

ORGANIZATIONAL STRUCTURE
85th Regular Session, Agency Submission

Agency Code: **537**

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

In Fiscal Years 2018-19, the Department of State Health Services (DSHS) will be a smaller agency focused on public health in Texas. The agency is led by a commissioner with three programmatic divisions. Overall management of the department's public health mission includes financial and operational aspects of the agency's programs. These functions are carried out in conjunction with administrative services that are centralized at the Health and Human Services Commission.

Commissioner's Office

The Commissioner's Office consists of the DSHS Commissioner, Deputy Commissioner, Assistant Deputy Commissioner, Senior Advisor, and the State Epidemiologist. The Commissioner's Office leads the department, providing strategic direction and central organizational support to all DSHS programs.

The Commissioner serves as the chief administrative head for DSHS (also the state's chief health officer) and is responsible for maintaining fiscal responsibility while protecting, promoting and improving the health, safety, and well-being of Texans, with a focus on core public health functions. The Commissioner has executive-level responsibility for the delivery of DSHS programs and services.

The Deputy Commissioner has broad involvement in the day-to-day operations of the agency, providing leadership to and oversight of the agency's external communications, government and consumer affairs, priority initiatives, and program and business support functions. Other responsibilities include providing follow-through on key issues and significant projects; proactively initiating action to address agency performance issues; serving as a catalyst to organize and initiate action on projects cutting across agency divisions; and ensuring proper agency communications and interaction with stakeholders.

The Center for External Affairs (CEA) is responsible for DSHS external communications, stakeholder and legislative relations, and executive planning and support. CEA processes consumer complaints and inquiries, provides guidelines in support of advisory committees, and coordinates the agency's priority initiatives and internal quality improvement initiatives. CEA responds to media inquiries, plans and assists programs with communication strategies, translates agency materials into appropriate languages, develops communications products for executive staff, conducts public awareness and education campaigns, and develops and maintains agency webpages related to communications and emergency public information. CEA serves as the liaison with state and federal elected officials.

The Assistant Deputy Commissioner works closely with the DSHS Commissioner to guide program policy direction and linkages with external organizations impacting agency constituents and operations. The Assistant Deputy Commissioner directs the Center for Health Policy and Performance, the Office of Academic Affairs, the Center for Health Statistics, and the Vital Statistics Unit. The Assistant Deputy Commissioner and staff also develop and monitor plans to implement agency wide health policy initiatives and coordinate efforts to integrate program services.

The Center for Health Policy and Performance (CHPP) provides agency wide planning, coordination, and health policy analysis. Additionally, CHPP coordinates and oversees health information technology policy; supports healthcare quality data; and plans and implements initiatives to improve population and community health. CHPP facilitates inter/intra-agency coordination to analyze, monitor, and communicate about policy, operational, financial and client/provider impacts of state/federal health policy issues.

The Office of Academic Affairs (OAA) serves as the focal point in DSHS for supporting and strengthening current academic partnerships and for seeking opportunities for increased linkages with academic institutions. With priority focus on the public health workforce essential to

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accomplishing DSHS' mission, OAA is the home for the agency's health professional development functions including operating the Accreditation Council for Graduate Medical Education (ACGME) accredited Preventive Medicine Residency Program; providing continuing education services for physicians, nurses and other healthcare professionals; facilitating educational opportunities and internship experiences within DSHS for students; and fostering research partnerships with academic institutions.

The Center for Health Statistics 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 Center for Health Statistics 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 manages the registration of all vital events (birth, death, fetal death, marriage, divorce, annulment) in the State of Texas. The Vital Statistics Unit is established by statute and ensures all original birth and death records, applications for marriage licenses, and reports of divorces and annulments are processed (Title 3, Chapters 191-195, Health and Safety Code). A paternity registry and voluntary adoption registry are maintained, and information provided by the courts is processed, recorded, and disseminated on all lawsuits affecting the parent-child relationship (Title 5, Family Code). Certified copies of vital records are provided, new birth records based on adoption or paternity determinations are created, and applications to correct or complete birth and death records are processed. The unit responds to customer requests for certified copies or verifications 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.

The State Epidemiologist provides general guidance to DSHS programs on epidemiologic and scientific matters and serves as the primary point of contact with the Centers for Disease Control and Prevention (CDC) and other federal agencies on epidemiologic matters.

Chief Financial Officer

The Chief Financial Office consists of the Chief Financial Officer and Accounting and Budgeting Sections. The CFO is responsible for the agency's budgeting process and financial operation. Tasks include developing fiscal policies and procedures, ensuring the integrity of accounting records, safeguarding financial assets through the establishment and maintenance of internal control, and assisting the agency in coordinating financial functions handled by the Health and Human Services Commission (HHSC), such as administrative procurements and regional administrative services.

The Accounting Section manages agency revenue, assets, and disbursements. 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 the annual financial report and other required reports, performs HHSAS/USAS reconciliations, and prepares indirect cost proposals.

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The Budget Section is comprised of the following units: Reporting, Fiscal Notes/Rules and Special Projects, Administration, Public Health Operations, Infectious Disease, and Community Health. The Reporting unit develops the Legislative Appropriation Request and the External Operating Budget; provides performance measures reporting; conducts statistical analysis, forecasting, and trend analysis; provides contract management support; and prepares budgets and funding projections for grants and interagency agreements. The other units assist programs in developing and managing their budgets, perform fiscal analysis of expenditures, prepare fiscal notes for bills and rules, conduct federal funds reporting, support development of grant applications, coordinate and review grant awards and interagency agreements, and process requisitions.

Division for Program Operations

The Associate Commissioner of Program Operations provides coordination of essential operational activities that support the department's public health services and programs. These include key liaison functions with legal and administrative services at HHSC including human resources, building and property management, information technology, procurement and contracting services to ensure effective and efficient service delivery. Program operations also oversees fiscal monitoring of agency recipients and sub-recipients of federal and state grant funds. In addition, the division provides coordination of business continuity activities, agency administrative and operational support polices, and new employee orientation.

The Systems Support Section provides essential operational support to DSHS programs and liaisons with HHSC on DSHS property management/building services related matters and printing services/reproduction of materials. The section coordinates mail services for DSHS and hospital construction projects, coordinates development/revision of DSHS administrative and operational support policies, serves as HR agency liaison to HHSC, conducts New Employee Orientation classes, serves as agency liaison to the HHSC Veterans Advocate liaison, distributes monthly HR reports and related activities within DSHS, and coordinates special projects as assigned.

The Information Technology Section provides business automation services to DSHS internal business units and DSHS stakeholders. These services include project management, application development and support, network management and operational support, help desk, information security, quality assurance and planning services, and information resources procurement review. Under the direction of the Information Resources Manager, the section provides these services through six units: Application Development, Business Services, Enterprise Architecture, Project Management, Information Security and Infrastructure & Operations.

The Fiscal Monitoring Unit provides financial monitoring of DSHS recipients and sub-recipients of federal and state grant funds and reports potential issues of waste, fraud and abuse to the Office of Inspector General. The unit reconciles property inventory reports and cost allocation plans submitted by recipients/sub-recipients.

Division for Public Health Operations

The Division for Public Health Operations coordinates, standardizes and provides statewide public health services. The division includes oversight and management of the regional public health offices; the Texas emergency medical services and trauma care system; and programs that identify and reduce health problems from exposure to radiation, food, drugs, and other environmental hazards. Additionally, Public Health Operations provides leadership for the effective preparation and coordination of responses to health emergencies, including bioterrorism, infectious disease outbreaks and natural disasters, and for implementation of border services.

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Texas is divided into eight Health Service Regions (HSRs). Region Headquarters are located in: Lubbock (HSR 1), Arlington (HSR 2/3), Tyler (HSR 4/5N), Houston (HSR 6/5S), Temple (HSR 7), San Antonio (HSR 8), El Paso (HSR 9/10) and Harlingen (HSR 11). Each HSR has numerous satellite offices. In addition to regional health coordination, the HSRs provide public health services for jurisdictions absent a local health department and provide select public health services for health departments with limited services. Additionally, DSHS Regional Medical Directors are the statutorily defined Local Health Authority (LHA) in jurisdictions without an LHA.

The purpose of Health Emergency Preparedness and Response is to provide public health and medical leadership, coordination and response to all health emergencies including bioterrorism, infectious disease outbreaks, and intentional acts of terrorism and natural disasters. These preparedness and response activities may be in partnership with other governmental agencies, private sector health partners and non-profit organizations.

The EMS/Trauma System Program develops, implements, and evaluates regional systems of care with an emphasis on trauma, pediatrics, disaster preparedness, and stroke; designates hospitals for trauma, stroke, neonatal, and maternal levels of care; oversees individuals/entities who provide emergency medical services; and disseminates statewide funding.

The Food (Meat)/Drug Safety Program protects the public from unnecessary morbidity/mortality through an organized and monitored system that oversees individuals/entities who provide ingestible, medical, and topical products and/or use processes (e.g. sterile drug manufacturing) which, if done casually or carelessly, endanger the public. The system monitors safety by onsite inspections, sampling, and enforcement.

The Radiation Control Program protects the public from unnecessary exposure to radiation through an organized and monitored system that oversees individuals/entities who produce and/or use radiation sources or generate products that may be hazardous (e.g. lasers). Radioactive materials, including the processes which are used to ensure safe use, if used casually or carelessly, endanger the public.

The Environmental Health Program protects the public from unnecessary and potentially long term morbidity/mortality through an organized and monitored system that oversees individuals and entities who work in or with potential environmental hazards (e.g. asbestos, lead) which, if done casually or carelessly, endanger the public.

Border Services promotes and protects the health of border residents by reducing community and environmental health hazards along the Texas-Mexico border.

Division for Infectious Disease

The Division for Infectious Disease includes laboratory services and disease surveillance, epidemiology, prevention, and control. Key functions include detecting and preventing the spread of infectious diseases; collecting and distributing data on infectious diseases and healthcare-associated infections; administering a system to immunize children and adults; providing laboratory analysis of specimens and samples, such as conducting newborn screening; and responding to biological or chemical threats and disease outbreaks.

The TB/HIV/STD Section helps prevent and control TB, HIV, STD, and viral hepatitis through screening and testing; evidence-based prevention activities; disease intervention and contact investigation; provision of medications for HIV, STD, TB, refugee health and Hansen's disease; support

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of outpatient medical care for TB and HIV and supportive services for HIV; disease surveillance and epidemiology; disease prevention health communications and community engagement; and adult viral hepatitis coordination.

The Immunizations Section is responsible for reducing the incidence of vaccine-preventable diseases by operating a comprehensive immunization program that includes the Texas Vaccines for Children program, adult and adolescent immunizations, and the statewide immunization registry; educating the public and healthcare providers; and monitoring compliance with state requirements for children attending schools and day care.

The Infectious Disease Epidemiology and Zoonosis Section oversees a broad range of infectious disease control activities, including disease surveillance and epidemiology; disease outbreak investigation. The section helps prevent and control infectious diseases (including illnesses that are foodborne, respiratory, blood borne, vaccine-preventable diseases, healthcare associated illnesses, and zoonotic diseases); conducts surveillance of more than 80 reportable infectious diseases; provides education and training regarding infectious diseases; and participates in disaster response.

The Public Health Laboratory Section provides comprehensive laboratory services for human, animal and environmental specimens and provides professional expertise and consultation. The Austin Laboratory is comprised of two main units. The Lab Operations Unit provides medical laboratory services for the state-mandated newborn screening program, Texas Health Steps Program, 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. The South Texas Laboratory, which is located in Harlingen, provides clinical testing support for the Rio Grande State Center outpatient clinic and tuberculosis testing for the Border Health Bi-national Program.

Division for Community Health

The Division for Community Health creates, implements, and directs public health efforts, including population health, maternal, infant, child, and adolescent health programs; encourages Texas communities and populations to engage in healthy behaviors; and works to detect, monitor, and control chronic diseases, such as cancer, heart disease, stroke, and diabetes. The division consists of four sections: Maternal and Child Health, Health Promotion and Chronic Disease Prevention, Environmental Epidemiology and Disease Registries, and Specialized Health Services. The Performance Management Unit supports solicitation/contract development and contract management activities and performs technical and contract management activities such as planning and developing contracts, managing day-to-day monitoring activities, analyzing spending trends, and performing comprehensive desk reviews as appropriate.

In collaboration with agency and other health and human services programs, the Maternal and Child Health Services Section addresses three areas mandated by the Title V Block Grant: 1) preventive and primary care for pregnant women, mothers, and infants, 2) preventive and primary care for children and adolescents, and 3) services for children with special health care needs. Title V funds are used to support for the Promotor(a)/Community Health Worker (CHW) Program which coordinates the training and certification process for becoming a certified promotor(a)/CHW. Maternal and Child Health Services supports Healthy Texas Babies, a statewide initiative to decrease infant mortality and preterm birth using evidence-based interventions through population-based and infrastructure building activities. The section is also responsible for addressing issues such as maternal morbidity and mortality, child fatality, population health, adolescent health, injury prevention efforts for children and youth, childhood obesity, and treatment of child abuse and neglect in hospital or academic settings.

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The Health Promotion and Chronic Disease Prevention Section's overarching goal is to provide information, education, resources, and assistance to the people of Texas to reduce the human and economic impact of poor health, reduce the incidence of premature death and disability, and promote healthy communities through initiatives designed to enable healthy life choices. The Primary Prevention Branch consists of the Obesity Prevention Program, Worksite Wellness, and Safe Riders Program. Primary Prevention programs prevent chronic disease and health complications in communities and worksites through policy, environmental and behavioral changes that encourage healthy living. The Diabetes Prevention & Control Branch contains the Texas Diabetes Prevention & Control Program, Texas Kidney Disease Education Program, and School Health Program. The Chronic Disease Branch contains the Alzheimer's Disease Program, Heart Disease & Stroke Program, and Comprehensive Cancer Control Program. These programs collaborate extensively with stakeholders and community partners to impact health and chronic diseases in their areas of focus. The Tobacco Prevention & Control Branch works to reduce the health effects and economic toll tobacco has placed on Texans. The Potentially Preventable Hospitalizations Program focuses on preventing hospitalizations in selected counties for three conditions with highest costs: congestive heart failure, chronic obstructive pulmonary disease, and diabetes. The section also includes integrated, cross-programmatic shared resources, including the Office of Surveillance, Evaluation and Research and the Chronic Disease Medical Officer.

The Environmental Epidemiology and Disease Registries Section protects and promotes the health of Texans through operation of disease and injury registries, public health surveillance, field investigations, health assessments, and epidemiologic studies. These activities assist with identifying Texans at increased health risk, as well as understanding the causes of and preventing disease and injury. Birth Defects Epidemiology & Surveillance Branch operates the Texas Birth Defects Registry, which allows DSHS to identify and describe the patterns and outcomes of birth defects and to investigate clusters; and the Texas Center for Birth Defects Research and Prevention, which enables DSHS to identify preventable causes of birth defects. The Cancer Epidemiology & Surveillance's Texas Cancer Registry (TCR) is a statewide, population-based registry that serves as the foundation for measuring Texas cancer burden; comprehensive cancer control efforts; health disparities; and progress in prevention, diagnosis, treatment, and survivorship and supports a wide variety of cancer-related research. The Environmental & Injury Epidemiology & Toxicology Unit uses the principles of epidemiology, toxicology, and surveillance to identify populations at risk in order to develop evidence-based actions to protect and promote the health of Texans. Within this unit, the Injury Program and the Blood Lead Surveillance Program conduct surveillance on reportable injuries and elevated blood lead levels. The EMS/Trauma and Child/Adult Lead Registries are housed in this unit.

The Specialized Health Services Section directs multiple programs that provide public health screening and surveillance services. It administers preventive oral health and surveillance for low-income children and provides training and oversight of statewide, mandated screening for vision, hearing, and spinal screening for children. In addition, the Newborn Screening Unit provides clinical care coordination for children with abnormal results received from the DSHS Lab, and administers the population-based Newborn Hearing Screening and Genetics Program.