

Arkansas Department of Human Services

**Office of the Secretary
(Shared Services)**

**ALC- Hospital, Medicaid, & Developmental
Disabilities Study Subcommittee**

Monday, June 16, 2025



Office of the Secretary

Shared Services

Shared Services combines the core business functions of the agency including:

- Secretary's Office
- OCC/OAH – Office of Chief Counsel & Office of Appeals and Hearings
- OCCE – Office of Communications & Community Engagement
- OF – Office of Finance
- OHR – Office of Human Resources
- OIT – Office of Information Technology
- OLIA – Office of Legislative & Intergovernmental Affairs
- OPR – Office of Policy & Rules
- OP – Office of Procurement
- OPI – Office of Payment Integrity
- OSC – Office of Security & Compliance

Funding for this appropriation consists of a mix of revenue sources which includes general revenue, federal funds, and other. Federal and other funding is determined by the Department's Cost Allocation Plan (CAP).

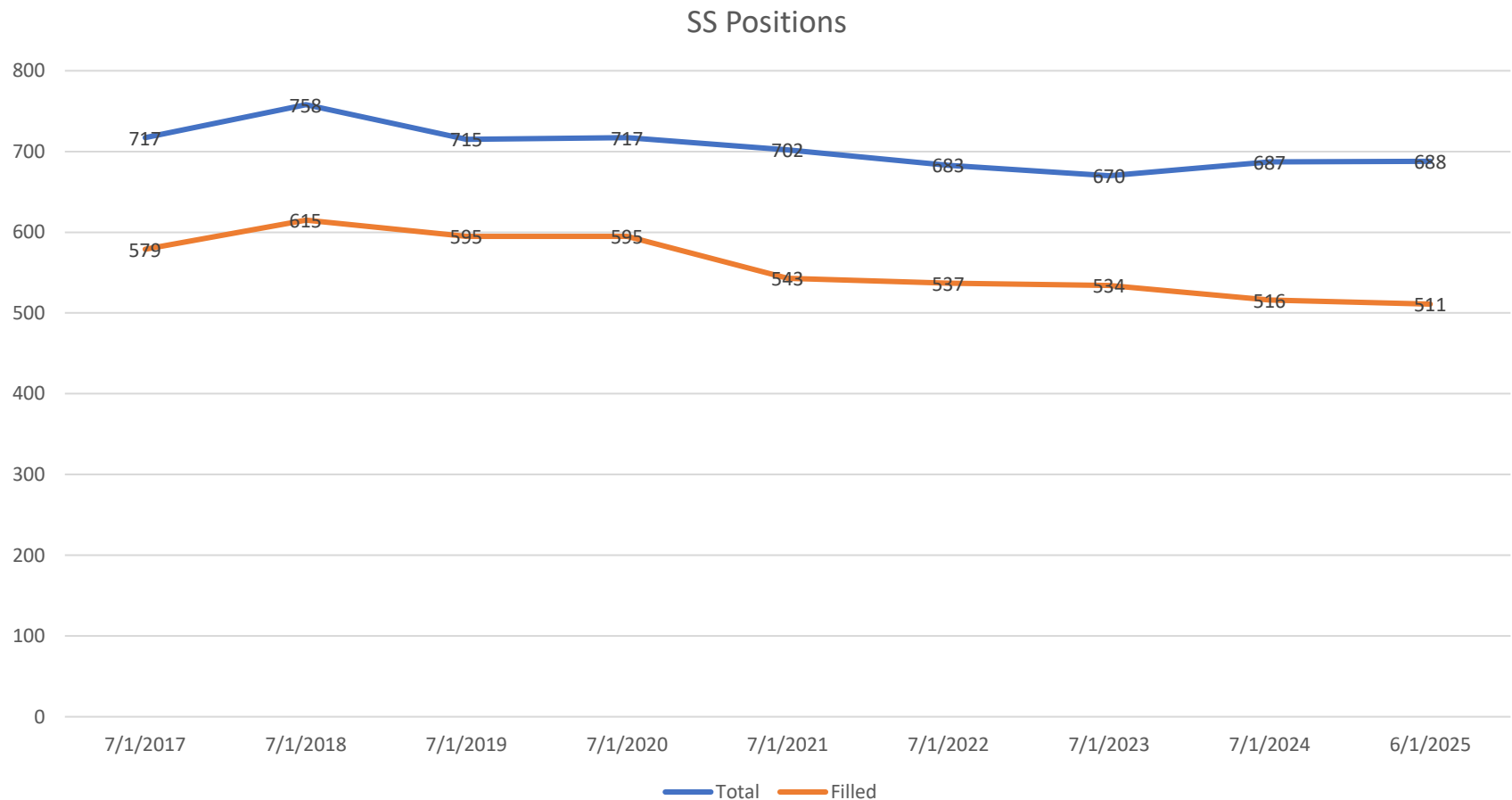


DHS History & Innovation

DHS traditionally followed a consolidated agency approach to its Office of Chief Counsel and Office of Appeals and Hearings, serving multiple departmental divisions with quality legal services and independent due process hearings for citizens. (Administrative fair hearings for providers are heard by the AR Department of Health.)

DHS then expanded its approach and was the first agency to undergo a business reorganization in 2016 when staff from throughout DHS were brought together into the same shared-services offices.

Trend in Downsizing Since Consolidated Shared Services



Office of Chief Counsel

Second Largest Governmental Law Firm in the State

The Office of Chief Counsel (OCC) provides legal, investigative, and State Fair Hearing services. OCC is part of shared services within DHS and provides legal support and counsel to all DHS divisions. It provides the following legal services:

General Counsel Unit – Litigation	Attorneys-Regulatory Unit Division Specific Attorneys	County Legal Operations (CLO) Unit	Office of Public Guardian (OPG) and County Legal Operations Administration	Office of Procurement (OP) and Contract Attorneys	Human Resources (HR) Counsel
<p>The Litigation Counsel unit provides legal representation in all areas of litigation in federal and state courts, as well as in administrative proceedings.</p> <p>Provides assistance and legal counsel for all DHS divisions and offices on various programs and areas such as contracts, collections, garnishments, employee grievances, institutional operations, and claims.</p>	<p>These attorneys review and research all agency divisions, programs, and facilities, including but not limited to Medicaid and CHIP policy, SNAP, TEA, TANF, and Arkansas State Hospital (ASH) and assists with forensic cases with court involvement. Activities include legal consultation and advice; litigation; and preparation of opinion, rule, legislation, HIPAA regulations specific to Medicaid, or legal documents. Includes all related paperwork, clerical activities, or staff travel required to perform these activities.</p>	<p>CLO unit is a litigation division within OCC that provides legal services to DHS in child welfare and adult protective services matters. CLO attorneys represent DHS in dependency-neglect cases, adult maltreatment and public guardian proceedings, and administrative hearings where individuals may be placed on a maltreatment registry.</p>	<p>OPG is a unit charged with providing guardianship services to incapacitated adults who have no friends or family willing or able to serve. OPG duties range from arranging placement for wards, managing expenses of wards, visiting wards, and preparing annual court documentation.</p>	<p>OP Attorneys who conduct research, provide legal representation for all OP programs and review policy, and the Contract Attorneys who examine contracts.</p>	<p>HR Counsel provides legal representation in all areas of litigation in federal and state courts, as well as in administrative proceedings. conducts research and reviews policy and provides legal advice and counsel to all divisions and offices on HR matters.</p>

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County Legal Operations (CLO) is organized into four teams:

- Child Welfare
- Adult Protective Services/Public Guardian
- Administrative Hearings
- Appellate

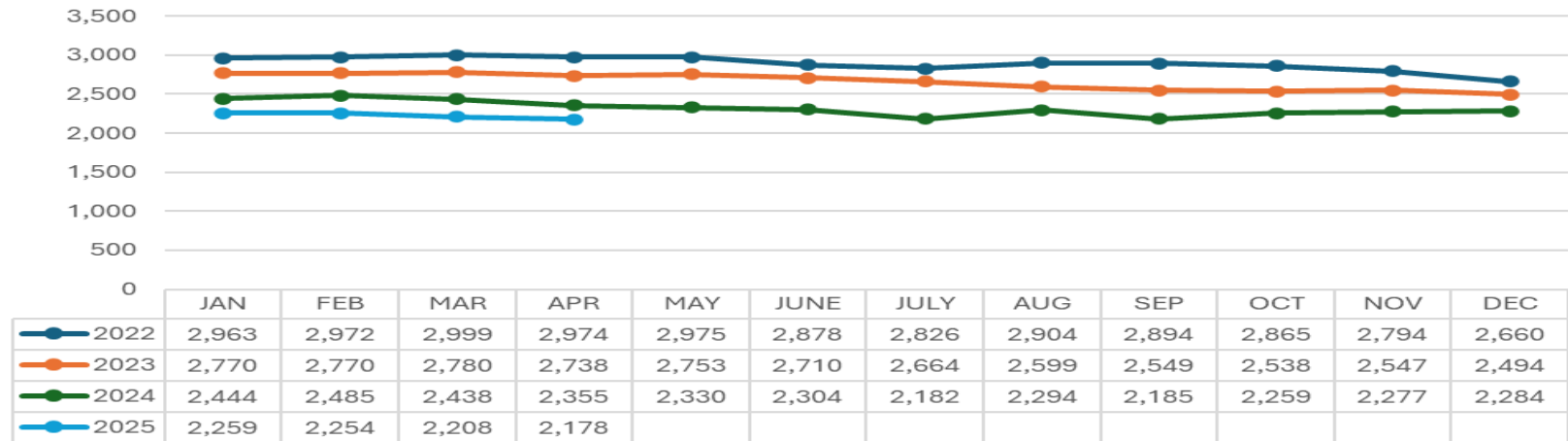
Each team focuses on specific areas of litigation, with field attorneys working closely with DHS staff statewide. Attorney supervisors manage legal staff and coordinate with area and central office leadership to meet agency goals. CLO attorneys are proficient in Arkansas law, DHS policy, and court procedures.

Office of Public Guardian (OPG) also receives and processes applications from across the state from partners and the public regarding people who may need guardianship services. OPG serves some of the most vulnerable of our population. OPG has a deputy public guardian assigned to DDS who works closely with our DDS partners to identify and assist their clients who may need a guardian. OPG also has a deputy guardian assigned to DCFS who acts as a liaison between caseworkers and OPG for clients who DCFS identify as needing OPG services after completion of foster care. OPG is part of CLO and maintains monthly data that is maintained and reviewed by OCC.

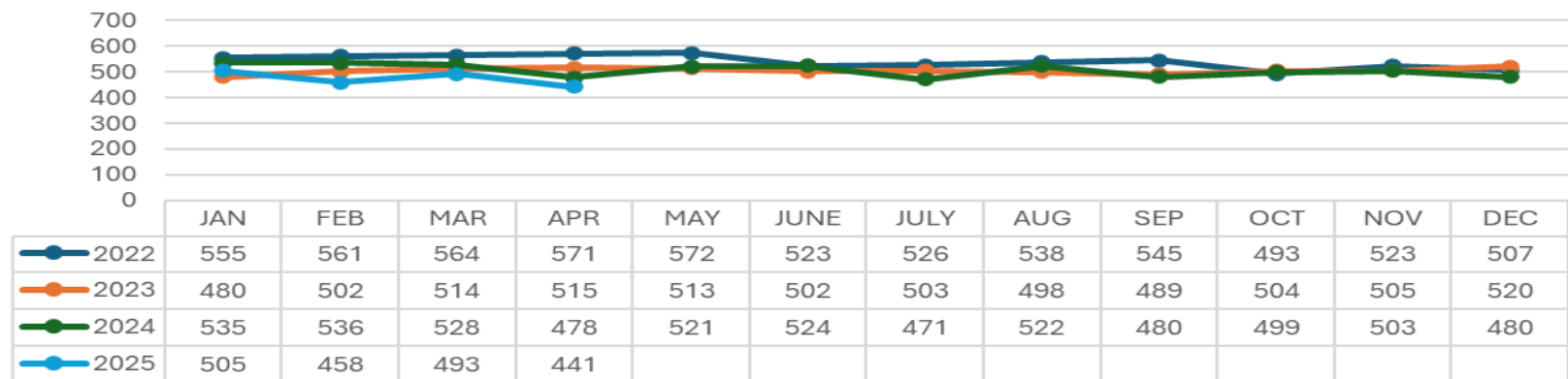
Office of Chief Counsel

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COUNTY LEGAL OPERATIONS Child Welfare Cases 2022-2025



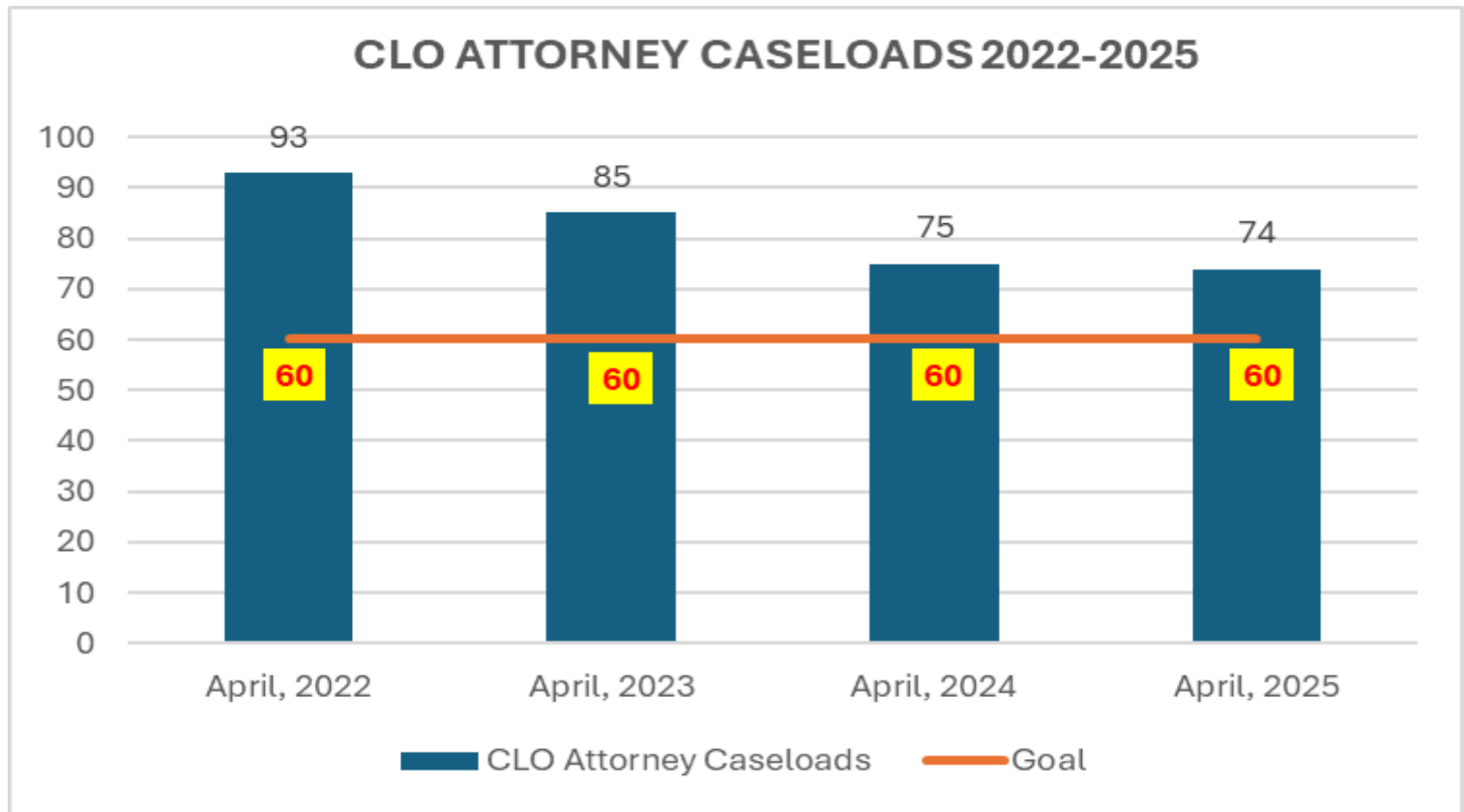
COUNTY LEGAL OPERATIONS Adult Protective Services Cases 2022-2025



Office of Chief Counsel

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As of June 1, 2025, CLO attorneys were managing more than 3,800 active cases and participated in 900 hearings during May 2025.



Office of Appeals & Hearings, within the Office of Chief Counsel

Second Largest Governmental Law Firm in the State

The Office of Appeals and Hearings (OAH) holds hearings and issues written decisions regarding appeals for Medicaid, SNAP, Adult and Child Maltreatment, and internal employee grievances.

Activity	April 2024	March 2025	April 2025
TOTAL Open Administrative Hearing Cases	3283	2951	3005

OAH Initiatives:

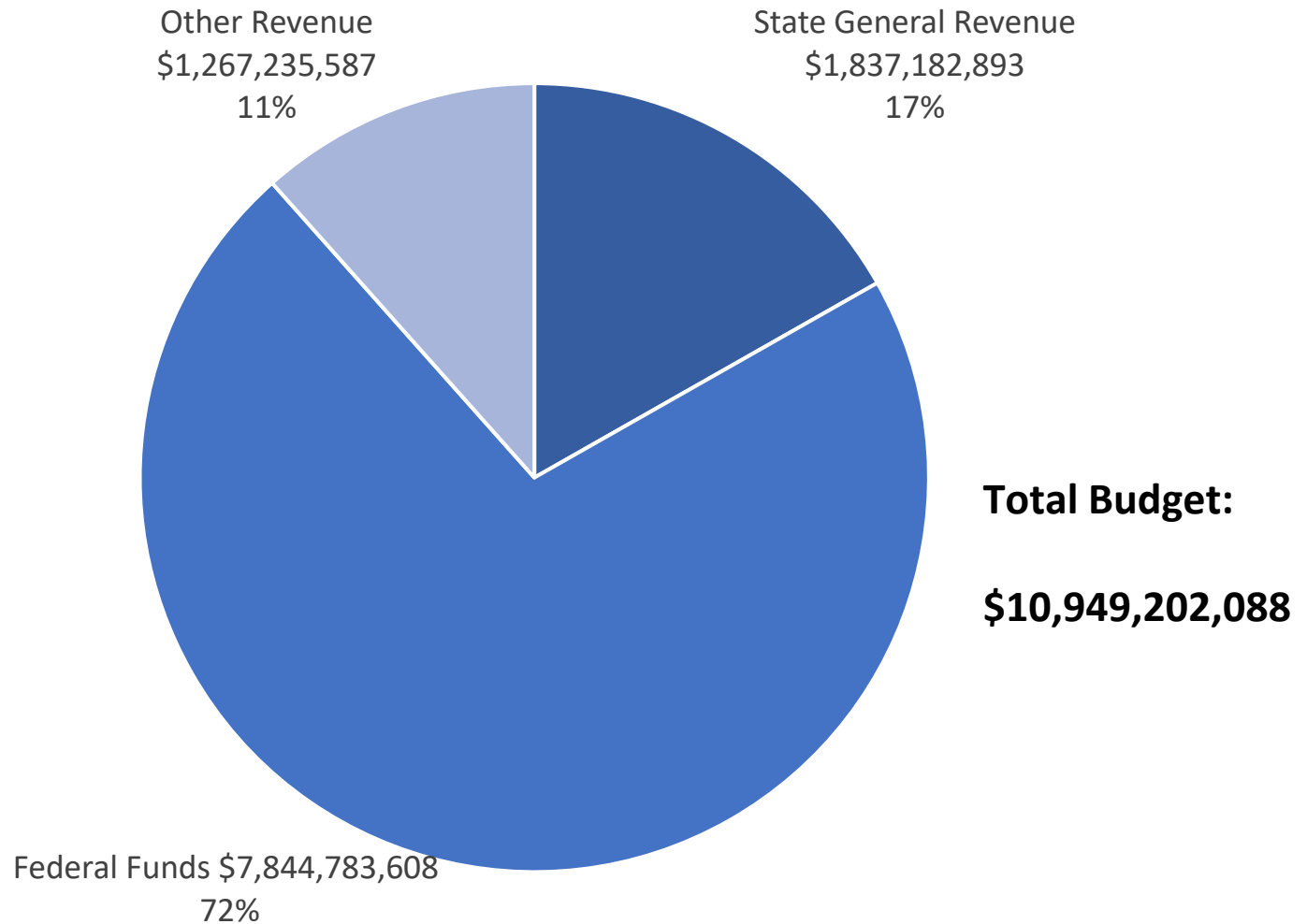
- Review all program decision and correspondence templates for consistency, accuracy, and efficiency
- Create any new templates necessary and map them to OAH docketing system
- Continue developing online library for training materials
- Continue quarterly training and cross-training within OAH to increase quality and efficiency and become more agile in dealing with future appeal surges in any given area
- Implement hearing quality standards and metrics which will be tied to performance evaluations to improve overall quality in hearings and decisions
- Focus on eliminating backlog of criminal pending or continued cases in Child Maltreatment
- Integrate employee grievance records and templates to OAH docketing (contingent on funding)

Office of Finance

DHS's Office of Finance includes centralized accounts payable and receivable; support for purchasing and contracting; funds management; federal cost allocation; and state and federal reporting, including accounting oversight and reporting for Arkansas' Schedule of Expenditures of Federal Awards (SEFA) and the Annual Comprehensive Financial Report (ACFR).

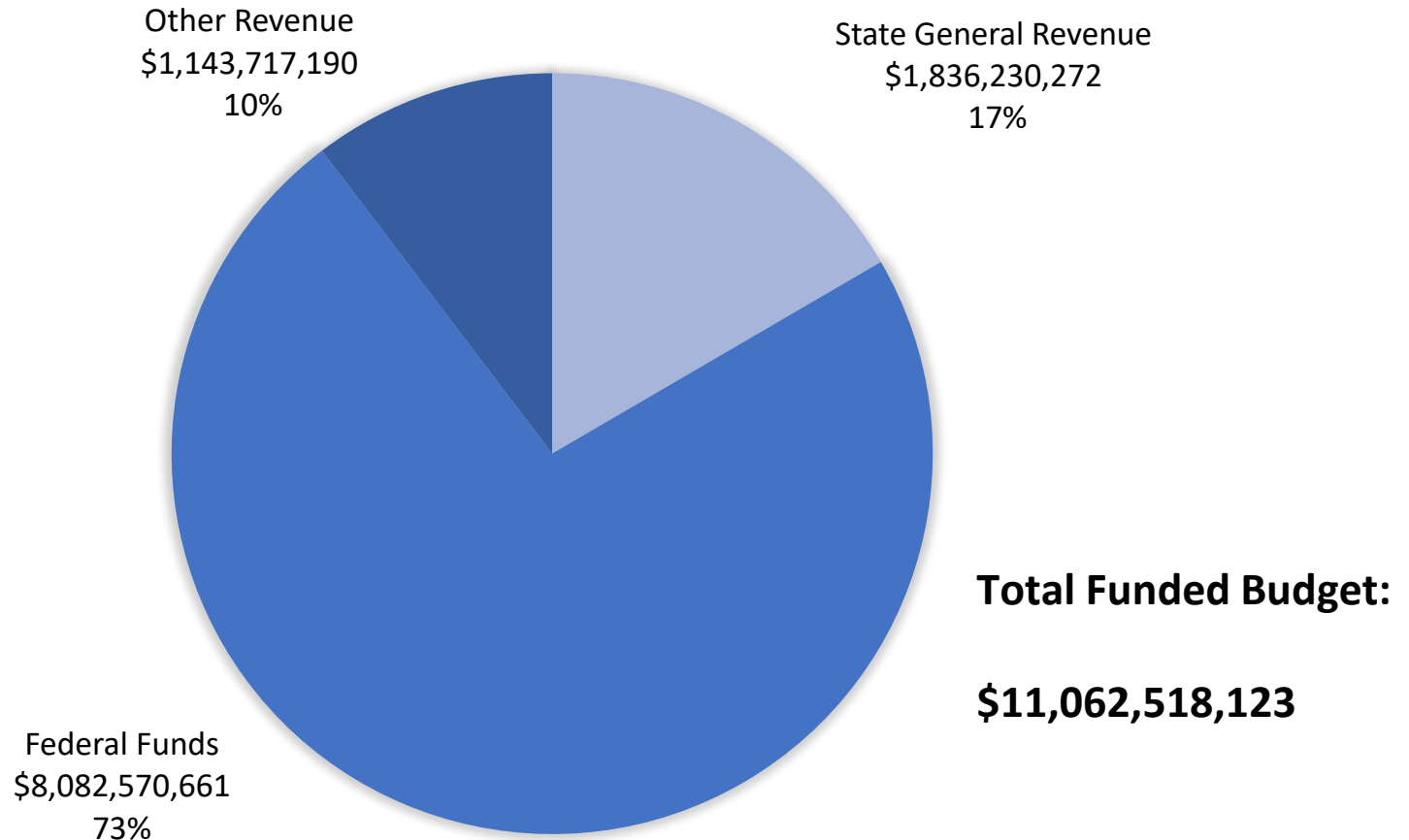
Office of Finance

SFY2025 Total Funded Budget



Office of Finance

SFY2024 Total Funded Budget



Office of Finance

Metrics*

General Operations Unit	Managerial Accounting Unit	Annual Comprehensive Financial Report (ACFR) Unit
Processed 54,675 invoices , including 3,574 state-wide utility invoices for a total amount paid pf \$10,310,953,624.29	Non-Medicaid federal draws of \$1.5B in 104,789 draw transactions for 278 federal grant awards	In preparing the ACFR, staff review \$66.6B in transactions and 18,500 additional year-end entries
Processed 37,071 travel reimbursements totaling \$4,533,836.42	Schedule of Expenditures of Federal Awards (SEFA) \$797.9M year-end entry	Respond to 230 annual auditors' requests
Cash office made 10,959 deposits totaling \$258.4M	Cost allocation time study for 2,604 participants monitoring 507 activities and an additional 1,710 employee direct certifications	Accounted for 32,500 physical assets
Managed overpayment accounts with a total YE claims of \$16,852,634.84	468 cost pools and methodologies for \$10.9B in transactions resulting in 188 statical reports	Over 100 bank accounts with annual transactions of \$37.8B

*Data is based on SFY2023; represents typical annual workload.



Office of Human Resources

Metrics

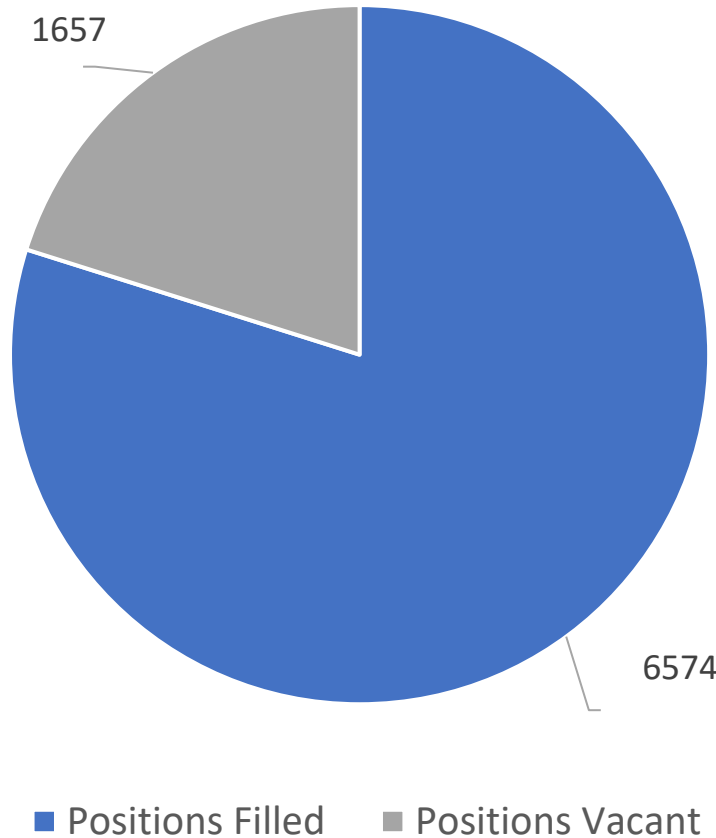
The Office of Human Resources (OHR) manages the employee life cycle (recruiting, hiring, onboarding, training) and takes care of compensation and benefits and employee motivation and wellness.

	Total for Year
Average Filled Positions	6,561.21
Annual Turnover	55.48%
Agency DROP Participation	3.38%
Employees Trained	19,229
Hard Skills	192
Soft Skills	840
New Employee Orientation	2,498
86-1 New Supervisor Training	380
Sexual Harassment and Active Shooter (Two annual required training modules, so total will equal more than current employee count due to duplicated count and turnover.)	11,537
Take Charge Thursday (Voluntarily, weekly Zoom presentations to develop DHS staff across the agency.)	3,782



DHS Personnel

SFY 2025 Budgeted Position Breakdown

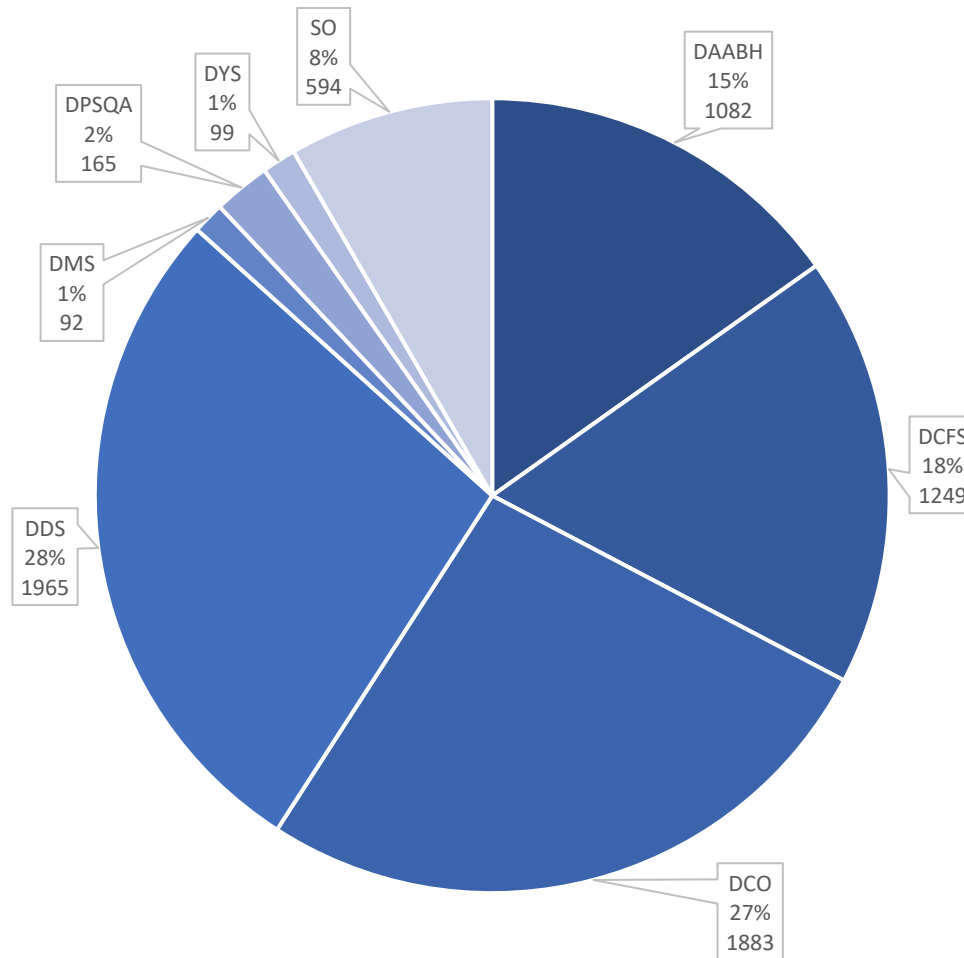


8,231 Authorized
6,574 Filled*
1,657 Vacant

*** As of May 30, 2025**

DHS Personnel

SFY 2025 Budgeted Position Breakdown



8,231 Authorized
7,129 Budgeted
6,574 Filled*

* As of May 30, 2025



Office of Information Technology

The Office of Information Technology (OIT) is responsible for management, coordination, oversight, and architecting information technology solutions to support DHS strategic objectives. OIT is responsible for all technology at DHS, from the desktop to enterprise-wide solutions supporting DHS programs.

OIT Priorities:

- Engage internal business partners to achieve improved project outcomes
- Implement an Enterprise Level of Care solution to reduce provider billing issues
- Expand Data governance and Enterprise Master Client Index (EMCI) in order to enable 360-degree view of our clients
- Reprocure Information Support Services (ISS) contract which ends August 31, 2024
- Work with DIS and Divisions to join Arkansas' Google Civi Forms initiative
- Executive stakeholder and partner of DCFS in implementation of ARfocus child welfare system project
- Roll out Microsoft Teams as instant messaging standard to replace end of life Skype solution
- Update password standards to meet increased federal password protection requirements

Office of Procurement

DHS Office of Procurement (OP) consists of a team of employees dedicated to:

- Traditional procurement and purchasing
- Facility management
- Direct logistical support services to all agency users for warehouse
- Printing, copying, and binding for DHS and other state agencies
- Centralized mailroom at the DHS Main Street complex
- Vehicle fleet management

Office of Procurement

SFY2024 Summary

Contract Development	
# of Contracts	1001-1014
# of Contract Actions	1416
Commitment Amount on OAs (Total increase in OA Target Value - not including N00s)	\$722,706,283.85
Purchasing	
# of POs	4,948
# of PO line changes enacted	60,623
Commitment Amount on POs (Net Order Value on POs in purchase categories not associated with OAs (no PCS, SG, ST etc.))	\$59,730,307.70
Solicitation/Origination (not including facilities/construction)	
# of Service CBs	35
# of Commodity CBs	44
# of Formal Bid (QVL)	5
# of IFBs	20
# of RFPs	13
# of RFQ	1
# of QVL	3
# of RFIs	2
# of RFAs	7
Total	130



Office of Communications & Community Engagement

The Office of Communications and Community Engagement (OCCE) handles internal and external communication efforts, media relations, the Freedom of Information Act unit, the DHS website, and DHS social media accounts.

FOIAs	
FOIAs processed in calendar year 2024	1,533
FOIAs processed YTD 2025	836

OCCE Initiatives:

- Overhaul Creative Service Request process to streamline how Divisions and Offices request OCCE work, and update the agency style guide
- Develop and optimize weekly video series featuring DHS leaders, employee recognition, special events
- Optimize reach of DHS videos to maximize views across all platforms, including in priority areas of prevention, Medicaid, and behavioral health
- Redefine roles of two-person Medicaid team to optimize communications efforts in all areas, including Behavioral Health (BH) and Medicaid system of care reform
- Create recurring monthly social media report to analyze and advance best practices, which will be used to increase reach of posts tied to priorities of prevention, BH, and Medicaid
- Reestablish website liaisons to regularly assess DHS website, recommend changes to make it easier to navigate

DHS Office of Legislative & Intergovernmental Affairs

In 2016, the Department of Human Services established the Office of Legislative and Intergovernmental Affairs (OLIA) to enhance coordination and responsiveness to constituents and members of the Legislature. OLIA serves as the primary liaison between DHS, the state legislature, and a broad network of community partners and stakeholders. The office plays a key role in communicating the agency's mission, programs, and initiatives to policymakers and the public.

Metrics:

- Calendar year 2024 inquiries received – 2,279
- YTD 2025 inquiries received – 1,147

DHS Office of Policy & Rules

The Office of Policy and Rules (OPR), which is responsible for promulgating administrative rules and maintaining department policy, performing office management duties, and serving as a liaison to other internal divisions and U.S. Centers for Medicare & Medicaid (CMS).

OPR has two units:

- Non-Medicaid Policy Unit responsible for quality monitoring and oversight of all non-Medicaid programs Medicaid programs
- Medicaid Policy unit responsible for working with divisions in DHS to research and develop policy on the Medicaid and CHIP programs to ensure legal compliance

Office of Payment Integrity

Looking at Potential Fraud, Waste, and Abuse on the Provider Side

The Office of Payment Integrity (OPI) is responsible for reviewing Arkansas Medicaid Providers and organizations receiving DHS funding. OPI evaluates standards of performance, compliance with Uniform Guidance, and conducts financial related reviews. OPI identifies loopholes in policy and internal control, makes recommendations for improvement and/or recoupment of funds. OPI works to reduce the occurrence of fraud, waste, and abuse.

Audit Coordination completed **286 audit reviews** (4/1/24 – 3/31/25)

Completed **60 audits** in Audit Assurance

Modified, simplified DHS Audit Requirements

Payment Integrity Activities:

- Continued investigating and reporting potential eligibility errors for correction to DCO on beneficiaries identified as prisoners
- Continued developing a claims analysis process; identifying potential vendors
- Worked with “Do Not Pay” to identify claims potentially being paid for patients that have died. Working with DCO to make corrections.
- Worked with an out-of-state hospital to identify claim billing errors resulting in a substantial repayment of claims.

Office of Security & Compliance

The Office of Security and Compliance (OSC) oversees safety and security, emergency response, fraud and internal affairs investigations based on suspected beneficiary fraud, audit coordinator, and compliance monitoring for the agency.

Fraud Unit	Internal Controls	Internal Affairs	Emergency Response
842 Investigations	270 Audit Response Requests Processed	25 Investigations	6 Responses to State Emergencies
156 Intentional Program Violation findings	73 Corrective Action Plans Monitored		
\$810,347 Total Overpayments (SNAP)			

OSC Initiatives:

- Create a comprehensive safety training and audit program for all DHS offices and facilities
- Continue to develop productive relationships with law enforcement, prosecutors, and federal partners
- Streamline the agency process for program recipient fraud investigations
- Update the DHS Continuity of Operations Plan



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