



Executive Office of Health & Human Services

Massachusetts Executive Office of Health & Human Services Overview

*Legislative Commission to Review and Make Recommendations Regarding
the Efficient and Effective Administration of Health and Human Services
Programs in the State of Rhode Island*

February 16, 2022



Agenda

1. MA EOHHS Overview
2. MA EOHHS Organizational Structure
3. MA EOHHS Mission and Critical Objectives
4. MA EOHHS Structure: Examples of Success



EOHHS Overview

In Massachusetts, the Executive Office of Health and Human Services (EOHHS) is the largest executive agency in Massachusetts state government, overseeing \$25.7 billion (approximately 56%) of the state budget and 22,000 (out of 44,000) executive branch employees.

- The Secretary of EOHHS has executive oversight of twelve agencies in addition to Medicaid - agency leadership are recommended by the Secretary and formally appointed by the Governor. They report directly into the Secretary of EOHHS
 1. MassHealth (Massachusetts Medicaid) – the Secretariat is the single state authority for Medicaid
 2. Executive Office of Elder Affairs
 3. Department of Veterans' Services (including two Soldiers' Homes)
 4. Department of Public Health
 5. Department of Mental Health
 6. Department of Transitional Assistance
 7. Department of Children and Families
 8. Department of Youth Services
 9. Office for Refugees and Immigrants
 10. Department of Developmental Services
 11. Massachusetts Rehabilitation Commission
 12. Massachusetts Commission for the Blind
 13. Massachusetts Commission for the Deaf and Hard of Hearing



Evolution of EOHHS Structure

MGL chapter 6A section 16, enacted in 2003, was the first significant restructuring of EOHHS and its agencies – change management took several years, and resulted in a stronger, more efficient, and centralized Secretariat.

- Key changes:
 - Agency leadership are recommended by the Secretary and appointed by the Governor. They report directly into the Secretary of EOHHS
 - Single point of accountability for clear decision making and efficiency
 - Ability to be nimble and proactive in response to emerging issues
 - EOHHS Centralized Functions
 - Facilities Management
 - Labor and Human Resources
 - Information Technology
 - Strong coordination
 - Budget and Finance
 - Cross agency initiatives and streamlined services
 - Legislative Affairs
 - Legal
 - Communications
 - Policymaking arm of Agencies to ensure the goals and priorities of the Administration are met

A person-centered approach, not an agency-centered approach



MA EOHHS Mission and Critical Objectives

MISSION

To provide effective leadership in the delivery of health and human services that promote health, resilience and independence to improve the quality of life for individuals, families and communities throughout the Commonwealth

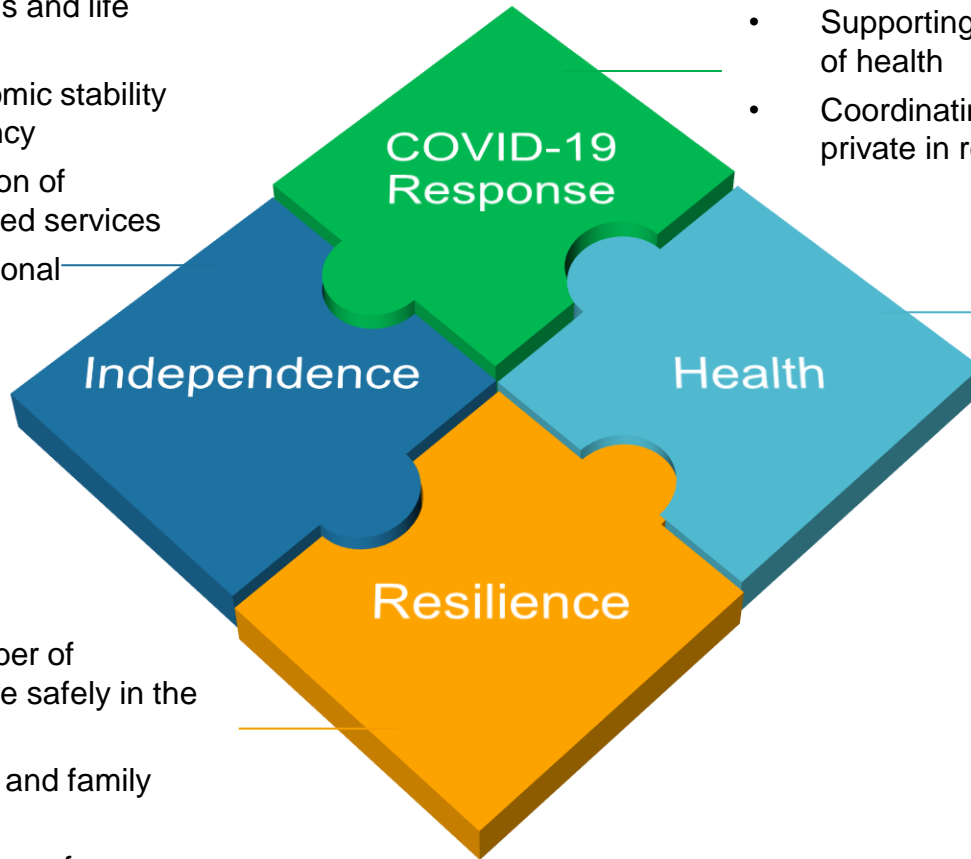
Objectives

- To increase the number of individuals who live safely in the community
- To ensure the long-term sustainability of the Medicaid program
- To increase permanence for children the care or custody of child welfare
 - To address the opioid crisis
 - To decrease health disparities
 - To improve health care access and outcomes
 - To increase educational attainment for youth
- To increase meaningful day opportunities, job skills and life skills training that lead to real jobs
 - To increase utilization of participant directed services



MA EOHHS Current Critical Objectives

- Increase job skills and life skills training
- Increased economic stability and self sufficiency
- Increase utilization of participant directed services
- Increase educational attainment



- Directing COVID-19 Command Center
- Supporting local and regional boards of health
- Coordinating all sectors, public and private in responding to COVID-19

- Front door access to behavioral health
- Investment in primary care
- Containing health care costs while creating pathways to affordable, quality, equitable healthcare

- Increase the number of individuals who live safely in the community
- Reduce individual and family homelessness
- Increase permanence for children in state care or custody



EOHHS Structure: Examples of Success

- **COVID Response:** The Massachusetts COVID Command Center led by the Secretary, involved multiple agencies managing pandemic activities
- **Medicaid:** Integrated MassHealth (Massachusetts Medicaid) within the Secretariat allows for deep collaboration on behalf of clients (e.g., Department of Mental Health or Department of Developmental Disability) given their shared membership
- **Roadmap for Behavioral Health Reform:** Collaboration across multiple agencies to develop the roadmap – an expanded access to treatment, more effective treatment, and improved health equity for individuals with mental illness, substance use disorders and co-occurring illnesses
- **Facilities Management:** Consolidated multiple agency leases and performed strategic partnerships at local level - multiple agencies have consolidated offices because they serve similar clients. Over two fiscal years, have saved ~5M in commercial lease costs
- **Human Resources:** Staffing is capped at a secretariat level as opposed to agency level, enabling the ability to flexibly manage staffing depending on need at any given time
- **Information Technology:** At height of pandemic, supported largely in-office workforce to a remote workforce by deploying over 18,000 devices in a systematic and streamlined way across the entire Commonwealth for individuals to be able to safely work from home when possible
- **Financial Management:** Effectively work with Governor's budget office to support agencies that have fluctuating and sometimes unpredictable caseload changes



APPENDIX



Excerpt MGL 6A Section 16

“The governor shall appoint a secretary of health and human services, who shall serve at the pleasure of the governor and shall act as the executive officer in all matters pertaining to the administration, management, operation, regulation, planning, fiscal and policy development functions and affairs of the departments, commissions, offices, boards, divisions and other agencies within the executive office.

The secretary shall have the authority to: (a) through the department of elder affairs and the division of medical assistance and other agencies within the executive office, as appropriate, operate and administer the programs of medical assistance and medical benefits under chapter 118E; provided, however, that the executive office under the direction of the secretary shall be the single state agency under section 1902(a)(5) of the Social Security Act, under Title XIX agency, for programs under titles IV(A), IV(B), IV(E), XX and XIX of the Social Security Act and for programs under the Rehabilitation Act; (b) establish certain rates of payment for health care services under section 13C of chapter 118E; (c) coordinate and supervise the administration of the executive office and its agencies to promote economy and efficiency and improve service delivery; (d) establish uniform regional and area boundaries for the agencies within the executive office; (e) establish uniform contracting and payment procedures for the executive office and its agencies; (f) develop and implement a management information system for the management of fiscal, client and program data necessary for the efficient administration of the agencies within the executive office; (g) pursuant to chapter 30A, make, amend and repeal rules and regulations for the management and administration of the executive office and agencies within the executive office, including regarding the sharing of data, including personal data, between and among the executive office and its agencies, subject to appropriate protections for the confidentiality of client data; (h) execute all instruments necessary for carrying out the business of the executive office and its agencies; (i) acquire, own, hold, dispose of, lease and encumber property in the name of the executive office and its agencies; (j) enter into agreements and transactions with federal, state and municipal agencies and other public institutions and private individuals, partnerships, firms, corporations, associations and other entities on behalf of the executive office or its agencies; (k) charge and collect fees, rentals and other charges as may be reasonable and necessary for carrying out the business of the executive office and its agencies; (l) apply for and accept funds, including grants, bequests, gifts and contributions on behalf of the commonwealth in accordance with section 6 of chapter 29B; and (m) serve as the executive and administrative head of each office, department, division, bureau, section, agency and other administrative unit within the executive office, except as specifically provided by law. The secretary may delegate any of the foregoing powers to an officer having charge of a department, office, division or other administrative unit within the executive office.”

Full citation: <https://malegislature.gov/Laws/GeneralLaws/PartI/TitleII/Chapter6A/Section16>