AGENCY STRATEGIC PLAN

For the 2015 - 2019 Period

By

Executive Council of
Physical Therapy and Occupational Therapy Examiners

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June 21, 2014

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EXECUTIVE COUNCIL OF PHYSICAL THERAPY AND OCCUPATIONAL THERAPY EXAMINERS

TABLE OF CONTENTS

I. State of Texas Vision 5
II. State of Texas Mission, Philosophy, Goals and Benchmarks 6
III. Executive Council Mission and Philosophy 8
IV. External/Internal Assessments 8
- A. Overview of Executive Council 8
  - (1) General Overview 8
  - (2) Service Populations 9
- B. Organizational Aspects 10
  - (1) Organization Structure 10
  - (2) Workforce Size and Composition 11
  - (3) Geographics 12
  - (4) Geographic Dispersion 13
  - (5) Human Resources 13
  - (6) Capital Assets 14
  - (7) Historically Underutilized Businesses 15
  - (8) Key Agency Events 16
- C. Fiscal Aspects 19
- D. Service Population Demographics 31
  - (1) Physical Therapy 31
  - (2) Occupational Therapy 37
  - (3) Future Trends 44
- E. Technological Developments 47
- F. Economic Variables 48
- G. Impact of Federal Statutes/Regulations 49
- H. Other Legal Issues 49
- I. Self-evaluation and Opportunities for Improvement 50
  - (1) Past Concerns 50
  - (2) Performance Benchmarking 51
  - (3) Enforcement Concerns 53
  - (4) External Communications 63
  - (5) Increase in Demands for Information 63
  - (6) Employee Attitudes 64

V. Goals, Strategies, Objectives, and Measures 65
- A. Goal 1 - Licensure/Registration 67
- B. Goal 2 - Enforcement 69
- C. Goal 3 - Historically Underutilized Businesses 70

VI. Technology Resource Planning 71

(Cont.)

TABLE OF CONTENTS
(cont.)

VII. Appendices
Appendix A - Planning Process A-81
Appendix B - Organization Charts & Personnel..... A-83
Appendix C - Five Year Projections for Outcomes A-87
Appendix D - Performance Measure Definitions A-89
Appendix E - Staffing Analysis and Workforce Plan..... A-111
Appendix F - Survey of Employee Engagement A-127
Appendix G - Report on Customer Service A-137
Appendix H - Measures & Budget Recent History A-163
Appendix I - Distribution of Therapist Practice in Texas. A-173
Appendix J - Existing and Planned Therapist Programs .. A-203
Appendix K - Therapist Projected Growth by Settings A-207
Appendix L - BLS Projections – State Ranking A-219
VIII. References/Footnotes A-221

EXECUTIVE COUNCIL OF PHYSICAL THERAPY AND OCCUPATIONAL THERAPY EXAMINERS

Strategic Plan
Fiscal Years 2015 - 2019

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), owners and employees of facilities which provide physical therapy and occupational therapy services and are registered by the agency, 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, 2014 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 19 full-time positions, including one state exempt and 18 classified. The agency last had to rely on temporary employee assistance a number of years ago, although it is supported by a data base administrator, two IT support personnel, and web site administrator - all part-time. Among the permanent employees, 42% are minority and 84% 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 2013, the licensing staff issued 1,986 new licenses and 9,043 renewals to PTs and PTAs, and 1,138 new licenses and 4,986 renewals to OTs and OTAs. The agency also registered a total of 4,123 facilities offering PT and/or OT services. This is about a 20% increase in workload compared to the numbers of 2011, which was also a 20% increase over the 2009 numbers. The overall trend data indicates that while the total number of individuals licensed in Texas has increased almost every year, recently, the overall 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 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 4,200 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, but mostly the increase is due to demand. (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 2013, they received 431 complaints related to physical therapy service, and resolved 438 complaints, taking an average of 169 days to complete a case. They also received 169 complaints, and resolved 185 complaints related to occupational therapy services, taking an average of 113 days to complete. Of the physical therapy-related complaints, 15% resulted in disciplinary action against licensees by the Physical Therapy Board. Of the occupational therapy-related complaints, 18% 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 six 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 after slowly dropping over the long term has now leveled out at about 20%. (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 used to each have a representative on the HPC, but now there is just one – the Executive Council ED. 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's 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 22,000 physical therapists and physical therapist assistants, 13,000 occupational therapists and occupational therapy assistants, and registers about 4,200 facilities providing therapy services over a land area of approximately 270,000 square miles. (For comparison purposes, fourteen 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 twelve 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. However, employees retiring and leaving for higher paying jobs due to no pay raises has resulted in a high turnover in CY2014.

Generally, the Executive Council turnover rate has been slightly lower than the state turnover rate over the past 12 years. During the last eight years the agency saw 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, 11% in FY2007 and FY2008, 6% in FY2009, 0% in FY2010 and FY2011., and 6% in FY2013 (each departing employee ~ 6%). The agency turnover rate had been running considerably less than the State average, even though it was generally higher than the State as a whole in FY2001 and FY2002. See ***Figure 8*** for a graphic representation of this. Based on recent experience, the rate for the immediate future should have remained 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. However, there have been no pay raises since FY2009 resulting in some recent losses of experienced personnel to higher paying jobs, other experienced employees are retiring early, and the ever increasing workload is having an impact on the morale of the remaining employees. Additionally, due to its small size, there are limited opportunities for advancement in the agency, and younger employees seeking to advance rapidly must also look elsewhere. Except for those employees who left involuntarily or retired, 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.

The Executive Council is a proponent of professional development and training for its employees. When funds were available, we actively searched 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. However, with the reduced funding over the last few years, training opportunities for employees has dropped to almost zero.

(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. Until the last biennium, the Executive Council has the same number of employees as it had when originally created – 18, but had to request an additional investigator during the last legislative session. 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 12 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 just went through a similar situation this past FY with trying to replace 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 as 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 FY2015-16 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 was still fully functional and was sufficient to the agency needs at that time. However, the licensing data base program is now proving inadequate due to its inability to handle the growth in the database itself. ECPTOTE plans to ask for funding to either upgrade its existing database program or convert to the HPC common licensing database program.

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.

While the agency replaced one of its two servers and all its workstations with up to date equipment and operating systems, it did not add the tablet/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. Funds originally earmarked for this project was used for unanticipated purchases of other IT equipment. Unfortunately, the funding for this initiative was also lost in FY2011.

There is no requirement for any capital improvement during the FY2015-2016 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 2012 were 14.3% ($3,568) for Other Services and 62.25% ($5,444) for Commodities. In FY2013, the

expenditures were 15.5% ($1,911) and 52.43% ($5,364) respectively, easily surpassing ours and the state's goals. Both percentages have improved significantly over the FY2009 figures – 31% and 11.4%. The FY2014 figures as of 4/2/2014 were 7.92% ($1,805) for Other Services and 25.88% ($7,448) for Commodities. 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 2013-2017 Strategic Plan are listed below.

As an overreaching issue that colored almost every event/action that impacted ECPTOTE and the two boards was the recovery from the two financial austere bienniums.

a. During the 83rd Legislative Regular Session there were no changes made to the Occupational Therapy Act and two changes were made to the Physical Therapy Act. For the first time within anyone's memory, board members of the Physical Therapy Board directly enlisted the help of a legislative member to sponsor a PT Board related bill – HB588. Later during the process, the Texas Physical Therapy Association helped move the bill through the legislative process and ensured its success.

HB 588 protected personal information of licensees, dropped the requirement to display the renewal card, eased the requirements by former Texas licensees to re-acquire a license on their return, and several housekeeping changes. The main goal of HB 588 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.

Another bill that affected the PT board was SB1099 which codified the terms DPT and MPT, thereby protecting their use to awardees of the DPT and MPT degrees. The PT Association again introduced its own PT related bill related to direct access, which if it had passed, would have had an impact on the workload of the PT board.

b. The only "push" communication the agency now does with licensee and business owners, are one time informational mail-outs (rare), 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 and by a change made in the Practice Acts and rules.

c. An ongoing event is working with outdated practice acts due to lack of a Sunset Review of the two boards since 1993. 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 closely with the trade associations to have Act changes made to address the most immediate problems.

d. 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, but due to database growth, barely continues to meet the needs of the agency. With periodic maintenance, the database system should prove sufficient to the agency's needs until replaced with a replacement system or the agency adopts the HPC common database system, hopefully in the upcoming biennium.

e. 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 96% in FY2013. The percent of applicants who applied on line has rapidly risen to 89% in FY2011, but based on past results, will probably hover around that percentage for the foreseeable future.

f. 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, and updating the agency workstations with new hardware, operating systems, and software. Other initiatives include constantly 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 daily update of license verifications, adding up to date online newsletters and rules postings for proposed and adopted rules, and automating every process that exists between licensee and agency. Other key changes were the formal notification of all interested parties about the 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 was added to the license renewal process to ensure that all

PT licensees meet their CC requirement, or at least say they did. This mirrors an existing Continuing Education module of the OTs, which had proven successful in assisting licensees in recording their coursework, while significantly lowering the number of failed audits. While the agency continues to send renewal notifications using postcards, they now have a shiny textured side with multicolored pictures of typical Texas icons to attract the attention of the recipient. Each board has a different picture. 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, but has not been popular with many licensees who distrust the printed copy from their computer.

g. About twelve 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 since then. However, the number of facility registrations grew at a faster 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.

h. 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.

i. The Executive Council has completed or is in the process of completing several internal initiatives in office procedures and automation during the past two years, including:

- completion of the scanning project of all paper licensee records. All past and present licensee and facility records were digitized, as well as of the investigation files. When that project finished in FY2012, the agency administrative files were next, but to date are not yet finished. The major challenges of this conversion were all the revisions of the records retention schedule, and disposal of the paper records.

- reorganizing the licensing department from three functional groupings to two, by incorporating the facilities tasks within the initial licensing and renewal departments. This is a

result of recognizing that facilities related activities are now more labor intensive than license renewals. Additionally, all licensing clerks continue to cross-trained on all jobs, allowing the agency to easily address shifting workloads and patterns.

- completely redoing the agency web site, adding enhancements that have added more relevant and quality information, forms, and documents for users, 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, and replacing each server every three years. The two agency servers are located in 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;

- continuing to collect email addresses from our licensees into our renewal process.

j. 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.

k. 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 increased work load prior to each fixed date test. Recently this has become quite a serious problem. As the number of new graduates increase every year, the licensing staff is finding it more and more difficult to keep up the demand for services and meet the goals of the licensing performance measures.

l. 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

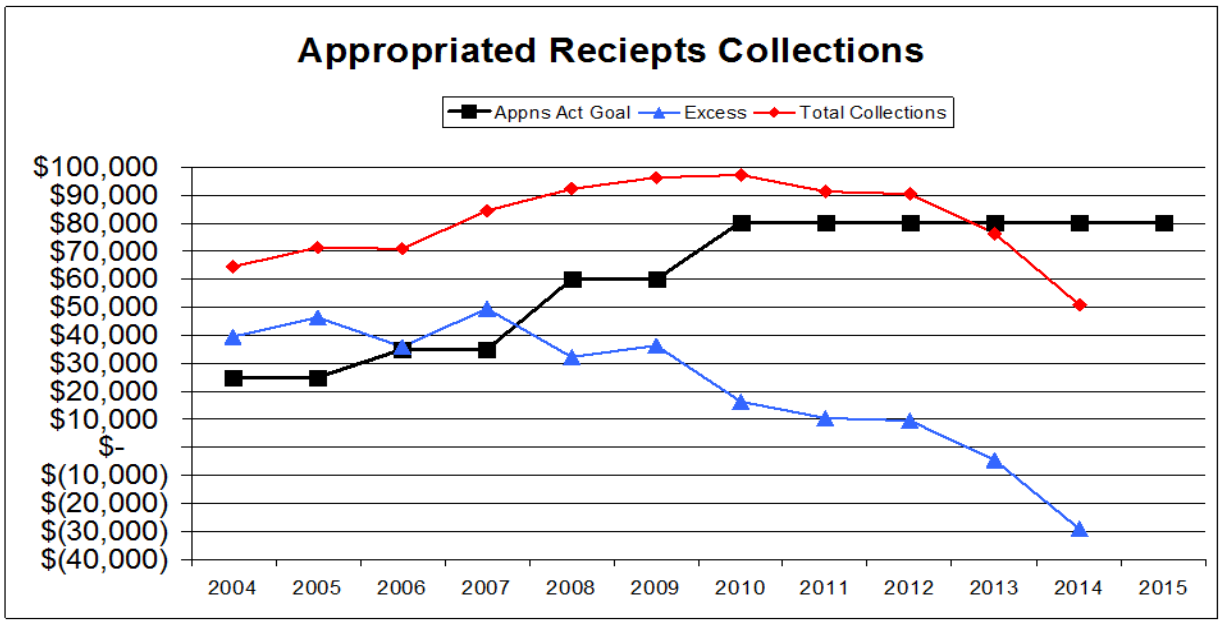
The Executive Council's appropriations are set every two years by the Legislature and are used solely to support the functions of the Physical Therapy and the Occupational Therapy Boards.

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 is shown in ***Figure 2***. Over the long term the agency's funding can best be described as erratic, reflecting the economic situation in Texas at the time. With the exception of funding for several requested Exceptional Items in the current biennium, 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 3***), 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 – FY2015. These appropriated receipts are generated through sales of mailing lists and labels, and are heavily dependent upon the health of the economy and technology advances. When ECPTOTE did not meet its appropriated receipts goals from FY1998 to FY2001 and again in FY2013, it exacerbated the agency's fiscal problems, as it resulted in fewer funds for agency operations than was originally budgeted. The agency expects a shortfall of about $25, 000 in FY2014. 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, from FY2002 to FY2012 the agency met and exceeded the legislature's goal. The excess receipts provided additional discretionary funds the agency was allowed to use for financing lesser priority 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 prior to the last few fiscal years.

Appropriated Receipts collected by the agency from FY2004 through FY2014 is in ***Figure 1***.

Figure 1



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.

Figure 2

Actual Funds Available to ECPTOTE to Cover Expenses
Fiscal Years 2002-2015 *(indirect costs not included)*

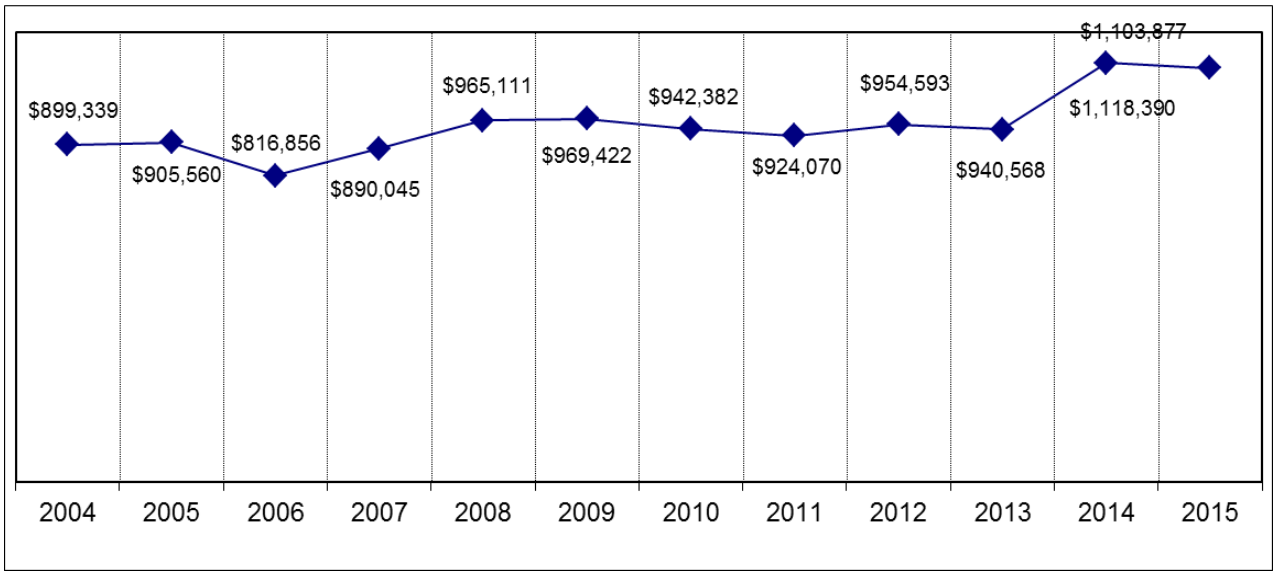
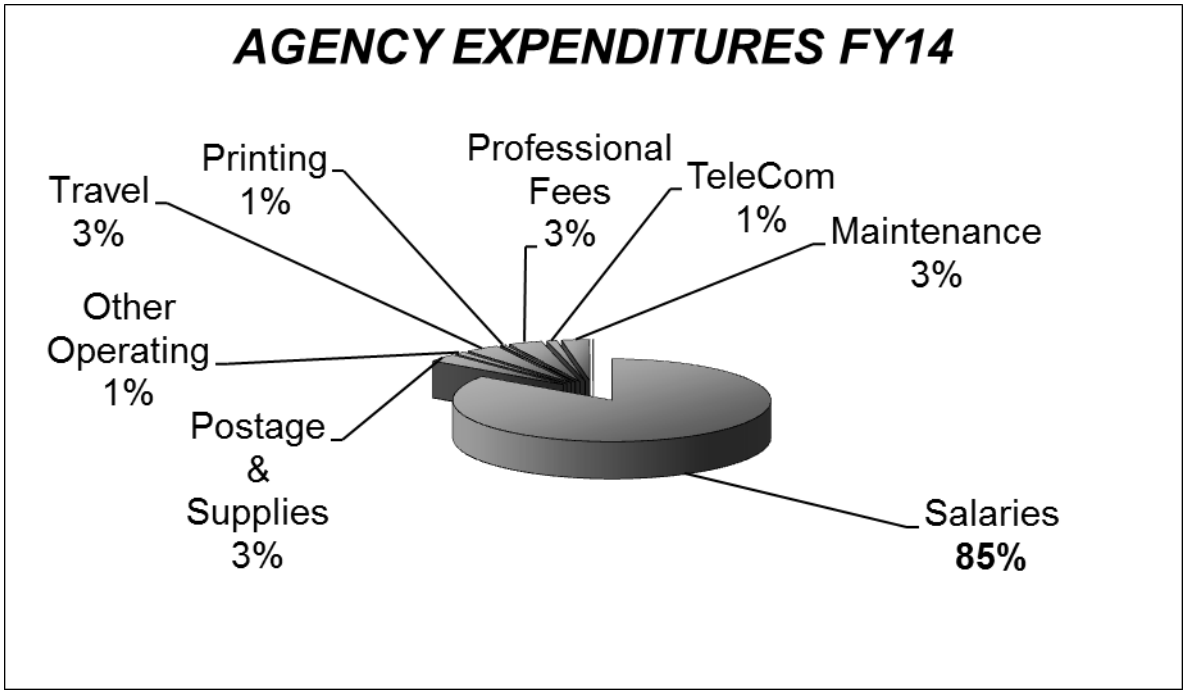


Figure 3

FY20011 Expense Categories as a Percentage of Total
Operational Expenses



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

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. This is mentioned, because there is a similar requirement for the FY206-17 biennium, and the expected impact on the agency remains the same. 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. Return to three board/council meetings per year; basically returning to a situation that existed for several years prior to this biennium.
c. Halt any maintenance 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. (Mostly 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 all 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 four 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 $1,225,177 for FY2014 and $1,210,820 for FY2015. Of those funds, each year $17,848 is earmarked for Health Professions Council support, $157,715 for pass through funds to the Texas Online Authority, $3,967 for retirement contributions, and $7,934 for employee health insurance. As stated earlier, the agency is required to raise part of the appropriations itself ($80,676/year). These funds are raised through the sale of mailing lists and designated as “appropriated receipts”. Funds were appropriated by the 83rd Legislature for 10 of the 12 Exceptional Items requested by the agency. The original Exceptional Items request is at ***Figure 4***. The requests that were not approved are stricken-through. ECPTOTE was directed to raise its fees by $91,986 in excess of $9,655,000 (expected biennium revenues). The agency submitted a request on June 6, 2014 for a finding of fact letter to the Comptroller, requesting release of the contingent funds using a similar methodology that used for the FY2012-13 contingent revenue release request.

Figure 4

Exceptional Items Requests for FY2014 and FY2015

	FY2014	FY2015	
1. Replace workstations and ancillary equipment; tablets for board meetings	$33,280		**(Kept at board offices for meetings)**
~~**2.** 4% merit increases~~	~~$29,559~~	~~$29,559~~	~~**(Last merit raise was given in CY2009)**~~
3. Replace ½ of agency carpeting		$16,972	**(Safety concerns)**
4. Funding & authorization for additional Investigator 1 position	$28,800	$28,800	**(Meet ever increasing case load)**
5. Complete agency web site	$12,500		**(Severe security issues)**
6. Restore one set of board meetings	$8,628	$8,628	**(Had dropped from 4 to 3 per year)**
7. Replace aging copy & fax machines		$4,961	
~~**8.** Restore agency share of health care~~	~~$8,090~~	~~$8,090~~	
9. Fund share of HPC Webmaster	$5,085	$4,876	
10. Replace/repair aging office furniture		$9,700	
11. Increase in admin expenses	$4,650	$4,650	
12. Offset HPC support increase	$6,226	$6,226	**(amount of increase since 2005)**
Totals	$136,818	$122,462	
Revised Totals	$ 99,169	$ 84,813	

Unfortunately for the agency, there have been financial setbacks in FY2014 that were caused by unanticipated events. These unexpected expenses have resulted in some exceptional items not being funded, and others that will be moved in FY2015 or requested again in the next biennium. The major unplanned-for expenses to date are:

Lump sum termination pay for departing employees	$6,600
Contract to finish web site design	2,250
Web site cost over Exceptional Item estimate	11,767
Database server recovery after crash of server	4,050
Unemployment payments	3,900
Appropriated receipts shortfall	26,000
Totals	$54,567

Further 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.

When the Executive Council was formed, there has been a gradual 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, and recently, more therapists from out-of-state are moving to and working in Texas, 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 5*** and graph in ***Figure 6*** 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 do not include the indirect costs of the agency (e.g. employee benefits). While the agency expects at best for appropriated funds to generally flat line 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 22 cents of every dollar of collected fees from licensees will be provided to the agency to perform its mission of licensing and regulating the practice of occupational therapy and physical therapy.

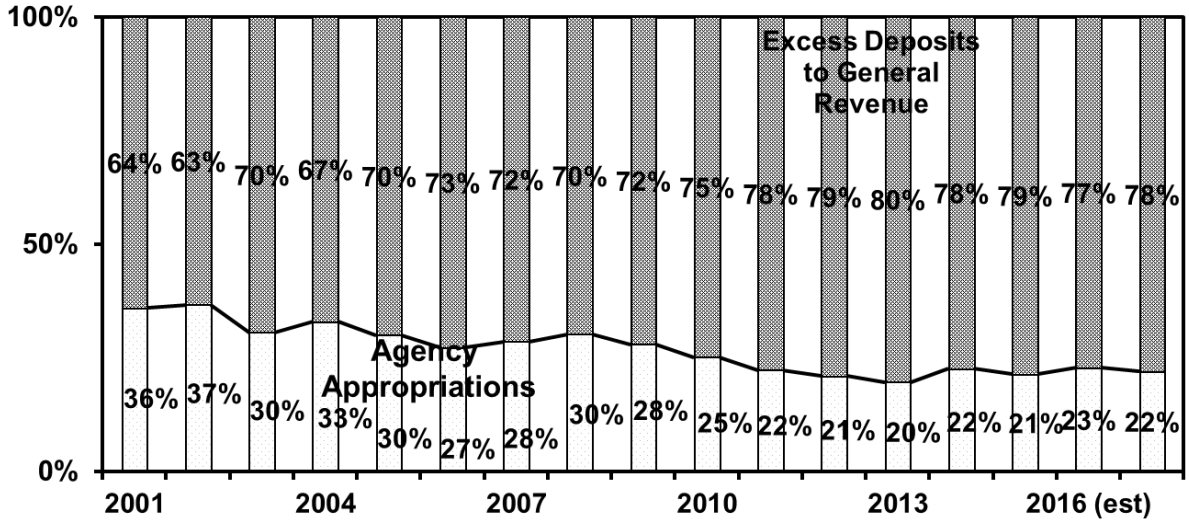
Figure 5

REVENUE AND EXPENDITURE HISTORY

Fiscal Year	Expenditures	Revenues	Transferred to General Revenue
2001	$774,725	$2,163,729	$1,389,004
2002	$821,501	$2,250,000	$1,428,499
2003	$776,119	$2,547,508	$1,771,389
2004	$899,339	$2,739,922	$1,840,583
2005	$905,560	$3,028,251	$2,122,691
2006	$816,856	$3,011,166	$2,194,310
2007	$890,045	$3,126,464	$2,236,419
2008	$965,111	$3,204,918	$2,239,807
2009	$969,422	$3,477,444	$2,508,022
2010	$942,382	$3,759,792	$2,817,410
2011	$924,070	$4,174,372	$3,250,302
2012 (est.)	$954,593	$4,582,721	$3,628,128
2013 (est.)	$940,568	$4,788,696	$3,848,128
2014 (est.)	$1,118,390	$4,980,244	$3,861,854
2015 (est.)	$1,103,877	$5,179,454	$4,075,577
2016 (est.)	$1,100,000	$4,853,997	$3,753,997
2017 (est.)	$1,100,000	$5,035,000	$3,935,000

Figure 6

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 sustained by the Executive Council in prior budgets, the agency will request additional funding in the 2014-2015 biennium budget cycle for:

- Baseline budget to cover basic operations (average of FY2013 and FY2014 appropriations not including the one-time purchases);

- Purchase of 14 tablets for board meeting use (was initially funded as an Exceptional Item in 2014);

- An approximate 4% increase in salaries to cover classified employee merit raises, since there have been none given since FY 2009. This is an absolute necessary for retaining quality employees, and avoiding all the costs of constantly hiring and training new employees. This was requested as an Exceptional Item in 2014, but was not approved for reasons not given the agency. ECPTOTE is forced to compete with the larger Article 8 agencies in the Hobby Building with their much higher paying positions, and is now hemorrhaging clerks after spending the time and effort to train them and retain them by providing a good work environment. Eventually, without an occasional raise to reward hard work and loyalty, these good employees finally are forced to move for a higher salary. This Exceptional Item request is not for an across the agency pay raise, but will be targeted at those positions the agency can least afford to lose. Basically, the agency will try to bring its key administrative and clerk positions' salary so it is comparable to all similar Article 8 agencies. See ***Figure 7*** for State Auditors Office salary averages and ***Figure 8*** for the turnover comparisons between state, Article 8, and ECPTOTE turnover rates;

Figure 7

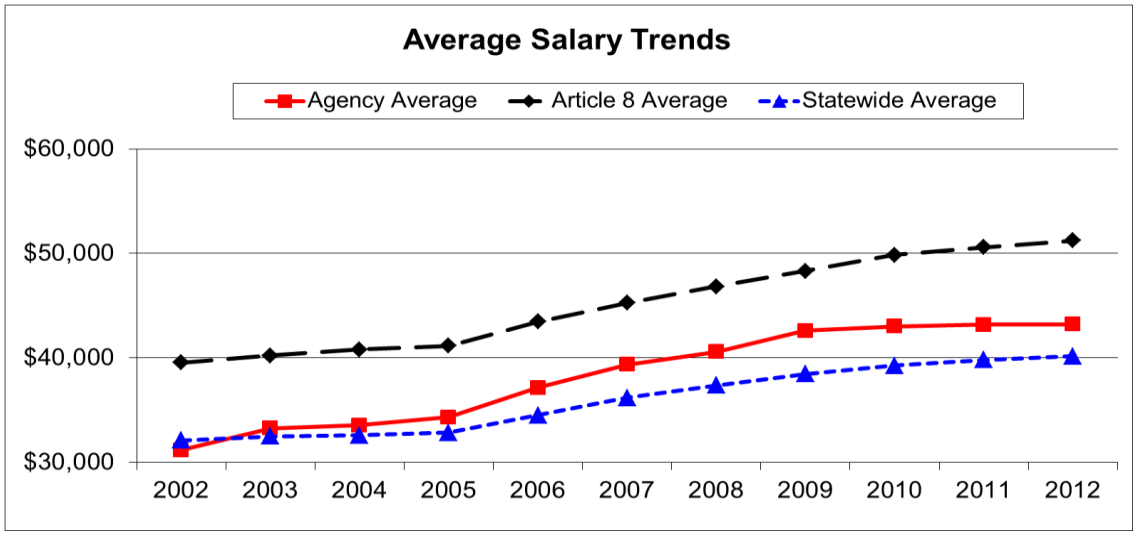
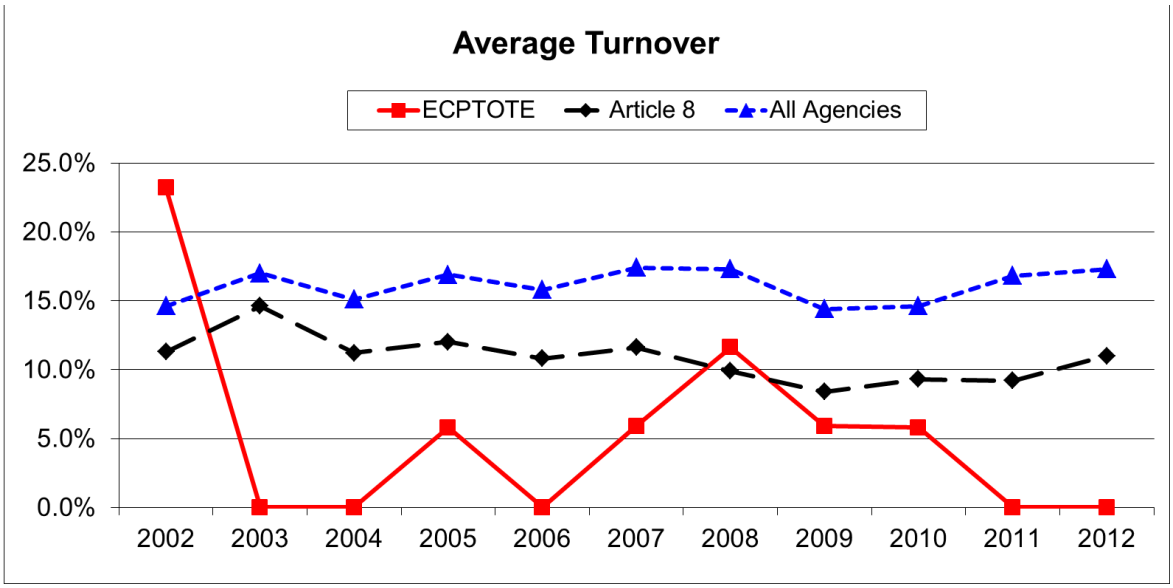


Figure 8



- The 83rd Legislature authorized a pay increase of the Executive Director for $9,586/year, and the Executive Council approved the raise. However, there was no funding available for it. The Executive Director has also not received a pay raise since FY2009 and is not the highest paid employee in the agency.

- Funding for improving the work environment; e.g., painting the walls for the first time since before 1995; reworking office space to reflect new working conditions, etc.

- Funding to replace one of the two agency servers that is now out of warranty, and to avoid a repeat of an agency server crash in early CY2014 that took down the licensing database for a week.

- An increase in travel and per diem funds to keep up with the increase in reimbursement rates, now that it is tied to the higher (in some cases, much higher) Federal rates.

- Replacement of the 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 2014).

- Replacement of one of the two agency copy/fax machines (one time cost). The "newer" copy machine is quickly wearing out due to the frequent down time of the older machine. Funding was approved in FY2015 for that older, obsolete machine.

- A new funding action to allow e-mail newsletter mail-outs to licensees at least four times/year. The ECPTOTE would prefer that this be funded through appropriated receipts, vs. a one-time funding action by adding a small amount to each licensee renewal fee earmarked directly to the agency. This would allow the funding for increasing number of mail-outs to increase as the number of licensees, and information opportunities, increases. The agency used to mail out paper newsletters and copies of the acts and rules many years ago, but had to curtail that effort when it began to approach over $40K/year due to increasing mail and printing costs. While electronic e-mail newsletters are relatively inexpensive, contracting with a company to send out 45-50,000 (today's population) emails 4-6 times or more a year are beyond the agency's present resources.

- Funds to completely rework the agency web site, even though a web site rewrite was performed in FY2014, due to obsolescence and security issues. ECPTOTE expended almost $14,000 over the amount requested to develop a new web site from scratch, but still had to cut many corners to complete it with the limited funds available.

- Restore the $8,090 per year agency directed to help pay for employee health care. This was not approved in the FY2014/15 for the reason given that no other agency had also requested it.

- Funding and authorization to hire two additional licensing clerks. The licensing staff is in a situation where its workload is increasing by 5-7% every year, while the quality of their product is slowly deteriorating due to overwork. This is causing deteriorating morale among the licensing staff, and with no merit raises since FY2009, experienced employees are departing for higher paying, less stressful jobs. With the exception of an additional investigator, the agency has the same number of employees in 2014 as it did when it was created in 1994. In 1994 there were a third of the licensees that the agency licenses now. Over the years the agency has upgraded the quality of employees, used technology as a multiplier, and reorganized personnel and positions to keep ahead of the increasing workload. The agency has run out of techniques to

perform this mission as needed and expected of licensees and the legislature, and sees no other option but the request the authorization and funding to hire two additional FTEs.

Additionally, ECPTOTE is requesting relief of part of its annual Appropriated Receipts goal as part of its Method of Finance for reasons listed elsewhere in this plan. Based on a number of factors, we anticipate the demand for licensee mailing lists will only decline in future years. As mentioned elsewhere, the agency had a $4,422 shortfall in FY2013 for its Appropriated Receipts goal, and anticipates that based on receipts to date, will end up with a $26,000 shortfall in FY2014. Since all shortfalls come out of the agency budget, there is no relief available elsewhere. The level of Appropriated Receipts contribution will be determined by the Legislative Budget Board following agency hearings on the Legislative Appropriations Request in the fall of CY2014.

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 provide quality services through the next biennium.

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. At the start of current biennium, the Executive Council licensed approximately 14,150 physical therapists, 7,300 physical therapist assistants, 8,100 occupational therapists, and 4,175 occupational therapy assistants, and registered 4,100 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 as of late CY2013. 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. Up until FY2012, agency resources kept pace with customer demand for services, however, the rise in the number of complaints filed 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 K**. 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, and between FY2010 and 2013 the average was 46% of all new licensees. The numbers 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 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 16***). The Bureau of Labor Statistics (BLS) and the Texas Workforce Commission predict this trend will continue at a higher rate (see ***figures 13, 14, and 15***), at least over the long term. Please note that the Texas Workforce Commission's estimates remain unchanged since 2010, but their projected statistics are still relatively the same as those of the Bureau of Labor Statistics.

As described in the 2014-2015 BLS Occupational Handbook (and which reads very similarly to what was written in the previous four Handbooks):

"Nationally, physical therapists held about 204,200 jobs in 2012. Physical therapists typically work in private offices and clinics, hospitals, and nursing homes.

The industries that employed the most physical therapists in 2012 were as follows:

Offices of physical, occupational and speech therapists, and audiologists - 33%
Hospitals; state, local, and private - 28%
Home health care services - 11%
Nursing and residential care facilities - 7%

Offices of physicians 5%

About 7 percent of physical therapists were self-employed in 2012. Most physical therapists work full time. About 25 percent worked part time in 2010.

Employment of physical therapists is projected to grow 36 percent from 2012 to 2022, much faster than the average for all occupations.
Demand for physical therapy services will come from the aging baby boomers, who are staying more active later in life than their counterparts of previous generations. Older persons are more likely to experience heart attacks, strokes, and mobility-related injuries that require physical therapy for rehabilitation.
In addition, the incidence of patients with chronic conditions, such as diabetes and obesity, is growing. More physical therapists will be needed to help these patients maintain their mobility and manage the effects of chronic conditions.
Advances in medical technology have increased the use of outpatient surgery to treat a variety of injuries and illnesses. 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. Physical therapists will continue to play an important role in helping these patients recover more quickly from surgery.
Furthermore, the number of individuals who have access to physical therapy services may increase because of federal health insurance reform. Physical therapists will be needed to assist these patients with rehabilitation and treatment of any chronic conditions or injuries.

Job opportunities will likely be good for licensed physical therapists in all settings. Job prospects should be particularly good in acute-care hospitals, skilled-nursing facilities, 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 in the 2014-2015 BLS Occupational Handbook is similar:

"Physical therapist assistants held about 71,400 jobs in 2012. The industries that employed the most physical therapist assistants in 2012 were as follows:

Offices of physical, occupational and speech therapists, and audiologists - 40%
Hospitals; state, local, and private – 27%
Nursing care facilities (skilled nursing facilities) – 11%
Home health care services – 8%
Offices of physicians – 5%

Physical therapist assistants are frequently on their feet and moving as they set up equipment and help and treat patients. Because they must often lift and move patients, they are vulnerable to back injuries. Assistants can limit these risks by using proper techniques when they assist patients.

Most physical therapist assistants work full time. Many physical therapy offices and clinics have evening and weekend hours to accommodate patients' schedules.

Employment of physical therapist assistants is projected to grow 41 percent from 2012 to 2022, 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, many 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 a number of chronic and debilitating conditions that require therapeutic services. These patients often need additional help in their treatment, making the roles of physical therapist assistants and aides vital.

In addition, the incidence of chronic conditions such as diabetes and obesity is growing. More physical therapist assistants will be needed to help patients maintain their mobility and manage the effects of such conditions.

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. In addition, federal health legislation will expand the number of patients who have access to health insurance, increasing patient access to physical therapy services.

Physical therapists are expected to increasingly use physical therapist assistants in order to reduce the cost of physical therapy services. Once the physical therapist has evaluated a patient and designed a plan of care, the assistant can provide many parts of the treatment, as directed by the therapist.

Opportunities for physical therapist assistants are expected to be very good. Physical therapist assistants will be needed to help physical therapists care for and manage more patients.

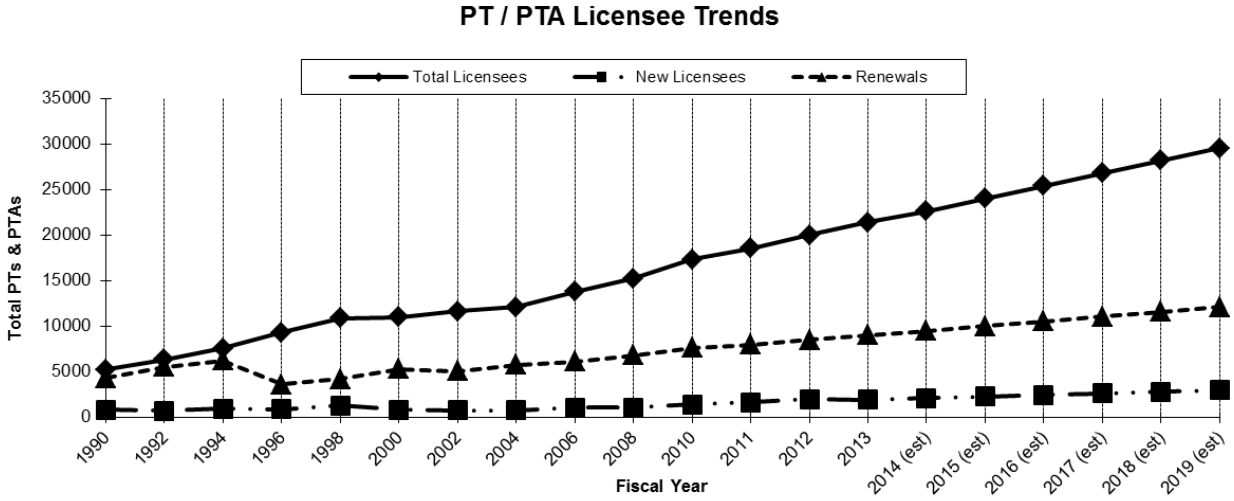
Job opportunities should be particularly good in acute hospital, skilled nursing, and outpatient orthopedic settings, where the elderly are most often treated. Job prospects should be especially favorable in rural areas, as many physical therapists cluster in highly populated urban and suburban areas."

Recent figures on projected job growth released by the BLS state that the number of PT positions in Texas will increase by 33.5% and PTA positions by 39.9%. This reflects an increase of 4,140 PT jobs and 1,830 PTA jobs statewide, and puts Texas as 3rd 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 behind the BLS, so it reflects more the outlook from two years ago. Excerpts from the Texas Workforce Commission's and BLS are shown in ***Figure 13, Figure 14, and Figure 15 and in Appendix K and L***.

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 – an average of 46% per year during the recent Recession.

The graph in ***Figure 9*** and chart in ***Figure 10*** 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 yearly increases in total numbers of licensees, however, will be significant.

Figure 9



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

Figure 10

PHYSICAL THERAPY LICENSING TRENDS IN TEXAS

Fiscal Year	Active Licensees	New Licensees	Renewals	Cumulative Increase	Annual Increase
1990	5,297	875	4,360		
1992	6,344	721	5,549	20%	20%
1994	7,566	959	6,233	43%	19%
1996	9,353	943	3,625	77%	24%
1998	10,930	1,324	4,209	106%	17%
2000	11,000	885	5,301	108%	1%
2002	11,653	803	5,099	120%	6%
2004	12,110	772	5,769	129%	4%
2006	13,813	1,067	6,146	161%	14%
2008	15,248	1,104	6,810	188%	10%
2010	17,349	1,427	7,658	228%	14%
2011	18,548	1,672	7,996	250%	7%
2012	20,030	1,992	8,524	278%	8%
2013	21,432	1,986	9,043	305%	7%
2014 (est.)	22,626	2,145	9,528	327%	6%
2015 (est.)	24,014	2,314	10,048	353%	6%
2016 (est.)	25,402	2,483	10,568	380%	6%
2017 (est.)	26,790	2,652	11,089	406%	5%
2018 (est.)	28,178	2,821	11,609	432%	5%
2019 (est.)	29,565	2,989	12,129	458%	5%

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, nursing homes, out-patient clinics, rehabilitation facilities, schools and skills nursing or inpatient facilities, 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 at the national and state levels is in **Appendix K**. 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, although more OT and OTA programs are opening.
l. Mental Health is decreasing every year, except in the military, where folks are dealing with PTSD.
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 16***). 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 2014-2015 Occupational Handbook, (and which reads almost identically to what was in the previous three Handbooks):

Occupational therapists held about 113,200 jobs in 2012. The industries that employed the most occupational therapists in 2012 were as follows:

- Hospitals; state, local, and private 28%
- Offices of physical, occupational and speech therapists, and audiologists 22%
- Elementary and secondary schools; state, local, and private 12%
- Nursing care facilities (skilled nursing facilities) 9%
- Home health care services 9%

Employment of occupational therapists is projected to grow 29 percent from 2012 to 2022, 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 is expected to increase as the large baby-boom generation ages and people remain active later in life. Occupational therapists can help senior citizens maintain their independence by recommending home modifications and strategies that make daily activities easier. Therapists also play a large role in the treatment of many conditions and ailments commonly associated with aging, such as arthritis and stroke. They will also be needed in a variety of healthcare settings to act as part of a healthcare team in treating patients with chronic conditions, such as diabetes. 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 such as birth defects or limb amputations to survive. These patients may need occupational therapy to perform a variety of daily tasks.

Demand for occupational therapy services will also stem from patients with autism spectrum disorder. As an increasing number of states require insurance companies to cover autism-related services, more therapists will be needed in schools to assist children with autism in improving their social skills and accomplishing a variety of daily tasks.

Demand for occupational therapy services is related to the ability of patients to pay, either directly or through health insurance. The number of individuals who have access to occupational therapy services may increase because of federal health insurance reform. Both rehabilitation and habilitation services are listed among the essential health benefits that insurers will need to cover once reforms are implemented.

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 better job prospects.

The statements concerning occupational therapy assistants are similar:

"Occupational therapy assistants held about 30,300 jobs in 2012. Occupational therapy aides held about 8,400 jobs in 2012. Occupational therapy assistants and aides work primarily in occupational therapists' offices, hospitals, and nursing care facilities.
The industries that employed the most occupational therapy assistants in 2012 were as follows:

Offices of physical, occupational and speech therapists, and audiologists	35%
Nursing and residential care facilities	22%
Hospitals; state, local, and private	21%
Educational services; state, local, and private	6%
Home health care services	4%

Occupational therapy assistants work primarily in skilled nursing centers, home health, and rehabilitation facilities. They also work in out-patient clinics, and schools.

Employment of occupational therapy assistants is projected to grow 43 percent from FY2012 to FY2022, 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 more prone than younger people to conditions and ailments such as arthritis and stroke. These conditions can affect the ability to perform a variety of everyday activities. Occupational therapy assistants will be needed to help 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 stem from healthcare providers 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.

Demand for occupational therapy services is related to the ability of patients to pay, either directly or through health insurance. The number of individuals who have access to occupational therapy services may increase because of federal health insurance reform. Both rehabilitation and habilitation services are listed among the essential health benefits that insurers will need to cover once reforms are implemented. Occupational therapy assistants and

aides will be needed to help therapists treat additional patients and to ensure that treatment facility operations run smoothly.

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.

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

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 34.4% and 41.5% respectively. This reflects an increase of 2,610 OT jobs and 830 OTA jobs statewide, and puts Texas as 3rd 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 13, Figure 14, Figure 15 and Appendix K and L***. Please note that the Texas Workforce Commission's estimates remain unchanged since 2010, but their projected statistics are still relatively the same as those of the Bureau of Labor Statistics.

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 during the recent recession – an average of 46% of new applicants per year.

The graph in ***Figure 11*** and chart in ***Figure 12*** 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.

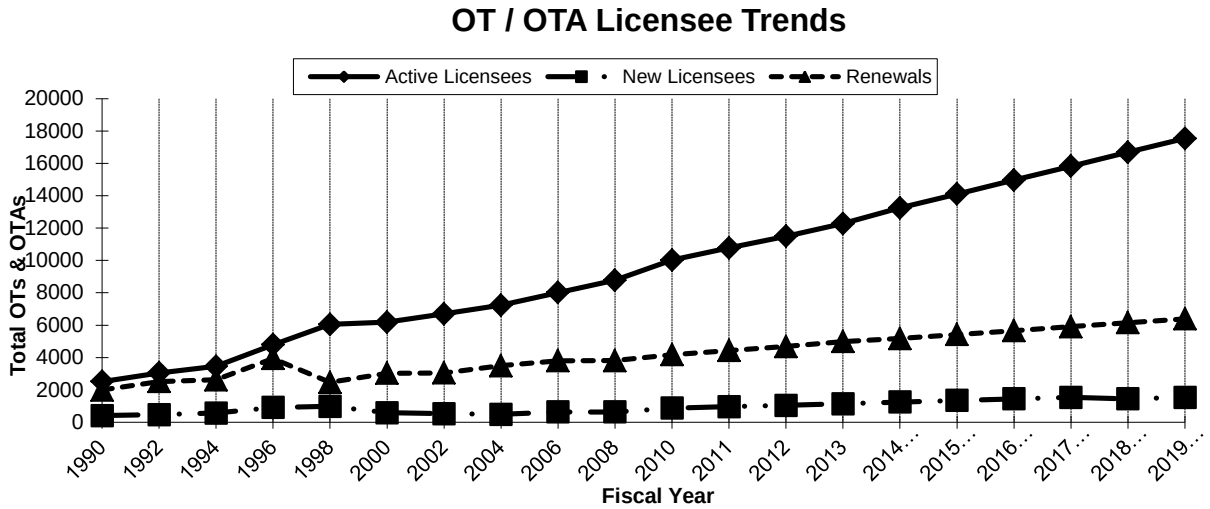
Figure 11

OCCUPATIONAL THERAPY LICENSING TRENDS IN TEXAS

Fiscal Year	Active Licensees	New Licensees	Renewals	Cumulative Increase	Annual Increase
1990	2,511	411	1,993		
1992	3,045	472	2,518	21%	21%
1994	3,459	564	2,625	38%	14%
1996	4,787	915	3,935	91%	38%
1998	6,047	978	2,464	141%	26%
2000	6,183	590	3,031	146%	2%
2002	6,693	526	3,050	167%	8%
2004	7,236	484	3,497	188%	8%
2006	8,017	638	3,804	219%	11%
2008	8,776	637	3,810	250%	9%
2010	10,024	877	4,181	299%	14%
2011	10,774	965	4,430	329%	7%
2012	11,496	1,037	4,678	358%	7%
2013	12,276	1,138	4,986	389%	7%
2014 (est.)	13,239	1,253	5,174	427%	8%
2015 (est.)	14,099	1,349	5,419	461%	6%
2016 (est.)	14,959	1,444	5,663	496%	6%
2017 (est.)	15,819	1,540	5,907	530%	6%
2018 (est.)	16,679	1,444	6,151	564%	5%
2019 (est.)	17,539	1,540	6,395	598%	5%

Note: Data for 2014 and after were estimated by linear regression analysis method.
Note: Data for odd numbered years before 2010 is not displayed

Figure 12



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

Figure 13

Texas Workforce Commission Projections, 2010 – 2020
(data is updated from that originally reported in 2012)

		Annual Average Employment			Annual Average Job Openings		
Occupation Title	**2010**	**2020**	**Change**	**Rate**	**Growth**	**Rplmnt.**	**Total**
Physical Therapists	12,370	16,150	4,140	33.5%	415	145	560
Physical Therapy Assistants	4,580	6,410	1,830	40.0%	185	70	255
Occupational Therapists	7,590	10,210	2,620	34.5%	260	145	305
Occupational Therapy Assistants	1.990	2,820	830	41.7%	85	30	115

Figure 14

Bureau of Labor Statistics
Fastest Growing Occupations 2012-2022
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	29.3	41.0%	10th	(8th)
Physical therapists	73.5	36.0%	20th	(20th)
Occupational therapy assistants	12.9	42.6%	8th	(12th)
Occupational therapists	32.8	29.0%	n/r	(n/r)

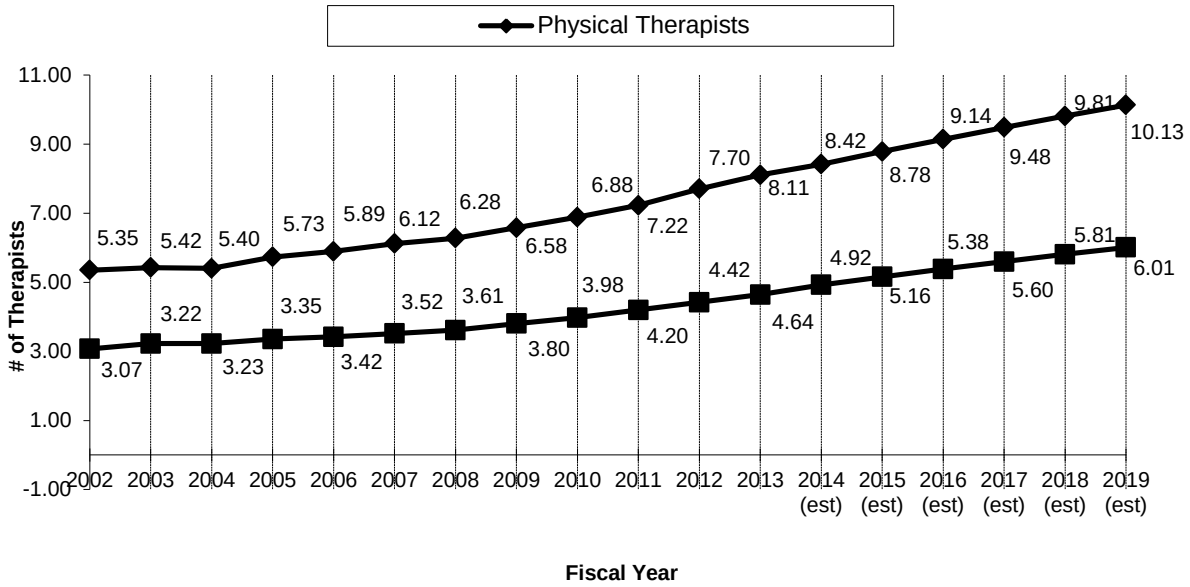
Figure 15

Bureau of Labor Statistics
Employment by Occupation, 2012 and projected 2022
Occupational Outlook Handbook, 2014
(Extract)

Occupational group	Total Employment (000's)		2012-2022 Change in Total Employment		2012-2022 job openings (000's) due to growth and total replacement needs
	2012	2022	Number (000's)	Percent	
PT	204.2	277.7	73.5	36.0%	123.7
PTA	71.4	100.7	29.3	41.0%	45.1
OT	113.2	146.1	32.8	29.0%	48.2
OTA	30.3	43.2	12.9	42.6%	20.5

Figure 16

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 (or the country).
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 anecdotal comments from 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. The PT Board continues to monitor the transition to note positive or negative trends, and act accordingly.

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 residents 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 (40-45% of new applicants).

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. 14 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 and the Affordability Care Act. 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 continue to adjust by providing more therapists from schools and recruitment of out-of-state and foreign trained therapists, just as has occurred in the past few years.

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 seven times over the past twelve 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. Unfortunately, this database licensing program is starting to reach the end of its lifecycle due to obsolescence of the coding, and inability to satisfactorily handle the growing database itself. It should prove adequate for the current biennium, but needs to be replaced in the upcoming biennium. The replacement will either be a "one-off" custom database program, or replacement with the common licensing database adopted by the other member agencies of the Health Professions Council (it is already operational in 6 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, hardware, software and some web site support. 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 at the beginning of the current biennium, they were obsolete to include the operating system. The agency workstation software applications and operating systems were three generations old and the hardware was installed in February 2004. This was starting to cause interoperability problems with other entities, and forced the agency to use workarounds and develop special interfaces. Fortunately new workstations with up to date operating systems and software was installed early in CY2014. Unfortunately, funds were not available for training employees on this new equipment, resulting in some initial frustrations. Training for new employees has also 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 its dependence on it as funds are made 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 3/4ths of all licensees. Agency plans are to use this information to provide relevant information to licensees through this medium in lieu of mail or phone calls.

- As in the five 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 when the web site upgrade was finished in early 2012. It was far from perfect due to lack of funds, cost overruns, creeping overruns, and less than optimum program in which it was written. Despite a number of programs (described in detail in the previous Strategic Plan), it debuted with a number of enhancements and additional capabilities over the previous websites. Unfortunately, it proved to be unsecure due to the primitive software program which was used to write it. There were several outside hacks which brought the site down and so a decision was made to rewrite it again in another, more expensive website design program. Since there were still a number of additions needed, after the upgrade was funded by the 83rd Legislature, work began on the new version in the fall of CY2013. The new website went live on 1 March 2014, and after a number of painful issues were solved, it is now working like it was designed. While there are still several minor maintenance issues to solve, and some enhancements and desired capabilities not added, it is a more secure and better web site than its predecessor. This, in spite of it ending up 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 or slightly greater as the general population. If the agency continues to receive a level of funding to support its licensing and enforcement missions, 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, then based on past experience, 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, which could involve the Executive Council to some degree. Based on discussions with the trade associations, there may be amendments proposed in the 84th 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 course of 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 to valid the changes made to its internal processes. And of course, the agency has made innumerable changes to its processes and procedures in licensing and enforcement.

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 by the end of CY2001. 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 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 FY2013, The Executive Council met or exceeded 37 of 40 (93%) total performance measures, and met or exceeded 15 of 17 (88%) key measures. This is a significant increase compared to several previous years, but that can be directly attributed to strength and experience of the staff in the agency. While ECPTOTE meet or exceeded all licensing related performance measures, the two "not met" measures were enforcement related. When the agency's FY09, FY10, FY11, and FY12 budgets were cut, two of the ways the agency and boards responded was to change the number of board meetings a year from four to three, and increase the investigative staff from two 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 (increased from 161 days in FY2012 to 169 days in FY2013 vs. 125 days target); and number of jurisdictional complaints received for PT (increased from 400 in FY2012 to 431 in FY2013 vs 400 complaints target). More of these measures were also missed in FY2011 and 2012. The two of the nine missed enforcement measures were key measures. In retrospect, the only way the agency could have met all of the measure goals was to have done a better job of forecasting in the first place.

The last Performance Measure audit made by the State Auditors Office on the agency occurred in early 2010, and the results of their audit were 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 two years ago, 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 4,100 facilities. That number will continue to grow to match the demand for PT and OT services. See ***Figure 17*** 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 18***). Of course, the primary reason for the growth in the number of complaints is the increase in the number of therapists in Texas. More therapists = more cases.

Figure 17

Growth in Facilities Licensed to Provide Physical and/or Occupational Therapy - Fiscal Years 1994-2019

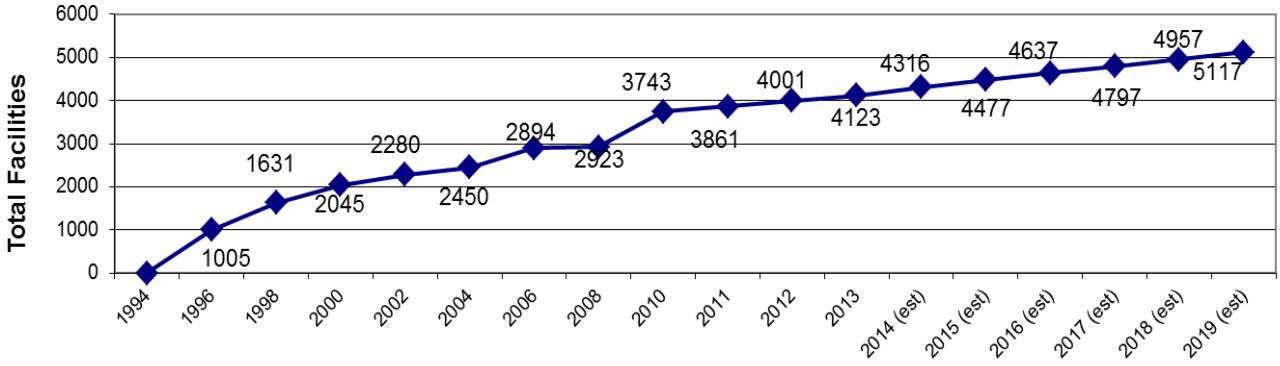
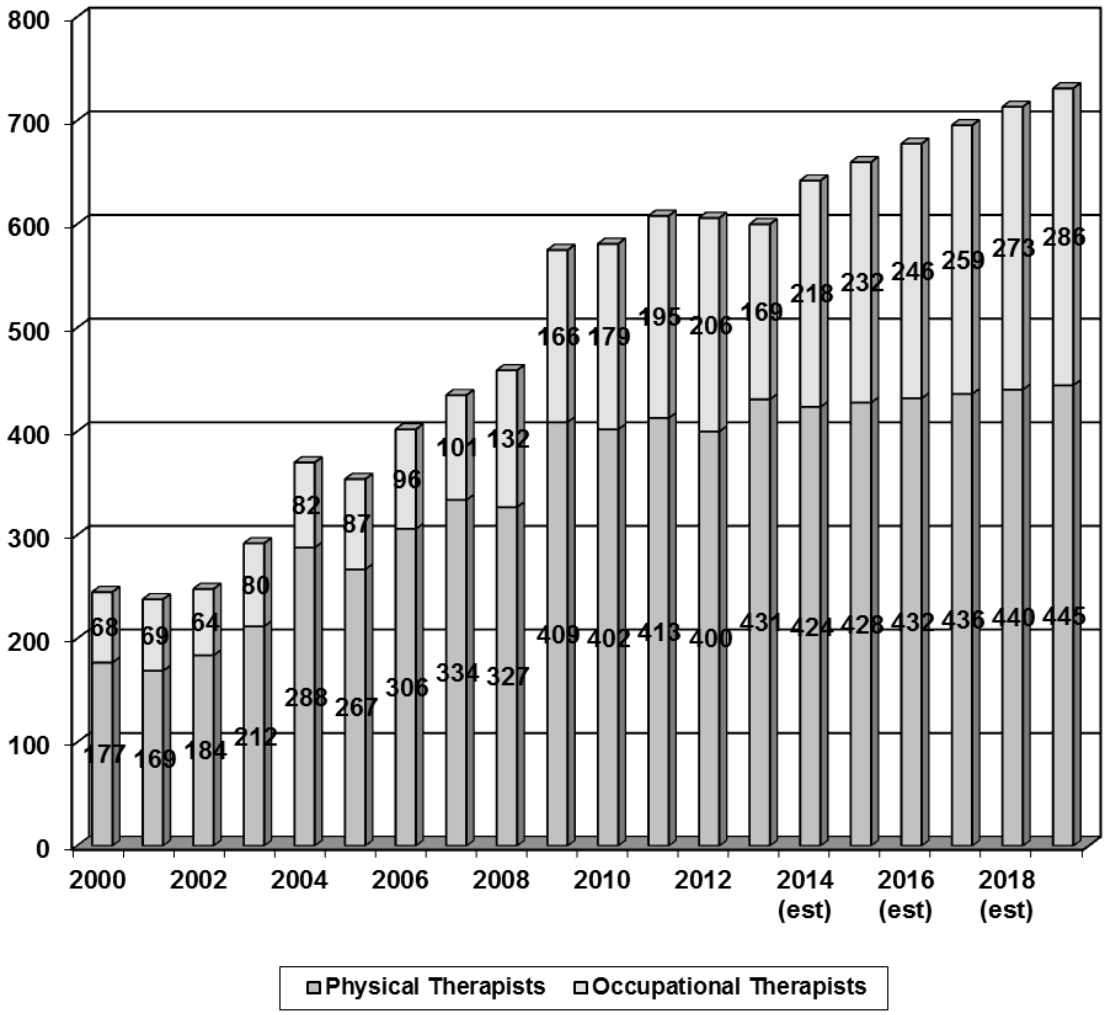


Figure 18

Investigations Opened



In Fiscal Year 2004, the agency received over 100% more than the number of valid complaints received in 1994 requiring investigation, the first year the Executive Council began investigations for both boards. In the 10 years since 2004, the number of complaints received has increased another 62%. The factors contributing to the increases in PT and OT *complaints received* 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 18*** displays the actual number of valid cases investigated by the Executive Council and the number of cases the agency anticipates investigating in the near future, 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. There appears to be a direct correlation between the number of complaints and growth of the Texas population.

The *complaints resolved* cases breakdown (by type) for FY2013 for PT and OT with FY2011 numbers for comparison:

Occupational Therapy Complaints	**FY2013 Cases Resolved**	**FY2011 Cases Resolved**
Criminal / drug history	89	75
Practiced in unregistered facility	09	33
Fraudulent billing /documentation	30	20
Practiced with expired license	05	17
Patient injury/abandonment	26	15
Disciplinary action by another jurisdiction	05	15
CE audit failure	15	11
Detrimental practice/unprofessional behavior	06	06
Practiced beyond scope	04	02
Practiced without a license	02	01
Totals	**185**	**195**

Physical Therapy Complaints	**FY2013 Cases Resolved**	**FY2011 Cases Resolved**
Criminal / drug history	169	221
CE audit failure	72	56
Patient injury/abandonment	44	32
Fraudulent billing /documentation	39	28
Practiced in unregistered facility	28	31
Practiced beyond scope of licensure	17	16
Practiced with expired license	10	09
Disciplinary action by another jurisdiction	18	08
Fraudulent Ads	29	08
Improper supervision	07	04
Practiced without a license	05	01
Totals	**438**	**413**

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	2012	Letter of Reprimand	00
		Community Service	10
		Suspension	23
		Revocation/Surrender	01
	2013	Letter of Reprimand	00
		Community Service	15
		Suspension	16
		Revocation/Surrender	03
- PT Board	2012	Letters of reprimand	01
		Community Service	27
		Suspension	28
		Revocation/Surrender	01
	2013	Letters of reprimand	01
		Community Service	41
		Suspension	21
		Revocation/Surrender	03

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 FY2003 vs. the types of complaints in FY2013:

OT related cases:

FY2003		**FY2013**	
Practice in unregistered facility	32%	Prior criminal history	45%
Practice w/ expired license	20%	Improper renewal	13%
Fraudulent billing/documentation	12%	Patient injury/abandonment	12%
Patient injury/abandonment	9%	Fraudulent billing/documentation	9%
Improper supervision	9%	Practice in unregistered facility	8%
Practicing w/o a license	7%	Practice w/ expired license	4%
Criminal history	5%	Adverse action in another state	4%
Detrimental practice	4%	Practicing beyond scope	3%
Practicing beyond scope	2%	Practicing without a license	2%
		Practicing w/o a license	2%

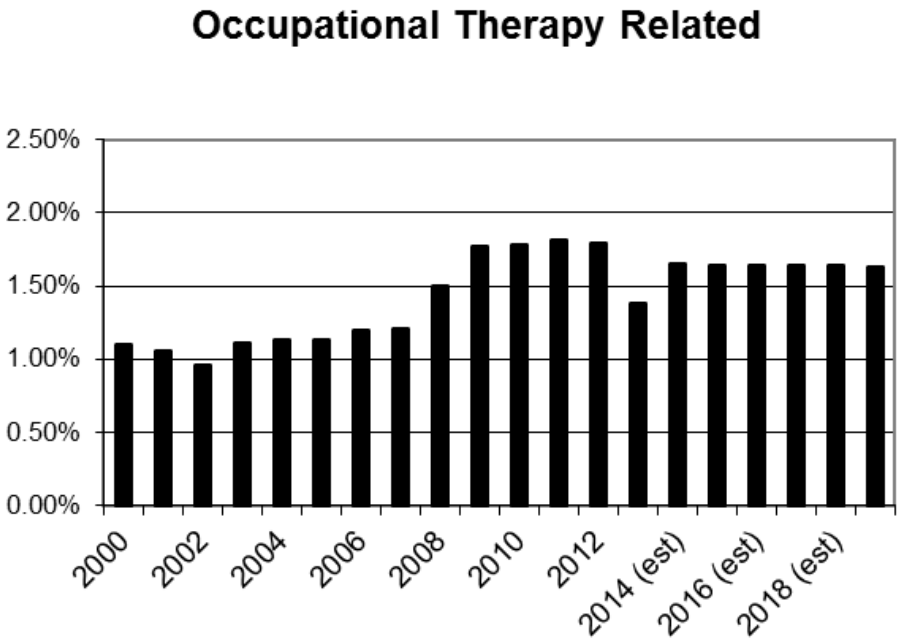
PT related cases:

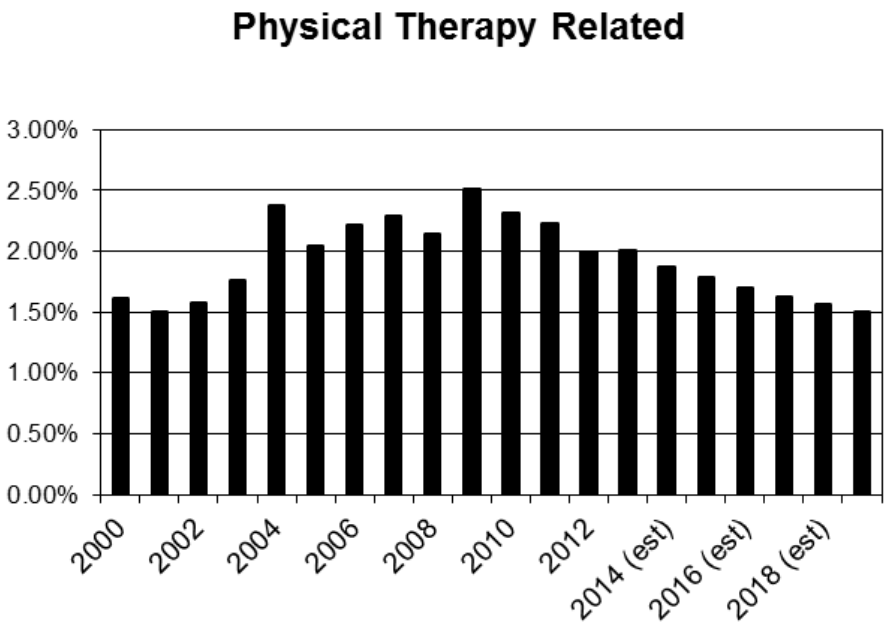
FY2003		**FY2013**	
Fraudulent billing/documentation	14%	Prior criminal history	37%
Practice w/ expired license	14%	Improper renewal	18%
Practice in unregistered facility	12%	Patient injury/abandonment	12%
Fraudulent advertising	12%	Practice in unregistered facility	6%
Prior criminal history	10%	Fraudulent billing/documentation	9%
Practicing w/o a license	10%	Fraudulent advertising for PT	6%
Improper supervision	10%	Practicing beyond scope	4%
Patient injury/abandonment	8%	Practice w/ expired license	3%
Improper documentation	4%	Adverse action in another state	4%
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 19*** for the percent of complaints per 100 licensees), and the growing expertise of the 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 19

Percent of Complaints Per 100 Licensees





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 20, 21, 22,*** and ***23,*** which display the types and frequency of complaints received in Fiscal Years 2012 and 2013 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 recently adopted a process similar to the OT board's process of recording the CE courses during the renewal process. This change has already shown to 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 electronically stored at the agency, 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. These steps also comply with the State Auditors recommendations on the last agency performance measure audit.

Lastly, all of the board's paper files of disciplinary actions taken since 2003 have been scanned and are available to the public on the agency web site. A requester is 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 instead of dealing with open records requests.

Figure 20

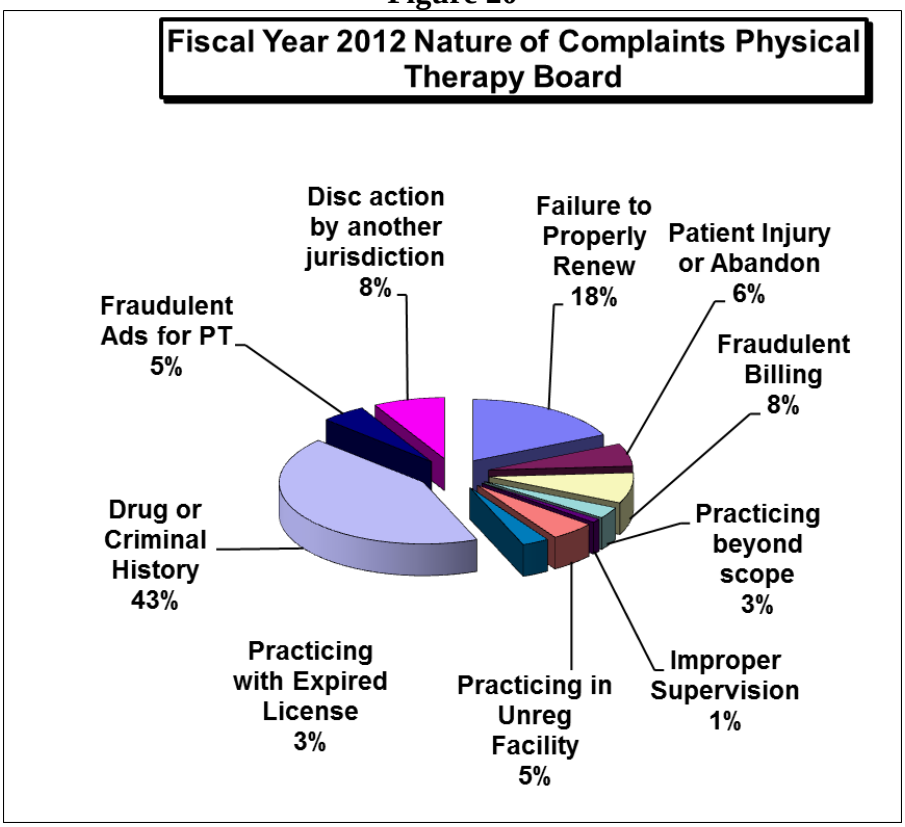


Figure 21

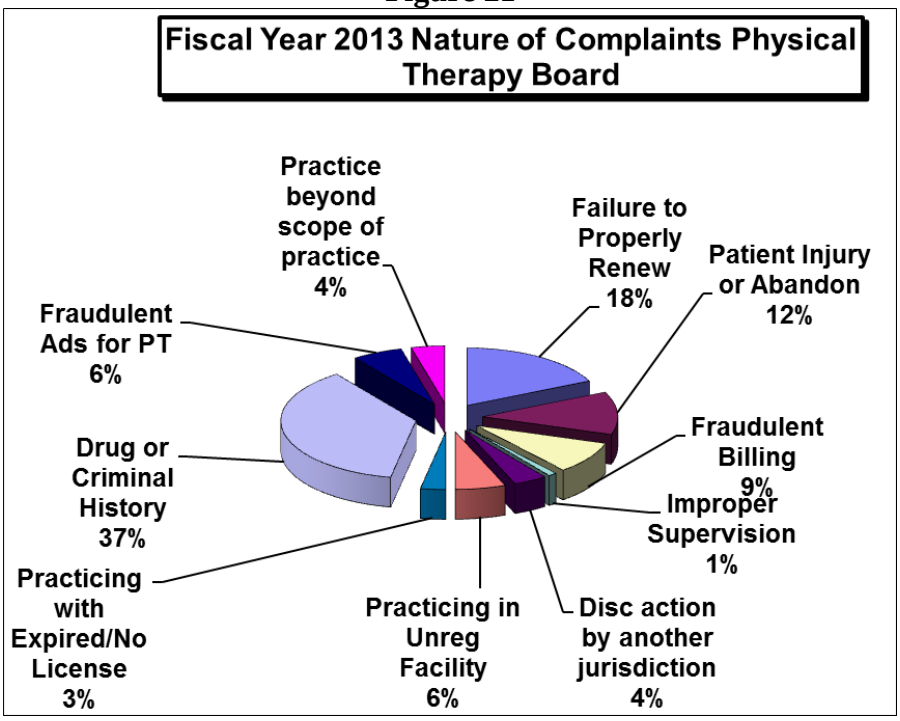


Figure 22

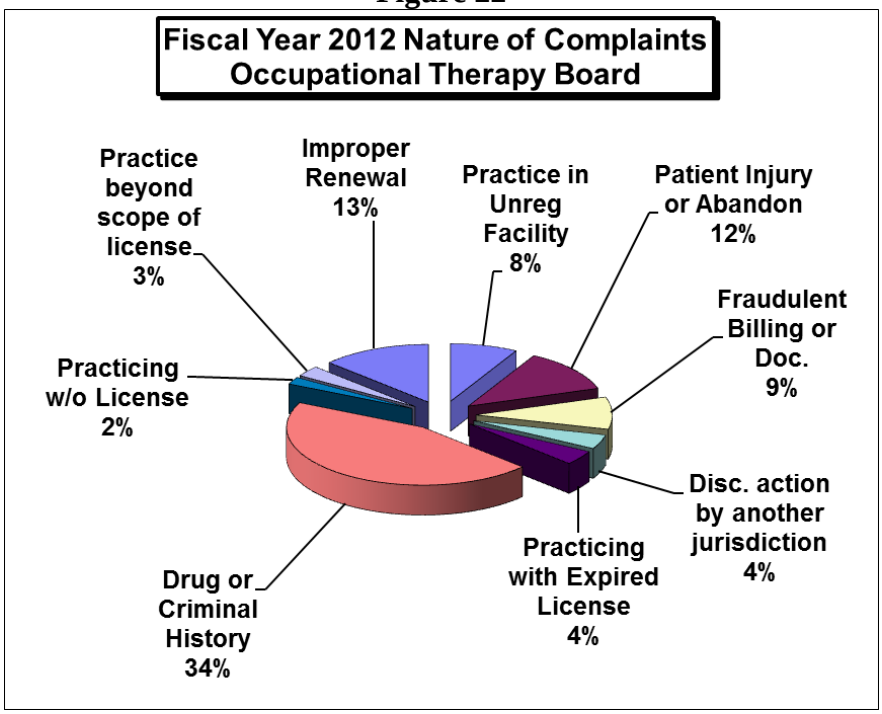
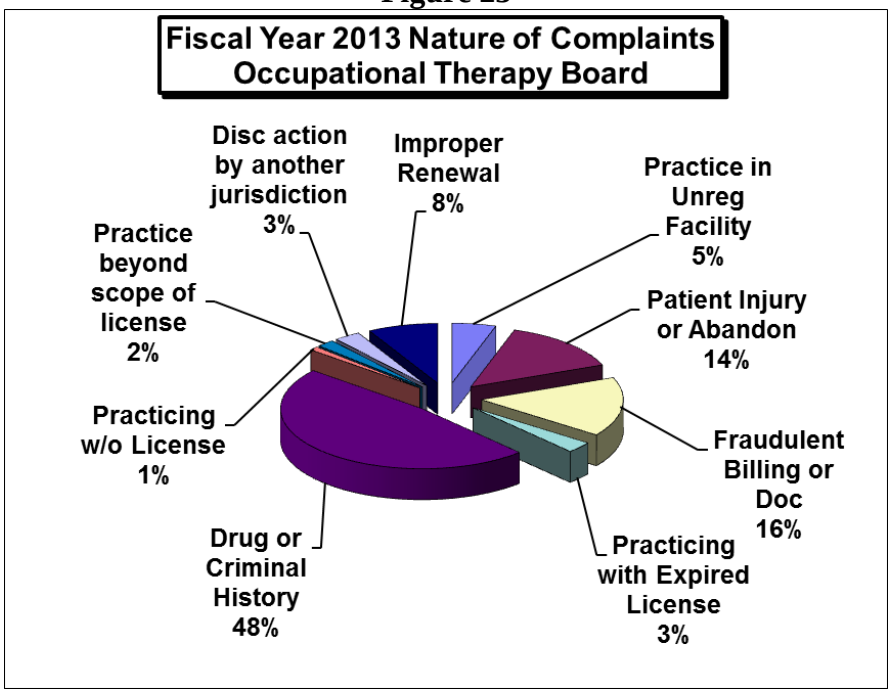


Figure 23



(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, and a paper copy of the Practice Acts and rules once 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 act/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 partial 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 now 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 conduct almost every aspect of business between licensee and agency is now available on the agency's 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. Most web page maintenance, upgrades, redesign, and posting are 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 used to use "board e-news" managed by the two board coordinators that allowed them to "push" important information to licensees who had signed up for the service. Unfortunately, this feature was dropped from the latest iteration of the web site due to compatibility issues. 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 now collecting licensee email addresses during the application and renewal process, and is about one year from having almost all licensee addresses in the database. When the collection project is completed, communication with licensees about important topics or relevant notifications will improve significantly depending on the funding requested for email mail outs. Or it will for at least the approximately 90% of licensees who will 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 2013, 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. 16 of 19 employees completed the survey in 2013, 15 of 18 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 external communications, strategic, and quality in that order. In 2011 they were information systems, external communications, and physical environment. Areas that were considered of relative weakness (bottom three constructs) within the organization were pay, diversity, and internal communication in that order; while in 2011 they were pay, internal communication, and diversity (same three, different order). Steps planned during the upcoming biennium to address the issues raised in the 2013 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 16 of 19 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.

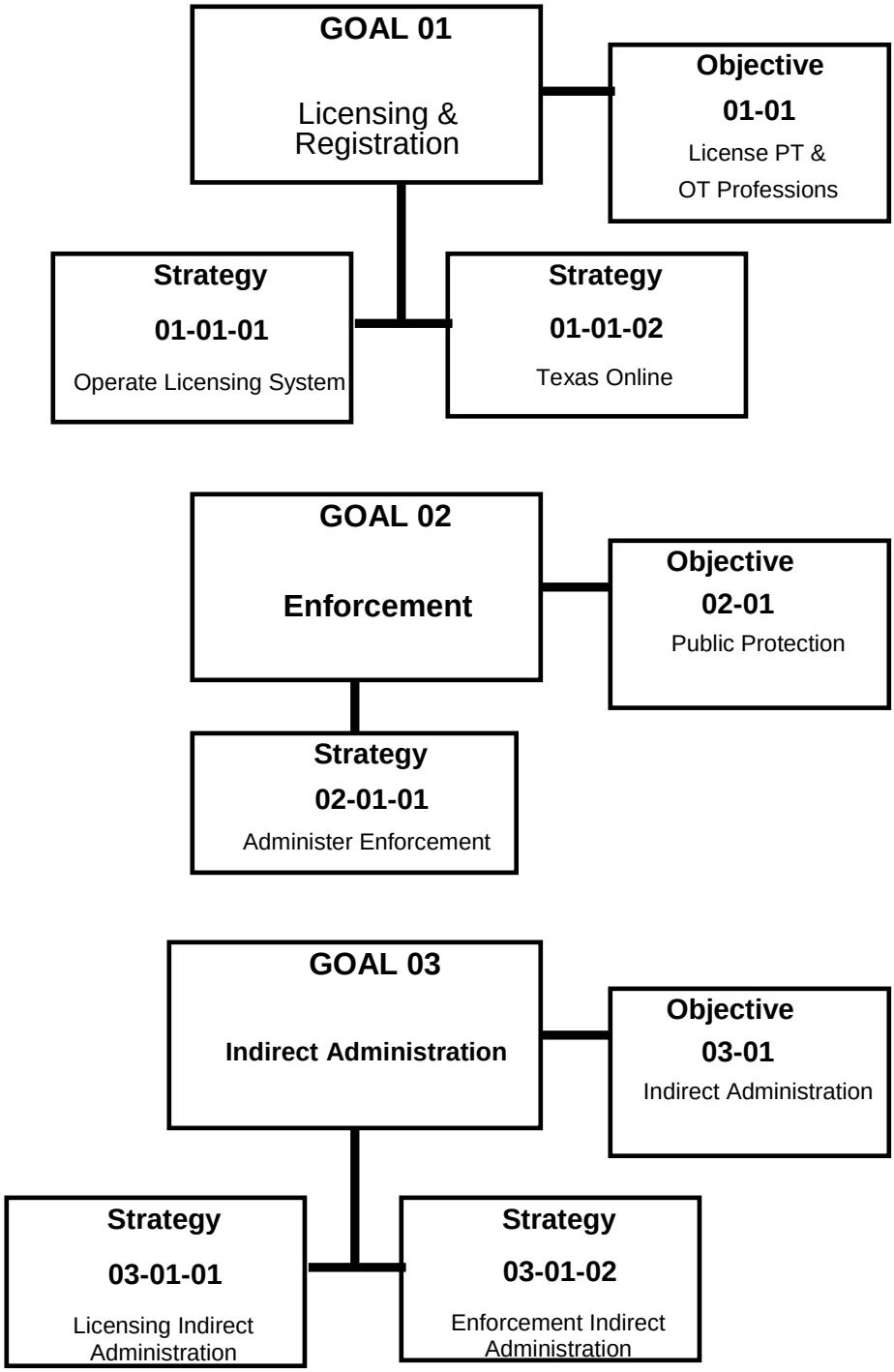
The agency Goals, Strategies, and Objectives continued unchanged in methodology and intent. Again, the only changes were to language in several definitions due to recommendations from the State Auditors prior to the current biennium, and they were minor.

There were no new performance measures added for the current biennium. The 81st Legislature adjusted the goals for certain key performance measures to reflect the funding actions made to the agency's budget

The visual in ***Figure 20*** 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 24

Agency Goals/Objectives/Strategies



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: Texas Online. Estimated and Nontransferable

Provide for the processing of occupational license, registrations, or permit fees through Texas Online. 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.

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 Texas Online portal, as evidenced by the number of licensees who renewed on line (96%) and applied on line (89%) in FY2013.

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

In early CY2014 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 Executive Council is planning to use more frequently in the upcoming biennium the HPC web developer whose services is shared by multiple agencies.

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 (license 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 2017.	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	Planned	Enhance data sharing and web site capabilities	
4. Implement	Objective 1: To operate	1-2	Current	Make	Best Practice:

in-house technology for staff to work in an increasing paperless environment.	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.			retrieving licensee information and issuing of a license process quicker, as well as create a paperless environment .	The agency will free office space and make paper documents searchable and accessible by fully adopting the imaging system.

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VII. APPENDICES

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Appendix A

Strategic Plan for Fiscal Years 2015- 2019
Planning Process

November 8, 2013: Occupational Therapy Board meeting. ED briefed board on previous and upcoming Strategic Plan, requested input and guidance on direction of plan.

January 17, 2014: Physical Therapy Board meeting. ED briefed board on previous and upcoming Strategic Plan, requested input and guidance on direction of plan.

January 24, 2014: Executive Council meeting. ED briefed council on upcoming Strategic Plan, methodology for gathering data, analysis, and potential problem areas doing same. He also requested input and guidance on direction of plan.

April 1, 2014: 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 17, 2014: 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.

April 2, 2014: Physical Therapy Board meeting. ED briefed board on status of Strategic Plan, and requested input and guidance on direction of plan.

May 15, 2014: Received LBB & Governor's Office approval on submitted budget structure (agency goals, objectives, strategies, and performance measures).

May 16, 2014: Briefed Executive Council at the council meeting on draft Strategic Plan. Requested and received further guidance on plan before its eventual submission.

May 16 2014: 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, 2014: Completed and submitted Customer Assessment Report. Report will also be incorporated into Strategic Plan as an appendix.

June 13, 2014: Occupational Therapy Board meeting. ED briefed board on status of Strategic Plan, and requested input and guidance on direction of plan.

June 30, 2014: 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.

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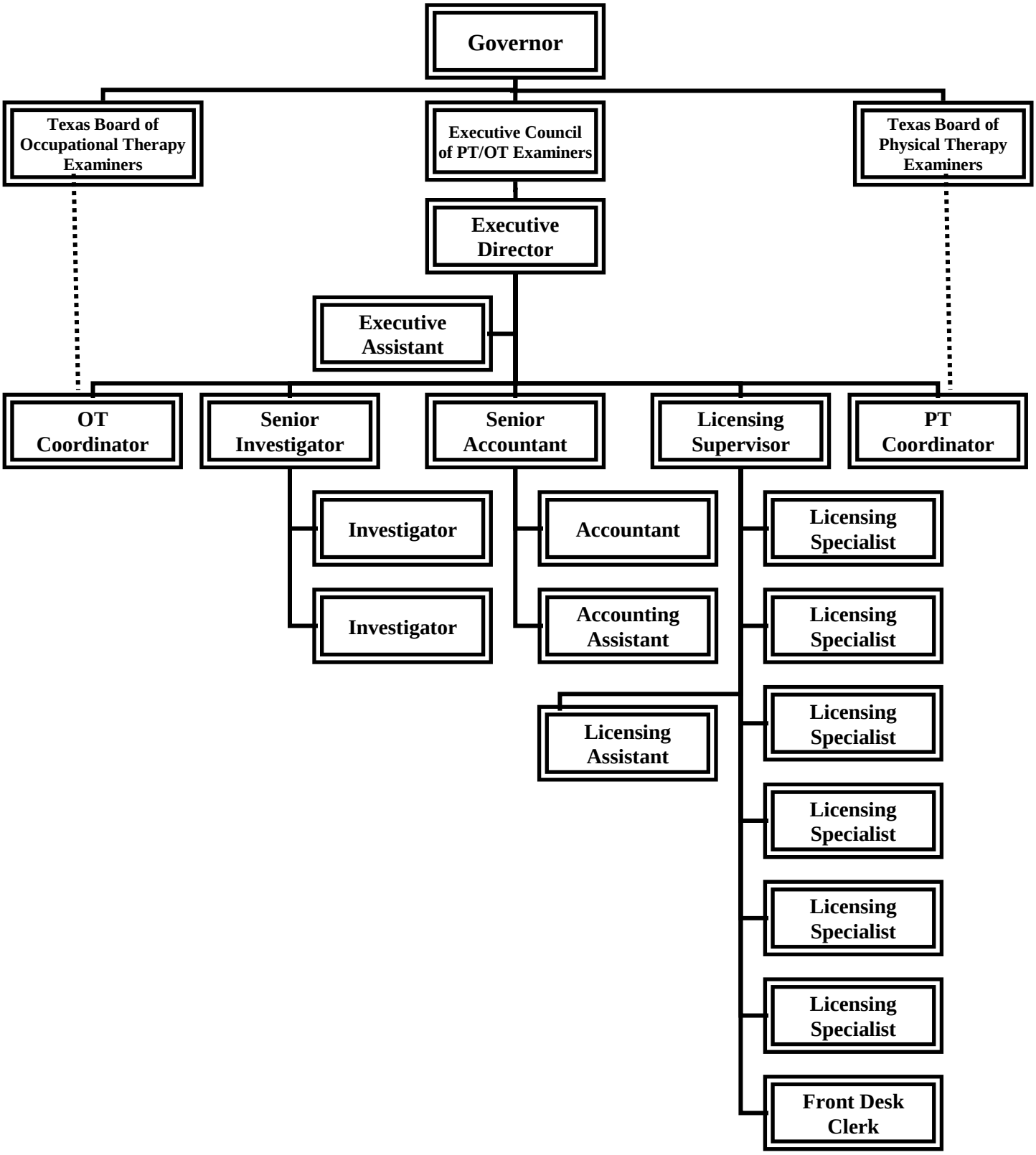
Appendix B

Current Organizational Chart



Appendix B (cont.)

Current Executive Council and Board Members

Executive Council

Name	Term Expires February 1	City
Roger Matson, Presiding Officer	2015	Georgetown
Stephanie Johnston, OT	2015	Magnolia
Will Hale (OT Board)	2015	Austin
Philip Vickers (PT Board)	2019	Aledo
Shari Waldie, PT	2015	Austin

Physical Therapy Board

Name	Term Expires January 31	City
Gary Gray, PT, Presiding Officer	2017	Odessa
Philip Vickers (public member)	2019	Aledo
Harvey Aikman, PT	2015	Mission
Jeffrey Tout, PT	2019	Granbury
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
Amanda Ellis (public member)	2019	Austin
Will Hale (public member)	2015	Austin
Jennifer Clark, OTA	2019	Iola
De Lana Honaker, OT	2017	Amarillo
Pamela Nelon (public member)	2017	Fort Worth
Todd Novosad, OT	2019	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	Karen Gordon
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	Diane Barton
Licensing Supervisor	Cynthia Machado
Licensing Specialist	Carol Elder
Licensing Specialist	Stephanie Walsh
Licensing Specialist	Lea Weiss
Licensing Specialist	Adriana Delgado
Licensing Specialist	Laverne Steen
Licensing Specialist	Randall Glines
Front Desk Licensing Specialist	Brittany McDaniel

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Appendix C

Projections of Outcomes for Five-Year Planning Horizon

Outcome	2015	2016	2017	2018	2019
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%	80%	80%	80%	80%
Percent of documented complaints resolved within six months (OT)	90%	90%	90%	90%	90%

Note: PT = Physical Therapists, OT = Occupational Therapists

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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 proceeding 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 was 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 (as of 8/31/15) full time positions authorized to perform the functions of the agency since it became operational in 1993 until this past biennium, usually through reorganizations and leveraging of technology. The agency was authorized an additional investigator by the 83rd legislature due to the sharply increasing investigative workload. Up until recently, the agency has always received sufficient funding from the legislature to be fully staffed. It is anticipated that, ECPTOTE will require and request an additional two positions in the licensing area to manage the ever increasing workload in that area also. Those positions with funding to support them will be requested in the FY2016-17 Legislative Appropriations Request.

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
	Texas Online. 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 is gradually becoming obsolete, requiring replacement in the next few years.
- 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, a more sophisticated web site, 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. Lack of funding for training and adequate salaries is the greatest challenge to accomplishing this.

II. Current Workforce Profile (Supply Analysis)

A. Critical Workforce Skills

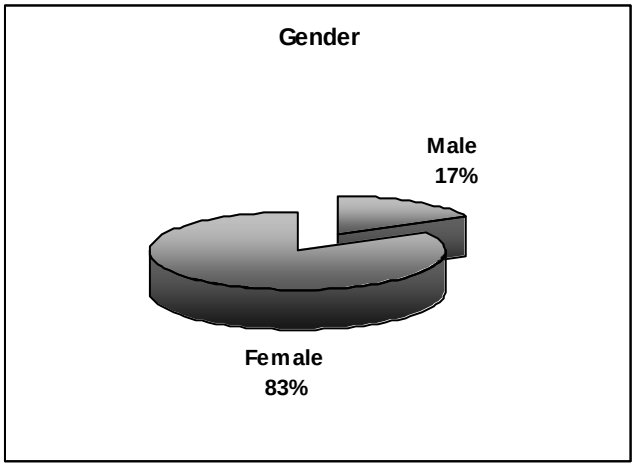
Although the agency has many strong, qualified employees, there are several critical skills that are important to the agency's ability to operate. Without these skills, the Executive Council could not perform basic business functions or support the two licensing boards. The skills are listed below:

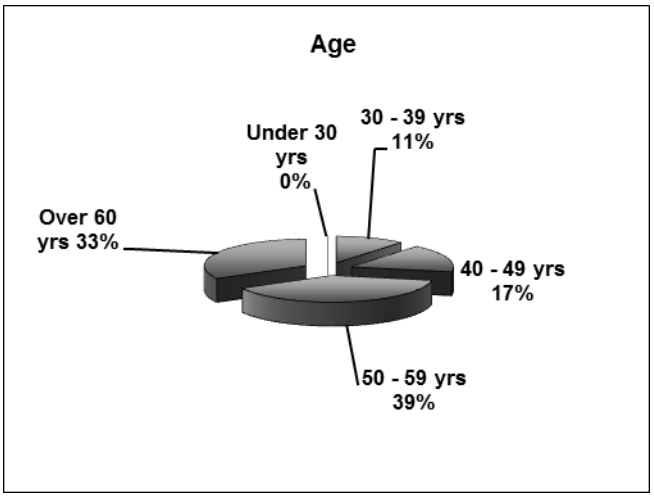
- Conducting Investigations
- Interpreting Rules/Regulations
- Effective Communications
- Customer Service
- Project Management
- Licensing Functions

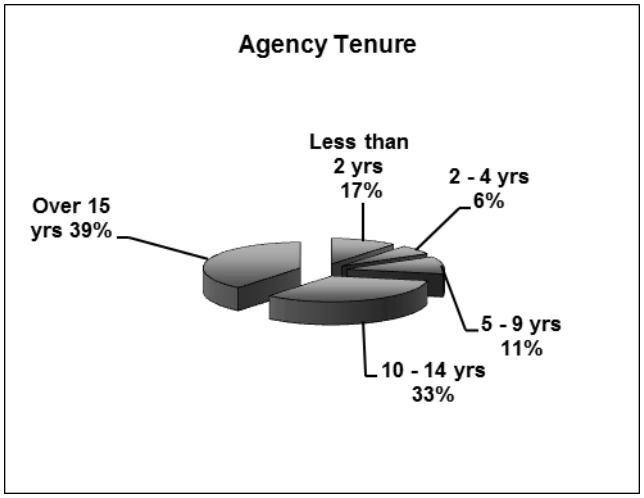
B. Workforce Demographics

The following charts profile the agency's workforce as of 31 August, 2013. The Executive Council's workforce is comprised of 3 males and 15 females. 89 percent of the employees are greater than 40 years old, indicating a mature workforce. Only 17 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







The following table compares the percentage of African American, Hispanic and Female ECPTOTE employees (as of 8/31/13) to the statewide civilian workforce as reported by the Texas Commission on Human Rights. The Executive Council generally is comparable to or better than 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 is only one Black and no Hispanics among the two 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	3	17%	3	17%
Hispanic-American	5	28%	4	21%
Caucasian-American	10	55%	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	0	0%	.2	5%
Professional	1	0	0%	.3	5%
Para-Professional	1	1	100%		
Administrative Support	11	2	18%	1.6 (2)	17%
Totals	18	3	17%	2.5 (3)	17%

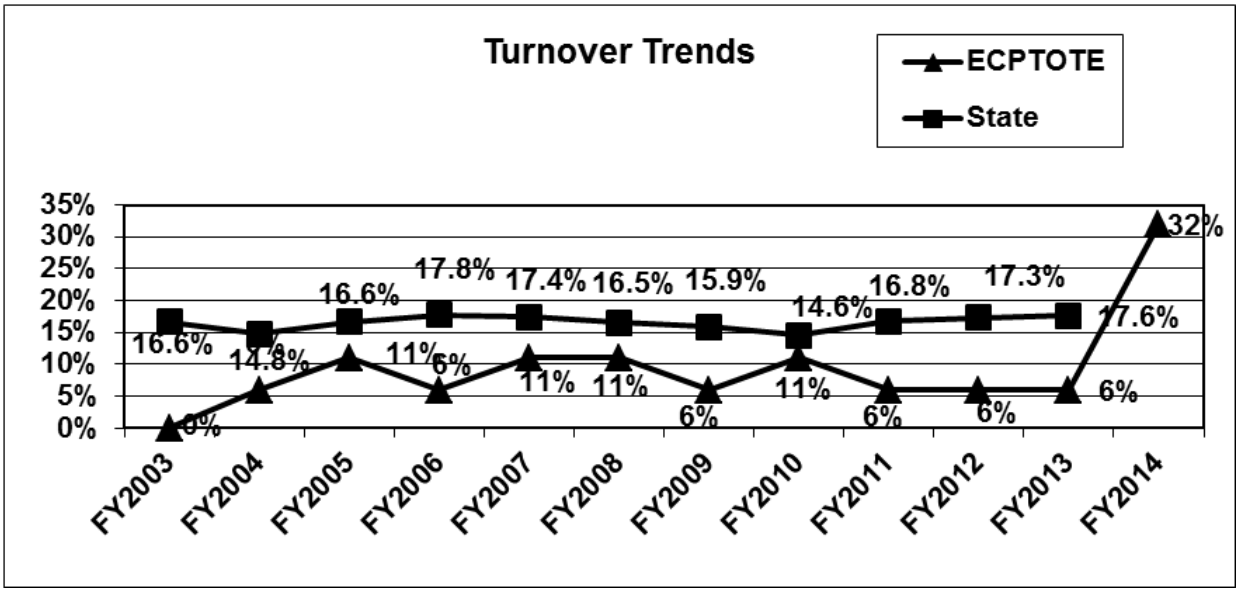
Job Category	Total Employees	Actual # of Hispanics	Actual % of Hispanics	Goal # of Hispanics	Goal % of Hispanics
Hispanic-American					
Officials, Administration	5	1	20%	.3	8%
Professional	1	0	0%	.3	7%
Para-Professional	1	0	0%	.3	7%
Administrative Support	11	4	36%	1.7(2)	17%
Totals	18	5	28%	4	22%

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	1	1	100%		
Para-Professional	1	1	100%		
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 ten years. The overall average in the past ten fiscal years has been significantly less than the State average. However, to date in the current FY, there have been 6 departures – one terminated, one retired, and 4 left for higher paying state agency positions. One employee is also expected to retire in FY2015. Obviously, the lack of funds to provide merit raises and lack of promotion potential in a small organization such as the ECPTOTE are the primary reasons for departure. The following graph compares the average Executive Council turnover to that of the State over the last 11 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%)	6%
5 - 9 Years	13% (12%)	11%
10 - 14 Years	6% (9%)	33%
15 - 19 Years	(7%)	28%
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%	11%
40 - 49 years	25%	17%
50 - 59 years		39%
60 years and over	13%	33%

D. Retirement Eligibility

The Executive Council anticipates one retirement during the upcoming biennium. Five 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 licensing manager in FY 2017. 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 20 years of agency existence, three employees have retired, two of whom were Administrative Support personnel, and one professional.

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

- Two additional licensing clerk positions are required in the near future due to the increased workload 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

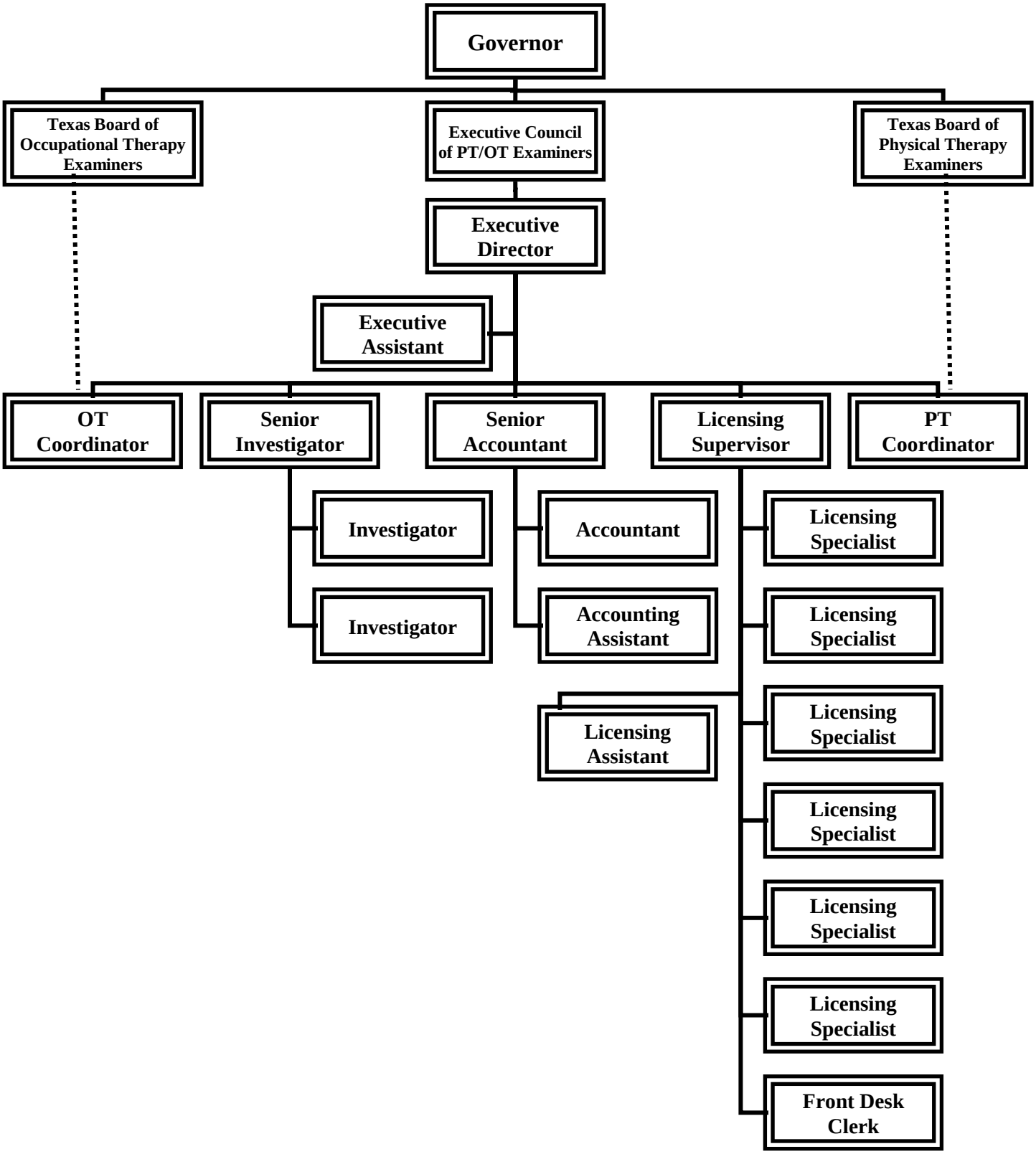
V. Strategy Development

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 2015. • 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



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

533 - Executive Council Physical Therapy & Occupational Therapy Examiners

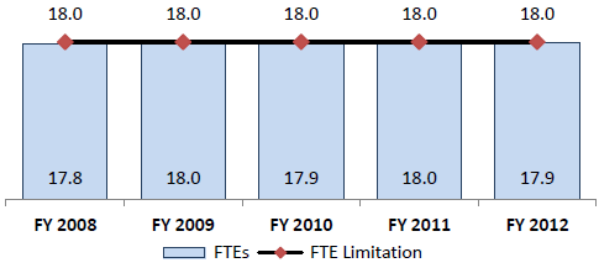
Workforce Summary Document prepared by the State Auditor's Office.
Based on information **self-reported** by the agency, the following items are worth noting.

Full-Time Equivalent (FTE) Employees

The agency's full-time equivalent (FTE) employee limitation remained the same in fiscal year 2012 compared to fiscal year 2011. Compared to fiscal year 2008, the agency saw an increase of 0.1 (0.6 percent) in the total number of FTEs.

FTEs Below/Above FTE Limitation

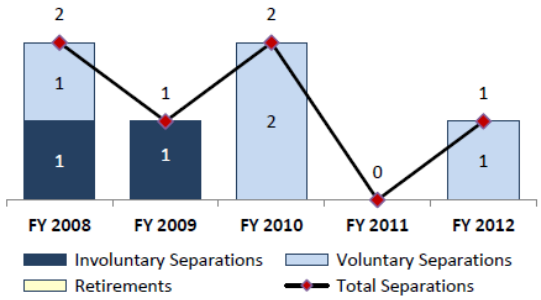
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
FTE Limitation	18.0	18.0	18.0	18.0	18.0
Number Below or Above Limitation	-0.2	0.0	-0.1	+0.0	-0.1
Percent Above or Below Limitation	-1.1%	0.0%	-0.6%	+0.0%	-0.6%

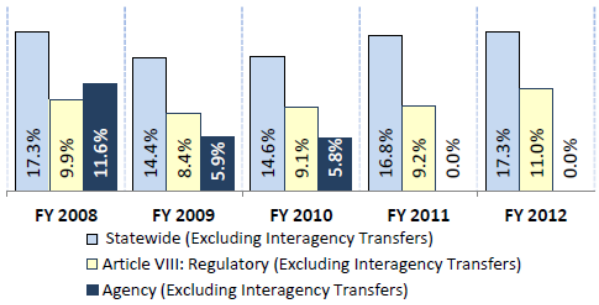


Source: State Auditor's Office Full-time Equivalent System.

Employee Turnover[a]

Excluding interagency transfers, the turnover rate within the agency (0.0 percent) was lower than the statewide turnover rate (17.3 percent) and lower than the turnover rate of Article VIII agencies (11.0 percent) during fiscal year 2012. The fiscal year 2012 agency turnover rate including employees who transferred to another state agency or higher education institution was 5.8 percent.

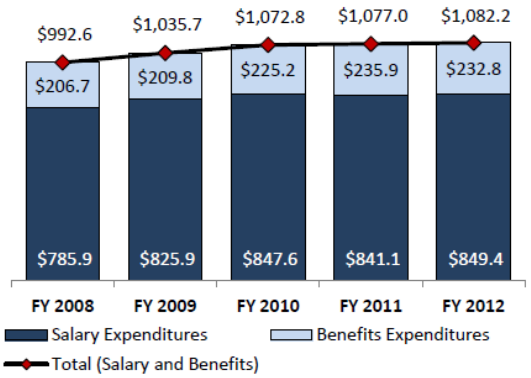




Compensation Information[a]

The average agency salary in fiscal year 2012 of $43,188 represented an increase of 6.4 percent compared to the average agency salary in fiscal year 2008. In fiscal year 2012, 53.6 percent of employees were paid below the salary range midpoints in which they were assigned; and expenditures for salary and benefits were higher compared to fiscal year 2008.

Salary and Benefits Expenditures (in Thousands)



Average Salary Trends

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Executive Director	$ 62,000	$ 62,000	$ 70,000	$ 70,000	$ 70,000
Agency Average	$ 40,581	$ 42,606	$ 43,004	$ 43,187	$ 43,188
Article Average	$ 46,829	$ 48,295	$ 49,835	$ 50,584	$ 51,237
Statewide Average	$ 37,350	$ 38,461	$ 39,265	$ 39,804	$ 40,160

Note: With the exception of the executive director, average salary is for classified regular, full-time employees only.

Number of and Total Dollars Spent on Salary Actions

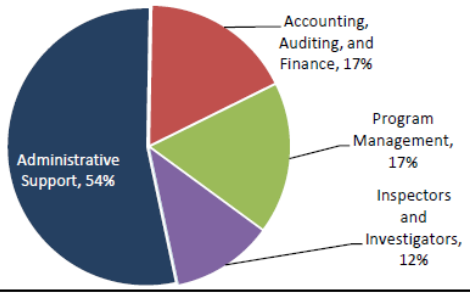
	Fiscal Year 2011		Fiscal Year 2012	
	Actions	Dollars Spent	Actions	Dollars Spent
Promotions	0	$ 0	1	$ 4,800
Merits	0	$ 0	0	$ 0
One-Time Merits	0	$ 0	17	$ 5,678
Equity Adjustments	0	$ 0	0	$ 0
Reclassifications	0	$ 0	0	$ 0
Totals	0	$ 0	18	$ 10,478

[a] Turnover, salary trends, and salary action information was prepared from quarterly and year-end summary information received from the Comptroller of Public Accounts' Uniform Statewide Payroll/Personnel System (USPS), the Human Resource Information System (HRIS), and the Standardized Payroll/Personnel Reporting System (SPRS). Unless otherwise indicated, these data are reported for classified regular, full-time and part-time employees. Salary and benefit information was taken from the Uniform Statewide Accounting System of Texas.

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

Job Classifications[b]

Fiscal Year 2012 Major Occupational Categories



Agency Job Classifications

In fiscal year 2012, the majority (82.6 percent) of employees were classified in the following job titles: Administrative Assistant (47.8 percent), Accounting Technician (11.6 percent), Program Supervisor (11.6 percent), and Investigator (11.6 percent).

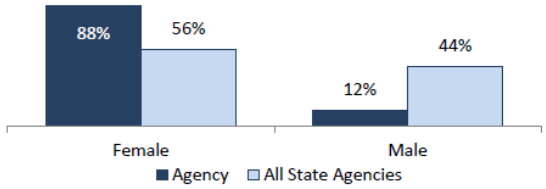
Classification Compliance Audits

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

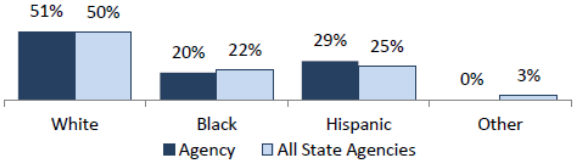
Fiscal Year 2012 Workforce Demographics[b]

On average, employees at the agency were 53.9 years of age and had 11.7 years of agency length of service. Of the agency's employees, 85.5 percent were 40 years of age or older, and 21.7 percent had fewer than 5 years of agency length of service.

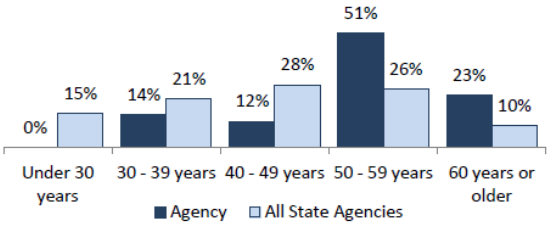
Gender



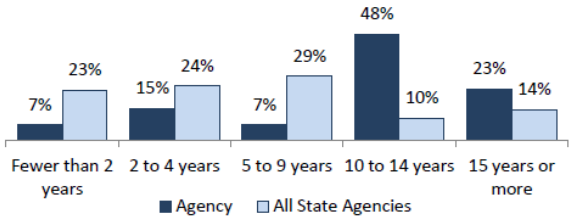
Ethnic Group



Age



Agency Length of Service

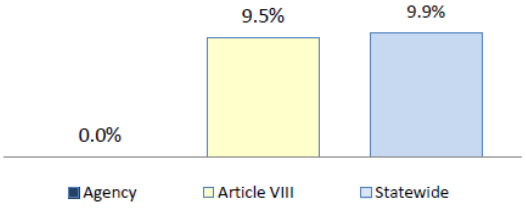


[b] Job classification and demographic information was prepared from quarterly and year-end summary information received from the Comptroller of Public Accounts' Uniform Statewide Payroll/Personnel System (USPS), the Human Resource Information System (HRIS), and the Standardized Payroll/Personnel Reporting System (SPRS). Data includes classified regular, full-time and part-time employees. Demographic data may appear skewed for agencies with fewer than 50 employees.

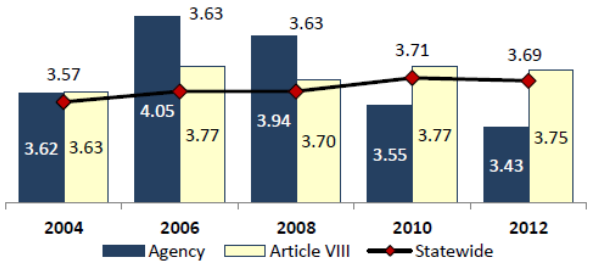
Survey of Employee Engagement[c]

The Survey of Employee Engagement, administered by The University of Texas at Austin, is an instrument that measures employees' job satisfaction and employees' perceptions of the effectiveness of the agency. Scores range from 1 to 5, with 5 being the highest. Overall, the agency's score is lower than the state average and has decreased since the last survey cycle.

Percent of Employees Who Intend to Leave Within 1 Year[d]



Overall Employee Satisfaction



[c] Information on the Survey of Employee Engagement was received from the Organizational Excellence Group at The University of Texas at Austin.
[d] Percentage is based on the number of employees who answered the question.

Source: State Auditor's Office **533 - Executive Council Physical Therapy & Occupational Therapy Examiners** **February 2013**

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Appendix F

Survey of Employee Engagement Results

The Executive Council of PT/OT Examiners participated in the survey of Employee Engagement in November 2013, 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 two bienniums.

Administration Profile

Organization Size Category: 1
Size category 1 includes organizations with less than 26 employees.
Mission Category: Regulatory (Mission 8)
Surveys Distributed: 19 available to take survey
Survey Responses: 16 (all taken online)
Collection Period: 10-07-2013 through 11-01-2013

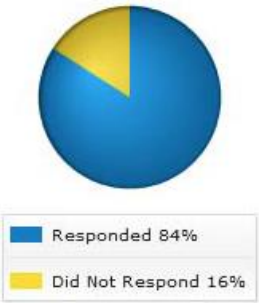
Overall Score: 357

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 343.

Overall Response Rate

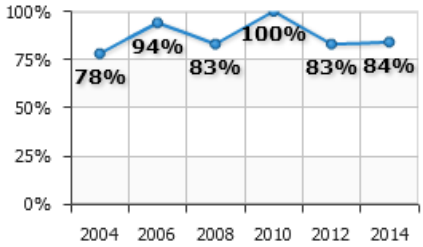
Overall Response Rate Out of the 19 employees who were invited to take the survey, 16 responded. As a general rule, rates higher than 50 percent suggest soundness. Rates lower than 30 percent may indicate problems.

At 84%, the 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 the 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 levels 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

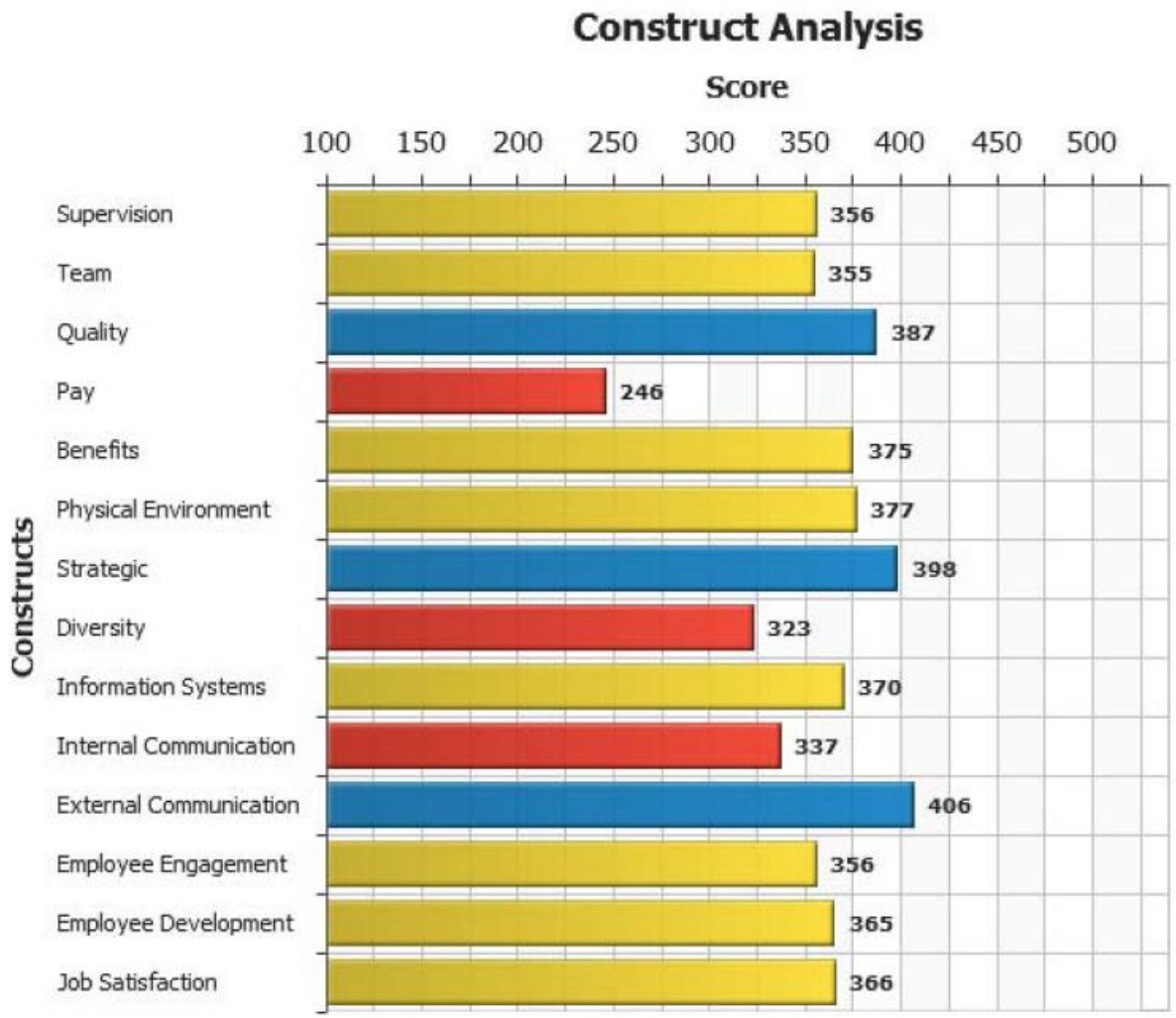
The Survey of Employee Engagement is a framework, which at the highest level, consists of five Workplace Dimensions capturing the total work environment. Each Workplace Dimension is composed of several Survey Constructs designed to broadly profile areas of strength and concern so that interventions may 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
100
150
200
250
300
350
400
450
500
Constructs
Supervision
356
Team
355
Quality
387
Pay
246
Benefits
375
Physical Environment
377
Strategic
398
Diversity
323
Information Systems
370
Internal Communication
337
External Communication
406
Employee Engagement
356
Employee Development
365
Job Satisfaction
366

The following Constructs are relative strengths for the organization:

External Communication Score: 406
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.

Strategic Score: 398
The Strategic construct reflects employees' thinking about how the organization responds to external influences that should play a role in defining the organization's mission, vision, services, and products. Implied in this construct is the ability of the organization to seek out and work with relevant external entities.

High scores indicate employees view the organization as able to quickly relate its mission and goals to environmental changes and demands. It is viewed as creating programs that advance the organization and having highly capable means of drawing information and meaning from the environment. Maintaining these high scores will require leadership to continually assess the ability of the organization and employees at all levels to test programs against need and to continue to have rapid feedback from the environment.

Quality Score: 387
The Quality construct focuses upon the degree to which quality principles, such as customer service and continuous improvement are a part of the organizational culture. This construct also addresses the extent to which employees feel that they have the resources to deliver quality services.

High scores indicate that employees feel the organization delivers superior products and services to its customers. In general, quality is a result of understanding the needs of customers or clients coupled with a continuous examination of products and processes for improvement. Essential to maintaining high levels of quality are the clear articulation of goals, the careful attention to changes in the environment that might affect resources or heightened competition, and the vigorous participation by all members.

The following Constructs are relative concerns for the organization:

Pay Score: 246
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.

Diversity Score: 323
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.

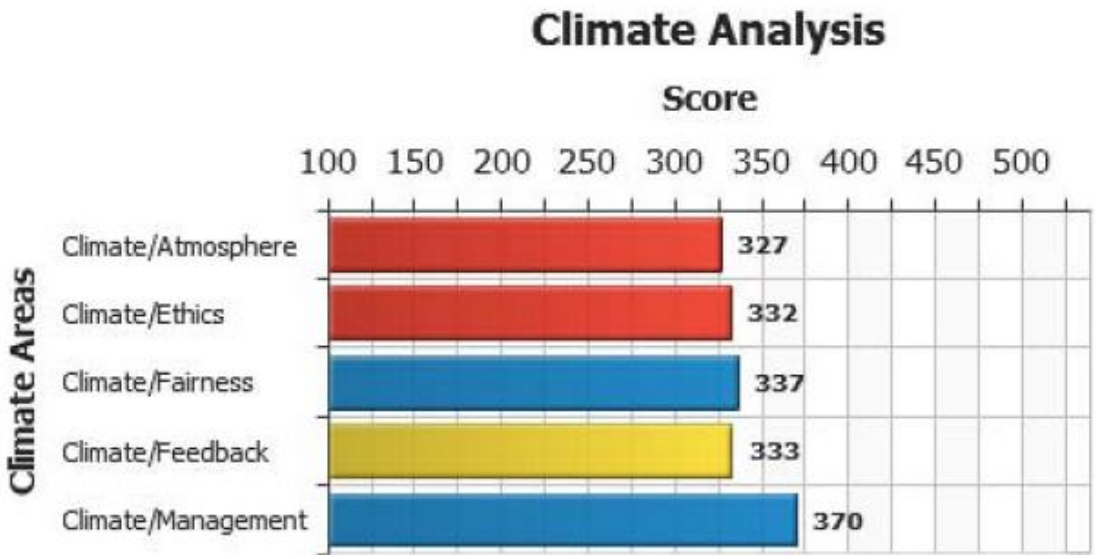
Internal Communication Score: 3 37
The Internal Communication construct captures the organization's communications flow from the top-down, bottom-up, and across divisions/departments. It addresses the extent to which communication exchanges are open, candid, and move the organization toward its goals. Average 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- faxing, and Internet modalities are developed and in full use.

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, Fairness), the 2 lowest scoring climate areas are red (Atmosphere, Ethics), and the remaining climate area is yellow (Feedback).

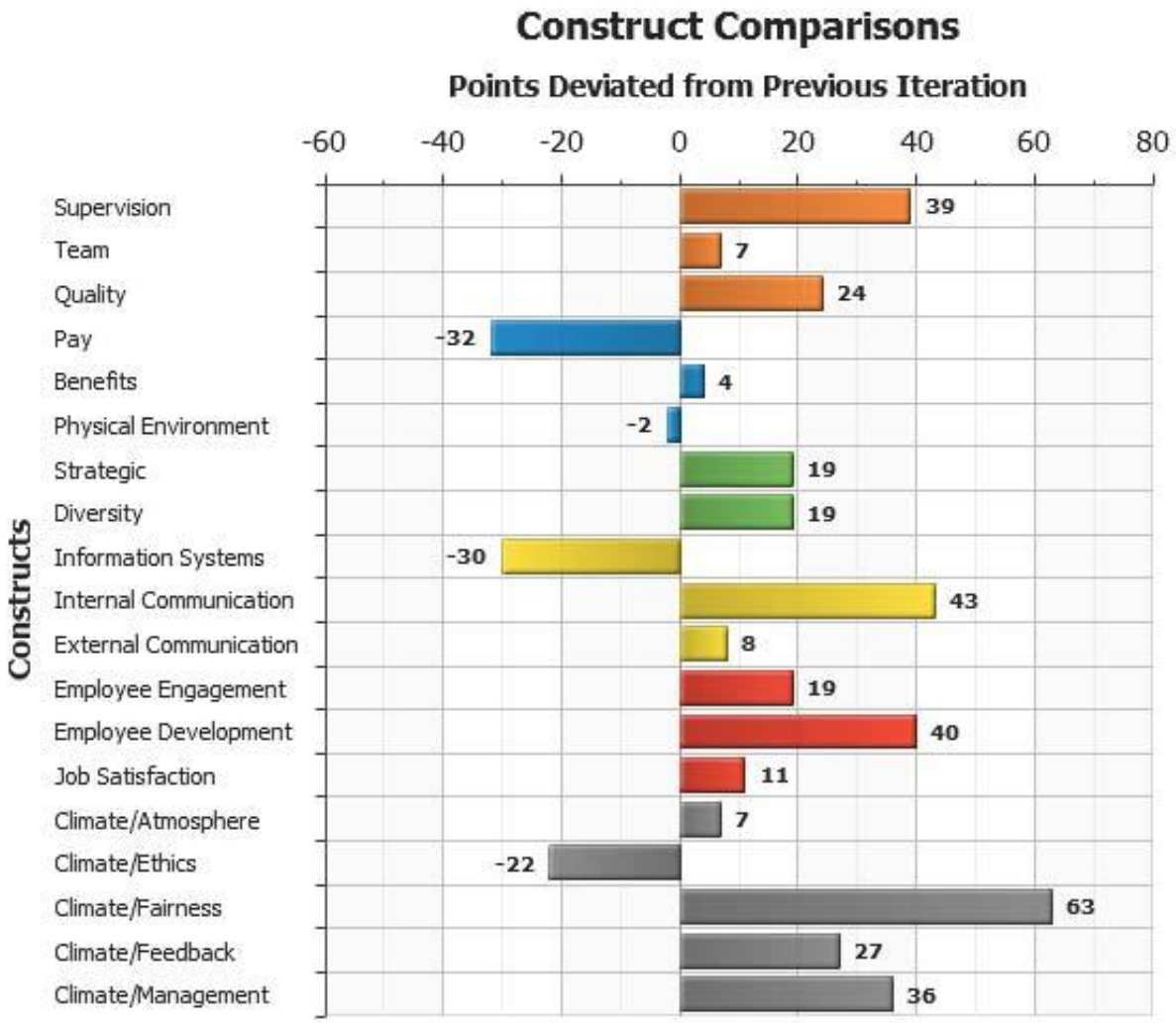
Each Climate Area is displayed below with its corresponding score. Scores above 350 suggest that employees perceive the issue more positively than negatively, and scores of 375 or higher indicate areas of substantial strength. Conversely, scores below 350 are viewed less positively by employees,

and scores below 325 should be a significant source of concern for the organization and should receive immediate attention.



Climate 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.


Construct Comparisons
Points Deviated from Previous Iteration
-60
-40
-20
0
20
40
60
80
Constructs
Supervision
39
Team
7
Quality
24
Pay
-32
Benefits
4
Physical Environment
-2
Strategic
19
Diversity
19
Information Systems
-30
Internal Communication
43
External Communication
8
Employee Engagement
19
Employee Development
40
Job Satisfaction
11
Climate/Atmosphere
7
Climate/Ethics
-22
Climate/Fairness
63
Climate/Feedback
27
Climate/Management
36

Workplace Dimensions

Survey Constructs

Work Group
Supervision
Team
Quality

Accommodations
Pay
Benefits
Physical Environment

Organization
Strategic
Diversity

Information
Information System
Internal Communication
External Communication

Personal
Employee Engagement
Employee Development
Job Satisfaction

Construct Summary: Scoring from High to Low

Score	Construct	Score	Construct
406	External Communication	365	Employee Development
398	Strategic	356	Employee Engagement
387	Quality	356	Supervision
377	Physical Environment	355	Team
375	Benefits	337	Internal Communication
370	Information Systems	323	Diversity
366	Job Satisfaction	246	Pay

Climate Areas

Atmosphere

Ethics

Management

Fairness

Feedback

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 license 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 a different area of 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

Design

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 both in a pdf document sent by e-mail, and in on a disk included with a paper report. Results are now provided exclusively from 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 very positive overall satisfaction rating in FY2013/14 with 75% of the 2,498 respondents stating that overall; they were satisfied with their experience with the agency. Of the remaining respondents, 12% were neutral on this item, 7% disagreed, and 5% entered “strongly disagree”. This is a higher overall score than the score in the previous biennium.

The highest scoring items regarded the interaction with staff and information received from the agency. The usefulness and ease of use of the agency web site were the lowest. Individual scores of questions were higher than those of the previous biennium.

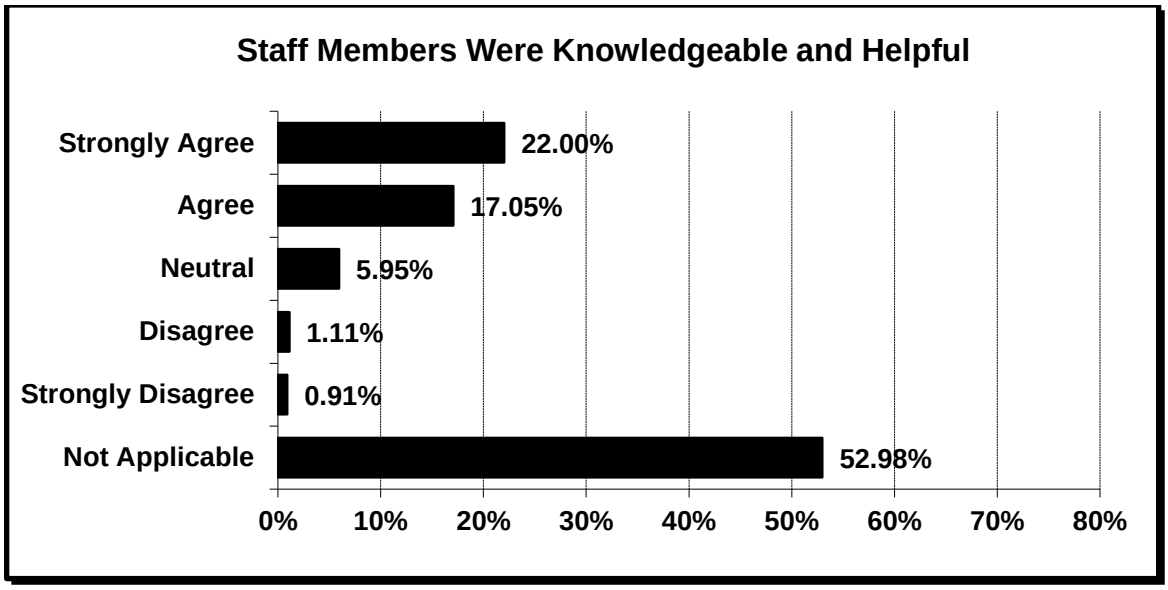
Any survey question with an average (mean) score above the neutral midpoint of “3.0” suggests that respondents perceive the issue more positively than negatively. Scores of “4.0” or higher indicate areas of substantial strength for the organization. Conversely, scores below “3.0” are viewed more negatively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

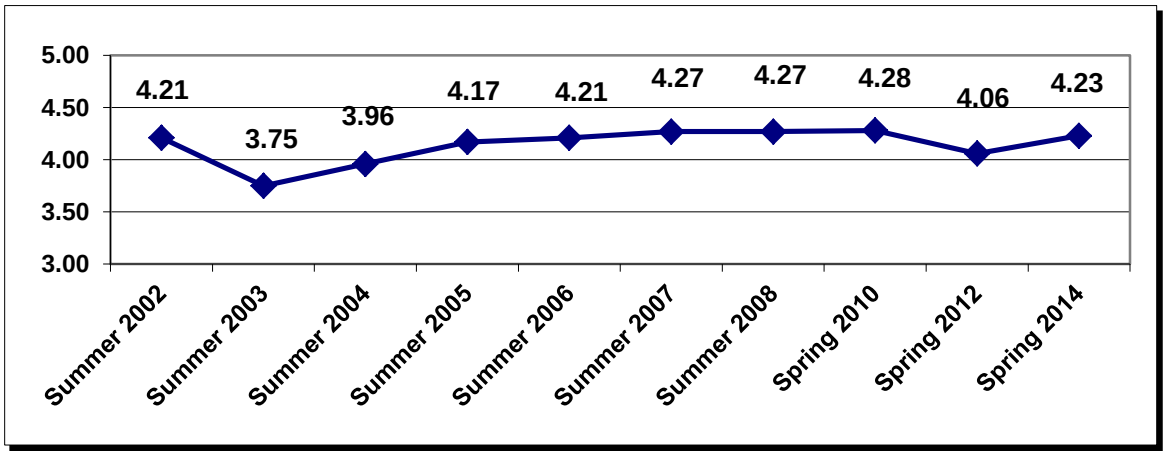
Below are the most recent mean scores of questions from this survey compared to the results reported in the previous Strategic Plan:

Item Number	Item Descriptor	Spring 2012	Spring 2014
1.	Staff members were knowledgeable and helpful.	4.06	4.24
2.	I received the correct information I needed.	4.51	4.29
3.	I received the correct materials I needed.	4.65	4.27
4.	The web site was easy to use and well organized.	4.26	3.69
5.	The web site contained clear and accurate information on events, contact services, and information.	4.19	3.94
6.	If I complained, I believe it would be addressed in a reasonable manner.	3.89	3.94
7.	My telephone call, letter or e-mail inquiry was answered in a reasonable amount of time.	4.00	4.14
8.	Printed brochures or written material provided thorough and accurate information.	4.71	4.11
9.	If I visited the facility, it was clean and orderly.	4.50	4.12
10.	Overall, I am satisfied with my experience.	4.11	3.91
	Total Number of Respondents	327	1,054

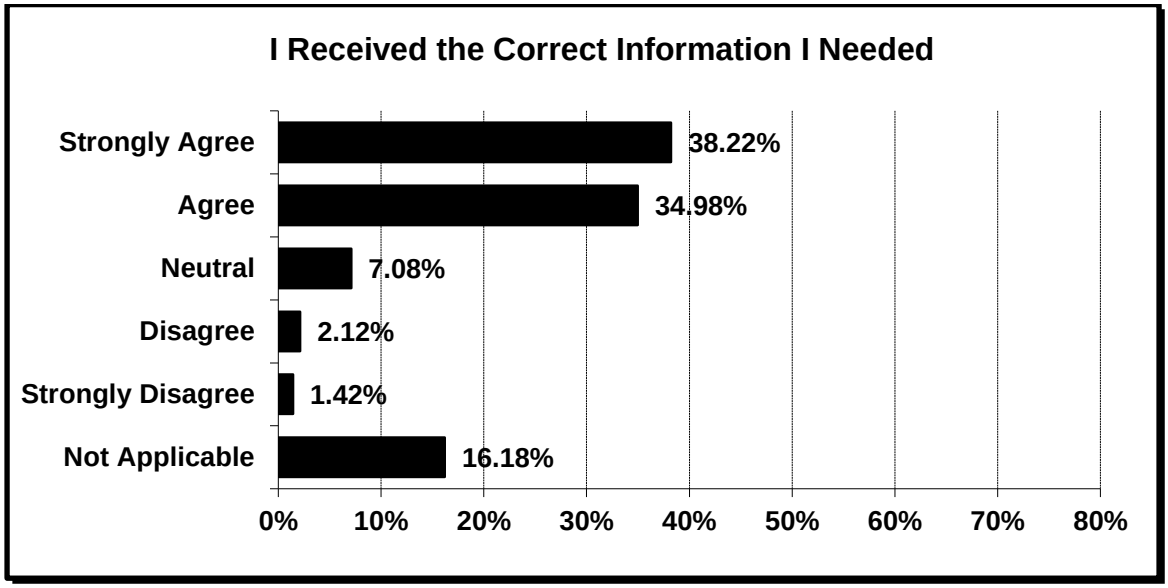
The frequency distribution for each of the 10 questions asked on the latest survey, with associated over-time comparison graph:

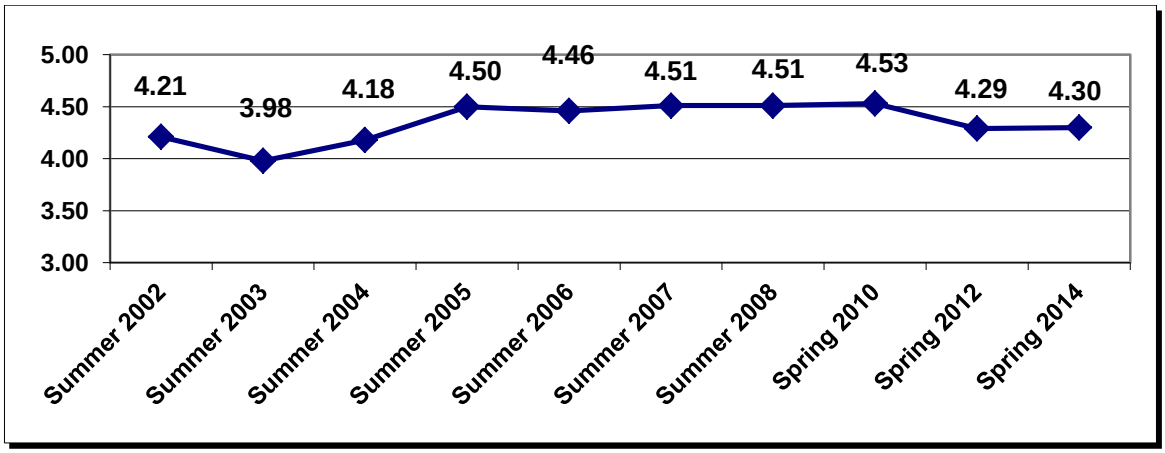
1. Staff members were knowledgeable and helpful.



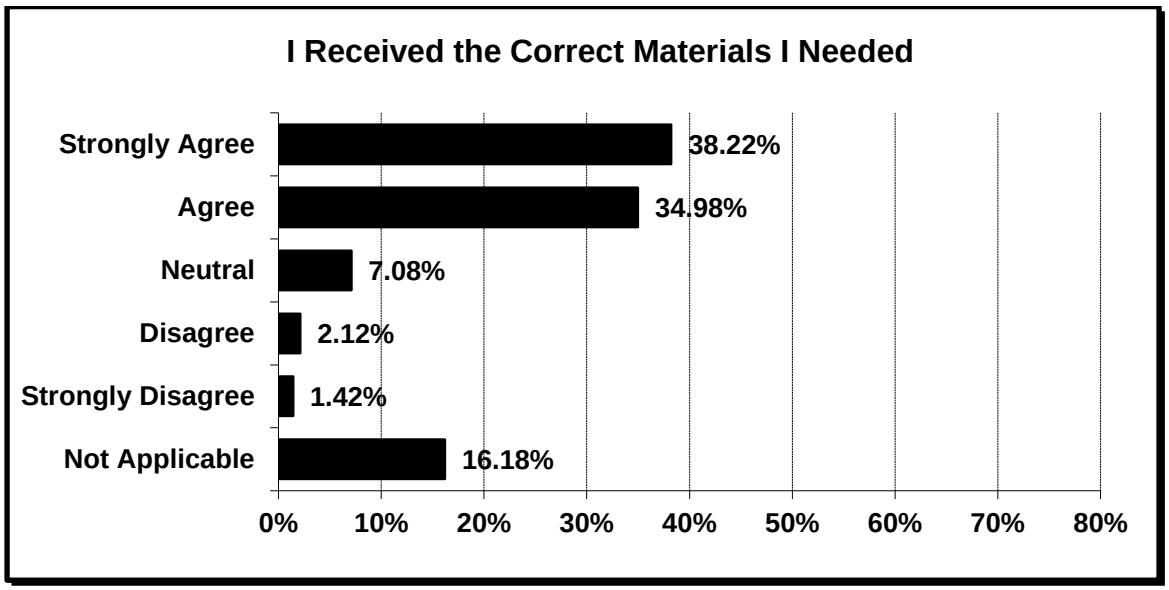


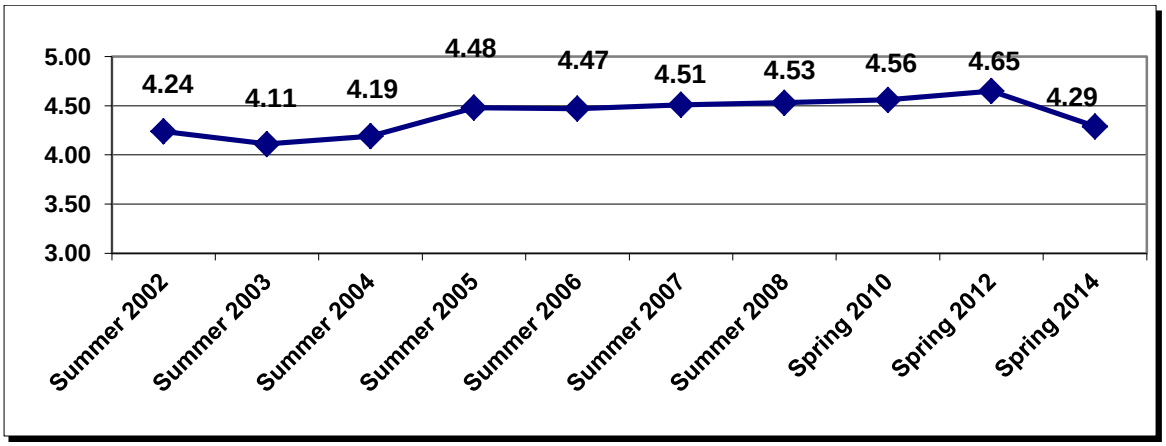
2. I received the correct information I needed.



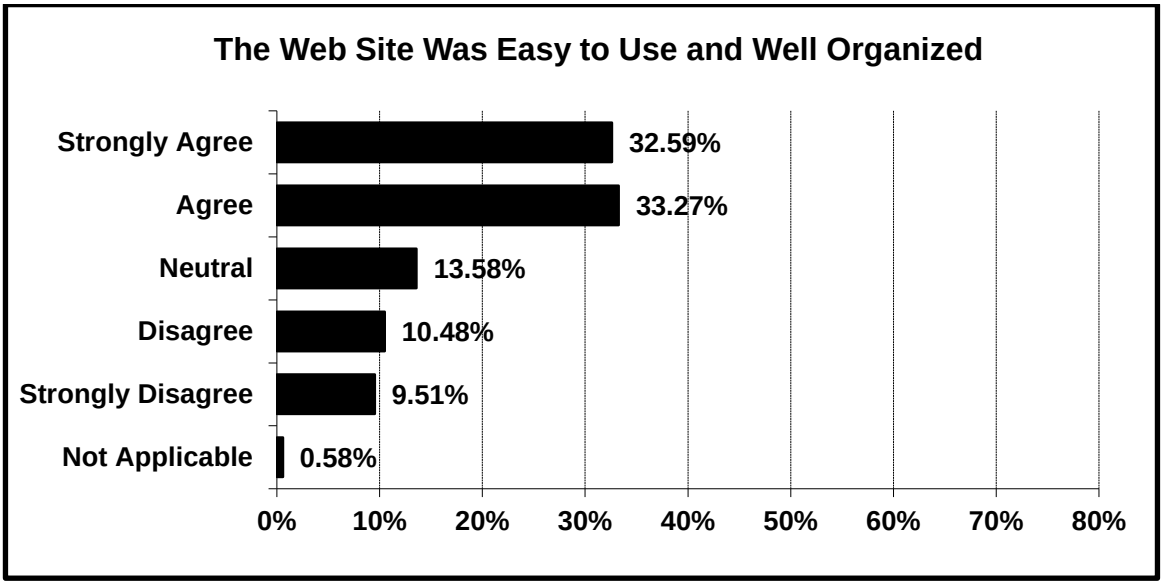


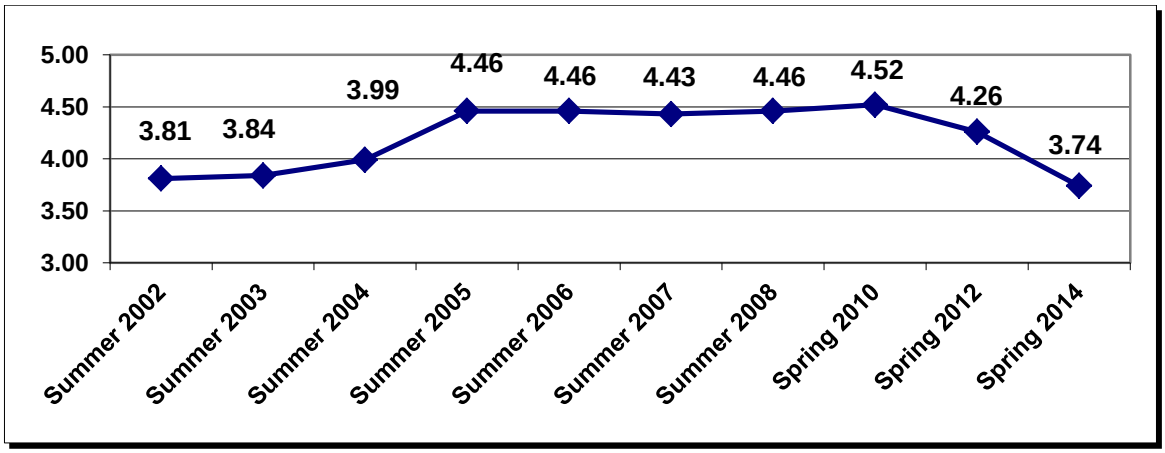
3. I received the correct materials I needed.



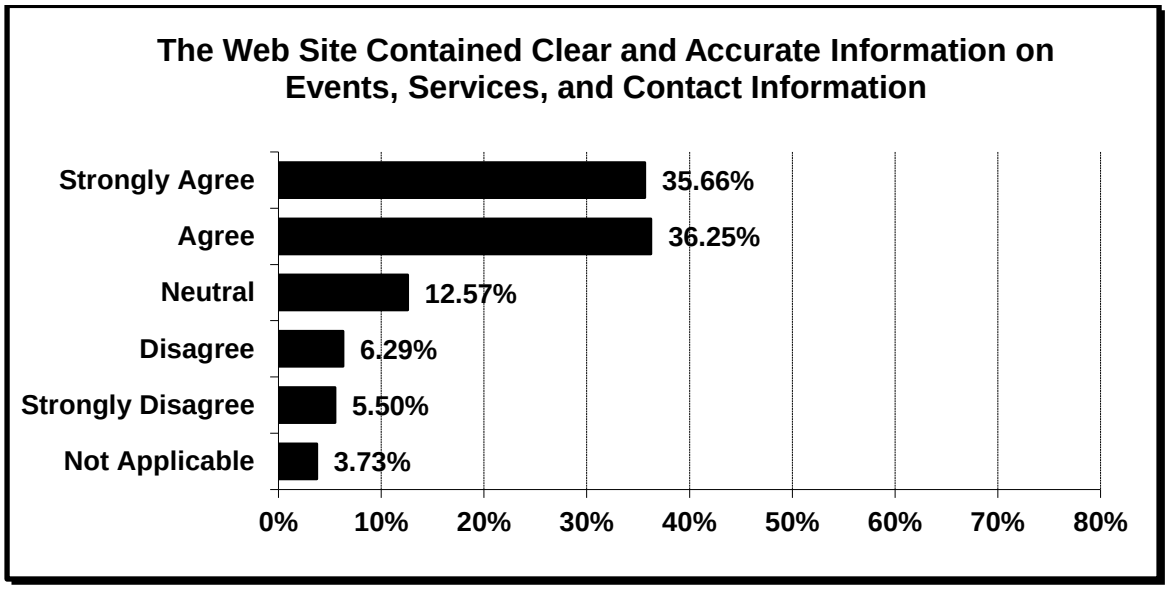


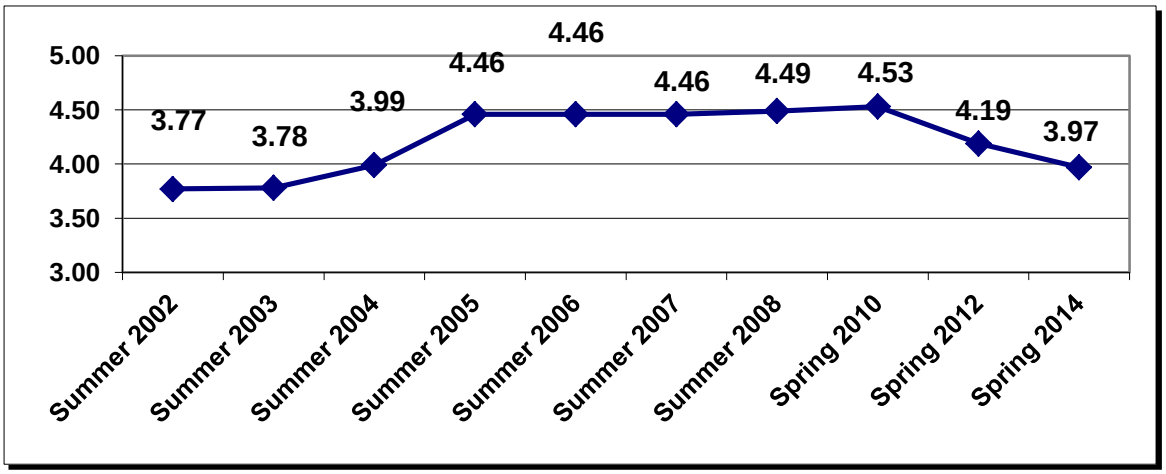
4. The web site was easy to use and well organized.



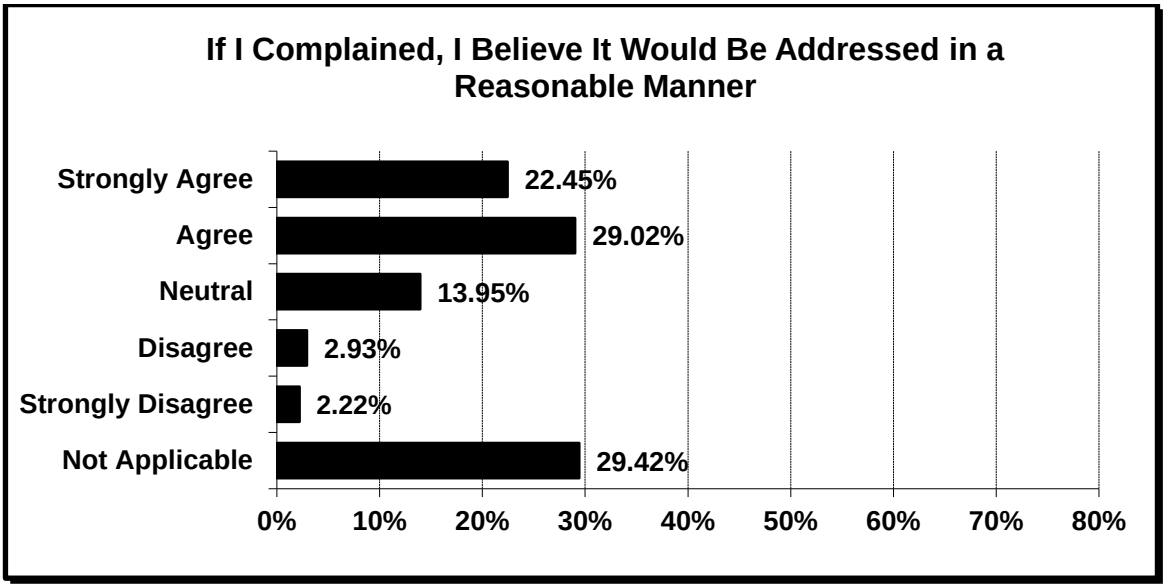


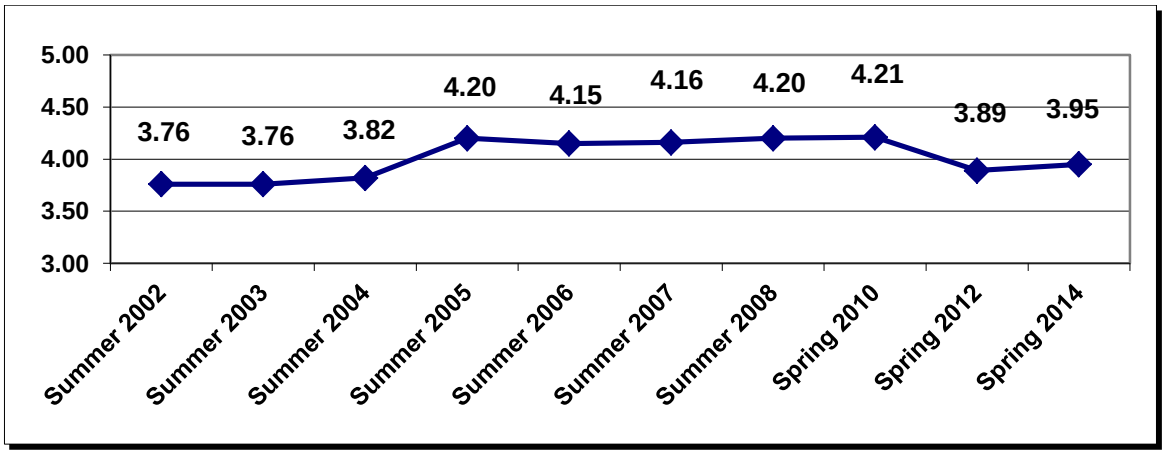
5. The web site contained clear and accurate information on events, contact services, and information.



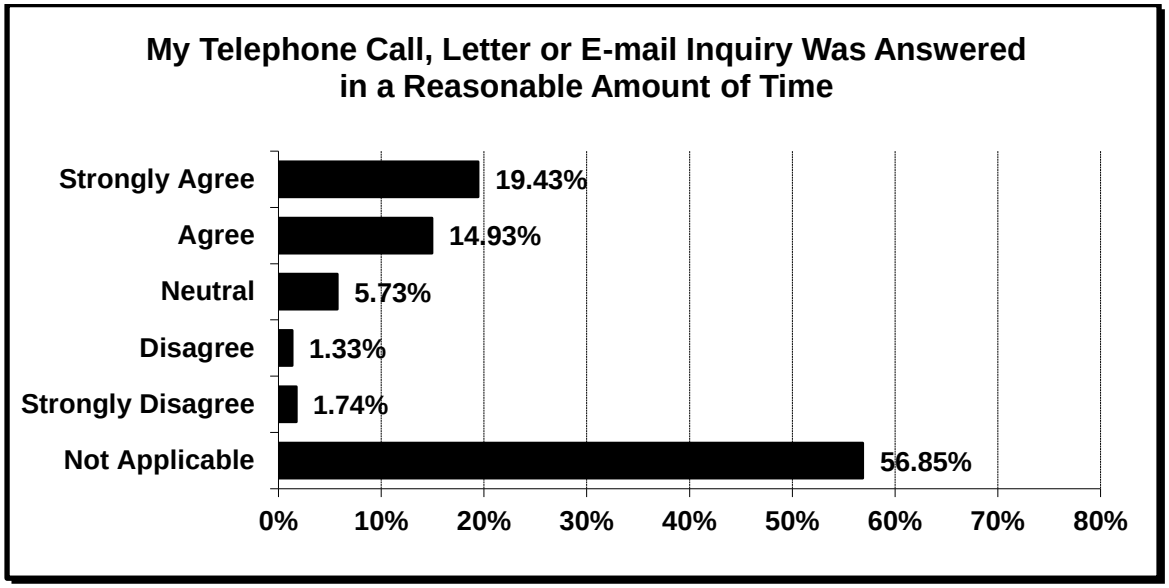


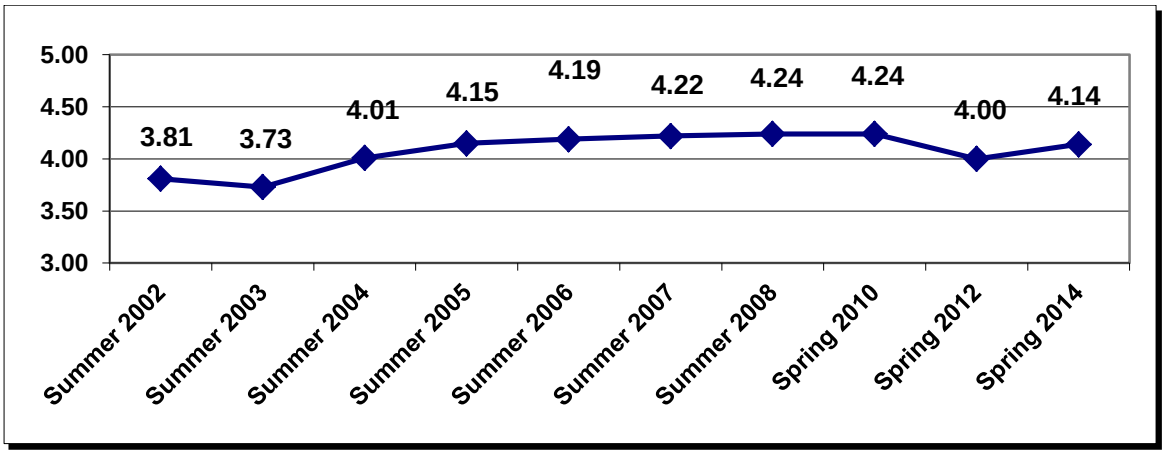
6. If I complained, I believe it would be addressed in a reasonable manner.



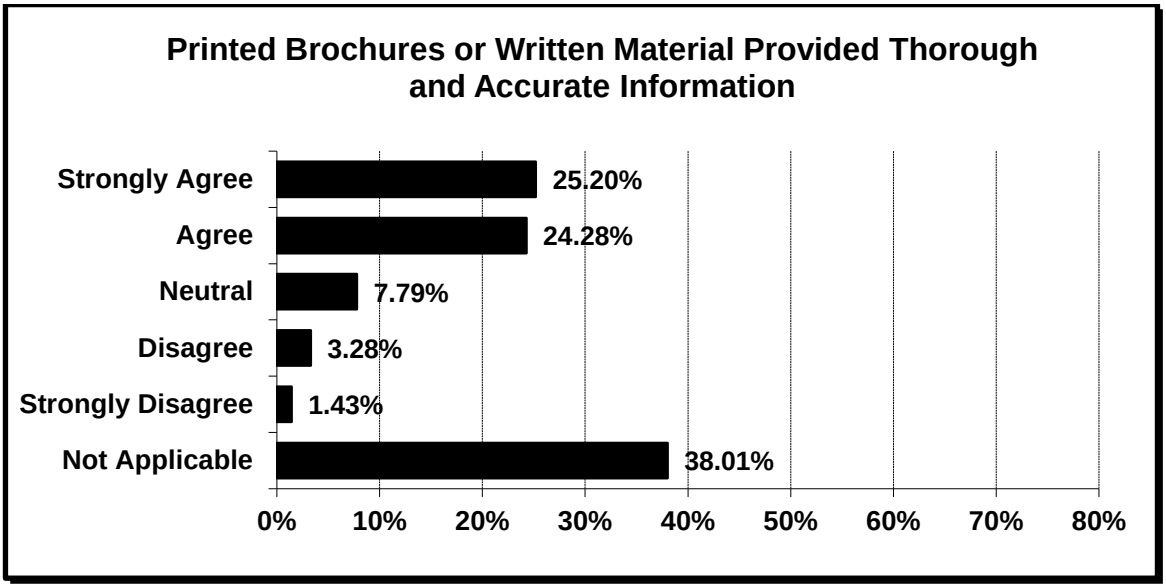


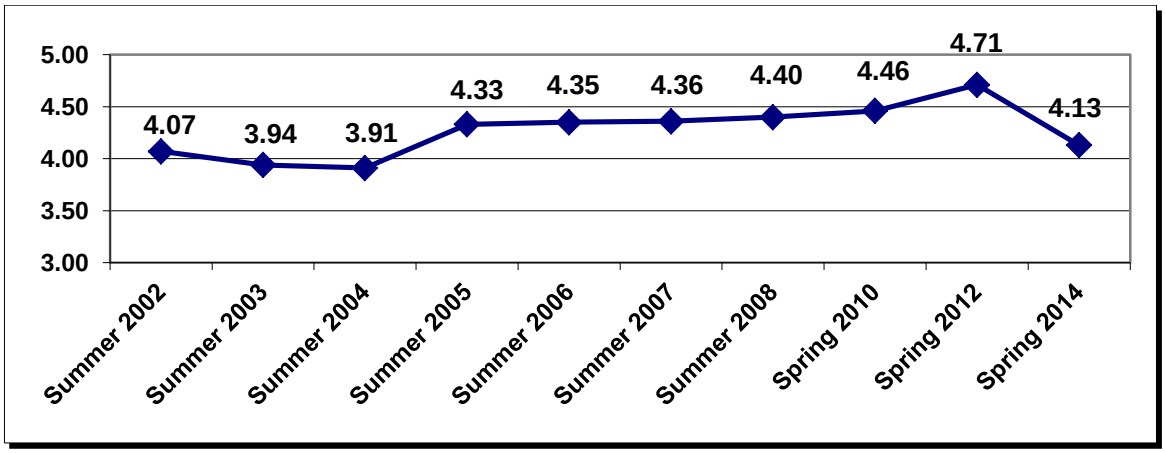
7. My telephone call, letter or e-mail inquiry was answered in a reasonable amount of time.



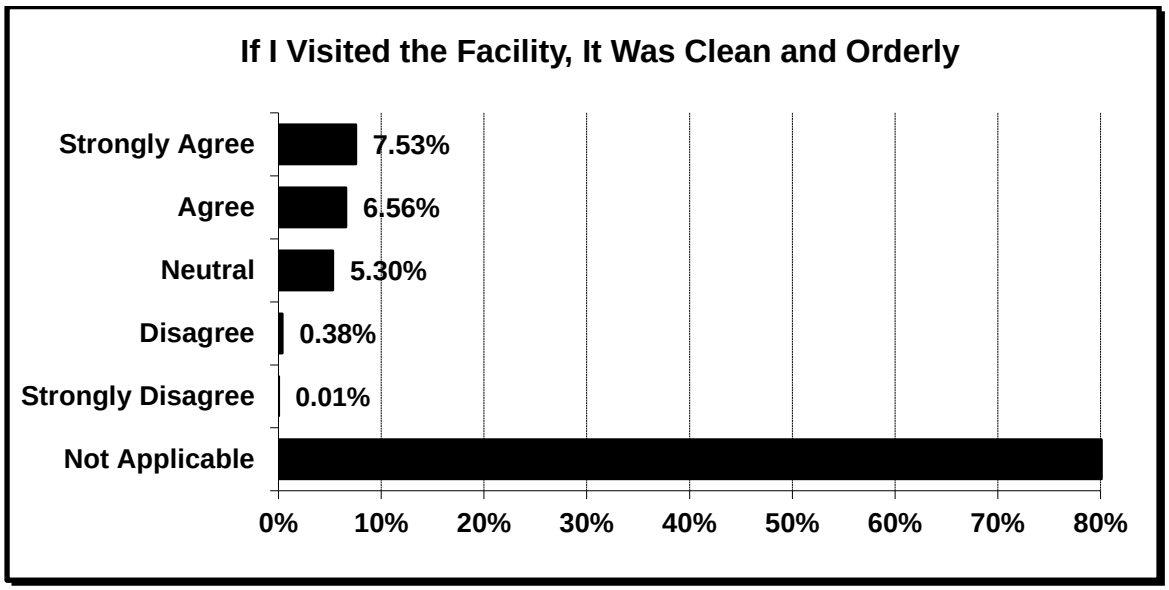


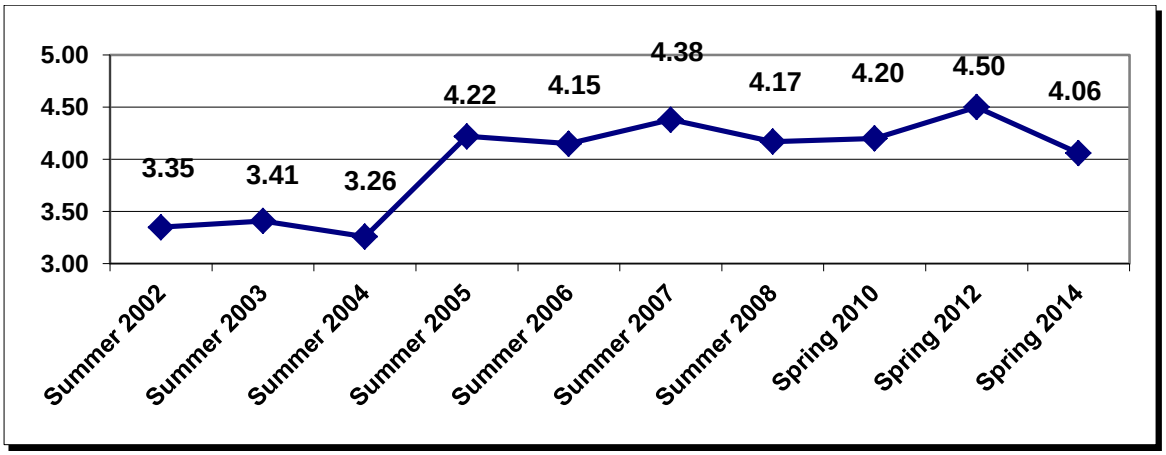
8. Printed brochures or written material provided thorough and accurate information.



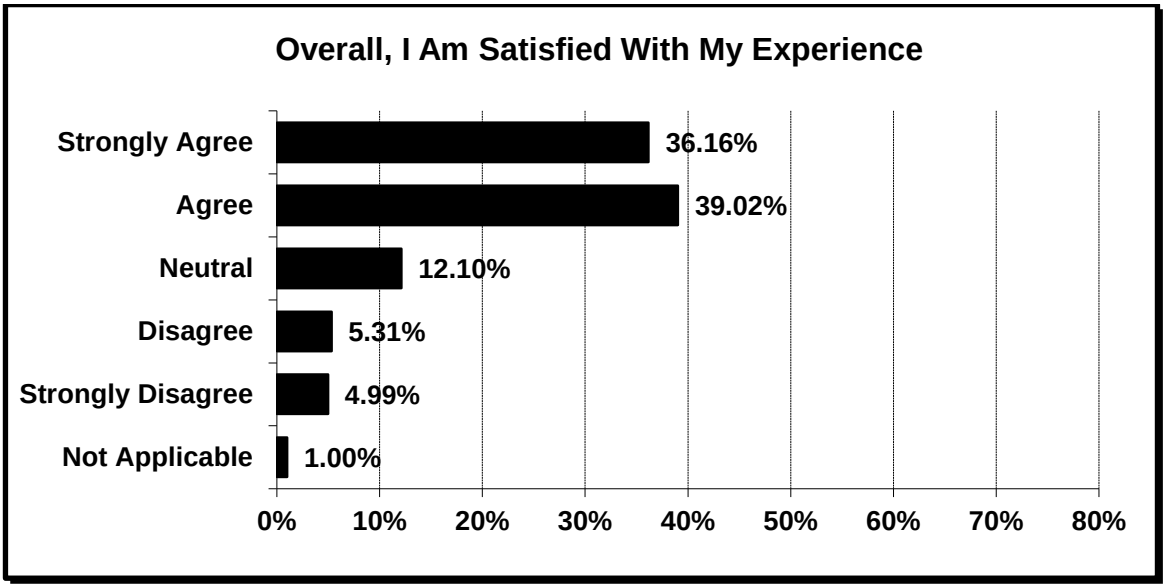


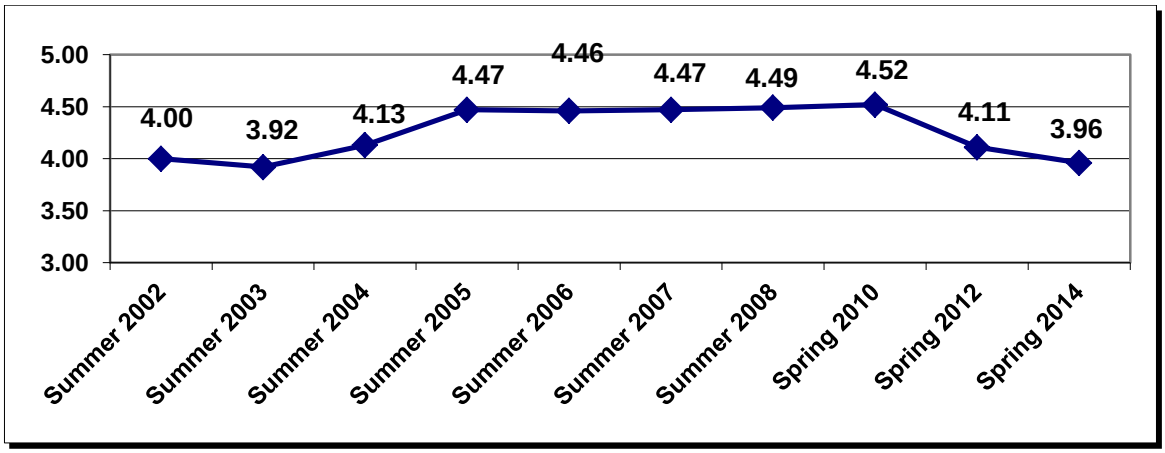
9. If I visited the facility, it was clean and orderly.





10. Overall, I am satisfied with my experience.





Customer Assessment Strategy

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 were made to ECPTOTE to effectively conduct ongoing customer service assessment.

- 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.
- 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.
- 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.

- Once a year conduct a random sample or 100% poll of the 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! This 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 only problem to this is when someone makes a comment to which we would normally respond, but they fail to identify themselves! Following is the rollup of comments received during the past year:

Compliment	Complaint	Suggestion	Request
50	130	115	15

The lowest scored item was for the first time, not related to customer service, but the two questions directly addressing the agency web site. As a counterpoint, direct customer service items all had significant upticks. Two years ago, the items related to customer service were falling; prompting us to take steps to correct this potential problem. It was addressed in staff meetings, through prompt correction to those employees perceived not acting correctly in outside communications, and making courtesy an item on employee evaluations. Improvements over time are noted in this area based on the survey feedback, but even one annoyed customer is one too many.

The web site issue is probably caused by the "aging" of the web site. It is a very plain looking/utilitarian site and required some improvements to the basic services it provided. During the winter of 2013/4, the web site was rewritten to incorporate some necessary security changes, and additional services to licensees. However, due to financial limitations, the overall basic design did

not change. Under those circumstances, we hope that we have at least slowed the decline in the approval ratings for the two web site items.

7. Future Planned Assessments

During the remainder of calendar year 2014, 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	**FY2012**	**FY2013**	**FY2014 (est.)**	**FY2015 (est.)**	**FY2016 (est.)**	**FY2017 (est.)**
% of Surveyed Customer Respondents Expressing Overall Satisfaction w/ Services Received	74%	76%	78%	80%	82%	84%
% of Surveyed Customer Respondents Identifying Ways to Improve Service Delivery	2%	2%	2%	2%	2%	2%
Output						
# of Customers Surveyed	327	1,444	1,054	1,600	1,650	1,700
# of Customers Served	35,527	37,831	39,000	40,000	41,000	42,000
Efficiency						
Cost per Customer Surveyed	$0.30	$0.29	$0.32	$0.28	$0.27	$0.26
Explanatory						
# of Customers Identified	35,527	37,831	39,000	40,000	41,000	42,000
# of Customer Groups Inventoried	3	3	3	3	3	3

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 90 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 90 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.)

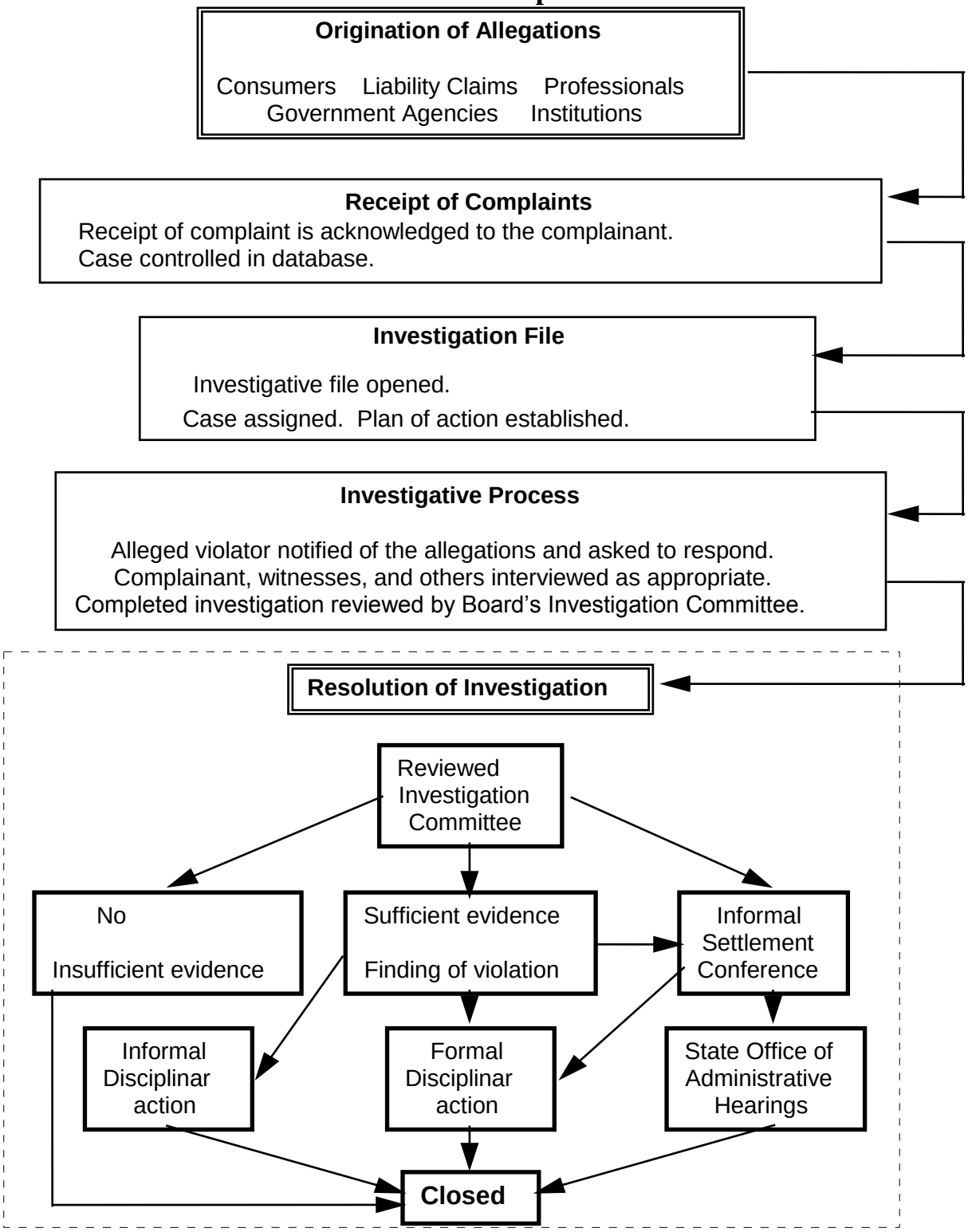
Occupational Therapy Board—Licensure Requirements
Permanent License by Exam or Endorsement

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



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Appendix H

RECENT HISTORY OF PERFORMANCE MEASURES AND BUDGETS

Performance Measures - Enforcement Strategy

Measure	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014/15 Targets
Number of Jurisdictional Complaints Received (PT)	402	413	400	431	440
Number of Jurisdictional Complaints Received *(OT)*	179	195	206	169	220
Number of Complaints Resolved (PT)	331	246	382	438	375
Number of Complaints Resolved *(OT)*	140	148	236	185	200
Percent of Complaints Resulting in Disciplinary Action (PT)	25%	9%	15%	15%	15%
Percent of Complaints Resulting in Disciplinary Action *(OT)*	25%	11%	14%	18%	15%
Average Time for Complaint Resolution (PT)	131 Days	146 Days	161 Days	169 Days	130 Days
Average Time for Complaint Resolution *(OT)*	116 Days	142 Days	178 Days	113 Days	130 Days
Percent of documented complaints resolved within six months (PT)	81%	81%	73%	80%	80%
Percent of documented complaints resolved within six months *(OT)*	85%	81%	71%	90%	80%
Average Cost per Complaint Resolution (PT)	$102.00	$93.00	$85.00	$109.00	$90.00
Average Cost per Complaint Resolution*(OT)*	$83.00	$95.00	$86.00	$95.00	$90.00
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%
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.)

Performance Measures – Licensing Strategy

Measure	2010 Actual	2011 Actual	2012 Actual	2013 Actual	20014/15 Targets
Percent of Licensees Who Renew Online	93%	94%	95%	96%	99%
Percent of Individual Licenses Issued Online	80%	82%	87%	89%	87%
Total number of individuals licensed (PT)	17,349	18,548	20,030	21,432	18,700
Total number of individuals licensed *(OT)*	10,024	10,774	11,496	12,276	11,000
Number of New Licenses Issued to Individuals (PT)	1,427	1,672	1,992	1,986	2,100
Number of New Licenses Issued to Individuals *(OT)*	877	965	1,037	1,138	1,200
Number of Licenses Renewed (Individuals) (PT)	7,658	7,996	8,524	9,043	9,100
Number of Licenses Renewed (Individuals) *(OT)*	4,181	4,430	4,678	4,986	4,900
Average Licensing Cost for Individual License Issued (PT)	$35.00	$37.53	$27.81	$19.37	$34.00
Average Licensing Cost for Individual License Issued *(OT)*	$60.00	$50.58	$50.60	$53.76	$58.00
Average Time for Individual License Issuance (PT)	1.5 days	1.29 days	1.58 days	1.81 days	2.00 days
Average Time for Individual License Issuance *(OT)*	1.5 days	1.17 days	1.08 days	1.10 days	2.00 days
Average time for individual license renewal (PT)	1 day	1.38 days	1.08 days	1.00 days	2.00 days
Average time for individual license renewal *(OT)*	1 day	1.29 days	1.04 days	1.00 days	2.00 days
Individuals examined (PT)	860	1,012	1,158	1,199	1,050
Individuals examined *(OT)*	531	548	621	700	500
Examination Pass Rate (PT)	87%	88%	90%	88%	88%
Examination Pass Rate *(OT)*	95%	84%	95%	96%	88%
Total Number of Business Facilities Registered	3,743	3,861	4,001	4,123	4,100
Average Cost per Facility Registration Issued	$31.00	$25.51	$24.21	$16.50	$25.00

(Note: Current Key Measures are in Bold)

Appendix H (cont.)

Performance Measures – Licensing Strategy (cont.)

Measure	2010	2011	2012	2013	2014/15
	Actual	Actual	Actual	Actual	Targeted
Percentage of New Licenses Issued Within Ten Days (PT)	99%	100%	100%	100%	98%
Percentage of New Licenses Issued Within Ten Days (OT)	99%	100%	100%	100%	98%
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%

Appendix H (cont.)

Actual Funding Available for Agency Operating Expenses 2002 -2015

Actual Available "Cash" To Cover Operating Expenses

As Of: 09/01/13

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
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	$ 1,225,177	$ 1,210,820
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	$ 17,848	$ 17,848
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	$ 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	$ 1,049,614	$ 1,035,257
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	$ 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	$ 9,602	$ (4,422)		
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	$ 962,683	$ 948,658	$ 1,130,291	$ 1,115,934
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 1/2% Retirement Contr. in FY14/15													$ (3,967)	$ (3,967)
Minus 1% Insurance Contr. in FY12/13 & FY14/15											$ (8,090)	$ (8,090)	$ (7,934)	$ (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**	**$ 954,593**	**$ 940,568**	**$ 1,118,390**	**$ 1,103,877**
% of Cuts to Cash Available		-7.5%			-0.2%	-0.2%			-7.2%	-7.6%	-0.8%	-0.9%	-1.1%	-1.1%
Increase (Decrease) from prior year		$ (45,382)	$ 123,220	$ 6,221	$ (88,704)	$ 73,189	$ 75,066	$ 4,311	$ (27,040)	$ (18,312)	$ 30,523	$ (14,025)	$ 177,822	$ (14,513)

Appendix H (cont.)

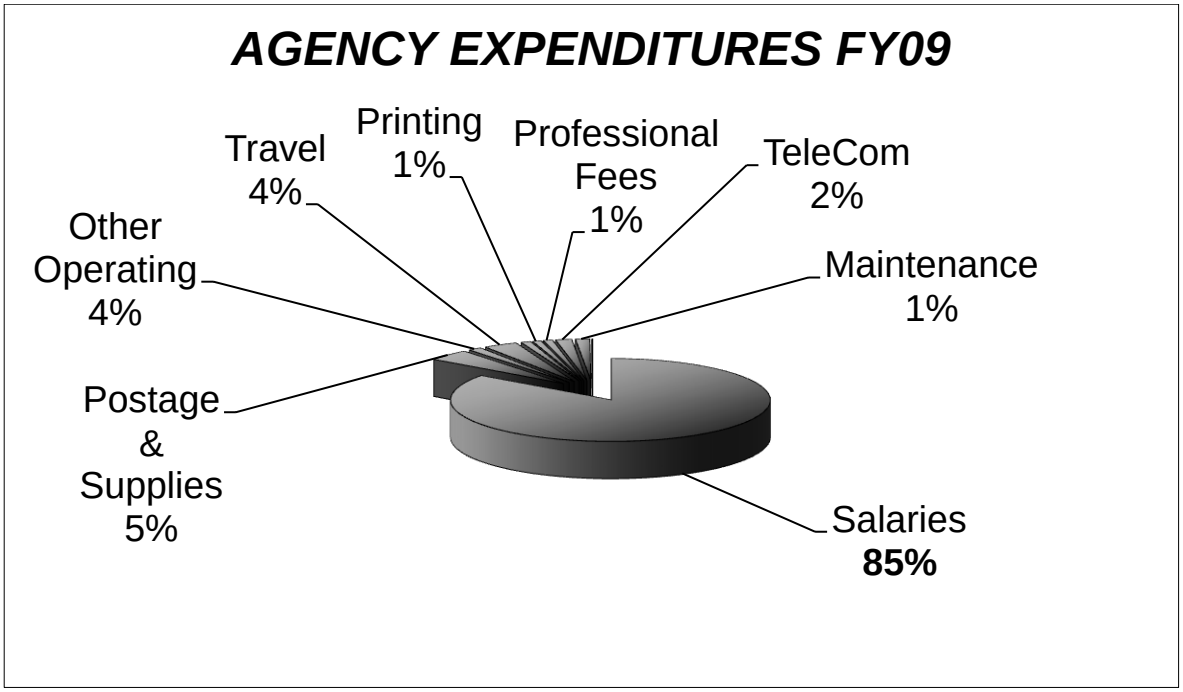
Agency Expenditures for Fiscal Years 2009 - 2013

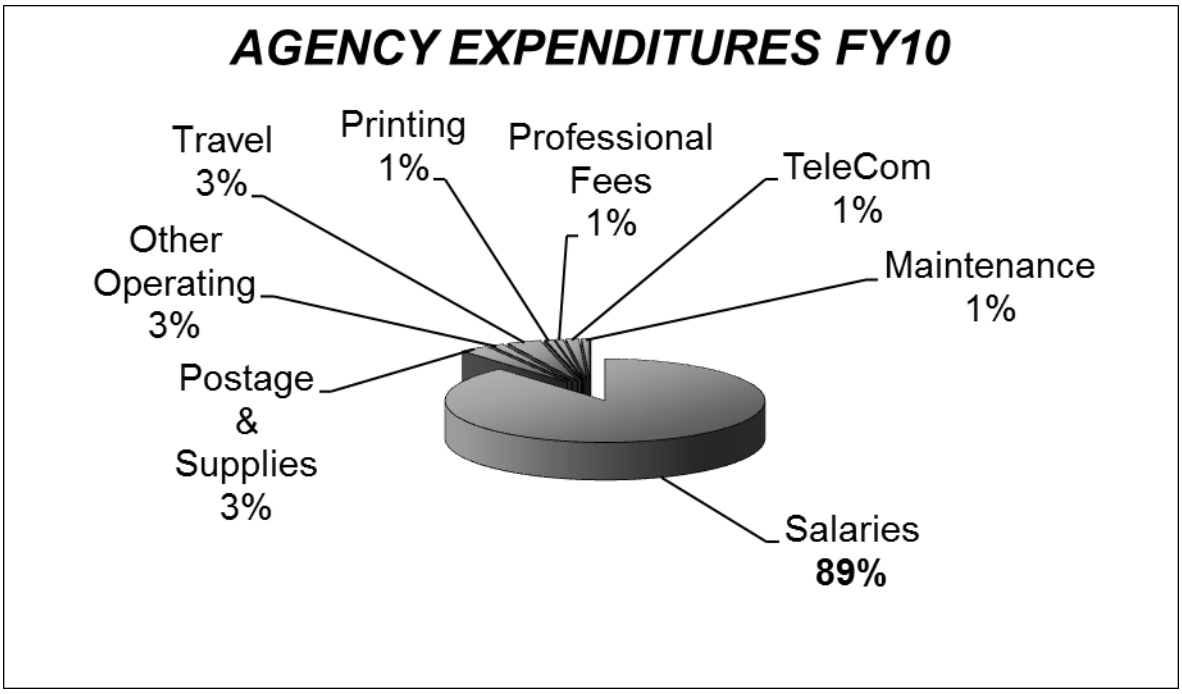
Agency Expenditures					
Expenditures	**2009**	**2010**	**2011**	**2012**	**2013**
Salaries	$839,286	$836,924	$841,016	$863,439	$856,002
Payroll Indirect Costs	217,770	230,407	243,192	231,142	240,697
Postage & Supplies	42,856	27,956	31,083	26,803	29,976
Other Operating	13,244	12,280	7,392	11,329	1,110
Travel	33,915	32,487	24,830	24,991	28,577
Capital Outlay	9,642	0	0	0	0
Printing	8,512	7,522	5,897	6,674	4,212
Professional Fees	9,329	7,426	7,027	22,164	10,583
Telecommunications	15,886	12,623	8,783	7,317	10,392
Maintenance	14,084	7,480	3,814	5,717	3,681
Rentals	1,035	346	334	341	336
	$1,205,559	$1,175,451	$1,175,451	$1,199,917	$1,195,566

(Pie charts of annual expenses follow)

Appendix H (cont.)

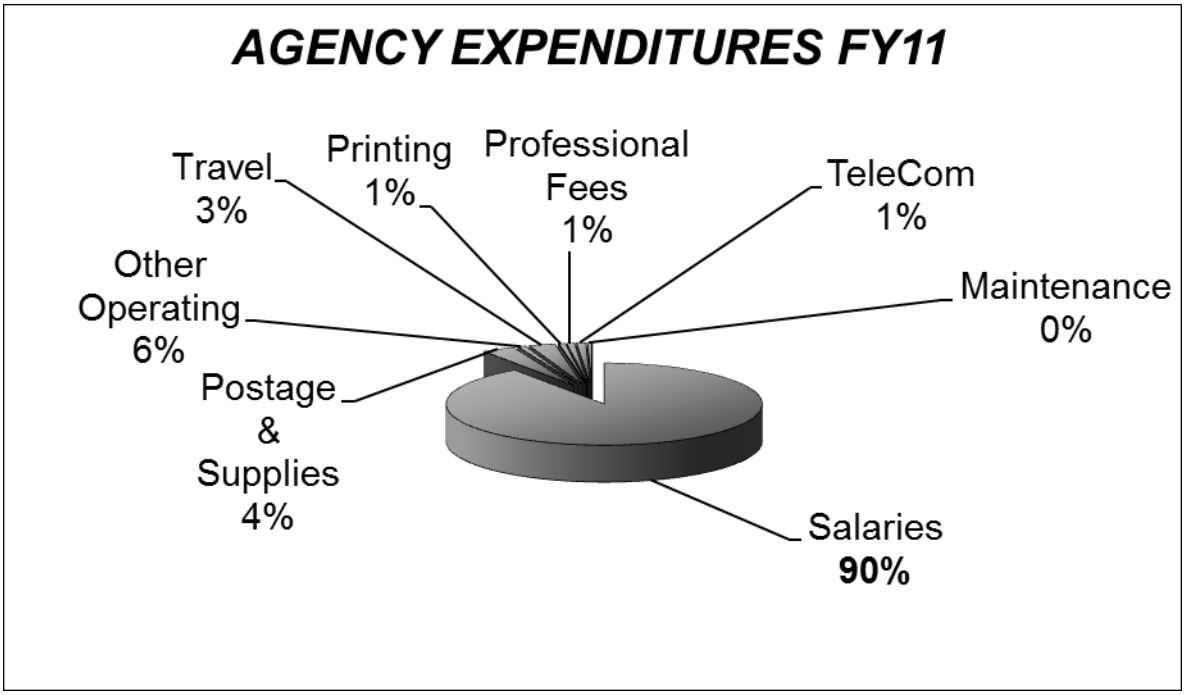
Expense Categories as a Percentage of Total Operational Expenses
(note that payroll indirect costs are not included in chart calculations)

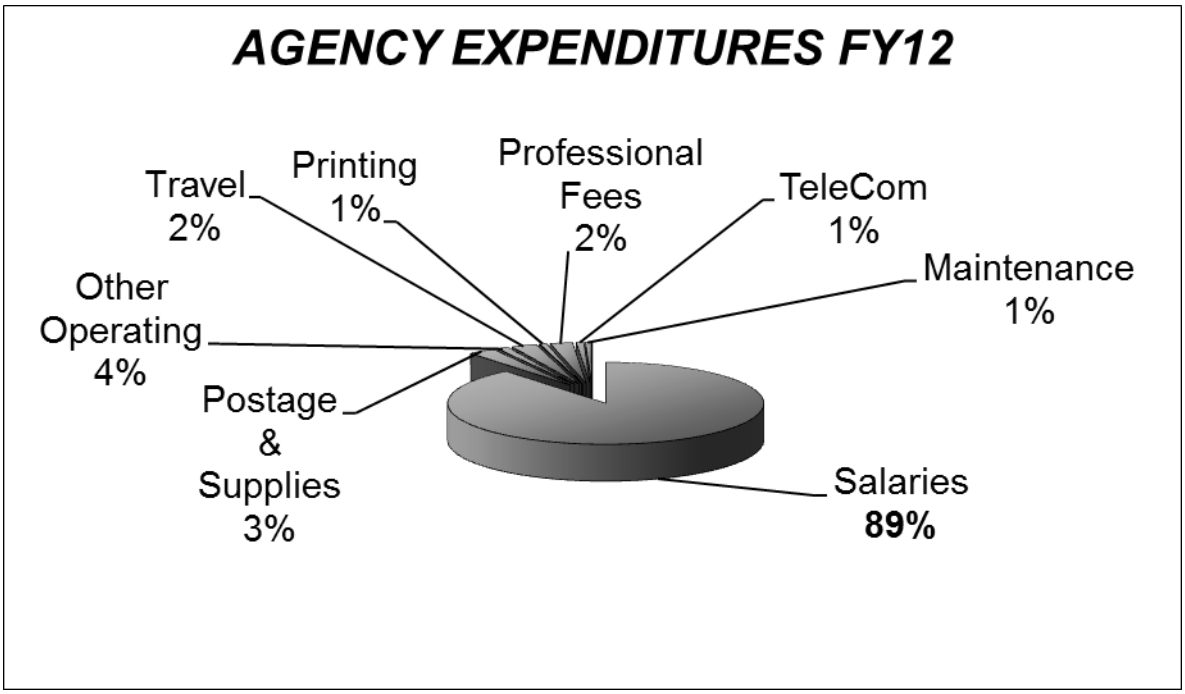




Appendix H (cont.)

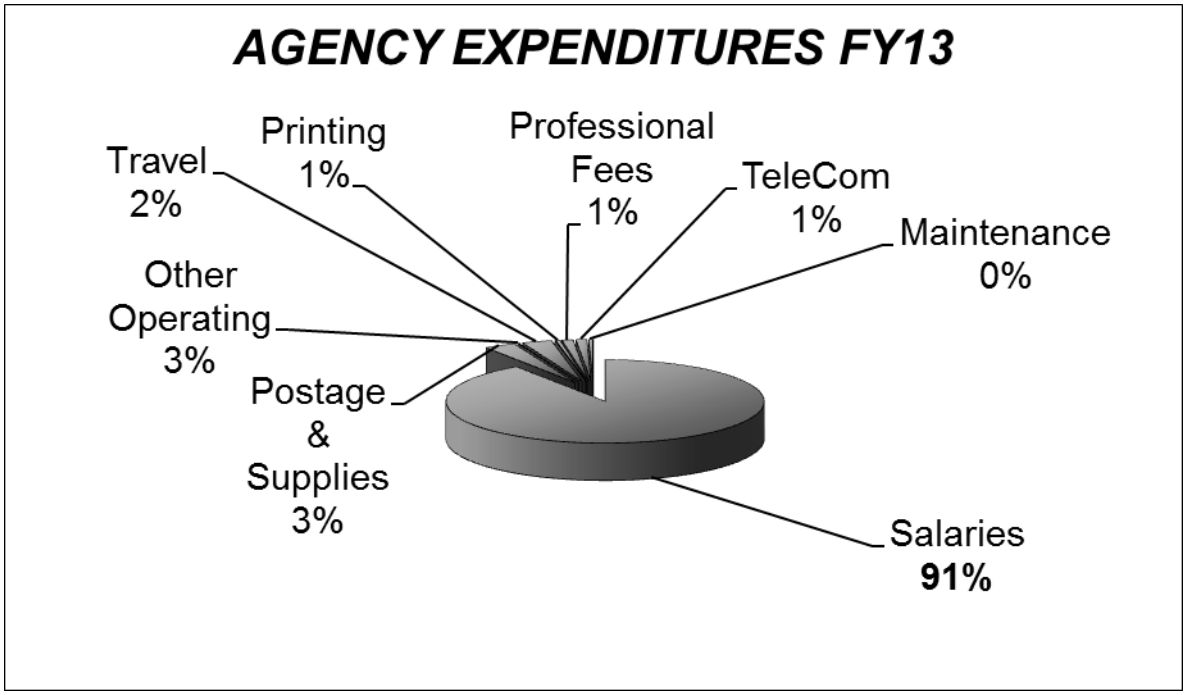
Expense Categories as a Percentage of Total Operational Expenses (cont.)
(note that payroll indirect costs are not included in charts)





Appendix H (cont.)

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



Appendix H (cont.)

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

FY	Appropriated in General Appropriations Bill	Appropriated Receipts Collected	Variance	Notes
2014	$80,677	$43,090	$(37,587)	As of June 1
2013	$80,677	$76,254	$ (4,423)	
2012	$80,677	$90,280	$ 9,603	
2011	$80,678	$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	

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Appendix I

DISTRIBUTION OF THERAPIST PRACTICE IN TEXAS

Physical Therapists by County of Practice and/or Residence – September 2013 (*See notes at end of table)

County	2013 Population	2013 PT Total	Ratio of 2013 Population per PT	Ratio of PTs per 100,000 Population	Rank
Anderson	59,489	20	2,974.5	33.6	94
Andrews	15,604	2	7,802.0	12.8	185
Angelina	89,060	48	1,855.4	53.9	40
Aransas	24,061	7	3,437.3	29.1	105
Archer	9,310	0	-	0.0	-
Armstrong	1,930	0	-	0.0	-
Atascosa	48,146	13	3,703.5	27.0	121
Austin	30,735	5	6,147.0	16.3	166
Bailey	7,594	2	3,797.0	26.3	123
Bandera	21,827	6	3,637.8	27.5	116
Bastrop	81,431	14	5,816.5	17.2	159
Baylor	3,748	2	1,874.0	53.4	41
Bee	32,237	6	5,372.8	18.6	154
Bell	335,444	133	2,522.1	39.6	75
Bexar	1,815,272	878	2,067.5	48.4	54
Blanco	11,231	2	5,615.5	17.8	157
Borden	652	0	-	0.0	-
Bosque	18,787	1	18,787.0	5.3	210
Bowie	93,240	72	1,295.0	77.2	12
Brazoria	340,071	128	2,656.8	37.6	84
Brazos	207,100	101	2,050.5	48.8	51
Brewster	9,528	8	1,191.0	84.0	7
Briscoe	1,649	0	-	0.0	-
Brooks	7,358	1	7,358.0	13.6	180
Brown	38,800	28	1,385.7	72.2	16
Burleson	17,928	5	3,585.6	27.9	113

County	2013 Population	2013 PT Total	Ratio of 2013 Population per PT	Ratio of PTs per 100,000 Population	Rank
Burnet	45,621	23	1,983.5	50.4	46
Caldwell	41,224	9	4,580.4	21.8	140
Calhoun	22,503	6	3,750.5	26.7	122
Callahan	14,045	3	4,681.7	21.4	143
Cameron	430,967	113	3,813.9	26.2	124
Camp	13,000	5	2,600.0	38.5	81
Carson	6,316	1	6,316.0	15.8	168
Cass	30,832	4	7,708.0	13.0	184
Castro	8,328	2	4,164.0	24.0	131
Chambers	38,549	2	19,274.5	5.2	211
Cherokee	52,741	7	7,534.4	13.3	182
Childress	7,168	2	3,584.0	27.9	112
Clay	10,945	5	2,189.0	45.7	64
Cochran	3,238	0	-	0.0	-
Coke	3,264	0	-	0.0	-
Coleman	9,057	3	3,019.0	33.1	97
Collin	880,765	640	1,376.2	72.7	15
Collingsworth	3,125	2	1,562.5	64.0	23
Colorado	21,400	4	5,350.0	18.7	153
Comal	120,406	116	1,038.0	96.3	3
Comanche	14,184	7	2,026.3	49.4	48
Concho	4,258	0	-	0.0	-
Cooke	39,397	18	2,188.7	45.7	63
Coryell	78,953	9	8,772.6	11.4	189
Cottle	1,531	0	-	0.0	-
Crane	4,643	0	-	0.0	-
Crockett	3,829	1	3,829.0	26.1	125
Crosby	6,393	2	3,196.5	31.3	100
Culberson	2,488	1	2,488.0	40.2	74
Dallam	7,123	2	3,561.5	28.1	111
Dallas	2,442,673	1,381	1,768.8	56.5	35

County	2013 Population	2013 PT Total	Ratio of 2013 Population per PT	Ratio of PTs per 100,000 Population	Rank
Dawson	14,149	1	14,149.0	7.1	205
Deaf Smith	20,288	3	6,762.7	14.8	175
Delta	5,421	0	-	0.0	-
Denton	738,412	343	2,152.8	46.5	56
DeWitt	20,437	3	6,812.3	14.7	176
Dickens	2,485	0	-	0.0	-
Dimmit	10,227	0	-	0.0	-
Donley	3,713	0	-	0.0	-
Duval	12,064	0	-	0.0	-
Eastland	18,930	8	2,366.3	42.3	69
Ector	143,716	51	2,818.0	35.5	89
Edwards	2,053	0	-	0.0	-
El Paso	843,968	318	2,654.0	37.7	83
Ellis	164,028	56	2,929.1	34.1	93
Erath	39,033	13	3,002.5	33.3	95
Falls	18,376	2	9,188.0	10.9	191
Fannin	35,017	11	3,183.4	31.4	99
Fayette	25,646	11	2,331.5	42.9	68
Fisher	3,965	2	1,982.5	50.4	45
Floyd	6,543	4	1,635.8	61.1	29
Foard	1,343	0	-	0.0	-
Fort Bend	667,072	335	1,991.3	50.2	47
Franklin	10,946	5	2,189.2	45.7	65
Freestone	20,414	4	5,103.5	19.6	151
Frio	18,085	3	6,028.3	16.6	165
Gaines	18,893	4	4,723.3	21.2	145
Galveston	304,276	148	2,055.9	48.6	52
Garza	6,705	0	-	0.0	-
Gillespie	26,313	25	1,052.5	95.0	4
Glasscock	1,263	0	-	0.0	-
Goliad	7,585	1	7,585.0	13.2	183

County	2013 Population	2013 PT Total	Ratio of 2013 Population per PT	Ratio of PTs per 100,000 Population	Rank
Gonzales	20,578	5	4,115.6	24.3	130
Gray	23,112	6	3,852.0	26.0	126
Grayson	124,595	82	1,519.5	65.8	19
Gregg	125,933	77	1,635.5	61.1	28
Grimes	27,800	6	4,633.3	21.6	142
Guadalupe	146,330	44	3,325.7	30.1	101
Hale	36,859	13	2,835.3	35.3	90
Hall	3,349	2	1,674.5	59.7	33
Hamilton	8,619	4	2,154.8	46.4	58
Hansford	5,863	1	5,863.0	17.1	162
Hardeman	4,231	4	1,057.8	94.5	5
Hardin	57,016	9	6,335.1	15.8	170
Harris	4,317,916	1,817	2,376.4	42.1	71
Harrison	67,452	16	4,215.8	23.7	134
Hartley	6,148	0	-	0.0	-
Haskell	5,951	1	5,951.0	16.8	163
Hays	183,007	99	1,848.6	54.1	39
Hemphill	3,991	1	3,991.0	25.1	128
Henderson	80,679	22	3,667.2	27.3	120
Hidalgo	840,228	193	4,353.5	23.0	135
Hill	36,360	4	9,090.0	11.0	190
Hockley	23,631	7	3,375.9	29.6	104
Hood	54,111	24	2,254.6	44.4	67
Hopkins	36,302	14	2,593.0	38.6	78
Houston	24,062	4	6,015.5	16.6	164
Howard	35,927	8	4,490.9	22.3	137
Hudspeth	3,631	0	-	0.0	-
Hunt	91,195	30	3,039.8	32.9	98
Hutchinson	22,249	4	5,562.3	18.0	156
Irion	1,637	1	1,637.0	61.1	30
Jack	9,274	1	9,274.0	10.8	192

County	2013 Population	2013 PT Total	Ratio of 2013 Population per PT	Ratio of PTs per 100,000 Population	Rank
Jackson	14,122	1	14,122.0	7.1	204
Jasper	36,166	10	3,616.6	27.7	114
Jeff Davis	2,388	0	-	0.0	-
Jefferson	256,347	114	2,248.7	44.5	66
Jim Hogg	5,470	0	-	0.0	-
Jim Wells	41,787	4	10,446.8	9.6	195
Johnson	161,125	36	4,475.7	22.3	136
Jones	20,768	6	3,461.3	28.9	107
Karnes	15,235	7	2,176.4	45.9	62
Kaufman	116,086	22	5,276.6	19.0	152
Kendall	36,781	24	1,532.5	65.3	20
Kenedy	430	0	-	0.0	-
Kent	802	0	-	0.0	-
Kerr	51,800	33	1,569.7	63.7	24
Kimble	4,748	1	4,748.0	21.1	147
King	291	0	-	0.0	-
Kinney	3,667	1	3,667.0	27.3	119
Kleberg	33,085	21	1,575.5	63.5	25
Knox	3,739	3	1,246.3	80.2	10
La Salle	7,293	1	7,293.0	13.7	179
Lamar	50,864	38	1,338.5	74.7	13
Lamb	14,185	5	2,837.0	35.2	91
Lampasas	20,744	8	2,593.0	38.6	78
Lavaca	19,339	12	1,611.6	62.1	27
Lee	17,380	8	2,172.5	46.0	61
Leon	17,544	1	17,544.0	5.7	209
Liberty	80,337	10	8,033.7	12.4	187
Limestone	24,183	9	2,687.0	37.2	86
Lipscomb	3,442	1	3,442.0	29.1	106
Live Oak	11,632	2	5,816.0	17.2	158
Llano	19,907	2	9,953.5	10.0	194

County	2013 Population	2013 PT Total	Ratio of 2013 Population per PT	Ratio of PTs per 100,000 Population	Rank
Loving	82	0	-	0.0	-
Lubbock	288,800	235	1,228.9	81.4	9
Lynn	6,021	2	3,010.5	33.2	96
Madison	14,215	2	7,107.5	14.1	178
Marion	10,769	1	10,769.0	9.3	196
Martin	5,012	1	5,012.0	20.0	150
Mason	4,112	2	2,056.0	48.6	53
Matagorda	37,531	8	4,691.4	21.3	144
Maverick	56,960	9	6,328.9	15.8	169
McCulloch	8,489	4	2,122.3	47.1	55
McLennan	240,337	111	2,165.2	46.2	59
McMullen	720	0	-	0.0	-
Medina	49,251	7	7,035.9	14.2	177
Menard	2,276	0	-	0.0	-
Midland	143,405	70	2,048.6	48.8	50
Milam	25,320	7	3,617.1	27.6	115
Mills	4,988	1	4,988.0	20.0	149
Mitchell	9,591	4	2,397.8	41.7	72
Montague	20,159	12	1,679.9	59.5	34
Montgomery	511,570	267	1,916.0	52.2	43
Moore	22,988	8	2,873.5	34.8	92
Morris	13,204	0	-	0.0	-
Motley	1,212	0	-	0.0	-
Nacogdoches	67,202	31	2,167.8	46.1	60
Navarro	49,833	11	4,530.3	22.1	138
Newton	14,312	0	-	0.0	-
Nolan	15,533	10	1,553.3	64.4	22
Nueces	350,167	183	1,913.5	52.3	42
Ochiltree	10,966	3	3,655.3	27.4	118
Oldham	2,097	0	-	0.0	-
Orange	83,676	10	8,367.6	12.0	188

County	2013 Population	2013 PT Total	Ratio of 2013 Population per PT	Ratio of PTs per 100,000 Population	Rank
Palo Pinto	29,128	12	2,427.3	41.2	73
Panola	24,413	6	4,068.8	24.6	129
Parker	128,708	51	2,523.7	39.6	76
Parmer	10,886	4	2,721.5	36.7	87
Pecos	15,986	2	7,993.0	12.5	186
Polk	47,321	10	4,732.1	21.1	146
Potter	124,853	86	1,451.8	68.9	17
Presidio	8,109	0	-	0.0	-
Rains	11,562	1	11,562.0	8.6	201
Randall	127,080	36	3,530.0	28.3	110
Reagan	3,539	0	-	0.0	-
Real	3,375	1	3,375.0	29.6	103
Red River	12,988	2	6,494.0	15.4	172
Reeves	14,258	6	2,376.3	42.1	70
Refugio	7,455	1	7,455.0	13.4	181
Roberts	955	0	-	0.0	-
Robertson	17,484	1	17,484.0	5.7	208
Rockwall	89,493	71	1,260.5	79.3	11
Runnels	10,634	4	2,658.5	37.6	85
Rusk	56,181	5	11,236.2	8.9	200
Sabine	11,169	1	11,169.0	9.0	199
San Augustine	9,034	0	-	0.0	-
San Jacinto	28,240	0	-	0.0	-
San Patricio	65,380	6	10,896.7	9.2	198
San Saba	6,240	1	6,240.0	16.0	167
Schleicher	3,639	1	3,639.0	27.5	117
Scurry	17,479	3	5,826.3	17.2	161
Shackelford	3,477	1	3,477.0	28.8	108
Shelby	26,255	4	6,563.8	15.2	174
Sherman	3,149	0	-	0.0	-
Smith	219,360	184	1,192.2	83.9	8

County	2013 Population	2013 PT Total	Ratio of 2013 Population per PT	Ratio of PTs per 100,000 Population	Rank
Somervell	9,030	5	1,806.0	55.4	36
Starr	63,184	5	12,636.8	7.9	203
Stephens	9,769	1	9,769.0	10.2	193
Sterling	1,170	0	-	0.0	-
Stonewall	1,501	2	750.5	133.2	1
Sutton	4,306	2	2,153.0	46.4	57
Swisher	7,976	2	3,988.0	25.1	127
Tarrant	1,899,440	1,030	1,844.1	54.2	38
Taylor	134,122	145	925.0	108.1	2
Terrell	1,008	0	-	0.0	-
Terry	12,916	2	6,458.0	15.5	171
Throckmorton	1,657	1	1,657.0	60.4	31
Titus	33,736	13	2,595.1	38.5	80
Tom Green	111,859	67	1,669.5	59.9	32
Travis	1,095,143	818	1,338.8	74.7	14
Trinity	15,175	1	15,175.0	6.6	206
Tyler	22,166	1	22,166.0	4.5	212
Upshur	41,128	9	4,569.8	21.9	139
Upton	3,524	1	3,524.0	28.4	109
Uvalde	27,160	14	1,940.0	51.5	44
Val Verde	50,361	12	4,196.8	23.8	133
Van Zandt	54,343	11	4,940.3	20.2	148
Victoria	88,592	61	1,452.3	68.9	18
Walker	69,266	27	2,565.4	39.0	77
Waller	47,500	3	15,833.3	6.3	207
Ward	10,876	1	10,876.0	9.2	197
Washington	34,953	19	1,839.6	54.4	37
Webb	269,106	41	6,563.6	15.2	173
Wharton	41,982	16	2,623.9	38.1	82
Wheeler	5,554	2	2,777.0	36.0	88
Wichita	131,805	85	1,550.6	64.5	21

County	2013 Population	2013 PT Total	Ratio of 2013 Population per PT	Ratio of PTs per 100,000 Population	Rank
Wilbarger	13,854	3	4,618.0	21.7	141
Willacy	23,291	4	5,822.8	17.2	160
Williamson	479,989	299	1,605.3	62.3	26
Wilson	47,150	14	3,367.9	29.7	102
Winkler	7,472	0	-	0.0	-
Wise	63,432	31	2,046.2	48.9	49
Wood	44,041	8	5,505.1	18.2	155
Yoakum	8,359	2	4,179.5	23.9	132
Young	18,898	16	1,181.1	84.7	6
Zapata	14,854	0	-	0.0	-
Zavala	12,011	1	12,011.0	8.3	202
Texas Total	**26,664,574**	**12,354**	**2,158.4**	**46.3**	

* Data rounded to nearest whole number

Data Source: Texas Board of Physical Therapy Examiners - September 11, 2013

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, 2013

Appendix I (cont.)

Physical Therapist Assistants by County of Practice and/or Residence – September 2013

(See notes at end of table)

County	2013 Population	2013 PTA Total	Ratio of 2013 Population per PTA	Ratio of PTAs per 100,000 Population	Rank
Anderson	59,489	14	4,249.2	23.5	112
Andrews	15,604	2	7,802.0	12.8	159
Angelina	89,060	32	2,783.1	35.9	47
Aransas	24,061	11	2,187.4	45.7	26
Archer	9,310	0	-	0.0	-
Armstrong	1,930	0	-	0.0	-
Atascosa	48,146	12	4,012.2	24.9	97
Austin	30,735	8	3,841.9	26.0	91
Bailey	7,594	1	7,594.0	13.2	158
Bandera	21,827	2	10,913.5	9.2	179
Bastrop	81,431	15	5,428.7	18.4	138
Baylor	3,748	0	-	0.0	-
Bee	32,237	8	4,029.6	24.8	98
Bell	335,444	90	3,727.2	26.8	85
Bexar	1,815,272	570	3,184.7	31.4	62
Blanco	11,231	0	-	0.0	-
Borden	652	0	-	0.0	-
Bosque	18,787	6	3,131.2	31.9	58
Bowie	93,240	43	2,168.4	46.1	24
Brazoria	340,071	86	3,954.3	25.3	93
Brazos	207,100	81	2,556.8	39.1	38
Brewster	9,528	0	-	0.0	-
Briscoe	1,649	0	-	0.0	-
Brooks	7,358	0	-	0.0	-
Brown	38,800	11	3,527.3	28.4	75
Burleson	17,928	3	5,976.0	16.7	145
Burnet	45,621	15	3,041.4	32.9	55
Caldwell	41,224	10	4,122.4	24.3	107
Calhoun	22,503	9	2,500.3	40.0	34
Callahan	14,045	1	14,045.0	7.1	186
Cameron	430,967	75	5,746.2	17.4	140
Camp	13,000	3	4,333.3	23.1	116
Carson	6,316	0	-	0.0	-
Cass	30,832	7	4,404.6	22.7	119
Castro	8,328	3	2,776.0	36.0	46
Chambers	38,549	3	12,849.7	7.8	185
Cherokee	52,741	12	4,395.1	22.8	118

County	2013 Population	2013 PTA Total	Ratio of 2013 Population per PTA	Ratio of PTAs per 100,000 Population	Rank
Childress	7,168	3	2,389.3	41.9	31
Clay	10,945	1	10,945.0	9.1	180
Cochran	3,238	0	-	0.0	-
Coke	3,264	0	-	0.0	-
Coleman	9,057	1	9,057.0	11.0	168
Collin	880,765	134	6,572.9	15.2	151
Collingsworth	3,125	1	3,125.0	32.0	57
Colorado	21,400	15	1,426.7	70.1	8
Comal	120,406	45	2,675.7	37.4	44
Comanche	14,184	3	4,728.0	21.2	126
Concho	4,258	1	4,258.0	23.5	113
Cooke	39,397	8	4,924.6	20.3	129
Coryell	78,953	7	11,279.0	8.9	183
Cottle	1,531	0	-	0.0	-
Crane	4,643	1	4,643.0	21.5	123
Crockett	3,829	0	-	0.0	-
Crosby	6,393	0	-	0.0	-
Culberson	2,488	0	-	0.0	-
Dallam	7,123	2	3,561.5	28.1	78
Dallas	2,442,673	275	8,882.4	11.3	166
Dawson	14,149	0	-	0.0	-
Deaf Smith	20,288	7	2,898.3	34.5	50
Delta	5,421	0	-	0.0	-
Denton	738,412	112	6,593.0	15.2	152
DeWitt	20,437	12	1,703.1	58.7	14
Dickens	2,485	0	-	0.0	-
Dimmit	10,227	1	10,227.0	9.8	175
Donley	3,713	1	3,713.0	26.9	84
Duval	12,064	2	6,032.0	16.6	146
Eastland	18,930	5	3,786.0	26.4	89
Ector	143,716	68	2,113.5	47.3	22
Edwards	2,053	0	-	0.0	-
El Paso	843,968	241	3,501.9	28.6	70
Ellis	164,028	27	6,075.1	16.5	147
Erath	39,033	12	3,252.8	30.7	63
Falls	18,376	7	2,625.1	38.1	40
Fannin	35,017	4	8,754.3	11.4	164
Fayette	25,646	12	2,137.2	46.8	23
Fisher	3,965	1	3,965.0	25.2	94
Floyd	6,543	0	-	0.0	-
Foard	1,343	0	-	0.0	-
Fort Bend	667,072	151	4,417.7	22.6	120

County	2013 Population	2013 PTA Total	Ratio of 2013 Population per PTA	Ratio of PTAs per 100,000 Population	Rank
Franklin	10,946	9	1,216.2	82.2	3
Freestone	20,414	5	4,082.8	24.5	104
Frio	18,085	1	18,085.0	5.5	191
Gaines	18,893	4	4,723.3	21.2	124
Galveston	304,276	75	4,057.0	24.6	101
Garza	6,705	1	6,705.0	14.9	154
Gillespie	26,313	10	2,631.3	38.0	41
Glasscock	1,263	0	-	0.0	-
Goliad	7,585	0	-	0.0	-
Gonzales	20,578	2	10,289.0	9.7	176
Gray	23,112	8	2,889.0	34.6	49
Grayson	124,595	47	2,651.0	37.7	42
Gregg	125,933	85	1,481.6	67.5	10
Grimes	27,800	5	5,560.0	18.0	139
Guadalupe	146,330	34	4,303.8	23.2	114
Hale	36,859	4	9,214.8	10.9	169
Hall	3,349	2	1,674.5	59.7	13
Hamilton	8,619	2	4,309.5	23.2	115
Hansford	5,863	2	2,931.5	34.1	51
Hardeman	4,231	3	1,410.3	70.9	7
Hardin	57,016	6	9,502.7	10.5	173
Harris	4,317,916	875	4,934.8	20.3	130
Harrison	67,452	27	2,498.2	40.0	33
Hartley	6,148	1	6,148.0	16.3	148
Haskell	5,951	0	-	0.0	-
Hays	183,007	31	5,903.5	16.9	142
Hemphill	3,991	1	3,991.0	25.1	95
Henderson	80,679	20	4,034.0	24.8	99
Hidalgo	840,228	254	3,308.0	30.2	66
Hill	36,360	9	4,040.0	24.8	100
Hockley	23,631	3	7,877.0	12.7	160
Hood	54,111	14	3,865.1	25.9	92
Hopkins	36,302	7	5,186.0	19.3	136
Houston	24,062	7	3,437.4	29.1	68
Howard	35,927	10	3,592.7	27.8	79
Hudspeth	3,631	0	-	0.0	-
Hunt	91,195	13	7,015.0	14.3	155
Hutchinson	22,249	7	3,178.4	31.5	61
Irion	1,637	0	-	0.0	-
Jack	9,274	1	9,274.0	10.8	170
Jackson	14,122	8	1,765.3	56.6	15
Jasper	36,166	11	3,287.8	30.4	64

County	2013 Population	2013 PTA Total	Ratio of 2013 Population per PTA	Ratio of PTAs per 100,000 Population	Rank
Jeff Davis	2,388	0	-	0.0	-
Jefferson	256,347	63	4,069.0	24.6	103
Jim Hogg	5,470	3	1,823.3	54.8	17
Jim Wells	41,787	14	2,984.8	33.5	52
Johnson	161,125	27	5,967.6	16.8	144
Jones	20,768	1	20,768.0	4.8	192
Karnes	15,235	4	3,808.8	26.3	90
Kaufman	116,086	11	10,553.3	9.5	177
Kendall	36,781	9	4,086.8	24.5	105
Kenedy	430	0	-	0.0	-
Kent	802	0	-	0.0	-
Kerr	51,800	18	2,877.8	34.7	48
Kimble	4,748	0	-	0.0	-
King	291	0	-	0.0	-
Kinney	3,667	0	-	0.0	-
Kleberg	33,085	23	1,438.5	69.5	9
Knox	3,739	0	-	0.0	-
La Salle	7,293	2	3,646.5	27.4	83
Lamar	50,864	20	2,543.2	39.3	36
Lamb	14,185	1	14,185.0	7.0	187
Lampasas	20,744	5	4,148.8	24.1	108
Lavaca	19,339	13	1,487.6	67.2	11
Lee	17,380	5	3,476.0	28.8	69
Leon	17,544	2	8,772.0	11.4	165
Liberty	80,337	9	8,926.3	11.2	167
Limestone	24,183	11	2,198.5	45.5	27
Lipscomb	3,442	0	-	0.0	-
Live Oak	11,632	6	1,938.7	51.6	19
Llano	19,907	6	3,317.8	30.1	67
Loving	82	0	-	0.0	-
Lubbock	288,800	77	3,750.6	26.7	87
Lynn	6,021	0	-	0.0	-
Madison	14,215	4	3,553.8	28.1	77
Marion	10,769	1	10,769.0	9.3	178
Martin	5,012	2	2,506.0	39.9	35
Mason	4,112	0	-	0.0	-
Matagorda	37,531	27	1,390.0	71.9	6
Maverick	56,960	6	9,493.3	10.5	172
McCulloch	8,489	0	-	0.0	-
McLennan	240,337	119	2,019.6	49.5	21
McMullen	720	0	-	0.0	-
Medina	49,251	11	4,477.4	22.3	121

County	2013 Population	2013 PTA Total	Ratio of 2013 Population per PTA	Ratio of PTAs per 100,000 Population	Rank
Menard	2,276	0	-	0.0	-
Midland	143,405	54	2,655.6	37.7	43
Milam	25,320	8	3,165.0	31.6	60
Mills	4,988	1	4,988.0	20.0	133
Mitchell	9,591	1	9,591.0	10.4	174
Montague	20,159	4	5,039.8	19.8	134
Montgomery	511,570	146	3,503.9	28.5	71
Moore	22,988	9	2,554.2	39.2	37
Morris	13,204	2	6,602.0	15.1	153
Motley	1,212	0	-	0.0	-
Nacogdoches	67,202	16	4,200.1	23.8	111
Navarro	49,833	27	1,845.7	54.2	18
Newton	14,312	0	-	0.0	-
Nolan	15,533	3	5,177.7	19.3	135
Nueces	350,167	156	2,244.7	44.6	29
Ochiltree	10,966	1	10,966.0	9.1	181
Oldham	2,097	0	-	0.0	-
Orange	83,676	5	16,735.2	6.0	190
Palo Pinto	29,128	4	7,282.0	13.7	156
Panola	24,413	11	2,219.4	45.1	28
Parker	128,708	53	2,428.5	41.2	32
Parmer	10,886	3	3,628.7	27.6	81
Pecos	15,986	3	5,328.7	18.8	137
Polk	47,321	8	5,915.1	16.9	143
Potter	124,853	115	1,085.7	92.1	1
Presidio	8,109	0	-	0.0	-
Rains	11,562	2	5,781.0	17.3	141
Randall	127,080	41	3,099.5	32.3	56
Reagan	3,539	1	3,539.0	28.3	76
Real	3,375	0	-	0.0	-
Red River	12,988	2	6,494.0	15.4	150
Reeves	14,258	1	14,258.0	7.0	188
Refugio	7,455	5	1,491.0	67.1	12
Roberts	955	0	-	0.0	-
Robertson	17,484	4	4,371.0	22.9	117
Rockwall	89,493	22	4,067.9	24.6	102
Runnels	10,634	0	-	0.0	-
Rusk	56,181	16	3,511.3	28.5	72
Sabine	11,169	0	-	0.0	-
San Augustine	9,034	3	3,011.3	33.2	54
San Jacinto	28,240	3	9,413.3	10.6	171
San Patricio	65,380	18	3,632.2	27.5	82

County	2013 Population	2013 PTA Total	Ratio of 2013 Population per PTA	Ratio of PTAs per 100,000 Population	Rank
San Saba	6,240	0	-	0.0	-
Schleicher	3,639	0	-	0.0	-
Scurry	17,479	2	8,739.5	11.4	163
Shackelford	3,477	0	-	0.0	-
Shelby	26,255	1	26,255.0	3.8	194
Sherman	3,149	0	-	0.0	-
Smith	219,360	122	1,798.0	55.6	16
Somervell	9,030	3	3,010.0	33.2	53
Starr	63,184	13	4,860.3	20.6	128
Stephens	9,769	0	-	0.0	-
Sterling	1,170	0	-	0.0	-
Stonewall	1,501	0	-	0.0	-
Sutton	4,306	0	-	0.0	-
Swisher	7,976	1	7,976.0	12.5	161
Tarrant	1,899,440	381	4,985.4	20.1	132
Taylor	134,122	32	4,191.3	23.9	109
Terrell	1,008	0	-	0.0	-
Terry	12,916	2	6,458.0	15.5	149
Throckmorton	1,657	0	-	0.0	-
Titus	33,736	15	2,249.1	44.5	30
Tom Green	111,859	28	3,995.0	25.0	96
Travis	1,095,143	226	4,845.8	20.6	127
Trinity	15,175	1	15,175.0	6.6	189
Tyler	22,166	2	11,083.0	9.0	182
Upshur	41,128	11	3,738.9	26.7	86
Upton	3,524	1	3,524.0	28.4	73
Uvalde	27,160	6	4,526.7	22.1	122
Val Verde	50,361	12	4,196.8	23.8	110
Van Zandt	54,343	11	4,940.3	20.2	131
Victoria	88,592	77	1,150.5	86.9	2
Walker	69,266	21	3,298.4	30.3	65
Waller	47,500	2	23,750.0	4.2	193
Ward	10,876	3	3,625.3	27.6	80
Washington	34,953	16	2,184.6	45.8	25
Webb	269,106	135	1,993.4	50.2	20
Wharton	41,982	31	1,354.3	73.8	4
Wheeler	5,554	4	1,388.5	72.0	5
Wichita	131,805	35	3,765.9	26.6	88
Wilbarger	13,854	5	2,770.8	36.1	45
Willacy	23,291	2	11,645.5	8.6	184
Williamson	479,989	117	4,102.5	24.4	106
Wilson	47,150	15	3,143.3	31.8	59

County	2013 Population	2013 PTA Total	Ratio of 2013 Population per PTA	Ratio of PTAs per 100,000 Population	Rank
Winkler	7,472	0	-	0.0	-
Wise	63,432	18	3,524.0	28.4	73
Wood	44,041	17	2,590.6	38.6	39
Yoakum	8,359	1	8,359.0	12.0	162
Young	18,898	4	4,724.5	21.2	125
Zapata	14,854	2	7,427.0	13.5	157
Zavala	12,011	0	-	0.0	-
Texas Total	**26,664,574**	**6,520**	**4,089.7**	**24.5**	**-**

* Data rounded to nearest whole number

Data Source: Texas Board of Physical Therapy Examiners – September 12, 2013

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, 2013.

Appendix I (cont.)

Occupational Therapists by County of Practice and/or Residence – September 2013

(See notes at bottom of table)

County	2013 Population	2013 OT Total	Ratio of 2013 Population per OT	Ratio of OTs per 100,000 Population	Rank
Anderson	59,489	5	11,897.8	8.4	151
Andrews	15,604	0	-	0.0	-
Angelina	89,060	26	3,425.4	29.2	41
Aransas	24,061	3	8,020.3	12.5	122
Archer	9,310	1	9,310.0	10.7	134
Armstrong	1,930	1	1,930.0	51.8	5
Atascosa	48,146	9	5,349.6	18.7	79
Austin	30,735	4	7,683.8	13.0	118
Bailey	7,594	0	-	0.0	-
Bandera	21,827	5	4,365.4	22.9	65
Bastrop	81,431	11	7,402.8	13.5	113
Baylor	3,748	2	1,874.0	53.4	4
Bee	32,237	3	10,745.7	9.3	146
Bell	335,444	79	4,246.1	23.6	60
Bexar	1,815,272	584	3,108.3	32.2	30
Blanco	11,231	0	-	0.0	-
Borden	652	0	-	0.0	-
Bosque	18,787	1	18,787.0	5.3	164
Bowie	93,240	53	1,759.2	56.8	3
Brazoria	340,071	82	4,147.2	24.1	56
Brazos	207,100	48	4,314.6	23.2	62
Brewster	9,528	2	4,764.0	21.0	71
Briscoe	1,649	0	-	0.0	-
Brooks	7,358	1	7,358.0	13.6	112
Brown	38,800	12	3,233.3	30.9	36
Burleson	17,928	2	8,964.0	11.2	130
Burnet	45,621	10	4,562.1	21.9	67
Caldwell	41,224	7	5,889.1	17.0	85
Calhoun	22,503	4	5,625.8	17.8	81
Callahan	14,045	0	-	0.0	-
Cameron	430,967	116	3,715.2	26.9	50
Camp	13,000	0	-	0.0	-
Carson	6,316	1	6,316.0	15.8	93
Cass	30,832	3	10,277.3	9.7	142
Castro	8,328	3	2,776.0	36.0	20
Chambers	38,549	5	7,709.8	13.0	120
Cherokee	52,741	5	10,548.2	9.5	145

County	2013 Population	2013 OT Total	Ratio of 2013 Population per OT	Ratio of OTs per 100,000 Population	Rank
Childress	7,168	1	7,168.0	14.0	108
Clay	10,945	0	-	0.0	-
Cochran	3,238	0	-	0.0	-
Coke	3,264	0	-	0.0	-
Coleman	9,057	1	9,057.0	11.0	131
Collin	880,765	399	2,207.4	45.3	8
Collingsworth	3,125	1	3,125.0	32.0	31
Colorado	21,400	7	3,057.1	32.7	29
Comal	120,406	38	3,168.6	31.6	34
Comanche	14,184	1	14,184.0	7.1	156
Concho	4,258	1	4,258.0	23.5	61
Cooke	39,397	9	4,377.4	22.8	66
Coryell	78,953	4	19,738.3	5.1	166
Cottle	1,531	0	-	0.0	-
Crane	4,643	0	-	0.0	-
Crockett	3,829	1	3,829.0	26.1	53
Crosby	6,393	1	6,393.0	15.6	94
Culberson	2,488	0	-	0.0	-
Dallam	7,123	1	7,123.0	14.0	106
Dallas	2,442,673	885	2,760.1	36.2	19
Dawson	14,149	0	-	0.0	-
Deaf Smith	20,288	0	-	0.0	-
Delta	5,421	2	2,710.5	36.9	18
Denton	738,412	257	2,873.2	34.8	22
DeWitt	20,437	4	5,109.3	19.6	75
Dickens	2,485	0	-	0.0	-
Dimmit	10,227	1	10,227.0	9.8	141
Donley	3,713	0	-	0.0	-
Duval	12,064	2	6,032.0	16.6	89
Eastland	18,930	3	6,310.0	15.8	92
Ector	143,716	24	5,988.2	16.7	87
Edwards	2,053	0	-	0.0	-
El Paso	843,968	202	4,178.1	23.9	57
Ellis	164,028	25	6,561.1	15.2	98
Erath	39,033	6	6,505.5	15.4	97
Falls	18,376	1	18,376.0	5.4	163
Fannin	35,017	6	5,836.2	17.1	84
Fayette	25,646	7	3,663.7	27.3	48
Fisher	3,965	0	-	0.0	-
Floyd	6,543	0	-	0.0	-
Foard	1,343	0	-	0.0	-
Fort Bend	667,072	189	3,529.5	28.3	47

County	2013 Population	2013 OT Total	Ratio of 2013 Population per OT	Ratio of OTs per 100,000 Population	Rank
Franklin	10,946	1	10,946.0	9.1	148
Freestone	20,414	1	20,414.0	4.9	167
Frio	18,085	1	18,085.0	5.5	161
Gaines	18,893	1	18,893.0	5.3	165
Galveston	304,276	142	2,142.8	46.7	7
Garza	6,705	0	-	0.0	-
Gillespie	26,313	9	2,923.7	34.2	24
Glasscock	1,263	0	-	0.0	-
Goliad	7,585	1	7,585.0	13.2	116
Gonzales	20,578	6	3,429.7	29.2	42
Gray	23,112	3	7,704.0	13.0	119
Grayson	124,595	43	2,897.6	34.5	23
Gregg	125,933	40	3,148.3	31.8	33
Grimes	27,800	3	9,266.7	10.8	133
Guadalupe	146,330	20	7,316.5	13.7	111
Hale	36,859	6	6,143.2	16.3	90
Hall	3,349	0	-	0.0	-
Hamilton	8,619	3	2,873.0	34.8	21
Hansford	5,863	0	-	0.0	-
Hardeman	4,231	1	4,231.0	23.6	58
Hardin	57,016	8	7,127.0	14.0	107
Harris	4,317,916	1,153	3,744.9	26.7	52
Harrison	67,452	10	6,745.2	14.8	102
Hartley	6,148	0	-	0.0	-
Haskell	5,951	0	-	0.0	-
Hays	183,007	56	3,268.0	30.6	37
Hemphill	3,991	0	-	0.0	-
Henderson	80,679	6	13,446.5	7.4	155
Hidalgo	840,228	260	3,231.6	30.9	35
Hill	36,360	2	18,180.0	5.5	162
Hockley	23,631	6	3,938.5	25.4	55
Hood	54,111	16	3,381.9	29.6	39
Hopkins	36,302	7	5,186.0	19.3	77
Houston	24,062	2	12,031.0	8.3	152
Howard	35,927	7	5,132.4	19.5	76
Hudspeth	3,631	0	-	0.0	-
Hunt	91,195	13	7,015.0	14.3	105
Hutchinson	22,249	0	-	0.0	-
Irion	1,637	0	-	0.0	-
Jack	9,274	0	-	0.0	-
Jackson	14,122	0	-	0.0	-
Jasper	36,166	5	7,233.2	13.8	109

County	2013 Population	2013 OT Total	Ratio of 2013 Population per OT	Ratio of OTs per 100,000 Population	Rank
Jeff Davis	2,388	0	-	0.0	-
Jefferson	256,347	59	4,344.9	23.0	63
Jim Hogg	5,470	0	-	0.0	-
Jim Wells	41,787	4	10,446.8	9.6	143
Johnson	161,125	24	6,713.5	14.9	99
Jones	20,768	0	-	0.0	-
Karnes	15,235	0	-	0.0	-
Kaufman	116,086	14	8,291.9	12.1	124
Kendall	36,781	14	2,627.2	38.1	15
Kenedy	430	0	-	0.0	-
Kent	802	0	-	0.0	-
Kerr	51,800	20	2,590.0	38.6	13
Kimble	4,748	0	-	0.0	-
King	291	0	-	0.0	-
Kinney	3,667	0	-	0.0	-
Kleberg	33,085	3	11,028.3	9.1	149
Knox	3,739	0	-	0.0	-
La Salle	7,293	1	7,293.0	13.7	110
Lamar	50,864	17	2,992.0	33.4	27
Lamb	14,185	3	4,728.3	21.1	70
Lampasas	20,744	6	3,457.3	28.9	44
Lavaca	19,339	3	6,446.3	15.5	95
Lee	17,380	2	8,690.0	11.5	128
Leon	17,544	0	-	0.0	-
Liberty	80,337	3	26,779.0	3.7	170
Limestone	24,183	9	2,687.0	37.2	16
Lipscomb	3,442	0	-	0.0	-
Live Oak	11,632	0	-	0.0	-
Llano	19,907	4	4,976.8	20.1	73
Loving	82	0	-	0.0	-
Lubbock	288,800	168	1,719.0	58.2	2
Lynn	6,021	1	6,021.0	16.6	88
Madison	14,215	0	-	0.0	-
Marion	10,769	0	-	0.0	-
Martin	5,012	0	-	0.0	-
Mason	4,112	0	-	0.0	-
Matagorda	37,531	4	9,382.8	10.7	136
Maverick	56,960	6	9,493.3	10.5	138
McCulloch	8,489	2	4,244.5	23.6	59
McLennan	240,337	65	3,697.5	27.0	49
McMullen	720	0	-	0.0	-
Medina	49,251	3	16,417.0	6.1	159

County	2013 Population	2013 OT Total	Ratio of 2013 Population per OT	Ratio of OTs per 100,000 Population	Rank
Menard	2,276	1	2,276.0	43.9	10
Midland	143,405	33	4,345.6	23.0	64
Milam	25,320	3	8,440.0	11.8	127
Mills	4,988	0	-	0.0	-
Mitchell	9,591	0	-	0.0	-
Montague	20,159	3	6,719.7	14.9	100
Montgomery	511,570	148	3,456.6	28.9	43
Moore	22,988	5	4,597.6	21.8	68
Morris	13,204	0	-	0.0	-
Motley	1,212	0	-	0.0	-
Nacogdoches	67,202	10	6,720.2	14.9	101
Navarro	49,833	10	4,983.3	20.1	74
Newton	14,312	0	-	0.0	-
Nolan	15,533	1	15,533.0	6.4	157
Nueces	350,167	94	3,725.2	26.8	51
Ochiltree	10,966	0	-	0.0	-
Oldham	2,097	0	-	0.0	-
Orange	83,676	8	10,459.5	9.6	144
Palo Pinto	29,128	3	9,709.3	10.3	139
Panola	24,413	3	8,137.7	12.3	123
Parker	128,708	33	3,900.2	25.6	54
Parmer	10,886	1	10,886.0	9.2	147
Pecos	15,986	1	15,986.0	6.3	158
Polk	47,321	8	5,915.1	16.9	86
Potter	124,853	48	2,601.1	38.4	14
Presidio	8,109	0	-	0.0	-
Rains	11,562	0	-	0.0	-
Randall	127,080	17	7,475.3	13.4	115
Reagan	3,539	0	-	0.0	-
Real	3,375	0	-	0.0	-
Red River	12,988	0	-	0.0	-
Reeves	14,258	0	-	0.0	-
Refugio	7,455	0	-	0.0	-
Roberts	955	0	-	0.0	-
Robertson	17,484	3	5,828.0	17.2	83
Rockwall	89,493	30	2,983.1	33.5	26
Runnels	10,634	0	-	0.0	-
Rusk	56,181	6	9,363.5	10.7	135
Sabine	11,169	0	-	0.0	-
San Augustine	9,034	0	-	0.0	-
San Jacinto	28,240	3	9,413.3	10.6	137
San Patricio	65,380	3	21,793.3	4.6	168

County	2013 Population	2013 OT Total	Ratio of 2013 Population per OT	Ratio of OTs per 100,000 Population	Rank
San Saba	6,240	0	-	0.0	-
Schleicher	3,639	0	-	0.0	-
Scurry	17,479	1	17,479.0	5.7	160
Shackelford	3,477	1	3,477.0	28.8	45
Shelby	26,255	2	13,127.5	7.6	154
Sherman	3,149	0	-	0.0	-
Smith	219,360	108	2,031.1	49.2	6
Somervell	9,030	4	2,257.5	44.3	9
Starr	63,184	5	12,636.8	7.9	153
Stephens	9,769	0	-	0.0	-
Sterling	1,170	0	-	0.0	-
Stonewall	1,501	0	-	0.0	-
Sutton	4,306	0	-	0.0	-
Swisher	7,976	1	7,976.0	12.5	121
Tarrant	1,899,440	560	3,391.9	29.5	40
Taylor	134,122	56	2,395.0	41.8	12
Terrell	1,008	0	-	0.0	-
Terry	12,916	2	6,458.0	15.5	96
Throckmorton	1,657	1	1,657.0	60.4	1
Titus	33,736	7	4,819.4	20.7	72
Tom Green	111,859	32	3,495.6	28.6	46
Travis	1,095,143	479	2,286.3	43.7	11
Trinity	15,175	2	7,587.5	13.2	117
Tyler	22,166	1	22,166.0	4.5	169
Upshur	41,128	1	41,128.0	2.4	172
Upton	3,524	0	-	0.0	-
Uvalde	27,160	1	27,160.0	3.7	171
Val Verde	50,361	6	8,393.5	11.9	126
Van Zandt	54,343	6	9,057.2	11.0	132
Victoria	88,592	30	2,953.1	33.9	25
Walker	69,266	15	4,617.7	21.7	69
Waller	47,500	4	11,875.0	8.4	150
Ward	10,876	0	-	0.0	-
Washington	34,953	13	2,688.7	37.2	17
Webb	269,106	27	9,966.9	10.0	140
Wharton	41,982	6	6,997.0	14.3	104
Wheeler	5,554	1	5,554.0	18.0	80
Wichita	131,805	39	3,379.6	29.6	38
Wilbarger	13,854	2	6,927.0	14.4	103
Willacy	23,291	4	5,822.8	17.2	82
Williamson	479,989	153	3,137.2	31.9	32
Wilson	47,150	9	5,238.9	19.1	78

County	2013 Population	2013 OT Total	Ratio of 2013 Population per OT	Ratio of OTs per 100,000 Population	Rank
Winkler	7,472	0	-	0.0	-
Wise	63,432	21	3,020.6	33.1	28
Wood	44,041	5	8,808.2	11.4	129
Yoakum	8,359	1	8,359.0	12.0	125
Young	18,898	3	6,299.3	15.9	91
Zapata	14,854	2	7,427.0	13.5	114
Zavala	12,011	0	-	0.0	-
Texas Total	**26,664,574**	**7,520**	**3,545.8**	**28.2**	**-**

Notes:

* Data rounded to nearest whole

Data Source: The Executive Council of Physical Therapy and Occupational Therapy Examiners – September 12, 2013

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, 2013.

Appendix I (cont.)

Occupational Therapy Assistants by County of Practice – September 2013
(See notes at bottom of table)

County	2013 Population	2013 OTA Total	Ratio of 2013 Population per OTA	Ratio of OTAs per 100,000 Population	Rank
Anderson	59,489	7	8,498.4	11.8	107
Andrews	15,604	0	-	0.0	-
Angelina	89,060	22	4,048.2	24.7	28
Aransas	24,061	7	3,437.3	29.1	16
Archer	9,310	1	9,310.0	10.7	120
Armstrong	1,930	0	-	0.0	-
Atascosa	48,146	10	4,814.6	20.8	44
Austin	30,735	4	7,683.8	13.0	95
Bailey	7,594	1	7,594.0	13.2	93
Bandera	21,827	3	7,275.7	13.7	87
Bastrop	81,431	3	27,143.7	3.7	174
Baylor	3,748	1	3,748.0	26.7	24
Bee	32,237	4	8,059.3	12.4	101
Bell	335,444	40	8,386.1	11.9	105
Bexar	1,815,272	341	5,323.4	18.8	56
Blanco	11,231	0	-	0.0	-
Borden	652	0	-	0.0	-
Bosque	18,787	3	6,262.3	16.0	70
Bowie	93,240	17	5,484.7	18.2	59
Brazoria	340,071	27	12,595.2	7.9	149
Brazos	207,100	9	23,011.1	4.3	173
Brewster	9,528	0	-	0.0	-
Briscoe	1,649	0	-	0.0	-
Brooks	7,358	1	7,358.0	13.6	89
Brown	38,800	8	4,850.0	20.6	45
Burleson	17,928	1	17,928.0	5.6	167
Burnet	45,621	5	9,124.2	11.0	115
Caldwell	41,224	6	6,870.7	14.6	84
Calhoun	22,503	1	22,503.0	4.4	172
Callahan	14,045	0	-	0.0	-
Cameron	430,967	68	6,337.8	15.8	76
Camp	13,000	1	13,000.0	7.7	154
Carson	6,316	1	6,316.0	15.8	73
Cass	30,832	1	30,832.0	3.2	177
Castro	8,328	1	8,328.0	12.0	104
Chambers	38,549	1	38,549.0	2.6	178
Cherokee	52,741	6	8,790.2	11.4	111

County	2013 Population	2013 OTA Total	Ratio of 2013 Population per OTA	Ratio of OTAs per 100,000 Population	Rank
Childress	7,168	2	3,584.0	27.9	20
Clay	10,945	0	-	0.0	-
Cochran	3,238	0	-	0.0	-
Coke	3,264	0	-	0.0	-
Coleman	9,057	1	9,057.0	11.0	114
Collin	880,765	68	12,952.4	7.7	153
Collingsworth	3,125	4	781.3	128.0	1
Colorado	21,400	5	4,280.0	23.4	33
Comal	120,406	23	5,235.0	19.1	54
Comanche	14,184	0	-	0.0	-
Concho	4,258	0	-	0.0	-
Cooke	39,397	5	7,879.4	12.7	99
Coryell	78,953	13	6,073.3	16.5	66
Cottle	1,531	0	-	0.0	-
Crane	4,643	1	4,643.0	21.5	40
Crockett	3,829	0	-	0.0	-
Crosby	6,393	0	-	0.0	-
Culberson	2,488	0	-	0.0	-
Dallam	7,123	2	3,561.5	28.1	19
Dallas	2,442,673	201	12,152.6	8.2	147
Dawson	14,149	0	-	0.0	-
Deaf Smith	20,288	3	6,762.7	14.8	82
Delta	5,421	0	-	0.0	-
Denton	738,412	58	12,731.2	7.9	150
DeWitt	20,437	5	4,087.4	24.5	30
Dickens	2,485	0	-	0.0	-
Dimmit	10,227	1	10,227.0	9.8	130
Donley	3,713	0	-	0.0	-
Duval	12,064	2	6,032.0	16.6	65
Eastland	18,930	2	9,465.0	10.6	123
Ector	143,716	14	10,265.4	9.7	131
Edwards	2,053	0	-	0.0	-
El Paso	843,968	75	11,252.9	8.9	143
Ellis	164,028	33	4,970.5	20.1	48
Erath	39,033	4	9,758.3	10.2	126
Falls	18,376	2	9,188.0	10.9	116
Fannin	35,017	4	8,754.3	11.4	110
Fayette	25,646	3	8,548.7	11.7	108
Fisher	3,965	0	-	0.0	-
Floyd	6,543	1	6,543.0	15.3	79
Foard	1,343	1	1,343.0	74.5	4
Fort Bend	667,072	52	12,828.3	7.8	151

County	2013 Population	2013 OTA Total	Ratio of 2013 Population per OTA	Ratio of OTAs per 100,000 Population	Rank
Franklin	10,946	0	-	0.0	-
Freestone	20,414	11	1,855.8	53.9	7
Frio	18,085	2	9,042.5	11.1	113
Gaines	18,893	0	-	0.0	-
Galveston	304,276	29	10,492.3	9.5	133
Garza	6,705	0	-	0.0	-
Gillespie	26,313	5	5,262.6	19.0	55
Glasscock	1,263	0	-	0.0	-
Goliad	7,585	2	3,792.5	26.4	25
Gonzales	20,578	4	5,144.5	19.4	51
Gray	23,112	7	3,301.7	30.3	14
Grayson	124,595	24	5,191.5	19.3	53
Gregg	125,933	47	2,679.4	37.3	9
Grimes	27,800	1	27,800.0	3.6	175
Guadalupe	146,330	25	5,853.2	17.1	62
Hale	36,859	4	9,214.8	10.9	118
Hall	3,349	1	3,349.0	29.9	15
Hamilton	8,619	1	8,619.0	11.6	109
Hansford	5,863	0	-	0.0	-
Hardeman	4,231	1	4,231.0	23.6	32
Hardin	57,016	6	9,502.7	10.5	124
Harris	4,317,916	469	9,206.6	10.9	117
Harrison	67,452	24	2,810.5	35.6	10
Hartley	6,148	1	6,148.0	16.3	68
Haskell	5,951	0	-	0.0	-
Hays	183,007	24	7,625.3	13.1	94
Hemphill	3,991	0	-	0.0	-
Henderson	80,679	11	7,334.5	13.6	88
Hidalgo	840,228	228	3,685.2	27.1	22
Hill	36,360	2	18,180.0	5.5	169
Hockley	23,631	0	-	0.0	-
Hood	54,111	7	7,730.1	12.9	96
Hopkins	36,302	7	5,186.0	19.3	52
Houston	24,062	5	4,812.4	20.8	43
Howard	35,927	3	11,975.7	8.4	146
Hudspeth	3,631	0	-	0.0	-
Hunt	91,195	9	10,132.8	9.9	128
Hutchinson	22,249	3	7,416.3	13.5	90
Irion	1,637	0	-	0.0	-
Jack	9,274	0	-	0.0	-
Jackson	14,122	2	7,061.0	14.2	86
Jasper	36,166	6	6,027.7	16.6	64

County	2013 Population	2013 OTA Total	Ratio of 2013 Population per OTA	Ratio of OTAs per 100,000 Population	Rank
Jeff Davis	2,388	0	-	0.0	-
Jefferson	256,347	19	13,491.9	7.4	157
Jim Hogg	5,470	1	5,470.0	18.3	58
Jim Wells	41,787	13	3,214.4	31.1	13
Johnson	161,125	12	13,427.1	7.4	156
Jones	20,768	2	10,384.0	9.6	132
Karnes	15,235	1	15,235.0	6.6	163
Kaufman	116,086	6	19,347.7	5.2	170
Kendall	36,781	6	6,130.2	16.3	67
Kenedy	430	0	-	0.0	-
Kent	802	0	-	0.0	-
Kerr	51,800	12	4,316.7	23.2	35
Kimble	4,748	0	-	0.0	-
King	291	0	-	0.0	-
Kinney	3,667	0	-	0.0	-
Kleberg	33,085	8	4,135.6	24.2	31
Knox	3,739	0	-	0.0	-
La Salle	7,293	0	-	0.0	-
Lamar	50,864	8	6,358.0	15.7	78
Lamb	14,185	1	14,185.0	7.0	160
Lampasas	20,744	1	20,744.0	4.8	171
Lavaca	19,339	5	3,867.8	25.9	26
Lee	17,380	3	5,793.3	17.3	61
Leon	17,544	4	4,386.0	22.8	36
Liberty	80,337	13	6,179.8	16.2	69
Limestone	24,183	14	1,727.4	57.9	6
Lipscomb	3,442	0	-	0.0	-
Live Oak	11,632	1	11,632.0	8.6	144
Llano	19,907	2	9,953.5	10.0	127
Loving	82	0	-	0.0	-
Lubbock	288,800	27	10,696.3	9.3	134
Lynn	6,021	0	-	0.0	-
Madison	14,215	3	4,738.3	21.1	42
Marion	10,769	2	5,384.5	18.6	57
Martin	5,012	1	5,012.0	20.0	50
Mason	4,112	0	-	0.0	-
Matagorda	37,531	5	7,506.2	13.3	91
Maverick	56,960	1	56,960.0	1.8	180
McCulloch	8,489	1	8,489.0	11.8	106
McLennan	240,337	51	4,712.5	21.2	41
McMullen	720	0	-	0.0	-
Medina	49,251	6	8,208.5	12.2	103

County	2013 Population	2013 OTA Total	Ratio of 2013 Population per OTA	Ratio of OTAs per 100,000 Population	Rank
Menard	2,276	1	2,276.0	43.9	8
Midland	143,405	13	11,031.2	9.1	138
Milam	25,320	4	6,330.0	15.8	75
Mills	4,988	1	4,988.0	20.0	49
Mitchell	9,591	0	-	0.0	-
Montague	20,159	3	6,719.7	14.9	81
Montgomery	511,570	78	6,558.6	15.2	80
Moore	22,988	5	4,597.6	21.8	39
Morris	13,204	1	13,204.0	7.6	155
Motley	1,212	0	-	0.0	-
Nacogdoches	67,202	17	3,953.1	25.3	27
Navarro	49,833	45	1,107.4	90.3	2
Newton	14,312	0	-	0.0	-
Nolan	15,533	1	15,533.0	6.4	164
Nueces	350,167	121	2,893.9	34.6	11
Ochiltree	10,966	0	-	0.0	-
Oldham	2,097	0	-	0.0	-
Orange	83,676	1	83,676.0	1.2	181
Palo Pinto	29,128	2	14,564.0	6.9	162
Panola	24,413	20	1,220.7	81.9	3
Parker	128,708	9	14,300.9	7.0	161
Parmer	10,886	1	10,886.0	9.2	136
Pecos	15,986	0	-	0.0	-
Polk	47,321	11	4,301.9	23.2	34
Potter	124,853	74	1,687.2	59.3	5
Presidio	8,109	0	-	0.0	-
Rains	11,562	0	-	0.0	-
Randall	127,080	26	4,887.7	20.5	46
Reagan	3,539	0	-	0.0	-
Real	3,375	0	-	0.0	-
Red River	12,988	0	-	0.0	-
Reeves	14,258	0	-	0.0	-
Refugio	7,455	2	3,727.5	26.8	23
Roberts	955	0	-	0.0	-
Robertson	17,484	1	17,484.0	5.7	166
Rockwall	89,493	8	11,186.6	8.9	141
Runnels	10,634	3	3,544.7	28.2	18
Rusk	56,181	16	3,511.3	28.5	17
Sabine	11,169	1	11,169.0	9.0	140
San Augustine	9,034	2	4,517.0	22.1	37
San Jacinto	28,240	1	28,240.0	3.5	176
San Patricio	65,380	8	8,172.5	12.2	102

County	2013 Population	2013 OTA Total	Ratio of 2013 Population per OTA	Ratio of OTAs per 100,000 Population	Rank
San Saba	6,240	0	-	0.0	-
Schleicher	3,639	0	-	0.0	-
Scurry	17,479	1	17,479.0	5.7	165
Shackelford	3,477	0	-	0.0	-
Shelby	26,255	9	2,917.2	34.3	12
Sherman	3,149	0	-	0.0	-
Smith	219,360	60	3,656.0	27.4	21
Somervell	9,030	1	9,030.0	11.1	112
Starr	63,184	10	6,318.4	15.8	74
Stephens	9,769	0	-	0.0	-
Sterling	1,170	0	-	0.0	-
Stonewall	1,501	0	-	0.0	-
Sutton	4,306	0	-	0.0	-
Swisher	7,976	1	7,976.0	12.5	100
Tarrant	1,899,440	174	10,916.3	9.2	137
Taylor	134,122	14	9,580.1	10.4	125
Terrell	1,008	0	-	0.0	-
Terry	12,916	1	12,916.0	7.7	152
Throckmorton	1,657	0	-	0.0	-
Titus	33,736	3	11,245.3	8.9	142
Tom Green	111,859	11	10,169.0	9.8	129
Travis	1,095,143	118	9,280.9	10.8	119
Trinity	15,175	2	7,587.5	13.2	92
Tyler	22,166	2	11,083.0	9.0	139
Upshur	41,128	6	6,854.7	14.6	83
Upton	3,524	0	-	0.0	-
Uvalde	27,160	2	13,580.0	7.4	158
Val Verde	50,361	4	12,590.3	7.9	148
Van Zandt	54,343	3	18,114.3	5.5	168
Victoria	88,592	15	5,906.1	16.9	63
Walker	69,266	11	6,296.9	15.9	72
Waller	47,500	1	47,500.0	2.1	179
Ward	10,876	1	10,876.0	9.2	135
Washington	34,953	3	11,651.0	8.6	145
Webb	269,106	66	4,077.4	24.5	29
Wharton	41,982	3	13,994.0	7.1	159
Wheeler	5,554	1	5,554.0	18.0	60
Wichita	131,805	29	4,545.0	22.0	38
Wilbarger	13,854	2	6,927.0	14.4	85
Willacy	23,291	3	7,763.7	12.9	98
Williamson	479,989	62	7,741.8	12.9	97
Wilson	47,150	5	9,430.0	10.6	121

County	2013 Population	2013 OTA Total	Ratio of 2013 Population per OTA	Ratio of OTAs per 100,000 Population	Rank
Winkler	7,472	0	-	0.0	-
Wise	63,432	10	6,343.2	15.8	77
Wood	44,041	7	6,291.6	15.9	71
Yoakum	8,359	0	-	0.0	-
Young	18,898	2	9,449.0	10.6	122
Zapata	14,854	3	4,951.3	20.2	47
Zavala	12,011	0	-	0.0	-
Texas Total	**26,664,574**	**3,508**	**7,601.1**	**13.2**	**-**

Notes:

* Data rounded to nearest whole.

Data Source: The Executive Council of Physical Therapy and Occupational Therapy Examiners - September 12, 2013

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, 2013.

Appendix J

Existing and Planned Therapist Programs

1. PT and PTA Programs in Texas

- There are currently 41 programs/campuses; - 13 PT, 22 PTA. There is 1 new PT program and 5 new PTA programs under development.

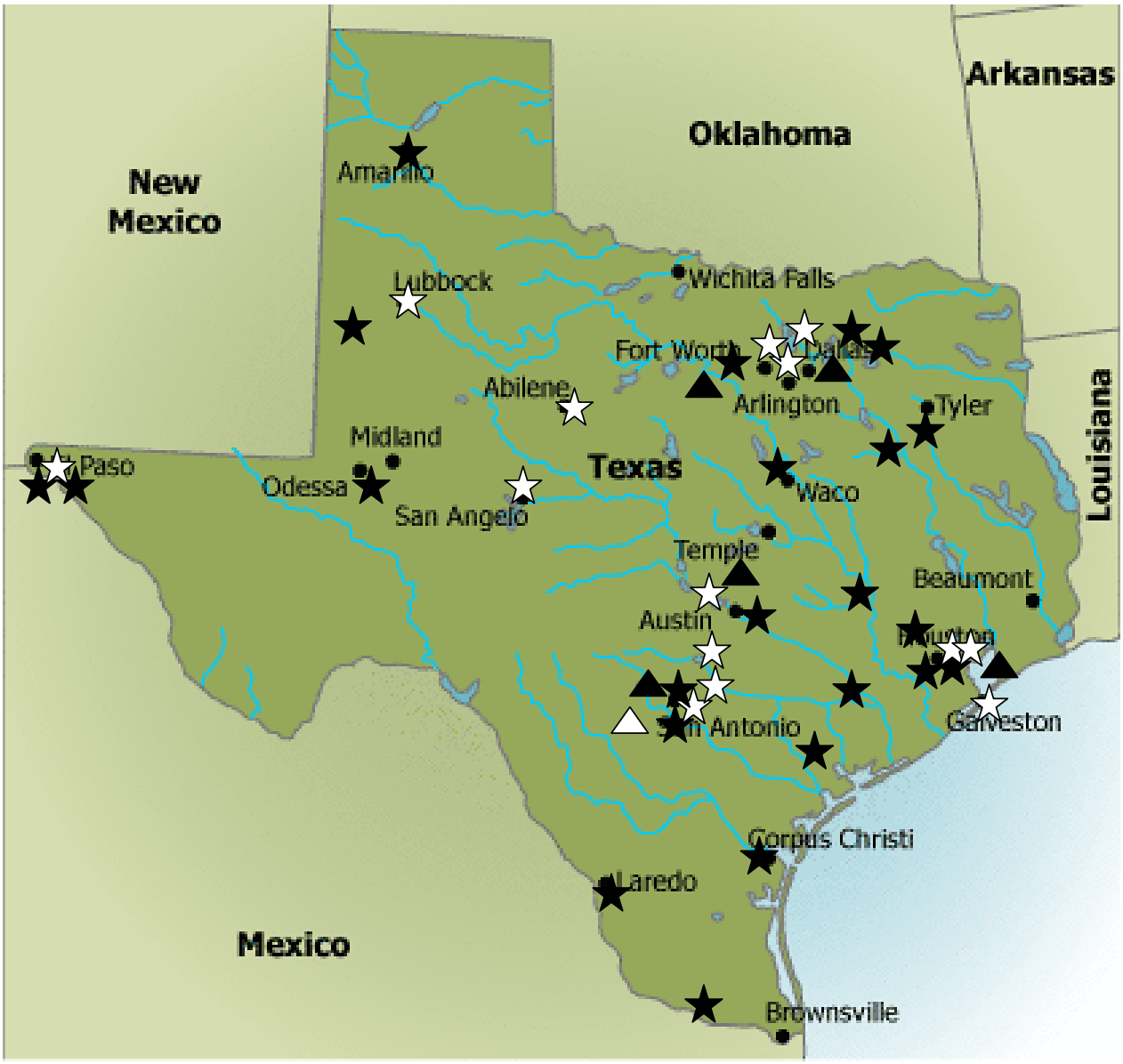
2. PT and PTA Planned Programs:

PTA	**Concorde Career College - Dallas** Dallas, TX	11/2014
	Concorde Career College - San Antonio San Antonio, TX	05/2015
	Pima Medical Institute - Houston Houston, TX	04/2014
	South University – Austin Austin, TX	03/2015
	Weatherford College Weatherford, TX	05/2015
PT	**University of the Incarnate Word** San Antonio, TX	05/2015

3. PT and PTA Existing Program Locations:

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

PT and PTA Programs Existing and Planned – May 2014



☆ **PT**

★ **PTA**

△ **Planned PT**

▲ **Planned PTA**

4. OTA and OT Programs in Texas:

There are currently 22 programs/campuses; 14 OTA and 8 OT. There are w new OT programs and 5 new OTA programs under development.

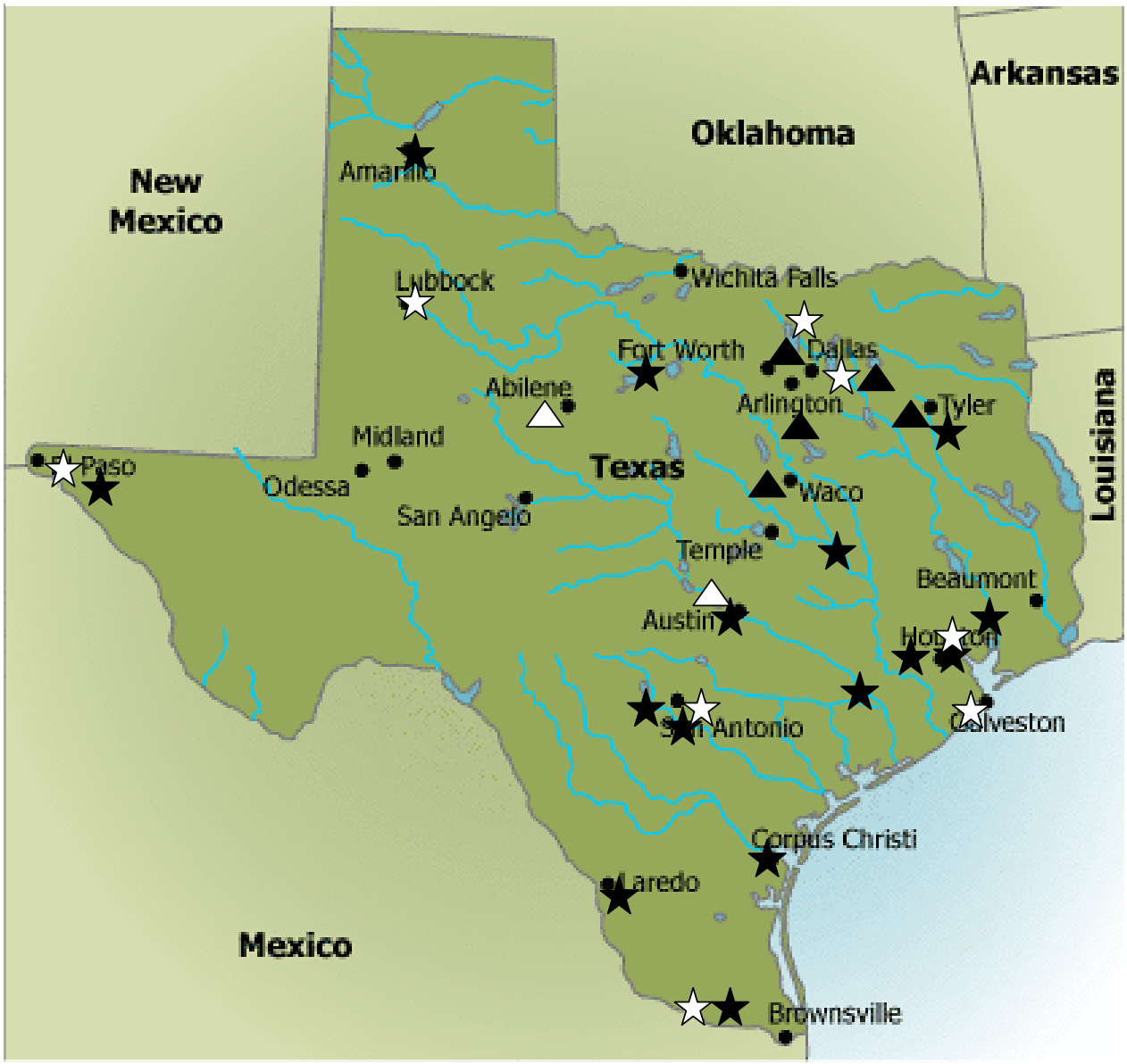
5. OTA and OT Developing Programs:

OT	**Abilene Christian University** Abilene
	University of St. Augustine for Health Sciences-Texas Campus Austin
OTA	**Navarro College- Midlothian Campus** Midlothian
	Tyler Junior College Tyler
	Brown Mackie College-Dallas/Ft. Worth Bedford
	McLennan Community College, Allied Health Waco
	Mountain View College Dallas

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 CC	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 CC	Houston		UT Pan Am	Edinburg
Lone Star-Kingwood	Kingwood			
Lone Star-Tomball	Tomball			
Laredo Co CC	Laredo			
Navarro College	Corsicana			
Panola College	Carthage			
South Texas College	McAllen			
St. Phillips College	San Antonio			
Weatherford College	Mineral Wells			

OT and OTA Programs Existing and Planned – May 2014



☆ **OT**

★ **OTA**

△ **Planned OT**

▲ **Planned OTA**

Appendix K

Therapist Projected Growth By National Health Care Setting and Current Related Data in Texas

Bureau of Labor Statistics
2014 Occupational Outlook Handbook (extract)
And
Texas Department of State Health Services

Physical Therapists (National Level – Top Settings Only)

Industry	2012 Employment		Projected 2022 Employment		Change, 2012 - 2022	
	Number	Percent Distribution	Number	Percent Distribution	Number	Percent
Total employment, all workers	204.2	100.0	277.7	100.0	73.5	36.0
Offices of other therapist health practitioners	66.7	32.6	102.8	37.0	36.2	54.3
Hospitals, private	42.0	20.5	48.5	17.5	6.5	15.6
Home health care services	23.2	11.3	33.4	12.0	10.2	44.0
Skilled nursing facilities	12.7	6.2	16.7	6.0	4.0	31.2
Offices of physicians	9.3	4.6	12.1	4.3	2.7	29.2
Self employed	8.9	4.4	12.2	4.4	3.3	37.3
Specialty hospitals, private	8.2	4.0	12.9	4.6	4.7	56.6
Educational settings	5.7	2.8	6.0	2.1	0.3	4.9
Hospitals, local	5.3	2.6	5.5	2.0	0.2	2.9

Appendix K
(Cont.)

Physical Therapists (State Level – Current Data)

Primary Settings			
Setting	Frequency	Percent	Cumulative Percent
Valid	1,606	13.0	13.0
Athletic facility (university, amateur, professional)	12	.1	13.1
College or university research institution	142	1.1	14.3
Community outreach facility	3	.0	14.3
Early childhood setting	142	1.1	15.4
Fitness or sports center	27	.2	15.6
Home health	2,308	18.7	34.3
Hospice	3	.0	34.4
Hospital (critical, intensive, acute, subacute care)	1,749	14.2	48.5
Industrial, workplace, or other occupational environment	25	.2	48.7
Mental health facility	12	.1	48.8
N/A	516	4.2	53.0
Other	240	1.9	54.9
Outpatient clinic or office	3,544	28.7	83.6
Rehabilitation facility	637	5.2	88.8
School (preschool, primary, secondary)	350	2.8	91.6
Skilled nursing, extended care or subacute care facility (inpatient)	1,037	8.4	100.0
Total	12,354	100.0	

Appendix K
(Cont.)

Physical Therapists (State Level – Current Data)

Primary Specialties			
Specialty	Frequency	Percent	Cumulative Percent
Valid	3,565	28.9	28.9
Advanced Practice for	2	.0	28.9
Assistive Technology	10	.1	29.0
Cardiopulmonary	100	.8	29.8
Clinical Electrophysi	4	.0	29.8
Ergonomics	8	.1	29.9
Geriatrics	3,013	24.4	54.2
Hand	15	.1	54.4
Health Information	12	.1	54.5
Healthcare Compliance	19	.2	54.6
Manual Therapy	141	1.1	55.8
Orthopedics	2,756	22.3	78.1
Other	1,178	9.5	87.6
Pediatrics	1,270	10.3	97.9
Sports	129	1.0	98.9
Vocational Evaluation	1	.0	98.9
Wound care/management	131	1.1	100.0
Total	12,354	100.0	

Appendix K
(Cont.)

Physical Therapist Assistants (National Level – Top Settings Only)

Industry	2012 Employment		Projected 2022 Employment		Change, 2012 - 2022	
	Number	Percent Distribution	Number	Percent Distribution	Number	Percent
Total employment, all workers	71.4	100.0	100.7	100.0	29.3	41.0
Offices of therapists	28.6	40.1	44.1	43.8	15.5	54.3
Hospitals, private	13.5	19.0	15.7	15.6	2.1	15.6
Skilled nursing facilities	7.8	10.9	11.0	10.9	3.2	41.1
Home health care	5.9	8.2	9.9	9.8	4.0	68.0
Offices of physicians	3.7	5.2	4.8	4.7	1.1	29.2
Specialty hospitals; private	2.6	3.7	4.1	4.1	1.5	56.6
General hospitals; public	2.4	3.3	2.5	2.4	0.1	2.9
Employment services	0.8	1.2	1.1	1.1	0.2	27.3
Retirement communities and assisted living	0.7	1.0	1.0	1.0	0.2	29.1
Offices of chiropractors	0.5	0.7	0.6	0.6	0.1	23.7

Appendix K
(Cont.)

Physical Therapist Assistants (State Level – Current Data)

Primary Settings			
Setting	Frequency	Percent	Cumulative Percent
Valid	1,028	15.8	15.8
Athletic facility (university, amateur, professional)	3	.0	15.8
College or university research institution	22	.3	16.2
Early childhood setting	21	.3	16.5
Fitness or sports center	6	.1	16.6
Home health	1,651	25.3	41.9
Hospice	2	.0	41.9
Hospital (critical, intensive, acute, subacute care)	583	8.9	50.9
Industrial, workplace, or other occupational environment	6	.1	51.0
Mental health facility	10	.2	51.1
N/A	144	2.2	53.3
Other	58	.9	54.2
Outpatient clinic or office	1,003	15.4	69.6
Rehabilitation facility	361	5.5	75.1
School (preschool, primary, secondary)	116	1.8	76.9
Skilled nursing, extended care or subacute care facility (inpatient)	1,506	23.1	100.0
Total	65,20	100.0	

Appendix K
(Cont.)

Physical Therapist Assistants (State Level – Current Data)

Specialties			
Specialty	Frequency	Percent	Cumulative Percent
Valid	2,080	31.9	31.9
Assistive Technology	2	.0	31.9
Cardiopulmonary	26	.4	32.3
Ergonomics	1	.0	32.3
Geriatrics	2,727	41.8	74.2
Hand	3	.0	74.2
Health Information	2	.0	74.2
Healthcare Compliance	14	.2	74.5
Manual Therapy	42	.6	75.1
Orthopedics	788	12.1	87.2
Other	411	6.3	93.5
Pediatrics	338	5.2	98.7
Sports	49	.8	99.4
Vocational Evaluation	1	.0	99.4
Wound care/management	36	.6	100.0
Total	6,520	100.0	

Appendix K
(Cont.)

Occupational Therapists (National Level – Top Settings Only)

Industry	2012 Employment		Projected 2022 Employment		Change, 2012 - 2022	
	Number	Percent Distribution	Number	Percent Distribution	Number	Percent
Total employment, all workers	113.2	100.0	146.1	100.0	32.8	29.0
Offices of therapist health practitioners	25.1	22.2	34.9	23.9	9.8	38.8
Hospitals, private	20.4	18.0	23.6	16.1	3.2	15.6
Educational services, public and private	12.0	10.6	13.9	9.5	1.9	15.4
Nursing and residential care facilities	10.0	8.8	11.0	7.5	1.0	10.4
Home health care services	9.8	8.6	17.0	11.6	7.2	74.3
Specialty hospitals, private	6.3	5.6	9.9	6.8	3.6	56.6
Self-employed workers	5.2	4.6	6.4	4.4	1.1	21.9
General medical and surgical hospitals; local	2.6	2.3	2.7	1.9	0.1	2.9
Employment services	2.2	1.9	2.8	1.9	0.6	27.3
Offices of physicians	2.1	1.8	2.7	1.8	0.6	29.2

Appendix K
(Cont.)

Occupational Therapists (State Level – Current Data)

Primary Settings			
Setting	Frequency	Percent	Cumulative Percent
Valid	1,220	16.2	16.2
Athletic facility (university, amateur, professional)	1	.0	16.2
College or university research institution	79	1.1	17.3
Community outreach facility	3	.0	17.3
Early childhood setting	161	2.1	19.5
Fitness or sports center	1	.0	19.5
Home health	982	13.1	32.5
Hospice	2	.0	32.6
Hospital (critical, intensive, acute, subacute care)	870	11.6	44.1
Industrial, workplace, or other occupational environment	20	.3	44.4
Mental health facility	37	.5	44.9
N/A	317	4.2	49.1
Other	144	1.9	51.0
Outpatient clinic or office	1216	16.2	67.2
Rehabilitation facility	613	8.2	75.3
School (preschool, primary, secondary)	796	10.6	85.9
Skilled nursing, extended care or subacute care facility (inpatient)	1,058	14.1	100.0
Total	7,520	100.0	

Appendix K
(Cont.)

Occupational Therapists (State Level – Current Data)

Primary Specialties			
Specialty	Frequency	Percent	Cumulative Percent
Valid	2,085	27.7	27.7
Advanced Practice for COTAs	1	.0	27.7
Assistive Technology	30	.4	28.1
Cardiopulmonary	30	.4	28.5
Clinical Electrophysiology	2	.0	28.6
Ergonomics	15	.2	28.8
Geriatrics	1,983	26.4	55.1
Hand	293	3.9	59.0
Health Information	7	.1	59.1
Healthcare Compliance	10	.1	59.3
Manual Therapy	43	.6	59.8
N/A	1	.0	59.8
Orthopedics	281	3.7	63.6
Other	796	10.6	74.2
Pediatrics	1,932	25.7	99.9
Sports	1	.0	99.9
Vocational Evaluation	9	.1	100.0
Wound care/management	1	.0	100.0
Total	7,520	100.0	

Appendix K
(Cont.)

Occupational Therapy Assistants (National Level – Top Settings Only)

Industry	2012 Employment		Projected 2022 Employment		Change, 2012 - 2022	
	Number	Percent Distribution	Number	Percent Distribution	Number	Percent
Total employment, all workers	30.3	100.0	43.2	100.0	12.3	42.6
Offices of other therapist health practitioners	10.7	35.3	18.2	42.1	7.5	69.7
Nursing and residential care facilities	5.7	18.9	7.7	17.9	2.0	34.9
Hospitals, public and private	3.6	12.0	4.2	9.8	0.6	15.6
Educational services, public and private	1.4	4.6	1.5	3.4	0.1	4.9
Home health care services	1.4	4.5	2.2	5.0	0.8	58.4
Specialty hospitals	1.4	4.5	2.2	5.0	0.8	56.6
General medical and surgical hospitals	0.6	2.0	0.6	1.4	0.0	2.9
Psychiatric hospitals	0.5	1.6	0.4	0.9	-0.1	-18.0
Retirement and assisted living facilities	0.5	1.6	0.6	1.5	0.1	29.1

Appendix K
(Cont.)

Occupational Therapy Assistants (State Level – Current Data)

Primary Settings			
Setting	Frequency	Percent	Cumulative Percent
Valid	828	23.6	23.6
Athletic facility (university, amateur, professional)	1	.0	23.6
College or university research institution	5	.1	23.8
Community outreach facility	1	.0	23.8
Early childhood setting	36	1.0	24.8
Fitness or sports center	1	.0	24.9
Home health	372	10.6	35.5
Hospital (critical, intensive, acute, subacute care)	167	4.8	40.2
Mental health facility	19	.5	40.8
N/A	56	1.6	42.4
Other	37	1.1	43.4
Outpatient clinic or office	303	8.6	52.1
Rehabilitation facility	267	7.6	59.7
School (preschool, primary, secondary)	193	5.5	65.2
Skilled nursing, extended care or subacute care facility (inpatient)	1,222	34.8	100.0
Total	3,508	100.0	

Appendix K
(Cont.)

Occupational Therapy Assistants (State Level – Current Data)

Primary Specialties			
Specialty	Frequency	Percent	Cumulative Percent
Valid	1,186	33.8	33.8
Advanced Practice for COTAs	38	1.1	34.9
Assistive Technology	5	.1	35.0
Cardiopulmonary	4	.1	35.1
Ergonomics	1	.0	35.2
Geriatrics	1,409	40.2	75.3
Hand	19	.5	75.9
Health Information	4	.1	76.0
Healthcare Compliance	4	.1	76.1
Manual Therapy	13	.4	76.5
Orthopedics	72	2.1	78.5
Other	156	4.4	83.0
Pediatrics	593	16.9	99.9
Vocational Evaluation	3	.1	100.0
Wound care/management	1	.0	100.0
Total	3,508	100.0	

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
	2012	2022			
United States	198,600	276,000	77,400	39.0	10,060
California	16,500	20,400	3,900	23.6	580
New York	14,970	19,180	4,210	28.1	600
Texas	***12,370***	***16,510***	***4,140***	***33.5***	***560***
Florida	12,790	16,040	3,250	25.5	470
Pennsylvania	9,870	11,850	1,990	20.1	310
Illinois	8,190	9,880	1,680	20.6	260
Massachusetts	7,290	9,190	1,900	26.0	280
Michigan	7,210	9,110	1,890	26.3	270
Ohio	7,390	9,050	1,660	22.4	250
New Jersey	7,070	7,960	890	12.6	170

Physical Therapist Assistant Growth Sorted By Numeric Change					
	Current & Projected Employment Totals		Quantity Employment Change	% Employment Change	Average Annual Openings
	2012	2022			
United States	67,400	98,200	30,800	45.7	4,120
Texas	***4,580***	***6,410***	***1,830***	***39.9***	***250***
Ohio	4,690	6,210	1,520	32.5	230
California	4,600	6,000	1,400	30.4	210
Florida	4,050	5,210	1,160	28.7	180
Pennsylvania	4,210	5,210	1,000	23.9	170
Illinois	3,630	4,570	950	26.1	150
New York	3,370	4,400	1,030	30.6	160
Massachusetts	2,550	3,330	780	30.8	120
Tennessee	2,490	3,230	740	29.7	110

Appendix L
(Cont.)

Occupational Therapist Growth Sorted By Numeric Change					
	Current & Projected Employment Totals		Quantity Employment Change	% Employment Change	Average Annual Openings
	2012	2022			
United States	108,800	145,200	36,400	33.5	5,710
California	9,000	11,200	2,200	24.4	390
New York	8,770	10,220	1,440	16.5	310
Texas	***7,590***	***10,210***	***2,610***	***34.4***	***410***
Florida	6,880	8,590	1,720	25.0	300
Pennsylvania	6,240	7,410	1,170	18.7	240
Ohio	4,750	5,800	1,050	22.0	200
Massachusetts	4,570	5,580	1,010	22.0	190
Illinois	4,190	5,000	810	19.4	160
Michigan	4,100	4,980	880	21.5	170
New Jersey	3,540	3,910	370	10.5	100

Occupational Therapy Assistant Growth Sorted By Numeric Change					
	Current & Projected Employment Totals		Quantity Employment Change	% Employment Change	Average Annual Openings
	2012	2022			
United States	28,500	40,800	12,300	43.3	1,680
Ohio	2,370	3,170	810	34.1	120
Texas	***1,990***	***2,820***	***830***	***41.5***	***110***
California	2,000	2,700	700	35.0	100
New York	2,120	2,640	520	24.5	90
Pennsylvania	1,980	2,460	480	24.1	80
Florida	1,480	1,930	450	30.4	70
Illinois	1,440	1,810	380	26.1	60
Massachusetts	1,280	1,600	320	24.6	50
Indiana	1,010	1,480	470	46.7	60

VIII. REFERENCES

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