

Audit Report

Bridge Emergency Shelter, Operated by Roy Maas Youth Alternatives, Inc.

A Texas Department of Family and
Protective Services Contractor

June 30, 2023

OIG Report No. AUD-23-008



**Inspector
General**

Texas Health
and Human Services



Bridge Emergency Shelter, Operated by Roy Maas Youth Alternatives, Inc.

A Texas Department of Family and Protective Services
Contractor

Results in Brief

Why OIG Conducted This Audit

The Texas Health and Human Services Office of Inspector General (OIG) initiated this audit as part of an ongoing risk assessment of DFPS contracts for the provision of essential services to children in the state's conservatorship.

Summary of Review

The audit objective was to determine whether Roy Maas Youth Alternatives, Inc. (RMYA) had processes and controls in place to ensure it provided foster care services at Bridge Emergency Shelter in accordance with selected statutes, contract terms, and minimum standards.

The audit scope included processes and controls related to staff, child services, and revenue from September 1, 2021, through August 31, 2022, as well as processes and controls related to selected expenses from July 1, 2020, through June 30, 2021.

Background

RMYA is a non-profit children's home and shelter. This audit focused on operations at the Bridge Emergency Shelter in San Antonio, Texas, which provides emergency care for children ages 5 through 17, for up to 90 days. During this time, RMYA identifies more permanent placement options for those children.

Conclusion

Roy Maas Youth Alternatives, Inc. (RMYA) had processes and controls in place to ensure the Bridge Emergency Shelter met selected requirements designed to ensure the health and safety of children in its care. Specifically, for the sample tested in each category, RMYA:

- Completed preliminary and initial service plans that included all selected elements and health screenings were performed for all the children's records tested. These plans are important because the plans help providers identify and address children's needs.
- For all 75 shifts tested, RMYA had caregivers on duty to meet the required ratios. RMYA develops and distributes a schedule every two weeks that identifies staff on duty and designates on-call and backup staff for each shift. This schedule was effective in ensuring the minimum child-to-caregiver ratios were met.
- For all seven records tested, RMYA's staff (a) passed their most recent background checks and those checks were performed within the required timelines and (b) met the minimum training requirements. For the three staff tested who were hired during the audit scope, RMYA ensured they passed a drug test prior to beginning to work with children.
- RYMA typically receives multiple payments per month for Bridge Emergency Shelter from DFPS and one payment per month from a single source continuum contractor (SSCC). To verify the accuracy of payments received, RMYA performs a reconciliation of the payments against its records. RMYA verified payments from DFPS and the SSCC monthly, and when compared to RMYA's records:
 - All 16 payments tested from DFPS were accurate.
 - Both payments tested from the SSCC were accurate.

However, it should strengthen its processes and controls over expenses. RMYA did not always ensure expenses reported on its 2021 cost report were allowable or supported, as required.

Bridge Emergency Shelter served 30 children during state fiscal year 2022. RMYA is contracted with DFPS and a single source continuum contractor (SSCCs) to provide care for children from DFPS Region 8 (the Texas Hill Country).

DFPS contracts within a geographic service area with a single source continuum contractor, known as an SSCC. The SSCC is responsible for finding foster homes or other living arrangements for children in state care and providing them a full continuum of services. These SSCCs then contract with various foster care providers to deliver those services within its geographic service area.

During August 2022, 421, or 3.5 percent, of the state's foster children were in emergency shelters: 126 were from Region 8; and a total of 7 were in the care of the Bridge Emergency Shelter.

Bridge Emergency Shelter has a maximum licensed capacity of 22 children. In addition to emergency care services, RMYA offers a residential treatment center, treatment for emotional disorders, and supervised independent living.

Management Response

OIG Audit presented preliminary audit results, issues, and recommendations to RMYA in a draft report dated June 16, 2023. RMYA agreed with the audit recommendation and indicated corrective actions would be implemented by July 2023. RMYA's management response is included in the report following the recommendation.

For more information, contact:
OIGAuditReports@hhs.texas.gov

RMYA did not:

- Support the allowability and accuracy of 2 of 25 expenses tested (8 percent).
- Ensure all sales tax was removed from 3 of the 23 supported expenses tested (13 percent). Sales tax is an unallowable cost.
- Accurately record 4 of the 23 supported expenses tested (17 percent) on its general ledger.

While RMYA had a process in place for its accounting department to review supporting documentation prior to payment, this process was not always effective in (a) preventing unallowable costs from being included in its expenses, (b) accurately recording those expenses, or (c) ensuring expenses were supported.

Including unallowable, inaccurate, or unsupported expenses on the cost report makes HHSC's rate setting less reflective of the actual cost of providing foster care services.

Recommendations

RMYA should strengthen its processes to:

- Support the allowability and accuracy of expenses included on its cost report.
- Include only allowable costs on its cost report.
- Include expenses in the correct account on its general ledger.

Table of Contents

Audit Overview	1
Overall Conclusion	1
Objective and Scope	1
Detailed Audit Results.....	5
Chapter 1: RMYA Could Not Support Some Selected Expenses Included on Its Cost Report	6
Chapter 2: RMYA Complied with Selected Requirements Tested	8
Appendices.....	11
A: Objective, Scope, and Criteria	11
B: Entity at a Glance	12
C: Detailed Methodology	13
D: Related Reports	16
E: Resources for Additional Information	17
F: Report Team and Distribution	18
G: OIG Mission, Leadership, and Contact Information	20

Audit Overview

Overall Conclusion

Roy Maas Youth Alternatives, Inc. (RMYA) had processes and controls in place to ensure that Bridge Emergency Shelter met selected requirements designed to ensure the health and safety of children in its care. However, it should strengthen its processes and controls over expenses.

Key Audit Results

RMYA had processes and controls in place to ensure compliance with selected requirements. Specifically, for the sample tested in each category, RMYA:

- Completed preliminary and initial service plans that included all selected elements and health screenings were performed.
- Met minimum child-to-caregiver ratios.
- Obtained background checks, required drug testing, and ensured trainings were completed.
- Verified the accuracy of payments received from Department of Family and Protective Services (DFPS) and the single source contract continuum (SSCC).

However, RMYA should strengthen its processes and controls over expenses reported on its cost report. Specifically, RMYA did not always ensure costs reported on its 2021 cost report were allowable or supported.

The Texas Health and Human Services Office of Inspector General Audit and Inspections Division (OIG Audit) offered recommendations to RMYA, which, if implemented, will help RMYA be in compliance with applicable requirements.

Objective

The audit objective was to determine whether RMYA had processes and controls in place to ensure it provided foster care services at Bridge Emergency Shelter in accordance with selected statutes, contract terms, and minimum standards.

Scope

The audit scope included processes and controls related to staff, child services, and revenue from September 1, 2021, through August 31, 2022. The scope also included processes and controls related to selected expenses from July 1, 2020, through June 30, 2021.

The “Detailed Audit Results” section of this report presents additional information about the audit results and is considered written education in accordance with Texas Administrative Code.¹

OIG Audit presented preliminary audit results, issues, and recommendations to RMYA in a draft report dated June 16, 2023. RMYA agreed with the audit recommendation and indicated corrective actions would be implemented by July 2023. RMYA’s management response is included in the report following the recommendation. OIG Audit communicated other, less significant issues to RMYA in a separate written communication.

Key Program Data

RMYA is a non-profit children’s agency licensed by the Texas Health and Human Services Commission (HHSC) to provide 24-hour residential child-care services to children in San Antonio and Boerne, Texas. RMYA is contracted with DFPS² and an SSCC to provide care for children from DFPS Region 8a (Bexar County) and Region 8b (the Texas Hill Country). On its 2021 cost report, RMYA reported \$1,367,181.12 in payments from DFPS and the SSCC and \$793,884 in expenditures for Bridge Emergency Shelter. For more information about RMYA, see Appendix B, “Entity at a Glance.”

What Prompted This Audit

The Texas Health and Human Services Office of Inspector General (OIG) initiated this audit as part of an ongoing risk assessment of DFPS contracts for the provision of essential services to children in the state’s conservatorship.

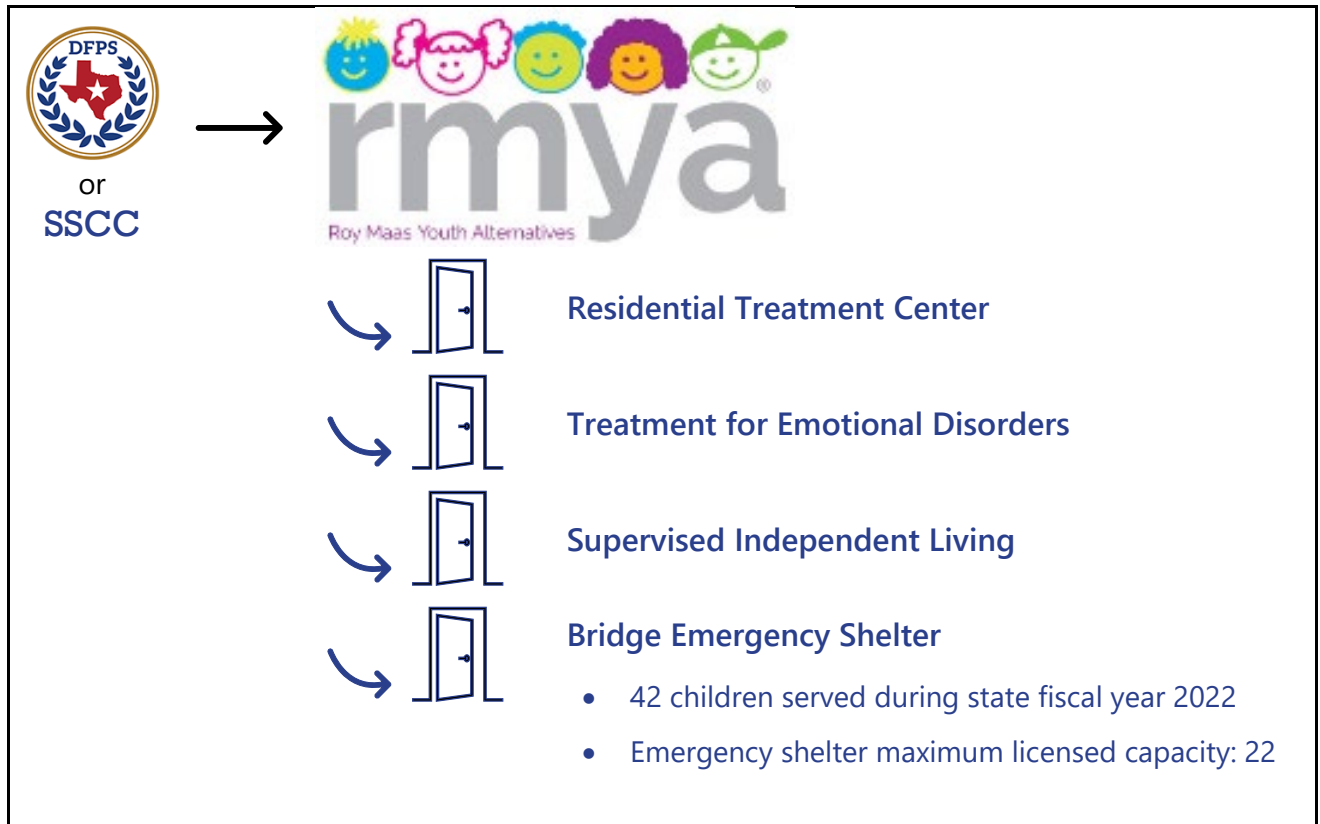
DFPS contracts within a geographic service area with a single contractor, known as an SSCC. The SSCC is responsible for finding foster homes or other living arrangements for children in state care and providing them a full continuum of services. These SSCCs then contract with various foster care providers to deliver those services within its geographic service area.

¹ 1 Tex. Admin. Code § 371.1701 (May 1, 2016).

² DFPS and HHSC have joint oversight of foster care in Texas. DFPS contracts with entities that provide foster care services in a variety of settings, including emergency shelters. HHSC is responsible for setting the rates paid by DFPS to foster care providers and licensing each foster care provider’s operations. Each type of operation must have both a separate license and contract.

Figure 1 shows the various programs RMYA operated during the audit scope through contracts with the SSCC and DFPS.

Figure 1: RMYA Services for Foster Children

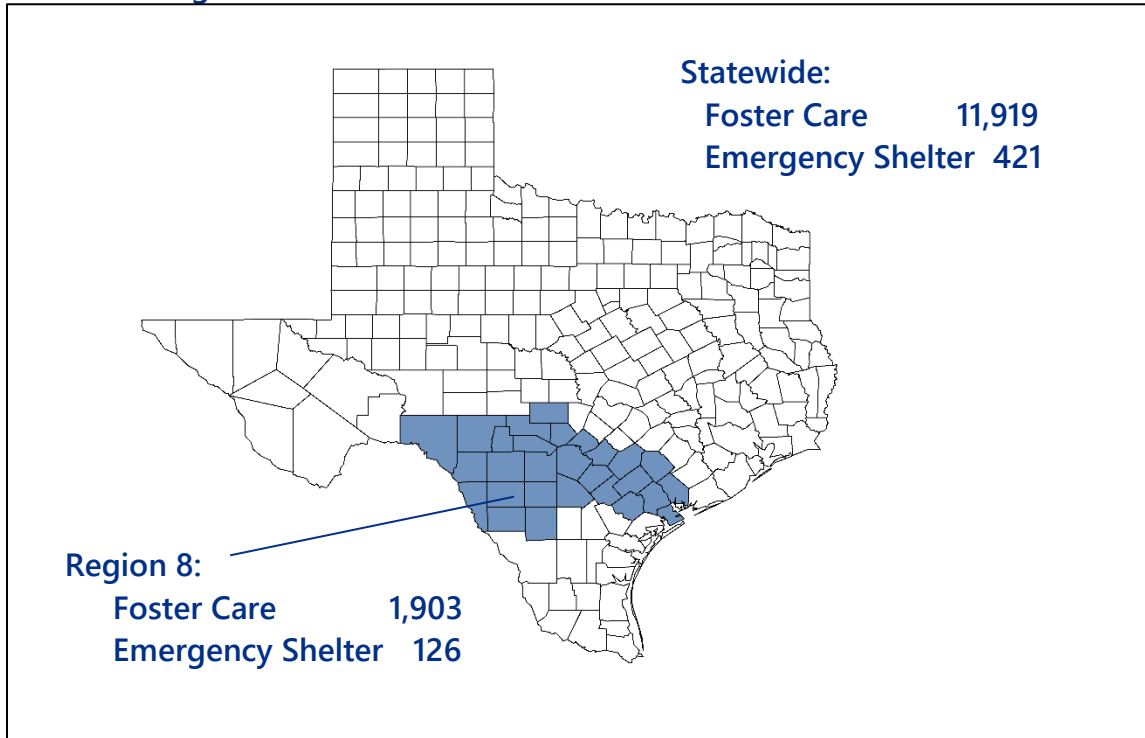


Source: OIG Audit

This audit focused on operations at Bridge Emergency Shelter, which is licensed to provide emergency care services for children, ages 5 through 17, for up to 90 days at its San Antonio facility. During the children's stays, RMYA identifies more permanent placement options for them, such as transferring to a long-term residential foster care program, family reunification, or kinship care.

Figure 2 gives a snapshot of the children in DFPS care for August 2022, statewide and in Region 8, the region RMYA serves. For that month, seven children stayed at Bridge Emergency Shelter.

Figure 2: Selected Populations of Children Under DFPS Guardianship during August 2022



Source: DFPS, "Regional Statistical Information About Children in the Texas Department of Family Protective Services (DFPS) Care" (Aug. 2022)

Auditing Standards

Generally Accepted Government Auditing Standards

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Detailed Audit Results

The following sections of this report provide additional detail about the results of the audit. Unless otherwise described, any year referenced is the state fiscal year, which covers the period from September 1 through August 31. The scope of this audit covered emergency care services, consistent with RMYA's contracts, and included reviews of selected staff and children records from 2022 for the following areas:

- Service plans and health screenings for children placed in Bridge Emergency Shelter.
- Child-to-caregiver ratios.
- Staff background checks, training files, and drug tests.
- Payments received from DFPS and the SSCC.

Additionally, auditors reviewed selected expenses reported on RMYA's 2021 cost report³ for allowability and accuracy.

³ RMYA's 2021 cost report covered the time period from July 1, 2020, through June 30, 2021.

Chapter 1: RMYA Could Not Support Some Selected Expenses Included on Its Cost Report

RMYA was able to support most expenses tested; however, some expenses were unallowable or recorded inaccurately.⁵

Specifically, RMYA:

- Could not support the allowability and accuracy of 2 of 25 expenses tested (8 percent). These two expenses totaled \$188.23.
- Did not ensure a total of \$44.00 in sales tax was removed from 3 of the 23 supported expenses (13 percent). Sales tax is an unallowable cost.
- Recorded 4 of the 23 supported expenses tested (17 percent) in the wrong account on its general ledger. Inaccurately recorded expenses may result in costs being reported in the incorrect cost category on the cost report.

24-Hour Residential Child Care Cost Reporting

The purpose of a cost report is to gather financial and statistical information for HHSC to use in developing reimbursement rates and other cost analyses.

For the providers' 2021 fiscal year, HHSC required each residential child care provider that was contracted with DFPS to submit a 2021 24-Hour Residential Child Care Cost Report to HHSC in accordance with the cost reporting instructions published by HHSC.⁴

Source: DFPS, "2021 Cost Report Instructions for 24 Hour Residential Child Care Program (Jan. 2022)."

While RMYA had a process in place for its accounting department to review supporting documentation prior to payment, this process was not always effective in (a) preventing unallowable costs from being included in its cost report, (b) accurately recording those expenses in its general ledger, or (c) maintaining support for expenses.

Including unallowable, inaccurate, or unsupported expenses on the cost report makes HHSC's rate setting less reflective of the actual cost of providing foster care services.

⁴ 2021 Cost Report Instructions for 24-Hour Residential Child Care Program (Jan. 2022).

⁵ 1 Tex. Admin. Code §§ 355.102 and 355.105 (Jan. 1, 2019) and 40 Tex. Admin. Code §§ 700.1751 (Nov. 15, 2017) and 700.1753 (Nov. 15, 2017, and Dec. 9, 2020).

Recommendation 1

RMYA should strengthen its processes to:

- Support the allowability and accuracy of expenses included on its cost report.
- Include only allowable costs on its cost report.
- Include expenses in the correct account on its general ledger.

Management Response

Action Plan

- 1) RMYA will ensure that all expenses are fully supported by complete documentation made up of receipts and any additional support required before processing. RMYA will ensure that it follows its missing receipt procedure if, in fact, prior attempts to obtain documentation were unsuccessful.
- 2) RMYA will ensure that any unsupported expenses are coded as unallowable under the general ledger account, so that they can be easily identifiable as unallowable expenses when completing cost reports or any other required reporting. This will include sales tax and other unallowable expenses.
- 3) RMYA will have at least two reviews of expense line-item coding, which will first take place when processing payables and a second at monthly ledger review to ensure accuracy of coding to correct expense line items.

Responsible Manager

Chief Financial Officer

Target Implementation Date

July 1, 2023

Chapter 2: RMYA Complied with Selected Requirements Tested

RMYA had processes and controls in place to ensure it complied with selected requirements related to child service planning, health screenings, child-to-caregiver ratios, staff training, background checks, drug tests, and payments received from DFPS and the SSCC.

Child Service Planning and Health Screenings

When a child comes into RMYA's care, Texas Administrative Code requires RMYA to complete initial planning and screening within certain timeframes to identify and address the child's needs. Preliminary service plans, initial service plans, and health screenings are discussed in the text box.

For all children's records tested, RMYA completed preliminary and initial service plans, when applicable, that included all selected information required by minimum standards. Additionally, RMYA performed initial health screenings within 72 hours of admission, as required.

Preliminary service plans must be completed within 72 hours of placement and must address the immediate needs of the child, such as supervision requirements, enrolling the child in school, or obtaining needed medical care or clothing.

Initial service plans must be completed within 45 days of placement and must address the child's needs identified in the preliminary service plan, in addition to basic needs related to day-to-day care.

Health screenings must be completed by a health-care professional within 72 hours of placement in an emergency shelter unless an acceptable medical examination was performed prior to placement.

Source: 26 Tex. Admin. Code §§ 748.1331, 748.1335, 748.1337, and 748.4203 (Mar. 9, 2018)

Child-to-Caregiver Ratios

Texas Administrative Code requires 24-hour residential child care providers to meet minimum child-to-caregiver ratios depending on the treatment services, time of day, and ages of the children. Since RMYA only offers non-treatment services at its emergency shelter, its caregivers are allowed to supervise a maximum of 8 children during waking hours and 24 children during sleeping hours.

For all 75 shifts tested, RMYA had caregivers on duty to meet the required ratios. RMYA develops and distributes a schedule every two weeks that identifies staff on duty and designates on-call and backup staff for each shift. This schedule was effective in ensuring the minimum child-to-caregiver ratios were met.

Staff Employment Requirements

To safeguard the health and safety of the children in foster care, Texas Administrative Code requires 24-hour residential child care providers to only employ people who meet the following conditions:

- Passing background checks upon hire. Fingerprint-based background checks are required to be repeated no more than five years after their most recent check.
- Passing a drug test prior to being allowed to work with children and random drug tests as applicable.
- Completing specific courses and total hours of training upon hire and annually, thereafter.

For all seven records tested, RMYA's staff (a) passed their most recent background checks and those checks were performed within the required timelines and (b) substantially met the minimum training requirements. For the three staff tested who were hired during the audit scope, RMYA ensured they passed a drug test prior to beginning to work with children. A fourth staff passed a random drug test during the audit scope.

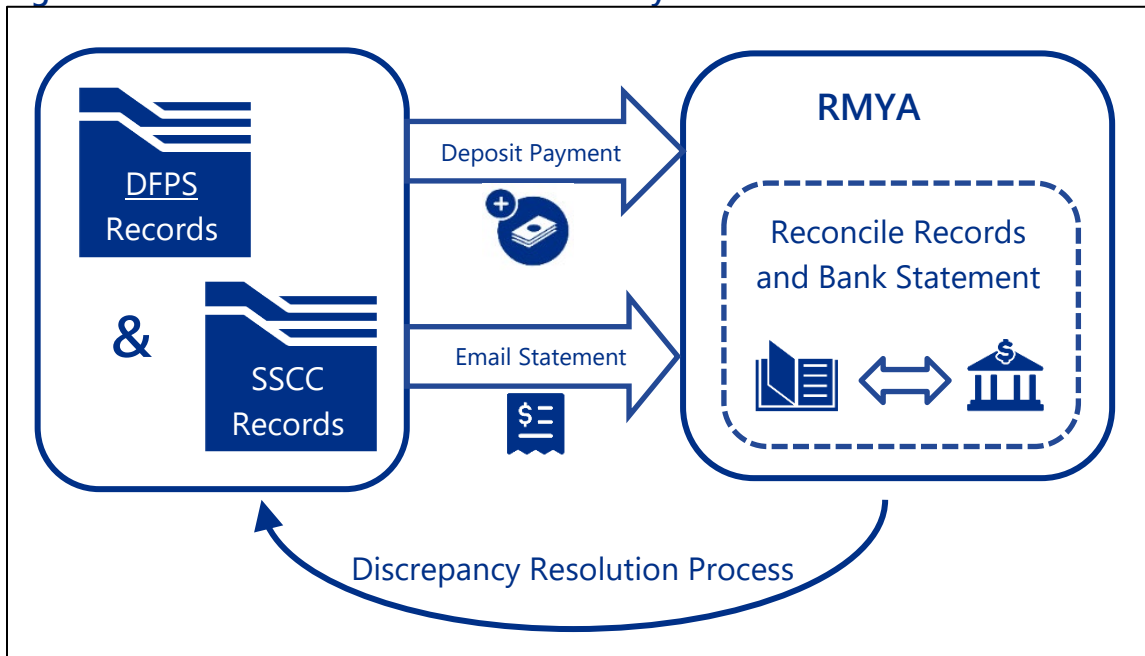
Payments from DFPS and the SSCC

DFPS and the SSCC make payments for delivery of 24-hour residential child care services to RMYA using the required rates.⁶ DFPS bases payment on its records of children placed at the provider. The SSCC bases payments on records from its client management system. RMYA also receives quarterly supplemental payments from DFPS for 24-hour awake supervision that are formula-based. To verify the

⁶ DFPS, "24-Hour Residential Child Care Payment Rates (Jun. 1, 2020)," <https://pfd.hhs.texas.gov/sites/rad/files/documents/long-term-svcs/2020/2020-24rcc-rates.pdf> (accessed April 4, 2023).

accuracy of payments received, RMYA performs a reconciliation of the payments against its records. Figure 3 illustrates the payment and reconciliation process.

Figure 3: 24-Hour Residential Child Care Payments



Source: OIG Audit

RMYA typically receives multiple payments per month for Bridge Emergency Shelter from DFPS and one payment per month from the SSCC.

RMYA verified payments from DFPS and the SSCC monthly, and when compared to RMYA's records:

- All 16 payments tested from DFPS were accurate.
- Both payments tested from the SSCC were accurate.

Appendix A: Objective, Scope, and Criteria

Objective and Scope

The audit objective was to determine if RMYA had processes and controls in place to ensure it provided foster care services at Bridge Emergency Shelter in accordance with selected statutes, contract terms, and minimum standards.

The audit scope included processes and controls related to staff, child services, and revenue from September 1, 2021, through August 31, 2022. The scope also included processes and controls related to selected expenses from July 1, 2020, through June 30, 2021.

Criteria

OIG Audit used the following criteria to evaluate the information provided:

- Texas Hum. Res. Code, Chapter 42 (2005 and 2013)
- 1 Tex. Admin. Code Chapter 355 (2015 and 2019)
- 40 Tex. Admin. Code Chapter 700 (2017 and 2020)
- 26 Tex. Admin. Code Chapters 745 (2019, 2021, and 2022) and 748 (2018 and 2022)
- DFPS, "24-Hour Residential Child Care Requirements: Residential Contracts (RCC)" (2021)
- Department of Family Protective Services Vendor Contract for Residential Child Care Services Open Enrollment, Contract #200094918 (2018), as amended
- SSCC Provider Services Specialty Agreement for DFPS Region 8b between Belong, a division of SJRC Texas, and Roy Maas Youth Alternatives, Inc. (2021)
- 2021 Cost Report Instructions for 24-Hour Residential Child Care Program

Appendix B: Entity at a Glance

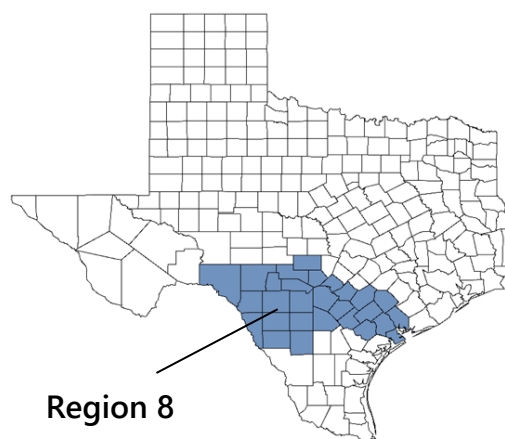
RMYA is a 24-hour residential care provider contracted with DFPS and an SSCC⁷ to deliver foster care services at Bridge Emergency Shelter, Turning Point Transitional Living Program, and Meadowlands Long-Term Residential Care facilities in Boerne and San Antonio, Texas. Bridge Emergency Shelter provides emergency care services for children from DFPS Region 8, as shown in Figure B.1.

Bridge Emergency Shelter, located in San Antonio, is categorized as a general residential operation providing short-term emergency placement. General residential operations provide 24-hour care and supervision for seven or more children, aged 17 and under. A general residential operation may provide any of the following services:

- Child care services.
- Programmatic services, including emergency short-term care services, therapeutic camp services, a transitional living program or assessment services.
- Treatment services for children with an emotional disorder, an intellectual disability, an autism spectrum disorder, or a primary medical need.

All general residential operations must meet minimum standards as codified in Texas Administrative Code, Title 26, Chapter 748.

Figure B.1: RMYA Operations by DFPS Region



Source: Texas Department of Family Protective Services (DFPS) Map of DFPS Regions, accessed in November 2022.

⁷ Single-source continuum contractors, or SSCCs, are organizations contracted by DFPS within a geographic service area to find foster homes or other living arrangements for children in state care and provide them a full continuum of services.

Appendix C: Detailed Methodology

OIG Audit issued an engagement letter to RMYA on March 7, 2023, providing information about the upcoming audit, and conducted fieldwork from March 7, 2023, through May 15, 2023.

OIG Audit also reviewed RMYA's system of internal controls, including components of internal control,⁸ within the context of the audit objectives by:

- Interviewing RMYA staff with oversight responsibilities for financial processes, staff training and background checks, child service planning, and supervision of children.
- Reviewing relevant documentation, such as policies, procedures, and training records.
- Performing selected tests of the relevant documentation.

Data Reliability

To assess the reliability of data, auditors (a) reviewed parameters used to extract data, (b) traced selected records to source documents, and (c) interviewed relevant RMYA staff knowledgeable about the systems and data. Auditors determined that the data was sufficiently reliable for the purpose of this audit.

Testing Methodology

OIG Audit collected information for this audit through discussions, interviews, and electronic communications with RMYA management and staff. OIG Audit reviewed supporting documentation for the following:

- Selected expenses reported on RMYA's 2021 cost report.
- Selected payments received during 2022.
- Child-to-caregiver ratios for a sample of days during 2022.

⁸ For more information on the components of internal control, see the United States Government Accountability Office's *Standards for Internal Control in the Federal Government*, (Sept. 2014), <https://www.gao.gov/assets/gao-14-704g.pdf> (accessed Apr. 16, 2021).

- Records for a sample of staff who worked with children at Bridge Emergency Shelter during 2022.
- Records for a sample of children placed at Bridge Emergency Shelter during 2022.

For this audit, OIG Audit tested the selected records to determine RMYA’s compliance with selected requirements in six areas:

- Allowability of expenses.
- Identification of discrepancies between payments received and services provided.
- Background checks, drug testing, and staff training.
- Child-to-caregiver ratios.
- Child service planning.
- Initial health screening of children.

Sampling Methodology

Auditors selected nonstatistical samples, primarily through random sample generation, of relevant populations for testing. Random sample generation was chosen to give each item within the population an equal chance of selection.

Table C.1 details the populations and samples for each test.

Table C.1: Testing Populations and Samples

Test	Population	Sample
Revenue	119 invoices	18 invoices
Child-to-Caregiver Ratios	365 days	25 days (75 shifts)
Staffing Requirements	25 staff	7 staff
Children’s Records	42 children	10 children

Source: OIG Audit

The sample items were not necessarily representative of the population; therefore, it would not be appropriate to project the test results to the population.

Auditors selected a risk-based, nonstatistical sample of 25 non-payroll expenses from expenses reported on RMYA’s 2021 cost report. This sample design was

chosen to address specific risk factors, such as unique categories of expenses and high-dollar amount transactions, identified in the population. The sample items were generally not representative of the population for the entities; therefore, it would not be appropriate to project the test results to those populations.

Appendix D: Related Reports

- Thompson Emergency Shelter, Operated by Boysville, Inc., [AUD-23-004](#), February 28, 2023
- Benchmark Family Services, Inc., A Former Texas Department of Family and Protective Services Contractor, AUD-21-020, August 12, 2021
- Passage of Youth Family Center, Inc., Child-Placing Agency Residential Child-Care Contract with the Texas Department of Family and Protective Services, [AUD-19-007](#), November 30, 2018
- Children’s Hope Residential Services, Inc., Residential Child-Care Contract with the Texas Department of Family and Protective Services, [AUD-18-007](#), November 30, 2017

Appendix E: Resources for Additional Information

The following resources provide additional information about the topics covered in this report.

For more information on Foster Care:

"Foster Care," DFPS, https://www.dfps.state.tx.us/Child_Protection/Foster_Care/default.asp (accessed April 13, 2023)

"Child Care Regulation," HHSC, <https://www.hhs.texas.gov/providers/protective-services-providers/child-care-regulation> (accessed April 13, 2023)

For more information on RMYA:

Homepage, RMYA, <https://Roy Maas.org> (accessed April 13, 2023)

Appendix F: Report Team and Distribution

Report Team

OIG staff members who contributed to this audit report include:

- Anton Dutchover, CPA, Deputy Inspector General of Audit and Inspections
- Tammie Wells, CIA, CFE, Audit Director
- Scott Armstrong, CISA, CGAP, Audit Project Manager
- Christine Alexander, Staff Auditor
- Kimberly Lee, Staff Auditor
- Sarah Ady, Associate Auditor
- Ali Appel, Associate Auditor
- Kay Allred, Quality Assurance Reviewer
- Mo Brantley, Senior Audit Operations Analyst

Report Distribution

Health and Human Services

- Cecile Erwin Young, Executive Commissioner
- Kate Hendrix, Chief of Staff
- Maurice McCreary, Jr., Chief Operating Officer
- Jordan Dixon, Chief Policy and Regulatory Officer
- Karen Ray, Chief Counsel
- Michelle Alletto, Chief Program and Services Officer
- Nicole Guerrero, Chief Audit Executive
- Stephen Pahl, Deputy Executive Commissioner for Regulatory Services Division

Department of Family and Protective Services

- Stephanie Muth, DFPS Commissioner
- Jennifer Sims, DFPS Deputy Commissioner
- Erica Bañuelos, Associate Commissioner for Child Protective Services
- Lisa Kanne, Chief Operating Officer
- Chance Watson, Chief Audit Officer

Roy Maas Youth Alternatives, Inc.

- Karen Cannon, President, Board of Directors
- Michael McCray, Vice President, Board of Directors
- Rick King, Treasurer, Board of Directors
- Carolyn Alley, Parliamentarian, Board of Directors
- Blair Thompson, Chief Executive Officer
- Noah Almanza, Chief Strategy and Operations Officer
- Mariana Vazquez, Chief Financial Officer
- Dona Suing, Chief of Staff
- Denise Sikes, Chief People Officer
- Tracy Rock, Chief Program Officer

Appendix G: OIG Mission, Leadership, and Contact Information

The mission of OIG is to prevent, detect, and deter fraud, waste, and abuse through the audit, investigation, and inspection of federal and state taxpayer dollars used in the provision and delivery of health and human services in Texas. The senior leadership guiding the fulfillment of OIG's mission and statutory responsibility includes:

- Sylvia Hernandez Kauffman, Inspector General
- Kacy J. VerColen, Chief of Audit and Inspections
- Diane Salisbury, Chief of Data Reviews
- Susan Biles, Chief of Staff, Chief of Policy and Performance
- Erik Cary, Chief Counsel
- Matt Chaplin, Chief of Operations
- Steve Johnson, Chief of Investigations and Utilization Reviews

To Obtain Copies of OIG Reports

- OIG website: ReportTexasFraud.com

To Report Fraud, Waste, and Abuse in Texas HHS Programs

- Online: <https://oig.hhs.texas.gov/report-fraud-waste-or-abuse>
- Phone: 1-800-436-6184

To Contact OIG

- Email: oig.generalinquiries@hhs.texas.gov
- Mail: Texas Health and Human Services
Office of Inspector General
P.O. Box 85200
Austin, Texas 78708-5200
- Phone: 512-491-2000