

Organizational Structure
82nd Regular Session, Agency Submission

Agency Code: **537**

Agency Name: **State Health Services, Department of**

Commissioner's Office

The Commissioner's Office consists of the DSHS Commissioner, an Associate Commissioner, a Deputy Commissioner, Internal Audit and the State Epidemiologist. The Deputy Commissioner is comprised of the Centers for Program Coordination, Policy & Innovation and the Center for Consumer & External Affairs. The Commissioner's Office provides central organizational support on an agency wide basis to all DSHS programs which include directing and managing agency wide operations, establishing and administering overall DSHS policy and directing and managing business and fiscal operations of DSHS.

Internal Audit is comprised of two units: the Program Audit Unit and the Administrative Audits and Consulting Services Unit. They provide objective assurance and consulting activities designed to add value to DSHS and help accomplish its objectives by evaluating and improving the effectiveness of risk management, control, and governance processes. The Program Audit Unit conducts specific performance audits, which can include reviewing program economies, efficiencies, effectiveness, and compliance, as well as general reviews of internal controls. The Administrative Audits and Consulting Service Unit will coordinate risk assessment, audit planning, and statutory reporting, conduct information technology audits and special audits and consultations as requested by management, manage the audit follow-up and tracking database, and serve as the external audit liaison.

The Centers for Program Coordination, Policy & Innovation provides oversight and coordination for two cross departmental areas including the Office of Border Health and the Office for the Elimination of Health Disparities. In addition, the Center provides leadership and coordination for the department's program improvement functions including organization development, business process improvement and program integration/coordination. The Center is also responsible for fostering innovation in policy and for the coordination and oversight of program policy and rule development.

The Center for Consumer & External Affairs (CCEA) oversees and coordinates government affairs, media relations, public awareness and education campaigns, volunteer and community engagement activities, and stakeholder relations. In addition, CCEA supports the DSHS Council and coordinates consumer affairs activities with the HHSC Office of the Ombudsman.

Division for Mental Health & Substance Abuse Services

This division consists of three sections: the Community Mental Health & Substance Abuse Services Section, Community Mental Health & Substance Abuse Contractor Services Section and the Hospital Services Section.

The Community Mental Health & Substance Abuse Services Section administers mental health and substance abuse program policy, contracts, and quality management activities, and consists of three units: the Program Services Unit, the Contract Management Unit, and the Quality Management Unit. The Program Services Unit is responsible for development of performance measures and provider requirements for state purchased mental health and substance abuse services. The unit works cross functionally with the Quality Management and Contracts Management units to assure the effective and efficient delivery of services. The Contract Management Unit provides management and monitoring of contracts for community-based services and ensuring efficient and effective contracting practices with Local MHMR Authorities and Substance Abuse services contractors. The unit operationally

Organizational Structure
82nd Regular Session, Agency Submission

Agency Code: **537**

Agency Name: **State Health Services, Department of**

integrates program and fiscal initiatives into contract processes and coordinates MH, SA and MR (DADS) contract management activities. The Quality Management Unit is responsible for the design and coordination of quality management activities for mental health and substance abuse community services. The unit uses performance based risk assessment to identify contractors/LMHAs at high risk for contractual non-compliance and delivery of poor quality services and implements appropriate interventions to increase compliance and service quality. The unit responds to complaints, advocates for consumer's rights and provides data analysis and information to management and external stakeholders.

The Hospitals Section is made up of ten state hospitals and two public health hospitals. The ten state hospitals are: Austin State Hospital, Big Spring State Hospital, El Paso Psychiatric Center, Kerrville State Hospital, North Texas State Hospital, Wichita Falls Campus, Vernon Campus, Rusk State Hospital, San Antonio State Hospital, and Terrell State Hospital. The two public health hospitals are: Texas Center for Infectious Disease (TCID) and Rio Grande State Center (RGSC). The Hospitals Section's governing body's responsibilities are to provide management of evidence-based healthcare services. Services include those necessary to assess, treat, and promote recovery of persons as part of a disease management program for those patients admitted to state mental health hospitals for mental disorders. TCID provides management and treatment of infectious diseases, and RGSC provides outpatient healthcare, inpatient mental health services and long term services for individuals with intellectual disabilities. The section monitors and ensures compliance with federal and state rules and regulations to determine trends that impact the delivery of services to consumers.

Chief Financial Officer

The Chief Financial Officer consists of Accounting, Budgeting, and Client Services Contracting.

The Accounting Section manages agency revenue, assets, disbursements, and HHSC enterprise financial activities. It also provides general accounting support, coordinates financial audits, and processes reimbursements. The Accounting Section consists of three units: Claims Processing, Revenue Management, and General Ledger. Claims Processing manages disbursements and processes payments, including travel reimbursements, purchase vouchers, and refunds. This area also processes employee payroll and required payroll reporting. Revenue Management manages revenue, including collection and deposit of cash instruments; deposits into the State treasury and local accounts; accounts receivable; and deposits of cash receipts from regional offices. This area also bills for cost reimbursement contracts. The General Ledger area provides general accounting support, manages assets, prepares annual financial report and other required reports, performs HHSAS/USAS reconciliations, and prepares indirect cost proposals.

The Budget Section is comprised of two units: the Budget Forecasting and Reporting Unit and the Grant Coordination & Funds Management. The Budget Forecasting and Report Unit develops the Legislative Appropriation Request and fiscal notes for bills and rules. This unit manages agency budget, provides performance measurement reporting, and manages designated grant activities. The Budget Forecasting and Reporting Unit develops and manages budget; provides performance measurement reporting; conducts statistical analysis, forecasting, and trend analysis; and provides contract management support. The Grant Coordination & Funds

Organizational Structure
82nd Regular Session, Agency Submission

Agency Code: **537**

Agency Name: **State Health Services, Department of**

Management area conducts federal funds reporting; supports development of grant applications; prepares budgets and funding projections for grants and interagency agreements; and coordinates and reviews grant awards and interagency agreements.

The Client Services Contracting Unit (CSCU) is responsible for the coordination and facilitation of client service procurements and contracting. CSCU issues competitive procurements, oversees evaluation and negotiation, finalizes the development of client service contracts, and ensures the contracts are fully executed. CSCU is the office of record for client contracts.

Division for Regulatory Services

This division is comprised of two sections: the Health Care Quality and Environmental Consumer Safety.

The Health Care Quality Section establishes and administers rules and standards to maintain health care quality and consumer safety and is responsible for licensing, surveying, and inspecting providers of health care and consumer safety services. It consists of three units: Professional Licensing and Certification Unit, Regulatory Licensing Unit, and the Patient Quality Care Compliance Unit. The Professional Licensing and Certification Unit determines and administers standards for issuing and renewing licenses that allow individuals to practice health-related and consumer safety professions. The unit also conducts on-site compliance visits and complaint based investigations on individuals and educational institutions. The Regulatory Licensing Unit establishes licensing standards, requirements, and processing timelines for regulated health care quality and consumer safety entities. It also processes and issues licenses within regulatory timeframes. The Patient Quality Care Compliance Unit surveys licensed health care entities, including hospitals, EMS firms, and substance abuse facilities, and investigates complaints to assure compliance with standards. The unit also audits survey reports for compliance, including quality assurance activities, and recommends licensure/certification, state enforcement action, and/or federal termination.

The Environmental & Consumer Safety Section administers environmental and consumer safety compliance activities, such as risk assessments; inspections; complaint investigations; health and safety surveys; and sampling. The section is comprised of three units: Policy, Standards/QA Unit, Inspection Unit, and the Meat Safety Assurance Unit. It establishes regulatory standards and policies consistent with federal laws, regulations, and national standards to protect public health and allow Texas products to be shipped through interstate commerce. The Policy, Standards/QA Unit develops policies, rules, and standards and provides quality assurance for environmental and consumer safety compliance functions regarding areas, such as radiation; food production and handling; drugs and medical devices; asbestos; lead; mold; abusable volatile chemicals; and general sanitation. The Inspection Unit performs environmental and consumer safety inspections; complaint investigations; health and safety surveys; and sampling. The Meat Safety Assurance Unit conducts continuous inspection of all meat slaughter establishments that ship in intrastate commerce during their hours of operation, and periodically inspects all other meat processing establishments that ship in intrastate commerce or process meat for the owner of the animal.

Organizational Structure
82nd Regular Session, Agency Submission

Agency Code: **537**

Agency Name: **State Health Services, Department of**

Chief Operating Officer

The Chief Operating Officer consists of five sections: Executive and Staff Operation, Information Technology, Legal, Contract Oversight and Support and Health Information and Vital Statistics.

The Executive & Staff Operations Section supports the DSHS infrastructure needs of the agency. It consists of two units: the Property Management/Building Service Unit and the Print Services/Reprographics/Material Development Support Unit. The Property Management/Building Service Unit provides support for internal DSHS customers in the areas of property management, building services, liaison with TBPC for facilities services, records management, fleet management, mail services, warehousing and distribution of goods, reception and switchboard services, and audio visual support services. The Print Services/Reprographics/Material Development Support Unit provides full service graphic, print, bind, copy and distribution services.

The Information Technology Section provides information technology services including IT security to DSHS under the direction of the Information Resource Manager. The section consists of three units: Application Development Unit, IT Management Services Unit, and the Operations Unit. The Application Development Unit provides department-wide application development services, web page development and consultation to all internal customers. The IT Management Services Unit provides IT asset management services to programs. The unit also provides department-wide project management and quality assurance services and coordinates the Project Management Reporting, Disaster Recovery Plan, risk management, and reporting to oversight agencies. The Operations Unit provides operational support to all DSHS locations and manages the core IT infrastructure, department-wide email services, and desktop support.

The Office of General Counsel (Legal Section) provides legal services to DSHS and consists of two units: the Government Law Unit and the Enforcement Unit. The Government Law Unit provides legal services to the non-regulatory programs of DSHS including prevention and preparedness, family and community health, state-operated facilities and support for administrative functions including personnel and contracts. The unit also includes the Public Information Coordinator. The Enforcement Unit provides legal services to the DSHS regulatory programs, assisting with statutory changes. This unit represents the programs in enforcement hearings and provides hearing officers for certain due-process hearings. This unit includes the staff that coordinates rules and Texas Register filings.

The Contract Monitoring and Oversight Section oversee the agency policies relating to monitoring contracts.

The Health Information & Vital Statistics Section maintains key information on health and life events in Texas and is made up of two units: the Center for Health Statistics Unit and the Vital Statistics Unit. The Center for Health Statistics Unit is the focal point for the analysis and dissemination of health information in Texas, ranging from population data and community health information to hospital reporting. The unit evaluates existing data systems; defines data needs and analytical approaches; adopts standards for data collection and dissemination; coordinates, integrates and provides access to data; provides guidance and education; provides data analysis and interpretation; and initiates participation of stakeholders while ensuring the privacy of Texans. The Vital Statistics Unit

Organizational Structure
82nd Regular Session, Agency Submission

Agency Code: **537**

Agency Name: **State Health Services, Department of**

manages the registration of all vital events (birth, death, fetal death, marriage, divorce, annulment) in the State of Texas. The unit responds to customer requests for certified copies or verification of vital event records, and other supplemental documents; monitors validity and reliability of vital statistics data to ensure the overall quality of data filed and to enable federal, state and local governmental entities to make pertinent public health decisions; and responds to requests for information/data.

Division for Prevention & Preparedness Services

This division is comprised of five sections: Community Preparedness, Infectious Disease Prevention, Laboratory Services, Environmental Epidemiology & Disease Registries, and Health Promotion and Chronic Disease Prevention.

The Community Preparedness Section has one unit that administers infectious disease programs related to disease surveillance and epidemiology, education and resources, and intervention and control. The section also coordinates comprehensive public and mental health

an activity related to preparedness and recovery, including management of Strategic National Stockpile and Health Alert Network and provides technical assistance to build community preparedness. The Infectious Disease Control Unit manages infectious disease surveillance and investigates disease outbreak investigations. The unit also builds community capacity for disease detection.

The Infectious Disease Prevention Section administers communicable and chronic disease programs, manages the Vaccines for Children program; designs, implements, and operates the statewide immunization registry; and coordinates pharmacy services for public health programs. It is comprised of two units: the Health Promotion Unit and the Epidemiology and Surveillance Unit. The Health Promotion Unit provides community based prevention and health promotion interventions, including technical assistance to communities in support of objectives such as HIV/STD control and reductions in tobacco use. The unit also provides professional expertise and consultation for chronic disease conditions and risk factors. The Epidemiology and Surveillance Unit conducts investigations, health risk assessments, and ongoing disease surveillance, and maintains active disease registries.

The Laboratory Services Section provides comprehensive laboratory services for human, animal and environmental specimens and provides professional expertise and consultation. It is comprised of two units: the Lab Operations Unit and the Quality Control Unit. The Lab Operations Unit provides medical laboratory services for the state-mandated newborn screening program, Texas Health Steps Program, the Maternal and Child Health Program, Title V, and Childhood Lead Screening. The unit also provides comprehensive diagnostic testing of specimens for the presence of infectious disease organisms and water testing under the federal Safe Drinking Water Act. The Quality Control Unit ensures compliance with federal regulations concerning testing of human specimens and provides support services to all areas of the laboratory to include checking in all specimens and reporting out all test results.

Organizational Structure
82nd Regular Session, Agency Submission

Agency Code: **537**

Agency Name: **State Health Services, Department of**

Division for Family & Community Health Services

This division consists of three sections: Community Health Services, Specialized Health Services and Nutrition Services.

The Community Health Services Section coordinates development of program policies and procedures for community health services programs (Titles V, X, XV, XX, and XIX; Epilepsy; Primary Health Care; and County Indigent Health Care) and reviews and approves quality assurance plans, strategies for monitoring service delivery, and statewide objectives to improve access to community-based care. The section is made up of two units: the Preventive and Care Unit and the Performance Management Unit. The Preventive and Primary Care Unit develops funding methodologies to maintain/improve federal funding to meet service delivery objectives for Titles V, X, XV, XX, and XIX; Family Planning; Epilepsy; Primary Health Care; and County Indigent Health Care. The unit also develops and coordinates program policy development, clinical standards and guidelines for contracted family health service programs. The Performance Management Unit develops and coordinates guidelines, processes, and instruments for monitoring contractor compliance with program policies and requirements under Titles V, X, XV, XIX, XX, Epilepsy, Primary Health Care, and WIC services. This unit also coordinates development and administration of Requests for Proposals and contracts for all community health programs of the division.

The Specialized Health Services Section directs and monitors preventive, health care, screening, and case management services to targeted populations including children with certain conditions, high-risk pregnant women, and adults with kidney disease or hemophilia. This section consists of two units: the Purchased Health Services Unit and the Health Screening/Case Management Unit. The Purchased Health Services Unit develops and administers health care benefits and services under the Children with Special Health Care Needs program, as well as provides medical expertise and consultation to providers of services for children with special health care needs. The unit also administers adult client services programs, primarily for persons with end stage renal disease and oversees eligibility determination, enrollment services, third party billing, and provider reimbursement. The Health Screening/Case Management Unit develops and administers federally mandated preventive health services, including dental care, for 0-21 year-olds on Medicaid, develops and administers mandated screening programs, including vision/hearing and genetics, and case management services.

The Nutrition Services Section provides overall direction, policy development, and policy enforcement for the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) and Farmers' Market Nutrition Program. It also serves as the state liaison to the U. S. Department of Agriculture and manages all special initiatives such as electronic benefits transfer. The section is made up of two units: the Nutrition Education/Clinic Services Unit and the Food Issuance and Redemption Services Unit. The Nutrition Education/Clinic Services Unit establishes standards and policies for WIC clinical services, develops targeted WIC nutrition education and breastfeeding promotion, and oversees WIC infant and cereal rebate contracts. The unit establishes WIC allowable foods in accordance with federal regulations, including oversight and approval of infant formula issuance. The Food Issuance and Redemption Services Unit establish standards and policies for WIC-authorized grocers and maintains provider base for grocers and farmers market associations. The unit also processes WIC food vouchers to pay grocers and manages claims adjudications and reconsiderations.

Organizational Structure
82nd Regular Session, Agency Submission

Agency Code: **537**

Agency Name: **State Health Services, Department of**

Division for Regional and Local Health Services

The division coordinates, standardizes and provides regional public health services and assists 64 local health departments across the state. There are eight regional units. They are: Region 1 located in Lubbock, Region 2/3 in Arlington, Region 4/5 – North located in Tyler, Region 6/5 – South located in Houston, Region 7 in Temple, Region 8 is located in San Antonio, Region 9/10 is in El Paso and Region 11 is located in Harlingen. Each regional unit provides essential public health services directly to residents in areas not served by a local health department. The units also carry out statutorily defined Local Health Authority duties for areas not served by local health departments.