, Jr. Building at 333 Guadalupe, Suite 2-510, Austin, Texas in the downtown district of the city. All employees, including the three investigators, work at the Austin office. The agency licenses approximately 19,000 physical

therapists and physical therapist assistants, 11,000 occupational therapists and occupational therapy assistants, and registers about 3,900 facilities providing therapy services over a land area of approximately 270,000 square miles. (For comparison purposes, twelve years ago in the Strategic Plan we reported licensing 11,150 PTs, 6,250 OTs and registering 1,550 facilities).

(4) Geographical Dispersion

The agency provides services to the whole population of the state of Texas, and licenses therapists in almost every county and major population center. The distribution of OTs, OTAs, PTs, and PTAs by county of employment in 2008 is in **Appendix I**. It's no surprise that the greatest density of therapists is in the "Golden Triangle" of Dallas-Houston-San Antonio, while the smallest numbers are in west Texas, the Valley, and the Panhandle. As is true with the other health professions, the residents living in rural counties are under served; but based on reports, even residents living in the most remote parts of the state receive services from "traveling" therapists. Regardless of location, the agency provides the same services to all therapists licensed by the two boards, and conducts investigations of violations of the Acts and rules in all parts of the state.

(5) Human Resources

Unlike its earliest years, during the past ten years the Executive Council has experienced a relatively low turnover rate, which has resulted in increased skills and experience levels at all grades. Fortunately, the average length of state government experience for all employees has also increased overall during the past six years, and the current employees are a more mature, better-trained, and stable group than those in the past. The Executive Council is a proponent of professional development and training for its employees. When funds are available, we actively search for cost-effective training opportunities and consider the time spent by employees on meaningful professional development and training activities a worthwhile investment. Our aim is to develop a highly educated and qualified staff that carries out their responsibilities efficiently, effectively, and with "customer-satisfaction" as an internal agency goal. At the same time the staff must remain mindful of their duty to implement the policies developed by the boards.

Generally speaking, the Executive Council turnover rate has been slightly lower than the state turnover rate over the past 10 years. During the last six years the agency has seen a sharp decrease in its turnover rate from 22 percent in FY2002 to 0% in FY2003, 6% in FY2004, 11% in FY2005, 6% in FY2006, and 11% each in FY2007, FY2008 and FY2009, and 6% in FY2010 and FY2011. (each departing employee ~ 6%). The agency turnover rate is now running considerably less than the State average, even though it was generally higher than the State as a whole in FY2001 and FY2002. Based on recent experience, we expect the rate for the immediate future will remain at current levels, due to a mature workforce, a relatively slow improvement in the Texas economy, and the agency's efforts to award merit raises whenever funds are available. As a counterbalance though, due to its small size, there are limited opportunities for advancement in the agency, and younger employees seeking to advance rapidly must look elsewhere. Except for those employees who left involuntarily, every

employee who has left since FY1996 did so for a higher, and in some cases, substantially higher paying job. A significant challenge to the agency leadership is to attract and retain quality employees, while overcoming the dual handicaps of salary and professional development restrictions and personnel limits. Another identified challenge over the next five years will be to identify shortfalls in necessary technology skills, and obtain the training for current employees to obtain them. See **Appendix E** for the agency Staffing Analysis and Workforce Plan.

(6) Capital Assets

Due to its small size and dependency on other, larger, agencies for major logistical support, the Executive Council's priority for capital asset acquisition continues to be information technology. In these times of fiscal conservation, our challenge is to support an ever-increasing demand for services with a decrease in real monetary resources. The Executive Council has the same number of employees as it had when originally created – 18, and up until now, has never asked the legislature for an increase. The Executive Council has two courses of action available to it when resources remain stagnant - reduce services, or increase the efficiency of internal operations. The first alternative has never been acceptable. Implementing the second alternative has necessitated continual refinement of our processes and taking advantage of increasingly sophisticated information technology. The cost of upgrading an agency's technology can be steep, and it is often difficult to quantify expected improvements and efficiencies. A major challenge is the selection and installation of the most appropriate and cost-effective technology, which will cause the least disruption to the operations of the agency. A second challenge is to assist the State's decision-makers in the understanding when our existing technological assets are outdated, that obsolescence is inevitable, and that we will be planning and projecting budgets for modernization several years out. About 8 years ago, the Executive Council found itself in a position where its hardware and software were so outmoded. It was unable to electronically link and communicate with other agencies and support companies. There was just one workstation in the agency that was capable of interfacing with the State Comptrollers financial system. Before we could implement the state's on-line renewal and application system, we had to upgrade our server, workstations, operating system and software, fortunately a need funded by the legislature. The agency is currently in that same situation with its outdated hardware and software assets. A third major challenge is the necessity to become familiar within the agency of what technologies are available or developing, and which can be applied to agency problems. The "resident experts" within the agency have not been able to maintain an easy level of competency, and they must either receive intensive training or the agency must explore the options of hiring an expert to guide it. Since the "resident experts" already have a full time job, the options of hiring a systems analyst comes down to contracting out or sharing a state IT employee(s) with several other agencies with similar situations in an interagency cooperative effort. The Executive Council is now participating in the second option, and it has proven satisfactory as to the level of support and the cost to the agency. The agency plans to continue this arrangement as long as it is economically feasible, and meets the IT needs of the agency. Refer to Section VI, Technology Resource Planning, for the agency's initiatives during the past two years and upcoming 5 years to utilize the production multiplier of technology and stay current in the effective utilization of Information Resources.

The Executive Council made significant progress in improving other uses of information resources as a production multiplier and preventing the need for additional employees. In addition to continuous modernizing of our internal network hardware and software when funding allows, we took steps to improve communication with our service population that is covered elsewhere. The agency is also an active participant in the Health Professions Council (HPC) shared digital records storage activity initiative. ECPTOTE made a dedicated push during the past biennium to have all license records digitized and linked to its licensing database. Following this, investigation records were also converted, and when time allows, the accounting records and administrative documents are next in line for conversion. Since this task is performed by the agency full time clerks on a part-time basis; i.e., when time is available in their schedule, due to budget constraints, the agency will probably not complete this last initiative during the FY2013-14 biennium.

While many HPC agencies engaged in a combined effort to develop a common replacement licensing database that came on line in late 2010, the ECPTOTE licensing database program is fully functional and will be sufficient to the agency needs in the foreseeable future, barring unforeseen interface requirements with other state agency systems or something of that nature. When that happens, ECPTOTE anticipates joining the HPC common licensing database system.

ECPTOTE continues to be an enthusiastic supporter of the TexasOnLine Authority projects that moved the licensee and facility renewal, application, and profile processes onto the Internet. Agency participation in these initiatives is addressed elsewhere, but all of them have resulted in an overall lessening of the administrative burden of licensing, and is a personnel multiplier.

All of the agency's computer equipment is older than the recommended replacement schedule recommended by the Texas Department of Information Resources, for example, all its workstations were put into operation in February 2004, and their operating systems and primary software are two generations old. Based on its experience in FY2003 when the agency found itself with equipment unable to communicate electronically with other agencies (Comptroller, TexasOnLine) and run its licensing database, ECPTOTE plans to again request funding through the use of Exceptional Items for replacement of its obsolete computer equipment and software. The agency requested and received as exceptional items the replacement of all its IT equipment in the FY2010-11 biennium, but the funds were lost in the budget cuts in 2010 and 2011. Additionally, ECPTOTE requested and received funding for a laptop/wireless router set up in the agency board room to facilitate board meetings. We considered this an effective utilization of resources considering it would support at least 12 board meetings a year and numerous separate committee meetings. Unfortunately, the funding for that initiative was also lost in FY2011.

There is no requirement for any capital improvement during the FY2013-2014 period that would exceed the $25,000 threshold, or projects that meet the criteria established for submission of a Statewide Capital Plan for the Bond Review Board.

(7) Agency Use of Historically Underutilized Businesses

The Executive 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 state agency receiving appropriations should make a good-faith effort to include HUBs in at least 33.0 percent of the total value of "Other Services" and 12.5% of "Commodities" contracts awarded. Since its inception in 1993, and up until the past biennium, the Executive Council has always met or exceeded that goal. The standing agency goals are 40% awarded for Other Services and 30% for Commodities, the only two categories of contracts available for HUB awards. Our HUB contracts award percentages in FY 2010 were 51.6% ($6,607) for Other Services and 33.1% (11,292) for Commodities. In FY2011, the expenditures were 43.5% ($4,504) and 38.2% ($3,891) respectively, easily surpassing ours and the state's goals. Both percentages have improved significantly over the FY2009 figures – 31% and 11.4%. See the end of Section for the agency Hub Goal, Objective, Strategy, and performance measures.

(8) Key Agency Events

The major events and developments that have affected the strategic and operational planning of the Executive Council since the publication of the FY 2011-2015 Strategic Plan are listed below.

As an overreaching issue that colored almost every event/action that impacted ECPTOTE and the two boards was the financial crisis in the state and nation.

a. During the 82nd Legislative Regular Session there were no changes made to the Occupational Therapy Act and one change made to the Physical Therapy Act. The PT board provided two changes to the PT Practice Act to the Texas Physical Therapy Association for its assistance in introducing them into the legislative process. The Association also introduced its own PT related bill, which if it had passed, would have had an impact on the workload of the PT board. One of the changes requested to the PT Act did not pass.

The PT Association-backed bill (HB 637)would have basically given a physical therapist the ability to treat patients without a referral, but within their scope of practice. It did not pass.

The goal of HB 3370 was to make the requirements for licensure the same for those who have never been licensed in Texas, and those who previously were licensed in Texas. As the law stands, a person who is licensed in another state may apply by endorsement and is not required to provide proof of active practice. However, a person who was previously licensed in Texas and is licensed currently in another state must provide proof of active practice. This inequity was addressed and changed for the OT Board by the 81st Legislature in 2009, but the PT Board was unsuccessful with HB 3370 in 2011.

HB 3369 did pass, and basically allowed the PT board to exempt certain facilities from having to register as a physical therapy facility. This action changed the PT practice act to mirror the OT practice act, which had that provision originally written into it in 1993.

A general licensure bill that affected the two boards was SB1733, which simplified and streamlined the licensure of a military spouse moving to Texas.

c. The only "push" communications the agency now does with licensee and business owners, are one time informational mail-outs (rare), e-news, and postcard renewal notices. Both boards changed the requirement for licensees to display a renewal certificate in their place of work that is issued by the board, and carry a wallet card indicating the same. This was an action taken by the boards to save the funds spent on printing and mailing of renewal cards. The boards were able to take this step due to the new license verification module on the agency web site, which allows licensees to print out a proof of licensure.

d. Another event with a large impact on the agency occurred at the end of the 82nd Legislative Session. As occurred four years prior, the Sunset Review for the Executive Council, Physical Therapy Board and Occupational Therapy Board were postponed an additional four more years. The Sunset reviews, which were originally set for FY2005 in the 1994 practice acts, are now scheduled for 2017. The primary concern to the agency is that the two boards and council planned to use the Sunset Review as a vehicle for making needed changes to all three practice acts. There are obsolescent requirements in each of the practice acts that are beginning to obstruct the mission of the agency and two boards. This is the primary reason why the boards have worked with the trade associations to have Act changes made to address the most immediate problems.

e. The developer and maintainer of the licensing database system continued to make a number of significant modifications to the database structure and reports module caused by rules changes and outside requirements. The licensing database is a fully functional system that continues to meet the needs of the agency. With periodic maintenance, the database system should prove sufficient to the agency's needs for years to come.

f. ECPTOTE continued to participate in two major TexasOnLine Authority Initiatives during the current biennium. The TexasOnLine Authority was created by the 77th Legislature to move all licensing activities to the Internet, accessible through agency web sites, and allow for credit card payments and bank e-checks. All costs for the development and operation of the processes are covered through fees assessed licensees. The systems in which ECPTOTE participates are licensee online renewals, facility online renewals, licensee profiles, and applications for licensees and facilities. All of these systems have proven immensely popular with licensees and facility owners, and besides the accuracy it brings to agency record keeping, it has also speeded up the internal licensing process. The performance measures statistics for both licensee online renewals and applications have greatly exceeded all goals, in some cases by over 400%. The agency also participates in e-pay refunds, which has greatly speeded up transactions involving refunding overpayments by licensees. The latest addition was the inclusion of e-checks in the payment process; adding yet more licensees as users to this

automated system. Participation has increased for on line renewals from 88% in FY2005 to 94% in FY2011. The percent of applicants who applied on line has rapidly risen to 82% in FY2011, but based on past results, will probably hover around that percentage for the foreseeable future.

g. In September 2010 the agency received the results of a Performance Measure Audit conducted by the State Auditors Office. The results and corrective actions are discussed elsewhere in this plan.

h. The agency continued to take of steps to increase its operational efficiency. Some of the initiatives included further extending the capability of the phone system, refining and where possible further automating internal processes and procedures, and complete replacement and relocation of the agency website that now includes additional information and capabilities. Other web site improvements included encouragement to licensees to sign up for the boards' E-news, daily update of license verifications, and up to date online newsletters and rules postings for proposed and adopted rules. Three other key changes were the addition of an online applicant status lookup module, and providing a viable verification lookup module for licensees, recruiters, other jurisdictions, employers, and anyone else with a need for accurate information about a licensee's or facility's status. A PT Continuing Competency (CC) Activity Report prior to license renewal was added to ensure that all PT licensees meet their CC requirement. This mirrors an existing Continuing Education module of the OTs, which had proven successful in assisting licensees in recording their coursework. While the agency continues to send renewal notifications using a postcard, it now has a shiny textured side with multicolored pictures of typical Texas icons to attract the attention of the recipient. The attempt by the ED to use a picture of a cowboy on a jackalope on the renewal notice card was squashed.

As mentioned earlier, through rule change, the agency no longer mails out renewal cards; instead allowing licensees the ability to print out a statement of licensure on the agency website. This is a time saver for licensees and money saver for ECPTOTE.

i. About ten years ago, the high demand for new licenses (10% per year) began to drop off in both professions, but the administrative support required by existing licensees continued to increase gradually, as licensees moved more frequently from state to state and job to job due to changes in the professional environment. (Changes to licensee address and status and other personnel actions require staff action, and aren't reflected by the number of licensees directly.) Despite the relative leveling off of licenses issued, we did not stop the agency's efforts to improve efficiencies in licensing, resulting in a steady decline in the number of days to issue and renew licenses. We predicted back in the 2001-2005 Strategic Plan that the growth of supported population, but not its attendant demand for services, would slowly start to increase following a one year overall negative growth in licensee numbers, and it has - at a 3-5% per annum rate. However, the number of facility registrations has continued to grow at a much greater rate; there has been more than a 100% increase in the number of facilities registered by the agency since 1999. We anticipate that the numbers will continue to increase at the same rate.

j. As a statement we insert in this section every biennium, the agency's current performance of licensing and investigation functions continues to meet or exceed the pre-merger levels of the separate boards in all areas. Each year we issue licenses and renewals faster and in greater numbers than the year before, especially since the first year of the Executive Council's existence. We are also conducting investigations more efficiently and resolving them quickly, with the number of disciplinary actions taken by the boards increasing each year. See the agency Performance Measure statistics in **Appendix H** for greater detail on the agency's performance over the last five years.

k. The Executive Council completed several internal initiatives in office procedures and automation during the past two years, including:
- greater emphasis on completing the scanning project of all paper licensee records. All past and present licensee and facility records were digitized, and we have moved on to investigation files. When that project is finished in FY2012, we will follow up with the agency administrative files. The major challenge in all this will be the revisions of the records retention schedule, and disposal of all the paper records.
- reorganizing the licensing department to reflect shifting time requirements of the performing of tasks; e.g., facilities related activities are now more labor intensive than license renewals. Additionally, all licensing clerks have cross-trained on all jobs, allowing us to easily address shifting work loads and patterns.;
- completely redoing the agency web site, adding enhancements that have added more relevant and quality information, forms, and documents for users, and but which has increased the time spent by staff on website maintenance and user assistance;
- upgrading the internal network by adding an additional server with increased memory and storage capacity to separate the licensing database from internal operations. The two agency servers were relocated to a more secure area within the Health Professions Council, which added an additional level of security to the database, and provides immediate backup/switch over in case one of the servers fails;
- modernizing the phone system by further refining the internal routing system rather than replacement of the aging equipment and system;
- integrating a new requirement to collect email addresses from our licensees into our renewal process.

l. Despite ever increasing travel costs and eventual budget restrictions, the two board coordinators and senior investigator continued to make annual "instructional visits" to almost all of the accredited PT, PTA, OT, and OTA programs in Texas. The travel cost restraints are overcome by creative scheduling and consolidation of visits in the same geographical area, and the willingness of most programs to fund the staff travel costs. The primary topics discussed with each graduating class are the board rules and Practice Act enforcement, and the administrative steps necessary for getting and keeping a license in Texas. Besides the obvious benefit of raising the awareness of the law for new therapists, it has increased the licensees' understanding of just what services are available to them from the agency and boards. Agency staff has also addressed the same subjects at regional meetings of the two professional trade associations.

m. The Federation of State Boards of Physical Therapy controls all aspects of the National Examination for PTs and PTAs. When faced with evidence that questions from the national exam had been shared multiple times on the internet in 2010 and 2011, the Federation eliminated continuous testing and return to fixed date testing to better control the examination. By only offering the exam on a few fixed dates, it makes it much less likely that questions can be harvested and shared with future test takers. As a result, the PT board has issued many more Temporary Licenses, and the agency licensing staff has been forced to modify many of its licensing procedures to accommodate the work load prior to each fixed date test.

n. Several other key outside events had an impact on the physical therapy profession, and are described in section D. Service Population Demographics.

C. Fiscal Aspects

The Executive Council's appropriations are set every two years by the Legislature and are used solely to support the functions of the Physical Therapy and the Occupational Therapy Boards. All funds for the Executive Council come from the General Revenue Fund, and to a lesser extent, from appropriated receipts, specifically the sales of goods and services (mailing lists). The Executive Council receives no federal funding. The Executive Council collects licensing and registration fees on behalf of the Physical Therapy Board and the Occupational Therapy Board. All fees are deposited to General Revenue. The agency's actual funding to cover expenses since Fiscal Year 2002 through the current biennium are shown in *Figure 1*. Over the long term the agency's funding can best be described as erratic, reflecting the economic situation in Texas at the time. Since 2008 available funds have either flat lined or have dropped. Since travel, product costs and salaries generally increase every year and make up the greatest part of the agency expenses (see *Figure 2*), the challenge has been to find better efficiencies in doing business and eliminate any unnecessary expenditures in order to retain the greatest asset – experienced employees. These gradual changes can be seen in the breakout of expenses over the past five years that are graphed in **Appendix H**.

The agency must stay within the annual budget it is given by the Legislature. While this has grown harder each year, up until now cutting services to our customers has never been an option, and in fact, the opposite has been true. To increase the agency's difficulties, ECPTOTE is required to collect a pre-designated part of its funding, although the amount has increased from $35,000 per year in FY2006 to $80,678 in FY2010/11 and FY2012/13. These appropriated receipts are generated through sales of mailing lists and labels, and are heavily dependent upon the health of the economy. When ECPTOTE did not meet its appropriated receipts goals from FY1998 to FY2001, it exacerbated the agency's fiscal problems, as it resulted in less funds for agency operations than was originally budgeted. Since inclusion of these funds is used during budget development, this loss of funding is significant to an agency as small as the Executive Council. However, since FY2002 the agency has met and exceeded the legislature's goal. The excess receipts provided additional discretionary funds the agency was allowed to use for financing "Exceptional Items". These excess funds were used to make emergency repairs, grant deserved merit raises, and take care of unanticipated expenses. Much of the credit for the increased sales goes to stability in the professional workplace (increased activity by recruiters and CEU trainers), better visibility of the mailing lists (web page), and

through offering a better product (validity of the licensee database). Despite the yo-yoing of the appropriated receipts sales through the years (and during the fiscal year) that has caused fiscal planning uncertainty, the funds appropriated to ECPTOTE have always been sufficient to accomplishing its missions until the latest budget cuts and uncertainty.

As a sidebar, the major problem with depending upon appropriated receipts for paying for agency operations is that as collections have increased over the years, the legislature has also increased the agency's share of the overall appropriations to match it. In other words, the amount the agency has to raise each year has steadily increased each biennium. For example, the appropriated receipts goal for the agency increased by over $15,000 per year from the FY08/09 to FY10/11 appropriations.

From September 2009 until August 31, 2011 ECPTOTE had significant difficulties trying to meet its fiscal responsibilities due to a number of unforeseen outside events. Following is a timeline with the most relevant events:

Nov 2009	ECPTOTE notified of possible budget cuts to FY2010 funds by LBB.
Dec 2009	Fees were raised in on facility applications and renewals to comply with contingent revenue rider.
8 Feb 2010	ECPTOTE requested a finding of fact letter from Comptroller requesting release of the FY10 $64K contingent revenue.
April 2010	ECPTOTE formally notified of 5% budget cut in FY2010 and again in FY2011, but was also told it could roll the FY2010 obligation into next FY2011. Which is what the agency did.
June 2010	Informally notified by the Comptroller that ECPTOTE would not reach contingent revenue goal, and so they would not release $64K of FY2010 agency funds.
15 Oct 2010	Formally notified by Comptroller it would not release the $64K contingent revenue.
18 Nov 2010	Notified by Comptroller that they would now release the $64K contingent revenue; but since it was now FY2011, ECPTOTE did not have the authority to spend it. However, after negotiations with the LBB and Comptroller, ECPTOTE was allowed to apply $42K to the FY10 5% budget cut. However, since it had no authority to spend the remaining $22K, it was lapsed)
1 Jan 2011	ECPTOTE raised fees by a significant margin to ensure it received the 2011 contingent revenue during the current fiscal year.
10 Jan 2011	Received the agency preliminary FY2012/13 budget from legislature – it cut 10% and 2 FTEs. Also, fast track bills were filed denying agency use of any salaries not spent in FY 2011, removing the opportunity to save funds for the budget cuts by laying off personnel.
March 2011	ECPTOTE formally notified of FY2011 5% and 2 ½% budget cuts.
31 May 2011	Final agency appropriations included the funds and authority for 2 "lost" FTEs - with a contingent revenue rider.
1 June 2011	Only $140,000 in funds were available for 3 months operation.
6 June 2011	Senior accountant out with hip surgery through end of July

14 July 2011	Comptroller certified agency compliance with its contingent revenue rider and released the FY2011 $48K contingent revenue.
1 Aug 2011	ECPTOTE is short $5,700 to meet August payroll (counting on appropriated receipts)
17 Aug 2011	To date had collected only $1,960 in appropriated receipts to meet $5,700 shortfall.
18 Aug 2011	On advice of agency's assigned Comptroller ACO, transferred $3,480 in past expenditures from FY2011 to FY2010, providing sufficient funds to compete fiscal year.
31 Aug 2011	Allowed $50.40 to lapse back to Treasury.

More budget historical data, to include the yearly appropriated receipts statistics, is in **Appendix H**.

Figure 1

Actual Funds Available to ECPTOTE to Cover Expenses
Fiscal Years 2002-2013 *(indirect costs not included)*
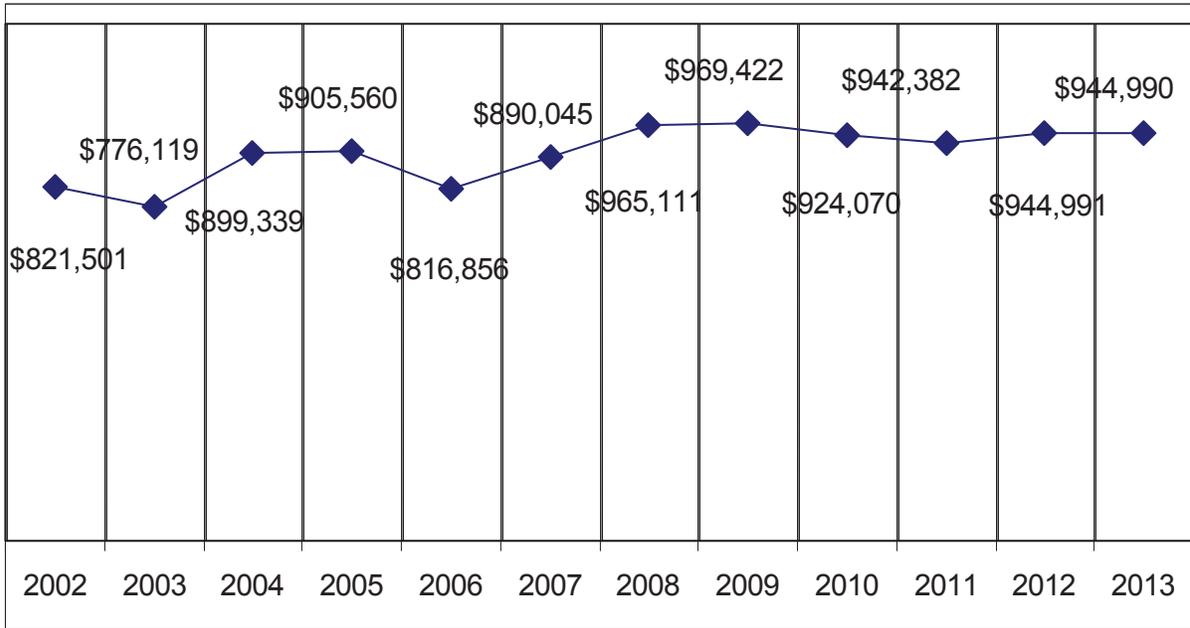
Figure 2

FY20011 Expense Categories as a Percentage of Total
Operational Expenses
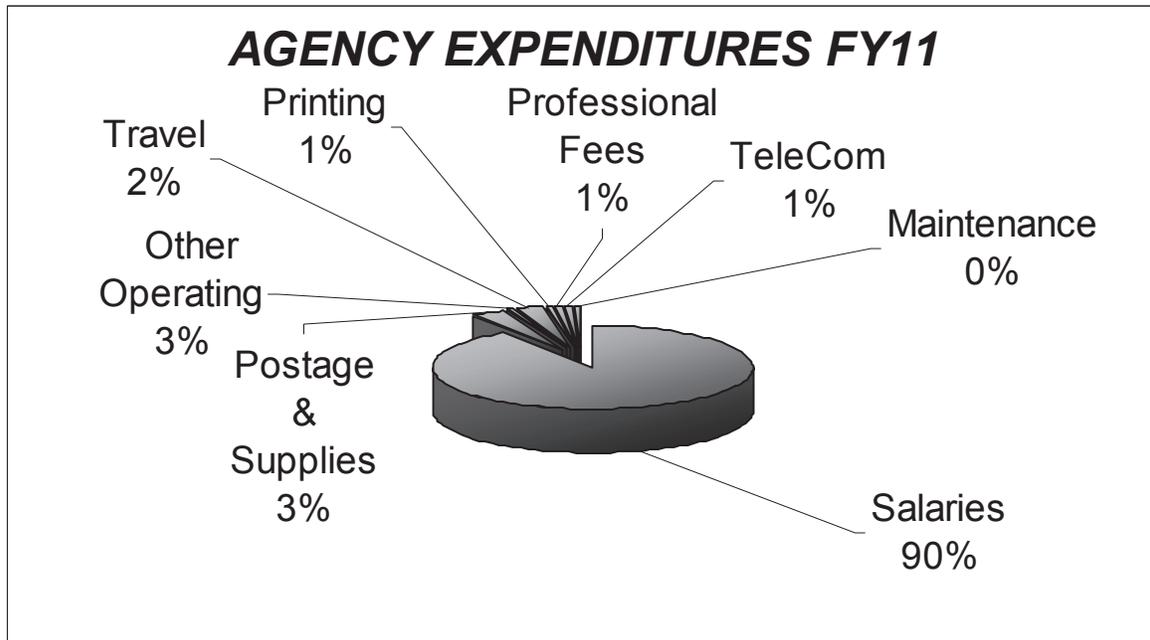
Prior to preparing the Legislative Appropriation Requests for the FY 2014-15 biennium, preparation guidance was provided agencies by the Legislative Budget Board and Governor's Office. Specifically, ECPTOTE, as well as other state agencies, has to submit a baseline request limited to its 2012-13 appropriations, which incorporates the prior biennium budget cuts. That amount is barely sufficient for the agency's needs with no expenditures other than those that support the very basic day-to-day operations. In other words, it is a "maintenance" only budget, with little funding available for actual maintenance of equipment, facilities, or people. Agencies were also directed to prepare a schedule reflecting a 10% reduction of the reduced baseline budget for each year of the biennium. Since ECPTOTE has had many similar cuts in past budget, it has a pretty good idea on just what the impacts will be if this 10% cut is imposed. It also has noticed that there are always budget cuts in addition to those initially stated, so the plan below incorporates those unexpected cuts also. Initial rough calculations show that a 10% budget cut would translate to about $105,000 per year. If the agency does suffer a 10% budget cut in the next biennium , it will have these impacts:

The impact to the agency will necessitate eliminating the following basic operational requirements:
    -- Funding for three FTEs @ $105,000 (licensing clerks)
    -- Longevity pay for FTE @ $5,000
    -- Board member per diem @ 2,500
    -- Employee Assistance Program and other contracts @ $1,000
    -- Database programming/maintenance and web page support @ $2,000
    -- Consumable supplies @ $1,200
    -- Emergency repairs @ $1,200
    -- Investigator and board member travel @ 10,500

As a minimum, and based on past experience, the impact to the State of Texas will result in an expected drop in current performance measure statistics of:
            Average licensing cost per individual license
            Average cost per facility registration issued
            Percentage of new licenses issued within 10 days
            Percentage of license renewals issued within 7 days
            Average time for license issuance
            Average time for license renewal

        Plus performance measures that would have improved, but will get worse:
            Number of complaints resolved
            Average time for complaint resolution

Other actions the agency will be forced to take include:

a.   Continuing to not award all employee merit raises, and substitute administrative leave instead for recognizing exceptional performance. (already doing since FY2009)
b.   Cancel an additional set of board and committee meetings per year (PT, OT, and Executive Council), beyond the reduction from four to three that occurred during the

current biennium to meet funding reductions. This would result in reducing the number of each from the original four to three to two.

c.   Halt any frequent updates of the agency website such as the licensing verification database, forcing customers to use other forms of communication to obtain services / information. (only make changes now that cost little or nothing)

d.   Cut all travel except board member travel and absolutely essential investigator travel. (already doing, but will completely cut investigator travel next)

e.   Cancel all planned and future training/seminar attendance by employees and board members. (already doing)

f.   Stop future improvements/maintenance to the licensing database. (partially doing)

g.   Cancel school presentation programs by board coordinators and investigators unless totally paid for by the school. (already doing)

h.   Cancel current printing contracts. Reevaluated future needs and move board forms to the web site. (partially doing)

i.   Keep austere control over supplies. (already doing)

j.   Defer all purchases of computer equipment except emergency repair items. (already doing)

k.   Repair nothing in the agency, except safety related emergency repairs. (already doing)

l.   Cancel service contracts such as document shredding, moving of office furniture, EAP program, etc. (partially doing)

Other expected intangible impacts:

a.   More efficient, but initially costly, improvements to agency processes delayed or cancelled resulting in inability to take advantage of technology multipliers.

b.   Suffer continued decline in morale of employees due to layoffs of two or more personnel, permanent elimination of all financial incentives, training opportunities, and allowing workspace environment to degenerate. This will also result in extremely deteriorated service to licensees, the public, and any one else who interacts with the agency.

c.   Board visibility with supported population will continue to drop due to travel cutbacks and elimination of exposure to school programs and association meetings.

d.   Board actions on proposed rules, rulings, and decisions will be delayed by an additional two months each quarter.

e.   Enforcement performance measures seriously degraded due to investigation committee meeting cancellations and rescheduling every six months vs. three, and cutback of on-site investigations.

f.   Will experience large increase in quantity of unsatisfactory phone communications by staff due to length of time to respond and the unavailability of current information formerly mailed out or on web site.

g.   Will halt programs that formerly increased licensee awareness of rules and practice acts and will gradually increase number of disciplinary cases.

Cost areas in which the Executive Council will make cuts as a last resort include laying off additional personnel, communications services, halt more direct services for licensees and the

public, on-going IT activities to include database support, and all expenditures required by law. There will also be an even greater negative impact on performance measures than outlined above. Currently, there are no merit raises, no training, no seminars, little maintenance of equipment and facilities, etc., in fact, all the non-activities listed above This situation will continue for another year before any improvement can begin to happen.

In the current biennium the Executive Council was appropriated $1,042,696 for FY2012 and $1,042,695 for FY2013. Of those funds, $12,577 was earmarked to Health Professions Council support, $157,715 for pass through funds to the TexasOnLine Authority, and $8,090 for employee health insurance. As in previous years, the agency was required to raise part of the appropriations itself ($80,676). These funds were mainly raised through the sale of mailing lists designated as appropriated receipts. This was a $15,000 per year increase from the previous biennium, and a $40,000 per year increase from the FY2008/9 biennium . Funds were appropriated for the only Exceptional Items request – retention of two employees. This was a change to the original Exceptional Items request submitted in the agency's original Legislative Appropriations request. That request was basically for the funding and items that were lost due to budget cuts and contingent revenue not received. Those items in the original request were an upgrade of IT equipment, employee merit raises, and replacement of an aged copy machine and furniture. ECPTOTE was directed to raise its fees by $185,376 in excess of $7,798,000 (expected biennium revenues). The agency submitted a request on March 15, 2012 for a finding of fact letter to the Comptroller, requesting release of the contingent funds. The Comptroller released the $72,492 in both Fiscal years 2012 and 2013 on May 5, 2012. This was a major change from what the agency went through in the previous biennium.

Historical data of ECPTOTE's appropriations, expenditures and revenues is in **Appendix H**.

Historically, both the Physical Therapy Board and Occupational Therapy Board have deposited to General Revenue far more than was expended by the boards for their operations. Since the agency generates its own funds through fees assessed to licensees and applications for licensure, it does not utilize tax revenues from the general population in Texas. It does in fact collect moneys for direct deposit into the General Revenue Fund. Such self-sufficiency should allow the agency to be appropriated funds accordingly. However, historically during the appropriation process, the agency is subject to the same restrictions as those agencies receiving total funding from General Revenue. In fact, when the agency is appropriated additional funds above the baseline during a legislative session, it usually is required to raise fees to cover the increase. This has occurred during the last three biennia.

When the Executive Council was formed, there was a significant increase in expenditures, but there was an even larger increase in receipts to General Revenue. While the fee schedule has had only a few increases since 1993, the large jump in revenue from then until FY 1999 can be attributed to the registration of facilities and the overall increase in the number of new licensees starting to work and continuing to work in Texas. However, the small drop and then further growth pattern of PT licensees, OT licensees and facilities which started in 1999, have had a corresponding impact on revenues in the fiscal years since. The increases in revenues in FY2007 to the present were initially attributed to the fee increases to cover the on-line projects, but an analysis of the population growth figures show that more licensees are renewing their

licensees than before, thereby contributing to the increase in revenues to the state. The trend line is expected to continue at the same steady rate into the near future.

The chart in *Figure 3* and graph in *Figure 4* show the expenditures, revenues, and excess revenues transferred to the General Revenue Fund by the Executive Council from 2001 to date, and projections out until FY2017. The expenditures include the indirect costs of the agency (e.g. employee benefits). While the agency expects at best to be appropriated funds to generally flatline over the next few years, revenues accruing to the General Revenue Fund will continue to rise. The bottom line is that by FY2017, we expect that only 25 cents of every dollar of collected fees will be provided to the agency to perform its mission of licensing and regulating the practice of occupational therapy and physical therapy.

Figure 3

REVENUE AND EXPENDITURE HISTORY

Fiscal Year	Expenditures	Revenues	Transferred to General Revenue
2001	$774,725	$2,163,729	$1,389,004
2002	$794,865	$2,250,000	$1,455,135
2003	$782,919	$2,547,508	$1,764,589
2004	$817,527	$2,739,922	$1,922,395
2005	$824,835	$3,028,251	$2,203,416
2006	$845,259	$3,011,166	$2,165,907
2007	$1,030,757	$3,126,464	$2,095,707
2008	$1,108,392	$3,204,918	$2,096,526
2009	$1,083,642	$3,477,444	$2,393,802
2010	$1,174,782	$3,759,792	$2,585,010
2011	$1,169,639	$4,174,372	$3,004,733
2012 (est)	$1,165,000	$4,129,982	$2,964,982
2013 (est)	$1,250,000	$4,310,986	$3,060,986
2014 (est)	$1,250,000	$4,491,989	$3,241,989
2015 (est)	$1,250,000	$4,672,993	$3,422,993
2016 (est)	$1,250,000	$4,853,997	$3,603,997
2017 (est)	$1,250,000	$5,035,000	$3,785,000

Figure 4

Revenue and Expenditure Distribution
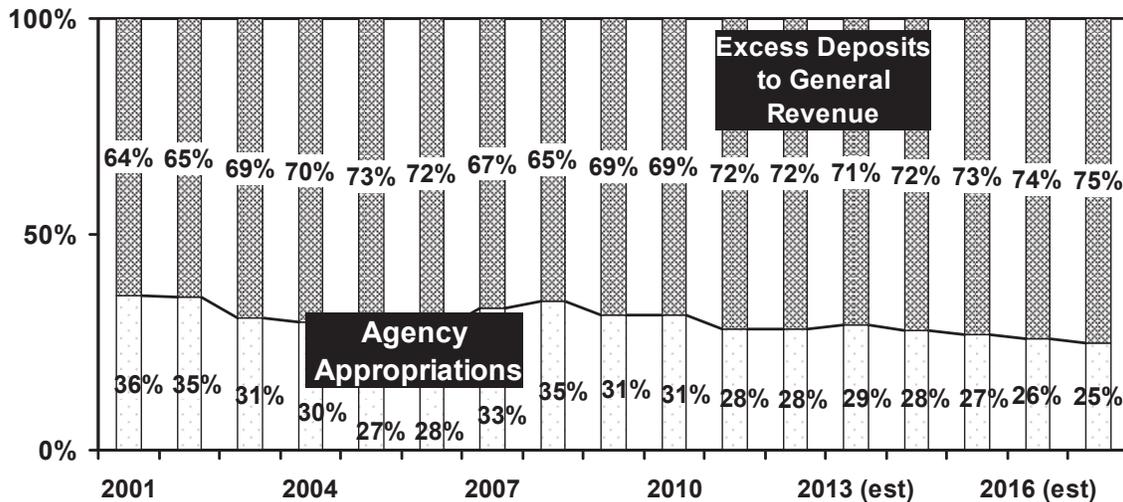
Based on prior year's experience, the Executive Council anticipates that for the next biennium, each service population group (PTs and OTs) will increase by a total of 1,500 to 2,000 annually, and the number of registered facilities will increase by about a hundred per year. We also expect to receive and process slightly larger number of inquiries and complaints due to our emphasis in information availability through alternate means, the stable service population, and

an increasing public awareness of enforcement. With a relatively small adjustment to the current budget level, the Executive Council should be able to adequately provide the protection and services required by its mission. The extra funds required would be easily covered by the overall increase of revenue that accrues to the state due to increase in licensees. However, any state or federal legislation which places additional demands on our licensing functions, or disciplinary procedures which require funding to implement, or a sudden upsurge in disciplinary activity, or major budgetary cut late in the fiscal year will have an adverse impact on the functioning of the agency. There is no slack built into the agency budget that is submitted each biennium.

Due to the budget cuts of the past two biennia the Executive Council will request additional funding in the 2014-2015 biennium budget cycle for:

- Baseline budget to cover basic operations (average of FY2012 and FY2013 appropriations without a 10% cut);

- Replacement of the 20 agency workstations due to obsolescence and future compatibility issues, and 14 laptops or tablets for board meeting use (was initially funded as an Exceptional Item in 2010);

- An approximate 4% increase in salaries to cover classified employee merit raises, since there have been none since FY 2009. This is an absolute necessary and has proven effective to insure retention of quality employees (was also funded as an Exceptional Item in 2010);

- A modest increase for general administrative expenses necessary to respond effectively to the needs of a growing service population. Most of this would be earmarked for maintenance deferred due to the budget cuts;

- Funding to restore the number of PT and OT board meetings back to four a year (it is currently three). This would be an increase in travel and per diem funds.

- Replacement of those office furniture items that are reaching the end of their useful lives (one time cost). The newest office furniture is as old as ECPTOTE, and the rest is even older (was initially funded as an Exceptional Item in 2010).

- Replacement of the agency copy/fax machines. One is obsolete, and the other is quickly wearing out due to the frequent down time of the older machine.

- Replacement of carpeting in half of the agency work areas. Part of the flooring in the agency offices was replaced in FY2007, but it was not finished due to lack of funds. Carpeting has deteriorated to the point where it is now a safety hazard. The carpet, which was present when the agency arrived in 1995, is worn, has high ridges, and in some places, held together with duct tape. The agency spent $4,000 in 2011 to have it stretched as a temporary solution to remove the worst safety problems.

- Funds to complete the agency web site. A web site rewrite was required in the summer of 2012 due to obsolescence, security issues, need for cost savings, and most importantly, the loss of the long-time host sponsor. ECPTOTE expended almost $14,000 to develop a new web site from scratch, but had to cut many corners to complete it before the old one went off-line and with the limited funds available.

- Funding for a partial share of the salary for a Health Professions Council (HPC) webmaster. The agency does not have the expertise to perform more than the most basic maintenance services on its web site. The HPC will be requesting the FTE position for a webmaster. Funding of the position would be similar to the two IT personnel whose services ECPTOTE now shares with other agencies in the HPC.

- Restore the $8,090 per year agency directed to help pay for employee health care.

- Funding and authorization to hire an additional licensing clerk. Late in 2011 the agency converted an Admin Tech III licensing clerk position to an Investigator I position. This was in response to the rising caseload of the other two investigative staff, which is only going to get larger in the future and is labor intensive and not responsive to better technology. The licensing staff is in the same situation right now where its workload is increasing by 5-7% every year and the quality of their product is starting to deteriorate due to overwork. The agency has the same number of employees in 2012 as it did when it was created in 1994. Over the years we have upgraded the quality of employees, used technology as a multiplier, and reorganized personnel and positions when it would help. We are now in a position where there are no other options to asking for an additional personnel authorization.

Receipt of the additional requested appropriations (referred to as Exceptional Items in the agency Legislative Appropriations Request), plus our continued cost-cutting efforts, will allow us to continue to easily provide quality services through the next biennium. It is hoped that the appropriated receipts contribution will not be increased this biennium, and any excess collected by the agency would fund additional the Exceptional Items with a lesser priority.

D. Service Population Demographics

The Executive Council licenses the disciplines of Physical Therapy and Occupational Therapy. Each discipline has two professions with different skill levels, scope of responsibilities, and education requirements. The Executive Council currently licenses approximately 12,500 physical therapists, 6,100 physical therapist assistants, 7,300 occupational therapists, and 3,600 occupational therapy assistants, and registers 3,900 facilities. The Physical Therapy and Occupational Therapy Boards do not regulate aides or other supporting personnel. Licensees practice in almost every part of the state. **Appendix I** contains a breakout of PT, PTA, OT, and OTA licensees working by county in late 2011. As is the case of almost all health professions, the populated areas are over-represented, and the rural parts of the state are under-served. However, many therapists work in multiple settings, travel, and/or hold several part-time jobs, so the dispersion of work sites (with corresponding coverage) is actually greater than that shown.

The Executive Council pays attention to predictive models concerning the future growth of the number of therapists it licenses and regulates, because the greater the number, the greater the agency workload. To date, agency resources have kept pace with customer demand for services, however, the rise in the number of complaints filed have increased to a level requiring an additional investigator. To meet or better that same demand for services in the future, the agency must anticipate the customer (licensee and facility) population growth, and plan accordingly.

(1) Physical Therapy

Physical therapists improve the mobility, relieve the pain, and prevent or limit the permanent physical disabilities of patients suffering from injuries or disease. Their patients include accident victims and disabled individuals with conditions such as multiple sclerosis, cerebral palsy, nerve injuries, burns, amputations, head injuries, fractures, low back pain, arthritis, and heart disease. Some physical therapists treat a wide variety of problems; others specialize in such areas as pediatrics, geriatrics, orthopedics, sports physical therapy, neurology, and cardiopulmonary physical therapy. They work in hospitals, clinics, and private offices, or they treat patients in hospital rooms, homes, and schools. Many are in private practice and academics. A distribution of PTs and PTAs by practice settings is in **Appendix I**. Also, requirements for licensure as a physical therapist or physical therapist assistant in the state of Texas are in **Appendix G**. A relatively recent change to the requirements is that all PT applicants who graduate from a CAPTE accredited programs are now trained at the doctorate level, although the PT doctorate is not required by law. Less than twenty years ago, the standard degree was the bachelor's.

We saw that over the short term this increased education requirement lowered the number of persons applying and entering PT and OT programs. This shortfall of new licensees entering and graduating from Texas programs was made up by an influx of out of state therapists and foreign trained graduates. This influx of out of state PTs has continued through today. The number of licensees graduating from in-state colleges and universities have returned to normal, and with new programs coming on line every year, the graduate numbers will continue to increase. See **Appendix J** for existing and planned Physical Therapist programs in Texas. There is still a gap between the supply and demand for therapists, but we expect the marketplace will continue to adjust for any gross shortages with out-of-state and foreign trained therapists.

The provision of physical therapy has expanded as the practice was found to be beneficial for more types of disabilities, and valuable as well for the prevention of disabilities and injuries. There was substantial and continuous growth in the practice of physical therapy and number of therapists, from the time the Physical Therapy Act was first enacted in 1971 until 1999. The number of active licensees increased approximately 10% per year, and more than doubled during that time period (1990-1998). Since then, the licensee population has increased at a still substantial average of 2-5% per year. The growth in the number of physical therapists has been about 50% greater than the overall population growth in Texas (see *figure 12*). The Bureau of Labor Statistics (BLS) and the Texas Workforce Commission predict this trend will continue at

a higher rate (see *figures 9, 10, and 11*), at least over the long term. As described in the 2012-2013 Occupational Handbook (and which reads very similarly to what was written in the previous three Handbooks):

"Physical therapists held about 198,600 jobs in 2010. Physical therapists typically work in private offices and clinics, hospitals, and nursing homes. They spend much of their time on their feet, being active. Some physical therapists are self-employed, meaning that they own or are partners in owning their practice. As shown below, most physical therapists worked in offices of health practitioners or hospitals in 2010:

Offices of health practitioners	37%
Hospitals; state, local, and private	28%
Home health care services	10%
Nursing and residential care facilities	7%

About 7 percent of physical therapists were self-employed in 2010. Most physical therapists work full time. About 29 percent worked part time in 2010.

Employment of physical therapists is expected to increase 39 percent from 2010 to 2020, much faster than the average for all occupations.

Demand for physical therapy services will come, in large part, from the aging baby boomers, who are staying active later in life than previous generations did. Older persons are more likely to suffer heart attacks, strokes, and mobility-related injuries that require physical therapy for rehabilitation.

Advances in medical technology have increased the use of outpatient surgery to treat a variety of injuries and illnesses. Physical therapists will continue to play an important role in helping these patients recover more quickly from surgery.

Medical and technological developments also are expected to permit a greater percentage of trauma victims and newborns with birth defects to survive, creating additional demand for rehabilitative care. In addition, the incidence of chronic diseases, such as diabetes, has increased in recent years, and more physical therapists will be needed to help patients manage the effects of these diseases.

Job opportunities will likely be good for licensed physical therapists in all settings. Job opportunities should be particularly good in acute hospital, skilled nursing, and orthopedic settings, where the elderly are most often treated. Job prospects should be especially favorable in rural areas because many physical therapists live in highly populated urban and suburban areas."

The information concerning physical therapist assistants is similar:

"Physical therapist assistants held about 67,400 jobs in 2010. As shown below, more than half of all physical therapist assistants worked in ambulatory health care services in 2010:

Ambulatory health care services	55%
Hospitals; state, local, and private	28%
Nursing and residential care facilities	12%

Physical therapist assistants are frequently on their feet and moving as they set up equipment and help and treat patients.

Most physical therapist assistants work full time. About one in four worked part time in 2010. Many physical therapy offices and clinics have evening and weekend hours to match patients' personal schedules.

Employment of physical therapist assistants is expected to increase 46 percent from 2010 to 2020, much faster than the average for all occupations.

Demand for physical therapy services is expected to increase in response to the health needs of an aging population, particularly the large baby-boom generation. This group is staying more active later in life than previous generations. However, baby boomers also are entering the prime age for heart attacks and strokes, increasing the demand for cardiac and physical rehabilitation. Older people are particularly vulnerable to chronic and debilitating conditions that require therapeutic services. These patients often need additional help in their treatment, making the roles of assistants and aides vital.

Medical and technological developments should permit an increased percentage of trauma victims and newborns with birth defects to survive, creating added demand for therapy and rehabilitative services.

Physical therapists are expected to increasingly use assistants and aides to reduce the cost of physical therapy services. Once the physical therapist has evaluated a patient and designed a treatment plan, the physical therapist assistant can provide many parts of the treatment, as directed by the therapist. In addition, changes to restrictions on reimbursements for physical therapy services by third-party payers will increase patient access to services and increase demand.

Opportunities for physical therapist assistants are expected to be very good. With help from physical therapist assistants, physical therapists can manage more patients. Job opportunities should be particularly good in acute hospital, skilled nursing, and orthopedic settings, where the elderly are most often treated. Job prospects should be especially favorable in rural areas, as many physical therapists cluster in highly populated urban and suburban areas."

Recent figures on projected job growth released by the Bureau of Labor Statistics state that the number of PT positions in the Texas will increase by 39% and PTA positions by 45.7%. This reflects an increase of 4,500 PT jobs and 2,600 PTA jobs statewide, and puts Texas as 2nd in growth of number of PTs, and 1st in growth of number of PTAs in the country. This presupposes that the current demand for therapy services remains as it is today, and the supply of therapists is available to meet that demand. The Texas Workforce Commission figures show similar patterns, although not as high projections. For some reason, their data is two years older, so it reflects more the outlook two years ago. Excerpts from the Texas Workforce

Commission's and Bureau of Labor Statistics are shown in *Figure 9, Figure 10, Figure 11 and in Appendix L*.

Figure 5

PT / PTA Licensee Trends
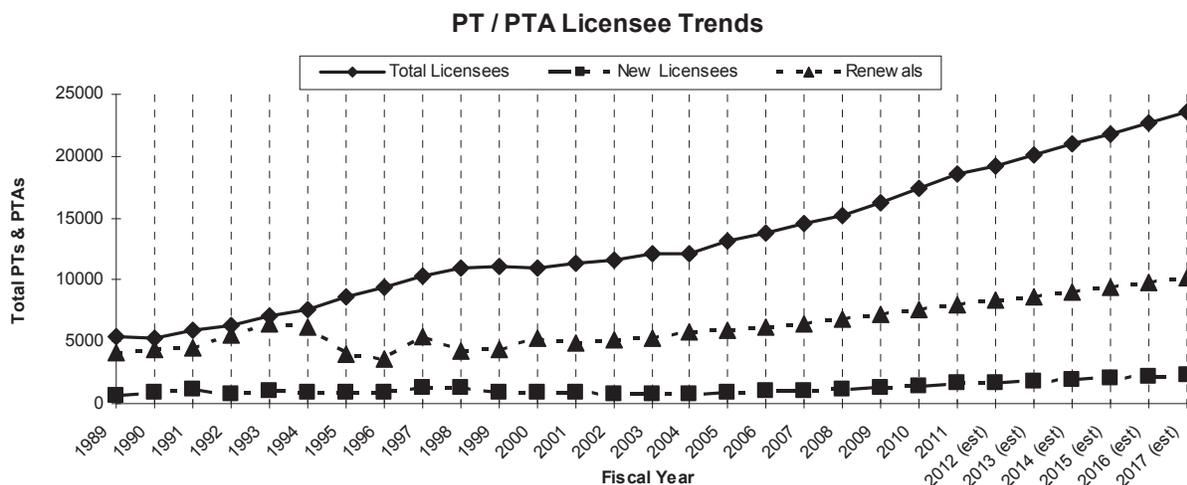
Note: The decrease in Renewals in 1995 was caused by a transition from a one-year to two-year renewal cycle.

The Executive Council is not quite as optimistic about the future growth in the number of physical therapists and physical therapist assistants in Texas, but believes it will continue to increase at an average of 3-5% per year. The BLS projections are based on an expected increase in *demand* for rehabilitation and long-term care that PTs have always provided. Their analysis focuses on factors external to the industry, but doesn't consider forces inside the industry. For example, BLS analysis from several years ago did not consider the possibility of the Balanced Budget Act caps on Medicare therapy services, and the tendency of private third-party payers to follow similar cost-cutting experiments (now it says it does, but the numbers don't reflect). Nor does it factor in the potential impact of the Affordable Care Act that recently came into existence. The very small growth rate of PTs in FY2004 can be attributed to the bottoming out of the school enrollment due to the changeover to an entry level masters degree requirement. There was not a similar leveling in the FY2008-9 time period due to the changeover to a doctorate level degree graduation requirement in some schools. The drop off of in-state graduates was offset by a high number of out-of-state PTs moving to Texas.

The graph in *Figure 5* and chart in *Figure 6* show the growth in the number of licensed PTs and PTAs that are dated from when accurate records were first kept, and the Executive Council forecast (based on statistical models) of what we might expect in the near future. Percentage increases in the near term will be modest, yet substantial, comparable to the boom times of the 90's. The total numbers of licensees, however, will be significant.

Figure 6

PHYSICAL THERAPY LICENSING TRENDS IN TEXAS

Fiscal Year	Active Licensees	New Licensees	Renewals	Cumulative Increase	Annual Increase
1989	5,449	650	4,096		
1990	5,297	875	4,360	-3%	-3%
1991	5,927	1,208	4,567	9%	12%
1992	6,344	721	5,549	16%	7%
1993	7,054	973	6,451	29%	11%
1994	7,566	959	6,233	39%	7%
1995	8,623	962	4,046	58%	14%
1996	9,353	943	3,625	72%	8%
1997	10,342	1,271	5,355	90%	11%
1998	10,930	1,324	4,209	101%	6%
1999	11,087	865	4,434	103%	1%
2000	11,000	885	5,301	102%	-1%
2001	11,290	871	4,906	107%	3%
2002	11,653	803	5,099	114%	3%
2003	12,075	793	5,327	122%	4%
2004	12,110	772	5,769	122%	0%
2005	13,084	887	5,892	140%	8%
2006	13,813	1,067	6,146	153%	6%
2007	14,552	1,003	6,497	167%	5%
2008	15,248	1,104	6,810	180%	5%
2009	16,251	1,268	7,235	198%	7%
2010	17,349	1,427	7,658	211%	4%
2011	18,548	1,672	7,996	240%	7%
2012 (est.)	19,144	1,681	8,330	251%	3%
2013 (est.)	20,043	1,800	8,690	268%	5%
2014 (est.)	20,941	1,920	9,049	284%	4%
2015 (est.)	21,840	2,039	9,409	301%	4%
2016 (est.)	22,739	2,158	9,769	317%	4%
2017 (est.)	23,637	2,278	10,129	334%	4%

Note: Above totals include both PTs and PTA licensees

(2) Occupational Therapy

Occupational therapists help individuals with mentally, physically, developmentally, or emotionally disabling conditions to develop, recover, or maintain daily living and working skills. They not only help patients/clients improve basic motor functions and reasoning abilities, but also help them to compensate for permanent loss of function. Their goal is to assist patients to achieve independent, productive, and satisfying lifestyles. Occupational therapy work place settings are primarily hospitals, schools, offices of health practitioners, nursing homes, community mental health centers, adult daycare programs, job training programs, residential care facilities, home health, and private practice. Requirements for licensure as an occupational therapist or occupational therapy assistant in Texas are in **Appendix H**.

The occupational therapy profession in Texas had grown at a steady rate since the creation of the Occupational Therapy Board in 1983 and began licensure of OTs. Like the physical therapy professions, it had a small decline in 1999 followed by a much shallower (5% average) increase rate since. The settings in which occupational therapists and occupational therapy assistants work have also multiplied, with a noticeable increase in the number and proportion of licensees practicing in educational settings and Early Childhood Intervention (ECI). A distribution of OTs and OTAs by practice settings is in **Appendix I**. Other significant observations about the workplace and workplace settings are:

a. After some years of decline, the number of self-employed (read contract or per diem) OTs has more than doubled since 2000. This means less of a relationship with the patient, less of a relationship with the OTA.
b. More OTs are working for multiple employer situations.
c. OTs are doing less direct patient treatment, while OTAs are doing more.
d. Certified Hand Therapy is the most common advanced certification.
e. Texas is the 6th largest state in most employment, and tied for 7th in licensure.
f. Early Childhood Intervention and School Based Settings have increased each year for employment.
g. Hospital based (non mental health) has steadily declined in numbers.
h. Long Term Care and Skilled Nursing Facility is holding steady.
i. Freestanding Outpatient is increasing every year.
j. Home Health is gradually increasing.
k. Academia is decreasing every year.
l. Mental Health is decreasing every year.
m. The predominant practice setting location moved from an Urban Setting to a Suburban setting in 2006.

Since the agency began collecting accurate statistics, the number of active licensees generally increased approximately 12% per year in the 90's, and more than doubled during that time period (1990-1998). The growth in the number of occupational therapists has almost doubled the general population growth in Texas (see *figure 12*). Despite a leveling off since 1999 (or more accurately, a drop in the rate of increase to a more modest 3-7% per year), the Bureau of

Labor Statistics (BLS) and the Texas Workforce Commission predict this trend will continue at about half that same rate, at least over the long term. As described in the 2012-2013 Occupational Handbook, (and which reads almost identically to what was in the previous three Handbooks):

"Occupational therapists held about 108,800 jobs in 2010. Forty-eight percent of occupational therapists worked in offices of physical, occupational and speech therapists, and audiologists or hospitals. Others worked in schools, nursing homes, and home health services in 2010:

Hospitals; state, local, and private	27%
Offices of physical, occupational and speech therapists, and audiologists	21%
Nursing care facilities	9%
Home health care services	7%
Individual and family services	3%

Therapists spend a lot of time on their feet working with patients. They also may be required to lift and move patients or heavy equipment. Many work in multiple facilities and have to travel from one job to another. Most occupational therapists worked full time in 2010. About 30 percent worked part time. They may work nights or weekends, as needed, to accommodate patients' schedules.

Employment of occupational therapists is expected to increase 33 percent from 2010 to 2020, much faster than the average for all occupations. Occupational therapy will continue to be an important part of treatment for people with various illnesses and disabilities, such as Alzheimer's disease, cerebral palsy, autism, or the loss of a limb. The need for occupational therapists will increase as the large baby-boom population ages and people remain active later in life. Specifically, occupational therapists help senior citizens maintain their independence by recommending home modifications and strategies that make daily activities easier.

Occupational therapists also play a large role in the treatment of many conditions commonly associated with aging, such as osteoarthritis and Parkinson's disease. Patients will continue to seek noninvasive outpatient treatment for long-term disabilities and illnesses, either in their homes or in residential care environments. In addition, medical advances now enable more patients with critical problems to survive—patients who ultimately may need extensive therapy.

Job opportunities should be good for licensed occupational therapists in all settings, particularly in acute hospital, rehabilitation, and orthopedic settings because the elderly receive most of their treatment in these settings. Occupational therapists with specialized knowledge in a treatment area also will have increased job prospects."

The statements concerning occupational therapy assistants are similar:

"Occupational therapy assistants held about 28,500 jobs in 2010. As shown below, only 15 percent of occupational therapy assistants worked in general hospitals in 2010:

Offices of physical, occupational and speech therapists, and audiologists	33%
Nursing care facilities	19%
General medical and surgical hospitals; state, local, and private	15%
Elementary and secondary schools; state, local, and private	7%
Home health care services	5%

Occupational therapy assistants work primarily in occupational therapists' offices and hospitals. They also work in nursing care facilities and for home health agencies. Occupational therapy assistants spend much of their time on their feet setting up equipment and working with patients. Constant kneeling and stooping are part of the job, as is the need to sometimes lift patients.

Most occupational therapy assistants work full time, and may work during evenings or on weekends to match patients' schedules.

Employment of occupational therapy assistants is expected to increase 43 percent from 2010 to 2020, much faster than the average for all occupations.

Demand for occupational therapy is expected to rise significantly over the coming decade in response to the health needs of the aging baby-boom generation and a growing elderly population. Older adults are especially prone to conditions such as arthritis that affect their everyday activities. Occupational therapy assistants will be needed to assist occupational therapists in caring for these people. Occupational therapy will also continue to be used for treating children and young adults with developmental disabilities like autism. Demand for occupational therapy assistants is also expected to come from occupational therapists employing more assistants to reduce the cost of occupational therapy services. After the therapist has evaluated a patient and designed a treatment plan, the occupational therapy assistant can provide many aspects of the treatment that the therapist prescribed.

Occupational therapy assistants with experience working in an occupational therapy office or other healthcare setting should have the best job opportunities. In addition to overall employment growth, job openings will also result from the need to replace occupational therapy assistants who leave the occupation."

Recent figures on projected job growth released by the Bureau of Labor Statistics state that the number of OT and OTA positions in the United States will both increase by approximately 34% and 43% respectively. This reflects an increase of 2,250 OT jobs and 1,400 OTA jobs statewide, and puts Texas as 1st in growth of number of OTs, and 2nd in growth of number of OTAs in the country. This presupposes that the current demand for therapy services remains as it is today, and the supply of therapists is available to meet that demand. The Texas Workforce Commission figures show similar patterns, although not as high projections. For some reason, their data is two years older, so it reflects more the outlook two years ago. Excerpts from the

Texas Workforce Commission's and Bureau of Labor Statistics are shown in ***Figure 9, Figure 10, Figure 11 and Appendix L***.

The Executive Council has similar forecasting statistics about the future growth in the number of occupational therapists and occupational therapy assistants in Texas, and believes it will increase at an average of 5-7% per year. However both the BLS and ECPTOTE projections are based on an expected increase in ***demand*** for rehabilitation and long-term care that OTs have always provided. Their analysis focuses on factors external to the industry, but doesn't consider forces inside the industry. For example, earlier BLS analysis from several years ago did not consider the possibility of the caps on Medicare therapy services, and the tendency of private third-party payers to follow similar cost-cutting experiments (now it says it does, but the numbers don't reflect). Nor does it factor in the potential impact of the Affordable Care Act that just came into existence. Like the PT profession, during the years when the OT school programs transitioned to an entry level masters degree, the drop off of in-state graduates was offset by a high number of out-of-state OTs moving to Texas.

The graph in ***Figure 5*** and chart in ***Figure 6*** show the growth in the number of licensed OTs and OTAs that are dated from when accurate records were first kept, and the Executive Council forecast (based on statistical models) of what we might expect in the near future. Percentage increases in the near term will be modest, yet substantial, comparable to the boom times of the 90's. The total numbers of licensees, however, will be significant.

Figure 7

OCCUPATIONAL THERAPY LICENSING TRENDS IN TEXAS

Fiscal Year	Active Licensees	New Licensees	Renewals	Cumulative Increase	Annual Increase
1989	2,239	331	1,890		
1990	2,511	411	1,993	12%	12%
1991	2,769	308	2,331	24%	10%
1992	3,045	472	2,518	36%	10%
1993	3,200	614	2,714	43%	5%
1994	3,459	564	2,625	54%	8%
1995	4,055	1,054	3,180	81%	17%
1996	4,787	915	3,935	114%	18%
1997	5,596	1,071	3,162	150%	17%
1998	6,047	978	2,464	170%	8%
1999	6,032	813	2,924	169%	0%
2000	6,183	590	3,031	176%	3%
2001	6,515	678	3,362	191%	5%
2002	6,693	526	3,050	199%	3%
2003	7,175	483	3,535	220%	7%
2004	7,236	484	3,497	223%	1%
2005	7,654	483	3,637	242%	6%
2006	8,017	638	3,804	258%	5%
2007	8,366	608	4,079	274%	4%
2008	8,776	637	3,810	292%	5%
2009	9,400	795	3,966	320%	7%
2010	10,024	877	4,181	348%	7%
2011	10,774	965	4,430	381%	7%
2012 (est.)	11,287	1,063	4,415	404%	5%
2013 (est.)	11,894	1,158	4,522	431%	5%
2014 (est.)	12,500	1,253	4,630	458%	5%
2015 (est.)	13,106	1,349	4,737	485%	5%
2016 (est.)	13,713	1,444	4,844	512%	5%
2017 (est.)	14,319	1,540	4,952	540%	4%

Note: Above totals include both OTR and COTA licensees

Figure 8

OT / OTA Licensee Trends
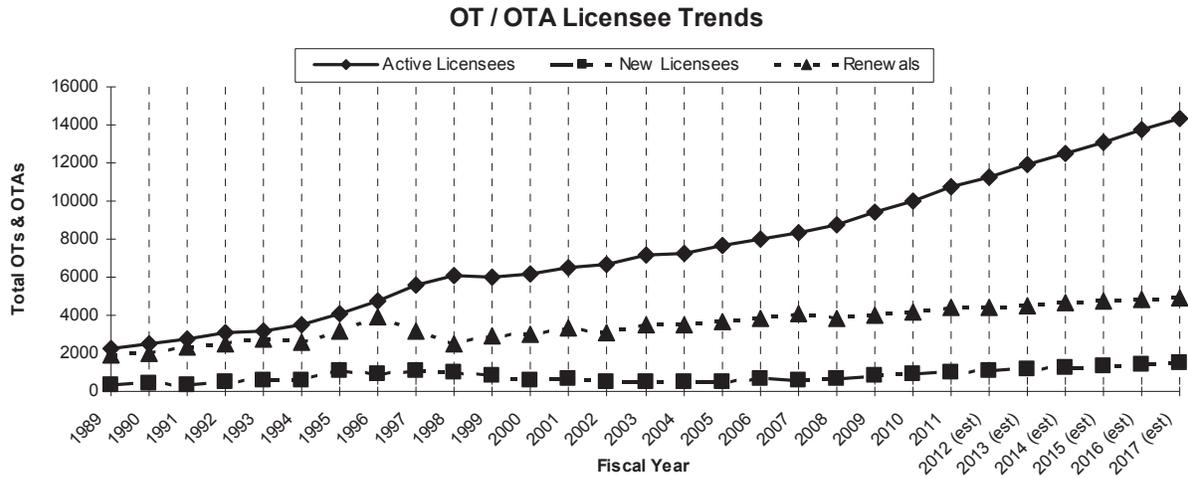
Note: The drop in renewals in 1997 was due to changeover from a one to two-year renewal duration cycle.

Figure 9

Texas Workforce Commission Projections, 2010 - 2020

Occupation Title	2010	2020	Change	Rate	Growth	Rplmnt.	Total
		Annual Average Employment			Annual Average Job Openings		
Physical Therapists	11,880	16,150	4,270	36.0%	430	145	575
Physical Therapy Assistants	3,880	5,390	1,510	38%	150	55	205
Occupational Therapists	7,520	10,130	2,610	34%	260	135	395
Occupational Therapy Assistants	1,870	2,580	710	37.0%	70	25	95

Figure 10

Bureau of Labor Statistics
Fastest Growing Occupations 2010-2020
Occupational Outlook Handbook, 2012
(Extract)

Increase in Numbers in thousands of jobs				
	Employment Change			
Occupation	Number	Percent	Rank	(rank two years ago)
Physical therapist assistants	30.8	45.7	8th	(17th)
Physical therapists	77.4	39.0	20th	(26th)
Occupational therapy assistants	12.3	43.3	12th	(29th)
Occupational therapists	36.4	33.5	n/r	(n/r)

Figure 11

Bureau of Labor Statistics
Employment by Occupation, 2010 and projected 2020
Occupational Outlook Handbook, 2012
(Extract)

Occupational group	Total Employment (000's)		2010-2020 Change in Total Employment		2010-2020 job openings (000's) due to growth and total replacement needs
	2010	2020	Number (000's)	Percent	
PT	198.6	276.0	77.4	39.0	100.6
PTA	67.4	98.2	30.8	45.7	41.2
OT	108.8	145.2	36.4	33.5	57.1
OTA	28.5	40.8	12.3	43.3	16.8

Figure 12

Number of Licensees per 10,000 Population
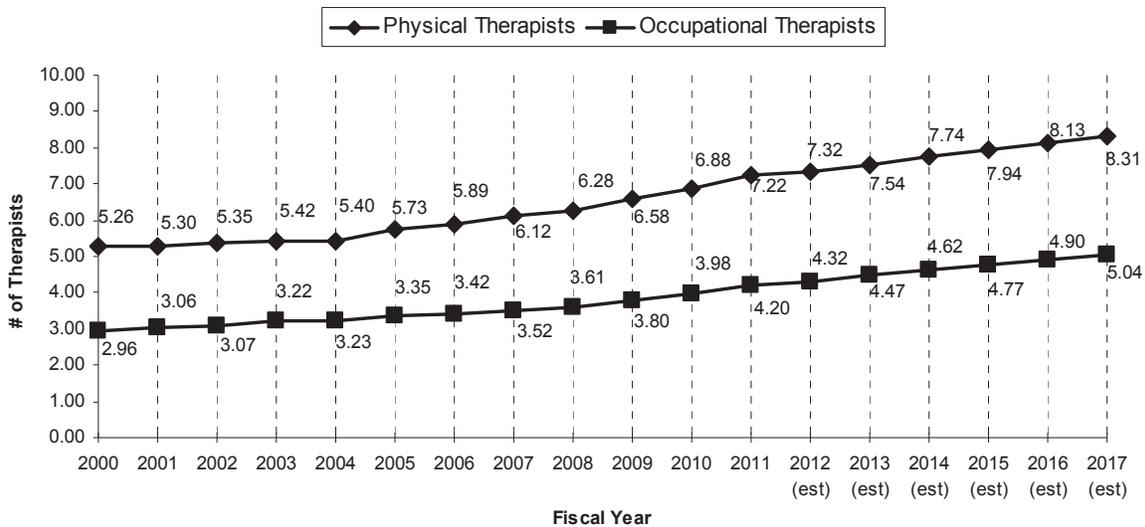
(3) Future Trends

There have been several conflicting reports published recently which predict the future of the physical and occupational therapy professions over the next 5 – 10 years. We have attempted to analyze the conclusions of these (sometimes conflicting) viewpoints to arrive at our vision of the future. What *is* certain in all cases is that events and trends that affect healthcare and the healthcare industry in general, and the professions of physical therapy and occupational therapy specifically, will also have an impact on the Executive Council.

There are a number of trends we have identified as major impacts facing the agency's service population. These actually tug in both directions; i.e., some increase the demand for services while others depress it. The most significant are:
a. Constantly rising healthcare costs.
b. An aging population requiring increasing therapy services.
c. An aging professional population.
d. A trend at all government levels to cut healthcare related services and programs.
e. Medicare outpatient dollar cap.
f. A trend by corporations to reduce healthcare costs.
g. If the Mid-East wars continue, the demand for therapy services, especially OT related, will continue to significantly increase. The military and VA employ a large number of civilian PTs and OTs to work in their hospitals in Texas, of which there are a relatively large number.
h. The Affordable Care Act fallout. No one knows what will be the impact on PTs and OTs in Texas.
i. A continued shortage of instructors at PT and OT schools. Low state salaries for professors and instructors relative to the private sector are the primary reason. Additionally, instructors are not willing to take the department chair job. This is especially critical in the PTA and OTA

schools. This is exacerbated by the number of new programs in Texas that are either coming on line or in the planning stages. (see **Appendix J**) A related issue is the lack of appropriate clinical sites for students. According to many faculty, it is already difficult to find clinical sites, and more students will put even more pressure on that system.

j. If the US and Texas economies continue as they have the last several years, an elevated number of therapists will continue to move to Texas for the job opportunities here. This influx has mitigated the shortage caused by i. above, as have the recent increase in the number of schools offering PT/PTA/OT/OTA programs, and the full classes in the existing programs.

Continuing Competency vs. Continuing Education
HB 4281 was passed by the 81st Legislature, and the changes resulting from it moved Texas Physical Therapists from reliance on mandatory CE to a continuing competence model. The PT board has always relied heavily on continuing education (CE) to insure that practitioners are competent. However, research has shown that traditional CE has little effect on the practice of health care practitioners. The PT board is now implanting changes to move from more traditional CE activities to an expansion of categories of CC that add more "engagement" activities, such as service on a professional board or committee, which reflects the evolving understanding of the indicators of professional competence.

Other observations:
    a. The days of an extreme under-supply of therapists are over, but there are still shortages of therapists in Texas at less attractive work sites and locations, generally speaking, anywhere but in the larger cities. See **Appendix I** for the distribution of PTs, OTs, PTAs, and OTAs in the state by county. Counties which have less than the ratio of practitioners per 100,000 population, can be considered under-served by that profession. A quick scan will show that most of the under-served population is along the border, the Panhandle, and more rural areas.

    b. If some projection analysts are correct, and the number of new jobs continues to increase at its current rate, there will continue to be a shortage of therapists similar to what occurred in the early 90's, as schools cannot react quickly to market swings.

    c. The decline of new licenses issued in Texas since 1998, and that bottomed out in 2004, reflected a decrease in interest in the therapy careers by college-age students. The number of schools with a full therapy student enrollment also declined during that time period with some schools in Texas reporting only ½ to ¾ full, while several schools closed down unprofitable programs. However, due to the demand for new therapists, school enrollments have recovered, schools are reporting full attendance in response to the attractiveness of the OT and PT careers, and new programs are coming on line. Also, a good percentage of the new licensee statistics can be attributed to out of-state and foreign trained licensees moving to Texas.

    d. There are several interesting developments in workplace settings that could impact the Executive Council and Physical Therapy Board. The number of PTs working in Home Health settings continues to grow. This may put pressure on the PT board to write rules specifically for this setting, which would be a break from tradition. Up until

this point, the PT Board has resisted writing rules specific to a work setting, for obvious reasons. Also, as more PTs become DPTs, more and more PTAs will be "managing" home health physical therapy services. Also, more PTs are going into wellness and fitness settings, which do not require a referral.

e. The Bureau of Labor Statistics projections are slightly more cautious than in years past, but continue to be optimistic over the long term. As stated before, however, the forecasts are based on what should be the expected demand for services, and not on what the public can/will pay for those services. Their projections have been inaccurate in the past, and there are indicators they are still over-projecting the numbers of therapists needed in the workplace.

When the BBA cap was implemented in 1999, and the market began to readjust itself, the two boards postulated several likely long-term scenarios about the future of physical and occupational therapy services. The first was that the supply of therapists will shortly equal and then slightly exceed market demand. This conclusion was based on the opinion that purchasers of therapy services will attempt to control their expenses through marginal change. This would ensure that there would not be a drastic drop in the market demand. The consensus was that this outcome is possible, but not likely. The second scenario predicted that the supply of therapists would exceed demand, due to efforts by businesses to reduce the number of therapists they employ. To compensate for the lower number of therapists available, businesses would hire more assistants and aides. The consensus at that time was that this was the most likely possibility. The third scenario predicted that the supply of therapists would far outweigh demand due to the replacement of professionals with less skilled personnel or multi-skilled therapists, in addition to aggressive attempts at efficiency and cost cutting. The consensus was that this outcome was possible but not likely. At the time, consensus on the two boards was that the second scenario would happen. twelve years later, it appears to be more a combination of the first two, as the therapist supply has adjusted (relatively speaking) downward, while the demand for services has reacted upward to the suspension of the BBA cap. What is considered full time employment of PTs and OTs occurred in 2002-3, and there is now considered to be an overall slight shortage of therapists, indicating the first scenario is proving truer. If this shortage continues to grow, then the market will again adjust by providing more therapists from schools and recruitment of out-of-state and foreign trained therapists.

Resource consolidation, uncertainties of the effect of the Affordable Care Act, vigorous control of escalating Medicare and Medicaid costs, and substitution of lower cost personnel for highly trained (and higher paid) individuals, are trends currently seen in the marketplace that contribute to this projection. Regardless of what actually happens, the Executive Council will still have to plan for and respond to an annual increase of 3-5% supported population of therapists requiring our services regardless of the short term forecast for numbers of licensees.

E. Technological Developments

The Executive Council continues to pursue advances in information technology that can contribute to the agency's mission. The basis for the agency Information Resources Strategic Plan is in Section VI, but the highlights of the plan and current activity follow:

- ECPTOTE has made major upgrades to the local area network six times over the past ten years. The agency spends a significant amount of funds on maintenance and improvements of its internal licensing database system every year so that the program that first came on line in the summer of 2002 performs satisfactorily and changes to meet the needs of the agency. Other state agencies have approached ECPTOTE to inquire about also adopting the licensing system. This database licensing program is more than adequate for agency requirements through the indefinite future until replaced by a common licensing database adopted by the other member agencies of the Health Professions Council (it is already operational in 5 agencies). It was recently upgraded to allow linkage with digitized licensee records and disciplinary actions.

- The ECPTOTE plans to continue into the indefinite future its interagency cooperative contract with several other HPC agencies in the Hobby building to share IT support. ECPTOTE contributes fewer funds that it paid an outside vendor to support the agency's network, web site, and IT hardware. In return, three HPC IT technicians provide responsive and unlimited hardware and software support to the agency. The system has worked well, and the agency will remain in this cooperative agreement as long as the other agencies continue to participate.

- The agency is an enthusiastic participant in the HPC initiative to digitize all paper records, and is most of the way through a large effort to transfer all of its paper files into a digital format. Plans to dispose of the paper records though are not as clear. This is discussed elsewhere.

- The agency has standardized software applications throughout the agency, but it is now obsolete to include the operating system. The agency workstation software applications and operating systems are two generations old and as soon as Microsoft releases Windows 8, will be three generations behind. This is starting to cause interoperability problems with other entities, and forces the agency to use workarounds and develop special interfaces. Training for new employees has become non-existent due to budget restrictions. Employee training in this area used to be considered a strong point, but the lack of funds is starting to have an impact on employee skill levels; certainly for new employees.

- ECPTOTE expanded its use of the Internet and plans to expand on it when funds are available. All employees have an email account which is used almost exclusively now in lieu of other more inefficient means of communications. While only several years ago it seemed as if most licensees seemed to prefer phone calls and written correspondence, as younger therapists enter the profession, electronic correspondence is becoming the preferred method of communication. Through the renewal process, ECPTOTE is slowly collecting licensee email

addresses and has about half of all licensees. It is currently planned to use this information to provide relevant information to licensees through this medium in lieu of mail or phone calls.

- As in the four previous biennia, the agency shared a common legislative on-line service with other HPC agencies, which proved very helpful during previous legislative sessions.

- The most significant event this biennium occurred in January 2011 when ECPTOTE was notified by the business that has hosted and performed all maintenance on its website for the past 12 years that it was no longer going continue doing so. A decision was made to transfer the website to a Health Professions Council server with HPC IT personnel providing support, but unfortunately, due to a number of reasons, lack of security being the greatest, the web site was first going to have to be completely rewritten before that could happen. Through a joint effort by the original developer and HPC IT personnel, the conversion was completed in early 2012, although not without difficulty and significant cost overrun. Part of this overrun was caused by "job creep", or the adding on of nice to have extras that weren't included in the original contract. Part of it though was due to unexpected problems encountered during the actual development. A number of difficult to overcome problems were caused by limitations of the program selected for its value (cheap). The agency was trying to conserve funds, but the problems encountered actually ended up adding to the cost and length of time to complete the project. This again proved the adage that in project management you can get it quick and good, but not cheap, or good and cheap but not quick, or quick and cheap, but not good. We bounced back and forth between the first two options, which exacerbated the problem. The final product though was excellent. While there were still some minor maintenance issues to solve, and some enhancements and desired capabilities not added, it was well received by all users when it was rolled out in early 2012. In its performance and usefulness, it is still a quantum leap over its predecessor, even though it ended costing the agency about twice as much to develop as originally planned.

F. Economic Variables

While inadequate funding caused by financial crises at the state and national level has the most significant and direct negative impact on the ability of the Executive Council to adequately support its mission, other economic variables affecting the agency through their impacts on its licensees and registered facilities include rising health-care costs, the federal level Affordable Care Act that is coming into effect, the current state of the state and U.S. economies, the uncertainty about the future of Medicare/Medicaid in Texas, the change in priorities of state spending and fund allocation, and the ever increasing need for state services by its citizens.

Right now, comprehensive managed care is becoming more expensive for employers, and more and more are either cutting benefits or passing on part of their costs to employees. Based on observations over the past several years, this reduction in services will adversely affect the demand for physical and occupational therapy professionals by either the employers or employees. If there is a simple increase in numbers of enrollees in HMOs, it will not result in an increase in demand for therapists. Instead, based on today's climate of shifting the burden of purchasing healthcare services back onto the consumer, forecast models predict that demands for therapy services will suffer a decline as managed care expands. A side bar result

of this aggressive controlling of costs is that more PTAs and OTAs relative to PTs and OTs may be hired (less expensive). More and more people are enrolling in the existing programs filling them to capacity, and new programs are coming on line in response to the increase in demand. And of course, the Affordable Care Act can and will change all of this. Uncertainty is the best word to describe the future of physical therapy and occupational therapy, like other areas of healthcare.

The bottom line:
By all estimates, the demand for physical therapy and occupational therapy services will continue to grow in the short term in Texas at about the same rate as the general population. If the agency continues to receive a level of funding to support its licensing and enforcement missions as it has in the past, then services will not suffer due to efficiencies developed in agency processes and procedures over the past several years, implementation of new (er) technologies, and automation of time-consuming tasks. These initiatives are expected to continue in the near future. If funding is less than current levels, like it has the past two biennia, then negative impacts would include an increase in the time necessary to license individuals or register facilities, thereby not allowing them to provide services while waiting for those licenses; a severe degradation in the enforcement of the Practice Acts and rules resulting from an increased case load by the investigators; curtailment of information provided to the service population by the administrative staff; and a deterioration in the quality and responsiveness of information provided to decision-makers.

G. Impact of Federal Statutes/Regulations

The Executive Council expects that managed care evolvement and potentially restrictive Federal healthcare reform will continue to affect the public, our service population, and, therefore, the agency. This will be counteracted by the Affordable Care Act, but no one knows to what degree. physical and occupational Therapists, like other health care professionals, continue to feel the effects of the Federal Government's targeting of Medicare and Medicaid entitlements, managed care, and reductions in employees' health benefits. This is an uncertain environment for the health care industry. No one can adequately predict what the impacts of healthcare reform will be on therapists and their Texan patients. Future national level politics, always difficult to predict, will have the greatest influence what will occur in this area.

H. Other Legal Issues

With the exception of the areas listed in the below two paragraphs, and which are speculative in nature, the Executive Council does not anticipate any state statutory changes that will significantly affect the functioning of the Executive Council or its two supported boards.

As in almost every past legislative session, there will probably be scope of practice conflicts between the Physical Therapy and Occupational Therapy professions and other health care professions, that could involve the Executive Council to some degree. Based on discussions with the trade associations, there may be amendments proposed in the 82nd Legislature to one or both practice acts, most probably under the broad topic of direct access. If this occurs,

Executive Council employees and affected board members can expect to be called on to testify at committee hearings.

The Executive Council and the two boards, unlike the majority of the other health licensing boards, were not reviewed by the Sunset Commission in FY2004/5, again in FY2008/9, and yet again in FY2012/13. They were rescheduled for the FY2016/17 biennium. The Sunset Commission is scheduled to review the Executive Council and two boards prior to and during the January – May 2017 legislative session. However, it could still be impacted by decisions made in the legislature during the Sunset Review of the other agencies. Examples include consolidation of entire agencies, either functions or completely, scope of practice changes, and changes in laws that affect all licensing and/or health boards.

I. Self-Evaluation and Opportunities for Improvement

(1) Past Concerns Requiring Major Corrections

One of the most pressing requirements that was faced by the Executive Council since its creation was determining the degree of administrative merging that could be achieved by the two boards. While early on the agency integrated the support for accounting, general administration, facilities registration, and investigation activities, the licensing processes remained two distinct, but cooperative, operations running in parallel. These two operations had five years to grow entrenched in their ways and drift slowly apart in their own ways to doing business. Uncoordinated rule making by the two boards added to the problem. Changes were made to the licensing database program that further widened the differences between the two licensing and renewal processes. Despite these self-inflicted handicaps, over the past several years, the Executive Council slowly made the necessary changes to internal procedures to combine the physical aspects of new license issuance and renewals. With the delivery of a fully operational and integrated database licensing program it became essentially complete. This took care of the major two recommendations of the 1995 and 1999 State Auditor Small Agency Management Audits that had been only partially implemented. With the last module of the licensing database delivered in June 2005, the Accounting module, the audit's recommendations were finally fully completed. The agency has not had another small agency management audit since the 1995/99 audits.

Also, before the creation of the Executive Council, the two boards had many years to establish separate and very different requirements for licensure in areas such as fee structures and educational credentialing. When the differences established at the national level or by other states are included (e.g., examination testing procedures, out-of-state license validations / endorsements, certifications), the agency faced significant hurdles in developing standardized forms, much less complete processes. The two board coordinators worked together to take the best of both sets of board rules and incorporated them into a major rule rewrite. They then worked with their respective boards to make the necessary rule changes with a goal of commonality of administrative outcomes. This was a complex process taking several years to accomplish, but was eventually accomplished during 2001. A major task is insuring that the two boards' administrative rules remain consistent. Thanks to the continuing efforts of the board coordinators, senior investigator, and licensing manager, with few exceptions the

synchronization has remained in place. It requires constant attention, because the tendency is for the two boards' rules to drift apart.

Over the past two years the Executive Council has participated in several state-sponsored evaluation programs – the Survey of Employee Engagement, Comptroller audits, annual SORM review, State Auditor Classification reviews and the CY2010 Performance Measure audit, and the biannual Report on Customer Service. It has depended on outside organizations skilled in performing these types of evaluations to perform these functions, which were beyond the capabilities of agency personnel to execute. Because of the use of experts to administer the internal and external evaluations, the data and conclusions are significantly more valid and useful than if the agency tried to perform them itself. The data rollups and conclusions of the Customer Service survey and Survey of Employee Engagement are in **Appendix H and G**, respectively.

In FY2011, The Executive Council met or exceeded 31 of 40 (83%) total performance measures, and met or exceeded 10 of 17 (71%) key measures. This is a slippage compared to previous years, but that can be directly attributed to budget issues. While ECPTOTE meet or exceeded all licensing related performance measures, all of the "not met" measures were enforcement related. When the agency's FY09, FY10, FY11, and FY12 budgets were cut, one of the ways the agency and boards responded was to change the number of board meetings a year from four to three. Since investigation cases can only be closed at board meetings, many enforcement performance measures were impacted by this decision, primarily because of the extension of the length of time it takes to complete a case. For the missed enforcement related measures, the agency did not meet the percent of complaints resulting in disciplinary action for PT and OT (9% and 11% actual vs. 25% and 25% goals respectively); average time for complaint resolution for PT and OT (146 days and 142 days actual vs. 125 days goal); and number of jurisdictional complaints received for PT and OT (413 and 195 actual vs. 325 and 125, respectively). Most of these measures were also missed in FY2010. Seven of the nine missed enforcement measures were key measures. In retrospect, the only way the agency could have met most of the measure goals was to have been adequately funded and done a better job of forecasting in the first place.

The results of the State Auditors Office Performance Measure audit was published on July 2010. The complete report along with the ECPTOTE response and corrective actions can be found on the State Auditors Office web site at http://www.sao.state.tx.us/Reports/report.cfm/report/10-033

All corrective actions were either completed during the audit, or by September, 2010.

(2) *Performance Benchmarking*

As in previous years, we identified a performance measure for each goal that we consider a performance benchmark, i.e., which best describes how well we are performing our mission. Ten years ago these measures were determined to be the most critical of all those we maintain based on which would have the greatest impact on licensees and general public if poorly performed. Since then, ECPTOTE has conducted internal discussions on the subject, polled

board members, talked to other state and national level organizations, and obtained opinions from licensees during gatherings and meetings on the criticality of these measures. These two measures are still considered the best performance benchmarks for the agency. The critical statistics were "Average Time for Individual License Issuance" for the Licensure/Registration goal (Goal 1), and "Percent of documented complaints resolved within six months" for the Enforcement goal (Goal 2). Both performance measures include the Physical Therapy and the Occupational Therapy statistics. A baseline was available, since at one time, the agency performed the selected measures poorly, and now does them well. Based on recollections of many past budget hearings, these measures are also of importance to members of the legislature. A record of agency past performance in this area for the past five years is found in **Appendix H**.

The five state-level benchmarks to which these agency level performance benchmarks link are:
1. "Percentage of state professional licensee population with no documented violations" (agency Goal 2)
2. "Percentage of new professional licensees as compared to the existing population" (agency Goal 1)
3. "Percentage of documented complaints to professional licensing agencies resolved within six months" (agency Goal 2)
4. "Percentage of individuals given a test for licensure who received a passing score" (agency Goal 1)
5. "Percentage of new and renewed licenses issued via Internet" (agency Goal 1)

These benchmarks fall under the statewide priority goal: *To ensure Texans are effectively and efficiently served by high-quality professionals and businesses by implementing clear standards, ensuring compliance, establishing market-based solutions, and reducing the regulatory burden on people and business.*

As in our previous Strategic Plans, after identifying the most significant measures, we began the process of trying to establish what an acceptable benchmark number would be for each of those measures. While most agencies that are members of the Health Professions Council have similar measures, we discovered their measures varied widely in what was an acceptable standard, and what their licensees expected of them. We also regularly contact some of the larger state PT and OT licensing boards to try and gather national comparisons and determine a general standard for our critical benchmarks. What we found was that very few boards outside of Texas maintained statistical data in any of our performance measure areas, and those that did had greatly different standards (lesser). For example, while our license processing turnaround time averages about 1.5 days (established standard), in other comparable size states the average time was between two weeks and two months (actual) with no standard. The best benchmark statistical goal we could set, that were realistic yet would challenge us, were two calendar days to issue a new license, and 90% completion rate of investigations within six months. As we continue to improve our licensing processes, although the workload will increase (growing licensee population) we expect the average time to issue a license to generally hold at its current time frame. However, as long as an investigation continues to be labor intensive, contain time requirements required by law, and the numbers of complaints does not decrease,

and most importantly, we have financial limitations translating into a limitation on support for the investigation personnel, the 90 percent rate is probably optimum.

(3) Enforcement Concerns

Like most regulatory agencies, a major item of emphasis and concern to the agency and boards is enforcement of the practice acts and rules; specifically, licensee and facility compliance. The major issue facing the agency is that due to the growth rate of the general and licensee populations in Texas, the number of complaints received by the agency also continues to grow, unfortunately almost at the same rate. The agency and boards' complaints have more than doubled in the last ten years, while the number of staff investigators remained the same until this fiscal year, when it grew from two to three. A second and related issue is the growth in the number of applicants with criminal histories, which also require us to open an investigation case on each. Additionally, the agency is now required to review and make a determination of the eligibility for future licensure of an individual with criminal history who requests such a determination from the boards. Six years ago, the major concern was the large number of Continuing Education compliance violations. While still a concern, recent initiatives taken by both boards have significantly reduced the problem. A comparison of types of complaints filed with the boards follows further in the discussion.

Beginning in Fiscal Year 1994, the Executive Council has faced increased enforcement demands in an additional area of responsibility, and one not required of many regulatory agencies. The two boards received the statutory authority to register facilities that provide physical therapy and occupational therapy services. This authority gave the boards the ability to monitor more closely the quality of care provided at these facilities. In the 18 months following that mandate, the boards adopted rules regarding registration, and to date have registered over 3,900 facilities. That number will continue to grow to match the demand for PT and OT services. See *Figure 13* for a chart showing the significant progression of facility growth.

This registration requirement is just one of the factors that have led to the overall increase in the number of complaints received by the boards (see *Figure 14*).

Figure 13

Growth in Facilities Licensed to Provide Physical and/or Occupational Therapy - Fiscal Years 1994-2017
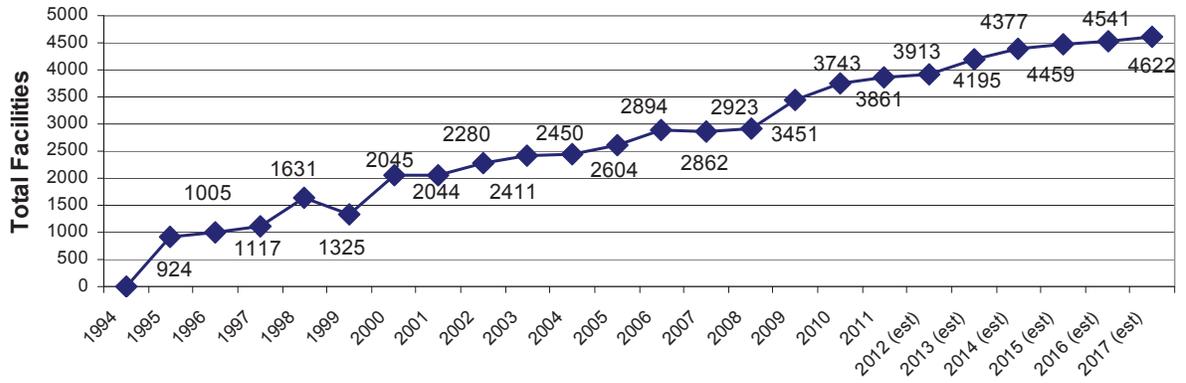
Figure 14

Investigations Opened

☐ **Physical Therapy** ☐ **Occupational Therapy**
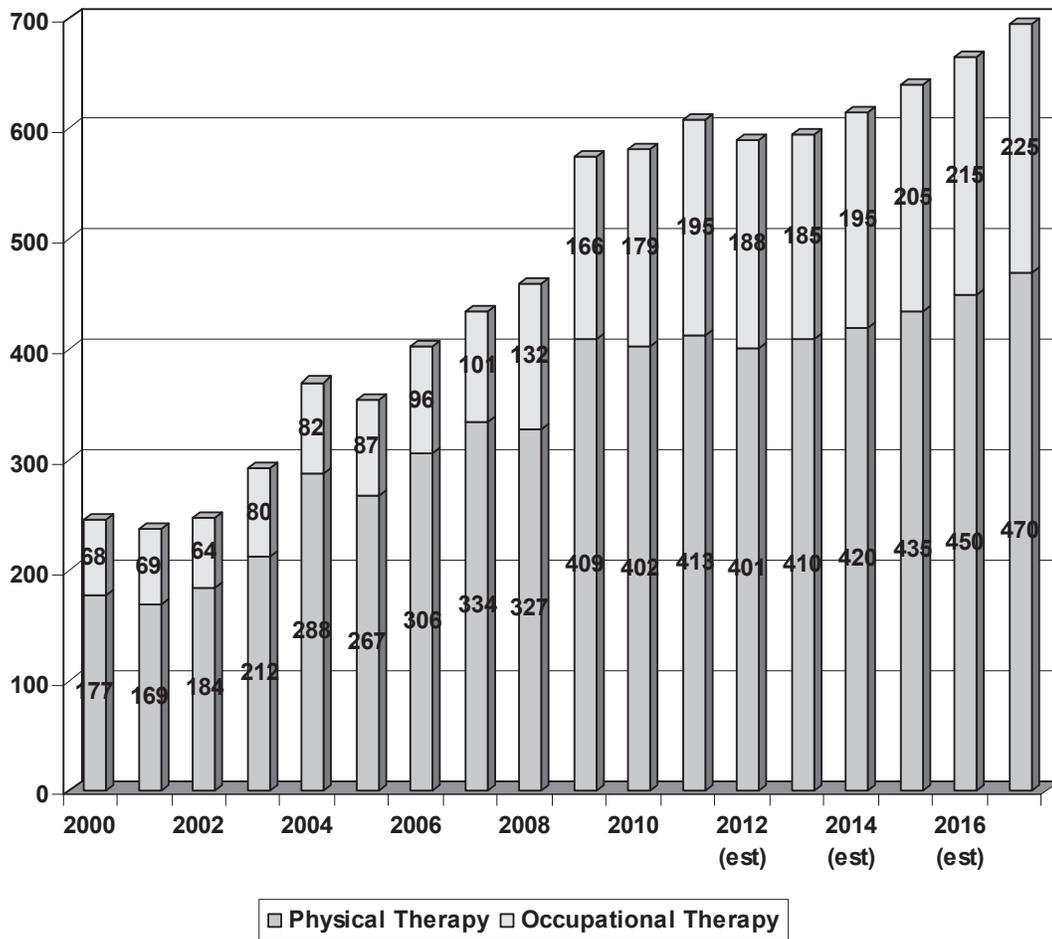
In Fiscal Year 2004, the agency received over 100% more than the number of complaints received in 1994, the first year the Executive Council began investigations for both boards. The numbers dipped in FY 2005, but then matched and passed the FY 2004 levels, and is expected to almost double again. The factors contributing to the increases in PT and OT *complaints received* from 2002 to the present are an increase in the number of licensees; increase in the number of applicants with criminal histories; initiation of a random audit of licensees' continuing education requirements, and continued presence in the schools addressing our complaint process and obligation of licensees to report violations.

The number of investigations involving applicants with criminal histories has continued to increase. One reason is that as other healthcare licensing boards automatically disqualify potential applicants with such history, the PT and OT Boards have no such automatic disqualification. The agency is getting some applicants that have been rejected by these other boards. Additionally, many schools are accepting students with criminal history (previously not accepted) that are referred to ECPTOTE for review prior to completion of the program. As far as the impact of any policy changes, in the last year, both boards have now stopped investigating those applicants that only report MIPs (Minor in Possession) to lessen the number of investigations for matters of little consequence.

Felony/drug cases are initiated (in the majority of those cases) when the applicant indicates such history on their application. That indication prompts the investigation. ECPTOTE does not proactively perform background checks. ECPTOTE did run a test a few years ago where we ran each applicant through DPS to check for criminal history that may not have been reported by the applicant. That test found *no* cases where an applicant failed to report such history. That test, which lasted one year, was discontinued based on those findings and to better use available resources. If in the future, ECPTOTE is directed by the legislature to perform background checks, it will do so with no expected problems – as long as it is not an unfunded mandate.

The graph in *Figure 14* displays the variations in the number of investigations conducted by the Executive Council and the cases we anticipate in the near future, while the "Projections of Outcomes for Five-Year Planning Horizon" chart in **Appendix C** projects future enforcement-related outcomes in measures identified by the state. Unlike most of the agency projections, the forecasted numbers are not based on statistical trend analysis, but are instead based on expected supported population growth.

The *complaints resolved* cases breakdown (by type) for FY2011 for PT and OT with FY2009 numbers for comparison:

Occupational Therapy Complaints	FY2011 Cases Resolved	FY2009 Cases Resolved
Criminal / drug history	75	71
Practiced in unregistered facility	33	20
Fraudulent billing /documentation	20	20
Practiced with expired license	17	20
Patient injury/abandonment	15	10
Disciplinary action by another jurisdiction	15	11
CE audit failure	11	10
Detrimental practice/unprofessional behavior	06	01
Improper supervision	02	00
Practiced without a license	01	03
Totals	**195**	**166**

Physical Therapy Complaints	FY2011 Cases Resolved	FY2009 Cases Resolved
Criminal / drug history	221	172
CE audit failure	56	61
Patient injury/abandonment	32	45
Fraudulent billing /documentation	28	24
Practiced in unregistered facility	31	33
Practiced beyond scope of licensure	16	08
Practiced with expired license	09	20
Disciplinary action by another jurisdiction	08	16
Fraudulent Ads	08	25
Improper supervision	04	00
Practiced without a license	01	03
Totals	**413**	**409**

Some proactive steps the agency has taken in past years to try and lower the number of practice act violations included:
a. the use of a jurisprudence exam requirement for all OT and PT license applicants and renewals;
b. emphasis on retention and training of our investigators;
c. random audits of CEUs claimed by renewals;
d. encouraging the perception among licensees that they stand a strong risk of getting caught violating the practice acts;
e. visits to almost 100% of graduating classes by board coordinators and investigators to discuss enforcement and the law; and

f. strong (but fair) penalties given to proven violators by the board. Following are the total
    number and types of board-approved disciplinary actions during the past biennium:

- OT Board	2010	Letter of Reprimand	01
		Community Service	06
		Suspension	10
		Revocation/Surrender	00
	2011	Letter of Reprimand	00
		Community Service	06
		Suspension	08
		Revocation/Surrender	00
- PT Board	2010	Letters of reprimand	00
		Community Service	22
		Suspension	19
		Revocation/Surrender	00
	2011	Letters of reprimand	00
		Community Service	13
		Suspension	13
		Revocation/Surrender	00

We believe that the proactive steps the agency and boards took in previous years have paid off
by lowering the number of the most severe violations which used to be the most common. For
example, following are comparable percentages from the types of complaints submitted in
FY2001 vs. the types of complaints in FY2011:

OT related cases:

FY2001		FY2011	
Practice in unregistered facility	32%	Prior criminal history	36%
Practice w/ expired license	20%	Practice in unregistered facility	17%
Fraudulent billing/documentation	12%	Fraudulent billing/documentation	10%
Patient injury/abandonment	9%	Practice w/ expired license	8%
Improper supervision	9%	Adverse action in another state	8%
Practicing w/o a license	7%	Patient injury/abandonment	8%
Criminal history	5%	Improper renewal	6%
Detrimental practice	4%	Detrimental practice	3%
Practicing beyond scope	2%	Practicing beyond scope	2%
		Improper supervision	1%
		Practicing w/o a license	1%

PT related cases:

FY2001			FY2011	
Fraudulent billing/documentation	14%		Prior criminal history	53%
Practice w/ expired license	14%		Improper renewal	13%
Fraudulent advertising	12%		Practice in unregistered facility	8%
Practice in unregistered facility	12%		Patient injury/abandonment	8%
Prior criminal history	10%		Fraudulent billing/documentation	7%
Practicing w/o a license	10%		Fraudulent advertising	2%
Improper supervision	10%		Practicing beyond scope	4%
Patient injury/abandonment	8%		Practice w/ expired license	2%
Improper documentation	4%		Adverse action in another state	2%
Illegal remuneration	1%		Improper supervision	1%

The number of violations reported to the boards has remained relatively constant compared to the overall population, despite a steady increase in the number of therapists practicing in Texas. Proactive steps have kept the total number of violations within a manageable level (see *Figure 15* for the percent of complaints per 100 licensees), and the growing expertise of the two (and now three) investigators and expanded use of technology, allow the statistical rollups of the cases to generally remain well within the assigned performance measure guidelines. What the percent of complaints per 100 licensees chart indicates is, that while the total number of licensees is continuously growing, despite "spikes" in certain years, over the long term, a lower percentage of the licensee population is violating the practice act and rules than in the past. This trend is expected to continue in the future.

Figure 15

Percent of Complaints Per 100 Licensees

Occupational Therapy Related
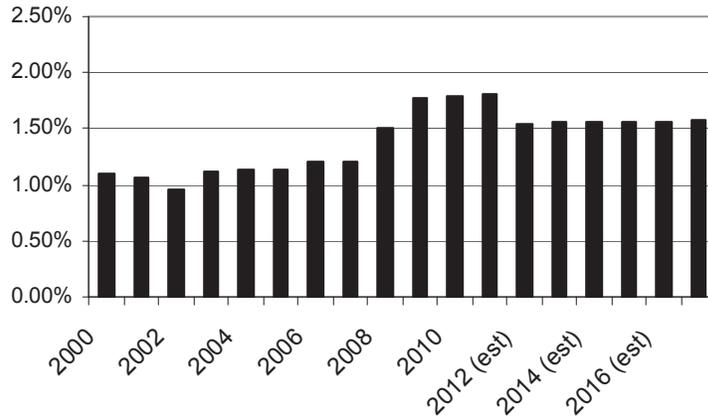
Physical Therapy Related
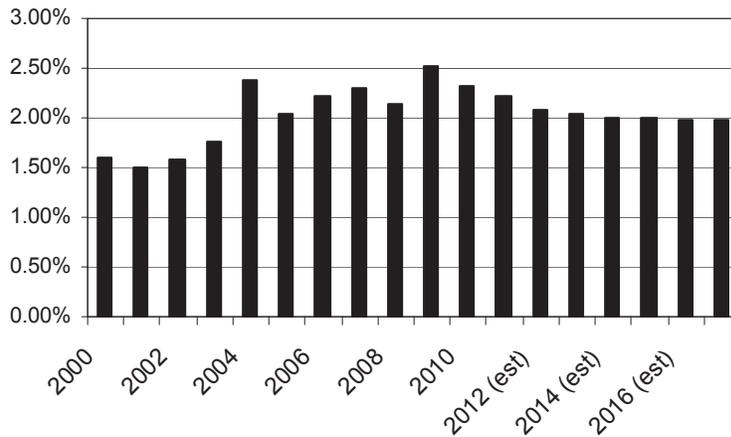
With the agency current staffing limitations, almost all investigations conducted by the Executive Council's investigators are reactive in nature, i.e., they respond to complaints from outside sources. Other than the internal steps mentioned earlier, due to fiscal restraints, the Executive Council cannot take proactive measures in the actual working of complaints. Infrequently a "spike" is caused by a large number of complaints filed against just a few licensees, Fortunately, this happens infrequently. The FY2004 spike was driven by a larger number than normal of CEU audits referred from the licensing section to the investigators. The FY2010 spike is attributed to a sudden increase in criminal history cases that is discussed elsewhere. The four charts in *Figure 16, 17, 18,* and *19,* which display the types and frequency of complaints received in Fiscal Years 2008 and 2009 for the two boards, show the large percentage of "Prior Criminal History" cases. In almost all cases, they are students or

applicants who have misdemeanor or felony histories that the boards must review prior to licensure.

Both the OT and PT boards took steps several years ago to reverse the increasing number of CE related violations. Up until 2011 the OT board was the only one to require licensees to record the CE courses and hours taken on a form during the renewal process. The PT Board has also now adopted a process similar to the OT board's process of recording the CE courses during the renewal process. It is anticipated that this change will have a positive impact by reducing the number of resulting investigations for no-compliance with the renewal mandates concerning CE. This extra step in the renewal process is incorporated into both the online and manual system. Online, licensees complete a CE module similar to the jurisprudence test module, and the correct completion of the module (and passing the test) allows them to continue to the financial transaction. The logic of implementing this additional step is that licensees might be less likely to "roll the dice" about their CE during the renewal process if forced to go beyond just checking a box that affirms they have completed the CE requirement, and instead also add the course name and number on the on-line form. The list files are stored at the agency electronically, and are only be used if the owner is selected for the 5% audit.

The Investigations module was added to the licensing database several years ago and more recently updated to meet the control and reporting needs of the investigators. This allows for more dependable tracking of investigations and generating of performance measures reports. This automation of a previously manual process has been a multiplier for the investigation efforts.

Lastly, all of the board's paper files of disciplinary actions taken since 2003 have been scanned and will soon be available on the agency web site. Any requester will be able to download any of these documents without requiring investigative staff assistance. Besides saving the requester's time, it will allow the investigators additional time to work active cases.

Figure 16

Fiscal Year 2010 Nature of Complaints
Physical Therapy Board

- Disc action by another State 5%
- Failure to Properly Renew 15%
- Patient Injury or Abandon 12%
- Fraudulent Ads for PT 4%
- Fraudulent Billing 4%
- Fraudulent Application 1%
- Improper Supervision 1%
- Practicing in Unreg Facility 6%
- Practicing with Expired License 5%
- Drug or Criminal History 47%

Figure 17

Fiscal Year 2011 Nature of Complaints
Physical Therapy Board

- Practice beyond scope of practice 4%
- Failure to Properly Renew 13%
- Patient Injury or Abandon 8%
- Fraudulent Ads for PT 2%
- Fraudulent Billing 7%
- Improper Supervision 1%
- Disc action by another State 2%
- Practicing in Unreg Facility 8%
- Practicing with Expired License 2%
- Drug or Criminal History 53%

Figure 18

Fiscal Year 2010 Nature of Complaints Occupational Therapy Board

Improper Renewal 4%

Practicing w/o License 1%

Practice in Unreg Facility 12%

Patient Injury or Abandon 10%

Fraudulent Billing or Doc 6%

Disc action by another State 9%

Practicing with Expired License 3%

Drug or Criminal History 34%

Figure 19

Fiscal Year 2011 Nature of Complaints Occupational Therapy Board

Disc action by another State 8%

Improper Renewal 6%

Detrimental Practice 3%

Improper Supervision 1%

Practice in Unreg Facility 17%

Practice beyond scope of license 2%

Patient Injury or Abandon 8%

Practicing w/o License 1%

Fraudulent Billing or Doc 10%

Drug or Criminal History 36%

Practicing with Expired License 8%

(4) External Communications

Regardless of the amount and frequency of information provided to the service population, there is always room for improvement. Rules are amended, created, or repealed at almost every board meeting, yet due to fiscal constraints, the Executive Council is no longer able to distribute them by mail to the licensee population. Prior to 2002, the agency usually was able to send out a newsletter on an average of one to two times a year. These newsletters and other mass mail-outs were about the only ways we knew for certain that we could address the greatest number of licensees in matters such as resolved disciplinary cases, policy changes and reminders, rule changes, and the boards' activities. Unfortunately, these newsletters now cost about $40,000 per mail-out ($55,000+ with rules inclusion), and are no longer affordable unless the funding is specifically requested during the budgetary cycle. Like almost everyone else, we have grown ever dependent on the Internet and our web page for communicating with the public. We consider this movement a success, due to our efforts to make it an attractive communications alternative and the rapid growth of Internet use by the public. The agency will still send out postcards to remind licensees of upcoming renewal dates, and when necessary to notify a part (or whole) of the licensee population of an important subject or instructions. Employees still spend a significant amount of time talking on the phone, but the volume of email received and answered exceeds the number of phone calls made. The capability to apply for a license, renew a license, make a complaint, attend a meeting, read a newsletter, read the latest rule changes, verify a license, ask a question, and a number of other activities are now available on the agency's new web site, with new features and procedures being added on a frequent basis. ECPTOTE does a much better job keeping the site updated than it did originally, due to the complete rebuild and modernization of the web site, and all web page maintenance, upgrades, redesign, and posting and done internally (and with the assistance of the HPC IT personnel). Board newsletters are now posted three or more times a year on the site vs. the previous once a year when printed and mailed. The agency also uses e-news managed by the two board coordinators that allow them to "push" important information to the licensees instead of through the mostly passive means of notification. The one caveat to all of this, is that the Internet is not used by everyone and there is still a need for the more traditional forms of communication. ECPTOTE is collecting licensee email addresses during the application and renewal process, and is about one year of having all licensee addresses in the database. When the collection project is completed, communication with licensees about important topics or relevant notifications will improve significantly; at least for the approximately 90% of licensees who have a "good" email address on file.

(5) Increase in Demand for Information

The Executive Council is a small state agency. Like all other agencies, the Executive Council finds a growing percentage of its time diverted from its primary mission of protecting the public's health. Instead, it must respond to an increasing number of new reporting requirements, new policy requirements, and other state directives. These directives have increased the administrative burden of all state agencies, but especially the small ones, to a nearly unbearable level. An increasing amount of staff time, which otherwise could be devoted to providing direct services to the public, is instead spent on complying with an ever increasing

number of required reports and mandates. The agency is required by law to submit at least 92 monthly, quarterly, periodically, semi-annually, annually and biennially reports to other agencies at the state level. This quantity grows every year.

(6) Employee Attitudes Towards The Agency

In November 2011, the Executive Council participated in the Survey of Employee Engagement (the name changed) as it has in every odd calendar year from 2001, when it was originally administered by the School of Social Work, University of Texas. Unlike previous years, there were comparisons to other agencies based on size and mission provided with the results. However, in previous years employees of the agency gave higher ratings of the agency in every area measured. 15 of 18 employees completed the survey in 2011, 18 in 2009, 15 in 2007, and 17 in 2005.

According to its employees, the agency relative strengths (top three constructs) are information systems, external communication, and physical environment in that order. In 2009 they were supervision, strategic, and external communication. Areas that were considered of relative weakness (bottom three constructs) within the organization were pay, internal communication, and diversity in that order. Steps planned during the upcoming biennium to address the issues raised in the 2011 internal evaluation include increased information meetings, increase the emphasis on outside training events and improvement of the work environment (when funds allow), more frequent staff meetings, and individual discussions with employees by the Executive Director on the subject. Of interest is that according to the raw data, two employees was obviously very unhappy and rated every question with the lowest score possible. Since only 15 of 18 employees answered the survey, this tended have a large impact on each construct's score.

See **Appendix F** for the summary, analysis of the results, comparisons with other state agencies, and some data from the Survey of Employee Engagement.

V.   GOALS, STRATEGIES, OBJECTIVES AND MEASURES

During the update of the Goals, Strategies, Objectives, and Performance Measures of the Fiscal Year 2013-2014 Strategic Plan, the Executive Council made no recommended changes to the Legislative Budget Board. The HUB goals also remained unchanged.

The agency Goals, Strategies, and Objectives continued unchanged in methodology and intent. Again, the only changes were to language in several definitions due to recommendations from the State Auditors prior to the current biennium, and they were minor.

There were no new performance measures added for the current biennium. The 80th Legislature adjusted the goals downward for certain key performance measures to reflect the funding cuts made to the agency's budget. A comparison of the Key Performance Measures and Appropriations is in *Figure 20.*

The visual in *Figure 21* displays the relationships between the goals, objectives, and strategies of the Executive Council, followed by a listing of the outcome, output, efficiency and explanatory measures that support each of them.

Figure 20

COMPARISON OF FISCAL YEAR 2008/9, 2010/11, and 2012/13 KEY PERFORMANCE MEASURES AND APPROPRIATIONS

	FY 2008/9 (targets)	FY 20010/11 (targets)	FY2012/13 (targets)
OUTCOME MEASURES			
% of Licensees with No Recent Violations: PT	99%	99%	99%
% of Licensees with No Recent Violations: OT	100%	100%	99%
% of Licensees Who Renew Online	91%	92%	95%
% of New Individual Licenses Issued Online	77%	80%	80%
% of Complaints Resulting in Disciplinary Action: PT	25%	25%	15%
% of Complaints Resulting in Disciplinary Action: OT	25%	25%	15%
OUTPUT MEASURES			
# of New Licenses Issued to Individuals: PT	950/950	975/985	1530/1530
# of New Licenses Issued to Individuals: OT	580/585	590/590	900 / 950
# of Licenses Renewed: PT	6,390/6,520	6,600/6,600	7,920/8,000
# of Licenses Renewed: OT	3,900/3,950	4,200/4,200	4,400/4,500
# of Complaints Resolved: PT	225	325	325
# of Complaints Resolved: OT	70	125	125
EFFICIENCY MEASURES			
Average Time for Complaint Resolution: PT	105	125	150
Average Time for Complaint Resolution: OT	122	125	150
EXPLANATORY MEASURES			
Total Number of Facilities Registered	2,920/2,930	3,100/3,100	3,900/4,000
# of Jurisdictional Complaints Received: PT	225	325	400
# of Jurisdictional Complaints Received: OT	70	125	175/185
# of Full Time Employees	18	18	18
AVAILABLE FUNDING			
Funding Available to Support Measure Attainment	$965,111/ $969,422	$942,382/ $924,070	$944,991

Figure 21

Agency Goals/Objectives/Strategies

GOAL 01

Licensing & Registration

**Objective
01-01**

License PT & OT Professions

**Strategy
01-01-01**

Operate Licensing System

**Strategy
01-01-02**

TexasOnLine

GOAL 02

Enforcement

**Objective
02-01**

Public Protection

**Strategy
02-01-01**

Administer Enforcement

GOAL 03

Indirect Administration

**Objective
03-01**

Indirect Administration

**Strategy
03-01-01**

Licensing Indirect Administration

**Strategy
03-01-02**

Enforcement Indirect Administration

GOAL 01: License Physical and Occupational Therapists and Register Facilities

To protect the public health and safety by licensing qualified practitioners of physical therapy and occupational therapy and registering the eligible facilities providing such services.

Objective 01-01: Ensure License and Registration Standards for PTs, OTs and Facilities

To operate a licensing process for physical therapists, physical therapist assistants, occupational therapists, and occupational therapy assistants, and a registration process for facilities that will ensure meeting all license and registration standards through 2011.

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

Strategy 01-01-01: Issue and Renew Licenses and Register Facilities

Operate an efficient, accurate, and timely licensure process to license physical therapists, physical therapist assistants, occupational therapists, and occupational therapy assistants, through specific requirements for preparatory education, examinations, endorsements, continuing education, and renewal, and operate an efficient, accurate and timely registration process to register and renew licenses for facilities in which the practices of physical therapy and occupational therapy are conducted.

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

Efficiency *Measures:*
• Average Licensing Cost per Individual License Issued: Physical Therapy
• Average Licensing Cost per Individual License Issued: Occupational Therapy
• Average Cost per Facility Registration Issued
• Percentage of New Individual Licenses Issued Within 10 Days: Physical Therapy
• Percentage of New Individual Licenses Issued Within 10 Days: Occupational Therapy
• Percentage of Individual License Renewals Issued Within 7 Days: Physical Therapy
• Percentage of Individual License Renewals Issued Within 7 Days: Occupational Therapy

Explanatory/Input *Measures:*
• Total Number of Individuals Licensed: Physical Therapy
• Total Number of Individuals Licensed: Occupational Therapy
• Average Time for Individual License Issuance: Physical Therapy
• Average Time for Individual License Issuance: Occupational Therapy
• Average Time for Individual License Renewal: Physical Therapy
• Average Time for Individual License Renewal: Occupational Therapy
• Examination Pass Rate: Physical Therapy
• Examination Pass Rate: Occupational Therapy
• Total Number of Business Facilities Registered

Strategy 02-01-01: TexasOnLine. Estimated and Nontransferable

Provide for the processing of occupational license, registrations, or permit fees through TexasOnLine. Estimated and nontransferable.

Outcome *Measures:*
• Percent of Licensees Who Renew Online
• Percent of New Individual Licenses Issued Online

GOAL 02: Promote Compliance and Enforce PT and OT Practice Acts and Rules

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

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

To educate and increase licensee access to information; investigate or take action on all valid complaints received; resolve all complaints received within 105 days of receipt; initiate disciplinary action on licensees as necessary; and deter and reduce the incidence of violations of the law through compliance inspections of registered facilities in Texas through 2013.

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

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

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

Output Measures:
• Number of Complaints Resolved: Physical Therapy
• Number of Complaints Resolved: Occupational Therapy

Efficiency Measures:
• Average Time for Complaint Resolution: Physical Therapy
• Average Time for Complaint Resolution: Occupational Therapy
• Average Cost per Complaint Resolved: Physical Therapy
• Average Cost per Complaint Resolved: Occupational Therapy

Explanatory Measures:
• Number of Jurisdictional Complaints Received: Physical Therapy
• Number of Jurisdictional Complaints Received: Occupational Therapy

GOAL 03: Historically Underutilized Businesses

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

Objective 03-01:

Through each year of the strategic plan, we will make a good faith effort to award at least 33 percent of the total value of contracts for "Other Services" and 11.5% for "Commodities" to Historically Underutilized Businesses (HUB).

Outcome *Measures:*
• Percent of total dollar value of contracts awarded to HUBs for Other Services.
• Percent of total dollar value of contracts awarded to HUBs for Commodities.

Strategy 03-01-01: Historically Underutilized Businesses

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

Output *Measures:*
• Number of HUB purchases and contracts awarded.
• Dollar value of HUB purchases and awarded contracts.

VI.   TECHNOLOGY RESOURCE PLANNING

Part 1. Technology Assessment Summary

- Provide a brief description of the planned technology solutions that respond to the key factors that will affect the agency. Consider how those solutions align with the statewide technology goals reflected in the State Strategic Plan for Information Resources *(Advancing Texas Technology)*.

> The ECPTOTE licensing database continues to be sufficient to agency's needs in the near future with only maintenance planned for board rule changes and added reports. When the database is no longer viable, the agency will probably participate in the Health Professions Council sponsored licensing database developed and implemented by 6 other agencies.
>
> ECPTOTE will complete all paper license scanning into the HPC scanning system database, and will transition into a pure digital file system. It will integrate the previously paper files with the existing licensing database system, significantly improving staff efficiency.

- Provide agency descriptions related to each statewide technology goal listed below. The criteria for these descriptions appear after each goal and are labeled 1.a, 1.b, 2.a, and so forth.

Statewide Technology Goal 1
Strengthen and Expand the Use of Enterprise Services and Infrastructure

1.1 Enhance Capabilities of the Shared Infrastructure
- Data Center Infrastructure
- Communications Technology Infrastructure
- Statewide Portal Infrastructure

1.2 Leverage Shared Applications
- Enterprise Resource Planning (ERP)
- Email Messaging

1.3 Leverage the State's Purchasing Power
- Product and Services Portfolio Expansion

1.a   Describe agency plans to strengthen and/or expand its capabilities through the initiatives described in Statewide Technology Goal 1.

The agency does not participate in the Austin datacenter.

As a member of the Health Professions Council (HPC) the agency receives Information Technology Systems Supports (ITSS) services, which includes: Network Administration, Desktop Administration, Hardware Support, Email Administrations, Web Page Development and hosting, IT Purchase Consulting, Imaging System Administration, and IT Project Management. Along with ITSS services, HPC also provides some Human Resource services, which the agency is also currently using. ECPTOTE transitioned to the web hosting services that HPC offers from previously contracting with an outside vendor. The agency currently has an independent consultant maintaining its database system, works with TEX-AN communication, and with TexasOnline.com. The agency eventually plans to participate in the HPC sponsored database system. Six agencies are now participating in this initiative which consists of enterprise Licensing and Regulatory software for the management of licensing, enforcement, legal, and some accounting functions. This software is hosted at a shared facility in the Hobby building or at the Texas datacenter Network Security and Operations Center (NSOC).

1.b   Describe agency plans to strengthen and/or expand its capabilities through other initiatives that leverage enterprise or multi-agency services and infrastructure, including managed services, shared applications, internal consolidation efforts, and procurement strategies.

ECPTOTE has migrated its Capnet sponsored email system to Google Apps Enterprise. This saves the agency 50% of the funds now spent on email communications, and provide a number of enhancements (listed elsewhere) to workstation users. Additionally, the agency now saves $1,200 per year by using the HPC to host its web site vs. a previously contracted vendor.

Statewide Technology Goal 2
Secure and Safeguard Technology Assets and Information

2.1 Align the State's Approach to Enterprise Security with other State and National Strategies
   • State Enterprise Security Plan
   • Vulnerability to Cyber Attacks
   • Response and Recovery Capabilities

2.2 Integrate Identity Management, Credentialing, and Access Privileges
   • Identity Management Services

2.a   Provide an update on the agency's progress in implementing strategies to align with the *State Enterprise Security Plan.*

> The agency IRM assigned from the HPC attends continuing education seminars IAW mandatory rules. The IRM also submits monthly incident reports to DIR, participates in DIR's controlled penetration tests, and continually reviews current policies. The agency workstations and servers migrated from McAfee protection products to Microsoft Security Essentials, and they are always up to date. The agency's firewall is up to date both with hardware and software and considered state of the art. The server that holds the agency licensing database is independent from the server that links the workstations with the outside world, and the licensing verification tables on the agency web site and used by the public are located on a host not directly linked to the agency. The SAO audit team recently reviewed the agency data security procedures and hardware setup and found it satisfactory.

2.b   Describe the agency's identity management strategies in place or planned.

> Agency policies are in place to enhance local security through the use of complex passwords, password expiration, and password rotation on its workstations.

Statewide Technology Goal 3
Serve Citizens Anytime, Anywhere

3.1 Expand and Enhance Access to Agency Services
   • Multi-Channel Access
   • Rural Broadband Expansion

3.2 Facilitate Open and Transparent Government
   • Best Practices for Information Assets

3.a   Describe the agency's plans to expand or enhance access to its services and promote citizen engagement through online services and emerging technologies.

> The agency has extensive information on its new web site for the use of the public and is constantly changing it to increase and improve its offered services. Contact with staff members is encouraged through the use of email links and phone numbers for information or assistance not found on the web site. The agency has long been a proponent of the TexasOnLine portal, as evidenced by the number of licensees who renewed on line (94%) and applied on line (82%) in FY2011.

3.b Describe initiatives planned or in process that will facilitate access to agency information and public data.

> In early CY2012 the agency web site was revised to improve access and navigation. ECPTOTE worked with the previous vendor and the Health Professions Council IT staff to redesign its 10 year old website into a modern website that employs the following technologies: HTML and CSS for data formatting, PHP and JavaScript for application processing and database connectivity; and MySQL for database storage. All website content is stored in the MySQL database and published to the web via PHP scripts. The HTML and CSS then formats the data for presentation in the web browser. Given this structure, the website offers a custom-built search function that allows site users to perform keyword searches on all web content. These searches would be conducted against the data in the database with the results provided in the browser. Key agency personnel are constantly reviewing the content on the current web site, as well as other agency sites, to insure its accuracy and completeness. Changes to the site are frequent (and expensive!). To improve capability while lowering costs, the Health Professions Council is planning to request in the upcoming biennium a web developer whose services will be shared by multiple agencies. ECPTOTE plans to be one of those agencies, and will budget for its share of salary expenses.

Statewide Technology Goal 4
Pursue Excellence and Foster Innovation across the Enterprise

4.1 Link Technology Solutions to Workplace Innovations
  • Workplace Productivity and Collaboration

4.2 Pursue Leading-Edge Strategies for Application Deployment
  • Cloud Computing
  • Specifications, Toolkits, and the Application Marketplace
  • Legacy Systems Modernization

4.3 Optimize Information Asset Management
  • Best Practices for Managing Digital Information

4.4 Promote the Use and Sharing of Information
  • Health Information Exchange
  • Statewide Communications Interoperability
  • Justice Information System Integration
  • Enterprise Geospatial Services

4.a   Describe agency plans to implement or enhance workplace productivity and to leverage collaboration tools.

> There are two initiatives under way to enhance workplace productivity, both mentioned earlier. The first is the complete digitizing of licensee and business paper records, and linking the digital files with the existing licensing database system. The second is the adoption of the Google Apps messenger system. Besides increasing the number of enhancements available to the workstations (email, calendar sharing, document sharing), it is available to remote users, an enhancement not available under the CapNet email system.

4.b   Describe agency strategies to develop and deploy applications more efficiently (i.e., through Cloud Computing, Software as a Service, Application Toolkits, Legacy System Modernization).

> This strategy is beyond the capabilities and scope of the agency.

4.c   Describe agency strategies to enhance information asset management practices.

> The agency continues to utilize the services of the Texas Library and Archives Commission for implementing an effective data backup system.
>
> For IT purchases, the agency performs due diligence with all technology purchases, by soliciting pricing from multiple approved commodity vendors and negotiating on an ad-hoc basis. At this point, the agency has not had the need to engage with vendors using the not-to-exceed method of pricing. The agency benefits for the Cooperative Contracts program with higher level of negotiating expertise, monetary savings, and reduced staff time and time to receive goods and services.

4.d   Describe agency practices or plans to enhance the use and sharing of information with agency business partners.

> ECPTOTE continually works with the Health Professions Council and best practices with other HPC agencies through sharing information, primarily through the shared use of the HPC IT personnel.
>
> When the agency eventually must replace its existing licensing database system, it will probably participate in the HPC sponsored database system. This system will maintain high levels of interoperability with multiple agencies and vendors. These entities will include the Texas Comptroller of Public Accounts (cash management),

the Texas Education Agency (delinquent education loans of licensees), Texas Online (licensee renewals), and possibly Texas Department of Public Safety (criminal background checks). Interoperability will also be achieved with the agency's outsourced continuing education vendor, and the shared document imaging system.

Part 2. Initiative Alignment

Technology Initiative	Related Agency Objective	Related SSP Strategy/ Strategies	Status	Anticipated Benefits(s)	Innovation, Best Practice, Benchmarking
1. Keep the agency computer, software, and network equipment up to date.	Objective 1: To operate a licensing process for physical therapists, physical therapist assistants, occupational therapists, and occupational therapy assistants, and a registration process for facilities that will ensure meeting all license and registration standards through 2015.	1-1	Planned	More secure, more functionality, and increase in work productivity.	
2. Purchase a new Enterprise database system when current db becomes obsolete.	All objectives	1-2 4-2	Planned	The System will result in efficient processing of all agency tasks for indefinite future	
3. Have the HPC host the redesigned agency website using a Content Management System.	All Objectives	1-2 4-1 3-2 4-2	Current	Enhance data sharing and web site capabilities	

| 4. Implement in-house technology for staff to work in an increasing paperless environment. | Objective 1: To operate a licensing process for physical therapists, physical therapist assistants, occupational therapists, and occupational therapy assistants, and a registration process for facilities that will ensure meeting all license and registration standards through 2015. | 1-2 | Current | Make retrieving licensee information and issuing of a license process quicker, as well as create a paperless environment. | Best Practice: The agency will free office space and make paper documents searchable and accessible by fully adopting the imaging system. |

(This page intentionally left blank)

VII. APPENDICES

(This page intentionally left blank)

Appendix A

Strategic Plan for Fiscal Years 2013- 2017
Planning Process

December 16, 2011: Occupational Therapy Board meeting. ED briefed board on previous and upcoming Strategic Plan, requested input and guidance on direction of plan.

January 20, 2012: Physical Therapy Board meeting. ED briefed board on previous and upcoming Strategic Plan, requested input and guidance on direction of plan.

January 27, 2012: Executive Council meeting. ED briefed council on upcoming Strategic Plan, methodology for gathering data, analysis, and potential problem areas doing same. Requested input and guidance on direction of plan.

March 29, 2012: Executive Council staff received instructions for preparing and submitting agency strategic plans from Legislative Budget Board (LBB) and Governor's Office of Budget and Planning.

April 24, 2012: Staff met internally to discuss any potential changes to agency's performance measures. Responded to LBB and Governor's Office of Budget and Planning with no changes to budget structure or performance measures requested. Staff began gathering demographic and other related statistics and trend data from outside sources. Efforts continued until report completed.

May 4, 2012: Physical Therapy Board meeting. ED briefed board on status of Strategic Plan, and requested input and guidance on direction of plan.

May 15, 2012: Received LBB & Governor's Office approval on submitted budget structure (agency goals, objectives, strategies, and performance measures).

May 18, 2012: Occupational Therapy Board meeting. ED briefed board on status of Strategic Plan, and requested input and guidance on direction of plan.

May 30, 2012: Briefed Executive Council at the council meeting on draft Strategic Plan. Requested and received further guidance on plan before its eventual submission.

May 30 2012: Public testimony was **not** solicited from general public on the strategic plan at Executive Council meeting. Since no public input had ever been received for previous strategic plans, the ED made a decision to not schedule a public hearing to take testimony from the public.

June 1: Completed Customer Assessment Report. Report will also be incorporated into Strategic Plan as an appendix.

June 30: Completed the incorporation of external comments into the strategic plan and the revision of the plan per the Executive Council's guidance. Plan sent to printers and then distribution.

(This page intentionally left blank)

Appendix B

Current Organizational Chart

```
                              ┌──────────────┐
                              │  Governor    │
                              └──────┬───────┘
         ┌───────────────────────────┼───────────────────────────┐
┌─────────────────┐        ┌──────────────────┐        ┌──────────────────┐
│ Texas Board of  │        │ Executive Council│        │ Texas Board of   │
│ Occupational    │        │ of PT/OT         │        │ Physical Therapy │
│ Therapy         │        │ Examiners        │        │ Examiners        │
└─────────────────┘        └────────┬─────────┘        └──────────────────┘
                              ┌──────────────┐
                              │ Executive    │
                              │ Director     │
                              └──────┬───────┘
                           ┌──────────────┐
                           │ Executive    │
                           │ Assistant    │
                           └──────────────┘
```

- OT Coordinator
- Senior Investigator
  - Investigator
  - Investigator
- Senior Accountant
  - Accountant
  - Accounting Assistant
- Licensing Supervisor
  - Licensing Assistant
  - Licensing Specialist
  - Licensing Specialist
  - Licensing Specialist
  - Licensing Specialist
  - Licensing Specialist
  - Front Desk Clerk
- PT Coordinator

Appendix B (cont.)

Current Executive Council and Board Members

Executive Council

Name	Term Expires February 1	City
Roger Matson, Presiding Officer	2013	Georgetown
Stephanie Johnston, OT	2013	Magnolia
Judith Chambers (OT Board)	2013	Dripping Springs
Frank Bryan (PT Board)	2013	Austin
Shari Waldie, PT	2013	Austin

Physical Therapy Board

Name	Term Expires January 31	City
Gary Gray, PT, Presiding Officer	2017	Odessa
Frank Bryan, Jr. (public member)	2013	Austin
Karen Gordon, PT	2013	Port O'Connor
Kevin Lindsey, PT	2015	Mission
Kathleen A. Luedtke-Hoffmann, PT, PhD	2017	Garland
Rene Pena, CPA (public member)	2015	El Paso
Daniel Reyna, CPA (public member)	2017	Waco
Melinda Rodriguez, PT	2015	San Antonio
Shari Waldie, PT	2013	Austin

Occupational Therapy Board

Name	Term Expires February 1	City
Stephanie Johnston, OT, Presiding Officer	2017	Magnolia
Catherine Benavidez, OT	2015	Carrollton
Judith Chambers (public member)	2013	Dripping Springs
Will Hale (public member)	2015	Austin
Kathleen Hill, OTA	2013	Hutto
De Lana Honaker, OT	2017	Amarillo
Pamela Nelon (public member)	2017	Fort Worth
Todd Novosad, OT	2013	Bee Cave
Angela Sieffert, OTA	2015	Dallas

Appendix B (cont.)

Current Executive Council Staff Members

Executive Director   John Maline
Executive Assistant   Jennifer Jones
Physical Therapy Board Coordinator Nina Hurter
Occupational Therapy Board Coordinator Augusta Gelfand
Senior Investigator   Mark Turek
Investigator   Danielle DeVellis
Investigator   Don Meshell
Senior Accountant   Nell McMillin
Accountant   Minerva Martinez
Accounting Assistant   Susie Schroeder
Licensing Supervisor   Cynthia Machado
Licensing Specialist   Carol Elder
Licensing Specialist   Rosario Martinez
Licensing Specialist   Marilyn Hartman
Licensing Specialist   Diane Barton
Licensing Specialist   Laverne Steen
Licensing Specialist   Rita Ybarra
Front Desk Licensing Specialist   Emily Wren

Appendix B (cont.)

Agency FTE Status for Fiscal Year 1991-2012

Fiscal Year	# of FTEs Authorized	Average # of FTEs on Hand	# of Different Consultant/Contract Individuals*	Cost of Consultant/Contract Individuals
1991	PT Bd. - 6 OT Bd. - 4	PT Bd. - 4.5 OT Bd. - 4	2 - Consultant Programming Services 3 - Contracted Accounting Services 2 - Temp Agency Clerical Services	$17,268
1992	PT Bd. - 6 OT Bd. - 4	PT Bd. - 4.5 OT Bd. - 4	1 - Consultant Programming Services 1 - Contracted Accounting Services 1 - Contracted Clerical Services	$12,935
1993	PT Bd. - 7 OT Bd. - 4	PT Bd. - 7 OT Bd. - 4	1 - Consultant Programming Services 1 - Contracted Accounting Services 2 - Contracted Clerical Services	$10,305
1994	PT Bd. - 9 OT Bd. - 3	PT Bd. - 8 OT Bd. - 3	2 - Consultant Programming Services 3 - Contracted Clerical Services	$30,808
1995	PT Bd. - 9 OT Bd. - 3	PT Bd. - 8 OT Bd. - 3	2 - Consultant Programming Services 9 - Contracted Clerical Services 2 - Temp Agency Clerical Services	$52,452
1996	18	16.5	2 - Consultant Programming Services 4 - Contracted Clerical Services 2 - Temp Agency Clerical Services	$75,535

(cont.)

Appendix B (cont.)

Agency FTE Status for Fiscal Year 1991-2012
(cont.)

Fiscal Year	# of FTEs Authorized	Average # of FTEs on Hand	# of Different Consultant/Contract Individuals*	Cost of Consultant /Contract Individuals
1997	18	18	2 - Consultant Programming Services 3 - Temp Agency Clerical Services	$49,929
1998	18	17.75	3 – Consultant Programming Services 1 – Temp Agency Clerical Services	$28,509
1999	18	17	3 – Consultant Programming Services	$21,482
2000	18	17	3 – Consultant Programming Services	$36,489
2001	18	17	3 – Consultant Programming Services	$22,104
2002	18	17	3 – Consultant Programming Services 1 – Temp Agency Clerical Services	$53,300
2003	18	18	3 – Consultant Programming Services	$29,757
2004	18	18	1 – Consultant Programming Services	$24,898
2005	18	18	1 – Consultant Programming Services	$22,635
2006	18	18	1 – Consultant Programming Services	$5,530
2007	18	18	1 – Consultant Programming Services	$3,700
2008	18	18	1 – Consultant Programming Services	$0

(cont.)

Appendix B (cont.)

Agency FTE Status for Fiscal Year 1991-2012
(cont.)

Fiscal Year	# of FTEs Authorized	Average # of FTEs on Hand	# of Different Consultant/Contract Individuals*	Cost of Consultant /Contract Individuals
2009	18	18	1 – Consultant Programming Services	$6,120
2010	18	18	1 – Consultant Programming Services	$4,329
2011	18	18	1 – Consultant Programming Services	$6,541
2012	18	18	1 – Consultant Programming Services 1 – Web Design	($20,258 est.)

Appendix C

Projections of Outcomes for Five-Year Planning Horizon

Outcome	2013	2014	2015	2016	2017
Percent of licensees with no recent violations (PT)	99%	99%	99%	99%	99%
Percent of licensees with no recent violations (OT)	99%	99%	99%	99%	99%
Percent of complaints resulting in disciplinary action (PT)	15%	15%	15%	15%	15%
Percent of complaints resulting in disciplinary action (OT)	15%	15%	15%	15%	15%
Recidivism rate for those receiving disciplinary action (PT)	0%	0%	0%	0%	0%
Recidivism rate for those receiving disciplinary action (OT)	0%	0%	0%	0%	0%
Percent of documented complaints resolved within six months (PT)	70%	70%	70%	70%	70%
Percent of documented complaints resolved within six months (OT)	90%	70%	70%	70%	70%

Note: PT = Physical Therapists, OT = Occupational Therapists

(This page intentionally left blank)

Appendix D

Performance Measure Definitions

Licensing and Registration Goal

Outcome Measures:

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

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

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

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

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

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

> Calculation Type: Non-Cumulative.

> New Measure: No

> Desired Performance: Higher than Target

> Key Measure: Yes

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

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

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

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

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

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

Calculation Type: Non-cumulative

New Measure Status: No

Desired Performance: Higher than Target

Key Measure: Yes

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

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

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

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

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

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

Calculation Type: Non-cumulative

New Measure Status: No

Desired Performance: Higher than Target

Key Measure: Yes

Output Measures:

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

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

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

Data Source: After the end of the quarter, one of the board coordinators uses a standard report in the reporting program to query the database for a list/count of licenses issued during that quarter. She changes only the beginning and ending date of the quarter when the report is run. To ensure that people who received temporary licenses before receiving permanent licenses are not counted twice in the course of a quarter or a year, the query is structured so that permanent licenses are only counted if a temporary license was not issued to an individual. The count is automatically done when the report is run. . The electronic report is forwarded to the Executive Assistant for entry into ABEST. Prior to final submission, the data entered into ABEST is checked for accuracy by the board coordinator and verified by the Executive Director. The Executive Assistant maintains electronic copies of the automated report.

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

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

Calculation Type: Cumulative.

New Measure: No

Desired Performance: Higher than Target

Key Measure: Yes

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

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

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

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

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

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

Calculation Type: Cumulative.

New Measure: No

Desired Performance: Higher than Target

Key Measure: Yes

Number of Individuals Examined (PT or OT)

Short Definition: The number of individuals to whom examinations were administered in whole or in part during the reporting period.

Purpose/Importance: The measure shows the number of individuals examined, which is a primary step in licensing the individual.

Data Source: One of the board coordinators runs this standard report using the reporting program to query the database, which results in a simple count of the number of people who applied for licensure by exam in Texas, and sat for the exam within the time period. . The electronic report is forwarded to the Executive Assistant for entry into ABEST. Prior to final submission, the data entered into ABEST is checked for accuracy by the board coordinator and verified by the Executive Director. The Executive Assistant maintains electronic copies of the automated report.

Methodology: For an exam administered in one session, even if comprised of periods with breaks or on more than one day, the individuals attending the session are counted only once. An individual who attends two sessions for two exams or parts of exams should be counted twice.

Data Limitations: The number of people taking the exam is affected by outside factors such as healthcare reimbursement changes, which affects the number of jobs available in the state.

Calculation Type: Cumulative.

New Measure: No

Desired Performance: Higher than Target

Key Measure: No

Efficiency Measures:

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

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

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

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

Methodology: Total funds expended and encumbered during the reporting period for the processing of initial and renewed licenses for individuals, divided by the total number of initial and renewed licenses for individuals issued during the reporting period. Costs include salaries, supplies, travel, postage, and other costs directly related to licensing, including document review, handling and notification. Indirect costs, facility registration costs, and enforcement costs (salaries of investigators, enforcement travel for board members and investigators, 20% of executive director's salary, and other enforcement costs) are also included.

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

Calculation Type: Non-Cumulative.

New Measure: No

Desired Performance: Lower than Target

Key Measure: No

Average Cost per Facility Registration Issued (PT and OT combined)

Short Definition: Total expenditures (including encumbrances) for direct registration activities during the reporting period divided by the total number of facilities registered during the reporting period.

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

Data Source: The Executive Assistant collects information regarding agency expenditures from Accounting. Accounting provides reports on the percentage of agency expenditures allotted to facility registration activities. The Executive Assistant enters into a standard Excel worksheet the number of facilities registrations issued and renewed, which is obtained from the Facilities licensing staff. Based on the information entered, Excel calculates the average cost for a new or renewed facility registration. This statistic is calculated as part of the average licensing cost, and the data is included in that report. . The electronic report is forwarded to the Executive Assistant for entry into ABEST. Prior to final submission, the data entered into ABEST is checked for accuracy by the board coordinator and verified by the Executive Director. The Executive Assistant maintains electronic copies of the automated report.

Methodology: Total funds expended and encumbered during the reporting period for the processing of initial and renewed facility registrations (numerator) is divided by the total number of initial and renewed facility registrations issued during the reporting period (denominator). Costs include the categories of salaries, supplies, travel, postage, and other costs directly related to facility licensing, including document review, handling and notification. Indirect and enforcement costs (salaries of investigators, enforcement travel for board members and investigators, 20% of executive director's salary, and other enforcement costs) are not included in this calculation.

Data Limitations: The average cost is affected by the number of facilities which renew or register, which means that outside factors can affect this number. Healthcare reimbursement changes affect the frequency with which facilities open and close, and are bought and sold.

Calculation Type: Non-Cumulative.

New Measure: No

Desired Performance: Lower than Target

Key Measure: No

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

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

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

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

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

Data Limitations: None

Calculation Type: Non-Cumulative.

New Measure: No

Desired Performance: Higher than Target

Key Measure: No

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

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

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

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

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

Data Limitations: None

Calculation Type: Non-Cumulative

New Measure: No

Desired Performance: Higher than Target

Key Measure: No

Explanatory Measures:

Total Number of Individuals Licensed (PT or OT)

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

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

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

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

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

Calculation Type: Non-Cumulative

New Measure: No

Desired Performance: Higher than Target

Key Measure: No

Total Number of Business Facilities Registered (PT and OT combined)

Short Definition: The number of unique facilities registered by the PT and OT boards at the end of the reporting period.

Purpose/Importance: The measure shows the number of business facilities registered, which directly relates to the administrative staff and supplies that are required to process facility applications and renewals, and answer questions from registrants via email and phone. This measure reflects the total number of current PT and OT facility registrations.

Data Source: Information is maintained in an electronic database of all facilities licensed by the boards. After the end of the fiscal year, the data is extracted from the database using an automated report. The report is run and reviewed by one of the board coordinators for reasonableness and to ensure that facility registration/expiration dates fall within the reporting period. The electronic report is forwarded to the Executive Assistant for entry into ABEST. Prior to final submission, the data entered into ABEST is checked for accuracy by the board coordinator and verified by the Executive Director. The Executive Assistant maintains electronic copies of the automated report.

Methodology: Each facility with a unique registration number, and whose registration was current on the last day of the reporting period, is counted.

Data Limitations: The agency has no control over the number of facilities sold or business consolidations (each requiring a new license), which will increase or decrease the number over forecast. Additionally, the agency has no control over facilities that were registered during the fiscal year, but whose registration was not current on the date the report is generated.

Calculation Type: Non-Cumulative

New Measure: No

Desired Performance: Higher than Target

Key Measure: Yes

Average Time for Individual License Issuance (PT or OT)

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

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

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

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

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

Calculation Type: Non-Cumulative

New Measure: No

Desired Performance: Lower than Target

Key Measure: No

Average Time for Individual License Renewal (PT or OT)

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

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

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

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

Data Limitations: None

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Lower than Target

Key Measure: No

Pass Rate (PT or OT)

Short Definition: The percent of individuals to whom a whole examination or segments of a multi-part examination were administered during the reporting period who received a passing score.

Purpose/Importance: The measure shows the rate at which those examined passed. This is an important step in the licensing step in the licensing process and a low pass rate may represent inadequate licensure requirements or inadequate preparation by licensure applicants.

Data Source: At the completion of the fiscal year, a board coordinator runs this standard report using the reporting program to query the database. The report counts the number of people who applied for licensure by exam and sat for the exam in the time period, and the number of people who passed, and then calculates what percentage the number of those who passed represents of the total number examined. . The electronic report is forwarded to the Executive Assistant for entry into ABEST. Prior to final submission, the data entered into ABEST is checked for accuracy by the board coordinator and verified by the Executive Director. The Executive Assistant maintains electronic copies of the automated report.

Methodology: The total number of individuals who passed the examination (numerator) is divided by the total number of reported individuals examined (denominator). The result should be multiplied by 100 to achieve a percentage. If two exams were given in the same reporting period, the total number of individuals passing the exam during the reporting period is divided by the total number of persons taking the exam during the reporting period. Persons taking the exam multiple times are counted each time they take the exam.

Data Limitations: The pass rate is affected by outside factors such as the quality of the program the applicant attends, and by the difficulty of the exam itself. If changes are made to exam questions or format, this can affect the examinees' performance on the test. We can only calculate this measure based on national exam scores reported for potential Texas licensees, not the entire population of exam takers.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Higher than Target

Key Measure: No

Enforcement Goal

Outcome Measures:

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

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

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

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

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

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

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Higher than Target

Key Measure: Yes

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

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

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

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

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

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

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Lower than Target

Key Measure: No

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

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

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

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

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

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

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Higher than Target

Key Measure: No

Output Measures:

Number of Complaints Resolved (PT or OT)

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

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

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

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

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

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than Target

Key Measure: Yes

Efficiency Measures:

Average Time for Complaint Resolution (PT or OT)

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

Purpose/Importance: The measure shows the agency's efficiency in resolving complaints.

Data Source: At the completion of each fiscal quarter, the lead investigator manually computes the quarterly cases resolved and length of resolution time from information obtained from the case file manual records. . The electronic report is forwarded to the Executive Assistant for entry into ABEST. Prior to final submission, the data entered into ABEST is checked for accuracy by the board coordinator and verified by the Executive Director. The Executive Assistant maintains electronic copies of the automated report.

Methodology: The total number of calendar days per complaint resolved, summed for all complaints resolved during the reporting period, that elapsed from receipt of a request for agency intervention to the date upon which final action on the complaint was taken by the board (numerator) is divided by the number of complaints resolved during the reporting period (denominator). The calculation excludes complaints determined to be non-jurisdictional of the agency's statutory responsibilities.

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

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Lower than Target

Key Measure: Yes

Average Cost per Complaint Resolved (PT or OT)

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

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

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

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

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

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Lower than Target

Key Measure: No

Explanatory Measures:

Number of Jurisdictional Complaints Received (PT or OT)

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

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

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

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

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

   Calculation Type: Cumulative

   New Measure: No

   Desired Performance: Lower than Target

   Key Measure: Yes

Appendix E

Staffing Analysis and Workforce Plan

I. Overview

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

The Executive Council staff employees directly support or carry out the functions of one or both boards. The Executive Council staff is organized into three functional areas - administrative support, licensing, and investigations. The administrative staff supports the activities of the board members and other two staff groups in financial administration, information services, personnel administration, and general administration. The licensing staff responds to the unique needs of the physical therapy and occupational therapy licensee population they support. They are responsible for ensuring quality services for the consumers of Texas by licensing only qualified physical and occupational therapists and correctly registering the facilities in which they work. While the process of issuing licenses is the predominate activity, approximately 40% of staff time is spent responding to inquiries about the professions through different communications means available in the agency. The three-person investigation staff receives and investigates all complaints against the boards' licensees and works closely with the investigation committees of the two boards. Their responsibilities grew to the point last biennium where the agency had to transfer a position from the licensing area to investigations.

The ECPTOTE has had 18 full time positions authorized to perform the functions of the agency since it became operational in 1993, usually through reorganizations and leveraging of technology. Up until recently, the agency has always received sufficient funding from the legislature to be fully staffed. It is anticipated that, barring any additional unforeseen requirements, ECPTOTE will require an additional position in the licensing area to backfill the changeover of a licensing specialist to an investigator position. That position with funding to support it will be requested in the FY2014-15 Legislative Appropriations Request.18.

The agency will undergo a Sunset Review in 2017, the first since 1993, and the outcome of that review and its impact on workforce planning, is unknown.

A. Agency Mission

The mission of the Executive Council of Physical Therapy and Occupational Therapy Examiners is to protect the health, safety, and welfare of the people of Texas through the regulation and enforcement of the practice of physical therapy and of occupational therapy. All funding for support of the Executive Council comes from fees paid by the licensees.

B. Strategic Goals and Objectives

The ECPTOTE has two main operational goals.

Goal 1	*To license Physical and Occupational Therapists and Register Facilities*
Objective	• Ensure license and registration standards for PTs, OTs, and facilities
Strategies	Issue and renew licenses and register facilities
	TexasOnLine. Estimated and Non-transferable
Goal 2	*To promote compliance and enforce PT and OT Practice Acts and rules*
Objective	• Enforce and adjudicate PT and OT Practice Acts
Strategy	• Enforce the Physical Therapy and Occupational Therapy Practice Acts

C. Anticipated Changes in Strategies

The Executive Council anticipates four changes that will have an impact on the agency's business processes and indirectly on its workforce. These changes are technology driven which will require a need for employees, especially the administrative support staff, to be trained in areas with which they are now unfamiliar.

Business Trends:
- The supported population, i.e., number of licensees and facilities registered, will continue to annually show a steady, albeit moderate, increase.
- The agency has a licensee database that is still sufficient to its needs, but it will eventually become obsolete, requiring replacement.
- The steady increase in the number of paper files and documents is driving the agency to a complete paperless, imaging system of file storage.
- An increasing dependence on the agencies web site for transactions with customers will require greater technology funding and increased knowledge in web design and maintenance skills.

The Executive Council is focusing on workforce planning issues that will address the most critical areas in the agency. They include a greater emphasis on training of employees in technology-related skills, and an effort to hire and retain highly skilled (and motivated) personnel. Funding for training and adequate salaries is the greatest challenge to accomplishing this.

II. Current Workforce Profile (Supply Analysis)

A. Critical Workforce Skills

Although the agency has many strong, qualified employees, there are several critical skills that are important to the agency's ability to operate. Without these skills, the Executive Council could not perform basic business functions or support the two licensing boards. The skills are listed below:

- Conducting Investigations
- Interpreting Rules/Regulations
- Effective Communications
- Customer Service
- Project Management
- Licensing Functions

B. Workforce Demographics

The following charts profile the agency's workforce as of June 1, 2012. The Executive Council's workforce is comprised of 3 males and 15 females. 83 percent of the employees are greater than 40 years old, indicating a mature workforce. Only 22 percent of agency employees have less than five years agency service, and most employees also have prior service at other state agencies. The average state service for agency employees is over 16 years. This statistic is expected to increase in the short term (5-10 years).

Workforce Breakouts

Gender

Male
17%

Female
83%

Age

Under 30 yrs 0%

30 - 39 yrs 17%

Over 60 yrs 28%

40 - 49 yrs 11%

50 - 59 yrs 44%

Agency Tenure

Less than 2 yrs 17%

Over 15 yrs 22%

2 - 4 yrs 11%

5 - 9 yrs 6%

10 - 14 yrs 50%
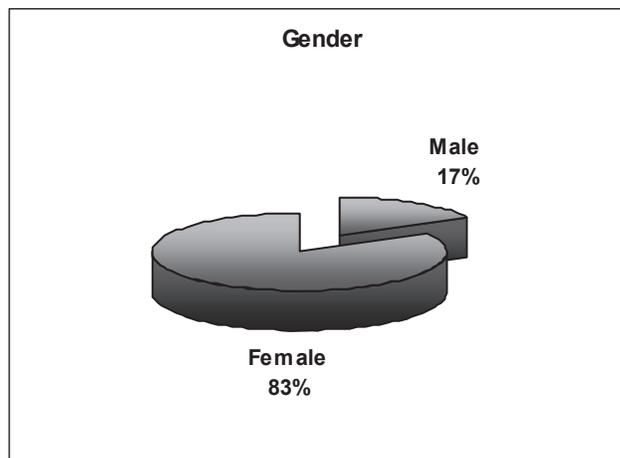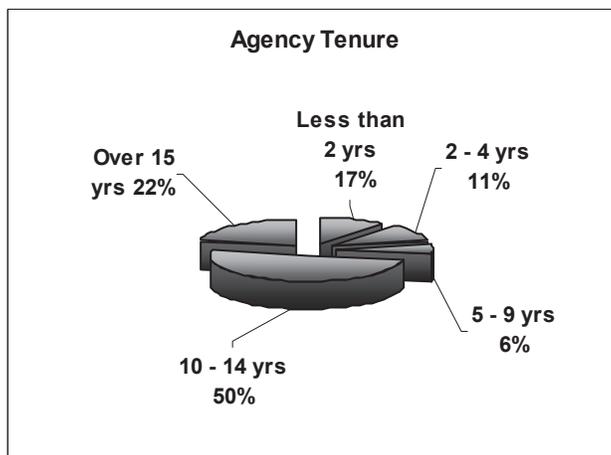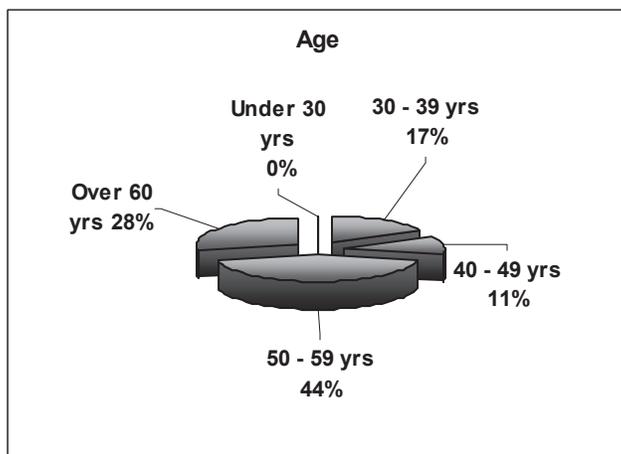
The following table compares the percentage of African American, Hispanic and Female ECPTOTE employees (as of June 1, 2012) to the statewide civilian workforce as reported by the Texas Commission on Human Rights. The Executive Council generally is comparable to or betters the statewide workforce statistics, considering the small population size of the agency.

There are two categories of under-represented classes that the agency will address when able. These particular cases are in the Hispanic and the Black category, in which there are no Blacks or Hispanics among the 2 professional positions in the agency. Unfortunately, there has been no turnover in the professional positions for the past 15 years.

Overall

	Current #	Current %	Goal #	Goal %
African-American	4	22%	3	17%
Hispanic-American	5	28%	4	21%
Caucasian-American	9	50%	11	62%
Other	0	0%		
Female	15	83%	10	56%
Male	3	17%	8	44%

Job Category	Total Employees	Actual # of Blacks	Actual % of Blacks	Goal # of Blacks	Goal % of Blacks
African-American					
Officials, Administration	5	1	20%	.2	5%
Professional	2	0	0%	.3	5%
Administrative Support	11	3	27%	1.6 (2)	17%
Totals	18	4	22%	2.5 (3)	17%

Job Category	Total Employees	Actual # of Hispanics	Actual % of Hispanics	Goal # of Hispanics	Goal % of Hispanics
Hispanic-American					
Officials, Administration	5	1	20%	.3	8%
Professional	2	0	0%	.3	7%
Administrative Support	11	4	36%	1.7(2)	17%
Totals	18	5	28%	4	22%

Job Category	Total Employees	Actual # of Females	Actual % of Females	Goal # of Females	Goal % of Females
Females					
Officials, Administration	5	3	60%	1	26%
Professional	2	2	100%	2	44%
Administrative Support	11	10	91%	8.4	84%
Totals	18	15	83%	11	>43%

C. Employee Turnover

Turnover is an important issue in any organization, and the Executive Council is no exception. During the last ten years the agency has seen a gradual decrease in its turnover rate from a high of 27.8% (6 employees) in FY2001 to one or two over the past nine years. The overall average in the past nine fiscal years has been significantly less than the State average. 14 employees have left the agency since the start of FY2002, and that is the number used for the following calculations. Of that number, one retired, three were fired for various reasons, one moved out of town with spouse, six moved to higher paying positions in other state agencies, one left for a higher paying position in the private sector, one left to attend college, and one left for personal/business conflicts. Obviously, the lack of promotion potential in a small organization such as the ECPTOTE is the primary reason for departure. The following graph compares the average Executive Council turnover to that of the State over the last ten years.
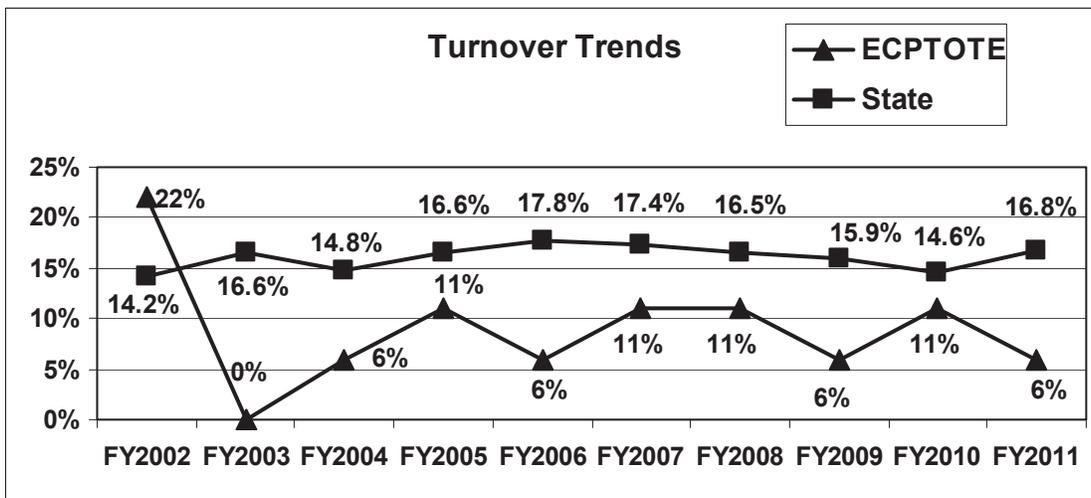
Length of Service at Departure:

The greatest area of turnover is with employees who have less than four years of experience. 81 percent of the employees who entered the agency did not make it past four years (15 years accumulative data).

	ECPTOTE (State %)	ECPTOTE % of Workforce
Less than 2 Years	38% (41%)	11%
2 - 4 Years	43% (21%)	11%
5 - 9 Years	13% (12%)	6%
10 - 14 Years	6% (9%)	50%
15 - 19 Years	(7%)	11%
20 and over Years	(10%)	11%

Age at Departure:

Employees in their middle age now make up the majority of the workforce, although the departure percentages are higher in the earlier years. This is indicative of an earlier pattern of departures in the agency, and employees remaining with the agency vs. early departures.

AGE	AGE at Departure	Actual ECPTOTE % of Workforce
Under 30 Years	13%	0%
30 - 39 Years	50%	17%
40 - 49 years	25%	11%
50 - 59 years		44%
60 years and over	13%	28%

D. Retirement Eligibility

The Executive Council does not anticipate retirements as a factor during the upcoming biennium. Four employees are eligible for normal retirement now, and 10 employees are vested (10 years or more of service). One employee is expected to leave the agency through retirement in the upcoming biennium – the PT Board Coordinator in CY 2014. Knowing about this vacancy so far in advance allows the agency to plan for a changeover with a minimum of disruption to agency operations.

During the 18 years of agency existence, two employees have retired, both of whom were Administrative Support personnel.

III. Future Workforce Profile (Demand Analysis)

The increasing dependency on technology and the increased expectations of the public on the level of services the agency should provide have forced the ECPTOTE to constantly revise and update its business processes, with frequent injections of information technology. This is expected to continue, and will have an impact on the skill levels required of all occupational groups.

A. Critical Functions
- Increased Information Technology training

B. Expected Workforce Changes
- Increased abilities to use technology to assist in revising and streamlining work processes
- Employees increase cross-training in functional areas

C. Anticipated Increase/Decrease in Number of Employees Needed to Do the Work
- One additional investigator position is required in the near future due to the increased caseload caused by ever increasing numbers of licensees, BUT,
- Until that happens, a continued shifting of FTE positions within the agency is necessary to meet changing demands.

D. Future Workforce Skills Needed

For the Executive Council to keep pace with tomorrow's requirements for service, its professional employees will have to master to different degrees the following critical IT competencies and not continue to depend on outside contractor support without understanding what is being performed:

- Information Systems
- 3rd Level Database System Programming
- Hardware Maintenance
- Network Administration
- Web Page Development & Maintenance
- Purchase of IT equipment and user software
- Technology Strategic Planning
- Project Management

Administration employees will need to improve their skills in the following areas:

- 2nd and 3rd Level software courses, possibly at the university level
- Business Systems analysis and design

IV. Gap Analysis

A. Anticipated Surplus or Shortage of Workers or Skills
After analyzing the workforce situation, The Executive Council has determined that there is one gap between the agency's workforce supply and demand that must be addressed.

Current employees lack critical skills
- Leadership positions are not trained in Business Process re-engineering.
- Lack of information technology workers with strong computer skills has slowed the process of automating licensing and investigation processes, and resulted in greater dependency on outside contractor support for direct support, database maintenance, and web page design and maintenance.
- Internal candidates are having difficulty competing for higher positions at the Officials/Admin level because of limited job experience and education. These positions must be primarily hired from outside the organization.

An analysis of the Executive Council's employee skill level and expectations of which skills would become greater priorities over the next five years is below. These skills were rated on a scale from 1-4 to determine the current proficiency level and the desired proficiency levels. Areas shaded the darkest show the greatest gap for a particular skill and occupational group, the lighter shaded Gap areas indicate potential problem areas, and the non-shaded areas indicate little or no existing gaps expected.

Skill	Officials/Admin			Professional			Admin Support		
	Have	Need	Gap	Have	Need	Gap	Have	Need	Gap
Communication	3	4	1	2	3	1	2	3	1
Database & Technology Areas	2	3	1	2	3	1	2	3	1
Problem Solving	3	3	0	3	3	0	2	2	0
Computer Skills	2	3	1	2	4	2	1	3	2
Project Management	3	4	1	1	2	1	0	0	0
Business Process Re-engineering	2	4	2	1	2	1	0	0	0
Technical Expertise	3	4	1	4	4	0	2	2	0
Decision Making	3	3	0	2	3	1	2	2	0
Customer Service	3	3	0	3	3	0	4	3	0

Legend
Have = Average competency level for incumbents of targeted job categories
Need = Average competency levels needed for future employees in targeted categories
Gap = Difference in skill level between current and future competency levels
0 = No knowledge
1 = Minimal knowledge; familiarity with skill
2 = Working knowledge, proficiency in skill
3 = Professional level, mastery of skill,
4 = Acknowledged expert in skill, able to mentors and trains other employees

V. Strategy Development

To address the deficits between the current workforce and future requirements, the Executive Council has developed goals for the current workforce plan. These are based on a range of factors identified through analyzing the agency and its workforce. The Executive Council's future workforce requirements can be grouped into two key areas.

Gap	• *Current employees lack critical skills.*
Goal	**Develop a competent, well-trained workforce skilled in technology.**
Rationale	**The training and development of current employees is critical to the success of the agency. The Executive Council must analyze existing staff to determine which employees demonstrate the potential or interest to develop new competencies and assume higher level positions. In addition, the Executive Council needs to prioritize critical competencies and decide if there is enough time to develop staff internally for potential vacancies, or if targeted recruiting is adequate.**
Action Steps	• Identify new skill sets required as a result of program changes or technological advancements by September 2010. • Actively pursue external training opportunities and programs to include those addressing technology changes. (dependent upon available funds) • Implement mentoring programs matching seasoned employees with new employees. • Whenever possible, try to develop management internally by always trying to place lower level staff on development paths to prepare them to move into jobs with higher level skill requirements. • Conduct an assessment of the level of risk facing the agency regarding the potential loss of knowledge at each position. • Develop strategies to ensure that knowledge is retained by promoting the transfer of knowledge as a corporate value.

Gap	• *ECPTOTE cannot attract and retain the right employees for the job.*
Goal	**Become an employer of choice.**
Rationale	**Finding and developing a workforce is a major challenge, and should be recognized as a major priority of the agency. If the agency is to recruit and retain the right workers in the right jobs at the right time, the ECPTOTE must recognize there is a competitive market for good workers and take the appropriate actions to obtain them and retain them. The agency will focus on rewarding exceptional performance, providing a structured approach to staff development, and creating a culture that supports innovation and excellence.**
Action Steps	• Develop and implement pay for performance plan (merits when, and only when deserved and funds available). • Utilize pay incentives, where appropriate, to attract and retain staff. • Adjust salaries within assigned pay ranges for employees in positions that are critical functions. Accept higher turnover rates in less skilled positions. • Create programs that allow employees who are seeking new challenges to work on special projects, rotations, and/or developmental assignments; e.g. cross-training in other areas through reassignment. • Remove employees who cannot or will not meet the standards of their jobs.

Attachment 1: ECPTOTE Organizational Chart

```
                          ┌─────────────┐
                          │  Governor   │
                          └──────┬──────┘
          ┌──────────────────────┼──────────────────────┐
┌─────────────────┐    ┌─────────────────┐    ┌─────────────────┐
│ Texas Board of  │    │ Executive Council│    │ Texas Board of  │
│  Occupational   │    │   of PT/OT      │    │ Physical Therapy│
│     Therapy     │    │   Examiners     │    │    Examiners    │
└─────────────────┘    └────────┬────────┘    └─────────────────┘
                          ┌──────┴──────┐
                          │  Executive  │
                          │  Director   │
                          └──────┬──────┘
                       ┌─────────┴──────┐
                       │  Executive     │
                       │  Assistant     │
                       └────────────────┘
```

- Governor
- Texas Board of Occupational Therapy
- Executive Council of PT/OT Examiners
- Texas Board of Physical Therapy Examiners
- Executive Director
- Executive Assistant
- OT Coordinator
- Senior Investigator
  - Investigator
  - Investigator
- Senior Accountant
  - Accountant
  - Accounting Assistant
- Licensing Supervisor
  - Licensing Assistant
  - Licensing Specialist
  - Licensing Specialist
  - Licensing Specialist
  - Licensing Specialist
  - Licensing Specialist
  - Front Desk Clerk
- PT Coordinator

Attachment 2: Workforce Summary Document Prepared by State Auditor's Classification Team

533 - Executive Council of Physical and Occupational Therapy Examiners

Workforce Summary Document prepared by the State Auditor's Office Classification Team.
Based on information **self-reported by agency**, the following items are worth noting:

Full-Time Equivalent (FTE) Employees

The agency's full-time equivalent (FTE) employee cap remained the same in fiscal year 2010 compared to fiscal year 2009. Over the past 5 years, the agency has seen an increase of 0.1 FTEs (0.6 percent) in the total number of FTEs.

FTEs Below/Above FTE Cap

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Number of FTEs	-0.2	-0.3	-0.2	0.0	-0.1
Percent	-1.3%	-1.6%	-0.9%	0.0%	-0.7%

Employee Turnover

Excluding interagency transfers, turnover within the agency (5.8 percent) was lower than the state average (14.6 percent) and lower than the average of Article VIII agencies (9.3 percent) during fiscal year 2010. Fiscal year 2010 agency turnover including interagency transfers was 11.6 percent.

Compensation Information

Over the past five years, the average agency salary increased by 15.8 percent. In fiscal year 2010, 53.6 percent of employees were paid below their assigned salary range midpoint, and expenditures for salary and benefits were higher than in fiscal year 2006.

Salary and Benefit Expenditures (in Thousands)

Average Salary Trends

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Executive Director	$ 55,198	$ 55,198	$ 62,000	$ 62,000	$ 70,000
Agency Average	$ 37,131	$ 39,354	$ 40,581	$ 42,606	$ 43,004
Article Average	$ 43,476	$ 45,242	$ 46,829	$ 48,295	$ 49,835
Statewide Average	$ 34,818	$ 36,182	$ 37,365	$ 38,461	$ 39,265

Note: Average salary is for full-time employees only.

Number and Total Dollars Spent on Salary Actions

	Fiscal Year 2009		Fiscal Year 2010	
	Actions	Total Dollars	Actions	Total Dollars
Promotions	0	$ 0	1	$ 4,000
Merits	13	$ 8,200	3	$ 3,718
One-Time Merits	2	$ 5,913	0	$ 0
Equity Adjustments	0	$ 0	0	$ 0
Reclassifications	6	$ 1,532	0	$ 0
Total	21	$ 15,644	4	$ 7,718

Attachment 2: Workforce Summary Document Prepared by State Auditor's Classification Team (cont.)

Job Classifications

The Agency's Fiscal Year 2010 Largest Occupational Categories

Administrative Support, 54%
Program Management, 17%
Accounting, Auditing, and Finance, 17%
Inspectors and Investigators, 12%
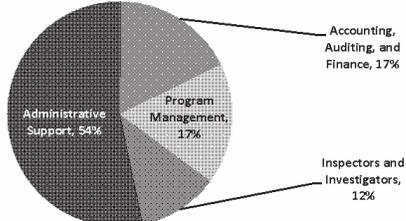
Agency Classifications

In fiscal year 2010, the majority (82.6 percent) of employees were classified as Administrative Assistants (47.8 percent), Investigators (11.6 percent), Program Supervisors (11.6 percent), or Accounting Technicians (11.6 percent).

Classification Compliance Audits

During the past two years, the agency did not participate in any classification compliance audits.

Fiscal Year 2010 Workforce Demographics[a]

On average, employees are 51.1 years of age and have 9.9 years of agency tenure. Of the agency's employees, 81.2 percent are 40 years of age and older and 23.2 percent have fewer than 5 years of tenure with the agency. The Employees Retirement System estimates that between fiscal years 2010 and 2013, 27.4 percent of the agency's workforce will be eligible to retire (based on fiscal year 2010 data).

Gender

Female: Agency 88%, All State Agencies 56%
Male: Agency 12%, All State Agencies 44%

Ethnic Group

White: Agency 46%, All State Agencies 52%
Black: Agency 23%, All State Agencies 22%
Hispanic: Agency 30%, All State Agencies 24%
Other: Agency 0%, All State Agencies 2%

Age

Under 30 years: Agency 1%, All State Agencies 16%
30 - 39 years: Agency 17%, All State Agencies 22%
40 - 49 years: Agency 17%, All State Agencies 28%
50 - 59 years: Agency 46%, All State Agencies 26%
60 years and older: Agency 17%, All State Agencies 9%

Agency Tenure

Less than 2 years: Agency 13%, All State Agencies 27%
2 to 4 years: Agency 10%, All State Agencies 24%
5 to 9 years: Agency 25%, All State Agencies 26%
10 to 14 years: Agency 35%, All State Agencies 10%
15 years and over: Agency 17%, All State Agencies 13%

[a] Percentages in graphs may not sum to 100 percent due to rounding. Workforce demographic and major job category information includes classified regular full-time and part-time employees. Demographic data may appear skewed for agencies with fewer than 50 employees.

Survey of Employee Engagement

The Survey of Employee Engagement, administered by the University of Texas, is an instrument that measures employees' job satisfaction and employees' perceptions of the effectiveness of the agency. Overall, the agency's score is lower than the State's average and has decreased since the last survey cycle.

Percent of Employees Who Intend to Leave Within 1 Year

Overall results indicate that satisfaction with pay or benefits has little influence over an employee's intent to stay. However, overall job satisfaction, working conditions, and agency management and culture do influence these decisions.

Agency 11.8%, Article VIII 8.0%, Statewide 8.8%

Overall Employee Satisfaction
Scores range from 1 to 5, with 5 being the highest.

Statewide: 2002 3.60, 2004 3.57, 2006 3.63, 2008 3.63, 2010 3.71

2002: Agency 3.89, Article VIII 3.66
2004: Agency 3.62, Article VIII 3.63
2006: Agency 4.05, Article VIII 3.77
2008: Agency 3.94, Article VIII 3.70
2010: Agency 3.55, Article VIII 3.77

533 - Executive Council of Physical and Occupational Therapy Examiners   January 2011

Appendix F

Survey of Employee Engagement Results

The Executive Council of PT/OT Examiners participated in the survey of Employee Engagement in November 2011, which was administered by the Institute for Organizational Excellence, University of Texas. An extract of the Executive Summary and data summary report follows. The results are discussed in the organization internal assessment in the main body of the Strategic Plan. The focus and methodology of the survey completely changed from 2007 to 2009. It was previously the Survey of Organizational Effectiveness, and because of the "newness" of the survey with changes to sampling questions and constructs, benchmarking sample size over time is limited to just the previous biennium.

Administration Profile

Organization Size Category: 1
Size category 1 includes organizations with less than 26 employees.
Mission Category: Regulatory (Mission 8)
Surveys Distributed: 18 available to take survey
Survey Responses: 15 (all taken online)
Collection Period: 11/14/2011 through 11/25/2011

Overall Score: 343

The overall survey score is a broad indicator for comparison with other entities. The Overall Score is an average of all survey items and represents the overall score for the organization. For comparison purposes, Overall scores typically range from 325 to 375, and the agency overall score two years ago was 355.

Overall Score: 343

Overall Response Rate

Overall Response Rate Out of the 18 employees who were invited to take the survey, 15 responded. As a general rule, rates higher than 50 percent suggest soundness. Rates lower than 30 percent may indicate problems.

At 83%, your response rate is considered high. High rates mean that employees have an investment in the organization, want to see the organization improve, and generally have a sense of responsibility to the organization. With this level of engagement, employees have high expectations from Leadership to act on the survey results.
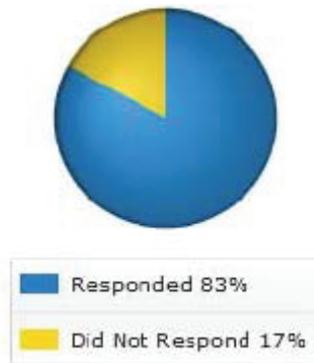
Response Rate Over Time

One of the values of participating in multiple iterations of the survey is the opportunity to measure organizational change over time. In general, response rates should rise from the first to the second and succeeding iterations. If organizational health is sound and the online administration option is used, rates tend to plateau around the 60 to 65 percent level. A sharp decline in your response rate over time can be a significant indicator of a current or potential developing organizational problem.
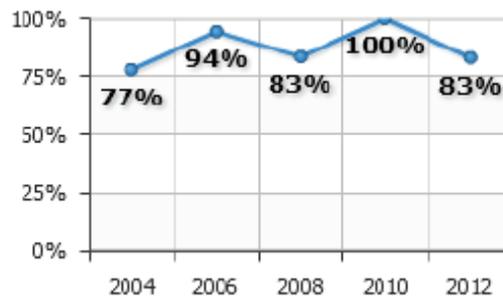
Survey Framework and Scoring

The Survey assessment is a framework that consists of dimensions, constructs, and primary items. Each level of the framework provides insight into the workings of an organization.

Items

At the most basic level there are survey items, which provide specific feedback. For each item, employees are asked to indicate how strongly they agree or disagree that the item describes the organization. Possible responses include: (1) strongly disagree; (2) disagree; (3) feel neutral; (4) agree; (5) strongly agree; and, (not scored) don't know/not applicable. Any survey item with an average (mean) score above the neutral midpoint of "3.0" suggests that employees perceive the issue more positively than negatively. Scores of "4.0" or higher indicate areas of substantial strength for the organization. Conversely, scores below "3.0" are viewed more negatively by employees. Items that receive below a "2.0" should be a significant source of concern for the organization and should receive immediate attention.

Constructs

The survey constructs are designed to broadly profile organizational strengths and areas of concern so that interventions may be targeted appropriately. Survey constructs are developed from a group of related survey items. The construct score is calculated by averaging the related item scores together and multiplying that result by 100. Scores for the constructs range from a low of 100 to a high of 500. An item may belong to one or several constructs, however, not every item is associated with a construct.

Dimensions

The framework, at its highest level, consists of five workplace dimensions. These five dimensions capture the total work environment. Each dimension consists of several survey constructs. The dimension score also ranges from 100 to 500 and is an average of the construct scores belonging to the dimension.

Over Time and Benchmark Data

Comparison scores are provided when available. One of the benefits of continuing to participate in the survey is that over time data shows how employees' views have changed as a result of implementing efforts suggested by previous survey results. Additionally, benchmarks help to illustrate how this organization is performing relative to organizations of similar size, organizations with similar missions and to the performance of all organizations that participated in this survey.

Construct Analysis

The Survey of Employee Engagement is a framework, which at the highest level, consists of five Workplace Dimensions capturing the total work environment. Each Workplace Dimension is composed of several Survey Constructs designed to broadly profile areas of strength and concern so that interventions may be targeted appropriately. Survey Constructs are developed from the Primary Items (numbered 1-71). The organizational Climate is also developed from the Primary Items, but is reported in the climate section of this report. Constructs are scored differently from items to denote them as a separate measure. Using this scoring convention, construct scores can range from a low of 100 to a high of 500.

Interpreting Data

Any interpretation of data must be done in context of the organizational setting and environmental factors impacting the organization. Regardless the averages, scores range from areas of strength to areas of concern. In general, most scores are between 3.25 and 3.75. Scores below a 3.25 are of concern because they indicate general dissatisfaction. Scores above 3.75 indicate positive perceptions. When available, over time data provides previous scores from and benchmark data comparative scores. In general (because various factors and statistical test would be needed to confirm), scores that have changed or differ by .2 may be significant.

Constructs have been color coded to highlight the organization's areas of strength and areas of concern. The 3 highest scoring constructs are dark grey (or blue), the 3 lowest scoring constructs are medium grey (or red), and the remaining 8 constructs are light grey (or yellow).

Each construct is displayed below 'with its corresponding score. Highest scoring constructs are areas of strength for this organization while the lowest scoring constructs are areas of concern. Scores above 350 suggest that employees perceive the issue more positively than negatively, and scores of 375 or higher indicate areas of substantial strength. Conversely, scores below 350 are viewed less positively by employees, and scores below 325 should be a significant source of concern for the organization and should receive immediate attention.

Construct Analysis

Score

Construct	Score
Supervision	317
Team	348
Quality	363
Pay	278
Benefits	371
Physical Environment	379
Strategic	379
Diversity	304
Information Systems	400
Internal Communication	294
External Communication	398
Employee Engagement	337
Employee Development	325
Job Satisfaction	355
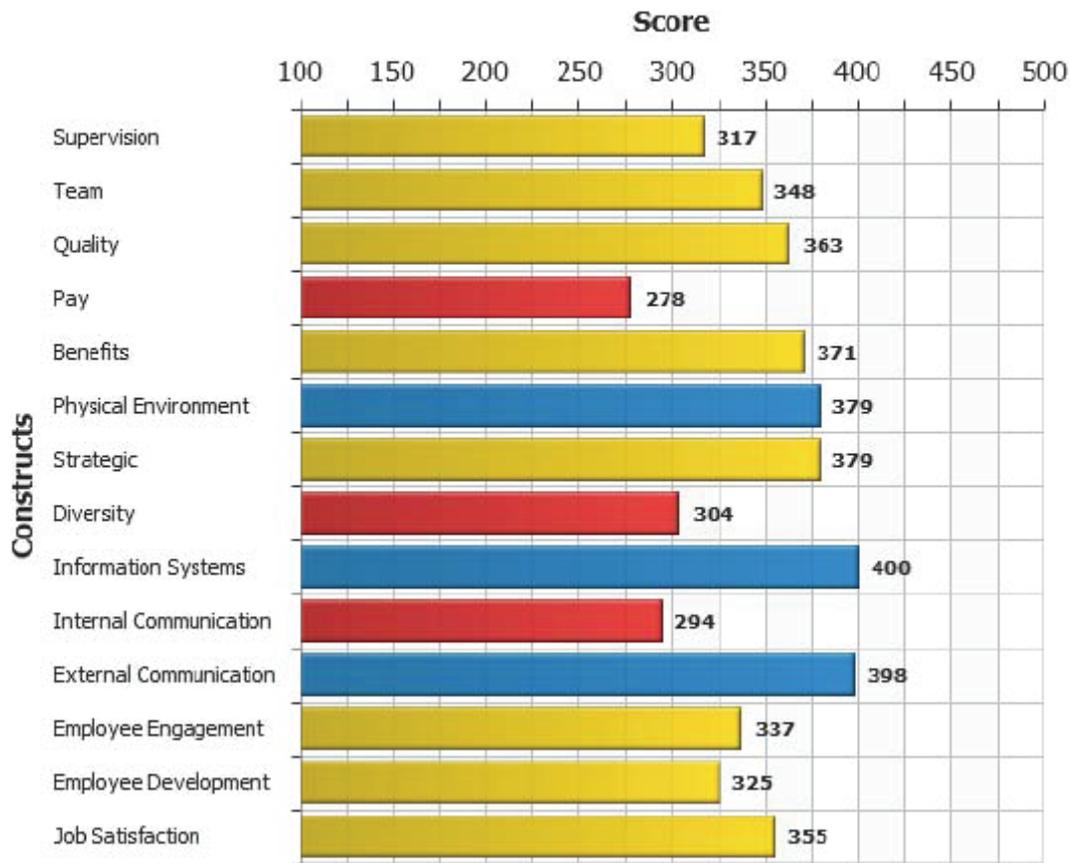
Organizational Typology: Areas of Strength

The following Constructs are relative strengths for the organization:

Information Systems   **Score: 400**
The Information Systems construct provides insight into whether computer and communication systems enhance employees' ability to get the job done by providing accessible, accurate, and clear information. The construct addresses the extent to which employees feel that they know where to get needed information, and that they know how to use it once they obtain it.
High scores indicate that employees view both the availability and utility of information very positively. They find that information resources are complete and accessible. Maintaining these high scores will require leadership to continuously be vigilant about determining information needs and meeting those needs.

External Communication   **Score: 398**
The External Communication construct looks at how information flows into the organization from external sources, and conversely, how information flows from inside the organization to external constituents. It addresses the ability of organizational members to synthesize and apply external information to work performed by the organization.
High scores indicate that employees view their organization as communicating effectively with other organizations, its clients, and those concerned with regulation. Maintaining these high scores will require leadership to be alert to change and maintain strong and responsive tools to assess the external environment.

Physical Environment   **Score: 379**
The Physical Environment construct captures employees' perceptions of the total work atmosphere and the degree to which employees believe that it is a 'safe' working environment. This construct addresses the 'feel' of the workplace as perceived by the employee.
High scores indicate that employees view their work setting positively. It means that the setting is seen as satisfactory, safe, and that adequate tools and resources are available.

Organizational Typology: Areas of Concern

The following Constructs are relative concerns for the organization:

Pay   **Score: 278**
The Pay construct addresses perceptions of the overall compensation package offered by the organization. It describes how well the compensation package 'holds up' when employees compare it to similar jobs in other organizations.
Low scores suggest that pay is a central concern or reason for satisfaction or discontent. In some situations pay does not meet comparables in similar organizations. In other cases individuals may feel that pay levels are not appropriately set to work demands, experience and ability. Cost of living increases may cause sharp drops in purchasing power, and as a result, employees will view pay levels as unfair. Remedying Pay problems requires a determination of which of the above factors are serving to create the concerns. Triangulate low scores in Pay by reviewing comparable positions in other

organizations and cost of living information. Use the employee feedback sessions to determination the causes of low Pay scores.

Internal Communication   Score: 294

The Internal Communication construct captures the organization's communications flow from the top-down, bottom-up, and across divisions/departments. It addresses the extent to which communication exchanges are open, candid, and move the organization toward its goals.

Low scores suggest that employees feel information does not arrive in a timely fashion and often it is difficult to find needed facts. In general, Internal Communication problems stem from these factors: an organization that has outgrown an older verbal culture based upon a few people knowing "how to work the system", lack of investment and training in modern communication technology and, perhaps, vested interests that seek to control needed information. Triangulate low scores in Internal Communication by reviewing existing policy and procedural manuals to determine their availability. Assess how well telephone systems are articulated and if e-mail, faxing, and Internet modalities are developed and in full use.

Diversity   Score: 304

The Diversity construct addresses the extent to which employees feel personal differences, such as ethnicity, social class or lifestyle, may result in alienation from the larger organization and missed opportunities for learning or advancement. It examines how the organization understands and uses creativity coming from individual differences to improve organizational effectiveness.

Remedying Diversity problems requires careful review of the organization's demographic numbers as well as how representative various groups are within the hierarchy of the organization. Consider recruitment procedures and training programs for persons that are underrepresented to improve size of candidacy pools for hiring and promotion; conduct community outreach, including recruitment programs with high schools and colleges; establish mentor programs to encourage the development of opportunities for underrepresented groups. Failure to successfully remedy diversity concerns is one of the more serious mistakes leadership can make.

Climate Analysis

The climate in which employees work does, to a large extent, determine the efficiency and effectiveness of an organization. The appropriate climate is a combination of a safe, non-harassing environment with ethical abiding employees who treat each other with fairness and respect. Moreover, it is an organization with proactive management that communicates and has the capability to make thoughtful decisions. Climate Areas have been color coded to highlight the organization's areas of strength and areas of concern. The 2 highest scoring climate areas are blue (Management, Ethics), the 2 lowest scoring climate areas are red (Feedback, Fairness), and the remaining climate area is yellow (Atmosphere).

Each Climate Area is displayed below with its corresponding score. Highest scoring constructs are areas of strength for this organization while the lowest scoring constructs are areas of concern. Scores above 350 suggest that employees perceive the issue more positively than negatively, and scores of 375 or higher indicate areas of substantial strength. Conversely, scores below 350 are viewed less positively by employees, and scores below 325 should be a significant source of concern for the organization and should receive immediate attention.

Climate Analysis

Score
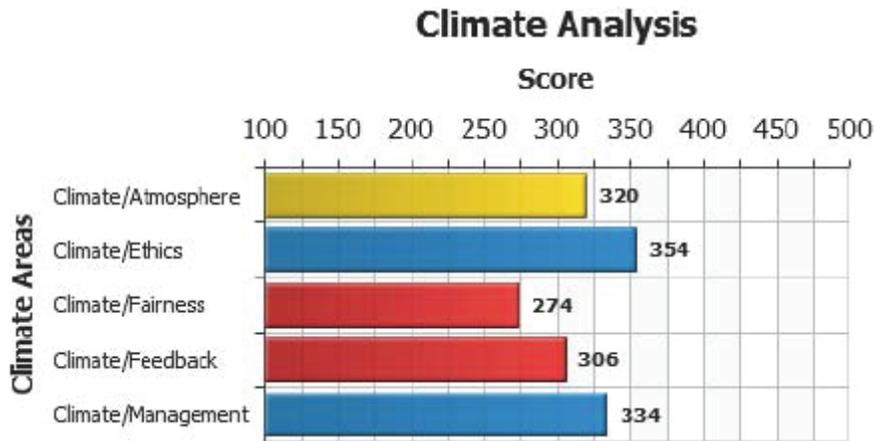
Climate Definitions:

Atmosphere: The aspect of climate and positive Atmosphere of an organization must be free of harassment in order to establish a community of reciprocity.

Ethics: An Ethical climate is a foundation of building trust within an organization where not only are employees ethical in their behavior, but that ethical violations are appropriately handled.

Fairness: Fairness measures the extent to which employees believe that equal and fair opportunity exists for all members of the organization.

Feedback: Appropriate feedback is an essential element of organizational learning by providing the necessary data in which improvement can occur.

Management: The climate presented by Management as being accessible, visible, and an effective communicator of information is a basic tenant of successful leadership.

Survey Constructs

Note: Any survey item with an average (mean) score above the neutral midpoint of "3.0" suggests that employees perceive the issue more positively than negatively. Scores of "4.0" or higher indicate areas of substantial strength for the organization. Conversely, scores below "3.0" are viewed more negatively by employees. Questions that receive below a "2.0" should be a significant source of concern for the organization and receive immediate attention. Statewide benchmark #s are in italics immediately following the agency construct score.

Survey Framework

Workplace Dimensions
Survey Constructs

Work Group

Supervision
Team
Quality

Information

Information System
Internal Communication
External Communication

Organization

Strategic
Diversity

Accommodations

Pay
Benefits
Physical Environment

Personal

Employee Engagement
Employee Development
Job Satisfaction

Construct Summary: Scoring from High to Low

Score	Construct	Score	Construct
400	Information Systems	348	Team
398	External Communication	337	Employee Engagement
379	Strategic	325	Employee Development
379	Physical Environment	317	Supervision
371	Benefits	304	Diversity
363	Quality	294	Internal Communication
355	Job Satisfaction	278	Pay

Atmosphere   **Ethics**

Management   Climate Areas   **Fairness**
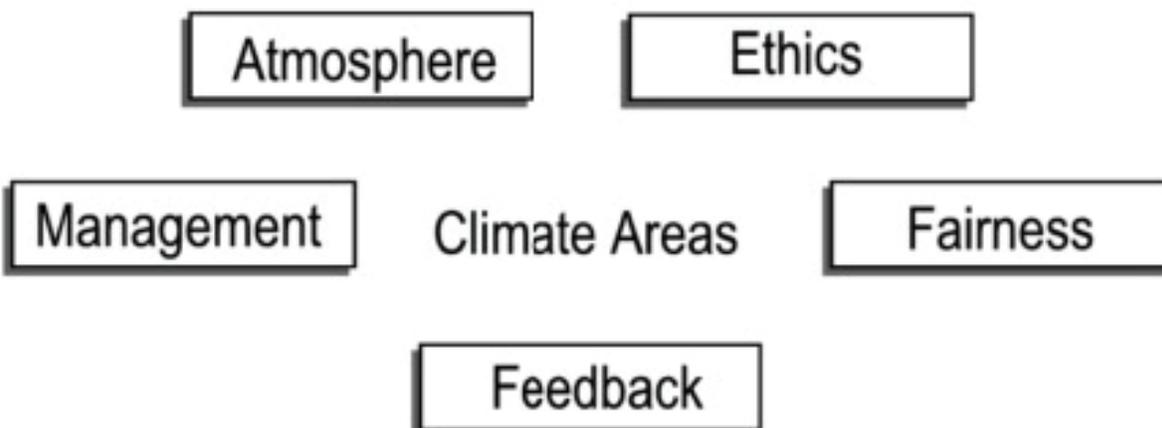
Feedback

Survey Constructs and Related Items

Dimension 1: Work Group

Supervision Construct Score = 317 ‖ 2009 Score = 399	Average
I have a clear understanding about my work responsibilities	3.47
My supervisor gives me accurate feedback about my performance	3.27
My supervisor recognizes outstanding work	3.27
My supervisor gives me the opportunity to do my best work	3.13
My supervisor is consistent when administering policies concerning employees	2.73

Team Construct Score = 348 ‖ 2009 Score = 355	Average
People in my work group cooperate to get the job done	4.00
My work group is actively involved in making work processes more effective	3.86
There is a real feeling of teamwork	3.36
In my work group, I have an opportunity to participate in the goal setting process	3.36
Work groups are trained to incorporate the opinions of each member	2.83

Quality Construct Score = 363 ‖ 2009 Score = 368	Average
My work group uses the feedback from our customers/clients when making decisions	3.40
My work group regularly uses performance data to improve the quality of our work	3.33
My work group's goals are consistently met or exceeded	3.73
Our organization is known for the quality of service we provide	4.07

Dimension 2: Accommodations

Pay Construct Score = 278 ‖ 2009 Score = 298	Average
My pay keeps pace with the cost of living	2.33
Salaries are competitive with similar jobs in the community	2.93
I feel I am paid fairly for the work I do	3.07

Benefits Construct Score = 379 ‖ 2009 Score = 386	Average
Benefits are comparable to those offered in other jobs	3.67
I understand my benefits plan	3.67
Benefits can be selected to meet individual needs	3.80

Physical Environment Construct Score = 379 ‖ 2009 Score = 386	Average
Given the type of work I do, my physical workplace meets my needs	3.87
My workplace is well maintained	3.47
There are sufficient procedures to ensure the safety of employees in the workplace	3.87
I have adequate resources and equipment to do my job	3.93

Dimension 3: Organization

Strategic Construct Score = 379 ‖ 2009 Score = 398	Average
I have a good understanding of our mission, vision, and strategic plan	3.80
I understand the state, local, national, and global issues that impact the organization	3.64
My organization works well with other organizations	3.73
My organization develops services to match the needs of our customers/clients	4.00

Diversity Construct Score = 304 ‖ 2009 Score = 297	Average
An effort is made to get the opinions of people throughout the organization	2.64
The people I work with treat each other with respect	2.93
My organization works to attract, develop, and retain people with diverse backgrounds	3.64
Every employee is valued	2.93

Dimension 4: Information

Information Systems Construct Score = 400 ‖ 2009 Score = 383	Average
My work group uses the latest technology to communicate and interact	3.36
The information available from our computer systems is reliable	4.21
Our computer information systems present information in an understandable way	4.29
Our computer systems enable me to easily and quickly find the information I need	3.93
Information systems are in place and accessible for me to get my job done	4.21

Internal Communication Construct Score = 294 ‖ 2009 Score = 310	Average
I feel the communication channels I must go through at work are reasonable	3.07
My work atmosphere encourages open and honest communication	2.80
Overall within the groups I work, there is good communication	2.80
The right information gets to the right people at the right time	3.07

External Communication Construct Score = 398 ‖ 2009 Score = 395	Average
I believe our organization communicates our mission effectively to the public	3.79
Our organization communicates well with our governing bodies	4.07
My organization shares appropriate information with the public	3.93
My organization communicates effectively with other organizations	4.14

Dimension 5: Personal

Employee Engagement Construct Score = 337 ‖ 2009 Score = 336	Average
The people I work with care about my personal well-being	3.67
I am encouraged to come up with better ways to serve my customers/clients	3.21
I know how my work impacts others in the organization	4.13
I am encouraged to learn from my mistakes	3.80
There is a basic trust among employees and supervisors	2.40
When possible, decision making and control are given to employees doing the actual work	3.00

Employee Development Construct Score = 325 ‖ 2009 Score = 359	Average
I believe I have a career with this organization	3.53
I have access to information about job opportunities, conferences, workshops, and training	3.33
Training is made available to me so that I can do my job better	3.00
Training is made available to me for personal growth and development	3.15

Job Satisfaction Construct Score = 355 ‖ 2009 Score = 360	Average
My job meets my expectations	3.13
My work environment supports a balance between work and personal life	3.29
I feel my efforts count	3.60
The amount of work I am asked to do is reasonable	3.87
I feel a sense of pride when I tell people that I work for this organization	3.86

Survey Climate Areas and Related Items

Climate/Atmosphere Construct Score = 320 ‖ 2009 Score = 291	Average
Harassment is not tolerated at my workplace	3.53
Within my workplace, there is a feeling of community among employees	2.87

Climate/Ethics Construct Score = 354 ‖ 2009 Score = 324	Average
I am confident that any ethics violation I report will be properly handled	3.47
Employees are generally ethical in my workplace	3.60

Climate/Fairness Construct Score = 274 ‖ 2009 Score = 317	Average
I believe favoritism (special treatment) is not an issue in my organization	2.47
My performance is evaluated fairly	3.00

Climate/Feedback Construct Score = 306 ‖ 2009 Score = 336	Average
I believe we will use the information from this survey to improve our performance	3.13
I am satisfied with the opportunities I have to give feedback on my supervisor's performance	2.93
My ideas and opinions count at work	3.13

Climate/Management Construct Score = 334 ‖ 2009 Score = 344	Average
Upper management effectively communicates the reasons behind key decisions	3.21
Upper management tries to be accessible and visible	3.47

(This page intentionally left blank)

Appendix G

Report on Customer Service

1. Overview

The Executive Council of Physical Therapy and Occupational Therapy Examiners (ECPTOTE) maintains an organizational commitment to providing excellent customer service for all of its client groups. However, accurately measuring the level of service is a challenge due to the "newness" of the concept of measuring satisfaction and inexperience of the staff in creating sampling instruments and analyzing the gathered data. Until FY 2002, our self-evaluated level of performance was all anecdotal and based on individual, client generated opinions. If enough people complained about a process, or the mannerisms of a clerk, to a supervisor or the Executive Director, the process was eventually changed if possible and the clerk was counseled or let go. Otherwise, there was no formal method of measuring just how well we were doing our jobs as viewed by our primary customers – the licensees, or methodology of correctly responding to the faults they pointed out.

2. External Customer Inventory

The Executive Council primarily provides services to the licensees of its two boards' - Physical Therapists and Physical Therapist Assistants, Occupational Therapists and Occupational Therapy Assistants, through licensure to practice. Other related customers are the owners and employees of the Physical Therapy and Occupational Therapy facilities that are registered by the agency. This provision of services supports the agency's Strategy 1. ECPTOTE also provides services to therapists who are not licensed by the agency, potential licensees, and persons enrolled in a therapist education program. This is usually in the form of providing information. Other customers include citizens who file a complaint against one of the agency's licensees. Investigation and disciplinary action against guilty licensees support Strategy 2.

3. General Description and History of Information Gathering Methods

In December 2001, ECPTOTE first contracted with the Center for Social Work Research at the University of Texas (UT) to manage its customer survey. The survey began in January, 2002 with results provided to the agency three times a year. ECPTOTE signed an initial contract for CY 2002, with expectations of continuing the survey process indefinitely. A paper and pencil survey was enclosed with about 70 - 100 licensee renewals every month, and the licensee had the option to either fill out the survey on line on the UT website or return the completed survey with the renewal. The total cost to administer, interpret, and report on the survey results gradually dropped from the initial cost of $1550/year to $750/year, or about $.30/person surveyed.

During the FY2003 budget crisis, the ECPTOTE had its budget significantly reduced in February 2003. One of the many contracts allowed to lapse due to lack of funds was the contract with the Center for Social Work Research. The contract was not renewed until March 2004, when the agency gained discretionary income through its sales of mailing lists. That contract, which continues to date, included the same conditions and cost, but there was almost a one year gap in collecting and

compiling survey data. While licensees occasionally filled out the survey on the agency's web site, the data was automatically sent to UT, sight unseen by the agency. Data from those completed surveys were included in the first resumed report. There have been no breaks since, although the time between reports has now extended to once a year, usually in the March/April timeframe.

Due to new processes set up to enhance the use of the online renewal system, the data collection method required modification. The agency now mails out notification postcards instead of a renewal packet (with survey enclosed), thereby precluding the use of mail in distributing surveys. However, the 90% - 95% of the licensee population who use the online renewal program every two years on the agency web site are now exposed to the survey, which is included as part of the online renewal process. Filling out the survey, as always, is voluntary, but the response rate has significantly improved since its inclusion in the renewal process. A much smaller group of respondents access the survey directly from the agency's website.

The agency is now provided results once a biennium, usually in late April before the strategic plan is due. When it was discovered that written comments were also collected all year and then provided at the same time (In some cases, they were almost a year old), the agency negotiated a modification to the contract, whereby written comments were received monthly. The contract has been further modified so that comments are immediately forwarded to the agency upon submission, allowing an almost immediate response to a comment.

ECPTOTE has made frequent changes to its web site, usually driven by outside requirements or opportunities to enhance the site. A negative consequence of one of those changes is that sometime in 2011, the customer survey was disconnected, and remained so for a lengthy period of time. This problem was not discovered and corrected until April 2012 (when the report was received) – there were 327 responses. This is in contrast to the 2,425 in the previous biennium.

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

Overview

Customer service surveys were administered starting in the spring of 2002 by the Survey of Organizational Excellence Group (SOE) at The University of Texas at Austin School of Social Work for the Executive Council on Physical and Occupational Therapy Examiners (ECPTOTE). The survey project intent was to measure customer service perceptions from the recipients of agency services. The data also serve to address the Customer Service Standards Act (1999, SB 1563). This report contains both an overview of the findings and individual item results and analysis. This is followed by a review of the methodology used in the survey administration.

Detailed Survey Methodology

<u>Design</u>

The design process incorporated three objectives. First, the survey created substantive customer service survey data for strategic planning and organizational initiatives. Second, the design accurately portrayed and represented (through use of standard and tested surveying techniques) the perceptions of customers. Lastly, implementing the survey established an open forum in which both the citizens of Texas and the direct recipients of services could evaluate interactions, recognize outstanding service, and/or offer insights into how service was delivered and where service needed to improve.

To accomplish these objectives survey areas or dimensions were created. The dimensions categorized various customer perceptions into distinct units. Categorical distinctiveness allows for an organization to more thoroughly assess whether or not they are meeting or exceeding customer expectations in a given area of operation. Both the quantitative and qualitative data provided through the survey process reaffirms areas of strength and draws attention to potential areas of concern.

Seven survey areas (facilities, staff, communications, Internet site, complaint-handling processes, service timeliness, and printed information) were specifically listed in the Legislative Budget Board's Strategic Planning Instructions derived from the Customer Service Standards Act. However, the planning instructions did allow for agencies to not assess on a particular area if it did not apply to the service delivery function of the agency.   For each dimension, the survey participants were asked to respond to various items concerning perceptions of customer service.

The customer perceptions were measured on a Likert-type scale with 5 possible responses (strongly disagree, disagree, neutral, agree, and strongly agree). Point values ranging from 5 for strongly agree to 1 for strongly disagree were assigned upon processing the data. If the respondent had no knowledge or the item did not apply to their situation, they were asked to leave the item blank. The higher the response the more strongly respondents agreed with the statement. All items were positively worded so that higher values are representative of higher levels of agreement or may be viewed as more positive perceptions of customer service.

The survey also included an item asking for the frequency of contact with the agency and an open-ended item. Customers were also asked to identify the customer category that best described themselves.   The open-ended item, found at the end of the survey, asked respondents to offer any additional comments and/or to identify outstanding service from employees or divisions. The open-ended section was designed to allow for sources of input (compliments, criticisms or suggestions) not directly addressed in the printed survey items. Moreover, asking customers to recognize individuals who provided outstanding service assists in identifying employees who excel in providing exemplary service to customers. To allow for a rapid response to potential concerns, survey participants were able to mark a box on the online version that immediately forwarded their comments to the agency.

Survey Instrument Type

The survey was an online instrument. Utilizing both HyperText Markup Language (html coding) and Common Gateway Interface (cgi scripting), the survey was first made available via the world wide web at the following Internet address:

www.survey.utexas.edu/ecptote

The equipment used to serve the web site and the corresponding database of responses (a Unix based system) handles thousands of simultaneous requests and performs routine data backups both incrementally and daily. Respondents receiving the OMR version of the survey could take the survey online by going to the web site address and by entering their control number (printed on the survey instrument). In the event a control number entered online was in conflict (the two numbers were the same) with a control number received from a hardcopy survey, the online survey data would be removed as a valid response. For this dataset, there were no conflicting control numbers.

The online survey was incorporated in the agency online renewal system and the design was concise for various reasons. First, the survey served as a general customer service diagnostic that assessed customer perceptions in broad topical areas. While many inferences can be made from the survey data, low scoring areas may require additional assessment to determine underlying causes. Conversely, further examination of high scoring dimensions may produce examples of an organization's "best practices" that can be shared among other parts of the agency. Also, the general nature of the survey enables the agency to use the instrument in different settings; and therefore, the survey results allow for comparison of dimensions across the organization. Second, instruments such as these (voluntary questionnaires of customers) are succinct so that the respondent can complete the survey in only a few minutes. Typically, long questionnaires (due to the specificity of items and considerable length of time to complete the survey) discourage participation. Our experience is that response rates for concise surveys achieve an acceptable returned percentage of greater than 10%. Third, providing survey participants the opportunity to comment in an open-ended section shapes the preparation of follow-up surveys. Customers' suggestions are often used to modify the content of future customer service survey items.

Analysis

Survey responses were compiled and analyzed. For the demographic items, frequency counts and percentage of respondents are tabulated. Furthermore, for each category code such as industry and program, an average score for this item: "Overall, I am satisfied with the service I received." was calculated. This item is a general statement about the agency's customer service performance. Providing these scores for each category permits direct comparisons across the various response options.

For the scaled items (the non-demographic items listed at the bottom of the survey), average scores, number of respondents, standard deviations, and frequency counts of response choices were calculated. The statistical calculation of standard deviation measures variability of responses. The smaller the standard deviation, the closer together the distribution of the respondents' scores are. The greater the standard deviation, the more scores are spread among the responses. Once item averages were calculated, dimensional averages were computed by taking an average of all the mean item

responses, which comprised the different dimensions.   Open-ended responses were returned in their entirety directly to the agency.

Additional analysis of the survey instrument was conducted. Confidence intervals (set at 95%, the most commonly reported level) were calculated for all scaled items.   The level creates an interval (a range around the average item score). This means that you can be 95% confident that the interval contained the average scores for your selected customer sample.   Reliability (a consistency measure of the survey instrument) was calculated and had an internal consistency coefficient exceeding the generally accepted value. Sample sizes and anticipated rates of response rate allowed for a (plus/minus) 5 error at the 95% confidence level. Subject research, face validity and factor analysis were used to assure general validity, or in other terms, the survey measured what it intended to measure.

5. Summary of Results:

All results were provided to the agency in electronic format in the disk included with the report. Results were provided both for the survey conducted via the paper and pencil instrument and for the data collected through the ongoing online assessment process. For the sample surveyed, ECPTOTE has an acceptable response rate. The items were scored on a five-point scale with 5 being strongly agree and 1 being strongly disagree. Overall the agency had a positive overall satisfaction rating in FY2011/12 with 74% of the 327 respondents stating that overall; they were satisfied with their experience with the agency. Of the remaining respondents, 7% were neutral on this item, 7% disagreed, and 11% entered "strongly disagree". This is a lower score than the score in the previous biennium (95%).

The highest scoring items regarded the providing of correct materials and information from the agency. The response to complaints was the lowest. With the exception of three questions, the Spring 2012 scores were lower than the previous report.

Any survey question with an average (mean) score above the neutral midpoint of "3.0" suggests that respondents perceive the issue more positively than negatively. Scores of "4.0" or higher indicate areas of substantial strength for the organization. Conversely, scores below "3.0" are viewed more negatively by respondents and should be a significant source of concern for the organization and receive immediate attention.

Below are the most recent mean scores of questions from this survey compared to the results reported in the previous Strategic Plan:

Item Number	Item Descriptor	Spring 2010	Spring 2012
1.	Staff members were knowledgeable and helpful.	4.28	4.06
2.	I received the correct information I needed.	4.53	4.51
3.	I received the correct materials I needed.	4.56	4.65
4.	The web site was easy to use and well organized.	4.52	4.26
5.	The web site contained clear and accurate information on events, contact services, and information.	4.53	4.19
6.	If I complained, I believe it would be addressed in a reasonable manner.	4.21	3.89
7.	My telephone call, letter or e-mail inquiry was answered in a reasonable amount of time.	4.24	4.00
8.	Printed brochures or written material provided thorough and accurate information.	4.46	4.71
9.	If I visited the facility, it was clean and orderly.	4.20	4.50
10.	Overall, I am satisfied with my experience.	4.52	4.11
	Total Number of Respondents	2,425	327

The frequency distribution for each of the 10 questions asked on the latest survey, with associated over-time comparison graph:

1.   Staff members were knowledgeable and helpful.

Staff Members Were Knowledgeable and Helpful

Strongly Agree	29.63%
Agree	18.52%
Neutral	7.41%
Disagree	3.70%
Strongly Disagree	3.70%
Not Applicable	37.04%

Spring 2002: 4.20, Summer 2002: 4.21, Spring 2003: 4.20, Summer 2003: 3.75, Summer 2004: 3.96, Spring 2005: 4.19, Summer 2005: 4.17, Summer 2006: 4.21, Summer 2007: 4.27, Summer 2008: 4.27, Spring 2010: 4.28, Spring 2012: 4.06

2.	I received the correct information I needed.

I Received the Correct Information I Needed

Strongly Agree	59.26%
Agree	14.81%
Neutral	3.10%
Disagree	3.70%
Strongly Disagree	7.41%
Not Applicable	11.11%

0%   10%   20%   30%   40%   50%   60%   70%   80%

Term	Value
Spring 2002	4.20
Summer 2002	4.21
Spring 2003	4.20
Summer 2003	3.98
Summer 2004	4.18
Spring 2005	4.44
Summer 2005	4.50
Summer 2006	4.46
Summer 2007	4.51
Summer 2008	4.51
Spring 2010	4.53
Spring 2012	4.29

3.   I received the correct materials I needed.

I Received the Correct Materials I Needed

Strongly Agree	59.26%
Agree	11.11%
Neutral	3.44%
Disagree	1.79%
Strongly Disagree	2.31%
Not Applicable	21.93%

0%   10%   20%   30%   40%   50%   60%   70%   80%

Spring 2002	Summer 2002	Spring 2003	Summer 2003	Summer 2004	Spring 2005	Summer 2005	Summer 2006	Summer 2007	Summer 2008	Spring 2010	Spring 2012
4.24	4.24	4.22	4.11	4.19	4.42	4.48	4.47	4.51	4.53	4.56	4.65

4.   The web site was easy to use and well organized.

The Web Site Was Easy to Use and Well Organized

Strongly Agree	62.96%
Agree	22.22%
Neutral	3.70%
Disagree	0.00%
Strongly Disagree	11.11%
Not Applicable	0.00%

Spring 2002: 3.44
Summer 2002: 3.81
Spring 2003: 3.61
Summer 2003: 3.84
Summer 2004: 3.99
Spring 2005: 4.48
Summer 2005: 4.46
Summer 2006: 4.46
Summer 2007: 4.43
Summer 2008: 4.46
Spring 2010: 4.52
Spring 2012: 4.26

5.   The web site contained clear and accurate information on events, contact services, and information.

The Web Site Contained Clear and Accurate Information on Events, Services, and Contact Information

Response	Percentage
Strongly Agree	59.26%
Agree	18.52%
Neutral	7.41%
Disagree	0.00%
Strongly Disagree	11.11%
Not Applicable	3.70%

Term	Value
Spring 2002	3.60
Summer 2002	3.77
Spring 2003	3.67
Summer 2003	3.78
Summer 2004	3.99
Spring 2005	4.47
Summer 2005	4.46
Summer 2006	4.46
Summer 2007	4.46
Summer 2008	4.49
Spring 2010	4.53
Spring 2012	4.19

6.   If I complained, I believe it would be addressed in a reasonable manner.

If I Complained, I Believe It Would Be Addressed in a Reasonable Manner

Strongly Agree	34.62%
Agree	19.23%
Neutral	3.85%
Disagree	7.69%
Strongly Disagree	7.11%
Not Applicable	27.23%

Term	Value
Spring 2002	3.71
Summer 2002	3.76
Spring 2003	3.79
Summer 2003	3.76
Summer 2004	3.82
Spring 2005	4.13
Summer 2005	4.20
Summer 2006	4.15
Summer 2007	4.16
Summer 2008	4.20
Spring 2010	4.21
Spring 2012	3.89

7.   My telephone call, letter or e-mail inquiry was answered in a reasonable amount of time.

My Telephone Call, Letter or E-mail Inquiry Was Answered in a Reasonable Amount of Time

Strongly Agree	29.63%
Agree	11.11%
Neutral	5.55%
Disagree	4.70%
Strongly Disagree	0.54%
Not Applicable	40.74%

Spring 2002	Summer 2002	Spring 2003	Summer 2003	Summer 2004	Spring 2005	Summer 2005	Summer 2006	Summer 2007	Summer 2008	Spring 2010	Spring 2012
3.87	3.81	3.81	3.73	4.01	4.18	4.15	4.19	4.22	4.24	4.24	4.00

8.   Printed brochures or written material provided thorough and accurate information.

Printed Brochures or Written Material Provided Thorough and Accurate Information

Strongly Agree	42.31%
Agree	7.69%
Neutral	3.85%
Disagree	0.00%
Strongly Disagree	0.00%
Not Applicable	46.15%

Scale: 0% 10% 20% 30% 40% 50% 60% 70% 80%

Spring 2002	Summer 2002	Spring 2003	Summer 2003	Summer 2004	Spring 2005	Summer 2005	Summer 2006	Summer 2007	Summer 2008	Spring 2010	Spring 2012
4.10	4.07	4.05	3.94	3.91	4.35	4.33	4.35	4.36	4.40	4.46	4.71

9.   If I visited the facility, it was clean and orderly.

If I Visited the Facility, It Was Clean and Orderly

Strongly Agree	15.38%
Agree	3.85%
Neutral	3.40%
Disagree	2.10%
Strongly Disagree	0.00%
Not Applicable	76.92%

0%   10%   20%   30%   40%   50%   60%   70%   80%

Spring 2002	Summer 2002	Spring 2003	Summer 2003	Summer 2004	Spring 2005	Summer 2005	Summer 2006	Summer 2007	Summer 2008	Spring 2010	Spring 2012
3.22	3.35	3.30	3.41	3.26	4.14	4.22	4.15	4.38	4.17	4.20	4.50

10.   Overall, I am satisfied with my experience.

Overall, I Am Satisfied With My Experience

Strongly Agree	66.67%
Agree	7.71%
Neutral	5.60%
Disagree	8.79%
Strongly Disagree	13.14%
Not Applicable	0.00%

0%   10%   20%   30%   40%   50%   60%   70%   80%

Spring 2002	4.00
Summer 2002	4.00
Spring 2003	4.09
Summer 2003	3.92
Summer 2004	4.13
Spring 2005	4.44
Summer 2005	4.47
Summer 2006	4.46
Summer 2007	4.47
Summer 2008	4.49
Spring 2010	4.52
Spring 2012	4.11

<u>Customer Assessment Strategy</u>

Continuous assessment of the opinions of customers is used by most industries and is a growing concern for state government. The assessment does not have to be costly or time consuming. The following recommendations are made to conduct ongoing customer service assessment.
- o Maintain a prominently displayed link from the agency's internet home page to the online customer service assessment. The online assessment is easily maintained, modifiable, and cost effective. This type of assessment is available at all times.
- o Build the database capability to store email addresses so that customers can be invited to assess the agency via the internet. This type of assessment can be done twice a year.
- o Include a customer service survey in all outgoing request for printed information. This will allow the customer to assess the agency based on the service they had just received.
- o Once a year conduct a random sample or 100% poll of your customer base.

6. Agency Corrective Actions

Results can vary depending on which questions are asked and how they are asked. The UT survey, which was a refinement of the original agency survey, has provided far better information to the agency concerning the major focus areas of customer service than its internally developed survey. We have a good feel for our weaknesses and strengths, but right now are using the anecdotal information obtained from survey comments to make needed changes to agency operations.

In the past, we had several major issues on which we could focus our efforts. These issues were obvious, and usually had workable solutions. We have made those corrections through the years, and we now find ourselves with only issues and solutions that would require a major effort and significant funding to implement, e.g., creating a true interactive web site. Until we find those resources, we are forced to take some "small ball" steps.

Our efforts in improving customer service are focused on the written feedback given by those taking the survey. A major problem solved gradually, was to arrange to receive written feedback first monthly, and then as it arrives at UT. When we received the written copy of the customer survey each May, we also received a years worth of comments. It proved very embarrassing having to respond to someone's "please contact me" request almost a year later! Which led to the next initiative.

When we receive the written comments from those leaving feedback and who expressed a concern, the two board coordinators contacted everyone who left a phone number or email address or even just a name. There have been a large number of these over the past few years, and the coordinators have responded to every one of them. In this way, we were able to solve problems or answer questions in a one-on-one manner.

The lowest scored item was for the first time, not the appearance of the facility, but the perception that if someone complains, their complaint would be taken seriously by the agency. This may be due to the much smaller sample size, or simply that the agency staff is not responding properly to phone calls and emails. The agency is already taking steps to correct this potential problem, through addressing the problem in staff meetings, prompt correction to those perceived not acting correctly in outside communications, and making courtesy an item on employee evaluations.

To continue the discussion of not addressing complaints satisfactorily, this potential problem cuts across most evaluated areas, and the agency must constantly stay on top of public perception. The agency supervisors must constantly concentrate on maintaining consistent phone skills in employees. All employees must realize that they may not think they are appearing rude and abrupt, but if the licensee thinks they are that perception is the only thing that counts. The challenge is also letting callers to the agency know that there are options available to them if they feel they are not receiving the respect they deserve. Improvements over time are noted in this area based on survey feedback, but even one annoyed customer is one too many.

7. Future Planned Assessments

During the remainder of calendar year 2012, and as long as funds are available, the Executive Council plans to continue to contract with the Center for Social Work Research to survey the attitudes and opinions of our customers who renew their license on line, and maintain a link on its web home page to the survey for access by everyone else. The product provided us the last several years has not been up to the same level of quality as it was prior. We will have to monitor their performance in this upcoming biennium as well as insure there are no problems with data collection on the agency web site.

8. Customer Service Performance Measures

Measure						
Outcome	FY2010	FY2011	FY2012 (est.)	FY2013 (est.)	FY2013 (est.)	FY2014 (est.)
% of Surveyed Customer Respondents Expressing Overall Satisfaction w/ Services Received	95%	74%	88%	90%	92%	95%
% of Surveyed Customer Respondents Identifying Ways to Improve Service Delivery	2%	2%	2%	2%	2%	2%
Output						
# of Customers Surveyed	2,500	327	1,200	2,600	2,650	2,700
# of Customers Served	30,550	33,065	34,500	35,500	36,500	37,500
Efficiency						
Cost per Customer Surveyed	$0.30	$2.90	$0.62	$0.28	$0.27	$0.26
Explanatory						
# of Customers Identified	30,550	33,065	34,500	35,500	36,500	37,500
# of Customer Groups Inventoried	4	4	4	4	4	4

9. Compact with Texans

The Executive Council, the Texas Board of Physical Therapy Examiners, and the Texas Board of Occupational Therapy Examiners will hold faithfully to the highest standards of ethics, accountability, efficiency, and openness in all its dealings with the public. We will demonstrate to the public and those we regulate the sincerity of our desire to license and regulate consistently, fairly, and sensibly, while keeping the health and welfare of people receiving services from our licensees as our driving concern.

As one of our customers, there are certain standards of service you should expect, and demand from us.

> To treat you with courtesy and respect.
> To provide you with timely and responsive service.
> To give you clear and accurate information – the first time.
> To follow through on our commitments to you.

We basically perform three services for our customers – license qualified applicants, enforce the PT and OT practice acts, and provide assistance and general information. These three services are sometimes intertwined, but we address them separately in this Compact.

Licensing

We are the only entity in Texas with the legal authority to license physical therapists, physical therapist assistants, occupational therapists, and occupational therapy assistants, and to register the facilities in which those services are provided.

We continuously look for ways to improve our administrative procedures so that, without sacrificing any assurance that the people we license are well qualified to provide services, we also satisfy the need of applicants and licensees to receive licenses and renewal certificates quickly. Although we consistently achieve license and renewal processing times well under established standards, we continue to look for ways to improve the efficiency and accuracy of our all of our administrative procedures. If you have questions about the licensing process or wish to apply for licensure in one of these professions, please contact our office at (512) 305-6900. We have posted information about licensing requirements and procedures on our web site (http://www.ptot.texas.gov), but to avoid processing delays, and ensure that you get the right application and instructions, we ask that you request an application on the "Forms by Mail" web page or call us and ask for one.

When you apply for a license to practice PT or OT or to register your facility, we cannot complete the licensing process of your application (or renewal), until we have received all of the components required by law (e.g., signed application, affidavits, fees, exam application, etc.). However, once we have the complete application, we will put your license or renewal certificate in the mail within 1-3 working days. We will always give you an update on the status of your application over the phone if you call us and ask.

Enforcement

We are also required to enforce the Physical Therapy and Occupational Therapy Practice Acts.

You may file a formal complaint with us. If you wish to file a complaint against a person or facility regulated by the boards, or against an unlicensed person who you believe has violated any of the laws enforced by the Executive Council, please contact one of our agency investigators at (512) 305-6900. You may also file a complaint by calling the Health Professions Council's toll free number (1-800-821-3205), or by writing to us directly. To help you compose your written complaint, there is a complaint form available for downloading on our web site, but it is not required.

We attempt to resolve all complaints within six months, and have most of them completed within 120 days. We come close to that goal, but more complex cases may take us longer. The investigator assigned to your case will send you a written response to your complaint within ten working days. While the investigation is ongoing, the investigator will update you every 120 days in writing on the status of our investigation and again upon final disposition of the case.

Assistance

A major priority for the agency is to consistently provide a complete and timely response to all questions and concerns about the Executive Council and the two boards, general practice questions, information on persons or businesses we license and register in Texas, and other related services.

We strive to make information about the legal practice of physical therapy and occupational therapy widely available, both to the public and to our licensees, by maintaining updated information on the agency website, by school presentations to students preparing to take national licensure exams, and by responding to all questions from the public and our licensees. We try to demonstrate through our actions that we consider this an important task, and we budget the time and resources for it. We encourage and welcome suggestions, requests and feedback from all individuals. We are committed to customer satisfaction, and will strive to improve our performance as needed. We promise you a prompt response if you contact us with an inquiry or concern. Our standards are:

● If you call us by phone during our normal work hours of 8-5, M-F, you can always expect to talk to a live human being. Since we are a small agency, we may have to put you on hold for a short period of time, or ask you to leave a message for the staff person who can best help you.

● If you send us an e-mail at ecptote@ptot.texas.gov or leave a message in a voice message mail box, unless the recipient of your message is physically unable to respond, we will contact you within 24 hours.

● If you file a written complaint about the service you did (or did not) receive from agency staff, you will receive at a minimum a written response from the Executive Director within 10 calendar days from its receipt in our offices.

● If you request information in accordance with the Texas Public Information Act, we will provide you the information as soon as reasonably possible and without delay.

You can get in touch with us in person at the Executive Council offices located in Room 510, Tower II, William P. Hobby, Jr. State Office Building, 3rd and Guadalupe Streets, Austin, Texas. You can reach us by mail at ECPTOTE, 333 Guadalupe, Suite 2-510, Austin, Texas 78701; by phone at (512) 305-6900; by fax at (512) 305-6951, or by email at ecptote@ptot.texas.gov. Whichever way you contact us, we will ensure that you reach the most qualified employee available to help you.

While all staff members of the Executive Council serve the public, the position of agency customer relations representative is held by John Maline, the Executive Director. If you contact our agency with a problem or request for service, and you are not satisfied with the response you get, you should immediately contact him through any of the means listed above or by e-mail at John.Maline@ptot.texas.gov.

Appendix G (cont.)

Physical Therapy Board - Licensure Requirements
Permanent License by Exam or Endorsement

Physical Therapist	Physical Therapist Assistant
- Completed application and fee as set by the Executive Council	- Completed application and fee as set by the Executive Council
- Graduation from a CAPTE-accredited PT program at an accredited institution in the U.S.; or, if foreign-trained, an evaluation from a board-approved credentialing entity documenting that the applicant has an equivalent education from an accredited institution outside the U.S., and passing scores on English language proficiency exams	- Graduation from a CAPTE-accredited PTA program at an accredited institution in the U.S.; or, if foreign-trained, an evaluation from a board-approved credentialing entity documenting that the applicant has an education equivalent to a PT education from an accredited institution outside the U.S., and passing scores on English language proficiency exams
- Successful completion of a jurisprudence examination on the Board's Act and rules	- Successful completion of a jurisprudence examination on the Board's Act and rules
- Passing score on the National Physical Therapy Examination	- Passing score on the National Physical Therapist Assistant Examination
- If previously licensed in another state or territory of the U.S., verification of licensure in good standing of all current and expired licenses held	- If previously licensed in another state or territory of the U.S., verification of licensure in good standing of all current and expired licenses held

Appendix G (cont.)

Occupational Therapy Board—Licensure Requirements
Permanent License by Exam or Endorsement

Occupational Therapist	Occupational Therapy Assistant
Completed application and fee established by Executive Council;	Completed application and fee established by Executive Council;
Graduate from an AOTCB accredited OT program at an accredited institution in the US; or its territories. Foreign trained applicants must be approved by a board approved credentialing entity and pass the national examination, and pass the English language proficiency exams.	Graduate from an AOTCB accredited OT program at an accredited institution in the US; or its territories. Foreign trained applicants must be approved by a board approved credentialing entity and pass the national examination, and pass the English language proficiency exams.
Successful completion of a jurisprudence examination on the Board's Act and Rules.	Successful completion of a jurisprudence examination on the Board's Act and Rules.
If holding a current license in good standing in another state(s) or territory of the U.S., verification of licensure.	If holding a current license in good standing in another state(s) or territory of the U.S., verification of licensure.
If applying from a non-licensure state or US military, verification of occupational therapy employment history for a minimum of 2 years in the non-licensing state or military, prior to application; NBCOT's score report post 1984, or NBCOT's verification of certification prior to 1984.	If applying from a non-licensure state or US military, verification of occupational therapy employment history for a minimum of 2 years in the non-licensing state or military, prior to application; NBCOT's score report post 1984, or NBCOT's verification of certification prior to 1984.

Note: NBCOT = National Board for Certification in Occupational Therapy

Appendix G (cont.)

Consumer Complaint Process

Origination of Allegations

Consumers   Liability Claims   Professionals
Government Agencies   Institutions

Receipt of Complaints
Receipt of complaint is acknowledged to the complainant.
Case controlled in database.

Investigation File

Investigative file opened.

Case assigned. Plan of action established.

Investigative Process

Alleged violator notified of the allegations and asked to respond.
Complainant, witnesses, and others interviewed as appropriate.
Completed investigation reviewed by Board's Investigation Committee.

Resolution of Investigation

Reviewed
Investigation
Committee

No

Insufficient evidence

Sufficient evidence

Finding of violation

Informal
Settlement
Conference

Informal
Disciplinar
action

Formal
Disciplinar
action

State Office of
Administrative
Hearings

Closed

Appendix H

RECENT HISTORY OF PERFORMANCE MEASURES AND BUDGETS

Performance Measures - Enforcement Strategy

Measure	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012/13 Targets
Number of Jurisdictional Complaints Received (PT)	327	409	402	413	400
Number of Jurisdictional Complaints Received (OT)	132	166	179	195	175
Number of Complaints Resolved (PT)	214	346	331	246	325
Number of Complaints Resolved (OT)	118	160	140	148	125
Percent of Complaints Resulting in Disciplinary Action (PT)	24%	16%	13%	9%	15%
Percent of Complaints Resulting in Disciplinary Action (OT)	21%	21%	12%	11%	15%
Average Time for Complaint Resolution (PT)	109 Days	127 Days	131 Days	146 Days	150 days
Average Time for Complaint Resolution (OT)	115 Days	119 Days	116 Days	142 Days	150 Days
Percent of documented complaints resolved within six months (PT)	92%	85%	81%	81%	70%
Percent of documented complaints resolved within six months (OT)	92%	86%	85%	81%	70%
Average Cost per Complaint Resolution (PT)	$86.00	$96.00	$102.00	$93.00	$100
Average Cost per Complaint Resolution (OT)	$85.00	$95.00	$83.00	$95.00	$100
Percent of Licensees with No Recent Violations (PT)	99%	100%	99%	99%	99%
Percent of Licensees with No Recent Violations (OT)	99%	100%	99%	99%	99%
Recidivism rate for those receiving disciplinary action (PT)	0%	0%	0%	0%	0%
Recidivism rate for those receiving disciplinary action (OT)	0%	0%	0%	0%	0%

(Note: Current Key Measures are in Bold)

Appendix H (cont.)

% of Complaints Resulting in Disciplinary Action (PT)

% of Complaints Resulting in Disciplinary Action (OT)

of Complaints Resolved (PT)

of Complaints Resolved (OT)

Average Time for Complaint Resolution (PT)

Average Time for Complaint Resolution (OT)

of Complaints Received (PT)

of Complaints Received (OT)
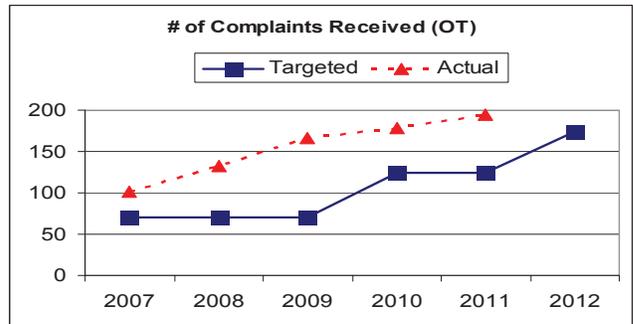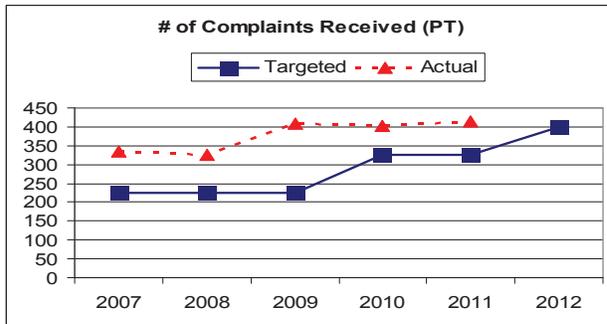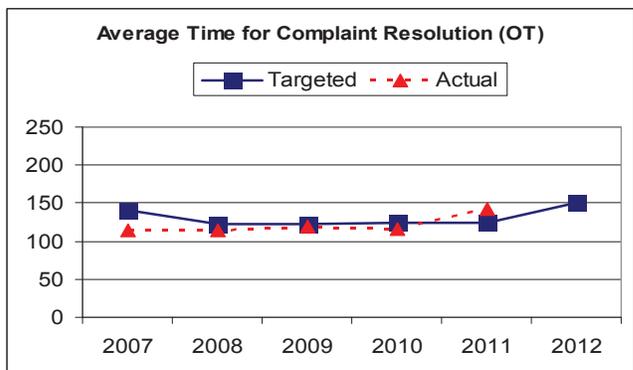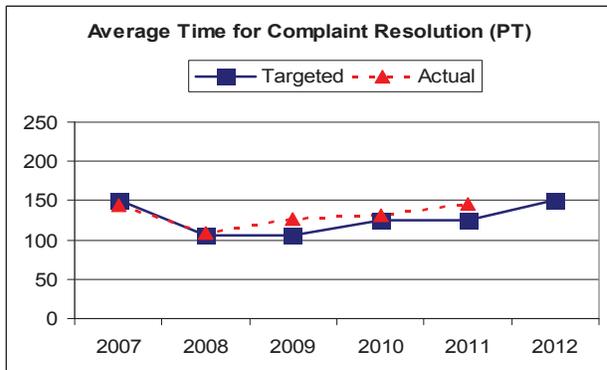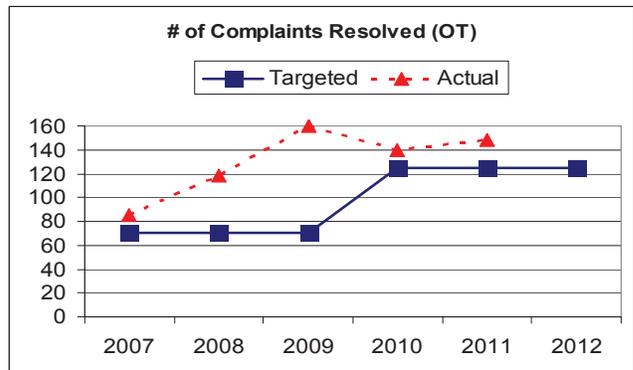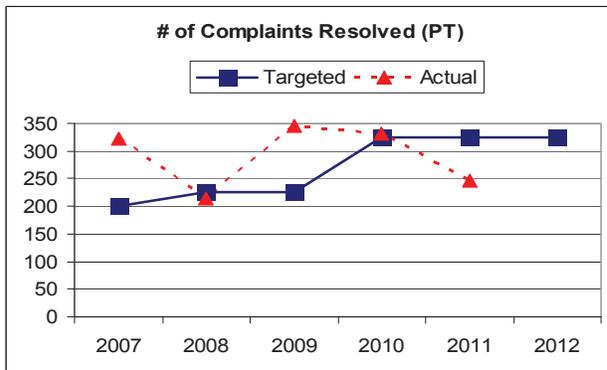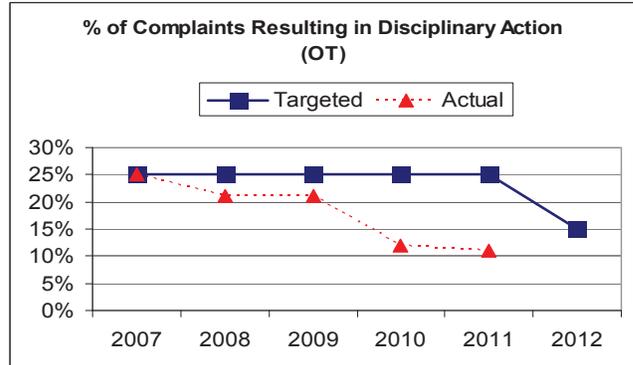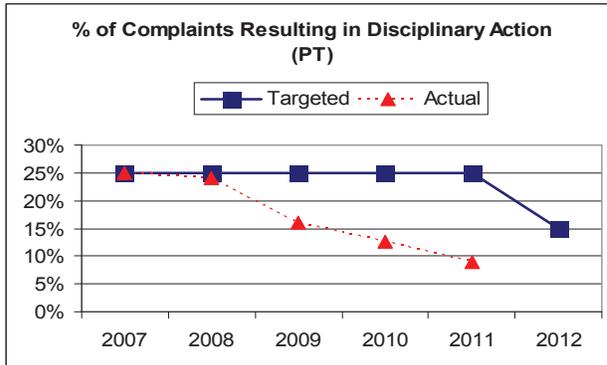
Appendix H (cont.)

Performance Measures – Licensing Strategy

Measure	2008 Actual	2009 Actual	2010 Actual	2011 Actual	20012/13 Targets
Percent of Licensees Who Renew Online	93%	94%	93%	94%	95%
Percent of Individual Licenses Issued Online	78%	78%	80%	82%	80%
Total number of individuals licensed (PT)	15,248	16,251	17,349	18,548	18,000
Total number of individuals licensed *(OT)*	8,776	9,400	10,024	10,774	10,500
Number of New Licenses Issued to Individuals (PT)	1,104	1,268	1,427	1,672	1,530
Number of New Licenses Issued to Individuals *(OT)*	637	795	877	965	900
Number of Licenses Renewed (Individuals) (PT)	6,810	7,235	7,658	7,996	7,920
Number of Licenses Renewed (Individuals) *(OT)*	3,810	3,966	4,181	4,430	4,400
Average Licensing Cost for Individual License Issued (PT)	$32.85	$33.94	$35.00	$37.53	$34.00
Average Licensing Cost for Individual License Issued *(OT)*	$58.32	$62.37	$60.00	$50.58	$58.00
Average Time for Individual License Issuance (PT)	1.27 day	1.39 days	1.5 days	1.29 days	3.0 days
Average Time for Individual License Issuance *(OT)*	1.09 day	1.59 days	1.5 days	1.17 days	3.0 days
Average time for individual license renewal (PT)	1.27 day	1.27 days	1 day	1.38 days	1 day
Average time for individual license renewal *(OT)*	1.32 day	1.27 days	1 day	1.29 days	3 days
Individuals examined (PT)	774	773	860	1,012	825
Individuals examined *(OT)*	384	436	531	548	490
Examination Pass Rate (PT)	97%	89%	87%	88%	90%
Examination Pass Rate *(OT)*	91%	94%	95%	84%	94%
Total Number of Business Facilities Registered	2,923	3,451	3,743	3,861	3,900
Average Cost per Facility Registration Issued	$36.04	$30.21	$31.00	$25.51	$32.00

(Note: Current Key Measures are in Bold)

Appendix H (cont.)

Performance Measures – Licensing Strategy (cont.)

Measure	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012/13 Targeted
Percentage of New Licenses Issued Within Ten Days (PT)	100%	99%	99%	100%	100%
Percentage of New Licenses Issued Within Ten Days (OT)	100%	99%	99%	100%	100%
Percentage of Renewals Issued Within Ten Days (PT)	100%	100%	100%	100%	98%
Percentage of Renewals Issued Within Ten Days (OT)	100%	100%	100%	100%	98%

# of New Licenses Issued (PT)

# of New Licenses Issued (OT)

# of New Licenses Renewed (PT)

# of New Licenses Renewed (OT)

% of Licensees Who Renew OnLine

% of New Licenses Issued OnLine

.

Appendix H (cont.)

Actual Funding Available for Agency Operating Expenses   2002 -2013

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
General Revenue	$ 769,865	$ 770,462	$ 840,876	$ 840,876	$ 870,971	$ 874,881	$ 1,008,349	$ 980,768	$ 1,060,722	$ 1,051,119	$ 1,042,696	$ 1,042,695
Minus HPC support	$ 6,659	$ 7,254	$ 6,014	$ 6,584	$ 10,357	$ 10,357	$ 10,748	$ 10,748	$ 11,004	$ 11,004	$ 12,577	$ 12,577
Minus Texas OnLine $	n/a	n/a	n/a	n/a	112,945	116,855	124,675	124,675	131,175	131,175	157,715	157,715
(pass through)	$ 763,206	$ 763,208	$ 834,862	$ 834,292	$ 747,669	$ 747,669	$ 872,926	$ 845,345	$ 918,543	$ 908,940	$ 872,404	$ 872,403
Appropriated Receipts	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 35,000	$ 35,000	$ 60,000	$ 60,000	$ 80,676	$ 80,678	$ 80,677	$ 80,677
Excess Appr. Receipts	$ 12,249	$ 26,230	$ 39,477	$ 46,268	$ 35,786	$ 49,661	$ 32,185	$ 36,218	$ 16,474	$ 10,544	$ -	$ -
Salary Increase Transfer	$ 21,046	$ 24,646	$ -	$ -	$ -	$ 59,314	$ -	$ 27,859	$ -	$ -	$ -	$ -
	$ 821,501	$ 839,084	$ 899,339	$ 905,560	$ 818,455	$ 891,644	$ 965,111	$ 969,422	$ 1,015,693	$ 1,000,162	$ 953,081	$ 953,080
Minus 7% Reduction in FY03		$ (62,965)										
Minus Travel Reduction in FY06/07					$ (1,599)	$ (1,599)						
Minus Non-receipt of Contingent Revenue in FY10									$ (18,631)			
Minus 5% Reduction in FY10 & FY11									$ (54,680)	$ (49,812)		
Minus 2 1/2% Reduction in FY11										$ (26,280)		
Minus 1% PHC in FY12 &FY13											$ (8,090)	$ (8,090)
Actual Cash Available	**$ 821,501**	**$ 776,119**	**$ 899,339**	**$ 905,560**	**$ 816,856**	**$ 890,045**	**$ 965,111**	**$ 969,422**	**$ 942,382**	**$ 924,070**	**$ 944,991**	**$ 944,990**
% of Cuts to Cash Available		**-7.5%**			**-0.2%**	**-0.2%**			**-7.2%**	**-7.6%**		
Increase (Decrease) from prior year		$ (45,382)	$ 123,220	$ 6,221	$ (88,704)	$ 73,189	$ 75,066	$ 4,311	$ (27,040)	$ (18,312)	$ 20,921	$ (1)

Appendix H (cont.)

Agency Expenditures for Fiscal Years 2007 - 2011

Agency Expenditures					
Expenditures	**2007**	**2008**	**2009**	**2010**	**2011**
Salaries	$839,286	$787,715	$839,286	$836,924	$841,016
Payroll Indirect Costs	233,681	230,461	233,681	231,804	241,546
Postage & Supplies	42,856	43,876	42,856	27,956	31,083
Other Operating	13,244	14,560	13,244	10,214	5,299
Travel	33,915	42,971	33,915	32,487	24,830
Capital Outlay	9,642	0	9,642	0	0
Printing	8,512	16,377	8,512	7,522	5,897
Professional Fees	9,329	8,616	9,329	7,426	7,027
Telecommunications	15,886	15,764	15,886	12,623	8,783
Maintenance	14,083	31,129	14,083	7,480	3,824
Rentals	1,034	219	1,034	346	334
	$1,112,531	$1,191,688	$1,221,468	$1,174,782	$1,169,639

(Pie charts of annual expenses follow)

Appendix H (cont.)

Expense Categories as a Percentage of Total Operational Expenses
(note that payroll indirect costs are not included in charts)
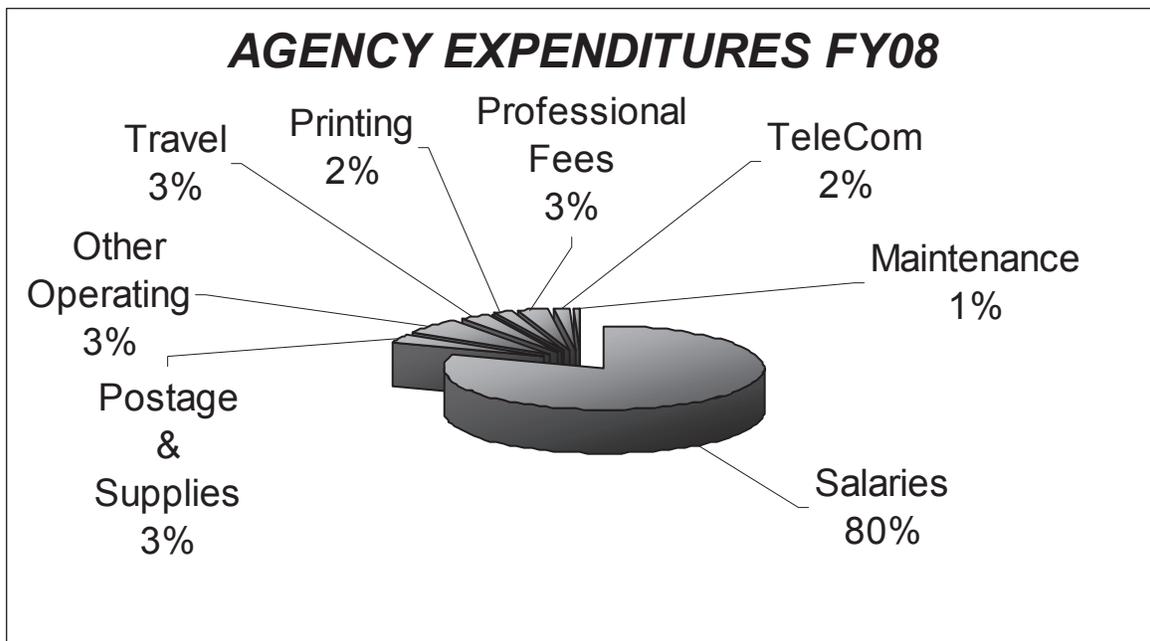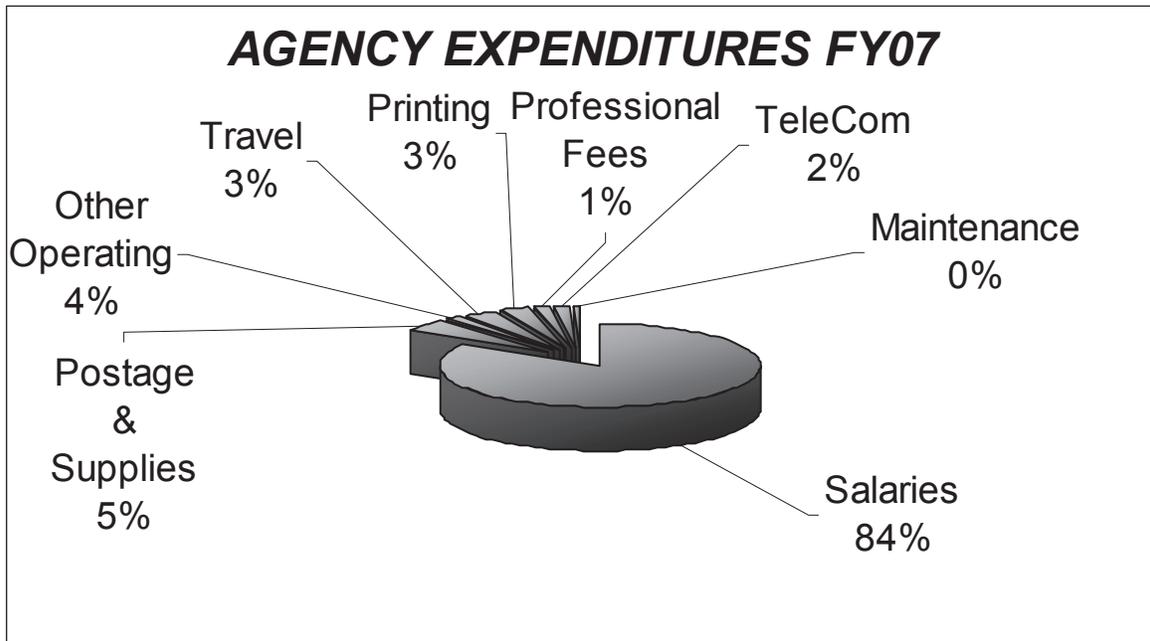
AGENCY EXPENDITURES FY07

Travel 3%
Printing 3%
Professional Fees 1%
TeleCom 2%
Other Operating 4%
Maintenance 0%
Postage & Supplies 5%
Salaries 84%

AGENCY EXPENDITURES FY08

Travel 3%
Printing 2%
Professional Fees 3%
TeleCom 2%
Other Operating 3%
Maintenance 1%
Postage & Supplies 3%
Salaries 80%

Appendix H (cont.)

Expense Categories as a Percentage of Total Operational Expenses (cont.)
(note that payroll indirect costs are not included in charts)

AGENCY EXPENDITURES FY09

Travel
3%

Printing
1%

Professional
Fees
1%

TeleCom
2%

Maintenance
1%

Other
Operating
6%

Postage
&
Supplies
4%

Salaries
87%

AGENCY EXPENDITURES FY10

Travel
3%

Printing
1%

Professional
Fees
1%

TeleCom
1%

Maintenance
1%

Other
Operating
4%

Postage
&
Supplies
3%

Salaries
89%

Appendix H (cont.)

Expense Categories as a Percentage of Total Operational Expenses (cont.)
(note that payroll indirect costs are not included in charts)

AGENCY EXPENDITURES FY11

Travel 3%
Printing 1%
Professional Fees 1%
TeleCom 1%
Maintenance 0%
Other Operating 6%
Postage & Supplies 3%
Salaries 90%
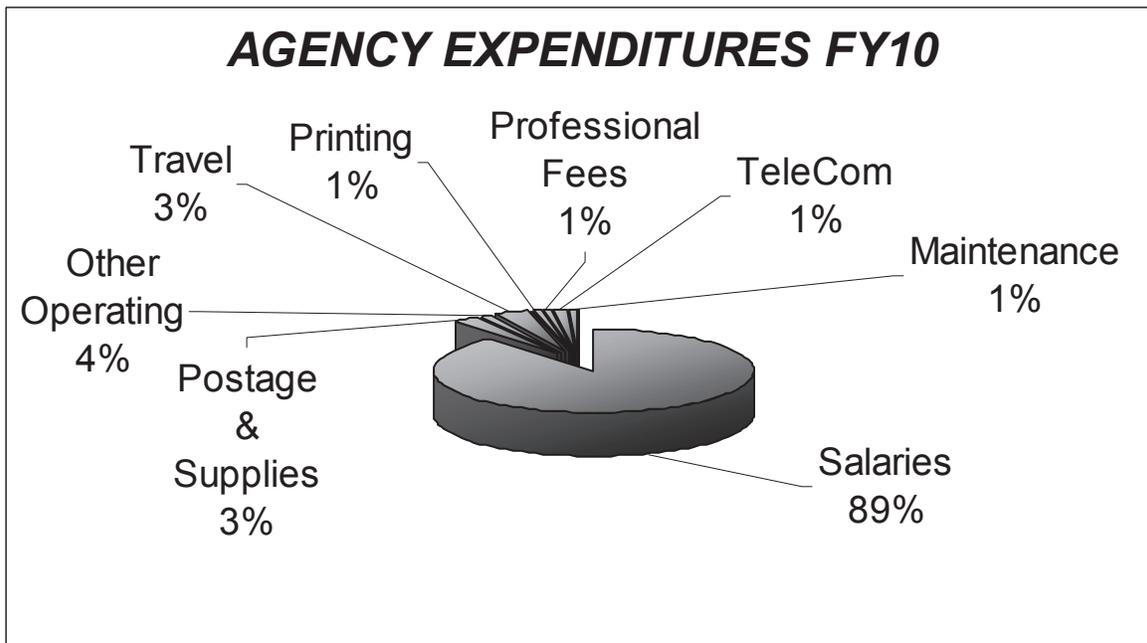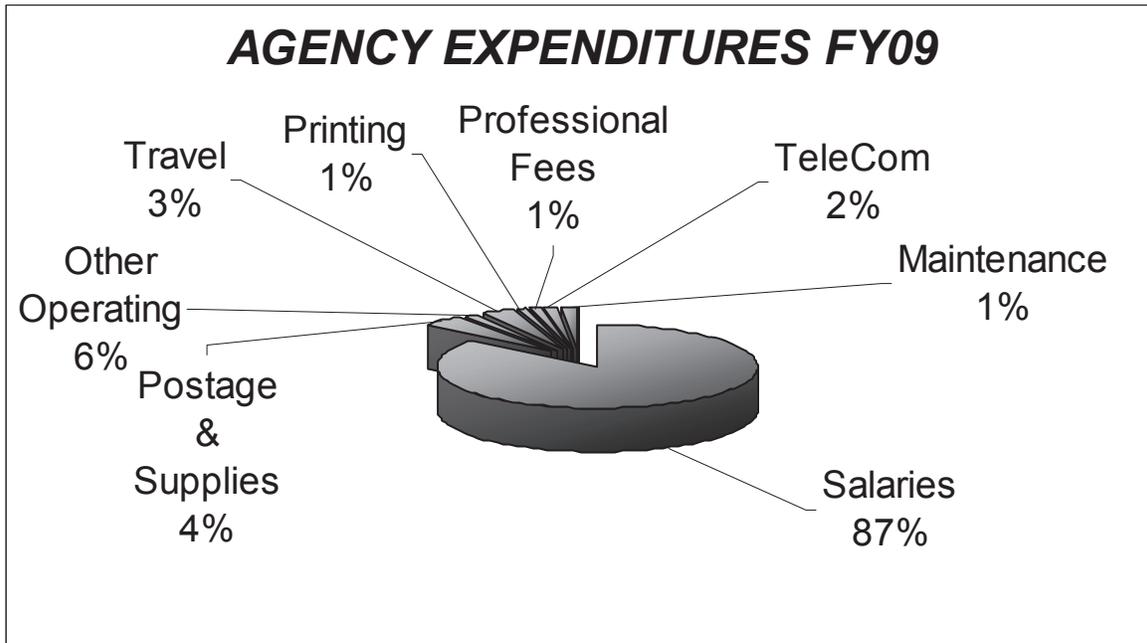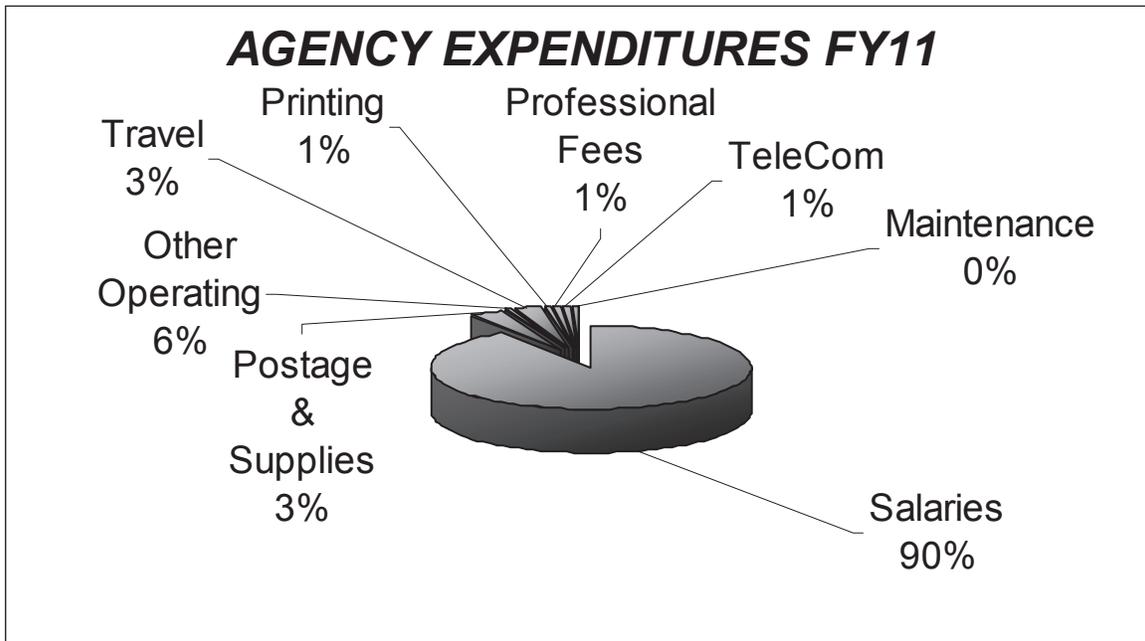
Appendix H (cont.)

Summary of ECPTOTE "Appropriated Receipts"
{Sales of Goods & Services}

FY	Appropriated in General Appropriations Bill	Appropriated Receipts Collected	Variance	Notes
2012	$80,676	$68,493	($12,183)	As of June 1
2011	$80,676	$91,222	$10,544	
2010	$80,676	$97,150	$16,474	
2009	$60,000	$96,218	$36,218	
2008	$60,000	$92,185	$32,185	
2007	$35,000	$84,661	$49,661	
2006	$35,000	$70,786	$35,786	
2005	$25,000	$71,268	$46,268	
2004	$25,000	$64,477	$39,477	
2003	$25,000	$51,230	$26,230	
2002	$25,000	$37,249	$12,249	
2001	$30,000	$27,097	$ (2,903)	
2000	$30,000	$25,745	$ (4,255)	
1999	$30,000	$25,673	$ (4,327)	
1998	$30,000	$32,608	$2,608	
1997	Appropriated Receipts were not part of or included in the Method of Finance in the General Appropriations Bill	$39,422	$39,422	
1996		$33,894	$33,894	
1995		$30,690	$30,690	
1994		$15,000	$15,000	Estimate per LAR
1993		$12,635	$12,635	

Appendix I

DISTRIBUTION OF THERAPIST PRACTICE IN TEXAS

Physical Therapists by County of Practice and/or Residence – September 2011
(*See notes at end of table)

County	2011 Population	2011 PT Total	Ratio of 2011 Population/ PT*	Ratio of PTs per 100,000 Population	Rank
Anderson	58,092	19	3,057	32.7	86
Andrews	14,413	2	7,207	13.9	178
Angelina	85,631	51	1,679	59.6	23
Aransas	28,050	8	3,506	28.5	103
Archer	9,555	0	-	0.0	-
Armstrong	2,293	0	-	0.0	-
Atascosa	46,605	11	4,237	23.6	125
Austin	29,283	6	4,881	20.5	138
Bailey	6,297	3	2,099	47.6	41
Bandera	21,635	4	5,409	18.5	155
Bastrop	84,458	14	6,033	16.6	163
Baylor	3,986	2	1,993	50.2	38
Bee	34,229	7	4,890	20.5	139
Bell	296,667	114	2,602	38.4	64
Bexar	1,660,689	793	2,094	47.8	40
Blanco	10,573	2	5,287	18.9	150
Borden	770	0	-	0.0	-
Bosque	17,866	1	17,866	5.6	205
Bowie	93,227	70	1,332	75.1	8
Brazoria	327,763	118	2,778	36.0	74
Brazos	177,942	91	1,955	51.1	37
Brewster	9,527	7	1,361	73.5	10
Briscoe	1,867	0	-	0.0	-
Brooks	7,837	1	7,837	12.8	185
Brown	40,084	21	1,909	52.4	34
Burleson	18,915	3	6,305	15.9	167
Burnet	49,102	18	2,728	36.7	70
Caldwell	39,415	8	4,927	20.3	141
Calhoun	23,500	6	3,917	25.5	115
Callahan	14,687	4	3,672	27.2	107
Cameron	425,569	93	4,576	21.9	129
Camp	13,611	3	4,537	22.0	127
Carson	6,781	2	3,391	29.5	97
Cass	30,615	4	7,654	13.1	182
Castro	7,292	0	-	0.0	-

County	2011 Population	2011 PT Total	Ratio of 2011 Population/ PT*	Ratio of PTs per 100,000 Population	Rank
Chambers	36,872	2	18,436	5.4	206
Cherokee	50,348	10	5,035	19.9	143
Childress	7,949	2	3,975	25.2	116
Clay	11,228	4	2,807	35.6	76
Cochran	3,454	1	3,454	29.0	99
Coke	3,929	0	-	0.0	-
Coleman	8,904	0	-	0.0	-
Collin	884,317	541	1,635	61.2	22
Collingsworth	3,141	1	3,141	31.8	90
Colorado	22,442	6	3,740	26.7	108
Comal	126,145	90	1,402	71.3	11
Comanche	14,308	4	3,577	28.0	104
Concho	3,824	0	-	0.0	-
Cooke	41,279	12	3,440	29.1	98
Coryell	81,691	9	9,077	11.0	190
Cottle	1,875	0	-	0.0	-
Crane	4,331	0	-	0.0	-
Crockett	4,621	1	4,621	21.6	132
Crosby	6,471	3	2,157	46.4	48
Culberson	2,685	0	-	0.0	-
Dallam	6,802	1	6,802	14.7	172
Dallas	2,460,277	1,265	1,945	51.4	35
Dawson	14,751	1	14,751	6.8	202
Deaf Smith	20,704	3	6,901	14.5	174
Delta	5,317	1	5,317	18.8	151
Denton	737,854	309	2,388	41.9	58
De Witt	20,617	5	4,123	24.3	119
Dickens	2,786	1	2,786	35.9	75
Dimmit	9,688	0	-	0.0	-
Donley	3,873	1	3,873	25.8	112
Duval	11,932	0	-	0.0	-
Eastland	18,836	11	1,712	58.4	27
Ector	134,087	50	2,682	37.3	67
Edwards	2,216	0	-	0.0	-
Ellis	165,095	50	3,302	30.3	95
El Paso	782,541	284	2,755	36.3	72
Erath	40,189	14	2,871	34.8	79
Falls	18,762	3	6,254	16.0	166
Fannin	35,140	12	2,928	34.1	81
Fayette	25,631	12	2,136	46.8	47
Fisher	4,146	1	4,146	24.1	120
Floyd	6,833	3	2,278	43.9	53

County	2011 Population	2011 PT Total	Ratio of 2011 Population/ PT*	Ratio of PTs per 100,000 Population	Rank
Foard	1,577	0	-	0.0	-
Fort Bend	604,687	288	2,100	47.6	43
Franklin	11,109	4	2,777	36.0	73
Freestone	20,702	3	6,901	14.5	173
Frio	18,095	2	9,048	11.1	189
Gaines	16,670	3	5,557	18.0	157
Galveston	298,791	129	2,316	43.2	55
Garza	5,280	0	-	0.0	-
Gillespie	26,445	27	979	102.1	3
Glasscock	1,534	0	-	0.0	-
Goliad	7,781	0	-	0.0	-
Gonzales	20,544	7	2,935	34.1	82
Gray	22,879	6	3,813	26.2	110
Grayson	121,968	75	1,626	61.5	19
Gregg	124,477	68	1,831	54.6	30
Grimes	26,699	4	6,675	15.0	170
Guadalupe	133,722	37	3,614	27.7	105
Hale	37,136	14	2,653	37.7	66
Hall	3,842	0	-	0.0	-
Hamilton	9,019	3	3,006	33.3	85
Hansford	5,219	1	5,219	19.2	148
Hardeman	4,601	3	1,534	65.2	14
Hardin	52,467	10	5,247	19.1	149
Harris	4,176,561	1,642	2,544	39.3	61
Harrison	68,196	16	4,262	23.5	126
Hartley	5,836	0	-	0.0	-
Haskell	5,886	1	5,886	17.0	162
Hays	171,682	82	2,094	47.8	39
Hemphill	3,616	1	3,616	27.7	106
Henderson	82,195	20	4,110	24.3	118
Hidalgo	817,533	193	4,236	23.6	124
Hill	37,480	5	7,496	13.3	181
Hockley	23,917	6	3,986	25.1	117
Hood	56,151	24	2,340	42.7	56
Hopkins	34,842	7	4,977	20.1	142
Houston	24,643	1	24,643	4.1	208
Howard	33,487	8	4,186	23.9	122
Hudspeth	3,854	0	-	0.0	-
Hunt	91,250	32	2,852	35.1	78
Hutchinson	23,474	5	4,695	21.3	133
Irion	1,825	0	-	0.0	-
Jack	9,104	2	4,552	22.0	128

County	2011 Population	2011 PT Total	Ratio of 2011 Population/ PT*	Ratio of PTs per 100,000 Population	Rank
Jackson	15,447	2	7,724	12.9	184
Jasper	35,839	7	5,120	19.5	145
Jeff Davis	2,921	0	-	0.0	-
Jefferson	242,356	103	2,353	42.5	57
Jim Hogg	5,509	0	-	0.0	-
Jim Wells	42,742	8	5,343	18.7	153
Johnson	174,549	36	4,849	20.6	135
Jones	20,766	6	3,461	28.9	100
Karnes	16,968	6	2,828	35.4	77
Kaufman	111,955	23	4,868	20.5	137
Kendall	36,706	24	1,529	65.4	13
Kenedy	475	0	-	0.0	-
Kent	857	0	-	0.0	-
Kerr	47,170	33	1,429	70.0	12
Kimble	4,811	1	4,811	20.8	134
King	377	1	377	265.3	1
Kinney	3,447	0	-	0.0	-
Kleberg	31,853	15	2,124	47.1	45
Knox	4,251	2	2,126	47.0	46
Lamar	50,457	31	1,628	61.4	20
Lamb	15,666	4	3,917	25.5	114
Lampasas	23,120	4	5,780	17.3	161
La Salle	6,011	0	-	0.0	-
Lavaca	19,616	9	2,180	45.9	50
Lee	18,369	4	4,592	21.8	131
Leon	17,109	1	17,109	5.8	204
Liberty	83,061	8	10,383	9.6	192
Limestone	23,511	7	3,359	29.8	96
Lipscomb	3,174	1	3,174	31.5	92
Live Oak	12,395	1	12,395	8.1	197
Llano	19,580	3	6,527	15.3	169
Loving	65	0	-	0.0	-
Lubbock	269,648	218	1,237	80.8	6
Lynn	5,878	2	2,939	34.0	83
McCulloch	8,724	4	2,181	45.9	51
McLennan	236,186	90	2,624	38.1	65
McMullen	882	0	-	0.0	-
Madison	14,660	2	7,330	13.6	179
Marion	11,018	1	11,018	9.1	193
Martin	5,368	1	5,368	18.6	154
Mason	3,847	1	3,847	26.0	111
Matagorda	38,883	8	4,860	20.6	136

County	2011 Population	2011 PT Total	Ratio of 2011 Population/ PT*	Ratio of PTs per 100,000 Population	Rank
Maverick	55,968	9	6,219	16.1	165
Medina	46,249	6	7,708	13.0	183
Menard	2,443	0	-	0.0	-
Midland	131,349	70	1,876	53.3	32
Milam	26,678	5	5,336	18.7	152
Mills	5,585	3	1,862	53.7	31
Mitchell	9,803	2	4,902	20.4	140
Montague	20,340	7	2,906	34.4	80
Montgomery	498,672	225	2,216	45.1	52
Moore	21,176	5	4,235	23.6	123
Morris	13,559	1	13,559	7.4	199
Motley	1,416	0	-	0.0	-
Nacogdoches	64,815	28	2,315	43.2	54
Navarro	52,374	6	8,729	11.5	187
Newton	14,828	1	14,828	6.7	203
Nolan	14,275	9	1,586	63.0	18
Nueces	324,915	167	1,946	51.4	36
Ochiltree	10,087	2	5,044	19.8	144
Oldham	2,340	0	-	0.0	-
Orange	84,765	10	8,477	11.8	186
Palo Pinto	29,914	12	2,493	40.1	59
Panola	24,217	4	6,054	16.5	164
Parker	121,772	45	2,706	37.0	68
Parmer	10,244	4	2,561	39.0	62
Pecos	17,905	2	8,953	11.2	188
Polk	50,892	8	6,362	15.7	168
Potter	127,716	83	1,539	65.0	15
Presidio	8,792	0	-	0.0	-
Rains	11,138	1	11,138	9.0	195
Randall	121,738	39	3,121	32.0	88
Reagan	3,101	0	-	0.0	-
Real	3,383	2	1,692	59.1	24
Red River	14,400	1	14,400	6.9	200
Reeves	10,862	4	2,716	36.8	69
Refugio	7,044	1	7,044	14.2	175
Roberts	954	0	-	0.0	-
Robertson	16,982	3	5,661	17.7	158
Rockwall	91,069	68	1,339	74.7	9
Runnels	11,793	4	2,948	33.9	84
Rusk	50,284	7	7,183	13.9	177
Sabine	10,869	0	-	0.0	-
San Augustine	9,635	0	-	0.0	-

County	2011 Population	2011 PT Total	Ratio of 2011 Population/ PT*	Ratio of PTs per 100,000 Population	Rank
San Jacinto	28,714	1	28,714	3.5	209
San Patricio	71,094	6	11,849	8.4	196
San Saba	6,416	2	3,208	31.2	93
Schleicher	3,223	0	-	0.0	-
Scurry	17,264	3	5,755	17.4	160
Shackelford	3,480	1	3,480	28.7	101
Shelby	26,737	4	6,684	15.0	171
Sherman	3,378	0	-	0.0	-
Smith	210,929	172	1,226	81.5	5
Somervell	8,803	5	1,761	56.8	28
Starr	68,749	3	22,916	4.4	207
Stephens	10,313	2	5,157	19.4	147
Sterling	1,477	0	-	0.0	-
Stonewall	1,632	2	816	122.5	2
Sutton	4,679	3	1,560	64.1	16
Swisher	8,189	3	2,730	36.6	71
Tarrant	1,872,095	888	2,108	47.4	44
Taylor	131,663	122	1,079	92.7	4
Terrell	1,108	0	-	0.0	-
Terry	11,400	3	3,800	26.3	109
Throckmorton	1,887	1	1,887	53.0	33
Titus	32,432	13	2,495	40.1	60
Tom Green	103,640	61	1,699	58.9	26
Travis	1,011,063	798	1,267	78.9	7
Trinity	15,297	0	-	0.0	-
Tyler	22,222	2	11,111	9.0	194
Upshur	38,561	11	3,506	28.5	102
Upton	3,131	1	3,131	31.9	89
Uvalde	28,047	13	2,157	46.4	49
Val Verde	50,499	11	4,591	21.8	130
Van Zandt	54,189	10	5,419	18.5	156
Victoria	89,589	55	1,629	61.4	21
Walker	65,113	20	3,256	30.7	94
Waller	43,241	3	14,414	6.9	201
Ward	9,804	1	9,804	10.2	191
Washington	33,806	13	2,600	38.5	63
Webb	263,985	37	7,135	14.0	176
Wharton	44,008	14	3,143	31.8	91
Wheeler	5,130	1	5,130	19.5	146
Wichita	127,247	75	1,697	58.9	25
Wilbarger	15,333	5	3,067	32.6	87
Willacy	22,191	3	7,397	13.5	180

County	2011 Population	2011 PT Total	Ratio of 2011 Population/ PT*	Ratio of PTs per 100,000 Population	Rank
Williamson	458,392	255	1,798	55.6	29
Wilson	46,979	12	3,915	25.5	113
Winkler	6,506	0	-	0.0	-
Wise	62,974	30	2,099	47.6	42
Wood	45,678	8	5,710	17.5	159
Yoakum	8,362	2	4,181	23.9	121
Young	18,722	12	1,560	64.1	17
Zapata	15,608	0	-	0.0	-
Zavala	12,959	1	12,959	7.7	198
Texas Total	25,883,999	11,127	2,326	43.0	

* Data rounded to nearest whole number

Data Source: Texas Board of Physical Therapy Examiners - September 11, 2011

Includes: All active Physical Therapists with a Texas practice address. The Physical Therapists were sorted by their county of practice. If the practice address was unavailable, the mailing address was used to determine the county.

Excludes: Deceased, eligible for permanent, eligible for temporary, holding for documentation, expired, revoked, inactive, and suspended records.

Prepared by: Texas Department of State Health Services, Center for Health Statistics, Health Professions Resource Center, November 23, 2011

Appendix I (cont.)

Physical Therapist Assistants by County of Practice and/or Residence – September 2011
(See notes at end of table)

County	2009 Population	2009 PTA Total	Ratio of 2009 Population per PTA*	Ratio of PTAs per 100,000 Population	Rank
Anderson	58,092	13	4,469	22.4	93
Andrews	14,413	1	14,413	6.9	173
Angelina	85,631	24	3,568	28.0	65
Aransas	28,050	9	3,117	32.1	51
Archer	9,555	0	-	0.0	-
Armstrong	2,293	0	-	0.0	-
Atascosa	46,605	7	6,658	15.0	135
Austin	29,283	10	2,928	34.1	42
Bailey	6,297	1	6,297	15.9	134
Bandera	21,635	1	21,635	4.6	185
Bastrop	84,458	15	5,631	17.8	128
Baylor	3,986	0	-	0.0	-
Bee	34,229	6	5,705	17.5	130
Bell	296,667	75	3,956	25.3	84
Bexar	1,660,689	526	3,157	31.7	54
Blanco	10,573	0	-	0.0	-
Borden	770	0	-	0.0	-
Bosque	17,866	7	2,552	39.2	31
Bowie	93,227	36	2,590	38.6	33
Brazoria	327,763	73	4,490	22.3	94
Brazos	177,942	54	3,295	30.3	57
Brewster	9,527	0	-	0.0	-
Briscoe	1,867	0	-	0.0	-
Brooks	7,837	0	-	0.0	-
Brown	40,084	8	5,011	20.0	110
Burleson	18,915	4	4,729	21.1	102
Burnet	49,102	16	3,069	32.6	49
Caldwell	39,415	11	3,583	27.9	66
Calhoun	23,500	6	3,917	25.5	83
Callahan	14,687	0	-	0.0	-
Cameron	425,569	56	7,599	13.2	144
Camp	13,611	1	13,611	7.3	169
Carson	6,781	0	-	0.0	-
Cass	30,615	11	2,783	35.9	37
Castro	7,292	3	2,431	41.1	25

County	2009 Population	2009 PTA Total	Ratio of 2009 Population per PTA*	Ratio of PTAs per 100,000 Population	Rank
Chambers	36,872	3	12,291	8.1	167
Cherokee	50,348	7	7,193	13.9	141
Childress	7,949	2	3,975	25.2	86
Clay	11,228	1	11,228	8.9	165
Cochran	3,454	0	-	0.0	-
Coke	3,929	0	-	0.0	-
Coleman	8,904	0	-	0.0	-
Collin	884,317	106	8,343	12.0	150
Collingsworth	3,141	2	1,571	63.7	5
Colorado	22,442	13	1,726	57.9	12
Comal	126,145	37	3,409	29.3	61
Comanche	14,308	3	4,769	21.0	104
Concho	3,824	1	3,824	26.2	73
Cooke	41,279	6	6,880	14.5	138
Coryell	81,691	6	13,615	7.3	170
Cottle	1,875	0	-	0.0	-
Crane	4,331	1	4,331	23.1	91
Crockett	4,621	0	-	0.0	-
Crosby	6,471	0	-	0.0	-
Culberson	2,685	0	-	0.0	-
Dallam	6,802	4	1,701	58.8	11
Dallas	2,460,277	245	10,042	10.0	157
Dawson	14,751	0	-	0.0	-
Deaf Smith	20,704	5	4,141	24.1	88
Delta	5,317	0	-	0.0	-
Denton	737,854	87	8,481	11.8	152
De Witt	20,617	8	2,577	38.8	32
Dickens	2,786	0	-	0.0	-
Dimmit	9,688	1	9,688	10.3	155
Donley	3,873	1	3,873	25.8	79
Duval	11,932	3	3,977	25.1	87
Eastland	18,836	5	3,767	26.5	72
Ector	134,087	62	2,163	46.2	16
Edwards	2,216	0	-	0.0	-
Ellis	165,095	17	9,711	10.3	156
El Paso	782,541	200	3,913	25.6	81
Erath	40,189	8	5,024	19.9	111
Falls	18,762	4	4,691	21.3	98
Fannin	35,140	5	7,028	14.2	139
Fayette	25,631	11	2,330	42.9	22
Fisher	4,146	0	-	0.0	-
Floyd	6,833	0	-	0.0	-

County	2009 Population	2009 PTA Total	Ratio of 2009 Population per PTA*	Ratio of PTAs per 100,000 Population	Rank
Foard	1,577	0	-	0.0	-
Fort Bend	604,687	129	4,687	21.3	97
Franklin	11,109	5	2,222	45.0	18
Freestone	20,702	6	3,450	29.0	63
Frio	18,095	1	18,095	5.5	181
Gaines	16,670	4	4,168	24.0	89
Galveston	298,791	59	5,064	19.7	112
Garza	5,280	1	5,280	18.9	118
Gillespie	26,445	9	2,938	34.0	45
Glasscock	1,534	0	-	0.0	-
Goliad	7,781	0	-	0.0	-
Gonzales	20,544	2	10,272	9.7	162
Gray	22,879	10	2,288	43.7	21
Grayson	121,968	37	3,296	30.3	58
Gregg	124,477	79	1,576	63.5	6
Grimes	26,699	5	5,340	18.7	120
Guadalupe	133,722	28	4,776	20.9	105
Hale	37,136	2	18,568	5.4	182
Hall	3,842	1	3,842	26.0	75
Hamilton	9,019	3	3,006	33.3	46
Hansford	5,219	1	5,219	19.2	117
Hardeman	4,601	3	1,534	65.2	4
Hardin	52,467	7	7,495	13.3	143
Harris	4,176,561	784	5,327	18.8	119
Harrison	68,196	28	2,436	41.1	27
Hartley	5,836	0	-	0.0	-
Haskell	5,886	0	-	0.0	-
Hays	171,682	21	8,175	12.2	147
Hemphill	3,616	1	3,616	27.7	68
Henderson	82,195	18	4,566	21.9	95
Hidalgo	817,533	233	3,509	28.5	64
Hill	37,480	10	3,748	26.7	71
Hockley	23,917	2	11,959	8.4	166
Hood	56,151	15	3,743	26.7	69
Hopkins	34,842	9	3,871	25.8	78
Houston	24,643	4	6,161	16.2	132
Howard	33,487	12	2,791	35.8	38
Hudspeth	3,854	0	-	0.0	-
Hunt	91,250	11	8,295	12.1	149
Hutchinson	23,474	3	7,825	12.8	145
Irion	1,825	0	-	0.0	-
Jack	9,104	1	9,104	11.0	154

County	2009 Population	2009 PTA Total	Ratio of 2009 Population per PTA*	Ratio of PTAs per 100,000 Population	Rank
Jackson	15,447	3	5,149	19.4	115
Jasper	35,839	7	5,120	19.5	114
Jeff Davis	2,921	0	-	0.0	-
Jefferson	242,356	43	5,636	17.7	129
Jim Hogg	5,509	2	2,755	36.3	36
Jim Wells	42,742	17	2,514	39.8	29
Johnson	174,549	22	7,934	12.6	146
Jones	20,766	0	-	0.0	-
Karnes	16,968	1	16,968	5.9	178
Kaufman	111,955	11	10,178	9.8	159
Kendall	36,706	11	3,337	30.0	59
Kenedy	475	0	-	0.0	-
Kent	857	0	-	0.0	-
Kerr	47,170	15	3,145	31.8	53
Kimble	4,811	0	-	0.0	-
King	377	0	-	0.0	-
Kinney	3,447	0	-	0.0	-
Kleberg	31,853	20	1,593	62.8	7
Knox	4,251	0	-	0.0	-
Lamar	50,457	13	3,881	25.8	80
Lamb	15,666	1	15,666	6.4	176
Lampasas	23,120	6	3,853	26.0	77
La Salle	6,011	0	-	0.0	-
Lavaca	19,616	14	1,401	71.4	3
Lee	18,369	6	3,062	32.7	48
Leon	17,109	2	8,555	11.7	153
Liberty	83,061	4	20,765	4.8	184
Limestone	23,511	11	2,137	46.8	15
Lipscomb	3,174	0	-	0.0	-
Live Oak	12,395	5	2,479	40.3	28
Llano	19,580	5	3,916	25.5	82
Loving	65	0	-	0.0	-
Lubbock	269,648	61	4,420	22.6	92
Lynn	5,878	0	-	0.0	-
McCulloch	8,724	0	-	0.0	-
McLennan	236,186	100	2,362	42.3	24
McMullen	882	0	-	0.0	-
Madison	14,660	5	2,932	34.1	43
Marion	11,018	2	5,509	18.2	123
Martin	5,368	2	2,684	37.3	35
Mason	3,847	1	3,847	26.0	76
Matagorda	38,883	23	1,691	59.2	9

County	2009 Population	2009 PTA Total	Ratio of 2009 Population per PTA*	Ratio of PTAs per 100,000 Population	Rank
Maverick	55,968	3	18,656	5.4	183
Medina	46,249	11	4,204	23.8	90
Menard	2,443	0	-	0.0	-
Midland	131,349	46	2,855	35.0	40
Milam	26,678	4	6,670	15.0	136
Mills	5,585	1	5,585	17.9	125
Mitchell	9,803	0	-	0.0	-
Montague	20,340	4	5,085	19.7	113
Montgomery	498,672	126	3,958	25.3	85
Moore	21,176	7	3,025	33.1	47
Morris	13,559	2	6,780	14.8	137
Motley	1,416	0	-	0.0	-
Nacogdoches	64,815	12	5,401	18.5	122
Navarro	52,374	23	2,277	43.9	20
Newton	14,828	0	-	0.0	-
Nolan	14,275	3	4,758	21.0	103
Nueces	324,915	138	2,354	42.5	23
Ochiltree	10,087	1	10,087	9.9	158
Oldham	2,340	0	-	0.0	-
Orange	84,765	5	16,953	5.9	177
Palo Pinto	29,914	1	29,914	3.3	188
Panola	24,217	11	2,202	45.4	17
Parker	121,772	42	2,899	34.5	41
Parmer	10,244	1	10,244	9.8	161
Pecos	17,905	1	17,905	5.6	180
Polk	50,892	5	10,178	9.8	160
Potter	127,716	103	1,240	80.6	2
Presidio	8,792	0	-	0.0	-
Rains	11,138	1	11,138	9.0	164
Randall	121,738	50	2,435	41.1	26
Reagan	3,101	1	3,101	32.2	50
Real	3,383	0	-	0.0	-
Red River	14,400	1	14,400	6.9	172
Reeves	10,862	1	10,862	9.2	163
Refugio	7,044	1	7,044	14.2	140
Roberts	954	0	-	0.0	-
Robertson	16,982	6	2,830	35.3	39
Rockwall	91,069	17	5,357	18.7	121
Runnels	11,793	0	-	0.0	-
Rusk	50,284	9	5,587	17.9	126
Sabine	10,869	0	-	0.0	-
San Augustine	9,635	3	3,212	31.1	55

County	2009 Population	2009 PTA Total	Ratio of 2009 Population per PTA*	Ratio of PTAs per 100,000 Population	Rank
San Jacinto	28,714	2	14,357	7.0	171
San Patricio	71,094	21	3,385	29.5	60
San Saba	6,416	0	-	0.0	-
Schleicher	3,223	0	-	0.0	-
Scurry	17,264	1	17,264	5.8	179
Shackelford	3,480	0	-	0.0	-
Shelby	26,737	1	26,737	3.7	187
Sherman	3,378	0	-	0.0	-
Smith	210,929	114	1,850	54.0	13
Somervell	8,803	3	2,934	34.1	44
Starr	68,749	11	6,250	16.0	133
Stephens	10,313	0	-	0.0	-
Sterling	1,477	0	-	0.0	-
Stonewall	1,632	0	-	0.0	-
Sutton	4,679	0	-	0.0	-
Swisher	8,189	1	8,189	12.2	148
Tarrant	1,872,095	339	5,522	18.1	124
Taylor	131,663	28	4,702	21.3	100
Terrell	1,108	0	-	0.0	-
Terry	11,400	0	-	0.0	-
Throckmorton	1,887	1	1,887	53.0	14
Titus	32,432	9	3,604	27.8	67
Tom Green	103,640	21	4,935	20.3	108
Travis	1,011,063	203	4,981	20.1	109
Trinity	15,297	1	15,297	6.5	174
Tyler	22,222	1	22,222	4.5	186
Upshur	38,561	12	3,213	31.1	56
Upton	3,131	1	3,131	31.9	52
Uvalde	28,047	6	4,675	21.4	96
Val Verde	50,499	9	5,611	17.8	127
Van Zandt	54,189	9	6,021	16.6	131
Victoria	89,589	55	1,629	61.4	8
Walker	65,113	19	3,427	29.2	62
Waller	43,241	0	-	0.0	-
Ward	9,804	2	4,902	20.4	107
Washington	33,806	13	2,600	38.5	34
Webb	263,985	117	2,256	44.3	19
Wharton	44,008	26	1,693	59.1	10
Wheeler	5,130	5	1,026	97.5	1
Wichita	127,247	27	4,713	21.2	101
Wilbarger	15,333	4	3,833	26.1	74
Willacy	22,191	3	7,397	13.5	142

County	2009 Population	2009 PTA Total	Ratio of 2009 Population per PTA*	Ratio of PTAs per 100,000 Population	Rank
Williamson	458,392	89	5,150	19.4	116
Wilson	46,979	10	4,698	21.3	99
Winkler	6,506	0	-	0.0	-
Wise	62,974	13	4,844	20.6	106
Wood	45,678	18	2,538	39.4	30
Yoakum	8,362	1	8,362	12.0	151
Young	18,722	5	3,744	26.7	70
Zapata	15,608	1	15,608	6.4	175
Zavala	12,959	1	12,959	7.7	168
Texas Total	25,883,999	5,628	4,599	21.7	

* Data rounded to nearest whole number

Data Source: Texas Board of Physical Therapy Examiners – September 12, 2011

Includes: All active Physical Therapy Assistants with a Texas practice address. The Physical Therapy Assistants were sorted by their county of practice. The county was determined based on the zip code. If the practice address was unavailable, the mailing address was used to determine the county.

Excludes: Deceased, eligible for permanent, eligible for temporary, holding for documentation, expired, revoked, inactive, and suspended records.

Prepared by: Texas Department of State Health Services, Center for Health Statistics, Health Professions Resource Center, November 23, 2011.

Appendix I (cont.)

Occupational Therapists by County of Practice and/or Residence – September 2011
(See notes at bottom of table)

County	2011 Population	2011 OT Total	Ratio of 2011 Population per OT*	Ratio of OTs per 100,000 Population	Rank
Anderson	58,092	5	11,618	8.6	142
Andrews	14,413	0	-	0.0	-
Angelina	85,631	26	3,294	30.4	25
Aransas	28,050	3	9,350	10.7	119
Archer	9,555	1	9,555	10.5	124
Armstrong	2,293	0	-	0.0	-
Atascosa	46,605	8	5,826	17.2	75
Austin	29,283	4	7,321	13.7	95
Bailey	6,297	0	-	0.0	-
Bandera	21,635	6	3,606	27.7	34
Bastrop	84,458	7	12,065	8.3	143
Baylor	3,986	2	1,993	50.2	4
Bee	34,229	3	11,410	8.8	138
Bell	296,667	66	4,495	22.2	56
Bexar	1,660,689	518	3,206	31.2	23
Blanco	10,573	0	-	0.0	-
Borden	770	0	-	0.0	-
Bosque	17,866	1	17,866	5.6	158
Bowie	93,227	50	1,865	53.6	3
Brazoria	327,763	73	4,490	22.3	55
Brazos	177,942	43	4,138	24.2	45
Brewster	9,527	1	9,527	10.5	123
Briscoe	1,867	0	-	0.0	-
Brooks	7,837	0	-	0.0	-
Brown	40,084	8	5,011	20.0	68
Burleson	18,915	3	6,305	15.9	83
Burnet	49,102	10	4,910	20.4	67
Caldwell	39,415	9	4,379	22.8	54
Calhoun	23,500	3	7,833	12.8	102
Callahan	14,687	0	-	0.0	-
Cameron	425,569	109	3,904	25.6	41
Camp	13,611	3	4,537	22.0	59
Carson	6,781	1	6,781	14.7	88
Cass	30,615	2	15,308	6.5	152
Castro	7,292	2	3,646	27.4	35

County	2011 Population	2011 OT Total	Ratio of 2011 Population per OT*	Ratio of OTs per 100,000 Population	Rank
Chambers	36,872	4	9,218	10.8	117
Cherokee	50,348	5	10,070	9.9	129
Childress	7,949	1	7,949	12.6	104
Clay	11,228	1	11,228	8.9	136
Cochran	3,454	0	-	0.0	-
Coke	3,929	0	-	0.0	-
Coleman	8,904	1	8,904	11.2	113
Collin	884,317	329	2,688	37.2	12
Collingsworth	3,141	1	3,141	31.8	21
Colorado	22,442	6	3,740	26.7	37
Comal	126,145	28	4,505	22.2	57
Comanche	14,308	2	7,154	14.0	94
Concho	3,824	0	-	0.0	-
Cooke	41,279	11	3,753	26.6	38
Coryell	81,691	5	16,338	6.1	154
Cottle	1,875	0	-	0.0	-
Crane	4,331	0	-	0.0	-
Crockett	4,621	0	-	0.0	-
Crosby	6,471	1	6,471	15.5	84
Culberson	2,685	0	-	0.0	-
Dallam	6,802	1	6,802	14.7	89
Dallas	2,460,277	828	2,971	33.7	18
Dawson	14,751	0	-	0.0	-
Deaf Smith	20,704	0	-	0.0	-
Delta	5,317	2	2,659	37.6	11
Denton	737,854	235	3,140	31.8	19
De Witt	20,617	3	6,872	14.6	91
Dickens	2,786	0	-	0.0	-
Dimmit	9,688	0	-	0.0	-
Donley	3,873	0	-	0.0	-
Duval	11,932	0	-	0.0	-
Eastland	18,836	3	6,279	15.9	82
Ector	134,087	26	5,157	19.4	70
Edwards	2,216	0	-	0.0	-
Ellis	165,095	22	7,504	13.3	98
El Paso	782,541	188	4,162	24.0	46
Erath	40,189	6	6,698	14.9	86
Falls	18,762	2	9,381	10.7	121
Fannin	35,140	6	5,857	17.1	76
Fayette	25,631	6	4,272	23.4	51
Fisher	4,146	0	-	0.0	-
Floyd	6,833	1	6,833	14.6	90

County	2011 Population	2011 OT Total	Ratio of 2011 Population per OT*	Ratio of OTs per 100,000 Population	Rank
Foard	1,577	0	-	0.0	-
Fort Bend	604,687	169	3,578	27.9	31
Franklin	11,109	0	-	0.0	-
Freestone	20,702	1	20,702	4.8	159
Frio	18,095	2	9,048	11.1	115
Gaines	16,670	1	16,670	6.0	155
Galveston	298,791	124	2,410	41.5	8
Garza	5,280	0	-	0.0	-
Gillespie	26,445	10	2,645	37.8	10
Glasscock	1,534	0	-	0.0	-
Goliad	7,781	1	7,781	12.9	100
Gonzales	20,544	5	4,109	24.3	44
Gray	22,879	2	11,440	8.7	140
Grayson	121,968	44	2,772	36.1	13
Gregg	124,477	38	3,276	30.5	24
Grimes	26,699	3	8,900	11.2	112
Guadalupe	133,722	13	10,286	9.7	133
Hale	37,136	5	7,427	13.5	97
Hall	3,842	0	-	0.0	-
Hamilton	9,019	2	4,510	22.2	58
Hansford	5,219	0	-	0.0	-
Hardeman	4,601	1	4,601	21.7	60
Hardin	52,467	4	13,117	7.6	147
Harris	4,176,561	1,052	3,970	25.2	42
Harrison	68,196	11	6,200	16.1	81
Hartley	5,836	0	-	0.0	-
Haskell	5,886	0	-	0.0	-
Hays	171,682	44	3,902	25.6	40
Hemphill	3,616	0	-	0.0	-
Henderson	82,195	8	10,274	9.7	132
Hidalgo	817,533	228	3,586	27.9	33
Hill	37,480	1	37,480	2.7	165
Hockley	23,917	4	5,979	16.7	78
Hood	56,151	17	3,303	30.3	26
Hopkins	34,842	8	4,355	23.0	53
Houston	24,643	1	24,643	4.1	162
Howard	33,487	8	4,186	23.9	48
Hudspeth	3,854	0	-	0.0	-
Hunt	91,250	13	7,019	14.2	92
Hutchinson	23,474	0	-	0.0	-
Irion	1,825	0	-	0.0	-
Jack	9,104	0	-	0.0	-

County	2011 Population	2011 OT Total	Ratio of 2011 Population per OT*	Ratio of OTs per 100,000 Population	Rank
Jackson	15,447	0	-	0.0	-
Jasper	35,839	4	8,960	11.2	114
Jeff Davis	2,921	0	-	0.0	-
Jefferson	242,356	58	4,179	23.9	47
Jim Hogg	5,509	0	-	0.0	-
Jim Wells	42,742	6	7,124	14.0	93
Johnson	174,549	22	7,934	12.6	103
Jones	20,766	1	20,766	4.8	161
Karnes	16,968	0	-	0.0	-
Kaufman	111,955	11	10,178	9.8	131
Kendall	36,706	16	2,294	43.6	6
Kenedy	475	0	-	0.0	-
Kent	857	0	-	0.0	-
Kerr	47,170	19	2,483	40.3	9
Kimble	4,811	0	-	0.0	-
King	377	0	-	0.0	-
Kinney	3,447	0	-	0.0	-
Kleberg	31,853	1	31,853	3.1	164
Knox	4,251	0	-	0.0	-
Lamar	50,457	16	3,154	31.7	22
Lamb	15,666	3	5,222	19.1	71
Lampasas	23,120	5	4,624	21.6	61
La Salle	6,011	1	6,011	16.6	79
Lavaca	19,616	3	6,539	15.3	85
Lee	18,369	2	9,185	10.9	116
Leon	17,109	0	-	0.0	-
Liberty	83,061	4	20,765	4.8	160
Limestone	23,511	8	2,939	34.0	16
Lipscomb	3,174	0	-	0.0	-
Live Oak	12,395	0	-	0.0	-
Llano	19,580	2	9,790	10.2	127
Loving	65	0	-	0.0	-
Lubbock	269,648	149	1,810	55.3	2
Lynn	5,878	0	-	0.0	-
McCulloch	8,724	1	8,724	11.5	110
McLennan	236,186	55	4,294	23.3	52
McMullen	882	0	-	0.0	-
Madison	14,660	0	-	0.0	-
Marion	11,018	1	11,018	9.1	134
Martin	5,368	0	-	0.0	-
Mason	3,847	0	-	0.0	-
Matagorda	38,883	4	9,721	10.3	126

County	2011 Population	2011 OT Total	Ratio of 2011 Population per OT*	Ratio of OTs per 100,000 Population	Rank
Maverick	55,968	6	9,328	10.7	118
Medina	46,249	4	11,562	8.6	141
Menard	2,443	0	-	0.0	-
Midland	131,349	27	4,865	20.6	66
Milam	26,678	3	8,893	11.2	111
Mills	5,585	0	-	0.0	-
Mitchell	9,803	0	-	0.0	-
Montague	20,340	2	10,170	9.8	130
Montgomery	498,672	123	4,054	24.7	43
Moore	21,176	4	5,294	18.9	72
Morris	13,559	0	-	0.0	-
Motley	1,416	0	-	0.0	-
Nacogdoches	64,815	14	4,630	21.6	62
Navarro	52,374	11	4,761	21.0	64
Newton	14,828	0	-	0.0	-
Nolan	14,275	3	4,758	21.0	63
Nueces	324,915	86	3,778	26.5	39
Ochiltree	10,087	0	-	0.0	-
Oldham	2,340	0	-	0.0	-
Orange	84,765	9	9,418	10.6	122
Palo Pinto	29,914	3	9,971	10.0	128
Panola	24,217	4	6,054	16.5	80
Parker	121,772	29	4,199	23.8	49
Parmer	10,244	0	-	0.0	-
Pecos	17,905	0	-	0.0	-
Polk	50,892	6	8,482	11.8	109
Potter	127,716	43	2,970	33.7	17
Presidio	8,792	0	-	0.0	-
Rains	11,138	0	-	0.0	-
Randall	121,738	15	8,116	12.3	105
Reagan	3,101	0	-	0.0	-
Real	3,383	0	-	0.0	-
Red River	14,400	3	4,800	20.8	65
Reeves	10,862	0	-	0.0	-
Refugio	7,044	0	-	0.0	-
Roberts	954	0	-	0.0	-
Robertson	16,982	1	16,982	5.9	156
Rockwall	91,069	29	3,140	31.8	20
Runnels	11,793	0	-	0.0	-
Rusk	50,284	4	12,571	8.0	145
Sabine	10,869	0	-	0.0	-
San Augustine	9,635	0	-	0.0	-

County	2011 Population	2011 OT Total	Ratio of 2011 Population per OT*	Ratio of OTs per 100,000 Population	Rank
San Jacinto	28,714	3	9,571	10.4	125
San Patricio	71,094	5	14,219	7.0	150
San Saba	6,416	0	-	0.0	-
Schleicher	3,223	0	-	0.0	-
Scurry	17,264	1	17,264	5.8	157
Shackelford	3,480	0	-	0.0	-
Shelby	26,737	2	13,369	7.5	148
Sherman	3,378	0	-	0.0	-
Smith	210,929	101	2,088	47.9	5
Somervell	8,803	5	1,761	56.8	1
Starr	68,749	5	13,750	7.3	149
Stephens	10,313	0	-	0.0	-
Sterling	1,477	0	-	0.0	-
Stonewall	1,632	0	-	0.0	-
Sutton	4,679	0	-	0.0	-
Swisher	8,189	1	8,189	12.2	106
Tarrant	1,872,095	511	3,664	27.3	36
Taylor	131,663	47	2,801	35.7	14
Terrell	1,108	0	-	0.0	-
Terry	11,400	1	11,400	8.8	137
Throckmorton	1,887	0	-	0.0	-
Titus	32,432	6	5,405	18.5	73
Tom Green	103,640	36	2,879	34.7	15
Travis	1,011,063	432	2,340	42.7	7
Trinity	15,297	2	7,649	13.1	99
Tyler	22,222	2	11,111	9.0	135
Upshur	38,561	3	12,854	7.8	146
Upton	3,131	0	-	0.0	-
Uvalde	28,047	1	28,047	3.6	163
Val Verde	50,499	6	8,417	11.9	108
Van Zandt	54,189	8	6,774	14.8	87
Victoria	89,589	25	3,584	27.9	32
Walker	65,113	11	5,919	16.9	77
Waller	43,241	3	14,414	6.9	151
Ward	9,804	0	-	0.0	-
Washington	33,806	10	3,381	29.6	28
Webb	263,985	21	12,571	8.0	144
Wharton	44,008	6	7,335	13.6	96
Wheeler	5,130	1	5,130	19.5	69
Wichita	127,247	38	3,349	29.9	27
Wilbarger	15,333	1	15,333	6.5	153
Willacy	22,191	4	5,548	18.0	74

County	2011 Population	2011 OT Total	Ratio of 2011 Population per OT*	Ratio of OTs per 100,000 Population	Rank
Williamson	458,392	132	3,473	28.8	29
Wilson	46,979	11	4,271	23.4	50
Winkler	6,506	0	-	0.0	-
Wise	62,974	18	3,499	28.6	30
Wood	45,678	4	11,420	8.8	139
Yoakum	8,362	1	8,362	12.0	107
Young	18,722	2	9,361	10.7	120
Zapata	15,608	2	7,804	12.8	101
Zavala	12,959	0	-	0.0	-
Texas Total	25,883,999	6,800	3,806	26.3	

Notes:

* Data rounded to nearest whole

Data Source: The Executive Council of Physical Therapy and Occupational Therapy Examiners – September 12, 2011

Includes: All active Occupational Therapists with a Texas practice address. The Occupational Therapists were sorted by their county of practice. The county was determined based on the zip code. If the practice address was unavailable, the mailing address was used to determine the county.

Excludes: Deceased, eligible for permanent, eligible for temporary, holding for documentation, expired, revoked, inactive, and suspended records.

Prepared by: Texas Department of State Health Services, Center for Health Statistics, Health Professions Resource Center, November 23, 2011.

Appendix I (cont.)

Occupational Therapy Assistants by County of Practice – September 2011
(See notes at bottom of table)

County	2011 Population	2011 OTA Total	Ratio of 2011 Population per OTA*	Ratio of OTAs per 100,000 Population	Rank
Anderson	58,092	5	11,618	8.6	124
Andrews	14,413	0	-	0.0	-
Angelina	85,631	20	4,282	23.4	24
Aransas	28,050	6	4,675	21.4	30
Archer	9,555	0	-	0.0	-
Armstrong	2,293	0	-	0.0	-
Atascosa	46,605	6	7,768	12.9	81
Austin	29,283	4	7,321	13.7	70
Bailey	6,297	1	6,297	15.9	56
Bandera	21,635	1	21,635	4.6	160
Bastrop	84,458	2	42,229	2.4	166
Baylor	3,986	0	-	0.0	-
Bee	34,229	2	17,115	5.8	151
Bell	296,667	34	8,726	11.5	94
Bexar	1,660,689	285	5,827	17.2	47
Blanco	10,573	0	-	0.0	-
Borden	770	0	-	0.0	-
Bosque	17,866	4	4,467	22.4	27
Bowie	93,227	12	7,769	12.9	82
Brazoria	327,763	22	14,898	6.7	138
Brazos	177,942	11	16,177	6.2	144
Brewster	9,527	0	-	0.0	-
Briscoe	1,867	0	-	0.0	-
Brooks	7,837	0	-	0.0	-
Brown	40,084	6	6,681	15.0	60
Burleson	18,915	1	18,915	5.3	152
Burnet	49,102	2	24,551	4.1	161
Caldwell	39,415	4	9,854	10.1	109
Calhoun	23,500	0	-	0.0	-
Callahan	14,687	0	-	0.0	-
Cameron	425,569	50	8,511	11.7	90
Camp	13,611	1	13,611	7.3	132
Carson	6,781	0	-	0.0	-
Cass	30,615	2	15,308	6.5	140
Castro	7,292	1	7,292	13.7	69
Chambers	36,872	3	12,291	8.1	128

County	2011 Population	2011 OTA Total	Ratio of 2011 Population per OTA*	Ratio of OTAs per 100,000 Population	Rank
Cherokee	50,348	3	16,783	6.0	147
Childress	7,949	1	7,949	12.6	85
Clay	11,228	1	11,228	8.9	118
Cochran	3,454	0	-	0.0	-
Coke	3,929	0	-	0.0	-
Coleman	8,904	0	-	0.0	-
Collin	884,317	53	16,685	6.0	145
Collingsworth	3,141	2	1,571	63.7	3
Colorado	22,442	3	7,481	13.4	74
Comal	126,145	24	5,256	19.0	38
Comanche	14,308	2	7,154	14.0	68
Concho	3,824	0	-	0.0	-
Cooke	41,279	7	5,897	17.0	51
Coryell	81,691	8	10,211	9.8	111
Cottle	1,875	0	-	0.0	-
Crane	4,331	0	-	0.0	-
Crockett	4,621	0	-	0.0	-
Crosby	6,471	0	-	0.0	-
Culberson	2,685	0	-	0.0	-
Dallam	6,802	1	6,802	14.7	62
Dallas	2,460,277	176	13,979	7.2	133
Dawson	14,751	0	-	0.0	-
Deaf Smith	20,704	1	20,704	4.8	158
Delta	5,317	0	-	0.0	-
Denton	737,854	55	13,416	7.5	131
De Witt	20,617	3	6,872	14.6	64
Dickens	2,786	0	-	0.0	-
Dimmit	9,688	1	9,688	10.3	106
Donley	3,873	0	-	0.0	-
Duval	11,932	0	-	0.0	-
Eastland	18,836	3	6,279	15.9	55
Ector	134,087	18	7,449	13.4	72
Edwards	2,216	0	-	0.0	-
Ellis	165,095	28	5,896	17.0	50
El Paso	782,541	39	20,065	5.0	155
Erath	40,189	1	40,189	2.5	165
Falls	18,762	2	9,381	10.7	102
Fannin	35,140	4	8,785	11.4	95
Fayette	25,631	3	8,544	11.7	91
Fisher	4,146	0	-	0.0	-
Floyd	6,833	1	6,833	14.6	63
Foard	1,577	1	1,577	63.4	4

County	2011 Population	2011 OTA Total	Ratio of 2011 Population per OTA*	Ratio of OTAs per 100,000 Population	Rank
Fort Bend	604,687	56	10,798	9.3	114
Franklin	11,109	1	11,109	9.0	117
Freestone	20,702	9	2,300	43.5	10
Frio	18,095	2	9,048	11.1	98
Gaines	16,670	0	-	0.0	-
Galveston	298,791	26	11,492	8.7	122
Garza	5,280	0	-	0.0	-
Gillespie	26,445	4	6,611	15.1	58
Glasscock	1,534	0	-	0.0	-
Goliad	7,781	0	-	0.0	-
Gonzales	20,544	1	20,544	4.9	157
Gray	22,879	4	5,720	17.5	45
Grayson	121,968	21	5,808	17.2	46
Gregg	124,477	40	3,112	32.1	14
Grimes	26,699	4	6,675	15.0	59
Guadalupe	133,722	17	7,866	12.7	84
Hale	37,136	4	9,284	10.8	100
Hall	3,842	1	3,842	26.0	21
Hamilton	9,019	4	2,255	44.4	9
Hansford	5,219	0	-	0.0	-
Hardeman	4,601	1	4,601	21.7	29
Hardin	52,467	1	52,467	1.9	168
Harris	4,176,561	409	10,212	9.8	112
Harrison	68,196	21	3,247	30.8	17
Hartley	5,836	0	-	0.0	-
Haskell	5,886	0	-	0.0	-
Hays	171,682	15	11,445	8.7	121
Hemphill	3,616	0	-	0.0	-
Henderson	82,195	14	5,871	17.0	49
Hidalgo	817,533	230	3,554	28.1	20
Hill	37,480	5	7,496	13.3	75
Hockley	23,917	0	-	0.0	-
Hood	56,151	6	9,359	10.7	101
Hopkins	34,842	3	11,614	8.6	123
Houston	24,643	4	6,161	16.2	52
Howard	33,487	2	16,744	6.0	146
Hudspeth	3,854	0	-	0.0	-
Hunt	91,250	7	13,036	7.7	130
Hutchinson	23,474	4	5,869	17.0	48
Irion	1,825	0	-	0.0	-
Jack	9,104	2	4,552	22.0	28
Jackson	15,447	2	7,724	12.9	80

County	2011 Population	2011 OTA Total	Ratio of 2011 Population per OTA*	Ratio of OTAs per 100,000 Population	Rank
Jasper	35,839	4	8,960	11.2	96
Jeff Davis	2,921	0	-	0.0	-
Jefferson	242,356	15	16,157	6.2	143
Jim Hogg	5,509	1	5,509	18.2	41
Jim Wells	42,742	13	3,288	30.4	18
Johnson	174,549	9	19,394	5.2	153
Jones	20,766	2	10,383	9.6	113
Karnes	16,968	1	16,968	5.9	149
Kaufman	111,955	7	15,994	6.3	142
Kendall	36,706	7	5,244	19.1	37
Kenedy	475	0	-	0.0	-
Kent	857	0	-	0.0	-
Kerr	47,170	10	4,717	21.2	32
Kimble	4,811	1	4,811	20.8	33
King	377	0	-	0.0	-
Kinney	3,447	0	-	0.0	-
Kleberg	31,853	6	5,309	18.8	39
Knox	4,251	0	-	0.0	-
Lamar	50,457	6	8,410	11.9	89
Lamb	15,666	0	-	0.0	-
Lampasas	23,120	3	7,707	13.0	78
La Salle	6,011	0	-	0.0	-
Lavaca	19,616	2	9,808	10.2	108
Lee	18,369	2	9,185	10.9	99
Leon	17,109	2	8,555	11.7	92
Liberty	83,061	7	11,866	8.4	125
Limestone	23,511	12	1,959	51.0	8
Lipscomb	3,174	0	-	0.0	-
Live Oak	12,395	2	6,198	16.1	53
Llano	19,580	1	19,580	5.1	154
Loving	65	0	-	0.0	-
Lubbock	269,648	22	12,257	8.2	127
Lynn	5,878	0	-	0.0	-
McCulloch	8,724	1	8,724	11.5	93
McLennan	236,186	42	5,623	17.8	43
McMullen	882	0	-	0.0	-
Madison	14,660	2	7,330	13.6	71
Marion	11,018	1	11,018	9.1	116
Martin	5,368	1	5,368	18.6	40
Mason	3,847	0	-	0.0	-
Matagorda	38,883	6	6,481	15.4	57
Maverick	55,968	0	-	0.0	-

County	2011 Population	2011 OTA Total	Ratio of 2011 Population per OTA*	Ratio of OTAs per 100,000 Population	Rank
Medina	46,249	6	7,708	13.0	79
Menard	2,443	1	2,443	40.9	11
Midland	131,349	11	11,941	8.4	126
Milam	26,678	1	26,678	3.7	162
Mills	5,585	1	5,585	17.9	42
Mitchell	9,803	0	-	0.0	-
Montague	20,340	2	10,170	9.8	110
Montgomery	498,672	62	8,043	12.4	86
Moore	21,176	1	21,176	4.7	159
Morris	13,559	0	-	0.0	-
Motley	1,416	1	1,416	70.6	1
Nacogdoches	64,815	21	3,086	32.4	13
Navarro	52,374	29	1,806	55.4	5
Newton	14,828	0	-	0.0	-
Nolan	14,275	1	14,275	7.0	135
Nueces	324,915	115	2,825	35.4	12
Ochiltree	10,087	2	5,044	19.8	34
Oldham	2,340	0	-	0.0	-
Orange	84,765	2	42,383	2.4	167
Palo Pinto	29,914	0	-	0.0	-
Panola	24,217	16	1,514	66.1	2
Parker	121,772	6	20,295	4.9	156
Parmer	10,244	0	-	0.0	-
Pecos	17,905	0	-	0.0	-
Polk	50,892	9	5,655	17.7	44
Potter	127,716	69	1,851	54.0	6
Presidio	8,792	0	-	0.0	-
Rains	11,138	0	-	0.0	-
Randall	121,738	18	6,763	14.8	61
Reagan	3,101	0	-	0.0	-
Real	3,383	0	-	0.0	-
Red River	14,400	0	-	0.0	-
Reeves	10,862	0	-	0.0	-
Refugio	7,044	1	7,044	14.2	66
Roberts	954	0	-	0.0	-
Robertson	16,982	1	16,982	5.9	150
Rockwall	91,069	8	11,384	8.8	120
Runnels	11,793	3	3,931	25.4	22
Rusk	50,284	16	3,143	31.8	16
Sabine	10,869	0	-	0.0	-
San Augustine	9,635	1	9,635	10.4	105
San Jacinto	28,714	1	28,714	3.5	164

County	2011 Population	2011 OTA Total	Ratio of 2011 Population per OTA*	Ratio of OTAs per 100,000 Population	Rank
San Patricio	71,094	10	7,109	14.1	67
San Saba	6,416	0	-	0.0	-
Schleicher	3,223	0	-	0.0	-
Scurry	17,264	0	-	0.0	-
Shackelford	3,480	0	-	0.0	-
Shelby	26,737	8	3,342	29.9	19
Sherman	3,378	0	-	0.0	-
Smith	210,929	50	4,219	23.7	23
Somervell	8,803	2	4,402	22.7	25
Starr	68,749	9	7,639	13.1	76
Stephens	10,313	0	-	0.0	-
Sterling	1,477	0	-	0.0	-
Stonewall	1,632	0	-	0.0	-
Sutton	4,679	0	-	0.0	-
Swisher	8,189	1	8,189	12.2	88
Tarrant	1,872,095	133	14,076	7.1	134
Taylor	131,663	9	14,629	6.8	136
Terrell	1,108	0	-	0.0	-
Terry	11,400	0	-	0.0	-
Throckmorton	1,887	1	1,887	53.0	7
Titus	32,432	4	8,108	12.3	87
Tom Green	103,640	11	9,422	10.6	103
Travis	1,011,063	105	9,629	10.4	104
Trinity	15,297	2	7,649	13.1	77
Tyler	22,222	0	-	0.0	-
Upshur	38,561	3	12,854	7.8	129
Upton	3,131	0	-	0.0	-
Uvalde	28,047	1	28,047	3.6	163
Val Verde	50,499	3	16,833	5.9	148
Van Zandt	54,189	1	54,189	1.8	169
Victoria	89,589	12	7,466	13.4	73
Walker	65,113	6	10,852	9.2	115
Waller	43,241	0	-	0.0	-
Ward	9,804	1	9,804	10.2	107
Washington	33,806	3	11,269	8.9	119
Webb	263,985	56	4,714	21.2	31
Wharton	44,008	3	14,669	6.8	137
Wheeler	5,130	1	5,130	19.5	36
Wichita	127,247	25	5,090	19.6	35
Wilbarger	15,333	1	15,333	6.5	141
Willacy	22,191	5	4,438	22.5	26
Williamson	458,392	51	8,988	11.1	97

County	2011 Population	2011 OTA Total	Ratio of 2011 Population per OTA*	Ratio of OTAs per 100,000 Population	Rank
Wilson	46,979	6	7,830	12.8	83
Winkler	6,506	0	-	0.0	-
Wise	62,974	9	6,997	14.3	65
Wood	45,678	3	15,226	6.6	139
Yoakum	8,362	0	-	0.0	-
Young	18,722	3	6,241	16.0	54
Zapata	15,608	5	3,122	32.0	15
Zavala	12,959	0	-	0.0	-
Texas Total	25,883,999	2,982	8,680	11.5	

Notes:

* Data rounded to nearest whole.

Data Source: The Executive Council of Physical Therapy and Occupational Therapy Examiners - September 12, 2011

Includes: All active Occupational Therapy Assistants with a Texas practice address. The Occupational Therapy Assistants were sorted by their county of practice. The county was determined based on the zip code. If the practice address was unavailable, the mailing address was used to determine the county.

Excludes: Deceased, eligible for permanent, eligible for temporary, holding for documentation, expired, revoked, inactive, and suspended records.

Prepared by: Texas Department of State Health Services, Center for Health Statistics, Health Professions Resource Center, November 23, 2011.

Appendix J

Existing and Planned Therapist Programs

1. PT and PTA Programs in Texas

There are currently 30 programs/campuses; 19 PTA, 11 PT

2. PT and PTA Planned Programs:

	Classes Enrolled	Director Hired or application submitted – not complete
PTA	Kaplan College - Dallas	Concorde Career College - Dallas
	South Plains College - Levelland	Concorde Career College - San Antonio
	The Victoria College - Victoria	Pima Medical Institute - Houston Campus
		South University - Austin
PT	University of North Texas Health Science Center - Fort Worth	University of the Incarnate Word - San Antonio
		University of Saint Augustine (PT & OT) - Austin

3. PT and PTA Existing Programs:

PTA			PT
Amarillo	Sheppard AFB		Ft Sam Houston
Austin	Waco		San Marcos
Bryan	Mt Pleasant		Lubbock
San Antonio	Odessa		Dallas – 2
Corpus Christi	McAllen		Galveston
El Paso - 2	Ft Worth		San Antonio
Houston - 2	Wharton		Abilene
Kilgore			Houston
Laredo			San Angelo
Conroe			El Paso

PT and PTA Programs Existing and Planned – May 2012

☆   **PT**

★   **PTA**

△   **Planned PT**

▲   **Planned PTA**

4. **OTA and OT Programs in Texas:**

There are currently 21 programs/campuses; 13 OTA and 8 OT

5. **OTA and OT Developing Programs:**

OTA	**Weatherford College** - Mineral Wells
OT	University of Saint Augustine (OT & PT) - Austin

6. **OTA and OT Existing Programs:**

OTA			OT	
Amarillo College	Amarillo		Texas Tech University	Lubbock
AnaMarc College	El Paso		Texas Woman's University	Dallas, Denton and Houston
Austin Community College	Austin		UT Health Science Center	San Antonio
Del Mar College	Corpus Christi		UT El Paso	El Paso
Ft. Sam Houston	San Antonio		UT Medical Branch	Galveston
Houston Community College	Houston		UT Pan Am	Edinburg
Lone Star-Kingwood	Kingwood			
Lone Star-Tomball	Tomball			
Laredo Co Community College	Laredo			
Navarro College	Corsicana			
Panola College	Carthage			
South Texas College	McAllen			
St. Phillips College	San Antonio			

OT and OTA Programs Existing and Planned – May 2012

⭐ (outline star) OT

★ OTA

△ (outline triangle) Planned OT

▲ Planned OTA

◆ Applicant OTA

Appendix K

Therapist Projected Growth By Health Care Setting

**Bureau of Labor Statistics
2012 Occupational Outlook Handbook (extract)**

Physical Therapists (National Level – Top Settings Only)

Industry	2010 Employment		Projected 2020 Employment		Change, 2010 - 2020	
	Number	Percent Distribution	Number	Percent Distribution	Number	Percent
Total employment, all workers	198.6	100.0	276.0	100.0	77.4	39.0
Offices of other health practitioners	72.9	36.7	117.1	42.4	42.4	60.7
Hospitals, public and private	55.5	28.0	64.0	23.2	15.2	8.4
Home health care services	20.3	10.2	34.9	12.7	14.6	72.1
Self-employed workers; all jobs	14.8	7.5	18.7	6.8	3.9	26.0
Nursing and residential care facilities	14.4	7.2	16.6	6.0	2.2	15.5
Educational services, public and private	7.6	3.8	8.3	3.0	0.7	9.4
Government, excluding education and hospitals	3.5	1.8	3.4	1.2	-0.1	-2.8
Employment services	2.3	1.2	2.9	1.0	0.6	25.0
Social assistance	2.1	1.1	3.2	1.1	1.1	50.9

Appendix K
(Cont.)

Physical Therapist Assistants (National Level – Top Settings Only)

Industry	2010 Employment		Projected 2020 Employment		Change, 2010 - 2020	
	Number	Percent Distribution	Number	Percent Distribution	Number	Percent
Total employment, all workers	67.4	100.0	98.2	100.0	30.8	45.7
Offices of other health practitioners	30.4	45.1	51.3	52.2	20.9	68.8
Hospitals, public and private	18.6	27.5	21.3	21.7	2.7	14.8
Nursing and residential care facilities	8.4	12.5	10.1	10.3	1.7	19.9
Home health care services	5.2	7.8	9.5	9.6	4.2	80.7
Administration and support	0.9	1.3	1.1	1.1	0.2	24.7
Self-employed workers; all jobs	0.8	1.3	0.9	1.0	0.0	4.9
Government	0.7	1.1	0.8	0.8	0.0	6.3
Educational services, public and private	0.6	0.8	0.6	0.6	0.1	10.9
Social assistance	0.3	0.5	0.5	0.5	0.2	51.2

Appendix K
(Cont.)

Occupational Therapists (National Level – Top Settings Only)

Industry	2010 Employment		Projected 2020 Employment		Change, 2010 - 2020	
	Number	Percent Distribution	Number	Percent Distribution	Number	Percent
Total employment, all workers	108.8	100.0	145.2	100.0	36.4	33.5
Hospitals, public and private	29.5	27.1	34.3	23.6	4.7	16.1
Offices of health practitioners	25.7	23.7	41.8	28.8	16.1	62.4
Educational services, public and private	14.0	12.9	15.2	10.5	1.2	28.7
Nursing and residential care facilities	12.2	11.2	14.0	9.7	1.9	15.3
Home health care services	8.1	7.4	15.3	10.5	7.2	89.5
Self-employed workers; all jobs	6.5	6.0	8.2	5.6	1.7	25.8
Social assistance	5.1	4.7	7.5	5.2	2.4	46.5
Government	3.5	3.2	3.5	2.4	0.0	0.0
Administration and support services	1.6	1.5	2.0	1.4	0.4	24.8

Appendix K
(Cont.)

Occupational Therapy Assistants (National Level – Top Settings Only)

Industry	2010 Employment		Projected 2020 Employment		Change, 2010 - 2020	
	Number	Percent Distribution	Number	Percent Distribution	Number	Percent
Total employment, all workers	28.5	100.0	40.8	100.0	12.3	43.3
Offices of health practitioners	10.3	36.0	18.5	45.2	8.2	79.9
Nursing and residential care facilities	6.3	22.0	7.5	18.4	1.2	19.9
Hospitals, public and private	5.7	20.0	6.6	16.2	0.9	15.9
Educational services, public and private	2.1	7.2	2.2	5.5	0.2	8.3
Home health care services	1.3	4.5	2.2	5.4	0.9	72.1
Self-employed workers; all jobs	0.6	2.1	0.6	1.7	0.0	5.7
Administrative services	0.4	1.5	0.5	1.3	0.1	24.6
Social assistance	0.9	3.3	1.3	3.3	0.4	43.9
Government	0.6	2.0	0.6	1.4	0.0	6.0

Appendix L

Change in Employment – National Level Comparison
Top 10 States and National Average - Bureau of Labor Statistics (BLS)
Projections Central

Physical Therapist Growth Sorted By Numeric Change				
	Current & Projected Employment Totals		Quantity Employment Change	% Employment Change	Average Annual Openings
	2010	2020			
United States	185,500	241,700	56,200	30	7,860
California	15,300	19,700	4,400	28	620
New York	13,770	16,900	3,130	22	480
Texas	*11,880*	*16,150*	*4,280*	*36*	*570*
Florida	11,790	15,250	3,460	29	490
Pennsylvania	9,600	11,200	1,600	16	280
Illinois	7,410	9,570	2,170	29	310
Ohio	7,650	9,440	1,790	23	270
Michigan	6,980	8,850	1,860	26	270
New Jersey	6,750	8,150	1,350	20	220
Massachusetts	6,700	7,970	1,270	19	210

Physical Therapist Assistant Growth Sorted By Numeric Change				
	Current & Projected Employment Totals		Quantity Employment Change	% Employment Change	Average Annual Openings
	2010	2020			
United States	63,800	85,000	21,200	33	3,050
Ohio	4,800	6,310	1,510	31	220
California	4,200	5,600	1,400	33	200
Texas	*3,880*	*5,390*	*1,510*	*38*	*210*
Pennsylvania	4,000	4,800	800	20	130
New York	3,780	4,720	940	24	150
Florida	3,550	4,660	1,110	31	160
Illinois	2,830	3,660	830	29	120
Michigan	2,690	3,460	770	28	120
Massachusetts	2,470	2,980	510	20	90

Appendix L
(Cont.)

Occupational Therapist Growth Sorted By Numeric Change					
	Current & Projected Employment Totals		Quantity Employment Change	% Employment Change	Average Annual Openings
	2010	2020			
United States	104,500	131,300	26,800	25	4,580
California	8,100	10,200	2,100	25	350
Texas	*7,520*	*10,130*	*2,610*	*34*	*400*
New York	7,570	8,770	1,200	15	260
Florida	6,100	7,670	1,570	25	270
Pennsylvania	6,250	7,150	900	14	180
Illinois	4,400	5,650	1,250	28	210
Michigan	4,290	5,290	1,000	23	180
Ohio	4,270	5,130	860	20	170
Massachusetts	4,100	4,760	660	16	140
New Jersey	3,250	3,800	550	16	110

Occupational Therapy Assistant Growth Sorted By Numeric Change					
	Current & Projected Employment Totals		Quantity Employment Change	% Employment Change	Average Annual Openings
	2010	2020			
United States	26,600	34,600	7,900	29	1,180
Ohio	2,430	3,160	730	30	110
Texas	*1,870*	*2,580*	*710*	*38*	*100*
New York	2,160	2,570	410	18	70
California	1,900	2,400	500	26	80
Pennsylvania	1,950	2,300	350	18	70
Florida	1,130	1,450	320	28	50
Massachusetts	1,180	1,350	170	14	30
North Carolina	970	1,140	170	17	30
Wisconsin	850	1010	160	19	30

VIII. REFERENCES

Bureau of Labor Statistics website

Texas Workforce Commission website

Projections Central website (state occupational projections)

Bureau of Labor Statistics 2012-3 Occupational Outlook Handbook

American Occupational Therapy Association website

Texas Occupational Therapy website

American Physical Therapy Association website

Texas Physical Therapy website

Report of the Council on Medical Service (CMS Report 7-A-01)

Texas Department of State Health Services, Office of Policy and Planning, Health Professions Resource Center

ADVANCE for Occupational Therapy Practitioners (periodical)

ADVANCE for Physical Therapy Practitioners (periodical)

Today in OT (periodical)

OT Practice (periodical)

OT Week (periodical)

PT Magazine (periodical)

(This page intentionally left blank)