



# Annual Report

**State Fiscal Year July 2021-June 2022**

**January 2023**

# Letter from the Commissioner

Dear Fellow Tennesseans,

I am pleased to present the Fiscal Year 2022 Annual Report of the Tennessee Department of Children's Services. This report illustrates the efforts of our dedicated workforce to serve the most vulnerable children and families in Tennessee by providing prevention and support services that promote safety, permanency, and well-being.

This report covers the fiscal year ending June 30, 2022.

I assumed the position of Commissioner of DCS on September 1, 2022. I want to thank Governor Lee for my appointment and this incredible opportunity. I also want to thank Commissioner Nichols for her service in leading this Department for nearly four years. She is to be commended for leading the Department through the COVID-19 pandemic and for implementing the Families First Prevention Services Act among her many other accomplishments.



Recently, the Department received the 2022 Performance Audit Report from the Tennessee Comptroller of the Treasury. This report found significant issues with the performance of the Department in meeting its mission. The most significant issues the Department faces are staffing, caseloads, placements, and an aging case management system. Many of these are not unique to Tennessee, but they must be addressed.

Despite these challenges, we have much to be proud of. Here are some of our accomplishments from fiscal year 2022:

- A Sentinel Injury Case Collaboration pilot project was launched, pairing a safety nurse with Child Protective Services (CPS) investigators on specific cases to ensure that the medical aspects of certain allegations are understood and addressed appropriately.
- A revised Mentor Certification training was launched in January 2022, designed to create a pool of highly qualified mentors to provide support to newly hired case managers in order to increase staff retention, improve work culture, and enhance leadership skills. As of June 2022, 109 participants completed the training, with 90 new mentors expected to complete the training quarterly.

- For this fiscal year, DCS exceeded our goal for child permanency by achieving permanency for 52% of the baseline cohort through adoptions or subsidized guardianship.

I want to express my sincere thanks to the dedicated staff at DCS for these and many other accomplishments. Our staff is our greatest asset, and it is our staff that will lead DCS through the challenges we face in order to carry out our mission and overcome our challenges. But we cannot do this work alone. We rely on Tennesseans that step up every day as foster parents, volunteers, charitable organizations, residential providers, and other public and private agencies that are integral to completing the service spectrum for the children and families we service.

The road to success will take many steps. We're going to tackle the challenges we face one step at a time, and we're going to take each step together. Let's get to work.

Sincerely,

A handwritten signature in blue ink that reads "Margie Quin". The signature is written in a cursive, flowing style.

Margie Quin

Commissioner

# Mission, Vision, and Values

## Our Mission

Provide high-quality prevention and support services to children and families that promote safety, permanency and well-being.

## Our Vision

Create safe and healthy environments for children where they can live with supportive families and engaged communities .

## Our Values

**Relationships:** The child welfare system in Tennessee is a collaborative, aligned system of partners that provides unique interventions to our most vulnerable populations.

**Integrity:** Ethics, fairness and sincerity are the foundation for a successful organization.

**Diversity:** Everyone deserves to be treated with respect and to maintain strong connections with their identified community, faith and culture.

**Learning:** Staff should have opportunities and managerial support for continuous professional development and innovation.

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# Office of Child Safety

## **Deputy Commissioner Carla Aaron**

- 70,718 CPS Investigation and Assessment cases
- 100,858 Child Abuse Hotline Call Volume
- 62,577 Child Abuse Hotline Web Reports

The Office of Child Safety (OCS) is responsible for responding to allegations of child abuse and neglect. Severe and serious allegations are handled through the investigation track and coordinated with law enforcement, child advocacy centers, prosecutors and juvenile court representatives. The non-severe allegations are assigned to the assessment track. The Special Investigations Unit (SIU) responds to reports of abuse or neglect involving an employee or volunteer acting as a caregiver in foster homes, congregate care, schools, and day care centers. The Child Abuse Hotline is responsible for gathering information during the initial intake process from callers to the Hotline, and web/fax/email reports.

## **Specialized Teams**

OCS created specialized teams in 2017 and continues to expand this practice throughout the state. Drug teams expedite and enhance the response from CPS when working with families experiencing substance abuse and addiction issues and strengthen relationships and coordinated efforts with community partners. Over the past year, drug teams have expanded to now provide specialized responses and cover eight (8) of the twelve (12) regions, and in some counties offer long term case management through Family Support Services. Child Protection Investigative Teams (CPIT) and Family Prevention and Protection (FPP) teams are in all twelve (12) regions.

In early 2023, additional teams will be implemented that are designed to address the needs of victims of Human Trafficking. This team will have statewide coverage and will coordinate response efforts with the Tennessee Bureau of Investigations, local law enforcement, and non-governmental agencies (NGO's) to investigate and provide services. A statewide Special Response Team (SRT) has been created to assist frontline case managers in areas most impacted by turnover and high caseloads. In Shelby County, a second shift has been in place for several years to respond to CPS reports after hours. During the past year, plans have been developed to further expand the second shift option to three other counties who experience high caseload volumes and to create a weekend shift in Shelby County to expedite and enhance the response to CPS calls.

### **Tennessee Public Safety Network Critical Incident Debriefing**

This program was initiated in September 2021 to provide critical incident stress debriefings. As of October 2022, there are 120 trained debriefers. Since 2021, they have delivered 47 debriefings with 107 participants (102 DCS staff and 5 participants from law enforcement and provider agencies). Out of the 102 DCS staff who participated in a debriefing, only 10 have left the Department (about 10%). Out of the 90 staff that were trained to be debriefers in 2021, only 9 have left the Department (also 10%), some due to retirement.

### **Child Sex Abuse Prevention Committee**

Agencies across Tennessee that are involved in child sexual abuse prevention efforts joined forces in May 2019 to form a committee to discuss the need for a more strategic prevention effort and to develop a statewide plan. The mission of the committee is to increase prevention for child sex abuse by promoting child safety through quality training, education, increased awareness, offering evidence-based programs, and developing strong partnerships with local communities. In 2022, the committee focused on training efforts for CPIT teams including coordinating the Child Sexual Abuse Workshops coming in 2023 and distributing free Stewards of Children books to increase child sexual abuse prevention trainings in Tennessee. The committee also completed an analysis on the prosecution data reports submitted from District Attorneys, indicating that the ability to have a dedicated special prosecutor has a significant impact on prosecution rates for child sexual abuse. The committee also provided feedback on the child sexual abuse certification training that new DCS employees will receive in preservice. In 2023, the committee plans to target efforts at supporting schools with increasing child sexual abuse prevention efforts.

### **Domestic Violence Liaison Program**

The Domestic Violence Partnership Model initiated in 2018 in Madison County is a multidisciplinary approach between DCS and community agencies for the prevention and intervention of domestic violence. A liaison, who is employed by the Domestic Violence Shelter, is co-located at both the Domestic Violence Shelter and the local DCS office to assist families and community agencies supporting and seeking assistance for victims of domestic violence. Since 2019, the following sites have been added to the partnership: YWCA in Anderson, Loudon, Roane, Shelby, and Knox counties; Partnership in Hamilton County; the Domestic Violence Program in Rutherford County; and Women are Safe in Hickman, Perry, and Lewis counties. The Department continues to support the expansion and collaboration for future sites and works closely with domestic violence focused agencies in determining what additional services and programs can be implemented in Tennessee to better respond to the issue of domestic violence impacting children and families.

### **Tennessee Code Annotated 33-1-312**

In accordance with Tennessee Code Annotated 33-1-312, DCS, along with the Department of Mental Health and Substance Abuse Services, the Department of Human Services, the Department of Health and the Bureau of TennCare, actively seeks and applies for federal, private or other available funds and actively directs available state funds for the development of recovery programs for Tennessee residents who are pregnant or are women with children to assist those residents by providing substance-abuse disorder treatment and wrap-around services to support life skills development in outpatient treatment facilities, in residential treatment facilities or through home visitation programs.

To address these needs, and support this population, DCS has partnered with Helen Ross McNabb Agency, funded Community-Based Child Abuse Prevention (CBCAP) services, and created plans for Family First Prevention Services Act (FFPSA)-directed support.

DCS entered into a Memorandum of Understanding with the Helen Ross McNabb Agency in their application for a federal Regional Partnership Grant (RPG) from the Administration on Children and Families to be used at their Great Starts program, an in-patient substance abuse facility in Knoxville for mothers with children, where the children can often stay with the mothers while they receive treatment. Part of the grant money will be used to create Plans of Safe Care for all families served at Great Starts. Helen Ross McNabb uses Safe Families to provide respite care for children who cannot be with their mothers at the Great Starts facility. The Knox DCS Resource Linkage Coordinator has their Site Director on the Community Advisory Board and the Knoxville Safe Families office applied for and received pandemic money from the Governor's Office. Helen Ross McNabb and DCS East and Knox regional Office of Child Safety staff are working on additional partnerships.

Bethany Christian Services, Safe Families parent organization, applied for Community-Based Child Abuse Prevention (CBCAP) expansion grant money this year for their Tri-Cities, Chattanooga, Nashville, and Memphis offices. This CBCAP expansion grant money came from American Rescues Act. DCS funded \$50,000 per year over three years at each of those four sites for the expansion of the Safe Families respite program (to help the DCS Office of Child Safety when children need to be placed in respite during their parents' alcohol and drug treatment). The Northeast region's CPS Drug Teams also provide training on their services to the Tri-Cities Safe Families Office. In addition, a number of the traditional CBCAP services that DCS funds provide support to young parents and newborns through Parent Leadership and Nurturing Parent Programs, that are not specific to, but do include parents who have alcohol and drug issues.

DCS' Family First Prevention Services Plan was approved in July 2022. This plan includes Nurse Family Partnership, a well-supported evidence-based program that will provide care for pregnant youth in care. Through Family First, DCS has the option of expanding services for mothers in facilities such as Great Starts, allowing DCS to provide a board payment to the facility for the care of the children placed in a treatment facility with the parent.



# Office of Child Programs

## Deputy Commissioner Sandra Wilson

- July 2021: 1851 Family Support Services (FSS) and Family Crisis Intervention Program (FCIP) cases open; July 2022; 1546 FSS and FCIP cases open
- October 2021 through September 2022, finalized 1139 adoptions
- During SFY22, 830 youth received extension of foster care (EFC) services
- In FY 21-22, the Relative Caregiver Program served 2,356 Children, and 1,756 Caregivers

The Office of Child Programs is guided by a vision of safe and stable child/youth permanency, which can best be achieved through partnerships that embrace the principles of trauma informed, family focused, strengths based, culturally sensitive and collaboratively engaged practice. The Office provides leadership and oversight for three divisions: Custodial/In Home Child Permanency, Network Development, and Regional Operations. The following areas of focus were executed through staff and partner collaboration in 12 DCS regions.

### **Single Team/Single Plan: Multiple Agency Collaboration Initiative**

The Multi-Agency Collaboration's Single Team Single Plan (STSP) approach, which began in late 2014, transitioned to the oversight and leadership of the Department of Children's Services effective June 2018. The Single Team/Single Plan Approach provides an opportunity for families to participate voluntarily in services that are aligned through a collaborative group of state agencies and community partners. It allows families to have a Care Coordinator assigned to their case who can assist and provide guidance in the coordination of services from multiple agencies. While the focus of STSP is greater efficiency in navigating state systems, coupled with access to supports that negate the necessity for custodial entry, the model may also be used to help achieve permanency more quickly for children who do enter out of home care. Together, with the Departments of Health, Mental Health/Substance Abuse Services, Education, Human Services, Intellectual and Developmental Disabilities, Labor and Workforce Development, and TennCare, the collective goal is to foster single door integrated access to services and supports that build and sustain long-term family permanency. Statewide expansion was completed in August of 2021 and all counties remain active.

### **Child and Family Team Meeting Revitalization**

Revitalization of the Child and Family Team Meeting (CFTM) process was implemented during fiscal year 2020 to return focus to the infrastructure of the DCS practice wheel by providing enhanced oversight and support to the process. Leadership groups met regularly to provide statewide input from a variety of backgrounds and levels of supervision, resulting in greater informed practice. Leadership teams have used this information to update policy and

procedures for CFTM's including the appeals process, requirements to become certified as a skilled facilitator and maintenance of certification, and the production of a user friendly CFTM Guide. Messaging to customers about the CFTM has been updated to include information in the Client's Rights Handbook and new brochure/flyer documents for families and teens to help explain and prepare for the meeting. Additional training was implemented in 2021 to improve practice including specific training geared towards certified trained skilled facilitators to increase their skills, training for case management staff for best practices in conducting CFTMs for their cases, and specific topics related to practice that are often done within the CFTM, such as concurrent planning and diligent search.

### **Supports for Permanency through Adoption/Guardianship**

Finding permanent, nurturing homes for children/youth in state custody creates stability and normalcy while reducing the trauma of "not belonging." Current trends show that approximately 80% of adoption finalizations are with caretakers who have fostered for the child or youth being adopted. The Department, therefore, has an ongoing priority to increase the pool of quality foster homes and to provide adequate support to those homes. At the beginning of each year, using baselines established from foster home closures in the prior calendar year, the Department establishes new home approval goals that exceed prior year closures and that are tracked monthly. For state calendar year ending December 31, 2021, the statewide approval goal was no less than 1192 new foster homes. The Department fell short of the goal with approval of only 914 new homes during that period. The decline was largely attributed to the covid pandemic and a corresponding hesitancy to either begin the fostering journey or to continue in it. For the federal permanency evaluation period of October 1, 2021 through September 30, 2022, the Department finalized permanency for 1139 children through adoptions and 287 through subsidized permanent guardianship.

### **Network Development**

The mission of the Network Placement and Provider Relations Division is to provide management and oversight to the Department's residential resources, maintain an open and honest dialogue with contract provider agencies, and ensure there is an adequate network of placement resources to meet the needs of children in custody. This division is a conduit through which residential services are coordinated and supported in a manner that maximizes the benefits to children the Department is entrusted to serve, and it oversees a network of 30 contract private agencies providing out of home care and services to children/families in the care of the Department. A significant number of these contracts are out-of-home continuum contracts, which 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.

Those eligible to be served through the Network Development division include children in need of residential care including Level 2, Level 3 and Level 4 sub-acute psychiatric care as well as those requiring placements that specialize in supporting the Developmentally and Intellectually Disabled (DIDDS) and medically fragile communities through relationships with

14 additional providers (up from 8 last year). These programs are all funded through a combination of state and federal IV-E funding.

The Network Development division continues to implement the recommendations of our most recent Needs Assessment, working to expand capacity among Level 3 and Level 4 residential providers and to implement new programming to fill the service gaps in our network.

### **Independent Living Services & Supports**

The Independent Living (IL) Program provides the John H. Chafee Foster Care Program for Successful Transition to Adulthood services as well as monitors and implements the provision of Extension of Foster Care 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 foster care and for those who are likely to remain in care.

During state fiscal year 2022, 830 individual young adults received Extension of Foster Care Services and 328 college scholarships were provided. During that same period, the Independent Living Program Specialists collectively participated in 3,800 Child and Family Team Meetings for youth and young adults ages 14 and older and assisted with the development of 209 Independent Living Plans and 670 Transition Plans.

During state fiscal years 2021 and 2022 and since the enactment of the Supporting Foster Youth and Families through the Pandemic Act, the Office of Independent Living and Youth Villages staff made efforts to re-engage youth who were disconnected from services. Re-Establishments of youth into Extension of Foster Care began in January 2021 utilizing the flexibilities in the law. In addition to re-establishments, preventing aging out measures were taken as well. Youth who turned 18 were given the option to enroll in Extension of Foster Care with the education criteria waived. These efforts led to more than 150 additional young adults enrolling in the program until the waiver ended on September 30, 2021. Utilizing the additional Chafee funding under the Consolidated Appropriations Act, young adults between the ages of 18 and 26 that were in foster care at the age of 14 or older were eligible for a direct stimulus payment of \$1,200. Young adults in the Extension of Foster Care program were eligible for a direct stimulus payment of \$1,000. In addition to the direct stimulus payment, a contract was developed with Youth Villages to provide direct vendor payments up to \$1,500 on behalf of the young adult. The direct vendor payments are used to address immediate financial needs of young adults that apply for the DCS pandemic support. Immediate financial needs include items such as preventing evictions, vehicle repossessions, utility services and phone services.

The Independent Living Program also provides oversight for TN's Federal Personal Responsibility Education Program "PREP" to implement the evidence-based Teen Outreach Program® in selected congregate care settings through a contract with Oasis Center and the skill-based Sisters Saving Sisters Program through a contract with the four Resource Centers.

The Resource Centers serve as a one-stop shop for current and former foster youth ages 14-24 for information and resources on education, employment, housing, and life skill building. The Resource Centers initiate the Jim Casey Opportunity Passport financial literacy classes with an asset match component. Additionally, Independent Living monitors the federal PREP contract with Harmony Family Center for Youth Leadership Academy Camps, serving 100 youth per year. During each camp, youth participate in a spectrum of events around IL skill development, sexual health and family planning, and team building to include ropes courses, wall climbing, equestrian therapy, hiking, swimming, and meal preparation.

### **In-Home Family Support Services**

Children and families are often best served through the provision of support and services to reduce the risk of an out of home placement or entry into foster care, and to reduce the likelihood of abuse and/or neglect. Family Support Services recognizes the protective capacities of families and the importance of shared decision making and community connections to strengthen the ability of families to provide care to their children and to prevent abuse and/or neglect.

During state fiscal year 2022, the re-emergence of the In-Home policy and practice workgroup allowed a platform to present and discuss practice and policy needs that impact family support service delivery. Workgroup topics ranged from sitter needs to worker safety, to staff shortages, to community partnerships, to internal program collaboration etc. ChildStat information is now shared with In-Home group members and Central Office staff, which has resulted in a greater focus on In-Home benchmarks and targets that help comply with the Family First Prevention Services Act.

Since implementation of the evidence based In-Home practice model, the focus has shifted to providing more technical and hands-on assistance. Central Office is working closely with the Safe Measures team (a mix of DCS, field, and Central Office staff with an outside data dashboard vendor) to define and develop streamlined processes and data that will help In-Home staff to easily identify accomplishments and areas of need. Additionally, an activity management report (AMR) is expected to be launched in the upcoming fiscal year.

For each month of FY 21-22 an average of 146 FSS and FCIP cases opened in the state every month. An average of 240 FSS and FCIP cases closed in the state every month. July 2021 had 1851 FSS and FCIP cases in the state, and July 2022 had 1546 FSS and FCIP cases in the state. The supportive services provided to these families reduced custodial episodes and trauma that children experience when removed from their homes.

### **In-Home Resource Linkage**

The purpose and goal of the Resource Linkage (RL) program is to safeguard and enhance the welfare of children, preserve family life, and prevent harm and abuse to children by strengthening the natural abilities of families.

Resource Linkage is offered in all 95 counties in the state and is provided by committed Resource Linkage Coordinators (RLCs). The RLCs are also responsible for attending Community Advisory Boards, the stakeholder group charged with identifying and addressing community needs.

During FY 21-22, each RLC assisted the case management programs (CPS, FSS, and Foster Care). Through the monthly RL call, the RLCs reported that their advocacy and coordination work is "paying off" and they are "reaping the seeds that they have sown" as they have experienced community partners stepping up to tackle multi-faceted challenges that children and families endured during events like the pandemic, loss of employment, rise in cost of living, etc. RLCs are active in the functioning Community Advisory Boards (CABs), where they contribute by hosting events, building resources, and growing partnerships. There were at least two RLCs in the East part of the state, who collaborated with community member, Billy Worsham, to help strengthen the regional CABs and to increase the awareness of community involvement.

### **Relative Caregiver Program**

The Relative Caregiver Program (RCP) is a support service offered in all 95 counties to relatives who care for non-custodial children placed in their care. The family must be related to the child through blood, marriage, or adoption, and meet financial guidelines to be eligible for the RCP program.

Children and relative caregivers receive supportive services geared toward self-sufficiency and stability to ensure the child can safely remain with family instead of entering foster care. One important 2022 milestone has been the enactment of House Bill No. 2145, which allows state dollars to be used to support caregivers who qualify for a monthly payment (fifty percent of the regular foster care board rate). Much work and several enhancements occurred in 2022 to prepare for the implementation of the modified RCP, including Tennessee Family and Child Tracking System (TFACTS, the statewide child welfare information system) builds to help automate and easily track the RCP participants and payments to the qualifying caregivers and revisions to the program's manual, flyer, and the development of a new policy. As a result of a competitive bidding process, there are five returning providers and three new providers joining the team to deliver the modified RCP program, expected to begin in January 2023.

Currently, RCP information is entered into RedCap (system operated by Vanderbilt), which allows tracking of RCP deliverables. RedCap indicates that in FY 21-22, RCP served 2,356 Children, and 1,756 Caregivers, and provided approximately \$918,507.34 in direct assistance to individuals, including the amount provided by the Kinship Navigator grant. These funds helped families with rent, utilities, food, clothes, and other financial stress.

### **Community Based Transitional Housing**

During state fiscal year 2022, the number of community and faith based transitional housing locations that support delays in permanent child placements grew from seven (7) to twenty-three (23), an amazing testament to shared partnerships.

# Office of Juvenile Justice

## Deputy Commissioner Darren Goods

- 2,159 youth served on probation/diversion
- 605 juvenile justice youth placed into state custody

### **Juvenile Justice Diversion, Probation, Aftercare and Interstate Compact for Juveniles**

Youth adjudicated as delinquent may be served by DCS through pre-trial diversion, probation or aftercare supervision. During fiscal year 2022, 2,159 youth were served on pre-trial diversion or probation compared to 1,672 in fiscal year 2021 and 1,969 in fiscal year 2020. During fiscal year 2022, 567 youth were served through aftercare. The Office of Juvenile Justice has teamed with Youth Villages since October 2017 in providing intensive in-home services for youth on probation and their families through the Multi-Systemic Therapy (MST) program. Since that time, 1,325 youth have been served through MST with a 90% success rate.

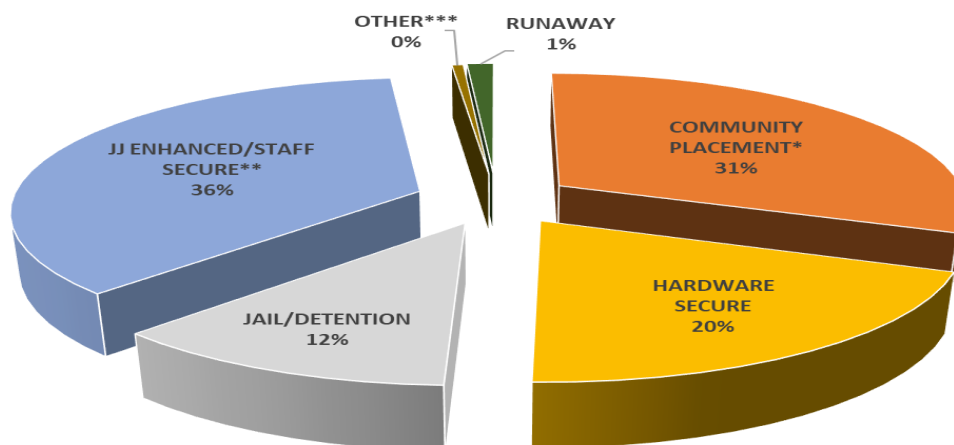
The Office of Juvenile Justice (OJJ) additionally administers the Interstate Compact for Juveniles (ICJ). The compact is the only legal means to transfer a juvenile's supervision from one state to another and to return out-of-state runaways. For fiscal year 2022, Tennessee accepted 127 probation cases and 7 parole cases for supervision through the ICJ. Tennessee sent 94 probation cases and 19 parole cases to other states for supervision. ICJ also returned 148 runaway youth to and from Tennessee compared to 133 in fiscal year 2021.

### **Custodial Services**

Residential services for delinquent youth in DCS' custody fall into three categories: hardware secure, staff secure, and community based. In fiscal year 2022, 353 youth were served in a hardware-secure placement requiring the highest level of supervision.

The number of youth in residential placements fluctuates throughout the fiscal year. The following graph shows the distribution of placements for custodial delinquent youth on April 1, 2022, a date selected to show a representative count that avoids variations associated with holidays, the school calendar, etc.

Distribution of Placements of Delinquent Custodial Youth



\*Community Placements are defined as foster homes, group homes, trial home visits, in home continuums.  
\*\*JJ Enhanced/Staff Secure placements are defined as juvenile justice placements secured by staff with lock and key.  
\*\*\*Other includes youth placed in Primary Treatment Centers (PTC) or inpatient.

On July 1, 2021, there were 574 delinquent youth in custody in Tennessee. By the end of fiscal year 2022, the number increased to 611 youth in custody. This was an increase of 37 youth or 9%. It was during this time that courts began lifting COVID protocols and processing through the backlog of cases leading to an increase in custodial commitments.



# Office of Child Health

## **Deputy Commissioner Deborah Lowen, MD**

- Since the start of the Sentinel Injury Case Collaboration project, CPS staff in the two pilot regions have consulted safety nurses on 197 cases for guidance on the medical aspects of injuries.
- During 2022, 22 youth aging out of foster care transitioned to Employee and Community First (ECF) Choices

The Office of Child Health is responsible for the health of children in DCS custody. DCS serves as the caretaker, ensuring youth in care receive proper health care such as routine medical and dental check-ups, visits for medical problems or conditions, appropriate prescriptions, and dealings with insurance providers.

The Office of Child Health has staff assigned to each of the 12 DCS regions across the state. Each region has a Child Well-Being team that consists of professionals from both the Child Health division and from the Division of Child Mental Health and Education.

The Office of Child Health functions as a liaison to hospitals and DCS placement staff to help identify placement needs of children with special health care needs, and has continued to monitor COVID-19 infections in custodial youth, foster homes, and congregate care facilities.

### **Nursing**

The Office of Child Health's regional nurse consultants cover each of the 12 regions and support family service workers, parents/guardians, foster parents, and providers with guidance and technical assistance in navigating the healthcare system. They provide consultation and education on medical issues custodial children may have or develop, as well as guidance on the impact of medical conditions on a child's care, abilities, and behaviors. They provide extra monitoring of the custodial children with special health-care needs.

The regional nurse consultants are responsible for providing consent for medical treatment and psychotropic medications when the biological parent(s) are unable. They also monitor prescriptions of psychotropic medication with the assistance of psychiatric medical providers at the Center of Excellence for Children in State Custody at Vanderbilt University Medical Center.

The Office of Child Health also includes three safety nurses as part of the Child Safety Team. The safety nurses provide guidance to investigators on the medical aspects of child abuse and, with the safety analysts, serve integral roles in the reviews of child deaths, near deaths, and critical incidents.

A Sentinel Injury Case Collaboration pilot project is ongoing, pairing a safety nurse with CPS investigators on specific cases to ensure that the medical aspects of certain allegations are understood and addressed appropriately.

### **Health Advocacy**

The Health Advocacy unit of Child Health is responsible for assuring that needed medical services are covered for children in custody. This unit ensures that children are enrolled in TennCare in a timely manner and help resolve any issues with insurance or payment for needed medical services. This unit also ensures medical coverage and care for custodial children going to out-of-state placements through the Interstate Compact on the Placement of Children and identifies and enrolls developmentally disabled youth who are aging out of foster care into the Employment and Community First (ECF) Choices program.

# Office of Child Mental Health and Education

## **Assistant Commissioner of Administration Julie Rotella**

- Awarded 151 high school diplomas from DCS affiliated schools and 22 High School Equivalency Test (HiSET) equivalency diplomas.
- Advocated for students in 145 disciplinary hearings and 73 specialized foster care review board meetings.

### **Mental Health**

The regional psychologists and licensed mental health clinicians review all available information to determine mental healthcare needs and provide consultation to the DCS case managers so that services can be implemented effectively.

Responsibilities of the Department's Psychology Director and Licensed Mental Health Clinicians include development and oversight of behavioral healthcare policies, development of service standards for DCS contract providers, consultation prior to receipt of congregate care Level 3 and Level 4 services, participation with utilization review of Level 4 services, and authorization of medically necessary crisis management residential services. Additionally, the Licensed Mental Health Clinicians serve as the gatekeepers for youth entering Sex Offender Residential Treatment programs through review of available clinical information. Licensed mental health clinicians also monitor child specific emotional and mental health care incidents, including seclusion, restraint, and mental health crisis and the behavioral services of DCS contract providers in conjunction with the Offices of Continuous Quality Improvement and Child Programs.

### **Education**

The Education Division advocates for students in state custody who are educated in Wilder Youth Development Center school, provider in-house schools, and public schools. The division includes fifteen regional Education Specialists, three Central Office consultants, and one support staff person. DCS serves as the Local Education Agency for school services to children in state custody administered by contracted providers. Education Specialists attend educational meetings and consult with DCS staff, foster parents, and schools. They take the lead during best interest determination (BID) meetings as required by the Every Student Succeeds Act to keep children in their school of origin when possible.

# Office of Training and Professional Development

## **Assistant Commissioner Julie Rotella**

- 363 New Case Managers Certified
- 109 Mentors for New Case Managers Certified
- 2,323 Participants completed Pre-Service Training to become foster parents
- 1,351 Foster Parents attended Spring Conference

The Office of Training and Professional Development (OTPD) is responsible for the development and delivery of training and professional development opportunities for DCS staff, contract agency staff and foster parents.

### **Staff Training**

A revised Mentor Certification training was launched in January 2022, designed to create a pool of highly qualified mentors to provide support to newly hired case managers during their Pre-Service experience. The goal is to increase staff retention, improve work culture, and enhance leadership skill. As of June 2022, 109 participants completed the training, with 90 new mentors expected to complete quarterly. In October of 2021, Case Manager Pre-Service was redesigned to provide additional on-the-job training (OJT) time for new hires. Recognizing the essential role of field experience to fully understand classroom training and as preparation for independent case work, OTPD shifted from full-day classroom experiences to half classroom, half OJT experience for the first four weeks. Staff then spend an additional four weeks of full-time OJT experience with a certified Mentor prior to a final competency assessment and assumption of an independent caseload.

### **Foster Parent Training and Development**

Foster parents provide a critical protective service to children and families when children come into care. Because of trauma, children in care may face a host of issues when they are in the care of foster parents. OTPD provides extensive opportunities to foster parents and contract agency staff to address these issues. In this fiscal year, there were 2,323 new foster parents trained through the series of initial, pre-service foster parent training. Due to three successful spring conferences that offered various workshops and a keynote address on nutrition, 1,351 parents received training at these conferences. Finally, DCS has implemented Lunch and Learn events. These events allow foster parents an opportunity to attend training during their lunch hour or during school hours, including such topics as substance abuse and trauma informed resources.

## **Caseload Carrying Case Manager Training Courses**

All new case managers must attend Case Manager Certification (Pre-Service), consisting of training related to child welfare practice, specialty area training, and TFACTS. In addition to Pre-Service and standard onboarding training that all DCS staff complete, case managers must complete the following during their first year of service.

Within 1 Month:

- Foster Parent Bill of Rights (Social Services & Juvenile Justice only)

Within 3 Months:

- Client Rights: Release of Information
- Child Passenger Safety
- Child Passenger Safety Installation
- Drug Screening Training from Alere
- Ensuring Safety through Searches
- Introduction to Safe Measures
- Medication Distribution to Youth Awaiting Placement
- Motivational Interviewing
- Random Moment Sampling
- Safe Sleep
- Sharing Full Disclosure for Permanency Options for Family & Kin
- Title IV-E Candidacy
- Notification to School Principles of Certain Delinquent Acts (Social Services & Juvenile Justice only)
- Rights of Foster Children with Disabilities (Social Services & Juvenile Justice only)
- Non-Custodial Fiscal Verification (Non-custodial Case Managers)
- Searches, Mechanical Restraints & Transportation (Juvenile Justice)

Within 6 Months:

- CFTM Facilitation for the Case Manager
- Concurrent Planning and Concerted Efforts
- Developing Quality Perm Plans
- Incident Reporting for DCS Staff
- Quality Contacts Workshop
- Annual FSW Education Training (Social Services & Juvenile Justice only)
- Safety Planning for High-Risk Behaviors (Social Services & Juvenile Justice only)

Within 1 year:

- Creating Normalcy Through Prudent Parenting (Social Services & Juvenile Justice only)
- Introduction to Adoption Practice (Social Services & Juvenile Justice only)
- Trauma Informed Child Welfare for the Case Manager & Supervisor
- Commercial Sexual Exploitation of Minors (CSEM)

# Office of Continuous Quality Improvement

## **Assistant Commissioner Jennifer Williams**

- Customer Focused Services handled 4,373 complaints, concerns, inquiries.
- Due Process Procedures processed 12,205 CPS background check requests for DCS's contract provider agencies, supported Tennessee's Department of Human Services in running 23,817 CPS background checks requests, completed more than 256 formal file reviews resulting from questionable CPS background checks for the Department of Human Services and contract provider agencies, 243 formal file reviews for questionable CPS background check requests supporting Tennessee's local education agencies, and honored 1,166 requests for formal file reviews made by alleged perpetrators.

The Office of Continuous Quality Improvement focuses on assessing and impacting child welfare practices and outcomes for children and families by using data and analysis to guide, change, and support policies and practices for casework staff, and by working in collaboration with provider partners. Several key units fall under the umbrella of the Office of Continuous Quality Improvement: Accreditation, Customer Focused Services, Due Process Procedures, Performance and Quality Improvement, Policy Development, Provider Monitoring and Evaluation, and the Provider Quality Team.

### **Accreditation**

The Department of Children's Services is accredited by the Council on Accreditation (COA). This team is responsible for preparing and supporting all areas of the agency in achieving and maintaining accreditation through collaboration with COA; evidence collection, review, and submission; mock reviews; and management of officially scheduled reviews. The Accreditation team supported maintenance of accreditation of the twelve regions and Wilder Youth Development Center and began work to support the Department's transition from COA to American Correctional Association (ACA) accreditation of the Youth Development Center (YDC), to be determined in January 2023.

### **Customer Focused Services**

This team is responsible for providing timely, thorough, and accurate responses to complaints, concerns and/or inquiries that come to DCS from internal and external customers.

### **Due Process Procedures**

This team is responsible for initiating the Department's first level appeal involving formal file review processes for alleged perpetrators of abuse or neglect. The team also provides information to other state departments regarding substantiations of abuse/neglect, notifies

in-state agencies of fair hearing outcomes, completes child protective services history searches, and shares such results as applicable and necessary per state rules or federal mandates.

### **Performance and Quality Improvement**

This team is responsible for all Continuous Quality Improvement (CQI) projects and workgroups from all levels of the Department and provides technical assistance to regional programs. Performance and Quality Improvement (PQI) monitors Case Process Reviews of DCS client records, conducts quality case reviews and process mapping when requested. The Data Quality (DQ) Team within PQI is responsible for the development and monitoring of a Federal Improvement Plan to ensure data quality. The DQ Team is also responsible for compiling various reports (i.e. ChildStat, Weekly Custody Entries/Exits, Caseload Compliance, etc.) for regional and Central Office Senior Leadership analysis and improvement planning, and for facilitating understanding, communication, and resolution of data integrity referrals.

This team facilitated resolution of 173 CQI referrals, 19 data quality referrals, and completed 2,015 case reviews (to include Child and Family Service Reviews (CFSR), Interrater Reliability Reviews (IRRs), Sunset Audit Quality Assurance (QA) reviews, TFACTS clean up deep dives, and specialized reviews requested by the regions).

### **Policy Development**

This team is responsible for working 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. The Policy Development Unit is also responsible for facilitating the ongoing review and revision of the Contract Provider Manual.

This team facilitated the creation of 20 new forms, one new policy, 12 new protocols, one new guide, one new handbook, and one new manual and revision of 123 forms, 92 policies, 21 protocols, seven work aids, two guides, one handbook, five manuals and three additional documents (chart, plan, and decision tree). All DCS policies are available for preview and review [online](#).

### **Provider Monitoring and Evaluation**

This team is responsible for monitoring and evaluating private providers contracted with the Tennessee Department of Children's Services to deliver custodial and non-custodial programs and services to Tennessee children and families. This team completed 225 contract reviews among 90 agencies.

### **Provider Quality Team**

This team is responsible for responding to concerns raised about residential facility providers, foster home providers, and community providers. It is comprised of three teams: Provider Quality Team, Foster Home Quality Team, and Community Services Quality Team. The

Provider Quality Team reviewed concerns in approximately 200 congregate care facilities and the Foster Home Quality Team conducted approximately 570 DCS and provider foster home reviews.



# Department of Children's Services Information Technology Support

## **Agency Chief Information Officer – Department of Children's Services – Meghann Stacey**

- Serves approximately 6,700 users of Department of Children's Services technology.
- Supports 8,500 telecommunications devices.
- Supports 11 custom built applications and 4 commercially built applications.

The Department of Children's Services (DCS) Information Technology Support team is responsible for the delivery, operation and support of information technology and communication services for the Department of Children's Services.

DCS IT Support is led by the Agency Chief Information Officer and is made up of five interrelated units: Infrastructure and Operations, Engineering, Business Relationship Management, IT Governance & Administration, and Information Management. Information technology projects may also be subject to oversight by other state entities, such as the Solution Review Board and the Information Systems Council. Projects impacting TFACTS are subject to additional federal oversight by the Administration for Children and Families.

By far, the largest and most complex application supported by DCS IT Support is the Tennessee Family and Child Tracking System (TFACTS). TFACTS is the mission-critical statewide child welfare information system that supports child protection, adoption, foster care, juvenile justice, and prevention services provided to children and families served by DCS.

The Department's Management Advisory Council (MAC) provides executive management oversight for information technology activities to ensure they support the Governor's and business' priorities. The MAC is chaired by the DCS Commissioner and convenes as determined by the Commissioner or designee. DCS Deputy Commissioners, Assistant Commissioners, and other DCS Executive Leadership, appointed by the Commissioner, serve as voting members. Key MAC responsibilities include:

- Providing leadership and management of the Department's IT priorities.
- Providing an opportunity for project sponsors to present their technology needs.
- Establishing technology strategies and goals.
- Approving the initiation of all major IT projects.
- Monitoring the progress of all major IT projects.

- Ensuring business level participation in technology solutions.
- Evaluating project performance relative to scope, schedule, budget, and risk.

In addition to the MAC, the Transformation Work Group has recently been established. Comprised and led by DCS Executive Leadership, the mission of the Transformation Work Group is to define and recommend the contents of TFACTS quarterly releases and a transformation and modernization strategy for DCS, and to act as change agents for transformation and modernization.

During this reporting period, DCS IT Support implemented 31 TFACTS application releases. There were 246 incidents and service requests addressed in those releases of TFACTS, and 50 enhancements to the application. Of the 50 enhancements to TFACTS, the largest of those included:

- TFACTS Fiscal Enhancement – Implemented November 2021
- FSS Intensity Level – Implemented February 2022
- Optimal J Code Removal – Phase 1 – Implemented May 2022
- Life Skills Assessment – Implemented June 2022
- Assessment Integration with Strengths / Needs Module – Implemented June 2022
- Family First Prevention Services Act – Implemented June 2022

# Office of Human Resources

## Executive Director Martha Shirk

- Budgeted positions
  - 2,767 total case manager staff
  - 1,596 Case Manager 2. Monthly starting salary: \$3,668
  - 733 Case Manager 3. Monthly starting salary: \$4,283
  - 438 Case Manager 4. Monthly starting salary: \$4,885
- Filled positions
  - 2,137 total case managers
  - Average monthly salary: \$3,903

DCS Human Resources manages all departmental human resource functions for more than 3,800 DCS employees (this number reflects all budgeted staff) 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. DCS Human Resources manages the agency's stipend program to help recruit students earning bachelor's and master's degrees in social work, in addition to the Employee Suggestion Program, Employee Service Awards and various employee recognition programs. Ten staff in Central Office Human Resources serve 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. Twenty-five field HR staff in each DCS Region/YDC serve as business partners to Regional/YDC leaders in addition to providing HR support for all DCS field employees.

The Office of Internal Affairs (IA) is responsible for all investigative activities related to fraud, misconduct and rule/policy violations and reports to the executive director of the Office of Human Resources. Internal Affairs investigations are limited to matters relating to the management and operation of DCS. This division also performs the agency's Tennessee Information Enforcement System (TIES) and Tennessee Applicant Processing System (TAPS) background checks in partnership with the Tennessee Bureau of Investigation. Internal Affairs, under the direction of the IA director, has five investigators and three TIES operators. In fiscal year 2021, Internal Affairs investigators conducted 135 investigations of employee misconduct.

The Office of Civil Rights (OCR) is a division of Internal Affairs and is responsible for investigating all complaints where discrimination is alleged. OCR also processes employee requests for accommodation under the Americans with Disabilities Act. 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 has the responsibility of responding to local, state and federal complaints (EEOC, DHHS, etc.) that are levied against the Department. In fiscal year 2021, the Office of Civil Rights received 61 workplace harassment complaints, 8 EEOC complaints, and 112 ADA accommodation requests. OCR also had the responsibility of processing 21 employee Step 1 disciplinary appeals and 3 written warning reviews. The Office of Civil Rights has three employees.

During the past year, HR played a key role in continuing the agency's processes and response to the COVID-19 pandemic, acting as the point of contact with General Services related to issues of cleaning and sanitization, and continues to work with staff around on-going COVID-19 related issues; strongly supported the administration of the state government Performance Management process and trained and assisted DCS leaders to improve SMART Individual Performance Plans; continued to be more analytical and strategic by basing decisions on facts and data via Human Resource key performance indicators to include headcount percentage, overtime use, leave of absence (Worker's Compensation, FMLA, etc.) use, etc.; developed a partnership with the Office of Training and Professional Development on talent management initiatives led by the Department of Human Resources; developed and implemented a standardized, statewide new employee orientation program and has partnered with training and leadership in all areas to address case management turnover; developed a productive process for in-house hiring events; and developed a statewide recruiting team.

## **Case Manager Minimum Qualifications**

### **Case Manager 1:**

Education and Experience: Graduation from an accredited college or university with a bachelor's degree. (\*A case manager 1 automatically flexes to a case manager 2 after one year of service.)

### **Case Manager 2:**

Education and Experience: Graduation from an accredited college or university with a bachelor's degree and experience equivalent to one year of full-time professional work providing child welfare services including, but not limited to, one or a combination of the following: social, psychological, or correctional counseling or case management; volunteer services coordination for a children's service program; and/or juvenile classification coordination.

### **Case Manager 3:**

Education and Experience: Graduation from an accredited college or university with a bachelor's degree and two years of professional experience providing child welfare services including, but not limited to, one or a combination of the following: social, psychological, or correctional counseling or case management; volunteer services coordination for a children's service program; and/or juvenile classification coordination. Substitution of Graduate Education for Experience: A graduate degree in social work or a related behavioral science field may be substituted for the required experience on a year-for-year basis, to a maximum of one year (e.g., 36 graduate quarter hours may be substituted for one year of required experience).

### **Case Manager 4:**

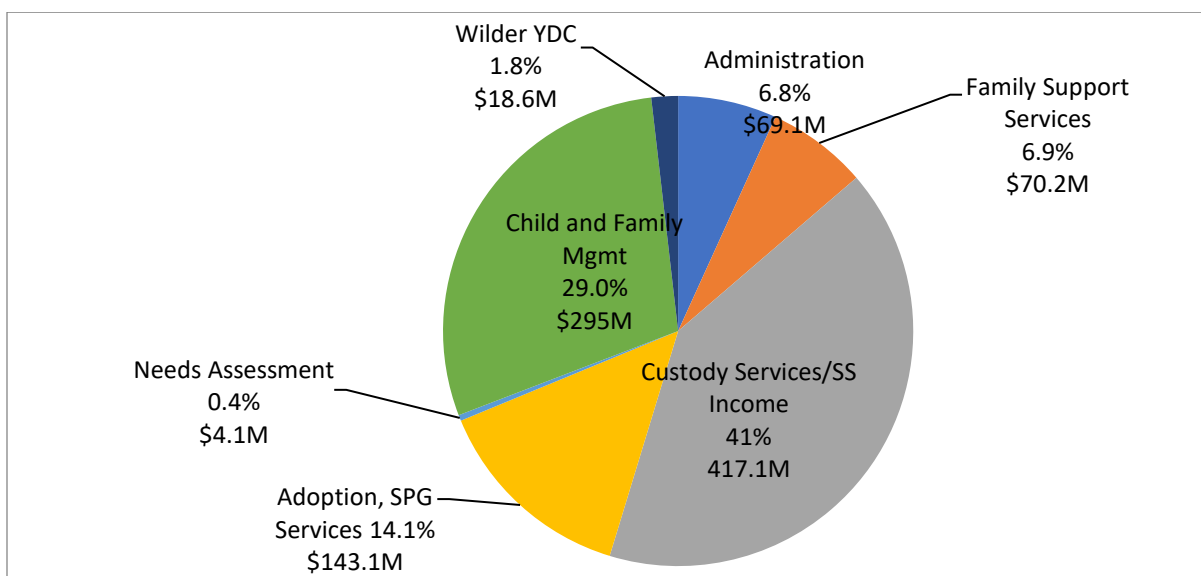
Education and Experience: Graduation from an accredited college or university with a master's degree in social work or a related behavioral science field with a child or family focus and experience equivalent to three years of full-time professional child welfare case work including, but not limited to, one or a combination of the following: social, psychological, or correctional counseling or case management; volunteer services coordination for a children's service program; and/or juvenile classification coordination or graduation from an accredited college or university with a bachelor's degree and experience equivalent to five years of full-time professional child welfare case work including, but not limited to, one or a combination of the following: social, psychological, or correctional counseling or case management; volunteer services coordination for a children's service program; and/or juvenile classification coordination.

# Office of Finance and Budget

## Assistant Commissioner Mohamed El-Kaissy

- Met and exceeded its state fiscal year reversion requirements.
- Met all Department of Finance & Administration fiscal year-end closing deadlines.
- Increased targeted case management revenue for custody and non-custody.

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, procurement, records management, and contracts administration. In fiscal year 2022, DCS managed a total of \$1,017,261,600 in budgeted resources.



## Placement Services and Costs

Total Placement Cost of all Children in State Custody: \$385,281,589

- State: \$124,203,345
- Federal: \$47,333,628
- Other: \$213,744,616

Wilder Youth Development Center : \$12,230,800

- State: \$11,669,984 (both housing and services)
- Other: \$560,816 (Education)

Total services cost for foster care children \$ 13,112,237

- State: \$4,875,622
- Federal: \$2,850,542
- Other: \$5,386,073

# Office of General Counsel

## **General Counsel Douglas Earl Dimond**

- 92 attorneys, 11 paralegals, and 31 administrative staff across the state

The Office of General Counsel (OGC) provides the highest level of legal advice and representation to the Department of Children's Services. Central Office OGC serves a wide range of Central Office legal needs and directs the work of some ninety-two attorneys, eleven paralegals, and thirty-one administrative staff across the state.

In Central Office, OGC offers expert legal advice to DCS leadership on a wide range of subjects covering all DCS program areas. OGC reviews, summarizes, and analyzes all legislation that could affect DCS. OGC liaises with the Attorney General's Office on federal litigation and state court appellate and trial litigation. OGC works with a wide variety of external stakeholders, including the Supreme Court's Administrative Office of the Courts, the Tennessee Council of Juvenile and Family Court Judges, and individual juvenile court judges. OGC provides to the Tennessee Council of Juvenile and Family Court Judges (TCJFCJ) and individual courts a semiannual comprehensive review of recent decisions from the Supreme Court and Court of Appeals. Finally, Central Office OGC is heavily involved in DCS' rule redesign efforts.



In the field, OGC supervises and supports over eighty DCS lawyers who ably represent the agency in thousands of child abuse and neglect cases every day in juvenile courts across Tennessee. Field lawyers advise local DCS leadership, draft pleadings, conduct trials of dependency and neglect cases and termination of parental rights cases, litigate administrative law cases, and provide training and legal guidance to case managers and other employees. They assist with education, employment, and juvenile justice issues.

Region	Attorneys and Paralegal Staff	Attorney Positions	Attorney Positions Filled	Paralegal Positions	Paralegal Positions Filled
Central Office	10	9	9	1	1
Davidson	5	5	5	0	0
East	7	6	6	1	1
Knox	8	7	6	1	1
Mid- Cumberland	11	10	9	1	1
Northeast	8	7	7	1	1
Northwest	6	5	5	1	1
Shelby	9	8	8	1	1
South Central	7	7	6	0	0
Southwest	6	5	4	1	1
Smoky	8	8	8	0	0
Tn Valley	10	8	8	2	2
Upper Cumberland	8	7	7	1	1
Total	103	92	88	11	11

Numbers as of 11/7/2022

# Building Strong Brains Tennessee

## **Assistant Commissioner of Administration Julie Rotella**

- Administered \$1.9+ million in recurring appropriations for activities around Adverse Childhood Experiences (ACEs), including funding for Department of Education (DOE) to support Trauma Informed Schools and Tennessee Commission on Children and Youth (TCCY) for training and ACEs related initiatives.
- Completed 26 community innovations grants
- 3560 staff and foster parents were trained in Building Strong Brains TN within DCS, including 401 who were trained during 2021-2022.

Building Strong Brains Tennessee is the statewide public/private partnership to address, prevent and mitigate adverse childhood experiences—ACEs. The mission of Building Strong Brains Tennessee (BSB TN) is to change the culture of the state, so the overarching philosophy, policies, programs, and practices utilize the latest brain science to promote resiliency, trauma informed practice and trauma-responsiveness.

BSB TN is led by a coordinating team composed of leaders of state agencies and the private sector with technical support from Casey Family Programs. A public sector steering group of leaders from child-serving state agencies includes the departments of Children's Services, Health, Human Services, Education, Mental Health and Substance Abuse Services, Intellectual and Developmental Disabilities, as well as TennCare, Tennessee Commission on Children and Youth, and Office of Criminal Justice Programs. It is balanced by a private sector steering group composed of providers, advocates, trade associations, academia, community organizations, foundations, researchers, and business. The purpose of the steering groups, which meet quarterly, is to provide input into BSB TN and to serve as extenders into their organizations of BSB TN's mission.

The funding for BSB TN is administered by DCS and the Department is responsible for overall management of BSB TN/ACE Community Innovations grants and inter-agency agreements with other state agencies by overseeing the procurement, contract, and accountability processes.

The multi-agency coordinating team works together to organize and execute content and logistical arrangements for periodic statewide learning experiences and coordinates strategic priorities to engage, equip, connect, and support communities to address ACE-related initiatives.

# Division of Administrative Procedures

## Senior Associate Counsel Tara S. Moore

- 394 substantiated child abuse appeals filed
- 25 adoption assistance/subsidized permanent guardianship appeals filed
- 10 foster care removal appeals filed
- 5 post-adoption appeals filed

Three attorneys sit as administrative judges and preside over the Department's contested cases governed by the Uniform Administrative Procedures Act and the Rules of the Department. These cases include substantiated child-abuse cases; adoption assistance/subsidized permanent guardianship cases in which the Department has denied, reduced or terminated assistance; foster-care removal cases in which the child or children have been in the home 12 consecutive months or longer; and post-adoption cases in which the Department has denied access to a sealed adoption record.

## Office of Communications

The Office of Communications often serves as the public face of DCS. It is the home base for internal communications, helping to ensure statewide staff is in sync with the Department's goals and principles. The Office also focuses on external communications by publicly telling the Department's stories, especially through the eyes of children and the foster parents who serve them. The Communications Office is often the first place the press, researchers and the public turn to in order to find information and answers about the Department. The two-person team consists of a communications director and a media director, with oversight from the Department's Chief of Staff.

The Office of Communications updates [tn.gov/dcs](http://tn.gov/dcs) and [the department's intranet site for employees](#) and keeps in touch with the social media world on Facebook, Twitter, Instagram and LinkedIn, posting department activities with text, graphics and video messaging.

# Office of Legislative Affairs

## **Executive Director Jim Layman**

The Office of Legislative Affairs manages the Department's response to legislation filed by the Tennessee General Assembly with guidance from the executive leadership team and program staff. The office monitors all legislation and seeks input from program staff on how the various bills could affect the Department. The office then takes this feedback and communicates with members of the General Assembly and other external partners about how the bill might impact the Department's operations. The office also works with the Governor's policy and legislative teams to craft proposals that support DCS. Generally, DCS is supportive of legislation that aligns with its mission and tries to provide thoughtful suggestions when a bill might not be ideal for its programs.

During the 2022 legislative session, DCS worked closely with the 112th General Assembly to pass one DCS administration bill and assisted the Governor's office in passing one of its DCS-related initiatives. HB 2163/SB 2413 (Public Chapter 711) specifies that the average caseload limits for case managers, which were already required by statute, are to be calculated at least monthly. This law clears up requirements surrounding the average caseloads and was recommended by the Comptroller's office. HB 2145/SB 2398 (Public Chapter 785) expands the relative caregiver program by allowing participants meeting required criteria to receive a monthly stipend equal to half of the foster care board rate. The bill also expands the eligibility criteria for youth to participate in the extension of foster care program. Additionally, through the appropriations process, the legislature funded key initiatives including salary increases for caseworkers and rate increases for DCS providers.

The office also coordinates the promulgation of the Department's rules and regulations. Although no rules have been fully promulgated in the previous year, the Department has held rulemaking hearings and progressed towards promulgation on rules concerning the relative caregiver program, drug screening, and licensure standards for juvenile detention centers and temporary holding resources.

Another function of the office is to ensure compliance with state statutory reporting requirements, including annual reporting and rules and policy updates. Throughout the year, the legislative team, in partnership with the Department's Customer Focused Services team, works with legislators to address various constituent concerns that arise. Members of the General Assembly and their staff communicate these concerns to the legislative team. The team then works on the issue and tries to identify a solution for the constituent in a timely manner.

# Office of Facilities Management

## **Assistant Commissioner Julie Rotella**

- Operates 110 locations statewide
- Manages real estate portfolio that contains approximately 928,323 square feet of space

The DCS Office of Facilities Management is an integrated, multifaceted organization devoted to the coordination of current and future Alternative Work Solutions (AWS) construction plans, space allocation issues, security, real estate contracts/renewals, space reconfiguration, fire and safety issues, maintenance and repairs, testing, building inspections and emergency response relocation. Facilities Management's Administrative Analysis oversees all purchase orders, bids and requests related to facilities, while the Facilities Management Investigator oversees all building incidents and inspections, which are required by State of Tennessee Real Estate and Asset Management, a division of the Department of General Services. The Office of Facilities Management operates, either directly through county regional offices or through the Department of General Services via the statewide Facilities Management contract with JLL, 110 locations statewide, and manages a real estate portfolio that contains approximately 928,323 square feet of space, either leased or owned.

Facilities Management plays an important role in implementing Alternative Workplace Solutions by collaborating with STREAM to design new floor plans to support the AWS work culture, develop a "DCS standard," which will be the template for all new offices and renovations when future leases are procured, and monitor STREAM office renovations and moves. Some features of the DCS standard office include card access entry systems with electric strike, more secure reception window design, secure zones in which clients and employees can safely interact and viewing rooms adjacent to all visitation rooms.

Facilities Management acts as the security liaison for the Department of Children Services. The 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. Facilities Management is one of the major contacts for Metro, TBI and other protective agencies.

During this state fiscal year, the Office provided an Emergency Action Plan Course to Fire Wardens in state owned buildings and coordinated and implemented statewide facility inspections by the State Fire Marshal's office; provided Situational Awareness Training to Youth Development Center (YDC) JLL staff and painted the YDC dorm rooms; developed guidelines for office floorplans; created a Smart spreadsheet to improve process of

gathering Space Needs Information and to complete Space Analysis Requests (SARs) more efficiently resulting in no outstanding SARs; implemented contracts with The Department of Safety for Facility Protection Officers at high-profile locations; and developed a more extensive list of private security vendors for emergency on call needs.

# Office of Federal Programs

## **Director Anthony Nease**

The Office of Federal Programs is responsible for the planning, administration, and annual reporting of programs funded by Titles IV-B and IV-E of the Social Security Administration Act of 1935 to include the Community-Based Child Abuse Prevention (CBCAP); Family Preservation; Comprehensive Addiction Recovery Act (CARA); Child Abuse Prevention and Treatment Act (CAPTA); Family First Prevention Services Act (FFPSA); Child and Family Service Plan (CFSP); Child and Family Service Review (CFSR); and the Title IV-E Plan. This Office also administers the Assessment Integration program for the Department, which includes oversight of the Child and Adolescent Needs and Strengths (CANS) and Family Support and Advocacy Tool (FAST) assessments.

# Office of Internal Audit

## **Director John Murphy**

The Office of Internal Audit is responsible for providing management and senior leadership with information they need to make better decisions through practical, cost-beneficial recommendations that promote improving DCS's operations. The Office's primary focus is conducting audits, from a risk management approach, to ascertain the efficiency and effectiveness of DCS' various operational and financial programs, processes, and activities.

# Office of Child Welfare Licensing

## Licensing Director Mark Anderson

The Office of Child Welfare Licensing is a regulatory authority, established under the provisions of the Uniform Administrative Procedures Act, that provides 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, Non-Traditional Child Care Agencies, Temporary Holding Resources and Juvenile Detention Centers.

The Office of Child Welfare Licensing also regulates all domestic and international adoption agencies operating within the State of Tennessee. The Office of Child Welfare Licensing conducts regular inspections and licensing evaluations at all licensed agencies and provides targeted monitoring of the use of seclusion, restraint, and chemical defense agents at Tennessee juvenile detention facilities.

The following information is based on self-reported data that is collected annually from all agencies and facilities licensed by the Tennessee Department of Children's Services (DCS). This summary reflects data for the 2022 fiscal year. Please note that this information is compiled for *all* reporting licensed agencies and is not limited to those agencies contracting with DCS for placement of custodial children and youth.

### **Residential Childcare/Foster Care**

All reporting non-secure private and public agencies licensed or approved by the Department of Children's Services providing residential childcare and/or foster care served 8,713 children during fiscal year 2022. Of the 8,713 children/youth residing in residential or foster care settings, 7,606 were subject to the Foster Care Law; including 7,391 children/youth in the custody of the Department of Children's Services and 215 children/youth who were privately placed. The total number of children residing in licensed programs on June 30, 2022, was 4,060. The average length of stay for children/youth served through residential programs was 302 days and the average length of stay for children/youth served through foster care programs was 244 days.

### **Adoption and Adoption-Related Services (Child Placing Agencies)**

The number of children placed for domestic adoption by licensed agencies totaled 578 children. Of those children placed for domestic adoption through licensed agencies, 71 were infants to two years of age, 211 were ages two to six, and 296 were ages seven and older.

The number of children who were placed with Tennessee licensed agencies through adoption from other counties totaled 50 children. Of those children placed for international



adoption through licensed agencies, 20 were infants to two years of age, 19 were ages two to six, and 11 were ages seven and older.

The total number of home studies completed by licensed Child Placing Agencies during FY2022 was 1075.

### **Child Abuse Prevention Services**

In FY2022, licensed Child Abuse Prevention Agencies, including regional Children's Advocacy Centers (CACs), reported serving 21,444 individual children and youth through a total of 466 separate community programs.

### **Juvenile Detention Centers**

Juvenile Detention Centers (JDCs) are temporary, short term "hardware secure" placements primarily serving youth that have been adjudicated delinquent.

The following data is an aggregate of the monthly exit data submitted to the Department by all licensed Tennessee JDCs during FY2022. These numbers are self-reported by the facilities and may include multiple incarcerations in some instances.

- During FY2022 there were 7,468 exits reported by Tennessee JDCs. This represents an increase of 601 reported exits over those reported in FY2021.
- Of those exiting youth, 852 (11%) were age 13 or younger, 6,503 (87%) were ages 14 to 17, and 113 (2%) were age 18 or older.
- Total number of youth in the custody of the Department of Children's Services served by Tennessee JDCs: 1697 (23%)
- Total number of non-custodial youth served by Tennessee JDCs: 5,771 (77%)
- Of the total number of incarcerated youth, 5,426 (73%) were male and 2,042 (27%) were female,
- Length of stay in Tennessee JDCs: 3,333 (45%) less than 24 hours; 1,565 (21%) between 24 and 72 hours; 1,012 (14%) between 4 and 10 days; 755 (10%) between 11 and 30 days; and 803 (10%) for more than 30 days.

# DCS by the Numbers

<b>Foster Homes with At Least One Vacancy on 6/30/2021</b>			
<b>Residence Region</b>	<b>DCS</b>	<b>Contract Provider</b>	<b>Grand Total</b>
<b>Davidson</b>	63	93	156
<b>East</b>	79	79	158
<b>Knox</b>	101	110	211
<b>Mid Cumberland</b>	164	238	402
<b>Northeast</b>	116	123	239
<b>Northwest</b>	65	48	113
<b>Shelby</b>	123	229	352
<b>Smoky Mountain</b>	84	101	185
<b>South Central</b>	81	151	232
<b>Southwest</b>	56	132	188
<b>Tennessee Valley</b>	103	184	287
<b>Upper Cumberland</b>	117	43	160
<b>Grand Total</b>	<b>1152</b>	<b>1531</b>	<b>2,700</b>

<b>Children in Custody SFY 2021-2022 by Adjudication*</b>				
<b>Commitment Region</b>	<b>Delinquent</b>	<b>Dependent Neglect</b>	<b>Unruly</b>	<b>Grand Total</b>
<b>Davidson</b>	130	893	1	1,023
<b>East Tennessee</b>	48	908	9	965
<b>Knox</b>	43	1,065	1	1,108
<b>Mid Cumberland</b>	160	1,429	30	1,619
<b>Northeast</b>	102	1,277	12	1,391
<b>Northwest</b>	59	844	45	948
<b>Shelby</b>	224	1,668	1	1,892
<b>Smoky Mountain</b>	53	1,249	9	1,311
<b>South Central</b>	120	1,255	7	1,382
<b>Southwest</b>	78	464	21	563
<b>TN Valley</b>	125	1,149	19	1,293
<b>Upper Cumberland</b>	87	1,200	26	1,313
<b>Grand Total</b>	<b>1,229</b>	<b>13,401</b>	<b>178</b>	<b>14,808</b>

\*Adjudication reported as of 6/30/22 or last day of custody if sooner

<b>Children in Custody SFY 2021-2022 by Age</b>				
<b>Region</b>	<b>0 to 4</b>	<b>5 to 12</b>	<b>Age 13 and Over</b>	<b>Grand Total</b>
<b>Davidson</b>	257	270	496	1,023
<b>East</b>	222	332	411	965
<b>Knox</b>	359	327	422	1,108
<b>Mid Cumberland</b>	346	469	804	1,619
<b>Northeast</b>	350	471	570	1,391
<b>Northwest</b>	258	298	392	948
<b>Shelby</b>	524	628	740	1,892
<b>Smoky Mountain</b>	327	450	534	1,311
<b>South Central</b>	350	453	579	1,382
<b>Southwest</b>	115	157	291	563
<b>Tennessee Valley</b>	380	357	556	1,293
<b>Upper Cumberland</b>	448	439	426	1,313
<b>Grand Total</b>	<b>3,936</b>	<b>4,651</b>	<b>6,221</b>	<b>14,808</b>

\*Age reported as of 6/30/22 or last day of custody if sooner

### Children in Custody SFY 2021-2022 by Race

Region	American Indian/ Alaska Native	Asian	Black/ African American	Multi-Racial	Native Hawaiian/ Other Pacific Islander	Unable to Determine	White	(blank)	Grand Total
Davidson	0	3	566	96	4	15	302	37	1,023
East	0	0	22	78	0	1	859	5	965
Knox	3	5	254	161	1	5	669	10	1,108
Mid Cumberland	4	15	342	219	8	11	988	32	1,619
Northeast	4	4	51	91	6	4	1,218	13	1,391
Northwest	2	0	122	99	0	1	724	0	948
Shelby	0	0	1,553	41	5	0	290	3	1,892
Smoky Mountain	2	3	26	132	5	1	1,132	10	1,311
South Central	0	0	80	138	0	1	1,162	1	1,382
Southwest	0	0	177	44	1	1	331	9	563
Tennessee Valley	1	2	271	145	0	6	866	2	1,293
Upper Cumberland	0	3	39	64	0	0	1,205	2	1,313
<b>Grand Total</b>	<b>16</b>	<b>35</b>	<b>3,503</b>	<b>1,308</b>	<b>30</b>	<b>46</b>	<b>9,746</b>	<b>124</b>	<b>14,808</b>

### Time to Permanency for Custody Exits by Time Frame SFY 2021-2022

Region	0 to 12 Months	% 0-12 Months	12 to 24 Months	% 12 to 24 Months	24 to 36 Months	% 24-36 Months	Greater than 36 Months	% Greater than 36 Months	Grand Total
<b>Davidson</b>	170	59.6%	71	24.9%	25	8.8%	19	6.7%	285
<b>East</b>	154	58.8%	87	33.2%	13	5.0%	8	3.1%	262
<b>Knox</b>	165	57.3%	89	30.9%	29	10.1%	5	1.7%	288
<b>Mid Cumberland</b>	314	64.9%	112	23.1%	39	8.1%	19	3.9%	484
<b>Northeast</b>	212	63.9%	96	28.9%	22	6.6%	2	0.6%	332
<b>Northwest</b>	216	62.6%	95	27.5%	29	8.4%	5	1.4%	345
<b>Shelby</b>	315	60.5%	122	23.4%	57	10.9%	27	5.2%	521
<b>Smoky Mountain</b>	129	48.9%	85	32.2%	40	15.2%	10	3.8%	264
<b>South Central</b>	230	64.4%	84	23.5%	28	7.8%	15	4.2%	357
<b>Southwest</b>	113	69.3%	34	20.9%	11	6.7%	5	3.1%	163
<b>Tennessee Valley</b>	226	67.3%	72	21.4%	24	7.1%	14	4.2%	336
<b>Upper Cumberland</b>	168	56.2%	104	34.8%	23	7.7%	4	1.3%	299
<b>Grand Total</b>	<b>2,412</b>	<b>61.3%</b>	<b>1,051</b>	<b>26.7%</b>	<b>340</b>	<b>8.6%</b>	<b>133</b>	<b>3.4%</b>	<b>3,936</b>

\*Includes Custody Exits to Reunification, Exit Custody to Relatives/Kin and Permanent Guardianship

Juvenile Justice Custody*						Juvenile Justice Custody*				
Filled Positions w/Assignments						Positions (Vacant and Filled)				
Region	Average Monthly Cases	Average	Average Number of Workers	Lowest Caseload	Highest Caseload	Average Monthly Cases	Average	Average Number of Workers	Lowest Caseload	Highest Caseload
Davidson	58	7.5	8	0	24	58	5.6	10	0	24
East Tennessee	20	2.2	9	0	9	20	1.6	12	0	9
Knox	26	9.2	3	0	15	26	9.0	3	0	15
Mid Cumberland	74	2.6	29	0	19	74	2.3	33	0	19
Northeast	50	4.4	11	0	13	50	2.6	19	0	13
Northwest	25	2.6	10	0	11	25	1.2	21	0	11
Shelby	112	8.8	13	0	18	112	8.5	13	0	18
Smoky Mountain	22	1.6	14	0	7	22	1.3	17	0	7
South Central	54	2.9	19	0	9	54	2.6	21	0	9
Southwest	33	3.8	9	0	20	33	3.3	10	0	20
TN Valley	57	8.2	7	0	20	57	6.9	8	0	20
Upper Cumberland	45	2.2	21	0	7	45	2.1	22	0	7
<b>Grand Total</b>	<b>576</b>	<b>3.8</b>	<b>151</b>	<b>0</b>	<b>24</b>	<b>576</b>	<b>3.1</b>	<b>189</b>	<b>0</b>	<b>24</b>

*\*Juvenile Justice caseworkers typically carry a combination of custody, probation, aftercare, ICJ, diversion caseloads.*

Juvenile Justice Probation, Aftercare, ICJ, and Diversion*						Juvenile Justice Probation, Aftercare, ICJ, and Diversion*				
Filled Positions w/Assignments						Positions (Vacant and Filled)				
Region	Average Monthly Cases	Average	Average Number of Workers	Lowest Caseload	Highest Caseload	Average Monthly Cases	Average	Average Number of Workers	Lowest Caseload	Highest Caseload
Davidson	43	5.5	8	1	28	43	4.1	10	1	28
East Tennessee	71	8.0	9	1	27	71	5.8	12	1	27
Knox	24	8.4	3	1	13	24	8.1	3	1	13
Mid Cumberland	272	9.5	29	1	30	272	8.3	33	1	30
Northeast	138	12.1	11	1	31	138	7.1	19	1	31
Northwest	99	10.4	10	1	25	99	4.8	21	1	25
Shelby	26	2.1	13	1	16	26	2.0	13	1	16
Smoky Mountain	177	12.5	14	1	28	177	10.6	17	1	28
South Central	170	9.2	19	1	27	170	8.3	21	1	27
Southwest	87	10.0	9	1	24	87	8.7	10	1	24
TN Valley	51	7.4	7	1	25	51	6.2	8	1	25
Upper Cumberland	222	10.8	21	1	23	222	10.2	22	1	23
<b>Grand Total</b>	<b>1379</b>	<b>9.2</b>	<b>151</b>	<b>1</b>	<b>31</b>	<b>1379</b>	<b>7.3</b>	<b>189</b>	<b>1</b>	<b>31</b>

*\*Juvenile Justice caseworkers typically carry a combination of custody, probation, aftercare, ICJ, diversion caseloads.*



Social Services Custody						Social Services Custody				
Filled Positions w/Assignments						Positions (Vacant and Filled)				
Region	Average Monthly Cases	Average	Average Number of Workers	Lowest Caseload	Highest Caseload	Average Monthly Cases	Average	Average Number of Workers	Lowest Caseload	Highest Caseload
<b>Davidson</b>	576	16.2	36	0	32	576	4.3	133	0	32
<b>East Tennessee</b>	562	17.3	33	0	30	562	11.3	50	0	30
<b>Knox</b>	712	20.9	34	0	37	712	10.2	70	0	37
<b>Mid Cumberland</b>	832	14.3	58	0	31	832	7.9	105	0	31
<b>Northeast</b>	837	18.7	45	0	39	837	10.1	83	0	39
<b>Northwest</b>	493	15.5	32	0	25	493	14.6	34	0	25
<b>Shelby</b>	1056	18.3	58	0	39	1056	9.8	107	0	39
<b>Smoky Mountain</b>	771	16.8	46	0	27	771	9.9	78	0	27
<b>South Central</b>	723	17.1	42	0	27	723	9.3	78	0	27
<b>Southwest</b>	306	13.5	23	0	22	306	6.7	45	0	22
<b>TN Valley</b>	762	16.1	47	0	26	762	11.1	69	0	26
<b>Upper Cumberland</b>	732	15.0	49	0	23	732	8.2	89	0	23
<b>Grand Total</b>	<b>8361</b>	<b>16.7</b>	<b>501</b>	<b>0</b>	<b>39</b>	<b>8361</b>	<b>9.5</b>	<b>941</b>	<b>0</b>	<b>39</b>

### Active Placements During SFY 2022 By Region, Level and Placement Type

Placement Level/Type	DV	EA	KX	MC	NE	NW	SH	SM	SC	SW	TNV	UC	Grand Total
<b>Level 1</b>	<b>1,310</b>	<b>1,612</b>	<b>1,918</b>	<b>2,833</b>	<b>1,914</b>	<b>1,826</b>	<b>2,628</b>	<b>2,030</b>	<b>2,202</b>	<b>945</b>	<b>2,199</b>	<b>1,905</b>	<b>23,322</b>
Foster Home	1,145	1,360	1,614	2,412	1,650	1,521	2,489	1,809	1,921	797	1,991	1,648	20,357
Preadoptive	3	27	11	33	20	13	6	28	31	14	25	28	239
Trial Home Visit	162	225	293	388	244	292	133	193	250	134	183	229	2,726
<b>Level 2</b>	<b>27</b>	<b>55</b>	<b>43</b>	<b>25</b>	<b>77</b>	<b>50</b>	<b>7</b>	<b>89</b>	<b>83</b>	<b>25</b>	<b>47</b>	<b>106</b>	<b>634</b>
<b>Level 2 Continuum</b>	<b>624</b>	<b>348</b>	<b>445</b>	<b>923</b>	<b>405</b>	<b>273</b>	<b>1,076</b>	<b>655</b>	<b>789</b>	<b>211</b>	<b>887</b>	<b>318</b>	<b>6,954</b>
Foster Home	378	203	265	545	218	144	696	342	514	117	561	182	4,165
Group Home	194	107	124	267	125	81	324	246	174	69	276	93	2,080
Preadoptive	2	4	0	18	2	5	0	15	11	0	2	6	65
Trial Home Visit	50	34	56	93	60	43	56	52	90	25	48	37	644
<b>Level 3</b>	<b>129</b>	<b>169</b>	<b>219</b>	<b>257</b>	<b>230</b>	<b>119</b>	<b>123</b>	<b>217</b>	<b>169</b>	<b>129</b>	<b>187</b>	<b>132</b>	<b>2,080</b>
<b>Level 3 Continuum</b>	<b>470</b>	<b>328</b>	<b>601</b>	<b>821</b>	<b>640</b>	<b>363</b>	<b>708</b>	<b>574</b>	<b>613</b>	<b>244</b>	<b>532</b>	<b>426</b>	<b>6,320</b>
Foster Home	121	130	273	286	217	135	339	255	313	97	223	187	2,576
Group Home	276	155	266	417	325	168	304	263	227	109	230	182	2,922
Preadoptive	0	2	1	5	2	4	0	3	6	1	1	7	32
Trial Home Visit	73	41	61	113	96	56	65	53	67	37	78	50	790
<b>Level 4</b>	<b>47</b>	<b>31</b>	<b>49</b>	<b>101</b>	<b>59</b>	<b>33</b>	<b>60</b>	<b>58</b>	<b>47</b>	<b>31</b>	<b>51</b>	<b>42</b>	<b>609</b>
<b>Other</b>	<b>217</b>	<b>110</b>	<b>175</b>	<b>204</b>	<b>279</b>	<b>77</b>	<b>642</b>	<b>146</b>	<b>119</b>	<b>109</b>	<b>294</b>	<b>118</b>	<b>2,490</b>
<b>Grand Total</b>	<b>2,824</b>	<b>2,653</b>	<b>3,450</b>	<b>5,164</b>	<b>3,604</b>	<b>2,741</b>	<b>5,244</b>	<b>3,769</b>	<b>4,022</b>	<b>1,694</b>	<b>4,197</b>	<b>3,047</b>	<b>42,409</b>

### Children in Full Guardianship

Region	Children in Full Guardianship as of 6/30/2022
Davidson	36
East	68
Knox	86
Mid Cumberland	105
Northeast	105
Northwest	46
Shelby	85
Smoky Mountain	107
South Central	75
Southwest	32
Tennessee Valley	128
Upper Cumberland	74
<b>Grand Total</b>	<b>947</b>

**Children in Full Guardianship with a Sole Goal of Adoption**

<b>Region</b>	<b>Children in Full Guardianship with a Sole Goal of Adoption as of 6/30/2022</b>
<b>Davidson</b>	30
<b>East</b>	52
<b>Knox</b>	68
<b>Mid Cumberland</b>	88
<b>Northeast</b>	84
<b>Northwest</b>	36
<b>Shelby</b>	54
<b>Smoky Mountain</b>	96
<b>South Central</b>	67
<b>Southwest</b>	27
<b>Tennessee Valley</b>	114
<b>Upper Cumberland</b>	59
<b>Grand Total</b>	<b>775</b>

<b>Children with Planned Permanent Living Arrangement as a Goal</b>	
<b>Region</b>	<b>Children with a PPLA Goal as of 6/30/2022</b>
Davidson	5
East	1
Knox	5
Mid Cumberland	2
Northeast	2
Northwest	2
Shelby	3
Smoky Mountain	1
South Central	1
Southwest	2
Tennessee Valley	2
Upper Cumberland	2
<b>Grand Total</b>	<b>28</b>

<b>Placement Moves</b>				
<b>Region</b>	<b>Zero Moves</b>	<b>1 Move</b>	<b>2 Moves</b>	<b>3 or More</b>
Davidson	115	118	37	75
East	143	97	41	56
Knox	138	118	45	94
Mid Cumberland	201	185	112	151
Northeast	252	174	110	74
Northwest	167	115	53	52
Shelby	288	125	116	153
Smoky Mountain	167	142	62	111
South Central	275	175	76	90
Southwest	59	73	39	39
TN Valley	133	157	94	86
Upper Cumberland	265	158	75	41
<b>Grand Total</b>	<b>2,203</b>	<b>1,637</b>	<b>860</b>	<b>1,022</b>



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January 2023