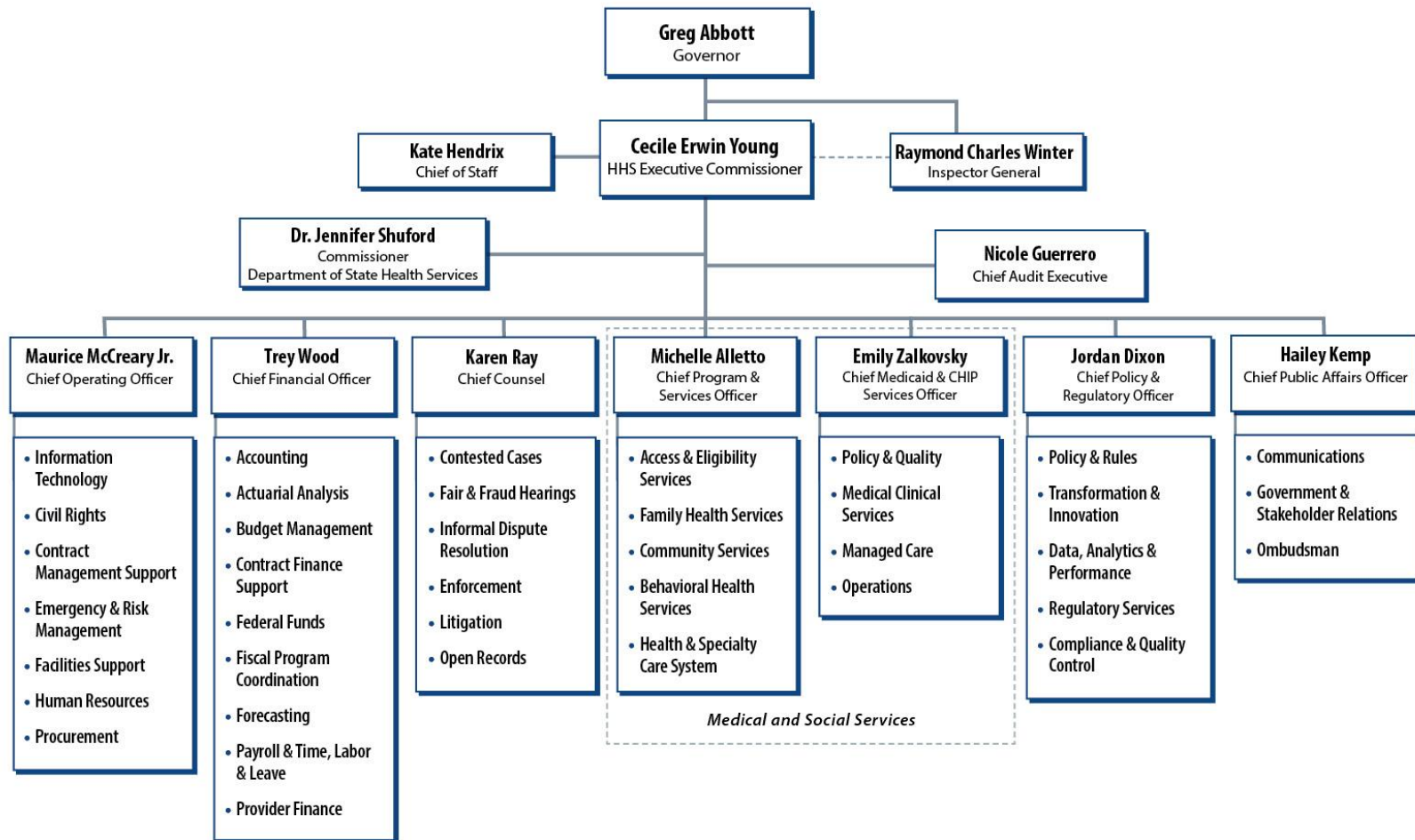


HHS Business Functions

Organization chart – January 2024





HHS Business Functions

Maurice McCreary Jr. - Chief Operating Officer

Information Technology

The Information Technology (IT) division is responsible for the development and delivery of innovative IT services, including technology strategy planning, services that support operational needs of HHS business areas, and effective security for agency systems and data. The IT division includes four major areas: IT Strategy, Day-to-Day Operations, the Chief Information Security Office, and IT Business Operations.

Civil Rights

The Civil Rights Office manages civil rights and equal employment opportunity programs for the Texas Health and Human Services system and the Texas Department of Family and Protective Services. It also works to promote a diverse environment free of discrimination in employment, programs and services. Staff serve as subject matter experts on civil rights and equal employment opportunity matters, ensuring compliance with state and federal civil rights laws, practices and procedures. For more information, visit the [Civil Rights webpage](#). For questions, email the [Civil Rights Office](#).

Contract Management Support

The Contract Management Support team provides assistance and oversight for HHS staff, leaders and business units with contract management-related responsibilities. It focuses on strengthening contract management practices by developing policies and procedures, creating tools and templates, monitoring and analyzing key success indicators, and working to support program contract management areas.

Emergency and Risk Management

Emergency and Risk Management (ERM) develops policies and procedures for HHS to mitigate and manage risks and ensure that essential functions are performed during a wide range of disruptions (such as natural disasters, accidents, and technological or attack-related emergencies). ERM also assists with response and

recovery activities for Texas citizens impacted by disasters. ERM includes Risk Management and Safety, Continuity of Operations and Emergency Management, and the Emergency Services Program.

Facilities Support

Business and Regional Services oversees an array of infrastructure support services for HHS and Texas Department of Family and Protective Services programs across the state. It includes Facilities Planning and Leasing, Facility and Warehouse Services, Regional Administrative Services, the Asset Management Office, Mailroom Services and Printing Services.

Human Resources

Human Resources oversees centralized human resources services for the HHS system and supports HHS programs by strengthening the workforce, infrastructure, technology and integrity in business processes. Direct services include compliance and records management, employee program management, employee relations, operations and administration policies, advocacy for veterans, and workforce planning and reporting. To learn more and apply for jobs at HHS, visit [About HHS Jobs webpage](#). For information on college student internships, visit the [HHS Internships webpage](#).

Procurement

The Procurement and Contracting Services (PCS) Goods, Services and Complex procurement teams work with HHS staff to provide procurement advice and forms, determine procurement methods, plan procurements, develop solicitation documents, manage procurement timelines, conduct vendor conferences, evaluate proposals, assist with negotiations when requested, and assist with awarding and executing contracts. The PCS Grants team provides [strategic and collaborative grant services](#) to the HHS system, serving as experts in facilitating the solicitation and selection of qualified applicants to implement grant-funded projects. The [Historically Underutilized Business \(HUB\)](#) team works closely with procurement and contracting staff to implement HUB initiatives.



HHS Business Functions

Trey Wood - Chief Financial Officer

Accounting

Accounting oversees accounting operations; fund accounting; accounts receivable; and the functional operation, testing and maintenance of the CAPPS Financials platform used by HHSC to record and maintain official financial records.

Actuarial Analysis

Actuarial Analysis determines the premiums that HHSC pays health plans and provides direction and assistance with other agency analyses that require actuarial expertise. For questions, email [Actuarial Analysis](#).

Budget Management

Budget Management oversees the HHSC program and administrative budgets, including monthly financial reports, operating budgets, and Legislative Appropriations Requests. It provides the executive leadership team analysis of and recommendations on decisions affecting the agency budget.

Contract Finance Support

Contract Finance Support provides management direction, coordination and guidance for developing financial provisions and systems for major procurements. For questions, email [Contract Finance Support](#).

Federal Funds

Federal Funds reviews and monitors HHS grants and federal funds and oversees the HHSC Public Assistance Cost Allocation Plan, indirect rates, and Random Moment Time Studies. For questions, email [Federal Funds](#).

Fiscal Program Coordination

Fiscal Program Coordination facilitates coordination within HHSC of financial programs, including supplemental and directed payment programs.

Forecasting

Forecasting creates caseload and cost projections and forecasting functions used by HHSC programs, executive management and the Legislative Budget Board.

Payroll and Time, Labor and Leave

Payroll and Time, Labor and Leave is responsible for accurate and timely pay, timekeeping and leave for HHS, the Texas Department of Family and Protective Services, and the Cancer Prevention and Research Institute of Texas.

Provider Finance

Provider Finance develops and implements reimbursement methodologies and rates for Medicaid and certain non-Medicaid services; supplemental and directed payment programs for hospital services; long-term services and supports; and acute care services, including the collection and use of local funds (intergovernmental transfer funds and certified public expenditures). Also oversees hospital financing in the Medicaid program. For questions, assistance or to provide feedback, fill out the [HHS online form](#).



HHS Business Functions

Karen Ray - Chief Counsel

Contested Cases

The Contested Cases department presides over HHSC employee grievance hearings when personnel actions result in negative effects on salary or employment; over contested case hearings for individuals or entities when the right to a hearing is provided by statute or rule pursuant to Chapter 2001 of the Texas Government Code; and over administrative hearings for individuals or entities when the right to a hearing is provided by statute or rule but the hearing is not a grievance hearing, contested case hearing or fair hearing. For more information or questions, email the [Contested Cases Department](#).

Fair and Fraud Hearings

The Fair and Fraud Hearings department receives appeal requests from applicants and clients who are contesting actions taken regarding program benefits and services. These programs include the Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), all Medicaid-funded services, and other agency programs that are required by state or federal law or rules to provide the right to a fair hearing. Hearings officers conduct fair hearings and administrative disqualification hearings statewide for 169 eligibility programs within HHS. For more information or questions, email the [Fair and Fraud Hearings Department](#).

Informal Dispute Resolution

The Informal Dispute Resolution (IDR) department gives certain long-term care providers the opportunity to informally dispute HHS regulatory survey findings. The providers eligible to request IDR include nursing facilities, assisted living facilities, intermediate care facilities, Home and Community-Based Services providers and Texas Home Living waiver providers. In accordance with Senate Bill 304 of the 84th Texas Legislature in 2015, as well as House Bill 2590 of the 85th Legislature in 2017, HHS has contracted with the Michigan Peer Review Organization to perform independent dispute reviews and send a report with a recommendation of compliance or noncompliance with federal/state regulations. For questions, email the [Informal Dispute Resolution Department](#).

Enforcement

The Enforcement department represents HHS in contested cases governed by Chapter 2001 of the Texas Government Code, focusing on ensuring the health and safety of vulnerable Texans and safeguarding the use of state funds. Other major functions include managing district court litigation referrals to the Office of Attorney General of Texas, with a focus on regulatory compliance, and docketing requests for appeals with the State Office of Administrative Hearings. For more information or questions, email the [Enforcement Department](#).

Litigation

The Litigation department is the primary point of contact for anticipated litigation against HHS or the agencies' employees. For more information or questions, email the [Litigation Department](#).

Open Records

The mission of the Open Records department is to ensure that public information about the HHS system is accessible to all citizens of Texas, fostering openness and transparency in government. For instructions on how to make an open records request, visit the [HHS Open Records Policy and Procedures webpage](#). For questions, email [Open Records](#).



HHS Business Functions

Michelle Alletto - Chief Program and Services Officer

Access and Eligibility Services

Access and Eligibility Services (AES) provides administrative support and community access to local resources and services. Services such as the 2-1-1 Texas information and referral network are available to help 24 hours a day, 365 days a year. Additionally, AES leverages local partnerships with faith and community-based organizations to offer community partner programs and regional community relations throughout Texas. AES provides eligibility determination for Medicaid, CHIP, SNAP, TANF and other state-funded programs. In addition, AES oversees SNAP nutrition, SNAP Education, and SNAP Education and Training programs. Visit YourTexasBenefits.com to learn more.

AES also completes disability determinations for Social Security Disability Insurance and Supplemental Security Income in Texas. To file a disability claim, visit SocialSecurity.gov or call 800-772-1213.

Family Health Services

Family Health Services supports children, women, and young families through a variety of health and human services programs.

Family Clinical Services provides family planning and breast and cervical cancer services; primary health and dental care for children and expecting mothers; and county-based health services for indigent Texans.

Family and Youth Services and Supports offers social support services for families managing unintended pregnancies; help for survivors of child abuse, family violence and trafficking, and educational services about sexual abstinence and health marriage.

Early Family Nutrition and Development supports children 0-3 who have developmental delays and their families through the Early Childhood Intervention program. It also administers the Special Supplemental Nutrition Program for Women, Infants, and Children, a nutrition program for pregnant, breastfeeding women and families with children younger than 5.

Additionally, the Office of Disability Prevention for Children uses education and community collaboration to prevent disabilities in children from the time of conception to age 12.

Community Services

Community Services provides programs focused on people with disabilities or special health care needs, and older adults.

Community Services is responsible for eligibility determination for programs tailored to assist people who are older or have disabilities to live independently in their communities. Regional staff perform intake, functional and financial eligibility determination, and enrollment in programs such as Primary Home Care, Community Attendant Services, Day Activity and Health services, Home Delivered Meals, Adult Foster Care and others.

Community Services provides community-based services for people with disabilities or specialty health needs including Blind Children's Program, Deaf and Hard of Hearing Services, Children with Special Health Care Needs, and Children's Autism.

Community Services also aligns front-door services by Area Agencies on Aging, Aging and Disability Resource Centers, Local Intellectual and Developmental Disability Authorities, and Centers for Independent Living to make the navigation of services easier for those who need them.

Community Services also administers the Guardianship program which serves adults who are incapacitated and who are substantially unable to provide for or make decisions for themselves. A judge appoints a guardian if one is needed. Services provided include daily care and life decision-making on behalf of the individual.

Behavioral Health Services

Behavioral Health Services oversees the provision of public community-based services, including mental health for adults and children, community-based hospital services, substance use disorder for adults and youth, crisis services including Mobile Crisis Outreach Teams, veterans mental health, coordination of forensic and disaster services, jail diversion and peer support and services through local mental health and behavioral health authorities, and home and community-based providers and organizations. Visit [MentalHealth.org](https://www.mentalhealth.org) for help.

Health and Specialty Care System

The Health and Specialty Care System oversees the operation of 10 state hospitals, one youth residential treatment center and 13 state supported living centers across Texas. The state hospital system is also adding an 11th inpatient psychiatric hospital in Dallas that will be operated by HHSC academic partners. State hospitals provide inpatient psychiatric care for individuals facing mental health challenges, and the state supported living centers provide campus-based direct services and support to people with intellectual and developmental disabilities.



HHS Business Functions

Emily Zalkovsky - Chief Medicaid and CHIP Services Officer

Policy and Quality

The Policy area manages policy for acute care services and long-term services and supports (LTSS). This includes analyzing state and federal requirements for Medicaid, CHIP and Title XX programs and developing and implementing acute and LTSS programs and clinical policies. This area also coordinates activities related to the Medicaid and CHIP state plans, waivers, rules, advisory committees, and the federal Centers for Medicare and Medicaid Services.

The Quality area focuses on transforming from a volume-based system to a value-based system of care through quality assurance tools, quality monitoring programs, incentive payment programs (such as pay for quality, alternative-based payment models) and other performance improvement initiatives. This area also leads the transition for the Delivery System Reform Incentive Payment program that provides financial incentives to encourage hospitals and other providers to develop strategies to enhance cost-effectiveness and health outcomes.

Medical Clinical Services

The Office of the Medical Director includes physicians, dentists, nurses and support staff who provide clinical consultation and ensure that people receive appropriate services while also mitigating overutilization through utilization reviews. The office also provides clinical input, support and direction to align Medicaid and CHIP policy development with population health initiatives within Medicaid and CHIP Services and across Texas HHS agencies and external stakeholders.

Managed Care

The Managed Care area is responsible for implementing state priorities through managed care. This includes conducting and coordinating oversight activities for managed care organizations (MCOs) and administering all state and federal contract management activities. This area resolves and monitors MCO provider and pharmacy complaints while also assisting the HHS Ombudsman's Office with complex member complaints. Other activities include enrollment support and

interest list management for STAR+PLUS Home and Community-Based Services and STAR Kids Medically Dependent Children Program services.

Operations

Operations is responsible for the infrastructure that crosses both the managed care and fee-for-service delivery models. This includes activities such as managing Texas Medicaid provider enrollment and renewal activities, overseeing the prescription drug benefits and drug manufacturer rebate programs, and leading administrative activities for system operations like technology modernization and the Medicaid Electronic Health Record Incentive Program. This area also provides oversight for all non-MCO contracts and manages all business operations related to fee-for-service. Activities include 1915(c) waiver enrollment, claims processing, electronic visit verification, prior authorizations, grievances and appeals, and administering the Program of All-Inclusive Care for the Elderly.



HHS Business Functions

Jordan Dixon - Chief Policy and Regulatory Officer

Policy and Rules

The Office of Policy and Rules partners with and advises program areas to ensure a coordinated, systemwide approach to policy development, implementation and evaluation; facilitation of advisory committee activities; and rulemaking procedures.

Transformation and Innovation

The Office of Transformation and Innovation serves as the primary hub for process improvement initiatives within the HHS system. It works collaboratively with programs and administrative support services departments to identify opportunities to improve the efficiency, capacity and quality of programs and service delivery. The office seeks to develop a network of process improvers through an internal training and certification program available to agency staff, with the goal of creating an enduring and sustainable culture of process improvement.

Data, Analytics and Performance

The Office of Data, Analytics and Performance supports HHS programs by providing data analytics, research and performance services that promote data-driven decision-making. It also provides data to public requesters and research entities through open records requests and contracted data use agreements. The office's primary function is to transform HHS data into meaningful information to assist decision-making, improve transparency, and enhance system efficiency and effectiveness. To request HHS data, email [Open Records](#). To learn about the open records process, visit [HHS Open Records Policy and Procedures](#).

Regulatory Services

The Regulatory Services Division regulates certain types of health care facilities, long-term care facilities, and child care facilities. The division oversees licensing and credentialing of certain providers to protect consumer and patient health and safety by ensuring compliance with state laws and rules. It also manages Complaint and Incident Intake, which accepts and triages complaints about facilities and providers

regulated by HHS. To report a complaint, call 800-458-9858. For questions, email the [Regulatory Services Division](#).

Compliance and Quality Control

Compliance and Quality Control builds on existing practices to improve oversight of the procurement and contract management functions in the HHS system by conducting solicitation reviews and monitoring recipient and subrecipient grantees. It provides oversight to ensure compliance and integrity and to encourage quality and effectiveness. CQC reviews and approves all complex solicitations before submission to the Contract Advisory Team and public posting. Additionally, CQC monitors HHS recipients of state funds for compliance with the Uniform Grant Management Standards and subrecipients of federal funds for compliance with the federal Uniform Guidance. CQC also conducts fiscal monitoring reviews of HHS grantees that are cost reimbursement recipients and subrecipients in support of certain services within the Chief Program and Services Office.



HHS Business Functions

Hailey Kemp - Chief Public Affairs Officer

Communications

The Office of Communications maintains awareness and oversight of HHSC media inquiries and outreach efforts. The office responds to press requests, monitors HHS news coverage, manages all agency interactions with news outlets, produces agencywide and public-facing campaigns, oversees the HHS website and social media, and manages graphic design, editorial, video and Spanish translation services. For media inquiries, call 512-424-6951.

Government and Stakeholder Relations

The Office of Government and Stakeholder Relations acts as the primary source of information to and from the Office of the Governor, Texas Legislature, other state and federal elected officials, and state agency offices. It coordinates responses to legislative policy and constituent inquiries and serves as the primary point of contact for legislative offices requesting HHSC attendance at legislative hearings and meetings. For more information, email [Government and Stakeholder Relations](#).

Ombudsman

The Office of the Ombudsman assists consumers with questions and complaints about HHS programs and services. It also tracks, analyzes, and reports complaint data to identify systemic issues, and works with program staff to improve service delivery. For more information, call toll-free at 877-787-8999, or visit the [Office of the Ombudsman webpage](#).