

## **Strategic Plan for Years 2011-2015**

### **Summary:**

The Legislative Budget Board is required by Section 2056 of the Government Code to guide, review, and finalize agency strategic plans. Staff anticipate that the instructions for the 2011-2015 Strategic Plan will likely be distributed by March-April 2010 and the Plan will be due in July-August 2010.

The Board Liaison for Strategic Planning is Mary Jane Salgado. Because of the timing of release of instructions and the short time frame for delivery of the Plan to State officials, the Board has historically approved concepts related to policy and budget requests for the Strategic Plan and let the Liaison actually review and comment on the Plan before final submission. At the January and April meetings, these concepts will be discussed.

The LBB website explains the history of Strategic Planning in Texas Government:

### ***Strategic Planning and Budgeting System***

*House Bill 2009 (VACS, Article 6465-31), enacted in 1991, required each executive branch state agency and each institution of higher education to develop a six-year strategic planning process. Two years later, the Legislature amended the statute to shorten the planning horizon to five years. The Legislature hoped that strategic planning could provide statewide direction in key policy areas and allow the state to move away from crisis-driven decision making.*

*Later in 1991, the LBB adopted a budget reform proposal to establish a performance-based budgeting system.*

*The proposed system consisted of several elements:*

- *Establish a performance and achievement based budgeting system;*
- *Strengthen legislative monitoring of budgets;*
- *Develop standardized unit costs;*
- *Direct the State Auditor to certify performance and achievement;*
- *Streamline the budget process; and*
- *Base appropriation levels on outcomes.*

*In response to budget reform proposals and the strategic planning statutes, the LBB in cooperation with the Governor adopted a strategic planning and budgeting system (SPB) in 1992. The SPB was designed to integrate the strategic planning process with performance-based budgeting. The system was structured to recognize the relationships between funding and performance, between accountability and resource allocation, and between spending and results. The goal of SPB was to focus on the quality of services provided. In 1993, the Legislature took another step forward and included agency goals, strategies, and performance targets with each agency's appropriation in the 1994–1995 General Appropriations Act.*

*In 1991, the Legislature created the Medicaid Analysis and Cost Control Office (MACC) as part of the LBB. The MACC was designated to seek ways that Texas could increase federal receipts by focusing initially on the Medicaid Program. In 1993, the Legislature merged the staff of the Legislative Education Board and the staff of the Educational Economic Policy Center into the LBB. With reorganization of the LBB in 1994, these groups became the Federal Funds Analysis Team and the Public Education Team, respectively.*

*In 1999, responsibilities for approval of information resource strategic plans and quality assurance review of major information resource projects were transferred by interagency contract from the Department of Information Resources to the LBB. In 2001, amendments of the General Appropriations Act and the Government Code resulted in additional LBB responsibilities for state agency information resources.*

### **Strategic Concepts Discussed at the October Board Retreat:**

The following items were identified by both staff and the board members:

- **Self-Directed Semi-Independent Status:** In 1999, the Legislature passed the Self-Directed Semi-Independent Agency Project Act. The pilot project created by this Act included the Texas State Board of Public Accountancy, the Texas Board of Professional Engineers, and the Texas Board of Architectural Examiners. Under this project, the agencies remain state agencies but the individual Boards approve their budgets. They are also required to pay a specific amount of money to the General Revenue and to pay their own expenses. Agencies must report biennially to the Legislature. The Financial agencies were added to the project in 2009. The ability to make budget decisions provides agencies the flexibility to be responsive to changing conditions and to operate more efficiently and effectively. The project is scheduled to Sunset in 2013. Consideration of the continued status of these agencies will be considered at that time.
- **Board Regulation of Certified Nurse Assistants and/or Medication Aides:** The LBB Performance Review recommended the Board of Nursing regulate Certified Nurse Aides. Legislation to move regulation of CNAs to the Board of Nursing failed in 2009. The Board determined at its 2006 retreat that regulation of unlicensed assistive personnel should be regulated by the Board of Nursing since nursing personnel delegate functions to these individuals. However, due to the large CNA population and concerns over workload and program costs, the decision at that time was to support starting with a smaller group such as medication aides. Exploration of this issue and the position of various stakeholders will continue.
- **Executive Director Salary:** The Executive Director's salary is determined by the Legislature in the Agency's appropriations. The State Auditor made recommendations for adjustment of agency heads' salaries in FY 08. The Executive Director's salary was not adjusted according to the recommendation.
- **Criminal Background Checks for Students:** The program initially funded by a grant to review the eligibility of students/applicants in nursing educational programs is continuing but requiring greater resources, both to review applications and determine eligibility when criminal, chemical, or mental health issues must be reviewed. It is anticipated that the cost of this program will warrant additional resources in the coming biennium.
- **Nursing Shortage:** The ongoing nursing shortage will continue into and beyond the next biennium. The expansion in enrollment will result in increased production of nurses and increased workload for the Board. Expansion in the number of educational programs also affects agency workload as applications for new programs grows.

- **Increased Capacity in Nursing Education Programs to increase production of graduates:** The Board has worked cooperatively with the Texas Higher Education Coordinating Board and the Texas Workforce Commission to review applications for new nursing programs; worked with the Texas Team to fund and monitor expansion of current programs to facilitate increased production of nurses; and worked with the Texas Center for Nursing Workforce Studies to evaluate the supply and demand of nurses in Texas. The trend for greater interest in opening new programs is expected to continue.
- **Nursing Diversity in the workplace:** The Board is aware both statewide and regional demographics of nurses do not match Texas population demographics. Diversity also calls for greater consideration of diverse cultural dimensions of Texas communities in the provision of nursing care.
- **Punitive vs. Remedial Disciplinary Actions:** The Board will continue to explore Just Culture and its application to nursing regulation. The Board will work with other states, collectively through the National Council of State Boards of Nursing to explore models which promote greater safety in the delivery of health care and nursing services. Soliciting patient safety pilot projects that remediate nurses and remedy systems problems will be considered.
- **Patient Safety Education for nurses:** Nurses need to be more aware of their role in the prevention of error and patient harm. The Board may consider requiring continuing education on patient safety for this purpose.
- **Patient Safety/Competency to Practice:** Evaluating competency will continue to be a focus of the Board's work in the coming biennium. The Board will continue to work with other states through the National Council of State Boards of Nursing to promote competent, safe nursing practice. The NCSBN Transition to Practice model may provide an opportunity to pilot such model in Texas for hospitals interested in participating.
- **Greater Transparency:** The Board will continue to seek open and transparent ways to conduct its business through use of technology to share meetings and reports.
- **Focus of the Board as more "service oriented":** The Board will survey, reach out, and seek to meet the needs of its constituents including, Employers, Nurses, Educators, and Associations.

**Staff recommendation:**

This item is for discussion.