AGENCY STRATEGIC PLAN

FOR THE FISCAL YEAR 2013-2017 PERIOD

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

BY

HEALTH PROFESSIONS COUNCIL

JUNE 2012

AGENCY STRATEGIC PLAN

June 22, 2012

For the 2013-2017 Period

By

Health Professions Council

Signed:

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Administrative Officer

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VISION OF TEXAS STATE GOVERNMENT

We must set clear priorities that will help maintain our position as a national leader now and in the future by:

Ensuring the economic competitiveness 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 ensure 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.

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 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 is must be highly effective in performing the tasks it undertakes.

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

- Competition is the greatest incentive for achievement and excellence. It inspires ingenuity and requires individuals to set their sights high. And 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.

HEALTH PROFESSIONS COUNCIL MISSION

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

HEALTH PROFESSIONS COUNCIL PHILOSOPHY

The Health Professions Council will hold faithfully to the highest standards of ethics, accountability, efficiency and openness. We will demonstrate to the public through all of our actions the sincerity of our desire to carry out our mission fairly and sensibly.

STATE OF TEXAS PRIORITY GOAL APPLICABLE TO THE HEALTH PROFESSIONS COUNCIL

Priority Goal:

To provide citizens with greater access to government services while reducing service delivery costs and protecting the fiscal resources for current and future taxpayers by supporting effective, efficient, and accountable state government operations.

Benchmarks: Savings realized in state spending by making reports/documents/processes available on the internet.

Overview of Agency Scope and Functions

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

The Health Professions Council was created on the recommendation of the Texas Sunset Commission to achieve the efficiency and effectiveness goals of consolidation while avoiding the creation of a new bureaucracy. Repeated efforts to consolidate boards under one umbrella agency had received only lukewarm support while generating heated opposition from the professions. Experience in other states had shown that large umbrella agencies sometimes failed to meet the perceived benefits and desired objectives of improved consumer service and decreased costs. Problems of consolidations included increased response time for services, decreased quality of services, lack of expertise in regulated professions, and decreased disciplinary actions against licensees. Studies show consolidations often failed to achieve economies of scale.

Although member agencies license and regulate health professionals, the Health Professions Council does not license or regulate health professionals. The Council meets at least four times a year. Meetings are open to the public and are posted with the Office of the Secretary of State.

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

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

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

Another area identified by the Council relates to website management. The internet has grown and evolved into a complex system requiring a professional skillset for the programming and administration of websites. The Council members see tangible benefits and savings in hiring a single web administrator to program and support websites for many of the Council members.

Organizational Aspects

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

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

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

The Health Professions Council employs a small staff (currently 5 FTEs are assigned to the agency), to coordinate and or complete the tasks of the Council. The HPC staff are organized as a separate state agency (#364). Its staff report to the Council directly through supervision of its manager, the Administrative Officer, by the Council Chair. The Council utilizes its staff, along with committees consisting of staff from member agencies to carry out its activities. Operating with a budget of $862,585 in Fiscal Year 2012, and $856,246 in FY 2013, the Council is funded entirely by transfer of funds from member agencies. A rider in the biennial appropriations bill specifies prorated amounts. A second rider outlines the transfer amounts for the Regulatory Database System. Additional amounts are transferred by member agencies to pay for shared services such as technology support and toll-free phone service on a usage basis.

Service Populations

Our key service populations are:

- The Citizens of Texas (both directly and through their Texas legislators)
- Member agencies
- Executive and judicial officials, and other state and federal agencies

The majority of general consumers have limited knowledge of the Council. We do have contact with consumers through our toll-free complaint line. Other communities are familiar with the council due to the interaction the council has on task forces, other councils, and representation of agencies by the council at other meetings. The opinions of other state agencies, the Legislature and other state entities vary depending on recent experiences with council member or staff.

The most significant concerns of the priority populations served by the council are the potential for consolidation of the member agencies into an umbrella agency. The challenge for the council is to find additional services for member agencies without impeding the mission of each member agency. The greatest challenge to the council is to ensure that the state's decision makers are aware of the mission of the council and the possibility for additional legislatively mandated responsibilities.

To address the challenges, the various HPC committees review potential solutions regularly. In past bienniums the council worked with the Legislative Budget Board to develop performance measures to direct the needs of the agencies. One measure is directly related to the training of staff. Using the new measure, the council has been proactive in providing a wider variety of training opportunities for member agencies.

We anticipate that the composition or priorities of our populations will change during the time period covered by this strategic plan as the Council seeks out additional services to provide for member agencies.

Workforce Size and Composition

The Council is an independent administrative governmental agency with an Administrative Officer responsible for managing the daily office activities of staff members. The Administrative Officer is assisted by one administrative assistant and two IT staff assigned to the HPC by their parent agencies. During the 81st Legislative Session, the Full Time Equivalent total was increased to five to staff the Regulatory Database Project (RDB).

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

Geographical Location

With the exception of the Texas Department of State Health Services, Professional Licensing and Certification Division, member agencies are collocated in the William P. Hobby Building at 333 Guadalupe St. to facilitate resource sharing.

Fiscal Aspects

The appropriation authority for HPC is the Occupations Code, Title 3, Chapter 101. HPC's funds are adopted in an annual budget "...that is funded by a prorated assessment paid by the member boards." In FY 2012 assessments for HPC totaled $862,585 which was appropriated to the agency. In FY 2011 assessments for HPC totaled $856,246 which was appropriated to the agency. This is the agency relies on two funding sources. The first is a prorated assessment of administrative costs for the agency. Those amounts are transferred to the Council via a rider, as mentioned above. The second, and largest amounts are dedicated amounts for the purchase, configuration, and ongoing support of a Regulatory Database System. These amounts are paid through interagency contracts. It should be noted that the agencies participating in the Regulatory Database Project were required to raise licensee fees in order to cover the costs.

Fiscal Year	Appropriated through Interagency Transfer
2009	$149,662
2010	$2,513,779
2011	$768,662
2012	$862,585
2013	$856,246

Agency Use of Historically Underutilized Businesses

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

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

Capital Assets

Due to its small size and dependency on larger agencies for major logistical support, the council 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.

Technological Developments

The agency's use of technology has improved the quality and efficiency of its services. Technological developments have had a positive impact on agency operations. Although capital funds are required periodically to maintain and upgrade computer systems, the agency has been able to do more at less expense.

The Council regularly studies the resources and needs of member agencies for Information Technology support. The Council found that although some of its larger members (the Board of Medical Examiners, the Board of Pharmacy, and the Board of Nursing) had resources devoted to meet its Information Technology support needs (or at least to address their needs in a prioritized fashion), some of the other smaller members struggled to meet their needs. Additionally, agencies maintaining antiquated legacy technology were informed that the systems would no longer be supported. Together, the Council and agencies were able to research, develop, and implement a new database system. The system resulted in a net savings to the state because of the opportunities for sharing.

As technology becomes more complex, the Council will undoubtedly uncover further areas for sharing.

Economic Variables - External

Budget Reductions

With significant shortfalls in the state budget, the Council will work to continue their success in sharing resources. It is important however that agencies be funded at levels that allow them to carry out their missions. As agencies seek ways to reduce their operating budgets it is imperative that amounts paid to the Council remain intact. The Council works extremely hard to ensure that amounts transferred to the agency are used in way to bring the most return to the member agencies.

Economic Variables - Internal

New Staff Positions

The agency's workload, specific to the Human Resources Pilot Project, has seen a steady increase in participation. Council staff recommended adding a Human Resources Specialist to help agencies cope with the wide variety of HR responsibilities. In light of the budget cuts, member agencies were unable to fund an additional position. The Council will not ask for additional funding for the position in the upcoming biennium but recommends returning to the issue when the economic situation among agencies improves.

Information Technology Increase

Within the Information Technology Support Service Program, Council Staff submitted recommendations for The Council to fund an additional IT staff member with expertise in Web Programming and Administration. The position would serve to support nine agencies. The costs would be added to current interagency transfers from the agencies and the recommendation requests the Full Time Equivalent (FTE) count at the Council be increased by one. The upcoming Legislative Appropriations Request will include an amount to cover the costs recommended to the Council by the ITSS staff. The request will be submitted as an exceptional item. It is important to remember the overall savings that the ITSS provides to the supported agencies. By sharing staff, it has enabled agencies to focus more on carrying out their core missions.

Training

The member agencies share training opportunities for member agencies. One member agency staff member from the Board of Nurse Examiners offers new employee EEO training. HPC staff handles the coordination and documentation of the training. HPC staff has also coordinated training opportunities available through the State Auditor's Office. The SAO offers training to agencies when the number of attendees is at or above minimums needed to justify providing the training at another location. HPC provides a regular forum to the Employee's Retirement System staff to give presentations to member agency employees on investments through the Citistreet program.

HPC works with the National Certified Investigator/Inspector Training (NCIT) program of the Council on Licensure, Enforcement, and Regulation (CLEAR) to provide that training locally approximately once a year, providing the highest quality training at the lowest possible cost for HPC members and other state agencies employing investigators.

Measure Name:	**Number of Member Agency Employees Trained**
Definition:	This number represents the total number of member agency employees who attended an HPC sponsored training session.
Data Limitations:	Not Applicable
Data Source:	Data is collected from Health Professions Council records and sign in sheets.
Methodology:	Sum the number of persons who attended a training session sponsored or facilitated by Health Professions Council.
Purpose:	To reflect the council's efforts in training and encouraging cooperation between the employees of member agencies.

Measure Name:	**Number of Events Attended by HPC**
Definition:	This number represents the total number of events, such as conferences, meetings, and training sessions, attended by a Health Professions Council staff member on behalf of Health Professions Council member agencies.
Data Limitations:	Not Applicable
Data Source:	Data is collected from HPC records.
Methodology:	Sum the number of events attended by HPC staff on behalf of member agencies.
Purpose:	To reflect the council's support of member agencies and its efforts to promote efficiency by serving as a representative for all member agencies at events thereby making it unnecessary for each agency to send a representative.

Part I: Technology Assessment Survey

Part II: Technology Initiative Alignment

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).

1. Network and Servers

   The agency utilizes a modern firewall router to provision perimeter network security for the LAN. The agency also provides VPN access for a select group of remote employees, allowing them to access network assets securely. A secure and encrypted wireless network was deployed for use of agency staff within the physical limits of the main office. For all uses, authentication and access to network resources is made possible by an Active Directory installation, which is managed by a Windows 2008 Domain Controller. Multiple servers, printers, and other network services are managed through this Active Directory infrastructure. By deploying the network and servers mentioned here, the agency is able to receive the benefits of an efficient and secure network computing environment, which is also accessible to remote workers.

   Barracuda- Through the IT sharing program called ITSS the agency maintains a Barracuda Web Application Firewall. The network device is a perimeter security appliance that protects the agency's web enabled assets from online malicious attacks. The device receives ongoing updates and signature files from the vendor.

   FortiAnalyzer- The agency participates in the use of the FortiAnalyzer management device. This network appliance is an Enterprise reporting tool that allows HPC IT staff to monitor and analyze all agency network traffic. This device is a centralized management node which allows HPC staff to monitor multiple networks simultaneously.

2. Hardware and Software Upgrades

   Hardware and software have been upgraded to support the evolving needs of the agency. The following upgrades have been made which have resulted in a standards-compliant and efficiently supported computing environment:

   a. . The Agency is looking to adjust security software to Malwarebytes having shown better internal test results.
   b. Addition of a Linux server with SFTP
   c. Various Linux servers for load balancing and clustered environments have been deployed.
   d. Office 2010 installed on all local machines
   e. VPN capability for Windows XP/Vista/7/OSX

3. Shared Regulatory Database System

   The agency is leading the effort to deploy and manage the Shared Regulatory
   Database System with six participating agencies. The six agencies are The Land Surveying
   Board, The Optometry Board, The Dental Board, The Psychology Board, The Pharmacy Board,
   and the Plumbing Board. This project is being implemented to transition database systems from
   the legacy end-of-life hardware in the ADROC facility to DIR's Austin Datacenter. For the first
   time, the agencies will be using a modern database technology with a secure and encrypted web
   front-end that allows all divisions within the agency to efficiently and effectively manage licensee
   data. This project is being managed by the Health Professions Council and is undertaken under
   the auspices of an MOU that documents the collaboration of the six independent licensing
   agencies. The agencies selected the software company Iron Data (formerly Versa Systems) to
   configure and install their regulatory licensing software. The new system is now active.

4. Website

   The agency website is located in-house, runs on Ubuntu Server 10.04 LTS clustered instances
   among 2 Virtual servers. Updates to the website are published regularly, and the agency has full
   control of content. The website satisfies all legislative requirements. The agency is working to
   make the site available to mobile users as well.

5. HPC Imaging System

   The agency has increased its participation in the shared HPC document imaging system. The
   agency reduces costs of printing, binding, faxing (long distance), postage, and paper document
   storage. Once scanned, documents are available through a secure web interface, allowing
   agency staff access to up-to-date information in real time. By reducing the number of phone calls,
   faxes, and mailed packages, the imaging system saves the agency both time and money during
   the resolution of enforcement and legal cases. The agency plans to expand the usage of this
   system to additional divisions within the agency.

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 participates in DIR's Austin Datacenter. We participate in the statewide datacenter under the auspices of the DIR-A administrative client to the datacenter. The agency has leveraged the IBM architecture to deploy 4 enterprise servers for deployment of the Shared Regulatory Database System.

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.

> Google Apps Enterprise- The agency is planning to migrate its enterprise messaging to Google Apps Enterprise and decommissioned use of Capnet email services. The Google services allow all agency users to participate in a distributed collaborative messaging environment that extends beyond the LAN. Included with Google Apps is messaging (email), document collaboration, calendar sharing, and intranet site creation.

> AT&T SETA -The agency, in accordance with DIR, began using the Security Event & Threat Analysis service offered by AT&T through DIR. This service allows the agency to send the syslog files from both the firewall and the router so that DIR can inspect and analyze all firewall traffic

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and all router traffic in and out of the agency. The agency receives a monthly report from DIR upon which HPC staff makes security adjustments if necessary.

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*.

AT&T SETA - The agency, in accordance with DIR, began using the Security Event & Threat Analysis service offered by AT&T through DIR. This service allows the agency to send the syslog files from both the firewall and the router so that DIR can inspect and analyze all firewall traffic and all router traffic in and out of the agency. The agency receives a monthly report from DIR upon which HPC staff makes security adjustments if necessary.FortiAnalyzer-The shared use of the FortiAnalyzer enables centralized log management of the agency's firewall and router. This tool gives staff the ability to respond to all network incidents and research any possible intrusions or suspicious activity.

Barracuda- Through the IT sharing program called ITSS with the Health Professions Council, the agency maintains the use of a Barracuda Web Application Firewall. The network device is a perimeter security appliance that protects the agency's web enabled assets from online malicious attacks. The device receives ongoing updates and signature files from the vendor.

The agency is looking to change anti-virus security with the product Malware Bytes which has proven with internal tests to be more efficient.

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

The agency continues to use Windows identity management through the implementation of Active Directory. Custom Group Policies are in place to enhance security through the use of complex passwords, password expiration, and password rotation.

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 continues to provide access to agency information through the publication of its existing website.

The website will be upgraded to a modern Content Management System in the coming months.

No Social Media efforts are planned at this time.

Google Apps Enterprise- Use of Google Sites for collaborating with board members and key public members. Management is evaluating the implementation of a new Google Site to share data using the Google cloud computing model.

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

The agency continues to provide access to agency information through the publication of its existing website and is planning an upgrade to a more modern system to better suit the changing needs of the modern web environment.

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.

Google Apps Enterprise- The agency is has migrated its enterprise messaging to Google Apps Enterprise and decommissioned use of Capnet email services. The Google services allow all agency users to participate in a distributed collaborative messaging environment that extends beyond the LAN. Included with Google Apps is messaging (email), document collaboration, calendar sharing, and intranet site creation.

Additionally, users will be able to access their agency resources- especially email and calendars- from remote locations using web enabled devices such as their agency-issued laptops and smart phones.

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).

The Shared Regulatory Database System is a single installation of web-enabled software that is made available through a private cloud computing model to a distributed number of agencies. Staff users are staff located onsite in Austin and remotely throughout the State.

Google Apps Enterprise- The Google suite of services is based on a cloud computing infrastructure and allows agency users to access collaboration tools from any internet enabled device.

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

The agency continues to participate in a best practices data backup and disaster recovery plan by utilizing services from the Texas Library and Archives Commission.

The Shared Regulatory Database System will participate in the backup and disaster recovery facilities provided by Team for Texas in the Austin Datacenter.

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

The agency continues to work with the Health Professions Council to facilitate the sharing of information and data with any relevant external organizations.

As a result of the Regulatory Database System, the agency will enable the sharing of licensing data with the following external agencies:

- State Attorney General
- Texas Guarantee Student Loan
- Department of Public Safety
- Federal Bureau of Investigations
- DSHS for Minimum Dataset
- The State Comptroller

Furthermore, the new database system will allow for ad hoc extracts to be developed in a more efficient and timely manner compared to the legacy systems.

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Part 2: Technology Initiative Alignment

TECHNOLOGY INITIATIVE	RELATED AGENCY OBJECTIVE/(S)	RELATED SSP STRATEGY/(IES)	CURRENT OR PLANNED	ANTICIPATED BENEFIT(S)	INNOVATION, BEST PRACTICE, BENCHMARKING
1. Implement an integrated licensing, investigation, and legal database application	All objectives.	1.1 1.2 1.3 3.1 4.1 4.2	Current	The system will provide common information to all division employees and field investigators which will result in efficient processing of all agency tasks.	Best Practice: The agency will migrate multiple legacy data-base systems into one enterprise system built on a modern application platform.
2. Transition all board and committee meetings to paperless	All objectives.	1.2 1.3 4.1 4.2	Current	1. Reduce the costs of hosting committee and board meetings. 2. Reduce meeting preparation time by office staff.	Innovation: The agency will use accessible electronic document formats to reduce both mailing costs and printing costs.
3. Implement in-house technology for staff to work in an increasing paperless environment.	All objectives.	1.2 1.3 4.1 4.2	Current	Provide agency staff full access to all features of the hosted imaging system.	Best Practice: The agency will free office space and make paper documents searchable and accessible by fully adopting the imaging system.
4. VOIP telephone system	All objectives.	1.2 1.3 3.1 4.1 4.2 4.4	Planned	Increase communication efficiency of all agency staff through the use of advanced VOIP technology.	Innovation: Integration of old voice networks with newer digital networks to increase security and speed communication.
5. Support and Maintain secure VPN access for remote workers.	All Objectives.	2.1 2.2 3.1 4.1	Current	1. Increased communication efficiency between remote workers and the main office. 2. Secure	Innovation: Employing remote workers reduces the financial burden related to facilities, while

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TECHNOLOGY INITIATIVE	RELATED AGENCY OBJECTIVE/(S)	RELATED SSP STRATEGY/(IES)	CURRENT OR PLANNED	ANTICIPATED BENEFIT(S)	INNOVATION, BEST PRACTICE, BENCHMARKING
				transport of all data between the remote locations and the main office.	allowing for statewide coverage of enforcement functions.
6. Google Apps Enterprise	All Objectives	1.1 1.2 1.3 2.1 2.2 3.1 3.2 4.1 4.4	Current	The Google services allow all agency users to participate in a collaborative messaging environment for the first time. Included with Google Apps is messaging (email), document collaboration, calendar sharing, and intranet site creation.	Best practice: Using cloud computing and leveraging existing technologies to facilitate collaboration among all staff members and board members- local and remote.
7. Net Forensics	All objectives.	1.1 1.2 1.3 2.1 2.2 4.3	Current	This service allows the agency to send the syslog files from both the firewall and the router so that DIR can inspect and analyze all firewall traffic and all router traffic in and out of the agency. The agency receives a monthly report from DIR upon which HPC staff makes security adjustments if necessary.	Best Practice: Proactive network monitoring and access log review.
8. FortiAnalyzer	All objectives.	1.1 1.2 1.3 2.1 2.2 4.3	Current	The shared use of the FortiAnalyzer enables centralized log management of the agency's firewall and router. This tool gives staff the ability to respond to all network	Best Practice: Single point of management for all network logging and traffic analysis. Tool to forensically review suspicious activity.

TECHNOLOGY INITIATIVE	RELATED AGENCY OBJECTIVE/(S)	RELATED SSP STRATEGY/(IES)	CURRENT OR PLANNED	ANTICIPATED BENEFIT(S)	INNOVATION, BEST PRACTICE, BENCHMARKING
				incidents and research any possible intrusions or suspicious activity.	
9. Barracuda	All objectives.	1.1 1.2 1.3 2.1 2.2 3.1 3.2 4.1 4.3	Current	The network device is a perimeter security appliance that protects the agency's web enabled assets from online malicious attacks.	Best Practice: Web application vulnerability protection without code remediation. Load balancing for web servers.
10. McAffee ePO	All objectives.	1.1 1.2 1.3 2.1 2.2 4.1 4.3	Current	This centralized management tool allows IT staff to manage and monitor the effectiveness of all McAfee security products deployed in the agency.	Best Practice: Enterprise management tool for automated threat prevention and remediation.

Future Challenges

It is clear that there is a growing realization that the State of Texas has created a useful vehicle in the Health Professions Council and there will continue to be increased demands and new expectations from within and outside the Council.

During the last reporting period, the Council has worked with the LBB and the Governor's office to ensure that the Council plays a continual role on statewide issues. The HPC continues to examine future needs of member agencies. The Health Professions Council sees that challenge as an opportunity to streamline routine procedures and achieve economies of scale.

These are only a few of the increasing demands placed on the Health Professions Council. In view of HPC's limited resources, prioritization of demands will be a challenge as the Council seeks to meet growing expectations while minimizing additional costs to member agencies and their licensees. Nevertheless, Council members and staff look forward to the challenge.

APPENDICES

Appendix A: Agency Planning Process

Appendix B: Organizational Chart

Appendix C: Projected Outcomes

Appendix D: Performance Measures Definitions
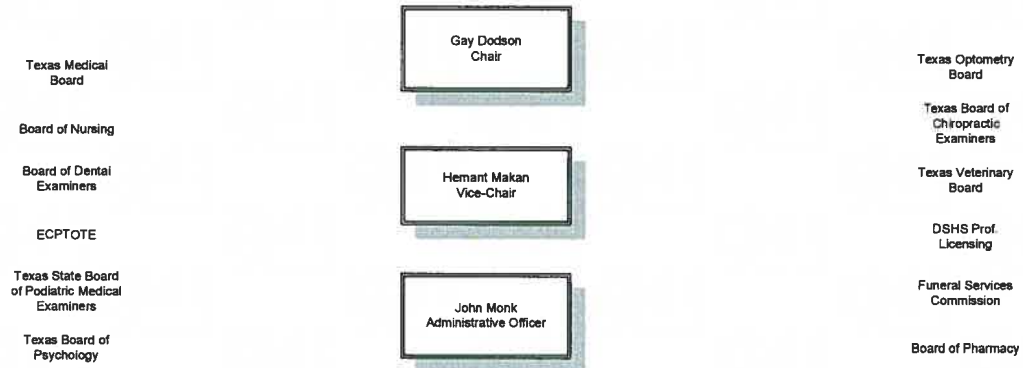
Appendix E: Workforce Plan

Agency Planning Process

During each fiscal year, HPC holds quarterly meetings. Ad-Hoc committees are formed in order to carry out the mission of the council.   Throughout the process, positive and negative attributes of the agency are noted, discussed, and evaluated. HPC key personnel meet regularly to discuss performance, performance measures, and agency strategy. At critical stages during the development of the strategic plan, copies are circulated to key HPC staff for comments and discussion. Meetings are then held to finalize the plan.
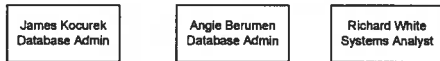
Organizational Chart

Health Professions Council
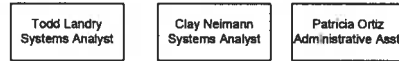
Texas Medical
Board

Board of Nursing

Board of Dental
Examiners

ECPTOTE

Texas State Board
of Podiatric Medical
Examiners

Texas Board of
Psychology

Gay Dodson
Chair

Hemant Makan
Vice-Chair

John Monk
Administrative Officer

Texas Optometry
Board

Texas Board of
Chiropractic
Examiners

Texas Veterinary
Board

DSHS Prof.
Licensing

Funeral Services
Commission

Board of Pharmacy

Regulatory Database Project Staff

James Kocurek
Database Admin

Angie Berumen
Database Admin

Richard White
Systems Analyst

Council ITSS and Admin Staff

Todd Landry
Systems Analyst

Clay Neimann
Systems Analyst

Patricia Ortiz
Administrative Asst.

APPENDIX C - PROJECTED OUTCOMES

Projected Outcomes for Fiscal Year 2011-2015

Outcome	2013	2014	2015	2016	2017
Number of Member Agency Employees Trained	50	50	50	50	50
Number of Events, Hearings, Meetings Attended by HPC	12	12	12	12	12

Performance Measures Definitions

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

Definition: Member agency employees are employees working for a Health Professions Council member agency. Training is conducted to provide for a better and more informed workforce.

Data Limitations: Not Applicable

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

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

Purpose: To reflect the council's efforts in training and encouraging cooperation between the employees of member agencies. A better trained workforce will allow for a better service for Texas consumers and licensees.

New Measure: No

Desired Performance: Target or higher

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

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

Data Limitations: Not Applicable

Data Source: Data is collected from council records.

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

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

New Measure: No

Desired Performance: Target or higher

Agency Workforce Plan

Anticipated Changes to the Agency's Role

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

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

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

Current Workforce Profile (Supply Analysis)

    Critical Skills:

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

Position	Age	Gender	Race	Tenure w/ Texas
Manager ill	41	M	C	10+
Admin. Asst. III	39	F	H	12+
Programmer III	58	M	C	28+
Database Administrator IV	31	F	H	11+
Systems Analyst II	62	M	C	1<

Diversity

HPC continues to strive towards maintaining a diverse workplace. Currently 80% of employees are minorities. As the chart above notes, the agency continues to be diverse. Past demographics were similar in makeup.

Turnover

Historically, the agency averages two employee resignations per year. However, turnover statistics are not particularly reliable for an agency this size. The difference between one or two persons leaving in a year doubles the turnover percentage rate from 6% to 12%. At present, the turnover rate for FY 2011 is 40%. Future attrition is likely to remain in a range of zero to one person leaving the agency per year or less.

Retirement Eligibility

At this time, we do not consider retirement eligibility to be a significant issue. The agency does not presently have any staff that would be eligible to retire from state services within the next five years.

Future Workforce Profile (Demand Analysis)

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

Critical Functions

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

Expected Workforce Changes

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

Anticipated Increase/Decrease in FTEs

During FY 2010 the FTE was raised to 5. At this time no change is expected to FTE count unless the Council determines additional services would be better managed by increasing staff levels. . Enhancing training and better coordination should improve efficiency.

Future Workforce Skills Needed

> Accounting skills
> Database skills
> Research skills
> Human Resource Skills
> Technology Skills

Gap Analysis

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

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

Actions

- Develop project management strategies to ensure pairing of experienced employees with newer employees of lesser experience

- To the extent possible, adequately compensate employees and reward exceptional performance.

- Survey employees to determine which skills they feel require more development.

- Examine alternatives for employee training that maximizes resources. Examples of avenues for research include internal training, internet training, cross-agency training, and external training.

- Develop internal cross-training procedures to allow for greater breadth of responsibility and knowledge.

- Include personnel turnover as an area for review in the internal audit risk assessment