

AGENCY STRATEGIC PLAN

Fiscal Years 2021 - 2025

By

Executive Council of Physical Therapy and Occupational Therapy Examiners

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June 8, 2020

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

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Strategic Plan Fiscal Years 2021 - 2025

Agency Mission

The mission of the Executive Council of Physical Therapy and Occupational Therapy Examiners (ECPTOTE), an independent administrative governmental agency, is to protect the health, safety, and welfare of the people of Texas through the regulation and enforcement of the practices of physical therapy and of occupational therapy. Specifically, it performs **two key functions** in its relationship with the Texas Board of Physical Therapy (PT) Examiners and Texas Board of Occupational Therapy (OT) Examiners:

- Support the regulation of PTs and OTs.
- Support the investigation of violations of the PT and OT practice acts.

All staff employees directly support or carry out the functions of one or both boards. ECPTOTE staff are organized into three functional areas – administrative support, licensing, and investigations. These three functional section adhere to the following Core Values:

- Dedication to excellence, high ethical standards, and fiscal integrity in everything we do.
- Recognition of the talents, strengths, and contributions of our division’s people.
- Efficiency in fulfilling core functions, achieving performance measures, and adapting quickly to the changing needs of the Agency
- Providing excellent customer service

The administrative staff supports the activities of the board members and other two staff groups in general, personnel, financial, general administration, and limited information technology services. The licensing staff responds to the needs of the physical therapy and occupational therapy licensee population they support. The investigation staff receives and investigates all complaints against the boards’ licensees and works closely with the investigation committees of the two boards. The Executive Director is assisted by two Board Coordinators who primarily provide direct support for the activities of their respective boards.

The objectives of the Executive Council, the Physical Therapy Board, and the Occupational Therapy Board are to hold faithfully to the highest standards of ethics, accountability, efficiency, and openness. In addition, it is to demonstrate to the public and those they regulate through all of their actions the sincerity of their desire to license and regulate consistently, fairly, and sensibly.

Licensing and Enforcement are the key functions utilized by the Executive Council to carry out its mission and objectives, and these functions are described next.

Agency Operational Goals and Action Plans

Agency Operational Goal A

License Physical and Occupational Therapists

The agency will protect the public health and safety by licensing qualified practitioners of physical therapy and occupational therapy.

How the Goal or Action Items Supports each Statewide Objective

Accountable to tax and fee payers of Texas

- The agency only raises fees when necessary to obtain funds for increased operating expenses or one-time exceptional items.
- The agency is self-funded, i.e., agency operations are supported solely through licensee fees. All excess revenues above the amount appropriated to the agency through the Appropriations Act are deposited to General Revenue. Currently the agency only “spends” approximately 25% of the total amount collected and deposited.
- In FY1994, \$1,369,492 was deposited into General Revenue, while in FY2019, \$5,902,701 was deposited.

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

As the agency is self-funded, it must justify its existence and all of its anticipated expenses every biennium to the legislature. Since created in FY1994, ECPTOTE has performed its job of consumer protection efficiently and effectively:

- Over the years achieving high efficiency and performance statistics despite regular and irregular budget cuts.
- Spending the operational funds entrusted us prudently and wisely. In 1994, there were 18 FTEs and actual funding available for expenses was \$731,018. In FY2020, there are 20 FTEs and appropriated funds are \$1,422,473. The licensee population in Texas has increased an average of 6-8% every year. Through the years, the agency has always looked to technology and process improvement multipliers first to either maintain or improve efficiency and effectiveness.
- The Sunset Commission Staff Report of FY2016/2017 summed it up best: “The executive council and PT and OT boards operate cost-effectively and appropriately and meet their mission. The agency has maintained an experienced, professional leadership core and has been able to meet most of their legislative performance measures while generating more than three times in revenue than what the agency requires to operate.”
- In 2019, ECPTOTE cost per licensee was \$31.62. In comparison, Florida was \$43.17 and California was \$115.56. (Source: Health Professions Council FY 2019 Annual Report)

Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.

- Feedback from employees – See the Survey of Organizational Effectiveness in Appendix 1 to Schedule F in the Supplemental Elements. The agency has participated biannually in this study for 18 years.

- Feedback from licensees – See the Report on Customer Service in Schedule G in the Supplemental Elements. The agency has collected feedback since 2002.
- Of the 20 licensing performance measures targets, 18 were met or exceeded. The two that were not –number of new licenses issued to individuals (PT), 2,186 vs. 2,400 target and percent of new individual licenses issued online, 95% vs 96% target, were due to the over forecasting for those two measures.

Providing excellent customer service.

- The Executive Council contracts with the University of Texas to administer its online customer satisfaction survey through its web site and as part of its online renewal and applications process. The agency has received very high ratings for years. In the last two years, 3,066 people completed the survey. Individuals’ comments are acted on immediately.
- All personnel are trained to conduct business over the phone and by email; almost 40% of the licensing staff and two board coordinators’ time is spent in direct, personal contact with individual licensees and applicants, i.e., the ones whose fees support agency operations.
- The very high ratings that the agency received in the past two years are detailed in Schedule G: Report On Customer Service.

Transparent such that agency actions can be understood by any Texan.

- The Executive Council ensures transparency of licensure information through the agency website, pushing important information through quarterly newsletters and regular mass emails to licensees and stakeholders, having sufficient staff available for phone calls, emails, personal visits, annual visits to PT, PTA, OT, OTA schools, personal mail, and attendance at stakeholder meetings on request throughout the state.
- On the agency website, all information that interested persons have ever requested about the two professions, to include, but not limited to, licensee names, FAQs, publications, steps for licensure and renewal, disciplinary action, and continuing competence/education, is provided in an easy to find format. The agency is continuously updating this information.

Agency Operational Goal B

The agency will 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 agency and boards’ functions and services.

Action Items to Achieve Goal

The agency will educate and increase licensee access to disciplinary information; investigate or take action on all valid complaints received; resolve all complaints received within days of receipt found in Appropriations Act; and initiate disciplinary action on licensees as necessary.

How the Goal or Action Items Support each Statewide Objective

Accountable to tax and fee payers of Texas

- In FY2019 the agency's investigative staff received 218 (OT) and 493 (PT) jurisdictional complaints and resolved 212 (OT) and 463 (PT) complaints, resolving them within about 105 days (OT) and 101 days (PT). The percent of cases resulting in disciplinary action was 9% (PT) and 17% (OT).

Efficient such that maximum results are produced with a minimum waste of taxpayer fund, including through the elimination of redundant and no-core functions.

The complaint processes are almost identical for the two boards and have as their goal the most efficient and effective process that resources allow:

- The only role of the investigative staff is to support the boards' efforts in regulating their professions and it has established effective processes to do so.
- Complaints are most commonly filed via the agency website, written correspondence, phone calls, or in person.
- Sources are patients, employers, insurance companies, other licensees, and internal agency referrals.
- Investigations of complaint are handled by one of three investigators.
- The senior investigator assigns priorities for the case investigations.
- Completed investigations are presented to the applicable Board Investigation Committee for review and action if warranted (optimally four meetings/year for each board).
- Ratified Board Orders are reported to the National Practitioner Data bank, published in the applicable board's quarterly newsletter, and provided on the website licensee verification page.
- The investigations staff utilize a disciplinary action matrix when determining disciplinary action in response to investigatory findings.

Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.

- Of the 16 Enforcement performance measures, 15 were met or exceeded. The one measure that was not meet, the percentage of PT complaints resulting in disciplinary action (9% vs. 15% target). The measure was not meet do to over forecasting.

Providing excellent customer service.

- The customer service described under Goal A is also applicable to this goal. Approximately 40% of the three investigators' time is spent working directly with licensees, complainants, and individuals filing complaints.
- The investigation staff is always easy to reach by the public through the phone system, email, or by regular mail. Persons wishing to file a complaint, even if anonymously, are informed of all the means of transmitting the complaint to the investigative staff through a link on the front page of the agency web site, or by calling or emailing the agency.

Transparent such that agency actions can be understood by any Texan.

- The PT Board and OT Board publish a quarterly newsletter that is distributed by email to all licensees and interested stakeholders. The names and synopses of the violations are included in the newsletter. The newsletters are also posted on the agency website.

- An easy-to-understand page on the web site is provided for a person wishing to file a complaint.
- The agency's discipline statistics are briefed to each board quarterly, and in sufficient depth and detail to satisfy members' questions before asking.
- The agency website online verification system includes notice of any disciplinary action on an active or expired licensee, and a link {Check Disciplinary Action} to a licensee's page with the agreed order of the violation. Anyone with a computer can look up a licensee's public information.
- All requests for open records documents concerning disciplinary action are sent to the investigation staff. It has its own open records manager who ensures the requests are handled properly.
- The senior investigator tries to video conference or travel in person to every PT, PTA, OT and OTA school once a year to address the graduating class. She presents the information students need to avoid violating the practice act/rules through ignorance of the law as well as describing the disciplinary process. These presentations also put a face on the agency/boards and provide a contact point at the board for licensees just starting their careers.
- All parties to a complaint are provided written quarterly updates on their cases.

Redundancies and Impediments

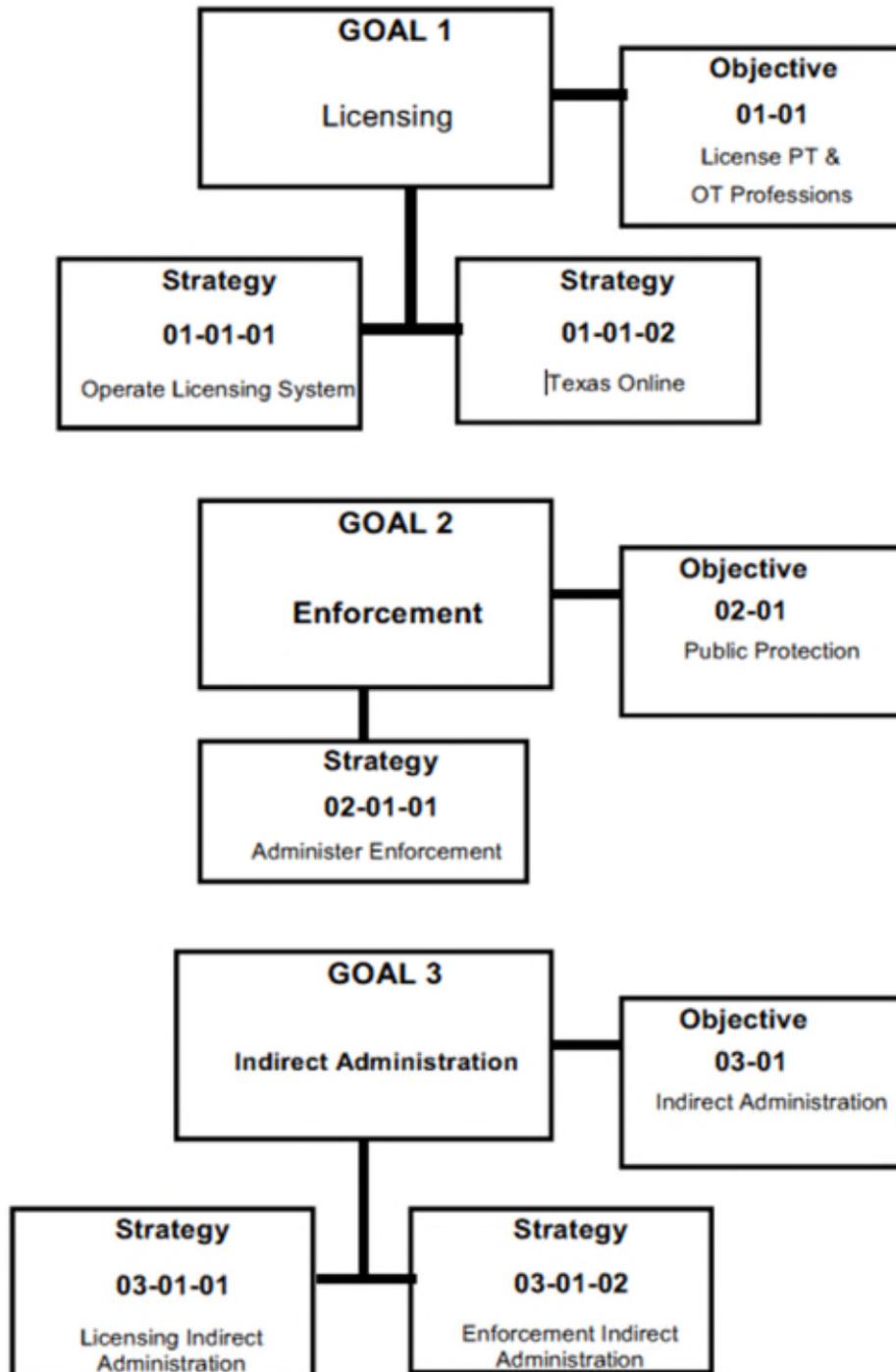
Continuing Use of Expanded Teleconferencing Options Under the Open Meetings Act				
	Statutory Cite	Reason for Statutory Change	Recommended Statutory Change	Benefit of Change
	Government Code Chapter 551	During COVID-19 disaster, agencies successfully conducted Important state business via teleconferencing that allowed them to make decisions, preserve public participation and do it at a lower cost than traditional in-person meetings.	Amend the Open Meetings Act to allow for the COVID-19 response teleconferencing meeting option to become routine for state agencies if they choose to exercise that option.	<p>Maintain government transparency while preserving important open-meeting protections, such as public participation and the ability to address a governmental body;</p> <p>Provide written notice that gives the public a way to participate remotely and includes electronic copies of agenda packets that will be considered at the meeting;</p> <p>Provide the public with access to a recording of any telephonic or videoconference meeting.</p>

II. Supplemental Elements

Schedule A

Budget Structure

The following visual 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.



GOAL 1: License Physical and Occupational Therapists

To protect the public health and safety by licensing qualified practitioners of physical therapy and occupational therapy.

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

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

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

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 competence/education, and renewal.

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

Efficiency Measures:

- Average Licensing Cost per Individual License Issued: Physical Therapy
- Average Licensing Cost per Individual License Issued: Occupational Therapy
- 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

Strategy 01-01-02: Texas Online. Estimated and Nontransferable

Provide for the processing of occupational license fees through Texas Online. Estimated and nontransferable.

Outcome Measures:

- Percent of Licensees Who Renew Online
- Percent of New Individual Licenses Issued Online

GOAL 2: 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 boards' 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 130 days of receipt; initiate disciplinary action on licensees as necessary; and deter and reduce the incidence of violations of the law through enforcement of statutes and rules in Texas.

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

Schedule B

List of Measure Definitions

Outcome Measures:

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

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

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

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

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

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

Calculation Type: Non-Cumulative.

New Measure: No

Desired Performance: Higher than Target

Key Measure: Yes

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

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

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

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

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

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

Calculation Type: Non-cumulative

New Measure Status: No

Desired Performance: Higher than Target

Key Measure: Yes

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

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

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

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

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

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

Calculation Type: Non-cumulative

New Measure Status: No

Desired Performance: Higher than Target

Key Measure: Yes

Output Measures:

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

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

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

Data Source: After the end of the quarter, one of the board coordinators uses a standard report in the reporting program to query the database for a list/count of licenses issued during that quarter. The coordinator 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 agency'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 renewed during the reporting period for 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 renewed for 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

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. The Accounting section provides reports on the percentage of agency expenditures allotted to enforcement 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

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: This is a count of the total unduplicated number of licensed individuals 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 agency'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

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

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, the investigator 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: This is a calculation of 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

ECPTOTE Strategic Plan 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

Schedule C

Historically Underutilized Business Plan

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. In purchasing from and contracting with Historically Underutilized Businesses (HUBs), the ECPTOTE strives to meet the guidelines and goals promulgated by the Legislature and the Comptroller of Public Accounts (CPA), and set forth by the agency. The agency utilizes the CPA Centralized Master Bidders List (CMBL) and HUB Directory to locate available HUB vendors and is committed to making a good faith effort to purchase from HUB vendors. Although competitive bidding is not required for purchases of \$5,000 or less, it is in the best interest of the State and the agency to use best efforts to procure goods and services offering the best value to the state and to meet the statewide HUB goals. Such efforts may include obtaining 2 or 3 informal bids or obtaining bids on items available through the CPA’s TxSmartBuy.

CONSOLIDATED REPORT FOR: 533 EXEC CNCL OF PHYSICAL & OCC THERAPY – FY 2019

Category	Total \$ Spent	Total HUB \$ Spent	Percent	Agency Specific Goal	Statewide Goal
Heavy Construction	N/A	N/A	N/A	N/A	11.2%
Building Construction	N/A	N/A	N/A	N/A	21.1%
Special Trade	N/A	N/A	N/A	N/A	32.9%
Professional Services	N/A	N/A	N/A	N/A	23.7%
Other Services	\$13,427	\$7,543	56.18%	26.0%	26.0%
Commodities	\$49,770	\$30,757	61.80%	21.1%	21.1%
TOTAL	\$63,198	\$38,301	60.61%		

GOAL C: 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 26 percent of the total value of contracts for “Other Services” and 21.1% 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.

Schedule D Statewide Capital Plan (not applicable)

Schedule E Health and Human Services Strategic Plan (not applicable)

Schedule F

Agency 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. 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.

The ECPTOTE has had 18 authorized full time positions since it became operational in 1993. In 2014 it increased to 19, and is currently 20. The agency maintained its staffing levels usually through reorganizations and leveraging of technology.

The agency's last Sunset Review was in 2016-17, the first since 1993. The outcome was codified in Senate Bill 317, 85th Regular Session.

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	<i>To license Physical and Occupational Therapists</i>
Objective	Ensure license and registration standards for PTs and OTs
Strategies	Issue and renew licenses
	Texas Online. Estimated and Non-transferable
Goal 2	<i>To promote compliance and enforce PT and OT Practice Acts and rules</i>
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 two 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 to be cross-trained and receive technology training.

Business Trends:

- The supported population, i.e., number of licensees, will continue to annually show a steady, but moderate, increase of between 4% and 6%.
- The steady increase in the number of on hand paper files and documents is slowly driving the agency to a completely paperless, imaging system of file storage. While the agency is now storing records both physically and digitally, the complete conversions to digital only file storage is still several years away.

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.

II. Current Workforce Profile (Supply Analysis)

A. Critical Workforce Skills

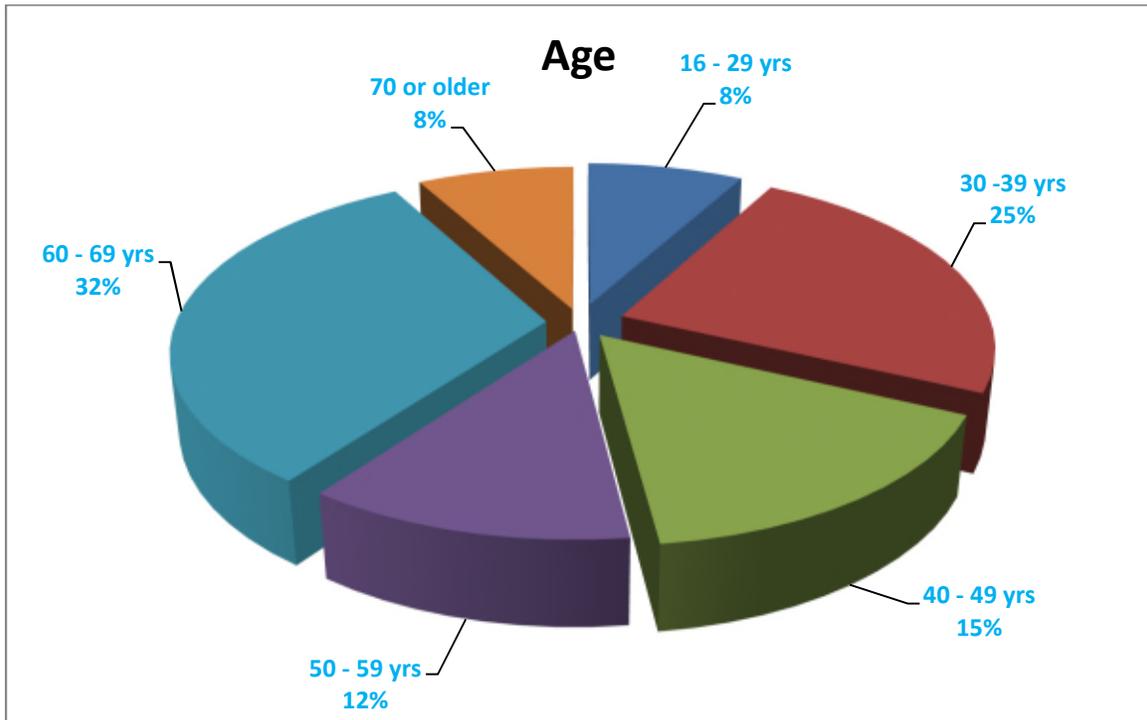
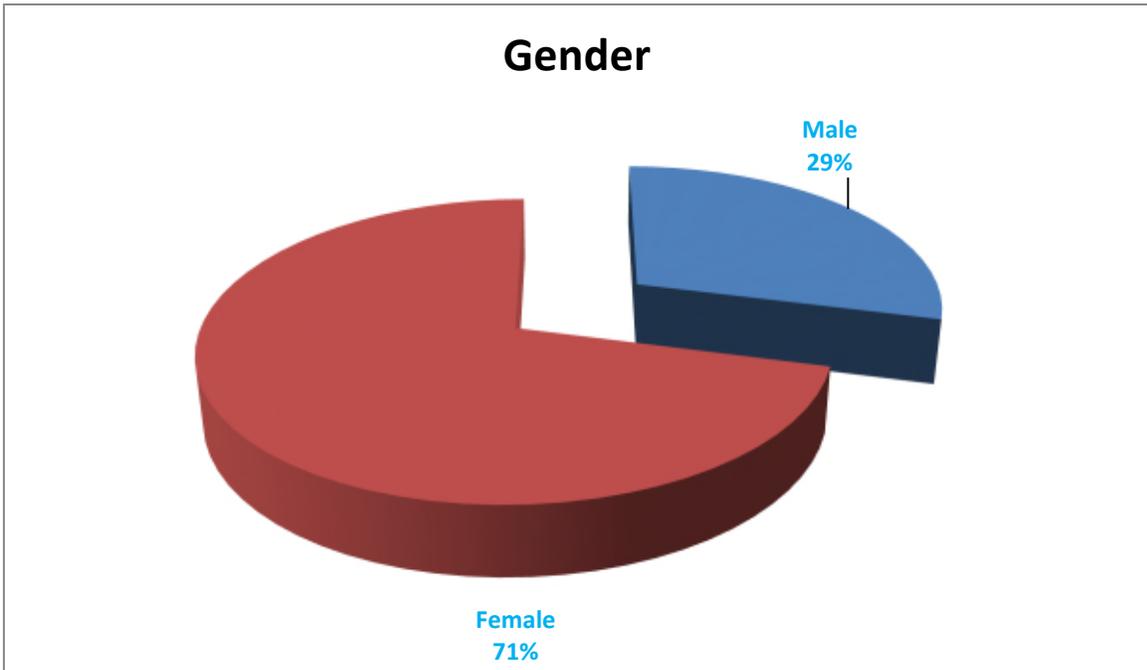
Although the agency has many strong, qualified employees, there are several critical skills that are critical to the agency's ability to operate. Without these skills, the Executive Council could not perform basic business functions or support the two licensing boards. The skills are listed below:

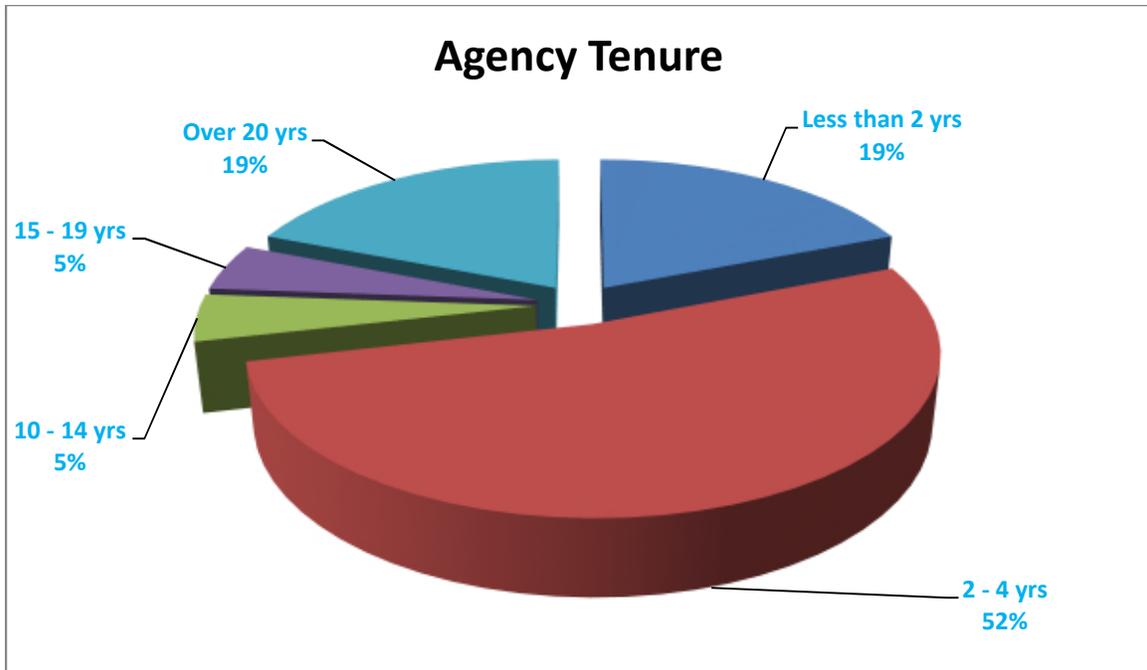
- Conducting Investigations
- Interpreting Rules/Regulations
- Effective Communications
- Customer Service
- Project Management
- Licensing Functions

B. Workforce Demographics

The following charts profile the agency's workforce as of 8/31/19. The Executive Council's workforce is comprised of 6 males and 15 females. 57 percent of the employees are greater than 40 years old. 42 percent of agency employees have less than five years agency service, and most employees have prior service at other state agencies. The average state service for agency employees is 10 years.

Workforce Breakouts





C. Employee Turnover

Turnover is an important issue in any organization, and the Executive Council is no exception. During the last 6 years, the agency has seen a gradual decrease in its turnover rate from a high of 21.3% (7 employees) in FY2014. The overall average in the past 5 fiscal years has been significantly less than the State average. However, to date in the current fiscal year (FY20), there has been one departure for a higher paying state agency position. Two employees also retire in FY2019. The longevity of some employees, a 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.

D. Retirement Eligibility

Two employees are eligible for normal retirement now, and 5 employees are vested (10 years or more of service).

III. Future Workforce Profile (Demand Analysis)

To continue to meet the agencies workload, the agency must prepare and plan for changes in staff and management, and increase the use of technology throughout the agency. This will be accomplished with training and documented procedures. The most significant challenge is to build and retain capable staff who can move into senior level and management positions within the agency. This effort will require the agency to attract and retain technically proficient staff; provide ongoing training, and the current staff to adapt to a more technical environment. It will also be important that current and future workforce additions possess the ability to set goals, be self-directed, and the ability to take ownership of responsibilities within agency guidelines.

A. Critical Functions

- Implementation of CAPPs Financials will change the way the ECPTOTE perform and manage the organizations in accounts payable, asset management, general ledger/commitment control, and purchasing.

B. Expected Workforce Changes

- Ongoing and progressive technological advancements to modernize to and streamline work processes will change the way many job functions are performed.
- Employees cross-trained in functional areas

C. Anticipated Increase/Decrease in Number of Employees Needed to Do the Work

- Budget reductions due to Covid-19 will cause the agency to reduce its FTE's during the 2020 – 2021 biennium and possibly future biennium. The budget cuts will require the agency to create vacancies or not fill vacancies that develop. Reductions could jeopardize the agency's ability to continue to meet its objectives and responsibilities. Currently, all staff work directly on critical functions.
- A continued shifting of FTE positions within the agency will be necessary to meet changing demands.

D. Future Workforce Skills Needed

ECPTOTE relies on a competent and knowledgeable staff. In addition to the critical competencies listed before, these are additional ones essential for the ECPTOTE to maintain in its staff in the future:

- Ability to set goals,
- Self-directed
- Ability to take ownership of responsibilities within agency guidelines

IV. Gap Analysis

Similar to many other small state agencies, recruitment and retention of staff is frequently a challenge primarily due to uncompetitive salary levels. The high cost of living in the Austin metro often results in current and future hiring of individuals that reside in excess of 30 miles from our headquarters in downtown Austin. This in turn results in excessive commutes that affect employee morale, do to construction and congested roadways that exemplify Austin. The telecommuting ramification of Covid-19 on ECPTOTE has created a new normal. Currently all critical job duties cannot be completed remotely.

V. Strategy Development

To address the deficits between the current workforce and future requirements, the agency has developed goals for the current workforce plan. These are based on a range of factors identified through analyzing the agency and its workforce.

Gap

- Recruitment and retention of staff who possess the needed skills that are critical to the agency's ability to operate.

Goal

- Develop a competent, well-trained workforce.

Rationale

The training and development of current employees is critical to the success of the agency. The agency 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 agency 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 training opportunities that reinforce the critical workforce skills critical to the agency.
- 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.
- Implement the education and training policy to promote employee education and self-improvement.

Gap

- 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 agency 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).
- 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.
- Develop succession plans for all positions to ensure that knowledge is retained.

Gap

- Cannot telecommute from all critical job position.

Goal

- Effectively utilize telecommuting

Rationale

Telecommuting is an important component of the agency's continuity of operations plan. To efficiently deliver service to Texans during the current pandemic and future emergencies, effectively utilizing telecommuting will be necessary. The agency needs to prioritize cybersecurity while utilizing telecommuting.

Action Steps

- Identify position capable of tele commuting now and in the future and update the telecommuting policies and procedures
- Continue to move toward a paperless environment
- Utilization of video conferencing to conduct agency business

533 - Executive Council of Physical Therapy & Occupational Therapy Examiners

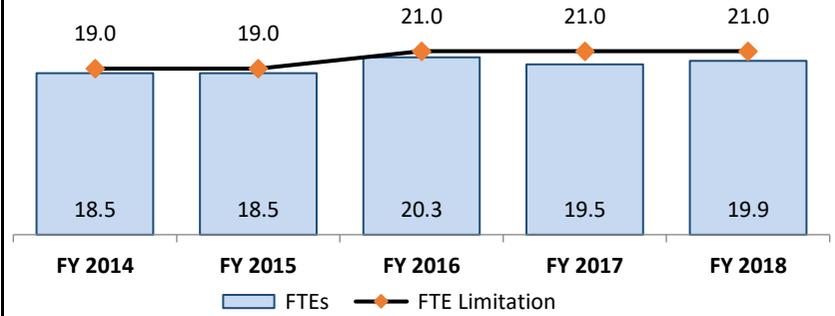
Workforce Summary Document prepared by the State Auditor's Office.
Based on information self-reported by the agency, the following items are noteworthy.

Full-Time Equivalent (FTE) Employees

The agency's full-time equivalent (FTE) employee limitation remained the same in fiscal year 2018 compared to fiscal year 2017. Compared to fiscal year 2014, the agency had an increase of 1.4 (7.6 percent) in the total number of FTEs.

FTEs Below/Above FTE Limitation

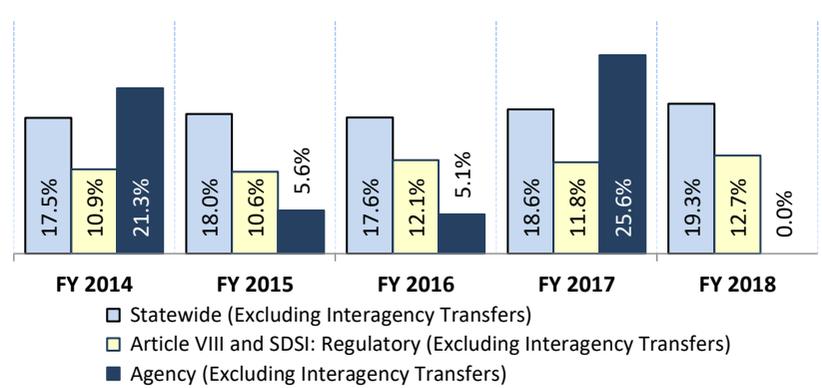
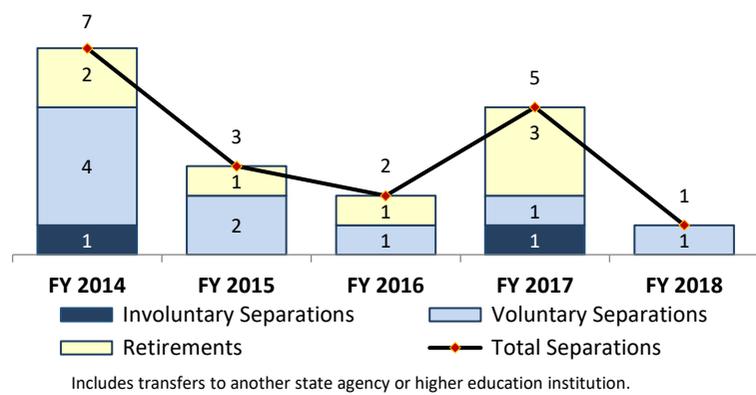
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
FTE Limitation	19.0	19.0	21.0	21.0	21.0
Number Below or Above Limitation	-0.5	-0.5	-0.7	-1.5	-1.1
Percent Above or Below Limitation	-2.6%	-2.6%	-3.3%	-7.1%	-5.2%



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

Employee Turnover ^a

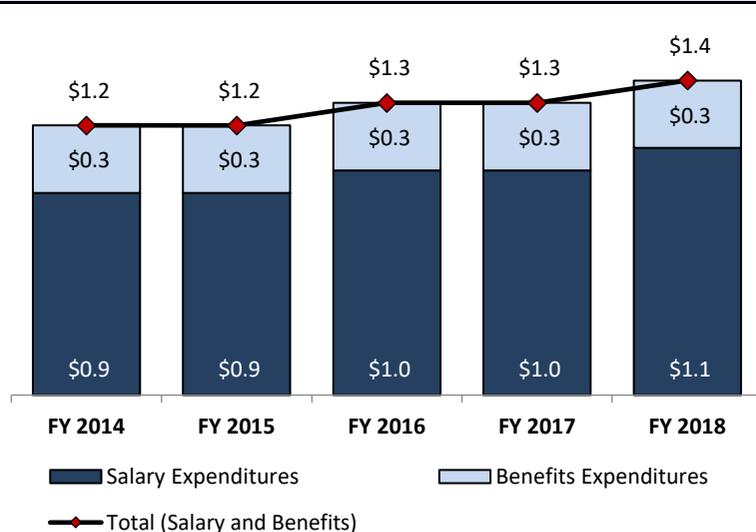
Excluding interagency transfers, the turnover rate within the agency (0.0 percent) was lower than the statewide turnover rate (19.3 percent) and lower than the turnover rate of Article VIII and Self-Directed, Semi-Independent (SDSI) agencies (12.7 percent) during fiscal year 2018. The fiscal year 2018 agency turnover rate including employees who transferred to another state agency or higher education institution was 5.3 percent.



Compensation Information ^a

The average agency salary of \$48,105 in fiscal year 2018 represented an increase of 12.3 percent compared to the average agency salary in fiscal year 2014. In fiscal year 2018, 68.4 percent of employees were paid below the midpoint of the salary range in which they were assigned. Total agency expenditures for salary and benefits were higher compared to fiscal year 2014.

Salary and Benefits Expenditures (in Millions)



Average Salary Trends

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Executive Director	\$ 70,000	\$ 70,000	\$ 93,524	\$ 93,524	\$ 104,990
Agency Average	\$ 42,827	\$ 44,000	\$ 47,271	\$ 48,524	\$ 48,105
Article Average	\$ 53,839	\$ 55,826	\$ 58,297	\$ 59,285	\$ 60,376
Statewide Average	\$ 42,116	\$ 43,255	\$ 45,365	\$ 46,475	\$ 47,506

Note: With the exception of the executive director, the average salary is for classified regular, full-time employees only. Article salary average includes Article VIII and SDSI agencies.

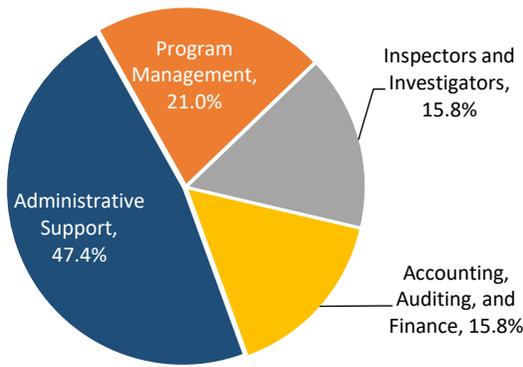
Number of and Total Dollars Spent on Salary Actions

	Fiscal Year 2017		Fiscal Year 2018	
	Actions	Dollars Spent	Actions	Dollars Spent
Promotions	4	\$ 31,159	1	\$ 153
Merits	11	\$ 21,622	0	\$ 0
One-Time Merits	13	\$ 20,400	17	\$ 28,500
Equity Adjustments	0	\$ 0	0	\$ 0
Reclassifications	0	\$ 0	0	\$ 0
Totals	28	\$ 73,181	18	\$ 28,653

^a Turnover, salary trends, and salary action information was prepared from quarterly and year-end summary information received from the Office of the Comptroller of Public Accounts' Uniform Statewide Payroll/Personnel System (USPS) and 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 Office of the Comptroller of Public Accounts' Uniform Statewide Accounting System (USAS).

Job Classifications ^b

Fiscal Year 2018 Major Occupational Categories



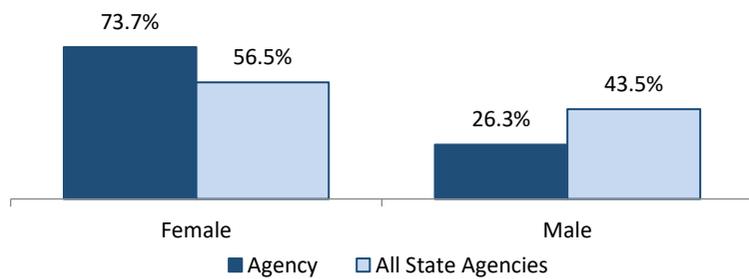
Agency Job Classifications

In fiscal year 2018, employees were classified in the following job titles: Administrative Assistant, Investigator, Accountant, Program Supervisor, Staff Services Officer, License and Permit Specialist, Manager, and Accounting Technician.

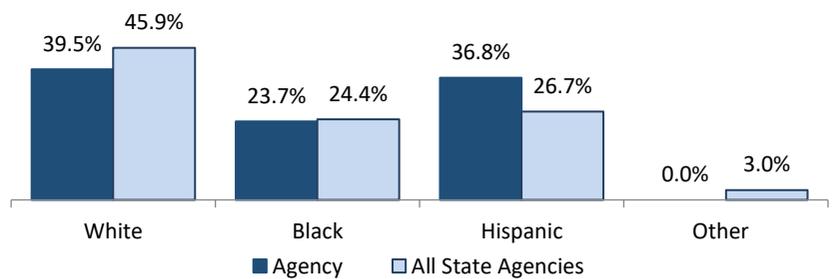
Fiscal Year 2018 Workforce Demographics ^b

On average, employees at the agency were 47.0 years of age and had 6.0 years of agency length of service. Of the agency's employees, 60.6 percent were 40 years of age or older, and 76.3 percent had fewer than 5 years of agency length of service.

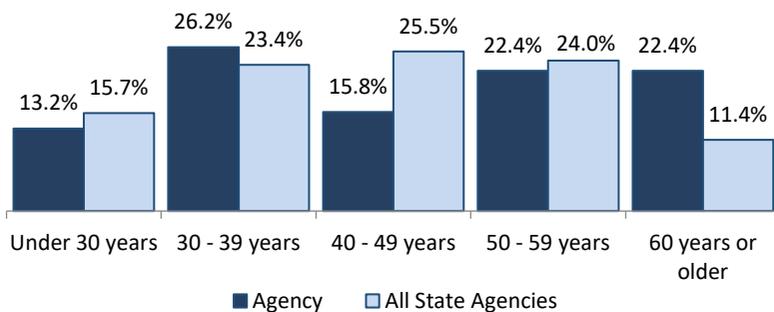
Gender



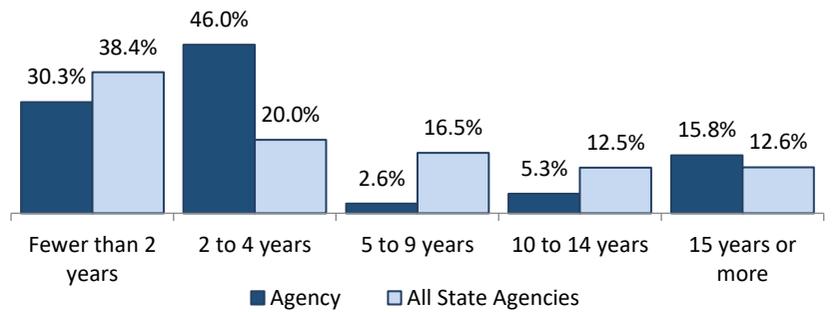
Ethnic Group



Age



Agency Length of Service

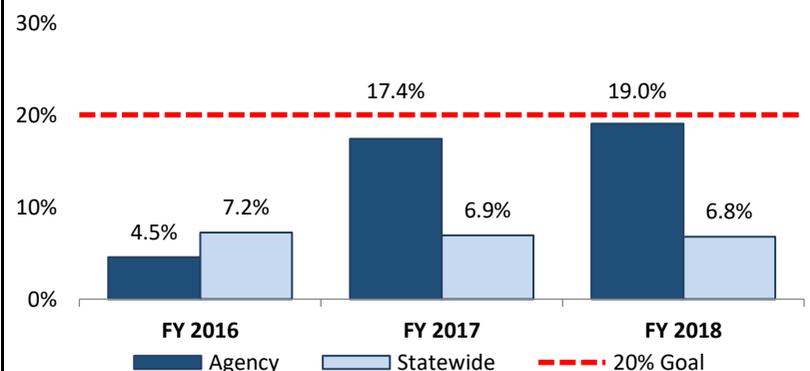


^b Job classification and demographic information was prepared from quarterly and year-end summary information received from the Office of the Comptroller of Public Accounts' Uniform Statewide Payroll/Personnel System (USPS) and Standardized Payroll/Personnel Reporting System (SPRS). Data includes classified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

Veteran Employment ^c

Effective fiscal year 2016, Texas Government Code, Section 657.004, sets for state agencies a goal of employing veterans in full-time positions equal to at least 20.0 percent of the total number of agency employees.

In fiscal year 2018, the agency's total percent of veterans employed was higher than the statewide average and had increased since fiscal year 2017.



^c Information on veteran employment was obtained from the Office of the Comptroller of Public Accounts. Statewide totals include state agencies and higher education institutions.

Employee Engagement

84.2%

About the same as last time

Response Rate

The response rate to the survey is your first indication of the level of employee engagement in your organization. Of the 19 employees invited to take the survey, 16 responded for a response rate of 84.2%. As a general rule, rates higher than 50% suggest soundness, while rates lower than 30% may indicate problems. At 84.2%, your response rate is considered high. High rates mean that employees have an investment in the organization and are willing to contribute towards making improvements within the workplace. With this level of engagement, employees have high expectations from leadership to act upon the survey results.

Overall Score

The overall score is a broad indicator for comparison purposes with other entities. Scores above 350 are desirable, and when scores dip below 300, there should be cause for concern. Scores above 400 are the product of a highly engaged workforce. **Your Overall Score from last time was 434.**



Overall Score: 419



*Combined for groups with less than 20 respondents.

Levels of Employee Engagement

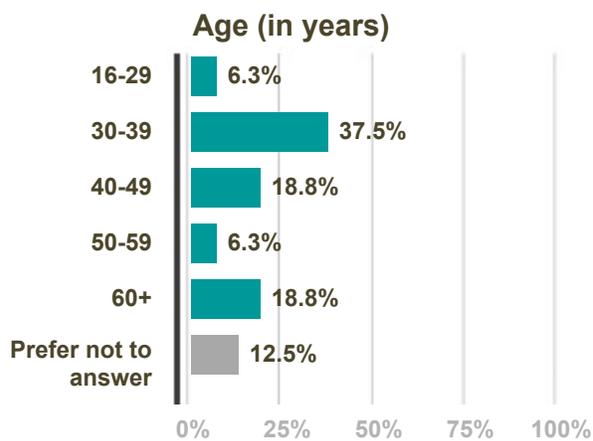
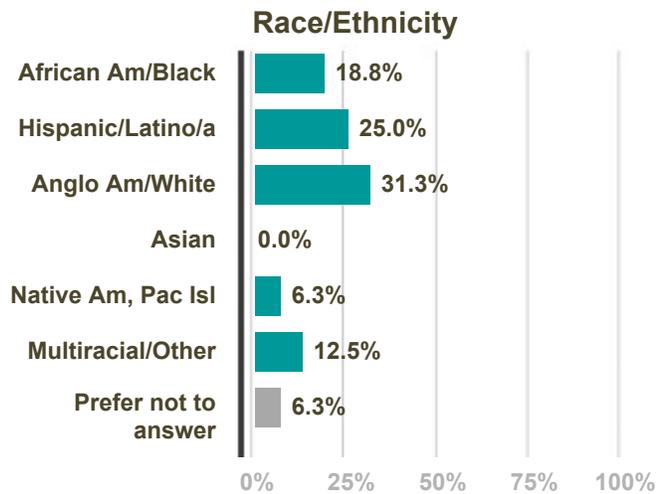
Twelve items crossing several survey constructs have been selected to assess the level of engagement among individual employees. For this organization, 50% of employees are Highly Engaged and 25% are Engaged. Moderately Engaged and Disengaged combine for 25%.

Highly Engaged employees are willing to go above and beyond in their employment. Engaged employees are more present in the workplace and show an effort to help out. Moderately Engaged employees are physically present, but put minimal effort towards accomplishing the job. Disengaged employees are disinterested in their jobs and may be actively working against their coworkers.

For comparison purposes, according to nationwide polling data, about 30% of employees are Highly Engaged or Engaged, 50% are Moderately Engaged, and 20% are Disengaged. While these numbers may seem intimidating, they offer a starting point for discussions on how to further engage employees. Focus on building trust, encouraging the expression of ideas, and providing employees with the resources, guidance, and training they need to do their best work.

People

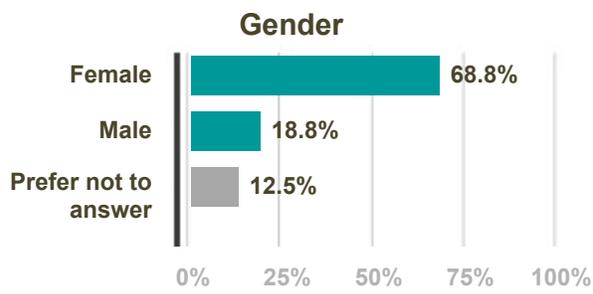
Examining demographic data is an important aspect of determining the level of consensus and shared viewpoints across the organization. A diverse workforce helps ensure that different ideas are understood, and that those served see the organization as representative of the community. Gender, race/ethnicity, and age are just a few ways to measure diversity. While percentages can vary among different organizations, extreme imbalances should be a cause for concern.



FOCUS FORWARD >>>

13% CAN RETIRE

This percentage of respondents indicated that they are or will be eligible for retirement within two years.



Constructs

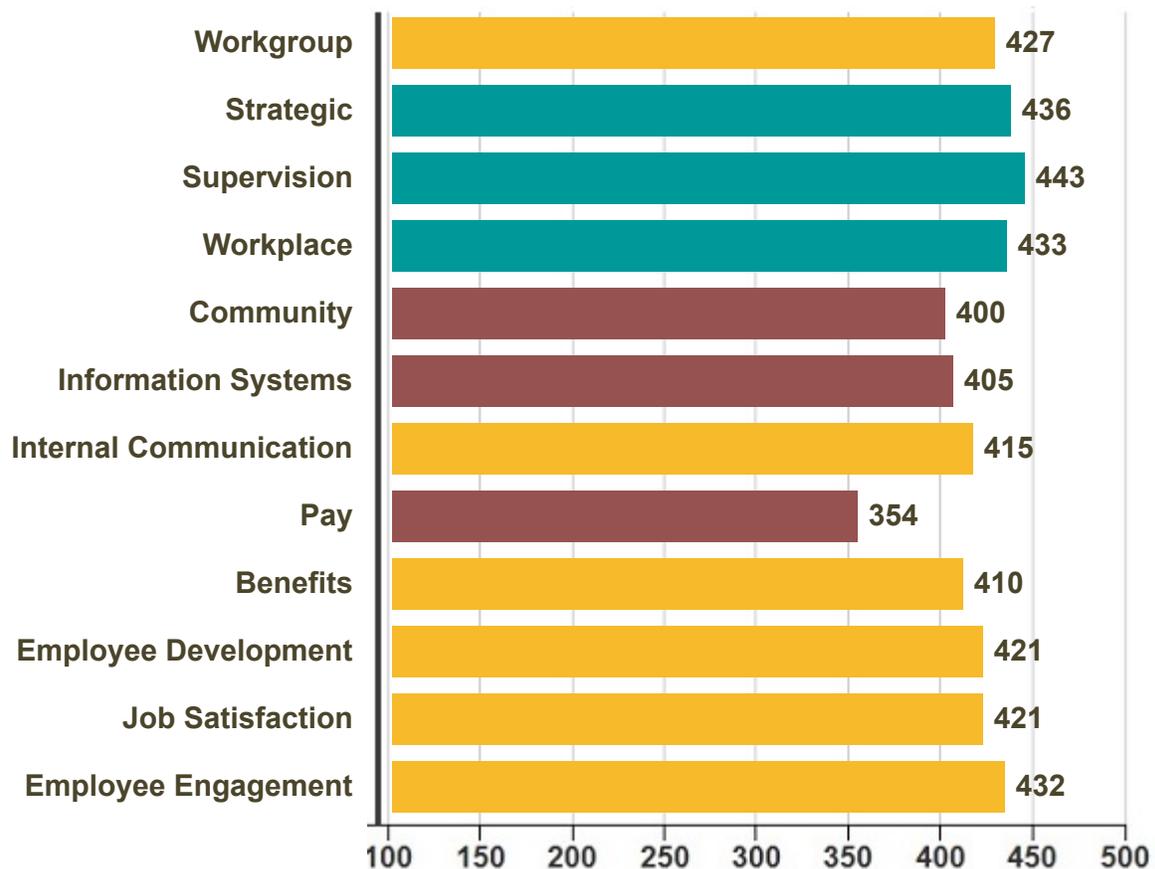
Similar items are grouped together and their scores are averaged and multiplied by 100 to produce 12 construct measures. These constructs capture the concepts most utilized by leadership and drive organizational performance and engagement.

Each construct is displayed below with its corresponding score. Constructs have been coded below to highlight the organization's areas of strength and concern. The three highest are green, the three lowest are red, and all others are yellow. Scores typically range from 300 to 400, and 350 is a tipping point between positive and negative perceptions. The lowest score for a construct is 100, while the highest is 500.

FOCUS FORWARD >>>

Every organization faces different challenges depending on working conditions, resources, and job characteristics. On the next page, we highlight the constructs that are relative strengths and concerns for your organization. While it is important to examine areas of concern, this is also an opportunity to recognize and celebrate areas that employees have judged to be strengths. All organizations start in a different place, and there is always room for improvement within each area.

Construct Scores



Constructs Over Time

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.

Positive changes indicate that employees perceive the issue as having improved since the previous survey.

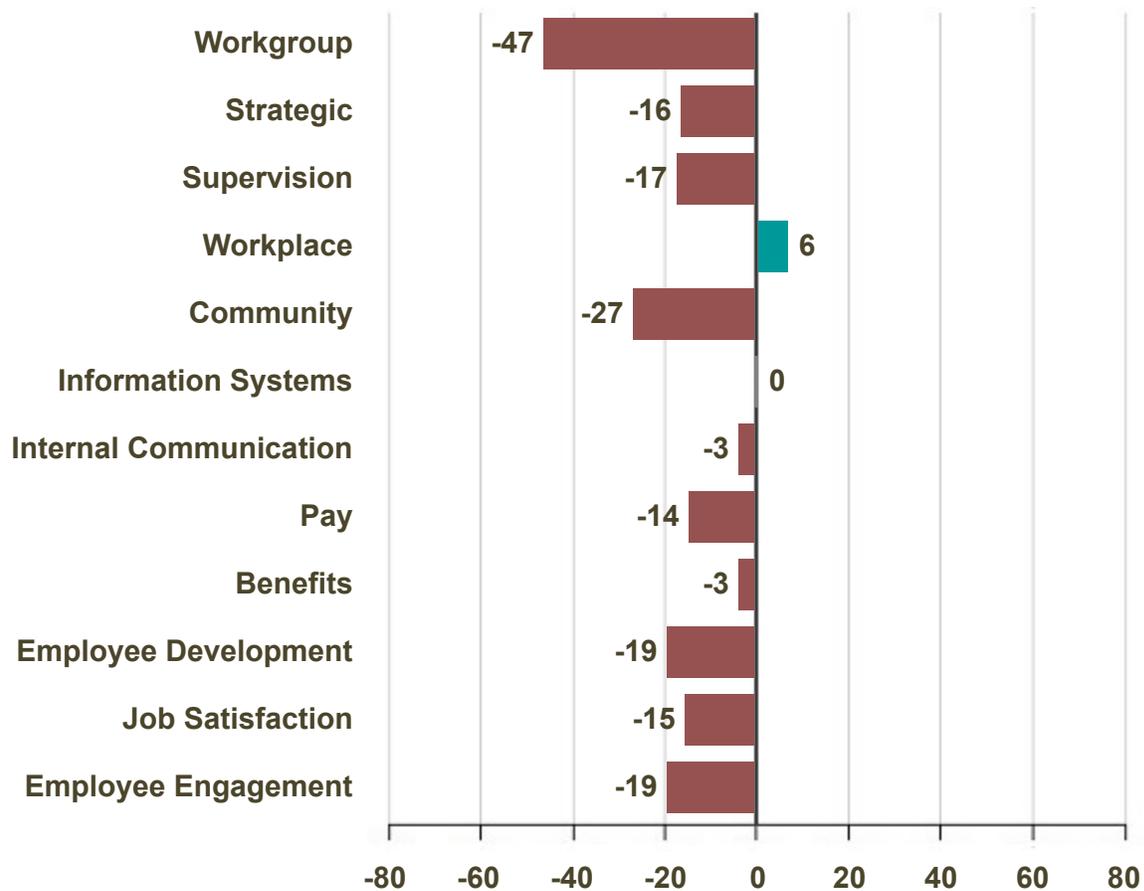
Negative changes indicate that the employees perceive that the issue has worsened since the previous survey. Negative changes of greater than 40 points and having 8 or more negative construct changes should be a source of concern for the organization and should be discussed with employees and organizational leadership.

Has Change Occurred?

Variation in scores from year to year is normal, even when nothing has changed. Analyzing trend data requires a bringing patterns into focus, digging deeper into data, and asking questions about issues surrounding the workplace.

Pay close attention to changes of more than 15 points in either direction. Were there any new policies or organizational changes that might have affected the scores? Were these areas a point of focus for your change initiatives?

Constructs Scores Over Time



Areas of Strength and Concern

Areas of Strength



Supervision

Score: 443

The supervision construct captures employees' perceptions of the nature of supervisory relationships within the organization. Higher scores suggest that employees view their supervisors as fair, helpful and critical to the flow of work.



Strategic

Score: 436

The strategic construct captures employees' perceptions of their role in the organization and the organization's mission, vision, and strategic plan. Higher scores suggest that employees understand their role in the organization and consider the organization's reputation to be positive.



Workplace

Score: 433

The workplace construct captures employees' perceptions of the total work atmosphere, the degree to which they consider it safe, and the overall feel. Higher scores suggest that employees see the setting as satisfactory, safe and that adequate tools and resources are available.

Areas of Concern



Pay

Score: 354

The pay construct captures employees' perceptions about how well the compensation package offered by the organization holds up when compared to similar jobs in other organizations. Lower scores suggest that pay is a central concern or reason for discontent and is not comparable to similar organizations.



Community

Score: 400

The community construct captures employees' perceptions of the relationships between employees in the workplace, including trust, respect, care, and diversity among colleagues. Lower scores suggest that employees feel a lack of trust and reciprocity from their colleagues.



Information Systems

Score: 405

The information systems construct captures employees' perceptions of whether computer and communication systems provide accessible, accurate, and clear information. The lower the score, the more likely employees are frustrated with their ability to secure needed information through current systems.

Climate

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. Below are the percentages of employees who marked disagree or strongly disagree for each of the 6 climate items.

<p>6.3%</p> <p>believe the information from this survey will go unused.</p> <p>Conducting the survey creates momentum and interest in organizational improvement, so it's critical that leadership acts upon the data and keeps employees informed of changes as they occur.</p>	<p>0.0%</p> <p>feel they are not treated fairly in the workplace.</p> <p>Favoritism can negatively affect morale and cause resentment among employees. When possible, ensure responsibilities and opportunities are being shared evenly and appropriately.</p>	<p>Highest Level of Disagreement</p> 
<p>0.0%</p> <p>feel that upper management should communicate better.</p> <p>Upper management should make efforts to be visible and accessible, as well as utilize intranet/internet sites, email, and social media as appropriate to keep employees informed.</p>	<p>0.0%</p> <p>feel there aren't enough opportunities to give supervisor feedback.</p> <p>Leadership skills should be evaluated and sharpened on a regular basis. Consider implementing 360 Degree Leadership Evaluations so supervisors can get feedback from their boss, peers, and direct reports.</p>	
<p>0.0%</p> <p>feel there are issues with ethics in the workplace.</p> <p>An ethical climate is the foundation of building trust within an organization. Reinforce the importance of ethical behavior to employees, and ensure there are appropriate channels to handle ethical violations.</p>	<p>0.0%</p> <p>feel workplace harassment is not adequately addressed.</p> <p>While no amount of harassment is desirable within an organization, percentages above 5% would benefit from a serious look at workplace culture and the policies for dealing with harassment.</p>	 <p>Lowest Level of Disagreement</p>

Schedule G

Report on Customer Service

May 2019 – May 2020

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. 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 biennium, 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 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 accessed the survey directly from a different area of the agency's website.

The agency is now provided results on request, 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 only 327 responses. This is in contrast to the 2,907 in the previous biennium, and 3,066 in the current 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 is an online instrument. Utilizing both HyperText Markup Language (html coding) and Common Gateway Interface (cgi scripting), the survey was first made available via the internet at the following Internet address:

<http://www.orgexcel.net/survey/index.php?&sc=53301>

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 a link on the home page. 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. Experience shows 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 through a link on the UT website, which allowed the agency to custom build a report. Results are 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 in the sample time period of April 2019 – April 2020 with 78% of respondents stating that overall; they were satisfied with their experience with the agency. Of the remaining respondents, 10% were neutral on this item, 5% disagreed, and 4% entered “strongly disagree”. 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” with a 3.86 response rating.

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.



Survey Results for

ECPTOTE Customer Service Survey

for

**533 - Executive Council of Physical Therapy and
Occupational Therapy Examiners**

**April 01, 2018
Through
April 01, 2020**

Survey Items

533 - Executive Council of Physical Therapy and Occupational Therapy Examiners

Survey Respondents

Total Number of Respondents: 3066

Survey Items

533 - Executive Council of Physical Therapy and Occupational Therapy Examiners

I am a:

Number of Respondents: 2964

Item Response	Count	Pct.
Male	687	23.18%
Female	2277	76.82%

Frequency Distribution

Male	23.18%
Female	76.82%

Survey Items

533 - Executive Council of Physical Therapy and Occupational Therapy Examiners

My race/ethnicity is:

Number of Respondents: 2961

Item Response	Count	Pct.
African-American/Black	205	6.92%
Hispanic/Latino/a	484	16.35%
Anglo-American/White	1812	61.20%
Asian-American/Native American	290	9.79%
Multiracial/Other	170	5.74%

Frequency Distribution

African-American/Black	6.92%
Hispanic/Latino/a	16.35%
Anglo-American/White	61.2%
Asian-American/Native American	9.79%
Multiracial/Other	5.74%

Survey Items

533 - Executive Council of Physical Therapy and Occupational Therapy Examiners

Indicate (in years) how long you have received services from this organization:

Number of Respondents: 3003

Item Response	Count	Pct.
Less than 1 year	262	8.72%
1 to 3 years	349	11.62%
More than 3 years	2392	79.65%

Frequency Distribution

Less than 1 year	8.72%
1 to 3 years	11.62%
More than 3 years	79.65%

Survey Items

533 - Executive Council of Physical Therapy and Occupational Therapy Examiners

Over the past 12 months, indicate how many times you have interacted with this organization:

Number of Respondents: 3004

Item Response	Count	Pct.
Once	1684	56.06%
2 to 3 times	951	31.66%
More than 3 times	369	12.28%

Frequency Distribution

Once	56.06%
2 to 3 times	31.66%
More than 3 times	12.28%

Survey Items

533 - Executive Council of Physical Therapy and Occupational Therapy Examiners

Please indicate the category which best describes you:

Number of Respondents: 3041

Item Response	Count	Pct.
Physical Therapist	1205	39.63%
Physical Therapist Assistant	674	22.16%
Occupational Therapist	688	22.62%
Occupational Therapy Assistant	418	13.75%
Customer/Patient	3	0.10%
Licensee/Applicant	41	1.35%
Other (please specify)	12	0.39%

Frequency Distribution

Physical Therapist	39.63%
Physical Therapist Assistant	22.16%
Occupational Therapist	22.62%
Occupational Therapy Assistant	13.75%
Customer/Patient	0.1%
Licensee/Applicant	1.35%
Other (please specify)	0.39%

Survey Items

533 - Executive Council of Physical Therapy and Occupational Therapy Examiners

Please indicate the category which best describes you:

Verbatim Responses:	13
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- would like to get my certification
 - PTA Student
 - Administrator
 - Potential PT student
 - Owner
 - PTA Student
 - Student PTA
 - Physical Therapy Practice Owner
 - Student Physical Therapist Assistant
 - Facility Office Manager
 - Vvvvccc. Cc c c ccc
 - also Physical Therapist Assistant
 - Physical Therapist Assistant
-

Survey Items

533 - Executive Council of Physical Therapy and Occupational Therapy Examiners

What was the purpose of your contact with ECPTOTE?

Number of Respondents: 3066

Item Response	Count	Pct.
Application Status	242	7.89%
License renewal information	2692	87.80%
Open Records Request	9	0.29%
File or respond to complaint against licensee	8	0.26%
Obtain forms/publications	57	1.86%
Name/address change	133	4.34%
Problem with ECPTOTE	19	0.62%
Inquiry about obtaining a license	148	4.83%
Interpretation of OT or PT Rules and/or Acts	189	6.16%

Survey Items

533 - Executive Council of Physical Therapy and Occupational Therapy Examiners

Frequency Distribution

Application Status	7.89%
License renewal information	87.8%
Open Records Request	0.29%
File or respond to complaint against licensee	0.26%
Obtain forms/publications	1.86%
Name/address change	4.34%
Problem with ECPTOTE	0.62%
Inquiry about obtaining a license	4.83%
Interpretation of OT or PT Rules and/or Acts	6.16%

Survey Items

533 - Executive Council of Physical Therapy and Occupational Therapy Examiners

Staff members were knowledgeable and helpful.

Score: 4.29
Std. Dev.: 0.913
Number of Respondents: 2915

Item Response	Count	Pct.
Strongly Agree	734	25.18%
Agree	455	15.61%
Neutral	178	6.11%
Disagree	28	0.96%
Strongly Disagree	31	1.06%
Not Applicable	1489	51.08%

Frequency Distribution

Strongly Agree	25.18%
Agree	15.61%
Neutral	6.11%
Disagree	0.96%
Strongly Disagree	1.06%
Not Applicable	51.08%

Survey Items

533 - Executive Council of Physical Therapy and Occupational Therapy Examiners

I received the correct information I needed.

Score: 4.39
Std. Dev.: 0.834
Number of Respondents: 2939

Item Response	Count	Pct.
Strongly Agree	1418	48.25%
Agree	930	31.64%
Neutral	165	5.61%
Disagree	44	1.50%
Strongly Disagree	50	1.70%
Not Applicable	332	11.30%

Frequency Distribution

Strongly Agree	48.25%
Agree	31.64%
Neutral	5.61%
Disagree	1.5%
Strongly Disagree	1.7%
Not Applicable	11.3%

Survey Items

533 - Executive Council of Physical Therapy and Occupational Therapy Examiners

I received the correct materials I needed.

Score: 4.38
Std. Dev.: 0.829
Number of Respondents: 2923

Item Response	Count	Pct.
Strongly Agree	1313	44.92%
Agree	895	30.62%
Neutral	164	5.61%
Disagree	47	1.61%
Strongly Disagree	42	1.44%
Not Applicable	462	15.81%

Frequency Distribution

Strongly Agree	44.92%
Agree	30.62%
Neutral	5.61%
Disagree	1.61%
Strongly Disagree	1.44%
Not Applicable	15.81%

Survey Items

533 - Executive Council of Physical Therapy and Occupational Therapy Examiners

The web site was easy to use and well organized.

Score: 3.86
Std. Dev.: 1.222
Number of Respondents: 2971

Item Response	Count	Pct.
Strongly Agree	1122	37.77%
Agree	970	32.65%
Neutral	380	12.79%
Disagree	270	9.09%
Strongly Disagree	209	7.03%
Not Applicable	20	0.67%

Frequency Distribution

Strongly Agree	37.77%
Agree	32.65%
Neutral	12.79%
Disagree	9.09%
Strongly Disagree	7.03%
Not Applicable	0.67%

Survey Items

533 - Executive Council of Physical Therapy and Occupational Therapy Examiners

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

Score: 4.06
Std. Dev.: 1.082
Number of Respondents: 2953

Item Response	Count	Pct.
Strongly Agree	1222	41.38%
Agree	1026	34.74%
Neutral	326	11.04%
Disagree	173	5.86%
Strongly Disagree	126	4.27%
Not Applicable	80	2.71%

Frequency Distribution

Strongly Agree	41.38%
Agree	34.74%
Neutral	11.04%
Disagree	5.86%
Strongly Disagree	4.27%
Not Applicable	2.71%

Survey Items

533 - Executive Council of Physical Therapy and Occupational Therapy Examiners

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

Score: 4.06
Std. Dev.: 0.978
Number of Respondents: 2920

Item Response	Count	Pct.
Strongly Agree	775	26.54%
Agree	750	25.68%
Neutral	356	12.19%
Disagree	63	2.16%
Strongly Disagree	60	2.05%
Not Applicable	916	31.37%

Frequency Distribution

Strongly Agree	26.54%
Agree	25.68%
Neutral	12.19%
Disagree	2.16%
Strongly Disagree	2.05%
Not Applicable	31.37%

Survey Items

533 - Executive Council of Physical Therapy and Occupational Therapy Examiners

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

Score: 4.18
Std. Dev.: 1.012
Number of Respondents: 2899

Item Response	Count	Pct.
Strongly Agree	660	22.77%
Agree	433	14.94%
Neutral	179	6.17%
Disagree	47	1.62%
Strongly Disagree	46	1.59%
Not Applicable	1534	52.91%

Frequency Distribution

Strongly Agree	22.77%
Agree	14.94%
Neutral	6.17%
Disagree	1.62%
Strongly Disagree	1.59%
Not Applicable	52.91%

Survey Items

533 - Executive Council of Physical Therapy and Occupational Therapy Examiners

Printed brochures or written material provided thorough and accurate information.

Score: 4.22
Std. Dev.: 0.908
Number of Respondents: 2899

Item Response	Count	Pct.
Strongly Agree	827	28.53%
Agree	624	21.52%
Neutral	243	8.38%
Disagree	43	1.48%
Strongly Disagree	34	1.17%
Not Applicable	1128	38.91%

Frequency Distribution

Strongly Agree	28.53%
Agree	21.52%
Neutral	8.38%
Disagree	1.48%
Strongly Disagree	1.17%
Not Applicable	38.91%

Survey Items

533 - Executive Council of Physical Therapy and Occupational Therapy Examiners

Overall, I am satisfied with my experience.

Score: 4.07
Std. Dev.: 1.069
Number of Respondents: 2955

Item Response	Count	Pct.
Strongly Agree	1218	41.22%
Agree	1108	37.50%
Neutral	297	10.05%
Disagree	166	5.62%
Strongly Disagree	130	4.40%
Not Applicable	36	1.22%

Frequency Distribution

Strongly Agree	41.22%
Agree	37.5%
Neutral	10.05%
Disagree	5.62%
Strongly Disagree	4.4%
Not Applicable	1.22%

Survey Items

533 - Executive Council of Physical Therapy and Occupational Therapy Examiners

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

Score: 4.17

Std. Dev.: 0.900

Number of Respondents: 2862

Item Response	Count	Pct.
Strongly Agree	283	9.89%
Agree	166	5.80%
Neutral	152	5.31%
Disagree	1	0.03%
Strongly Disagree	8	0.28%
Not Applicable	2252	78.69%

Frequency Distribution

Strongly Agree	9.89%
Agree	5.8%
Neutral	5.31%
Disagree	0.03%
Strongly Disagree	0.28%
Not Applicable	78.69%

Survey Items

533 - Executive Council of Physical Therapy and Occupational Therapy Examiners

Item Score Summary

Item Text	Score	Std. Dev.
Staff members were knowledgeable and helpful.	4.29	0.913
I received the correct information I needed.	4.39	0.834
I received the correct materials I needed.	4.38	0.829
The web site was easy to use and well organized.	3.86	1.222
The web site contained clear and accurate information on events, services, and contact information.	4.06	1.082
If I complained, I believe it would be addressed in a reasonable manner.	4.06	0.978
My telephone call, letter or e-mail inquiry was answered in a reasonable amount of time.	4.18	1.012
Printed brochures or written material provided thorough and accurate information.	4.22	0.908
Overall, I am satisfied with my experience.	4.07	1.069
If I visited the facility, it was clean and orderly.	4.17	0.900

Schedule H

Assessment of Advisory Committees (not applicable)