



# State of Tennessee

## Department of Children's Services



# Annual Report

**Fiscal Year**

**2013-2014**



**STATE OF TENNESSEE  
DEPARTMENT OF CHILDREN'S SERVICES**

436 6<sup>TH</sup> AVENUE NORTH  
CORDELL HULL BLDG., 7<sup>TH</sup> FLOOR  
NASHVILLE, TN 37243

**BILL HASLAM**  
GOVERNOR

**JAMES M. HENRY**  
COMMISSIONER

January 15, 2015

Dear Governor Haslam:

I am proud to submit the Tennessee Department of Children's Services Annual Report for the 2013-2014 Fiscal Year. Thanks to the hard work of the DCS staff, we have accomplished much over the past year, all toward keeping Tennessee's most vulnerable children safe, making sure that they are healthy and getting them back on track.

One of our greatest accomplishments is the partnership with our provider network called PACT – Permanency for All Children in Tennessee. This partnership focuses on moving children in custody to forever homes as quickly as possible. The success of this partnership is reflected in our custody numbers which dropped from 8426 in 2013 to 8008 in 2014. In addition, Tennessee continues to be first in the country in timeliness to adoption.

As reported last year, Tennessee was one of the first states in the country to be approved for a Title IV-E Waiver which allows the use of federal dollars to prevent children from entering state custody. That Waiver process was completed this year and implementation of our prevention program called In-Home Tennessee is well underway.

A new Training and Professional Development Division was created to establish and explore innovative training opportunities, and with assistance from Department of Human Resources, we developed the Commissioner's Cornerstone Leadership Academy to help develop our workforce.

Our services for youth adults exiting foster care continue to expand and this past year we served over 600 young adults through Extension of Foster Care. We now are able to provide, at no cost, State photo ID's for all youth through an agreement with Tennessee Department of Safety.

I have spent this year at DCS working hard to improve the quality of services to children and their families, assure that we develop and support our workforce and expand relationships with our outstanding network of providers and partners. We have opened our doors to many of them in an effort to share our work and hear from them how we can better serve our children and families.



Regards,

A handwritten signature in black ink that reads "James M. Henry". The signature is written in a cursive, flowing style.

Jim Henry  
Commissioner

# Table of Contents

<b>From Commissioner Henry</b>	<b>2</b>	Informed Decision-Making for	38
<b>Table of Contents</b>	<b>3</b>	Services and Outcomes	
<b>Vision and Mission</b>	<b>4</b>	<b>Office of Quality Control</b>	<b>39</b>
<b>Organizational Framework</b>	<b>4</b>	<b>Office of Finance &amp; Budget</b>	<b>41</b>
<b>DCS 2013-2014 Regional Map</b>	<b>5</b>	<b>Commissioner's Direct Report Offices</b>	<b>44</b>
<b>Introduction</b>	<b>5</b>	General Counsel	44
<b>Executive Summary</b>	<b>6</b>	Office of Human Resources	45
<b>Office of Child Safety</b>	<b>7</b>	Office of Learning and Development	46
Investigations	8	Office of Communications	47
Child Abuse Hotline	8	Customer Focused Services	47
Training and Development	9	Office of Administrative Procedures	48
Internal Quality Control	9	Office of Facilities Management	49
Community Partnerships	10	Office of Information Technology	49
<b>Office of Child Health</b>	<b>10</b>	Office of Risk Management	52
Nursing	11	<b>Regional Snapshots</b>	
Psychology	12	Davidson	54
Health Advocacy	12	East	55
Education	13	Knox	56
Child Death Review	14	Mid Cumberland	57
Safety Analysis	14	Northeast	58
<b>Office of Child Programs</b>	<b>14</b>	Northwest	59
Permanency/In-Home/Out-of-Home	15	Shelby	60
Services		Smoky Mountain	61
Foster Care, Adoptions, and	15	South Central	62
Relative Caregiver Services		Southwest	63
Relative Caregiver Program	22	Tennessee Valley	64
Resource Eligibility Team	22	Upper Cumberland	65
Non-Custodial Services	23		
Child Protective Services	23		
Assessments			
Independent Living Services	24		
Centralized Permanency Services	25		
Social Services Caseloads	26		
Network Development	27		
Network Services	27		
Placement and Provider Services	28		
Systems Integration	30		
In-Home Tennessee	30		
Resource Linkage	31		
Community Advisory Boards	31		
Community Based Child Abuse	32		
Prevention			
<b>Office of Juvenile Justice</b>	<b>33</b>		
Youth Development Centers	33		
Juvenile Justice Programs	35		
Community Based Prevention	37		
Services			

# Vision and Mission

## Vision:

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

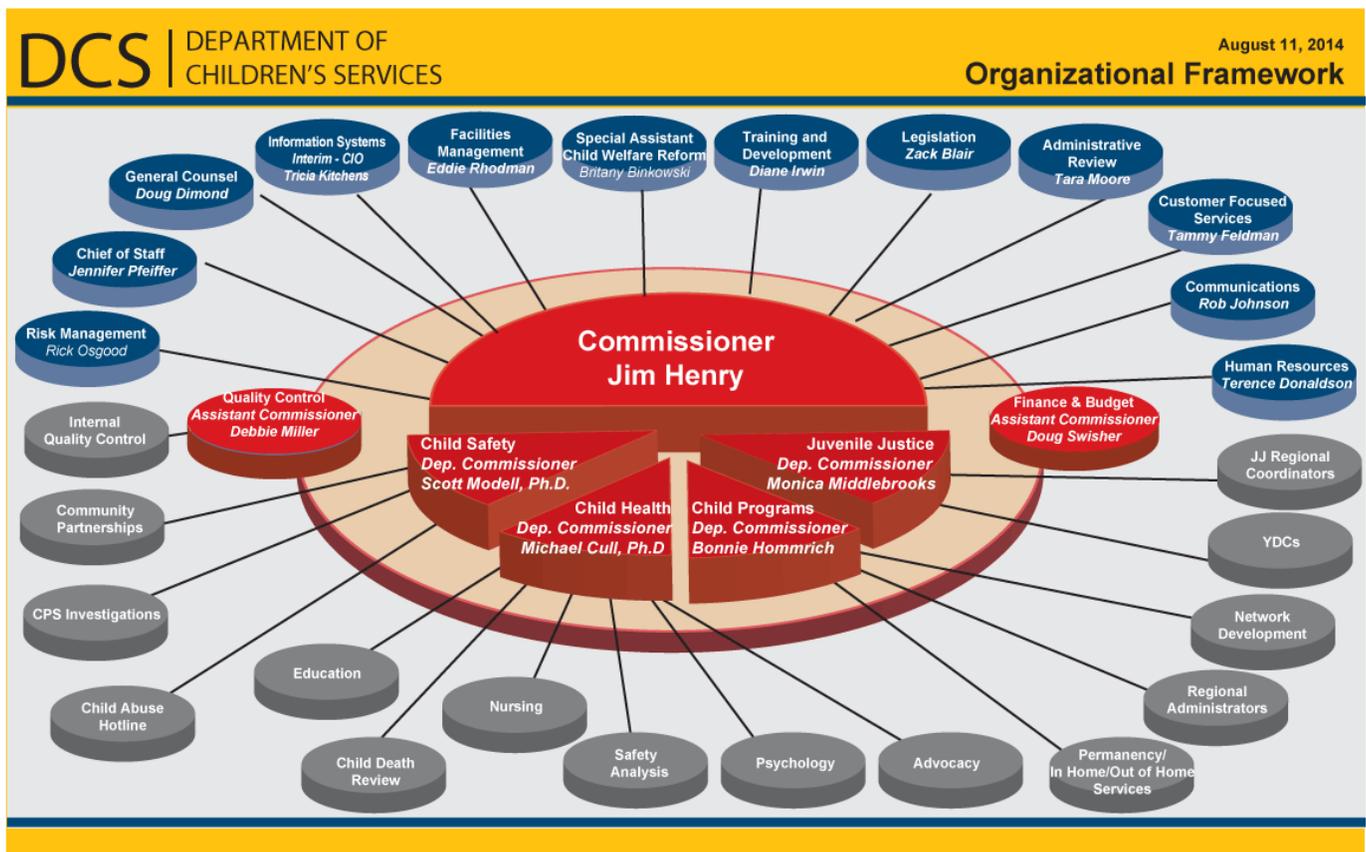
## Mission:

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

## Strategic Priorities:

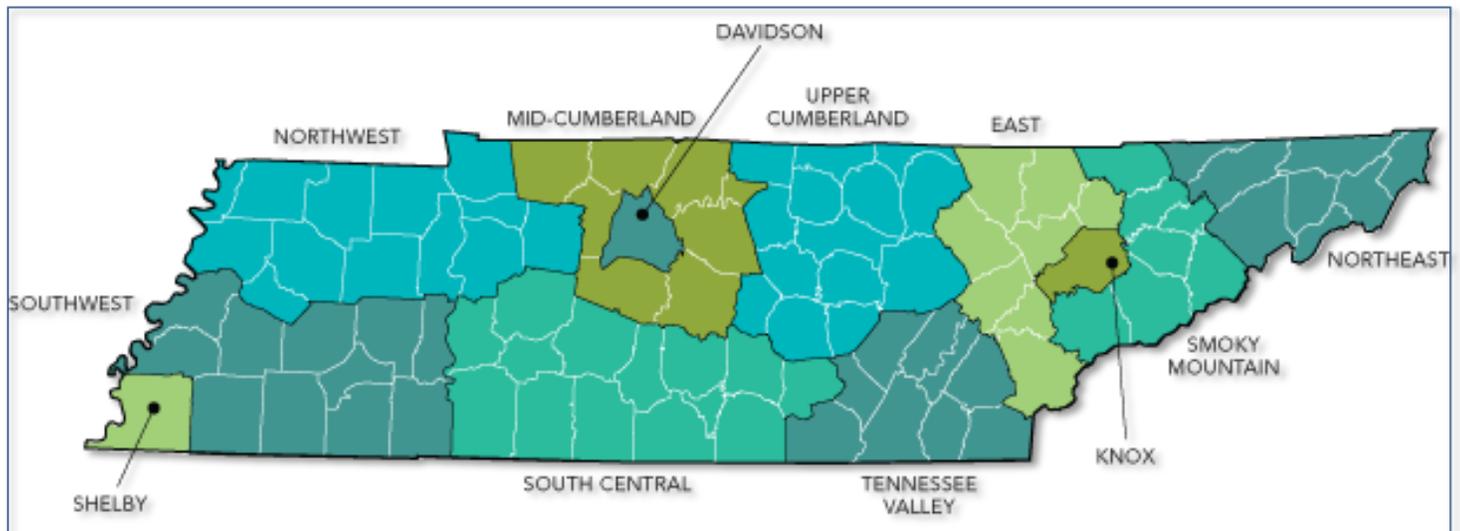
1. **Safety, Health and Permanency:** Ensure every child is safe, healthy and supported in a forever home
2. **Evidenced-Based Practice:** Ensure practices of DCS and its providers are repeatable, sustainable and produce the best outcomes
3. **Customer Focused, High-Performing Workforce:** Ensure high-quality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

# Organizational Framework



# Department of Children's Services 2013-2014 Regional Map

---



## Introduction

---

The Tennessee Department of Children's Services (DCS) was established in April 1996, through Tennessee Code Annotated (TCA) § 37-5-101, consolidating services for children and families from various state agencies. The department is mandated by TCA § 37-2-411 and § 37-5-105 to produce an annual report each year. This report is being submitted to share the agency's vision and mission and provide a basic overview of the department. In addition to the annual report requirements, this report also includes two additional report requirements. In accordance with TCA § 37-2-205, this report contains county commitment data for the fiscal year and actions taken as part of the collaborative planning process with the Judiciary Committee of the Senate and the Civil Justice Committee of the House of Representatives. Additionally, a comprehensive annual report of the status of child care agencies within the state subject to its jurisdiction is contained within this report per TCA § 37-5-519. The data in this report represents point in time information on activity that occurred from July 1, 2013, to June 30, 2014 unless otherwise stated. TFACTS (Tennessee Family and Child Tracking System) is the department's Statewide Automated Child Welfare Information System (SACWIS) database, which receives on-going additions and updates of data. Due to this continual process, results may vary based on the time a report is generated.

Jim Henry was named Commissioner of the Department in June 2013. Since becoming Commissioner he has focused on improving the quality of services to children and families in their communities and assuring that every child has a forever home. Commissioner Henry continues to strengthen the Three Branches Institute (3BI), which enriches collaboration on child safety and juvenile justice issues among legislators, judges, and the Department to improve services and outcomes for children and families. Most importantly, Commissioner Henry has worked to improve relations between DCS and the community by increasing agency transparency and opening the lines of communication through collaboration and his Open Line weekly newsletter.

## Executive Summary

---

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

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

The Office of Child Safety was completely reshaped. That organizational change began in 2013 and was completed statewide in spring 2014. DCS created a new training academy in partnership with the Tennessee Bureau of Investigation, and the first class graduated in March 2014. The Child Abuse Hotline, which receives all referrals for child abuse and neglect, continued to achieve its goal of answering 80 percent of calls within 20 seconds, exceeding industry standards.

The Office of Child Health saw similar transformations and faced challenges with the new federal Medicaid guidelines. The Child Health office continued its high level of performance, achieving and sustaining a medical screening rate of 96 percent and an adjusted 90-percent rate for dental care. In addition, collaboration with the Bureau of TennCare, TennCare Select, the Tennessee Department of Health, local health departments and primary care practices has improved the quality of care custodial children receive. An enhanced process was designed to ensure that health screenings are conducted within 72 hours of a child's entry into state custody.

The Office of Child Programs created a new partnership with provider agencies called Permanency for All Children in Tennessee, with the goal of moving children in care to forever families as quickly as possible. The success of this partnership is reflected in a drop in custody numbers from 8426 in 2013 to 8008 in 2014. Moreover, Tennessee continues to be the national leader in timeliness to adoption. Over the course of the fiscal year, 3,545 children were reunited with parents, 1,190 children exited custody through adoption, while another 324 exited to permanent guardianship.

The Division of Juvenile Justice is responsible for youth who have been adjudicated delinquent and placed in DCS custody. The division oversees juvenile justice grants, probation and after-care programs. Its main work, however, revolves around three youth development centers: Wilder, Woodland Hills and Mountain View. Each of these hardware-secure facilities operates with year-round schools and intensive services for its students. This year, Wilder Youth Development Center passed compliance standards required by the federal Prison Rape Elimination Act. The other two youth development centers are scheduled for compliance reviews in the next two years.

The Office of Quality Control uses nationally recognized best practices to monitor and improve the work at DCS by assessing child welfare practices, outcomes and compliance. This Office led the Council on Accreditation re-accreditation process this year. Central Office, all 12 regional offices and three youth development centers completed on-site reviews. This rigorous process resulted in changes in policy and practice which improve the quality of services delivered to children and their families.

A new office of Learning and Development was created to deliver training to more than 4,000 DCS employees and to support professional development. In cooperation with the Tennessee Department of Human Resources, a new leadership academy called the Commissioner's Cornerstone Academy was created. Currently 45 employees are engaged in this yearlong training opportunity.

The Communications office launched a new website [tndcs.org](http://tndcs.org) to showcase the often unheard voices of DCS staff, families and youth. Stories written by communications staff, volunteers, families and youth themselves are highlighted to offer perspective and insight on the work of DCS.

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

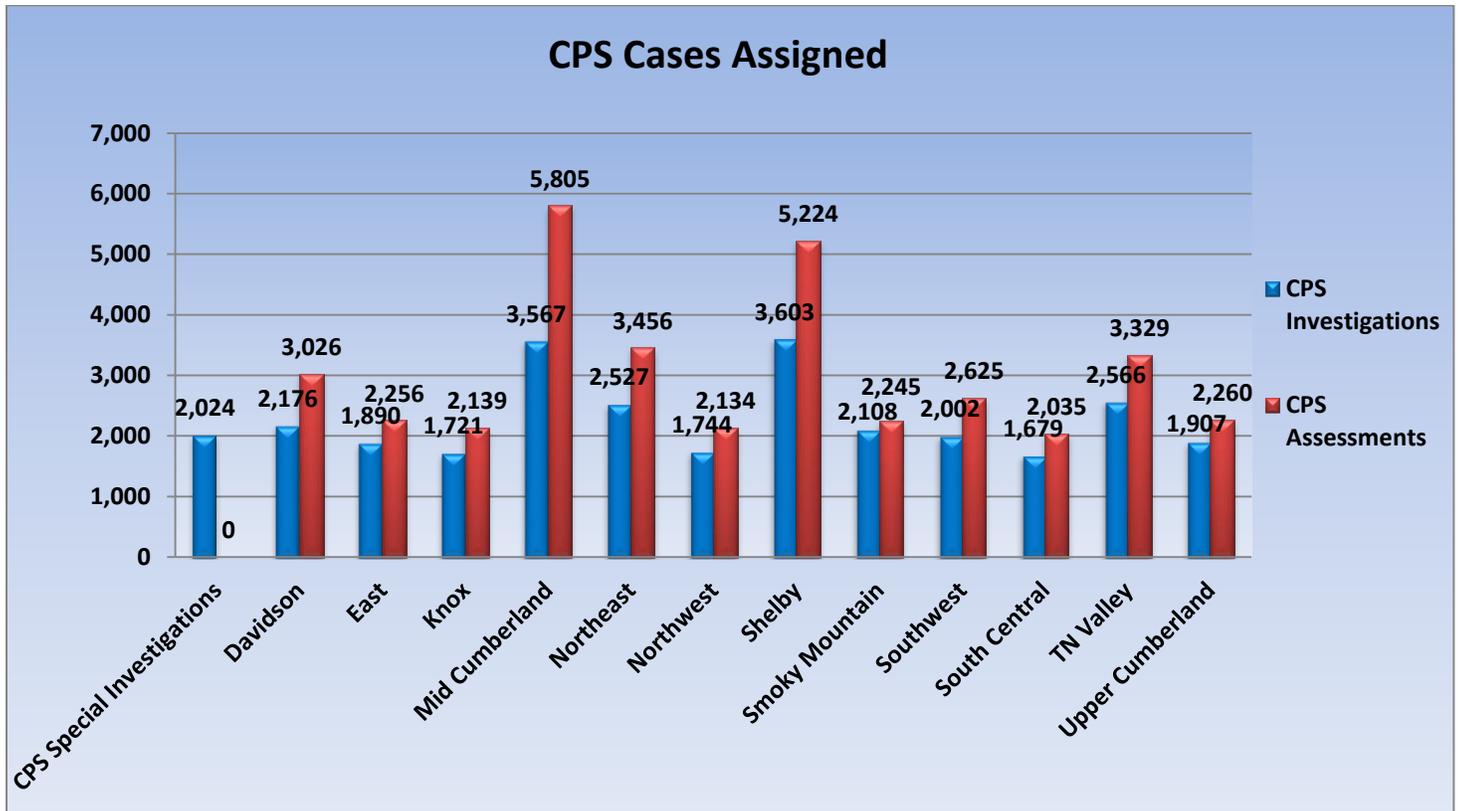
The Office of Finance and Budget provides a comprehensive set of fiscal services to DCS. In Fiscal Year 2014, DCS managed a total of \$732,196,600 in budgeted resources.

# Office of Child Safety

The Office of Child Safety (OCS) is responsible for investigations of reported child abuse and neglect.

In Fiscal Year 2013-2014, there were 155,105 calls handled at the Tennessee Department of Children’s Services (DCS) Child Abuse Hotline (CAH). Of the calls handled in FY 2013-2014, 66,048 were assigned to child protective services as investigations or assessments. Of that number, 29,514 were assigned to the investigation track and 36,534 were assigned to the assessment track. This represents over 186,000 allegations of abuse and neglect and an increase in CPS cases by almost 7% from FY 2012-2013.

Table 1: CPS Cases Assigned



During the past year, the OCS has been involved in a significant restructuring by moving regional investigations under the purview of central office and creating a new supervisory structure. This organizational shift brings about a renewed emphasis to promote excellence in investigations. The leadership in OCS is focusing efforts to improve the quality of investigations through increased consistency in decision making, quality assurance and external collaboration. It is also committed to adding stability and reducing staff turnover by enhancing the areas of support that are critical to retaining frontline staff in child protection. The opportunity to access updated technology, improved training, provide promotional opportunities and enhance community partnerships are some of the areas that will provide greater support and job satisfaction to the investigators.

## Investigations

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

Efforts over the past year have been focused on reorganizing investigations and realigning the investigations teams statewide under the Office of Child Safety. The reorganization was strategically planned and input from stakeholders was received throughout the process to assist in critical planning and implementation.

The comprehensive plan, which was developed in June 2013, entailed transitioning 326 investigators, 53 lead investigators, 10 investigations coordinators and 3 program coordinators from regional positions to the OCS by March 31, 2014. The statewide implementation began with the first region rolling out in July 2013 and the final region was moved under OCS on March 18, 2014. During the implementation, regional leadership worked collaboratively with OCS to ensure the transition was smooth, information was communicated timely to all staff involved, and the work with children and families was not compromised or disrupted. During the implementation phase, leadership from OCS and the Office of Child Programs visited with every region to discuss the restructure and answer questions. Each region had a transition team comprised of regional representatives and OCS staff that developed a specific transition plan and held regular meetings to adequately prepare for the move.

An emphasis within OCS to create excellence in investigations is the next phase to be addressed following the finalization of the restructure. This work will necessitate the input and responsibility of all the divisions within OCS and will be reinforced in multiple areas involving the internal quality control, training and community partnerships.

### **Child Abuse Hotline**

The Child Abuse Hotline (CAH) is a 24 hour, 7 day per week, 365 days per year call center which receives and documents allegations of child abuse and neglect. Reports are received through web referrals, faxes, or telephone calls and documented in Tennessee's SACWIS system known as TFACTS. For CY2013, the CAH handled 147,589 calls while maintaining an averaged abandoned rate under 5%. The Hotline has also been able to sustain the 80/20 goal established last year and continues to answer 80% of the calls within 20 seconds or less.

When a report of abuse or neglect is received, a Structured Decision Making (SDM) tool is administered to each report and a decision is made for the appropriate assignment track and priority response time. Tennessee fully implemented a differential response system in 2009, which allows for child protective services cases to be assigned as an investigation, assessment, or resource linkage. Those reports that do not meet the assignment criteria are screened out. The SDM tool also assigns the appropriate response time based upon established criteria. The response times determine the timeframe in which a child must be seen and are as follows:

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

Over the past year, OCS partnered with the hotline and the Children's Research Center (CRC) to review and revise the SDM. The new tool was implemented in November 2014.

Additionally, the CAH has implemented a quality review tool that provides a consistent mechanism for supervisors to review the information that is captured from phone calls and entered into TFACTS. This is a new process and information from the reviews is still being analyzed. Another procedure for assuring quality decision making is the review of every screened out report. This is critical to ensure decision making was appropriately based upon policy and the SDM tool. Data is captured and reported monthly to inform supervisors of overturned screen out decisions and then addressed as appropriate through supervision meetings.

One of the most significant and transformational changes that impacted numerous stakeholders was the implementation of the Child Abuse Reporting and Tracking (CARAT). This system was developed to enable a referent the ability to track the progress of the child abuse or neglect complaint that they made to the Child Abuse Hotline. It provides the status of an intake via a web based system and eliminates the need for both

CAH staff and CPS staff to mail letters to the referent. The referent is provided via an email the internet link and identifying intake number. The following status of the report is available to the referent for each report they call to the Hotline:

1. Processed (screened out)
2. Pending – timeframe after the intake has been sent to the county but before the supervisor assigns it
3. Assigned – will include the county, case manager, and their phone number
4. Closed – up to 30 days following case closure
5. Archived – after case has been closed for 30 days

This system has greatly increased the ability and timeliness of the department to communicate information to reporters of child abuse and neglect. It has also significantly reduced staff time for generating letters and also decreased the expenditures associated with postage and supplies.

### **Training and Development Division**

The Training and Professional Development Division was established to develop and explore innovative training opportunities focusing on specific job responsibilities for staff that enhance their skillsets and improve the quality of case work.

The CPS Training Academy, through a partnership with the Tennessee Bureau of Investigations, was developed and started with the first class in November 2013. As of September 2014, 4 classes have graduated from the three week Academy. The curriculum is geared toward the job responsibilities and skill development of investigators offering courses such as Introduction to CPIT, Interviewing Techniques, Medical Evaluations, Defensive Tactics, Statement Analysis, Working with Law Enforcement, Mock Court, Documentation and many more. This Academy is mandatory for all CPS investigators and community partners are invited to train alongside investigations staff at no cost. Approximately 500 CPS staff and community partners will complete the Academy by the end of 2016.

The Post Academy will be offered following the completion of the CPS Training Academy and will build upon skills learned in the three week program. Topics will include substance abuse, mental health, advanced medical, children with disabilities, child interviewing, and domestic violence. Specialty trainings are also being developed and cataloged to ensure ongoing opportunities are offered to investigations staff. The requirement for training hours of investigations staff was increased from 40 hours to 50 hours per year. Continuing Investigation Units (CIU) for all investigations staff that carry a case load were developed and tracked to ensure training is strategic and relevant to the job duties.

All policies related to child protective services are currently under review. Revisions are being made to align the policies with changes in practice and specifically with changes related to the revised SDM track assignment tool. After the internal review period, all policies will have the opportunity for external partners to provide feedback prior to implementation.

### **Internal Quality Control**

The Internal Quality Control Division provides an internal audit process for the Investigations and Child Abuse Hotline divisions. Tools and evaluation methods have been developed to assist supervisors and improve performance. The Child Protective Investigation Team (CPIT) and Court evaluation tools have been created to document consistently the performance of investigators in CPIT meetings and in court hearings. The supervisor administers the tool and is able to provide constructive and relevant feedback to the investigators related to their performance. External feedback from community partners was solicited and the tool is currently being piloted by designated regions and will then be fully implemented with all investigation teams.

The Quality Review Tool has been developed to capture both qualitative and quantitative tasks during the case file review process. Following the pilot phase and external feedback, this tool will be finalized and fully implemented.

This division was also instrumental in the collaboration with Children’s Research Center and the hotline to revise the SDM tool and continues to work closely with other divisions to create and analyze data reports relevant to CPS as well as develop metrics for the Department’s data warehouse. It provides subject matter expertise into departmental initiatives such as the revision and implementation of the FAST and In Home Tennessee.

### **Community Partnerships Division**

The Community Partnerships Division is responsible for developing and supporting initiatives that directly impact and assist the frontline CPS investigators related to child safety. The responsibilities include working directly with CPIT partners and DCS investigators to strengthen and improve the investigative process, develop consistency statewide for CPIT investigations and improve the overall multi-disciplinary team approach. Over the past year, leadership from OCS has visited over 35 Child Advocacy Center’s (CAC) and their respective CPIT members.

This division established a statewide Child Protective Investigation Team (CPIT) Advisory Board in February 2014, which meets quarterly to discuss issues specifically related to CPIT. The initial focus of this board is to review existing CPIT protocols and practices in order to develop a single protocol that could be adopted by all CPIT’s statewide. As the board continues to delve deeper into the functionality of CPIT’s, other issues such as training and accountability are being discussed. The director of this division serves as the liaison with the 42 Child Advocacy Centers (CAC), forensic interviewers and the TN Chapter of Child Advocacy Centers and coordinates co-location opportunities between DCS and the CAC’s. Revisions have recently been made to the CAC and Forensic Interviewer contracts to include outcome based measurements.

To promote positive working relationships, this division also liaisons with the TN Chiefs of Police Association, TN Sheriff’s Association, and the District Attorneys General Conference and with the four Citizens Review Panels. Additional responsibilities have recently been added for the Director to provide legal interpretation on state and federal statutes as it relates to policy development and practice implications for CPS investigations.

## **Office of Child Health**

---

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

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

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

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

Finally, DCS provides medical, behavioral and educational services directly to youth adjudicated delinquent placed within Youth Development Centers (YDCs) and is the LEA for the YDC schools.

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

OCH major accomplishments over the past year included:

- Broader oversight and monitoring of health related incidents such as: mental health crises, emergency use of psychotropic medication, emergency medical treatment, seclusion, restraints and medication errors through enhancement of the electronic TFACTS incident tracking system. This includes incidents which occur within DCS resource homes, private provider placements and youth development centers.
- Planning for revision of the electronic TFACTS diagnostic coding system to International Classification and Diagnosis-10 to align with federal Medicaid (TennCare) standards.
- Heightened engagement with TennCare Select (the TennCare MCC for children in state custody) through monthly Collaborative Rounds to discuss and coordinate services for medically complex cases.
- Collaboration with the Bureau of TennCare, TennCare Select, Tennessee Department of Health, Metropolitan Health Departments and Primary Care Practices to improve in quality of care through development of processes in which health screenings are conducted within 72 hours of children entering custody.
- Implementation of the first full year of the Annual Child Death Review

## **Nursing**

The Nursing Division is led by the Director of Nursing within Central Office. Regional Health Nurses are located in all 12 regions and four Safety Nurses are located in four geographic locations across the state. Over the past year the Nursing division has become fully staffed.

Healthcare caregiver/advocacy functions include review of the Well Being Information and History (WBIH), a form documented by the DCS worker at intake as children/youth enter custody, and initial Early Periodic Screening Diagnosis and Treatment (EPSDT) screenings. The Regional Nurse identifies the need for immediate and ongoing healthcare needs and notifies the DCS worker accordingly. The Regional Health Nurses with other Regional Health Staff monitor and document all medical and behavioral appointments, visits, and clinical recommendations through TFACTS to ensure that children/youth in state custody are receiving all medically necessary EPSDT services. Regional Health Nurses provide consent when indicated for psychotropic medications and monitor psychotropic medication usage at a child/youth level.

Managed Care Contractor functions include: development of service standards for medically fragile therapeutic care by DCS contracted providers as well as providing prior authorization and utilization review of services for medically fragile children. Child/youth specific medical incidents, such as medication errors, and hospitalizations are monitored. Medical Services by DCS contract providers are monitored in conjunction with Quality Control, Risk Management and Child Programs.

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

## **Psychology**

Regional Health Psychologists/Mental Health Practitioners are located in each of the 12 DCS regions. The Regional Health Psychologist/Mental Health Practitioner reviews the history obtained in the WBIH form and the initial EPSDT screenings, among other resources to determine recommendations for mental healthcare needs and provides prompt feedback to the DCS worker so services can be implemented timely.

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

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

### **Health Advocacy**

The Health Advocacy Division's primary responsibilities are healthcare advocacy functions. Health Advocacy provides guidance, oversight and accountability for provision of TennCare Early Periodic Screening, Diagnosis and Treatment (EPSDT) services for children in custody and compliance with the requirements of the *Grier* Consent Decree, a federal lawsuit requiring notice of appeal rights for denial, delay or termination of TennCare services. The Health Advocacy Director leads the unit. Staff includes six central office staff who coordinate with Regional Health Advocacy Representatives and Services and Appeals Tracking staff. As a result of the consistent, concerted efforts of Health Advocacy staff, Family Service Workers and direct care providers, the state achieved and sustained an adjusted periodic screening rate for medical services greater than 96% statewide and for dental services achieved an adjusted rate greater than 90%. These achievements have continued beyond the resolution in 2013 of the *John B.* lawsuit, which had been a stimulus for development of health advocacy functions.

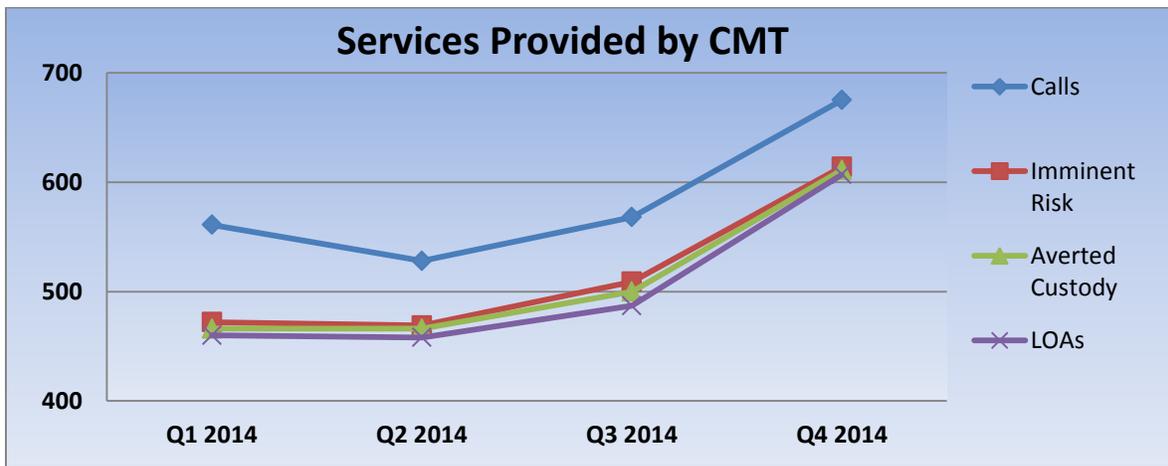
To ensure compliance with requirements of the *Grier* Consent Decree, Central Office and Regional Health Advocacy Representatives determine that health services are delivered timely and follow-up to assure barriers of access, payment or other inhibitors to service delivery are resolved. Oversight includes responsibility for due process notice and appeal resolutions for DCS services. Notices of Action are filed when placement decisions are made by the CFTM with notification to the Tennessee Alliance for Legal Services, the external agent responsible for coordinating appeals on behalf of the child. Health Advocacy provided extensive documentation of compliance with *Grier* for the period from July 2013 through December 2013 in support of the state's notification to the plaintiffs of its intention to seek judicial relief from the consent decree.

Additionally, the Division is responsible for the orderly and timely transfer of youth with intellectual disabilities from DCS custody to the appropriate adult services department or agency. During FY 2013-2014 transfer conferences were held for 23 youth from the department to adult disability services.

The Health Advocacy Division coordinates the network of five Centers of Excellence (COEs) for children in or at risk of state custody. COEs are tertiary care academic medical centers, provider agencies or partners designated by the state as possessing expertise in child behavioral healthcare. COE services include case consultation, psychiatric and psychological evaluations, training and education, and best practice learning collaboratives. The COEs sustained the Trauma-focused Cognitive Behavioral Therapy learning collaborative and initiated the Attachment, Self-regulation, Competency (ARC) model learning collaborative for DCS community providers. During FY 2013-2014 Vanderbilt COE developed curriculum and a plan for the Department's CPS Assessment Academy and approach to rapidly implement Family Advocacy and Support Tool (FAST) training; UTM Health Sciences COE led implementation of a Breakthrough Series Collaborative on Trauma Informed Screening and Assessment of Infants and Young Children; ETSU COE spearheaded a grassroots project, Tennessee Infant and Early Childhood Mental Health Initiative; UTK Health Services Center led additional field training in the NCTSN Trauma Toolkit; Southeast COE provided highly specialized reviews of need for psychiatric services.

As a Managed Care Contactor the Department's responsibilities include the Crisis Management Team (CMT) which assesses and authorizes time-limited residential treatment services for children at risk of state custody as determined medically necessary by the Regional Health Psychologists. Of the 2332 calls to the CMT for information or services during the fiscal year, 2012 Letters of Authorization were issued to provide residential treatment for children that prevented state custody. Of the 2064 children at imminent risk of custody, custody was averted for 2043.

Table 2: Crisis Management Team Data



Quarter	Calls	Imminent Risk	Averted Custody	LOAs
Q1 2014	561	472	466	460
Q2 2014	528	469	466	458
Q3 2014	568	509	500	487
Q4 2014	675	614	611	607

### Education

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

Caregiver/Advocacy efforts include attending educational meetings, consulting with DCS staff, resource parents, and schools as well as providing educational training to departmental personnel and to schools. From July 1, 2013, through June 30, 2014, the Education Division provided consultation to Child and Family Teams, field services worker (FSWs), and public/non-public schools nearly 64,500 times. In addition, Education staff participated directly in nearly 2000 Child and Family Team Meetings and 1400 Individual Education Plan (IEP)/504 Meetings. Staff also provided approximately 272 educational training sessions for approximately 4,100 surrogate parents, resource parents, FSWS, and school staff.

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

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

### Child Death Review

The Child Death Review (CDR) process was created to increase safe outcomes by identifying and learning from those factors which influence the quality and delivery of service provided to children and their families. CDRs are conducted by Safety Analyst and Safety nurses working in a collaborative relationship with multidisciplinary participants from various divisions in DCS, alongside community partners. A Child Death Review is conducted in cases which meet the following criteria; 1) Any child in state custody who dies or experiences near death for any reason; 2) Any child whose family has had contact with DCS within the three (3) years preceding their death or near death and their death or near death was investigated for an allegation

of abuse or neglect; 3) Any child whose death or near death has been substantiated for abuse or neglect; or 4) Any child death or near death at the direction of the Commissioner. Working together, utilizing Safety Science and other analyses, quarterly and annual reports are created to guide the development of recommendations intended to address and improve policy and practice.

**Child Death and Near Death Reporting:** Case files for child death investigations are posted to the DCS Public Notifications website (<https://www.state.tn.us/youth/childsafety/2014publicnotifications.html>) on a quarterly basis. Each case file is reviewed in accordance with applicable state and federal law to ensure identifying information is redacted. The website provides child death information to designate whether or not the child was in DCS custody and whether or not the agency had contact with the child or family within the past 3 years. In CY2014, the website additionally began providing age and gender information for each child and began designating the final disposition of the case as well as whether the case meets criteria for the Child Death Review process. Summaries detailing the total number of deaths as well as percentage breakdowns of allegation, classification, and historical contact information are published on the website on both a quarterly and annual basis.

### **Safety Analysis**

The mission of Safety Analysis is to utilize principles and methods from safety science and apply them to child welfare. The Safety Analysis Division is a new division within the office of Child Health comprised of a director and four safety analysts. Thus far, the focus of the division has been on the development of the Child Death Review process. Safety Analysis is foundational to the Child Death Review process mandated by the Brian A. lawsuit. Specifically, the division is responsible for data collection, Child Death Review (CDR) facilitation and case analysis. Outcomes were published in the 2013 CDR Annual Report. The use of this analytic approach will expand to other areas within DCS to assist with risk management and development of safe practices

## Office of Child Programs

---

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

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

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

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

The Permanency Planning section provides training, technical assistance, policy development, hands-on coaching to support quality child welfare services and oversight for the key planning vehicle of permanency, the Child and Family Team process (CFTM). Statewide, there are 66 full time trained, certified skilled facilitators and 364 back-up staff who are trained to facilitate CFTMs with parents, relatives and other stakeholders who are invested in permanency for a child. Of those 364 back-ups who have completed the training, 234 have obtained certification as a facilitator. In the fiscal year 2013-2014, there was 4 week-long cycles of Advanced Skilled Facilitation Training across the State to train new full time skilled facilitator's, those who would act as skilled back-up facilitator's and those who wanted to increase their skills around facilitation.

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

July 1 – September 30, 2013 -	Children that had an Initial Meeting = 87.7%
	CFTM conducted by a skilled facilitator = 84.3%
	Meeting held within time frames = 85.7%
Oct 1- December 31, 2013	Children that had an Initial Meeting = 90.6%
	CFTM conducted by a skilled facilitator = 88.1%
	Meeting held within time frames = 80.8%
Jan 1 – March 31, 2014	Children that had an Initial Meeting = 93.8%
	CFTM conducted by a skilled facilitator = 89.2%
	Meeting held within time frames = 81.8%
April 1 – June 30, 2014	Children that had an Initial Meeting = 93.1%
	CFTM conducted by a skilled facilitator = 91.7%
	Meeting held within time frames = 85.2%

In addition to the 4 cycles of Advanced Skilled Facilitation Training, the Permanency Planning Division began diligent search audits and training across the State to be completed in the fall of 2014.

**Foster Care, Adoption & Relative Caregiver Services**

The Foster Care, Adoption & Relative Caregiver program sections provide statewide administration, oversight and support for foster care (including recruitment and certification of foster homes), adoptions (including adoption subsidies), Subsidized Permanent Guardianship (including subsidies for relatives/fictive kin who assume permanent guardianship for children), kinship care (including kinship subsidies for non- permanent custodial placements), and relative care-giver program (which coordinates services and supports for relatives not receiving direct subsidies from DCS).

Table 3: Statewide Custody by Adjudication, June 30, 2014

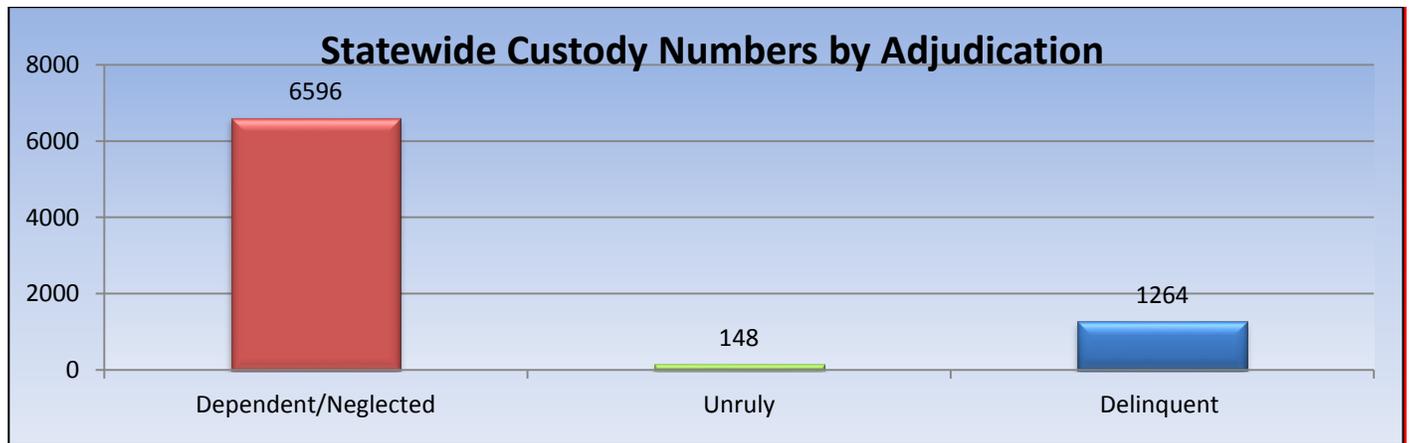


Table 4: Number of Children by Adjudication and Region, June 30, 2014

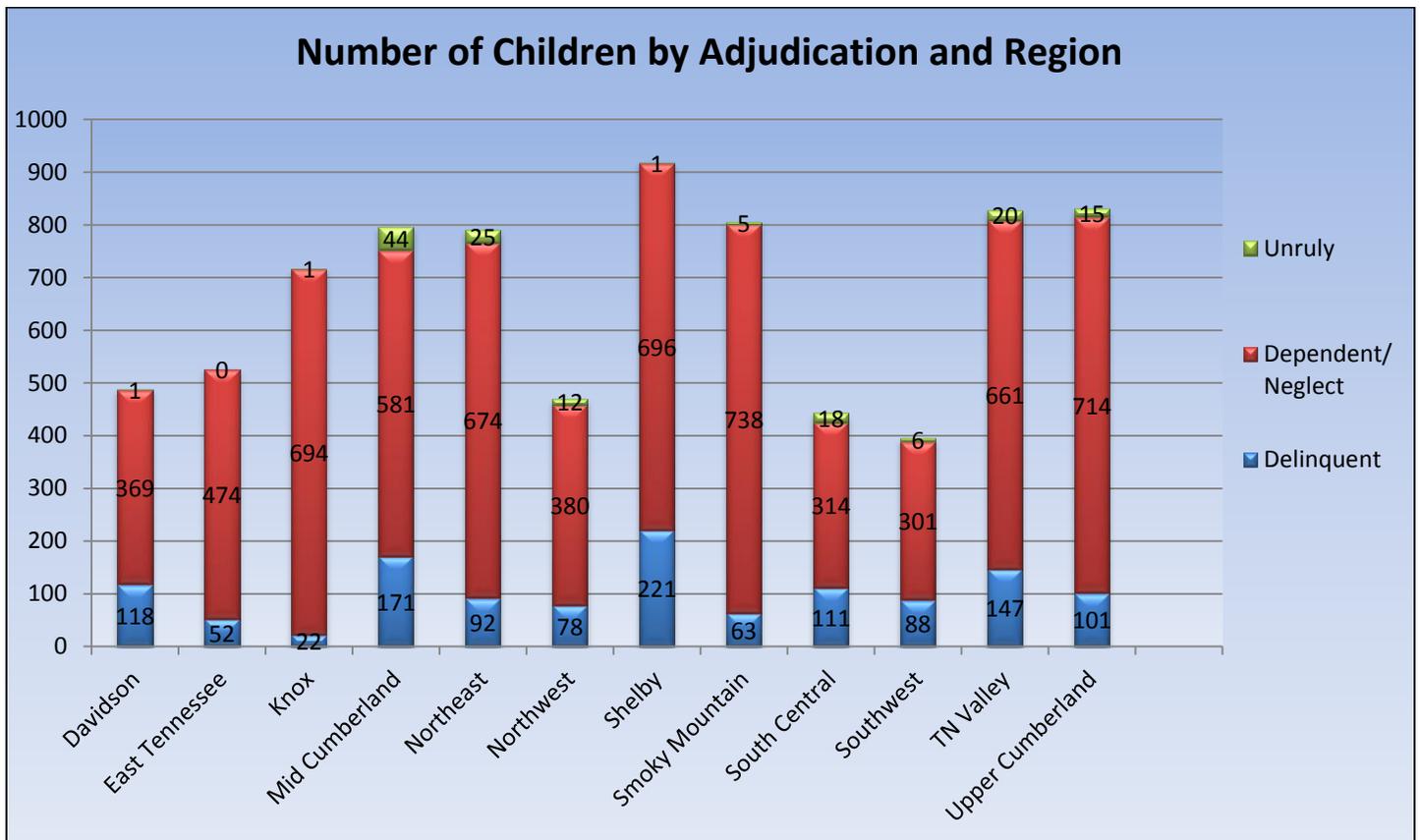
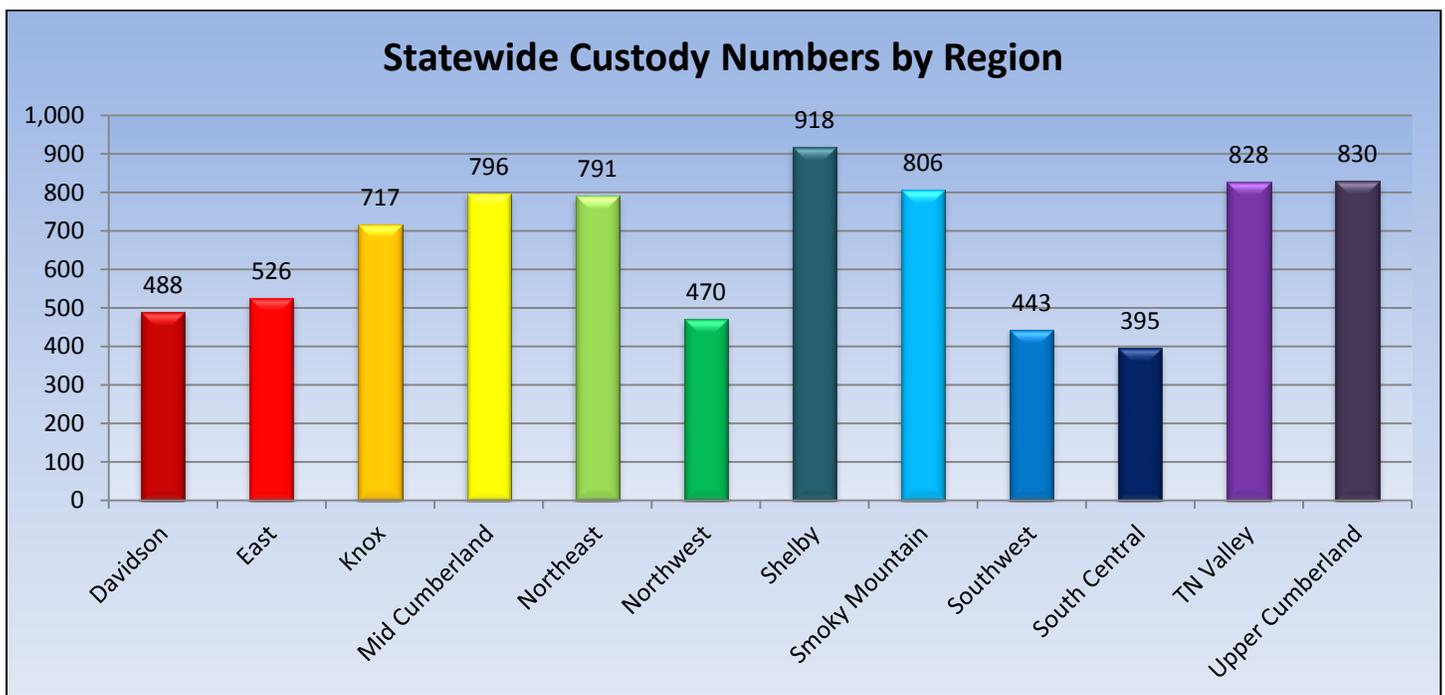


Table 5: Statewide Custody Numbers by Region, June 30, 2014



DCS had 8,008 in custody on June 30, 2014. The TFACTS data shows the highest percentage of children who entered care were age 13 and older at 43%, followed by ages 5-12 at 30%, 0-4 years of age at 26%. The

majority of children who enter DCS custody are White/Non-Hispanic at 68%, followed by African-American at 28%, and multi-racial or other race children at 4%. According to the TFACTS data there was about a half a percentage of the population of children who enter care, whose race was not determined.

Table 7: Regional Custody Numbers When Race was Reported, June 30, 2014

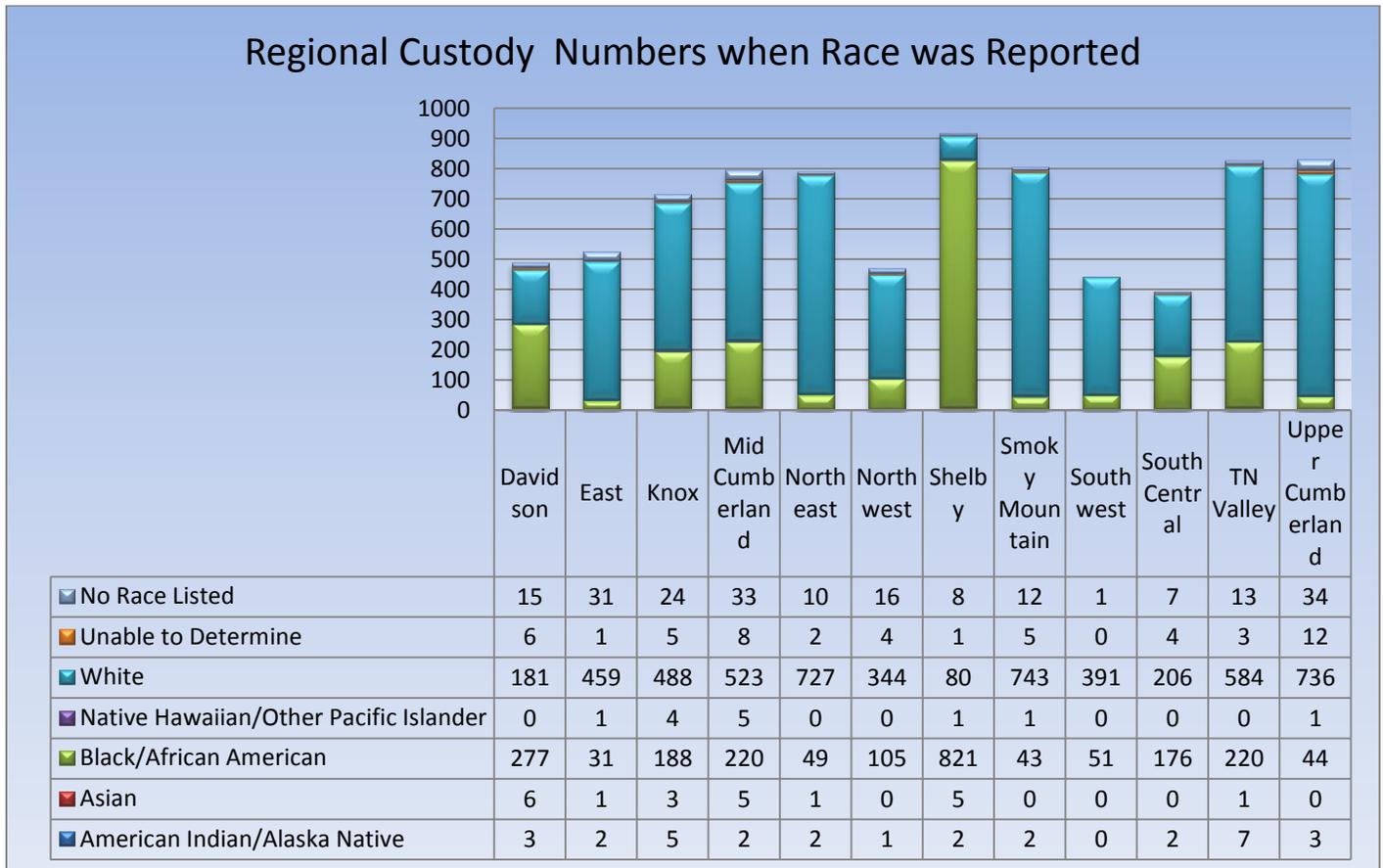


Table 8: Regional Custody Numbers by Age, June 30, 2014

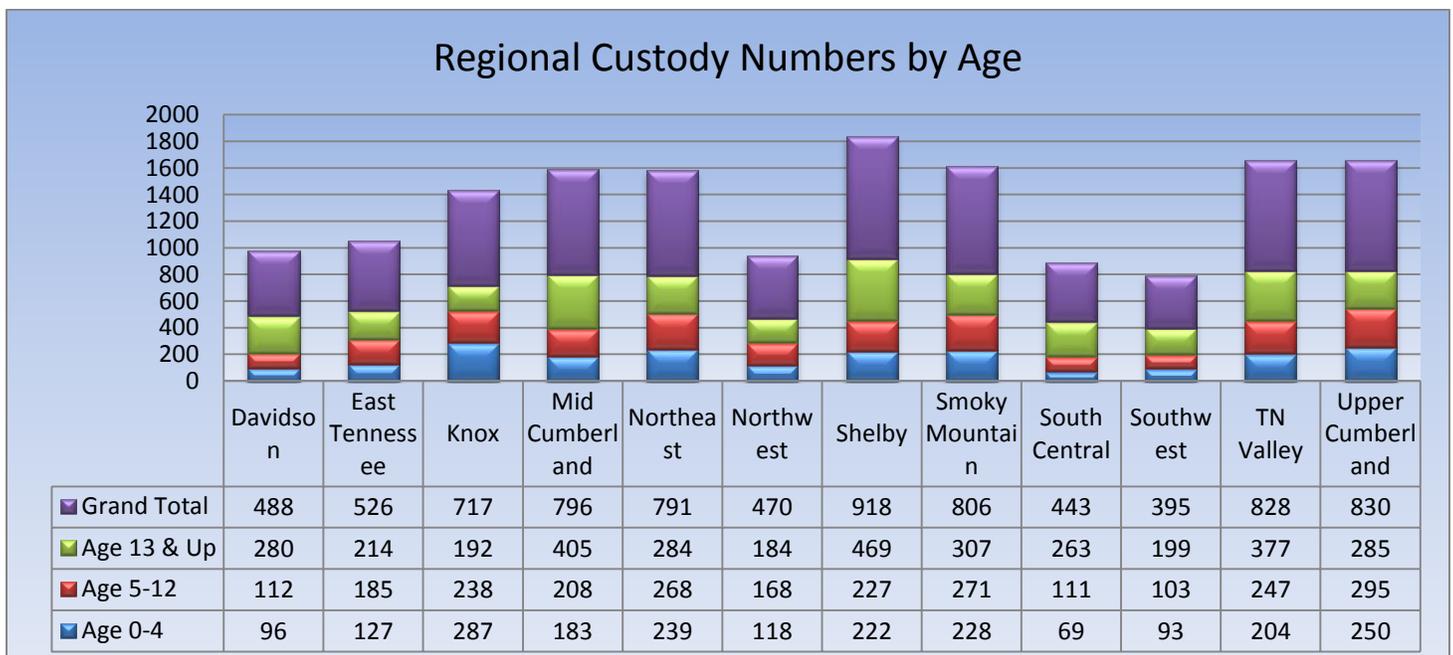


Table 9: Average Length of Stay for Children Exiting Care, June 30, 2014

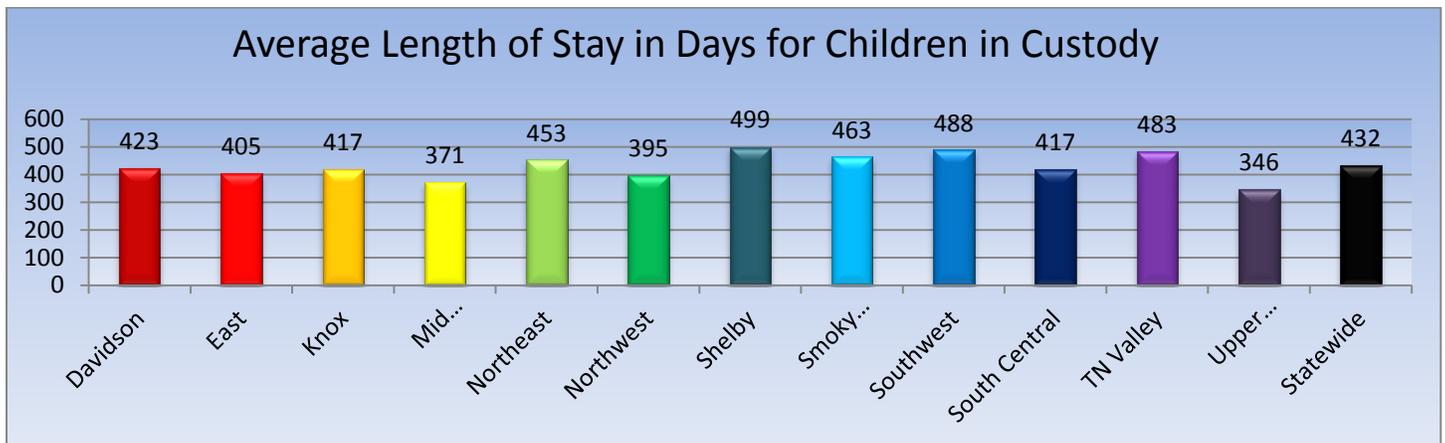


Table 10: Time to Permanency in Under 12 Months for Children with Goal other than Adoption, June 30, 2014

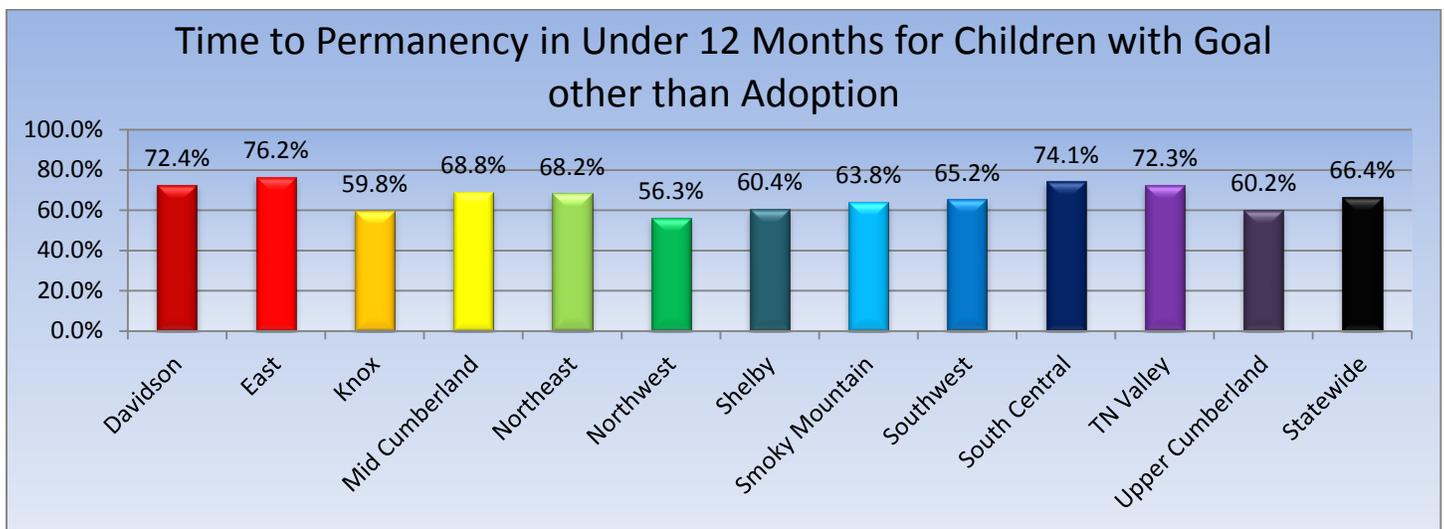


Table 11: DCS Achieved Guardianship or Compelling Reasons Existed to Not File Termination of Parental Rights for Children who were in Custody 15 of the last 22 months, June 30, 2014

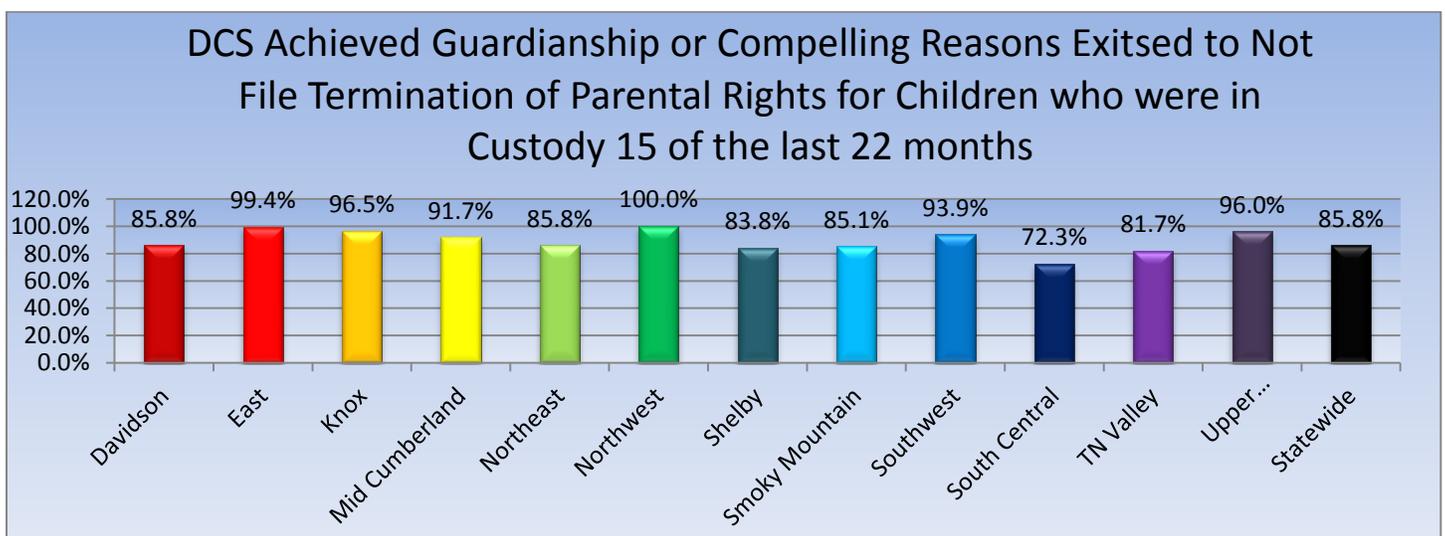


Table 12: Number of Children in Full Guardianship Available for Adoption vs. Children Adopted

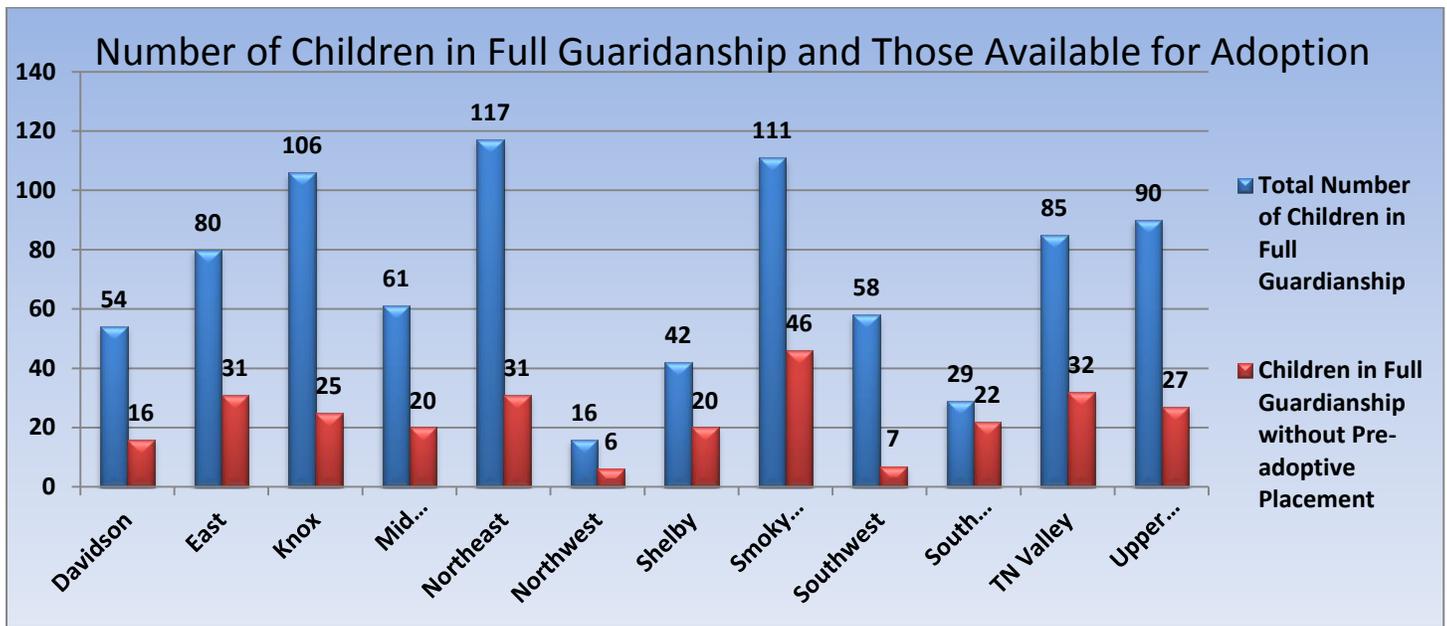


Table 13: Children Released to Permanent Guardianship during FY 2013-2014

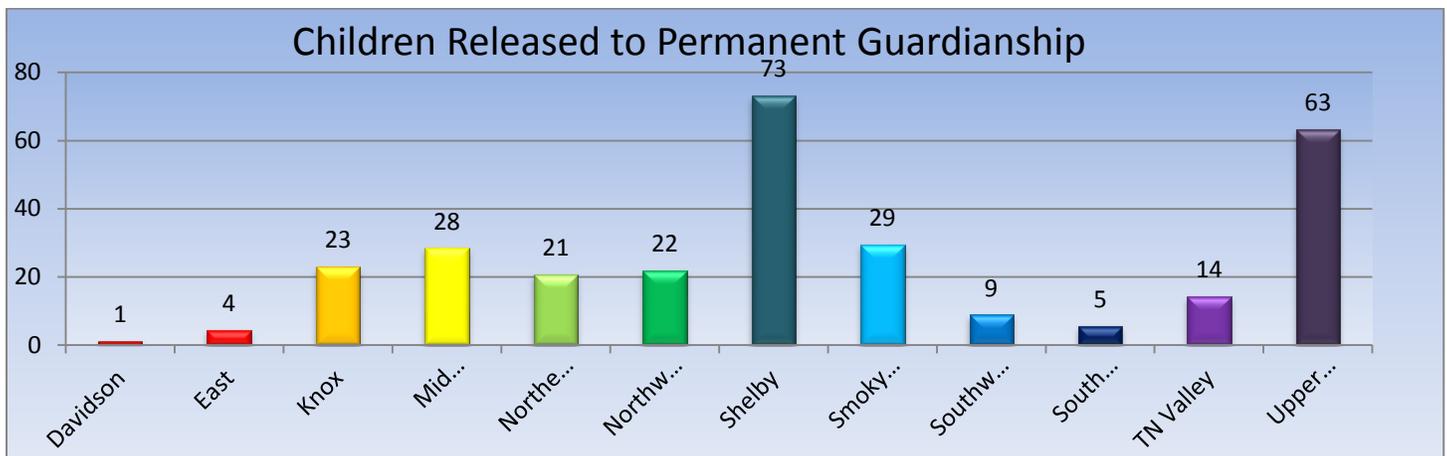


Table 14: Percentage of Children who reached Adoption in Less than 24 Months, FY 2013-2014

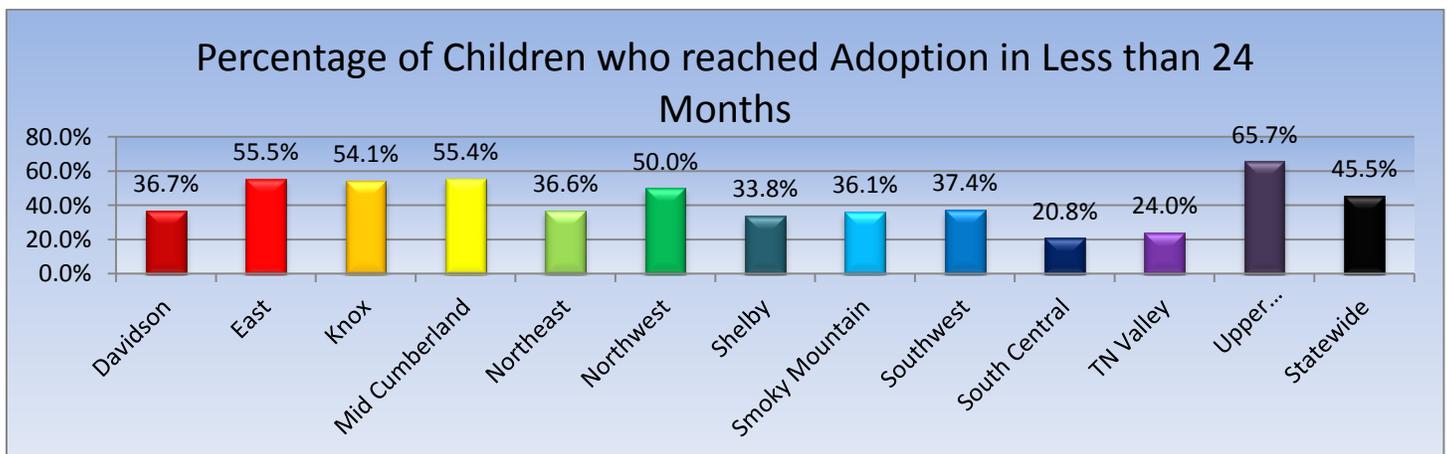
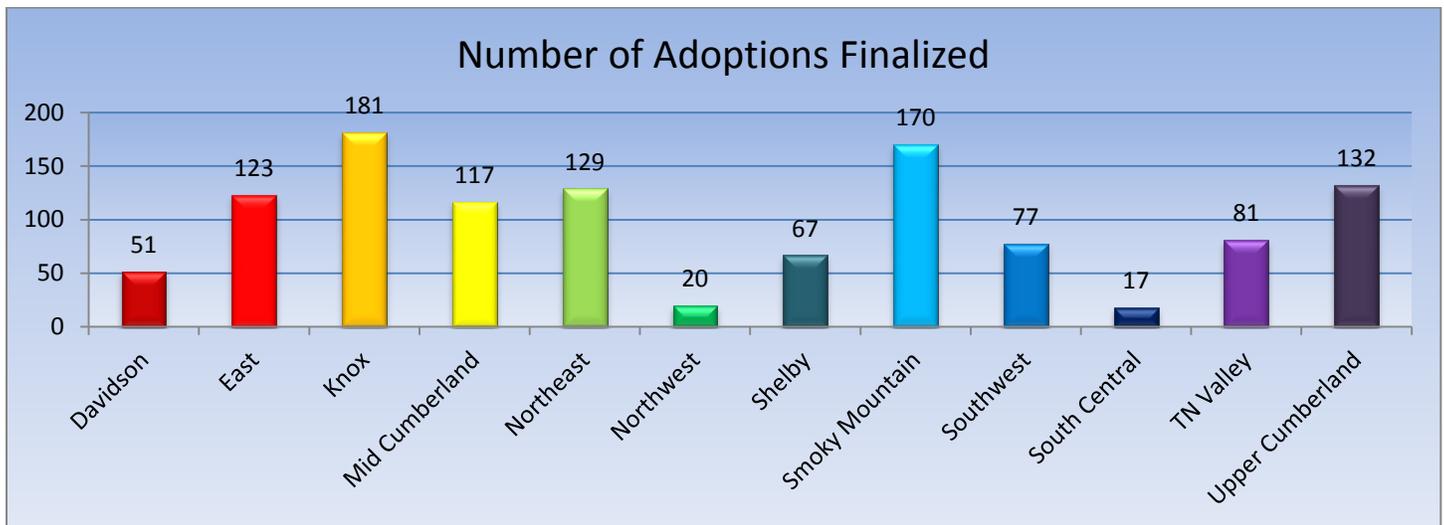


Table 15: Number of Adoptions Finalized during FY 2013-2014



The Department of Children’s Services has made significant efforts to improve permanency outcomes during the past year:

- **Full Disclosure:** In April of 2014, the Tennessee Department of Children’s Services began working with The National Resource Center for Adoption (NRCA) to provide Technical Assistance on Full Disclosure to prospective adoptive families. Since that time, the NRCA has supported DCS in partnership with legal staff and provider agencies in developing policy and best practice around providing full disclosure to these families. Statewide training will be provided to DCS permanency staff, along with provider staff on new policy and changes to the Adoption Best Practice Manual on Full Disclosure.
- **Post Permanency Services:** In April of 2014, DCS began work with the National Resource Center for Adoption’s technical assistance (NRCA-TA) professionals. The objective is to evaluate and assess the post-permanency services provided to Tennessee adoptive families. The work group includes DCS permanency and Harmony Adoption Support and Preservation (ASAP) staff, adoptive parents, and technical assistance provided by DCS quality assurance. The work group developed a post-permanency survey that was administered to a random sample of 1300 parents receiving adoption or subsidized permanent guardianship subsidies. This survey will be helpful in identifying and assessing availability of services that best support adoptive families, as well as the family’s overall experience through the process. In addition, the NRCA-TA is working with Harmony and TNDCS on the development of an impact evaluation plan for the ASAP program. This will ensure the program’s focus on the most effective interventions while developing data that can be used to support this work.
- **Older Youth Learning Collaborative:** In April of 2013, the Tennessee Department of Children’s Services, along with several other states joined Casey Family Programs in an Older Youth Learning Collaborative. Tennessee has provided representation to this collaborative through Central Office staff and the South Central Region. This collaborative convened several times to share each state’s data, best practice, initiatives, and tools used to address permanency for older youth. As a result of this collaborative, focus groups held in the South Central Region provided valuable information on the barriers that affect permanency outcomes for older youth; as well as preparing older youth for adulthood. Another outcome of this collaborative is the implementation of Permanency Roundtables in the South Central Region.
- In January 2014, the Tennessee Department of Children’s Services partnered with the Center for Adoption Support and Education (C.A.S.E.) and Jockey to recognize and celebrate adoptions. C.A.S.E.’s partnership with Jockey provided adoptees and their adoptive parents with backpacks and educational materials.

- In October 2013, DCS partnered with the Middle Tennessee Heart Gallery to photograph and display images of children in full guardianship who do not have a permanent family identified. These images are photo-listed on recruitment websites, and displayed at various venues to increase awareness of the need for adoptive homes, and recruit prospective adoptive families. The department's partnership with the Heart Gallery also led to additional supports to increase permanency outcomes. In January 2014, DCS partnered with Fox News in Nashville, TN to feature a child in need of an adoptive home in a monthly news segment.

### **Relative Caregiver Program**

Across the state, many children rely on grandparents and other relative such as aunts, uncles, cousins and siblings for the security of a home. These relative caregivers often speak of the joy gained from this role. But many face financial, health, housing, education and work challenges that disrupt their retirement plan. The Relative Caregiver Program (RCP) helps support relatives who have taken on the responsibility of raising related children. It is the philosophy of the RCP that families are strengthened when they have access to resources in their communities. These services increase stability and safety for children in the care of their relatives and reduce the number of children who enter state custody. The RCP, in partnership with community partners, supported more than 2100 caregiver families in FY 2013-2014. According to the Relative Caregiver 2013-2014 report over 3,200 children were provided support services through the provider agencies linked to the RCP. Of those children 147 were reunited with their birth parents, while 28 were placed within the formal foster care system. DCS referred over 1100 children to the Relative Caregiver Program in FY 2013-2014.

### **Resource Eligibility Team**

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

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

All Resource homes are reviewed annually. There were 2,891 resource homes reviewed for compliance in CY 2013. Approximately 1161 newly hired direct care staff safety documentation was reviewed for compliance in CY 2013 from 31 provider agencies including 65 locations. RET staff also provided specialized training to provider agency staff related to safety documentation and statewide technical assistance related to TFACTS data entry regarding resource home approval.

### **Non-Custodial Services**

The Non-Custodial Service work provided by DCS is a continuation of service delivery, support and monitoring that originates from the initial report of suspected abuse or neglect to the Child Protective Services Division. The overall focus is to safeguard and enhance the welfare of children, to preserve family life, and prevent future harm and abuse by strengthening the ability of families to parent their children effectively.

The referral for Non-Custodial Services is received from an open CPS Investigation, CPS Assessment or directly from the Juvenile Court. The family and other team members plan together to address the needs/concerns that brought them to the attention of DCS. Much of the effort is to help the family become better functioning and to develop additional family supports.

The Department made a shift to developing specialized non-custodial teams in each region across the state. This staff is responsible for providing non-custodial case management to families with a focus specifically on challenges that could lead to out of home placements. The ability to direct primary attention to these families affords opportunities for greater partnering and better identification of services, needs, and better outcomes. These units will be functioning in full capacity by January 2015.

### **Child Protective Services Assessments**

Child Protective Services (CPS) Assessments is a non-traditional approach to child protection. The CPS Assessment division is responsible for assessing allegations of harm that are typically low to moderate risk and allegations not covered by statutory requirements for investigations. This approach provides the opportunity to assess referrals of abuse and neglect and gather information using a less adversarial approach, which creates more of a partnership and increases family cooperation. Where abuse or neglect has occurred, CPS Assessments bolsters the Department's ability to work with families in minimally intrusive ways that strengthen family functioning, increase supportive resources, and reduce the likelihood of out-of-home placement and repeat maltreatment, without sacrificing child safety. During FY 2013-2014, 36,534 CPS assessment track referrals were received.

CPS Assessment central office program staff, the DCS training division, and Vanderbilt COE collaborated to design, implement, and deliver a high quality, effective training academy. This academy is a non-consecutive four week program geared toward the job responsibilities and skill development of CPS Assessment staff. Courses include topics such as Motivational Interviewing, Trauma Toolkit, Complex Systems, Policy and Procedures, Conflict Resolution and many more. This Academy is mandatory for all CPS Assessors.

### **Independent Living Services**

The Independent Living (IL) Services Division is charged with assisting youth ages 14-21 in making a successful transition from foster care to adulthood through the provision of supports and services that prepare youth for independence. In addition to case management services, options include educational and housing opportunities, leadership training, life skills instruction and independent/transitional living planning. For FY 2013-2014, there were approximately 2500 youth ages 17 or older in custody. Of this total, 623 were served through Extension of Foster Care Services (EFCS). The Extension of Foster Care Services (EFCS) is Tennessee's primary way of implementing the federal Fostering Connections to Success and Increasing Adoptions Act of 2008 and Tennessee's Transitioning Youth Empowerment Act of 2010. Extension of Foster Care for Young Adults is a federally funded program which requires that young adults meet certain eligibility guidelines, have a valid educational, job training plan or a verified special need. The most prevalent EFCS supports include Independent Living Allowances 374, and 254 living in a foster care placement. In FY 2013-2014, 126 youth in EFCS graduated with a high school diploma or GED.

The Education and Training Voucher (ETV) Program is an expansion of the John H. Chafee Foster Care Independence Act of 1999. The program began in 2002 and created a federally-funded, state-administered initiative to provide funding and support for post-secondary education. Eligible students may receive grants up to \$5,000 per year for up to five years or until their 23rd birthday. ETV funds can be combined with other grants and scholarships to minimize or eliminate the need for student loans. Educational and Training Vouchers (ETVs) were provided to 262 youth and another 139 received state funded scholarships. 52 youth were eligible for the Hope Foster Care Scholarship.

The IL program has forged strong working relationships with many community partners including Job Corps, regional Resource Centers, Youth Villages, and colleges/universities with a goal of continuing to enhance and enlarge the network of community stakeholders who partner to serve youth. The goals of the program are to help prepare youth for their futures through additional educational and employment training opportunities, find and secure consistent and safe housing and build permanent connections with caring adults, including relatives, mentors and community members. In FY 2013-2014, 767 young adults were served by Youth Villages Transitional Living Grant Services.

TN DCS Independent Living is focused on increasing youth voice with a goal of increasing advocacy, empowerment and improving police and practice. Youth have created, A “Guide to be a Teenager in Care” and “Youth Engagement tools”. Youth participate in ongoing Youth 4 Youth Boards, and are working to expand more boards. Youth participated in many panels across the state, and also participated in Parents as Tender Healers (PATH) classes for resource parents. The Commissioner hosted a Youth Villages youth panel and a couple of other youth panels. Youth are involved in development of youth friendly website.

- Over the last 5 years, DCS has been able to continue funding for the Jim Casey Youth Opportunities Initiative and Opportunity Passport™, administered by three resource centers located in Knoxville, Nashville and Memphis and have expanded to a fourth site in Chattanooga that opened in June, 2014 called I.A.M Ready Chattanooga through Partnership for Families, Children and Adults.
- DCS IL was able to secure funding to continue and expand the Youth Villages contract that makes Transitional Living Services available to all eligible youth 17 years of age or older while in custody, and young adults that are exiting the system.
- In 2014, DCS IL was able to secure free State photo ID’s for all youth through the Department of Safety’s Department of Motor Vehicles.
- Continued partnerships with CASA, Tennessee Foster and Adoptive Care Association, the Tennessee Alliance for Children and Families, and our Performance Based Contract Providers to ensure youth’s needs are being met.
- DCS continues to be monitored by the Tennessee Commission on Children and Youth (TCCY) Transitions Advisory Council (YTAC). This group is statutorily mandated to review the practices of DCS IL around transition aged youth, and provide recommendations to the Tennessee legislature. Improvements in the programmatic and technical procedures that query and identify youth in the National Youth in Transition Database populations resulted in compliant file submissions since 2011B. This includes the 2013A and 2013B submissions containing Follow Up Age 19 survey data, which was accomplished by the means stated above and also with the assistance of contracted providers locating youth and administering surveys.
- DCS IL continue to meet with different housing programs and current providers of housing to discuss expansion, focused on laws and programs that target housing issues facing youth aging out.
- The Office of IL continues to strive towards analyzing data to verify and measure the effectiveness of services to help DCS IL make informed policy and practice decisions, with the ultimate goal of improving outcomes for youth and young adults.
- DCS IL increased use of IL Wrap services to youth 14-16 years of age, to ensure developmentally appropriate, normalizing experiences.

Table 16: Number of Children with PPLA Goal, June 30, 2014

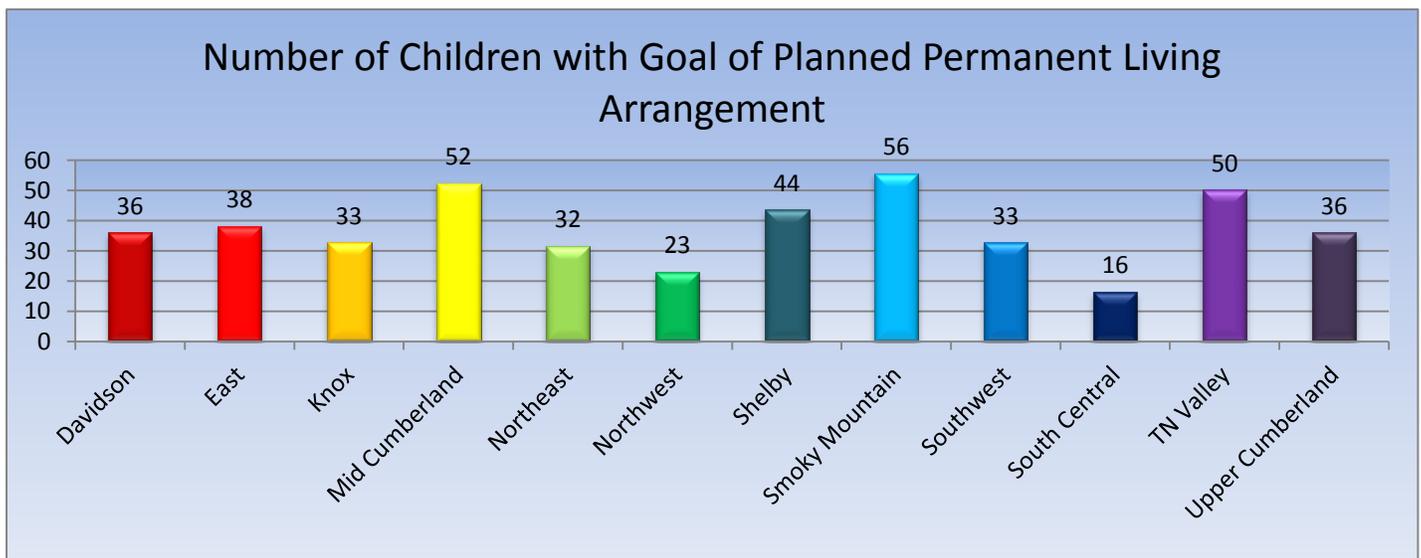
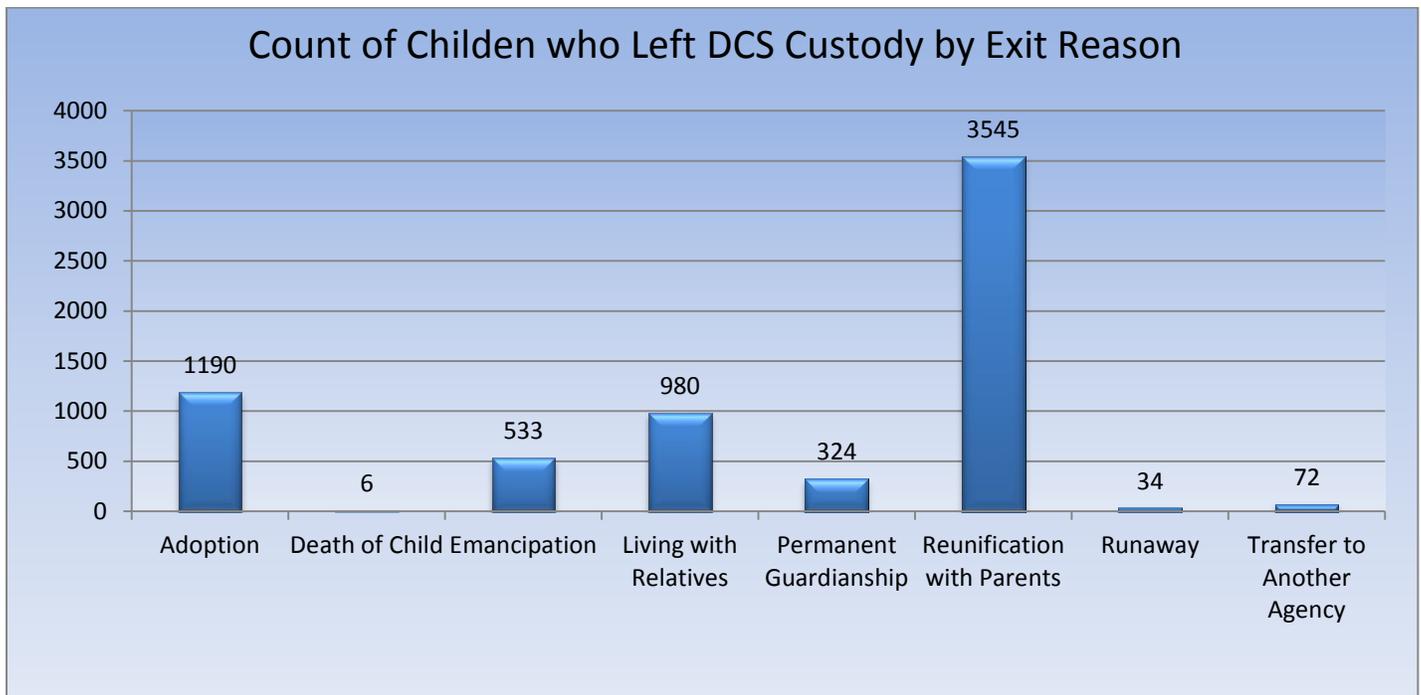


Table 17: Count of Children who Left DCS Custody by Exit Reason, June 30, 2014



### Centralized Permanency Services

The Centralized Permanency Services section is comprised of four service teams; Interstate Compact on the Placement of Children (ICPC), Putative Father Registry, Adoption Registry, and Access to Sealed Records and Services. Each provides statewide program support.

The ICPC team handles all incoming and outgoing referrals for evaluation and processing of homes that are potential placements for children being placed from another state into Tennessee or in another state from Tennessee. Last fiscal year, the team processed 2,197 new referrals, approved placements for 1,142 children of which 512 were placed, and processed 1,928 case closures.

The Putative Father Registry team has responsibility for maintaining the data base on individuals who have filed written notice of intent to claim parentage of a child. Staff entered 36 names of putative fathers into the Registry. In addition, staff processed in excess of 5,292 requests for clearance during the fiscal year. Adoption Registry has responsibility to register, seal and preserve all documents related to a finalized adoption in Tennessee. During FY 2013-2014, staff registered 1107 DCS records, 677 non-DCS records and 593 'Backlog records' for a total of 2377 records preserved in Archives.

The Access to Sealed Records and Services team has responsibility for establishing and implementing the rules of procedure for accessing sealed adoption records by qualified individuals under specific circumstances or pursuant to court orders. During FY 2013-2014, the unit received/processed 458 requests for services and completed 351 of those requests.

### Social Services Caseloads

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

Table 18: Average Number of Social Services Workers and Caseload Size, June 30, 2014

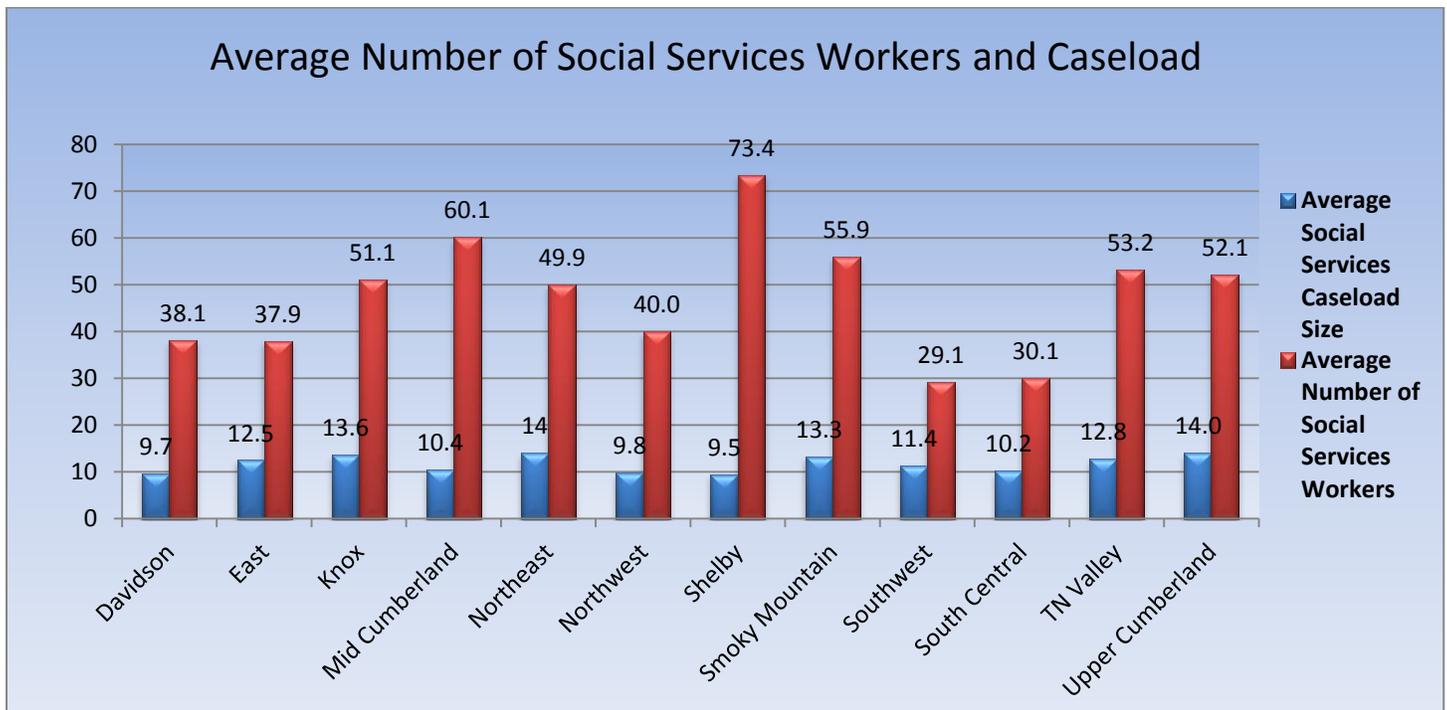
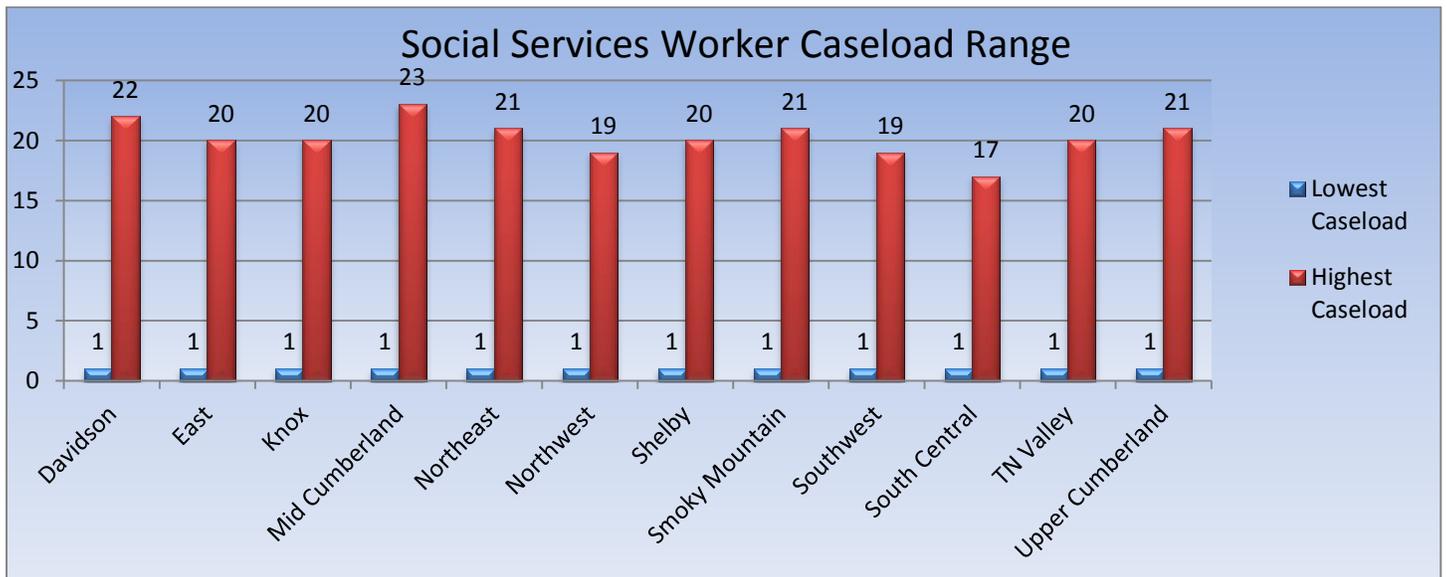


Table 19: Social Services Worker Caseload Range, June 30, 2014



**Division of Network Development**

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

**Network Services**

The Division of Network Services provides review and evaluation of the clinical services and programs of contract providers within the DCS network, with a particular focus on evidence-based and trauma-informed practices. During this previous year, the Director of Network Services visited 25 congregate care providers and met with their clinical and management staff and also observed program components. Following these visits, a

program description was written for each provider that summarized the agency's areas of clinical service and specialization. These descriptions were disseminated to DCS regional staff to further their understanding of, and ability to work with, the providers.

The Director of Network Services also delivered technical assistance to a subset of residential providers in order to support efforts to develop and enhance their clinical services and processes. Over the course of the previous year, three providers received this more in-depth level of involvement. The technical assistance included longer on-site visits, occasional unannounced visits, information-gathering with frontline staff and residents, collaboration with the provider's clinical leadership in implementing systemic changes, and/or periodic status updates and troubleshooting by phone.

In addition to reviewing residential programs, as part of a statewide network needs assessment, the Director of Network Services conducted a needs assessment regarding provider therapeutic foster care. This needs assessment gathered both quantitative and qualitative data regarding therapeutic foster care capacity and service quality. Regional provider and DCS staff completed a survey and participated in focus groups and interviews as part of the assessment. Resource home capacity figures, CANS data, a literature review, and expert interviews were also analyzed for the assessment. The results of the therapeutic foster care needs assessment were provided to DCS senior leadership and presented at various cross-functional meetings to provider and DCS regional staff audiences.

Finally, the Director of Network Services collaborated with internal and external partners to implement training for DCS staff on trauma-informed care. Along with the DCS Office of Training and university-based Centers of Excellence (COE), the Director of Network Services assisted in delivering the Child Welfare Trauma Training Toolkit, a curriculum developed through the NCTSN (National Child Traumatic Stress Network). This training provides child welfare professionals with knowledge about trauma and the mental health needs of children and families who have been exposed to trauma.

### **Placement & Provider Services**

The Placement and Provider Services (PPS) unit is the liaison between DCS and the private provider network that delivers out-of-care services to children placed in the custody of the State. PPS provides technical assistance and support to the provider community helping to ensure a seamless delivery of a full array of services that will meet the needs of children in care.

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

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

This unit currently manages a network of 28 private agencies providing out-of-home care and services to children in the care of the Department and their families. A significant number of these contracts are out-of-home continuum contracts. Continuum contracts allow both providers and regions to coordinate services to children and their families while providing the flexibility to customize service delivery on an individual, child-specific basis. PPS is also responsible for providing support, information; guidance, training, coordination and oversight of residential services to ensure an adequate supply of residential resources are delivered expeditiously and efficiently.

Those eligible to be served by PPS include all children and youth coming into the custody of the Department of Children's Services needing out-of-home and therapeutic care. This out-of-home care includes Level 1 foster

care, Levels 2 & 3 residential and congregate care and Level 4 sub-acute psychiatric care. PPS also manages any residential specialty services such as programs for developmentally delayed children, medically fragile foster care, residential A&D treatment and juvenile sex offender programs. These programs are all funded through a combination of state and federal IV-E funding.

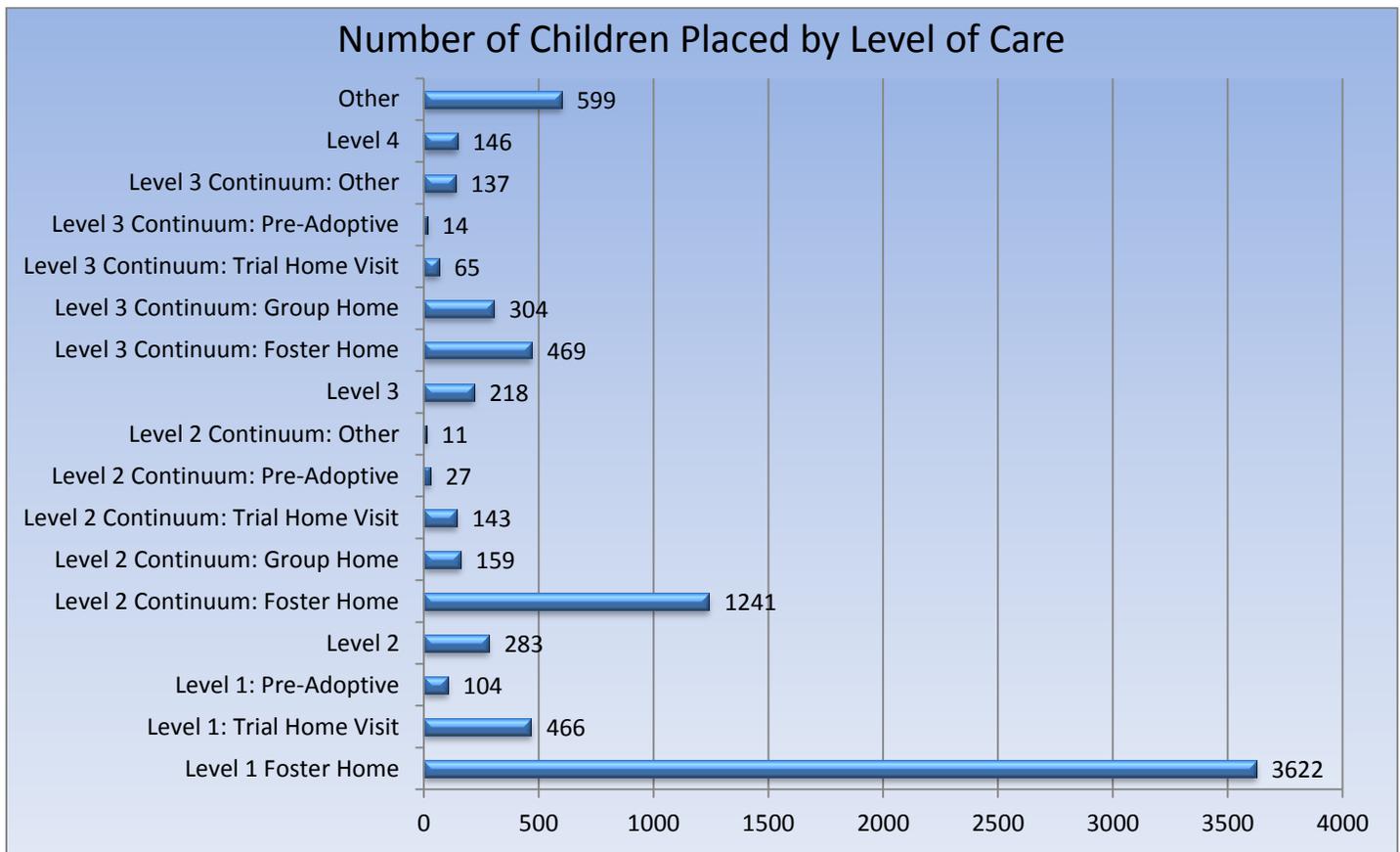
*PPS and the Performance-Based Contracting (PBC) Initiative*

PPS is also the primary point of contact for technical assistance and support relative to the Department’s Performance-Based Contracting (PBC) initiative. The PBC model underwent a significant change during this reporting period. Effective on 07/01/14, PBC providers are no longer evaluated using their own historic baselines for performance.

In the 2014-2015 fiscal year and beyond, PBC providers will be evaluated using a set of pre-established baselines for performance that are uniform for the entire PBC network. These performance expectations are divided into three (3) geographic areas of the state: the East Grand Region, the Middle Grand Region and the West Grand Region. The result of this adjustment to the PBC model is that now, all direct contracting providers will be held to the same set of performance expectations.

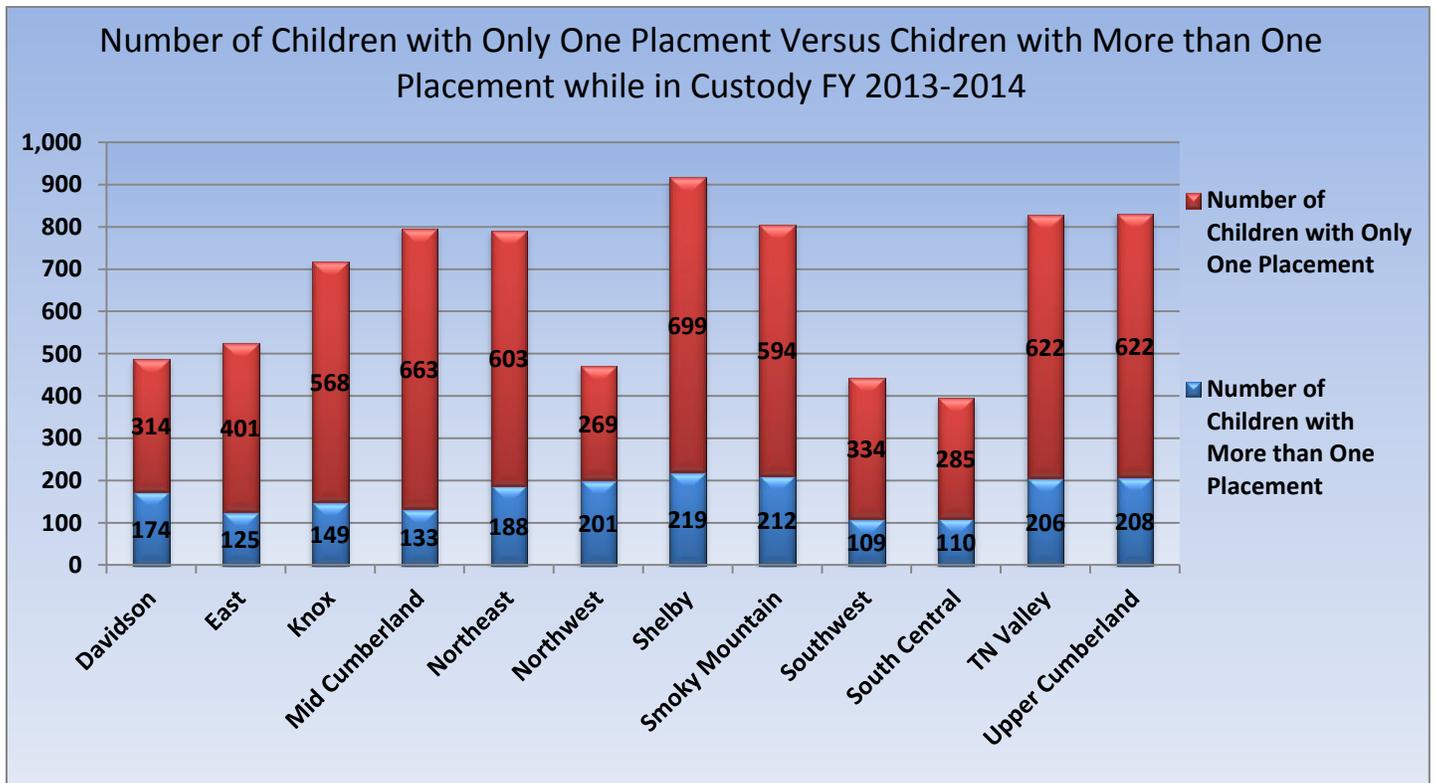
Additionally, in the past a provider’s PBC outcomes were evaluated at the end of each fiscal year’s reporting period. Fiscal rewards (or penalties) were calculated at that time. That has changed as well. The window of evaluation has widened to two (2) years for all youth who were placed with a provider at the beginning of the 2014-15 fiscal year and three (3) years for all children and youth admitted during the 2014-15 fiscal year. This widening of the evaluation periods will afford providers (and the Department) the opportunity to identify any problematic trends in performance that may arise and formulate strategies to address those trends far in advance of the close of the three year evaluation period.

Table 20: Number of Children Placed by Level of Care, June 30, 2014



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

Table 21: Number of Child Placements



### Systems Integration

The Department utilizes a comprehensive, individualized, strengths-based, culturally responsive assessment process, which includes the use of appropriate assessment tools and documentation in order to determine the family’s strengths, skills, motivation for change and immediate as well as on-going needs. Systems Integration maintains ownership and oversight of the majority of assessment tools utilized within the Department. The Child Adolescence Needs and Strengths (CANS) and Family Advocacy Support Tool (FAST) integration tools are designed to support individual case planning along with the planning and evaluation of service systems. CANS and FAST are open domain tools for use in service delivery systems that address the mental health and service delivery needs of children, adolescents and their families. The Department contracts with Vanderbilt’s University’s Center of Excellence (COE) to provide support and training for this tool. In each region, the COE has at least one CANS consultant that not only offers support to regional staff, but also approves all CANS assessments in that region. FAST consultants will be added to the contract this coming fiscal year.

### In Home Tennessee

IHT is an ongoing initiative aimed at enhancing the Multiple Response System by identifying best child welfare practices and improving the service array within each community across the State. It strengthens in-home services through the development of an effective array of services and the engagement of youth, families, and communities in service planning and delivery processes to achieve safety, permanence, and well-being. The desired outcomes of In Home Tennessee are to improve the quality of casework services by engaging families, connecting with stakeholders in designing and delivering individualized services to meet families’ needs, enhancing families’ capacities to keep children safe, and building organizational capacity to implement system change to meet the needs of families.

Over the past five years, In Home Tennessee has built partnerships and infrastructures necessary to support and enhance the DCS mission of fostering partnerships to protect children, develop youth, strengthen families and build safe communities. Approximately 22 workgroups meet consistently across the state, addressing a myriad of child welfare and service and practice issues. These workgroups are comprised of DCS and a variety

of community stakeholders and strive to address issues relating to substance abuse services, overall communication, parenting education, family visitation services, etc. Regarding the focus on improving case practice, a portion of Tennessee's regions have completed the five specialized In-Home Tennessee "skill enhancement" trainings, and other regions are still implementing these.

In January 2015, the Department will begin the process of another large-scale community-by-community assessment of child welfare services and practices. The Network Development staff are currently partnering with regional staff, as well as the Brian A. Technical Assistance Committee members to streamline this reassessment process in order to glean the most valuable information in the most effective manner. After the reassessment, a statewide report will be compiled outlining the findings around the selected core service and practice areas.

Since the inception of In Home Tennessee the department has continued to expand the services provided under the In Home Tennessee structure to develop a renewed focus on prevention services to include the following:

### **In Home Tennessee Demonstration Project**

Tennessee was granted a Title IV-E Waiver Demonstration Project on October 22, 2013 and began implementation on October 1, 2014. Tennessee Department of Children's Services, through the Title IV-E waiver, will implement services and supports across both in-home and foster care/placement services. Service enhancement and expansion will occur both through In Home Tennessee (IHT) and in custodial services. Through the In Home Tennessee initiative, DCS has begun strengthening the practice and service delivery to in home families served throughout Tennessee. DCS will use the flexible funding in the Title IV-E waiver to further expand these in home services, as well as enhance foster care services with a focus on increasing safety within the home setting and reducing the need to enter foster care, and enhancing our foster parent provider system to reduce the length of stay for children already in foster care. Efforts will also be made to strengthen the engagement skills of the workforce to better support families to participate in services and in the change process.

DCS' interest in reducing both admissions into care and length of stay in care in order to maximize the waiver opportunity informs the theory of change. Data from throughout the state were analyzed and extensive evidence gathering occurred among regional and central office leadership to determine where best to target initial efforts and the following observations were made: First, a review of admissions data determined that entries into foster care in the four eastern regions are higher than the rest of the state. Second, a review of placement data suggests that length of stay is substantially longer in Knox County (Knoxville) relative to the two other urban areas (Memphis and Nashville) and to the state as a whole. These analyses suggest there are also opportunities to reduce length of stay in a select number of eastern counties. The initial experience of the eastern regions implementing the waiver in early phases of the project as well as additional data analyses will inform the selection of subsequent sites for implementation.

Tennessee will address the unmet need for effective service delivery for families and children experiencing foster care placement and reduce length of stay in Tennessee, beginning with the Eastern regions, by using the following supports and interventions:

- Train and support assessment and investigation track workers to implement and use the newly revised Family Advocacy Support Tool - FAST 2.0, a standard and valid assessment of family strengths and needs. The FAST 2.0 is designed to help workers improve their decision-making ability in order to increase a family's access to timely and appropriate service to meet their individualized needs.
- Train and support custodial and assessment workers to use a *Casework Strategy* that is, an evidence-informed casework enhancement to improve techniques for engaging families to participate fully in case planning and services, chiefly through the use of positive reinforcement to encourage and maintain positive behavior change.
- Train and support custodial workers and foster and kinship parents to implement an enhanced foster parent strategy that is an evidenced-based intervention that helps the Department better engage with and

meet the needs of foster and kinship parents, and increases the capacity of foster and kinship parents to manage the needs of children placed in their homes.

- Implement an intensive evidence-based parenting intervention(s) for families with children ages 1 to 12 years in non-custodial and foster care. This intervention will address needs related to parenting capacity and/or substance use.

The hypothesis is that this combination of interventions and supports will reduce admissions and the length of stay in foster care.

### **Resource Linkage**

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

There are 20 staff positions across Tennessee's twelve (12) regions designated as Regional Resource Linkage Coordinators (RRLC). During the FY 2013-14, the Regional Resource Linkage staff reported a total of 875 referrals via the Child Abuse Hotline and 3,164 referrals via other sources (direct, community or DCS staff calls) with 4,026 families served. It should be noted that Resource Linkage services are completely voluntary and not all families are willing to accept the offered resources.

### **Community Advisory Boards**

Community Advisory Boards (CABs), were created in 2006 as a response to TCA § 37-5-607, and developed to safeguard and improve the welfare of children and to preserve families. The overarching goal of these boards is to help prevent harm and sexual abuse to children and strengthen the ability of families to parent their children effectively through a multi-level response system which utilizes available community-based public and private services. Tennessee's CABs are separate and independent entities from the Department, although DCS is heavily involved in the meetings and assists with organization, coordination and communication efforts, as well as other ancillary duties.

Oversight of the Department's participation in the CABs is provided by the Office of Network Development and is supported through the In-Home Tennessee initiative. Community Advisory Boards meet on a consistent basis and are vital to building and maintaining resilient partnerships with community stakeholders. These boards function: 1) to improve communication between the community and the Department; 2) to develop a shared sense of trust, respect and responsibility in serving families; and, 3) to develop and engage community resources to help families.

In an effort to strengthen and re-energized CAB's the department developed a CAB Toolkit Booklet and CAB Toolkit Training for the RRLC's. The CAB Toolkit is designed to provide guidance on how Community Advisory Boards and their members can optimize the Department's involvement in CABs and bring capacity to the Department's efforts to (1) Improve statewide communication about the Department's goals and challenges, increase community awareness of DCS's resources and services and enhance two-way dialogue with the community (2) Build partnerships to advance initiatives on behalf of children and (3) Develop community-based resources and services to help meet the immediate needs of children and families.

Specifically, the CAB Toolkit contains recommendations and sample documents on topics including goals and objectives; membership guidelines; foundational materials such as Bylaws and mission statements; and proposed meeting structures. Additionally, the Toolkit includes instruction for DCS representatives on their role and responsibilities as it relates to CAB's.

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

The Department of Children's Services is Tennessee's designated lead agency for the federally-funded Community-Based Child Abuse Prevention (CBCAP) program grant. The purpose of CBCAP is to fund primary and secondary prevention activities that:

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

A federal requirement of this grant is a DCS match of 20%. In Tennessee, DCS matches funds through state dollars and revenue generated through the Children's Trust Fund. This funding is distributed to community-based nonprofit agencies across Tennessee through publically available contracts procured through an Announcement of Funding. Proposing agencies are free to develop prevention programs utilizing one of two approved prevention-focused programs:

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

In FY2013-2014, DCS supported 42 CBCAP contracts administered across 25 community-based agencies throughout Tennessee.

The Administration of Children, Youth and Families requires each state submit an annual report of activities performed during the most recently-ended federal fiscal year. In FY2013-2014 DCS reported the following programmatic data of clients served during the federal fiscal year beginning October 1st, 2012 and ending September 30th, 2013:

- 1) Grantees delivering services under the Nurturing Parenting Program served 2,462 children of which 342 had reported disabilities and 3,986 parents/caregivers of which 612 had reported disabilities. Families served totaled 2,322.
- 2) CBCAP Grantees under the Stewards of Children program trained 4,321 individuals. Disability information was not gathered from participants of the Stewards of Children training. Overall, Tennessee's CBCAP grants delivered services to 10,769 individuals during FFY12/13.

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

### **Preventative Services Contracts Oversight**

In July 2014, the In Home Tennessee unit began overseeing a variety of preventative services contracts, including three independent contracts as well as twelve Family Preservation contracts which provide Family Support Services, Visitation Services, and Family Violence Intervention Services to children and families statewide. The IHT unit serves as a liaison between contract and regional staff, assists with policy clarification, and helps to resolve any complaints, including the development and monitoring of any corrective action plans. In addition to the previously mentioned contracts, the department provides some funding to the Coffee County Recovery Academy. The Coffee County Recovery Academy offers alternative community-based educational and therapeutic day treatment intervention program for youth determined by the Coffee County Drug Court to be "at risk" of entering the custody of DCS. This program is focused on reducing the number of children entering custody in Coffee County.

# Office of Juvenile Justice

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

The OJJ is directed by a Deputy Commissioner and assisted by an Executive Director of Probation and Community Interventions and Director of Facilities. OJJ supports and monitors state run and contracted facility-based operations and programs, as well as community supervision services and a range of community-based prevention and intervention grants.

## Youth Development Centers (YDC)

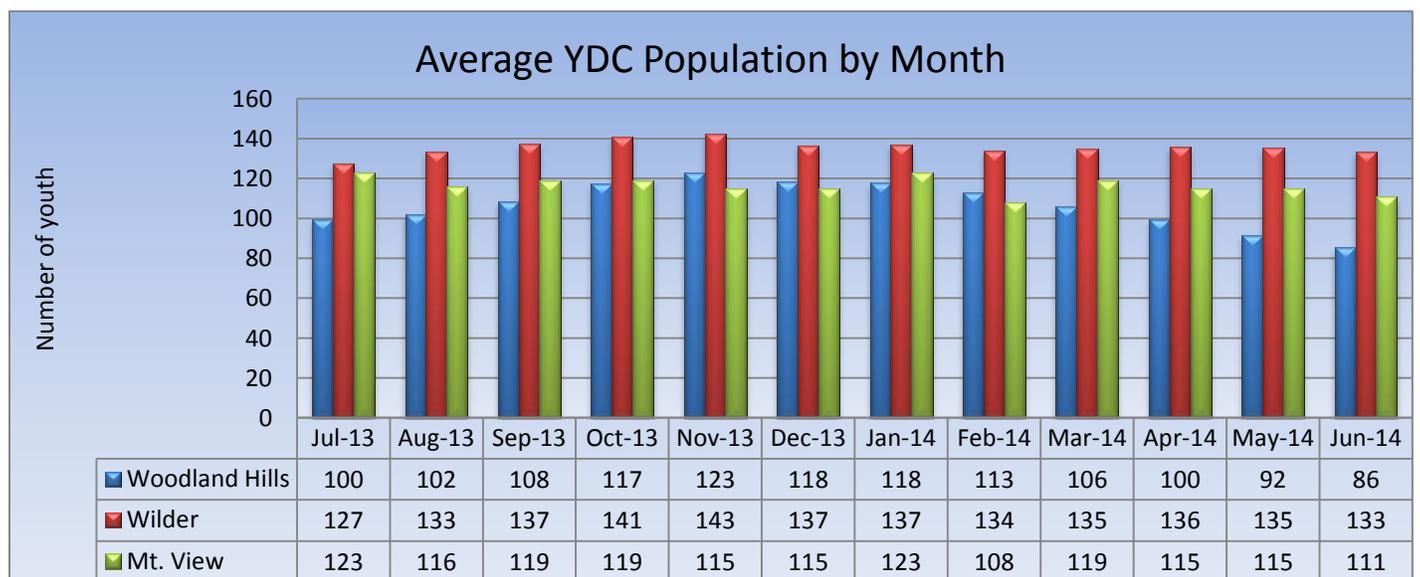
Central Office oversees the operation of three secure residential treatment facilities that provide delinquent male youth, ages 13 to 19, with 24-hour supervision and care. Each YDC has a Superintendent that manages the daily operation and care of the youth residing in their facility. In FY2012-2013 OJJ began contracting with G4S Youth Services, a 24-bed residential program to provide services for females ages 13-18 in need of level III care.

- Wilder is a 144-bed facility located in West Tennessee – Fayette County, in the city of Somerville. Most of the youth at Wilder are from Shelby County and most of them have a determinate sentence.
- Woodland Hills is a 132-bed facility situated in Middle Tennessee – Davidson County, in the city of Nashville.
- Mountain View is a 144-bed facility located in East Tennessee – Jefferson County, in the city of Dandridge.

Each facility is accredited by the American Correctional Association. Services provided at the YDCs include fully accredited school programs with GED preparation and vocational training, medical services, mental health and substance abuse counseling, Aggression Replacement Training (ART), case management and individualized planning for youth.

Mt. View and Wilder each have a specialized program for sexually abusive youth. While these youth attend the facility school and participate in facility activities, they are housed in separate dormitories thereby allowing for treatment teams specific to this population.

Table 22: Average YDC Population by Month, FY 2013-2014



## YDCs at a Glance in FY 2014:

The average yearly population count: Mt. View: 117 Wilder: 136 Woodland Hills: 107	The average cost per day per youth was: Mt. View: \$322.69 Wilder: \$270.69 Woodland Hills: \$347.10	The total number of youth served in each facility: Mt. View: 148 Wilder: 160 Woodland Hills: 210
---	---	---

A total of 731 youth participated in the Aggression Replacement Training (ART). Aggression Replacement Therapy is a nationally recognized evidence-based program that has proven successful in teaching new coping and interpersonal skills (Anger Control, Moral Reasoning, and Social Skills) to youth in residential settings.

### *Food Service*

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

## Juvenile Justice Programs

### *Evidence Based Programming*

In June 2008, the Tennessee General Assembly adopted TCA§ 37-5-121. This legislation directs the OJJ to show, over a graduated amount of time, that funds expended on JJ services are evidence based; meaning that money spent on programs for delinquent youth must be based on evidence that they work, are effective in preventing recidivism, and make communities safer.

OJJ, in conjunction with Vanderbilt, Peabody Institute Researchers continuously tracks evidence based programs (EBPs) in YDCs and contract provider placements to enable a more uniform cataloging and measurement of effective programs. Data collection has continued on a bi-annual basis and enables evaluation of the EBP's effectiveness.

### *Youth Level of Service Case Management Inventory (YLS/CMI)*

In 2007, OJJ implemented the YLS/CMI, an evidence based assessment tool which measures the youth's crimeogenic risk and protective factors; providing information to aid the Juvenile Justice Family Worker (JJFSW) in guiding the youth to become a productive member of society. The OJJ, in conjunction with Drs. William Murphy and Jacqueline Page, through a contract with the University of Tennessee-Memphis, are responsible for the initial YLS training and certification of regional JJ FSWs.

### *Victims Assistance Program*

Pursuant to TCA § 40-38-101 (the Victim's Bill of Rights), victims have the right to be notified of any hearings, be present at hearings, and be notified of discharges. OJJ provides notification to individuals who make a formal request for information regarding the release of juvenile offenders from OJJ contract facilities and YDCs.

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

Pursuant to TCA § 37-4-101, OJJ administers the ICJ program for Tennessee. This program consists of an agreement between member states to provide supervision of delinquent youth and status offenders on probation or parole (aftercare) supervision that move to or from Tennessee. Interstate Compact supervision is provided in all of Tennessee's 95 counties. The ICJ is administered by the Interstate Commission for Juveniles and provides youth and families the ability to move to and from Tennessee if their children are under juvenile Probation or Aftercare supervision. The compact also assists in the return of all runaway youth, delinquent and non-delinquent, as well as processes travel permits for youth under supervision to visit others states as well as monitor out of state youth visiting Tennessee.

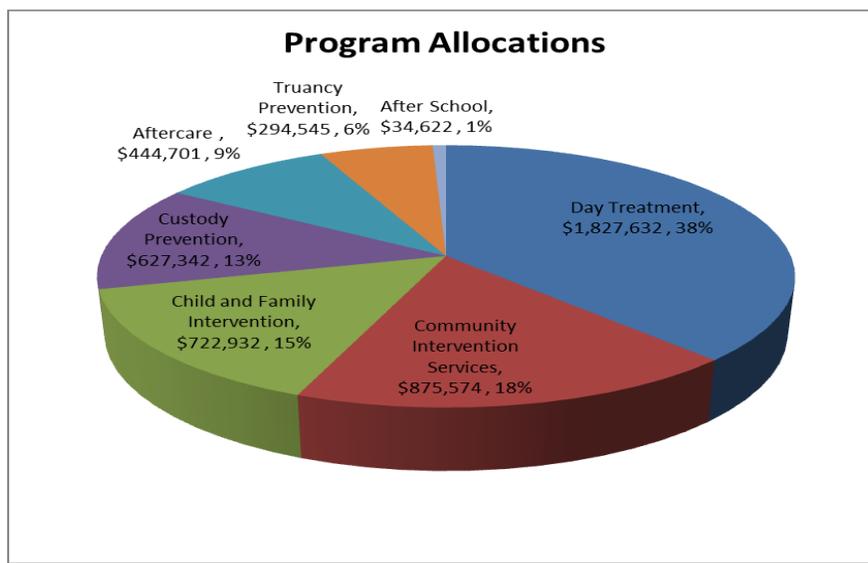
### *Juvenile Court Prevention and Community Intervention Services Grants*

OJJ annually awards grants to 31 juvenile courts and community agencies that serve youth at risk of entering state custody for delinquency, truancy and other status offenses. Funded services include intake, county probation, educational programs that provide an effective learning environment and a continuum-of-care for at-risk students. Currently, there are twenty-one (21) juvenile court prevention programs for which funding is in four major program areas:

- Custody prevention
- Child and family intervention
- Truancy prevention
- Day Treatment (Educational & Behavioral Remediation)

There are seven (7) community intervention services programs that provide intensive probation services, two (2) aftercare programs that provide services to youth returning home from state custody and one (1) afterschool program that provides prevention services for 5-7 year olds (K-2nd grade) at a Memphis elementary school. In FY 2014, a total of 4.8 million dollars in state funds were distributed to Juvenile Court & Community Intervention Services grantees.

Table 23: Juvenile Justice Program Allocations, FY 2013-2014



### *State Supplements*

In accordance with 2012 Public Chapter 1026, codified as TCA § 37-1-162, each year DCS administers and distributes a state supplement to counties for the improvement of juvenile court services. In order to be eligible for the funds, the county juvenile court must employ a full or part-time Youth Service Officer (YSO) who possesses at least a 4-year degree from an accredited college and obtains fifteen (15) hours of training each year. Two of the 95 counties do not have a person who meets the qualifications specified by DCS; all others receive the \$9,000 state supplement with the exception of Washington and Sullivan counties who hold a combined court and split the \$9,000 supplement.

### *Release/Discharge*

Central Office staff process all contract agency Release to Home Placement Requests and Discharge forms; as well as review of YDC release packets to ensure accuracy, completeness and adherence to standards before discharges and releases are signed by the OJJ Deputy Commissioner.

### *Regional Services*

DCS is charged with providing probation and aftercare services for delinquent youth with the goal of reducing the number of delinquent youth entering or re-entering state custody. Probation services are provided in all 95 counties, but the number of documented cases at the Central Office is lower for Davidson, Shelby, Knox and Hamilton counties as these counties employ their own staff of probation officers.

*Juvenile Justice Regional Coordinators*

Although Juvenile Justice (JJ) staff report to the Regional Administrators, there are six DCS JJ Regional Coordinators assigned to be liaisons with the JJ staff in those 12 regions. The JJ Regional Coordinators coordinate team meetings between the regions and the YDCs, are involved in various quality improvement projects such as QSR and COA, and attend regional meetings to stay informed of policy or resource changes. These Regional Coordinators also have an integral role in the administration of the YLS assessment providing support to our contractor; the coordinators are all seeking a higher certification to become YLS Coaches in order to complete the required annual recertification of staff to complete the tool.

**Fiscal Year 2013-2014 Accomplishments:**

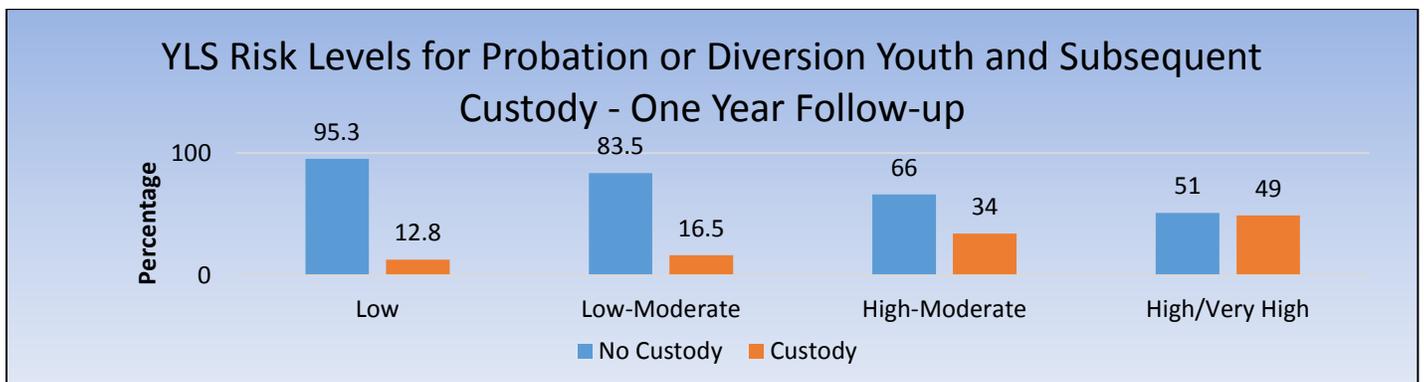
*Evidence-based Programming Update*

- Provided an increased level of compliance related to “Evidence-based law” (TCA 37-5-121). The following four categories are required to reach compliance:
  - Program type – Complete
  - Quantity (dosage) – On-going bi-annual data collection in progress
  - Quality of service – Evaluating provider-submitted information for accuracy/validity
  - Youth level of risk (YLS risk scores) – IT designing a report that should assist in evaluation
- In FY 2013- 2014, DCS recognized and documented 82 categories of service provided in the state.
- To date, all three YDC’s and 29 of the 36 agencies that provide or contract with residential facilities have submitted data in some form. Twenty-one (21) of the 36 service providers submitted enough data to evaluate their current evidence-based practices:
  - Potentially, 13 providers can be scored using the instrument referred to as the Standardized Program Evaluation Protocol (SPEP). Note: YLS scores and quality information is needed prior to completion.
  - An overview (not SPEP score) can be provided for an additional 8 providers.

*Informed Decision Making for Services and Outcomes*

To validate the Youth Level of Service (YLS) in Tennessee, data analysis of data available from TFACTS specific to the YLS/CMI was conducted by. This evaluation was concluded in the prior fiscal year and submitted to DCS after analysis and summarization in FY 2013-2014. The figure below\* includes youth who were on probation or diversion between July 1, 2011 and June 30, 2012 and were then followed until June 30, 2014.

Table 24: YLS Risk Levels for Probation or Diversion Youth and Subsequent Custody - One Year Follow Up,



\*Data Source: End of year Report for DCS Juvenile Justice, Sexual Abuse, Community Well Being Project-Fiscal Year 2014 submitted by William Murphy, Ph.D. and Jacqueline Page, Psy.D.

- 
- Four of the Juvenile Justice Regional Coordinators completed certification to become YLS Coaches and from January to June 30, 2014 recertified 235 regional staff members to complete the YLS.
- As per TFACTS and Independent Living Monthly Report data, of the 499 delinquent youth that aged out of custody in FY 2014, 289 were eligible for extended foster care services and only 53 or 7% accepted and received extended foster care services.

Although the number of delinquent youth that accepted and received extended foster care services is still lower than we would like, we did see an increase from 4% in FY 2013 to 7% in FY 2014.

- The total number of youth that received a High School Diploma or took the GED and the # that passed it:

Table 26: Number of YDC Youth who received their High School Diploma or GED

YDC	HS Diplomas	GED Taken	GED Passed	% that passed the GED
Mt. View	33	26	19	73%
Wilder	31 (25 regular & 6 special ed.)	32	19	59%
Woodland Hills	20	21	17	81%

#### *Community-based Prevention Services*

- OJJ funds and oversees seven (7) Community Intervention Services (CIS) programs in twenty- seven counties across the state, which provide intensive probation services, case management, and counseling for delinquent youth who have violated county and/or state probation, and would be placed in state custody if these services were not available. The goal of CIS is to reduce the number of commitments to DCS by keeping these delinquent children in their home and community by providing a blend of intensive supervision and treatment. In FY 2013- 2014, CIS programs provided services to 329 youth while keeping them in their community, the Diversion Rate was 81% (64 youth placed in state custody), and the average cost per day for CIS supervised youth was \$7.29. Data collected for FY 2013-2014 from the CIS programs shows that \$9,983.72 was paid as restitution to victims and over 4,000 hours of community service hours was performed by CIS program participants.
- Some of the Juvenile Court & Community Intervention Services programs provide services/interventions to delinquent youth, and thus, are required to be in compliance with TCA 37-5-121. Vanderbilt, Peabody Research Institute (PRI) and DCS staff is coordinating efforts to prepare data so that these programs might be involved in the Standardized Program Evaluation Protocol (SPEP) process. Select Juvenile Court Prevention and Community Intervention Services grantees are required to utilize a standardized risk assessment tool, with implementation of the new tool occurring in the initial part of the 2015 fiscal year. Through a contract, the University of Tennessee-Memphis is responsible for working with the grantees selecting the YLS/CMI as their identified risk assessment tool. In FY2013- 2014 this included working with Central Office and meeting with grantees to begin developing a plan for implementation and sustainability of the assessment process.

## PREA Established in the Youth Development Centers

PREA Task List w/Description	Wilder YDC	Woodland Hills YDC	Mountain View YDC
New YDC PREA Coordinator hired & began December 16, 2013			
PREA Compliance Mock Audit	N/A	N/A	April 24-25, 2014 Passed 96%
PREA Compliance Audit : a. Scheduled b. Completed	June 2015	June 2016	Passed 100% June 10-12, 2014 June 10-12, 2014
PREA information in student handbook noted as PREA in table of contents	03/24/14	05/19/14	05/05/14
PREA Tool Kit, a. Scheduled b. Completed	03/11-13/14 03/13/14	N/A	02/12-14/14 02/14/14
Outside PREA Investigator Training a. Scheduled b. Completed	Fayette County Sherriff's Dept. 03/14/14 03/14/14	N/A	Dandridge Police Dept. 02/11/14 02/11/14
Conduct facility Vulnerability Assessment and review; a. Camera b. Safety c. Mirrors	03/03/14	N/A	06/07/2014
Establish MOU for SANE & SAFE	SAC-Nashville June 2, 2014 Shelby County Sexual Assault Center May 19, 2014	SAC-Nashville June 2, 2014	McNabb-SAC-ET 05/19/14
Schedule student training ½ hour and Hand-out pamphlets	03/11/14 @ 1:30 p	04/03/14	04/21/14
Set up viable SART (Sexual Abuse Response Team) for each facility	N/A	01/27/14	01/17/14
Schedule & deliver "Staff 1 <sup>st</sup> Responders training – 4 hrs.	Scheduled 200 for Oct.-Dec	N/A	205 trained
Develop/Modify training modules for: Supt., Youth, Investigators, and Zero-Tolerance	02/08/14	02/08/14	02/08/14
New PREA Posters displayed	03/14/14	01/30/14	01/07/14
Safe Housing Forms and procedures	09/05/14	09/05/14	09/05/14
Team Building and Development	08/27-29/14	08/20/14	09/22-26/14
Youth Notification of Investigation	08/11/14	08/11/14	08/11/14
Standardized PREA monthly report	08/11/14	08/11/14	08/11/14

## Office of Quality Control

The Office of Quality Control (QC) is committed to ensuring that children and their families receive the best possible services in a safe environment designed to meet their specific needs. The goal of the quality control division is to assess child welfare practices, outcomes and compliance by using data and results to guide and change policies and practices. Through the processes of Quality Service Reviews (QSR), Continuous Quality Improvement (CQI), Program Evaluation, Due Process, Program Accountability Review (PAR), agency Licensing and Provider Quality Teaming (PQT) the QC Division conducts regular case reviews, collects data

samples, analyzes data, and works with private contract providers to identify areas for improvement. The QC Division monitors policy compliance through the Council on Accreditation (COA), Prison Rape Elimination Act (PREA) and Program Accountability Review (PAR) as well as licenses and monitors child caring and adoption agencies as identified under the Uniform Administrative Procedures Act. During this fiscal year the Office of Quality Control assumed responsibility for three additional functions: Licensing, Program Accountability Review and Provider Quality.

#### *Program Evaluation and Quality Service Review*

The Division of Program Evaluation and Quality Service Review is responsible for completing an annual Quality Service Review (QSR) in each of the department's twelve service regions and three Youth Development Centers (YDC). The QSR is a qualitative review process utilized by a number of state and tribal child welfare agencies to determine trends with the current status of children and families and with key systems functions of the organization. Each case reviewed is rated on seven well-being indicators; four family and permanency indicators; seven practice model indicators; and three indicators of conditions and attributes of practice. The data collected at each QSR is presented to the service region or YDC being reviewed and that region/facility works with the Office of Quality Control to develop action steps to improve outcomes. This division also conducts customer satisfaction surveys, In-Home Tennessee Fidelity Reviews and the In-Home Tennessee program evaluation. The division is responsible for the collection and evaluation of data from the Aggression Replacement Training program offered at each of the YDCs; managing the department's LEAN Management Program; and leading the TNCPE/Baldrige Journey. The Department of Children's Services currently holds a Level Two Commitment Award from the Tennessee Center for Performance Excellence (TNCPE) and has 5 employees who have completed training and serve as volunteer examiners with TNCPE.

#### *Accreditation*

The Division of Accreditation is responsible for guiding the Department through the re-accreditation process with the Council on Accreditation (COA). This process involves an in-depth self-review against currently accepted best practice standards, an onsite visit by an evaluation team comprised of experts and a subsequent review and decision by the accrediting body. Staff in this division assists with gathering evidence, scheduling mock site visits, interpreting standards and coordinating site visits with the COA auditors. This process was started in January 2014 and will be completed at the end of the calendar year. The Division also monitors compliance with the Prison Rape Elimination Act (PREA) with contract providers and YDCs. Staff assist with training, mock audits and collecting and tracking data.

#### *Continuous Quality Improvement*

The Division of Continuous Quality Improvement engages all levels of agency employees and stakeholders in identifying and targeting opportunities to improve services, processes and outcomes for children and families in Tennessee. The division also tracks and monitors trends through more effective use of practice data and utilizes identified trends to drive improvement initiatives and long term planning in the regions and YDCs. By creating a venue for DCS employee to actively participate in agency change, CQI improves employee morale and satisfaction within their work environment.

#### *Policy*

The Division of Policy works with all divisions within DCS to develop policies, procedures and related forms that guide employees on decisions and how the work is done according to applicable laws and rules. Policies and procedures increase accountability and transparency and are fundamental in the continuous quality improve process. All policies are reviewed annually. All policy revisions and new policies are vetted through a policy review process. In FY 2013-2014 90 policies were revised and 4 new policies were approved. All DCS policies are available for preview and review at: <http://www.tn.gov/youth/dcsguide/policies.htm>. In addition, the Division of Policy is responsible for generating the agency's Annual Report, Annual IV-B Report and communicating with and coordinating technical assistance from the Administration for Children and Families.

#### *Due Process*

The Division of Due Process provides case reviews in accordance with State of Tennessee rules (CH 0250-7-9.04), which state that any individual substantiated for an allegation of abuse or neglect or if their identity will

be placed in the Department's registry of perpetrators has the right to a formal file review. The review process is designed to assess the quality of the investigation and considers any additional information submitted by the alleged perpetrator during the review period as rebuttal documentation of the substantiation. The review process is one of quality assurance and is not considered a "ruling" of any kind. If the identity of the individual who the Department has substantiated will be released to an employer or organization, the individual also has a right to an administrative hearing.

#### *Provider Quality*

The Division of Provider Quality is responsible for monitoring and responding to private provider safety/well-being concerns and contractual non-compliance performance findings for both residential and non-residential providers. Oversight includes safety, medical and behavioral health concerns. With other DCS divisions including: Network Development, Safety, Health, Juvenile Justice, Risk Management and Communications the Provider Quality Team (PQT) reviews reported incidents, Special Investigation closure notices, incident reporting, Program Accountability Review (PAR) reports, etc. to provide a comprehensive view of the agency and when necessary provides technical assistance, training, corrective action and program improvement measures to improve the quality of services.

#### *Program Accountability*

The Division of Program Accountability Review (PAR) provides annual contract monitoring services for sub-recipient contractors, Performance Based contractors (PBC) and In-Home TN contract providers. Sub-recipient contractors are monitored in adherence to Policy 22 regulation, incorporating both program and fiscal elements of review. PAR Policy 22 fiscal monitoring is conducted in partnership with DCS Internal Audit. PBC contract monitoring is conducted in adherence to provider contract and DCS Policy requirements. PBC monitoring results are data based and conducted in partnership with Vanderbilt University Center of Excellence (COE). The In-Home TN monitoring process is also based on provider contract and policy requirements and results are data based. Results from all PAR monitoring processes are reported to contractors and internal DCS and reviewed in the PQT. Through all formats of monitoring, PAR works approximately 200 monitoring contacts per year.

#### *Licensing*

The Division of Licensing is a regulatory authority established under the Uniform Administrative Procedures Act and regulates all programs making application for licensure that fall within the purview of applicable state licensing statute and rules. The Division develops and promulgates applicable rules (rules 0250-04, 1400-02, 1400-03); issues conditional and annual licenses, reviews, investigates, documents and processes grievances and complaints, imposes penalties and sanctions; ensures compliance with applicable federal and/or state laws, regulations and/or department rules, standards and guidelines; reviews and makes recommendations on applicable legislation; coordinates annual adoption fees scheduling and compiles annual data on the activities of the entities it licenses.

In FY2013-2014, all reporting private and public agencies licensed or approved by DCS providing residential childcare served 7,080 children. The total number of children residing in programs licensed by DCS on June 30, 2014 was 3,391. The number of children placed for adoption by licensed private agencies or approved public agencies totaled 462.

The above information is based on self-reported data collected annually from all agencies licensed by the Tennessee Department Of Children's Services and is provided to comply with TCA 37-519. Please note that this information is compiled for all reporting licensed agencies and is therefore not limited to those agencies contracting with the Department for residential and/or foster care.

## Office of Finance & Budget

---

The Office of Finance and Budget provides a comprehensive set of fiscal services including general accounting, accounts payable, financial planning, budgeting, revenue maximization, trust accounting, child

eligibility services, regional fiscal services, and procurement and contracts administration. In FY 2014, the Department of Children's Services managed a total of \$732,196,600 in budgeted resources.

*Departmental Expenditure Summary*

**Administration** - \$52,702,000 (7.2%).

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

**Family Support Services** - \$40,893,400 (5.6%).

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

**Custody Services** - \$271,421,800 (37.1%).

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

**Needs Assessment** - \$5,858,800 (0.80%).

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

**Adoption Services** - \$87,403,000 (11.9%).

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

**Child and Family Case Management** - \$234,196,700 (32.0%).

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

**Youth Development Centers** - \$39,720,900 (5.4%).

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

*Departmental Revenue Summary*

State appropriations of \$298,336,900 made up 40.8% of total funding in the FY 2014. Federal funds, including Title IV-E, Title IV-B, and Social Services Block Grant made up \$138,365,300, or 18.9% of total revenue.

TennCare funds equaling \$281,380,700 represented 38.4% of all revenue. Education funds of \$11,166,400 contributed 1.5% to total funding and the remaining \$2,947,300 which represented 0.40% of revenue came from other sources. Title IV-E is a federal entitlement program in which reimbursement for services provided is based upon Federal eligibility criteria for children served. Title IV-E funds reimburse maintenance and care of children in foster care, adoption assistance, training, and administrative costs of the foster care and adoption assistance programs. Title IV-B and the Social Services Block Grant are set dollar allocations based upon the state's percentage of the national allotment and are used, in part, to reimburse the state for child welfare services provided to children and families. TennCare is Tennessee's Medicaid health care entitlement program. TennCare reimbursement earned by the Department of Children's Services is based upon eligibility criteria for each child served. TennCare funds are used to reimburse medical services provided to children and administrative costs of the program.

Table 25: Placement and Service Costs

	<b>Total Expenditures</b>	<b>Federal</b>	<b>Other *</b>	<b>State</b>	<b>Local</b>
<b><u>Custody Services</u></b>					
DCS Foster Care	26,522,100	14,779,300	2,664,200	9,078,600	-
Contracted Residential Services	204,314,100	20,199,600	144,729,000	39,385,500	-
Custody Support Services	36,081,500	13,208,000	80,900	22,792,600	-
Independent Living Services	4,504,000	2,017,200	-	2,486,800	-
<b>Total Custody Services</b>	<b>271,421,700</b>	<b>50,204,100</b>	<b>147,474,100</b>	<b>73,743,500</b>	<b>-</b>
<b><u>Youth Development Centers</u></b>	<b>39,720,900</b>	<b>-</b>	<b>1,493,400</b>	<b>38,227,500</b>	<b>-</b>
<b>Total Custody Services &amp; Youth Development Centers</b>	<b>311,142,600</b>	<b>50,204,100</b>	<b>148,967,500</b>	<b>111,971,000</b>	<b>-</b>

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

*DCS Contracted Services*

Within the Office of Finance & Budget, the Contracts Management Unit (CMU) is responsible for the management, oversight, development and execution of all personal, professional, consulting and commodity services.

CMU works in collaboration with program staff, management and other stakeholders to facilitate and maintain a robust and viable assortment of services that supports the Department's goal of keeping children/youth safe, healthy and back on track. The procurement of services allows for the purchase and Tennessee Department of Children's Services delivery of goods and services that support the work of the Department. These services are delivered to children in the custody of the State, those at risk of custody and their families.

The number of active contracts in a given year is approximately 560. CMU consists of six staff committed to ensuring the accessibility of a diverse array of personal, professional, consulting and commodity services statewide. All procurements are executed in accordance with the rules, procedures and guidelines established and overseen by the Central Procurement Office. Figure 3 below illustrates the various types of contracted services.

Table 26: Contracted Services

<b>Program Description</b>	<b>Service Type</b>	<b>Summary of Delivered Services</b>
Child Abuse Prevention	Parenting Education	Provision of primary & secondary Child Abuse Prevention services designed to prevent the occurrence of child abuse and neglect
Community Intervention Services	Intensive Probation or After Care	Community based intervention, treatment and intensive probation in an effort to divert children from the custody of DCS.
Custody Prevention	Truancy Services	Custody prevention services, to include counseling, tutoring, assessment, and referral services to at-risk children and their families

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

## Commissioner's Direct Report Offices

---

### General Counsel

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

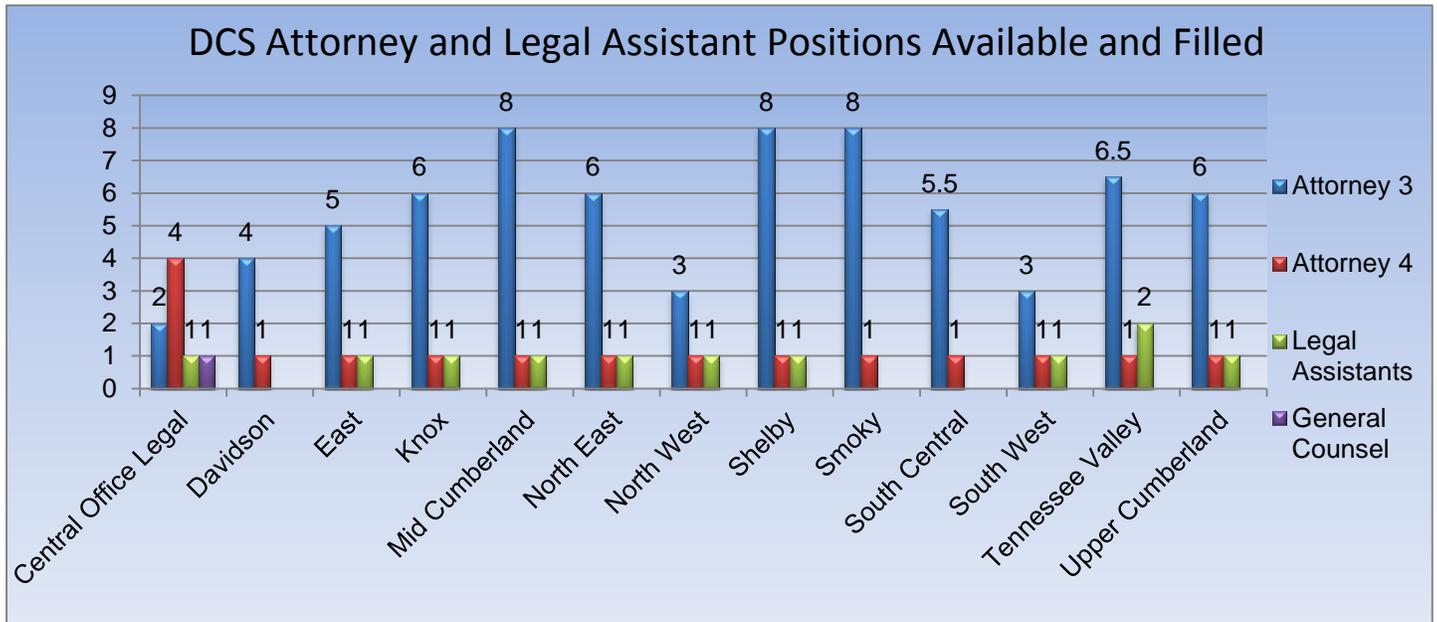
In the field, OGC's lawyers ably represent the Department in thousands of child abuse and neglect cases every day in juvenile courts across the breadth of Tennessee. Field lawyers advise local DCS leadership; draft pleadings and conduct trials of dependency and neglect and termination of parental rights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

The OGC is currently heavily involved in rule redesign efforts for several program areas, notably those administered by Child Safety, Foster Care, and the Administrative Procedures Division. OGC also continues to partner with other stakeholders in the child welfare legal field, including the Administrative Office of the Courts,

the Tennessee Council of Juvenile and Family Court Judges, the Tennessee Alliance for Legal Services, and the Children’s Justice Task Force.

Under Commissioner Henry’s leadership and with the integration of thirteen new positions, the Legal Division has contributed to the Department’s Permanency for All Children in Tennessee (PACT) initiative over the past year. This impressive Department-wide effort has resulted in an impressive reduction of almost six hundred children in custody after its inception in October 2013, from 8,476 children to 7,883 children in care as of September 4, 2014. The chart below reflects the current number and deployment of legal division members.

Table 27: DCS Attorney and Legal Assistant Positions Available and Filled



## Office of Human Resources

DCS Human Resources is responsible for managing all departmental human resource functions for over 4,000 DCS employees located in offices and facilities across the state. This includes managing recruitment, selection and hiring of staff, administering staff insurance and benefits, assuring that positions are correctly classified and staff appropriately compensated. HR staff also maintain official personnel files and provide technical assistance to supervisors and staff related to employee relations, corrective action, leave and attendance and all other human resource related issues.

Eighteen 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 also provide functional technical assistance to local HR staff. Thirty-one local 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.

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

Employee Salaries are consistent across all regions with an average monthly salary for Case Manager 1s at \$2782.00/month and Case Manager 2s at \$3183.00/month. For more detailed information about DCS employee salaries, go to: <https://apps.tn.gov/salary/>.

Table 29: Case Manager (including Social Services) Positions Filled by Region, FY 2013-2014

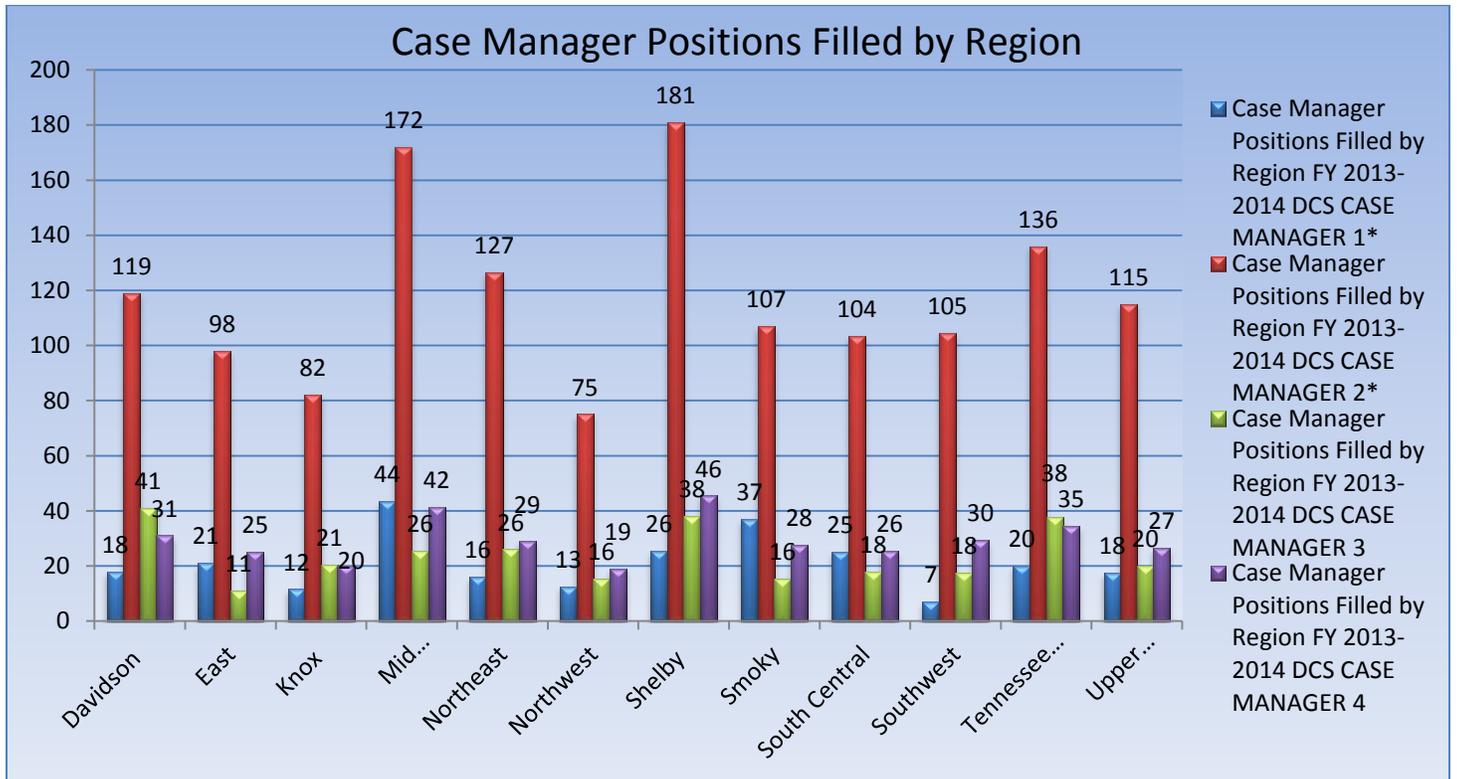
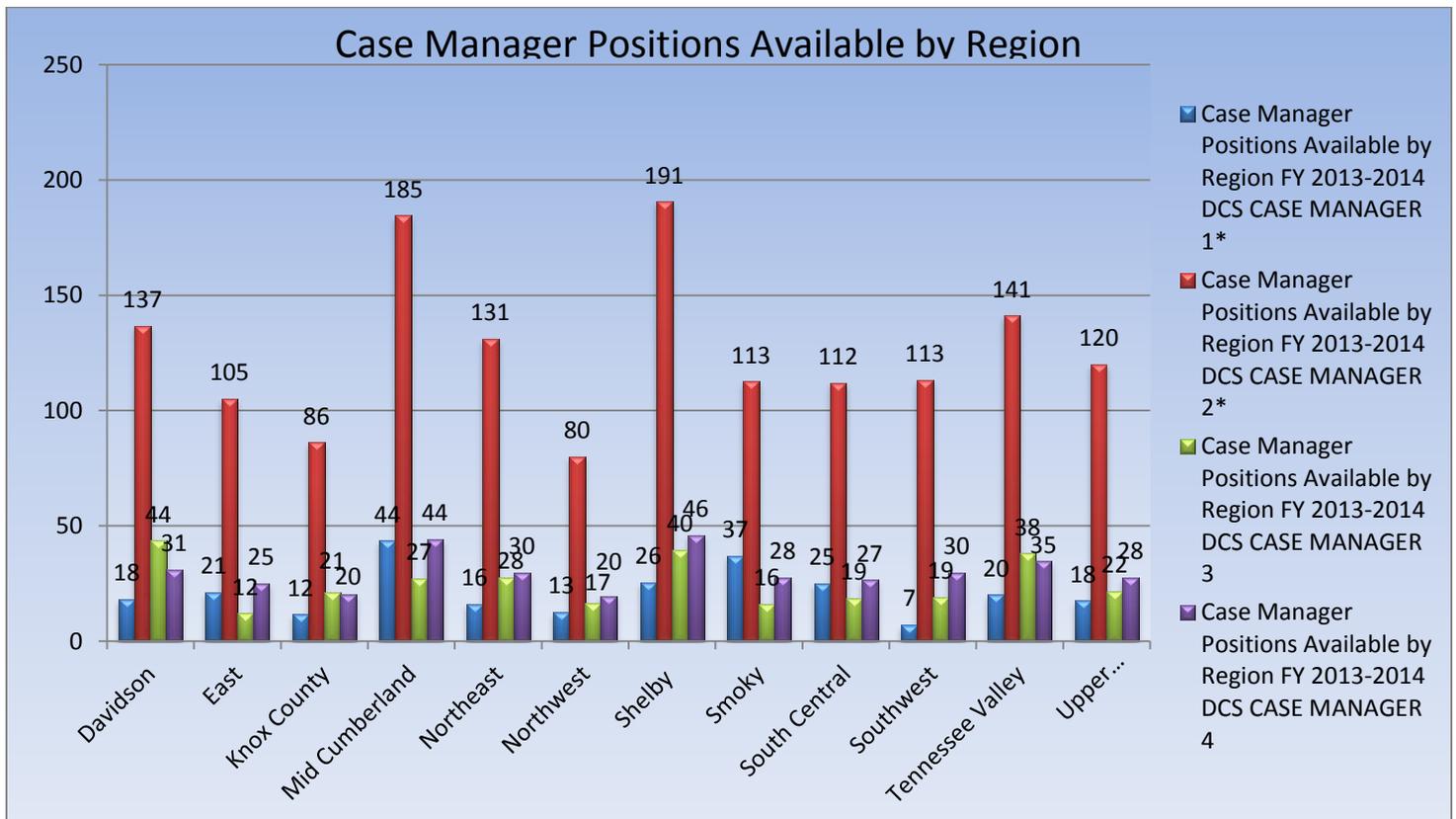


Table 30: Case Manager (including Social Services) Positions Available by Region, FY 2013-2014



## Office of Learning and Development

The DCS Office of Learning & Development is responsible for the development and delivery of training to over 4,000 DCS employees located in offices and facilities across the state, as well as initial and ongoing training for DCS Resource Parents. This includes tracking and monitoring compliance with training requirements, new training program development, producing training reports and managing training contracts with outside agencies.

The Staff Training Program provides pre-service training to new casework staff and oversees certification prior to assuming a full caseload. This consists of 3 weeks of child welfare classroom training followed by a week of “specialty” training for each program area (i.e. child protection, foster care and juvenile justice). Three weeks of On-the-Job training follows the classroom component and culminates in a certification assessment through which new hires are certified. During FY 2013-2014, there were 26 cycles of pre-service training delivered, as well as one Train-the-Trainer session. After pre-service, all DCS Case Managers (Family Service Workers, Probation Workers, and Non-Custodial Case Workers) are required to complete 40 hours of in-service training annually. There is additional training required for staff who work with Juvenile Justice youth in Youth Development Centers as well as for staff with the Office of Child Safety/Investigations.

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

Pre-service, supervisory and in-service training is delivered by twenty-eight (28) regionally-based trainers. These trainers are supported by six (6) Training and Curriculum Development Directors in Central Office, who report to a Senior Training and Curriculum Director. This program is also supported by one trainer responsible for computer-based training, another responsible for training compliance reports, and two staff persons who manage registration and data entry for staff training.

The Resource Parent Training Program offers learning opportunities that support adoptive, foster and kinship parents in their effort to provide a safe, nurturing and loving environment for the children in their care. Through a contract with 4 community agencies, the Program provided Parents as Tender Healers (PATH) pre-service training to 2969 parents in all twelve regions across the state. In addition, there were 10,299 In-Service or electives training hours provided, including classroom and online learning sessions. The Resource Parent Training Program is unique in that the program also develops Resource Parent Trainers, who are DCS and private agency staff, across the state. The Resource Parent Trainers are instructed and provided with training skills, tools and curriculum to develop quality resource parents who are professional and well-prepared. There were approximately 500 Resource Parent Trainers trained across the state during the FY 2013-2014. Each year, this program provides a Resource Parent Training Conference, through which many resource parents can complete most of their in-service training requirements. In the FY 2013 – 2014, 864 resource parents attended this conference.

The Resource Parent Training Program is led by a Senior Training and Curriculum Development Director, who oversees a Training and Curriculum Development Director and four regional trainers. It is further supported by an Administrative Assistant, one staff who maintains data entry and manages all reporting for resource parent training and a part-time data entry clerk who enters data into TFACTS.

## Office of Communications

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

The Communications Office in FY 2013-2014 launched a new website, [tndcs.org](http://tndcs.org), to showcase the often-unheard voices of the DCS staff, families and youth. The stories, written by Communications staff, volunteers, families and youth themselves, offer perspective and insight on the work of child public welfare in Tennessee. The topics range from tips about adopting children and youth from foster care to video by youth who have aged out of foster care to breaking news updates.

Also in FY 2013-2014 the Communications Office, reinvigorated the department's social media accounts to communicate directly with the public, sharing helpful information and interesting reads and keeping the public and media abreast of updates during breaking news events. The accounts include Twitter, Tumblr, Facebook and YouTube.

A new look for the Department's state government website, [tn.gov/youth](http://tn.gov/youth), is expected to debut in the Spring of 2015. The site will be easier to navigate and quicker to update.

## Office of Customer Focused Services

The Office of Customer Focused Services is dedicated to being responsive to the questions, comments and concerns and/or grievances of internal and external customers. The Office consists of the Customer Relations Unit (CRU), formerly Legislative and Constituent Services (LCS), and the Office of Civil Rights, Division of Diversity Initiatives (DDI). These were both previously operational divisions placed in the new DCS Office of Customer Focused to align with the priority that Governor Haslam has for customer focused government Tennessee.

The purpose of the Customer Relations Unit (CRU) is to review and respond to concerns and/or inquiries of clients, parents, foster and adoptive parents, advocates, legislators, and other concerned citizens. Other sources of inquiry may include executive government staff, school staff or private agency employees. The Unit listens to issues, answers questions and addresses a variety of matters for the benefit of children each year.

The CRU consists of a director and 5 staff who work collaboratively with Regional and Central Office staff to respond to inquiries. This Unit also conducts investigative research and serves as an internal/external liaison and agency representative. The staff in the CRU provides objective and neutral analysis of data, while maintaining confidentiality and working collaboratively with others. The Unit is also focused on providing timely, thorough, and accurate responses to inquiries and complaints that come to DCS. Between January 1 and December 31 2013, the CRU handled a total of 1,680 cases; 963 phone calls, 565 emails, 37 letters, 115 Governor's Internet Quorum (IQ) cases. Between January 1<sup>st</sup>, 2014 through December 31, 2014, the CRU handled a total of 2,492 cases; 691 e-mails, 398 CRU Hotline calls, 262 [dcscustsrv@tn.gov](mailto:dcscustsrv@tn.gov) e-mails, 65 Governor's IQ, 72 Letters, 815 phone calls, 143 Legislative referrals, 32 referred from regions, 7 walk-in, 3 case file reviews and 4 misc.

The Office of Civil Rights (OCR) is responsible for investigating all complaints where discrimination is alleged. The scope of OCR's investigative jurisdiction is not limited to DCS staff, but also includes complaints submitted by DCS clients and/or providers who are under contract with DCS. OCR also has the responsibility of responding to local, state and federal complaints (EEOC, DHHS, etc.) which are levied against the department. Areas covered by OCR include employment or workplace harassment (Title VII), complaints alleging denial or delay of access to a program or service (Title VI), providing guidance to DCS staff or providers under contract on options available to assist with clients who may be limited in their English proficiency (LEP) and handling employment matters which require the processing of ADA accommodation requests for employees. The OCR unit is also responsible for the following departmental plans: Title VI Implementation Plan; Title IX Implementation Plan; Affirmative Action Plan and the Small Business Plan. During the FY 2013-2014, OCR handled a total of 86 complaints; Title VII – 44; Title VI – 2; Managerial – 18; Administrative/Child Protection/Court – 10, and Equal Employment Opportunity Commission - 12. Regarding Disability, requesting/requiring ADA Accommodation Assessments, there were 49 requests during FY 2013-2014.

## Office of Administrative Procedures

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

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

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

The Office of Administrative Procedures staff also serves as the Commissioner's Designees in employee Step One meetings, Written Warning reviews and Performance Evaluation reviews governed by the Rules and Regulations of the Tennessee Department of Human Resources, Rule 1120-11. All cases reviewed between July 1, 2013 and June 30, 2014 met the required timeframes. The list below describes the types of cases heard by the Division during the fiscal year.

### Contested Cases

Indicated Child Abuse cases-----99  
Adoption Assistance cases-----44  
Foster Care Removal Cases-----12  
Post Adoption Cases-----0

### Employee Step One cases and Reviews

Written Warning Reviews-----12  
Employee Terminations-----15  
Employee Suspensions-----10  
Employee Demotions-----0  
Performance Evaluation Reviews-----1

### DCS CO HR

#### July 1-Nov. 25, 2013

Written Warning---18  
Termination-----16  
Suspension-----15  
Demotions-----1  
PE Review-----7

#### Totals

Written Warning Review-30  
Termination- 31  
Suspension- 25  
Demotion- 1  
PE Review- 8

Note: Following the passage of the TEAM Act on October 1, 2012, the employee related appeals were handled by the Office of Human Resources and employee grievances were handled through contract mediation. Then on November 26, 2014, those cases were returned to the Administrative Procedures Division. The totals above with regard to the employee cases are from November 26, 2013, through June 30, 2014.

## Office of Facilities Management

DCS Facilities Management Infrastructure is an integrated multifaceted organization devoted to the coordination of real estate contracts/renewals, space reconfiguration, fire and safety, security, maintenance, testing, building inspections, information technology functions, and emergency response relocation. The Department's Administrator oversees all contracts and maintenance and repair issues; the Supervisor oversees all moves, reconfiguration, and space allocation issues; the Fire and Safety Officer oversees all fire and safety issues, the Administrative Assistant oversees all purchase orders, bids and requester; and the Building Inspector Specialist oversees all building incident inspections which are required by State of Tennessee Real Estate and Asset Management (STREAM), a division of the Department of General Services.

DCS successfully completed several moves in Davidson County, including DCS Child Abuse Hotline, Special Investigations Unit, Office of Training and Development from Cordell Hull Building and Office of Administrative Procedures, Davidson Regional Office and Mid Cumberland Regional Office to Athens Way in the Metro

Center area. There were also moves in the Chattanooga where DCS moved two State offices, 540 McCallie and JR Mapp groups and 1304 McCallie to the Regional Office on Brainerd Road. Major moves are expected for Nashville and Memphis in the next fiscal year. The Cordell Hull Building staff will move to the UBS location. The 3<sup>rd</sup> Street and Corporate Ave office locations have not been finalized. These relocations are occurring as leases expire in buildings whose conditions may not be viable for the needs of the department or the space is not appropriate.

The Office of Facilities Management is divided into several sections. Asset and Records Management oversees the purchase, tracking and surplus of all computer-related, tagged assets and motor vehicles, as well as governs all aspects of DCS Records. This section has a staff of eight. Currently Asset Management has an inventory of approximately 10,000 assets, 7,000 software licenses and approximately 400 vehicles. Although Records Management governs records across the state, a Central Records Center was created in FY 2012-2013 to alleviate storage and distribution issues for the agency. This has been so successful, that the Central Records Center has reached its full capacity and this division is looking for a larger warehouse. Currently, DCS has an inventory of 55,000 cubic feet of records, of which 6,100 are located at the Central Records Center. The new location planned for FY 2014-15 will hold 17,000 cases of files.

## Office of Information Technology

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

- 7000 users of DCS technology,
- 4600 computers,
- 6700 telecommunication devices and
- 30 custom and 170 commercially-available computer applications.

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

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

- Agency IT Security and Data Privacy
- Customer Care and Service Level Management
- Governance and Planning
- Project Management Office
- Business Solutions Implementation
- Information Management
- Production Application Management

OIT currently has 99 state positions and utilizes contract personnel as needed to provide staff augmentation as required to complete priority projects and activities.

One of the Department's key IT activities in the past year has been the implementation of a two-tiered governance structure to transition IT decision-making to a more comprehensive, business-driven model. The Management Advisory Council, or MAC, is chaired by the DCS Commissioner and includes all departmental Deputy and Assistant Commissioners. This body is responsible for:

- Providing IT strategic decisions and direction,
- Establishing IT priorities,
- Guiding IT planning,
- Participating in IT project oversight,
- Ensuring resource availability, and

- Providing a forum for all DCS programmatic areas on issues related to IT.

Five Program Review Committees (or PRC's) have been formed in parallel with the MAC to represent the needs of their respective business areas:

- Child Health,
- Child Programs,
- Child Safety,
- Juvenile Justice, and
- Supporting lines of business (including Finance and Budget, Quality Control, General Counsel, Human Resources, Facilities Management and Communications).

The role of each PRC is to (1) provide timely and thoughtful input to the MAC to help ensure IT decisions are being sponsored and driven by DCS program area leadership, and (2) provide specific business guidance and input, including cost benefit and return on investment analysis, to the MAC regarding proposed projects. PRC's are chaired by their respective Deputy/Assistant Commissioner.

OIT serves as staff to the MAC and PRC's. The implementation of this governance structure has already had a significant impact on IT work and the alignment of required resources.

In addition to fielding over 15,000 customer service requests, OIT completed numerous technology projects in fiscal year 2014. Following is a list of the key IT accomplishments.

- **TFACTS/TennCare Adverse Action Portal**  
Used by the groups responsible for working with children in state custody whose health services are denied, delayed, reduced, suspended or terminated by TennCare.
- **Foster Parent Services Verification Portal**  
Used by Foster Parents to verify on-line that children were in their home during the dates for which payment is being requested.
- **Adoption Registry**  
Replaced obsolete legacy applications supporting Adoption Registration and Post Adoption Access services.
- **Intranet Forms**  
Updated and enhanced the on-line Forms Catalog to provide easier form searches.
- **DCS Enterprise Messaging**  
Replaced the automated paging application used by the Child Abuse Hotline with a new hosted application and migrated over 1400 users to the new system.
- **Licensing Portal**  
Created a tablet-based application to support the DCS Licensing Division.
- **Student Management System**  
Implemented a Department of Education-approved application to report school information from Youth Development Center and contract provider schools to the Tennessee Department of Education Information System.
- **Desktop Equipment Replacement**  
Completed a two year project to deploy almost 3600 new laptop and desktop computers to DCS employees across the state.
- **TFACTS Functionality Improvements**  
Implemented 14 TFACTS releases to address approximately 300 reported incidents and service requests, including enhancements to support:
  - the use of mobile technology by case workers,
  - Federal Fostering Connections regulations,
  - transition of counties between regions as a result of departmental reorganization,

- improvements in Federal reporting,
- an accounts payable function that allowed the Department to recoup overpayments to vendors,
- the new preliminary near death designation, and
- real-time integration between TFACTS and the DCS Data Warehouse.
- **Records Tracking System**  
Replaced a legacy application to track the location of paper records stored at the various offices in DCS.
- **Optimal J Stabilization**  
Remediated eight TFACTS data models to stabilize the Optimal J product so that development, test and production environments could be synchronized.
- **Mobility Pilot**  
Conducted a pilot project with 100 case management staff, 80% of whom confirmed that the use of mobile technology enabled them to more quickly enter information into TFACTS and access work-related information at critical times.
- **Youth Development Center (YDC) Classroom Pilot**  
Successfully implemented a new classroom equipment configuration in one YDC classroom, consisting of one instructor PC which acts as a server to twelve thin client student workstations.
- **Cloud Storage Pilot**  
Performed a proof of concept using a Box Enterprise Account to share information and collaborate with contract service providers.
- **Youth Development Center (YDC) GED Testing Centers**  
Implemented general equivalency diploma (GED) testing centers at all three YDC's to meet the new requirement to replace paper tests with web-based testing.
  
- **Reports Catalog**  
Developed and implemented the TFACTS Reports Catalog, a user friendly graphical interface to TFACTS reports designed to improve user accessibility and consumption.
- **New Reports and Report Enhancements**  
Delivered almost 200 new reports and report modifications.
- **Server Consolidation**  
Worked with OIR to migrate/decommission 65+ servers from the legacy network to the State Enterprise Network.
- **Wi-Fi**  
Installed Wi-Fi in all DCS offices across the state.
- **IPT**  
Worked with OIR to implement internet protocol telephony (IPT) in 64 out of 133 office sites.
- **Windows XP**  
Completed remediation of Windows XP computers by upgrading the operating system or replacing the machine.
- **JVPN**  
Migrated 330 users to the State's new virtual private network (VPN) technology.

Two extensive technology reviews were also completed during the year. The first was a SACWIS Assessment Review, which was focused on the TFACTS application and was performed by the US DHHS Administration for Children and Families. This report, which included requirements for enhanced or modified functionality, was delivered in May 2014. The second was a top-to-bottom review by SAIC, Inc., which was contracted to assess all State IT agencies and make recommendations for organizational and operational improvements. OIT will be working with the MAC to implement the recommendations resulting from these two reviews. In addition to this work, OIT will continue with the following active IT projects.

- Deploy approximately 2600 tablets and 350 multi-function printers
- Deploy approximately 23 multi-function printers
- Migrate to Enterprise Remedy for incident and service catalog management

- Implement the IPT Call Center solution for the Child Abuse Hotline
- Develop a contract portal application to support the Department's Contract Management Unit
- Replace the LCS system, used by the Legislative and Constituent Services Unit to track inquiries, with a new Enterprise Remedy application
- Execute initiatives to provide immediate, short-term TFACTS improvements related to reporting, mobile computing and customized workflows for the Child Abuse Hotline
- Enhance incident reporting functionality in TFACTS
- Migrate the classroom computers in the Youth Development Centers from the Education Network (NetTN) to the State Network
- Implement improvements to the case assignment function in TFACTS
- Incorporate modifications into TFACTS to support the reporting of child death and near death information
- Develop a web portal for child abuse referrals
- Automate the processes associated with applying for and tracking federal funds to which youth in DCS custody are entitled
- Implement the necessary changes to TFACTS to support the federally-approved Title IV-E Waiver demonstration project for In-Home Tennessee
- Enhance modules within TFACTS that support the Child Health Division, starting with the implementation of new ICD10 diagnosis codes

## Office of Risk Management

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

The Division of Internal Affairs is charged with conducting fair, impartial, prompt and professional investigations of a confidential administrative nature dealing with misconduct within the Department. The primary function of Internal Affairs is to conduct investigations and provide management a report detailing whether or not allegations made were substantiated or not substantiated. During FY2013- 2014, the Internal Affairs division conducted 438 investigations. In addition to conducting internal investigations, the division serves as the primary liaison with local, state and federal law enforcement agencies.

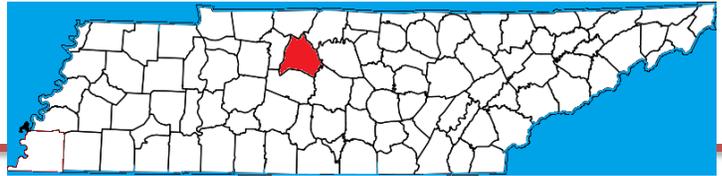
Internal Affairs is responsible for processing background checks on DCS employees, foster/adoptive parents, contract agency employees and volunteers. Internal Affairs ensures analysis of fingerprint results on DCS employees and other individuals who provide direct care for children in the custody of DCS FY2013- 2014, the division completed 16,447 fingerprints. Additionally, Internal Affairs conducts background checks through the National Crime Information Center to conduct Purpose Code X III Name Based Criminal Checks under exigent circumstances for the emergency placement of children. In FY2013- 2014 6,723 background checks were completed.

The Internal Audit Division provides an independent appraisal function established within the Department of Children's Services, Office of Risk Management, to perform audits to ensure compliance with departmental policies and procedures, accounting standards, and state and federal laws and regulations. The Internal Audit Division conducts limited reviews, evaluates the department's Enterprise Risk Management activities to ensure risks are managed appropriately and internal controls are operating effectively, conducts special investigations, and provides advisory services. The Division also serves as a liaison to the Office of the Comptroller of the Treasury and is responsible for reporting allegations of fraud, waste, and abuse. The Internal Audit Division assists the Program Accountability Review (PAR) unit in conducting reviews of sub-recipient grant contracts as required by General Services Policy 2013-007. The Division also performs audits of the Department of Children's Services' three Youth Development Centers at least once every three years in order to meet the requirements for accreditation of the American Correctional Association.

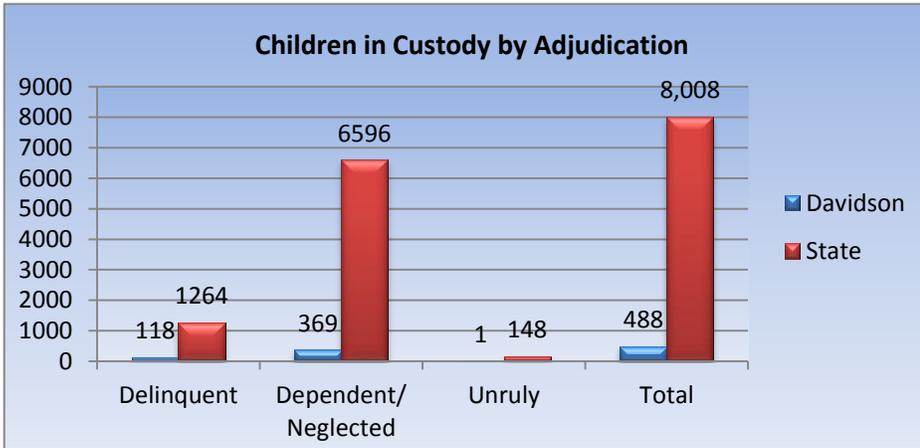
The Office manages the Department's Risk Management program. The Risk Prevention and Management system for the Department of Children's Services is a multifaceted system with both formal and non-formal components. Formal components include the annual Financial Integrity Act Submittal to the Division of State

Audit for the Comptroller of the Treasury, the Legal Department's monitoring of legislation affecting the Department's programs and guidance on compliance with regulations and litigation, the newly developed Child Death Response and Review Process and audits performed by the Department's Internal Audit Division and the Division of State Audit. Some of the informal components include employee training, the ongoing activities of the CQI Division including the QSR process, and the investigations conducted by the Internal Affairs Division. In addition, the Office manages the quarterly risk assessment process conducted for the twelve regions. Quarterly the Regional Risk Assessment Coordinators, along with Office staff, reviews and evaluates performance of established risk criteria to identify issues and trends that need to be evaluated. The Division also meets annually with the Juvenile Justice staff to evaluate risk criteria for the three Youth Development Centers.

# Davidson



**Table 1: Children in Custody by Adjudication**

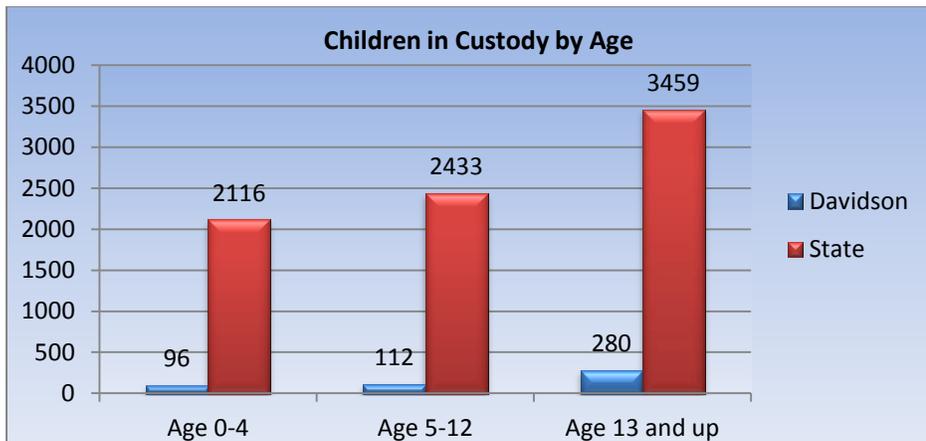


The Davidson Region is a single county region located in Middle Tennessee. It includes the city of Nashville where the regional office and Central Office is located.

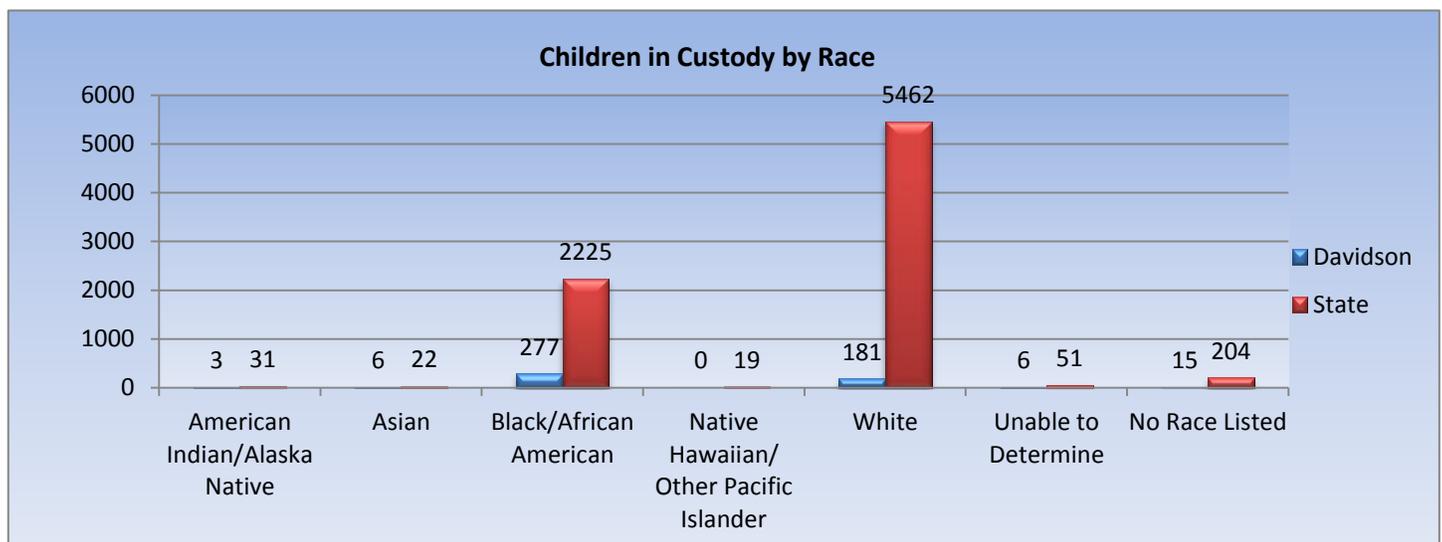
**Table 4: Children by Placement Type**

Davidson	
<b>Level 1</b>	<b>216</b>
Foster Home	160
Trial Home Visit	53
Pre-Adoptive	3
<b>Level 2</b>	<b>16</b>
<b>Level 2 Continuum</b>	<b>103</b>
Foster Home	77
Group Home	10
Trial Home Visit	14
Pre-Adoptive	0
Other	2
<b>Level 3</b>	<b>18</b>
<b>Level 3 Continuum</b>	<b>64</b>
Foster Home	20
Group Home	30
Trial Home Visit	2
Pre-Adoptive	1
Other	11
<b>Level 4</b>	<b>9</b>
<b>Other</b>	<b>62</b>
<b>Total</b>	<b>488</b>

**Table 2: Children in Custody by Age**



**Table 3: Children in Custody by Race**



# East

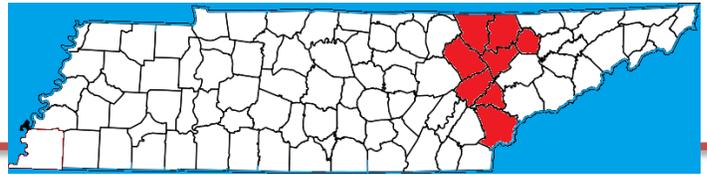
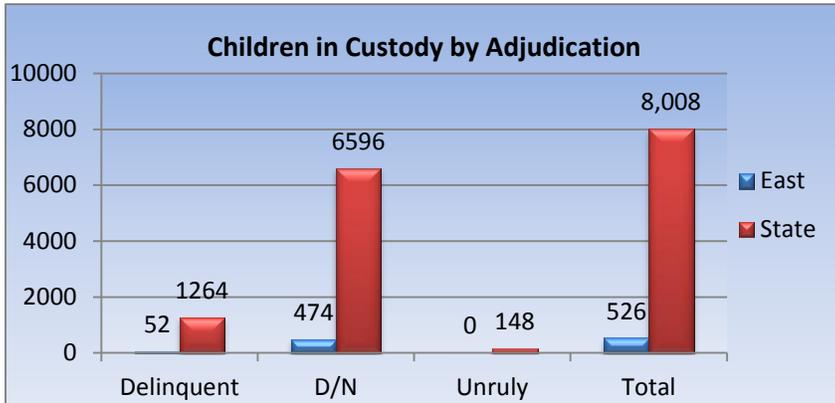


Table 1: Children in Custody by Adjudication



The East Region includes eight counties with the regional office located in Clinton. The eight counties in the East Region are: Anderson, Campbell, Loudon, Monroe, Morgan, Roane, Scott and Union.

Table 4: Children by Placement Type

East	
<b>Level 1</b>	<b>310</b>
Foster Home	264
Trial Home Visit	36
Pre-Adoptive	10
<b>Level 2</b>	<b>10</b>
<b>Level 2 Continuum</b>	<b>107</b>
Foster Home	69
Group Home	21
Trial Home Visit	11
Pre-Adoptive	6
Other	0
<b>Level 3</b>	<b>15</b>
<b>Level 3 Continuum</b>	<b>51</b>
Foster Home	16
Group Home	22
Trial Home Visit	4
Pre-Adoptive	1
Other	8
<b>Level 4</b>	<b>9</b>
<b>Other</b>	<b>24</b>
<b>Total</b>	<b>526</b>

Table 2: Children in Custody by Age

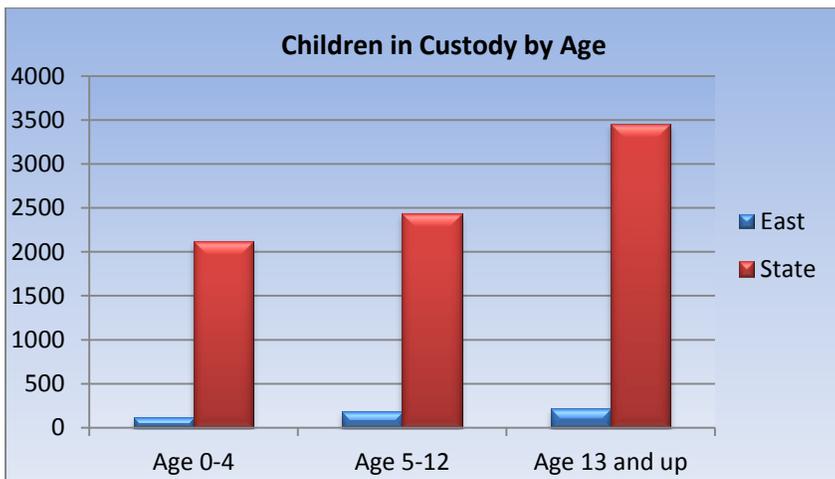
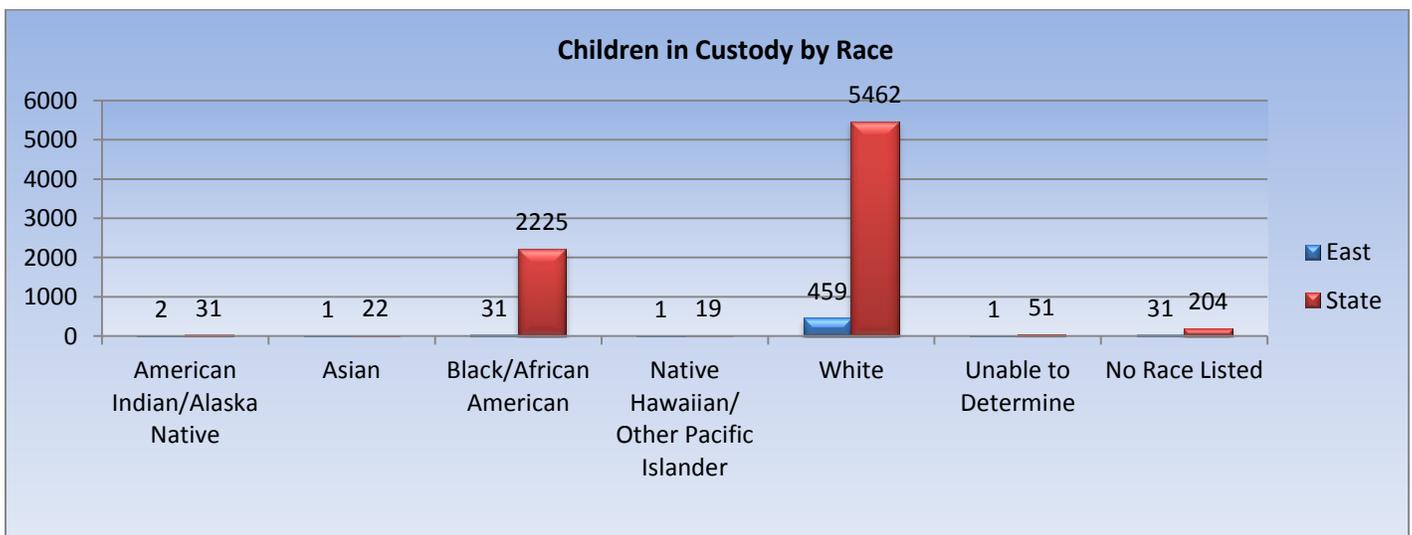
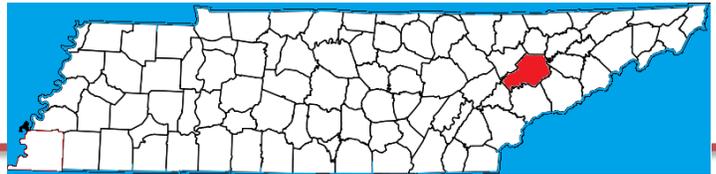


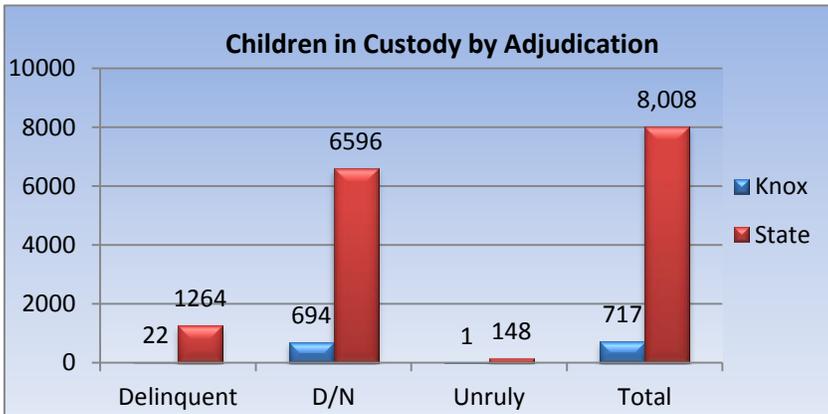
Table 3: Children in Custody by Race



# Knox

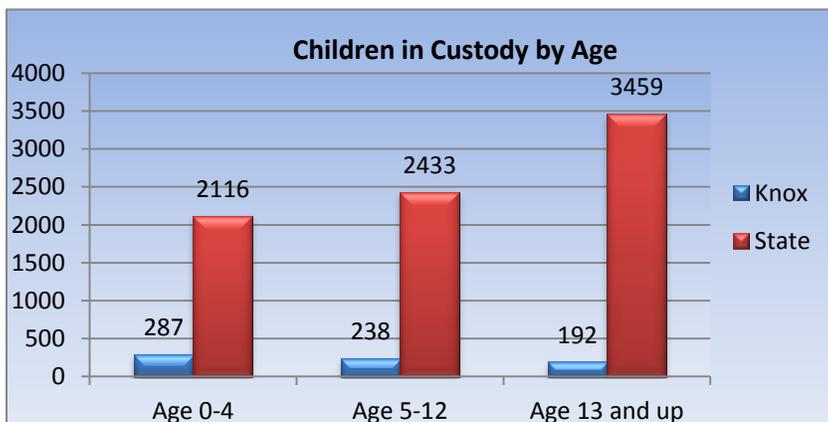


**Table 1: Children in Custody by Adjudication**



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

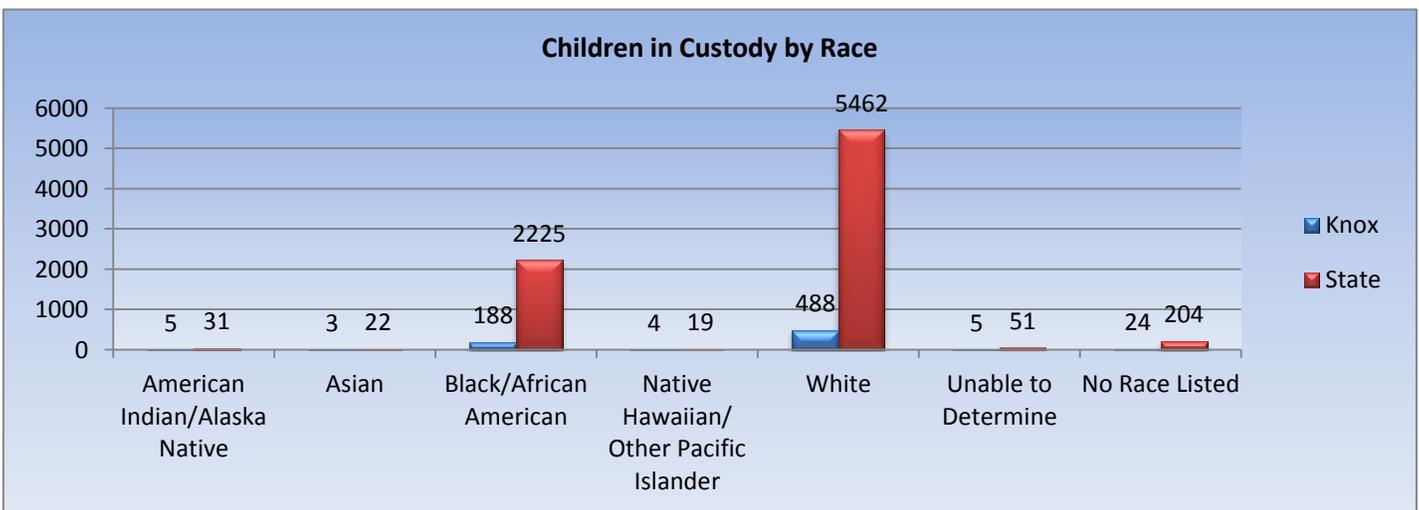
**Table 2: Children in Custody by Age**



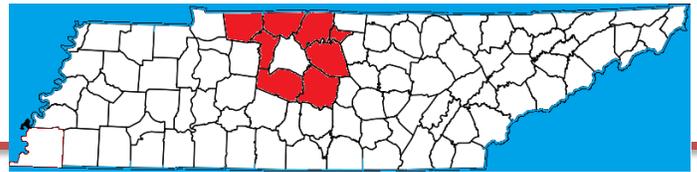
**Table 4: Children by Placement Type**

Knox	
<b>Level 1</b>	<b>433</b>
Foster Home	380
Trial Home Visit	39
Pre-Adoptive	14
<b>Level 2</b>	<b>10</b>
<b>Level 2 Continuum</b>	<b>156</b>
Foster Home	122
Group Home	19
Trial Home Visit	12
Pre-Adoptive	3
Other	0
<b>Level 3</b>	<b>22</b>
<b>Level 3 Continuum</b>	<b>59</b>
Foster Home	27
Group Home	23
Trial Home Visit	5
Pre-Adoptive	1
Other	3
<b>Level 4</b>	<b>9</b>
<b>Other</b>	<b>28</b>
<b>Total</b>	<b>717</b>

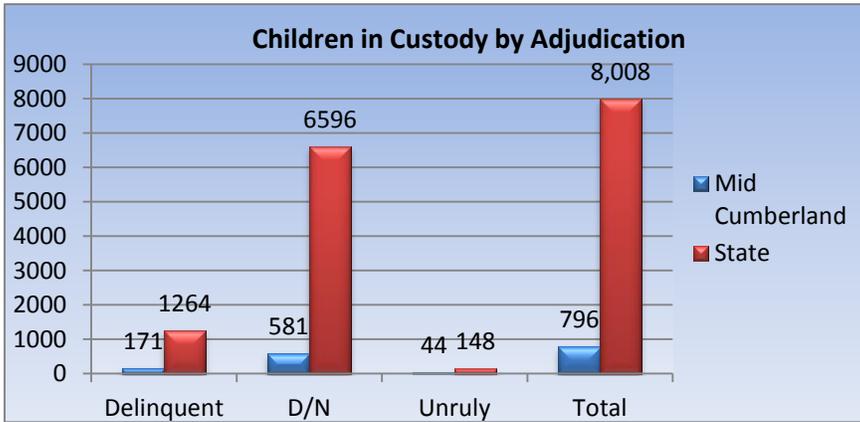
**Table 3: Children in Custody by Race**



# Mid Cumberland

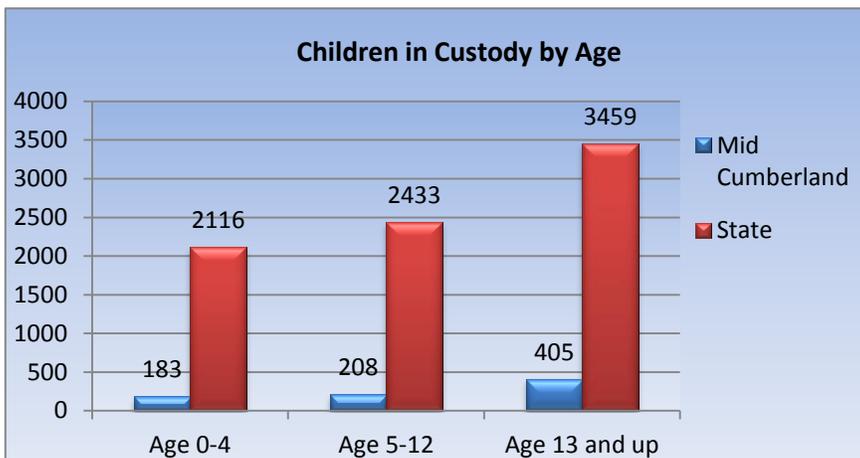


**Table 1: Children in Custody by Adjudication**



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

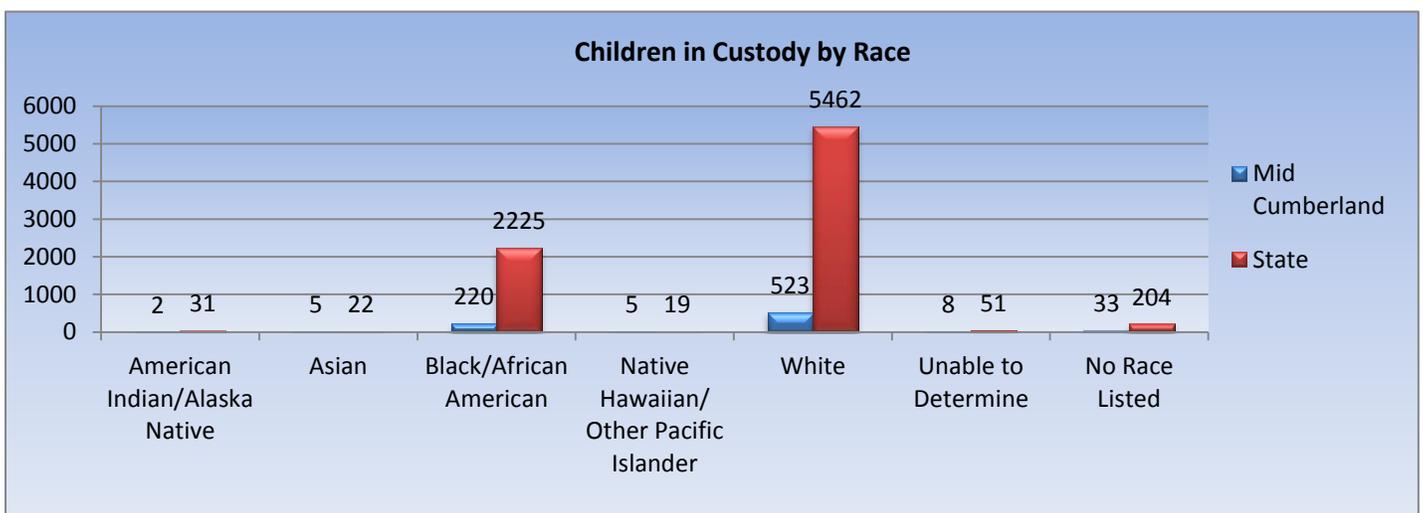
**Table 2: Children in Custody by Age**



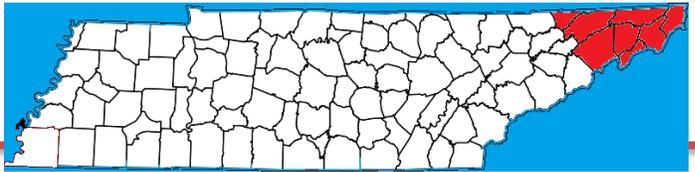
**Table 4: Children by Placement Type**

Mid Cumberland	
<b>Level 1</b>	<b>347</b>
Foster Home	295
Trial Home Visit	46
Pre-Adoptive	6
<b>Level 2</b>	<b>32</b>
<b>Level 2 Continuum</b>	<b>206</b>
Foster Home	166
Group Home	19
Trial Home Visit	17
Pre-Adoptive	4
Other	0
<b>Level 3</b>	<b>31</b>
<b>Level 3 Continuum</b>	<b>110</b>
Foster Home	38
Group Home	40
Trial Home Visit	12
Pre-Adoptive	3
Other	17
<b>Level 4</b>	<b>24</b>
Other	46
<b>Total</b>	<b>796</b>

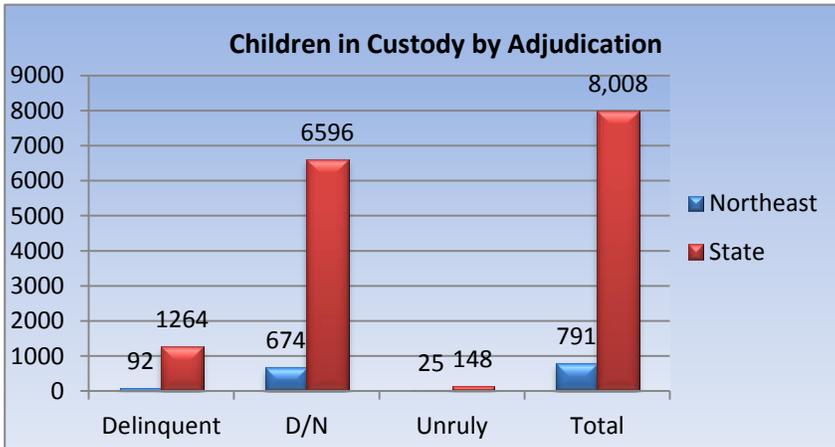
**Table 3: Custody Numbers when Reported by Race**



# Northeast



**Table 1: Children in Custody by Adjudication**

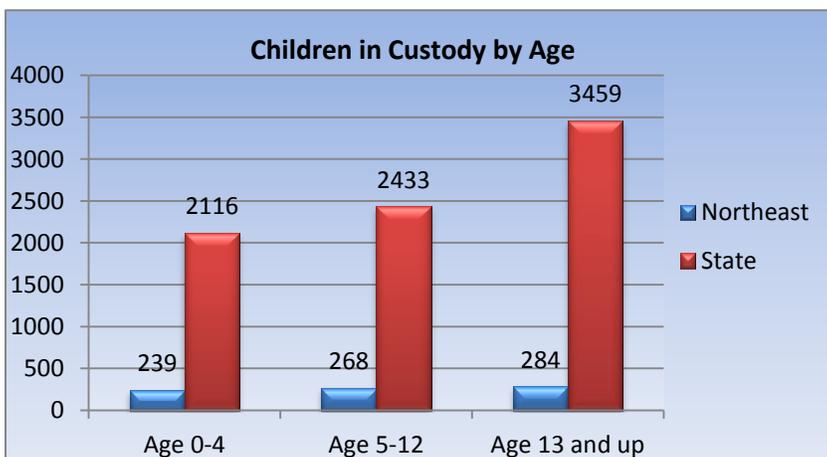


The Northeast Region is located in the extreme northeastern part of the state with the regional office in Johnson City. The eight counties are: Carter, Greene, Hancock, Hawkins, Johnson, Sullivan, Unicoi and Washington.

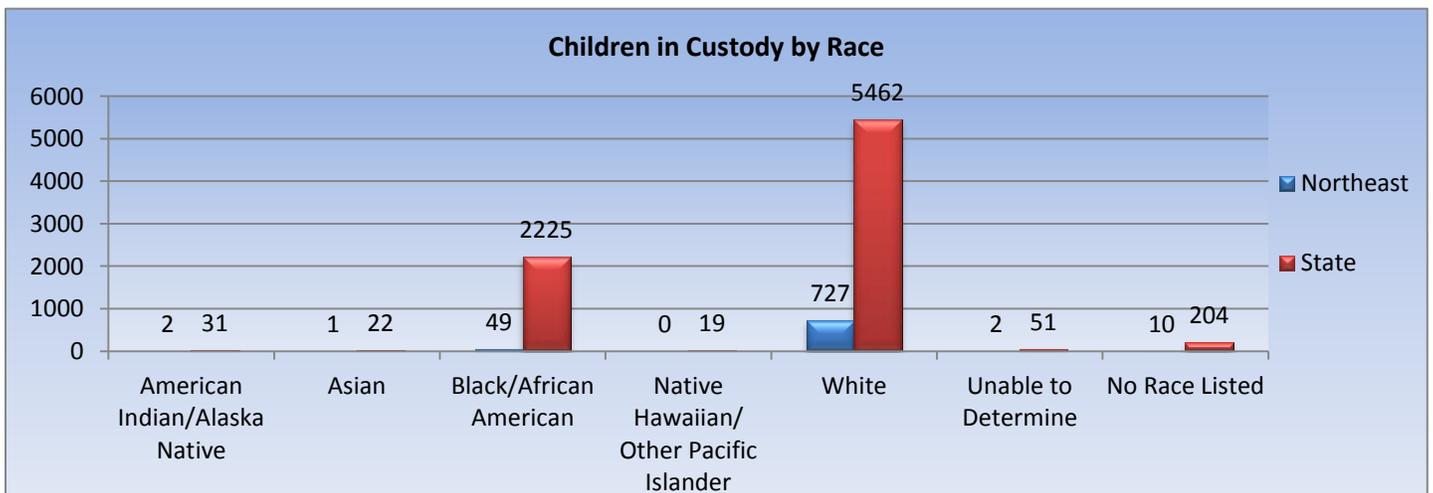
**Table 4: Children by Placement Type**

Northeast	
<b>Level 1</b>	<b>437</b>
Foster Home	395
Trial Home Visit	29
Pre-Adoptive	13
<b>Level 2</b>	<b>13</b>
<b>Level 2 Continuum</b>	<b>143</b>
Foster Home	104
Group Home	21
Trial Home Visit	16
Pre-Adoptive	0
Other	2
<b>Level 3</b>	<b>25</b>
<b>Level 3 Continuum</b>	<b>124</b>
Foster Home	65
Group Home	42
Trial Home Visit	4
Pre-Adoptive	1
Other	12
<b>Level 4</b>	<b>7</b>
<b>Other</b>	<b>42</b>
<b>Total</b>	<b>791</b>

**Table 2: Children in Custody by Age**



**Table 3: Children in Custody by Race**



# Northwest

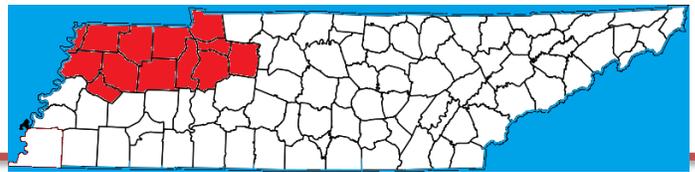
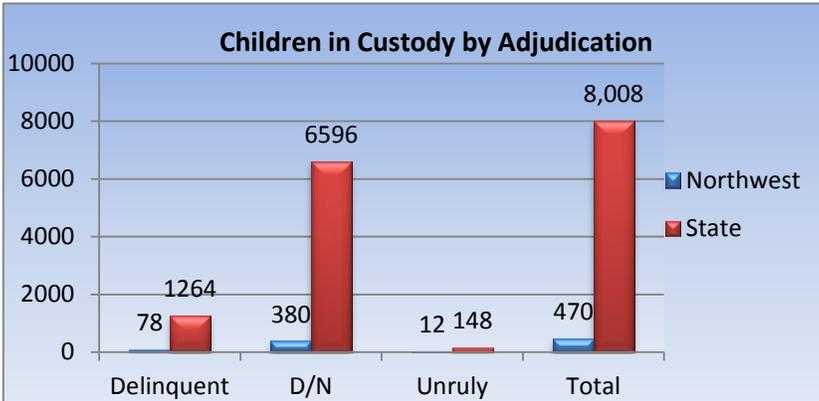


Table 1: Children in Custody by Adjudication



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

Table 2: Children in Custody by Age

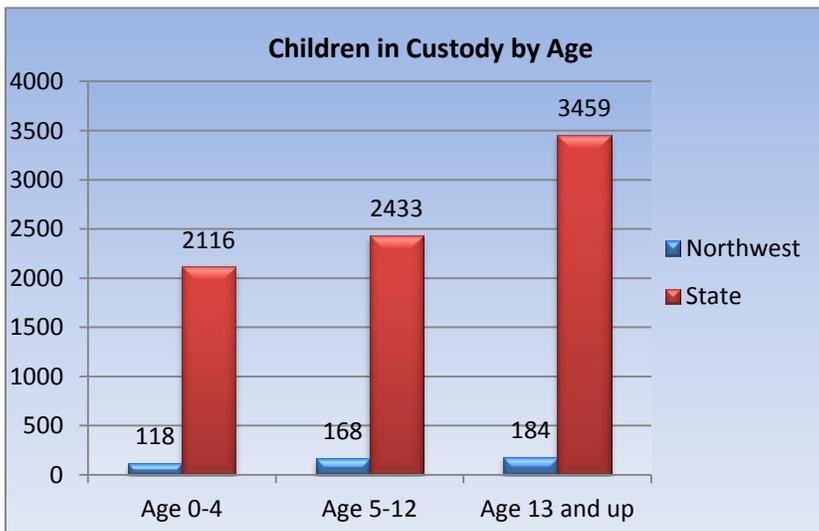
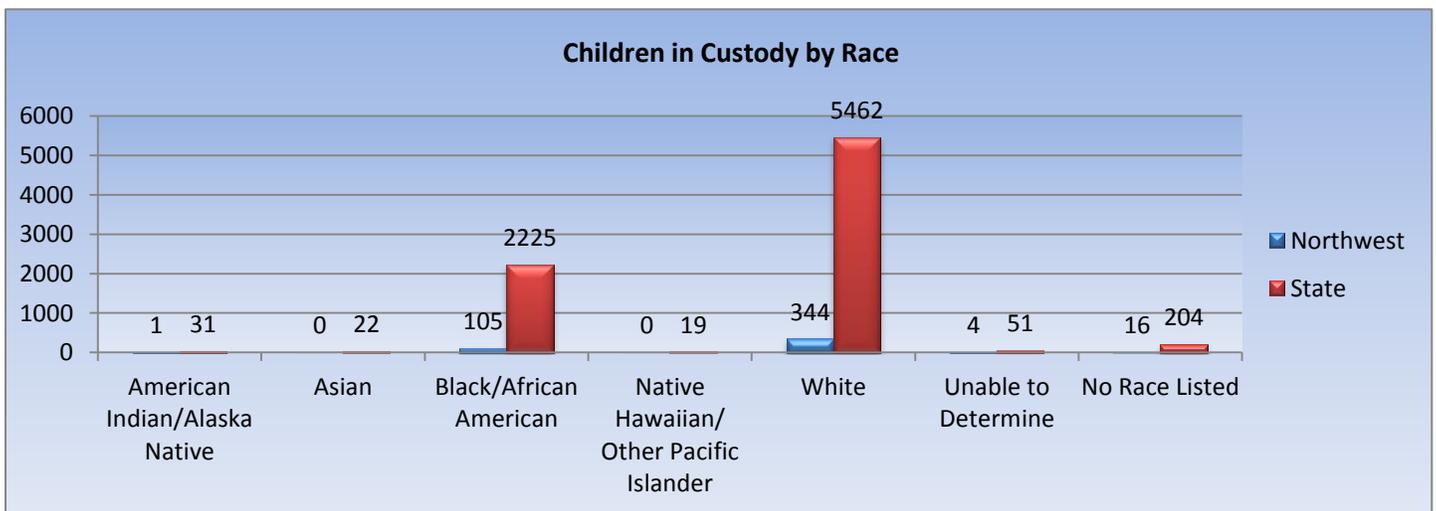


Table 4: Children by Placement Type

Northwest	
<b>Level 1</b>	<b>262</b>
Foster Home	210
Trial Home Visit	43
Pre-Adoptive	9
<b>Level 2</b>	<b>22</b>
<b>Level 2 Continuum</b>	<b>82</b>
Foster Home	73
Group Home	2
Trial Home Visit	7
Pre-Adoptive	0
Other	0
<b>Level 3</b>	<b>15</b>
<b>Level 3 Continuum</b>	<b>73</b>
Foster Home	32
Group Home	19
Trial Home Visit	9
Pre-Adoptive	0
Other	13
<b>Level 4</b>	<b>3</b>
<b>Other</b>	<b>13</b>
<b>Total</b>	<b>470</b>

Table 3: Children in Custody by Race



# Shelby

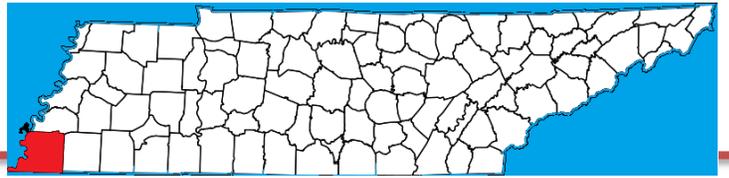
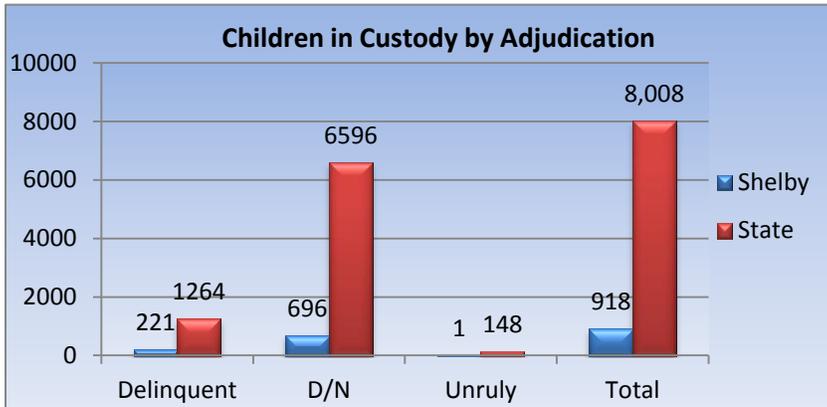


Table 1: Children in Custody by Adjudication



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

Table 4: Children by Placement Type

Shelby	
<b>Level 1</b>	<b>371</b>
Foster Home	343
Trial Home Visit	23
Pre-Adoptive	5
<b>Level 2</b>	<b>6</b>
<b>Level 2 Continuum</b>	<b>162</b>
Foster Home	142
Group Home	6
Trial Home Visit	12
Pre-Adoptive	2
Other	0
<b>Level 3</b>	<b>5</b>
<b>Level 3 Continuum</b>	<b>158</b>
Foster Home	103
Group Home	20
Trial Home Visit	12
Pre-Adoptive	2
Other	21
<b>Level 4</b>	<b>16</b>
<b>Other</b>	<b>200</b>
<b>Total</b>	<b>918</b>

Table 2: Children in Custody by Age

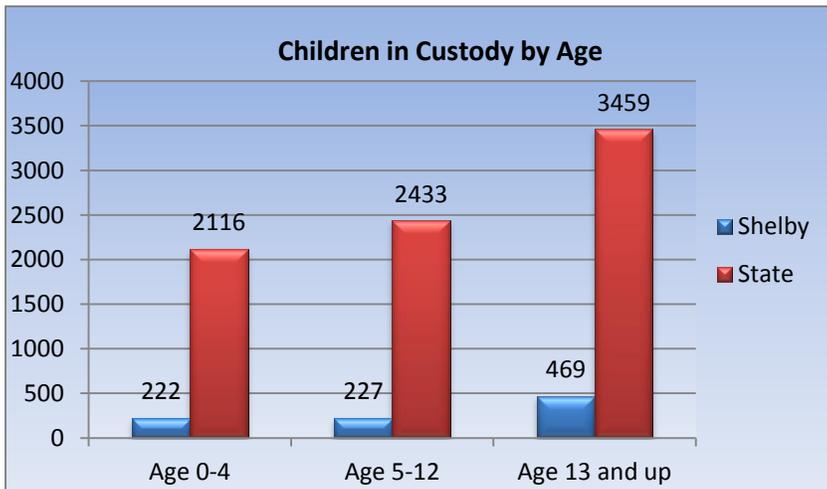
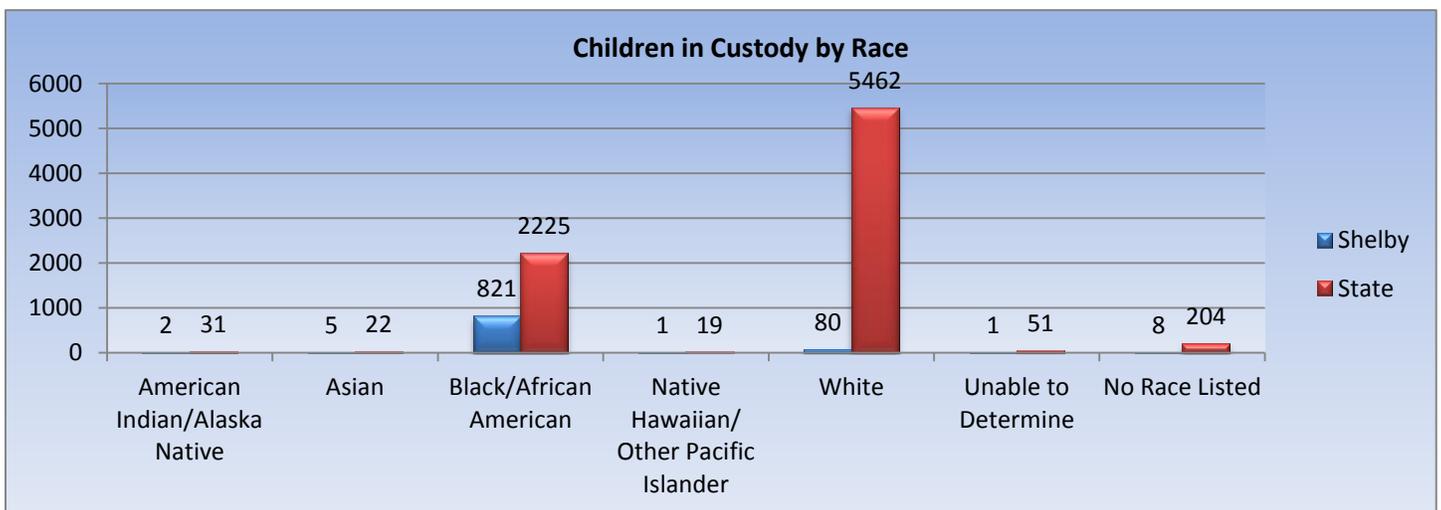
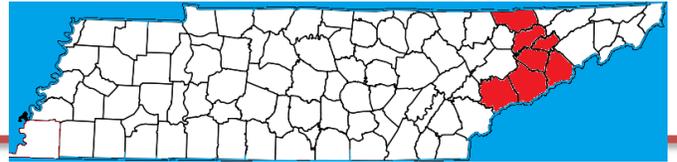


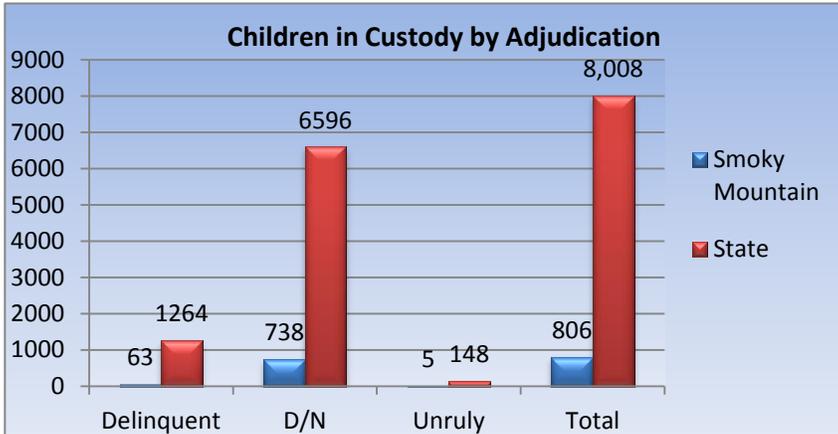
Table 3: Children in Custody by Race



# Smoky Mountain



**Table 1: Children in Custody by Adjudication**

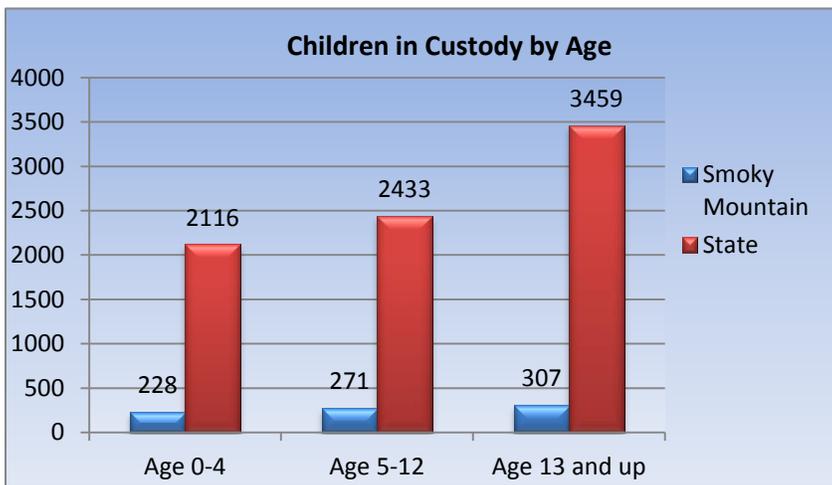


The Smoky Mountain Region includes seven counties with the regional office located in New Market. The seven counties in the Smoky Mountain Region are: Blount, Claiborne, Cocke, Grainger, Hamblen, Jefferson and Sevier.

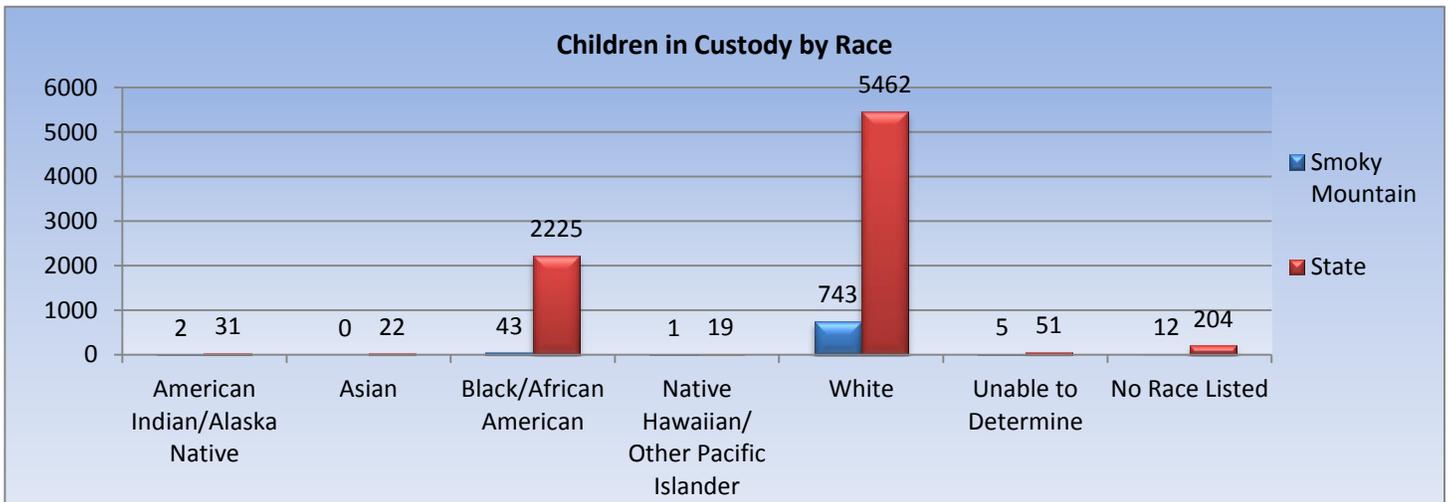
**Table 4: Children by Placement Type**

Smoky Mountain	
<b>Level 1</b>	457
Foster Home	399
Trial Home Visit	47
Pre-Adoptive	11
<b>Level 2</b>	21
<b>Level 2 Continuum</b>	165
Foster Home	112
Group Home	27
Trial Home Visit	19
Pre-Adoptive	4
Other	3
<b>Level 3</b>	22
<b>Level 3 Continuum</b>	89
Foster Home	40
Group Home	33
Trial Home Visit	5
Pre-Adoptive	1
Other	10
<b>Level 4</b>	23
Other	29
<b>Total</b>	<b>806</b>

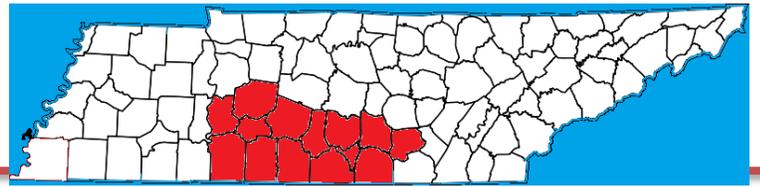
**Table 2: Children in Custody by Age**



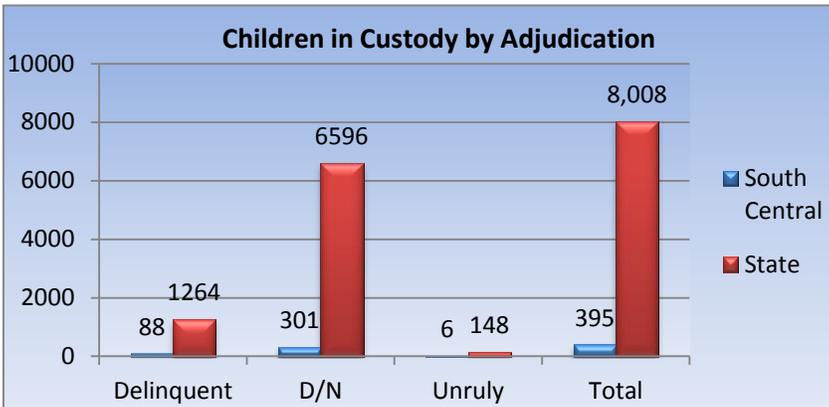
**Table 3: Children in Custody by Race**



# South Central



**Table 1: Children in Custody by Adjudication**

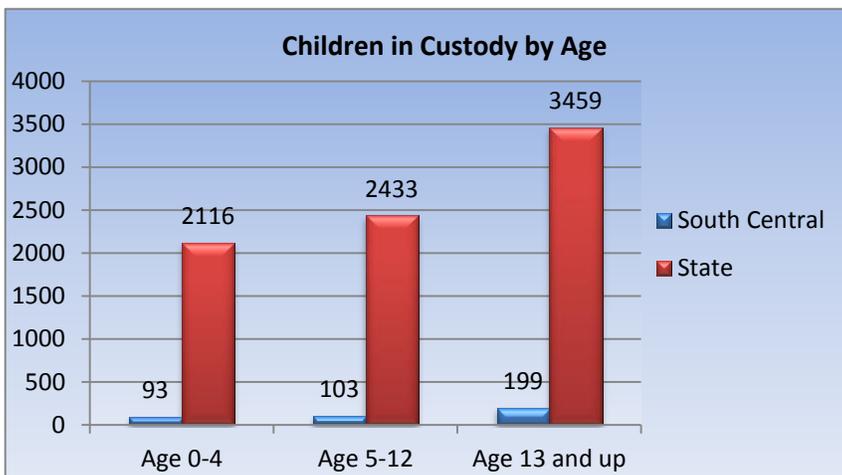


The South Central Region provides services to 12 counties of central Tennessee. The 12 counties are: Bedford, Coffee, Giles, Hickman, Lawrence, Lewis, Lincoln, Marshall, Maury, Moore, Perry and Wayne.

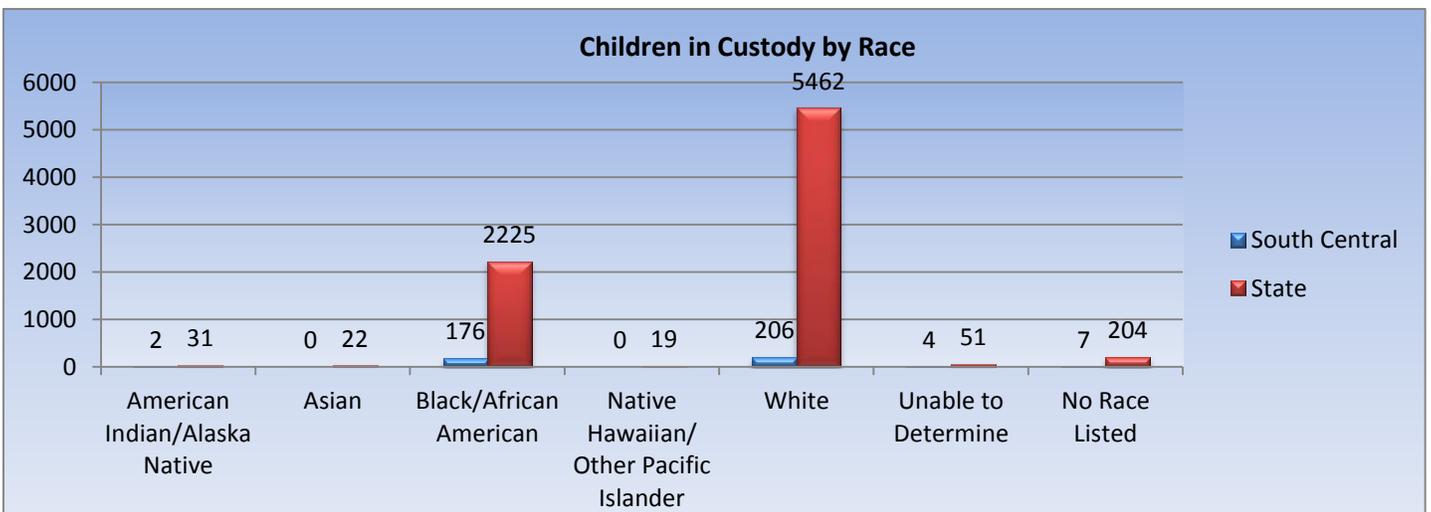
**Table 4: Children by Placement Type**

South Central	
<b>Level 1</b>	<b>241</b>
Foster Home	194
Trial Home Visit	34
Pre-Adoptive	13
<b>Level 2</b>	<b>57</b>
<b>Level 2 Continuum</b>	<b>93</b>
Foster Home	79
Group Home	6
Trial Home Visit	7
Pre-Adoptive	0
Other	1
<b>Level 3</b>	<b>9</b>
<b>Level 3 Continuum</b>	<b>54</b>
Foster Home	25
Group Home	15
Trial Home Visit	7
Pre-Adoptive	0
Other	7
<b>Level 4</b>	<b>11</b>
<b>Other</b>	<b>39</b>
<b>Total</b>	<b>504</b>

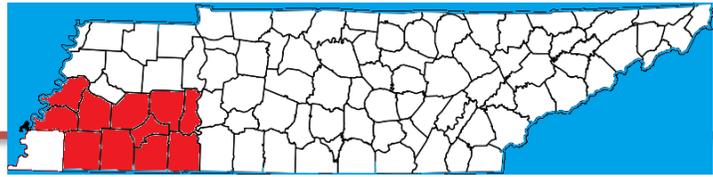
**Table 2: Children in Custody by Age**



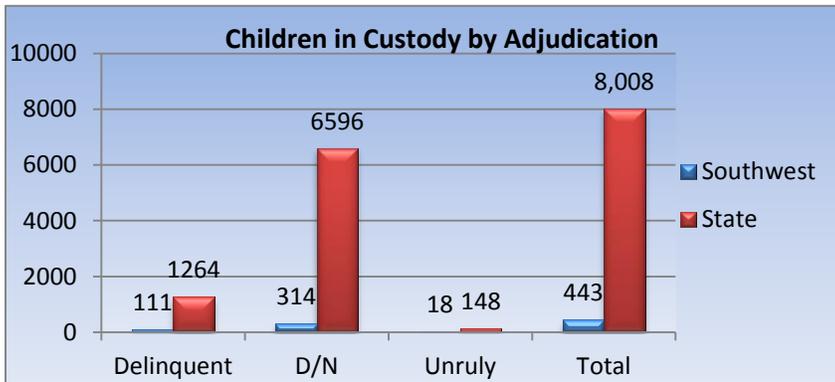
**Table 3: Children in Custody by Race**



# Southwest

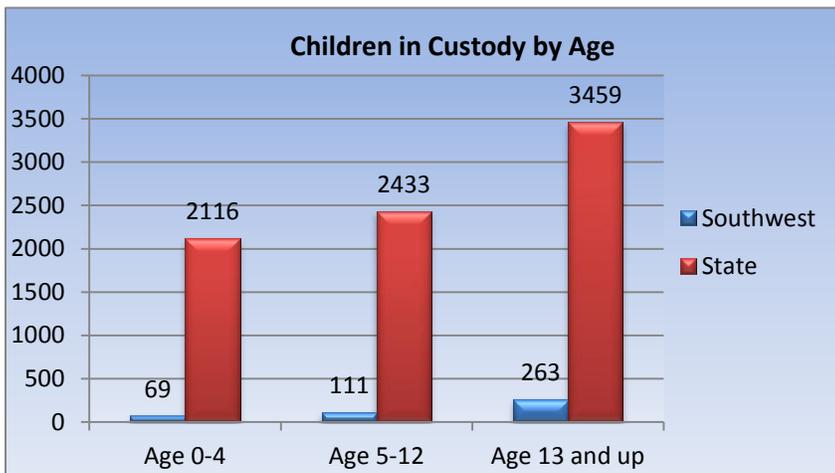


**Table 1: Children in Custody by Adjudication**



The Southwest Region encompasses 11 counties with the regional office located in Jackson. The 11 counties are Chester, Decatur, Fayette, Hardeman, Hardin, Haywood, Henderson, Lauderdale, Madison, McNairy and Tipton.

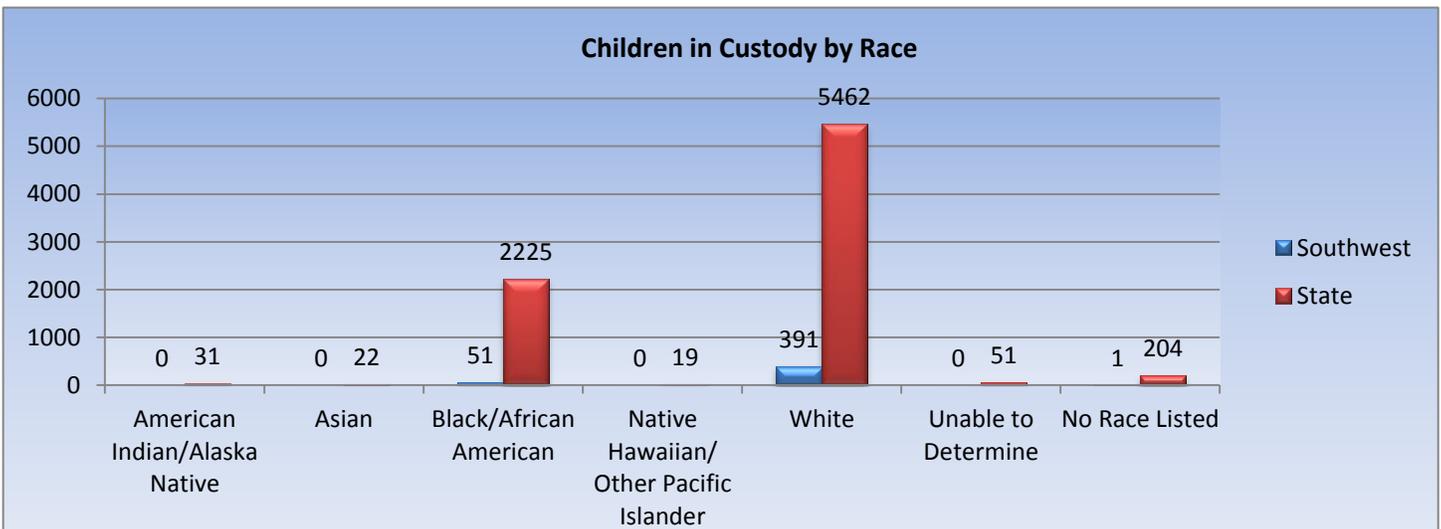
**Table 2: Children in Custody by Age**



**Table 4: Children by Placement Type**

Southwest	
<b>Level 1</b>	<b>221</b>
Foster Home	182
Trial Home Visit	36
Pre-Adoptive	3
<b>Level 2</b>	<b>25</b>
<b>Level 2 Continuum</b>	<b>47</b>
Foster Home	41
Group Home	4
Trial Home Visit	0
Pre-Adoptive	1
Other	1
<b>Level 3</b>	<b>8</b>
<b>Level 3 Continuum</b>	<b>72</b>
Foster Home	24
Group Home	25
Trial Home Visit	1
Pre-Adoptive	0
Other	22
<b>Level 4</b>	<b>4</b>
Other	18
<b>Total</b>	<b>395</b>

**Table 3: Children in Custody by Race**



# Tennessee Valley

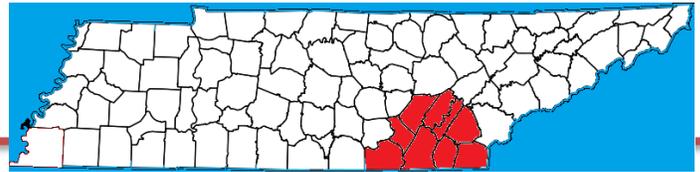
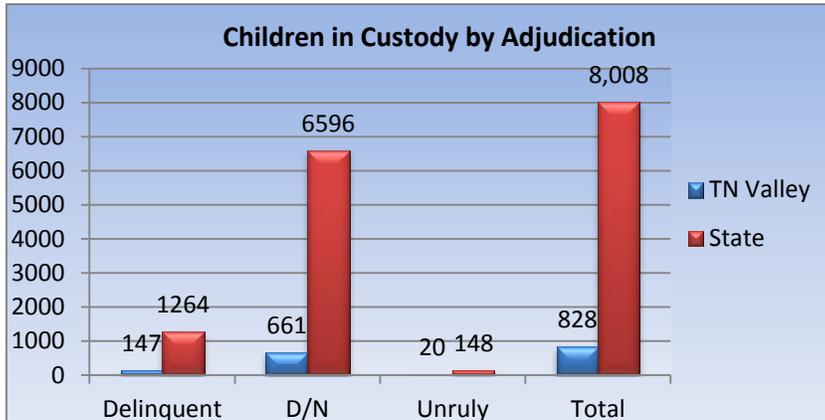


Table 1: Children in Custody by Adjudication



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

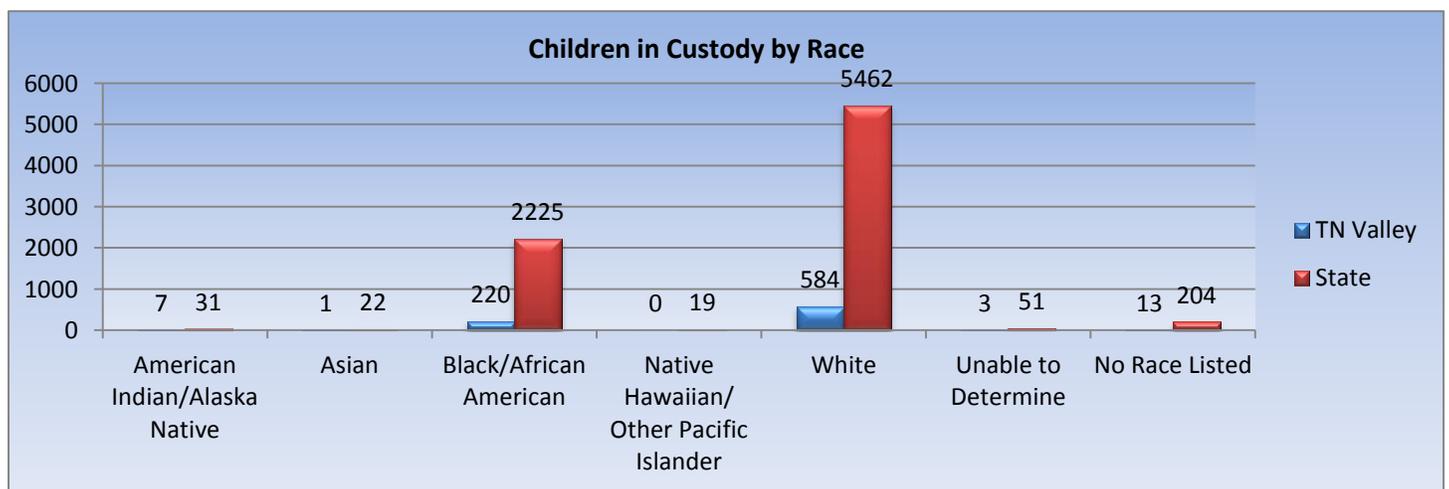
Table 2: Children in Custody by Age



Table 4: Children by Placement Type

TN Valley	
<b>Level 1</b>	<b>344</b>
Foster Home	309
Trial Home Visit	30
Pre-Adoptive	5
<b>Level 2</b>	<b>28</b>
<b>Level 2 Continuum</b>	<b>203</b>
Foster Home	157
Group Home	18
Trial Home Visit	21
Pre-Adoptive	5
Other	2
<b>Level 3</b>	<b>27</b>
<b>Level 3 Continuum</b>	<b>74</b>
Foster Home	39
Group Home	21
Trial Home Visit	3
Pre-Adoptive	3
Other	8
<b>Level 4</b>	<b>16</b>
<b>Other</b>	<b>75</b>
<b>Total</b>	<b>767</b>

Table 3: Children in Custody by Race



# Upper Cumberland

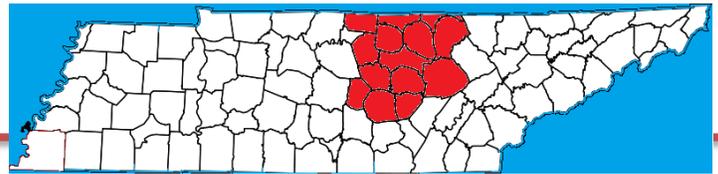
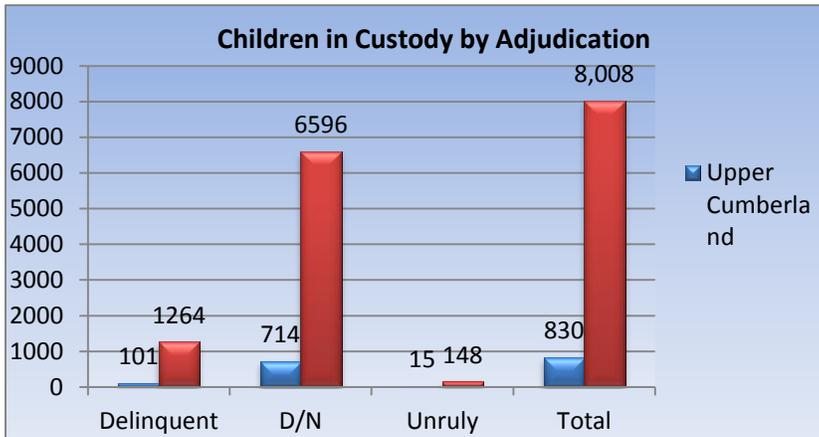


Table 1: Children in Custody by Adjudication



The Upper Cumberland Region covers 14 counties in Middle Tennessee. The 14 counties are: Cannon, Clay, Cumberland, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, Warren and White. The regional office is located in Cookeville.

Table 4: Children by Placement Type

Upper Cumberland	
<b>Level 1</b>	553
Foster Home	491
Trial Home Visit	50
Pre-Adoptive	12
<b>Level 2</b>	43
<b>Level 2 Continuum</b>	114
Foster Home	99
Group Home	6
Trial Home Visit	7
Pre-Adoptive	2
Other	0
<b>Level 3</b>	21
<b>Level 3 Continuum</b>	61
Foster Home	40
Group Home	14
Trial Home Visit	1
Pre-Adoptive	1
Other	5
<b>Level 4</b>	15
<b>Other</b>	23
<b>Total</b>	<b>830</b>

Table 2: Children in Custody by Age

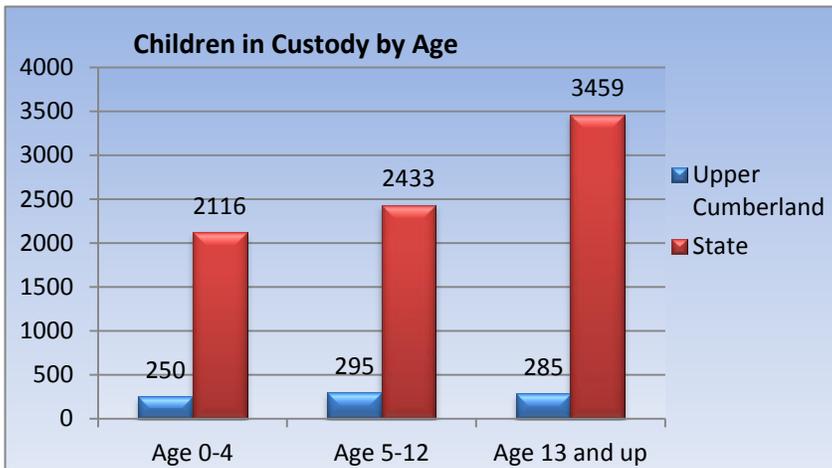
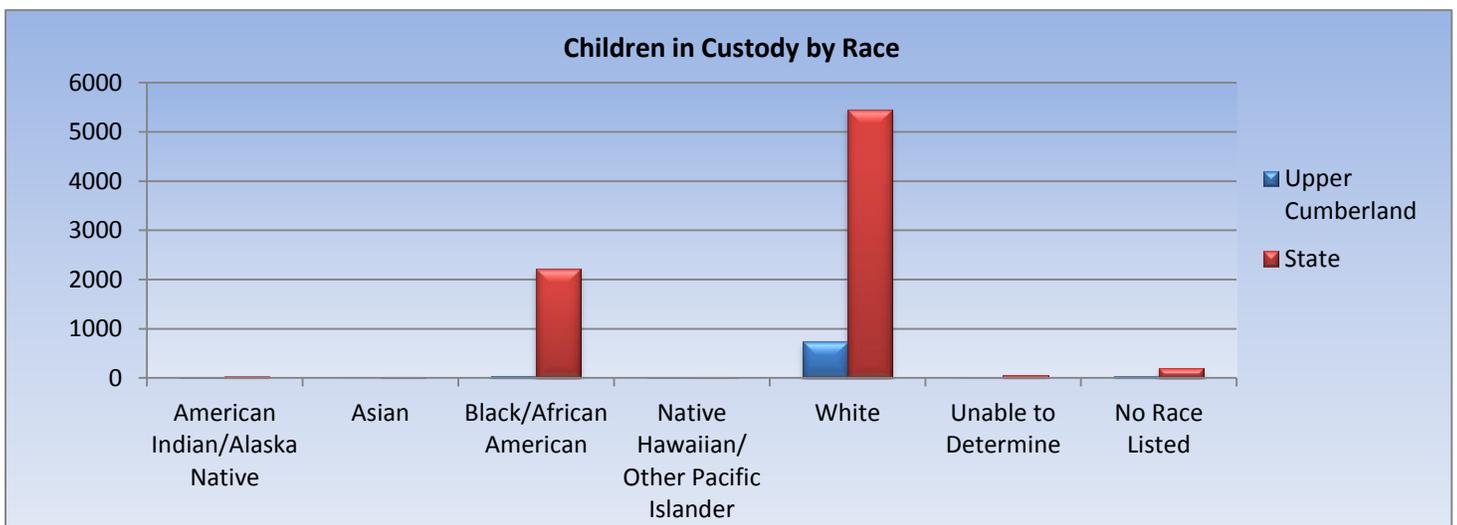
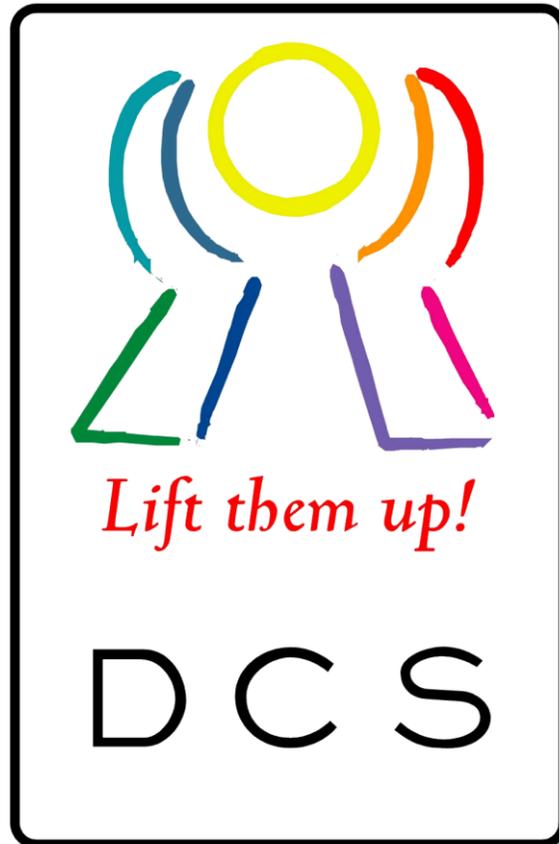


Table 3: Children in Custody by Race





Tennessee Department of Children's Services  
436 6<sup>th</sup> Avenue North  
7<sup>th</sup> Floor Cordell Hull Building  
Nashville, TN 37243  
<http://www.tn.gov/youth>