

VII. GUIDE TO AGENCY PROGRAMS

Narratives

Executive Offices and Centers

David L. Lakey, M.D., Commissioner

Kirk Cole, Associate Commissioner

Luanne Southern, Deputy Commissioner

FTEs: 71.1

Commissioner – FTEs: 1.5

The Commissioner serves as the chief administrative head for the Department of State Health Services (DSHS) (also the State's Chief Health Officer) and is responsible for maintaining fiscal responsibility while ensuring that Texans are able to access integrated physical health, mental health, and substance abuse prevention and treatment services in their communities. The Commissioner has executive-level responsibility for the delivery of Department of State Health Services (DSHS) programs and client services.

Associate Commissioner – FTEs: 2.0

The Associate Commissioner has broad involvement in the day-to-day operations of the agency, addressing both program functions and business support functions, and resolving significant issues as needed. 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.

Deputy Commissioner – FTEs: 49.1

The Deputy Commissioner works closely with the DSHS Commissioner to guide program policy direction, external communications, government affairs, consumer affairs, and linkages with external organizations impacting agency constituents and operations. Duties include providing leadership to and oversight of agency's priority initiatives, rules coordination, and bi-national health initiatives on the Texas-Mexico border. The Deputy Commissioner directs the Center for Consumer and External Affairs, the Center for Program Coordination and Health Policy, the Office of Academic Linkages, and the Office of Border Health. The Deputy Commissioner and staff also develop and monitor plans to implement agencywide health policy initiatives, coordinate efforts to integrate program services, and serve as the executive point of contact for, and communicate regularly with, members of the State Health Services (SHS) Council. Description of the duties of above-mentioned executive centers and offices follows.

- Center for Consumer and External Affairs (CCEA) is responsible for DSHS internal and external communications, stakeholder and legislative relations, and strategic planning. CCEA processes consumer complaints and inquiries and coordinates the referral of

complaints and inquiries to the appropriate division, provides guidelines in support of advisory committees, and supports the correspondence and memoranda processes of the Commissioner's Office. CCEA also coordinates the agency's rule process and SHS Council activities.

The CCEA Communications Unit plans and assists programs with communication strategies, oversees agencywide internal communications, 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. The CCEA Government Affairs Unit serves as the liaison with state and federal elected officials, coordinates responses to requests from legislative offices and the Governor's office, and coordinates DSHS activities during legislative sessions. The CCEA Media Relations Unit responds to media inquiries.

- Center for Program Coordination and Health Policy (CPCHP) provides agencywide planning, coordination, and health policy analysis. CPCHP team members also:
 - coordinate Medicaid policy issues with DSHS programs;
 - oversee, coordinate, and communicate program changes occurring due to the implementation of the Affordable Care Act;
 - oversee the development of health information technology policies across the agency;
 - provide project management consultation for agency priority initiatives;
 - manage internal quality improvement grant initiatives for the agency;
 - support healthcare quality data initiatives across the agency and HHS System;
 - provide program support and technical assistance concerning the use of data to regional medical centers regarding adult potentially preventable hospitalizations;
 - manage weekly executive meetings and quarterly executive strategic planning efforts; and
 - manage special projects for the Commissioner and Deputy Commissioner.
- Office of Academic Linkages (OAL) serves as the focal point in DSHS for supporting and strengthening current partnerships and for seeking opportunities for increased linkages with academic institutions. With priority focus on the health workforce essential to accomplishing DSHS' mission, OAL is the home for the agency's health professional development functions.

OAL is responsible for the implementation and administration of the DSHS' Preventive Medicine Residency Program. For other health professionals, OAL establishes partnerships with educational institutions to provide internship opportunities for students in service areas and programs within DSHS. OAL also provides administrative support to the Research Executive Steering Committee, established in 2011 to conduct management and policy review of research projects. The OAL director is designated as the agency's Authorized Institutional Official in accordance with federal regulations 45 C.F.R., §46.112 and DSHS

policy to provide oversight for adherence to federal regulations regarding the involvement of human subjects in biomedical and behavioral research.

- Office of Border Health (OBH) leads agency bi-national efforts to reduce community and environmental health hazards along the Texas-Mexico border. In collaboration with border communities, and the United States and Mexican local, state, and federal health entities, OBH works to address health issues facing border residents. OBH serves as the Texas outreach office for the United States-Mexico Border Health Commission, the U.S. Department of Health and Human Services, and the Office of Global Health Affairs. OBH employs staff at DSHS headquarters in Austin and in five field offices – Harlingen, Laredo, San Antonio, Eagle Pass, and El Paso in health service regions 8, 9/10, and 11.

Office of Internal Audit – FTEs: 15.7

The Office of Internal Audit (OIA) provides independent appraisal and analysis of governance, control, and risk mitigation processes to assist management in enhancing services. The Office of Internal Audit conducts audits of agency processes and operations in accordance with the annual audit plan, or at the DSHS Commissioner’s request. The OIA prepares the annual audit plan using a risk-assessment methodology that helps auditors select the areas of higher risk for review. The audit plan also reserves resources for special projects and consulting activities that the Commissioner or his direct reports may request.

State Epidemiologist – FTEs: 2.8

The State Epidemiologist provides general guidance to DSHS programs on epidemiologic and scientific matters and serves as the primary point of contact on epidemiologic matters with the Centers for Disease Control and Prevention and other federal agencies. The State Epidemiologist works closely with the Commissioner, Associate Commissioner, Deputy Commissioner, Assistant Commissioners, and others to enhance agencywide epidemiologic activities, including disease surveillance, response to outbreaks or other unusual expressions of disease, and the application of agency data to improve public health.

Chief Financial Officer (CFO)

Bill Wheeler

FTEs: 188.0

The CFO is responsible for the agency’s strategic planning, 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 resolving issues for financial functions handled by the Health and Human Services Commission (HHSC), such as administrative procurements and regional administrative services.

Accounting Section

This section is responsible for agency disbursements, accounts receivables, billing and collection, cash management, maintenance of the agency's books of record, and preparation of the annual financial report in accordance with generally accepted governmental accounting standards. In addition, the section coordinates financial audits and processes reimbursements.

Budget Section

This section develops the Legislative Appropriation Request and fiscal notes for bills and rules; develops and manages the agency's budget; provides performance measurement reporting; conducts statistical analysis, forecasting, and trend analysis; and provides contract management support. The section also 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.

Note: Other program strategies fund some staff organizationally assigned to CFO. The above FTE count includes these staff but the FTE count for Section VI.E does not include these staff.

Chief Operating Officer (COO)

Ed House

FTEs: 567.7

The COO oversees operations, business continuity activities, property and building management, print services, legal services, information technology, and contract oversight and support. The COO is also responsible for coordination with HHSC to ensure the effective and efficient delivery of administrative support services. Additionally, the COO oversees programs that manage the State of Texas' vital records and collects, analyzes, and publishes health data and information.

Operations Management Unit

This unit provides direct functional support to DSHS executive management in the development, management, and implementation of operational and administrative policies and strategies; coordinates with Health and Human Services (HHS) System agencies on projects and workgroups; and conducts business continuity planning. HHSC provides centralized services for human resources and civil rights.

Executive and Staff Operations Section

This section supports DSHS infrastructure needs. The section provides support for internal DSHS customers in the areas of property management and space planning, building services, fleet management, and reception and switchboard services. The section also serves as the liaison with the Texas Facilities Commission for maintenance and repairs at the DSHS central

campus. This section manages the consolidated HHS printing service, which provides full service graphics, printing, binding, photocopying, and distribution services.

Information Technology (IT) Section

This section provides IT services, including IT security, to DSHS under the direction of the Information Resources Manager. The IT Business Services Office provides IT planning and reviews capital and technology purchases. The Application Development Unit provides application development services, including support of existing application systems; development of new application systems; and consultation, coordination and management of outsourcing application systems. This unit also manages, maintains, and supports the agency's Internet and Intranet websites. The Project Management Office provides guidance, services, support, and expertise related to IT governance and project management best practices, quality assurance reviews of documentation and reporting for major IT projects, project portfolio management resulting in the annual service delivery plan, project status reporting and documentation support, and coordination of IT projects across the agency.

The Operations Unit manages and provides operational support for the core IT infrastructure; agencywide e-mail services, desktop and audiovisual support, data center services, IT asset management, mobile technology, e-mail, and computer hardware. This support includes on-site staff throughout the state for ongoing daily support of the State Hospitals, health service regions, the Austin headquarters and metro locations, and Women, Infants, and Children (WIC) program clinics.

The Information Security Office provides agencywide information security analysis, risk management and mitigation, and guidance to protect the agency's information resources and to ensure a safe and secure computer environment to conduct agency business. The Health Information Technology (HIT) area is responsible for providing public health information technology architecture and technical strategy for the agency. This area is also responsible for directing the development of agency and state policies, guidelines, procedures, rules, and regulations for health information architecture, standards, interoperability between systems, and data exchange.

The HHSC IT division has the responsibility of planning and managing information resources across the HHS System. HHS Circular C-009, Enterprise IT Governance Policy establishes centralized information systems planning mechanisms and responsibilities for IT management across the HHS System.

Office of General Counsel (OGC)

OGC provides legal support to DSHS regarding personnel and employment law matters, as well as to DSHS programs and state-operated facilities. OGC represents regulatory programs in enforcement hearings, provides hearing officers for certain due-process hearings, and coordinates litigation for the agency. The Government Law Unit provides legal services to the non-regulatory divisions of DSHS and legal support for the agency's administrative functions

involving contracts as well as legal support for agency personnel matters and legal advice to the state-operated facilities. This unit also includes the Public Information Coordinator. The Enforcement Unit provides legal services primarily to the DSHS regulatory programs, the Vital Statistics Unit, and the Center for Health Statistics. This unit includes staff that coordinates the agency's rulemaking activities and *Texas Register* filings.

Contract Oversight and Support Section

The section is the central oversight authority for contract management and monitoring, charged with developing agencywide contract policies and procedures to ensure consistency throughout all elements of agency contracting. This section also leads internal and external training for DSHS staff, contractors, and contracting personnel. The section conducts quality assurance and follow-up monitoring reviews to ensure compliance with contracting policies and procedures, as well as state and federal rules and regulations. The fiscal risk assessment for sub-recipient contractors is prepared annually and reviewed semi-annually. The section also provides technical assistance to DSHS program staff and contractors on matters pertaining to financial management of contracts, including interpretation of applicable federal and state laws/regulations. The Contract Oversight and Support Section maintains agencywide records of contractor fiscal documents. HHS System Contract and Procurement Services housed at HHSC provides and directs the purchasing and contracting activities for the HHS agencies and directly purchases certain administrative goods and services for DSHS programs.

Health Information and Vital Statistics

This section consists of two units, the Center for Health Statistics and the Vital Statistics Unit. Detailed information about this program is included in a separate Section VII description.