
Child and Family Service Review

Reviewer Training Plan and Information Manual

Tennessee Department of Children's Services

Office of Continuous Quality Improvement | February 2018



Anthony Nease, Program Director 3

Program Evaluation

Table of Contents

- I. Overview 4
- II. Criterion One..... 6
 - Statewide Representative Sample and Schedule 6
 - Sampling Methodology, Sample Size, and Mix..... 7
 - Foster Care and In-Home Services Population 8
 - Case Elimination..... 9
 - Impact on Service Regions 9
- III. Administrative Structure..... 11
 - Office of Continuous Quality Improvement..... 11
 - Current CFSR Reviewers..... 13
 - Basic Expectations for CFSR Reviewers/QA Staff/Site Administrator:..... 16
 - Confidentiality Reviewer Expectations 17
 - Expectation of QA Staff Level one and two 18
- IV. Criterion Two 18
 - Reviewer Training and Development Plan..... 18
 - Child and Family Service Review Process..... 21
 - On-Site Case Elimination..... 22
 - Case Rating Instruction 22
 - Quality Assurance Plan 23
 - Conflict of interest 23
 - Safety Concerns 24
 - No-Show Interviews..... 24
 - Runaway Children and Youth..... 25
- V. Criterion Three..... 25
 - Conducting Interviews 25
- VI. CFSR Reviewer Manual/Binder 26
 - Accompaniments 27
 - Service Regions and Counties 27
 - CFSR Review Schedule 28



Vision Statement

Tennessee's children 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.

I. Overview

Introduction

The U.S. Department of Health and Human Services (DHHS) is required to review and monitor state's public child welfare programs for compliance with Titles IV-B and IV-E of the Social Security Act. The part of DHHS charged with this task is The Children's Bureau of the Administration on Children and Families.

The federal Administration on Children, Youth, and Families (ACYF) requires states to develop and implement a Child and Family Service Plan (CFSP) in order to continue to receive federal Title IV-B funding. The CFSP is a five-year strategic plan that outlines the state's quality assurance system and identifies the state's goals to improve its child welfare system.

The Annual Progress Services Report (APSR) provides an annual update on the progress the state has made toward accomplishing the goals and objectives set by the CFSP. Completion of the APSR satisfies the federal requirement of providing updates on the progress of the past fiscal year and planned activities for the upcoming fiscal year.

The Child and Family Service Review (CFSR) is designed as a federal-state collaborative effort to help ensure that quality services are being provided to all children and families through the state's public child welfare system. This satisfies Section 1123A of the Social Security Act, which requires the DHHS to review state child and family services programs to ensure substantial conformity with the requirements of Titles IV-B and IV-E of the Social Security Act.

The primary goal of the Tennessee Department of Children's Services (DCS) is to ensure the safety, permanency and overall well-being of the children and families served by the agency. DCS strives to ensure conformity at all times with Titles IV-B and IV-E requirements, and has a strong, well-established Child Welfare Quality Assurance System (CWQA).

Tennessee's CWQA system is administered primarily by the Office of Continuous Quality Improvement (OCQI). OCQI provides a framework to effectively evaluate and assess the delivery of services to children and families served by DCS. DCS strives to be a learning organization and deploys a robust continuous quality improvement system.

Tennessee used the Quality Service Review (QSR) as its qualitative review process from 2005 through 2017. The QSR was conducted annually in each of our twelve service regions by trained internal and external reviewers. This process included interviews with children, birth-parents, foster parents/residential providers, therapists, teachers, guardians ad litem, mentors, and DCS Caseworkers, as well as, case file reviews (electronic and hard copy).

Tennessee chose and was approved by the Children's Bureau to conduct a self-review during round three of the Child and Family Service Review (CFSR). The CFSR process was utilized on seventy-five cases across all twelve service regions during 2017. An additional twelve cases were reviewed in each region using the Quality Service Review (QSR). Tennessee will begin using the CFSR as its primary qualitative case review process beginning in 2018. Twelve cases will be reviewed in each region using the Onsite Review Instrument (OSRI) during the 2018 season. Tennessee plans to increase the number of cases reviewed in each of its twelve service regions over the next several years as reviewer capacity grows, eventually reaching twenty-four cases being reviewed in each region annually.

DCS contracts with Vanderbilt University Department of Bio-Statistics to pull the CFSR sample. Vanderbilt University Centers of Excellence will design and conduct an annual assessment of Tennessee's CFSR program beginning in 2018. This annual assessment will include determining inter-rater reliability of the established review processes and the OSRI directions. Vanderbilt University formerly rated Tennessee's QSR Reviewers in the moderate and high levels of inter-rater reliability for all twenty-two indicators over the past three QSR seasons using the Cohen's Kappa statistic measure.

Vanderbilt University Centers of Excellence distributes a survey to the DCS Caseworkers and Team Leaders in each region two weeks after the completion of each review to determine satisfaction with the CFSR process. The Program Evaluation Team distributes a survey to CFSR Reviewers biannually to determine satisfaction with the review process and reviewer trainings. Information from these surveys is used by the Program Evaluation Team to set improvement goals for the CFSR process and determine any future training needs.

Information obtained from each CFSR, as well as, data collected from other sources are reviewed on a regular basis through DCS' Performance and Quality Improvement (PQI) Team process. The PQI process at DCS consists of a system of Quality Circles in each service region that focus on a specific area of practice and report to a regional Quality Practice Team. Those Quality Practice Teams then report to the State PQI Team. The overall goal of all PQI Teams is to promote a culture of innovative thought among all levels of employees in order to improve overall practice. DCS began using Continuous Quality Improvement (CQI) teams in 2004. The current Quality Circle/Quality Practice Team format was developed in January 2011 in conjunction with the National Child Welfare Resource Center for Organizational Improvement. DCS changed the name of the CQI Teams to PQI Teams in 2017 in order to better distinguish that the CQI teams were one piece of a much larger CQI process. The DCS CQI system meets the Information Memorandum issued by the Children's Bureau dated August 27, 2012.

Tennessee’s system includes the five components essential by ACYF-CB-IM-12-07:

- 1) An administrative structure to oversee effective CQI system functioning;
- 2) Quality data collection;
- 3) A method for conducting ongoing case reviews;
- 4) A process for the analysis and dissemination of quality data on all performance measures and;
- 5) A process for providing feedback to stakeholders and decision makers and as needed, adjusting state programs and processes.

II. Criterion One

Statewide Representative Sample and Schedule¹

The Child and Family Service Review will be conducted in each of the twelve service regions between April 1 and September 1 each year. Memphis is the largest metropolitan area in the state. It is located in Shelby County and comprises the Shelby County Region. This region will be reviewed during the month of August. The duration of each review will be for one week. Foster Care cases will be allotted three days for completion (Monday – Wednesday) and Non-custody cases will be allotted two days for completion (Monday – Tuesday). DCS plans to review 144 cases during the CFSR Performance Improvement Plan cycle. A total of 76 foster care cases and 68 In-home cases will be reviewed.

CFSR Schedule and Sample

Service Region	Review Month	Number of Cases to be Reviewed
Smoky Mountain	April	12
Davidson County	April	12
Upper Cumberland	May	12
South Central	May	12
Mid-Cumberland	June	12
Southwest	June	12
Tennessee Valley	July	12
Northeast	July	12
Shelby County	August	12
Knox County	August	12
Northwest	September	12
East Tennessee	September	12

¹ See Tennessee CFSR Sampling Plan for additional information.

Sampling Methodology, Sample Size, and Mix

DCS Office of Information Technology (IT) will download required data on all cases open between April 1 and September 30 (plus 45 days for non-custody cases) using the sampling frames approved by the Children’s Bureau and ensuring the requirements of Case Review Criterion 1 are met by January 1 each year. Family Support Service (FSS) cases start date will be calculated from the date the case was opened or transferred from Child Protective Services Assessment (CPS-A) or Child Protective Services Investigations (CPS-I). That data will be provided to Vanderbilt University Department of Bio-Statistics.

The Vanderbilt University Department of Bio-Statistics will provide a fixed non-rolling sample to the Program Evaluation team by January 31 each year. This sample will contain the appropriate percentage of cases in each service region by case type as determined by the Measuring and Sampling Committee (MASC) of the Children’s Bureau. Twelve cases will be reviewed in each region with varying case types as approved by the MASC. To ensure the majority of In Home Services (IHS) cases reviewed is FSS cases, the random sample will be limited to no more than 20% of CPS or Juvenile Justice (JJ) cases (10% each). The universe of CPS and JJ cases will be pooled, assigned and sorted in random order, and the state will go down the list to select the 7 cases for the designated regions as outlined in the table below. If a selected case meets elimination criteria, the state will continue down the randomized list of cases until the designated number of cases is selected from the identified regions. Foster Care cases will not be stratified by case type in each region (Dependent/Neglected; Unruly; Delinquent). In-home cases will be stratified by case type in each region using the recommendations received from the MASC in the table below. Vanderbilt University Department of Bio-Statistics will also provide an oversample of eight-times the size of each case type for use in making replacements in each service region by January 31 each year.

Sample Size by Region

Region	Percentage of State Caseload (Baseline)	Region Proportion/Percentage of 144 Cases	Foster Care (53%)	D&N and Unruly	Delinquent	IHS (47%)	FSS	CPSA/CPSI & JJ Probation
Davidson County	8%	12/8.33%	6	6	0	6	5	1 CPS-A
East Tennessee	6%	12/8.33%	6	6	0	6	5	1 CPS-A
Knox County	5%	12/8.33%	6	6	0	6	6	N/A
Mid-Cumberland	13%	12/8.33%	7	5	2	5	3	1 CPS-A 1 CPS-I
Northeast	11%	12/8.33%	7	6	1	5	3	1 CPS-A 1 JJ Prob.
Northwest	6%	12/8.33%	6	4	2	6	6	N/A
Shelby County	8%	12/8.33%	6	6	0	6	5	1 CPS-I
Smoky Mountain	10%	12/8.33%	7	7	0	5	4	1 CPS-A
South Central	7%	12/8.33%	6	6	0	6	5	1 CPS-I
Southwest	7%	12/8.33%	6	6	2	6	5	1 CPS-A
Tennessee Valley	7%	12/8.33%	6	6	0	6	5	1 JJ Prob.
Upper Cumberland	11%	12/8.33%	7	5	2	5	3	1 JJ Prob. 1 CPS-A
Total:	100%	144/99.96%	76	67 (88.2%)	9 (11.8%)	68	55 (80.8%)	13 (19.1%)

Each service region will receive its CFSR sample two months prior to the review week. All case eliminations prior to each review and on-site will be determined by the Program Evaluation Team using the Children's Bureau approved Case Elimination Criteria. Eliminated cases will be tracked with reason for elimination by service region and available for review by the Children's Bureau.

Foster Care and In-Home Services Population

Cases by Population Type

DCS Foster Care cases will consist of children and youth who are committed into the custody of the Department as Dependent/Neglected, Unruly, or Delinquent. Dependent/Neglected commitments are generally children/youth who were victims of abandonment, abuse or neglect. Youth who were committed to DCS custody as Unruly generally have come before the juvenile court system for runaway, truancy or their behaviors in the home or school and are then bench ordered into state custody. Youth who are committed Delinquent are minors who have been found guilty of a crime, including felony crimes.

DCS In-Home cases consist of Child Protective Services – Investigations, Child Protective Services – Assessments, Family Support Services, Family Crisis Intervention Program, or Juvenile Justice Probation cases. Child Protective Services cases are assigned through the Tennessee Child Abuse Hotline. Child Protective Services – Investigations (CPS-I) are cases that require action from the Child Protective Investigation Team (CPIT) in each county. Members of the CPIT team include local law enforcement and the District Attorney General's Office. These cases often lead to criminal charges and prosecution of the alleged perpetrator.

Child Protective Services – Assessments (CPS-A) are cases that do not require intervention of the CPIT team. These cases are generally all non-severe abuse and neglect referrals. These cases can remain open for a maximum of ninety days and may include a thorough assessment of need and linkage to formal and informal services.

Family Support Services Cases (FSS) are cases that are opened for longer term services. CPS-I and CPS-A Caseworkers can refer cases to FSS in order to continue providing services. The Juvenile Court can also make a referral directly for a family to receive FSS services. Caseworkers provide services to these families on a long term basis. Service referrals can be made by the FSS Caseworker to provide additional more-intensive services to the family if needed.

Family Crisis Intervention Program (FCIP) cases are referred to DCS through the court. Tennessee Code Annotated defines the service provision for these cases. This service is

meant to be short term and provide services to families that are experiencing difficulties due to the behaviors of the youth in the home.

Juvenile Justice Probation cases are assigned by the court. These are youth who have been found guilty of a crime, but were not committed into state custody due to the offense not being of the severity to warrant custody. These youth often have community service and restitution which is monitored by the Caseworker. These youth have set Rules of Probation that are set by the court and monitored by DCS.

Case Elimination

All case elimination decisions will be made by the Program Evaluation Team, and will be documented. Documentation will include the Case Identification Number, Service Region, and Reason for Elimination.

Case elimination may occur under the following circumstances:

- In-home services cases open for fewer than 45 consecutive days during the period under review (PUR).
- In-home services cases where any child/youth in the family under review was in foster care no more than 24 hours during the PUR.
- Foster Care cases open fewer than 24 hours during the PUR.
- Foster Care cases where child/youth were on Trial Home Visit during the entire period of the PUR.
- Foster Care cases that were closed before the sampling period.
- A case open for subsidized adoption or guardianship payment only with no services.
- A case where the target youth reached the age of 18 prior to the PUR.
- ICPC case placed in Tennessee from another state.
- Cases appearing multiple times in the sample due to multiple siblings receiving services or multiple in-home cases during the sampling period.
- Foster Care cases in which the child's adoption or guardianship was finalized before the PUR and the child is no longer under the care of DCS.
- Cases where youth were placed for the entire PUR in a locked juvenile facility.
- On site elimination will also occur if it is determined that a case cannot be completed due to conflicts of interest that are identified once the case interviews have started.

Impact on Service Regions

Tennessee envisions CFPSR to be a learning process for DCS employees, providers, and community partners. It is a very useful tool for assessing current practice and developing practice improvement goals. The Program Evaluation Team has worked diligently to provide ongoing education to our internal and external stakeholders about the CFPSR process, the history and purpose of the review, and how the outcomes can be used to help improve practice.

The Program Evaluation Team has established a CFSR Leadership Team that serves as the liaison between the Children's Bureau and DCS Senior Leadership. This team is responsible for ensuring that Tennessee is prepared for each CFSR review and monitors and provides support to both the CFSR Reviewer Training Team and CFSR PIP Implementation Team.

The CFSR Leadership Team also is charged with the implementation of the CFSR PIP Communications Plan that was developed in 2017. Tennessee is committed to strengthening communication and partnerships with all internal and external stakeholders. Presentations about CFSR occur on a monthly basis at the DCS Senior Leadership Team (Regional Administrators, Regional Investigations Directors, Regional Juvenile Justice Directors), the Interagency QA/QI Team (DCS OCQI staff and custodial and non-custodial provider Quality Assurance/Improvement staff) and the Senior Leadership Strategic Outcomes Team (DCS Senior Directors). Presentations occurred quarterly during the DCS Policy and Practice Team (DCS staff from all levels who represent all twelve service regions). Customized presentations are made by the Program Evaluation Team on a regular basis, when DCS service regions and providers have requested additional trainings about CFSR.

The CFSR Leadership Team has established a CFSR Training Team. This team meets on a regular basis and coordinates the CFSR Reviewer Trainings. This team has developed a CFSR Training Manual. This manual includes this document, as well as other CFSR materials, and is designed for each CFSR Reviewer to keep with them while conducting reviews. These manuals are provided to all CFSR Reviewers during Reviewer Boot Camp.

The newly formed CFSR Recruitment and Retention Team works closely with the CFSR Training Team. This team is responsible for recruiting and retaining DCS employees who can commit to become a quality CFSR Reviewer. This team is also responsible for the recruitment and retention of CFSR Shadow Reviewers. Tennessee has chosen to have a reviewer dyad assigned to each case. This dyad consists of an experienced CFSR Reviewer and either a developing CFSR Reviewer or a CFSR Shadow Reviewer. CFSR Shadow Reviewers can be internal or external stakeholders. The intention of the CFSR Shadow Reviewer is to provide training to internal and external stakeholders about the CFSR process and desired practice outcomes.

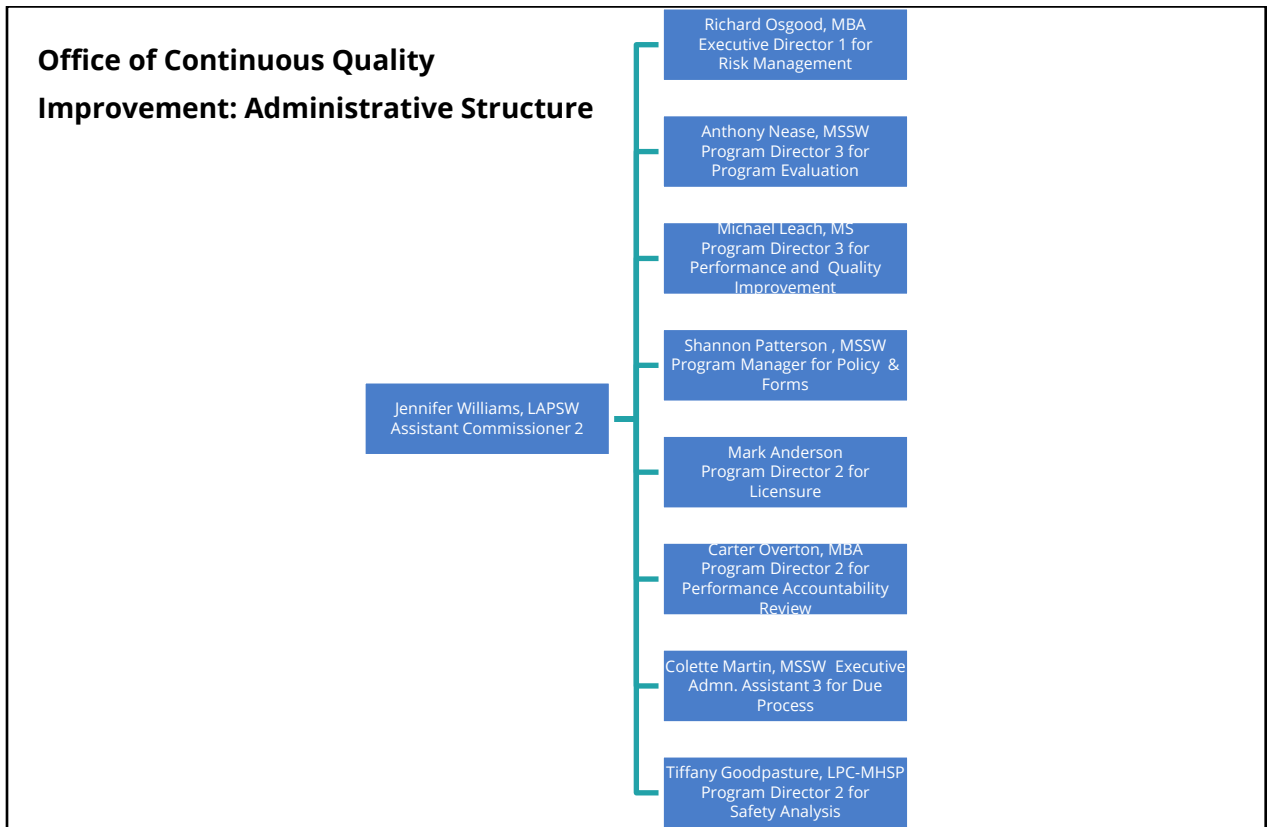
III. Administrative Structure

Office of Continuous Quality Improvement

The OCQI is under the direction of an Assistant Commissioner 2, who reports directly to the Commissioner of the Department of Children’s Services.

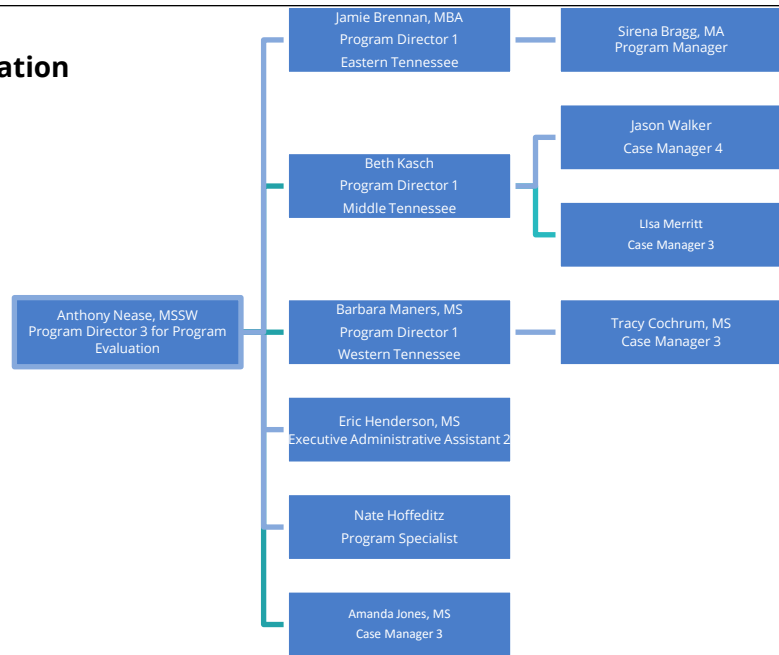
The OCQI divisions consist of the following:

- Program Evaluation
- Performance & Quality Improvement
- Policy & Forms
- Licensure
- Safety Analysis
- Performance Accountability Review
- Risk Management (Internal Affairs & Internal Audit)
- Due Process

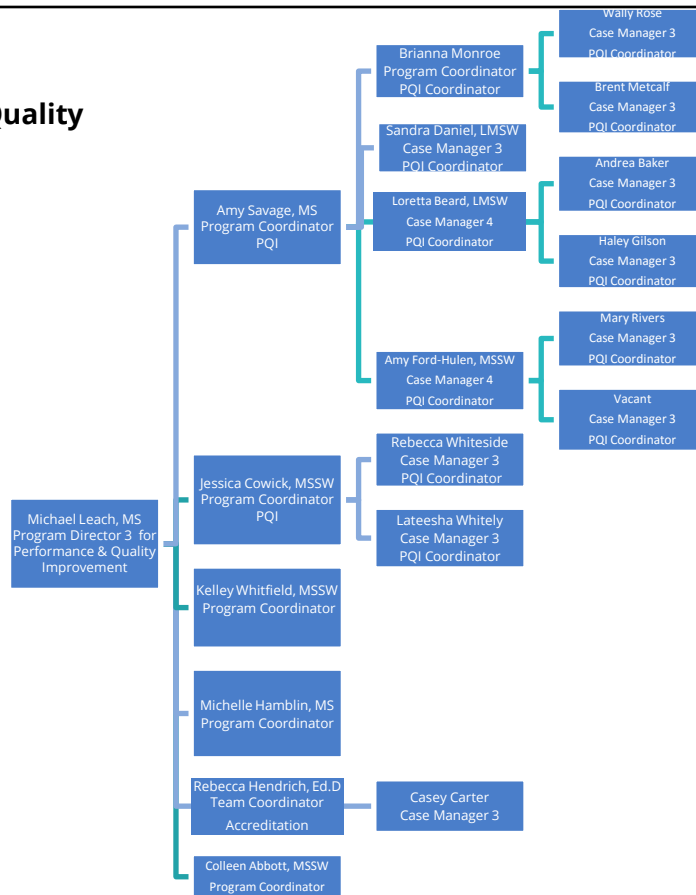


The Program Evaluation Team and the Performance & Quality Improvement Team have the primary responsibility for the Child and Family Service Review.

Program Evaluation



Performance & Quality Improvement



Current CFSR Reviewers

CFSR Reviewer	Role	Work Area
Anthony Nease, MSSW	Site Administrator/Second Level QA/CFSR Leadership Team/PIP Implementation Team	OCQI/Program Evaluation
Eric Henderson, MS	Assistant Site Administrator/Second Level QA	OCQI/Program Evaluation
Rebecca Hendrich, Ed.D	First Level QA/Second Level QA	OCQI/Performance and Quality Improvement
Amanda Jones, MS	First Level QA/Second Level QA/CFSR Leadership Team/CFSR Sample Coordinator/CSFR Scheduler	OCQI/Program Evaluation
Nate Hoffeditz	Developing CFSR Reviewer/PIP Implementation Team/ CFSR Sample Coordinator/CSFR Scheduler	OCQI/Program Evaluation
Jamie Brennan, MBA	Primary CFSR Reviewer/Back-up First Level QA/CFSR Data Coordinator/ CFSR Leadership Team/PIP Implementation Team	OCQI/Program Evaluation
Beth Kasch	Primary CFSR Reviewer/Back-up First Level QA/CFSR Training Team/CFSR Recruitment and Retention Team/ CFSR Leadership Team	OCQI/Program Evaluation
Barbara Maners, MS	Developing CFSR Reviewer/ CFSR Recruitment and Retention Team/CFSR Logistics	OCQI/Program Evaluation
Tracy Cochrum, MS	Developing CFSR Reviewer/ CFSR Data Coordinator	OCQI/Program Evaluation
Jason Walker	Developing CFSR Reviewer/CFSR Recruitment and Retention Team	OCQI/Program Evaluation
Lisa Merritt	Primary CFSR Reviewer/Back-up First Level QA/CFSR Training Team/CFSR Recruitment and Retention Team/ CFSR Logistics	OCQI/Program Evaluation
Sirena Bragg, MA	Back-up Primary Reviewer/CFSR Leadership Team	OCQI/Program Evaluation
Walter Rose	Primary Reviewer	OCQI/Performance and Quality Improvement
Haley Gilson	Primary Reviewer	OCQI/Performance and Quality Improvement
Rebecca Whiteside	Primary Reviewer/Back-up First Level QA/ CFSR Training Team	OCQI/Performance and Quality Improvement
Loretta Beard, MSSW	Primary Reviewer	OCQI/Performance and Quality Improvement

CFSR Reviewer	Role	Work Area
Jessica Cowick, MSSW	Developing CFSR Reviewer	OCQI/Performance and Quality Improvement
Kelly Whitfield, MSSW	Developing CFSR Reviewer	OCQI/Performance and Quality Improvement
Casey Carter	Developing CFSR Reviewer	OCQI/Performance and Quality Improvement
Lateesha Whitely	Developing CFSR Reviewer	OCQI/Performance and Quality Improvement
Neil Bortz, M. Div.	Primary Reviewer/CFSR Training Team/MSSW Intern for Program Evaluation Team	Office of Child Welfare Reform
Kim Wright, MSSW	Primary Reviewer	Office of the Deputy Commissioner for Child Programs
Victoria Calvin, MS	Primary Reviewer	Office of Juvenile Justice
Michael Flanery, MSSW	Primary Reviewer	Office of Juvenile Justice
Amy Cassell, MSSW	Primary Reviewer	Office of Juvenile Justice
Vonetta Lewis	Developing CFSR Reviewer	Office of Juvenile Justice
Amy Raper	Primary Reviewer	Office of Juvenile Justice
Becky Lakins	Developing CFSR Reviewer	Office of Juvenile Justice
Cathlyn Smith, MSSW, J.D.	Developing CFSR Reviewer	Office of Juvenile Justice
Elvie Newcomb	Developing CFSR Reviewer	Office of Juvenile Justice
Lauren Tahash, MA	Primary Reviewer	Administrative Office of the Courts
Alisha Singley, MSSW	Developing CFSR Reviewer	Office of Child Safety
Kim Garland, LMSW	Developing CFSR Reviewer	Office of Child Safety
Diane Cofield	Developing CFSR Reviewer	Office of Child Safety
James Payne	Developing CFSR Reviewer	Office of Child Safety
Christy Blazer	Developing CFSR Reviewer	Office of Child Safety
Kirsten Turner	Developing CFSR Reviewer	Office of Child Safety

CFSR Reviewer	Role	Work Area
Stephanie Butler	Developing CFSR Reviewer	Office of Child Safety
Christy Espey	Developing CFSR Reviewer	Office of Child Safety
Amanda Schrock-Hammond	Developing CFSR Reviewer	Davidson County Region
Courtney Ford	Developing CFSR Reviewer	Davidson County Region
Kewonnie McNeill, MS	Developing CFSR Reviewer	Davidson County Region
Amber Reaves	Developing CFSR Reviewer	Shelby County Region
Levonna Davis, MSW	Developing CFSR Reviewer	Shelby County Region
Antonia Zimmer, LCSW	Developing CFSR Reviewer	Smoky Mountain Region
Meredith Worsham	Developing CFSR Reviewer	Mid-Cumberland Region
Brandon Galloway	Developing CFSR Reviewer	Mid-Cumberland Region
Chris Griffy	Developing CFSR Reviewer	South Central Region
Chris Moser	Developing CFSR Reviewer	Tennessee Valley Region
Lisa Maguire	Developing CFSR Reviewer	Tennessee Valley Region
Dave Hall	Developing CFSR Reviewer	Knox County Region
Deborah Dial	Developing CFSR Reviewer	East Tennessee Region
Rebecca Woods	Developing CFSR Reviewer	East Tennessee Region
Jay Barnard	Developing CFSR Reviewer	East Tennessee Region
Talitha Freeman	Developing CFSR Reviewer	East Tennessee Region
Donna Jackson	Developing CFSR Reviewer	Northwest Region
Stephanie Coleman, MSSW	Developing CFSR Reviewer	Northwest Region
Rebecca Adcock, MSSW	Developing CFSR Reviewer	Upper Cumberland Region
Richard Arthur	Developing CFSR Reviewer	Upper Cumberland Region
Molly Sarr	Developing CFSR Reviewer	Upper Cumberland Region

CFSR Reviewer	Role	Work Area
Erin Beese	Primary CFSR Reviewer	Northeast Region
Pam Harr	Developing CFSR Reviewer	Northeast Region
Shilana Gant	Developing CFSR Reviewer	Southwest Region
Jennifer Conyer, MS	Developing CFSR Reviewer/Inter-rater Reliability Reviewer	Vanderbilt University Centers of Excellence

Basic Expectations for CFSR Reviewers/QA Staff/Site Administrator:

- Reviewers must have DCS program knowledge of Foster Care, Juvenile Justice, Family Support Services, Child Protective Services – Assessment, and/or Child Protective Services – Investigation program areas. Reviewers are expected to review all new policies as they are posted to stay informed of any changes made.
- Reviewers are required to complete the online OSRI training prior to their first review season and annually thereafter.
- Reviewers are required to attend all required CFSR Trainings provided by the DCS CFSR Leadership Team and Training Team. Any Reviewer unable to attend one of these trainings must make-up the training one-on-one with a member of the DCS CFSR Training Team prior to the next training.
- Primary Reviewers, Site Administrator, and QA are required to attend all CFSR Mock Reviews.
- Primary Reviewers, Site Administrator, and QA are required to attend the three-day CFSR Training Boot Camp held in November or December of each year.
- Primary Reviewers, Site Administrator, and QA are required to attend the final CFSR Boot Camp & Final Mock Review in March of each year.
- Reviewers were recommended to attend the Tennessee’s SACWIS system; Tennessee Family and Children Tracking System (TFACTS) Refresher and Update Training Courses offered each year.
- Reviewers are expected to actively participate in any CFSR Reviewer meeting or training that is scheduled.
- Primary Reviewers are expected to sign-up for and review a minimum of 4 cases during the CFSR review period and complete all required elements of each review within the requested timeframes.
- Back-up Reviewers are expected to fill in as an alternate for Primary Reviewers during the CFSR review period in the event a Primary Reviewer cannot attend due to unforeseen circumstances.
- Back-up Reviewers are expected to complete all of the Training and CFSR Mock Audits each year.
- Reviewers are required to have good oral, written, and organizational skills in order to ensure a thorough review is completed.

- Reviewers are required to have excellent engagement skills and demonstrate the ability to interview stakeholders in order to gather qualitative information.
- Reviewers are expected to participate in regional exit conferences within their home region and present information in a clear, concise, and strengths-based format.
- Reviewers are expected to be CFSR Champions and to assist the CFSR Leadership and CFSR Training Team in engaging and educating service regions, Central Office, and stakeholders about the CFSR and Performance Improvement Plan.
- Reviewers are expected to demonstrate professional behavior at all times during on-site reviews.
- Reviewers are mandatory reporters of child abuse, elder abuse, and animal abuse under Tennessee Code Annotated and are required to report any suspicion of abuse.
- Reviewers are expected to declare any potential conflict-of-interest on cases assigned to them immediately to the Site Administrator.
- Reviewers will not be allowed to review in any service region where they have work responsibility and/or maintain an office.
- Reviewers are required to be accurate in all reviews and to seek assistance using QA to ensure that information is collected and documented appropriately.
- Reviewers are required to accommodate the schedules of the service region and interview participants and will adjust their work schedule as necessary to make such accommodations.
- Reviewers are expected to understand the CFSR review process and be able to conduct reviews thoroughly and teach others about the process.

Confidentiality

Reviewers are expected to maintain confidentiality before, during, and after each review to include:

- Following all DCS Confidentiality Policies, such as 9.4 (Confidential Child Specific Information); 9.5 (Access and Release of Child Specific Information); 9.7 (Educational Records); and 14.13 (Child Protective Services Files)
- Following all State (TCA) and Federal (HIPPA) Confidentiality Regulations
- Completing the Annual DCS HIPPA Training
- Ensure that all records, notes, and other paperwork with confidential information are not left unattended and are locked up when not in use
- Ensure that only secure network connections are used when entering information into the OSRI or when viewing information in TFACTS
- Ensure that computers are locked when not in use
- Ensure that information (electronic and hard-copy) is not in view of others
- Conduct all interviews in a confidential area where others who are not involved in the conversation can hear what is being discussed
- Conduct discussions with review partners and QA staff in a confidential location where conversations are not able to be overheard

- Report any potential confidentiality breaches to the Site Administrator immediately and following the prescribed DCS protocols around reporting breaches.

Expectation of QA Staff Level one and two

- QA staff is expected to meet all requirements listed above for Reviewers.
- QA staff is expected to familiarize themselves with and utilize the General CFSR Tips for QA Leads and the QA questions hand-out.
- QA staff is expected to actively participate in QA meetings on the Monday of each review week to ensure consistency in QA sessions and documentation.
- QA staff is expected to document cases reviewed in the OSRI after QA within the assigned timeframes.
- QA staff is expected to be available to CFSR Reviewers during each site review to provide assistance as needed.

IV. Criterion Two

Reviewer Training and Development Plan

CFSR Reviewers are members of the Program Evaluation Team, Performance and Quality Improvement Team, and DCS employees selected by their leadership. All reviewers will be trained prior to participating in a regional review and will be approved by the QA Team prior to leading a review.

Required training offerings are as follows. Offerings will be updated and/or added as necessary.

- **TFACTS Refresher:** Navigating TFACTS and information about updates to the system. Helpful for reviewers who have not provided front-line service recently or who are unfamiliar with a particular program area.
- **CFSR Online Monitoring System (OMS) Navigation (CHDE 4032):** Instruction on rating cases using the On-Site Reviewer Instrument.
- **Domain Overview (CHDE 4036):** Participant completes a file review and rates the case using the OSRI prior to convening. Classroom content includes review of the CFSR Domains and Items, Interview Guide, and group discussion of the review case.
- **Understanding Quality Assessments (CHST 3008):** A review of current assessment tools used by the agency and how they are used in rating the CFSR
- **Preparing for Review Week:** Helpful information about preparing and organizing for a regional review.

- **CFSR Putting the Pieces Together (CHDE 4039):** Discussion about the practice review experience with a focus on trends and issues noted by the QA Team. Reviewers will complete a self-evaluation of their readiness.
- **CFSR Reviewer Boot Camp I (CHDE 4033):** A 2 ½ day event that includes CFSR Orientation, Domain Overview, Understanding Quality Assessments, Narrative, Preparing for Review Week, and knowledge-based activities. Trainees review a case prior to arrival and are prepared to rate the case during the 2nd day of the event.
- **CFSR Portal Training:** Reviewers are required to complete the E-Training Platform modules for the Foster Care and In Home cases on their own on the OMS after successful completion of Boot Camp I and prior to attending Boot Camp II.
- **CFSR Practice Review (CHST 3002):** Full review of a foster care or in-home case. Helpful feedback is provided by an experience reviewer (coach) and QA Team. This module is completed twice by each Reviewer (one foster care case/one in-home case).
- **CFSR Boot Camp II:** In-person QA is provided for practice reviews. Also included: CANS and FAST update training, Interviewing Techniques; Advanced Narratives.
- **How To Have a Successful QA:** Presented during Boot Camp II.
- **CFSR Developing Lead Experience (CHDE 4034):** Training credit given to a developing reviewer during a regional review while participating with an experienced reviewer.**
- **CFSR Lead Reviewer Experience (CHST 3021):** Training credit given to an experienced reviewer during a regional review. Maximum credit hours for two reviews each year.
- **Coach Experience (CHST 3069):** Training credit given to an experienced reviewer who is coaching a developing reviewer during a regional review.
- **CFSR QA 1 Experience (CHST 3010):** Training credit given to QA1/Developing QA1 staff. Maximum credit hours for two reviews each year. Developing QA staff will be coached by current QA staff during reviews and Developing QA staff must attend the QA meeting to discuss lessons learned from prior reviews that is held on the Monday of each review week.
- **CFSR QA 2 Experience (CHST 3012):** Training credit given to QA2/Developing QA2 staff. Maximum credit hours for two reviews each year. Developing QA staff will be coached by current QA staff during reviews and Developing QA staff must attend

the QA meeting to discuss lessons learned from prior reviews that is held on the Monday of each review week.

- **CFSR Shadow Experience (CHST 3011):** Training credit given to DCS employees who shadow a CFSR review. Certain employees are identified by DCS Leadership to shadow reviews during each season to learn the process as it relates to their area of responsibility. Certificates are also awarded to stakeholders and community partners shadowing a review.

Other available trainings reviewers may elect to attend for additional training credit that is offered to DCS staff and partners include:

- **CFSR Overview (CHDE 4031):** Also called the CFSR Roadshow. An overview of the CFSR process and its history.
- **CFSR Preparation for FSW (CHST 3001):** Provides information and assistance to regional staff that have had a case selected for CFSR Review. Training includes an introduction to CFSR; what to expect during the CFSR week; roles and responsibilities for preparing cases for review; scheduling interviews; a class exercise that helps DCS Caseworkers and their supervisors understand the individuals on each case that must be included on the interview schedule.
- **CFSR Focus Group Prep (CHST 3019):** An orientation provided to participants prior to Focus Group meetings or prior to attending a CFSR Report-out.
- **Understanding Items & Ratings (CHST 4000):** Presentation about each of the 18 Outcome Items and how they are reviewed.
- **CFSR 101:** Presentation about the CFSR process, CFSP, APSR, and federal regulations and funding.

**Following each review, the lead reviewer/coach and developing reviewer will complete an evaluation of the developing reviewer's progress, identifying skill strengths and skills needing improvement. A copy of the evaluation will be submitted to the QA Team. Final approval for a developing reviewer to lead a review will be given after all training is completed. Final approval is granted by the QA Team.

Child and Family Service Review Process

Reviews in each region will be for the duration of one week. Foster Care cases will be allotted three days for completion (Monday – Wednesday) and Non-custody cases will be allotted two days for completion (Monday – Tuesday).

The reviewers will be assigned their cases one week in advance and will be encouraged to begin reviewing data entered into Tennessee’s SACWIS system, TFACTS. The CFSR Review week will include completing any remaining reviews in TFACTS, reviewing the hard-copy case file, conducting interviews, and completing the first level of QA. Interviews will be conducted with school age children, biological parents, foster parents/residential providers, the DCS Caseworker, agency Caseworker, and any other identified individuals important to each child/youth during the Period Under Review (PUR)>

The process for reviewing Child and Family Service Review cases will be as follows (Figure 4.1):

- Nine weeks prior to the CFSR the Program Evaluation Team will have a conference call with the Regional Administrator and PQI Coordinator for that region to discuss logistics and answer any questions about the upcoming review.
- Eight weeks prior to the CFSR in each region a member of the Program Evaluation Team will send the CFSR case sample to the Regional Administrator and regional PQI Coordinator.
- Seven weeks prior to the CFSR in each region a member of the Program Evaluation Team will conduct a CFSR Prep Training in each region for DCS Caseworkers who have had a case pulled for review and their immediate supervisor. This training will include an introduction to CFSR and practical information about how to set up interview schedules. An exercise will be completed that helps the Caseworker understand who will need to be interviewed on each case.
- Case assignments will be made four weeks in advance by the Site Administrator and the Interview Schedule will be sent to the Reviewers. Case assignment will include the reviewer dyad and both assigned QA Reviewers.
- The First Level QA Reviewer will conduct a phone call with the Reviewers two weeks prior to the review to discuss requested interviews and answer any questions about interview techniques.
- Reviewers will begin their TFACTS review one week prior to the review week.
- Reviewers will arrive at the review site on the Sunday evening of the review week.
- Reviewers will attend the opening session for the CFSR week on Monday morning.
- Reviewers for foster care cases will review the hard-copy case file, finish the TFACTS review, interview the DCS Caseworker on Monday, and complete other interviews on Monday.
- Reviewers for non-custody cases will review the hard-copy case file, interview the DCS Caseworkers, and complete all other interviews on Monday.

- Reviewers for foster care cases will complete all other interviews on Tuesday as needed and begin entering information into the OSRI.
- Reviewers for non-custody cases will finish entering information into the OSRI and have first (and generally second) level QA on Tuesday.
- Reviewers for foster care cases will have first (and generally second) level QA on Wednesday.
- DCS Caseworkers and their immediate supervisors will receive feedback on cases during a one hour session on Wednesday or Thursday afternoons for foster care cases.
- DCS Caseworkers and their immediate supervisors will receive feedback on cases during a one hour session on Tuesday afternoons or Wednesday mornings for non-custody cases.
- An exit conference will be held to share the results of the review on Friday mornings with Regional Leadership and the CFSR Leadership Team.
- All updates requested during first level QA must be made by 5 pm on the Wednesday of the review week. All second level QA corrections and updates must be made by 5 pm on the Thursday of the review week.

On-Site Case Elimination

- All case elimination decisions will be made by the Site Administrator, and will be documented. Documentation will include the Case Identification Number, Service Region, and Reason for Elimination.
- Case elimination on site may occur if it is determined that a case cannot be completed due to lack of available interviews due to “no shows” or conflicts of interest that are identified once the case interviews have started.
- Cases that are eliminated will be replaced using the CFSR Oversample.
- Back-up cases will be prepared for each region using the same process as described above. A minimum of three back-up Foster Care and four back-up In-Home cases will be prepared in each service region.

Case Rating Instruction

The QA Reviewers use the online support available through the OSRI portal, the FAQs, and technical support from the Children’s Bureau to resolve any questions specific to ratings or the OMS. The solutions for those issues that are found to be reoccurring, as well as any best practices that are identified will be shared on the TN CFSR Facebook page. This is a closed group administered by the Program Evaluation Team. Only CFSR Reviewers and authorized guests are members of this group. The Program Evaluation team also utilizes an EMMA account to broadcast e-mails and newsletters to the Reviewers in Tennessee. Best practices will also be shared in the Reviewer newsletter distributed through EMMA.

Quality Assurance Plan

All cases from the sample listing will be reviewed using the current Federal CFSR on-site review instrument (OSRI). Interviews will be conducted with family members and stakeholders related to the case following the guidelines of Criterion 3.2.

Cases will be evaluated on all 18 items within the seven outcomes related to Safety, Permanency, and Well-Being. Upon completion of the review process the Reviewers will provide feedback to the DCS Caseworker and their Team Leader in a one-hour feedback session. Regional PQI Coordinators will participate in Exit Conferences on Friday mornings to help identify systems strengths and opportunities for improvement.

During the Exit Conference CFSR data are presented on the seven outcomes and 18 items for that region comparing the results to the previous year and the state average. In depth discussions are encouraged around each item, especially items that are a part of the CFSR PIP.

In depth conversations will occur during the first level QA process with the Reviewers. The QA Reviewer will have reviewed the Timelines for each case they QA prior to the review, and will have had a conversation with the Reviewers to discuss whom to interview. QA Reviewers will all use a set process that will include using the Quality Assurance Guide and FAQs while conducting QA sessions. All QA Reviewers will have access to the TFACTS system and the hard-copy case files while at the review site.

As a part of the Inter-Rater Reliability Review (IRR) conducted by Vanderbilt University Centers of Excellence, one reviewer dyad will have their case shadowed/reviewed during each regional review. The Vanderbilt IRR Reviewer will observe the phone call with QA that occurs prior to the review; review the Timeline developed by the reviewer dyad; observe interviews to determine if all necessary questions are asked; and determine if all relevant information is being considered during reviews. The IRR will also observe and provide feedback on the QA sessions/process. The IRR Reviewer will immediately notify the Site Administrator of any concerns that require immediate attention. Otherwise a report will be generated at the end of the review season with the outcomes of the IRR.

Conflict of Interest

CFSR Reviewers and QA Staff are subject to the same Conflict of Interest Guidelines which include:

- Reviewers cannot review cases from service regions where they are currently working, or have worked in the previous three years;
- Reviewers cannot review cases if they have any professional or personal knowledge of the case;
- Reviewers cannot review a case where a relative, friend, or previous co-worker is involved;
- Reviewers cannot review or conduct QA on any case in which they have participated or consulted in any way;

- Once a Reviewer has received their case assignment they must e-mail the Site Administrator if they feel they have a conflict of interest or there is a situation where there could be a presumed conflict of interest;
- Once a review has begun, if the Reviewer discovers a conflict of interest, the Reviewer must immediately report it to the Site Administrator;
- Reviewers who have a conflict of interest or presumed conflict of interest will not be allowed to participate in the review, DCS Caseworker de-briefing, or Exit conference.
- The Site Administrator will document all Conflicts of Interest.

Safety Concerns

CFSR Reviewers and QA Staff are subject to the same Safety Concern Guidelines:

- Any Reviewer who suspects child abuse or neglect must immediately call the Tennessee Child Abuse Hotline to report their concerns.
- Reviewers must request a notification from the Tennessee Child Abuse Hotline that the referral has been made.
- Reviewers must then notify the DCS Caseworker or DCS Child Protective Services Investigator by phone or in-person of their concerns and that a referral has been made.
- Reviewers must then notify the Site Administrator of the concern and referral.
- The Site Administrator will notify the Regional Administrator of the referral and concerns.
- The safety concerns must be fully assessed during the QA process.

No-Show Interviews

CFSR Reviewers will be subject to the following Interview Guidelines:

- If a scheduled interviewee does not show for an interview, Reviewers are to immediately contact the DCS Caseworker to determine if there is a delay.
- Reviewers will wait twenty minutes for an in-person interviewee to arrive. If the interviewee does not arrive, Reviewers are to leave a message with a state cell phone number to call.
- Reviewers are to leave a phone message with a state cell phone number to call for phone interviews where an interviewee fails to answer.
- Reviewers will discuss no-show interviewees with the Site Administrator to determine if the case needs to be dropped.
- Dropped cases due to no-shows will be documented by the Site Administrator.

Runaway Children and Youth

CFSR Reviewers are subject to the following Runaway Guidelines:

- Reviewers are objective and neutral gatherers of information and are not to “pump” those being interviewed for information regarding the whereabouts of the runaway child/youth.
- Reviewers are to explain to those being interviewed that any information they may choose to reveal during the interview regarding a runaway child/youth’s whereabouts must be shared with the DCS Regional Administrator since the safety risk for children/youth on the run is very high.
- In the event that the Reviewers are the first to determine that a youth has ran away, they must immediately contact the DCS Caseworker to notify them of the runaway.
- Reviewers will discuss runaways with the Site Administrator to determine if the case needs to be dropped.
- Dropped cases due to runaways will be documented by the Site Administrator.

V. Criterion Three

All reviews will be entered into the OSRI at the time of review. During the reviewer training period All Primary Reviewers, QA, and Site Administrator will receive formal training on the OSRI.

Conducting Interviews

Reviewers will follow the requirement for case specific interviews as noted in Criterion 3.2. Case interviews for the following individuals related to a case will occur unless they are unavailable or unwilling to participate.

- School Age Child/Youth
- Biological Parents
- Foster Parents
- Residential Provider
- Adoptive Parent
- Agency Caseworker
- Relative Caregiver
- DCS Caseworkers and/or Team Leaders (Supervisor)
- Other persons important to the child/youth (Guardian ad Litem, etc.)

Exceptions for Interviews:

- Children Not School Aged (Can be observed at home/placement)
- Parents Who Can Not Be Located or Are Out of Country
- Safety Risk in Contacting Any Party for Interview
- Interviewee Unable to Consent Due To Physical or Mental Incapacity
- Any Interviewee Who Refuses To Participate and DCS Can Document Attempts to Engage Them
- Interviewees Who Were Advised by an Attorney Not to Participate Due to Pending Criminal or Civil Matter

Unacceptable Exceptions for Interviews:

- Child Not Being Interviewed Due to Age Alone and Not Considering Child's Developmental Capacity
- Interviewee Refuses to Participate and DCS Can Not Document an Attempt to Engage Beyond a Letter or Phone Call
- Interviewee Has a Pending Criminal, Civil, or Procedural Matter Before DCS (i.e. Appealing TPR)
- DCS Did Not Make Attempts to Locate Interviewee
- Interviewee Speaks Language Other Than English

Reviewers will sign a confidentiality statement noting that all information from casefile review, TFACTS, and from interviews is to remain confidential (unless there is evidence of harm). Reviewers are further reminded that cases are not to be discussed in public. Signed confidentiality statements are collected at the beginning of each review.

VI. CFSR Reviewer Manual/Binder

All CFSR Reviewers are furnished three-ring binders that contain this manual. This manual contains a copy of a number of reviewer resources from the CFSR Portal, a hard-copy of the OSRI, DCS policies, and Power Points from many of the Reviewer Trainings. It is the intent of the Program Evaluation Team that best practices are identified, as well as, information beneficial to the Reviewers be added to this binder as the reviews progress. All CFSR Reviewers are expected to keep this binder with them when reviewing CFSR cases and attending QA sessions.

Accompaniments:

Service Regions and Counties

Service Region	Counties
Davidson County	Davidson
East Tennessee	Anderson, Campbell, Loudon, Monroe, Morgan, Roane, Scott, Union
Knox County	Knox
Mid-Cumberland	Cheatham, Montgomery, Robertson, Rutherford, Sumner, Trousdale, Williamson, Wilson
Northeast	Carter, Greene, Hancock, Hawkins, Johnson, Sullivan, Unicoi, Washington
Northwest	Benton, Carroll, Crockett, Dickson, Dyer, Gibson, Henry, Houston, Humphreys, Lake, Obion, Stewart, Weakley
Shelby County	Shelby
Smoky Mountain	Blount, Claiborne, Cocke, Grainger, Hamblen, Jefferson, Sevier
South Central	Bedford, Coffee, Franklin, Giles, Grundy, Hickman, Lawrence, Lewis, Lincoln, Marshall, Maury, Moore, Perry, Wayne
Southwest	Chester, Decatur, Fayette, Hardeman, Hardin, Haywood, Henderson, Lauderdale, Madison, McNairy, Tipton
Tennessee Valley	Bledsoe, Bradley, Hamilton, Marion, McMinn, Meigs, Polk, Rhea, Sequatchie
Upper Cumberland	Cannon, Clay, Cumberland, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, Warren, White,

CFSR Review Schedule

All Cases	Timeframe
CFSR Sample Released to the Region	Eight Weeks Prior to Review Week
CFSR Prep Trainings for Regional Caseworkers	Seven Weeks Prior to Review Week
DCS Caseworkers Submit List of Required Interviews and Interview Days to Program Evaluation Team	Five Weeks Prior to Review Week
CFSR Site Administrator Assigns Cases to Reviewers & QA Reviewers	Four Weeks Prior to Review Week
QA Reviewers Contact CFSR Reviewers for Case Preparation Call	Two Weeks Prior to Review Week
CFSR Reviewers Complete TFACTS Review on Assigned Case(s)	One Week Prior to Review Week
CFSR Reviewers Arrive to Host Hotel for CFSR Review	Sunday of Review Week
CFSR Reviewers Attend the Opening CFSR Session at Regional Office	Monday of Review Week (8:30 am – 9:00 am)
CFSR QA Reviewers and Site Administrator Set Up Offices	Monday of Review Week (9:00 am – 9:30 am)
CFSR QA Reviewer Meeting	Monday of Review Week (10:00 am – 12:30 pm)
Level One QA Reviewer Sessions Begin	Tuesday – Thursday of Review Week (8am Tuesday through Thursday evening)
Level Two QA Reviewer Sessions Begin	Tuesday – Friday of Review Week (Noon Tuesday through Noon Friday)
Caseworker/Supervisor Feedback Sessions Begin	Tuesday – Thursday of Review Week (Feedback Sessions are set for one hour. The day will be determined by Reviewers based on case complexity)
Regional Exit Conference	Friday of Review Week (8:30 am – 10:00 am)
Reviewers Must Have All Assigned Cases Completed, Corrections Made, and Fully Submitted to Site Administrator	Friday of Review Week (Close of Business)
Foster Care Cases (Foster Care Cases Will Be Allotted Up To Three Days Depending on Participant Interview Availability)	Timeframe
CFSR Reviewers Begin Case File Review	Monday of Review Week (9:30 am)
CFSR Reviewers Begin Caseworker/Supervisor Interviews	Monday of Review Week (Noon)
CFSR Reviewers Begin Case Participant Interviews	Monday of Review Week (Afternoon – Evening)
CFSR Reviewers Finish Case Participant Interviews	Tuesday – Wednesday of Review Week
CFSR Reviewers Finish Entering Information Into the OSRI	Tuesday – Wednesday of Review Week

Non-Custody Cases <i>(In Home Cases Will Be Allotted Up To Two Days Depending on Participant Interview Availability)</i>	Timeframe
CFSR Reviewers Begin Case File Review	Monday of Review Week (9:30 am)
CFSR Reviewers Begin Caseworker/Supervisor Interviews	Monday of Review Week (Morning)
CFSR Reviewers Complete Participant Interviews	Monday of Review Week (Afternoon – Evening)
CFSR Reviewers Finish Entering Information Into the OSRI	Tuesday of Review Week (Morning)