



Department of
Children's Services

Annual Report

State Fiscal Year July 2019 – June 2020

January 2021

A Message from Commissioner Jennifer Nichols

Dear Friends,

The Department of Children's Services strives every day to create safe and healthy environments for children where they can live with supportive and loving families and engaged communities.

The vision that drives our work to serve children and families across Tennessee and is reflected throughout the department's Annual Report for Fiscal Year 2020. This report highlights the department's achievements and the dedication of more than 3,500 child welfare professionals who continued to serve children and families throughout the challenges of 2020.



- DCS helped create forever families for more than 1,600 children and finalized 1,204 adoptions and an additional 426 subsidized permanent guardianships.
- The department trained 2,647 new foster parents through the series of initial, pre-service classes – many through newly created on-line classes.
- At the start of FY20, there were 885 delinquent youth in custody in Tennessee and only 683 youth in custody at the end of the fiscal year. That's a decrease of 203 youth – or 23 percent.
- In September 2019, DCS began a reorganization that will merge CPS Investigations and Assessments units under one division, the Office of Child Safety. This will improve the department's response to child protection and prevention. It will also lay the groundwork for the new federal requirements under the Family First Prevention Services Act.
- Our Human Relations team created a standardized, statewide new employee orientation program, part of a strategy to reduce case-manager turnover. The results so far: a 3 percent reduction compared to last year.

With safety, permanency and well-being as our goal, our work to provide high-quality prevention and support services to children and families is magnified by collaboration with our provider network, private and public partner agencies, the courts and the General Assembly.

I am proud of our team at DCS and their commitment to serve Tennessee's most vulnerable citizens. Thank you for your support and interest in the mission of the Department of Children's Services.

Sincerely,

Jennifer Nichols
Commissioner

Our Mission

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

Our Vision

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

Our Values

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

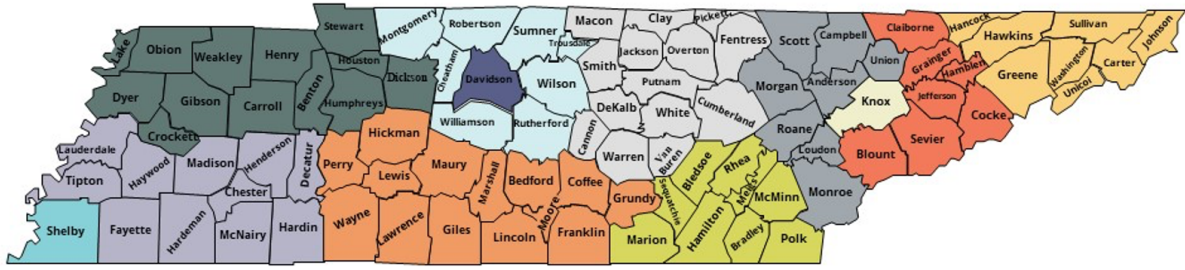
Integrity: Ethics, fairness and sincerity are the foundation for a successful organization.

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

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

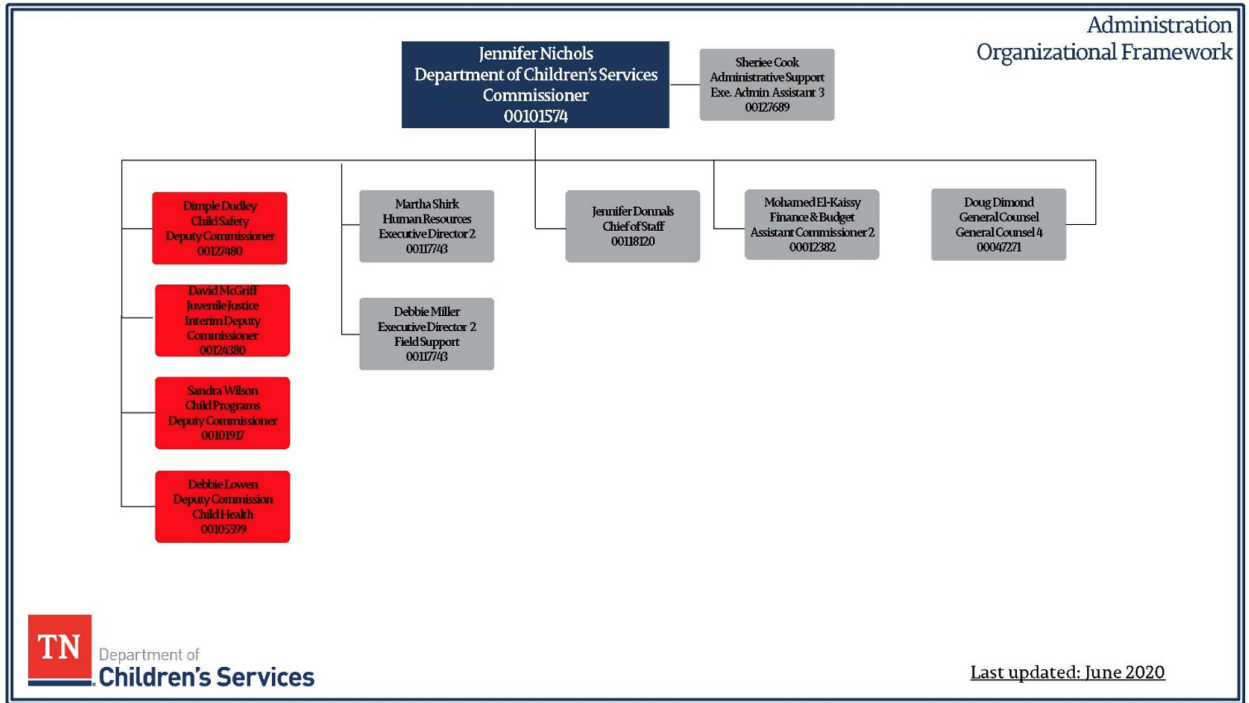
Regional Administrators Contact Information

Revised: February 2020



- | | | |
|---|---|--|
| Northwest, 13 Counties
RA Bret Brooks (731) 621-9447 | South Central, 18 Counties
RA Tammy Dixon (931) 797-5954 | Upper Cumberland, 14 Counties
RA Felicia Harris (931) 260-5204 |
| Mid-Cumberland, 8 Counties
RA Lisa Brookover (615) 476-7185 | TN Valley, 9 Counties
RA Vacant | Northeast, 8 Counties
RA Sherri Lawson (423) 534-9978 |
| Shelby County
RA Merlene Hyman (901) 578-4371 | Knox County
RA Charles Baumgardner (865) 201-2463 | East, 8 Counties
RA Marcy Martin (865) 250-5029 |
| Southwest, 11 Counties
RA Roger Webster (731) 225-0460 | Smoky Mountain, 7 Counties
RA Wendy Forester (423) 312-9748 | Davidson County
RA Kereyynn Davis (615) 636-2336 |

Wildier Youth Development Center
Somerville, TN
Michael Peeler, Superintendent
901-466-3268



Last updated: June 2020

COVID-19 Pandemic Response

The COVID-19 pandemic drastically changed the day-to-day lives of many Tennesseans. Everyone had to adjust the way they worked, learned, played and lived. The DCS family was no exception.

However, while many moved to remote-only, hundreds of DCS Case Managers continued their work of serving families and ensuring children were safe, face-to-face. We were thankful to have the Unified Command Group and Tennessee Emergency Management Agency provide personal protection equipment for our front-line staff. DCS offices in all 95 counties remained open and operational and there was never a disruption in services provided to our children and families. The pandemic impacted our work as child welfare professionals in many ways, but we are proud to say DCS continued to advance safety, permanency and well-being of the children we serve.

At the start of the pandemic, one of the biggest impacts the department felt was on the Child Abuse Hotline. Most schools, religious services, medical appointments and sporting events were canceled, meaning fewer eyes were on children. This caused a decrease in abuse and neglect referrals. In March 2020 alone, calls to the hotline decreased nearly 20% from the previous year. The department worked diligently, with the help of Governor Bill Lee, to remind Tennesseans of mandated reporter laws and encourage them to keep an eye on the children in their lives. As businesses slowly started to reopen, and some schools resumed in-person learning, calls to the hotline steadily increased.

In March 2020, the department created a COVID-19 guidance page on tn.gov/dcs to keep the DCS family up to date on the latest in our pandemic response. The page included guidance documents for staff, providers and foster parents, which were updated often. The page also included frequently asked questions and links to important information from the Governor's Office, Unified Command Group and the Tennessee Department of Health. To further ensure our network was well informed, we created an email address specifically for COVID-19-related questions and included a form for the public to ask questions on the webpage.

Highlights

- Visits with children and families moved to video conferences in most cases, except for initial CPS referrals or where child safety was a concern.
- Mass testing of youth and employees at Wilder Youth Development Center and some private provider facilities were conducted when cases emerged.

- All newly admitted youth to Wilder were tested and then quarantined before joining the general population.
- PPE was distributed to staff and youth at Wilder and to DCS staff in offices across the state.
- Foster parent training went virtual, including the annual foster parent conference. The change in format prompted a record-breaking number of participants.
- New employee training moved to a virtual format, meaning there was no disruption to pre-service training for new employees.
- Child Abuse Hotline staff worked from home, leading to an increase in productivity and morale, while call-outs and turnover decreased.
- DCS attorneys continued to work with the courts to handle emergency proceedings, adjudications and termination of parental rights cases – some virtually.

Office of Child Safety

Deputy Commissioner Dimple Dudley
Executive Director Carla Aaron

- 77,238 CPS investigation and assessment hotline cases
- 138,747 Tennessee Child Abuse Hotline calls

The Office of Child Safety is responsible for conducting investigations on serious or severe child abuse and neglect allegations. The Special Investigations Unit responds to allegations of abuse or neglect where it involves an employee or volunteer acting as a caregiver in foster homes, congregate care, schools and day care centers. Investigations are often coordinated with law enforcement, child advocacy centers, prosecutors and juvenile court representatives.

The Child Abuse Hotline receives, screens, and assigns referrals of child abuse and neglect 24 hours a day, seven days a week.

CPS Redesign

In September 2019, DCS announced a framework for redesign and reorganization that merges CPS investigations and assessments under one division, the Office of Child Safety. The primary objectives for the CPS Redesign are to create a more comprehensive and responsive approach to child protection and prevention; and to lay the groundwork for the Families First Prevention Services Act. The practice model created specialized teams such as Child Protection Investigative Team, Rapid Response, Triage and Child Protection and Preservation teams, in addition to expanding the drug teams to other regions. Staffing resources and case assignments are carefully assessed in each area to determine the composition of the specialty teams. During the regional implementation, enhanced training is delivered to frontline caseworkers and supervisors to better equip and prepare them for their caseloads. Additionally, to further enhance and strengthen relationships, meetings are held with community partners (such as law enforcement, child advocacy centers, prosecutors, juvenile courts, schools and hospitals) to share the redesign model and discuss local protocols and collaboration.

Shelby County, the largest urban single county in the state was the pilot for the redesign and was implemented in January 2020. Following the roll-out in an urban area, the 14 counties and five (5) judicial districts that compile the Upper Cumberland region were implemented in June. Moving forward with the CPS Redesign with an implementation date of January 2021, will be the four regions that compile the Grand East region (Knox, Northeast, Smoky Mountain and East). The remaining six regions are targeted to implement the CPS redesign by the end of June 2021.

Drug Teams

Specialized drug teams were created to expedite and enhance the response to families with substance abuse and addiction issues involving infants. The drug teams work closely with regional hospitals and substance abuse treatment providers to offer a more comprehensive approach for families. Presently, there are drug teams established in 39 counties representing 6 of the 12 DCS regions. These teams are strengthened with partnerships such as Tennessee Department of Mental Health and Substance Abuse Services, Department of Health, Tennessee Bureau of Investigation, Tennessee Dangerous Drugs Task Force, Tennessee Association of Alcohol, Drug, and other Addiction Services, and many local substance abuse treatment providers.

DCS, in collaboration with law enforcement and addiction specialists, coordinated and delivered training and workshops to community stakeholders and DCS staff in rural and under-served counties. This provided the opportunity to strengthen and build partnerships and increased the participant's knowledge on drug trends and the impact of addiction and recovery on families involved with DCS.

Child Sex Abuse Prevention Committee

Agencies that are involved in child sexual abuse prevention efforts joined forces in May 2019 to discuss the need for a more strategic prevention effort and to develop a statewide plan. All participating agencies agreed to collaborate to increase child sexual abuse prevention efforts across Tennessee. The mission of the committee to prevent child sex abuse by promoting child safety through quality training, education, increased awareness, offering evidence-based programs, and developing strong partnerships with local communities. During 2020, the committee created a public service announcement providing education and a call to action for Tennesseans regarding child sexual abuse prevention. A Child Sexual Abuse Prevention webpage was developed and is hosted on the Department of Children's Services website to provide Tennesseans educational resources & strategies for preventing child sexual abuse. Additionally, the committee completed a data analysis on the Child Protection Investigative Team reports, which are statutorily required and provided annually to the Senate Judiciary Committee & House Children & Families Subcommittee. The analysis will inform the committee on additional projects or initiatives.

Domestic Violence Liaison Program

The Domestic Violence Partnership Model is a multidisciplinary approach between DCS and community agencies for the prevention and intervention of domestic violence. A liaison, who is employed by the Domestic Violence Shelter, is co-located at both the Domestic Violence Shelter and the local DCS office to assist families and community agencies supporting and seeking assistance for victims of domestic violence. In 2018, WRAP in Madison County became the first implementation site. In 2019, YWCA in Anderson/Loudon/Roane Counties and Partnership in Hamilton

County also became official sites. In 2020, four additional sites were added including the Domestic Violence Program in Rutherford County, YWCA in Knox County, YWCA in Shelby County, and Women are Safe in Hickman/Perry/Lewis Counties.

To strengthen the Department's response to domestic violence, the Office of Child Safety has drafted a domestic violence allegation and work-aid to provide clear case direction to staff who are working cases that may involve domestic violence. This policy incorporates federal guidance from the Children's Bureau, which is an Office of the Administration on Children and Families, on domestic violence into Tennessee specific policies. These policies are currently in the draft phase and being reviewed by front line staff, legal staff, and domestic violence shelter staff to incorporate global feedback prior to finalizing and distributing to frontline caseworkers.

Office of Child Programs

Deputy Commissioner Sandra Wilson

- 1,204 adoptions finalized
- 689 college scholarships provided to youth
- 781 youth served through Extension of Foster Care

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

Child & Family Permanency

During the state fiscal year 2019-2020, the Divisions of Child Permanency & Network Development continued to build and strengthen internal, external and collaborative infrastructures to attain and sustain strong permanency support networks for children and families.

Guided by a continued vision that strong partnerships with foster parents, biological families, faith communities, providers and other stakeholders enhances a common goal of increasing wrap-around support for families, the following areas of focus were executed through staff and partner collaboration in twelve DCS Regional Administrative/Operations Units.

Single Team/Single Plan: Multiple Agency Collaboration Initiative

The Multi-Agency Collaboration's Single Team Single Plan approach, which began in late 2014, transitioned to the oversight and leadership of the Department of Children's Services effective June 2018. The Single Team/Single Plan Approach provides an opportunity for families to participate voluntarily in services that are aligned through a collaborative group of state agencies and community partners. It allows families to have a Care Coordinator assigned to their case who can assist and provide guidance in the coordination of services from multiple agencies. While the focus of STSP is greater efficiencies in navigating state systems, coupled with access to supports that negate the necessity for custodial entries, the model may also be used to help achieve permanency more quickly for children who do enter out of home care. Together, with the Departments of Health, Mental Health/Substance Abuse Services, Education, Human Services and TennCare, the collective goal is to foster single door integrated access to services and supports that build and sustain long-term family permanency. At the end of November 2020, STSP was active in 65 counties throughout the state.

Child and Family Team Meeting Revitalization

Revitalization of the Child and Family Team Meeting process was implemented during FY '20 to return focus to the practice wheel by providing enhanced oversight and support to the process. Leadership groups have been established, including CFTM Team Excellence and Facilitator CQI, who meet regularly to provide statewide input from a variety of backgrounds and levels of supervision, resulting in greater informed practice. Leadership teams have used this information to update policy and procedures for CFTM's including the appeals process, requirements to become certified as a skilled facilitator and maintenance of certification, and the production of a user friendly CFTM User Guide. Messaging to customers about the CFTM has been updated to include information in the Client's Rights Handbook and new brochure/ flyer documents for families and teens to help explain and prepare customers for the meeting. Additional training is being implemented to improve practice including specific training geared towards certified trained skilled facilitators to increase their skills, training for case management staff for best practices in conducting CFTMs for their cases, and specific topics related to practice that are often done within the CFTM such as concurrent planning and diligent search. The quality of CFTMs is being evaluated through case reviews utilizing a tool created specifically to measure the quality of CFTMs. The development of a customer survey tool is underway to gather feedback on CFTM experiences to guide future work in this area. This survey is expected to launch in early 2021.

Full Disclosure of Permanency Options for Relatives and Kin

Relative and kinship care is a priority for DCS and ensuring that relatives and kin receive comprehensive information about permanency options has been a focus this year. Policy and procedures have been developed/modified to ensure standardized messaging when informing relatives and kin about options that may be available to them when considering a caretaker role. This process includes providing the information to families in a variety of ways. The agency created and released a video that outlines each permanency option available for relatives and kin. The video provides examples of scenarios and what support they could receive, including which options may include ongoing involvement with the agency and long-term financial support. The video is available to the public through the agency's webpage, and staff have access to a link to save the video on their devices to show it to families as they engage them in the discussion. There is also an accompanying guide that provides the same information in writing and staff are directed to leave the guide with families so they can revisit the information as needed. Staff ask families to sign the last page of the guide following their discussion indicating they have received the information. All case management series staff participated in a required training that outlines the process, the options available and staff's responsibilities related to disclosing permanency options when working with kin and relatives. Increasing awareness of permanency options will enhance the overall potential for relatives and kin to make informed decisions when considering a permanent caretaker role.

Supports for Permanency through Adoption/Guardianship

Finding permanent, nurturing homes for children/youth in state custody creates stability and normalcy while reducing the trauma of “not belonging.” Trending continues to reflect that approximately 80% of adoption finalizations are with caretakers who have fostered for the child/ youth being adopted. The Department, therefore, has an ongoing priority to increase the pool of quality foster homes and to provide adequate support to those homes. At the beginning of each year, using baselines established from foster home closures in the prior fiscal year, the Department establishes new home approval goals that exceed prior year closures and that are tracked monthly.

For state FY '19-20, the statewide goal was approval of no less than 1177 new homes. Despite the challenges caused by the national COVID-19 pandemic, the Department was successful in recruiting and certifying a total of 1212 new homes, thereby exceeding the goal by 3%.

Between July 1,2019 and June 30, 2020, the Department finalized 1,204 adoptions and an additional 426 subsidized guardianship finalizations. For the same period, funding for pre-adopt and post-adopt support services remained consistent and sought after, with 476 pre-adopt, post-adopt, and guardianship families accessing the services.

In-Home Family Support Services

Children and families are often best served through the provision of support and services to reduce the risk of an out of home placement or entry into foster care, and to reduce the likelihood of abuse and/or neglect. Family Support Services recognizes the protective capacities of families and the importance of shared decision making and community connections necessary to strengthen the ability of families to provide care to their children and prevent abuse and/or neglect. During the state fiscal year 2019-2020, the implementation of evidence based in-home practice model was finalized in all twelve regions of the state through training, implementation, and support calls at scheduled times after beginning the change in practice. The statewide workgroup continues to track and adjust the components of the model, which includes evaluating the capacity for TFACTS to support program design. Conversations are underway with Business Solutions in the IT division to construct a system supportive of the practice model.

In-Home Resource Linkage

The purpose and goals of the Resource Linkage program are to safeguard and enhance the welfare of children, preserve family life, and prevent harm and abuse to children by strengthening the ability of families. RL coordinators collaborate with public and private agencies to refer families to available resources that meet their needs. Assistance for this fiscal year has been provided in the form of housing

necessities, clothing, food, baby items, furniture, and any other basic necessities for children and families. RL coordinators are also able to make referrals to other agencies for services such as counseling, parenting, etc. RL may occasionally use case service requests to ensure families receive assistance such as extermination, utility payment, transportation, etc. RL coordinators were also involved in school supply drives, holiday gifts for children, graduation and prom assistance, and many other avenues of need that supported the community.

Resource Linkage is offered in all 95 counties in the state and is provided by committed Resource Linkage Coordinators. The RLCs are also responsible for attending Community Advisory Boards, which is a meeting of community stakeholders who gather to discuss the needs of the community and develop solutions to assist children and families in need. All RLCs attend CABs and have close relationships with community partners through this process. Beginning in the last fiscal year, DCS Central Office worked with RL coordinators as well as the other DCS divisions in order to enhance TFACTS and revise RL policy. These enhancements will help to streamline RL functionality in the SACWIS system, as well as advance practice. There is currently consideration being made to the language in statute for the Community Advisory Boards and the CAB toolkit, which provides direction for CAB meetings and the support rendered by RL coordinators.

Relative Caregiver Program

The Relative Caregiver Program is an option offered in all 95 counties available for relatives to care for non-custodial children who require out-of-home care. Children and relative caregivers receive supportive services geared toward self-sufficiency and stability to ensure the child is able to stay within the family instead of entering foster care.

The family does not receive a monthly stipend through the program, but rather has access to several other opportunities to support them. The family should be related through blood, marriage or adoption and meet financial guidelines to be eligible for the RCP program.

In the last Fiscal Year, RCP has been able to provide families with direct financial assistance for overdue utility bills, clothes and food for children, furniture for infants and children, and any other basic needs. RCP has also afforded families enrichment activities which often provide respite and/or family bonding. Some specific activities sponsored by RCP include: A partnership with the MET singers to provide a 2 day musical retreat with meals and snacks included, a trip to the TN State History Museum, G.E.M.S. (Girls Empowered and Mentored for Success) Girl's Mentoring Group, H.E.R.O.E.S.(Honorable, Exceptional, Respectful, Optimistic, Energizing, Smart)-Boys Mentoring Group, breakfast with Santa and a Christmas party, a visit to the holiday lights at the Chattanooga Zoo, and many more opportunities across the state for children and caregivers to attend. RCP also coordinates with their own provider agency or other community agencies to provide educational workshops for caregivers and children. Some of the education

workshops provided in the last Fiscal year include: wellness group with exercise instructors, Trauma and Its Impact on the Body with Family & Children's Service & Center Counselor Theresa Baptiste, End of Life Planning, a fire safety training was offered, educational workshops utilizing PASTA (Parenting a Second Time Around) curriculum, and many other informative workshops for children and caregivers. In addition to enrichment and educational opportunities the RCP also hosts support groups for children, caregivers, and birth parents.

Support groups and the overall emotional support that caregivers receive from the RCP staff is commonly reported in satisfaction surveys as being one of the greatest benefits of the program. RCP staff are able to harbor strong relationships with families to help them strive for self-efficiency and also have the tools to advocate for themselves. In addition to the successful services that RCP has to offer, the Central office is also working with IT to enhance the program's ability to track their work in TFACTS to serve the program better by collecting data and reporting it out accurately.

Network Development

The mission of the Network Placement and Provider Relations Division is to forge an open, honest and collegial partnership between contract provider agencies, field staff and other relevant DCS divisions that are critical for the effective and efficient delivery of services to DCS children. This division is a conduit through which residential services are coordinated and supported in a manner that maximizes the benefits to children the department is entrusted to serve and it oversees a network of 30 contract private agencies providing out of home care and services to children/families in the care of the department. A significant number of these contracts are out-of-home continuum contracts. 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. The division 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 through the Network Development division 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. This division also manages any residential specialty services such as autism spectrum and neuro-developmental programs, 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. Over the course of the period covered by this report, the Department has been engaged with the child welfare consulting agency, Chapin Hall to evaluate/assess network capacity.

Independent Living Services & Supports

The Independent Living Program provides the John H. Chafee Foster Care Program for Successful Transition to Adulthood services as well as monitors and implements the provision of Extension of Foster Care Services (EFCS). As a part of the federal mandate, this division is charged with building a network of appropriate supports and services for youth transitioning out of foster care and for those who are likely to remain in care. The Office of Independent Living collaborated with DCS Health Advocacy and training division staff to develop a staff, provider, and foster parent computer-based training entitled "Road to Adulthood". The training provides an overview of voluntary adult service models including Extension of Foster Care, Employment and Community First Choices, and Behavioral Health Transitions. During the state fiscal year 2020, the Independent Living Program Specialists collectively participated in 4,102 Child and Family Team Meetings for youth ages 14 and older.

Additionally, Independent Living staff assisted with the development of 198 Independent Living Plans and 807 Transition Plans based on manual reporting. 781 individual youth that aged out of foster care accepted Extension of Foster Care Services and 689 college scholarships were provided during state fiscal year 2020. As a response to the COVID-19 pandemic, the Office of Independent Living partnered with the DCS Education division to obtain education documents needed for Extension of Foster Care enrollments that were more difficult to obtain due to schools being closed. EFC young adults that reside on college campuses were closely monitored to ensure their housing needs were met due to campus closures. COVID-19 youth surveys were conducted to determine how young adults were managing during the pandemic. Survey responses that indicated an immediate need were referred to Independent Living Specialists and Youth Villages LifeSet Specialists in the area where the youth reside for further follow up. Youth led townhall meetings were held in each grand region to discuss the importance of maintaining a schedule, keeping mental health appointments, staying connected with friends and family, and helpful resources during the pandemic.

The Independent Program also provides oversight for TN's Federal Personal Responsibility Education Program "PREP" to implement the evidence-based Teen Outreach Program® in selected congregate care settings through a contract with Oasis Center and the skill-based Sisters Saving Sisters Program through a contract with the four Resource Centers. The Resource Centers serve as a one-stop shop for current and former foster youth ages 14-24 for information and resources on education, employment, housing and life skill building. The Resource Centers initiate the Jim Casey Opportunity Passport financial literacy classes with an asset match component. Each of the Resource Centers made adjustments to their programs by holding classes virtually due to the pandemic. The allowed for more youth to be served that wouldn't have normally been able to participate due to transportation issues. Additionally, Independent Living monitors the federal PREP contract with Harmony Family Center for Youth Leadership Academy Camps,

serving 100 youth per year. During each camp, youth participate in a spectrum of events around IL skill development, sexual health and family planning, and team building to include ropes courses, wall climbing, equestrian therapy, hiking, swimming and meal preparation. Two camps were held during the fiscal year prior to the pandemic, but the remaining scheduled camps had to be canceled out of an abundance of caution to eliminate youth and staff contracting the virus. Harmony scheduled and held life skills and sexual health webinars for youth for the remainder of the fiscal year.

Office of Juvenile Justice

Interim Deputy Commissioner David McGriff
Executive Director Misty Neely

- 1,969 youth served on probation/diversion
- 716 juvenile justice youth placed into state custody

Juvenile Justice Diversion, Probation, Custody Services

Youth adjudicated as delinquent may be served by DCS through pre-trial diversion, probation supervision, or as custodial youth with in-home services or in residential placement. Overall, the number of diversion and probation cases has declined since 2012. For FY20, the department served 1,969 youth on probation/diversion compared to 2,448 youth in FY19. The number of custodial youths has experienced similar declines. These declines follow state and national trends of fewer youth entering custody for delinquent offenses.

Prevention Services

The Office of Juvenile Justice (OJJ) provides funding to prevent youth from entering custody. Twenty-eight (28) grants totaling \$4.8M were awarded this year to juvenile courts and community agencies that serve youth at risk of entering state custody for delinquency, truancy and other status offenses; 3032 youth were served this year. 98% of youth served were diverted from state custody. Funded services include juvenile court intake, county probation, intensive probation, intensive aftercare, educational programs that provide an effective learning environment and a continuum-of-care for at-risk students.

In accordance with TCA § 37-1-162, each year the OJJ distributes State Supplement grants to counties for the improvement of juvenile court services. This year, 89 Tennessee counties received state supplement funding.

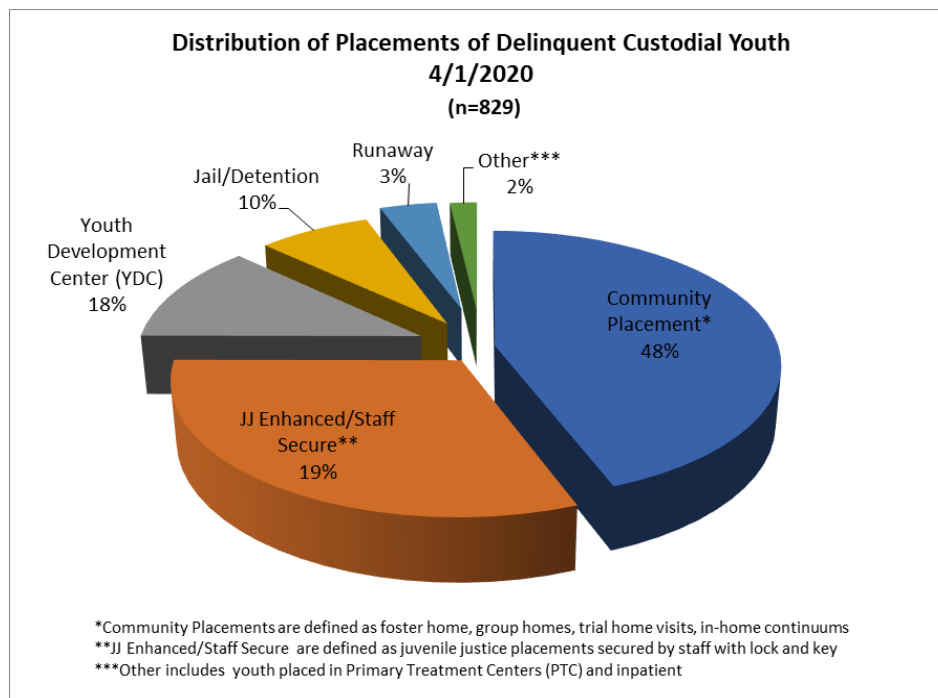
In October 2017, DCS and Youth Villages entered into a 5 year, 15-million-dollar contract to provide intensive in-home services and assessment through the Multi-Systemic Therapy Program with an adaptation of MST for emerging adults, MST-EA for older youth. This program is in place to reduce delinquent commitments to DCS statewide, increase the use of evidence-based practices in Tennessee's juvenile justice system and reduce the recidivism rate of youth involved with the court and DCS. Since October 2017, 803 youth have been served through MST with a 87% success rate and 56 young adults have been served through MST-EA with a success rate of 93%.

Custodial Services

The juvenile court judge has the authority under TCA § 37-1-137 to commit an adjudicated delinquent youth to state custody. Youth can be committed to DCS custody if they are 18 years old or younger. Per TCA § 37-1-137(a)(1)(A) and (B), a juvenile court may impose either (1) an indefinite-indeterminate sentence in which a child is committed to the custody of the department of children's services for treatment and rehabilitation for an indefinite period, up to age 19 or (2) a determinate period of time up to age 19 and the length of the commitment cannot be greater than the sentence for an adult convicted of the same crime. Once a youth is committed to state custody, a complex process guided by state law and DCS policies takes place in order to determine placement and services.

Residential services for delinquent youth in DCS' custody fall into three categories: Hardware Secure, Staff secure and Community-based. In FY 20, three facilities totaling 163 beds, provided hardware-secure residential placements with the highest level of supervision and restrictions on the behavior of the youth. For youth appropriate for staff secure residential placement or community setting, DCS contracts with 30 private service agencies for community-based placements at three levels of care varying in the degree of supervision provided.

The number of youth in residential placements fluctuates throughout the fiscal year. In order to provide a representative count, April 1, 2020, was selected as a date in time that avoided holidays, variations associated with the school calendar, etc. The following graph shows the distribution of placements for custodial delinquent youth on that date.



Case management is provided by JJ family service workers for delinquent youth placed in the custody of DCS. Once the youth completes treatment, permission to release the child must be approved by both the DCS Commissioner and juvenile court. At the start of FY20, there were 885 delinquent youth in custody in Tennessee and only 683 youth in custody at the close of FY20. This was a decrease of 203 youth or 23%.

Interstate Compact for Juveniles

The Office of Juvenile Justice administers the Interstate Compact for Juveniles (ICJ). The Compact is the only legal means to transfer a juvenile's supervision from one state to another and to return out of state runaways and has the full effect of federal law. ICJ allows for the return of runaway youth (Escapes, Absconders, Accused Delinquent and Non-Delinquent) who cross state lines and provides for the monitoring/supervision of juveniles on probation or parole (aftercare) who move out of state and still have requirements remaining. Tennessee, as part of the compact, also accepts supervision of probation and parole cases from other states when families move into this state. For FY20, the ICJ program accepted 106 Probation cases and 11 Parole cases for supervision in Tennessee. Tennessee sent 87 Probation cases and 46 Parole cases to other states for supervision. The Office also returned 116 runaway youth to and from Tennessee; this is an increase from last year when 94 runaways were returned.

Public Chapter 1005

The Tennessee State legislature passed Public Chapter 1005 in 2016. This law requires DCS to collect information on the number of local and state probation cases; the total number of children in juvenile justice placements by type of placement; recidivism rates of children served by probation; the number of juvenile justice receiving evidence-based treatment and a listing of juvenile courts that receive prevention grants from the department. This report is submitted annually to the General Assembly by January 31.

Juvenile Justice Reform Act

The 2018 Juvenile Justice Reform Legislation has brought major changes to the way youth enter the juvenile justice system and additional resources to keep youth out of custody. The legislation provided \$4.5 million to the Department of Mental Health and Substance Abuse Services to purchase evidence-based services to prevent youth from entering juvenile justice custody. The legislation also requires DCS and juvenile courts to use standardized risk and needs assessments to assure that treatment plans for youth are addressing identified risk and needs. This legislation took effect July 1, 2019. This year, the Department collaborated with Georgetown and Vanderbilt Universities along with local juvenile courts in an effort to enhance the Child Adolescent Needs and Strengths (CANS) assessment around risk needs and to work toward developing a risk matrix.

Highlights

- Increased use of electronic monitoring for youth on Trial Home Visit and Aftercare services in the community.
- Newly staffed electronic monitoring unit that will further enhance the ability to monitor youths whereabouts during intensive probation, trial home visits and aftercare
- Improved safety for transportation of youth by adding First Responder phones and training for all transportation officers across the state.
- Continued COA and PREA compliance.
- Wilder YDC was re-accredited by Council on Accreditation.

Office of Child Health

Deputy Commissioner Deborah Lowen, MD

- 95.85% statewide EPSD&T screening rate
- 85.71% dental screening rate
- 42 youth transitioned to ECF Choices

The Office of Child Health is responsible for the health of children served by DCS. DCS serves as the caretaker, ensuring youth in care receive proper health care from community providers, much as a parent makes sure that medical and dental appointments are made and kept, making sure prescriptions are filled and appealing to insurance companies when services are denied.

DCS functions as a Managed Care contractor along with the other managed care organizations for Medicaid covered services. The Office of Child Health works closely with TennCare and specifically with the managed care organization TennCare Select to ensure that children in state custody receive the medical care they deserve. The OCH develops clinical guidelines for contract provider services and monitors services delivered on both an individual and system-wide basis.

The Office of Child Health administratively is located within the Central Office; personnel are located in the Central Office as well as regionally. Regionally, a Child Well-Being team consists of professionals from both the Child Health division and from Education and Mental Health.

Nursing

The Office of Child Health heavily relies on nurses to help monitor the medical needs of the children DCS serves. The nursing director supervises regional health nurses in all 12 regions. These nurses support FSWs, parents/guardians, foster parents, and providers with guidance and technical assistance in navigating the healthcare system. They provide consultation and education to case managers on medical issues seen in children and the impact of a child's medical condition on a child's care, abilities and behaviors.

The regional health nurses assist in coordination with hospitals, pediatricians, and other health care providers and interface with TennCare regarding service and accessibility issues, medical necessity and case management services for custodial children. They identify and closely monitor children in custody who have special healthcare needs. They are responsible for providing consent for medical treatment and psychotropic medications when the biological parent(s) are unable and monitor psychotropic medication prescriptions to ensure that custodial children are being treated with the most appropriate medication(s). For assistance in this

endeavor, they liaison with psychiatric medical providers at the Center of Excellence for Children in State's Custody at Vanderbilt for complex medication situations.

The nursing director and the deputy commissioner also provide support and medical guidance to the three Child Safety Nurses, located in each Grand Region who serve integral roles in the reviews of child deaths, near deaths, and critical incidents.

Health Advocacy

The Health Advocacy unit of Child Health is responsible for assuring that needed medical services are provided and covered for children in custody, including those who are TennCare-eligible and those who are not. In addition to ensuring all TennCare-eligible children are enrolled in a timely manner, identifying and resolving medical insurance and payment issues are also necessary. This unit also helps ensure that all children in DCS custody receive their necessary Early and Periodic Screening, Diagnostic and Treatment (EPSDT) medical and dental examinations in a timely manner and identifies and enrolls developmentally disabled youth aging out of foster care into the ECF Choices program, and ensuring medical coverage and care for custodial children going to out-of-state placements through the Interstate Compact on the Placement of Children.

With the global pandemic due to novel coronavirus arriving in March 2020, the Office of Child Health has been performing multiple additional functions:

- Assisting in writing, disseminating, and updating guidelines for DCS staff and providers.
- Developing tracking systems to monitor COVID-19 infections in children in DCS custody, other residents of foster homes, and congregate care facilities.
- Initiating daily calls by the Regional Nurses to foster families when a caregiver or foster child has been diagnosed with COVID-19 to monitor medical status and provide medical guidance.
- Answering multiple questions from DCS staff regarding exposure, testing, isolation, and quarantine related to the virus.
- Working with regional staff to identify clinicians to perform EPSDTs in a timely manner if possible and processing Good Cause Exceptions (GCEs) when it has not been possible to obtain a timely EPSDT due to the pandemic.

Highlights

- Developed and disseminated education to regions on ECF Choices.
- Developed a system to help determine medical coverage for children going to ICPC placements prior to their leaving the state.
- Added a child abuse pediatrician as Deputy Commissioner.

Division of Child Mental Health & Education

Executive Director Lisa Pellegrin

- 1,667 Computer Adaptive Testing - Mental Health assessments administered and reviewed to assess needs of youth
- 130 high-school diplomas granted by DCS affiliated schools
- 14 HISET equivalency diplomas granted by DCS affiliated schools
- 2,567 individuals trained by DCS education staff

Mental Health

The Mental Health division includes 12 regional psychologists/licensed mental health clinicians, two crisis management staff, a director of psychology and the division's executive director. As previously noted, DCS functions as a managed care contractor along with the other managed care organizations for Medicaid covered services.

The regional psychologists/licensed mental health clinicians review history on children placed into DCS custody obtained in the Well Being Information and History form, among other resources, to determine mental healthcare needs and provide prompt feedback to the DCS case managers so services can be implemented in a timely manner.

Responsibilities of the department's psychology director and licensed mental health clinicians include development and oversight of behavioral healthcare policies, development of service standards for DCS contract providers, consultation prior to receipt of congregate care Level 3 and Level 4 services, and participation with utilization review of Level 4 services and authorization of medically necessary crisis management residential services. Licensed mental health clinicians also monitor child specific emotional and mental health care incidents, including seclusion, restraint and mental health crisis. They also monitor behavioral services of DCS contract providers in conjunction with the Office of Continuous Quality Control and Office of Child Programs. The regional psychologists/licensed mental health clinicians provide clinical consultative support to DCS staff within their regions, interfacing with staff in 60-80 meetings per month and interface with the regional Centers of Excellence on case consultation.

For many years, the division has coordinated the network of five Centers of Excellence for Children In State Custody, which are academic medical centers and

one partner designated by the state as possessing expertise in child behavioral healthcare. While the Department's contractual relationship with the COE ended in 2019 when the COE became providers in the Blue Cross Blue Shield network, DCS has continued a close partnership with the COE, as children in or at risk of DCS custody are their primary service recipients.

Highlights

- More than 1,000 children and youth have been provided services in the following categories: case consultations; case management; follow-up; on-site reviews; psychological evaluations.
- A new Learning Collaborative cohort with eight teams totaling 40 clinicians was started in the Attachment, Self-Regulation, Competency Building (ARC) model.
- A Learning Collaborative on Combined Parent-Child Cognitive Behavior Therapy was initiated with 7 teams totaling 33 clinicians. Aimed at working with parents with coercive parenting techniques, CPC-CBT is highly relevant to the population that DCS serves. Adjustments were made to continue the Learning Collaborative virtually at the end of the 2019-2020 period with the arrival of COVID-19.
- The Vanderbilt Center of Excellence for Children in State Custody launched a 12-week series, titled "Roots of Resiliency," in partnership with DCS in response to a request from Tennessee Governor Bill Lee's office to provide support for families across the state during the COVID-19 pandemic. The webinar series occurred twice a week from April through June with over 2,000 parents and professionals participating from across the state. The goal was to lift up and support families during this time of crisis. This partnership provided an opportunity to support resiliency for families across the state and to build stronger communities during a shared stressful experience through public outreach and connection.

Education

The Education Division advocates for students in state custody who are educated in DCS' Youth Development Center school, provider in-house schools, and public schools. The division is led by the executive director and includes fifteen regional education specialists, four Central Office consultants, and one support staff person. DCS serves as the Local Education Agency for school services to children in state custody provided by contracted providers. Caregiver and advocacy efforts include attending educational meetings, consulting with DCS staff, foster parents, and schools, as well as providing educational training to departmental personnel and schools. In fiscal year 2020, the Education division provided consultation to child

and family teams, family services workers and public/non-public schools more than 40,700 times. Education staff participated directly in more than 2,300 child and family team meetings and in more than 900 Individual Education Plan/504 meetings.

Additionally, the education specialists advocated for students in more than 85 disciplinary hearings and 50 specialized foster care review board meetings. Staff also provided nearly 200 educational training sessions for over 2,500 surrogate parents, foster parents, FSWs, and school staff.

In fiscal year 2020, the Education Division continued to partner in the development of Tennessee's Longitudinal Data System, P20, which connects data from several different departments. This will give the department access to more data from the Department of Education and the Tennessee Higher Education Commission that will help improve the way the educational needs of custodial children are met. During the 2019-2020 school year, the Education Division continued to work closely with the Tennessee National Guard Volunteer Challenge Academy. The mission of the Tennessee Volunteer Challenge Academy was to intervene in and reclaim the lives of at-risk youth, ages 16-18, and produce program graduates with the values, faith, life skills, education, and self-discipline necessary to succeed as productive citizens of Tennessee. Each semester consists of new cadets volunteering in a 22-week residential phase, followed by a 12-month post-residential mentoring phase. Due to physical plant modifications, students were not on site for the Spring semester of 2020. Following that time period, the facility closed permanently due to budget restrictions. At the conclusion of the contract term, 88% of eligible students in the Fall semester graduated with a high school diploma or high school equivalency diploma.

Office of Training and Professional Development

Assistant Commissioner Julie Rotella

- 30 unique webinar topics with over 10,000 participants
- Over 40 new supervisors enrolled in or completed Supervisor Certification since March 2020.
- 2,647 new foster parents trained through TN KEY
- 1,885 participants in the first virtual Foster Parent Conference

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

Innovation

The Office of Training and Professional Development has expanded and introduced new and innovative training tools and techniques. This year, all new case management staff began attending the Simulation Lab interactive experience, completing two live simulations where they practice initial contact in a simulated home environment, using OTPD training staff as actors and facilitators. Workers can practice engagement, interviewing and assessment, and situational awareness skills and receive immediate feedback. Following a pause in this experience due to pandemic safety precautions, the simulation experience is now conducted virtually, and using the same skill sets with live actors and video from the simulated home.

Other innovative techniques being implemented by the training division include the use of Google Classrooms, where staff complete a variety of individual assignments, covering essential child welfare competencies and preparing them for classroom discussions. In a variety of online platforms, we are utilizing tools such as Poll Everywhere, YouTube videos, Google Jam Boards, and creating animated videos with Vyond software. Our trainers have been utilizing video conferencing via WebEx for some time and have demonstrated a unique ability to engage students through that format.

In the wake of Tennessee's Safer at Home pandemic order, all training material was adapted for virtual classroom delivery. Our Pre-Service material was adapted for virtual learning within a week after pandemic safety orders were issued so that the training process continued without interruption. Our prior use of virtual classrooms and innovative training tools resulted in being prepared for the shift to expanded

virtual and online delivery at a time when it was essential to the continuation of the training program.

Webinars and Podcasts

In addition to virtual delivery of our regular classroom offerings, OTPD has continued to expand its use of live educational webinars with staff, foster parents, and community partners. This year we offered 30 different webinar topics in addition to our regular training catalog. More than 10,000 seats were filled in nearly 80 separate offerings of these webinars. This year's webinars featured the following:

- A continuation of last year's series from Zero Point Leadership how research from modern neuroscience may inform approaches to engagement that can help people at all levels in the child welfare system by applying a brain science framework for increasing engagement and motivation with children and families.
- A series on traumatic brain injury from BrainLinks.
- A series with the Community Coalition Against Human Trafficking focusing on human trafficking in Tennessee
- Selective Mutism with Dr. Shelley Avny, founder of the Child & Adolescent Anxiety Practice.
- Tennessee's Violent Juvenile Sex Offender Registry with the General Counsel of the Tennessee Bureau of Investigation.
- Autism Spectrum Disorder with Dr. Laura Corona of the Vanderbilt Kennedy Center's Treatment and Research Institute for Autism Spectrum Disorder.
- Disability Sensitivity Training with the Tennessee Department of Developmental Disabilities.

In 2019, OTPD began producing "DCS Talks," a podcast series that is used to promote dialogue among child welfare professionals and foster parents about issues of importance in child welfare. At this time, we have produced 26 podcasts on a variety of topics such as the impact of domestic violence on children, adverse childhood experiences, factors of child abuse and neglect, self-care, resiliency, transitioning to adulthood, and caseworker safety.

On-the-Job Training

In February 2020, the on-the-job training component of pre-service was centralized when the professional development coaches responsible for this component were shifted from regional supervision to centralized supervision through OTPD. Professional development coaches are a key component of our on-boarding process for newly hired case managers. The shift to centralized supervision is intended to provide more consistency in the OJT experience of new hires across the state and allows the Professional Development Coaches to focus on the provision of best practice coaching with new case managers.

Supervisor Certification

OTPD revised the Supervisor Certification process to better prepare supervisors for the transition into a leadership role. The program began in March 2020 and includes all supervisors of front-line case managers. There are three components in the new process including a two and a half day interactive Leadership Learning Lab; monthly individual coaching sessions; and, four modules of group coaching sessions. Participants have 6-8 months to complete the process. A readiness tool is utilized to determine if the identified skills have been learned and are being applied. The goal of this process is to have new supervisors who are confident in their role and aid in the development and retention of their staff.

Foster Parent Training and Development

Foster parents provide a critical protective service to children and families when children come into care. Because of trauma, children in care may face a host of issues when they are in the care of foster parents. OTPD provides extensive opportunities to foster parents and contract agency staff to address these issues. In this fiscal year, there were 2,647 new foster parents trained through the series of initial, pre-service foster parent training.

In January 2020, a new pre-service training curriculum for prospective foster parents titled TN-KEY (“Knowledge Empowers You”). This curriculum was developed to provide prospective foster parents with the most trauma-informed information available as they begin the journey to becoming foster parents. DCS is working to make sure any adult who wants to foster is exposed to adverse childhood experiences, or ACES, research-based techniques and brain development information. Additionally, participants learn how to navigate the child welfare system while focusing on partnerships with the courts, agencies, birth families and those who make up their Eco-Map. Finally, participants learn self-regulation, self-care, consistency, and teaching skills that they can model in the foster home.

Important Foster Parent Development Opportunities

- The Annual Foster Parent Conference was held virtually September 11-12, 2020, with a record-breaking 1,885 in attendance. DCS and contractor staff provided 65 different workshops and two general sessions.
- DCS is currently implementing a national curriculum state-wide for foster parents, CORE Teens, to provide increased stability and permanency, while also promoting social and emotional well-being for older youth who exhibit trauma-related behavioral challenges. Data results received from national partners Spaulding for Children and University of Washington indicated that TN foster parents that participated in this training had increased placement stability.

Continuous Quality Improvement

Assistant Commissioner Jennifer Williams

Executive Director Crystal Parker

- 199 child deaths or near-deaths reviewed
- 57 policies, 20 protocols, 132 forms updated
- 145 provider contracts reviewed

The Office of Continuous Quality Improvement focuses on assessing child welfare practices, outcomes, and compliance by using data and analysis to guide and change policies and practices for casework staff and attempt to improve outcomes for families. Several key divisions fall under the umbrella of the Office of Continuous Quality Improvement: Program Evaluation, Performance and Quality Improvement, Internal Audit, Accreditation, Child Welfare Licensing, Policy Development, Due Process Procedures, Provider Monitoring and Evaluation, Provider Quality Team, Organizational Culture and Workforce Safety, and Customer Focused Services.

Program Evaluation

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

Performance and Quality Improvement

Responsible for all Continuous Quality Improvement projects and workgroups from all levels of the Department and provides technical assistance to regional programs. PQI monitors Case Process Reviews of DCS client records, conducts quality case reviews and LEAN events/process mapping when requested. Data Quality falls under the umbrella of PQI where a Federal Improvement Plan was developed and is monitored to ensure data quality within the agency. The PQI unit is also responsible for monitoring Risk Management in which areas of high risk, financial or safety, are tracked and reviewed quarterly with senior leadership.

Internal Audit

Responsible for providing management and senior leadership with information they need to make better decisions through practical, cost-beneficial recommendations that promote improving DCS's operations.

The primary focus is conducting audits designed to ascertain the efficiency and effectiveness of DCS' various operational and financial programs, processes and activities. Auditing services are prioritized from a Risk Management approach that focuses on areas determined to be of high risk. Consulting and attestation services are designed to initiate a collaborative approach to address concerns regarding the ever-changing business environment. Integrity services are performed to substantiate alleged instances of fraud, waste and abuse of DCS resources by employees, contractors, consultants, grantees, providers, vendors or other entities doing business with the Department.

Accreditation

Monitors the completion of self-reporting of critical incidents to the Council on Accreditation (COA), as well as the gathering and submission of annual Maintenance of Accreditation evidence. The unit supports regions and the Youth Development Center (YDC) with the self-study and on-site evidence process, and preparation and management of the site reviews. Additionally, the unit conducts internal mock site reviews in all regions and the YDC, manages special case reviews and provider support, and provides policy and practice revision expertise.

Child Welfare Licensing

A regulatory authority established under the provisions of the Uniform Administrative Procedures Act providing oversight to those child welfare programs that fall within the purview of applicable state licensing statutes and regulations. These programs include Family Boarding and Group Care Homes, Child Placing Agencies, Residential Child Care Agencies, Maternity Homes, Runaway Shelters, Child Abuse Prevention Agencies, Temporary Holding Resources and Juvenile Detention Centers. The Licensing Division regulates all domestic and international adoption agencies operating within the State of Tennessee. The Licensing Division conducts regular inspections and licensing evaluations at all licensed agencies and provides targeted monitoring of the use of seclusion, restraint and chemical defense agents at Tennessee Juvenile Detention facilities.

The following information is based on self-reported data collected annually from all agencies licensed by the Tennessee Department of Children's Services (DCS). This summary reflects data for the 2020 fiscal year. Please note that this information is compiled for all reporting licensed agencies and is therefore not limited to those agencies contracting with the Department for residential and/or foster care.

All reporting non-secure private and public agencies licensed or approved by the Department of Children's Services providing residential childcare, including foster care, served 7,836 children during fiscal year 2020. The total number of children residing in licensed programs on June 30, 2020 was 3,951. The average length of stay for children/youth served through residential programs was 58 days.

A total of 545 children were placed for domestic adoption by licensed agencies.

A total of 64 children were placed with Tennessee licensed agencies through adoption from other counties.

Juvenile Detention Centers are temporary, short term "hardware secure" placements primarily serving delinquent youth. Due to the temporary and transient nature of their service population, data for these programs has been compiled separately utilizing census and demographic information submitted by these programs to the Department on a monthly basis.

The following is a compilation of the monthly exit data submitted by Tennessee juvenile detention centers during fiscal SFY 2020

- 9,280 exits (this number is the total of self-reported data submitted by the detention facilities and may include multiple incarcerations in some instances).
- There were 1759 fewer youth incarcerated in Tennessee in FY2020 than in FY2019.
- Of the total number of incarcerated youth, 6,850 (74%) were male and 2,430 (26%) were female.
- Ages of exiting youth:
 - 13 or younger: 1,060 (11%)
 - 14-17: 8,098 (88%)
 - 18 or older: 125 (1%)
- Total number of youth served by juvenile detention centers in DCS custody: 2,447 (26%)
- Total number of non-custodial youth served by juvenile detention centers: 6,833 (74%)
- Average lengths of stay in juvenile detention centers:
 - < 24 hours: 4,294 (46%)
 - 24-72 hours: 1,857 (20%)
 - 4-10 days: 1,030 (11%)
 - 11-30 days: 1,080 (12%)
 - > 30 days: 1,019 (11%)

Policy Development Unit

Works with all DCS programs and divisions to develop policies, procedures, manuals and related forms to provide guidance to employees on practice requirements and to make decisions in accordance with applicable laws and rules. Policies and procedures increase accountability and transparency and are fundamental in the

continuous quality improvement process. All newly created, and revisions to existing, policies are vetted through a policy review process that includes review by the Policy Review Committee, public preview and executive and legal review. The Policy Development unit is also responsible for the ongoing review and revision of the Contract Provider Manual.

Between July 2019 and June 2020, the Department created 54 new forms, one new policy, five new protocols, one new work aid, one new FAQ (frequently asked questions), and one new guide. In addition, the Policy Development unit revised 132 forms, 57 policies, 20 protocols, and four manuals/handbooks/guides. All DCS policies are available for preview and review [online](#).

Due Process Procedures

Responsible for the oversight of the release of child abuse records when the Department intends to provide the identity of an individual determined as a substantiated perpetrator of abuse or neglect to an organization or agency providing for the care of children in the state of Tennessee. DPP serves a unique role for the Department bearing sole responsibility for responding to requests for Child Protective Services (CPS) Background Checks as made by other states employing previous residents of Tennessee as mandated by the Child Care and Development Block Grant Act of 2014 and the Family First Prevention Services Act of 2018. DPP also bears sole responsibility for initiating the Department's first level appeal involving formal file review processes for alleged perpetrators of abuse or neglect, and for providing release of information to other state departments regarding substantiations of abuse/neglect, notifying in-state agencies of Fair Hearing outcomes, completing CPS history searches and sharing such results as applicable and necessary per state rules or federal mandates.

Provider Monitoring and Evaluation

Monitors and evaluates private providers contracted with the Tennessee Department of Children's Services to deliver custodial and non-custodial programs and services to Tennessee children and families. All contracted private providers must comply with DCS policies and procedures as well as specific terms outlined in their respective contracts. PME ensures providers are compliant and accountable and, if not, information is shared and addressed with the Provider Quality Team and DCS leadership.

During the fiscal year 2020, PME completed over 145 contract reviews among approximately 75 contract providers. Each review fell into one of three main categories: custodial placement providers (such as group homes, foster homes, residential), non-custodial services (such as Community-Based Child Abuse Prevention, Child Advocacy Centers, Juvenile Justice Prevention), or regionally-based Family Preservation Contracts (domestic violence, therapeutic supervised visitation and family intervention services).

Provider Quality Team

Partners with numerous DCS divisions to provide a multi-disciplinary approach to ensure youth are receiving quality services and contract providers are meeting standards and expectations set forth by DCS. PQT is comprised of three teams: Provider Quality Team, Foster Home Quality Team, and Community Services Quality Team. PQT is responsible for responding to concerns raised about residential facility providers, foster home providers, and community providers. Concerns are derived from both DCS Special Investigation Unit investigations and regional referrals. When concerns or issues warrant an in-depth review or analysis, PQT serves as the response team to collect data, make recommendations, and provide technical assistance as needed. Recommendations may include training or consultation, face-to-face meetings and implementing performance improvement plans, among others. In addition, PQT reviews other sources of information related to providers, such as incident reports, provider scorecard reports, and Provider Monitoring and Evaluation (PME) annual on-site review reports.

Organizational Culture & Workplace Safety: Child Death Review & Safety Systems Analysis

Using safety science, the DCS Child Death Review process was created to increase safe outcomes by identifying and learning from those factors which influence the quality and delivery of services provided to children and their families. The Child Death Review process is a supportive, in-depth, qualitative review conducted in a collaborative relationship with multidisciplinary participants from various DCS program areas and community partners.

During fiscal year 2020, 199 child deaths and near deaths were reviewed. This included 138 deaths and 51 near deaths of children not in DCS custody, and seven deaths and three near deaths of children in DCS custody. In many cases, Safety Analysts invite family service workers who worked with the family, either past or present, to participate in a voluntary de-briefing during the review. These debriefings are supportive, facilitated opportunities for professionals to learn and share pertinent information. In fiscal year 2019-2020, 138 debriefings were conducted.

In addition to the review of the cases above, the Organizational Culture and Workplace Safety unit manages referrals to the Confidential Safety Reporting System. This system captures reported concerns regarding workplace safety issues that impact staff safety as well as the safety related to service provision in the field. Immediate safety concerns are handled in real time with regional and/or senior leadership. For less immediate issues, trends are identified and referred for resolution through the Continuous Quality Improvement process. The CSRS received 121 reports in fiscal year 2020.

Customer Focused Services

Dedicated to responding to questions, comments, concerns, and/or grievances of internal and external customers. CFS listens to issues, answers questions, and addresses a variety of matters for the benefit of children each year. CFS also conducts investigative research and serves as an internal/external liaison and agency representative. The staff in CFS provides objective and neutral analysis of data, while maintaining confidentiality and working collaboratively with others. CFS also focuses on providing timely, thorough and accurate responses to inquiries and complaints that come to DCS.

Between July 1, 2019 and June 20, 2020, Customer Focused Services handled 1,742 complaints, concerns and inquiries.

Highlights

- Program Evaluation hosted a virtual Joint Planning Session that included internal and external stakeholders to review the progress of the 2020–2024 Child and Family Service Plan. This plan serves as the five-year strategic plan that outlines how DCS will spend Title IV-B funding from the Social Security Administration Act of 1935. The Office of Continuous Quality Improvement submitted the CFSP to the Children’s Bureau for approval on June 30, 2019.
- Performance and Quality Improvement developed a data tracking report called “ChildStat” following key indicators chosen by senior leadership. Through the continuous quality improvement model, this has been adjusted as needed and is reviewed monthly by the regions as well as senior leadership.
- Accreditation completed successful Council on Accreditation site visits in the South Central Region during March 2020, the Mid Cumberland Region during August 2020, and the Northeast and Knox Regions during November 2020.
- Provider Monitoring and Evaluation developed an inter-rater reliability continuous quality improvement process for provider documentation review.
- DCS is participating in the National Partnership for Child Safety, the first-ever, member-owned, quality improvement collaborative in child welfare. The NPCCS collaborative was formed in partnership with Casey Family Programs and includes 22 jurisdictions to develop strategies in child welfare to improve safety and prevent child maltreatment fatalities. The Executive Director for the OCQI serves on the Executive Committee while the Director of Organizational Culture and Workplace Safety participates with the Data Work Group. In addition to the work with the Collaborative, the division of Organizational Culture and Workplace Safety focused on developing a concise presentation of the Tennessee Critical Incident Review process (Child Death Review). The curriculum consists of a half day presentation followed by observation of the Child Death Review Triage Meeting and Grand Regional Systems Analysis Team Meeting. The curriculum is presented to leaders of the other jurisdictions in the Partnership.

- The Safety Nurses with Organizational Culture and Workplace Safety developed “Understanding Medical Records” training to be available to all staff via webinar. This training will assist staff in understanding the key components of a medical record and the type of information found in each of those components. The training provides information regarding the basic roles and responsibilities of the Safety Nurses and Regional Health Nurses and describes the process of requesting records and helpful forms needed to make those requests.

Information Technology and Support

Chief Information Officer Wayne Glaus

- IT Support serves approximately 5,100 users of DCS technology
- Supports 8,500 telecommunications devices
- 30 custom and 170 commercially available computer applications

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

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

DCS IT Support is led by the Agency Chief Information Officer and is made up of six interrelated units:

- Production Application Management
- Innovation & Solutions Development
- Business Relationship Management
- Project Management Office
- IT Governance & Administration
- Information Management

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

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

- Evaluating project performance relative to scope, schedule, budget and risk with authority to make any necessary changes and/or end the project

Information technology projects may also be subject to oversight by other state entities, such as the Solution Review Board and the Information Systems Council. Projects impacting TFACTS are subject to additional oversight of the United States Department of Health and Human Services.

Highlights

- TFACTS Application Releases - Numerous TFACTS application releases were implemented during this reporting period. In addition to the modifications listed below, 30 reported TFACTS incidents and service requests were addressed.
- DCS Child Abuse Referral and Tracking Enhancements - CARAT is a web based and public facing application for citizens to report non-emergency instances of child abuse or neglect. The goal of this project was to update the CARAT application to streamline the referral process. Enhancements to CARAT include:
 - Eliminated inconsistent data collection.
 - Added military branch locations to satisfy a legislative mandate.
 - Removed and added fields within the application.
 - Improved the disclaimers to eliminate possible reporter and screener confusion.
 - Resulted in more accurate data collection.

Completed – July 2019

- DCS Document Storage – The document storage project enhanced the ability for DCS staff to electronically store documents in TFACTS. The implementation of this technology utilized Canon imaging scanners to scan and file documents based on DCS’s file organization policies/ protocols. This ensures that documents are stored correctly and can be retrieved as needed. Major benefits include:
 - Documents are more secure.
 - Documents are widely available as needed by staff.
 - Reduction in operational costs.
 - Private Providers now have the ability to view documents that have been uploaded and attached to a person or case in TFACTS.

Completed – July 2019

- DCS TFACTS Foster Parent Portal - The Foster Parent Portal project created a web portal for foster families to enter or update their data (i.e. address, email, etc.) in TFACTS. This project streamlined how foster parent data is captured, instead of relying on several cumbersome spreadsheets with no data standardization/validation. The implementation of the Foster Parent Portal reduced the volume of paperwork used to capture and report foster

parent information. It also enabled foster parents to easily update their information and resulted in improved data quality.

Completed – January 2020

- DCS TFACTS CPS Re-engineering Pilot – To support DCS’s pilot and implementation of a new and improved approach to the provision Child Protective Services (CPS), enhancements were made to TFACTS. TFACTS Management reports were also developed and modified to support this initiative.

Completed – January 2020

- DCS Contracts Release 3 - This release included a series of application enhancements that included report changes, a series of changes related to notifications, as well as new functions available to DCS Directors and Supervisors.

Completed – March 2020

- DCS Office 365 Upgrade - The main objective of this project was to provide technical support for the Office 365 upgrade for all DCS staff.

Completed – April 2020

- TFACTS Fiscal Project – The TFACTS Fiscal Project was designed to automate several fiscal business processes. This project requires TFACTS modifications to support payment adjustments, and additional funding requirements within TFACTS, as well as create the ability for adjustments to interface with Edison, the State’s accounting system.

Continuous work throughout FY2020

Division of Human Resources

Executive Director Martha Shirk

- 2,803 total case manager staff
- 1,627 Case Manager 2. Monthly salary: \$3,060
- 748 Case Manager 3. Monthly salary: \$3,374
- 428 Case Manager 4. Monthly salary: \$3,543

DCS Human Resources manages all departmental human resource functions for more than 3,500 DCS employees (this number reflects all staff) located in offices and facilities across the state. This includes managing recruitment, selection and hiring of staff; administering employee benefits; assuring that positions are correctly classified and staff appropriately compensated; and working with leaders to develop strategies for enhancing levels of employee engagement. Ten staff in Central Office Human Resources serve as business partners to Central Office leaders, in addition to providing HR support for Central Office employees. Central Office HR staff provides functional technical assistance to local HR staff. Twenty-five field HR staff in each DCS Region/YDC serve as business partners to Regional/YDC leaders in addition to providing HR support for all DCS field employees.

The Office of Internal Affairs (IA) is responsible for all investigative activities related to fraud, misconduct and rule/policy violations and is located within the Office of Human Resources. Internal Affairs investigations are limited to matters relating to the management and operation of DCS. This division also performs the Agency's Tennessee Information Enforcement System (TIES) and Tennessee Applicant Processing System (TAPS) background checks in partnership with the Tennessee Bureau of Investigation. Internal Affairs investigators were responsible for conducting investigations during the past year. In 2019, Internal Affairs investigators conducted 154 investigations of employee misconduct. Internal Affairs, under the direction of the IA Director, has four investigators and three TIES operators.

The Office of Civil Right is a division of Internal Affairs and is responsible for investigating all complaints where discrimination is alleged. OCR also processes employee requests for accommodation under the American's with Disabilities Act. The scope of OCR's investigative jurisdiction is not limited to DCS staff, but also includes complaints submitted by DCS clients and/or providers who are under contract with DCS. OCR has the responsibility of responding to local, state and federal complaints (EEOC, DHHS, etc.) which are levied against the department. In 2019, the Office of Civil Rights received 72 workplace harassment complaints, 13 EEOC complaints and 32 ADA accommodation requests. OCR also had the responsibility of processing 51 employee Step 1 disciplinary Appeals, 17 written warning reviews and 13 Performance Evaluation administrative reviews. The Office of Civil Rights has three employees.

Highlights

- HR played a key role in implementing the agency's processes and response to the COVID-19 pandemic, acting as the agency's point of contact with General Services related to issues of cleaning and sanitization, and continues to work with staff around on-going to COVID-19 related issues.
- DCS Human Resources continues to develop and maintain strong partnerships with all program areas within the department.
- During the past year, DCS Human Resources strongly supported the administration of the Performance Management process and trained and assisted DCS leaders to improve SMART Individual Performance Plans.
- DCS Human Resources continues to be more analytical and strategic by basing decisions on facts and data via Human Resource KPIs to include headcount percentage, overtime use, leave of absence (Worker's Compensation, FMLA, etc.) use, etc.
- HR developed a partnership with the Office of Training and Professional Development on talent management initiatives led by the Department of Human Resources.
- DCS Human Resources manages the agency's BSW/MSW stipend program, in addition to the Employee Suggestion Program, Employee Service Awards and various employee recognition programs.
- HR developed and implemented a standardized, statewide new employee orientation program and has partnered with training and leadership in all areas to reduce case manager turnover resulting in a reduction of more than 3% over the previous year.

Division of Finance and Budget

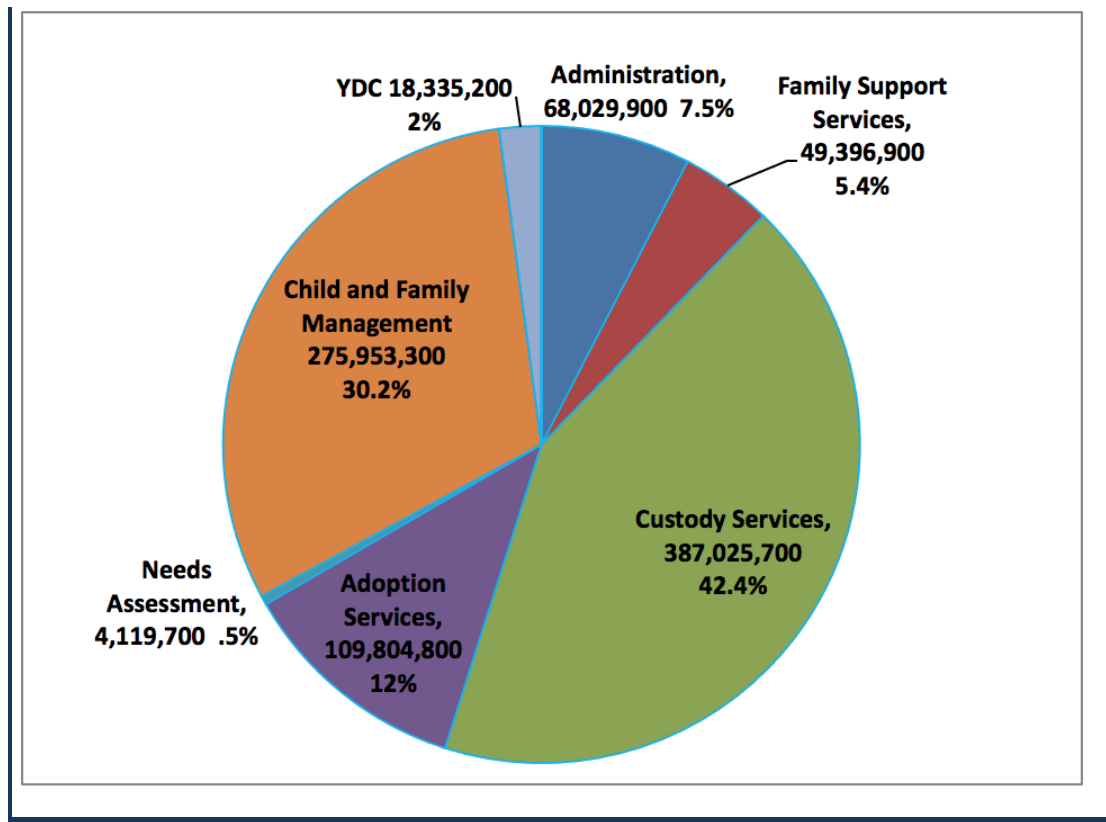
Assistant Commissioner Mohamed El-Kaissy

- Budget for state fiscal year: \$913 million

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 this SFY, DCS managed a total of \$913,050,600 in budgeted resources.

Highlights

- Met and exceeded its SFY reversion requirements
- Met all Department of Finance & Administration fiscal year-end closing deadlines.
- Increased Targeted Case Management for custody and non-custody penetration rates.
- Recognized nationally for expertise in cost allocation and performance-based contracting.



Office of General Counsel

General Counsel Douglas Earl Dimond
Deputy Counsel Sophia Crawford

The Office of General Counsel (OGC) provides the highest level of legal advice and representation to the Department of Children’s Services. OGC serves Central Office legal needs and leads more than one hundred field attorneys and staff.

In the Central Office, the OGC offers a wide range of advice to DCS leadership in all program areas. OGC reviews, summarizes, and analyzes all legislation that could affect the agency. OGC liaises with the Attorney General’s Office on federal litigation and state court appellate and trial litigation. OGC also works with a wide variety of external stakeholders, including the Supreme Court’s Administrative Office of the Courts and the Tennessee Council of Juvenile and Family Court Judges, and individual juvenile court judges, to whom OGC provides a number of training opportunities throughout the year, including a review of recent decisions from the Supreme Court and Court of Appeals.

In the field, OGC lawyers ably represent the Department in thousands of child abuse and neglect cases every day in juvenile courts across Tennessee. Field lawyers advise local DCS leadership, draft pleadings, conduct trials of dependency and neglect cases 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.

OGC remains heavily involved in rule redesign efforts for several program areas, notably those administered by the Child Safety, Foster Care, and Administrative Procedures divisions. OGC partners 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 Commission on Children and Youth, the Tennessee Alliance for Legal Services, and the Children’s Justice Task Force.

Region	Attorneys & Paralegal Staff	Attorney Slots	Attorney Filled Slots	Paralegal Staff Slots	Paralegal Filled Slots
Central Office	8	7	6	1	1
Davidson	5	5	4	0	0
East	7	6	5	1	1
Knox	8	7	6	1	1
Mid-Cumberland	11	10	8	1	1
Northeast	8	7	7	1	1
Northwest	6	5	4	1	1
Shelby	9	8	8	1	1
Smoky Mountain	8	8	8	0	0
South Central	6	6	5	0	0
Southwest	6	5	4	1	1
TN Valley	11	9	9	2	2
Upper Cumberland	8	7	7	1	1

Building Strong Brains TN

Assistant Commissioner of Administration Julie Rotella

- Administered \$2.45 million in recurring appropriations for activities around Adverse Childhood Experiences
- Completed 25 community innovations grants
- 1,464 staff and foster parents participated in Building Strong Brains TN training

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

Administered in partnership with the Department of Children’s Services and Tennessee Commission on Children and Youth (TCCY), BSB TN is led by a Coordinating Team composed of leaders of state agencies and the private sector with technical support from Casey Family Programs. A Public Sector Steering Group of leaders of the child-serving state agencies of Departments of Children’s Services, Health, Human Services, Education, Mental Health and Substance Abuse Services, Intellectual and Developmental Disabilities also includes TennCare Division, Tennessee Commission on Children and Youth, and Office of Criminal Justice Programs. It is balanced by the Private Sector Steering Group composed of providers, advocates, trade associations, academia, community organizations, foundations, researchers and business. The purpose of the Steering Groups, which meet quarterly, is to provide input into BSB TN and to serve as extenders into their organizations of BSB TN’s mission.

DCS is responsible for overall management of BSB TN/ACE Community Innovations grants and Inter-agency Agreements with other state agencies by overseeing the procurement, contract and accountability processes. TCCY takes the lead role in setting the agendas and implementation strategies for the Coordinating Team and Public and Private Steering Groups in order to make this initiative a truly interactive and collaborative experience with shared responsibilities.

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

Administrative Procedures Division

Senior Associate Counsel Tara S. Moore

- 337 substantiated child abuse appeals filed
- 24 adoption assistance appeals filed
- 11 foster care removal appeals filed
- 2 post-adoption appeals filed

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

Division of Communications

Communications Director Rob Johnson

Communications Specialist Tiffany Jackson

The Communications Office often serves as the public face of DCS. It is the home base for internal communications, helping to ensure statewide staff is in sync with the department's goals and principles. The office also focuses on external communications by telling the department's stories, especially through the eyes of children and the foster parents who serve them. The Communications Office continues to make visual media a priority in telling our story by producing a number of videos highlighting DCS programs, people and events.

This is often the first place the press, researchers and the public turn to in order to find information and answers about the department. The two-person team consists of a director and a communications specialist, with oversight from the department's chief of staff.

The Communications Office continues to maintain the department's online presence. It updates tn.gov/dcs and teamtn.gov/dcs and keeps in touch with the social media world on Facebook, Twitter, Instagram and LinkedIn.

Office of Legislative Affairs

Executive Director Drew Wright

Legislative Liaison Jocelyn Young

- 371 bills tracked and analyzed during the 111th General Assembly

The Legislative Office manages the Department's legislative package with input and guidance from the DCS executive team. Each year when the General Assembly convenes for its legislative session, DCS brings legislation forward that enhances its mission or preserves current practices. Staff meets with members of the General Assembly to advocate for legislation, discuss policy, and educate members about various Department programs.

The Office also monitors and tracks legislation daily that may directly or indirectly impact Department operations. The Legislative Office collaborates with program staff to seek input on the impact that legislation will have. The Office ensures that DCS complies with various statutory reporting requirements. It also works to build and foster strong relationships with state legislators, staff and industry and association representatives.

During the 2020 legislative session, DCS worked closely with the 111th General Assembly to pass several bills in a legislative session that was ultimately shortened due to COVID-19. One of the primary initiatives was clarification of child abuse reporting guidelines for educators, which outlines the process for reporting and creates a school abuse coordinator. Additionally, the department participated in amending the Safe Haven Law, extending the time frame to 14 days for parents to surrender children under the Safe Haven law. When the legislative session was cut short due to COVID-19, the legislative office worked diligently to update members of the General Assembly of the department's actions to mitigate the challenges and spread of COVID-19 through periodic updates and a legislative newsletter. Through ongoing monitoring of federal legislation, the legislative team identifies impacts to DCS programs and funding. When appropriate, the legislative team will provide updates to state legislators and other interested parties about key federal initiatives and how those will affect DCS at the state level.

The DCS legislative office plays a key role in partnering with legislators throughout the year to address constituent concerns reported to legislators. Members of the General Assembly and their staff communicate these concerns to the legislative team, and the team serves as a liaison to address constituent needs. The team will either communicate an answer to a question raised, put the member or staff in touch with the appropriate DCS program point of contact, or elevate the concern to executive leadership as appropriate. The office also works with various legislative bodies to communicate statutorily required programmatic items, pertaining to DCS rules, policy updates, and contracts.

Facilities Management Division

Director Mike Boshers

- Operates, either directly through county regional offices, 110 locations statewide
- Real-estate portfolio contains approximately 928,323 square feet of space, either leased or owned

The DCS Office of Facilities Management is an integrated, multifaceted organization devoted to the coordination of current and future Alternative Work Solutions construction plans, space allocation issues, security, real estate contracts/renewals, space reconfiguration, fire and safety issues, maintenance and repairs, testing, building inspections and emergency response relocation. Facilities Management's Administrative Analysis oversees all purchase orders, bids and requests related to Facilities, while the Facilities Management Investigator oversees all building incidents and inspections, which are required by State of Tennessee Real Estate and Asset Management, a division of the Department of General Services.

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

Facilities Management acts as the security liaison for the Department of Children Services. The goal is to provide physical protection statewide for all DCS staff by providing security personnel when needed. The department is also responsible for developing and implementing solutions chosen by the Central Office that increase the day to day security of the operation. Facilities Management is one of the major contacts for Metro, TBI and other protective agencies.

Highlights

- Greene County/Greeneville renovation of the current location at 190 Serral Drive was completed in October 2019.
- Carter County/Elizabethton moved to a new renovate-to-suit location in December 2019.
- Robertson County/Springfield renovation of the current location was completed in February 2020.

- Wilder Youth Development Center: repairs to plumbing made to all locker rooms at the Armory building in April 2020.
- Wilder Youth Development Center: replaced Armory HVAC units in May 2020.
- McMinn County/Athens: renovation of the current location completed in June 2020.
- The Facility Management Staff has worked with State of Tennessee Real Estate and Asset Management (STREAM) to update the Alternative Work Solutions (AWS) standards for the department to give each office more of a functional workplace by adding more workstations and adding higher landscape panels.

DCS by the Numbers

Foster Homes with at least one vacancy on 6/30/2020			
Residence Region	DCS	Contract Provider	Total
Davidson	75	90	165
East	81	101	182
Knox	91	137	228
Mid-Cumberland	146	239	385
Northeast	144	128	272
Northwest	74	52	126
Shelby	129	257	386
Smoky Mountain	72	126	198
South Central	96	167	263
Southwest	80	168	248
Tennessee Valley	91	147	238
Upper Cumberland	114	58	172
Statewide Total	1,193	1,670	2,863

Children in Custody SFY 2019-2020 by Adjudication*				
Commitment Region	Delinquent	Dependent/Ne-glect	Unruly	Total
Davidson	141	884	0	1,025
East	62	1,037	6	1,105
Knox	37	1,177	0	1,214
Mid-Cumberland	194	1,469	40	1,703
Northeast	109	1,019	12	1,140
Northwest	76	849	41	966
Shelby	323	1,497	0	1,820
Smoky Mountain	102	1,342	2	1,446
South Central	133	1,114	23	1,270
Southwest	96	534	8	638
Tennessee Valley	149	1,223	24	1,396
Upper Cumberland	140	1,210	26	1,376
Statewide Total	1,562	13,355	182	15,099

*Adjudication reported as of June 30, 2020 or last day of custody if sooner.

Children in Custody SFY 2019-2020 by Age*				
Region	Age 0 to 4	Age 5 to 12	Age 13 and Over	Total
Davidson	237	310	478	1,025
East	284	441	380	1,105
Knox	362	426	426	1,214
Mid-Cumberland	363	576	764	1,703
Northeast	311	435	394	1,140
Northwest	305	348	313	966
Shelby	532	553	735	1,820
Smoky Mountain	331	575	540	1,446
South Central	324	470	476	1,270
Southwest	156	241	241	638
Tennessee Valley	406	487	503	1,396
Upper Cumberland	415	509	452	1,376
Statewide Total	4,025	5,371	5,702	15,099

*Adjudication reported as of 6/30/20 or last day of custody if sooner

Children in Custody SFY 2019-2020 by Race									
Region	American Indian/Alaska Native	Asian	Black/African American	Multi-Racial	Native Hawaiian/Other-Pacific Islander	Unable to Determine	White	Race not reported	Total
Davidson	0	7	616	98	2	11	279	12	1,025
East	2	0	28	84	0	0	983	8	1,105
Knox	2	3	226	165	0	4	811	3	1,214
Mid-Cumberland	3	5	392	195	8	12	1,080	8	1,703
North-east	0	3	34	75	1	5	1,003	19	1,140
North-west	0	0	118	86	0	1	761	0	966
Shelby	1	1	1,516	40	4	2	248	8	1,820
Smoky Mountain	12	2	41	134	4	6	1,245	2	1,446
South Central	2	3	110	131	1	1	1,022	0	1,270
South-west	2	1	184	57	1	2	391	0	638
Tennessee Valley	1	4	287	165	1	3	962	3	1,396
Upper Cumberland	0	6	37	77	0	4	1,239	13	1,376
State-wide Total	25	35	3,589	1,277	22	51	10,024	76	15,099

Time to Permanency for Custody Exits by Time Frame SFY 2019-2020*									
Region	0 to 12 Months	% 0 to 12 Months	12 to 24 Months	% 12 to 24 Months	24 to 36 Months	% 24 to 36 Months	Greater than 36 Months	% Greater than 36 Months	Total
Davidson	214	63.5%	93	27.6%	26	7.7%	4	1.2%	337
East	273	76.0%	65	18.1%	18	5.0%	3	0.8%	359
Knox	202	59.6%	112	33.0%	22	6.5%	3	0.9%	339
Mid-Cumberland	267	69.0%	74	19.1%	32	8.3%	14	3.6%	387
North-east	221	56.4%	142	36.2	23	5.9%	6	1.5%	392
North-west	365	67.0%	144	26.4%	27	5.0%	9	1.7%	545
Shelby	190	54.4%	130	37.2%	24	6.9%	5	1.4%	349
Smoky Mountain	270	72.4%	87	23.3%	13	3.5%	3	0.8%	373
South Central	118	58.1%	71	35.0%	11	5.4	3	1.5%	203
South-west	173	58.4%	96	32.4%	19	6.4%	8	2.7%	296
Tennessee Valley	196	65.8%	72	24.2%	19	6.4%	11	3.7%	298
Upper Cumberland	346	60.4%	147	25.7%	67	11.7%	13	2.3%	573
State-wide Total	2,835	63.7%	1,233	27.7%	301	6.8%	82	1.8%	4,451

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

Time to Permanency for Custody Exits by Time Frame SFY 2019-2020*									
Region	0 to 12 Months	% 0 to 12 Months	12 to 24 Months	% 12 to 24 Months	24 to 36 Months	% 24 to 36 Months	Greater than 36 Months	% Greater than 36 Months	Total
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*Includes Custody Exits to Reunification, Exit Custody to Relatives/Kin and Permanent Guardianship

Juvenile Justice Probation, Aftercare, Interstate Compact (ICJ) and Diversion

Region	Filled Positions with Assignments				Positions (Vacant and Filled)			
	Probation, Aftercare, ICJ, Diversion	Average	Low Case-load	High Case-load	Probation, Aftercare, ICJ, Diversion	Average	Low Case-load	High Case-load
Davidson	52	7.4	1	32	52	5.2	0	32
East	99	11.0	1	16	99	9.9	0	16
Knox	25	8.3	1	35	25	8.3	1	35
Mid-Cumberland	264	10.6	1	23	264	9.8	0	23
North-east	201	11.2	1	21	201	10.6	0	21
North-west	125	10.4	1	29	125	10.4	0	29
Shelby	64	4.0	1	27	64	4.0	1	27
Smoky Mountain	137	9.8	1	15	137	8.6	0	15
South Central	152	9.5	1	22	152	8.4	0	22
South-west	116	8.9	1	21	116	7.7	0	21
Tennessee Valley	77	7.7	1	28	77	6.4	0	28
Upper Cumberland	201	11.2	1	15	201	10.1	0	15
Unassigned	0	NA	NA	NA	0	NA	NA	NA
State-wide Total	1,513	9.4	1	35	1,513	8.5	0	32

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

Juvenile Justice Caseload Data

Juvenile Justice Custody								
Region	Filled Positions with Assignments				Positions (Vacant and Filled)			
	Custody	Average	Low Case-load	High Case-load	Custody	Average	Low Case-load	High Case-load
Davidson	83	11.7	1	24	82	8.2	0	24
East	28	3.1	1	11	28	2.8	0	11
Knox	20	6.7	1	14	20	6.7	1	14
Mid-Cumberland	91	3.6	1	25	91	3.4	0	25
North-east	47	2.6	1	11	47	2.5	0	11
North-west	35	2.9	1	10	35	2.9	0	10
Shelby	161	10.1	1	20	161	10.1	1	20
Smoky Mountain	44	3.1	1	13	144	2.8	0	13
South Central	67	4.2	1	8	67	3.7	0	8
South-west	46	3.5	1	10	46	3.1	0	10
Tennessee Valley	69	6.9	1	14	69	5.8	0	14
Upper Cumberland	74	4.1	1	15	74	3.7	0	15
Unassigned	0	NA	NA	NA	0	NA	NA	NA
State-wide Total	764	4.7	1	25	764	4.3	0	25

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

Social Services Custody

Region	Filled Positions with Assignments				Positions (Vacant and Filled)			
	Custody	Average	Low Case-load	High Case-load	Custody	Average	Low Case-load	High Case-load
Davidson	554	16.3	1	30	554	9.6	0	30
East	572	16.8	2	25	572	15.1	0	25
Knox	722	13.9	1	20	722	12.9	0	20
Mid-Cumberland	947	15.8	1	29	947	11.8	0	29
North-east	638	13.0	1	21	638	11.4	0	21
North-west	516	14.7	1	22	516	13.2	0	22
Shelby	968	14.9	1	26	968	13.6	0	26
Smoky Mountain	843	15.3	1	23	843	13.4	0	23
South Central	751	15.6	1	25	751	13.2	0	25
South-west	334	13.9	1	20	334	12.8	0	20
Tennessee Valley	794	16.5	1	29	794	14.7	0	29
Upper Cumberland	728	14.0	1	25	728	12.8	0	25
Unassigned	21	1.1	1	16	21	NA	1	16
State-wide Total	8,388	14.6	1	30	8,388	12.8	0	30

Active Placements During SFY 2019-2020 By Region*, Level, and Placement Type														
Region	DV	EA	KX	MC	NE	NW	SH	SM	SC	SW	TV	UC	(blank)	State-wide Total
Level 1	814	833	951	1,014	663	698	993	777	612	333	906	764	50	9,408
Foster Home	680	692	743	804	540	574	806	663	479	249	749	613	46	7,638
Preadoptive Home	23	38	68	32	40	17	19	56	38	16	38	45	0	430
Trial Home Visit	111	103	140	178	83	107	168	58	95	68	119	106	4	1,340
Level 2	10	14	25	13	8	20	7	37	52	6	42	89	0	323
Level 2 Continuum	211	161	239	413	105	189	532	280	361	149	334	161	30	3,165
Foster Home	158	106	177	332	58	133	389	167	271	107	264	108	20	2,290
Group Home	33	32	37	37	32	20	121	61	41	19	42	26	3	504
Preadoptive Home	5	9	9	6	5	3	8	22	17	9	9	11	1	114
Trial Home Visit	15	14	16	38	10	33	14	30	32	14	19	16	6	257
Level 3	57	70	86	97	80	31	42	101	70	43	64	55	7	805
Level 3 Continuum	301	183	229	415	255	205	230	280	293	104	264	181	14	2,954
Foster Home	108	96	123	205	123	148	111	142	180	48	170	90	10	1,554
Group Home	147	64	80	151	97	32	92	107	74	47	69	67	3	1,030
Preadoptive Home	2	7	11	8	12	5	1	7	6	1	4	4	0	68
Trial Home Visit	44	16	15	51	23	20	26	24	33	8	21	20	1	302
Level 4	32	20	20	55	30	21	29	35	34	10	33	15	3	337
Other	380	149	198	334	267	106	564	266	216	124	223	185	10	3,022
Total	1,805	1,430	1,748	2,341	1,408	1,270	2,397	1,776	1,638	769	1,866	1,450	114	20,012

Regions across top: DV=Davidson, EA=East, KX=Knox, MC=Mid Cumberland, NE=Northeast, NW=Northwest, SH=Shelby, SM=Smoky Mountain, SC=South Central, SW=Southwest, TV=Tennessee Valley, and UC=Upper Cumberland.

Children in Full Guardianship

Region	Children in Full Guardianship as of 6/30/2020
Davidson	33
East	80
Knox	103
Mid Cumberland	105
Northeast	94
Northwest	33
Shelby	41
Smoky Mountain	103
South Central	71
Southwest	28
Tennessee Valley	95
Upper Cumberland	73
Statewide Total	859

Children in Full Guardianship with a Sole Goal of Adoption

Region	Children in Full Guardianship with a Sole Goal of Adoption as of 6/30/2020
Davidson	29
East	70
Knox	94
Mid Cumberland	94
Northeast	88
Northwest	26
Shelby	32
Smoky Mountain	95
South Central	60
Southwest	27
Tennessee Valley	84
Upper Cumberland	60
Statewide Total	759

Children with Planned Permanent Living Arrangement Goal

Region	Children with a Planned Permanent Living Arrangement Permanency Goal as of 6/30/2020
Davidson	5
East	3
Knox	1
Mid Cumberland	4
Northeast	0
Northwest	3
Shelby	6
Smoky Mountain	3
South Central	7
Southwest	1
Tennessee Valley	6
Upper Cumberland	4
Statewide Total	43