



**TN**

Department of  
**Children's Services**



# Department of Children's Services

Annual Report

State Fiscal Year July 2015 – June 2016

Tennessee Department of Children's Services | December 2016



**BILL HASLAM**  
GOVERNOR

**BONNIE HOMMRICH**  
COMMISSIONER

December 31, 2016

Dear Governor Haslam,

I am honored and excited to submit the Tennessee Department of Children's Services Annual Report for the 2015 - 16 State Fiscal Year. Thanks to the hard work of the DCS staff, we have accomplished much over the past year, as we get Tennessee's most vulnerable children safe, healthy and back on track.

We do this work with many partners. We have more than 4,200 employees and a statewide network of foster parents, contract providers and community partners. We collaborate closely with the courts and the legislature as we continue to look after the needs of children who come into our care or who are at risk of doing so.

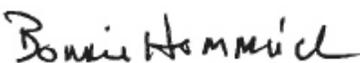
Over the past year, we have kept our momentum for exiting the Brian A. consent decree. If our data can demonstrate to the federal court that we have maintained our level of performance throughout 2016, we anticipate being able to exit the decree in 2017.

Building on last year's success -- all 12 of our regions and our Central Office have completed the requirements for accreditation from the Council on Accreditation -- our youth development centers have also passed their COA reviews, which I believe will bring department-wide accreditation. It would also mark the first time a juvenile-justice program has been accredited in the United States.

This year, the department has launched TNFosters, an innovative collaboration with the faith community, non-profit organizations, businesses and creative leaders to recruit more foster families and to encourage others to join as volunteers to support children in foster care.

Thank you for the privilege of being allowed to serve our state and our children.

Sincerely,



Bonnie Hommrich Commissioner

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# Agency Vision, Mission and Strategy

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## ***Vision Statement:***

Tennessee's children and youth are safe, healthy and back on track for success.

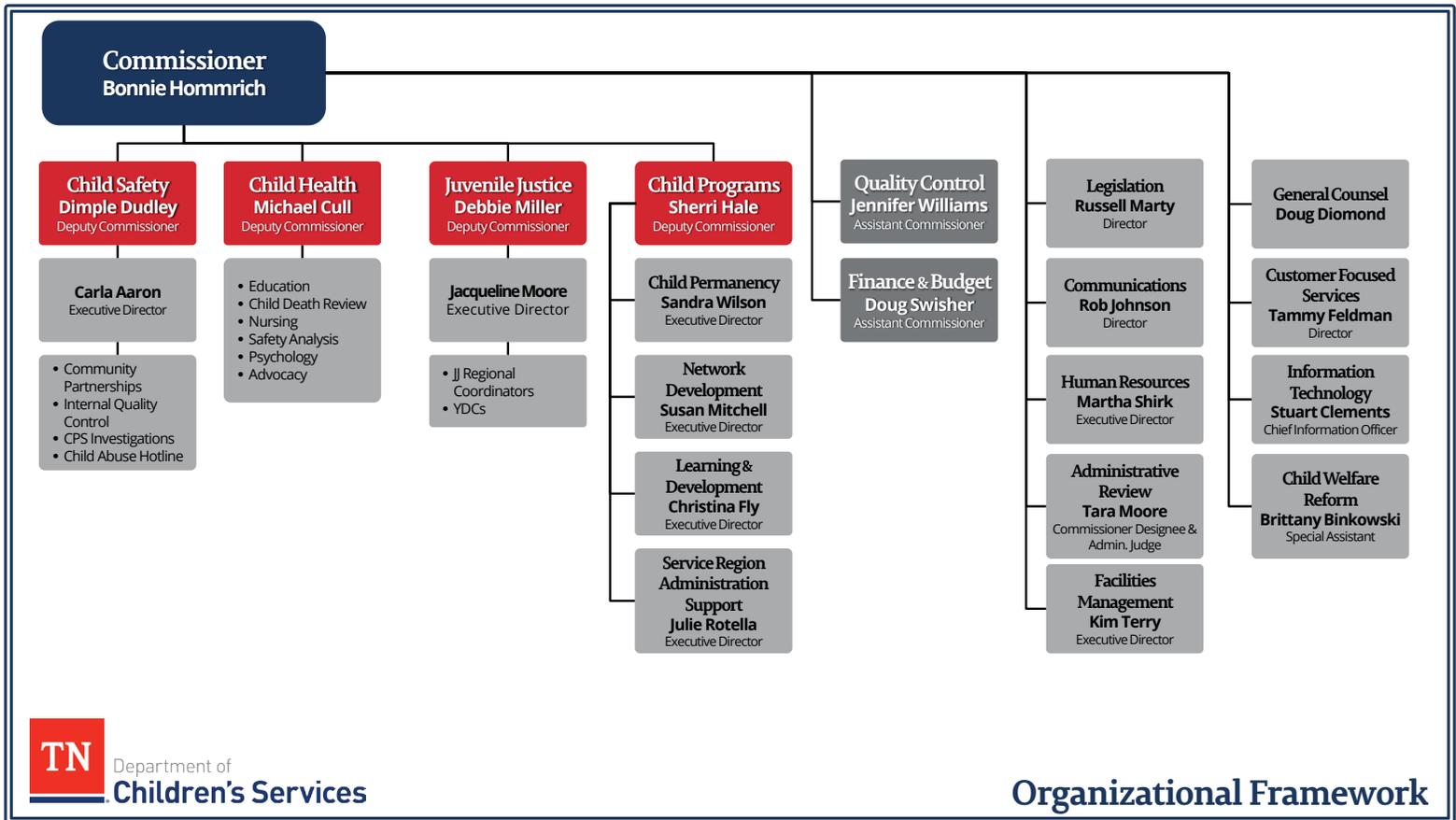
## ***Mission Statement:***

Ensure forever families for children and youth by delivering high-quality, evidence based services in partnership with the community.

## ***Strategic Priorities:***

1. **Safety, Health, and Permanency:** Ensure every child is safe, healthy and supported in a forever home through quality practice and case management.
2. **Learning Organization:** Use data and continuous quality improvement to ensure practices of DCS and its providers are repeatable, sustainable and produce the best outcomes.
3. **Customer Focused, High-Performing Workforce:** Ensure high-quality customer service that is responsive, engaged, and customer focused.
4. **Partnerships:** Strengthen our work through collaboration with stakeholders and community partners.
5. **Communications:** Foster trust and credibility with internal and external audiences through reliable, accurate, transparent, and timely two-way communication.

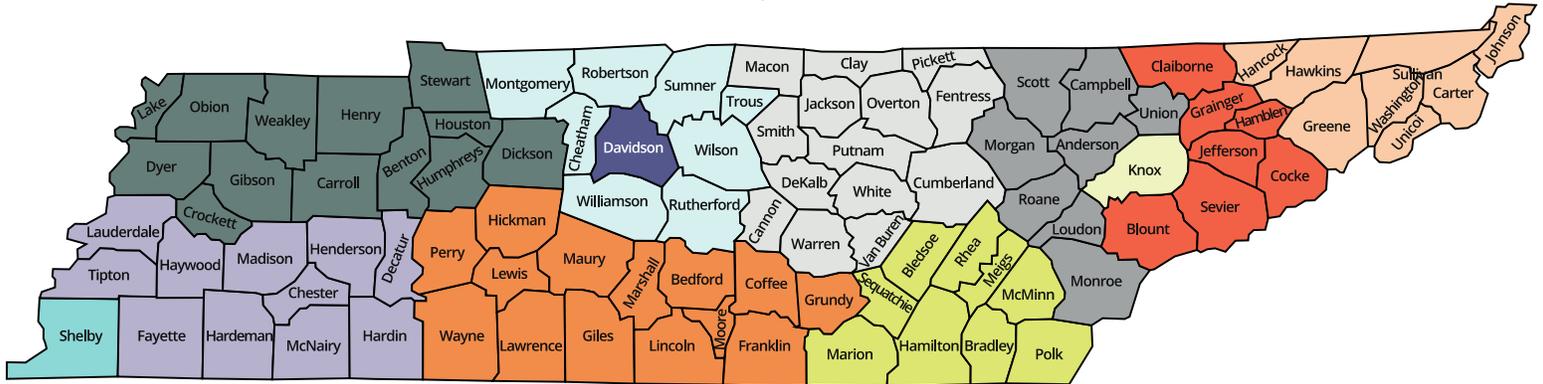
# Organizational Framework



# Department of Children's Services SFY 2015-2016 Regional Map

## Department of Children's Services Regional Administrators Contact Information

Revised: June 2016



 <b>Northwest, 13 Counties</b> RA Camille Legins (731) 364-3149	 <b>Davidson County</b> Tiwana Woods (615) 532-4009	 <b>East Tennessee, 8 Counties</b> RA Marcy Martin (865) 425-4451
 <b>Mid-Cumberland, 8 Counties</b> RA Lisa Brookover (615) 360-4396	 <b>Upper Cumberland Region 14 Counties</b> RA Cheri Richards (931) 646-3004	 <b>Northeast, 8 Counties</b> RA Lucretia Sanders (423) 854-5130
 <b>Shelby County</b> RA Merlene Hyman (901) 578-4371	 <b>South Central, 14 Counties</b> RA Lisa Williamson (931) 490-6115	 <b>Tennessee Valley, 9 Counties</b> RA Sandra Holder (423) 296-2266
 <b>Southwest, 11 Counties</b> RA Teresa Harrison (731) 421-2000	 <b>Smoky Mountain, 7 Counties</b> RA Wendy Williamson (865) 981-2366	 <b>Knox County</b> RA April Snell (865) 594-0841

**Wilder Youth Development Center (West)**  
Somerville, TN  
Jane Hayes, Superintendent  
(901) 465-7359

**Woodland Hills Youth Development Center (Middle)**  
Nashville, TN  
Darrell Pannell, Superintendent  
(615) 532-2000

**Mountain View Youth Development Center (East)**  
Dandridge, TN  
Misty Neely, Acting Superintendent  
(615) 741-7833



# Executive Summary

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The Tennessee Department of Children's Services completed another robust year of growth and change as it carried out its mission of making sure that children are safe, healthy and on track for success.

This Annual Report summarizes the accomplishments during the past fiscal year in all of the major areas of DCS under the leadership of Commissioner Bonnie Hommrich.

The department is Tennessee's statewide public child welfare and juvenile justice agency. Its headquarters are in Nashville and the department is subdivided into 12 regions, many of which have local county offices. DCS responsibilities include child protective services, foster care and adoption, independent living services and juvenile justice programs, including the department's three hardware secure Youth Development Centers. During State Fiscal Year 2015-2016, DCS managed more than \$736 million in budgeted resources.

The Office of Child Safety (OCS) is responsible for the intake and screening of reports of child abuse and neglect and the cases meeting criteria for the investigation track. The OCS has focused its efforts on improving the quality of investigations through enhanced training, policy revisions, development and implementation of a quality review process, expanding community partnerships and providing improved technology to frontline staff. The year's highlights include:

- Creation of a new service desk at the Child Abuse Hotline. The service desk team offers more assistance for the staff, including coaching, training and opportunities to collaborate on complicated or difficult assignment decisions.
- The adoption and implementation of SafeMeasures, an internet-based reporting service that uses data to improve DCS services and create better outcomes for children and families.
- Alternative Workspace Solutions. DCS is taking a leading role in state government to finding better ways to promote a more mobile workforce. AWS includes plans to help change work culture and to alter physical workspaces. Its goal is create a flexible work environment that will help to retain employees and recruit top talent.

The Office of Child Health advances new practices to improve child well-being and supports high quality medical, behavioral health, and education services in the regions. The Child Health office continued its high level of performance, achieving and sustaining a medical screening rate of 95 percent and an adjusted 90 percent rate for dental care. A statewide Safe Sleep initiative designed to reduce the number of infant deaths continues to result in new regional policy and practice standards and Safe Sleep training for DCS regional staff. Other Child Safety highlights include:

- Broader oversight of health-related incidents, such as mental-health crises, emergency use of psychotropic medication and emergency medical treatment.
- Support and development of a new youth development center treatment model for Woodland Hills/GTI and Mountain View.

The Office of Child Programs oversees Tennessee's foster care and adoption programs and services as the umbrella office for the state's 12 regions. It is also the home for the state's Independent Living program, which serves older teens and young adults. Highlights include:

- Volunteering to undergo a federal review of the state's National Youth in Transition work, an exercise that identified promising new practices for Tennessee. These are already paying off with improvements in data collection and improved data quality.
- Prudent Parenting. New legislation this year enabled Tennessee to begin making it easier for children in foster care to have the same experiences that other children do, whether its joining sports teams, spending the night with friends or signing up for extracurricular activities. Caregivers acting in compliance with these new standards are exempt for civil liability.
- TNFosters is a new collaboration with the faith community, businesses, non-profits and creative leaders that is designed to bring committed, qualified and loving families into the foster-parent community.
- The department remains on track to exit the federal Brian A. consent decree in 2017. Since 2000, the Brian A. work has modernized the care and treatment of the children who are in foster care in Tennessee.

The Division of Juvenile Justice is responsible for youth who have been adjudicated delinquent and placed in DCS custody. The division oversees juvenile justice grants, probation and after-care programs. Its main work, however, revolves around three youth development centers: Wilder, Woodland Hills and Mountain View. Each of these hardware-secure facilities operates with year-round schools and intensive services for its students. Highlights:

- All three youth development centers and the Office of Juvenile Justice passed site visits by the Council on Accreditation.
- Adoption of a new program at Woodland Hills in Nashville. Gateway to Independence focuses on teaching more independent living skills, while encouraging juvenile-justice youth to pursue post-secondary education, vocational training and off-site work opportunities.

The Office of Continuous Quality Improvement uses nationally recognized best practices to monitor and improve the work at DCS by assessing child welfare practices, outcomes and compliance. This Office coordinates the Council on Accreditation re-accreditation process. Central Office and all 12 regional offices met all of the requirements for accreditation, as did the three youth development centers.

The Office of Learning and Development delivers training to more than 4,000 DCS employees and to support professional development. They also manage the delivery of foster parent training to both DCS and provider foster parents across the state.

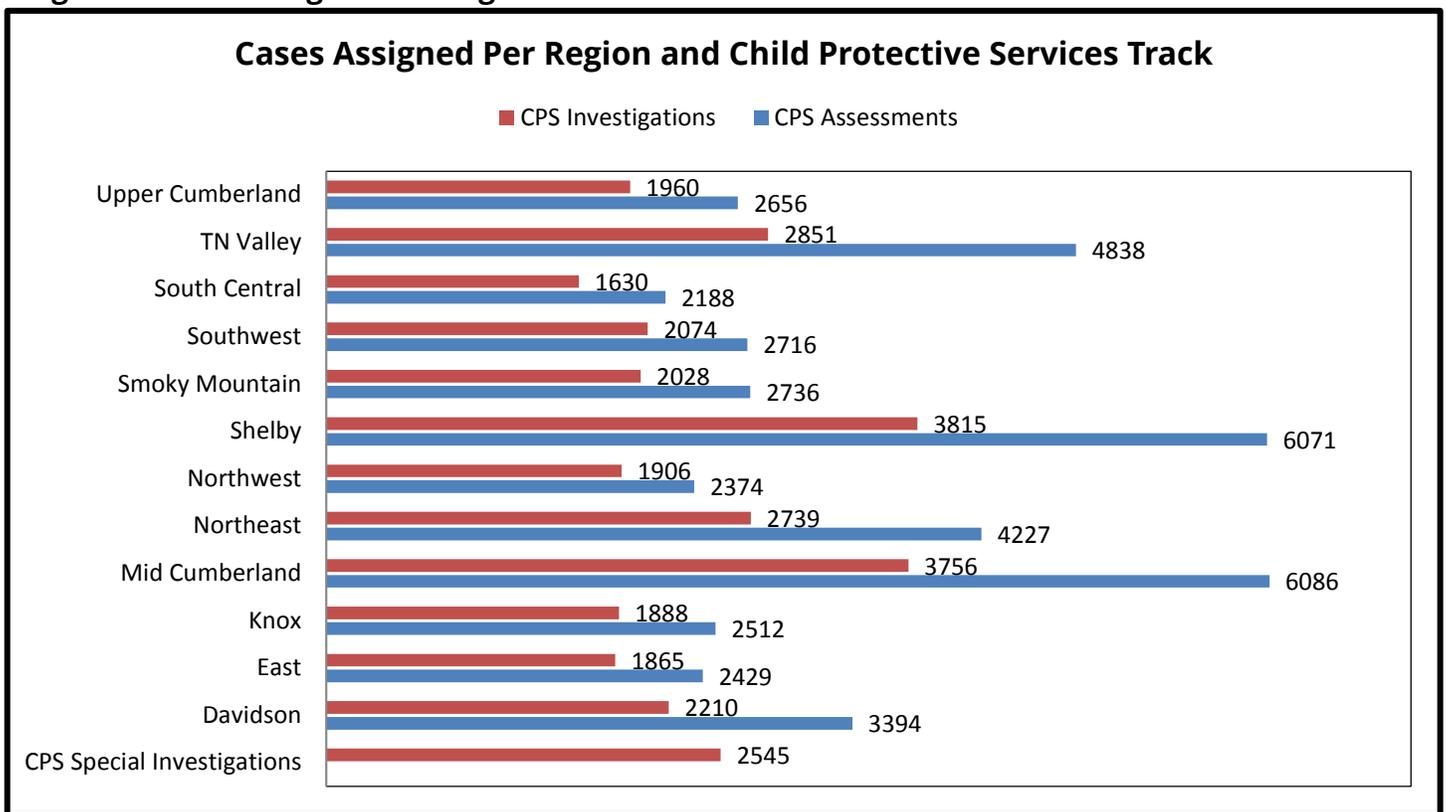
The Office of Information Technology supports over 7,000 users of DCS technology. By far, the largest and most complex is the Tennessee Family and Child Tracking System, which is the mission-critical statewide information system that supports all facets of DCS work.

# Office of Child Safety

The Office of Child Safety (OCS) leadership is provided by Deputy Commissioner Dimple Dudley. OCS is responsible for the intake and screening of reports of child abuse and neglect. In addition, OCS completes investigations on all cases assigned the investigation track of the Multiple Response System (MRS) utilized by DCS to assign appropriate referrals.

OCS focuses its efforts on improving the quality of investigations through enhanced training, policy revisions, development and implementation of a quality review process, expanding community partnerships and providing improved technology to frontline staff. OCS continues to recognize the necessity and advantages of taking a multidisciplinary approach to address the needs of victims while simultaneously reducing trauma to the victims and families involved.

**Figure 1. Cases Assigned Per Region and Child Protective Services Track SFY 2015-2016**



## Child Abuse Hotline

In State Fiscal Year 2015-2016, there were 138,988 calls handled at the DCS Child Abuse Hotline (CAH). In addition, 17,090 reports of abuse or neglect were made through the website referral system, the Child Abuse Reporting and Tracking (CARAT). Out of the calls and web referrals handled in SFY 2015-2016, 73,494 were assigned to Child Protective Services (CPS) with 31,267 assigned as Investigation cases and 42,227 assigned as Assessment cases. Additionally, another 395 calls to Resource Linkage.

The Child Abuse Hotline (CAH) is a 24 hour, 7 days per week, 365 days per year call center which receives

and documents allegations of child abuse and neglect. Reports are received through web referrals, faxes, or telephone calls. The referrals are documented in Tennessee's SACWIS system known as TFACTS. For SFY 2015-2016, the CAH handled 138,988 calls while maintaining an average abandoned rate of only 3.65%. The hotline answers 82.76% of the calls within 20 seconds or less sustaining the 80/20 goal.

When a report of abuse or neglect is received, a Structured Decision Making (SDM) assessment tool is administered to each report and a decision is made for the appropriate assignment track and priority response time. Tennessee utilizes the multiple response system which allows for child protective services cases to be assigned as an investigation, assessment, or resource linkage. Those reports that do not meet the assignment criteria are screened out. The SDM tool also assigns the appropriate response time based upon established criteria.

The response times determine the timeframe in which a child must be seen and are as follows:

- Priority 1- within 24 hours
- Priority 2- within 2 business days
- Priority 3- within 3 business days

The Child Abuse Reporting and Tracking (CARAT) system enables a referent the ability to track the progress of the child abuse or neglect complaint that they made to the CAH. It provides the status of an intake via a web based system and eliminates the need for both CAH staff and CPS staff to mail letters to the referent. The referent is provided the internet link and identifying intake number via email. CARAT also includes a web referral application where referents can both make a report of abuse and neglect and track the complaint all in one place. Enhancements to the system have been made to ensure a more user friendly experience for both the public and CAH staff. CARAT currently uses a new web referral that populates directly into TFACTS and therefore saves time on duplicate data entry for CAH staff.

During SFY 2015-2016, the Hotline underwent a restructuring of staff to include the creation of a service desk. The service desk was developed by leadership of the CAH in an effort to provide added assistance to both case management and supervisory staff. Four staff positions were reallocated to facilitate the creation of the service desk. These positions included a service desk team coordinator, floor coordinator, team leader and program assistant training position. These roles will assist with various ongoing tasks to include: screen out reviews, reconsiderations, quality call reviews and appeals, as well as the training and coaching of new and existing staff. The service desk assumed the responsibilities that were previously accomplished by supervisory staff, alleviating time for management to provide added support and guidance to case managers, improving the overall quality and efficiency of work accomplished at the Hotline.

In an effort to ensure continuous quality improvement, CAH continues to complete quality call reviews on a monthly basis. At the end of SFY 2015-2016, CAH completed over 3,000 quality call reviews utilizing the process. The Quality Call Review assesses case managers and supervisory staff in the following six (6) areas:

- Customer Service and Phone Etiquette,
- Effective Time Management and Active Listening,
- Obtained Demographic and Contact Information,

- Appropriate Assessment of Safety and Risk,
- Quality Documentation & Information Processing, and
- Compliance with Policy and Procedures.

Case Managers are evaluated and given a ranking in each of the six areas of exceeds expectation; meets expectation; needs improvement; unacceptable, or not applicable. The reviews conducted during this timeframe met or exceeded expectations at a rate of 92 percent.

## **Investigations**

The Investigations Division conducts investigations of alleged child abuse and neglect in Tennessee. This division is responsible for gathering evidence to assess child safety, determine if allegations are substantiated, and identify services or resources needed for the child and family to reduce the risk of repeat maltreatment. Investigators are responsible for interviewing children, witnesses and families, and coordinating activities with external partners such as law enforcement, child advocacy centers and health care professionals. The Special Investigations Unit (SIU) investigates allegations of abuse and neglect in third-party settings, such as schools, day care centers and children in DCS custody.

The twelve regions of DCS are currently divided among four Regional Investigations Directors (RIDs). Under this structure, the 4 RIDs oversee 14 Investigations Coordinators, who directly supervise the Lead Investigators, who in turn supervise the frontline Investigators. The SIU is directly administered by the State Director of Investigations.

During SFY 2015-2016, the Office of Child Safety began a series of meetings with each of the twelve regions to provide guidance and assistance tailored to their unique needs. A three tiered system was created to designate the level and intensity of support. The first tier are regions considered to be in maintenance with a focus on increasing best practices and piloting new methods of addressing Investigations. This tier meets every other month. The second tier meets to focus on overcoming barriers that may be influencing the quantity and/or quality of casework. Factors may include turnover, unexpected influx of cases, staff morale and community issues. This tier meets every other week. The third tier meets every week as multiple intersecting factors represent not only temporary barriers but potential systemic issues for OCS to engage on both the regional and statewide level. Each region in the middle and last tier operate with Strategic Action Plans that are supplemented by individual plans for each leader and supervisor in the region. Data points are reviewed and goals are set to address specific needs and the required resources to overcome any challenges. In an effort to build morale and support for the regions, strategic questions are asked in each of the meetings of every leader to identify ways that he/she has supported their staff and leadership team.

In an effort to provide added support and supervision to case management staff, OCS has implemented a supervision pilot program to reduce the size of Investigative teams, where needed, across the state. Implementation of the pilot has begun in six regions to date, with planning and implementation in additional targeted regions to follow. As a result of the supervision pilot, response times for referrals have increased by an average of 10 percent and overdue cases have decreased by an average of 19 percent, in the implemented regions. Data has also revealed improvement in vacancy rates in three implemented regions in the calendar year 2014 and 2015 respectively: Shelby 33% to 8%, Mid Cumberland 21% to 8%, and Davidson 31% to 19%. Investigators have also seen a significant decrease in the average size of

caseloads among the three regions that were fully implemented in SFY 2015-2016.

Investigators involved in this pilot described are having more quality time with their Lead Investigator and received additional feedback on cases. Supervisors reported increased time to provide supervision and support to case managers and stated they are able to provide greater direction and quality leadership to their teams. Other benefits of the pilot have included increased knowledge and reinforcement of policies, increased tracking and monitoring of staff strengths and concerns, and the ability of supervisors to provide ongoing on the job training with new staff.

The Office of Child Safety also successfully created and implemented the Rapid Response Team during SFY 2015-2016. The Rapid Response team provides additional support to case management and supervisory staff in identified regions. This team has assisted in both Assessments and Investigations in seven regions assisting with the closing of over 400 cases during this timeframe.

During SFY 2015-2016, in conjunction with the Training and Professional Development division, SIU implemented documentation training for all SIU leadership and staff. The training focuses on improving the understanding of expectations of quality documentation, the assessment of safety and risk, and effective engagement with children and families. Additionally, the course provides SIU Investigators with knowledge of the specific related policies and work aids for their work. This training was developed and deployed in an effort to advance the quality of casework in SIU and promote a focus on better outcomes and continuous quality improvement.

DCS partnered with the Children's Research Center (CRC) to review and revise the SDM Intake Assessment for the CAH and these revisions were finalized during SFY 2015-2016. The review included several meetings to revise the tool with participation from the CRC, DCS field staff and the CAH. After the SDM Intake Assessment was implemented, feedback was gathered from field staff, evaluated by DCS and CRC, and adjustments were made to the tool. Following this work, the Child Abuse Hotline and Internal Quality Control divisions have continued to work with CRC for inter-rater reliability testing and calibration of the tool.

### **Training and Professional Development Division**

The OCS Training and Professional Development Division develops and explores innovative training opportunities specific to Investigators that enhance their skillsets and improve the quality of case work. This division has several success stories for SFY 2015 – 2016 to include:

- The partnership with the Tennessee Bureau of Investigation (TBI) to provide the CPS Investigator Training Academy (Academy). The Academy is mandatory for all CPS investigators. Community partners are invited to train alongside investigations staff at no cost. By the end of SFY 2015-2016, fifteen classes graduated from the Academy, which includes over 370 investigations staff and over 100 other DCS staff or community partners. The Academy continues training new CPS Investigations staff and partners biannually. The Academy is approved by the Peace Officers Standards and Training (POST) Commission, National Association of Social Work (NASW), and Tennessee Commission on Continuing Legal Education and Specialization. These approvals allow law enforcement, licensed social workers and attorneys to receive continuing education hours for their

respective disciplines. Ongoing changes are made to curriculum content and the overall program agenda based upon feedback provided by Academy participants. This feedback is critical to enhancing training opportunities, providing the most current information, and best practice curriculum.

- This division coordinated with Child Advocacy Centers (CAC) to provide Minimal Facts Training
- Additionally, a need was recognized for an increased understanding of the element of burden of proof. As a result, DCS developed a curriculum for a Burden of Proof Training Course which educates participants to understand the elements involved and how to document to support findings of Abuse and Neglect. Participants were able to utilize the knowledge gained from this training to better articulate the evidence they have gathered to support a finding in court. This course is offered to all CPS employees and nine sessions were delivered during SFY 2015-2016 with 98% of participants stating they would recommend this course to others.

### **Internal Quality Control Division**

The OCS Internal Quality Control Division provides an internal quality review process for Investigations, special investigations and the child abuse hotline. The Quality Review Tool developed assesses the quality of work within investigations and special investigations by gathering quantitative and qualitative data. This information is used to make individual, team and statewide improvements. SFY 2015 - 2016, the quality review for investigations was implemented statewide and over 2,000 quality reviews for investigations and over 300 quality reviews for SIU have been completed. The State Comptroller's Office in the Sunset Audit cited this as a promising practice.

Additionally, the Internal Quality Control Division has implemented a Continuous Quality Improvement (CQI) process with the purpose of providing supervisors with the necessary tools to mentor investigators and improve overall outcomes in a continued commitment to excellence within OCS.

The Child Protective Investigative Team (CPIT) and Court Performance Evaluation Tools were created with input from community partners to outline consistent statewide procedures, expectations and best practices as it relates to involvement with community partners and local courts by investigative staff. Each evaluation is administered by the supervisor who is able to provide constructive and relevant feedback related to the investigators performance. Training for the Court Performance Evaluation Tool is complete statewide and was fully implemented during SFY 2015-2016 with over 100 evaluations completed.

In May 2015, a contract was awarded to the National Council on Crime and Delinquency (NCCD) for implementation of SafeMeasures. SafeMeasures is an innovative internet-based reporting service which uses analytics to help child welfare agencies achieve better outcomes, improve services and operate effectively. The SafeMeasures dashboard currently provides over thirty-three finalized reports, including at least one report for every program area participating in the service. OCS acts as the project lead for the SafeMeasures procurement, implementation and ongoing report verification for the entire agency.

### **Community Partnerships Division**

The OCS Community Partnerships Division continues to work with OCS partners around the state in an effort to establish partnerships and open lines of communication to address issues and promote improved outcomes.

The Director of this division, along with Senior Leadership from OCS, visits Child Advocacy Centers (CACs) across the state to meet with directors, staff, and community partners and discuss emerging issues.

When necessary, issues identified by CACs are escalated to the Statewide Child Protective Investigative Team (CPIT) Advisory Board. The CPIT Advisory Board provides guidance and consultation on practice and protocol standardization to CPITs across Tennessee. This Board meets regularly to address issues across the state related to the investigative process for the statutorily mandated multi-disciplinary team. Issues addressed during SFY 2015-2016 included medical exams for alleged victims of sexual abuse, judicial evidence standards for Forensic Interviews (FI) and ownership of DVD documentation of FIs.

The Director of Community Partnerships has also worked to solidify partnerships with the multi-disciplinary teams by increasing co-locations with CPIT partners. Currently, 108 CPS Investigators are co-located in 18 CPIT partner facilities across the state. By the end of 2017, it is expected that 118 CPS Investigators will be co-located in those facilities, which will include two Family Justice Centers. By the end of 2018, over 200 CPS Investigators are expected to be co-located at 24 CACs, including Family Justice Centers, across the state.

### **Alternative Workspace Solutions**

In January of 2016, Alternative Workspace Solutions (AWS) was introduced to the Department of Children's Services (DCS) statewide leadership. AWS was designed to increase flexibility for all employees' schedules and workspaces while also improving efficiency, productivity, and collaboration between DCS program areas and community partners. In addition the program aims to increase retention of existing employees and improve recruitment of top talent. Since January, DCS has identified two plans to implement AWS statewide; a culture plan and a physical plan.

The culture plan has been initiated across all twelve regions. All regions have identified a Change Champions team who is tasked with developing an implementation plan for their designated region. The implementation plans will outline how the AWS culture will move forward in the region. Currently, four out of the twelve regions have submitted an implementation plan. As of December 15, 2016 over 50% of the DCS staff has completed the AWS training in preparation of rolling out the AWS schedule.

The physical plan has been initiated across the state with twenty six county locations being identified as priorities for physical AWSA changes. Two out of the twenty six locations have a projected move in date for spring of 2017.

## **Office of Child Health**

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The Office of Child Health (OCH) is responsible for the health of children served by DCS. Health is defined broadly to encompass physical, emotional, behavioral, and educational well-being. OCH operates as the clinical steward of these services in collaboration with other divisions within DCS.

Funding streams define three primary healthcare responsibilities:

- Caretaker
- Managed care contractor
- Direct provider of healthcare services

DCS serves in the capacity of the caretaker ensuring children/youth in care receive proper healthcare and educational services from community providers, much as a parent makes sure that medical and dental appointments are made and kept, educational services meet needs, and appealing to insurance companies when services are denied.

DCS functions as a Managed Care Contractor (MCC) along with the other managed care organizations for Medicaid (TennCare) covered services. DCS serves as the MCC for medical/clinical services within residential, and continuum of behavioral healthcare services for children in state custody as other managed care organizations, such as TennCare Select, do for community medical and behavioral healthcare services. The OCH develops clinical guidelines for contract provider services and monitors services delivered on both an individual and system-wide basis. Notably, DCS serves as the Local Education Agency (LEA) for school services to children in state custody provided by contracted providers.

DCS provides medical, behavioral and educational services directly to youth who are adjudicated delinquent and placed within Youth Development Centers (YDCs) and is the LEA for the Youth Development Center schools. OCH supports this work through clinical consultation and collaboration with the Office of Juvenile Justice (OJJ).

OCH is divided into six divisions; Nursing, Psychology, Health Advocacy, Education, Child Death Review and Safety Analysis. OCH is administratively located within Central Office with personnel also located in Central Office as well as regionally. Regionally, each of the six divisions is represented by a Licensed Mental Health Practitioner, Regional Nurse, Health Advocacy Representative, Services and Appeals Tracking Coordinator, Educational Specialist, Safety Nurse and Safety Analyst.

OCH's major accomplishments over the past year include:

- Broader oversight and monitoring of health related incidents such as: mental health crises, emergency use of psychotropic medication, emergency medical treatment, seclusion, restraints and medication errors through enhancement of the electronic TFACTS incident tracking system. This includes incidents which occur within DCS resource homes, contract provider placements and youth development centers.
- Successful development and implementation of the electronic TFACTS diagnostic coding system to International Classification and Diagnosis-10 to align with federal Medicaid (TennCare) standards.
- Sustained Early Periodic Screening, Diagnosis and Treatment medical rates remained at or above 95% and dental rates at or above 90% for SFY2015-2016.
- Implementation of the Confidential Safety Reporting System (CSRS). To achieve this, special legislation was passed in Tennessee to protect child welfare workers who report safety concerns.
- Implementation of a student management system that works in concert with DOE Education Information System. This allows better data and information sharing between the department's schools and public schools.
- Support for the development and implementation of a new treatment model at Mountain View and Woodland Hills Youth Development Centers.

## **Nursing**

The Nursing Division is led by the Director of Nursing within Central Office. Regional Health Nurses are located in all 12 regions and three Safety Nurses are located in three geographic locations across the state.

The child health nurse caregiver/advocacy functions include review of the Well Being Information and History (WBIH) form, documented by the DCS worker at intake as children/youth enter custody, and initial Early Periodic Screening Diagnosis and Treatment (EPSDT) screenings. The Regional Nurse identifies the need for immediate and ongoing healthcare needs and notifies the DCS worker accordingly. The Regional Health Nurse, along with other Regional Health Staff, monitor and document all medical and behavioral appointments, visits, and clinical recommendations through TFACTS to ensure that children/youth in state custody are receiving all medically necessary EPSDT services. Regional Health Nurses provide consent when indicated for psychotropic medications and monitor psychotropic medication usage at a child/youth level. Nurses also provide consent for surgical and other procedures requiring anesthesia when the parent/guardian is not available.

The Regional Health Nurse provides consultation to staff, contract providers, foster parents, biological parents/guardians, and community partners regarding health related needs of children with complex medical needs and children who are medically fragile.

Managed Care Contractor functions include: development of service standards for medically fragile therapeutic care by DCS contracted providers, as well as, providing prior authorization and utilization review of services for medically fragile children. Child/youth specific medical incidents, such as medication errors, and hospitalizations are monitored. Medical Services by DCS contract providers are monitored in conjunction with Quality Control, Risk Management and Child Programs. The safety nurses work collaboratively with safety analysts in conducting child death/near death reviews. They participate and support Grand Regional Safety Analysis Teams in utilizing and applying a safety systems approach towards learning from child deaths and near deaths. They provide technical assistance to front line CPS/SIU workers regarding pediatric medical and mental health conditions, child development and behavior, child trauma and abuse, and child mortality.

The Director of Nursing also provides oversight and assistance to Juvenile Justice Leadership regarding clinical services provided within YDCs.

## **Psychology**

The Psychology Division is led by the Director of Psychology within Central Office. Regional Health Psychologists/Mental Health Clinicians are located in each of the 12 DCS regions and in the Youth Development Centers. The Regional Health Psychologist/Mental Health Clinician reviews the history obtained in the Well Being Information and History form, among other resources, to determine recommendations for mental healthcare needs and provides prompt feedback to the DCS worker so services can be implemented in a timely manner.

Managed Care Contractor responsibilities include development and oversight of behavioral healthcare policies, development of service standards for DCS contract providers, prior authorization of congregate care Level 3 and Level 4 services, participation with utilization review of Level 3 and 4 services, authorization of medically necessary Crisis Management residential services. Regional Health

Psychologist/Mental Health Clinicians also monitor child/youth specific emotional/mental health care incidents, including seclusion, restraint, and mental health crisis, and monitor behavioral services of DCS contract providers in conjunction with Quality Control, Risk Management, and Child Programs. The Regional Health Psychologists/Mental Health Clinicians provide clinical consultative support to DCS staff within their regions, interfacing with staff in 60-80 meetings/month and interface with the regional Centers of Excellence on case consultation.

### Health Advocacy

The Health Advocacy Director leads the Health Advocacy Unit. Staff is comprised of six central office staff who coordinate with Regional Health Advocacy Representatives and Services and Appeals Tracking staff. The Health Advocacy Division’s primary responsibilities are healthcare advocacy functions and assurance that needed behavioral and medical services are provided to both TennCare eligible children served by the Department and also to children in custody who are not TennCare eligible.

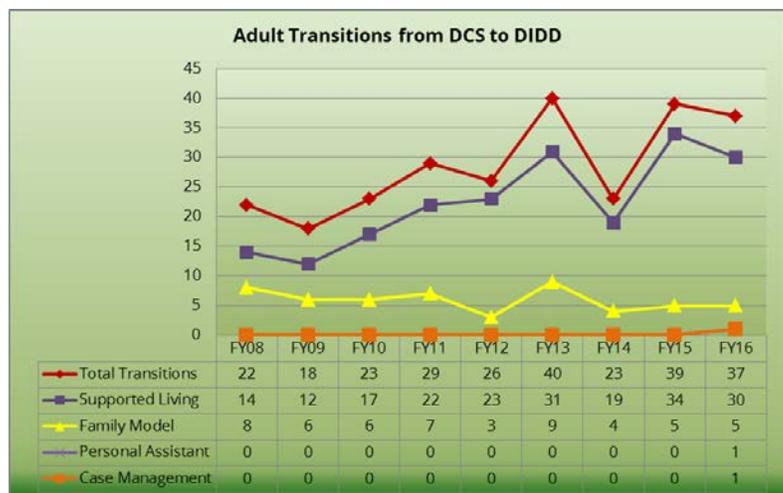
Two major areas of advocacy are guidance, oversight and accountability for provision of TennCare Early Periodic Screening, Diagnosis and Treatment (EPSDT) services for children in custody and compliance with the requirements of the Grier Consent Decree, a federal lawsuit requiring notice of appeal rights for denial, delay or termination of TennCare services. As a result of the consistent, concerted efforts of Health Advocacy staff, Family Service Workers and direct care providers, the state achieved and sustained an adjusted periodic screening rate for medical services greater than 96% statewide and for dental services achieved an adjusted rate greater than 90%. The Department agreed to a request from TennCare Select, the MCO in which children in custody are enrolled, to permit TennCare Select to assign new primary care physicians, with certain caveats, when the entire TennCare population was reassigned to PCPs to distribute enrollees evenly among the MCOs. Foster parents or guardians rather than FSWs are now able to authorized assignments to new PCPs.

Late in SFY 2015 plaintiffs in the *Grier* Lawsuit agreed to vacate the provisions of the lawsuit as they pertained to TennCare but retained the provisions that apply to the Department (and to the Department of Intellectual and Developmental Disabilities). Oversight includes responsibility for due process notice and appeal resolutions for DCS services. To ensure compliance with requirements of the *Grier* Consent Decree, Central Office and Regional Health Advocacy Representatives determine that health services are delivered timely and follow-up to assure barriers of access, payment or other inhibitors to service delivery are resolved. Notices of Action are filed when placement decisions are made by the CFTM with notification

to the Tennessee Alliance for Legal Services, the external agent responsible for coordinating appeals on behalf of the child. If the Department is found to be in compliance with the provisions of the Consent Decree and is not found in contempt of court, provisions of the lawsuit will be vacated in December 2016.

Additionally, the Division is responsible for the orderly and timely transfer of youth with intellectual disabilities from DCS custody to the appropriate adult services department or agency. During SFY 16

**Figure 2. Adult Transitions from DCS to DIDD**



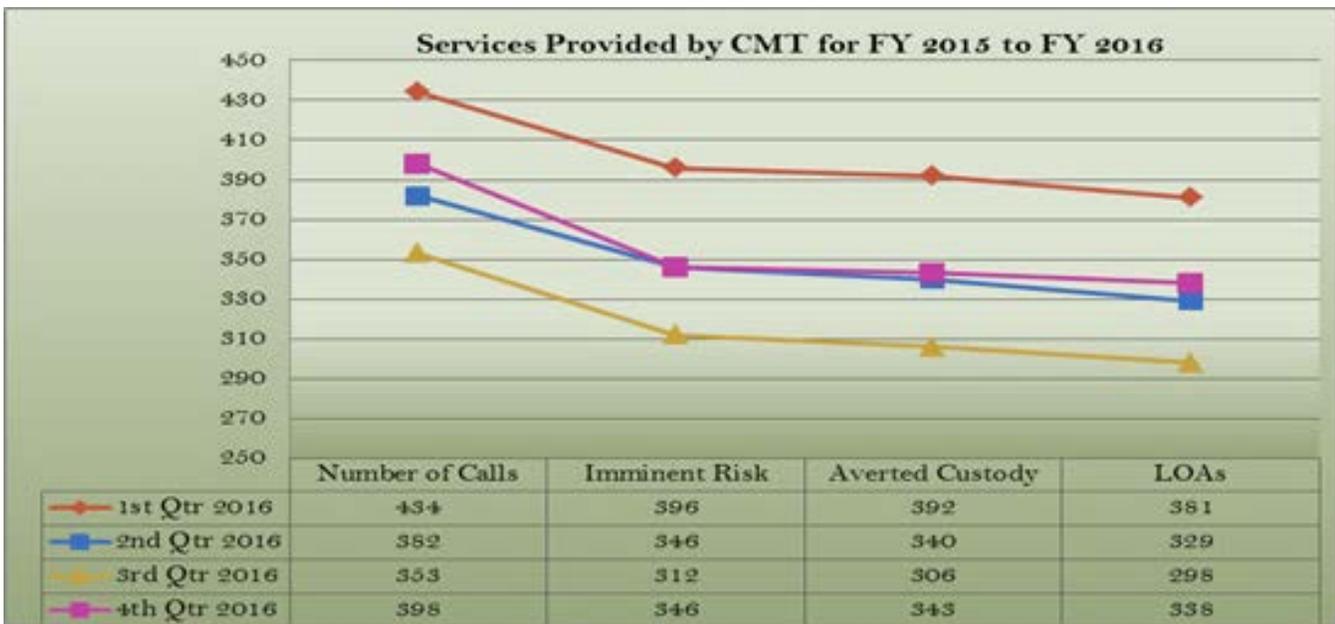
transfer conferences were held for 37 youth from the department to adult disability services. This is 2 fewer transfers in SFY16 than the prior year. The data indicate that during the period from SFY08 through SFY16, the number of transitions from DCS custody to families remained about the same but the number of transitions to supported living environments generally increased.

The Health Advocacy Division coordinates the network of five Centers of Excellence (COEs) for Children In or At Risk of State Custody. COEs are tertiary care academic medical centers, provider agencies or partners designated by the state as possessing expertise in child behavioral healthcare. They were initiated to assure children with complex behavior problems would have the complexities vetted more thoroughly than routine behavioral services would permit. COE services include case consultation, psychiatric and psychological evaluations, training and education, and best practice learning collaboratives. During SFY16, led by The University of TN Memphis (UTM) Health Sciences COE, the COEs implemented the Breakthrough Series Collaborative on Trauma Informed Screening and Assessment of Infants and Young Children. Vanderbilt COE implemented the Department's CPS Assessment Academy and rapid implementation of the Family Advocacy and Support Tool (FAST) training to support the In Home Tennessee pilot projects; East TN State University (ETSU) COE continued leadership of the Tennessee Infant and Early Childhood Mental Health Initiative, integrating it with the agenda of the Tennessee Young Child Wellness Council and informing the Zero-to-Three infant mental health court proposals; UT-Cherokee Health Services COE led additional field training in the National Child Traumatic Stress Network (NCTSN) Trauma Toolkit; Southeast COE provided highly specialized reviews of need for psychiatric services.

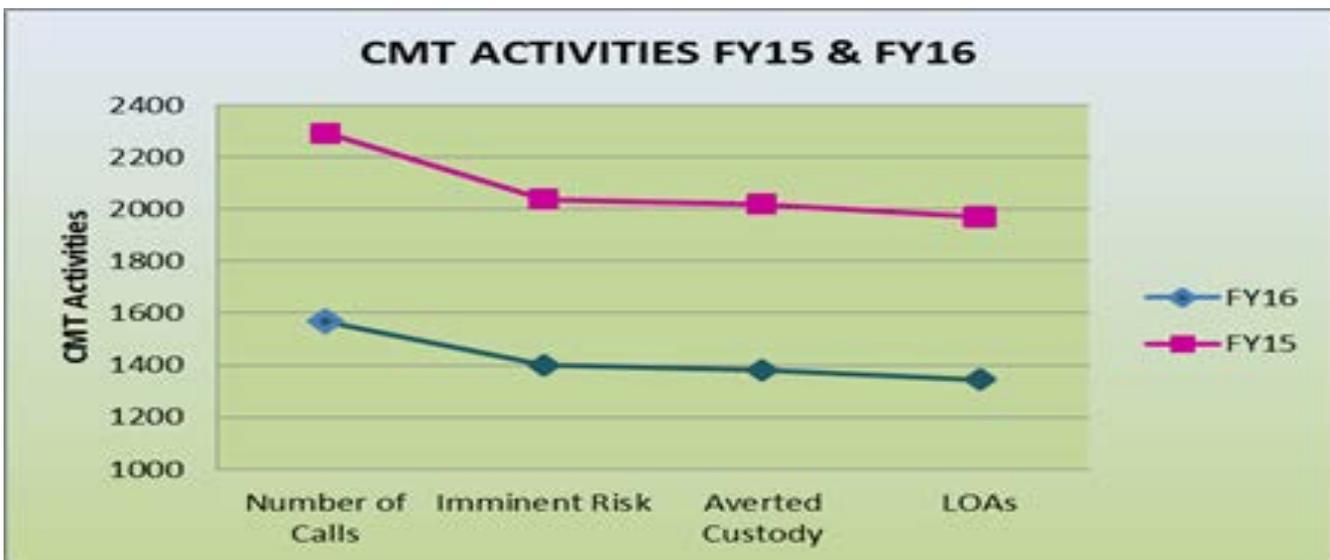
As a Managed Care Contactor the Department's responsibilities include the Crisis Management Team (CMT) which assesses and authorizes time-limited residential treatment services for children at risk of state custody when requested by FSWs, court liaisons and/or caretakers and it is determined medically necessary by the Regional Health Psychologists. Of the 1576 calls to the CMT for information or services during the fiscal year, 1346 Letters of Authorization were issued to provide residential treatment for children that prevented state custody. Of the 1400 children at imminent risk of custody, custody was averted for 1381 (98.6%).

A comparison of CMT services provided in SFY16 and SFY15 shows that there was a substantial reduction in calls to the team in SFY15, however, a larger percentage of youth were at imminent risk of coming into custody. In SFY15, 88% averted custody in SFY15. In SFY16, Letters of Authorization for residential treatment were issued for 1346 (96%) youth at imminent risk of custody and in SFY15 LOAs were issued for 1970 (93%) of youth at imminent risk, a slight increase that mirrors the greater percentage of children at imminent risk for the smaller number of requests for services.

**Figure 3. Services Provided by CMT for SFY 2015-2016**



**Figure 4. Crisis Management Team (CMT) Activities for SFY 2015-2016**



**Education**

The Education Division of the Department of Children’s Services (DCS) advocates for students in state custody who are educated in YDC schools, provider in-house schools, and public schools. The division is led by the Director of Education and includes fifteen regional Education Specialists, four Central office consultants, and two support staff.

Caregiver/Advocacy efforts include: attending educational meetings, consulting with DCS staff, foster parents, and schools, as well as, providing educational training to departmental personnel and schools. From July 1, 2015, through June 30, 2016, the Education Division provided consultation to Child and Family Teams, field services worker (FSWs), and public/non-public schools over 62,300 times. Education

staff participated directly in more than 1900 Child and Family Team Meetings and 1250 Individual Education Plan (IEP)/504 Meetings. Additionally, the Education Specialists advocated for students in over 250 disciplinary hearings and 160 specialized foster care review board meetings. Staff also provided 219 educational training sessions for approximately 2,500 surrogate parents, foster parents, FSWs, and school staff.

The Education Division provides oversight and monitoring of educational services/schools provided by DCS contracted providers within congregate care programs in collaboration with the DCS Offices of Continuous Quality Improvement, Risk Management and Child Programs.

Lastly, Education Division operates as a special school district (LEA) for the three (3) YDCs and is approved by the Tennessee State Department of Education.

### **Division of Safety Analysis**

During the 2015 calendar year, a total of 95 child deaths were reviewed by the Child Death Review Team (CDR). During this review period, most (89%; 85 children) reviewed deaths were children not in DCS custody. Ten children (11%) were in DCS custody at their time of death. There were 28 near deaths reviewed in 2015; one of these children was in state custody at the time of the near death. Based on the cases reviewed in 2015, 5 key areas of improvement were identified and acted on. These areas of improvement were the following: Increase capacity building for Family Support Services (FSS), strengthen the mentoring process for newly hired case-carrying staff, provide supports to decrease the likelihood case-carrying staff will be affected by stress and fatigue, expand Situational Awareness, Self-Defense/De-escalation Tactics and Child-specific Engagement trainings for all case-carrying staff, and explore technology to support communication capacities for case-carrying staff working in rural areas.

Further information is included in the 2015 Child Death Review Annual Report, which can be found here: [http://www.tn.gov/assets/entities/dcs/attachments/2015\\_CDR\\_Annual\\_Report.pdf](http://www.tn.gov/assets/entities/dcs/attachments/2015_CDR_Annual_Report.pdf)

In 2014, DCS began to use Spaced Education. Spaced Education is a learning system designed to quickly communicate important information from CDRs to DCS employees to ultimately increase favorable outcomes for children and families served by DCS. The Spaced Education Curriculum was designed for educating case-carrying field professionals on best practices without imposing additional classroom-based training hours. In 2014, Spaced Education was piloted in two regions for a period of 12 weeks. In 2015, Spaced Education was piloted in four regions for a period of 12 weeks. In 2017, all regions will participate in Spaced Education.

DCS has implemented the Confidential Safety Reporting System (CSRS), and this continues to be monitored by Safety Analysis. The CSRS allows DCS employees to report any issues they feel may affect the safety of DCS employees or children and families served by the department. Public Chapter Number 21 was signed into law on March 27, 2015, by Governor Bill Haslam. Special legislation was required in Tennessee because child welfare did not have the protections for safety and quality improvement efforts seen in other safety critical industries. The protection of safety related information has been used successfully in industries such as aviation, healthcare, nuclear power, military and steel production. Research across these multiple disciplines has shown that employee participation in discussing safety related issues dramatically increases when issues can be discussed without the fear of punitive responses by their employer or outside agencies. In response to reports from CSRS, revisions were

made to a transportation policy (DCS Policy 31.15, *Guidelines for Transportation of Child/Youth by Regional Employees*) to create more safety protections (e.g. co-driver, automatic approvals for hotel stays) for staff suffering from long travel hours and fatigue.

## Office of Child Programs

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DCS works to maintain children in their own homes whenever safe and appropriate, but is also responsible for providing placement and care for children who cannot remain in their own homes. This includes temporary out-of-home care for children whose safety is in jeopardy. If it is determined that a child cannot safely return home, the Department strives to provide a nurturing, permanent home through placement with relatives, friends, or adoption. The Office of Child Programs delivers custodial and non-custodial services for dependent/neglected or unruly children and youth. Child Programs has three (3) primary divisions: 1) Permanency/In-Home/Out of Home Services, 2) Network Development and 3) Regional Oversight. Staffs in these divisions promote a model of practice that is trauma informed, family-focused, strengths-based, culturally sensitive, and encourages strong engagement with the community.

### **Permanency/In-Home/Out of Home Services**

The Division of Permanency/In-Home/Out of Home Services fosters continuity in the oversight and delivery of programs that promote family preservation services for intact families, custodial supports for children out of their homes, and long term permanency options for older youth. This Division encompasses the department's programs for Permanency Planning, Foster Care & Adoptions, Relative Caregivers, Child Protective Service (CPS) Assessments, Non-Custodial & Resource Linkage Services and the Independent/Transitional Living Program.

This Division supports the mission of DCS to serve children in the least restrictive, least intrusive manner possible to ensure their safety, permanency and well-being. The integration of the CPS Assessment Program into the Division offers the opportunity to provide seamless, family-centered services to children and families. An initial assessment identifies what services can best support children safely within their homes and communities where they are known and loved, and can avoid the trauma of out-of-home placement.

The Permanency Planning division provides training, technical assistance, policy development, hands-on coaching to support quality child welfare services and oversight for the key planning vehicle of permanency, the Child and Family Team process (CFTM). Statewide, there are 68 full-time trained, certified skilled facilitators and 371 back-up staff who are trained to facilitate CFTMs with parents, relatives and other stakeholders who are invested in permanency for a child. Of those 371 back-ups who have completed the training, 246 have obtained certification as a facilitator. In fiscal year, 2015-2016, there were 4 two week-long cycles of Advanced Skilled Facilitation Trainings across the State to train new full-time skilled facilitator's, those who would act as skilled back-up facilitator's and those who wanted to increase their skills around facilitation.

Percentages around the number of children having Initial CFTM's and being conducted by a trained skilled facilitator, within time frames, continues to maintain at a high level. Those percentages are as follows for the 2015-16 state fiscal year:

July 1 – September 30, 2015	Children that had an Initial Meeting = 88.9% CFTM conducted by a skilled facilitator = 93.6% Meeting held within time frames = 87.2%
October 1 – December 31, 2015	Children that had an Initial Meeting = 87.9% CFTM conducted by a skilled facilitator = 93.1% Meeting held within time frames = 87.7%
January 1 – March 31, 2016	Children that had an Initial Meeting = 90.0% CFTM conducted by a skilled facilitator = 91.7% Meeting held within time frames = 86.8%
April 1 – June 30, 2016	Children that had an initial meeting = 86.3% CFTM conducted by a skilled facilitator = 78.2% Meeting held within time frames = 91.6%

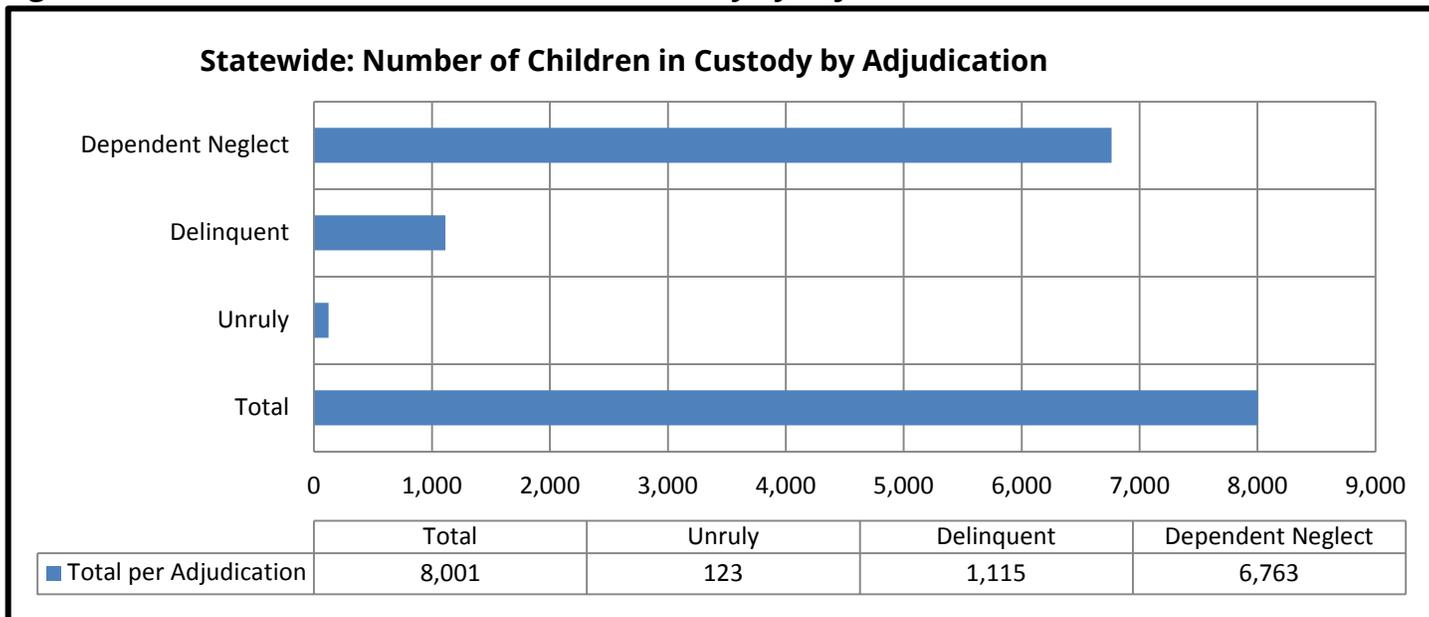
In addition to the 2 cycles of Advanced Skilled Facilitation Training, the Permanency Planning Division has assisted in non-custodial case audits, non-custodial family permanency plan training and permanency plan reviews.

### **Foster Care and Adoption**

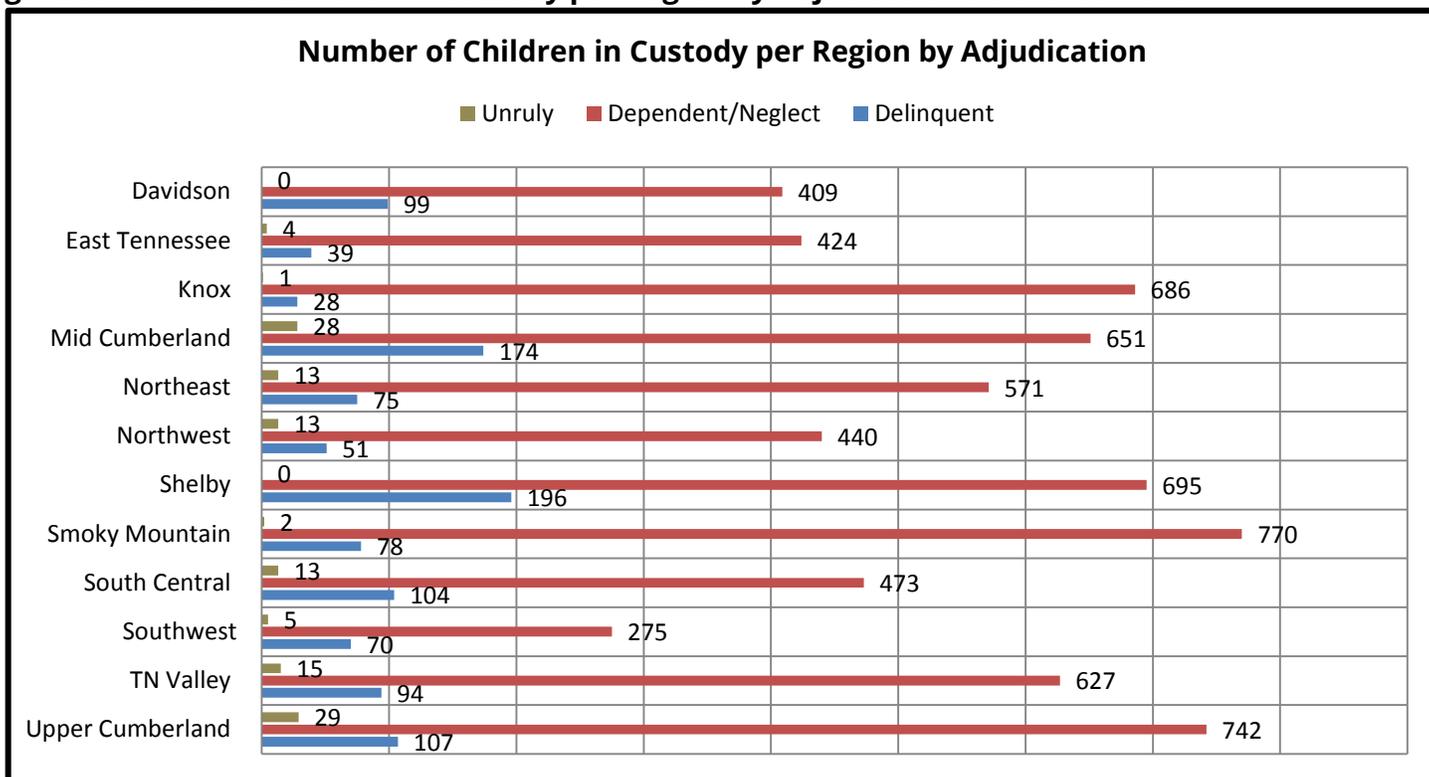
The Foster Care and Adoption programs provide statewide administration, oversight and support for foster care (including recruitment and certification of foster homes), and adoptions (including adoption subsidies), Subsidized Permanent Guardianship (including subsidies for relatives/fictive kin who assume permanent guardianship for children), and kinship care (including kinship subsidies for non- permanent custodial placements).

The following figures provide information about why children come into the custody of the state in terms of their adjudication status, whether they come in due to being Dependent/Neglected (D/N), Delinquent, or Unruly youth.

**Figure 5. Statewide: Number of Children in Custody by Adjudication as of 6/30/2016**



**Figure 6. Number of Children in Custody per Region by Adjudication as of 6/30/2016**



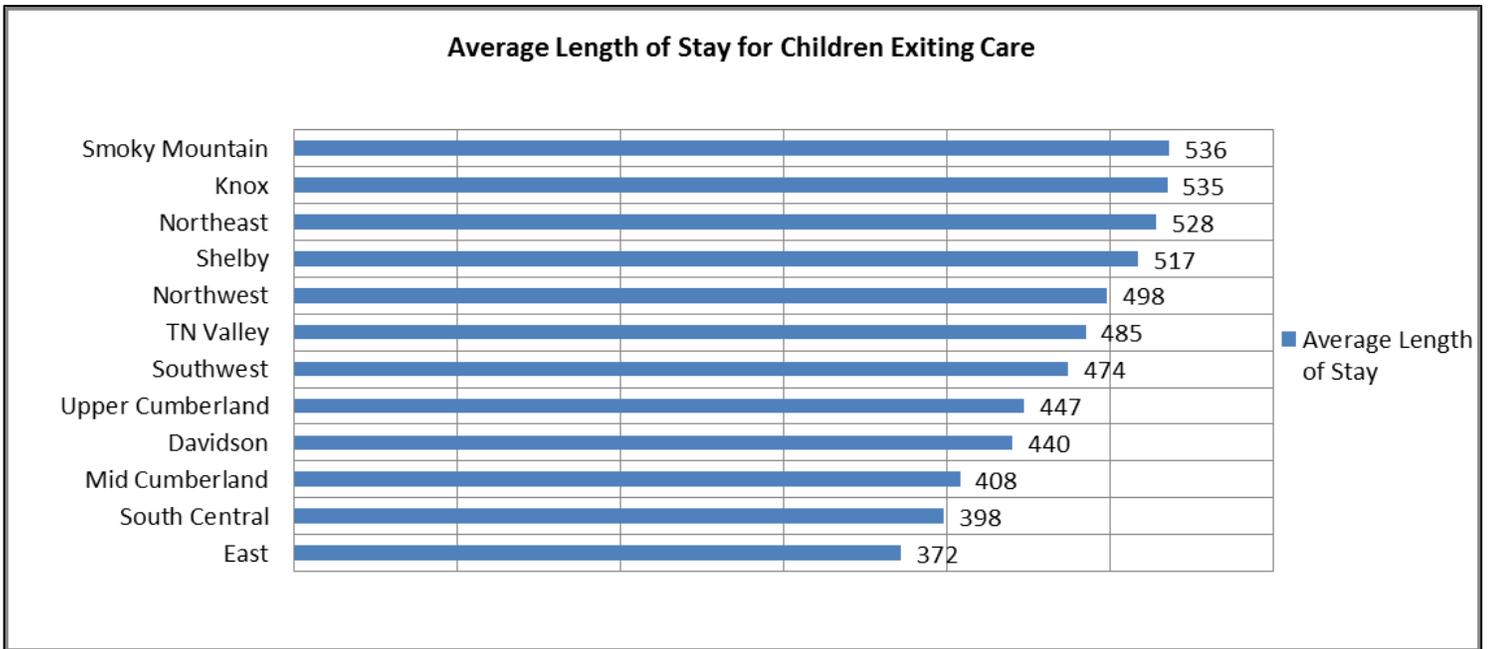
**Table 1. Children in Custody per Region by Race as of 6/30/2016**

Region	American Indian	Asian	Black/African American	Multi-Race	Native Hawaiian / Other Pacific Islander	No Data	White/Non-Hispanic	Grand Total
Davidson	1	3	301	49	2	5	147	508
East Tennessee	0	0	8	16	0	2	441	467
Knox	1	1	124	79	2	3	505	715
Mid Cumberland	1	3	169	72	4	8	596	853
Northeast	0	0	13	35	0	4	607	659
Northwest	0	0	83	34	0	3	384	504
Shelby	1	3	772	18	1	3	93	891
Smoky Mountain	2	2	27	43	0	8	768	850
South Central	0	0	52	46	0	0	492	590
Southwest	0	0	124	35	0	1	190	350
TN Valley	0	1	178	53	0	8	496	736
Upper Cumberland	0	1	26	45	0	7	799	878
<b>Grand Total</b>	<b>6</b>	<b>14</b>	<b>1,877</b>	<b>525</b>	<b>9</b>	<b>52</b>	<b>5,518</b>	<b>8,001</b>

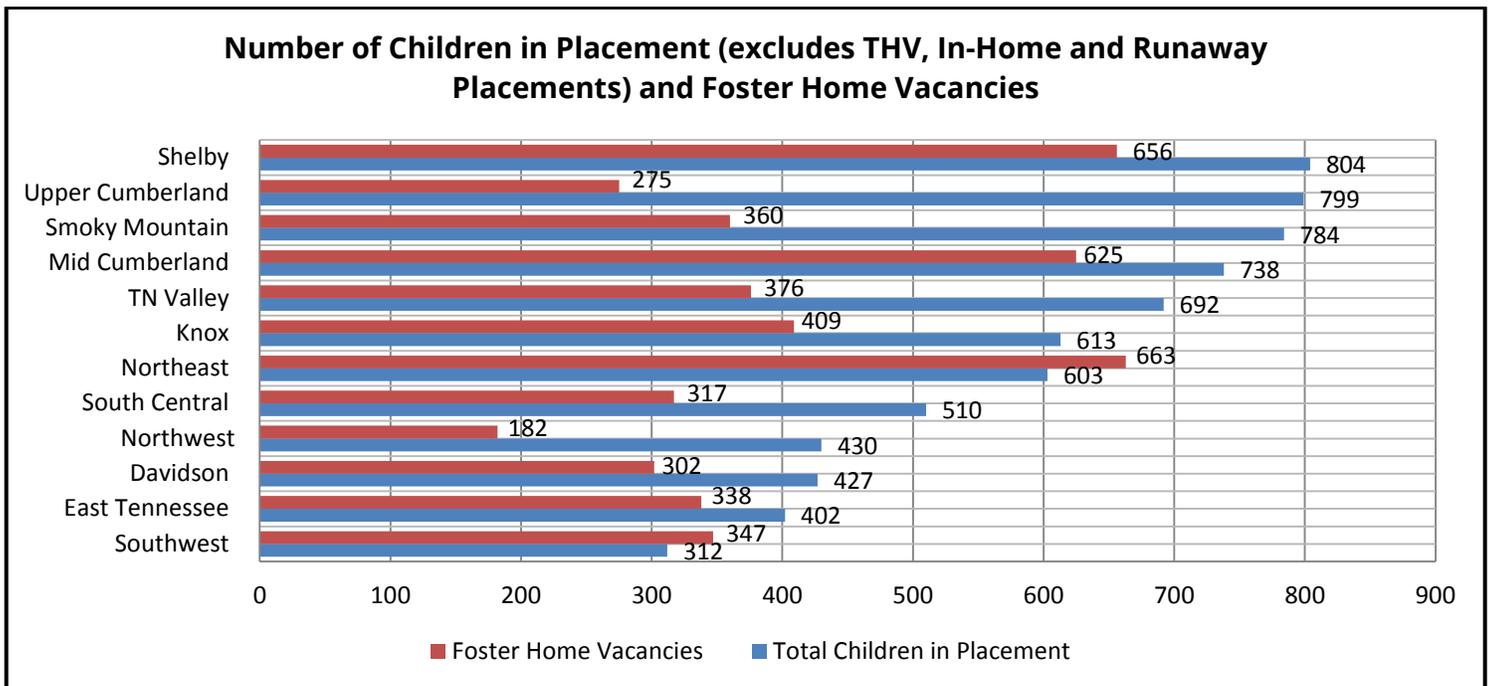
**Table 2. Children in Custody per Region by Age as of 6/30/2016**

Region	Age 0-4	Age 5-12	Age 13 Plus	Grand Total
Davidson Region	107	119	282	508
East Tennessee Region	108	136	223	467
Knox Region	251	264	200	715
Mid Cumberland Region	169	235	449	853
Northeast Region	186	225	248	659
Northwest Region	152	177	175	504
Shelby Region	218	211	462	891
Smoky Mountain Region	234	281	335	850
South Central Region	110	180	300	590
Southwest Region	80	98	172	350
TN Valley Region	204	215	317	736
Upper Cumberland Region	264	280	334	878
<b>Grand Total</b>	<b>2,083</b>	<b>2,421</b>	<b>3,497</b>	<b>8,001</b>

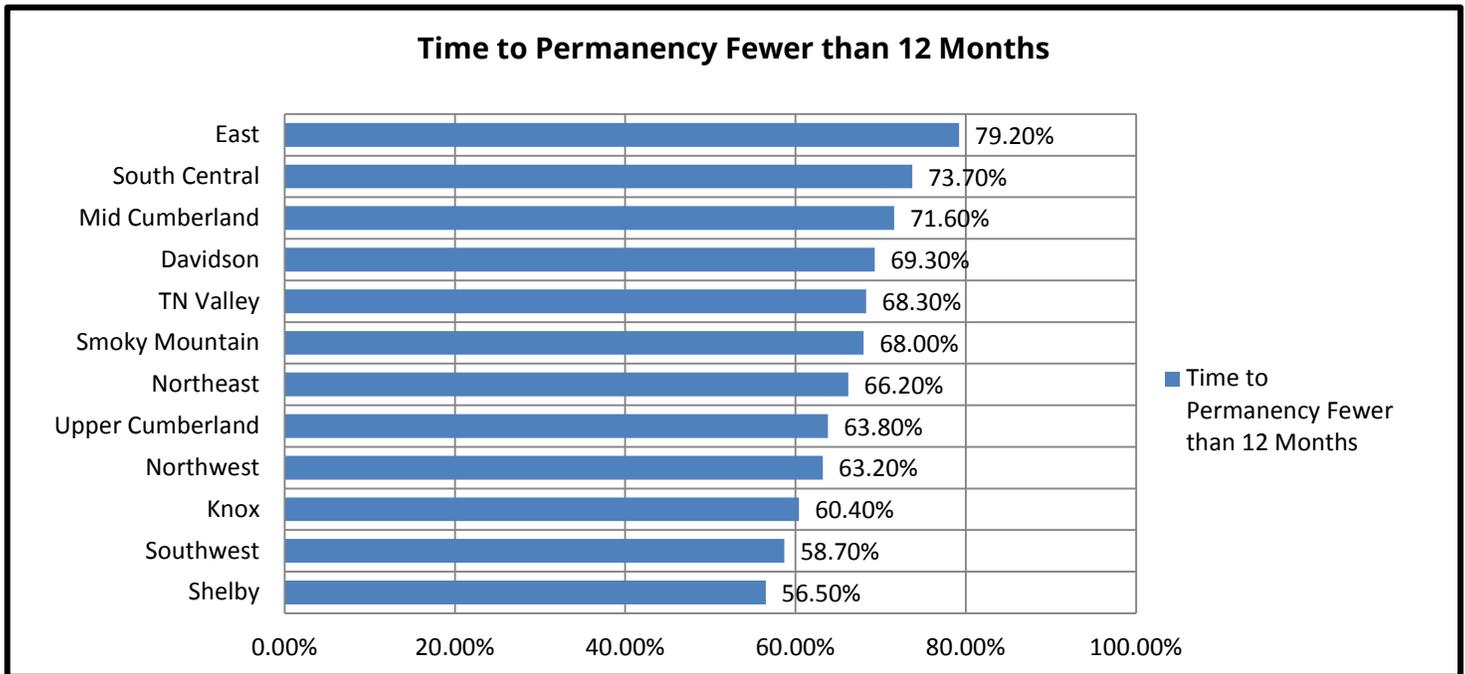
**Figure 7. Average Length of Stay for Children Exiting Care SFY 2015-2016**



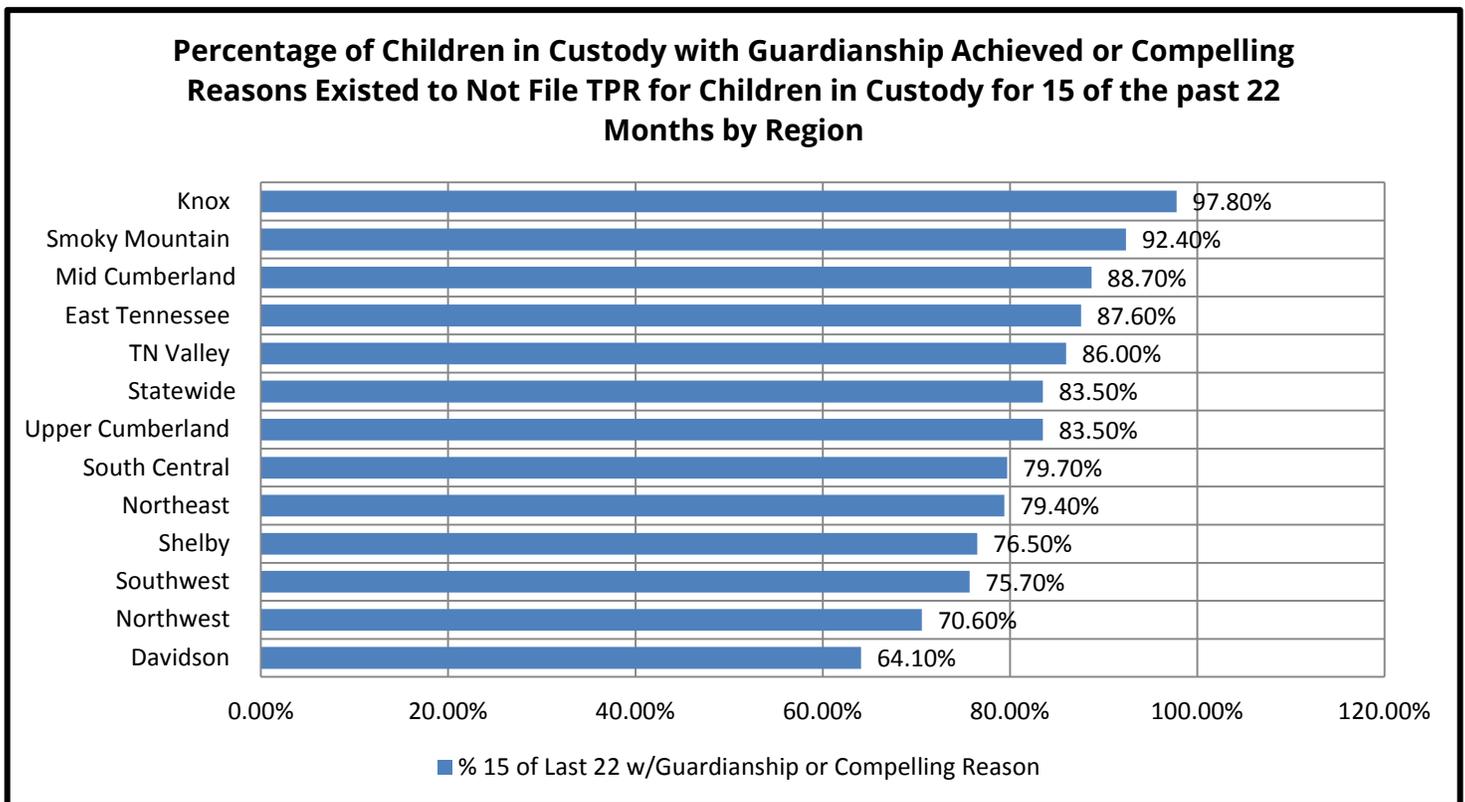
**Figure 8. Number of Children in Placement (excludes THV, In-Home and Runaway placements) and Foster Home Vacancies Available as of 6/30/2016**



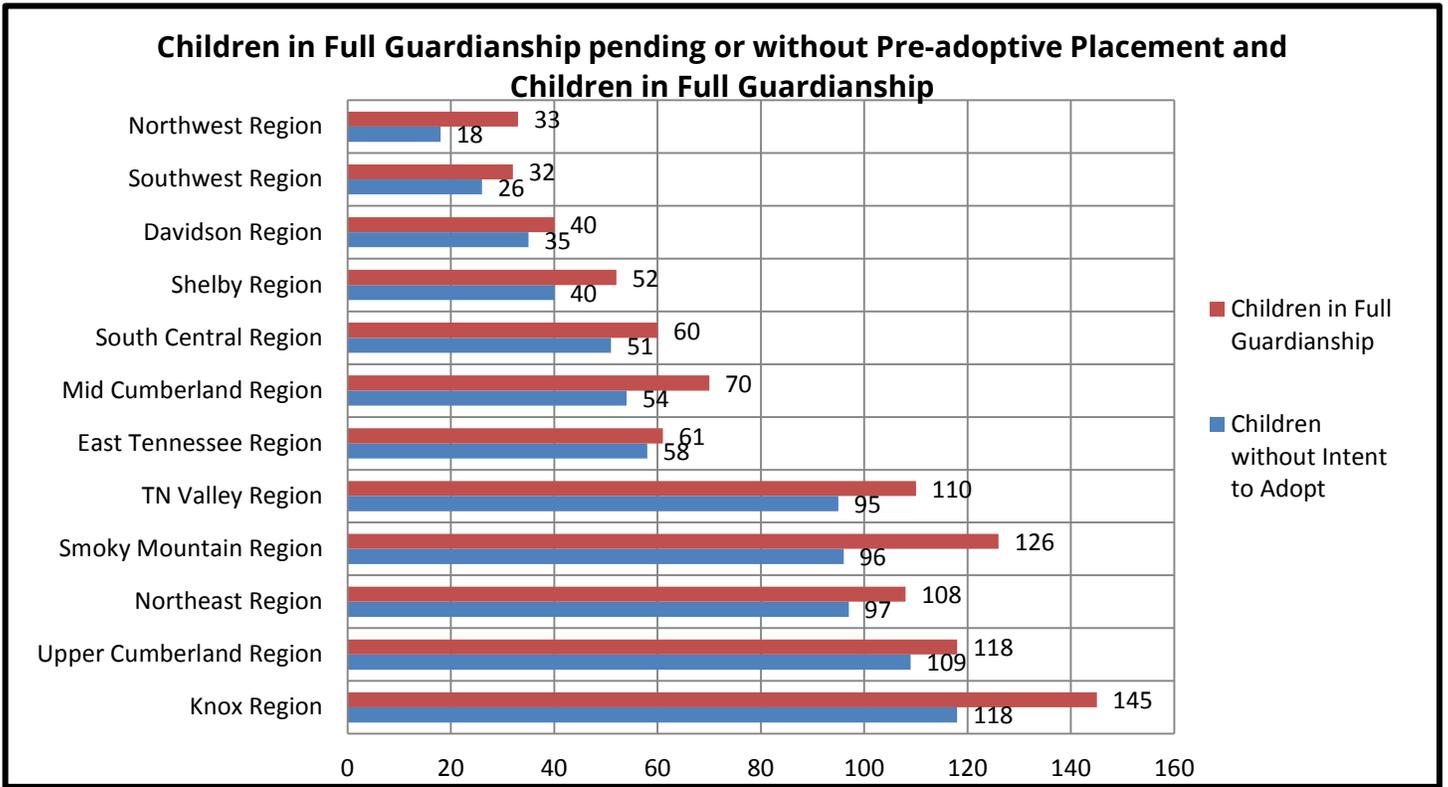
**Figure 9. Percentage of Children with Time to Permanency in Fewer than 12 Months with Goal other than Adoption for custody exits SFY 2015-16**



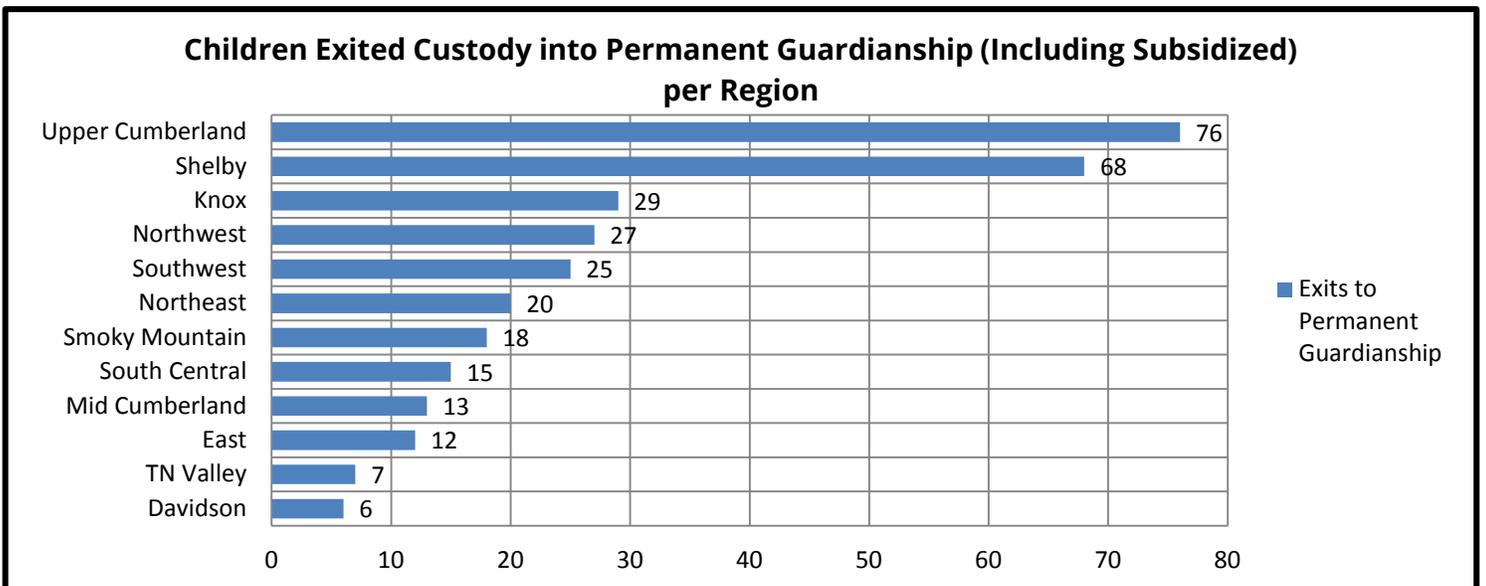
**Figure 10. Percentage of Children in Custody with Guardianship Achieved or Compelling Reasons Existed to Not File TPR for Children in Custody for 15 of the past 22 Months by Region as of 6/30/2016**



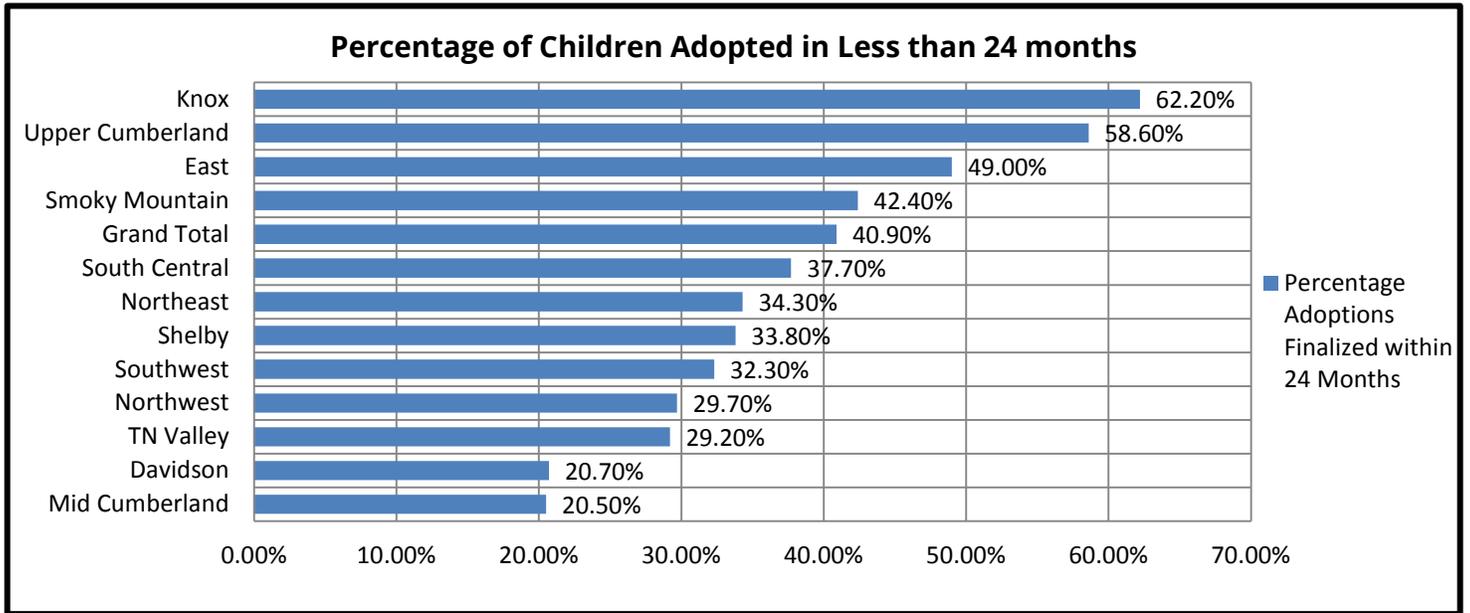
**Figure 11. Children in Full Guardianship pending or without Pre-adoptive Placement and Children in Full Guardianship by Region as of 6/30/2016.**



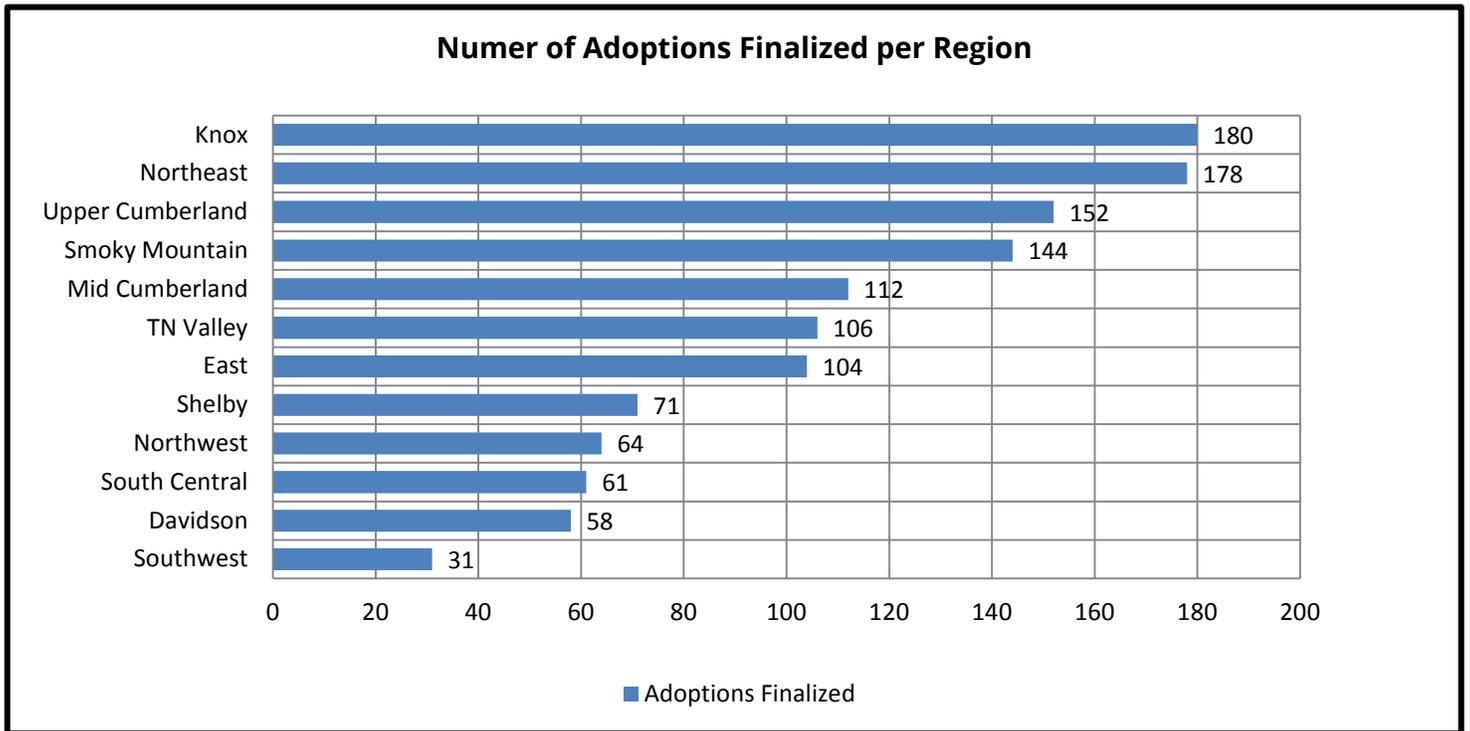
**Figure 12. Children Exited Custody into Permanent Guardianship (Including Subsidized) per Region SFY 2015-16.**



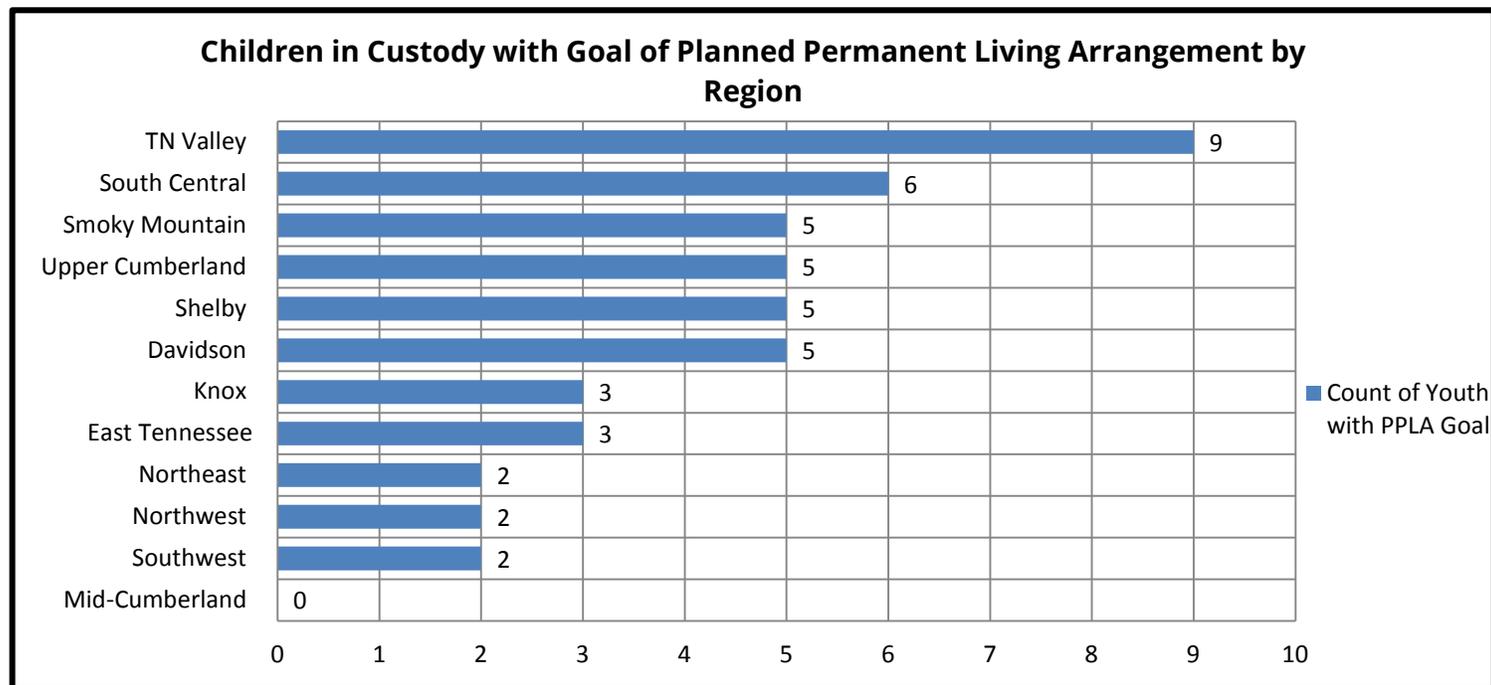
**Figure 13. Percentage of Children Adopted in Less than 24 months (Adoptions Finalized SFY 2015-16)**



**Figure 14. Number of Adoptions Finalized during SFY 2015-2016 per Region**



**Figure 15. Children in Custody with Goal of Planned Permanent Living Arrangement by Region as of 6/30/2016**



**Figure 16. Statewide Count of Children who Left Custody by Exit Reason SFY 2015-16**

Region	Adoption	Death of Child	Emancipation	Living with Relatives/ Kin	Permanent Guardianship	Reunification with Parent	Run-away	Transfer to Another Agency	Other	Total
Davidson	58	1	42	88	6	209	0	5	1	410
East	104	0	38	146	12	173	2	4	0	479
Knox	180	0	41	57	29	159	1	2	0	469
Mid Cumberland	112	1	41	112	13	495	10	16	2	802
Northeast	178	2	52	102	20	263	3	3	2	625
Northwest	64	0	39	88	27	187	0	1	0	406
Shelby	71	2	74	71	68	399	8	6	1	700
Smoky Mountain	144	0	51	70	18	250	3	8	0	544
South Central	61	3	60	74	15	211	2	4	0	430
Southwest	31	0	18	35	25	163	2	5	0	279
TN Valley	106	2	59	18	7	410	2	5	0	609
Upper Cumberland	152	0	43	47	76	283	1	3	0	605
<b>Grand Total</b>	<b>1261</b>	<b>11</b>	<b>558</b>	<b>908</b>	<b>316</b>	<b>3202</b>	<b>34</b>	<b>62</b>	<b>6</b>	<b>6358</b>

The Department of Children's Services has continued to make significant efforts to improve permanency outcomes during the past year. Some of these include:

- A two day training on Full Disclosure and the Adoption Best Practice Manual was provided each month between July, 2015 and June, 2016. Permanency Specialists, FSW's, and contract providers in all twelve regions have been the participant audience.
- DCS partners with the Center for Adoption Support and Education (C.A.S.E.) and Jockey to recognize and celebrate adoptions. C.A.S.E.'s partnership with Jockey provides adoptees and their adoptive parents with backpacks and educational materials.
- DCS partners with the Middle Tennessee Heart Gallery to photograph and display images of children in full guardianship who lack a permanent family. The images are photo-listed on recruitment websites and displayed at various venues to increase awareness of the need for adoptive homes and recruit prospective adoptive families.
- DCS conducts permanency reviews with each region every month for the purpose of reviewing the status of permanency efforts for children in full guardianship.

### **Relative Caregiver Program**

The Relative Caregiver Program (RCP) provides statewide administration, oversight and support for non-custodial relative caregivers who are not receiving direct subsidies from DCS. The RPC in Tennessee was initiated in 2001 and the first regions offered relative caregiver services started in April 2001. In June 2002, legislation passed extending the pilot for an additional two years. Effective July 1, 2004, the Relative Caregiver Program was formalized as an integral part of the Department. In July 2005, the Relative Caregiver Program expanded to Hamilton, Knox, Northwest and Southwest Regions and to the Northeast Region in July 2006. DCS completed the last phased expansion of the program in December 2006 to Mid-Cumberland, Southeast and South Central thus making the RPC a state-wide program offering supportive services to relative caregivers throughout the entire state on Tennessee.

Relative caregivers are committed and caring relatives that take responsibility for children who are served by the Department. Through respecting what is unique and special within each family, providing accurate, easy-to-follow information about existing resources available to families, filling in the gap where services are not available, and providing emergency/start-up financial assistance, the RPC seeks to further strengthen the caregivers' abilities to maintain supportive and stable environments for children.

In the past fiscal year the RCP served 3,631 children, 147 children were reunified with their birthparent while only 43 children from the program were placed in the state foster care system. This cost-saving achievement upholds the programs values and philosophy that children should remain with their birth family whenever possible. During the 2015-2016 fiscal years, 436 children were referred to the RCP by DCS staff.

## **Resource Home Eligibility**

In response to the 2006 Adam Walsh Act, federal IV-E safety requirements, and to serve as a more effective steward of public funds, DCS developed an internal infrastructure, called the Resource Eligibility Team (RET), to ensure compliance of IV-E eligibility and DCS safety standards of all DCS and provider foster homes. This infrastructure provides oversight to ensure compliance with IV-E safety requirements for all provider congregate and residential direct care staff. The RET consists of a Program Manager, a Program Coordinator and two Program Specialists.

The Resource Eligibility Team (RET) reviews and maintains IV-E eligibility documents (criminal and child abuse and neglect background checks) and other pertinent foster home approval documents of all foster homes both initially (new homes) and biennially through the re-assessment process. The RET is also responsible for reviewing safety documentation for newly hired provider direct care staff. Safety documents reviewed for compliance include local criminal background and TBI/FBI fingerprint checks, National Sex Offender Registry and Department of Health Abuse Registry checks, and a DCS Database Search for substantiated abuse and neglect cases.

All foster homes are reviewed annually. There were 2,883 foster homes reviewed for compliance in CY 2015-2016. Approximately 1,279 newly hired direct care staff safety documentation was reviewed for compliance in CY 2015-2016 from 33 provider agencies including 70 locations. RET staff also provided specialized training to provider agency staff related to safety documentation and statewide technical assistance related to TFACTS data entry regarding resource home approval.

## **Non-Custodial Services**

The Non-Custodial Services Program safeguards and enhances the welfare of children, preserves family life, and prevents future harm and abuse by promoting the abilities of families to parent their children. A referral for Non-Custodial Services of Family Support Services (FSS) is received from an open CPS Assessment, an open CPS Investigation, or directly from the Juvenile Court. Team members, including the family, develop a plan to address the unique needs/concerns of the child(ren) and family. The focus of FSS is to help the family become better functioning, develop family supports, and reduce factors that may lead to further DCS involvement.

The Department made a shift to developing specialized FSS teams in each region across the state. This staff is responsible for providing non-custodial case management to families with a focus specifically on challenges that could lead to out-of-home placements. The ability to direct primary attention to these families affords opportunities for greater partnering and better identification of services, needs, and healthier outcomes. To date, each region has staff dedicated to carrying a caseload of non-custodial only cases, which allows them to focus on the distinct delivery of services, support, and monitoring of each non-custodial case.

The FSS unit and CPS units combined efforts to strengthen the support to the non-custodial program, and to improve the working relationship between FSS staff, CPS and juvenile court staff. In addition, a team of Central Office and regional program staff assembled to identify areas of needs, policy revisions, and training opportunities to enhance the program and to empower staff. Outcomes to augment the program included completing six (6) on site regional reviews and another three (3) system reviews of FSS casework to identify specific challenges and strengths of the region. Upon completion of the reviews, consultation with regional staff occurred to share the results of the reviews, which aided in the development of strategies to advance the program in the specific regions, as well as statewide. An additional product was the development of a Family Support Service Practice Guide. Central Office Child Programs, Office of Child Safety and the members of the Non-Custodial team of the Commissioner's Cornerstone Leadership Academy collaborated to obtain stakeholder input, information regarding case practice, and in-home service trends. The purpose of the guide is to outline the skills, strategies, responsibilities, and metrics that underscore the Department's approach to implementing FSS interventions with families. By strengthening the Department's non-custodial service delivery to children and families, the resulting effect will be a deeper understanding of familial issues influencing child safety, well-being and permanency.

### **Child Protective Services Assessments**

Child Protective Services Assessments (CPSA) division is responsible for assessing allegations of harm that are typically low to moderate risk and allegations not covered by statutory requirements for investigations. This approach provides the opportunity to assess referrals of abuse and neglect and gather information using a less adversarial approach, which promotes partnerships and increases family cooperation. Where abuse or neglect has occurred, CPSA's bolster the Department's ability to work with families in minimally intrusive ways that strengthen family functioning, increase supportive resources, and reduce the likelihood of out-of-home placement and repeat maltreatment, without forfeiting child safety. During SFY 2015-2016, there were 42,222 CPSA track referrals received. CPSA central office and regional staff continue efforts to expand and improve CPS by using data and a variety of CQI processes to identify challenges and strong foundations that can be used to strengthen CPSA's statewide. An outcome of the collaboration is the revision to the CPSA policy, which is to provide guidelines and timeframes to support and direct CPSA staff to investigate and assess allegations of abuse and neglect, complete assessment and investigative tasks, and render services to children and families, while producing fair and consistent decisions to ensure the safety of the child.

CPSA central office program staff, the DCS training division, and Vanderbilt Center of Excellence (COE) collaborated to design, implement, and deliver a high quality, effective training academy. This non-consecutive, four week program continues to develop case manager skills. Graduates complete coursework in motivational interviewing, Trauma Toolkit, SBIRT, drug identification, domestic violence, court systems, and mental health. The collaboration calls in between in-class sessions are well attended and have led to greater understanding of the content and concepts to transfer to their work in the field. The feedback from participants has also led to modifications that have evolved the Academy. The pre-

and post-tests and satisfaction surveys for 2016-17 have been revised to better assess the familiarity of content and to inform needs to revise the Academy. Advancements have also occurred by incorporating technology into presentations in new and innovative ways. Across all trainings (Group 4, 5, 6, 7, 8) for 2015-16, 139 participants graduated.

### **Independent Living Services**

The Tennessee Department of Children's Services provides Chafee Foster Care Independent Living Program (CFCILP) services through its Independent Living Program (ILP), and monitors the provision of Extension of Foster Care (EFC) Services. As a part of the federal mandate, this Division is charged with building a network of appropriate supports and services for youth transitioning out of care and for those who are likely to remain in care.

The primary objectives of Tennessee's service network is to ensure ongoing connections with caring adults, the development of productive individuals within their communities, the acquisition and maintenance of gainful employment, the achievement of educational/vocational goals, and the availability of financial assistance and skills training for DCS youth and exiting young adults, as well as designing other resources to facilitate the transition to adulthood. The Department's goal is to provide every youth in foster care, age 14 or older, with supports, services, experiences, and opportunities that are considered to be important to healthy adolescent development and help youth successfully transition to adulthood. Each youth develops a plan including these components that is individualized based on the youth's strengths and needs.

DCS uses Chafee Foster Care Independent Living Program funds to staff Independent Living Program Specialists (ILPS) in each region across the state. The DCS ILPS work directly and collaboratively with Family Service Workers (FSW), foster parents, contracted providers and youth. They are responsible for local program coordination, service delivery, community resource development and on-going consultation to agency staff, foster parents and youth. Although the primary function of the ILPS is to provide support and technical assistance to staff and resource adults, they also provide direct services and support to youth and young adults through life skills training classes, provisions of the Independent Living Allowance, assistance with financial aid (FAFSA), Education and Training Voucher (ETV) and other scholarship applications, and support and coordination of statewide youth leadership boards (Youth 4 Youth).

The Education and Training Voucher (ETV) Program is an expansion of the John H. Chafee Foster Care Independence Act of 1999. The program began in 2002 and created a federally-funded, state-administered initiative to provide funding and support for post-secondary education. Eligible students may receive grants up to \$5,000 per year for up to five years or until their 23rd birthday. ETV funds can be combined with other grants and scholarships to minimize or eliminate the need for student loans.

In SFY 2015-2016, both the Educational and Training Vouchers and Bright Futures scholarship saw increased use. TN DCS Independent Living (IL) did outreach to the population that was adopted or went

to Subsidized Permanent Guardianship (SPG) over the last two years. Tennessee Promise is also a factor in the increase.

**Table 3. Participants in Independent Living Education Programs per State Fiscal Year**

State Fiscal Year	Education and Training Voucher	Bright Futures	Total
2013	282	126	408
2014	262	139	401
2015	357	117	474
2016	357	144	501

**Table 4. Hope Foster Care Grants per Fiscal Year** TN DCS had a decrease in youth eligible for and receiving the Hope Foster Care grant since last fiscal year, but the number was still higher than previous years. Research is under way to determine factors contributing to the differences, since SFY 15 appears to be an anomaly.

State Fiscal Year	Number of Scholarships
2010	49
2011	45
2012	47
2013	40
2014	52
2015	89
2016	59

**Table 5. Youth 4 Youth Meetings Conducted and Attended per Grand Region** TN DCS coordinated Youth Leadership Academies and Youth 4 Youth (Y4Y) Board meetings in collaboration with community based partners in all three grand regions.

Grand Region	Y4Y Meetings Conducted	Attendance	Average Attendance
East	12	203	17
Middle	7	53	6
West	13	210	15

Extension of Foster Care (EFC) Services were provided to a total of 755 youth in State Fiscal Year 2016. This reflects the total youth participation, regardless of the year they accepted services.

The number of youth participating in Extension of Foster Care services increased for the sixth consecutive year while the number of youth aging out of state custody also increased. The rate of

participation of those eligible to participate in Extension of Foster Care Services remained consistent with the last fiscal year.

**Table 6. Rate of Aged-Out and Emancipated Youth Eligible for EFC Services per State Fiscal Year**

<b>Fiscal Year</b>	<b>Total Aged Out/Emancipation</b>	<b>Total Aged Out Eligible for Extension of Foster Care Services (EFCS)</b>	<b>Eligible Population Accepting EFCS</b>	<b>Percent Uptake Rate-Accepting EFCS</b>
<b>SFY 15-16</b>	996	815	388	48%
<b>SFY 14-15</b>	932	731	353	48%
<b>SFY 13-14</b>	984	779	312	40%
<b>SFY 12-13</b>	1017	768	301	39%
<b>SFY 11-12</b>	1084	748	201	27%
<b>SFY 10-11</b>	1131	813	163	20%
<b>SFY 09-10</b>	1162			
<b>SFY 08-09</b>	1209			

**SFY 2015 - 2016 EFCS Retention: Days in EFCS**

During the SFY 2015 - 2016, the average days in EFCS were 259 days. During 2015, the average days in EFCS were 255 days. TN DCS continues to evaluate supports needed to increase retention of youth in Extension of Foster Services. Two main reasons for termination of services are youth not maintaining academic eligibility and youth requesting termination of services. TN DCS IL has held two webinars around “EFCS Quality Case Management” to help EFCS staff improve their engagement and practice with the young adult population.

**Table 7. Average Amount of Days Youth Received Extension of Foster Care Services in SFY 2015-2016**

Region	Average Days	Region	Average Days
Northeast	295	Davidson	304
Shelby	251	East	218
Tennessee Valley	212	Southwest	293
Upper Cumberland	243	Knox	299
Northwest	249	South Central	284
Smoky Mountain	268	Mid-Cumberland	233
<b>Average Days Statewide: 259 days</b>			

The IL program forges strong relationships with community partners including Job Corps, Regional Resource Centers, Workforce Innovation and Opportunity Act, Youth Villages, and colleges/universities with the goal to promote enhancements and enlarge the network of community stakeholders DCS partners with to serve youth. The goals of the program are to help prepare youth for their futures through additional educational and employment training opportunities, find and secure consistent and safe housing, and build permanent connections with caring adults, including relatives, mentors and community members.

In SFY 2015-2016, Youth Villages' *YVLifeSet*® program (formerly known as Transitional Living) assisted young people between the ages of 17 and 21, who are transitioning from child welfare and juvenile justice services to adulthood. Successful transitions may include maintaining safe and stable housing, participating in an educational/vocational program, developing life skills necessary to become a productive citizen and remaining free from legal involvement.

The focal areas of *YVLifeSet*® include: permanency, education, employment, housing (using natural supports), independent living skills, and youth engagement. The program uses evidence-based interventions and best practices in the following areas: trauma, pregnant/parenting youth, substance abuse issues, physical and mental health, domestic violence, financial literacy, and basic independent living skills.

The following are updates for major initiatives in the IL division during the SFY 2015-2016:

- TN DCS volunteered to participate in a NYTD Pilot Assessment Review conducted by ACF, which resulted in development of a NYTD Quality Improvement Plan. Many enhancements to practice

and systems/technical areas resulted in improvements in efficiency collecting data, and in data quality. It is anticipated that compliant file submissions for the 2016A and 2016B periods, which contain Follow Up Age 19 survey data, will occur. This was accomplished by the means stated above, and also with the assistance of contracted providers locating youth and administering surveys.

- DCS IL increased use of IL Wrap services to youth 14-16 years of age, ensuring developmentally appropriate, normalizing experiences.
- DCS continues to implement grant funding and received an additional two years of funding to improve services to pregnant and parenting youth in foster care. The Federal Personal Responsibility Education Program is used to implement the evidence based pregnancy prevention Teen Outreach Program® in selected congregate care settings. DCS has expanded its evidence based practice with Sisters Saving Sisters and SHARP.
- Over the last 6 years, DCS has been able to continue funding for the Jim Casey Youth Opportunities Initiative and Opportunity Passport, administered by four resource centers located in Knoxville, Nashville, Memphis and Chattanooga.
- Newly enacted legislation, signed into law on March 29, 2016, will help ensure that children and youth in foster care have opportunities to experience more of the same growing up activities that are typical among their peers who are not in foster care. The legislation (SB 2530 and HB 1530) requires that foster parents and congregate care staff follow a new “reasonable and prudent parent” standard in decision-making when determining whether to allow the child in their care to participate in activities, such as social or extracurricular activities. The legislation also exempts a caregiver acting in compliance with the standard from civil liability relating to injuries the child may incur in such activities.
- The Department of Children’s Services has started implementation of a “Reasonable and Prudent Parenting standard” including development of a protocol, training, and passed legislation. This will provide a more normalizing adolescent experience for youth in foster care. Children in foster care should have opportunities for a “normal” adolescent experience. They should be able to participate in appropriate activities that help them develop interaction and judgment skills needed for success in adulthood. Implementation of a “Prudent Parent” approach means foster parents can make decisions regarding foster youth for such things as participating in sports, spending the night with friends, participating in extracurricular activities, etc., like they would for their own children.

### **Centralized Permanency Services**

The Centralized Permanency Services division includes four teams: Interstate Compact on the Placement of Children (ICPC), Putative Father Registry, Adoption Registry, and Access to Sealed Records and Services. Each area supports statewide programs for DCS, non-DCS, and public activities in foster care and adoptions and promoting permanency.

The TN ICPC program along with 51 other jurisdictions that enacted ICPC legislation, provides the mechanism to assure protection and other services to children that are placed across state lines for the purpose of foster care or preliminary to an adoption or into parental or relative or residential placements. A goal for improvement for the ICPC program is to provide not only safe and appropriate placements for children but also timeliness between placement and permanency. The ICPC Lean improvement goals proposed for SFY 2016 include improving timeliness and quality of the ICPC process at both state office and regional level resulting in more timely permanency for children.

**Figure 17. Types of ICPC Placement Requests Received From Other States SFY 2015-2016**

Sub-Type	Adoption	Child Caring Institution	Family Foster Home	Group Home Care	Institutional Care	Parent	Relative	RTC	Blank	Total
COURT	0	0	0	0	0	15	12	4	0	31
INDIVIDUAL	48	4	0	3	2	0	0	232	2	291
PRIVATEAGENCY	72	1	0	0	0	1	0	0	0	74
PUBLICAGENCY	91	0	319	1	11	257	254	69	1	1,003
Grand Total	211	5	319	4	13	273	266	305	3	1,399

**Figure 18. Types of ICPC Placement Requests Submitted by TN Agency SFY 2015-2016**

Sub Type	Adoption	Child Caring Institution	Family Foster Home	Group Home Care	Institutional Care	Other	Parent	Relative	RTC	blank	Total
COURT	2	0	2	0	2	0	23	41	2	0	72
INDIVIDUAL	39	1	10	1	0	3	3	13	52	1	123
OTHER	0	0	0	0	0	0	5	0	0	0	5
PRIVATEAGENCY	16	0	1	0	1	0	1	0	0	0	19
PUBLICAGENCY	45	0	185	1	3	1	206	270	37	0	748
(blank)	0	0	0	0	0	0	1	0	1	0	2
Grand Total	102	1	198	2	6	4	239	324	92	1	969

**Table 8. Time between ICPC Placement Beginning and ICPC Placement Termination**

SFY 2015-2016 Type of Care	Incoming		Outgoing	
	Placements Terminated	Average Days to Close	Placements Terminated	Average Days to Close
ADOPTION	151	356.9	78	362.5
CHILDCARINGINSTITUTION		N/A	2	183.5
FOSTERFAMILYHOME	64	319.0	44	312.0
GROUPTHOMECARE	13	385.1	1	42.0
INSTITUTIONALCARE	16	378.1	8	221.6
OTHER		N/A	2	71.0
PARENT	51	228.9	55	224.6
RELATIVE	64	263.4	71	310.6
RESIDENTIALTREATMENTCENTER	210	202.2	57	280.2
(blank)	4	89.5		N/A
Grand Total	573	273.5	318	297.8

Putative Father Registry is a database on individuals who filed written notice of intent to claim parentage of a child. Twenty-three (23) additional names of putative fathers were entered into the Registry which totals 583 names. In addition, 5,593 requests for clearance of the registry was processed during the period fiscal year of which 3,019 were filed by private attorneys, 2,129 filed by DCS, 397 filed by private agencies and 48 by Other. No matches were noted.

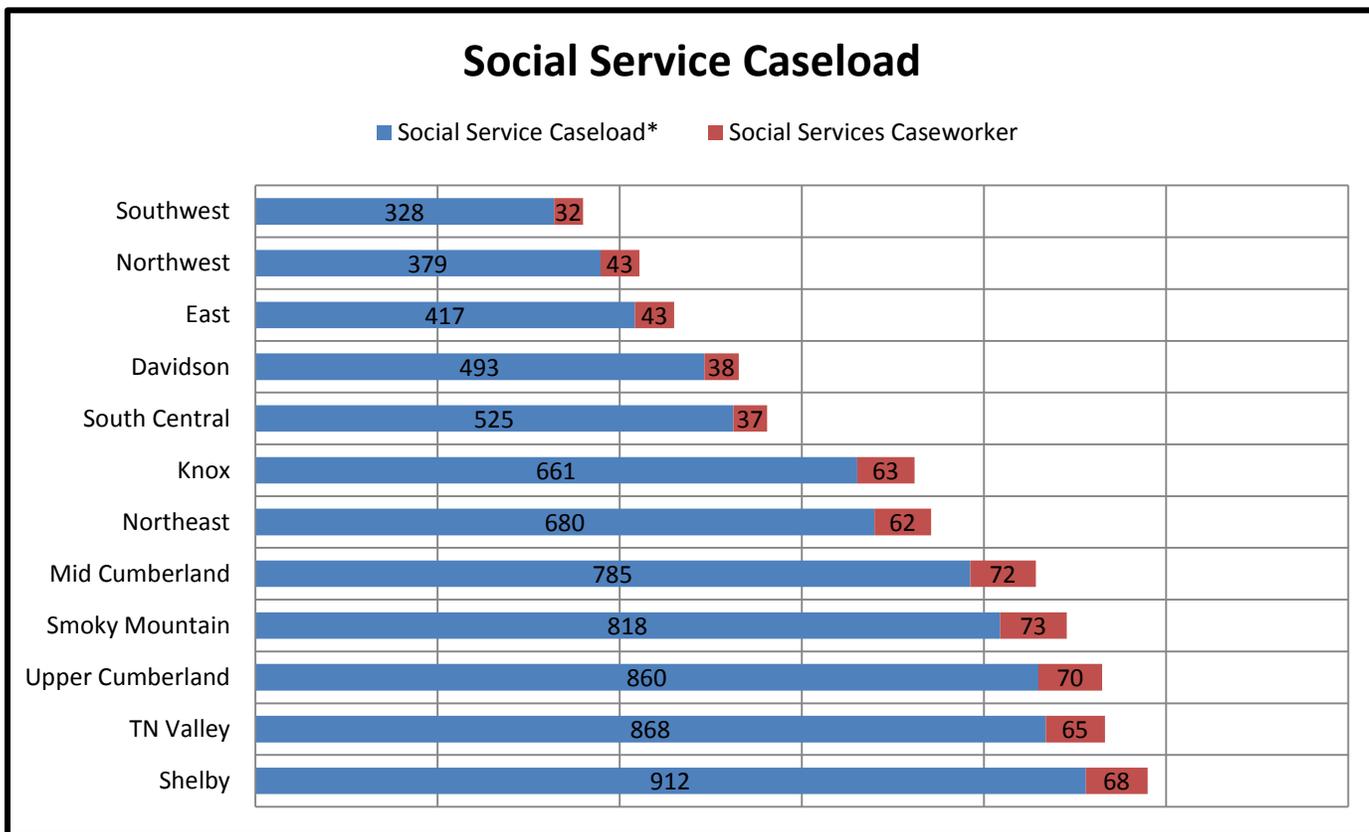
Adoption Registry seals and preserves all documents related to a finalized adoption in Tennessee. During the period, DCS Registrations equaled 1,297 with non-DCS and backlogs registrations totaling 651 records for a total of 1948 records preserved in State Records Center.

Access to Sealed Records and Services is responsible to establish and implement the rules of procedure for accessing sealed adoption records by qualified individuals under specific circumstances or pursuant to court orders. During the period, the unit received approximately 330 requests for access, and completed 196 for eligibility. The 59 requests for search/contact received by the unit equaled 195 persons to be located as part of those requests.

**Social Services Caseloads**

The table below describes caseloads of staff that carry Brian A. class member case type, or a combination of Brian A and other social services cases. Based on the way caseloads are monitored, any worker with at least one foster care (Brian A) case is identified in this data. Low caseloads generally reflect the workload of a new worker with a training caseload assigned. While all caseload carrying staff has to be included in the average caseload numbers, the inclusion of training caseloads or caseloads of staff with less than one year of experience does skew the average since more tenured staff are carrying full caseloads.

**Figure 19. Number of Social Services Workers and Caseload Size SFY2015-2016**



**Division of Network Development**

The Division of Network Development provides comprehensive oversight of the provider network, placement and service resources that serve both non-custodial and custodial populations.

**Network Services**

The Network Services unit provides review and evaluation of the clinical services and programs of contract providers within the DCS network, with a particular focus on evidence-based and trauma-informed practices. During the SFY 2015-2016, DCS expanded its performance based contracting network, increasing the number of providers who can serve specific populations; i.e., autism spectrum, severely emotionally disturbed, and developmentally delayed children and youth. The new contracts for specialized services became effective in the fall of 2015. The Executive Director of Network Services continued to visit congregate care providers and met with their clinical and management staff and also observed program components. Following these visits, a program description was written and/or updated for each provider that summarized the agency’s areas of clinical service and specialization. These descriptions were disseminated to DCS regional staff to further their understanding of, and ability to work with, the providers.

The Executive Director of Network Services delivered technical assistance to a subset of residential providers in order to support efforts to develop and enhance their clinical services and processes. The Director also served as a team member for the Provider Quality Team, providing technical assistance and oversight to providers who had been placed on a Performance Improvement Plan (“PIP”) or a

Corrective Action Plan (“CAP”). The technical assistance included longer on-site visits, occasional unannounced visits, information-gathering with frontline staff and residents, collaboration with the provider’s clinical leadership in implementing systemic changes, and/or periodic status updates and troubleshooting by phone. The Director of Network Services took a position outside of DCS in the fall of 2015. A new Director was hired in March 2016 and has continued the prior Director’s work although initial work focus has shifted slightly to focus on developing a new and sustainable utilization review system.

### **Placement and Provider Services**

The Placement and Provider Services (PPS) unit continues to serve as the liaison between DCS and the contract provider network. The network consists of 30 contract agencies providing out-of-home care and therapeutic services to children in the care of the Department and their families. PPS provides technical assistance and support to the provider community, helping to ensure the seamless delivery of a full array of services that will meet the needs of children in care.

The PPS unit is responsible for providing technical assistance and support to all twelve (12) regional Placement Services Division (PSD) Units. These PSD units are where the actual placement of children within the contract provider network is arranged. Technical assistance and support to regions primarily focuses on, but is not limited to: resolving disputes with providers, disseminating information regarding providers and performance, assisting with placement of children with very intense clinical needs and clarifying policies and procedures.

The mission of PPS is to forge an open, honest and collegial partnership between contract provider agencies, field staff and other relevant DCS divisions that are critical for the effective and efficient delivery of services to DCS children. This division is a conduit through which residential services are coordinated and supported in a manner that maximizes the benefits to the children served by the Department.

Each of the contract provider agencies within the current network has a direct contract (or contracts) with the Department. A significant number of these contracts are out-of-home continuum contracts. Continuum contracts allow both providers and regions to coordinate services to children and their families while providing the flexibility to customize service delivery on an individual, child-specific basis. PPS is also responsible for providing support, information, guidance; training, coordination, and oversight of residential services to ensure an adequate supply of residential resources are delivered expeditiously and efficiently.

Those eligible to be served by PPS include all children and youth coming into the custody of the Department of Children’s Services needing out-of-home and therapeutic care. This out-of-home care includes Level 1 foster care, Levels 2 and 3 residential and congregate care and Level 4 sub-acute psychiatric care. PPS also manages any residential specialty services such as programs for developmentally delayed children, medically fragile foster care, residential A&D treatment and juvenile

sex offender programs. These programs are all funded through a combination of state and federal IV-E funding.

As a result of a Network Development-generated Needs Assessment during the 2014-15 fiscal years, the decision was made to expand certain residential services to meet the growing need for the placement of children and youth with higher levels of acuity than normally seen.

Utilizing the Needs Assessment as a guide, the decision was made to expand services for the Juvenile Justice (delinquent) population to specifically address Level 3 youth with mental health issues who also have a significant criminal and legal history. This service expansion was implemented in a Residential Treatment Center (RTC) environment which is staff (not hardware) secure but is also part of a continuum of care that will serve these youth from the RTC setting through their exit from custody. In the past, many of these youth would have ultimately been placed in one of our hardware secure Youth Development Centers and this expansion has allowed the Department to treat this specific population in the least restrictive environment possible.

Network Development and PPS involvement in the placement of youth with extreme intellectual and developmental needs who will soon become young adults has increased. DCS has expanded its use of providers licensed by the Department of Intellectual and Developmental Disabilities (DIDD) in an effort to secure appropriate placement settings for this vulnerable population as they reach the age of majority. These soon-to-be adult youth are served via Unique Care Agreements (UCAs), single case contracts with DIDD providers. These UCAs allow the Department to partner with DIDD to ensure long-term residential services are available for these youth as they leave the Department's care and transition to become DIDD clients.

### **PPS and the Performance-Based Contracting (PBC) Initiative**

During the 2015-16 state fiscal year, Network Development and PPS re-engaged the PBC provider workgroup in order to explore prospective adjustments to the second iteration of the PBC performance model. DCS, Chapin Hall and the provider work group met on numerous occasions in an effort to address PBC model adjustments that would be equitable for all providers while still maintaining the core PBC values of reducing time in care and increasing permanent exits.

**Table 9. Number of Children in Custody Placed by Level of Care as of 6/30/16**

<b>Children Placed by Level of Care</b>	
<b>Level 1</b>	<b>4012</b>
Foster Home	3418
Trial Home Visit	505
Pre-Adoptive	89
<b>Level 2</b>	<b>224</b>
<b>Level 2 Continuum</b>	<b>1597</b>
Foster Home	1204
Group Home	217
Trial Home Visit	125
Pre-Adoptive	41
Other	10
<b>Level 3</b>	<b>356</b>
<b>Level 3 Continuum</b>	<b>1071</b>
Foster Home	525
Group Home	435
Trial Home Visit	83
Pre-Adoptive	25
Other	3
<b>Level 4</b>	<b>165</b>
<b>Other</b>	<b>563</b>
<b>Total</b>	<b>7988</b>

\*Level 1 Foster Home includes: "DCS Foster Care", and "Contract Foster Care" placements

**Table 10. Number of Child Placements with One Placement versus More than One Placement**

<b>Number of Child Placements with One Placement versus More than One Placement</b>	
Total Number of Placements	7988
One Placement Only	1921
More than One Placement	6067

## **Systems Integration**

Systems Integration maintains oversight of the comprehensive assessment interventions used by the Department. The Child and Adolescent Needs and Strengths (CANS) and the Family Advocacy and Support Tool (FAST 2.1) are the two interventions the Department uses to support its evidence based practice. The CANS and FAST 2.1 are interventions designed to maximize communication about needs and strengths of children and families through the integration of the assessment process with the implementation of service plans unique to individual children and families.

The Department contracts with Vanderbilt University's Center of Excellence (COE) to provide support and training for the CANS and FAST 2.1. The Department and the COE work closely together continually evaluating and monitoring CANS and FAST 2.1 outcome reliability insuring long-term strength and sustainability of assessment intervention. The COE also supports the Department's work by assigning consultants to each of the Department's twelve regions. The consultants provide ongoing training and support to frontline staff for all CANS and FAST 2.1 interventions.

Continued integration of assessment interventions into case planning remains high on the Department's priority list. At this time, the proposed CANS 2.0 is in the TFACTS development stage. Some of the key features of the CANS 2.0 are similar to those of the FAST 2.1. Pre-population and the integration of these two interventions are requirements as development of CANS 2.0 moves forward.

## **In Home Tennessee Demonstration Project**

The Tennessee Department of Children's Services ("DCS" or "the Department"), through the Title IV-E waiver ("the Waiver") has implemented services and supports impacting both in-home and foster care/placement services. The Department has undertaken assessment and readiness activities to support the continued expansion of Waiver interventions across the state. Currently, the FAST 2.1 is being utilized statewide, and KEEP and R3 are implemented within four (4) pilot regions. Nurturing Parenting Program is currently in the readiness phase of implementation.

The theory of change posited by DCS aims to reduce both admissions into care and length of stay in care in order to maximize the benefits available through the Waiver. Tennessee has initiated the delivery of interventions to address the need for effective service delivery for families coming to the attention of DCS, in order to reduce admissions into foster care. In addition, interventions have been deployed for families experiencing foster care placement to reduce length of stay and expedite permanency. These interventions include:

- FAST 2.1: DCS has trained and supported statewide implementation of the revised *Family Advocacy Support Tool-FAST 2.1*. The FAST 2.1 is a standard and valid assessment of family strengths and needs. It is designed to help workers improve decision-making in order to increase a family's access to timely and appropriate services to meet their individualized needs.
- KEEP: DCS has, in four (4) pilot regions, trained and supported custodial workers and foster and kinship parents to implement *Keeping Foster and Kinship Parents Trained and Supported (KEEP)*. KEEP is an evidenced-based intervention that helps the Department improve engagement with and meet the

needs of foster and kinship parents, and increases the capacity of foster and kinship parents to manage the needs of children placed in their homes. KEEP aims to increase the parenting skills of foster and kinship parents, decrease the number of placement disruptions, improve positive child outcomes, and increase the number of positive permanency outcomes.

- R3 Casework Strategy: DCS has, in four (4) pilot regions, trained and supported custodial and non-custodial workers to implement *R3 Casework Strategy*. *R3 Casework Strategy* is an evidence-informed casework enhancement approach to improve engagement of families to fully participate in case planning and services, chiefly through the use of positive reinforcement to encourage and maintain positive behavior change. R3 is reinforced through a monthly group supervision model.
- DCS has partnered with the Nurturing Parent Program developer to develop and implement an intensive evidence-based parenting intervention for families with children ages 0 to 12 years in foster care. This intervention will address needs related to parenting capacity and/or substance use. (pending final approval of IDIR)

We hypothesize that this combination of interventions and supports will reduce admissions into foster care and reduce length of stay.

### **Resource Linkage**

Resource Linkage is the third track under the Multiple Response System (MRS), with investigation and assessment making up the first two tracks. Resource Linkage is used to safeguard and enhance the welfare of children, preserve family life and prevent harm and abuse. Connecting families with community and faith-based programs, as well as public and private resources, strengthens the ability of families to parent and protect their children.

There are 18 staff positions across Tennessee's twelve (12) regions designated as Regional Resource Linkage Coordinators (RRLC). During the SFY 2015–2016, the Regional Resource Linkage staff reported a total of 320 referrals via the Child Abuse Hotline and 6,254 referrals via other sources (direct, community or DCS staff calls).

In an effort to enhance Resource Linkage Data Collections to ensure consistency across the State during the SFY 2015–2016, a system was developed using Survey Monkey for collecting regional and statewide data as it relate to Regional Resource Linkage activity and Community Advisory Boards statewide. During the SFY 2015–2016, the data from the system revealed that Statewide Resource Linkage Coordinators served 10,196 Children; 6,270 Adults and 5,397 Families. It should be noted that Resource Linkage services are completely voluntary and not all families are willing to accept the offered resources.

### **Community Advisory Boards**

Community Advisory Boards (CABs), were created in 2006 as a response to TCA § 37-5-607, and developed to safeguard and improve the welfare of children and to preserve families. The overarching goal of these boards is to help prevent harm and sexual abuse to children and strengthen the ability of families to parent their children effectively through a multi-level response system which utilizes available community-

based public and private services. Tennessee's CABs are separate and independent entities from the Department, although DCS is heavily involved in the meetings and assists with organization, coordination and communication efforts, as well as other ancillary duties.

Community Advisory Boards meet on a consistent basis and are vital to building and maintaining resilient partnerships with community stakeholders. These boards function: 1) to improve communication between the community and the Department; 2) to develop a shared sense of trust, respect and responsibility in serving families; and, 3) to develop and engage community resources to help families.

### **Community-Based Child Abuse Prevention**

The Department of Children's Services is designated by Governor Bill Haslam as the lead agency for Tennessee's federally-funded Community-Based Child Abuse Prevention (CBCAP) program grant.

Funded through the Administration of Children, Youth and Families (ACYF) and authorized by CAPTA, the purpose of CBCAP is to fund primary and secondary prevention activities that:

1. Support community-based efforts to develop, operate, expand, enhance, and coordinate initiatives, programs and activities to prevent child abuse and neglect;
2. Support the coordination of resources and activities to better strengthen and support families to reduce the likelihood of child abuse and neglect; and,
3. Foster understanding, appreciation and knowledge of diverse populations in order to effectively prevent and treat child abuse and neglect.

A federal requirement of this grant is a minimum 20% match from the lead agency. DCS meets matching requirements through a blend of departmental budget and revenue generated through Tennessee's Children's Trust Fund. CBCAP funds are distributed to community-based, nonprofit agencies across Tennessee through publically-available contracts available via announcements of funding. Agencies who apply must develop a prevention-focused program utilizing one of two evidence-based or evidence-informed child abuse prevention programs:

1. **Darkness to Light's Stewards of Children**, an evidence-informed sexual abuse prevention training program that educates adults to recognize, prevent, and react responsibly to child sexual abuse and motivates them to courageous action; and,
2. **Nurturing Parenting Programs**, an evidence-based, family-centered initiative designed by Dr. Stephen J. Bavolek to build nurturing parenting skills as an alternative to abusive and neglectful parenting and child-rearing practices to prevent child abuse from occurring.

In SFY 2015-2016, DCS oversaw 42 CBCAP contracts managed across 25 community-based agencies throughout Tennessee. The ACYF requires each state submit an annual report of activities performed during the most recently-ended federal fiscal year.

In SFY 2015-2016 DCS reported the following programmatic data of clients served during October 1, 2015 through September 30, 2016:

1. Grantees delivering services under the Nurturing Parenting Program served 9,607 children of which 560 had reported disabilities and 6,741 parents/caregivers of which 1,089 had reported disabilities. Families served totaled 4,125.
2. CBCAP Grantees under the Stewards of Children program trained 10,801 individuals. Disability information was not gathered from participants of the Stewards of Children training.

Additionally, CBCAP funds a statewide parent leadership initiative managed by Prevent Child Abuse Tennessee (PCAT). This initiative recruits parent leaders across the state to act as child and parent advocates within Tennessee's child welfare system. Parent leadership activities include participation within boards, advisory councils and collaboration efforts, training other parents and child welfare professionals about abuse prevention, providing technical support for community-based agencies with their parent leadership program, presenting at state and national conferences on parent leadership and organizing statewide Community Cafes. This team consists of 21 parent leaders located in 11 of 12 DCS regions.

## Office of Juvenile Justice

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The Department of Children's Services (DCS), Office of Juvenile Justice (OJJ) was created by an act of the legislature during the 2006 legislative session to coordinate statewide services to adjudicated delinquent youth and their families. TCA§ 37-5-201 requires the establishment of Youth Development Centers (YDCs) for the detention, treatment, rehabilitation, and education of children found delinquent. DCS reserves YDC secure placements for youth who need the most restrictive supervision during treatment.

The OJJ is directed by a Deputy Commissioner and assisted by an Executive Director and Director of Residential Operations. OJJ supports and monitors the YDC programs and a range of community-based prevention, intervention and supplemental juvenile court services grants. The OJJ also administers Interstate Compact for Juveniles for the State of Tennessee, monitors adherence to the Prison Rape Elimination Act (PREA), Victims Assistance Program and the Evidence Based Practice law (TCA§ 37-5-121) and Public Chapter 1005 which requires a report on probation and juvenile justice evidence based treatment be submitted to the governor and legislature annually.

### **Youth Development Centers (YDC)**

OJJ oversees the operation of three secure residential treatment facilities that provide delinquent male youth, ages 13 to 19, with 24-hour supervision and care. Each YDC has a Superintendent that manages the daily operation and care of the youth residing in their facility.

- John S. Wilder Youth Development Center is located in West Tennessee in the city of Somerville. This year the average daily population was 112 youth.

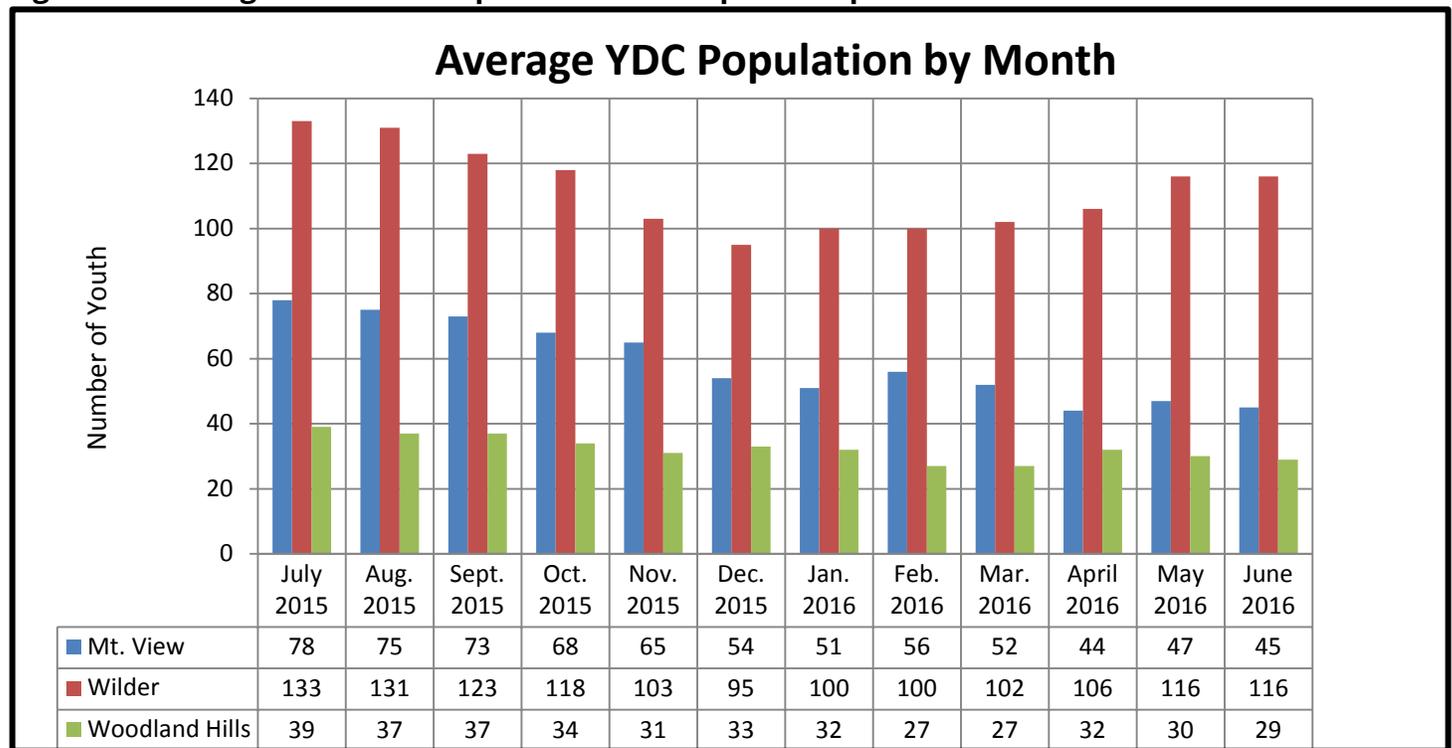
- Gateway to Independence (formerly Woodland Hills) is in the city of Nashville. This year the average daily population was 32 youth.
- Mountain View Youth Development Center is located in East Tennessee in the city of Dandridge. The average daily population was 59 youth.

Services provided at the YDCs include individualized assessment and planning for youth, a fully accredited high school education programs along with HiSet preparation and vocational training, life skills, medical and dental services, mental health and substance abuse counseling, Aggression Replacement Training (ART), sex offender treatment, and case management.

In April of 2016 Gateway to Independence (formerly Woodland Hills) transitioned programming to provide more intensive independent living skill learning opportunities to include post-secondary education, vocational training and off-site work opportunities.

The Youth Development Centers completed Council on Accreditation (COA) site visits in 2016. All three YDCs and the Office of Juvenile Justice met the standard requirements. The Department expects to achieve full accreditation by December of 2016.

**Figure 20. Average Youth Development Center Population per Month SFY 2015-2016**



**Prison Rape Elimination Act (PREA)**

All three facilities participated in PREA audits on a three year cycle (2014-2016) as mandated by the Prison Rape Elimination Act and achieved 100% compliance with the PREA standards.

OJJ has a full time Statewide PREA Coordinator who develops, implements and oversees DCS’ efforts to comply with the PREA standards. The three YDCs and Contract Agencies that meet the PREA requirement

of 50% or more juvenile justice population are subject to PREA guidelines.

### **Food Service**

DCS employs a Food Service Director who oversees the nutrition program at each YDC. This director is responsible for monitoring, directing and developing standardized menus that adhere to the National School Lunch and School Breakfast program requirements and ensures the YDCs meet and adhere to the current Dietary Guidelines for Americans which includes modified diet menus for youth with nutrition related complications.

The Food Service Director plans and implements special activities such as Celebration of Culture meals where students learn about different countries through classes or guest speakers and then enjoy a traditional meal from that country, and Chopped – an event using food grown on the Mountain View Campus through a farm to table initiative, in conjunction with the University of Tennessee Extension Program, to produce special dishes. The director instituted these events to help students learn more about nutrition, cultural awareness and increase their interest in trying new foods.

### **OJJ Program Monitoring**

#### **Evidence Based Programming**

In June 2008, the Tennessee General Assembly adopted TCA§ 37-5-121 which requires the Department to use evidence based programs for the prevention, treatment or care of delinquent juveniles. Evidence based programs are those which are research and theory based and have been shown to be effective in the treatment of delinquent youth or in preventing youth from entering or re-entering custody as a delinquent.

OJJ, in conjunction with Vanderbilt and Peabody Institute researchers, continuously tracks the delivery of evidence based programs (EBPs) in YDCs and contract provider placements to assure fidelity to the program model and track outcomes.

#### **Victims Assistance Program**

Pursuant to TCA § 40-38-101, the Victim's Bill of Rights, victims have the right to be notified of any hearings, be present at hearings, and be notified of release of youth who perpetrated the crime against the victim. OJJ provides notification to victims who make a formal request for information regarding the release of youth from OJJ contract facilities and YDCs. A request for notification is accessible via the DCS website.

#### **Interstate Compact for Juveniles (ICJ)**

Pursuant to TCA § 37-4-101, OJJ administers the Interstate Compact for Juveniles (ICJ) program in Tennessee which is the only legal means to transfer a juvenile's probation or aftercare supervision from one state to another and to return runaways.

A Commissioner in each member state administers the Compact and collectively forms the Interstate Commission for Juveniles. The Crime Control Act, 4 U.S.C. Section 112 (1965) authorizes states to form cooperative efforts and mutual assistance in the prevention of crime. All member states, courts, and executive agencies are subject to the Interstate Compact for Juveniles. The rules passed by the Interstate Commission for Juveniles regarding the Compact have the full force of law. The ICJ is administered and monitored by the Interstate Commission for Juveniles National Office. Cases include youth who are on probation, aftercare, those who run away from home or other placements and the processing of travel permits when a youth travels to or from Tennessee. The Tennessee ICJ is led by a director with two

employees. The chart below is a summary of the cases for this state fiscal year.

**Figure 21: ICJ Cases Supervised and Runaways for SFY 2016**

<b>Cases</b>	<b>Aftercare</b>	<b>Probation</b>	<b>Total Youth Supervised</b>
Incoming Cases	14	116	130
Outgoing Cases	32	96	128
<b>Total</b>	<b>46</b>	<b>212</b>	<b>258</b>
<b>Runaways</b>			
TN Youth located in other states	43		
Out of State Youth located in TN	43		
<b>Total</b>	<b>86</b>		

\*info from the Interstate Commission for Juveniles SFY2016 Annual Report

### **Juvenile Court Prevention and Community Intervention Services Grants**

In SFY 2016, OJJ awarded 32 grants to juvenile courts and community agencies that serve youth at risk of entering state custody for delinquency, truancy and other status offenses. Funded services include juvenile court intake, county probation, educational programs that provide an effective learning environment and a continuum-of-care for at-risk students.

In SFY 2016 there were 21 juvenile court prevention programs in four major program areas:

- Custody Prevention, Education, Day Treatment
- Child and Family Intervention
- Truancy Prevention
- Community Intervention Services (CIS)

There are eight community intervention services programs that provide intensive probation services. Two aftercare programs serving Anderson, Blount, Campbell, Claiborne, Cocke, Grainger, Hamblen, Jefferson, Knox, Loudon, Morgan, Monroe, Roane, Scott, Sevier, Union, Chester, Decatur, Hardeman, Hardin, Haywood, Henderson, Lauderdale, Madison, McNairy, provide services to youth returning home from state custody.

One afterschool program provides prevention services for five to seven year olds (kindergarten to second grade) at a Memphis elementary school. In SFY 2016, a total of five million dollars in state funds was distributed to Juvenile Court and Community Prevention/Intervention Services grantees.

### **Custody Prevention, Education, Day Treatment**

Four of the Custody Prevention Programs: Carroll Academy, Montgomery County Teen Learning Center, Rutherford County Teen Learning Center, and Tipton County Teen Learning Center provide educational and therapeutic day treatment services for delinquent and/or status offender youth who have been referred by

the local courts. All of these youth are at high-risk for state custody commitment and these programs allow the youth to be educated and treated in their communities. In addition to providing Department of Education approved education programs, these programs provide a therapeutic component utilizing cognitive behavioral interventions, with focus on life skills development, drug and alcohol education/counseling, and anger management. Referrals to these programs are under the supervision of the juvenile court as well as the school.

*Total Youth Served SFY 2016: 290, Diversion Rate: 98% (six delinquent youth placed in state custody), Cost per day per youth: \$20.73.*

Other custody prevention programs offer program services for delinquent and/or status offender youth including; case management, counseling, probation, parenting classes, and other family services as deemed necessary.

*Total Youth Served SFY 2016: 792, Diversion Rate: 99.75% (two delinquent youth placed in state custody), Cost per day per youth: \$2.17.*

*Counties served:* Benton, Blount, Bradley, Carroll, Crockett, Henderson, Henry, Knox, Montgomery, Rutherford, Tipton, and Weakley.

### **Child and Family Intervention**

These programs serve children/youth that are at imminent risk of state custody. Services include: probation, counseling, case management and/or direct delivery of services, transportation, liaison for educational issues, and assistance working with court orders. (The Shelby County grant only funds a small portion of their program services).

*Total Youth Served SFY 2016: 2679, Diversion Rate: 92% (201 delinquent youth placed in state custody), Cost per day per youth: \$.74.*

*Counties served:* Davidson, Madison, Montgomery, Shelby, and Stewart

### **Truancy Prevention**

These grants focus on decreasing truancy and improving academic performance by attendance monitoring, GED classes, counseling, vocational skills training, and independent living skills development.

*Total Youth Served SFY 2016: 713, there were no youth committed to state custody for truancy alone in the counties listed below for SFY 2016. Cost per day per youth: \$.78*

*Counties served:* Decatur, Dyer, Henry, Lauderdale, and Sullivan.

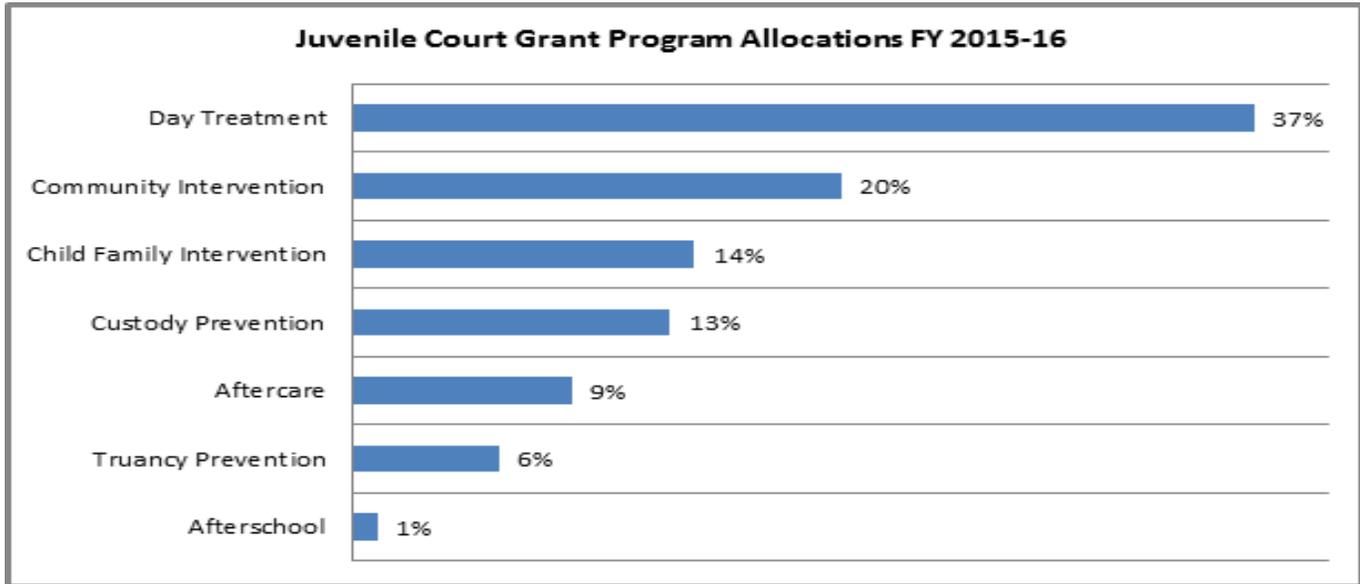
### **Community Intervention Services (CIS)**

CIS programs provide community based intervention, treatment, and intensive probation services. The youth placed in CIS programs are delinquent youth who have violated county and/or state probation, and would be placed in state custody if these services were not available. Eight service providers administer intensive probation services, case management, and counseling for these youth. The goal of CIS is to reduce

the number of commitments to DCS by keeping these delinquent youth in their home and community by providing a blend of intensive supervision and treatment.

*Total Youth Served SFY 2016: 344, Diversion Rate: 79% (71 delinquent youth placed in state custody), Cost per day per youth: \$7.99. Counties served: Claiborne, Clay, Cocke, Cumberland, Dekalb, Fentress, Franklin, Grainger, Greene, Hamblen, Jackson, Jefferson, Knox, Macon, Marion, McMinn, Meigs, Overton, Pickett, Putnam, Rhea, Rutherford, Smith, Sullivan, Williamson and Warren.*

**Figure 22. Juvenile Justice Grant Program Allocations SFY 2015-2016**



### State Supplement Grants

Each year, in accordance with TCA § 37-1-162, DCS administers and distributes a State Supplement grant to counties for the improvement of juvenile court services. In SFY 2015-2016, 98 juvenile courts were eligible to receive state supplement funding. Three counties, Claiborne, Hawkins and Lewis did not meet the criteria to receive the funding. Two of the 98 counties, Gibson and Fayette, declined the opportunity to apply for the funding.

In order to be eligible for the funds the county juvenile court must employ a full or part-time Youth Service Officer (YSO). The YSO must:

- Have completed at least 60 semester hours or 90 quarter hours of undergraduate credit from an accredited college or university in criminal justice or social service-related field;
- Receive training annually (40 hours during the first year of employment and 20 hours of training during each subsequent year);
- Submit quarterly reports, on court actions and information about the training received by the YSOs as required;
- Submit invoices bi-annually; and

- Provide assurance that pre-service and annual criminal background and sex registry checks are conducted on employees subsidized by these funds and that said employees comply with annual Title VI training.

In SFY 2016, 73 counties used the full amount of the supplement to pay for the salaries of YSOs. Eleven counties used a partial amount of the state supplement for YSO salaries and used the rest for administrative costs. Six counties used the funds for YSO travel, equipment and supplies in order to enhance and improve the services of the court.

## Office of Continuous Quality Improvement

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The Office of Continuous Quality Improvement focuses on assessing child welfare practices, outcomes and compliance by using data and analysis to guide and change policies and practices—improving overall practices for casework staff and outcomes for families. To do this DCS uses internal and external reviews and audits and works with entities that accredit public child welfare agencies to check its own work. The following divisions work under the umbrella of Continuous Quality Improvement to maintain best practices and identify areas for improvement: Program Evaluation, Performance and Quality Improvement, Risk Management, Policy Development, Due Process, Program Accountability Review (PAR), Child Welfare Licensure, and Provider Quality Teaming (PQT).

### **Program Evaluation**

The Division of Program Evaluation is responsible for completing an annual Quality Service Review (QSR) in each of the department's twelve service regions and three Youth Development Centers (YDC). The QSR is a qualitative review process used by a number of state and tribal child welfare agencies to determine trends with the current status of children and families and with key systems functions of the organization. Each case reviewed is rated on seven well-being indicators; four family and permanency indicators; seven practice model indicators; and three indicators of conditions and attributes of practice. The data collected at each QSR is presented to the service region or YDC being reviewed and that region/facility works with the Office of Continuous Quality Improvement to develop action steps to improve outcomes.

This division is also responsible for the administration of the Child and Family Service Review (CFSR). The CFSR is a requirement of the Children's Bureau of the United States Department of Health and Human Services and was established to determine conformity to federal standards for state child welfare systems receiving funding through Titles IV-B and IV-E of the Social Security Administration Act of 1935. The CFSR evaluates outcomes for children and families for Safety, Permanency, and Well-Being. The CFSR process also includes conducting an assessment of the child welfare system across seven systemic factors: Statewide Information System (TFACTS); Case Review System; Quality Assurance System; Staff and Provider Training Program; Service Array and Resource Development; Agency Responsiveness to the Community; and Foster and Adoptive Parent Licensing, Recruitment, and Retention. Upon completion of each Child and Family Service Review the Department partners with the Children's Bureau to develop a Performance Improvement Plan, which is monitored by this Division.

The Division of Program Evaluation is responsible for developing and submitting the Child and Family Service Plan (CFSP) to the Children's Bureau. The CFSP is a five-year strategic plan that sets forth the vision

of the Department and its goals to strengthen the child welfare system in Tennessee. The Annual Progress and Services Report (APSR) is then filed with the Children's Bureau that outlines the progress the Department has made on the CFSP and an annual update report is submitted.

### **Accreditation**

The Division of Accreditation is responsible for guiding the Department through the re-accreditation process with the Council on Accreditation (COA). This process is on a four year cycle and involves an in-depth self-review against currently accepted best practice standards, an onsite visit by an evaluation team comprised of experts and a subsequent review and decision by the accrediting body. Staff in this division assists with gathering evidence, leading mock site visits, interpreting standards and coordinating site visits with the COA reviewer. All twelve regions are in compliance with the COA standards. The Youth Development Centers completed remedial site visits in 2016 in an effort to move the entire state toward compliance. Wilder and Gateway to Independence received positive feedback from their site visits. The final remedial site visit was completed in September of 2016 and the agency will be notified by the Council regarding achievement of accreditation by December of 2016.

### **Performance Quality Improvement**

The Performance Quality Improvement (PQI) Division engages all levels of agency employees and stakeholders in teaming to identify areas of opportunity to improve services, processes and outcomes for children and families in Tennessee. The PQI program encompasses a variety of program and topic specific teams to evaluate current data trends and participate in problem solving to improve service delivery and thus outcomes for children and families. The DCS PQI structure includes PQI teams at the local, regional, and state level. Teams often include multidisciplinary teams, including staff from all levels of the agency and stakeholders when appropriate. By creating a venue for DCS employees and stakeholders to actively participate in agency improvements, PQI enhances morale and satisfaction. The PQI division collaborates with Chapin Hall at The University of Chicago for technical assistance and consultation.

The PQI Division also monitors and conducts quarterly fidelity reviews of Case Process Reviews of DCS client records, conducts quality case reviews, lean events, participates in IV-E waiver implementation and monitors data quality on a variety of data entry points. The PQI staff provides technical assistance to the regional and YDC PQI programs.

### **Policy and Forms**

The Policy Division works with all DCS programs and divisions to develop policies, procedures, manuals and related forms to provide guidance to employees on practice requirements and to make decisions in accordance with applicable laws and rules. Policies and procedures increase accountability and transparency and are fundamental in the continuous quality improvement process. Policies are reviewed annually and revised as needed. All policy revisions and new policies are vetted through a policy review process that includes a review by the Policy Review Committee, a public preview period, and an executive and legal review. In SFY 2015-2016, 105 policies, 5 protocols, 15 manuals and 167 forms were revised. In addition, 8 new policies, 7 new protocols, 9 new manuals and 41 new forms were approved and implemented. All DCS policies are available for preview and review at: <http://tn.gov/dcs/topic/policies-procedures>.

In addition, the Policy Division is responsible for generating the agency's Annual Report and collaborating with providers to update the Contract Provider Manual (CPM) and to hold quarterly reviews of the CPM.

## **Due Process**

The area of Due Process Procedures, a division of the Department's greater Office of Continuous Quality Improvement, serves as the first level of appeal in response to a client's right to due process for individuals who have been named in substantiated reports of abuse or neglect. First level due process is conducted by a formal file review. The formal file review is an objective analysis of any evidence submitted by involved parties to determine if a preponderance of the evidence supports the classification of the substantiated allegation(s). It is a necessary first step when the Department intends to release the identity of an individual as a substantiated perpetrator of abuse to any agency or organization providing direct care or supervision of children. If a determination is made that a preponderance of the evidence has established, the alleged perpetrator is then listed on the Department's internal Child Abuse Registry. Prior to releasing the identity of an individual listed on the Child Abuse Registry to any employer or agency providing the care or supervision of children, the area of Due Process Procedures extends to the individual the right to second level due process, an internal administrative procedure offering a Fair Hearing before an Administrative Judge. The Fair Hearing is the final level of appeal offered as an internal process of the Department. Other administrative proceedings that exhaust due process include hearings before juvenile or criminal court if the matter involves the same allegations investigated by the Department. Until due process is exhausted, the individual is considered to be an "alleged" perpetrator of abuse or neglect and release of their identity to an employer is prohibited (State of Tennessee rules CH 0250-7-9.03,.04).

Releasing the identity of an individual as a substantiated perpetrator of abuse or neglect is the responsibility of the area of Due Process Procedures. Other responsibilities include: Managing the Department's processes to coordinate with the state's Departments of Education and Human Services to satisfy state rules to support their efforts to ensure that individuals substantiated as perpetrators of abuse or neglect are not hired or retained by Tennessee's Department of Education or working in any of the state's licensed child care centers; Completing child protective services history searches as requested by out of state social service and law enforcement agencies with open investigations involving children as victims and sharing information found as mandated by federal guidelines for national child abuse registry information (P.L. 109-248); And completing child protective services history searches in response to requests made by out-of-state child placing agencies, releasing information to appropriate agency staff on individuals named as alleged perpetrators in substantiated reports of abuse or neglect, per federal guidelines of the Adam Walsh Child Protection and Safety Act of 2006.

This all satisfies our response to statutory obligations to other state child protective and social service agencies for purposes of protecting children from further abuse, severe child abuse, child sexual abuse, or neglect and for purposes directly connected with the administration of the Tennessee Code Annotated, 37-1-401, 37-1-601; 49-1-1101 and 71-3-50. Overall, the area of Due Process Procedures serves a unique role for the Department bearing sole responsibility of initiating Due Process or appeal rights and making determinations to release substantiations of abuse/neglect to other state Departments, notification of Fair Hearing outcomes, completing CPS history searches and sharing such history results as determined applicable and necessary per state rules or federal mandates.

## **Provider Quality**

The Division of Provider Quality is responsible for monitoring and responding to contract provider safety/well-being concerns and contractual non-compliance performance findings for both residential and non-residential providers. Oversight includes safety, medical and behavioral health concerns. With other

DCS divisions including: Network Development, Safety, Health, Juvenile Justice, Risk Management and Communications the Provider Quality Team (PQT) reviews reported incidents, Special Investigation closure notices, incident reporting, Program Accountability Review (PAR) reports, etc. to provide a comprehensive view of the agency and when necessary provides technical assistance, training, corrective action and program improvement measures to improve the quality of services.

### **Foster Home Quality**

The Division of Foster Home Quality works to ensure foster care placements & providers' have the ability to provide safety and promote the well-being of children following an SIU investigation or concern. The Division of Foster Home Quality is responsible for placing foster homes on Suspended Admissions due to being investigated by SIU and notifying the provider agency and local DCS staff of the Suspended Admissions. The Suspended Admissions is initiated to prevent additional placements being added to the home during the investigation period. Once the Division of Foster Home Quality is notified of the outcome of the investigation, the Suspended Admissions is either lifted or the home is reviewed by the Foster Home Quality Team. Trends of allegations and number of investigations for each foster home are tracked and reviewed during the Foster Home Quality Team meeting to ensure appropriate decisions are made. The Foster Home Quality Team meets weekly and consists of individuals from the following DCS divisions: Safety, Health, Risk Management, Foster Care, Training, Utilization Review, Placement, Network Development, and Foster Parent Advocacy. There are approximately 200 cases reviewed by the Foster Home Quality Team during each quarter.

### **Program Accountability**

The DCS Program Accountability Review unit (PAR) provides annual contract monitoring services for sub-recipient and other DCS Contractors, Performance Based Contractors (PBC) and In-Home TN Family Preservation contract providers.

- DCS Sub-recipient contractors are monitored in adherence to CPO Policy #2013-007 Contract Monitoring regulations, incorporating both program and fiscal elements of review. PAR Policy 007 fiscal monitoring is conducted in partnership with DCS Internal Audit. All contractors are assessed annually for monitoring according to risk factors. All sub-recipient contracts are monitored at least once in a three year period, or more frequently if risk factors are evident. A final report is issued to agency management and DCS staff. A corrective action process is conducted for providers for needed monitoring findings.
- DCS Contractor monitoring is also conducted generally in compliance with the CPO Policy 007 monitoring process, although it does not include accountability to CPO for an annual plan or end of year reporting. The general Policy 007 process is utilized for this group, as contracts are similar to sub-recipient contracts, and the monitoring process is good monitoring practice. Fiscal monitoring is conducted for each review by DCS Internal Audit. A final report is issued to agency management and DCS staff. A corrective action process is conducted for providers for needed monitoring findings.
- DCS PBC contract monitoring is conducted for adherence to contract and DCS Policy requirements. Monitoring is conducted annually with a skipped year for each provider during the year of an agency's national accreditation review. PBC monitoring results are data based, and the monitoring process and report developed and implemented in partnership with the Vanderbilt University Center of Excellence (COE). A final report is issued to agency management and DCS staff. A corrective action

process is conducted for providers for needed monitoring findings. PAR staff also conducts annual unannounced visits to targeted PBC and subcontract facilities.

- PAR Family Preservation contract monitoring has also been developed and implemented in partnership with the VU COE. The Family Preservation monitoring process is based on contract and policy requirements, and results are data based. A final report is issued to agency management and DCS staff. A corrective action process is conducted for providers for needed monitoring findings. Family Preservation contracts are currently monitored annually.

### **Child Welfare Licensing**

The Office of Child Welfare Licensing is a regulatory authority established under the provisions of the Uniform Administrative Procedures Act providing oversight to those child welfare programs that fall within the purview of applicable state licensing statutes and regulations. These programs include Family Boarding and Group Care Homes, Child Placing Agencies, Residential Child Care Agencies, Maternity Homes, Runaway Shelters, Child Abuse Prevention Agencies, Temporary Holding Resources and Juvenile Detention Centers.

The following information is based on self-reported data collected annually from all agencies licensed by DCS. This summary reflects data for the 2016 fiscal year. Please note that this information is compiled for all reporting licensed agencies and is therefore not limited to those agencies contracting with the department for residential and/or foster care. This year we have excluded Juvenile Detention Centers and Temporary Holding resources in compiling residential data.

These are temporary, short term, hardware secure placements primarily serving delinquent youth and the temporary and transient nature of their populations mitigates any meaningful analysis of outcome data from traditional residential programs. Outcome data for Juvenile Detention Centers is available in a separate report.

All reporting private and public agencies licensed or approved by the Department of Children's Services providing residential childcare, including foster care, served **7,725** children during the SFY 2015-2016.

The total number of children residing in programs licensed by the Tennessee Department of Children's Services on June 30, 2016 was **3,405**.

The average length of stay for children/youth served through residential programs was **219.5** days.

The number of children placed for adoption by licensed private agencies or approved public agencies totaled **523** children. Of those children placed for adoption through licensed agencies:

- **125** were infants to two years of age
- **112** were ages two to six
- **286** were ages seven and older

(The "number of children placed for adoption" represents licensed agencies only and does not include all adoptions coordinated through the Department of Children's Services).

The Office of Child Welfare Licensing is currently in the process of revising and promulgating minimum standards for child caring institutions. This process requires formal review of all existing and proposed rules by a standards review committee as provided by Tennessee law. The standards review committee met several times in 2016 to review and propose changes to the following rules:

- Chapter 0250-4-2 Group Care Homes/Family Boarding Homes
- Chapter 0250-4-5 Residential Child Care Agencies
- Chapter 0250-4-8 Juvenile Detention Centers and Temporary Holding Resources
- Chapter 0250-4-9 Child Placing Agencies

New administrative rules have been developed and will be promulgated under Chapter 0250-4-1.

A Public hearing was held in December 2016 for final comments regarding Chapter 0250-4-8. The remaining chapters will be scheduled for public hearing in early 2017 with an expected effective date of late summer to early fall.

### **Risk Management**

The Office of Risk Management is responsible for the Department's risk management program and is comprised of two (2) divisions, Internal Affairs and Internal Audit.

### **Internal Affairs**

The Division of Internal Affairs conducts fair, impartial, prompt and professional investigations of a confidential administrative nature dealing with misconduct within the Department. The primary function of Internal Affairs is to conduct investigations and provide management a report detailing whether or not allegations made were substantiated or not substantiated. During fiscal year 2015-16, the Internal Affairs division conducted 450 investigations. In addition to conducting internal investigations, the division serves as the primary liaison with local, state and federal law enforcement agencies.

Internal Affairs is responsible for processing background checks on DCS employees, foster/adoptive parents, contract agency employees and volunteers. Internal Affairs analyzes fingerprint results on DCS employees and other individuals who provide direct care for children in the custody of DCS, and provides the results of that analysis to the appropriate regional personnel or contract agency. During fiscal year 2015 - 16, the division processed 18,410 fingerprints. Additionally, Internal Affairs conducts background checks through the National Crime Information Center to conduct Purpose Code X III Name Based Criminal Checks under exigent circumstances for the emergency placement of children. In this fiscal year, 8,028 background checks were completed.

### **Internal Audit**

The Internal Audit Division provides an independent appraisal function established within the Office of Risk Management, to perform audits ensuring compliance with departmental policies and procedures, accounting standards, and state and federal laws and regulations. The Internal Audit Division conducts limited reviews, evaluates the department's Enterprise Risk Management activities to ensure risks are managed appropriately and internal controls are operating effectively, conducts special investigations, and provides advisory services. The Division also serves as a liaison to the Office of the Comptroller of the

Treasury and is responsible for reporting allegations of fraud, waste, and abuse. The Internal Audit Division assists the Program Accountability Review (PAR) unit in conducting reviews of sub-recipient grant contracts as required by General Services Policy 2013-007. The Division also performs audits of the Department of Children's Services' three Youth Development Centers at least once every three years in order to meet the requirements for accreditation of the American Correctional Association. The Division is also responsible for certain year-end procedures, primarily the reconciliation of inventories at the Youth Development Centers.

### **Risk Management Program**

The Internal Audit Division manages the Department's Risk Management program. The Risk Prevention and Management system for the Department of Children's Services is a multifaceted system with both formal and non-formal components. Formal components include the annual Financial Integrity Act Submittal to the Division of State Audit for the Comptroller of the Treasury, the Legal Department's monitoring of legislation affecting the Department's programs and guidance on compliance with regulations and litigation, the Child Death Response and Review Process and audits performed by the Department's Internal Audit Division and the Division of State Audit. Some of the informal components include employee training, the ongoing activities of the CQI Division including the QSR process, and the investigations conducted by the Internal Affairs Division. In addition, the division manages the quarterly risk assessment process conducted for the twelve regions. Quarterly, the Regional Risk Assessment Coordinators, along with Division staff, review and evaluate performance of established risk criteria to identify issues and trends that need to be evaluated. In addition, the Division continued during this fiscal year conducting Risk Assessment reviews for Central Office Divisions. Also, the Division continued the development of a quarterly Risk Assessment process for the Youth Development Centers. A revised matrix was finalized and facilities will input data utilizing the new form for the period of October 2015 through June 2016.

## **Office of Child Welfare Reform**

The Office of Child Welfare Reform was established to facilitate ongoing system assessment and innovation in order to ensure that DCS employs the most effective practices, processes, and services. The office maintains primary responsibility for successful exit of the *Brian A.* lawsuit; oversees implementation of the IV-E Waiver Demonstration Project; facilitates a leadership academy focused on data analysis; oversees implementation of the CANS and FAST assessments; and provides analytic support to other divisions and initiatives as needed.

### **Brian A.**

In April 2016, a federal district court determined that DCS had achieved compliance with all provisions of the *Brian A.* Settlement Agreement, effective December 31, 2015. That finding triggered a twelve-month "Maintenance" period, during which DCS must sustain progress made in the areas implicated by the Settlement Agreement. At the conclusion of that period, if performance has been maintained, the Department will be released from the lawsuit. For a period of 18 months following release, an Accountability Center led by Chapin Hall at the University of Chicago will provide semi-annual public reporting on key areas of DCS performance.

This accomplishment is the culmination of fifteen years operating under a federal consent decree and is a considerable achievement for DCS and the State.

### **Evidence Driven Growth and Excellence**

In 2016, DCS implemented a new leadership academy focused on the data analysis and use. Evidence Driven Growth and Excellence (EDGE) is a professional development opportunity designed to help leadership and supervisors in regional offices build the skills necessary for using evidence to inform the decisions that shape outcomes for children and families. The curriculum is developed and delivered by Chapin Hall at the University of Chicago, and Casey Family Programs provided financial support for development and implementation of the program. Nineteen students graduated from the inaugural, nine month course, and the second class will begin in March 2017.

## **Office of Finance and Budget**

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The Office of Finance and Budget provides a comprehensive set of fiscal services including general accounting, accounts payable, financial planning, budgeting, revenue maximization, trust accounting, child eligibility services, regional fiscal services, and procurement and contracts administration. In SFY 2015-2016, DCS managed a total of \$736,194,600 in budgeted resources.

### **Departmental Budgeted Expenditure Summary**

**Administration** - \$53,334,700 (7.2%)

These services include the Commissioner's Office and the administration of the divisions of Child Programs, Child Safety, Child Health, Juvenile Justice and other central office administrative functions include Human Resources, Facilities Management, Information Technology, Legal Services and Finance and Budget.

**Family Support Services** - \$38,642,200 (5.2%)

Family Support Services provide community-based intervention and prevention services to children who are at risk of coming into state custody and their families. These services include child advocacy center services, family support services, relative caregiver services, child abuse prevention services, and juvenile justice prevention, intervention and probation services.

**Custody Services** - \$276,659,000 (37.6%)

These expenditures cover residential contract services, individual foster home care and other custody support services, primarily to meet treatment needs and to enhance efforts to achieve permanency for children.

**Needs Assessment** - \$4,119,700 (.56%)

Needs Assessment expenditures represent payments for services directed to the Brian A. Class child in custody or in danger of coming into custody due to dependency, neglect, or abuse.

**Adoption Services** - \$89,914,300 (12.2%)

Adoption Services expenditures represent payments for special needs adoption assistance, adoption recruitment and placement services, and pre- and post-adoption support services.

**Child and Family Case Management** - \$240,109,400 (32.6%)

This category primarily represents expenditures for the twelve DCS regional offices and field staff providing case management services to custodial children, adoption services, non-custodial case management, and child protective services investigations.

**Youth Development Centers** - \$33,415,300 (4.5%)

These are expenditures for the operation of the department's three secure Youth Development Centers for delinquent youth - Mountain View, Wilder and Woodland Hills.

**Departmental Budgeted Revenue Summary**

State appropriations of \$314,427,600 made up 43.3% of total budgeted funding in SFY 2015. Federal funds, including Title IV-E, Title IV-B, and Social Services Block Grant made up \$157,547,700, or 20.6% of total budgeted revenue. TennCare funds equaling \$247,233,500 represented 33.6% of all revenue. Education funds of \$11,517,200 contributed 1.6% to total funding and non-governmental funds contributed \$8,278,100, or 0.9%. The remaining \$238,200, which represented 0.033% of revenue, came from other sources. Title IV-E is a federal entitlement program in which reimbursement for services provided is based upon Federal eligibility criteria for children served. Title IV-E funds reimburse maintenance and care of children in foster care, adoption assistance, training, and administrative costs of the foster care and adoption assistance programs. Title IV-B and the Social Services Block Grant are set dollar allocations based upon the state's percentage of the national allotment and are used, in part, to reimburse the state for child welfare services provided to children and families. TennCare is Tennessee's Medicaid health care entitlement program. TennCare reimbursement earned by the Department of Children's Services is based upon eligibility criteria for each child served. TennCare funds are used to reimburse medical services provided to children and administrative costs of the program.

**Table 11. Placement and Services to Children and Parents Costs SFY 2015-2016**

<b>Custody Services</b>	<b>Total Budget</b>	<b>Federal</b>	<b>Other *</b>	<b>State</b>	<b>Local</b>
DCS Foster Care	19,123,100	5,401,200		13,721,900	-
Contracted Residential Services	241,582,000	36,606,800	142,098,500	62,876,700	-
Custody Support Services	13,723,900	8,163,400		5,560,500	-
Medical and other Services	2,230,200		30,000	2,200,200	-
<b>Total Custody Services</b>	<b>276,659,000</b>	<b>50,171,400</b>	<b>142,128,500</b>	<b>84,359,100</b>	-
<b>Youth Development Centers</b>	<b>33,415,300</b>		<b>1,364,600</b>	<b>32,050,700</b>	-
<b>Total/Combined Custody Services &amp; Youth Development Centers</b>	<b>310,074,300</b>	<b>50,171,400</b>	<b>143,493,100</b>	<b>116,409,800</b>	-

\* The "Other" funding category includes TennCare, Education Funds, and Child Support. No local funds are used.

### **DCS Contracted Services**

Within the Office of Finance & Budget, the Contracts Management Unit (CMU) is responsible for the management, oversight, development and execution of all personal, professional, consulting and commodity services. CMU works in collaboration with program staff, management and other stakeholders to facilitate and maintain a robust and viable assortment of services that supports the Department's goal of keeping children/youth safe, healthy and back on track. The procurement of services allows for the purchase and delivery of goods and services that support the work of the Department. These services are delivered to children in the custody of the State, those at risk of custody and their families.

The number of active contracts in a given year is approximately 560. CMU consists of six staff committed to ensuring the accessibility of a diverse array of personal, professional, consulting and commodity services statewide. All procurements are executed in accordance with the rules, procedures and guidelines established and overseen by the Central Procurement Office. Table 12 below illustrates the various types of contracted services.

**Table 12. Contracted Services SFY 2015-2016**

Program Description	Service Type	Summary of Delivered Services
Child Abuse Prevention	Parenting Education	Provision of primary and secondary Child Abuse Prevention services designed to prevent the occurrence of child abuse and neglect
Community Intervention Services	Intensive Probation or After Care	Community based intervention, treatment and intensive probation in an effort to divert children from the custody of DCS.
Custody Prevention	Truancy Services	Custody prevention services, to include counseling, tutoring, assessment, and referral services to at-risk children and their families
Intercept	Intensive In-Home Services	Evidence-based intensive in-home treatment services and assessments to prevent removal and support reunification, including therapy, crisis intervention, educational assessment, etc.
Juvenile Court Prevention	Custody Prevention, After School Program, Truancy Prevention, Child and Family Intervention	Truancy prevention services to include counseling, referrals, General Educational Development, parenting skills to youth and their parents
Needs Assessment and Non-custodial services	Crisis Intervention and Mediation and Therapeutic Family Preservation	In-home services designed to protect, treat and support families in order to enhance families' capacities to maintain children safely in their homes.
Prevention	Teen Outreach Program	Pregnancy prevention services for teens in custody of DCS
Relative Caregiver	Assessment, Case Management, Facilitation and Outreach	Promote placements for kinship families to maintain with relatives. Services include case management to assist with judicial, educational, child welfare issues, and emergency financial assistance.
Sex Abuse Contracts	Sex Abuse Assessment and Counseling	Provision of child sex abuse services for victims and their families including diagnostic assessments, counseling, consultation, coordination and parental support and education. To reduce trauma and empower abused victims.

# Office of General Counsel

The Office of General Counsel (OGC) provides the highest level of legal advice and representation to the Department of Children’s Services. Serving Central Office legal needs and leading more than one hundred field attorneys and staff, OGC’s mission is two-fold. In Central Office, OGC offers a wide range of advice and counsel to DCS leadership in all program areas. OGC reviews, summarizes, and analyzes all legislation that could affect the agency. OGC liaises with the Attorney General’s Office on federal class action lawsuits, such as the Brian A. class action, and on a wide range of state appellate and trial litigation. OGC also works with a wide range of external stakeholders, including the Supreme Court’s Administrative Office of the Courts and the Tennessee Council of Juvenile and Family Court Judges, to whom the General Counsel provides a semi-annual review of recent case law from the Supreme Court and Court of Appeals.

In the field, OGC’s lawyers ably represent the Department in thousands of child abuse and neglect cases every day in juvenile courts across Tennessee. Field lawyers advise local DCS leadership; draft pleadings and conduct trials of dependency and neglect and termination of parental rights cases; and provide training and legal guidance to case managers and other employees. They assist with educational, employment, and juvenile justice issues. With their high level of education, institutional memory, and commitment, these lawyers have rightly been referred to as "the Department’s nervous system."

OGC remains heavily involved in rule redesign efforts for several program areas, notably those administered by Child Safety, Foster Care, and the Administrative Procedures Division. OGC also continues to partner with other stakeholders in the child welfare legal field, including the Administrative Office of the Courts, the Tennessee Council of Juvenile and Family Court Judges, the Tennessee Alliance for Legal Services, and the Children’s Justice Task Force.

**Figure 23. DCS Attorney and Legal Assistant Positions Available and Filled SFY 2015 – 2016**

<b>Job Class</b>	<b>Filled</b>	<b>Vacant</b>	<b>Total</b>
GENERAL COUNSEL 4	1	0	1
LEGAL SERVICES DIRECTOR	1	0	1
ATTORNEY 4	16	0	16
ATTORNEY 3	70	2	72
LEGAL ASSISTANT	10	1	11
SUPPORT STAFF	31	2	33
<b>Totals</b>	<b>129</b>	<b>5</b>	<b>134</b>
<b>Combined Positions</b>	<b>Filled</b>	<b>Vacant</b>	<b>Total</b>
TOTAL ATTORNEYS	88	2	90
TOTAL STAFF	41	3	44

# Office of Human Resources

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DCS Human Resources manages all departmental human resource functions for over 4,000 DCS employees located in offices and facilities across the state. This includes managing recruitment, selection and hiring of staff, administering employee benefits, assuring that positions are correctly classified and staff appropriately compensated, and working with leaders to develop strategies for enhancing levels of employee engagement. The HR division also maintains official personnel files and provides technical assistance to supervisors and staff related to employee relations such as the administration of reassignments under the Americans with Disabilities Act, disciplinary actions, leave and attendance and all other human resource related issues.

Nineteen staff in Central Office Human Resources serves as business partners to Central Office leaders, in addition to providing HR support for Central Office employees. Central Office HR staff provides functional technical assistance to local HR staff. Thirty-one local HR staff in each DCS Region/YDC serves as business partners to Regional/YDC leaders in addition to providing HR support for all DCS field employees.

During the past year, DCS Human Resources strongly supported the administration of the Performance Management process and trained and assisted DCS leaders to improve SMART Individual Performance Plans (IPPs). In addition, DCS Human Resources has become more analytical and strategic by basing decisions on facts and data via Human Resource KPIs to include headcount percentage, overtime use, leave of absence (Worker's Compensation, FMLA, etc.) use, etc. Finally, HR has worked to significantly decrease the timeframe for administering disciplinary action from the date of the incident which resulted in disciplinary action to the date the discipline is administered.

Employment minimum qualifications for case managers in the area foster care and other program areas include that applicants have at a bachelor's degree, background checks, and a valid driver's license among others. For a complete list of employment qualifications of DCS case managers please see the TN Department of Human Resources website listings under Job Description and Compensation, here: <https://www.tn.gov/hr/topic/employment-opportunities>.

The professional development and training requirements for case managers in foster care and other program areas include orientation, pre-service and in-service trainings totaling, at least, 40 required hours of training each year. For a complete explanation of training for case managers please refer to departmental policy 5.2, here: <https://files.dcs.tn.gov/policies/chap5/5.2.pdf>

Employee Salaries are consistent across all regions with an average monthly salary for Case Manager 2s at \$3250.00/month, Case Manager 3s at \$3515.00/month, and Case Manager 4s at \$3895.00/month. Currently, those positions in the Case Management Series are approved for in-range hiring. The current percentages range from 7% to just under 15.9%. For more detailed information about DCS employee salaries, go to: <https://apps.tn.gov/salary/>.

**Table 13. Case Manager (including Social Services) Positions Available and Filled by Region**

<b>DCS Case Managers/Positions as of June 30, 2015</b>			
<b>Job Class</b>	<b>Filled</b>	<b>Vacant Slots</b>	<b>Total Slots</b>
DCS CASE MANAGER 2 ( <i>DCS CM 1's are flexibly staffed in a CM 2 position. These numbers include those CM 1's that are working in a CM 2 position.</i> )	1547	97	1644
DCS CASE MANAGER 3	616	33	649
DCS CASE MANAGER 4	391	14	405
<b>Total</b>	<b>2554</b>	<b>144</b>	<b>2698</b>

### **Civil Rights**

The Office of Civil Rights (OCR) is responsible for investigating all complaints where discrimination is alleged. The scope of OCR’s investigative jurisdiction is not limited to DCS staff, but also includes complaints submitted by DCS clients and/or providers who are under contract with DCS. OCR also has the responsibility of responding to local, state and federal complaints (EEOC, DHHS, etc.) which are levied against the department. Areas covered by OCR include employment or workplace harassment (Title VII), complaints alleging denial or delay of access to a program or service (Title VI), providing guidance to DCS staff or providers under contract on options available to assist with clients who may be limited in their English proficiency (LEP) and handling employment matters which require the processing of ADA accommodation requests for employees. The OCR unit is also responsible for the following departmental plans: Title VI Implementation Plan; Title IX Implementation Plan; Affirmative Action Plan and the Small Business Plan. During SFY 2015 - 16 (July 1, 2015 – June 30, 2016), OCR handled a total of 92 complaints; Title VII – 54; Title VI – 0; Managerial – 16; Administrative/Child Protection/Court Custody – 10; Equal Employment Opportunity Commission – 12; Dept. of Health and Human Services (federal) - 0. Regarding Disability, ADA Accommodation assessments/requests – 38.

## **Office of Training and Professional Development**

The DCS Office of Training and Professional Development is responsible for the development and delivery of training to all DCS employees located in offices and facilities across the state, as well as, providing Training for Trainers to provider agencies who provide initial and ongoing training for DCS Foster Parents. This includes tracking and monitoring compliance with training requirements, new training program development, producing training reports and managing training contracts with outside agencies.

The DCS staff training program provides Pre-service training to new casework staff and oversees certification prior to assuming a caseload. In February of 2016, DCS piloted a revised Pre-Service curriculum that consists of 1 week of Core child welfare classroom training followed by two weeks of “specialty” training for each program area (i.e. child protection, foster care and juvenile justice). Four weeks of On-the-Job training are provided between each week of classroom training where staff

shadows casework activities that reinforce skills learned in the classroom. At the end, case managers receive 5 training cases and participate in a panel evaluation, which results in certification if passed. During SFY 2015-2016 there were 23 cycles of Pre-service training delivered. During SFY 2016-2017, the division anticipates delivering approximately 50 sessions of Pre-service. The increase is to ensure that case managers receive prompt training immediately upon hire. Youth Development Center (YDC) staff receives 3 consecutive weeks of specialized Pre-service that is offered at least monthly at each facility.

Annually, all DCS Case Managers (Family Service Workers, Probation Workers, and Non-Custodial Case Workers) complete 40 hours of in-service training annually. Detailed training requirements can be found in Policy 5.2, Professional Development and Training Requirements, located here: <https://files.dcs.tn.gov/policies/chap5/5.2.pdf> and on the Required Training Chart located here: <https://files.dcs.tn.gov/policies/chap5/ReqTrainChart.pdf>.

In addition to these core requirements, DCS is rolling out over 100 mandatory sessions each of Commercial Sexual Exploitation of Minors (CSEM) and Creating Normalcy through Prudent Parenting between June and September 2016. These trainings will be delivered ongoing. DCS is also partnering with Vanderbilt University Center of Excellence on a variety of initiatives including:

- CPS Academy – A training academy which is held over a four month period with three 2 day Classroom Learning Sessions and one 1 day Classroom Learning Session with Graduation. The time between the Classroom Learning Session is the Action Period which will include a phone conference of consultation and ongoing learning. The focus of the Academy is to promote successful implementation, adoption, and spread of evidence-based assessment practices to benefit traumatized children and their families.
- Counter Response - A series of trainings targeted to Juvenile Justice Case Managers to increase effectiveness and improved outcomes with youth adjudicated delinquent
- Assessment Integration Pilot – A training initiative designed to enhance supervisory skills on using assessments to guide case decision making
- Supervisor Training and Certification- Partnership to redesign and improve the department's current Supervisor Training and Certification Program.

All new supervisors are required to complete 40 hours of supervisory training and pass a panel assessment within six months of assuming a supervisory position. Supervisors are required to complete 24 hours of in-service training annually. Training program staff may provide additional one-on-one coaching to new supervisors in need of more training in order to be certified.

The Foster Parent Training Program offers learning opportunities that support adoptive, foster and kinship parents in their effort to provide a safe, nurturing and loving environment for the children in their care. The Foster Parent Training Program is unique in that the program also develops Foster Parent Trainers, who are DCS and provider agency staff, across the state. Through a contract with 2 community agencies (Harmony and New Visions), the program provided Parents as Tender Healers (PATH) Foster Parent Pre-service training to all new foster parents in all twelve regions across the state. During SFY 2015-2016 there were 227 cycles of PATH delivered across the state. During SFY

2016-2017, the division will be offering Extension of Foster Care PATH for parents willing to prepare youth for living independently by providing safe housing and mentoring. In addition, Kinship PATH will be expanded to include one additional region. DCS, in partnership with Harmony and New Visions, also provide In-Service and electives training including classroom and online learning sessions. The Foster Parent Trainers are instructed and provided with training skills, tools and curriculum to develop quality foster, adoptive, and kinship parents who are professional and well-prepared.

Each year, this program provides a Foster Parent Training Conference, through which many foster parents can complete most of their In-service training requirements. In 2015, 838 foster parents attended the conference and that number is expected to increase by at least 50 participants for the 2016 conference.

Trainings delivered by the Office of Training and Professional Development are delivered by thirty-one (31) regionally-based trainers and 7 operations staff. This team is supported by seven (7) Training and Curriculum Development Directors in Central Office, who report to the Executive Director of Training and Professional Development.

## Office of Communications

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The Communications Office serves as the public face of the Department of Children's Services. It also serves as a key clearinghouse for internal communications, helping to ensure the statewide staff is aligned with the department's mission, vision and values. The Communications Office often is the first place the press, researchers and the public turn to for information and answers. The staff consists of an executive, a deputy director and a communications coordinator.

In SFY 2015-2016, The Communications Office continued to enhance the new website, [tn.gov/dcs](http://tn.gov/dcs), as the public digital portal to the work of the department and to showcase the often-unheard voices of the DCS staff, families and youth.

The Communications Office is currently revamping the DCS internal website. The site will be easier to navigate and quicker to update. Most importantly, Communications expects the new site will be far more relevant and helpful to workers in the field.

Additionally, in SFY 2015-2016, the Communications Office continued to reinvigorate the department's social media accounts to communicate directly with the public, sharing helpful information and interesting reads and keeping the public and media abreast of updates during breaking news events. The accounts include Twitter, Tumblr, Facebook and YouTube.

## Office of Customer Focused Services

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The Office of Customer Focused Services is dedicated to being responsive to the questions, comments and concerns and/or grievances of internal and external customers. The DCS Office of Customer Focused Services was created to align with the priority that Governor Haslam has for customer focused government. The purpose of the Customer Relations Unit (CRU) is to review and respond to concerns and/or inquiries of clients, parents, foster and adoptive parents, advocates, legislators, and other concerned citizens. Other sources of inquiry may include executive government staff, school staff or provider agency employees. The Unit listens to issues, answers questions and addresses a variety of matters for the benefit of children each year.

The CRU consists of a director and 5 staff who work collaboratively with Regional and Central Office staff to respond to inquiries. This Unit also conducts investigative research and serves as an internal/external liaison and agency representative. The staff in the CRU provides objective and neutral analysis of data, while maintaining confidentiality and working collaboratively with others. The Unit is also focused on providing timely, thorough, and accurate responses to inquiries and complaints that come to DCS. Between January 1 and October 26, 2016, the CRU handled a total of 2,813 cases, 114 e-mails, 1,252 CRU Hotline calls, 773 [dcs.custsrv@tn.gov](mailto:dcs.custsrv@tn.gov) e-mails, 33 Governor's IQ, 13 Letters, 167 phone calls, 273 Legislative referrals, 85 referred from regions, 2 walk-ins, 3 case file reviews and 98 misc.

## Office of Administrative Procedures

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The Administrative Procedures Division consists of three attorneys who sit as Administrative Judges/Commissioner's Designee, an Administrative Services Assistant II, and an Administrative Secretary. The Division is responsible for all hearings and appeals of the Department's contested cases governed by the Uniform Administrative Procedures Act as well as all Employee Disciplinary Grievances and Reviews.

This Office provides the general public an opportunity to appeal and have a fair hearing on issues related to denial, reduction or termination of adoption assistance; the denial of access to closed adoption records; the removal of foster children from foster homes after more than twelve (12) months of residency in a particular foster home; and due process proceedings for release of records regarding perpetrators of child abuse and neglect.

All Administrative Hearings are expected to be conducted according to the Uniform Administrative Procedures Act at 4-5-301 et. seq. and the Tennessee Department of Children's Services Rule 0250-5-4-.01 et. seq. Administrative Hearings are scheduled, heard and an Initial Order issued by the 90th business day from the date notice was given by the department, with the exception of foster care removal cases. The timeframe for foster care cases is 45 business days. For the SFY 2015-2016 all Initial Orders were issued prior to the requisite due date.

The Administrative Procedures Division also serves as the Commissioner's Designees in employee Step One meetings, Written Warning reviews and Performance Evaluation reviews governed by the

Rules and Regulations of the Tennessee Department of Human Resources, Rule 1120-11. All cases reviewed between SFY 2015-2016 met or exceeded the required timeframes.

The tables below describe the types of cases heard by the Division during the fiscal year.

**Table 14. Contested Cases**

<b>Contested Cases</b>	
Adoption Assistance cases	63
Post Adoption Cases	4
Substantiated Child Abuse cases	268
Foster Care Removal Cases	16

**Table 15. Employee Step One Cases and Reviews**

<b>Employee Step One Cases and Reviews</b>	
Written Warning Reviews	51
Employee Terminations	35
Employee Suspensions	60
Employee Demotions	0
Performance Evaluation Reviews	12
Non-Grievance Issues	0

## Office of Facilities Management

The DCS Office of Facilities Management is an integrated multifaceted organization devoted to the coordination of current and future alternative work solution construction plans (AWS), space allocation issues, security, real estate contracts/renewals, space reconfiguration, fire and safety issues, maintenance and repairs, testing, building inspections, and emergency response relocation. The Department’s Administrative Analysis oversees all purchase orders, bids and requester while the department’s Investigator oversees all building incident and inspections which are required by State of Tennessee Real Estate and Asset Management (STREAM), a division of the Department of General Services.

Facilities Management was thoroughly involved in the UBS move which took place in December of 2015. The furniture moved from Cordell Hull to Youth Development Centers and several Child Advocacy Centers was supervised by Facility Management. All personnel in the Smith County’s, Carthage office at 105 Eatherly were moved to 117 Eatherly landing in September, 2016. Numerous Child Advocacy Centers were upgraded with the assistance of the Office of Facility Management. Child Advocacy Center offices in Henderson County/Lexington, Carroll County/Huntingdon, Gibson County/Humboldt and Ripley in Lauderdale County have all been upgraded in 2016.

Facility Management oversaw several completions of slated projects in all Youth Development Centers. Our commitment to re-insert ourselves in all projects of YDC's has been maintained. Currently, our focus centers on the relocation of Woodland Hills into New Vision by December 2016.

Facility Management acts as the security liaison for the Department of Children Services. Our goal is to provide physical protection statewide for all DCS staff by providing security personnel, when needed. The department is also responsible for developing and implementing solutions chosen by Central Office that increase the day to day security of the operation. The "Sudden Violence-Surviving and Active Shooter" movement to raise awareness of work place safety was championed by Facility Management. Facility Management partnered with the Tennessee Department of Safety & Homeland Security to train more than 350 DCS employees. On April 1, 2016 an online training program became available through Edison of this program allowing thousands of state employee's immediate access to this valuable course. Facility Management is one of the major contacts for Metro, TBI and other protective agencies.

## Office of Information Technology

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The Office of Information Technology (OIT) is responsible for the delivery, operation and support of information and communication technology services for the Department. OIT supports approximately:

- 6200 users of DCS technology,
- 4500 computers,
- 8000 telecommunication devices and
- 30 custom and 170 commercially-available computer applications.

By far, the largest and most complex of these applications is the Tennessee Family and Child Tracking System, or TFACTS, which is the mission-critical statewide information system that supports child protection, adoption, foster care, juvenile justice and prevention services provided to the children and families served by DCS.

OIT is led by the Chief Information Officer (CIO) and is made up of six interrelated units.

- Information Technology (IT) Operations
  - Security & Data Privacy
  - Asset Management
  - Telecommunications
  - Production Application Support
  - Records Management
  - Service Desk
- Business Solutions Development
  - Business Analysis
  - Innovations and Solutions Development
  - Quality Assurance

- Business Relationship Management
  - Customer Service
  - Field Customer Care
- Project Management Office
  - Project Management
  - Information System Planning
- IT Governance & Administration
  - IT Policies & Procedures
  - IT Financials
  - State and Federal IT Governance
  - IT Administration and Procurement
  - Electronic Forms
  - DCS Web Publishing
- Information Management
  - Federal Reporting
  - Line-of-Business Reporting
  - Batch Processing
  - Data Administration
  - Database/Data Warehouse Development and Administration

OIT currently has 103 state positions and utilizes contract personnel to provide staff augmentation as required to complete priority projects and activities.

The Department's Management Advisory Committee (MAC) provides executive management oversight of Information technology activities to ensure that they support business priorities. The MAC meets regularly and is chaired by the DCS Commissioner. DCS Deputy Commissioners, Assistant Commissioners and other executive staff appointed by the Commissioner serve as voting members. Key MAC responsibilities include:

- a) Providing leadership and management of the Department's IT portfolio;
- b) Providing an opportunity for project sponsors to present their technology needs;
- c) Establishing technology priorities and strategies;
- d) Approving the initiation of all major IT projects;
- e) Monitoring the progress of all major IT projects;
- f) Ensuring business level participation in technology solutions; and
- g) Evaluating project performance relative to scope, schedule, budget and risk with authority to make any necessary changes and/or end the project.

Information technology projects may also be subject to oversight by other state entities, such as the Information Technology Assessment and Budget Committee (IT-ABC), Enterprise Portfolio Investment Committee (EPIC) and the Information Systems Council (ISC). Projects that impact TFACTS are subject to additional oversight of the United States Department of Health and Human Services.

Following is a list of the key IT accomplishments in SFY 2015-2016:

- **Contracts Project** - Implemented an application to support the Department's contracting division, which develops, executes and tracks approximately 550 contracts each year.
- **TFACTS Functionality Improvements** - Implemented 38 TFACTS releases to address more than 200 reported incidents and service requests, including enhancements for:
  - New address verification service
  - Federal Adoption and Foster Care Analysis and Reporting System (AFCARS) Summary
  - International Classification of Diseases Revision 10 (ICD-10)
  - Evidence-based services for juvenile justice
  - On-line help
  - Child and Adolescent Needs and Strengths (CANS) assessment
  - Due Process
  - Abbreviated child protective services investigations
  - Streamlined diligent search and good faith efforts documentation
  - Family Advocacy and Support Tool (FAST)
- **Reports** – Developed 22 new reports and rolled out a reporting tool which allows 350 trained field staff to generate their own reports from the TFACTS data warehouse.
- **Service Requests** – Fielded over 25,000 requests for technology and telecommunication services.

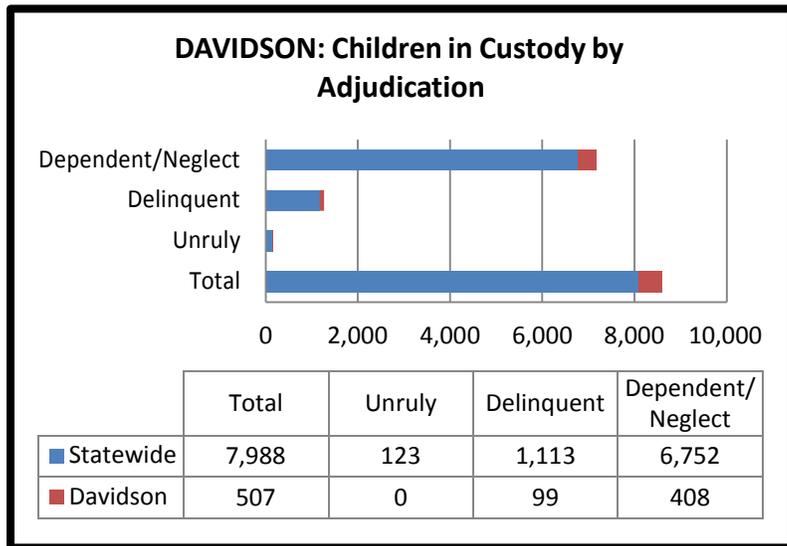
OIT's work in SFY 2015-2016 was foundational in nature—laying the groundwork for significant future projects, including the following.

- **TFACTS Permanency Plan** – streamline the case planning and permanency plan creation workflows within TFACTS and reduce/eliminate duplicate data entry. Target implementation for phase 1 – July 2016. Target implementation for phase 2 (re-design of the actual permanency plan document) – TBD.
- **Super-Utilizers Research** – provide data for a research project with Casey Research Services and Mathematica Policy Research in an attempt to identify and examine data on “super-utilizers” of child welfare, Medicaid, mental health and other services in order to safely reduce the need for foster care and to better develop or target effective services. Target implementation – September 2016.
- **Electronic Content** – migrate DCS forms to electronic versions using Adobe and/or TFACTS so that forms can be signed and stored without having to print and scan paper documents. Target implementation for initial forms – 3<sup>rd</sup> quarter 2016.
- **TFACTS Financials** – enhance the financial module to more closely align with DCS business processes. Target implementation for initial improvements – 4<sup>th</sup> quarter 2016.
- **Credit Checks for Youth** – implement federally-required functionality in TFACTS to provide annual credit checks for youth aged 14-18 who are receiving DCS services. Target implementation – 4<sup>th</sup> quarter 2016.
- **DCS Intranet** – update DCS intranet content and migrate to the State's new web standards. Target implementation – 4<sup>th</sup> quarter 2016.
- **TFACTS Search Engine** – replace the existing TFACTS search functionality with a new search engine that will be easier to use and improve search results. Target implementation – 4<sup>th</sup> quarter 2016.

- **Caseworker/Child/Family Video Conferencing** – implement tablet-based video conferencing capabilities so that case workers can complete face-to-face visits with children in custody and their families within legally mandated timelines. This is critical when circumstances such as inclement weather do not allow travel to the home. Target implementation – 4<sup>th</sup> quarter 2016.
- **TFACTS Well-Being** – improve tracking and management of children's health and well-being by integrating capabilities to track and monitor items such as evidence-based services, informed consent and psychotropic medications. Target implementation of next phase – 2<sup>nd</sup> quarter 2017.
- **National Youth in Transition Data Outcomes Survey** – update the NYTD Data Outcomes Survey and consolidate the resulting data for transmission to meet Federal requirements. Target implementation – TBD.
- **Disaster Recovery** – implement technology infrastructure to provide timely TFACTS application and data recovery in the event of a disaster. Target implementation – TBD.
- **Server Modernization** – replace identified departmental servers at end-of-life with new servers that have improved reliability, performance and security. Target completion date – TBD.
- **Post Adoption** – create an application to capture all requests and fees for access to sealed adoption records. Target implementation – TBD.
- **Smart Phones for Case Managers** – provide case management staff with smart phones in order to improve productivity while away from the office. Target completion – TBD.
- **Notification System** – implement an application to immediately notify employees of emergency situations that may impact their safety and that of the children and families served by DCS. Target implementation – TBD.
- **Customer Relations System** – replace the current system utilized by the DCS Customer Focused Services Division to record and track requests. Target implementation – TBD.
- **Document Viewer** – implement technology that will allow authorized users to view and update documents within TFACTS while prohibiting them from storing those documents outside of TFACTS. Target implementation – TBD.
- **Child Protective Services Workflow** – improve the Child Protective Services (CPS) module in TFACTS to reduce the redundant data being entered into the system and to better integrate data captured in CPS intake and investigation into subsequent case activities. Target implementation – TBD.
- **Contract Provider Interface** – populate TFACTS with data extracted from systems that contract providers use to manage their work with children and families served by DCS. This will prevent contract provider staff from having to enter the same data in their own systems as well as TFACTS, improving efficiency and data timeliness. Target implementation – TBD.
- **Court Interface** – develop an interface between DCS and the Tennessee Juvenile Court to enable the sharing of legal and service information on children and youth in the juvenile court system who are, or have been, served by DCS. Because the information is currently captured in disparate county-based systems, the data is fragmented and incomplete. The interface would help create a standard, unified means of maintaining and tracking legal and service information statewide. Target implementation – TBD.
- **Education Interface** – create an interface between the Tennessee Department of Education (DOE) and TFACTS to share information on the children and youth served by DCS so that the education record in TFACTS is complete and relevant treatment information captured in TFACTS is accessible to DOE staff. Target implementation – TBD.

# Davidson

The Davidson Region is a single county region located in Middle Tennessee. The agency Central Office is located in Nashville. Data provided below as of 6/30/16.

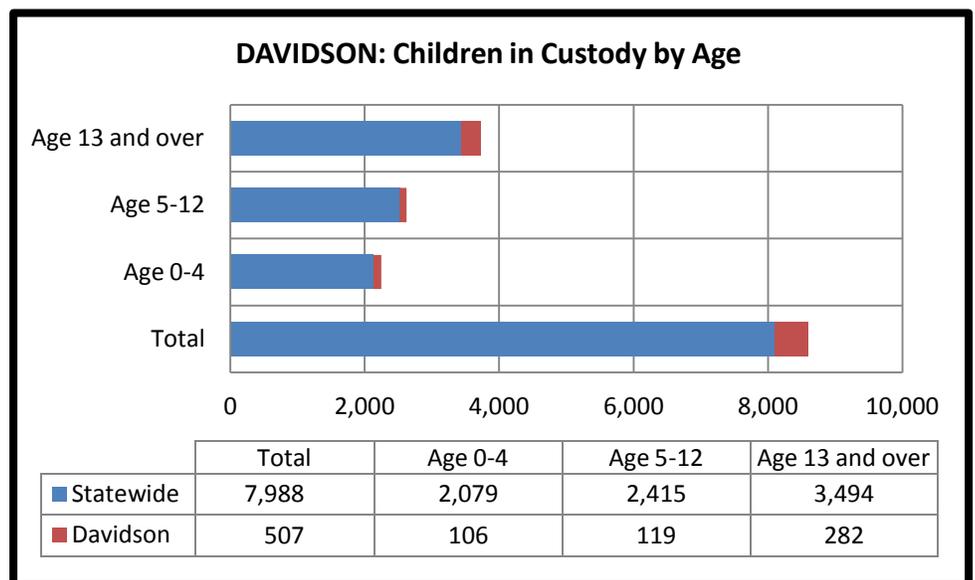


**DAVIDSON: Number of Children in Custody by Race/Ethnicity**

Black/African American	301
White	147
Multi-Race	49
(blank)	4
Asian	3
Multi-Racial - One Race	0
Unknown	
American Indian/Alaska Native	1
Native Hawaiian/Other Pacific Islander	2
<b>Total: 507</b>	

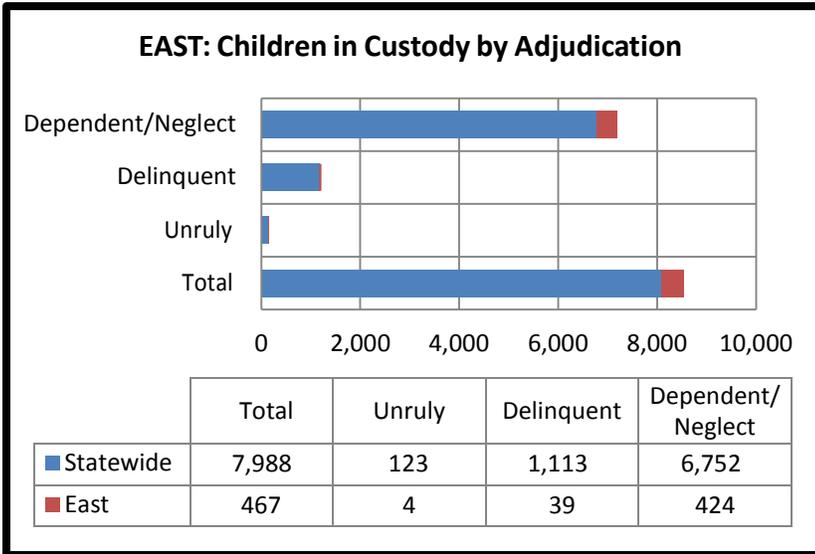
**DAVIDSON: Children in Custody by Placement Type**

<b>Level 1</b>	<b>243</b>
Foster Home	209
Trial Home Visit	32
Pre-Adoptive	2
<b>Level 2</b>	<b>14</b>
<b>Level 2 Continuum</b>	<b>90</b>
Foster Home	63
Group Home	15
Trial Home Visit	10
Pre-Adoptive	2
Other	0
<b>Level 3</b>	<b>19</b>
<b>Level 3 Continuum</b>	<b>60</b>
Foster Home	8
Group Home	43
Trial Home Visit	8
Pre-Adoptive	1
Other	0
<b>Level 4</b>	<b>12</b>
<b>Other</b>	<b>69</b>
<b>Total</b>	<b>507</b>



# East

The East Region includes eight counties with the regional office located in Clinton. The eight counties in the East Region are: Anderson, Campbell, Loudon, Monroe, Morgan, Roane, Scott and Union. Data provided below as of 6/30/16.

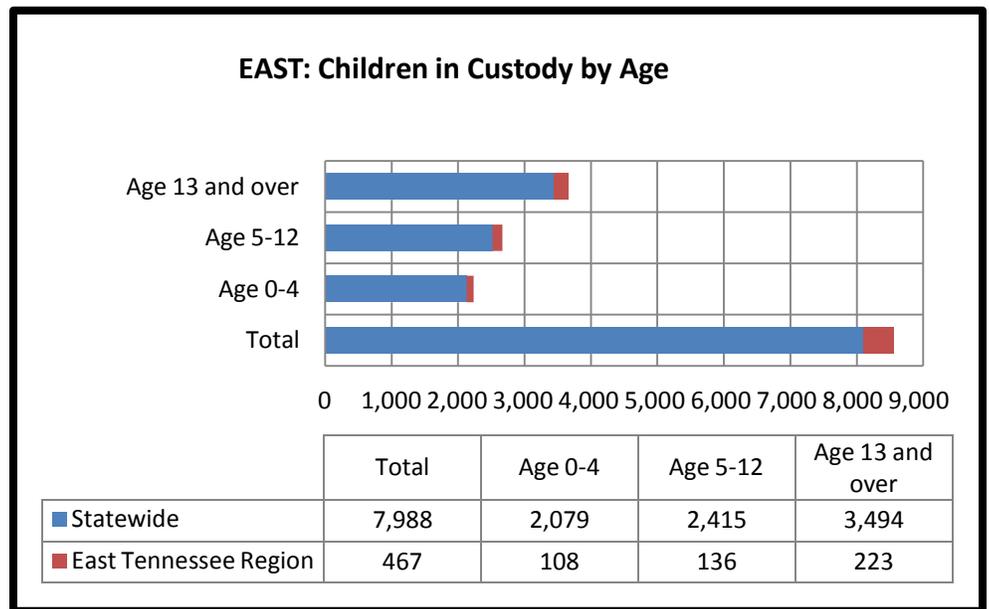


**EAST: Number of Children in Custody by Race/Ethnicity**

White	441
Multi-Race	16
Black/African American	8
(blank)	2
American Indian	0
<b>Total: 467</b>	

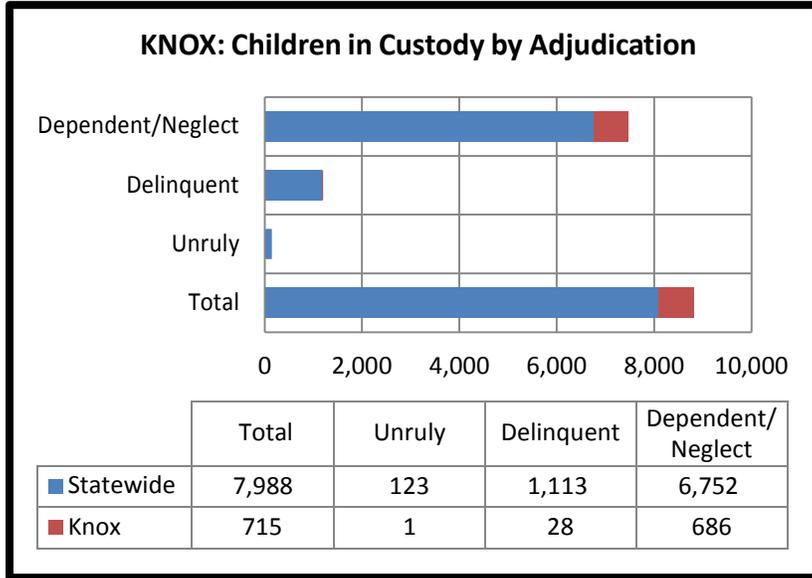
**EAST: Children by Placement Type**

<b>Level 1</b>	<b>266</b>
Foster Home	223
Trial Home Visit	41
Pre-Adoptive	2
<b>Level 2</b>	<b>10</b>
<b>Level 2 Continuum</b>	<b>69</b>
Foster Home	49
Group Home	12
Trial Home Visit	7
Pre-Adoptive	0
Other	1
<b>Level 3</b>	<b>30</b>
<b>Level 3 Continuum</b>	<b>62</b>
Foster Home	23
Group Home	33
Trial Home Visit	4
Pre-Adoptive	1
Other	1
<b>Level 4</b>	<b>8</b>
<b>Other</b>	<b>22</b>
<b>Total</b>	<b>467</b>



# Knox

Knox Region, which includes the city of Knoxville, is the sixth largest metropolitan area in Tennessee. It is located in the Tennessee Valley of East Tennessee between the Cumberland Mountains and the Great Smoky Mountains National Park. The regional office is located in Knoxville. Data provided below as of 6/30/16.

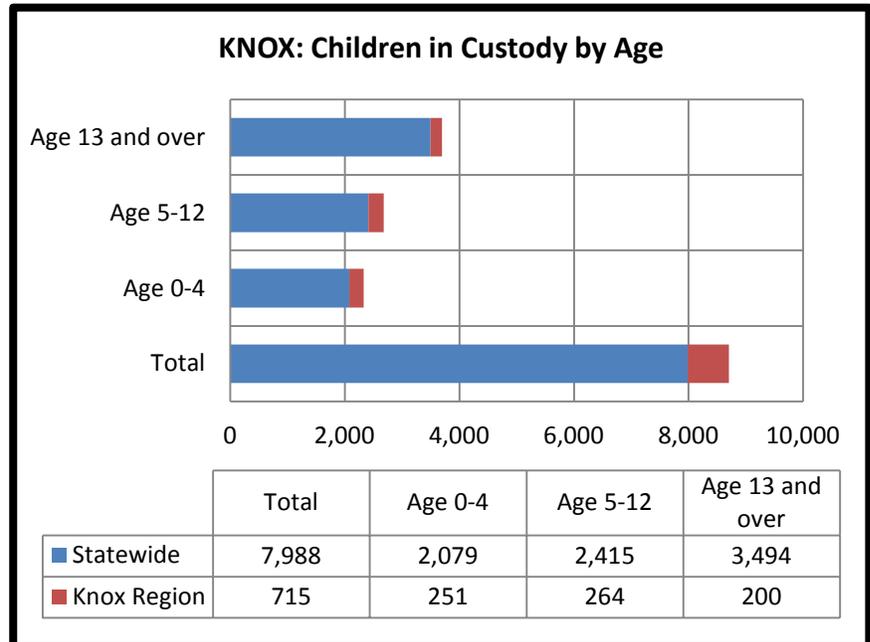


**KNOX: Number of Children in Custody by Race/Ethnicity**

White	505
Black/African American	124
Multi-Race	79
Native Hawaiian/Other Pacific Islander	2
(blank)	3
Asian	1
American Indian/Alaska Native	1
<b>Total:</b>	<b>715</b>

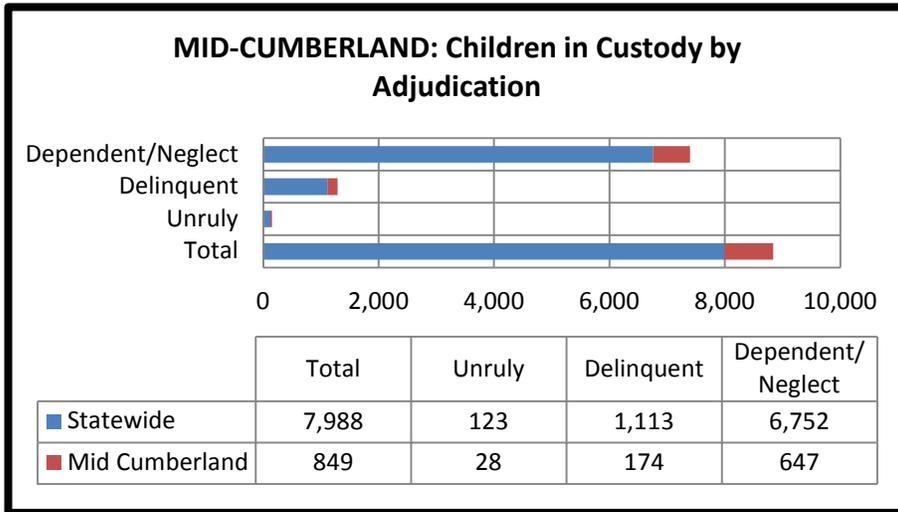
**KNOX: Children in Custody by Placement Type**

<b>Level 1</b>	<b>459</b>
Foster Home	365
Trial Home Visit	75
Pre-Adoptive	19
<b>Level 2</b>	<b>6</b>
<b>Level 2 Continuum</b>	<b>137</b>
Foster Home	92
Group Home	23
Trial Home Visit	14
Pre-Adoptive	8
Other	0
<b>Level 3</b>	<b>18</b>
<b>Level 3 Continuum</b>	<b>57</b>
Foster Home	32
Group Home	24
Trial Home Visit	1
Pre-Adoptive	0
Other	0
<b>Level 4</b>	<b>10</b>
<b>Other</b>	<b>28</b>
<b>Total</b>	<b>715</b>



# Mid-Cumberland

The Mid-Cumberland Region makes up the largest geographic area in the state. It consists of the urban and rural counties surrounding Metro Nashville. The 12 counties are: Cheatham, Dickson, Houston, Humphreys, Montgomery, Robertson, Rutherford, Stewart, Sumner, Trousdale, Williamson and Wilson. The regional office is located in Nashville. Data provided below as of 6/30/16.

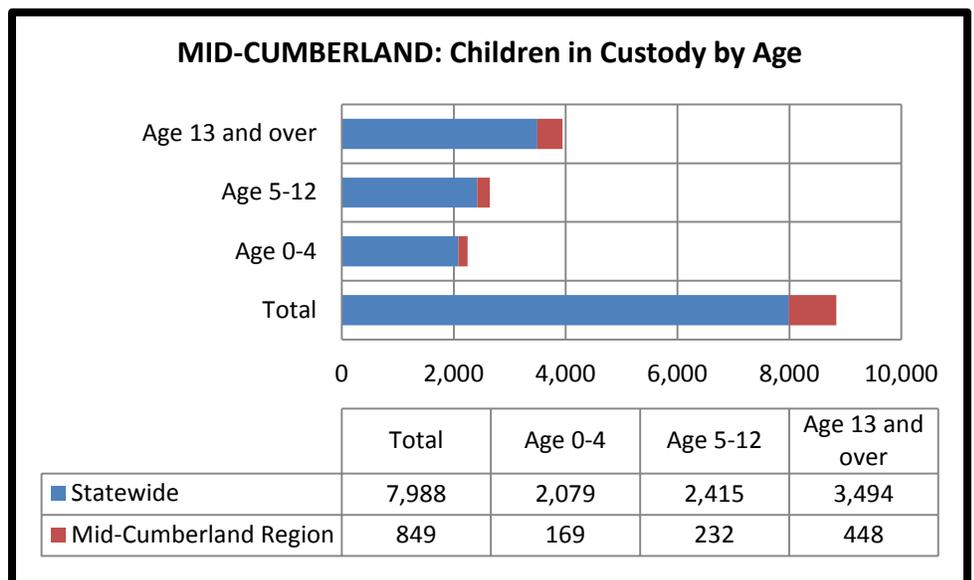


**MID-CUMBERLAND: Number of Children in Custody by Race/Ethnicity**

White	593
Black/African American	169
Multi-Race	71
Native Hawaiian/Other Pacific Islander	4
(blank)	8
Asian	3
American Indian/Alaska Native	1
<b>Total:</b>	<b>849</b>

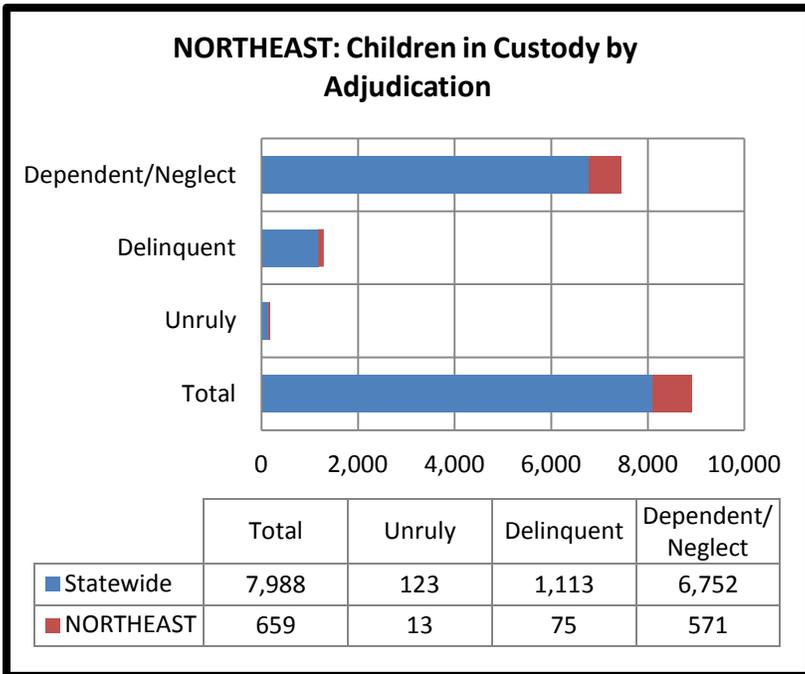
**MID-CUMBERLAND: Children in Custody by Placement Type**

<b>Level 1</b>	<b>373</b>
Foster Home	301
Trial Home Visit	61
Pre-Adoptive	11
<b>Level 2</b>	<b>27</b>
<b>Level 2 Continuum</b>	<b>221</b>
Foster Home	148
Group Home	41
Trial Home Visit	27
Pre-Adoptive	4
Other	1
<b>Level 3</b>	<b>53</b>
<b>Level 3 Continuum</b>	<b>107</b>
Foster Home	44
Group Home	51
Trial Home Visit	11
Pre-Adoptive	1
Other	0
<b>Level 4</b>	<b>31</b>
<b>Other</b>	<b>37</b>
<b>Total</b>	<b>849</b>



# Northeast

The Northeast Region is located in the extreme northeastern part of the state with the regional office in Johnson City. The eight counties are: Carter, Greene, Hancock, Hawkins, Johnson, Sullivan, Unicoi, and Washington. Data provided below as of 6/30/16.

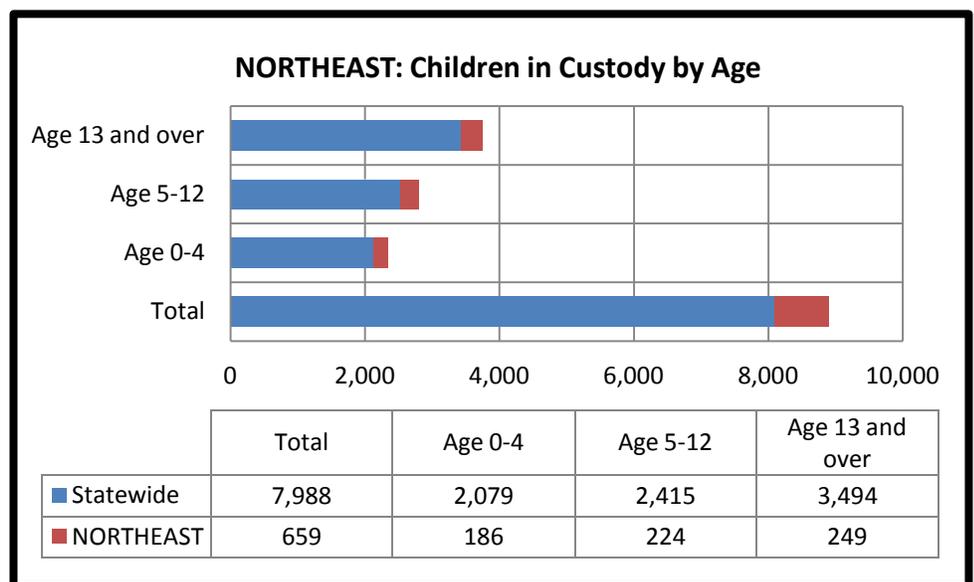


**NORTHEAST: Number of Children in Custody by Race/Ethnicity**

White	606
Multi-Race	36
Black/African American	13
(blank)	4
<b>Total:</b>	<b>659</b>

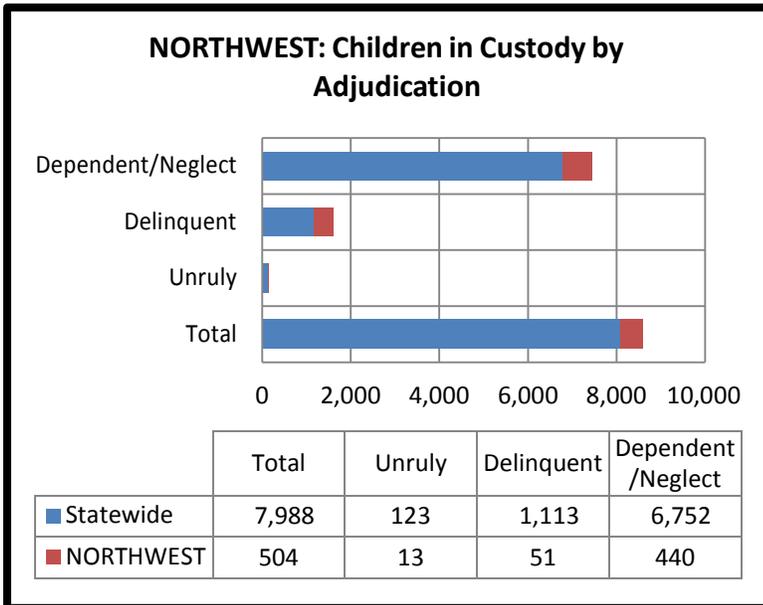
**NORTHEAST: Children in Custody by Placement Type**

<b>Level 1</b>	<b>329</b>
Foster Home	295
Trial Home Visit	27
Pre-Adoptive	7
<b>Level 2</b>	<b>7</b>
<b>Level 2 Continuum</b>	<b>97</b>
Foster Home	57
Group Home	29
Trial Home Visit	9
Pre-Adoptive	2
Other	0
<b>Level 3</b>	<b>35</b>
<b>Level 3 Continuum</b>	<b>143</b>
Foster Home	99
Group Home	37
Trial Home Visit	4
Pre-Adoptive	2
Other	1
<b>Level 4</b>	<b>18</b>
<b>Other</b>	<b>30</b>
<b>Total</b>	<b>659</b>



# Northwest

The Northwest Region includes the nine counties of Northwest Tennessee. The nine counties are: Benton, Carroll, Crockett, Dyer, Gibson, Henry, Lake, Obion and Weakley. It is bounded on the west by the Mississippi River, on the north by the state of Kentucky, and on the east by the Tennessee River. The regional office is located in Trenton. Data provided below as of 6/30/16.

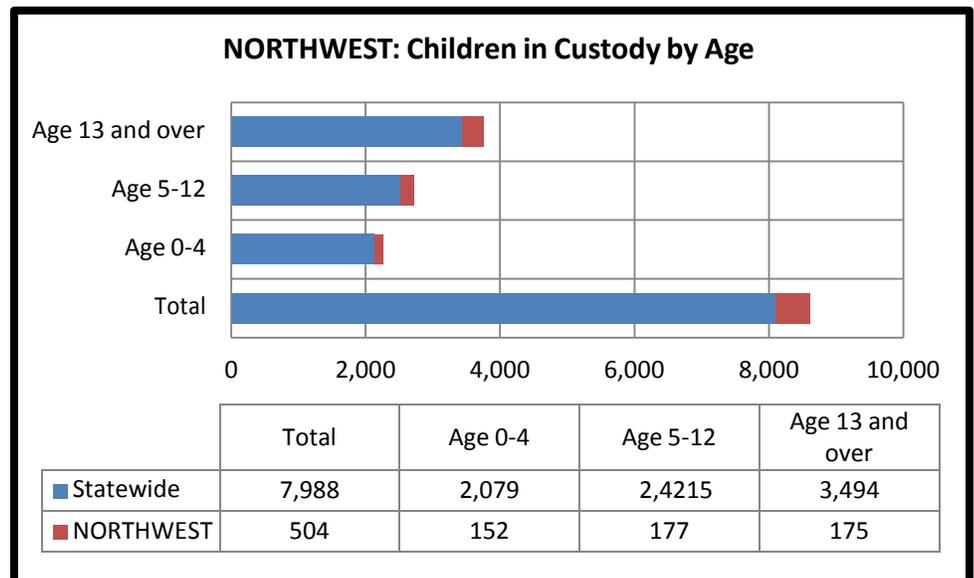


**NORTHWEST: Number of Children by Race/Ethnicity**

White	384
Black/African American	83
Multi-Race	34
Native Hawaiian/Other Pacific Islander	0
(blank)	3
<b>Total: 504</b>	

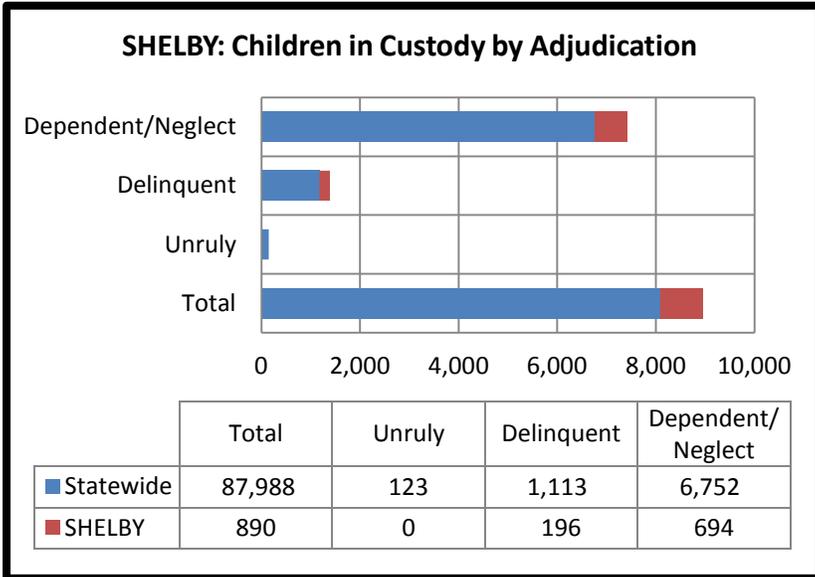
**NORTHWEST: Children in Custody by Placement Type**

<b>Level 1</b>	<b>267</b>
Foster Home	210
Trial Home Visit	50
Pre-Adoptive	7
<b>Level 2</b>	<b>13</b>
<b>Level 2 Continuum</b>	<b>103</b>
Foster Home	86
Group Home	3
Trial Home Visit	9
Pre-Adoptive	4
Other	1
<b>Level 3</b>	<b>15</b>
<b>Level 3 Continuum</b>	<b>92</b>
Foster Home	56
Group Home	18
Trial Home Visit	14
Pre-Adoptive	4
Other	0
<b>Level 4</b>	<b>7</b>
<b>Other</b>	<b>7</b>
<b>Total</b>	<b>504</b>



# Shelby

Shelby Region is one of four single county regions. It is the largest metropolitan area in the state and is located in the extreme southwestern part of Tennessee. The county shares a border with Arkansas and Mississippi. The regional office is located in Memphis. Data provided below as of 6/30/16.

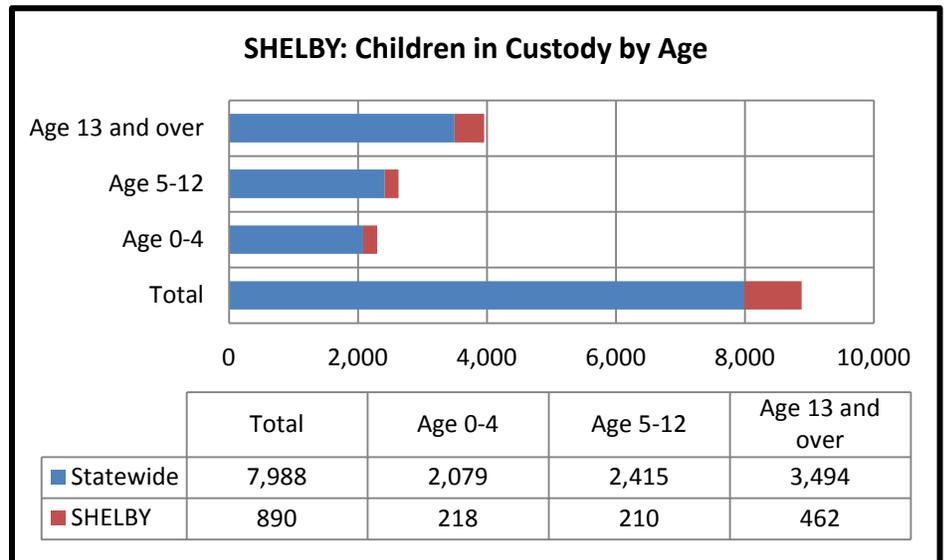


**SHELBY: Number of Children in Custody by Race/Ethnicity**

Black/African American	771
White	93
Other	3
(blank)	1
Asian	3
Multi-Racial - One Race Unknown	18
American Indian/Alaska Native	1
<b>Total:</b>	<b>890</b>

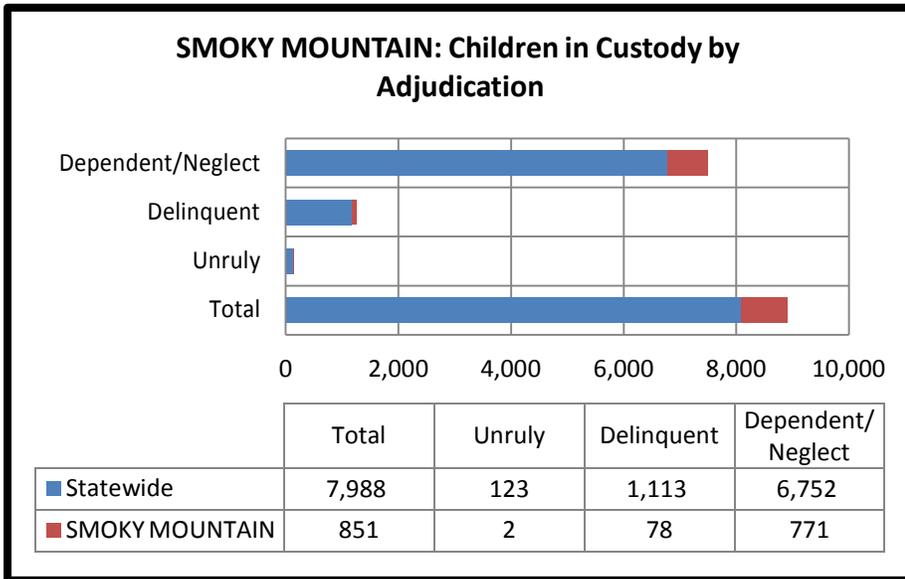
**SHELBY: Children in Custody by Placement Type**

<b>Level 1</b>	<b>357</b>
Foster Home	313
Trial Home Visit	38
Pre-Adoptive	6
<b>Level 2</b>	<b>5</b>
<b>Level 2 Continuum</b>	<b>193</b>
Foster Home	171
Group Home	12
Trial Home Visit	7
Pre-Adoptive	3
Other	0
<b>Level 3</b>	<b>21</b>
<b>Level 3 Continuum</b>	<b>144</b>
Foster Home	78
Group Home	50
Trial Home Visit	13
Pre-Adoptive	3
Other	0
<b>Level 4</b>	<b>12</b>
<b>Other</b>	<b>158</b>
<b>Total</b>	<b>890</b>



# Smoky Mountain

The Smoky Mountain Region includes seven counties with the regional office located in New Market. The seven counties in the Smoky Mountain Region are: Blount, Claiborne, Cocke, Grainger, Hamblen, Jefferson and Sevier. Data provided below as of 6/30/16.

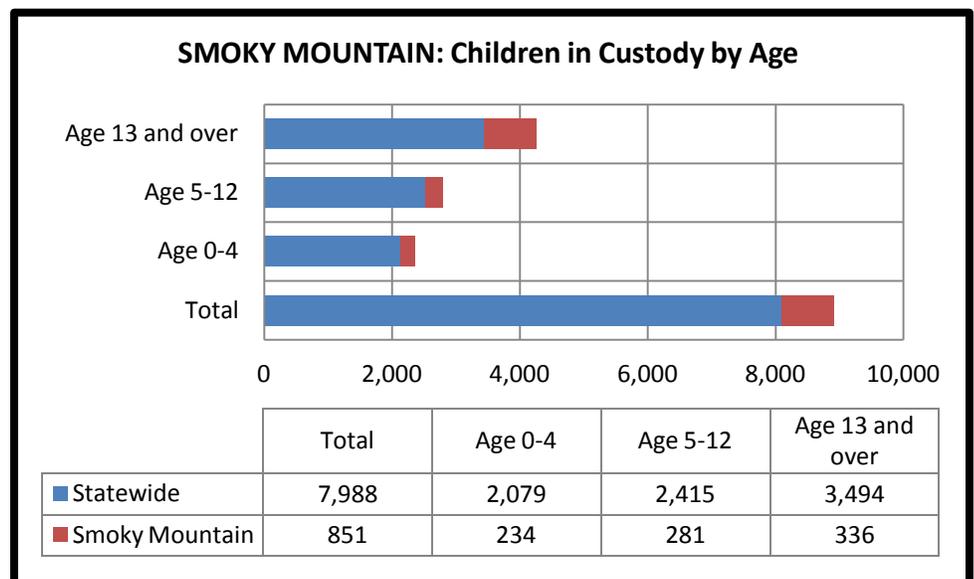


**SMOKY MOUNTAIN: Number of Children in Custody by Race/Ethnicity**

White	768
Multi-Race	44
Black/African American	27
(blank)	8
American Indian/Alaska Native	2
Asian	2
<b>Total: 851</b>	

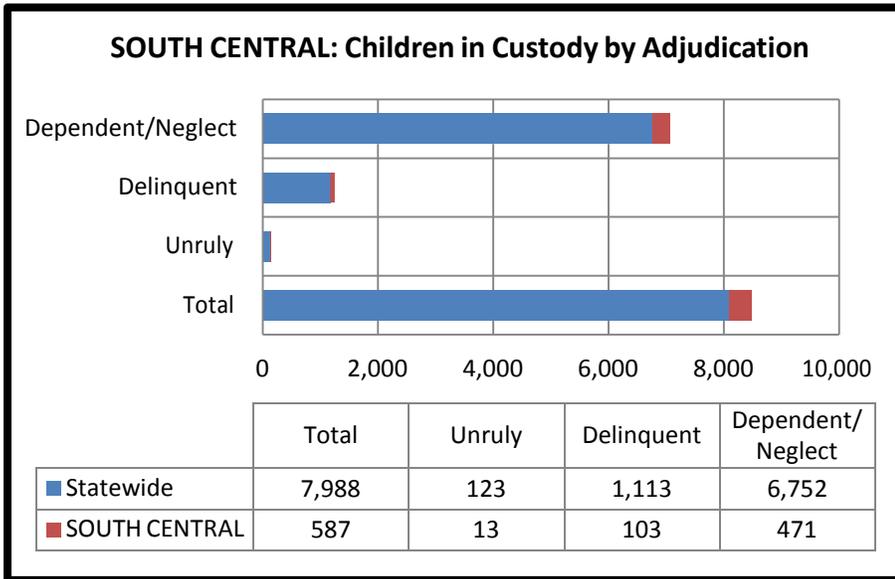
**SMOKY MOUNTAIN: Children in Custody by Placement Type**

<b>Level 1</b>	<b>408</b>
Foster Home	358
Trial Home Visit	34
Pre-Adoptive	16
<b>Level 2</b>	<b>12</b>
<b>Level 2 Continuum</b>	<b>200</b>
Foster Home	148
Group Home	30
Trial Home Visit	10
Pre-Adoptive	12
Other	0
<b>Level 3</b>	<b>47</b>
<b>Level 3 Continuum</b>	<b>134</b>
Foster Home	66
Group Home	59
Trial Home Visit	7
Pre-Adoptive	2
Other	0
<b>Level 4</b>	<b>23</b>
<b>Other</b>	<b>27</b>
<b>Total</b>	<b>851</b>



# South Central

The South Central Region provides services to 12 counties of central Tennessee. The 12 counties are: Bedford, Coffee, Giles, Hickman, Lawrence, Lewis, Lincoln, Marshall, Maury, Moore, Perry and Wayne. Data provided below as of 6/30/16.

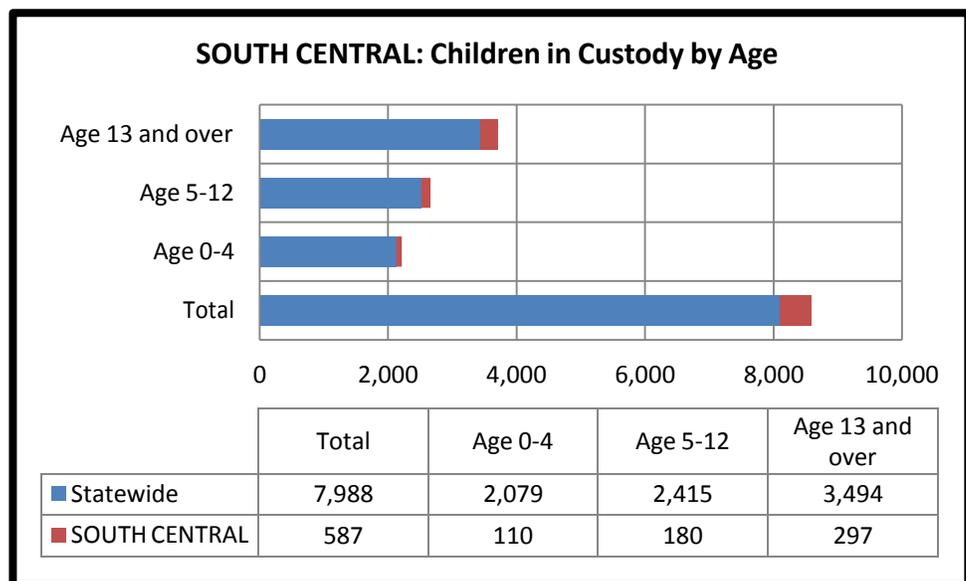


**SOUTH CENTRAL: Number of Children in Custody by Race/Ethnicity**

White	490
Multi-Race	45
Black/African American	52
American Indian/Alaska Native	0
(blank)	0
<b>Total: 587</b>	

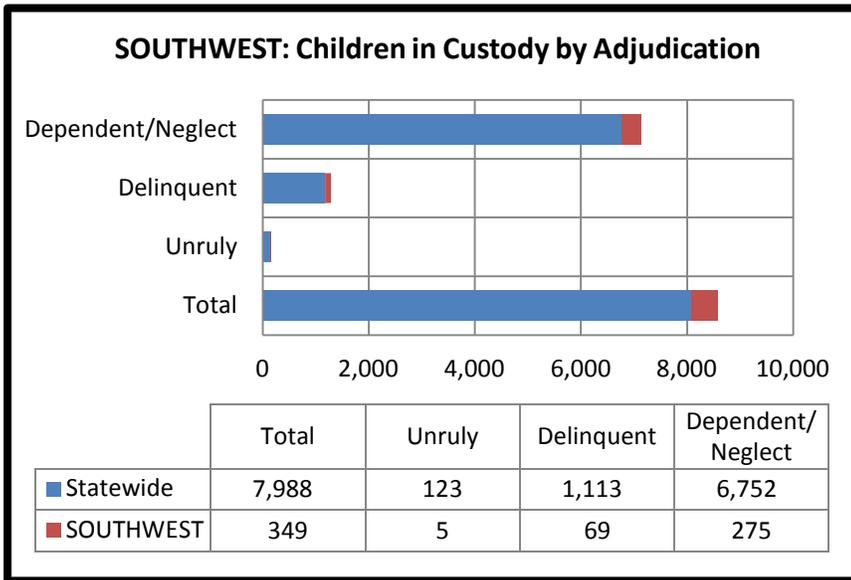
**SOUTH CENTRAL: Children in Custody by Placement Type**

<b>Level 1</b>	<b>302</b>
Foster Home	245
Trial Home Visit	52
Pre-Adoptive	5
<b>Level 2</b>	<b>52</b>
<b>Level 2 Continuum</b>	<b>113</b>
Foster Home	81
Group Home	18
Trial Home Visit	11
Pre-Adoptive	1
Other	2
<b>Level 3</b>	<b>26</b>
<b>Level 3 Continuum</b>	<b>58</b>
Foster Home	27
Group Home	20
Trial Home Visit	8
Pre-Adoptive	3
Other	0
<b>Level 4</b>	<b>14</b>
<b>Other</b>	<b>24</b>
<b>Total</b>	<b>587</b>



# Southwest

The Southwest Region encompasses 11 counties with the regional office located in Jackson. The 11 counties are Chester, Decatur, Fayette, Hardeman, Hardin, Haywood, Henderson, Lauderdale, Madison, McNairy and Tipton. Data provided below as of 6/30/16.

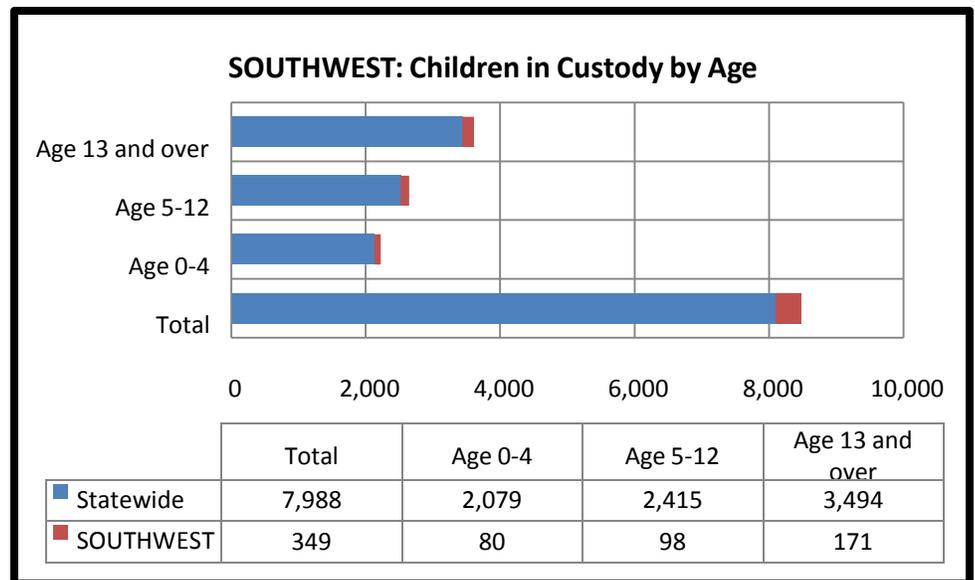


**SOUTHWEST: Number of Children in Custody by Race/Ethnicity**

White	189
Black/African American	124
Multi-Race	35
Multi-Racial - One Race Unknown	1
<b>Total: 349</b>	

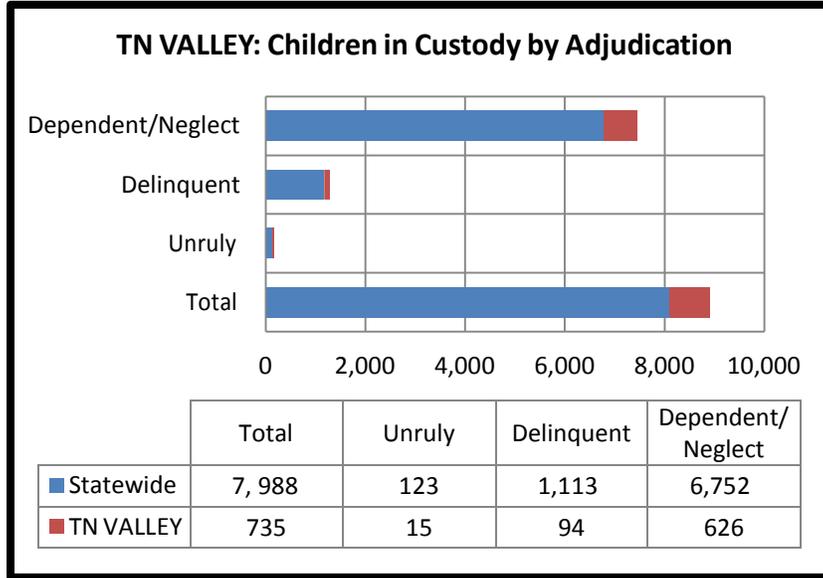
**SOUTHWEST: Children in Custody by Placement Type**

<b>Level 1</b>	<b>185</b>
Foster Home	160
Trial Home Visit	22
Pre-Adoptive	3
<b>Level 2</b>	<b>23</b>
<b>Level 2 Continuum</b>	<b>51</b>
Foster Home	43
Group Home	4
Trial Home Visit	3
Pre-Adoptive	1
Other	0
<b>Level 3</b>	<b>19</b>
<b>Level 3 Continuum</b>	<b>43</b>
Foster Home	15
Group Home	20
Trial Home Visit	6
Pre-Adoptive	2
Other	0
<b>Level 4</b>	<b>3</b>
<b>Other</b>	<b>25</b>
<b>Total</b>	<b>349</b>



# Tennessee Valley

Tennessee Valley Region is comprised of 11 counties located in central Tennessee including Bledsoe, Bradley, Franklin, Grundy, Hamilton, Marion, McMinn, Meigs, Polk, Rhea and Sequatchie. The Tennessee Valley Regional office is located in Chattanooga. Tennessee Valley is the only region split between two time zones. Data provided below as of 6/30/16.

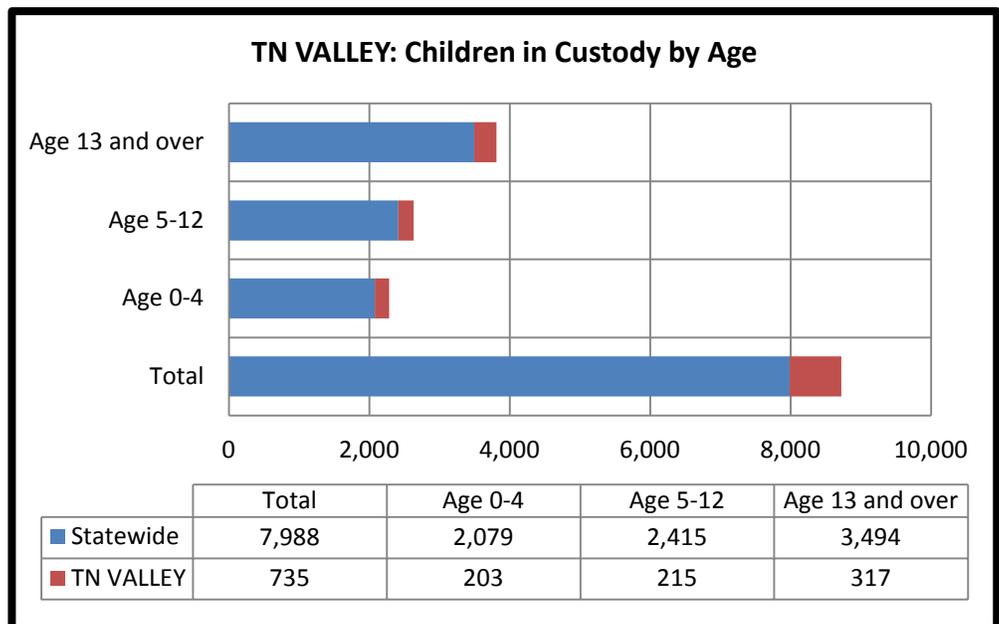


**TN VALLEY: Children in Custody by Race/Ethnicity**

White	496
Black/African American	178
Asian	1
Multi-Racial - One Race Unknown	53
Unable to Determine	8
<b>Total:</b>	<b>735</b>

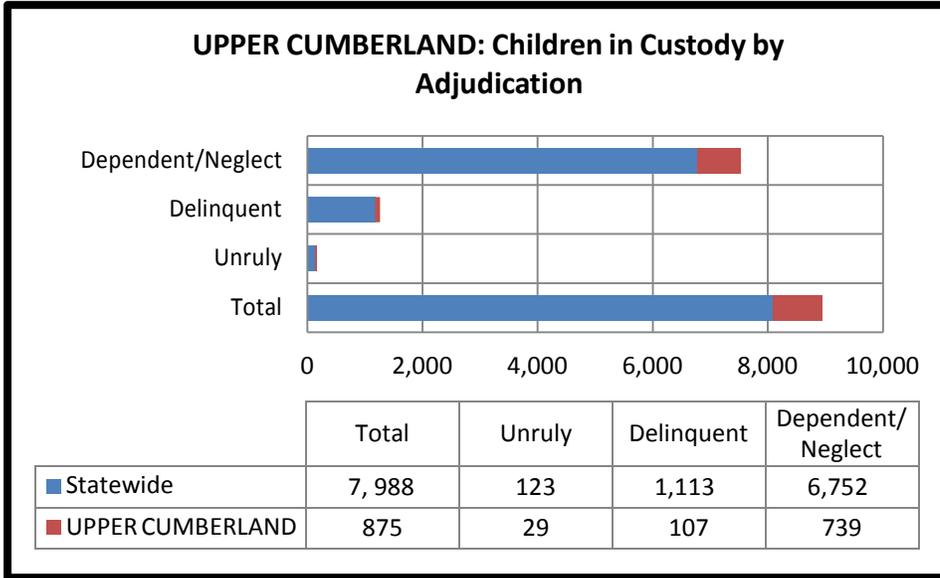
**TN VALLEY: Children in Custody by Placement Type**

<b>Level 1</b>	<b>344</b>
Foster Home	315
Trial Home Visit	21
Pre-Adoptive	8
<b>Level 2</b>	<b>20</b>
<b>Level 2 Continuum</b>	<b>186</b>
Foster Home	153
Group Home	17
Trial Home Visit	12
Pre-Adoptive	4
Other	0
<b>Level 3</b>	<b>37</b>
<b>Level 3 Continuum</b>	<b>74</b>
Foster Home	38
Group Home	29
Trial Home Visit	3
Pre-Adoptive	3
Other	1
<b>Level 4</b>	<b>14</b>
<b>Other</b>	<b>60</b>
<b>Total</b>	<b>735</b>



# Upper Cumberland

The Upper Cumberland Region covers 14 counties in Middle Tennessee. The 14 counties are: Cannon, Clay, Cumberland, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, Warren and White. The regional office is located in Cookeville. Data provided below as of 6/30/16.

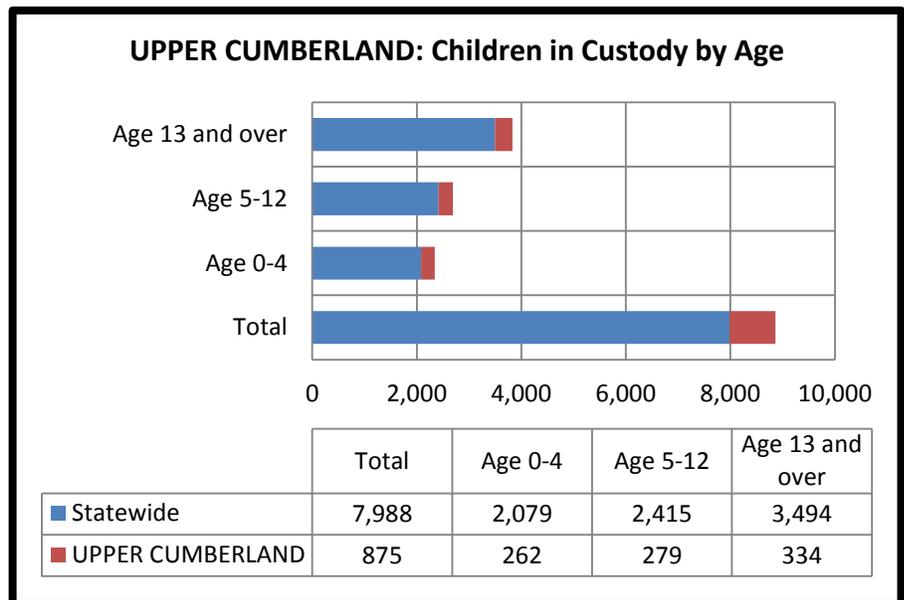


**UPPER CUMBERLAND: Children in Custody by Race/Ethnicity**

White	798
Multi-Race	45
Black/African American	26
Other	5
Asian	1
<b>Total: 875</b>	

**UPPER CUMBERLAND: Children in Custody by Placement Type**

<b>Level 1</b>	<b>520</b>
Foster Home	460
Trial Home Visit	52
Pre-Adoptive	8
<b>Level 2</b>	<b>42</b>
<b>Level 2 Continuum</b>	<b>137</b>
Foster Home	113
Group Home	18
Trial Home Visit	6
Pre-Adoptive	0
Other	0
<b>Level 3</b>	<b>36</b>
<b>Level 3 Continuum</b>	<b>97</b>
Foster Home	39
Group Home	51
Trial Home Visit	4
Pre-Adoptive	3
Other	0
<b>Level 4</b>	<b>13</b>
<b>Other</b>	<b>30</b>
<b>Total</b>	<b>875</b>



**Figure 24. County Custody Commitment Rates per County SFY 2015-2016**

County	Estimated Child Population	Dependent Neglect and Unruly		Delinquent		Total Custody	
		Children in Custody	Rate Per 1000	Children in Custody	Rate Per 1000	Children in Custody	Rate Per 1000
Anderson	17,479	78	4.5	14	0.8	92	5.3
Bedford	13,228	45	3.4	7	0.5	52	3.9
Benton	3,565	35	9.8	1	0.3	36	10.1
Bledsoe	2,776	18	6.5	1	0.4	19	6.8
Blount	29,539	167	5.7	5	0.2	172	5.8
Bradley	25,816	134	5.2	23	0.9	157	6.1
Campbell	9,330	98	10.5	3	0.3	101	10.8
Cannon	3,154	24	7.6	8	2.5	32	10.1
Carroll	7,124	35	4.9	1	0.1	36	5.1
Carter	12,401	69	5.6	6	0.5	75	6.0
Cheatham	10,282	21	2.0	16	1.6	37	3.6
Chester	4,656	17	3.7	1	0.2	18	3.9
Claiborne	6,999	93	13.3	6	0.9	99	14.1
Clay	1,704	23	13.5	3	1.8	26	15.3
Cocke	8,164	82	10.0	13	1.6	95	11.6
Coffee	13,989	63	4.5	11	0.8	74	5.3
Crockett	3,805	6	1.6	3	0.8	9	2.4
Cumberland	11,631	125	10.7	18	1.5	143	12.3
Davidson	160,365	401	2.5	88	0.5	489	3.0
Decatur	4,734	17	3.6	1	0.2	18	3.8
DeKalb	2,597	67	25.8	3	1.2	70	27.0
Dickson	13,087	110	8.4	6	0.5	116	8.9
Dyer	10,213	22	2.2	6	0.6	28	2.7
Fayette	9,001	9	1.0	2	0.2	11	1.2
Fentress	4,361	35	8.0	6	1.4	41	9.4
Franklin	10,018	45	4.5	14	1.4	59	5.9
Gibson	13,210	102	7.7	22	1.7	124	9.4
Giles	6,782	49	7.2	14	2.1	63	9.3
Grainger	5,317	25	4.7	1	0.2	26	4.9
Greene	15,473	107	6.9	22	1.4	129	8.3
Grundy	3,253	8	2.5	1	0.3	9	2.8
Hamblen	16,134	107	6.6	28	1.7	135	8.4
Hamilton	83,578	300	3.6	54	0.6	354	4.2
Hancock	1,508	4	2.7	3	2.0	7	4.6
Hardeman	5,852	15	2.6	13	2.2	28	4.8

Hardin	5,971	33	5.5	3	0.5	36	6.0
Hawkins	13,252	53	4.0	14	1.1	67	5.1
Haywood	4,782	4	0.8	8	1.7	12	2.5
Henderson	7,234	50	6.9	3	0.4	53	7.3
Henry	7,399	44	5.9	1	0.1	45	6.1
Hickman	5,786	22	3.8	3	0.5	25	4.3
Houston	2,015	9	4.5	1	0.5	10	5.0
Humphreys	4,423	24	5.4	3	0.7	27	6.1
Jackson	2,476	46	18.6	2	0.8	48	19.4
Jefferson	12,517	158	12.6	12	1.0	170	13.6
Johnson	3,498	13	3.7	1	0.3	14	4.0
Knox	109,730	688	6.3	30	0.3	718	6.5
Lake	1,430	2	1.4	1	0.7	3	2.1
Lauderdale	7,128	27	3.8	3	0.4	30	4.2
Lawrence	11,309	90	8.0	15	1.3	105	9.3
Lewis	2,936	16	5.4	1	0.3	17	5.8
Lincoln	8,371	30	3.6	8	1.0	38	4.5
Loudon	11,131	36	3.2	3	0.3	39	3.5
Macon	6,132	81	13.2	10	1.6	91	14.8
Madison	26,405	72	2.7	22	0.8	94	3.6
Marion	6,681	22	3.3	1	0.1	23	3.4
Marshall	8,107	33	4.1	10	1.2	43	5.3
Maury	21,566	54	2.5	12	0.6	66	3.1
McMinn	12,598	85	6.7	10	0.8	95	7.5
McNairy	6,509	13	2.0	6	0.9	19	2.9
Meigs	2,606	13	5.0	0	0.0	13	5.0
Monroe	10,867	63	5.8	10	0.9	73	6.7
Montgomery	54,855	166	3.0	47	0.9	213	3.9
Moore	1,451	2	1.4	0	0.0	2	1.4
Morgan	4,754	16	3.4	0	0.0	16	3.4
Obion	7,578	23	3.0	1	0.1	24	3.2
Overton	5,470	37	6.8	3	0.5	40	7.3
Perry	1,924	8	4.2	1	0.5	9	4.7
Pickett	1,057	5	4.7	2	1.9	7	6.6
Polk	3,916	7	1.8	0	0.0	7	1.8
Putnam	18,559	127	6.8	11	0.6	138	7.4
Rhea	8,463	46	5.4	2	0.2	48	5.7
Roane	11,627	77	6.6	4	0.3	81	7.0
Robertson	18,595	45	2.4	31	1.7	76	4.1
Rutherford	80,107	144	1.8	11	0.1	155	1.9
Scott	5,866	28	4.8	1	0.2	29	4.9

Sequatchie	3,551	16	4.5	1	0.3	17	4.8
Sevier	22,029	137	6.2	12	0.5	149	6.8
Shelby	267,051	689	2.6	198	0.7	887	3.3
Smith	4,944	57	11.5	11	2.2	68	13.8
Stewart	3,189	29	9.1	1	0.3	30	9.4
Sullivan	34,644	175	5.1	19	0.5	194	5.6
Sumner	45,123	78	1.7	28	0.6	106	2.3
Tipton	17,615	19	1.1	8	0.5	27	1.5
Trousdale	2,000	6	3.0	0	0.0	6	3.0
Unicoi	3,861	20	5.2	3	0.8	23	6.0
Union	4,811	34	7.1	4	0.8	38	7.9
Van Buren	1,194	19	15.9	1	0.8	20	16.8
Warren	10,363	63	6.1	22	2.1	85	8.2
Washington	28,961	146	5.0	7	0.2	153	5.3
Wayne	3,418	25	7.3	7	2.0	32	9.4
Weakley	8,405	10	1.2	6	0.7	16	1.9
White	6,352	58	9.1	7	1.1	65	10.2
Williamson	61,375	56	0.9	27	0.4	83	1.4
Wilson	32,423	160	4.9	24	0.7	184	5.7
Grand Total	1,659,515	6865	4.1	1117	0.7	7982	4.8