



Tennessee Placement System

Orientation & Training Guide

Tennessee Department of Children's Services | Network Development | December 2023



Summary

This document outlines Tennessee's new placement system consolidated under one leadership. Building off the progress made with the revised referral process, the new system is configured with four (4) core functions operating statewide. The twelve (12) regional placement teams, the Office of Juvenile Justice (OJJ) placement team and the Network Development placement team are realigned in this new structure providing support to DCS field staff. This realignment accomplishes the following goals:

1. Creates a single entity responsible for the placement of all children;
2. Implements standard procedures statewide to track and support the placement of all children;
3. Streamlines current functionality and improves support for field staff;
4. Standardizes utilization review for all contract residential placements, thus maximizing availability;
5. Strengthens processes to minimize provider billing issues.

The orientation and training guide that follows in this document is structured in a manner to address the informational needs for a broad audience and then specific training information for those interacting and/or participating in the service delivery of placement services. The outline for this document is as follows:

1. Part One (1)-Overview: The overview section of the orientation and training guide provides information to a broad audience about the core tenants and values that underpin our new placement system as well as the four core functions of the system.
2. Part Two (2)-Training Guide for DCS Field Staff: The training guide for DCS field staff provides specific information for end users of the placement system providing direct support and interaction with children, families, child and family teams and external system stakeholders.
3. Part Three (3)-Training Guide for Network Development Staff: The training guide for Network Development staff provides general guidance to staff delivering placement services on behalf of the regional staff, task specific information for staff working in each of the four core functions, and expectations for delivering high quality customer service.

Children First!

Overview

This section of the Orientation and Training Guide will provide the reader with information about the reasons for implementing a new placement system in Tennessee, the core tenants and values that underpin our new placement system, and the four core functions of the system.

Tennessee has long operated (nearly 30 years) a decentralized placement system with each of our twelve (12) service regions managing their own placement teams. The Office of Juvenile Justice (OJJ) team created an internal placement team in 2022 to support the management of juvenile justice specific placements (juvenile detention centers, staff secure programs and hardware secure programs). Central office also had the Office of Network Development with general responsibilities for provider relations, maintaining an adequate placement network and managing admissions to residential placements. Each of these teams were managed by different entities within the organization with different priorities guiding their daily work. The work was fragmented across multiple internal systems and the interface between each of these separate teams was fraught with opportunities for error, miscommunication, and misunderstanding. In short, the bullet points below outline the reasons the impactful step of consolidating these teams under one leadership structure became necessary.

- The de-centralized structure no longer meets the needs of DCS and impedes our vision of putting children first;
- Local rules, contract interpretations and relationships contributed to members of the Department's contract provider network being subjected to different expectations across the 14 placement teams;
- Local rules, contract interpretations and relationships created an environment where the Department's contract provider network was able to meet the needs of some DCS regions while ignoring the needs of others;
- An overly complex decentralized billing/invoicing/support system failed to support DCS' business relationships with the provider network creating significant payment delays. This was further exacerbated by an ailing TFACTS system;
- And lastly, Tennessee's children deserve a system that works for every child.

Core Tenants and Values of Tennessee's Placement System

It is important for any people serving organization to possess a set of guiding principles to give direction to those performing the work in the system and to set expectations for those interacting with the system. Just like the Department's mission (Act in the best interest of Tennessee's Children and Youth) and vision (Children First!) statement undergird the work of the Department, the core tenants and values below provide guidance to those working in the Department's placement system.

1. Transparency-New processes through our intake functions and new services (i.e. Enhanced Primary Assessment Centers) will provide better information on children being referred for

placement and allow DCS to provide more complete disclosure. This will equip us to Act in the Best Interest of Tennessee's Children and Youth.

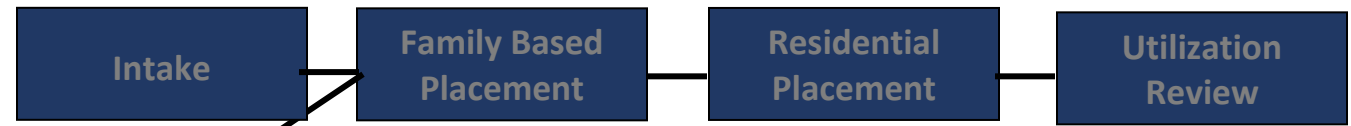
2. Relationships are Important and put Children First! Whenever possible, 1:1 relationship are established and cultivated between staff persons in Network Development and those we interact with. This extends to but is not exclusive to provider partners with whom we interact to make referrals, DCS foster families serving children who are referred, and provider agency fiscal departments managing invoicing and billing.
3. Accountability-Placement staff are accountable to one leadership structure and Providers are accountable to one set of expectations. This puts Children First!
4. Consistency-The Department's placement staff will have consistent processes that help ensure we act in the best interest of children. These processes will guide our work and allow us to track the placement status of every child in care and ensure that we put every Child First!
5. Keep Up with Current Best Practice-Tennessee's placement practices will be guided by best practice standards that include minimizing the use of residential care, support kin as the first choice in placement and consider geography and permanency whenever placements are made. This supports the Department's mission of Acting in the Best Interest of Tennessee's Children and Youth.

Core Functional Areas



Tennessee's placement system is based on executing four (4) core functions well. While placement staff must understand how the entire placement system functions, they will hone their skills in one area of expertise. Specific communication strategies underly the system, fully integrating the four core functional areas in such a way that minimizes the amount of time and input from the Department's field staff on administrative matters and engages them in matters where their input is important. Each of the core functions are managed by a Director responsible for both daily operations as well as integration between the areas. The core functional areas are outlined below.

Intake

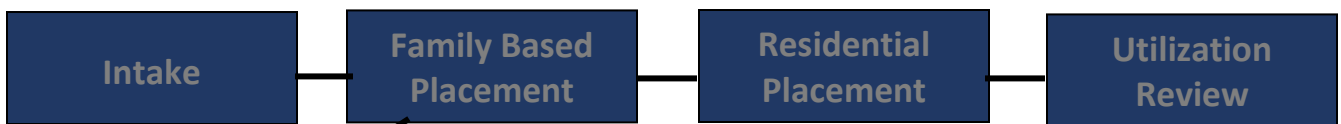


Intake is the single point of entry for every child who may need placement. This includes those who require placement as well as those who may be at high risk of removal or disruption from their current placement. This core function supports the Department by tracking the placement status of every child identified as possibly needing placement, supports DCS field staff in gathering the necessary information to support a referral, provides direction to field

staff on additional information that is necessary to support a fully informed (full disclosure) referral, applies a standard screening to that child's referral and then directs that referral internally to temporary placement resources, the team managing foster care placement referrals, or the team that manages residential placement referrals.

Structurally, three (3) teams across the state will support the work described above. Intake also includes a team responsible for managing the temporary resources that are part of the Department's network of resources. These include Primary Assessment Centers, Enhanced Primary Assessment Centers, Assessment Foster Homes, and Detention Centers.

Family Based Placement



Family Based Placement is at the heart of Tennessee's placement system, ensuring that only those children and youth that require residential placement are served outside of a family setting. This is accomplished by the close management of a robust network of foster families supported directly by the Department of Children's Services as well as treatment foster homes supported by our network of provider partners.

Structurally, four (4) teams across the state will support the work of managing referrals to those foster families approved and managed by DCS. Specifically identified staff who will interact with our provider network agencies that deliver treatment services to children in foster care with a higher level of need are also integrated into those teams.

Residential Placement

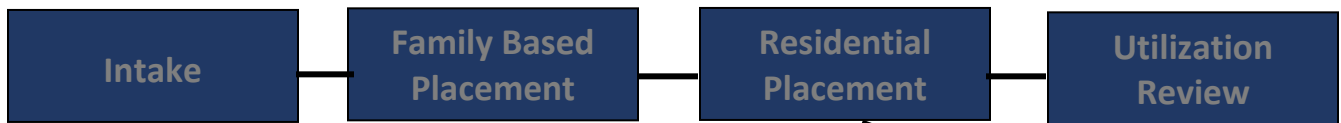


DCS maintains a network of residential placement options to serve those youth who cannot be safely maintained in a family setting. Residential placement is temporary in nature and is used only for the period of time a youth requires that level of care. Youth should transition out of residential care expeditiously upon completion of treatment and move to permanency or a less restrictive setting, when necessary, to continue their treatment. Residential placement, including Group Homes, Residential Treatment Centers (RTCs), Psychiatric Residential Treatment Facilities (PRTF's), sub-acute (Level 4) programs, Hardware Secure and Staff Secure programs for juvenile justice youth and DIDDS specific programs (supported living arrangements and family model) make up the Department's network of placement options.

Residential Placement

The existing residential placement team in Network Development will continue to manage the resources they have traditionally been responsible for. This team will be expanded in terms of staff and scope to include managing admissions to JJ Staff Secure and Hardware Secure programs and will assume responsibility for the placement of youth with specialized treatment needs outside of the scope of the Department's placement network as well as those placements funded through TNCare (Medicaid). This team will also assume responsibility for some administrative tasks to support the placement of children, removing those from the case manager's workload.

Utilization Review



The Utilization review team undergirds the Department's placement system by providing the necessary infrastructure to ensure children do not languish in residential care and consistent decision making occurs around discharge planning, level of care changes, and placement stability/disruption meetings for all providers. This team also manages the mechanisms that support the business side of the Department's relationship with provider agencies (invoicing and billing).

***Utilization
Review***

Structurally there are two (2) teams within the Utilization Review core function. One team is comprised of members who maintain a 1:1 relationship with assigned provider agencies. In this role, they are conducting regular reviews of children in residential placement with the provider agency's designated clinical staff. The goal of this group is to ensure children are receiving the care they need, are progressing in treatment, and that the DCS system is responding appropriately when either of these things are not occurring. Members of this team also facilitate communication with the Department's field staff and support teams when making critical decisions around discharge planning and placement stability/disruption. Provider foster care agencies also have an assigned Utilization Review staff person to facilitate communication and support teams when making those same critical decisions as well as determining if level of care changes are appropriate.

The second team within the Utilization Review core function maintains responsibility for supporting provider agencies and DCS foster parents to ensure timely and accurate reimbursement for services. This team manages all data entry into the Department's CWIS system, provides administrative support around completion of Unique Care Agreements, and supports vendors in resolving billing related issues. Like the other teams, the provider agencies will have a 1:1 relationship with their support person in this team.

Part Two-Training Guide for DCS Field Staff

This section of the Tennessee DCS Placement System Orientation and Training Guide provides task specific information for end users (DCS Field Staff) of the placement system providing direct support and interaction with children, families, child and family teams and external system stakeholders. It is organized in sections based on the four core functions of the placement system (Intake, Family Based Placement, Residential Placement and Utilization Review). For each core function, the reader will learn what is expected from them and what they can expect in response.

Intake Core Function

In the 'Overview' section, a broad look at the core function of Intake was described. In this section, you will learn what is needed/expected of DCS field staff and what you should expect in response from the Network Development team.

Intake Overview-What I Need to Know:

- All placement work (after kinship options have been exhausted) is initiated through Intake (All removal types, all program areas, every time).
- Intake is both a process (gathering information) and a type of placement. Intake placement types include the following:
 - Primary Assessment Centers (PACs)
 - Enhanced Primary Assessment Centers (Enhanced PACs)
 - Assessment Foster Homes
 - Detention Centers.
- Intake relies on knowledge gathered by the DCS field worker engaging with the child and family (assessment), and the expertise of other internal partners (education consultants, mental health clinicians, and nurses) to determine the placement type sought and any other information needed.

What Is Expected of Me (DCS Field Staff):

- Initiate the intake process through a brief survey identifying the child, the child's demographics, the circumstances requiring placement, and when placement is needed. That is done through the 'Request a Placement' link located at this link: [Placement Central for Staff \(teamtn.gov\)](https://teamtn.gov)
- Make yourself available to the intake specialist.
- Provide full disclosure of all the child/family's strengths and needs gathered through the informal assessment process, including any safety concerns for the referred child or other children.
- Provide court orders/petitions (required for JJ entries and court removals (bench orders)).
- Provide/gather education information for children of school age indicating presence of lack of IEP.
- Provide/gather clinical information (diagnosis) for children likely going to residential placement.
- Arrange for transportation of the child(ren) to their initial placement.
- Prepare your child for placement prior to arrival and support their transition into that placement.
- Confirmation your child(ren) arrived at the arranged placement.
- Upload remaining referral information into TFACTS as available/applicable: picture, routine health authorization, medication consent CANS, perm plan, SS card, birth certificate, vaccination.

What I Should Expect in Response from Network Development:

- Responsive, friendly customer service from an Intake Specialist.
- A thorough interview from an Intake Specialist resulting in completion of the Intake (CS-0727).

- Clear communication regarding the status of your intake, the screening decision (intake placement, foster care or residential), and any other information needed. This communication will occur the same day, often immediately or shortly following the completion of the intake interview.
- Clear direction on how to obtain any missing information.
- Clear communication regarding who you will hear from next about your child(ren)'s referral.

Family Based Placement Core Function

In the 'Overview' section, a broad overview of the core function of Family Based Placement was described. In this section, you will learn what is needed/expected of DCS field staff and what you should expect in response from the Network Development team.

Family Based Placement Overview-What I Need to Know:

- Foster Care is an important part of the Department's network of placement resources. Foster care supports children entering custody, children who complete residential programs but are not ready for permanency and can be a child's permanency resource (adoption) or guardianship (if kinship).
- Foster care also serves as a temporary resource for children waiting for other types of placement.
- The information used to support a referral to a foster home (DCS or provider) is gathered in the intake process and provided to the Family Based Placement team by the Intake team.
- You will receive a notification when your referral is assigned to a Foster Care Specialist and the referral process for foster care has begun.
- When your child is placed you will receive written follow up from your Foster Care Specialist about any remaining items you need to complete and any next steps.

What Is Expected of Me (DCS Field Staff):

- Provide timely notification of changes in status, placement needs, medical needs, behaviors, or other concerns to your Foster Care Placement Specialist.
- Respond timely to any requests for follow-up information from your Foster Care Specialist.
- Work with your local leadership to obtain any approvals necessary prior to making the placement such as a placement exception request (PER).
- Prepare your child for placement prior to arrival and support their transition into that placement.
- Share your contact information with the foster parents and respond to any questions they have to best provide care for your child(ren).
- Obtain the foster parent's signature on the contract (for DCS foster homes) and follow your regional process for uploading the contract to TFACTS.
- Confirmation your child(ren) arrived at the arranged placement.

What I Should Expect in Response from Network Development:

- Responsive, friendly customer service from your Foster Care Placement Specialist.
- Clear communication regarding the status of your referral.
- Clear direction from your Foster Care Placement Specialist about the placement of your child(ren) including, but not limited to:
 - Address and Contact Information of Family, any restrictions or guidelines around arrival, a clear indication if placement is temporary in nature and those terms; A foster care contract

(for DCS placements), entry of the child(ren)'s placement into TFACTS and any safety planning requirements necessary to support the placement.

- Completion of any admission packet documents required by the provider agency.
- Notification of any required approvals that need to be obtained prior to placement occurring (i.e., need for placement exception request (PER). Note-completion/approval of the PER document(s) is the responsibility of the regional staff.
- Written follow up from your Foster Care Placement Specialist outlining any next steps.

Residential Placement Core Function

In the 'Overview' section, a broad look at the core function of Residential Placement was described. In this section, you will learn what is needed/expected of DCS field staff and what you should expect in response from the Network Development team.

Residential Placement Overview-What I Need to Know:

- Residential Treatment (Level 4, PRTF's, RTC's, Group Homes and DIDDS placements) is an important part of the Department's network of placement resources.
- Residential care, while important, should be limited to only children who require treatment in that setting and for only as long as that environment is necessary.
- The information used to support a referral to residential placement is gathered in the intake process and provided to the Residential Placement team by the Intake team.
- You will receive a notification when your referral is assigned to a Residential Placement Specialist and, the referral process for residential placement has begun.

What Is Expected of Me (DCS Field Staff):

- Provide timely notification of changes in status, placement needs, medical needs, behaviors, or other concerns to your Residential Placement Specialist.
- Respond timely to any requests for information from your Residential Placement Specialist.
- Prepare your child for placement prior to arrival and support their transition into that placement.
- Share your contact information with the residential provider and respond to any questions they have to best provide care for your child.
- Confirmation your child arrived at the arranged placement.

What I Should Expect in Response from Network Development:

- Responsive, friendly customer service from your Residential Placement Specialist.
- Clear communication regarding the status of your referral within 24 hours of the referral being sent to providers for review.
- Clear direction from your Residential Placement Specialist about the placement your child is to be placed at, including, but not limited to:
 - Address and Contact Information of Facility, restrictions or guidelines around arrival, a clear indication if placement is temporary in nature and those term, placement entry into TFACTS, any safety planning necessary to support the placement.
- Completion of any admission packet documents required by the provider agency.
- Completion of any ICPC referrals necessary for out of state placement.
- Notification of any required approvals that need to be obtained prior to placement occurring (i.e., need for a placement exception request (PER)).
- Written follow up from your Residential Placement Specialist outlining next steps.

- When your child is placed you will receive written follow up from your Residential Placement Specialist about any remaining items you need to complete and the assignment of your Utilization Review Specialist.

Utilization Review

In the 'Overview' section, a broad overview of the core function of Utilization Review was described. In this section, you will learn what you need to know about the Utilization Review and Billing/Invoicing functions, what actions are required of DCS field staff and what you should expect in response from the Network Development team.

Utilization Review Overview-What I need to Know:

- Discharge planning from residential placement begins at admission. It is essential that involved team members communicate and collaborate with total transparency.
- Sufficient and effective permanency work is necessary to ensure children exit residential placement when treatment is complete.
- The Utilization Review team will support decision making in any CFTMs that address discharge, stability/disruption, or level changes within the same program.
- The Utilization Review team will engage with DCS staff to ensure proactive planning is occurring with internal and external partners related to older youth who will transition to adult services (extension of foster care, Choices, DIDDS).
- Invoicing/Billing specialists within the Utilization Review Core Function will enter placement updates into TFACTS on your behalf.

What Is Expected of Me (DCS Field Staff):

- Be responsive when the U/R Specialist contacts you. They will only reach out to you when you need to know something related to the progress of your child or something is needed from you.
- Communicate any barriers in the child's treatment and progress.
- Respond timely when your child is recommended for discharge by planning for your child to return to their family or complete a referral for their next placement.
- Notify your U/R Specialist of any requests for CFTM's about discharge, stability/disruption, or level changes. Providers should make these requests directly to your U/R specialist but be certain to talk with them if a provider reaches out directly to you.
- Ensure the CANS is updated and provided to your U/R Specialist prior to any CFTM about discharge, disruption, or level change.
- Notify the Invoicing/Billing Specialists of every placement change, temporary break (runaway, detention, hospitalization) and custody exit **on the day it happens** by submitting information here: stateofennessee.formstack.com/forms/nocop_notice_of_change_of_placement_form
- Ensure the timely closure of all custody cases in DCS' electronic system.

What I Should Expect in Response from Network Development:

- Upon admission to a residential placement, a Utilization Review (U/R) Specialist will be assigned to your child and conduct monthly reviews until discharge.

- Transparency-Follow-Up information collected from reviews will be shared immediately with regional case managers, leaders, mental health clinicians (as needed), as well as the other parts of the Network Development team.
- The U/R Specialist will enter a review narrative into the DCS electronic record within seven (7) business days after case consultation.
- The U/R Specialist will engage with DCS staff to ensure proactive planning is occurring with internal and external partners related to older youth who will transition to adult services (extension of foster care, Choices, DIDDS) and coordinate any placement needs.
- The U/R Specialist will communicate and provide support related to any barriers in the child's treatment and progress.
- The U/R Specialist will attend and support decision making in CFTMs concerning barriers to your child's progress in treatment, stability/disruption, discharge, and level changes to support consistency decision making and provider accountability.
- The UR Specialist will work in coordination with the other teams within Network Development communicating placement needs and supporting timely referrals for the next placement.
- The Invoicing/Billing Specialists will respond with timely same day entry of placement moves or temp breaks and manage approvals for temp breaks.
- The Invoicing/Billing specialists will verify closure of all placement records completed by the DCS electronic system (i.e., Adoption and Custody Exits are ended when the custody episode is closed).

Part Three-Training Guide for Network Development Staff

This section of the Tennessee DCS Placement System Orientation and Training Guide provides task specific information for Network Development staff working in each of the four core functions as well as general guidance on customer service expectations and communication strategies. It is organized in sections based on the four core functions of the placement system (Intake, Family Based Placement, Residential Placement, and Utilization Review). For each core function, the reader will learn what is expected from them.

General Guidelines

Customer Service

As a member of the Network Development team, we have the privilege of supporting the work of our regional staff by providing access and support to a network of quality placement resources to support the children they serve. Our knowledge and expertise in the area of placement is how we put Children First! and how we Act in the best interest of Tennessee's Children and Youth. These values drive our expectations for consistent high quality customer service:

- Professionalism-we behave in a professional manner at all times in every form of communication.
- Responsiveness-we provide a timely and professional response to all communication.
- Engagement-we engage others in problem solving, lending our expertise and experience to each situation.
- Action-we drive action and decision making to ensure the needs of Tennessee's children are met.
- Accountability-we are accountable to each other, our customers, and the children we serve.
- Consistency-we consistently implement our practices and processes to ensure we act in the best interest of children and best serve our field staff every time!

Communication Strategies

Effective communication is a key component of the work of Network Development as we maneuver complex systems and relationships. These strategies support good outcomes for children and families.

- Relationships are Important and put Children First! Relationships are cultivated and maintained by consistent interaction and/contact. This is established best through personal interaction.
- Transparency-We always provide full disclosure when communicating with others. We also make our work product(s) available to others to review and provide feedback.
- Discernment-We thoughtfully discern how information is best communicated and select a communication method based on the subject matter (email and text are not always the best

option). More complex matters require more interactive communication strategies of face to face or telephone contact.

- We pay attention to who is included in email conversations, removing/including others when necessary to ensure internal and external partners are not bothered with discussions of internal processes that do not impact them.
- We communicate with those that are pertinent to the conversation. Endless email chains involving multiple people are not an effective form of communication.
- We communicate with Integrity and Commitment to our processes and core values, regardless of external factors or any personal feelings to the contrary.
- We strive to build our personal knowledge base. When we do not know the answer to a question, we go learn the answer, thus enriching our own knowledge. Never do we hand off those asking questions to someone else.

Intake Core Function

In the 'Overview' section, a look at the core function of Intake was described. In this section, you will learn what is needed/expected from the Network Development staff.

What I need to Know:

- You initiate every experience DCS field staff will have with placement (customer service matters).
- Intake relies on your engagement skills, knowledge about DCS and expertise in placement.
- Intake starts the tracking process for each child and supports the work of the other core functions.
- Your work determines the trajectory of every child's placement experience.
- Intake is operational 24 hours a day/7 days per week.

What is Expected of Me (Intake Specialist):

- The highest level of engagement and customer service.
- Know/understand the contract provider manual (everyone).
- You will gather information using your interview skills and utilizing regional nurses, mental health clinicians and education specialists to complete the intake document.
- You will enter each child requiring placement into DCS' placement tracking tool.
- At the conclusion of each intake, you will make one of three screening decisions:
 - Child is appropriate for foster care placement;
 - Child needs residential placement;
 - Additional assessment required-refer to assessment focused placement.
- Clear communication to person(s) involved in the intake, the assigned custody worker (if different), their Team Leader and the regional designee. This communication includes these elements:
 - Status of the Intake (screening decision);
 - Identification of item(s) still needed;
 - Recommended tasks to obtain missing item(s).
- Notifications to our invoicing/billing team the same day any placement is made.
- Daily update of our tracking tools.
- Consistency-we must adhere to our values and processes without exception.
- Intake is operational 24 hours a day/7 days per week.

Family Based Placement Core Function

In the 'Overview' section, a broad look at the core function of Family Based Placement was described. In this section, you will learn what is needed/expected from the Network Development staff.

What I need to Know:

- Foster Care (of all types) serves the vast majority of children in DCS custody.
- Best Practice supports that children be served in family-based settings when appropriate. Only those children that must experience a residential placement should be placed in congregate care.
- Placing children in close proximity to their home community is important for preserving community connections (family, friends, school, natural support systems).
- Permanency should be considered any time placement of a child is being considered. Doing so prevents additional future moves and helps place children closer to their permanency resources.

What is Expected of Me (Foster Care Specialist):

- The highest level of engagement and customer service.
- Know/understand the contract provider manual. (That includes our DCS foster home folks).
- Full Disclosure (Transparency) without exception. Our foster parents and provider partners deserve nothing less than full disclosure and you cannot make good placement decisions for children without it.
- Display respect for agency partners (we never refer directly to a provider agency foster home).
- Build a knowledge base of the foster homes/agencies to whom you are assigned. This helps us make the best matches possible.
- Daily updates to our tracking tools and waiting lists (for agency placements).
- Notifications to our invoicing/billing team the same day any placement is made.
- Consistency-we must adhere to our values and processes without exception.
- Family Based Placement is operational 24 hours a day/7 days per week.

Residential Placement Core Function

In the 'Overview' section, a broad look at the core function of Residential Placement was described. In this section, you will learn what is needed/expected from the Network Development staff.

What I need to Know:

- Best Practice supports that children be placed in congregate care for only as long as that type of care is needed.
- Placing children in close proximity to their home community is equally important for residential placements for preserving community connections (family, friends, school, natural support systems).
- Children should be placed out of state as a last resort and only if in-state residential resources have been exhausted or are unable to care for the child.
- Residential Placement is operational 24 hours a day/7 days per week.

What is Expected of Me (Residential Specialist):

- The highest level of engagement and customer service.
- Know/understand the contract provider manual.
- Full Disclosure (Transparency) without exception. Our provider partners deserve nothing less than full disclosure you cannot make good placement decisions for children without it.
- Fully review all referrals for quality and appropriateness.
- Clear communication to others when additional information is needed to secure a placement.
- Daily follow up with providers regarding pending referrals.
- Daily updates to our tracking tools and waiting lists.
- Notifications to our invoicing/billing team the same day any placement is made.
- Completion of provider admissions packets on behalf of the DCS field staff.
- Completion, submission and monitoring the status of ICPC referrals for out of state placements.
- Consistency-we must adhere to our values and processes without exception.
- Residential Placement is operational 24 hours a day/7 days per week.

Utilization Review

In the 'Overview' section, a broad look at the core function of Utilization Review was described. In this section, you will learn what is needed/expected from the Network Development staff.

What I need to Know:

- Discharge planning from residential placement begins at admission. It is essential that involved team members communicate and collaborate with total transparency.
- Sufficient and effective permanency work is necessary to ensure children exit residential placement when treatment is complete.
- The Utilization Review team will support decision making in any CFTMs that address discharge, stability/disruption, service delivery or level changes within the same program.
- The Utilization Review team will engage with DCS staff to ensure proactive planning is occurring with internal and external partners related to older youth who will transition to adult services (extension of foster care, Choices, DIDDs).
- Invoicing/Billing specialists support every aspect of placement related billing (provider and DCS foster care) to ensure the timely and accurate delivery of payments.
- Utilization Review and Invoicing/Billing support is operational 24 hours a day/7 days per week.

What is Expected of Me (Utilization Review Specialist):

- The highest level of engagement and customer service.
- Know/understand the contract provider manual.
- Once admitted, conduct monthly reviews for each child until discharge.
- Transparency-follow-up information collected from these reviews will be shared immediately with regional case managers and leaders, mental health clinicians (as needed), as well as the Network Development team.
- Enter UR tracker and Case Consultations within seven (7) business days. This ensures the team is aware of the child's progress and plans for step-down.
- Monthly in-person contact with your assigned providers.
- Provide complete intake packets to other Network Development teams when step down or disruption is occurring.
- Ensure current and accurate information is shared across all Network Development teams.
- Provide support and a consistent application of standards when guiding placement stability/disruption discharge and level change decisions.
- Proactive work/planning related to transition work for older youth who will transition to adult and extension of foster care services. Every Youth in Residential Treatment Centers exiting to adulthood will have a plan for success in advance of their 18th birthday.
- Participation in daily Round Table-TEAMS meeting to facilitate knowledge and feedback).
- Consistency-we must adhere to our values and processes without exception.
- Family Based Placement is operational 24 hours a day/7 days per week.
- Utilization Review is operational 24 hours a day/7 days per week.

What is Expected of Me (Invoicing/Billing Specialist):

- The highest level of engagement and customer service.
- Know/understand the contract provider manual.
- Same day entry of all placements. You will receive a notification of any afterhours placements by a phone call from the Intake Team, Foster Care Team, or Residential Team.
- Draft all Unique Care Agreements for Approval
- Reconciliation of provider Invoicing before they send bill for monthly placements.
- Reconciliation of stability bonus invoicing from providers.
- Reconciliation of education billing for in house schools.
- Reconciliation of DCS foster home billing issues.
- System of checks and balances to ensure deadlines are met.
- Consistency-we must adhere to our values and processes without exception.
- Invoicing/Billing is operational 24 hours a day/7 days per week.