



ORGANIZATIONAL STRUCTURE
86th Regular Session, Agency Submission

Agency Code: **537**

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

Over the last two years, the Department of State Health Services (DSHS) completed a thorough assessment of its structure and operations in light of its new legislative charge to operate with a renewed focus on public health. In Fiscal Years 2020 – 21, DSHS will operate as a separate agency within the Health and Human Services (HHS) System, highly-focused on public health.

DSHS is led by a commissioner with four programmatic divisions: Community Health Improvement, Consumer Protection, Laboratory and Infectious Disease Services, and Regional and Local Health Operations. These divisions fulfill the agency's mission by: preventing, detecting and responding to infectious diseases; promoting healthy lifestyles through disease and injury prevention; reducing health risks and threats through consumer protection; developing evidence-based public health interventions through data analysis and science; and providing public health and medical response during disasters and emergencies.

Additionally, 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 (HHSC).

Commissioner's Office

The Commissioner's Office consists of the DSHS Commissioner, Deputy Commissioner, Assistant Deputy Commissioner, and Senior Advisor. 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 through good stewardship of public resources by efficiently and effectively carrying out 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 and oversight to the Divisions of the Assistant Deputy Commissioner, Finance and Program Operations along with agency communications, government affairs, strategic and operational priorities and coordination with HHSC on agency administration. 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 Relations (CER) is responsible for DSHS external communications, stakeholder and legislative relations, strategic planning, and executive planning and support. CER processes consumer complaints and inquiries, provides guidelines in support of advisory committees, and coordinates the agency's priority initiatives and internal process improvement initiatives. CER responds to media inquiries, plans and assists programs with communication strategies, 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. CER serves as the liaison with state and federal elected officials. CER is primarily responsible for cross-coordination with HHSC on a variety of initiatives and assignments.

The Assistant Deputy Commissioner directs the Center for Health Policy and Performance, the Office of Academic Affairs, the Center for Health Statistics, and the Office of Science and Population Health. The Assistant Deputy Commissioner and staff also develop and monitor plans to

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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 policy analysis. Additionally, CHPP leads policy analyses on DSHS-wide and public health systems issues and strategic goals and action plans to improve population and community health. CHPP facilitates inter- and intra-agency coordination to analyze, monitor, and communicate policy, operational, and financial impacts of state and federal policies.

The Office of Academic Affairs (OAA) creates and strengthens academic-practice partnerships to translate current research into practice, implement best practices, and meet the needs of the public health workforce. It does this through strategic and goal-focused engagement with academic institutions. OAA is responsible for the agency's health professional development functions including: the Accreditation Council for Graduate Medical Education (ACGME) accredited Preventive Medicine Residency Program; continuing education services for physicians, nurses and other healthcare professionals; educational opportunities and internship experiences within DSHS for students; and research partnerships with academic institutions.

The Center for Health Statistics (CHS) analyzes and disseminates diverse Texas health information—such as health risk behaviors (e.g., smoking), vital events (e.g., causes of death), hospitalizations, and healthcare workforce characterization—for the public, policy makers, public health practitioners, healthcare providers, and researchers. CHS assesses information needs and analytical approaches; adopts standards for data collection and dissemination; recommends and implements ways to improve data access and utility; integrates data sets to create new and useful information; and provides consultation and technical assistance (e.g., data analysis and interpretation) to diverse users of data, including other state agencies.

The Office of Science and Population Health (OSPH) enables DSHS to better perform its public health mission. OSPH coordinates and integrates science, medicine, and other health professional expertise to inform DSHS population health initiatives. Within OSPH, the State Epidemiologist provides 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 and other federal agencies on epidemiologic matters.

Chief Financial Officer

The Chief Financial Office consists of the Chief Financial Officer and the 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, and safeguarding financial assets through the establishment and maintenance of internal controls. Within the Chief Financial Office, a federal funds unit manages the numerous federal grant applications and awards.

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, 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, and 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 policies, and new employee orientation.

The Program Support Operations 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.

Business Support and Planning coordinates development and revision of DSHS administrative and operational support policies, serves as Human Resource agency liaison to HHSC, conducts New Employee Orientation classes, serves as agency liaison to the HHSC Veterans Advocate liaison, distributes monthly human resources reports and related activities within DSHS, and coordinates special projects as assigned.

Information Technology serves as the IT agency liaison to HHSC on business automation services for DSHS internal business units and DSHS stakeholders. Services received from HHSC 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.

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.

Contract Management provides agency contract management functions with the goal of gaining efficiencies in contract processes and minimizing contract processing times by co-locating functions and contract expertise in one area.

Division for Regional and Local Health Operations

The Division for Regional and Local Health Operations coordinates, standardizes, and provides statewide public health services. The division includes oversight and management of the state's regional public health offices, regional and local health coordination with public health partners, and operation of the Texas Center for Infectious Disease. Additionally, the division includes the Health Emergency Preparedness and Response Section and the Office of Border Health and supervises the State Capitol Nurse who provides urgent care services in the state capitol building.

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

The Health Emergency Preparedness and Response Section is responsible for leading the state's public health and healthcare delivery system in preparing for and responding to events requiring coordinated and specialized health and medical services. These activities may involve only health entities or may support the Texas Emergency Management response to bioterrorism, infectious disease outbreaks, intentional acts of terrorism and natural disasters.

The Texas Center for Infectious Disease (TCID) is a hospital facility operated by DSHS for the treatment of individuals with severe and complex tuberculosis (TB) disease. TCID also treats patients who have been court ordered to complete their TB treatment regimen in a controlled environment and provides outpatient treatment for Hansen's disease (leprosy). TCID is accredited by the Joint Commission and is certified as an acute-care hospital by the Center for Medicare & Medicaid Services.

The Office of Border Public Health promotes and protects the health of border residents through coordination, initiation and management of public health programs tailored to the Texas-Mexico border population.

Division for Consumer Protection

The Division for Consumer Protection provides public health oversight of people and entities that provide consumer health goods and services to the public. The division ensures protection of public health and safety through programs that identify and reduce health problems from exposure to radiation, food, drugs, and other environmental hazards, as well as through the administration of the state's Emergency Medical Services (EMS) and Trauma Care System which provides the vital link between sudden injury or illness and emergency medical care for all Texans.

Food and Drug Safety protects Texans from unnecessary morbidity and mortality through a system that oversees people and entities that provide ingestible, medical, and topical products to the public and/or use processes (e.g. pasteurization, sterile drug manufacturing, tattooing) that, if done casually or carelessly, endanger the public. The system monitors safety by onsite inspections, sampling, and enforcement.

Radiation Control protects the public from unnecessary exposure to radiation through systems that oversee people and entities that produce and/or use radiation sources or generate products that may be hazards.

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

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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.

Division for Laboratory and Infectious Disease

The Division for Laboratory and Infectious Disease Services provides laboratory services and disease surveillance, epidemiology, prevention, and control. The division detects and prevents the spread of infectious diseases (including zoonotic diseases spread from animals to humans); administers a system to immunize children and adults; provides HIV medications to eligible persons and TB and sexually-transmitted disease (STD) medications to public health clinics; provides laboratory analysis of specimens and samples, including newborn screening for certain genetic, endocrine, and metabolic disorders, and testing of biological and chemical agents; collects and distributes data on infectious diseases and healthcare-associated infections; and responds to disease outbreaks.

Public Health Laboratory Services 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, including antimicrobial resistant 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 inclusive of 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.

Infectious Disease Prevention collects and analyzes mandated disease reports and data to understand the extent of infectious diseases and disease trends. This section operates the Texas Vaccines for Children program, the Adult Safety Net vaccine program, and the statewide immunization registry. Additionally, the section oversees efforts to prevent and control a wide variety of infectious diseases, zoonotic diseases, and vaccine-preventable diseases; oversees disease investigations and responds to disease outbreak; and collects and provides data on health-care acquired infections and preventable adverse events.

TB/HIV/STD manages programming to prevent and control HIV, STD, TB, and Hansen's disease. Additionally, the section supports testing for HIV, STDs, hepatitis C, and TB; provides life-saving medications to low-income Texans with HIV; and provides TB, STD, and Hansen's disease medications to public health clinics that treat Texans with these diseases. The section collects and analyzes mandated disease reports and data on HIV, STDs, and TB to understand the extent of these diseases and their trends; oversees investigations of HIV, STDs, and TB; and responds to disease outbreaks.

Division for Community Health Improvement

The Division for Community Health Improvement promotes improved community health outcomes through maternal and child health initiatives and health screening; reducing chronic disease, tobacco use, and injury; ensuring healthy environments through disease surveillance and investigation; and overseeing the vital events registration system for the state.

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Vital Statistics manages the registration of all vital events (including birth, death, fetal death, marriages, and divorce) in Texas. The section collects, registers, amends, protects, and issues vital records for legal and administrative purposes, and uses vital records data for public health purposes to improve the health and well-being of Texans. A paternity registry and adoption registry are maintained, and information provided by the courts is processed, recorded, and disseminated on all lawsuits affecting the parent-child relationship. 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 section 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.

Environmental Epidemiology & Disease Registries uses epidemiologic methods to investigate unusual occurrences of disease, conducts disease surveillance, assesses environmental exposures, conducts population research, and operates disease registries. These registries serve as a primary data source for assessing impact, understanding causes of disease, and identifying and evaluating prevention and intervention strategies.

Maternal and Child Health implements data driven evidence-based/evidence-informed programs to improve the health and well-being of pregnant women, mothers, children, and families. This section encompasses areas addressing genetic screening for newborns, vision, hearing and spinal screening in schools and daycares, children's oral health services, services for children with special health care needs, injury prevention and Title V maternal and child health programming. Title V programming aligns with the goals and purpose of the Title V Maternal and Child Health Block Grant; addresses the federally outlined maternal and child health population domains; and meets the federal requirements of supporting preventive and primary care services for children, adolescents, and children with special health care needs. The section is responsible for addressing issues such as abnormal newborn screening care coordination, 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.

The Health Promotion & Chronic Disease Prevention implements data-driven and evidence-based community interventions to promote health and reduce premature death and disability from chronic diseases from federal and state funding. The section promotes healthy communities through initiatives designed to enable healthy lifestyle choices and educate the public about chronic disease prevention and management. The section addresses the most common chronic diseases and risk factors, including diabetes, cancer, cardiovascular disease and stroke, obesity, hypertension, and tobacco through targeted interventions and key local and statewide partnerships. Title V funds the Community Health Worker (CHW) Training and Certification Program. This program provides certification and recertification to Texas residents who wish to become a Promotor(a)/CHW or CHW Instructors. In addition, the section manages programs focused on Alzheimer's Disease, worksite wellness, and school health.