



Tennessee Department of Children's Services



Annual Report
Fiscal Year
2012-2013



STATE OF TENNESSEE
DEPARTMENT OF CHILDREN'S SERVICES
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CORDELL HULL BLDG., 7TH FLOOR
NASHVILLE, TN 37243

BILL HASLAM
GOVERNOR

JAMES M. HENRY
COMMISSIONER

January 15, 2014

Dear Governor Haslam:

I am proud to submit the Tennessee Department of Children's Services Annual Report for the 2012-2013 Fiscal Year.

Thanks to the hard work of the DCS staff, we have accomplished much over the past year, all toward keeping Tennessee's most vulnerable kids safe, making sure that they are healthy and getting them back on track.

We have reorganized and centralized our Child Protective Services division in order to ensure higher reliability and coordination in our case work. We have developed a Child Death Review process that we believe will become a national model for learning applicable lessons from some of our most difficult cases. We have drastically improved the performance of our Child Abuse Hotline to make sure that calls are answered quickly and handled properly.

Our relatively new State Automated Child Welfare Information System — known as TFACTS — has been largely stabilized, and our developers have begun making enhancements to the system that will make it more useful to our case managers.

We have committed ourselves to becoming reaccredited by the Council on Accreditation.

We are now the first state in the nation to offer transitional living services to 100 percent of our foster youth, and I am also pleased to report that Tennessee has been approved by the federal government for a IV-E waiver demonstration project, which will allow us to develop more services that will keep kids safe while allowing them to remain at home.

I have spent my first year at DCS working hard to shore up relationships with our outstanding network of providers and partners. We have opened our doors to many of them in an effort to share our work and hear from them how we can better serve our children.

We believe in Tennessee's children and families, and we are proud to serve them at DCS.



Regards,

Jim Henry
Commissioner

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Vision and Mission

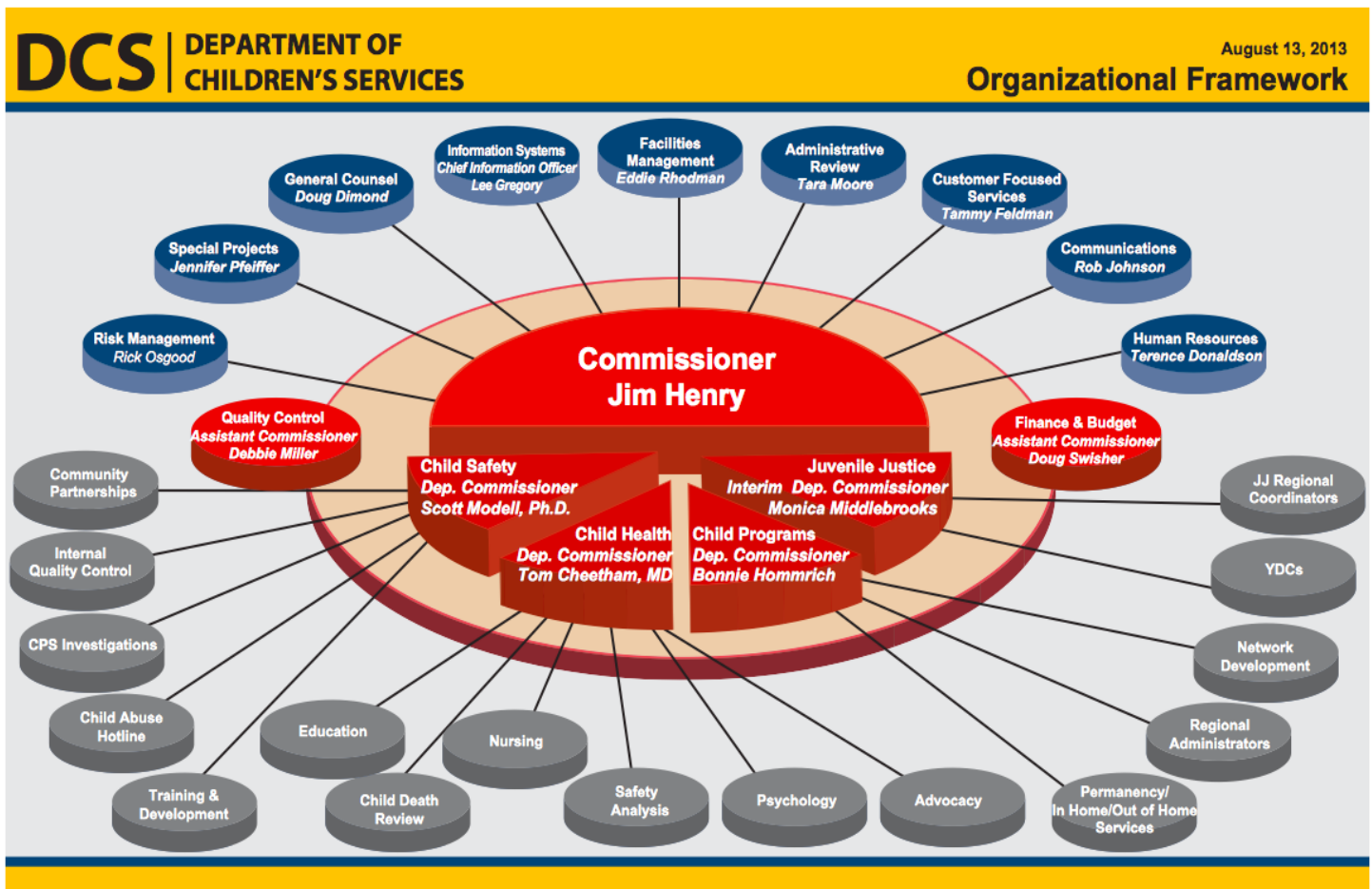
Vision

Tennessee's children thrive in healthy, safe and stable families. Families thrive in healthy, safe and strong communities. Tennessee's citizens benefit from the best child welfare and juvenile justice agency in the country.

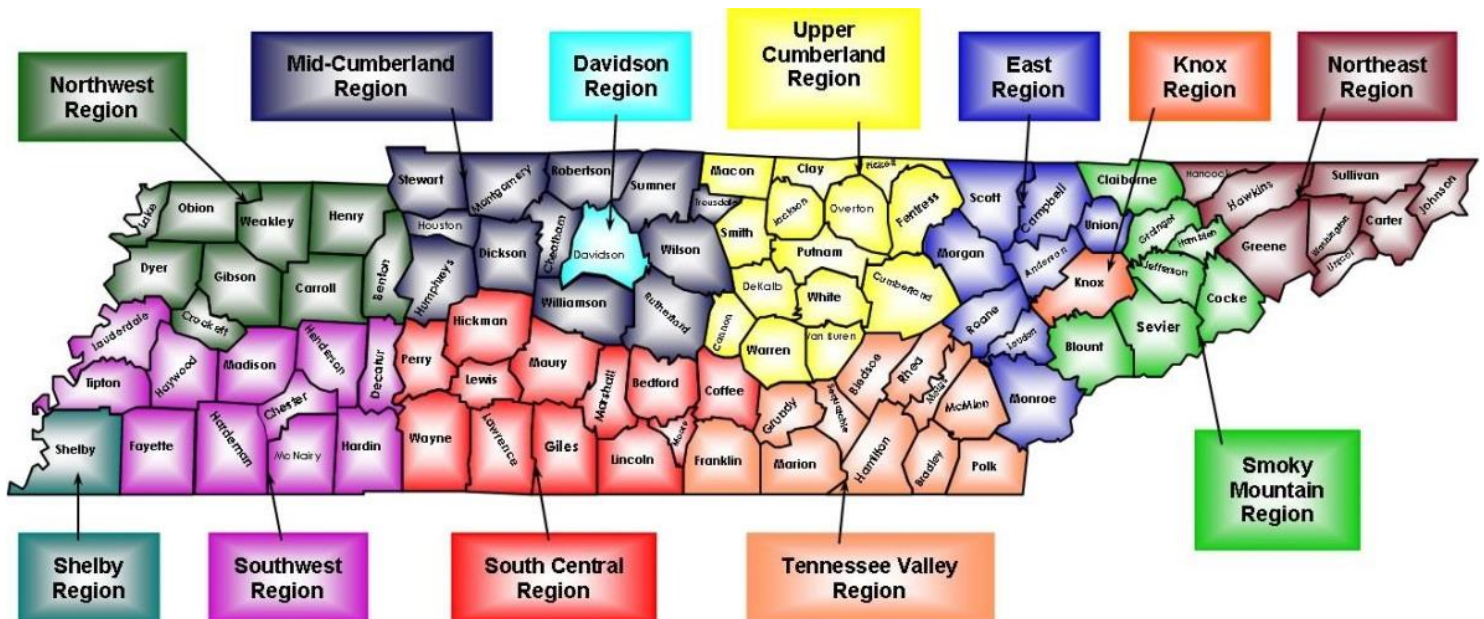
Mission

Fostering partnerships to protect children, develop youth, strengthen families and build safe communities.

Organizational Framework



Department of Children's Services 2012-2013 Regional Map



Introduction

The Tennessee Department of Children's Services (DCS) was established in April 1996, through Tennessee Code Annotated (TCA) § 37-5-101, consolidating services for children and families from various state agencies. The department is mandated by TCA § 37-2-411 and § 37-5-105 to produce an annual report each year. This report is being submitted to share the agency's vision and mission and provide a basic overview of the department.

The data in this report represents point in time information on activity that occurred from July 1, 2012, to June 30, 2013. TFACTS (Tennessee Family and Child Tracking System) is the department's Statewide Automated Child Welfare Information System (SACWIS) database, which receives on-going additions and updates of data. Due to this continual process, results may vary based on the time a report is generated.

While serving as the Commissioner for the Tennessee Department of Intellectual and Developmental Disabilities, Jim Henry was named Interim Commissioner of DCS in February 2013. In June 2013, he became the full-time Commissioner at DCS. Since becoming Commissioner at DCS, Commissioner Henry has restructured Child Protective Services to place a stronger emphasis on investigations to improve the safety of children; has worked to bolster services provided by the Office of Child Health to assure children get healthy mentally and physically. Commissioner Henry also has focused on the delivery of services to children and families in their communities through the Office of Child Programs to assure they are on track to be successful and thrive. Commissioner Henry continues to strengthen the Three Branches Institute (3BI), which enriches collaboration on child safety and juvenile justice issues among legislators, judges, and the Department to improve services and outcomes for children and families. Most importantly, Commissioner Henry has worked to improve relations between DCS and the community by increasing agency transparency and opening the lines of communication through collaboration and through his Open Line weekly newsletter.

Executive Summary

Over the past fiscal year, the Department of Children's Services has continued to carry out its mission of protecting Tennessee children, and has laid a new foundation that supports further improvements in the way the department keeps kids safe, gets them healthy and gets them back on track.

The Annual Report summarizes a year's worth of accomplishments in all of the major areas of the Department of Children's Services, work that was largely carried out under Commissioner Jim Henry. Governor Bill Haslam appointed Henry, then the Commissioner of the Department of Intellectual and Developmental Disabilities, to be the DCS interim Commissioner in February 2013. In June, Henry became the fulltime leader at Children's Services.

Under Henry, the Office of Child Safety was completely reshaped. Investigators, who had previously been assigned to each of the 12 DCS regions throughout the state, became part of a centralized staff to look into allegations of severe abuse and neglect. That organizational began in 2013, and is scheduled to complete statewide in Spring 2014. In addition, the DCS began a new training academy in partnership with the Tennessee Bureau of Investigation. The academy will teach the latest best practices in investigative techniques, foster better working relationships with our partners and emphasize the importance of uniform practice across all of Tennessee's 95 counties.

The Office of Child Health saw similar transformations. A new system for reviewing child deaths came online, and promises to be a national model for learning lessons from some of our most difficult cases. Child Health also rolled out a new Safety Analysis unit that will take the methods and disciplines of Safety Science – used in industries across the globe – and apply those to public child welfare. The Child Health office continued its high level of performance, achieving and sustaining a medical screening rate of 96 percent and an adjusted 90-percent rate for dental care. The Child Health's Education unit participated in more than 55,000 consultations with staff, schools, families and children and took part in nearly 1,800 Child and Family team meetings over the course of the fiscal year.

The Office of Child Programs supports a large array of services that are designed to be the least restrictive, least intrusive supports for our children and families. Child Programs established a new unit called In-Home, Permanency & Independent Living Services. It will coordinate work that is focused on family preservation, custodial supports for out-of-home care and long-term permanency for older youth. Moreover, Tennessee continues to be the national leader in timeliness to permanency. Over the course of the fiscal year, 1,056 children exited custody through adoption and another 286 exited through permanent guardianship. As of June 30, 2013, Tennessee had 8,426 children in custody.

The Division of Juvenile Justice is responsible for youth who have been adjudicated delinquent and placed in DCS custody. The division oversees juvenile justice grants, probation and after-care programs. Its main work, however, revolves around three Youth Development Centers, hardware-secure facilities with year-round schools and intensive services for its students. Each of the three YDCs scored a perfect 100 during this year's re-accreditation effort with the American Correctional Association.

The Office of Quality Control uses nationally recognized best practices to monitor and improve the work at DCS by assessing child welfare practices, outcomes and compliance. It completes an annual Quality Service Review in each of the 12 regions, an intense, in-depth process that uses veteran public-child welfare workers to interview, review and critique the department's work in a statistically significant sample of cases. The Office of Quality Control includes the Continuous Quality Improvement division to drive better performance and oversees the Policy Division which drafts the standards by which our work is carried out.

The Office of Finance and Budget provides a comprehensive set of fiscal services to DCS. In Fiscal Year 2013, DCS managed a total of \$677,421,100 in budgeted resources.

The Commissioner has nine other direct reports: Risk Management, Special Projects, General Counsel, Information Systems, Facilities Management, Administrative Review, Customer-Focused Services, Communications and Human Resources.

In the pages that follow, the report encompasses, in much greater detail, the work of all of the units of Tennessee's public-child welfare agency.

Office of Child Safety

The Office of Child Safety (OCS) within the Tennessee Department of Children's Services is responsible for investigations of reported child abuse and neglect. Reports of child abuse/neglect are received through a central call center called the Child Abuse Hotline. In fiscal year (CY) 2013, Tennessee Department of Children's Services (DCS) Child Abuse Hotline received over 147,000 calls of reported child abuse or neglect. Of the calls handled in CY 2013, 63,512 were assigned to child protective services and of that number, 27,545 were assigned to the investigation track and 35,967 were assigned to the assessment track. The remaining calls were either screened out because they did not meet the criteria for assignment, did not have enough information to determine an assignment, or were informational calls.

During the past year, a new Deputy Commissioner was appointed and the OCS underwent significant organizational changes. There are five divisions within the OCS; Investigations, Child Abuse Hotline (CAH), Training and Development, Internal Quality Control, and Community Partnerships. The restructuring and addition of these divisions allows for an increased emphasis on the functions of the already established Investigation and Child Abuse Hotline divisions. The addition of the Training and Development, Internal Quality Control and the Community Partnerships divisions allow for increased efficiency and effectiveness for responding to allegations of child abuse and neglect.

Investigation Division

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

Cases of child sexual abuse and severe child abuse are conducted and concluded in collaboration with Child Protective Investigative Teams (CPIT) per TCA §37-1-607. This multidisciplinary team is comprised of a DCS investigator, Law Enforcement representative from the jurisdiction where the abuse occurred, District Attorney, Child Advocacy Center, and a Juvenile Court Officer.

With the reorganization of the OCS, the Investigations Division underwent significant restructuring. A Director of Investigations was appointed to oversee investigations statewide, which includes regional investigations and the Special Investigations Unit (SIU). The reorganization moved regional investigations under the auspices of the OCS and created a revised supervisory structure. Historically, child abuse investigations were under the supervision of the twelve Regional Administrators.

A comprehensive plan was developed in June, 2013 to transition 326 investigators, 63 supervisors and 3 program coordinators from regional positions to the OCS by March 31, 2014. In addition to the newly appointed Director of Investigations, the division needed a Deputy Director of Investigations, a Program Coordinator, and two Regional Investigations Directors. As of December 31, of the twelve (12) regions, seven (7) including Northwest, Southwest, Shelby; South Central, East, Upper Cumberland, and Davidson have transitioned to the new format.

Child Abuse Hotline

The Child Abuse Hotline (CAH), formerly known as Central Intake, is a 24 hour, 7 day per week, 365 days per year call center which receives and documents allegations of child abuse and neglect. Case Managers at the CAH may receive web referrals, faxes, or telephone calls which are documented in Tennessee's SACWIS system known as Tennessee Family and Child Tracking System (TFACTS). A Structured Decision Making (SDM) tool is administered to each report and a decision is made for the appropriate assignment track and priority response time. Tennessee fully implemented a differential response system in 2009, which allows for child protective services cases to be assigned as an investigation, assessment, or resource linkage. Reports that do not meet the assignment criteria are screened out. The SDM tool also assigns the appropriate response time based upon established criteria. The response times determine the timeframe in which a child must be seen and are as follows:

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

During the fiscal year 2012–2013, the Child Abuse Hotline also underwent a structural change. A new director was appointed in late 2012 and in 2013 this division was established in the new Office of Child Safety structure and renamed. The branding of this division was significant to clearly identify its role to the community and families across Tennessee. In addition to the leadership change, a thorough review was conducted by the Annie E. Casey Foundation and a specialized team appointed by Governor Haslam. Both reviews identified areas for improvements and resulted in changes that led to significant performance improvements.

One of the most significant recommendations was the creation of a Business Analyst position at the CAH to assist in the monitoring of data to improve efficiency. With a greater emphasis placed on the ability to manage by data, leadership was provided with daily reports to manage performance, analyze schedules to determine the most effective dissemination of staff, address technology needs and eliminate unnecessary processes to improve performance.

With a new emphasis on managing with data, the CAH saw an increase in efficiency throughout its practice. In fiscal year 2012, averages of 20 percent of incoming calls were abandoned and long wait times were common. To address this issue, upgrades to the CAH's phone and computer systems were made thus reducing the rate of abandoned calls and long wait times. The new system also produced reports that provided significant information for managing workflow.

Summary of CAH Improvements between 2012 and 2013:

- The Child Abuse Hotline handled 140,539 calls in CY 2012 and 147,589 in CY 2013
- Reduced the average call wait time at the Child Abuse Hotline from 2 minutes and 30 seconds in September 2012 to an average of 20 seconds in September 2013, an overall reduction of 2 minutes.
- Reduced the abandonment rate by 14% from 18% in September 2012 to 4% in September 2013, a reduction of over 2,000 abandoned calls per month.

To improve the quality and efficiency of case managers answering calls at the CAH, new staff are required to meet a minimum of 60 words per minute when typing and requires additional training to current case managers answering calls needing to improve their typing skills. To reduce the timeframe for the frontline staff to receive assignments from the CAH, a pilot project was developed that reduced the workflow process before the referral was submitted. Case managers answering calls, after receiving training and intensive monitoring, directly disseminate referrals to the frontline staff. This procedure was fully implemented in December 2013.

Training and Development Division

The Training and Development Division was created to increase the emphasis on training for Investigators and Child Abuse Hotline staff. This division has established new and innovative training opportunities that focus on specific job responsibilities for staff to enhance their skillsets and improve the quality of case work. A Director of Training and Development was appointed in June 2013.

Through the Training and Development division, a new partnership was developed with the Tennessee Bureau of Investigation to design and implement a CPS Investigator Training Academy. This academy is a non-consecutive three week program geared toward the job responsibilities and skill development of Investigators. Courses include topics such as Interviewing, Medical Evaluations, Defensive Tactics, Statement Analysis, Working with Law Enforcement, Mock Court and many more. This Academy is mandatory for all CPS Investigators. Additionally, community partners are invited to train alongside investigations staff at no cost.

Internal Quality Control

Internal Quality Control is a newly established division within the Office of Child Safety designed to provide an internal audit process for the Investigations and Child Abuse Hotline divisions. Data collected during this process will be utilized to improve staff performance, increase consistency in policy and protocols, and improve the overall practice of Tennessee's child welfare system. Additional projects this division will manage include reviewing and revising the Structured Decision Making tools utilized by the Child Abuse Hotline and Investigations divisions, reviewing current data and developing metrics for the Department's data warehouse, and collecting and reporting data as part of the Governor's 34th Customer Focused Government (CFG) action step.

Community Partnerships Division

The Community Partnerships Division is also a newly created division within the Office of Child Safety designed to increase and improve partnerships with external agencies that work with the division of Investigations and the Child Abuse Hotline. In an effort to increase consistency in practice, this division will establish a statewide CPIT advisory board, identify and coordinate with CACs in co-location efforts with investigations staff, and monitor and revise CAC and Forensic Interviewer contracts with outcome based measurements. The Director of this division will additionally act as a liaison between the Department and external agencies such as the hospital social work departments.

Office of Child Health

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

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

DCS also plays the role of managed care contractor along with the other managed care organizations for Medicaid (TennCare) covered services. DCS serves in the same capacity for medical/clinical services within residential, and continuum of behavioral healthcare services for children in state custody as other managed care organizations, such as TennCare Select, does for community medical and behavioral healthcare services. DCS also serves as the Local Education Agency (LEA) for school services provided by contracted providers.

Finally, DCS provides medical, behavioral and educational services directly to youth adjudicated delinquent placed within Youth Development Centers (YDCs).

The OCH develops clinical guidelines for contract provider services and monitors services delivered on both an individual and system-wide basis. As such OCH is divided into six divisions; Nursing, Psychology, Health Advocacy, Education, Child Death Review and Safety Analysis. OCH administratively is located within Central Office; staff is located in Central Office as well as regionally. The creation of the Office of Child Health also led to new appointed positions of Deputy Commissioner and Deputy Director/Medical Director of physicians in these positions. Regionally, each of the six divisions is represented by a Psychologist or Licensed Mental

Health Clinician, Regional Nurse, Health Advocacy Representative, Services and Appeals Tracking Coordinator, Educational Specialist, Safety Nurse and Safety Analyst.

Nursing

The Nursing Division is led by the Director of Nursing within Central Office. Regional Health Nurses are located in all 12 regions and four Safety Nurses, whose responsibilities are within Child Death Reviews, are located in four geographic locations across the state.

Healthcare caregiver/advocacy functions include review of the Well Being Information and History (a form documented by the DCS worker at intake as children/youth enter custody), and provide an initial review within 72 hours of coming into custody for the determination of immediate and non-immediate health needs. The Regional Nurse identifies the need for immediate healthcare, including assessment for infectious and communicable diseases, and notifies the DCS worker accordingly. Concurrent with the above process, children are enrolled with the TennCare Managed Care Company for temporary immediate eligibility and a primary care physician is assigned. A child/youth will receive an initial Early Periodic Screening, Diagnosis, and Treatment (EPSDT) screening within 30 days of entering custody. The Regional Health Nurses with other Regional Health Staff monitor and document all medical and behavioral appointments, visits, and clinical recommendations through TFACTS to ensure that children/youth in state custody are receiving all medically necessary EPSDT services. Regional Health Nurses provide consent when indicated for psychotropic medications and monitor psychotropic medication usage at a child/youth level. Child/youth specific medical incidents, such as medication errors, and hospitalizations are monitored.

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

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

Psychology

Regional Health Psychologists/Mental Health Clinicians are located in each of the 12 DCS regions. Health care caregiver/advocacy responsibilities include review of the Well Being Information and History, which is a form documented by the DCS worker at intake as children/youth enter custody within 72 hours for the determination of immediate and non-immediate health needs. The Regional Health Psychologist reviews the history to determine recommendations for mental healthcare needs and provides prompt feedback to the DCS worker so services can be implemented timely. They also monitor child/youth specific emotional/mental health care incidents, including seclusion, restraint, and mental health crisis.

Managed care contractor responsibilities include development and oversight of behavioral healthcare policies, development of service standards for DCS contract providers, prior authorization of congregate care Level 3 and Level 4 services, participation with utilization review of Level 3 and 4 services, authorization of medically necessary Crisis Management residential services, and monitoring of behavioral services of DCS contract providers in conjunction with Quality Control, Risk Management, and Child Programs.

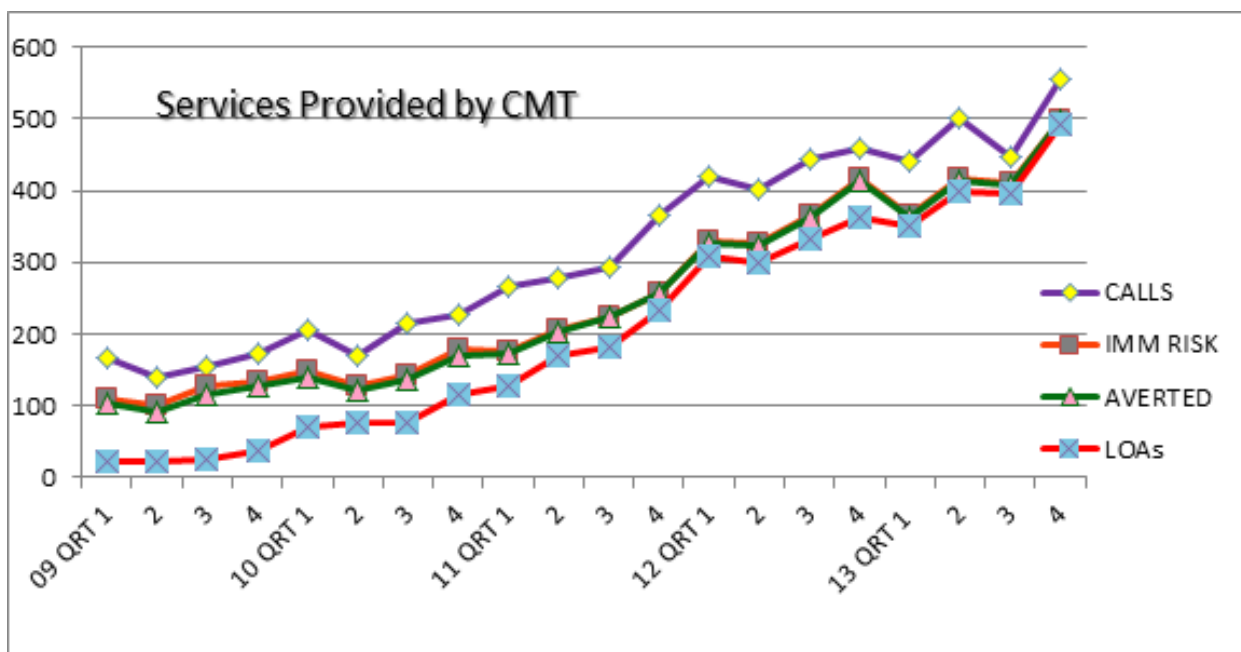
Health Advocacy

The Health Advocacy Division's primary responsibilities are healthcare caregiver/advocacy functions. Health Advocacy provides guidance, oversight and accountability for provision of TennCare Early Periodic Screening, Diagnosis and Treatment (EPSDT) services for children in custody. The Health Advocacy Director leads the unit. Staff includes six central office staff as well as Regional Health Advocacy Representatives and Services and Appeals staff. As a result of the consistent, concerted efforts of Health Advocacy staff, Family Service Workers and direct care providers, the state achieved and sustained an adjusted periodic screening rate for medical services greater than 96% statewide and for dental services achieved an adjusted rate greater than 90%. These achievements contributed to the resolution of the 15 year old John B. law suit.

To ensure compliance with requirements of the Grier Consent Decree, Central Office and Regional Health Advocacy Representatives determine that health services are delivered timely and follow-up to assure any barriers of access, payment or other inhibitors to service delivery are resolved. Oversight includes responsibility for due process notice and appeal resolutions for DCS services. Fiscal year 2013 continued to reflect the Department’s continued commitment to delivery of appropriate health and other services. Additionally, the Division is responsible for the orderly and timely transfer of youth with intellectual disabilities from DCS custody to the appropriate adult services department or agency.

Managed Care contactor responsibilities include the Crisis Management Team (CMT) which assesses and authorizes time-limited residential treatment services for children at risk of state custody as determined medically necessary by the Regional Health Psychologists. Of the 1,943 calls to the CMT for information or services during the fiscal year, 1,639 Letters of Authorization were issued to provide residential treatment for children that prevented state custody. Of the 1,690 children at imminent risk of custody, custody was averted for 1,681.

Table 1: Crisis Management Team Data



The Health Advocacy Division coordinates the network of five Centers of Excellence (COEs) for children in or at risk of state custody. COEs are tertiary care academic medical centers, provider agencies or partners designated by the state as possessing expertise in child behavioral healthcare. COE services include case consultation, psychiatric and psychological evaluations, training and education, and best practice learning collaboratives. The COEs sustained the Trauma-focused Cognitive Behavioral Therapy learning collaborative and initiated the Attachment, Self-regulation, Competency (ARC) model learning collaborative for DCS community providers.

Education Division

The Education Division of the Department of Children’s Services (DCS) advocates for students in state custody who are educated in Youth Development Center (YDC) schools, provider in-house schools, and public schools. The division is led by the Director of Education and includes 14 regional Education Specialists, 5 Central office consultants, and 2 support staff.

Caregiver/Advocacy efforts include attending educational meetings, consulting with DCS staff, resource parents, and schools as well as providing educational training to departmental personnel and to schools. From July 1, 2012, through June 30, 2013, the Education Division provided consultation to Child and Family Teams, field services worker (FSWs), and public/non-public schools more than 55,100 times. In addition, Education

staff participated directly in nearly 1800 Child and Family Team Meetings and 1300 Individual Education Plan (IEP)/504 Meetings. Staff also provided about 360 educational training sessions for approximately 4,900 surrogate parents, resource parents, FSWs, and school staff.

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

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

Child Death Review

The Child Death Review (CDR) was created to review investigated children's deaths or near-deaths that meet the following criteria; any child in state custody who dies or experiences near death for any reason, any child whose family has had contact with DCS within the three (3) years preceding their death or near death and their death or near death was investigated for an allegation of abuse or neglect, any child whose death or near death has been substantiated for abuse or neglect, or any child death or near death at the direction of the Commissioner on the advice of the Medical Director or Executive Director, Office of Child Safety. The ultimate goal of Child Death Review is preventing and reducing child abuse injury and death. The CDR is working to achieve greater understanding of all factors which lead to a child's death or near-death. The CDR Division is led by the Director of CDR with specialization in Epidemiology. Regionally, child death reviews are led by Safety Analysts and Safety Nurses. A Child Death Review Team is a multidisciplinary team committed to identifying those factors which influence the quality and delivery of service provided to children and their families. Child Death Review is a collaborative effort of various divisions in DCS along with community partners. Working together, utilizing Safety Science and other analyses, an annual report will be created to guide the development of recommendations intended to address and improve policy and practice.

Safety Analysis

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

Office of Child Programs

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

Permanency/In-Home/Out of Home Services

The former DCS Division of Child Permanency underwent a transformation during fiscal year 2012-2013, merging with sections that were responsible for family in-home services and youth independent living services. The new Division of Permanency/In-Home/Out of Home Services fosters continuity in the oversight and delivery of programs that promote family preservation services for in-tact families, custodial supports for children out-of their homes, and long term permanency options for older youth. This Division encompasses the department's programs for Permanency Planning, Foster Care & Adoptions, Relative Caregivers, Child

Protective Service (CPS) Assessments, Non-Custodial & Resource Linkage Services and the Independent/Transitional Living Program.

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

The Permanency Planning section provides training, technical assistance, policy development, hands-on coaching to support quality child welfare services and oversight for the key planning vehicle of permanency, the Child and Family Team process (CFTM). Statewide, there are 59 full time skilled facilitators and 330 back-up staff who are trained to facilitate CFTMs with parents, relatives and other stakeholders who are invested in permanency for a child. In fiscal year 2012-2013, approximately 89% of children/youth entering custody had an initial CFTM and 84% had an initial Permanency Planning CFTM.

Table 1: Statewide Custody by Adjudication, June 30, 2013

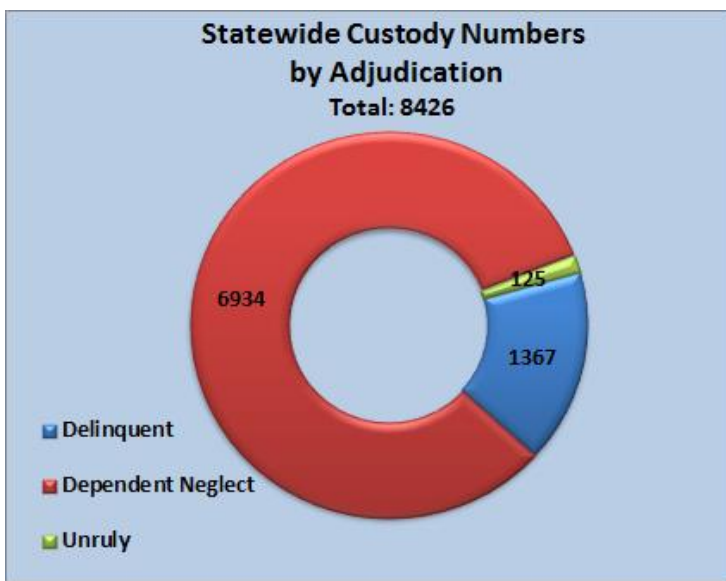
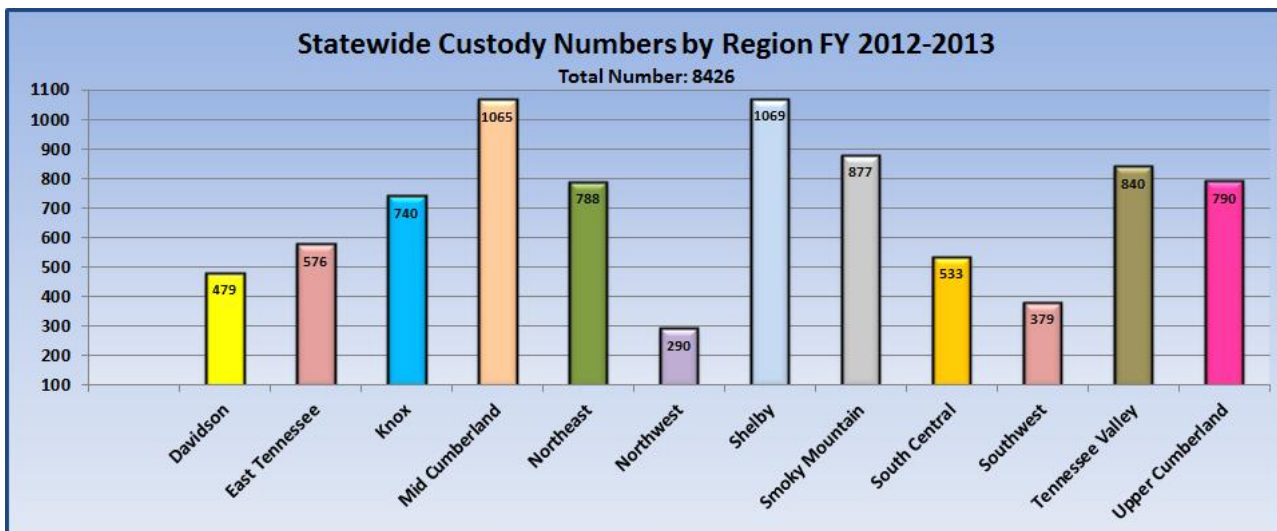


Table 2: Statewide Custody Numbers by Region, June 30, 2013



Foster Care, Adoption & Relative Caregiver Services

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

DCS had 8,426 in custody on June 30, 2013. According to data received from Chapin Hall, of all the children who entered care during the fiscal year, 82% of sibling groups entering custody together (or within 30 days of each other) for the first time were initially placed together. Most children placed in the care of DCS have two or fewer placement moves. The TFACTS data shows the highest percentage of children who entered care were age 13 and older at 42%, followed by ages 5-12 at 31%, 2-4 years of age at 15%, and 0-1 years of age at approximately 12%. The majority of children who enter DCS custody are White/Non-Hispanic at 65%, followed by African-American at 24%, Hispanic at 5%, and multi-racial or other race children at 5%. According to the TFACTS data there was about a half a percentage of the population of children who enter care, whose race was not determined.

Table 3: Number of Children by Adjudication and Region, June 30, 2013

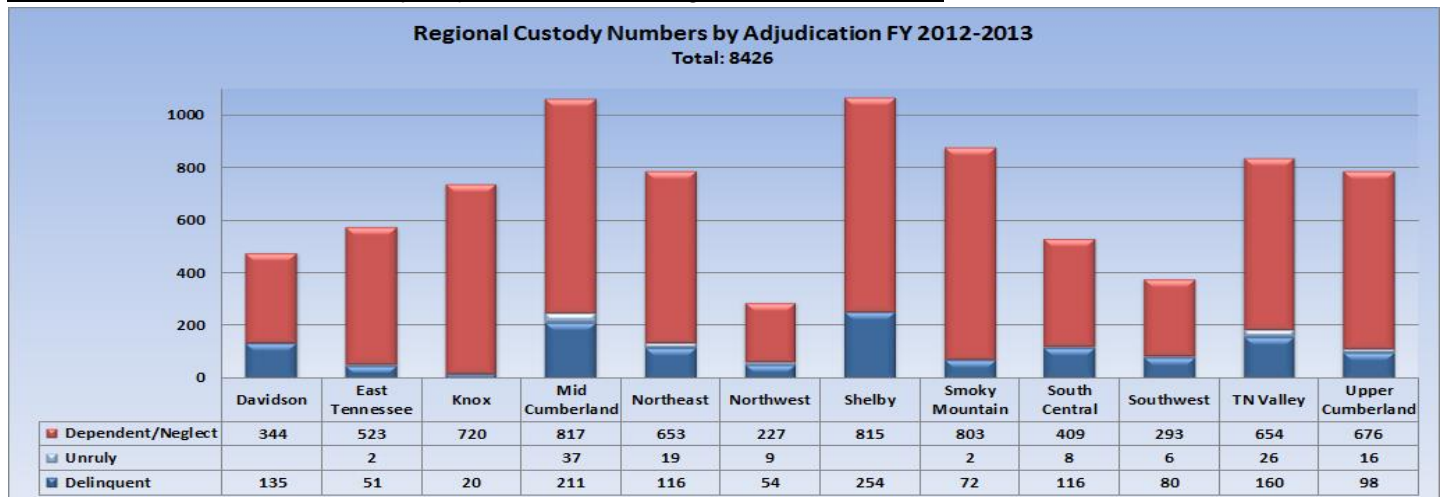


Table 4: Regional Custody Numbers When Race was Reported, June 30, 2013

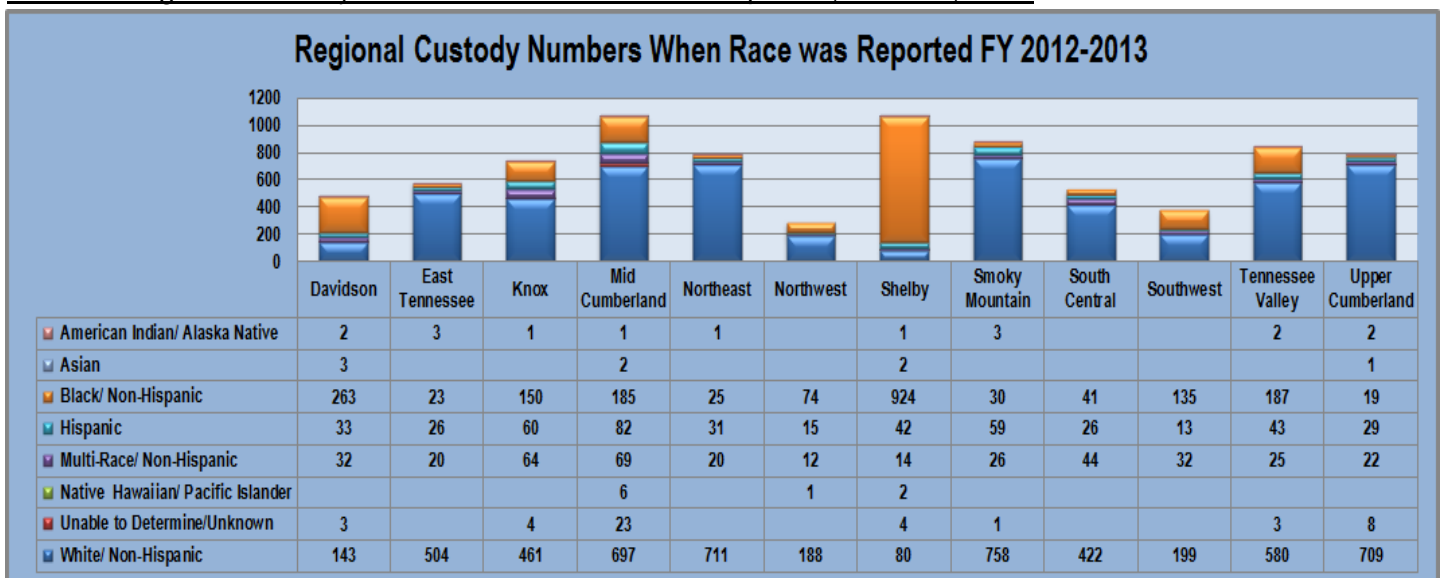


Table 5: Regional Custody Numbers by Age, June 30, 2013

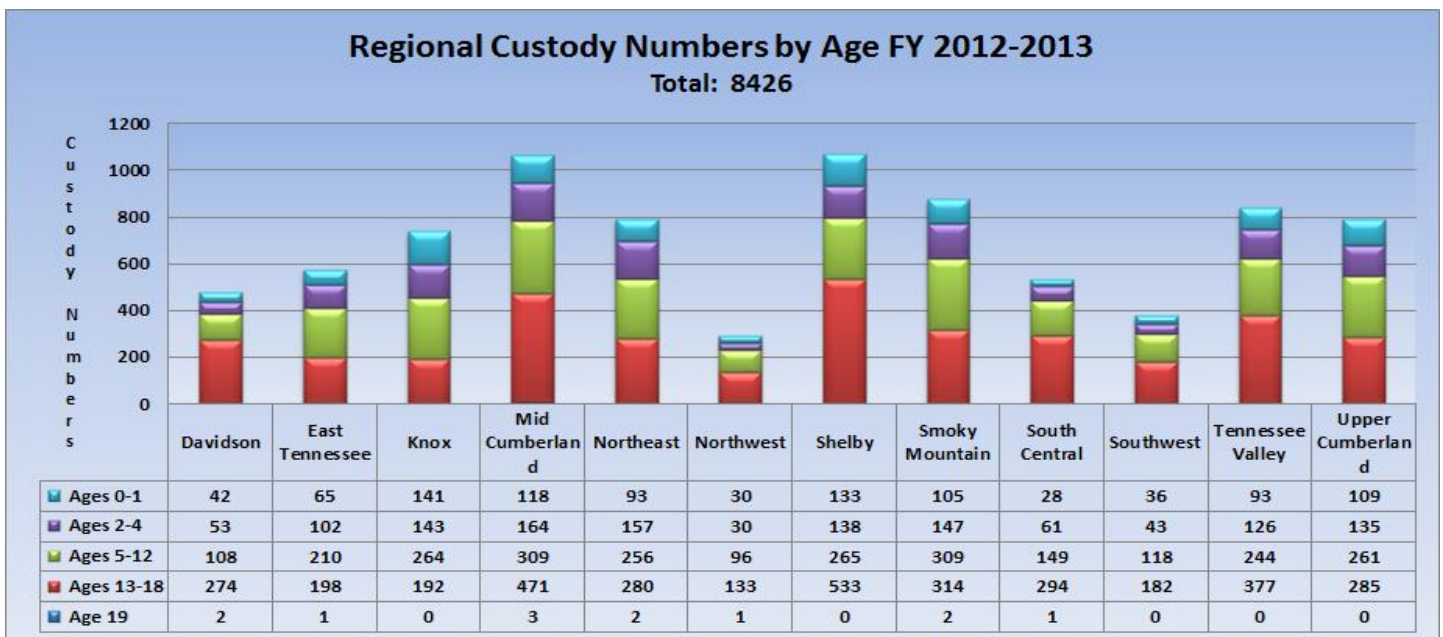
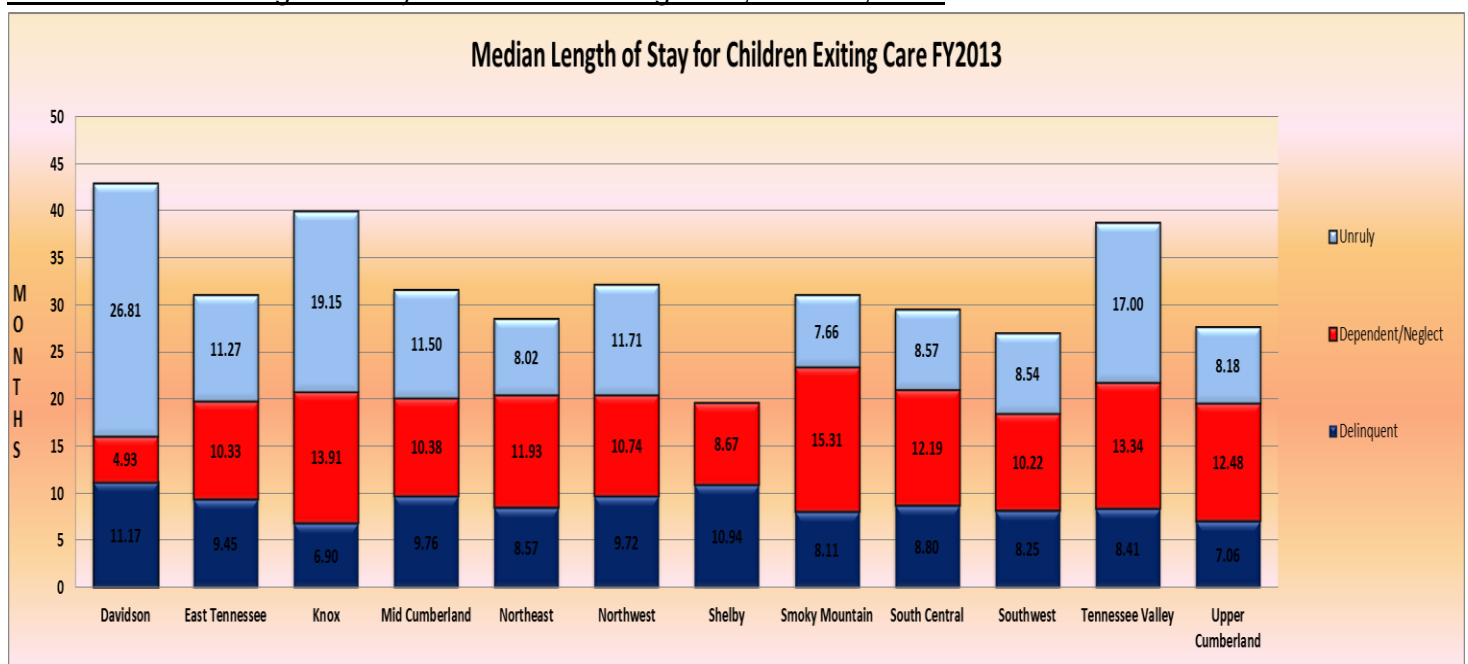


Table 6: Median Length of Stay for Children Exiting Care, June 30, 2013



Statewide, approximately 22% of custodial children/youth were placed with relatives/kin. There were approximately 1,128 Kinship homes and 2,655 traditional resource homes approved. Nineteen percent (19%) of children, who entered care for the first time, were initially placed with kin. At any point in time during FY 2012-2013, there was an average of 4,500 – 4,800 total foster homes available for placement. While 2,655 new homes were certified, the overall number of foster homes available did not change significantly because of the number of homes that close to new placements after an adoption or the finalization of Subsidized Permanent Guardianship.

Tennessee continues to lead the nation in timeliness to permanency for children/youth. During fiscal year 2012-2013, 1,056 children exited DCS custody through adoption and 286 exited care through Permanent

Guardianship. On average, the subsidy program staff oversees in excess of 8000 adoption and guardianship subsidies statewide.

Table 7: Number of Children in Full Guardianship Available for Adoption vs. Children Adopted, June 30, 2013

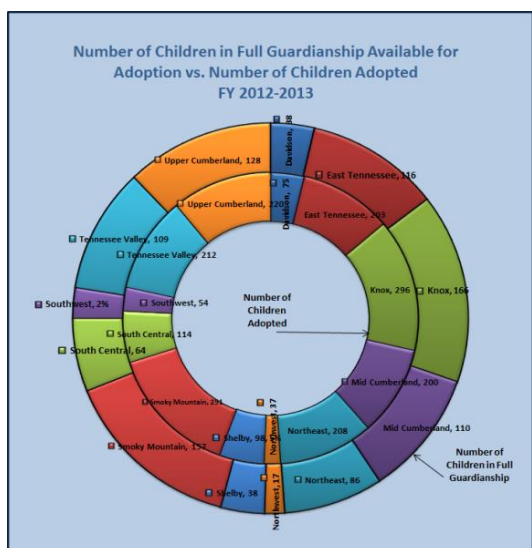
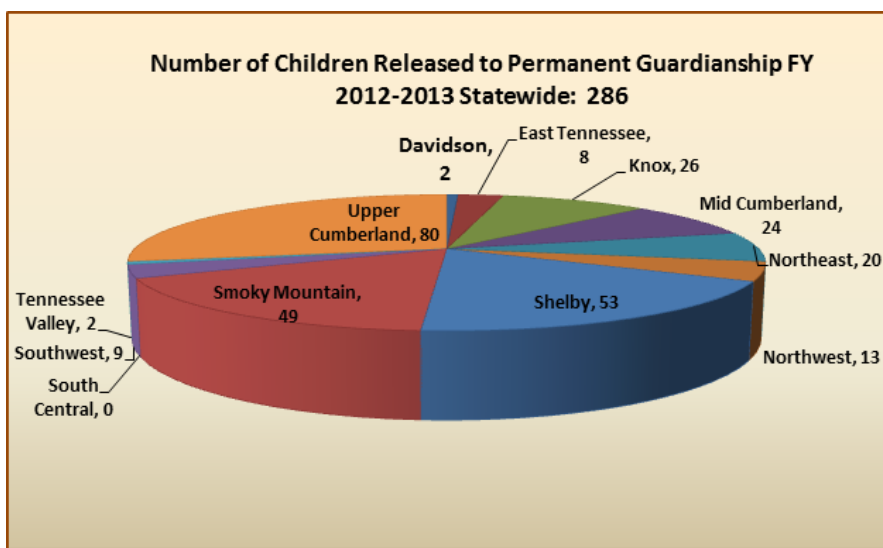


Table 8: Children Released to Permanent Guardianship, June 30, 2013



Relative Caregiver Program

The Relative Caregiver Program (RCP) helps support relatives who have taken on the responsibility of raising related children. It is the philosophy of the RCP that families are strengthened when they have access to resources in their communities. These services increase stability and safety for children in the care of their relatives and kin and reduce the number of children who enter state custody. The RCP, in partnership with community partners, supported more than 2000 caregiver families in FY 2012-2013. According to the Relative Caregiver 2012-2013 report over 3,300 children were provided necessary services through the provider agencies linked to the RCP. Of those children 149 were reunited with their birth parents, while 61 were placed within the formal foster care system.

Resource Eligibility Team

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

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

All Resource homes are reviewed annually. Over 3,300 resource homes were reviewed for compliance in FY 2012-2013. Approximately 162 newly hired direct care staff safety documentation was reviewed for compliance in FY 2012-2013 from 32 provider agencies. RET staff also provided specialized training to

provider agency staff related to safety documentation and statewide technical assistance related to TFACTS data entry regarding resource home approval.

Non-Custodial Services

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

The referral for Non-Custodial Services is received from an open CPS Investigation, CPS Assessment or directly from the Juvenile Court. When children are safely able to remain at home through additional service provision, the client/family is engaged to complete a Non-Custodial Permanency Plan. This plan is developed with a family and other team members to address the needs/concerns that brought them to the attention of the Department and develop additional family supports.

Child Protective Services Assessments

Child Protective Services (CPS) Assessments is a non-traditional approach to child protection. The CPS Assessment division is responsible for assessing allegations of harm that are typically low to moderate risk and allegations not covered by statutory requirements for investigations. This approach provides the opportunity to assess referrals of abuse and neglect using a less adversarial approach, which creates more of a partnership and increases family cooperation. Where abuse or neglect has occurred, CPS Assessments bolsters the Department's ability to work with families in minimally intrusive ways that strengthen family functioning, increase supportive resources, and reduce the likelihood of out-of-home placement, without sacrificing child safety. During FY 2012-2013, approximately 36,000 CPS assessment track referrals were received.

Independent Living Services

The Independent Living (IL) Services Division is charged with assisting youth ages 14-21 in making a successful transition from foster care to adulthood through the provision of supports and services that prepare youth for independence. In addition to case management services, options include educational and housing opportunities, leadership training, life skills instruction and independent/transitional living planning. For FY 12-13, there were approximately 2400 youth ages 17 or older in custody. Of this total, 564 were served through Extension of Foster Care Services (EFCS). The Extension of Foster Care Services (EFCS) is Tennessee's primary way of implementing the federal Fostering Connections to Success and Increasing Adoptions Act of 2008 and Tennessee's Transitioning Youth Empowerment Act of 2010. Extension of Foster Care for Young Adults is a federally funded program which requires that young adults meet certain eligibility guidelines, have a valid educational, job training plan or a verified special need. The most prevalent EFCS supports include Independent Living Allowances (299), and 288 living in a foster care placement.

The Education and Training Voucher (ETV) Program is an expansion of the John H. Chafee Foster Care Independence Act of 1999. The program began in 2002 and created a federally-funded, state-administered initiative to provide funding and support for post-secondary education. Eligible students may receive grants up to \$5,000 per year for up to five years or until their 23rd birthday. ETV funds can be combined with other grants and scholarships to minimize or eliminate the need for student loans. Educational and Training Vouchers (ETVs) were provided to 282 youth and another 126 received state funded scholarships.

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

Table 9: Number of Children with PPLA Goal

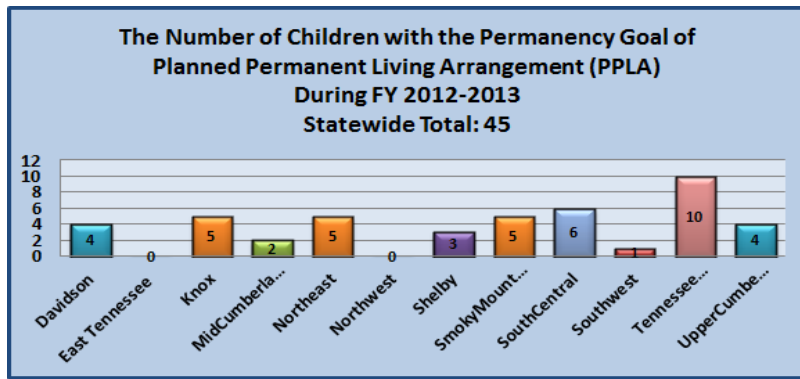


Table 10: Children with PPLA Goal by Gender

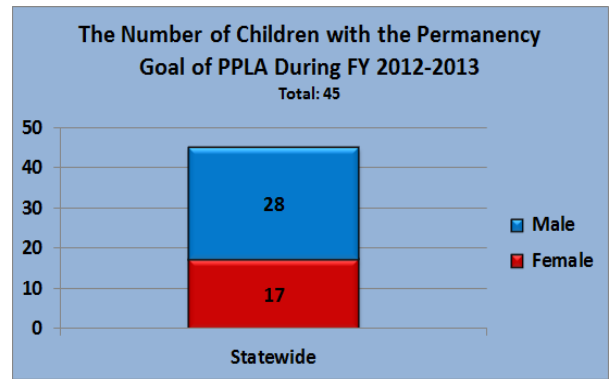
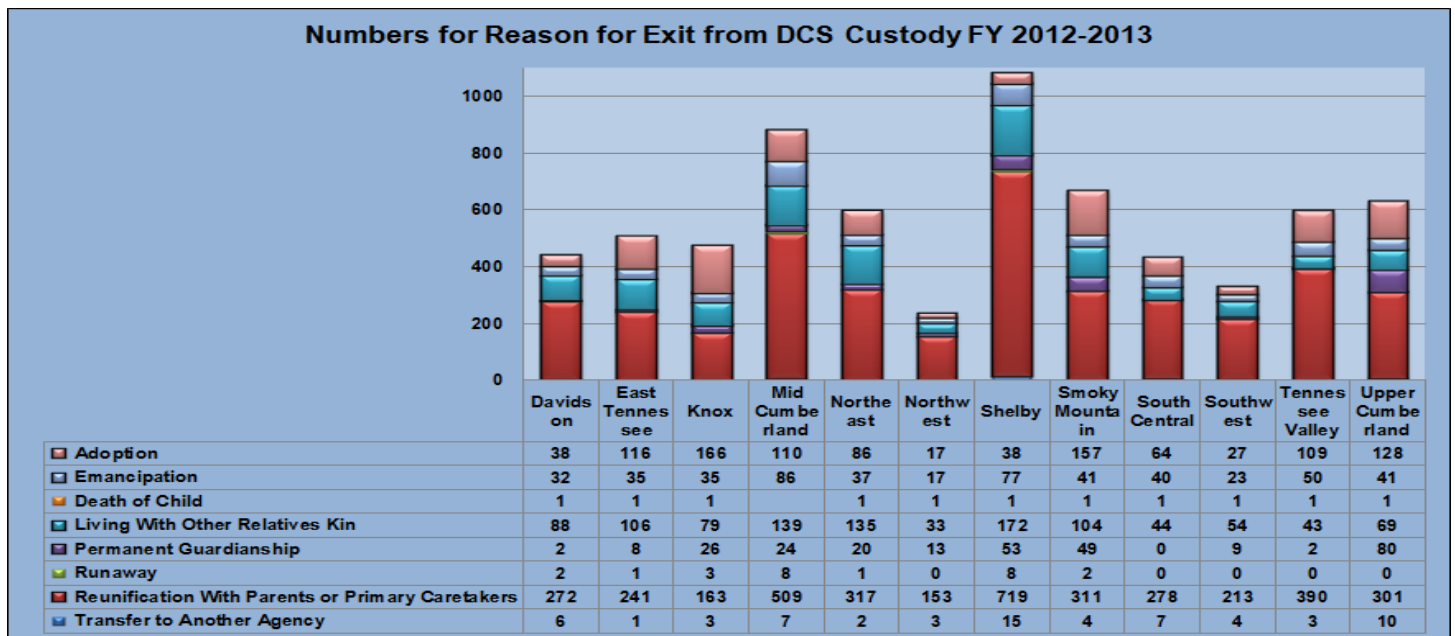


Table 11: Reason for Exit from DCS Custody



Centralized Permanency Services

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

The ICPC team handles all incoming and outgoing referrals for evaluation and processing of homes that are potential placements for children being placed from another state into Tennessee or in another state from Tennessee. Last fiscal year, the team processed 2,189 new referrals, approved placements for 1289 children, and processed denials for 822. Over 2,000 case closures were processed after appropriate monitoring periods.

The Putative Father Registry team has responsibility for maintaining the data base on individuals who have filed written notice of intent to claim parentage of a child. Staff processed in excess of 5,400 requests for clearance during the fiscal year.

Adoption Registry has responsibility to register, seal and preserve all documents related to a finalized adoption in Tennessee. During FY 2012 - 2013, 1,200 DCS records and 800 non-DCS records were received for registration and sealing.

The Post Adoption Access team has responsibility for establishing and implementing the rules of procedure for accessing sealed adoption records by qualified individuals under specific circumstances or pursuant to court orders. During FY 2012 - 2013, the unit received and processed 533 such requests.

Social Services Caseloads

The tables below describe caseloads of staff that carry Brian A. class member case types, or a combination of Brian A and other social services cases. Based on the way caseloads are monitored, any worker with at least one foster care (Brian A) case is identified in these data. Low caseloads generally reflect the workload of a new worker with a training caseload assigned. While all caseload carrying staff have to be included in the average caseload numbers, the inclusion of training caseloads or caseloads of staff with less than one year of experience does skew the average as more tenured staff are carrying much higher caseloads. The accompanying caseload range chart provides a more accurate picture. It should be noted that these data only reflect information from July 1 through April 30 of FY 2012-2013.

Table 1: Average Social Services Worker Caseloads



Table 2: Percentage of Workers Carrying at least One Brian A Case by Caseload Size

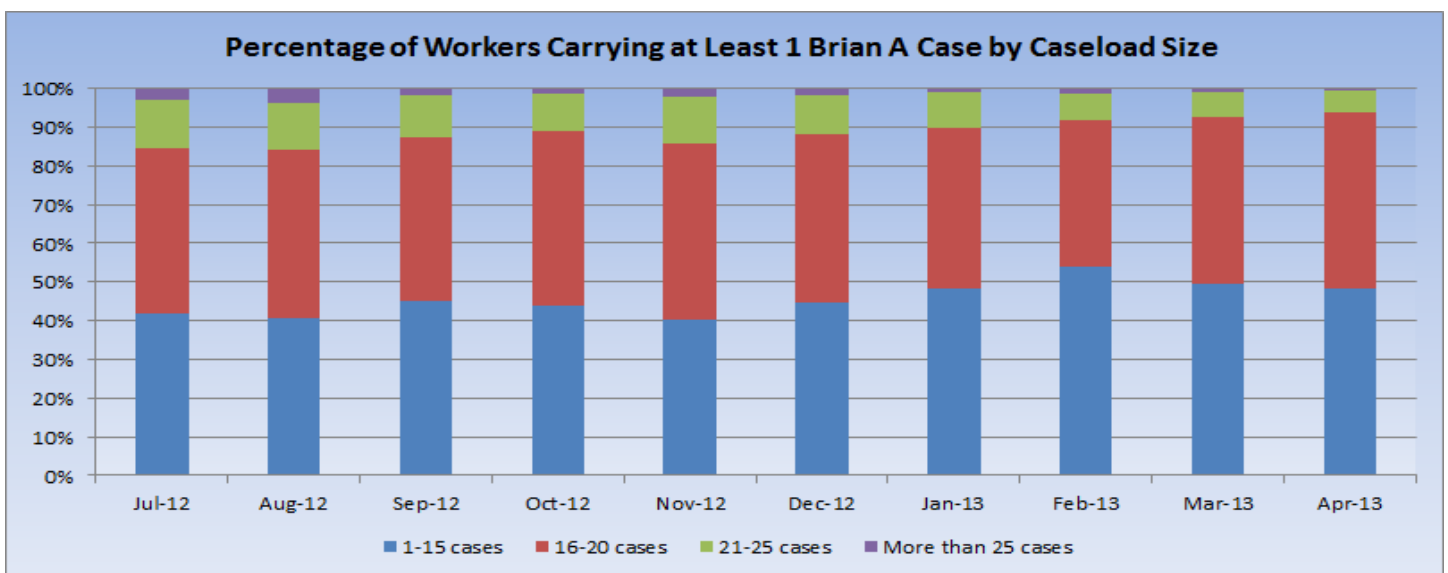
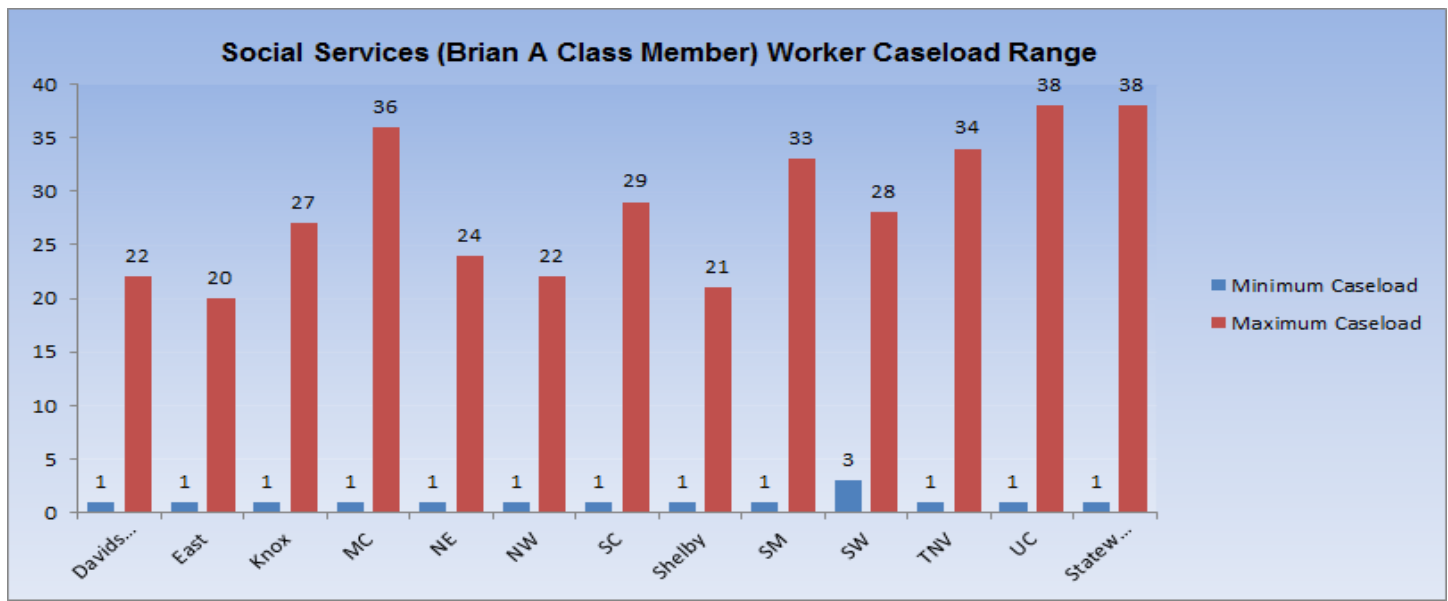


Table 3: Social Services Worker Caseload Range



Division of Network Development

In the Spring of 2013, the Division of Network Development, formerly known as the Child Placement and Private Providers Division (CPPP), was re-organized and expanded in order to provide comprehensive oversight of the provider network, placement and service resources that serve both non-custodial and custodial populations.

Network Services

The Director of Network Services is a doctoral level mental health professional who reviews and evaluates the clinical services and processes employed by various agencies within the provider network. The Director accomplishes this by visiting residential providers on a regular basis, communicating with clinical and administrative staff, observing program components and reviewing relevant data. The frequency and intensity of such reviews vary, depending on the level of identified need for any one provider. The Director of Network Services also delivers some limited technical assistance to the providers in order to support efforts to develop and enhance their clinical services and processes. However, based on the level of frequency and intensity required for meaningful systems change to occur, the Director serves as a liaison to additional resources and specialized expertise for the providers. Such resources include consultation and/or training from a Center of Excellence.

Placement and Provider Services

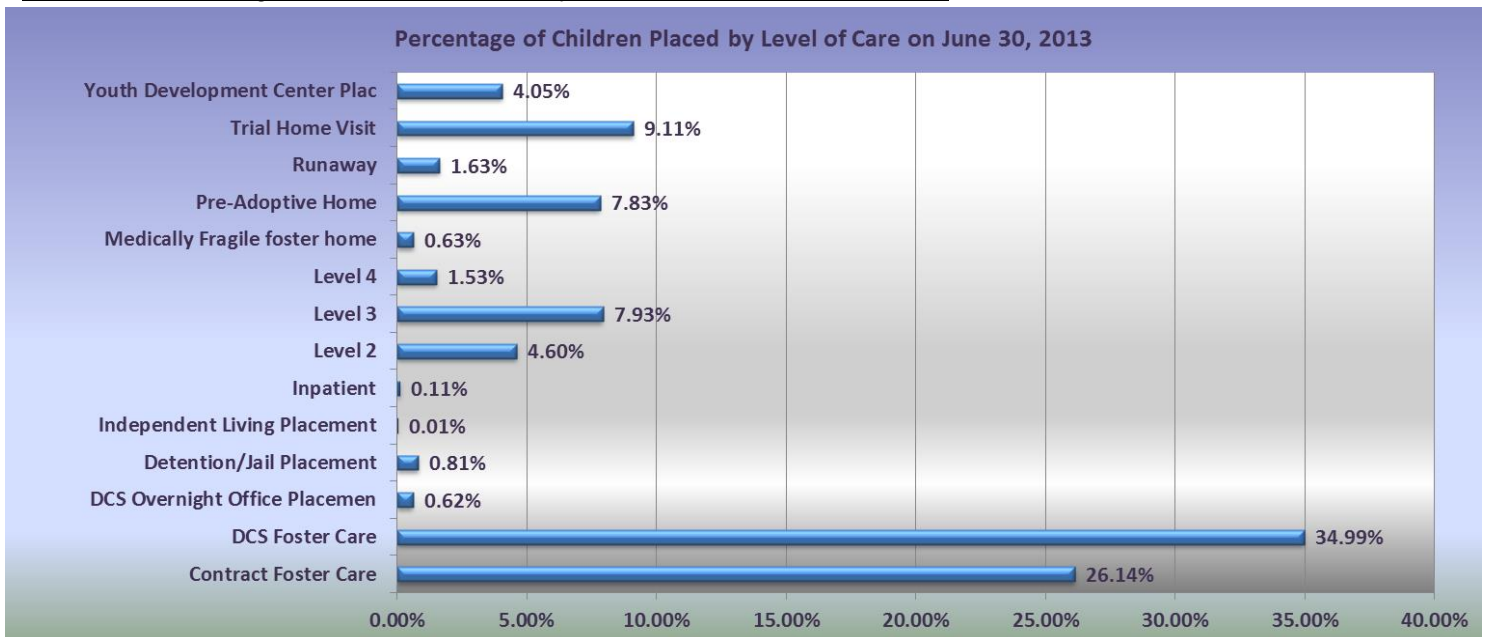
The Placement and Provider Services (PPS) mission is to forge an open, honest and collegial partnership between private provider agencies, field staff and other relevant DCS divisions that are critical for the effective and efficient delivery of services to DCS children. This division is a conduit through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

Placement and Provider Services is the liaison between DCS and the private provider network that delivers out-of-home services to children placed in the custody of the State. This unit provides technical assistance and support to the provider community helping to ensure a seamless delivery of a full array of services that will meet the needs of children in care. PPS is also responsible for providing technical assistance and support to all twelve (12) Regional Placement Services Division (PSD) Units where the actual placement of children within the private provider network occurs. Technical Assistance (TA) and support to regions primarily focuses on, but is not limited to: resolving disputes with providers, disseminating information regarding providers and

performance, assisting with placement of children with very intense clinical needs and clarifying policies and procedures.

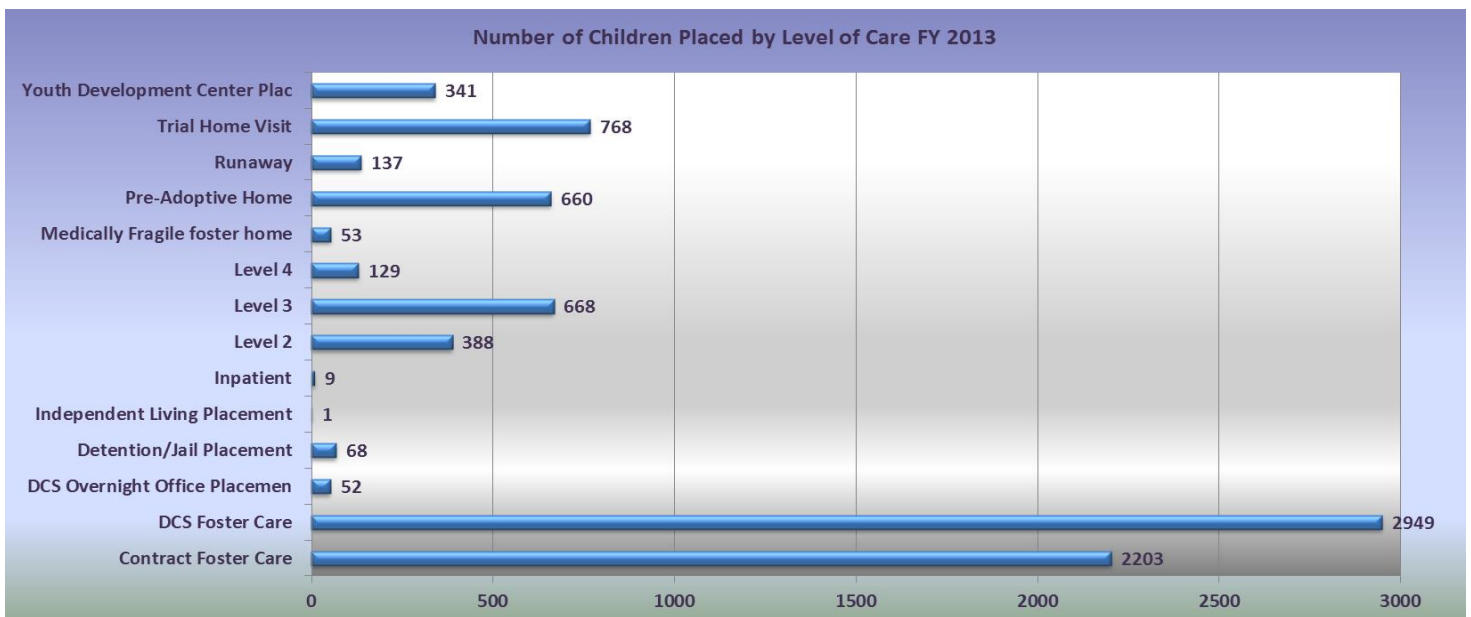
This unit currently manages a network of 28 private agencies providing out-of-home care and services to children in the custody of the Department and services to their families. Twenty-four of these contracts are out-of-home continuum contracts. Continuum contracts allow both providers and regions to coordinate services to children and their families while providing the flexibility to customize service delivery on an individual, child-specific basis. Finally, the PPS unit is 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.

Table 1: Percentage of Children Placed by level of Care, June 30, 2013



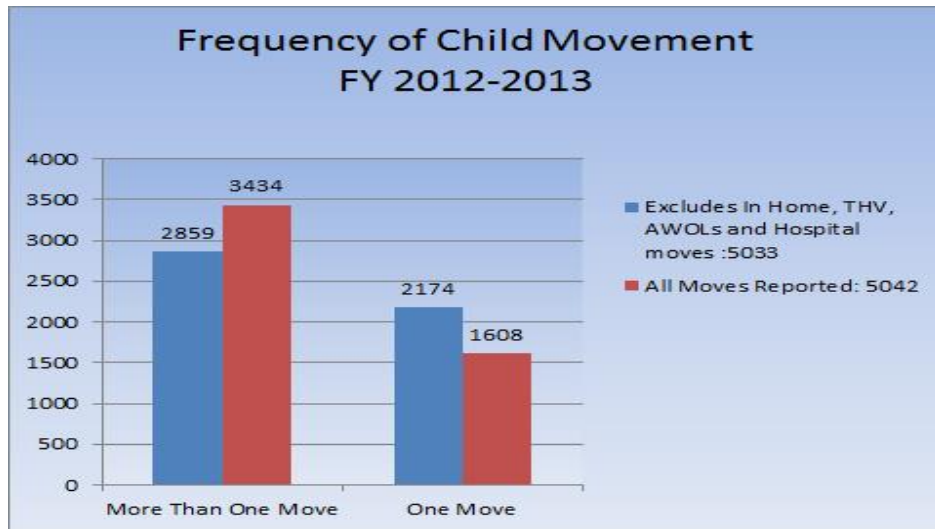
*Level 1 includes: "DCS Foster Care", "Contract Foster Care", "Independent Living Placement" and some "Pre-Adoptive Home" placements

Table 2: Number of Children Placed by Level of Care, June 30, 2013



*Level 1 includes: "DCS Foster Care", "Contract Foster Care", "Independent Living Placement" and some "Pre-Adoptive Home" placements

Table 3: Frequency of Child Movement, June 30, 2013



Systems Integration

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

In-Home Tennessee

In-Home Tennessee (IHT) is an ongoing initiative aimed at enhancing the Multiple Response System (MRS) by addressing best child welfare practices and improving the service array within each community across the State of Tennessee. The initiative began in 2009 with a request for technical assistance from the Children's Bureau and a partnership with the Atlantic Coast Child Welfare Implementation Center (ACCWIC), National Child Welfare Resource Center for Organizational Improvement (NRCOI) and National Resource Center for In Home Services (NRCIH).

In the first four years, In-Home Tennessee has built partnerships and infrastructures necessary to support and enhance the DCS mission of fostering partnerships to protect children, develop youth, strengthen families and build safe communities. IHT has achieved this by building organizational and community capacity, improving access and quality of services and enhancing how the child welfare system works with families.

The initial development of the initiative involved case reviews, focus groups with staff, community partners and families served, as well as a review of best child welfare practices. IHT is comprised of two major components: 1) the service array component, to assess and enhance core services and practices within the community and 2) a practice framework, to enhance and guide implementation of best practice in child welfare efforts. In addition, In-Home Tennessee maintains a complex structural framework including communication and evaluation pieces.

The service array process was completed in each of the twelve (12) regions with over 2,000 community stakeholders participating in the assessments. A statewide report was compiled outlining the findings around fourteen (14) core service areas and five (5) practices. While the regions are in varying stages of

implementation, all are addressing specific identified areas of service and practice needs, as well as implementing five specialized In-Home Tennessee “skill enhancement” trainings, complete with a transfer-of-learning component after each training. Additionally, a coaching model training curriculum for all managerial staff is nearing completion statewide.

The following child welfare initiatives are included under the auspices of In-Home Tennessee:

Resource Linkage

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

There are 20 staff positions across Tennessee’s twelve (12) regions designated as Regional Resource Linkage Coordinators or Regional Resource Linkage Contacts. During the fiscal year 2012-13, the Regional Resource Linkage staff reported a total of 1,981 referrals via the Child Abuse Hotline and 4,515 referrals via other sources (direct, community or DCS staff calls) with 5,444 families served. It should be noted that Resource Linkage services are completely voluntary and not all families are willing to accept the offered resources.

Community-Based Child Abuse Prevention

The Department of Children’s Services is Tennessee’s designated lead agency for the Community-Based Child Abuse Prevention (CBCAP) program grant. The purpose of programs funded by CBCAP is to offer primary and secondary prevention activities that: 1) support community-based efforts to develop, operate, expand, enhance, and coordinate initiatives, programs and activities to prevent child abuse and neglect; 2) to support the coordination of resources and activities to better strengthen and support families to reduce the likelihood of child abuse and neglect; and, 3) to foster understanding, appreciation and knowledge of diverse populations in order to effectively prevent and treat child abuse and neglect. This CBCAP program is funded through federal dollars, the Children’s Trust fund and the State of Tennessee.

Tennessee’s CBCAP program funds two (2) major activities through 42 contracts among 25 community agencies statewide: 1) Darkness to Light’s Stewards of Children, an evidence-based sexual abuse prevention training program that educates adults to recognize, prevent, and react responsibly to child sexual abuse and motivates them to courageous action; and, 2) Nurturing Parenting Programs, a family-centered initiative designed to build nurturing parenting skills as an alternative to abusive and neglectful parenting and child-rearing practices.

Community Advisory Boards

Community Advisory Boards (CABs), were created in 2006 as a response to TCA § 37-5-607, and developed to safeguard and improve the welfare of children and to preserve families. The overarching goal of these boards is to help prevent harm and sexual abuse to children and strengthen the ability of families to parent their children effectively through a multi-level response system which utilizes available community-based public and private services. Tennessee’s 95 CABs are separate and independent entities from the Department, although DCS is heavily involved in the meetings and assists with organization, coordination and communication efforts, as well as other ancillary duties.

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

Office of Juvenile Justice

The Office of Juvenile Justice (OJJ) serves youth who have been committed to the Department of Children's Services by the juvenile courts for delinquent offenses. The department offers a range of services to juvenile justice youth from probation and supervision to secure residential placements. DCS operates three hardware-secure Youth Development Centers (YDCs) for male youth. The Office of Juvenile Justice is responsible for overseeing the day-to-day operations of the facilities while providing treatment and rehabilitation to male youth committed to state custody by the juvenile courts.

The Office of Juvenile Justice (OJJ) is led by a Deputy Commissioner and assisted by a Deputy Director and Children's Services Director. OJJ supports and monitors state run and contracted facility-based operations and programs, as well as community supervision services and a range of community-based prevention and intervention grants. OJJ administers the Interstate Compact for Juveniles for the State of Tennessee. OJJ staff provides a myriad of support services. The administrative staff serves as liaisons between OJJ, the general public, other state departments and divisions, officials, and entities outside DCS in order to explain matters of procedure and policies in juvenile justice. Administrative staff performs a variety of general administrative duties to support operations in the central office, YDCs, and regional offices, which provide primary responsibility for the supervision and care of delinquent youth.

The Office of Juvenile Justice works diligently in five primary performance goal areas with metrics linked with strategies in order to measure performance toward achieving the mission of fostering partnerships to protect children, develop youth, strengthen families, and build safe communities. The following provides an overview of the Office of Juvenile Justice's goal areas and its most recent progress.

Community Based Prevention Services

The Office of Juvenile Justice supports a number of Community Based Prevention Services. Community Intervention Services (CIS) programs are community-based programs that provide intensive probation services for delinquent youth who would, most likely, otherwise enter state custody due to their delinquent behavior. This statewide system of graduated sanctions (including incentives, treatment, and services) are community prevention and intervention grants that DCS award and monitors. The CIS grants have allowed for the expansion of graduated sanctions in the counties where they exist. OJJ funds and oversees 7 providers across the state, which provides intensive probation services in twenty-seven counties. In FY 2013, CIS programs provided services to 404 youth while keeping them in their community. Data collected for FY 2013 from the CIS programs shows that \$21,471.00 was paid as restitution to victims from the CIS program participants.

OJJ provides funding for twenty-one Juvenile Court based grant programs which support youth that are at high risk of entering the juvenile justice system. Funding supports 3 major areas: custody prevention, truancy prevention, and child and family intervention services. These programs strive to reduce the number of children committed to state custody or that have an initial contact with the juvenile justice system, and to improve parents' ability to care for their children. Data for FY 2013 shows that 4,930 at-risk youth were served in their community through the Juvenile Court Programs and 98% of youth that participated in these programs remained out of state custody. TFACTS data collected for the Juvenile Court Judge's Conference shows that the total number of youth in custody as delinquents decreased from 1,517 in 2012 to 1,373 in 2013.

Informed Decision-making for Services and Outcomes

OJJ staff use the Youth Level of Service/Case Management Inventory (YLS) to assess youth placed on probation, in custody, on aftercare and under Interstate Compact for Juveniles supervision. The YLS is an evidence based assessment tool which helps staff adequately identify the underlying problems youth may have. Youth entering custody as delinquents are also administered the Child and Adolescent Needs and Strengths (CANS) assessment. Both of these tools are used to develop strength based individualized case plans for the youth the Office of Juvenile Justice serves.

Holding Youth Accountable for their Actions

The Office of Juvenile Justice subscribes to the philosophy of Balanced and Restorative Justice (BARJ). BARJ is based on an understanding that crime is an act against a victim and a community and that restoring victims and communities is a vital part of the process of treating the youth and decreasing the chances that they will reoffend. The BARJ uses concepts of Accountability, Community Safety and Competency to identify youth strengths and build on the positive. OJJ has incorporated BARJ concepts in its work with all delinquent youth.

Quality Case Management

Ninety-three percent (93%) of youth adjudicated delinquent and placed with DCS were reunified with their removal family/guardians during fiscal year 2013. The Department supervises an average of 500 youth per month on Aftercare supervision. OJJ also contracts with two (2) private agencies to provide intensive aftercare supervision programs. The primary goal of the intensive aftercare program is to decrease the number of youth re-entering the juvenile justice system. The Exit Program serves 16 counties in the Eastern grand region of the state and is administered by the Helen Ross McNabb Mental Health Center. The Reunion Program, administered by the Quinco Mental Health Center serves nine counties in the Southwest Region. DCS continues to support the youth upon their return home. Agency staff members act as liaisons with educational programs, employment programs, and facilitate the delivery of other services including mental health services.

In 2013, 57 students graduated from the state's youth development centers. Fifty of the graduates earned a regular high school diploma, six earned a special education diploma and one completed a high school certificate. Of the 77 YDC youth that took the GED, 59 (77%) passed. In FY 2012-2013, OJJ changed the educational program within the YDCs to a semester system to afford youth returning home the opportunity to maintain/acquire credits that would more easily transfer into their local schools.

A Safe and Therapeutic Environment

All three Youth Development Centers (YDCs) earned American Correction Association accreditation with scores of 100% in 2013. Auditors from ACA spent an average of 3 days on site evaluating each center on performance based national standards. To improve the prevention, detection and response to incidences of sexual victimization in YDCs, OJJ secured a 2 year, \$250,000 grant to hire a Prison Rape Elimination Act (PREA) YDC Coordinator to promote the comprehensive, coordinated implementation and on-going compliance monitoring of the PREA standards.

An estimated 60% of youth at the YDCs have mental health issues. In FY 2012-2013 OJJ secured a \$10,000 training grant for staff working in residential correctional settings with delinquent youth who also have mental health issues. The training curriculum is designed to enhance staff's capability to meet the needs of youth with mental health issues. Topics include adolescent development, mental health and substance disorders, child trauma, practical strategies for engaging and interacting with youth, and the important role families play in the treatment process.

Youth in YDCs participate in Student Councils and select a student representative to present staff with their issues and concerns. Additionally, all the YDCs have a formal grievance process.

YDC staff partnered with the Department of Mental Health and Substance Abuse Services in the development of the Shield of Care Suicide Prevention Curriculum. The Training was designed for staff working in secure settings to help them identify and proactively prevent suicidal behavior. The curriculum has gained nationwide recognition and is pending placement on the best practice registry.

Office of Quality Control

The Quality Control Division of the Tennessee Department of Children's Services is committed to ensuring that children and their families receive the best possible services in a safe environment designed to meet their specific needs. The goal of the quality control division is to assess child welfare practices, outcomes, and compliance by using data and results to guide and change policies and practices. Through the process of

Quality Service Reviews (QSR), Continuous Quality Improvement (CQI) and Program Evaluation, the QC Division conducts regular case reviews, collects data samples and identifies areas for improvement. The QC Division monitors policy compliance through the Council on Accreditation (COA), American Correctional Association (ACA), and the Prison Rape Elimination Act (PREA).

The Division of Program Evaluation and Quality Service Review is responsible for completing an annual Quality Service Review (QSR) in each of the department's twelve service regions. The QSR is a qualitative review process utilized by a number of state and tribal child welfare agencies to determine trends with the current status of children and families and with key systems functions of the organization. Each case reviewed is rated on seven well-being indicators; four family and permanency indicators; seven practice model indicators; and three indicators of conditions and attributes of practice. The data collected at each QSR is presented to the service region being reviewed and that region works with the Office of Quality Control to develop action steps to improve outcomes. This division conducts customer satisfaction surveys, In Home Tennessee Fidelity Reviews and the In Home Tennessee program evaluation. The division is also responsible for the collection and evaluation of data from the Aggression Replacement Training program offered at each of the Youth Development Centers (YDCs); managing the department's Lean Management Program; and leading the TNCPE/Baldrige Journey. In February 2013 the Department of Children's Services earned a Level Two Commitment Award from the Tennessee Center for Performance Excellence (TNCPE). The Department of Children's Services currently has five employees who have successfully completed an intensive training program and now serve as volunteer Examiners with the Tennessee Center for Performance Excellence.

The Division of Accreditation is comprised of a director and six employees. The division was created in July 2013 with the goal to maintain ACA accreditation, achieve COA reaccreditation and achieve state wide compliance with PREA standards. Three employees are CQI coordinators that work within the YDCs. These coordinators assist the YDCs in the area of training, collecting and tracking data, mock audits, and meeting the standards for American Correctional Association (ACA), Prison Rape Elimination Act (PREA), and Council on Accreditation.

The unit also has one PREA coordinator. The PREA coordinator role is to ensure DCS, provider/ contract agencies, and facilities licensed by DCS are all compliant with PREA standards. The first PREA audit will be held in 2014. A grant from the Department of Justice, Bureau of Assistance was approved allowing an additional person to be added to the unit to assist with PREA compliance. The unit also has two employees who are responsible for the agency's state wide COA reaccreditation. These employees assist with communication, gathering evidence, mock site visits, interpreting the standards and collaboration with the regions and YDCs to ensure COA reaccreditation. The final step of the interim review was completed in October of 2013. The full reaccreditation review will begin in April 2014 with a site-visit scheduled for two regions/YDCs each month through December 2014.

The Continuous Quality Improvement (CQI) Division engages all levels of agency employees and stakeholders in identifying and targeting opportunities to improve services, processes and outcomes for children and families in Tennessee. The purpose the CQI Program is to target improvements to key operations to improve the quality of casework, outcomes for children and families, and agency processes towards efficiency. The division also tracks and monitors trends through more effective use of practice data and utilizes identified trends to drive improvement initiatives and long term planning in the region. Regional CQI teams also track and monitor client, community and provider agency outcomes and partner with them to develop improvements. By creating a venue for DCS employees to actively participate in agency change, CQI improves employee morale and satisfaction within their work environment by providing staff with a voice and ability to impact organizational improvement

The Policy Division works with all divisions within DCS to develop policies, procedures and related forms that guide employees on decisions that are made and how the work is done according to applicable laws and rules. Policies and procedures increase accountability and transparency and are fundamental in the continuous quality improvement process. All policies go through an annual review process. All policy revisions and new policies are vetted through a policy review process. The process begins when policy writers submit new

policies or revised policies for changes. Policies are then reviewed by a Policy Review Committee that consists of both DCS staff and community partners. Once needed changes are made, a public review period is held before policies are sent to Executive and Legal leadership for approval. Once all designated executives approve, the policies are then delivered to the Commissioner for review and approval. In FY 2012-13, the Policy Division revised 86 policies and developed 1 new policy. In addition to developing policies, the Policy Division is responsible for generating the agency's Annual Report, Annual IV-B Report, and communicating with and coordinating technical assistance from the Administration for Children and Families. The Policy Division consists of a Director, Program Manager, two Policy Program Coordinators, and a Program Specialist.

The Due Process Division provides case reviews in accordance with State of Tennessee rules (CH 0250-7-9-.04), which state that any individual indicated for an allegation of abuse or neglect or if their identity will be placed in the Department's registry of perpetrators has the right to a formal file review. If the individual determined as indicated works or serves in some capacity, providing direct supervision to children or is employed by a child-serving agency and the incident for which the individual was indicated involved a child for whom they served/supervised, a Special Investigation Review is completed. If an individual who is determined as indicated for abuse/neglect has access to children when the review is requested, an emergency review is launched. This right should be afforded to them, in writing, by the region/staff that completed the investigation and determined that the individual would become known as a perpetrator of abuse, hence identified in the Department's registry of perpetrators. The review process is designed to assess the quality of the investigation and should consider any additional information submitted by the alleged perpetrator during the review period as rebuttal documentation of the indication. The review process is one of quality assurance and is not considered a "ruling" of any kind as a reviewer is not an attorney or judge and has no judicial authority. If the identity of the individual whom the Department has indicated will be released to an employer or organization, the individual also has the right to a hearing.

Office of Finance & Budget

The Office of Finance and Budget provides a comprehensive set of fiscal services including general accounting, accounts payable, financial planning, budgeting, revenue maximization, trust accounting, child eligibility services, regional fiscal services, and procurement and contracts administration. In FY 2013, the Department of Children's Services managed a total of \$677,421,100 in budgeted resources. The following outlines the expenditures by category.

Administration - \$51,010,700 (7.5%)

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

Family Support Services - \$36,487,400 (5.4%)

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

Custody Services - \$249,931,200 (36.9%)

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

Needs Assessment - \$6,316,800 (0.93%)

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

Adoption Services - \$79,557,400 (11.7%)

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

Child and Family Case Management - \$214,583,000 (31.7%)

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

Youth Development Centers - \$39,534,600 (5.8%)

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

The major sources of funding and revenue for the department in Fiscal Year 2012 – 2013 were: State appropriations of \$294,835,400 (43.5%); Federal funds, including Title IV-E, Title IV-B, and Social Services Block Grant of \$122,475,900 (18.1%); and TennCare funds equaling \$246,163,800 (36.3%) of all revenue. Also Education funds of \$10,726,700 contributed 1.6% to total funding and the remaining \$3,219,300, which represented 0.48% of revenue, came from other sources.

Title IV-E is a federal entitlement program in which reimbursement for services provided is based upon Federal eligibility criteria for children served. Title IV-E funds reimburse maintenance and care of children in foster care, adoption assistance, training, and administrative costs of the foster care and adoption assistance programs. Title IV-B and the Social Services Block Grant are set dollar allocations based upon the state's percentage of the national allotment and are used, in part, to reimburse the state for child welfare services provided to children and families.

TennCare is Tennessee's Medicaid health care entitlement program. TennCare reimbursement earned by the Department of Children's Services is based upon eligibility criteria for each child served. TennCare funds are used to reimburse medical services provided to children and administrative costs of the program

Table 1: Placement and Service Costs

FY 2012 - 2013 Placement Costs	Provided By: DCS Budget Office				
	Total Expenditures	Federal	Other	State	Local
DCS Foster Care	26,529,300	15,143,000	9,267,300	2,119,000	-
Contracted Residential Services	203,365,600	13,585,600	115,904,900	73,565,700	-
Custody Support Services	17,762,200	12,485,400	5,586,200	-	-
Independent Living Services	2,274,100	1,024,900	-	1,249,200	-
Total Custody Services	249,931,200	42,238,900	130,758,400	76,933,900	-
	249,931,200	42,238,900	130,758,400	76,933,900	
Youth Development Centers	39,534,600	-	1,325,600	38,209,000	-
Total Youth Development Centers	39,534,600	-	1,325,600	38,209,000	-
Development Centers	289,465,800	42,238,900	132,084,000	115,142,900	-

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

Table 2: Average DCS Case manager (FSW) Salaries by Region

Region	CASE MANAGER 1	CASE MANAGER 2	CASE MANAGER 3	CASE MANAGER 4
Davidson County	\$36,722	\$37,260	\$41,163	\$44,349
East	\$33,492	\$38,281	\$39,756	\$44,016
Knox County	\$35,748	\$37,783	\$40,829	\$45,634
Mid Cumberland	\$34,495	\$37,922	\$39,804	\$43,790
Northeast	\$34,137	\$38,512	\$42,315	\$44,458
Northwest	\$34,394	\$39,334	\$39,862	\$48,819
Shelby County	\$34,707	\$38,003	\$40,364	\$45,595
Smoky	\$33,492	\$37,918	\$38,787	\$43,953
South Central	\$33,902	\$37,926	\$41,092	\$45,662
Southwest	\$35,297	\$38,211	\$39,970	\$45,492
TN Valley	\$34,996	\$38,421	\$42,070	\$47,230
Upper Cumberland	\$34,244	\$38,207	\$40,913	\$43,402
Grand Total	\$34,535	\$38,100	\$40,950	\$45,110

Table 3 – Contracted Services

Program Description	Service Type	Synopsis of Delivered Services
Child Abuse Prevention	Parenting Education	Provision of primary & secondary Child Abuse Prevention services designed to prevent the occurrence of child abuse and neglect
Community Intervention Services (CIS)	Intensive Probation or After Care	Community based intervention, treatment and intensive probation in an effort to divert children from the custody of DCS.
Custody Prevention	Truancy Services	Custody prevention services, to include counseling, tutoring, assessment, and referral services to at-risk children and their families
Intercept	Intensive In-Home Services	Evidence-based Intensive in-home treatment services and assessments to prevent removal including therapy, crisis intervention, educational assessment, etc.
Juvenile Court Prevention	Custody Prevention, After School Program, Truancy Prevention, Child & Family intervention	Truancy prevention services to include counseling, referrals, General Educational Development, parenting skills to youth and their parents
Needs Assessment and Non-custodial services	Crisis Intervention & Mediation and Therapeutic family preservation	In-home services designed to protect, treat and support families in order to enhance families' capacities to maintain children safely in their homes.
Prevention	Teen Outreach Program	Pregnancy prevention services for teens in custody of DCS
Relative Caregiver	Assessment, Case Management, Facilitation & Outreach	Promote stability for kinship families to maintain with relatives. Services include case management to assist with judicial, educational, child welfare issues, and emergency financial assistance.
Social Service Block Grants (SSBG)	Sex Abuse Assessment & Counseling	Provision of child sex abuse services for victims and their families including diagnostic assessments, counseling, consultation, coordination and parental support and education. To reduce trauma and empower abused victims.

Within the Office of Finance & Budget, the Contracts Management Unit (CMU) is responsible for the management, oversight, development and execution of all personal, professional, consulting and commodity services. CMU works in collaboration with program staff, management and other stakeholders to facilitate and maintain a robust and viable assortment of services that supports the Department's goal of keeping children/youth safe, healthy and back on track. The procurement of services allows for the purchase and

delivery of goods and services that support the work of the Department. These services are delivered to children in the custody of the State, those at risk of custody and their families. The number of active contracts in a given year is approximately 560. CMU consists of seven (7) staff committed to ensuring the accessibility of a diverse array of personal, professional, consulting and commodity services statewide. All procurements are executed in accordance with the rules, procedures and guidelines established and overseen by the Central Procurement Office.

Commissioner's Direct Report Offices

Special Projects Office

The Office of Special Projects in the Commissioner's office creates, oversees and executes various initiatives as directed by the Commissioner. In 2013, these projects included:

- Three Branches Institute (3BI), an initiative of the First Lady, designed to align the work of the executive, legislative and judicial branches of government to work on issues that affect children and youth in state custody;
- Children's Advisory Council, a community board composed of volunteers with child welfare and specialty expertise. This Council is prescribed by TCA § 378-105 (12) (A).
- Loaned Executive Program, a partnership between DCS and provider executives. CEO's are invited to spend the day with Commissioner Henry and senior staff to see the inner workings of the department.
- Customer Focused Government, an initiative prescribed by the Governor's office to improve accountability and customer service.
- Dolly Parton's Imagination Library project and The Governor's Books from Birth Foundation (GBBF), provides books to children from birth to age 5 at no cost to families, regardless of income.
- Philosophy Wars invites community partners and DCS staff to discuss philosophical topics that affect departmental policy and practice.
- Comstat, a quality improvement process which examines difficult custody and protective services cases to improve practice.

In addition to these initiatives this office is responsible for scheduling Commissioner Henry, setting meetings, planning regional office visits along with provider visits across the state and coordinating Commissioner Henry's participation in the Children's Cabinet. Special Projects also helps research and collect data for Commissioner Henry's involvement in the Governor's Safety Sub-Cabinet meeting which is a part of the Department of Safety and Homeland Security.

General Counsel

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

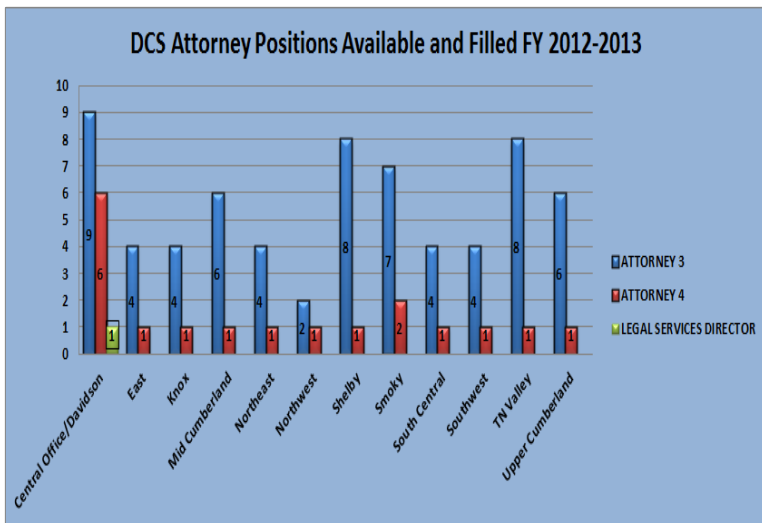
In the field, OGC's lawyers ably represent the Department in thousands of child abuse and neglect cases every day in juvenile courts across the breadth of Tennessee. Field lawyers advise local DCS leadership, draft pleadings and conduct trials of dependency and neglect and termination of parental rights cases, and provide training and legal guidance to case managers and other employees. They assist with educational,

employment and juvenile justice issues. With their high level of education, institutional memory, and commitment, these lawyers have rightly been referred to as "the Department's nervous system."

Significant among the past year's many accomplishments were OGC's leadership of the Department's response to new federal decisions applying the Fourth Amendment to the Department's work, which the Attorney General has commended, and the deployment of thirteen new attorneys to the field to aid the Department's response to a burgeoning number of drug-exposed children.

Table 3: DCS Attorney Positions Available and Filled

Table 4: DCS Legal Assistant Positions Available and Filled



Office of Human Resources and Training

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

The Regional Workforce Development team provides local Human Resource (HR) service and delivery of case management-related training for all DCS employees. Thirty HR staff serve as business partners to the regional leaders, in addition to providing transactional payroll/comp/benefits support for all employees. Twenty-one Training staff delivers DCS pre-service training to new employees and In-Service training to current employees and develops and provides supplemental training upon request. One full-time staff oversees a tuition reimbursement program that serves as a state-wide pipeline for new case management staff.

There are 18 staff in Central Office Human Resources and 29 Human Resource staff located across the state in the DCS Regions and Youth Development Centers. With the implementation of the TEAM Act during FY 2012-2013, much of the work of DCS Human Resources changed dramatically and required the implementation of new/revised procedures in many areas including; performance management; job postings/hiring; reduction in force; disciplinary action, employee mediation, and appeals

The Resource Parent Training Program offers learning opportunities that support adoptive, foster and kinship parents in their effort to provide a safe, nurturing and loving environment for the children in their care. In addition, the Program provided Parents as Tender Healers (PATH) pre-service training to over 3,000 parents in all twelve regions across the state. Additionally, over 3,300 parents were serviced through Post-Approval trainings, which include classroom and on-line courses. The Resource Parent Training Program is unique in

that the program also develops Resource Parent Trainers, who are DCS and agency staff, across the state. The Resource Parent Trainers are instructed and provided with training skills, tools and curriculum to develop quality resource parents who are professional and well prepared. The program serviced approximately 500 Resource Parent Trainers across the state during the FY 2012-2013.

Table 1: Case Manager Positions Filled by Region

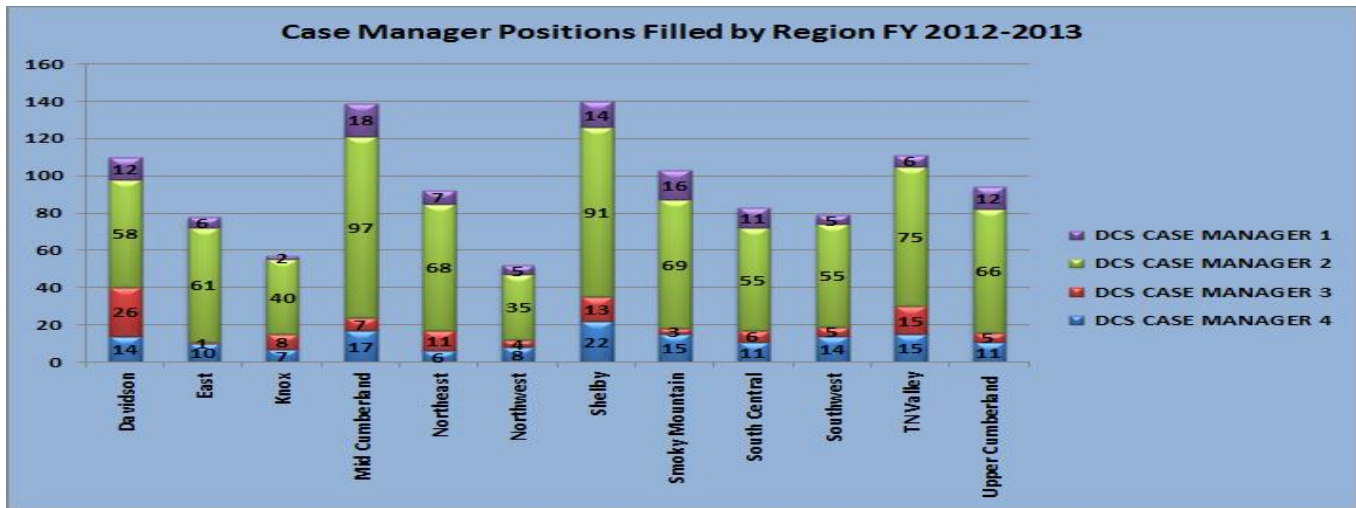
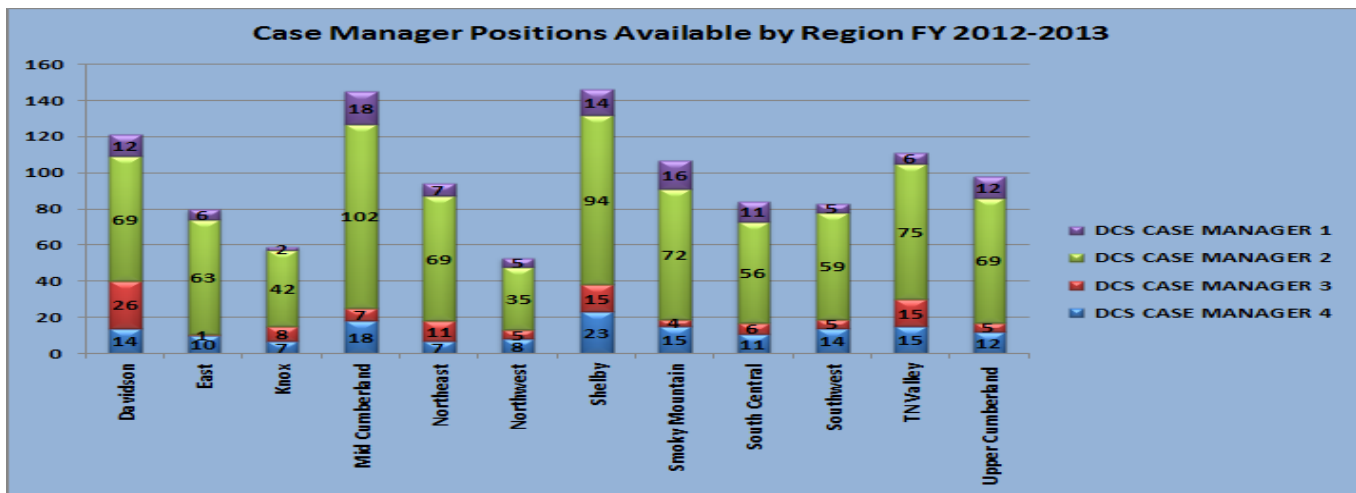


Table 2: Case Manager Positions Available by Region



The basic qualification for DCS Case Manager can be found at the Department of Human Resources website: <http://agency.governmentjobs.com/tennessee/default.cfm?action=agencyspecs>. All DCS Case Managers (Family Service Workers, Probation Workers, and Non-Custodial Case Workers) are required to complete 40 hours of in-service training annually.

Communications Office

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

Customer Focused Services Office

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

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

The CRU consists of a director and 5 staff who work collaboratively with Regional and Central Office staff to respond to inquiries. This Unit also conducts investigative research and serves as an internal/external liaison and agency representative. The staff in the CRU provides objective and neutral analysis of data, while maintaining confidentiality and working collaboratively with others. The Unit is also focused on providing timely, thorough, and accurate responses to inquiries and complaints that come to DCS. Between January 1 and December 31 2012, the CRU handled a total of 1,479 cases ; 726 phone calls, 386 emails, 49 letters, 318 Governor's Internet Quorum (IQ) cases (14 - IQ phone, 258 - IQ e-mails, and 46 - IQ letters).

The Office of Civil Rights (OCR) is responsible for investigating all complaints where discrimination is alleged. The scope of OCR's investigative jurisdiction is not limited to DCS staff, but also includes complaints submitted by DCS clients and/or providers who are under contract with DCS. OCR also has the responsibility of responding to local, state and federal complaints (EEOC, DHHS, etc.) which are levied against the department. Areas covered by OCR include employment or workplace harassment (Title VII), complaints alleging denial or delay of access to a program or service (Title VI), providing guidance to DCS staff or providers under contract on options available to assist with clients who may be limited in their English proficiency (LEP) and handling employment matters which require the processing of ADA accommodation requests for employees. The OCR unit is also responsible for the following departmental plans: Title VI Implementation Plan; Title IX Implementation Plan; Affirmative Action Plan and the Small Business Plan. During the fiscal year 2012/2013, OCR handled a total of 83 complaints (Title VII – 41; Title VI – 2; Disability requesting/requiring ADA Assessment – 14; Managerial – 8; and Administrative/Child Protection/Court/Custodial – 18).

Administrative Procedures

The Administrative Procedures Division consists of three attorneys who sit as Administrative Judges/Hearing Officers, and an Administrative Services Assistant II. The Division is responsible for all hearings and appeals of the Department's contested cases governed by the Uniform Administrative Procedures Act. The Administrative Procedures Division staff also serves as the Commissioner's Designees in employee grievance hearings governed by the Rules and Regulations of the Tennessee Department of Human Resources.

This Division provides the general public an opportunity to appeal and have a fair hearing on issues related to denial, reduction or termination of adoption assistance; the denial of access to closed adoption records; the removal of foster children from resource homes after more than twelve (12) months of residency in a particular resource home; and due process proceedings for release of records regarding perpetrators of child abuse and neglect. The Division also conducts Step One Appeals to address employee disciplinary actions and grievances and conducts reviews of written warnings as defined by state law and the Tennessee Department of Human Resources. All Administrative Hearings are expected to be conducted within the timeframe set out by Tennessee Rule 0250-5-4-.01, and 1120-12-.01. Administrative Hearings are scheduled, heard and an Initial Order issued by the 90th business day from the date notice was given by the department, with the exception of foster care removal cases. The timeframe for foster care cases is 45 business days.

All cases reviewed between July 1, 2012 and June 30, 2013 met the required timeframes. The list below describes the types of cases heard by the Division during the fiscal year.

Child Related Cases	Employee appeal cases
Indicated Child Abuse cases-----70	Written Warning Reviews-----6 (42)
Adoption Assistance cases-----68	Employee Terminations-----1 (27)
Foster Care Removal Cases-----9	Employee Suspensions-----6 (27)
Post Adoption Cases-----2	Employee Demotions-----0 (1)
	Performance Evaluation Reviews----- -1
	Employee Grievances- Non-Grievable – 13 (Mediation – 8)

Note: Following the passage of the TEAM Act on October 1, 2012, the employee related appeals were handled by the Office of Human Resources and employee grievances were handled through contract mediation. Those numbers are reflected in parenthesis. The Performance Evaluation (PE) process was being revised, statewide, so there were no cases regarding PEs the remainder of the year. .

Office of Facilities Management

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

DCS successfully completed several moves in Davidson County, including Office of Information Technology and Facilities moves to the Davy Crockett Building, and major moves are expected for Nashville, Chattanooga, and Memphis in the next fiscal year. These relocations are occurring as leases expire in buildings whose conditions may not be viable for the needs of the department or the space is not appropriate.

The DCS Facilities division is broken down into several sections. Asset and Records Management oversees the purchase, tracking and surplus of all computer-related, tagged assets and motor vehicles, as well as governs all aspects of DCS Records. This section has a staff of nine. Currently Asset Management has an inventory of approximately 10,000 assets, 7,000 software licenses and 250 vehicles. Although Records Management governs records across the state, a Central Records Center was created in FY 2012-2013 to alleviate storage and distribution issues for the agency. This has been so successful, that the Central Records Center has reached its full capacity and Facilities is looking for a larger warehouse. Currently, DCS has an inventory of 55,000 cubic feet of records, of which 6,100 are located at the Central Records Center.

Office of Information Technology

The Office of Information Technology (OIT), formerly the Office of Information Systems (OIS), is responsible for the operation and delivery of information and communications technology (ICT) services and innovation for the Department of Children’s Services (DCS). The Office is led by the Chief Information Officer (CIO) and its mission is to increase the effectiveness of the DCS Enterprise using shared information and technology. The motto of the DCS Information Technology (IT) organization is “Getting IT Right”.

As the DCS provider of ICT, OIT oversees technology initiatives, recommends strategies and maximizes efficiencies of service delivery in a cost-effective manner through the application of technology solutions. The OIT approach enables the agile delivery of new applications / functionality to improve access to services while increasing accountability and transparency. OIT is currently comprised of 96 State employees and 4 non-State IT consultants for 100 staff.

The Deputy Chief Information Officer (DCIO) serves in the CIO’s absence. The DCIOs Office coordinates OIT Staff activities; develops and maintains the DCS Enterprise IT Architecture; oversees the implementation of the Information Technology Infrastructure Library (ITIL) IT Service Management Framework; oversees the transition to the Capability Maturity Model Integrated (CMMI) Process Improvement Framework; and manages

the Office of Information Security. The Office of the DCIO is comprised of three OIT staff and one IT Consultant position and a significant achievement for the Office was to establish the first ever Office of Information Security (InfoSec) dedicated to protecting DCS data from unauthorized access, and identifying and resolving security vulnerabilities

The Project Management Office (PMO) provides Service Portfolio Management; Release Management; Risk Management; Service Asset & Configuration Management; Quality Assurance; and Line of Business Project Management (Child Safety, Child Health, Child Programs, and Juvenile Justice). The PMO is comprised of eight OIT staff and one of its significant accomplishments was to establish the Management Advisory Council and Program Review Committees for each DCS Line of Business that determines and prioritizes major work performed by the Office of Information Technology.

The Office of Information Management (OIM) provides the Reports Center of Excellence; Business Intelligence; Data Warehouse Operations; Data Analytics; Data Administration; Database Administration; Data Security; and Enterprise Content Management Solutions. The Office of Information Management is comprised of 15 OIT staff one of its significant accomplishments was to develop and implement a new TFACTS Data Warehouse to improve reporting capabilities. This action helped to eliminate a 2-year backlog of data updates required in TFACTS.

The Office of IT Governance, Planning & Continual Service Improvement (GPCSI) provides Information Technology Business Administration; Information Systems Planning; IT Financial Management; IT Supplier Management; IT Continual Service Improvement; Federal Advance Planning Document; Service Level Management; and IT Governance, Policy & Procedures. The Office of Governance, Planning and Continual Service Improvement is comprised of three OIT staff who during FY 2012-2013 were able to improve cost allocation processes, audit and eliminate network accounts not in use and come in 2% under budget.

The Information Technology Customer Care provides the OIT Customer Care Center; OIT Field Customer Care Representatives; IT Knowledge Management; Access Management; Customer Request Fulfillment; Problem Management; and Event Management. The IT Customer Care organization is comprised of 24 OIT staff (16 Field Customer Care Representatives & 8 Customer Care Center staff). During FY 2012-2013, this group established a new OIT Customer Care Center to provide exceptional support for TFACTS customers and attained a Customer Satisfaction rating of 9.21 on a scale of 1 (poor service) to 10 (outstanding service).

The Director of IT Operations provides Production Control Operations; Availability Management; Technical Management; Capacity Management; Service Continuity Management; Enterprise Services Monitoring & Support; Management Systems Support; and Test Lab / Child Abuse Hotline "Hot Site" / TFACTS Training Facility Support. The Office of IT OPS consists of 25 OIT staff (13 Desktop Support & 12 Operations staff). A major accomplishment completed in this office was to refresh the Technology and systems in the DCS Child Abuse Hotline call center and replace 2,700 outdated computers for users throughout the DCS Regions.

The Director of ISD provides Solution Definition; Solution Architecture; Solution Engineering; Solution Build & Test (Unit Test); Solution Validation & Testing (System & User Acceptance Testing); Application Management; Incident Management; and Research & Development Planning. The Office of ISD consists of 18 OIT staff and 3 IT Consultant positions. In 2013, this group increased the stability and reliability of the Tennessee Family and Child Tracking System, significantly enhanced the functionality of TFACTS, and eliminated the 1,750 defect backlog from when TFACTS went live in August 2010.

Office of Risk Management

The Office of Risk Management is comprised of five (5) divisions including Internal Affairs, Provider Quality System, Internal Audit, Program Accountability Review and Licensing.

The Division of Internal Affairs (IA) is charged with conducting fair, impartial, prompt and professional investigations of a confidential administrative nature dealing with misconduct within the Department. The primary function of Internal Affairs is to conduct investigations and provide management a report detailing whether or not the allegation(s) were substantiated or not substantiated. During calendar year 2013, the IA

division conducted 1,058 investigations. In addition, the division serves as the primary liaison with local, state and federal law enforcement agencies.

The IA division also oversees the Absconder Recovery Program that facilitates the apprehension of custody children who abscond from approved agencies. The table below shows the number of absconders served by the program from August 2012 to March 2013. The division is now in the process of implementing a tracking system with each region that will provide monthly updates regarding the number of runaways and recoveries. This should be implemented by the end of the second quarter 2014.

Table 1: Internal Affairs Absconder Recovery Program

Date Prepared	Absconders at the beginning of month	Absconders during month	Recovered during month	Absconders at the end of month
AUGUST 2012	156	133	151	138
SEPTEMBER 2012	138	162	149	151
OCTOBER 2012	151	144	171	124
NOVEMBER 2012	124	140	108	156
DECEMBER 2012	156	136	136	156
JANUARY 2013	156	149	198	107
FEBRUARY 2013	107	119	121	105
MARCH 2013	105	140	113	132
	1093	1123	1147	1069

IA is responsible for processing background checks on DCS employees, foster/adoptive parents, contract agency employees and volunteers. Internal Affairs analyzes fingerprint results on DCS employees and other individuals who provide direct care for children in the custody of DCS and provides the results of that analysis to the appropriate regional personnel or contract agency. During calendar year 2013, the division completed 18,149 fingerprints. Additionally, Internal Affairs conducts background checks through the National Crime Information Center (NCIC) to conduct Purpose Code X III Name Based Criminal Checks under exigent circumstances for the emergency placement of children. In FY 2013 10,844 background checks were completed.

The Provider Quality System (PQS) monitors for and responds to private provider safety/well-being concerns and contractual non-compliance performance findings, for both residential and non-residential (DPA) providers. During FY 2012-2013, 21 reviews were conducted. Oversight includes safety, medical and behavioral health concerns or contractual performance findings. With other DCS Divisions, the system reviews concerns or contractual performance findings reported from DCS regional staff, families served by DCS and partners within the community (Juvenile Courts, public school systems and Local Law Enforcement). All such concerns are tracked and addressed by one staff member located in Central Office (Nashville). This DCS employee directs the review process using multiple data sources and a three tier response system. The response can result in corrective action being completed by the contracted provider or a possible change in the contract. For the Fiscal Year 2012/2013, The Provider Quality System began approving Designated Purchase Authority vendors and their employees in order to ensure the safety and well-being of families requiring non-residential services.

The Internal Audit Division provides an independent appraisal function established within the Department of Children’s Services, Office of Risk Management to perform audits to ensure compliance with departmental policies and procedures, accounting standards, and state and federal laws and regulations. The Internal Audit Division conducts limited reviews, evaluates the department’s Enterprise Risk Management activities to ensure risks are managed appropriately and internal controls are operating effectively, conducts special investigations,

and provides advisory services. The Division also serves as a liaison to the Office of the Comptroller of the Treasury and is responsible for reporting allegations of fraud, waste, and abuse. The Internal Audit Division assists the Program Accountability Review (PAR) unit in conducting reviews of sub-recipient grant contracts as required by General Services Policy 2013-007. The Division also performs audits of the Department of Children's Services' three Youth Development Centers at least once every three years in order to meet the requirements of the accreditation of the American Correctional Association.

The Program Accountability Review unit (PAR) provides annual contract monitoring services for sub-recipient contractors, Performance Based Contractors (PBC) and In-Home TN contract providers. Sub-recipient contractors are monitored in adherence to Policy 22 regulation, incorporating both program and fiscal elements of review. PAR Policy 22 fiscal monitoring is conducted in partnership with DCS Internal Audit. PBC contract monitoring is conducted in adherence to provider contract and DCS Policy requirements. PBC monitoring results are data based, the monitoring process and report are developed and implemented in partnership with the Vanderbilt University (VU) Center of Excellence (COE). PAR staff also conducts annual unannounced visits to targeted PBC and subcontract facilities. PAR In-Home TN contract monitoring has also been developed and implemented in partnership with the VU COE. The In-Home monitoring process is also based on provider contract and policy requirements and results are data based. Results from all PAR monitoring processes are reported to contractors and internal DCS staff. Through all formats of monitoring, PAR works approximately 200 monitoring contacts a year. PAR conducted and reported on 130 separate monitoring reviews for FY 2012-2013, including PBC provider agency annual reviews and unannounced reviews, sub-recipient contractor Policy 22 reviews, and In-Home contract reviews.

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

In FY 2012-2013, all reporting private and public agencies licensed or approved by the Department of Children's Services providing residential childcare served 6,091 children. The total number of children residing in programs licensed by the Tennessee Department of Children's Services on June 30, 2013 was 2,671. The number of children placed for adoption by licensed private agencies or approved public agencies totaled 431. The average length of stay for all children and youth across all licensed residential programs was 228.7 days.

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

Davidson

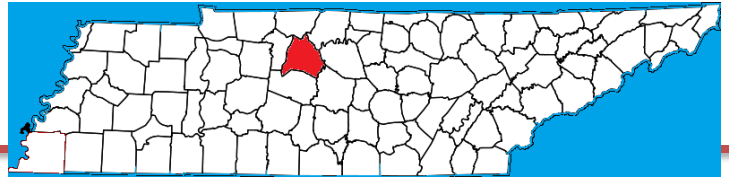


Table 1: Custody Numbers

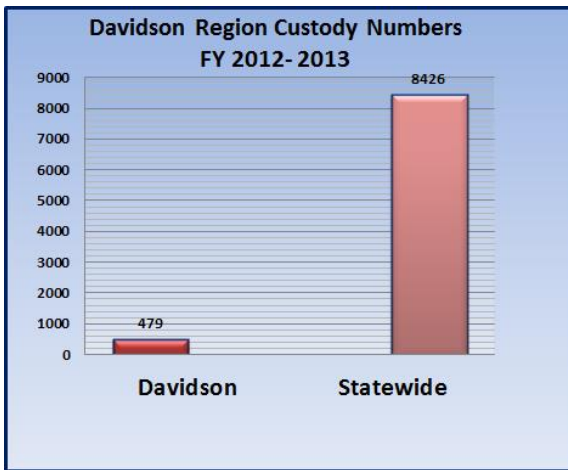


Table 2: Number of Custody by Gender

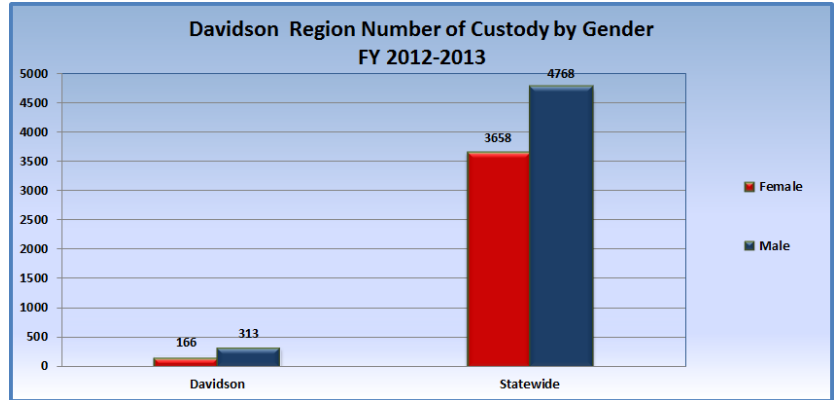
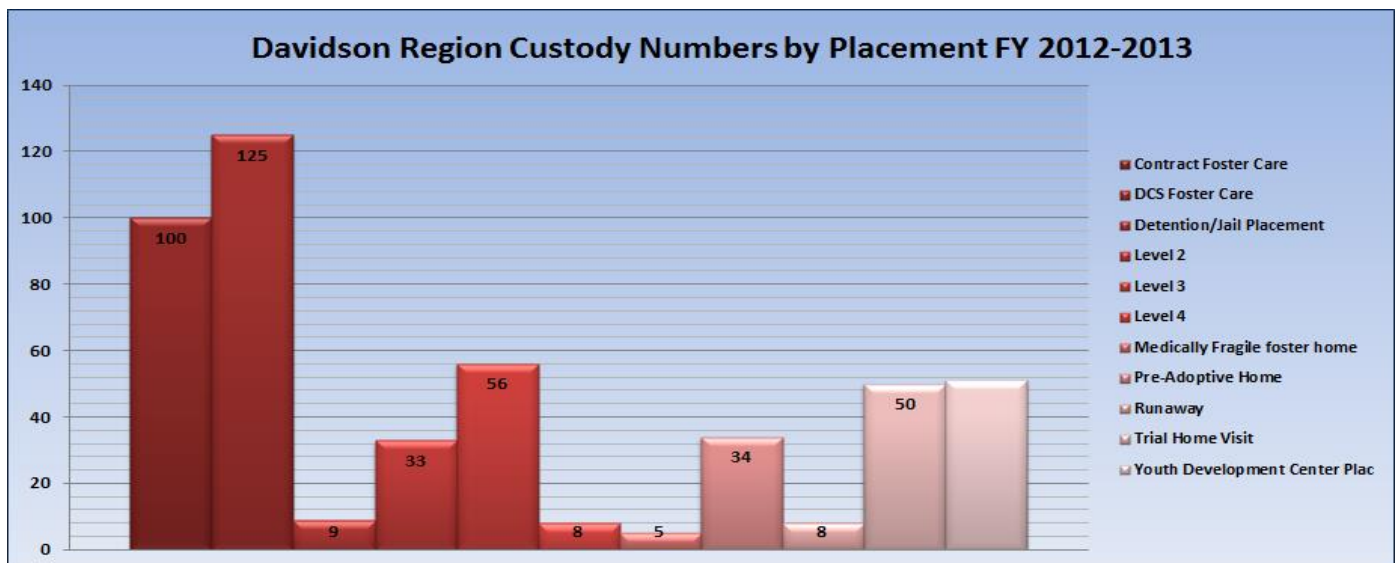


Table 3: Custody Numbers when Reported by Race



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

Table 4: Custody Numbers by Placement



*Level 1 includes: "DCS Foster Care", "Contract Foster Care", "Independent Living Placement" and some "Pre-Adoptive Home" placements

East

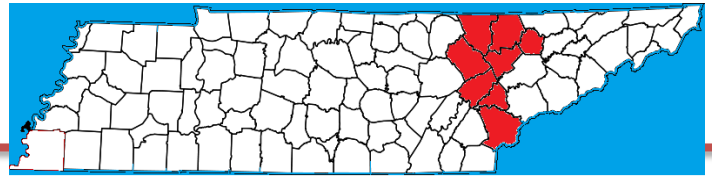


Table 1: Custody Numbers

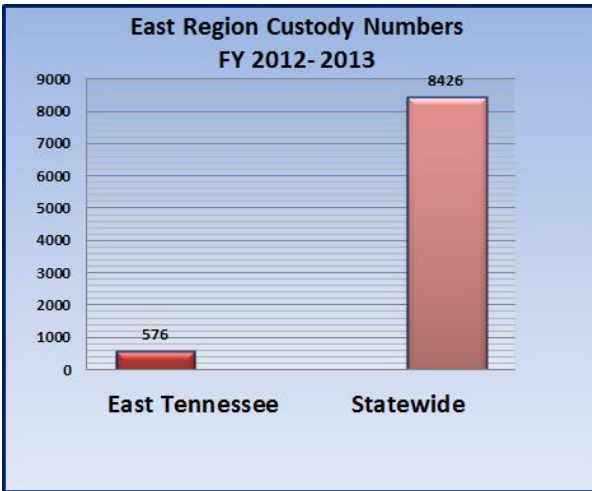


Table 2: Number of Custody by Gender

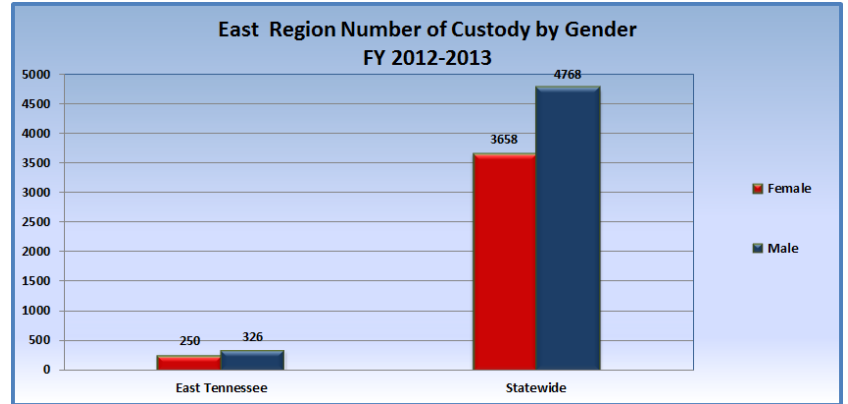
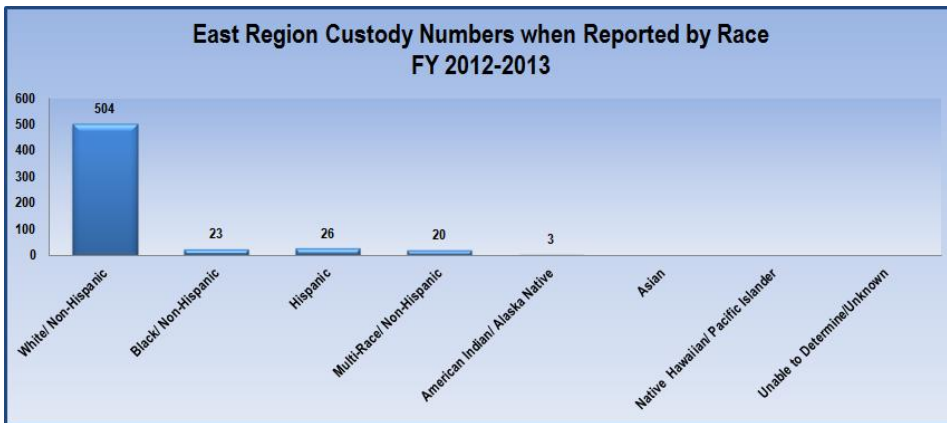
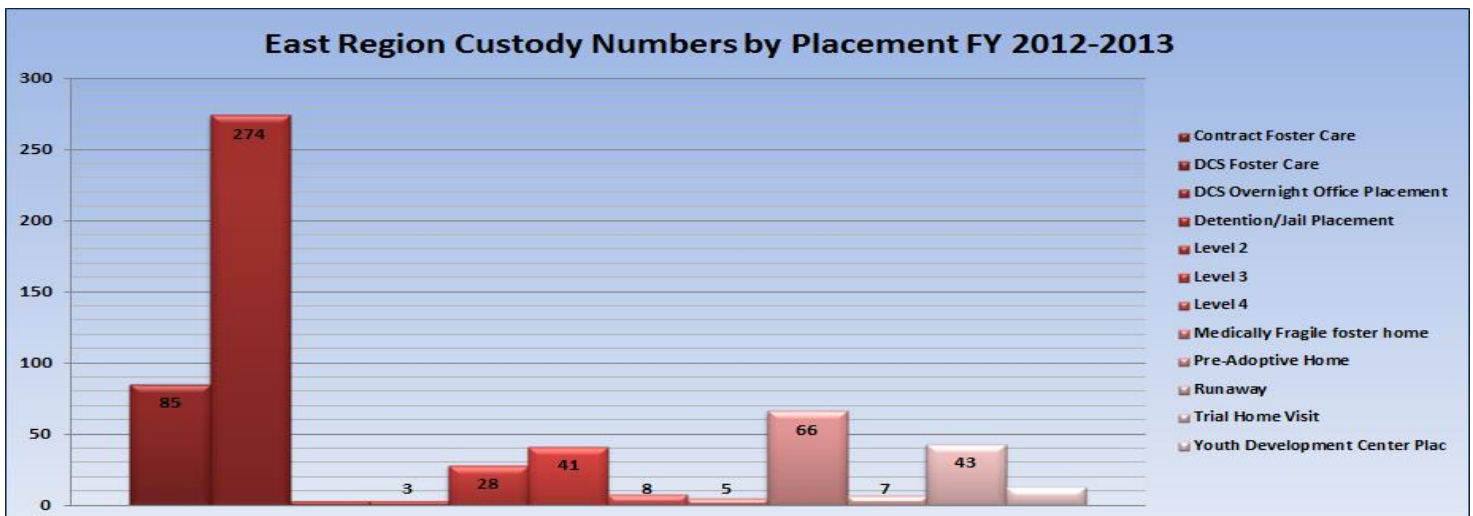


Table 3: Custody Numbers when Reported by Race



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

Table 4: Custody Numbers by Placement



*Level 1 includes: "DCS Foster Care", "Contract Foster Care", "Independent Living Placement" and some "Pre-Adoptive Home" placements

Knox

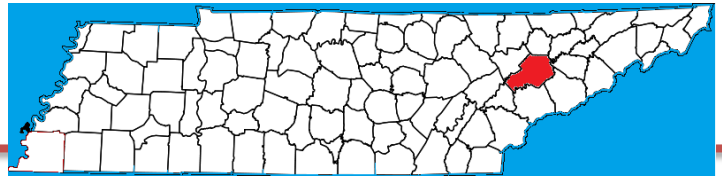


Table 1: Custody Numbers

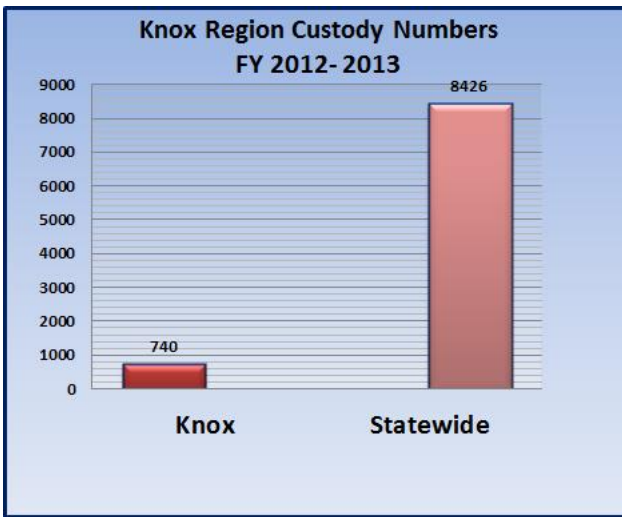


Table 2: Number of Custody by Gender

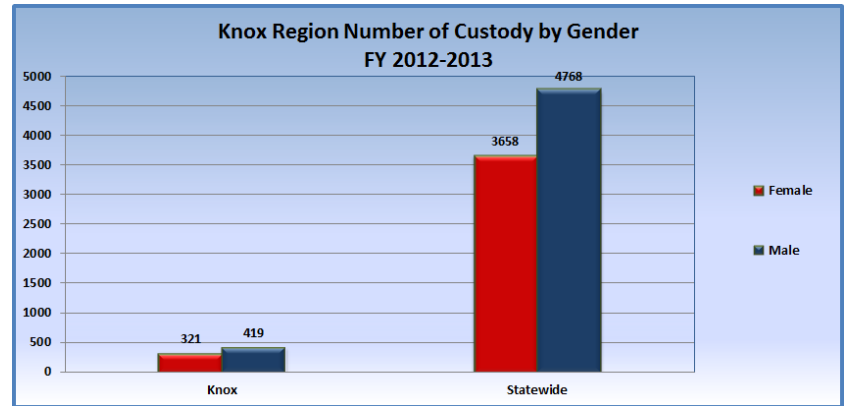
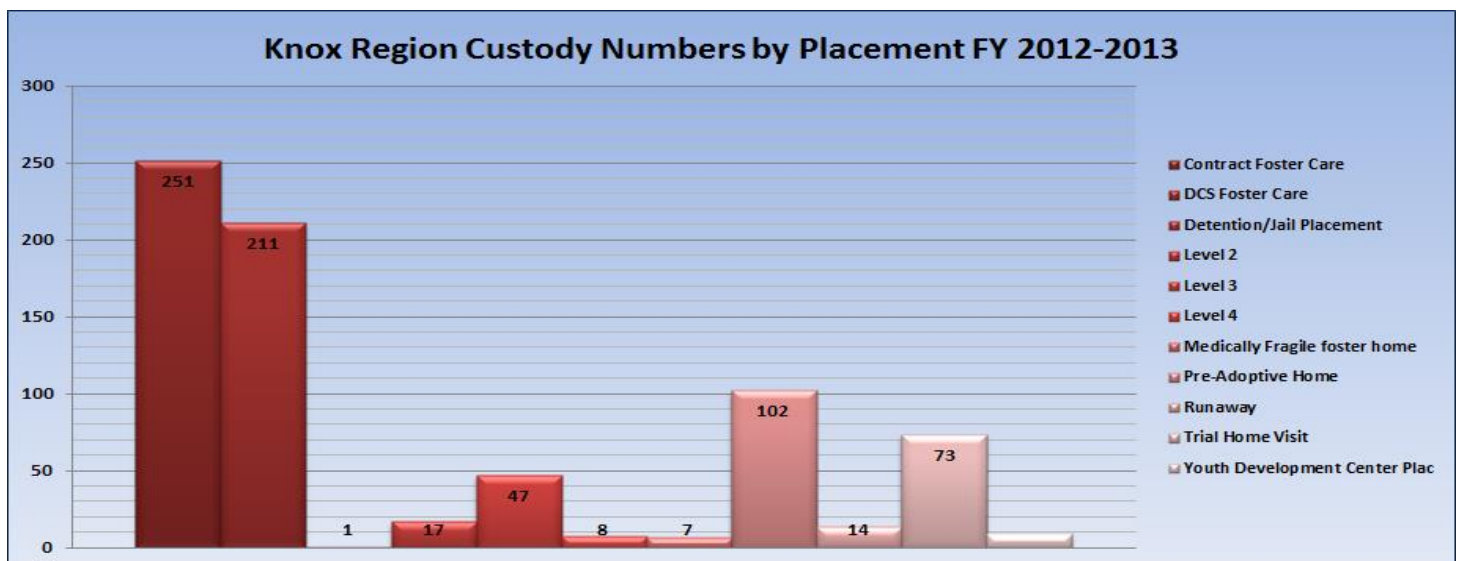


Table 3: Custody Numbers when Reported by Race



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

Table 4: Custody Numbers by Placement



*Level 1 includes: "DCS Foster Care", "Contract Foster Care", "Independent Living Placement" and some "Pre-Adoptive Home" placements

Mid Cumberland

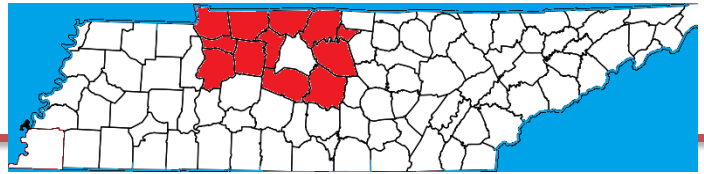


Table 1: Custody Numbers

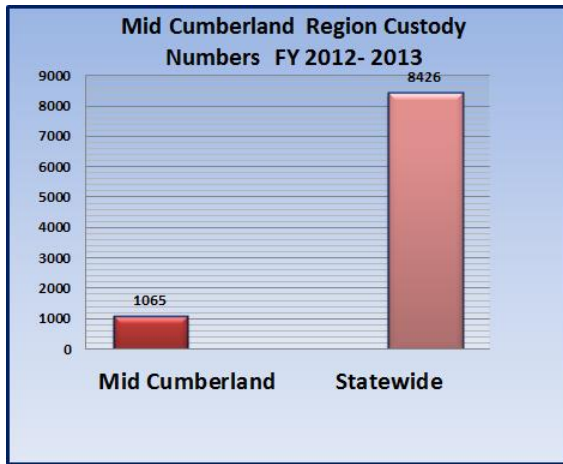


Table 2: Number of Custody by Gender

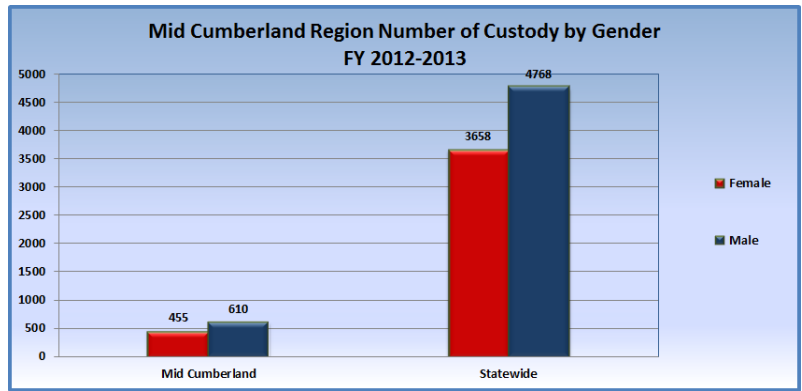
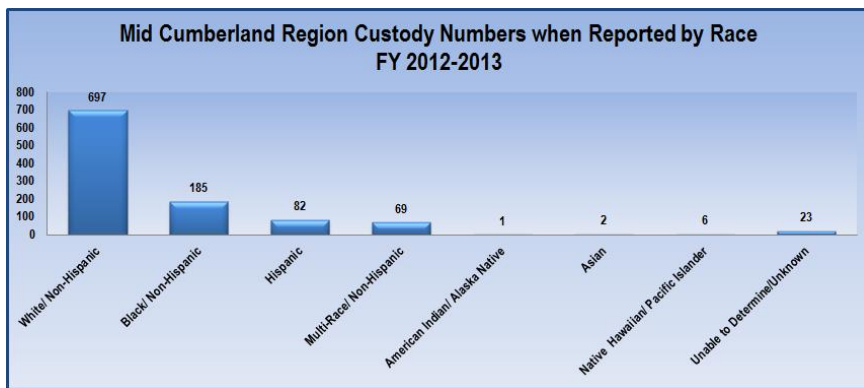
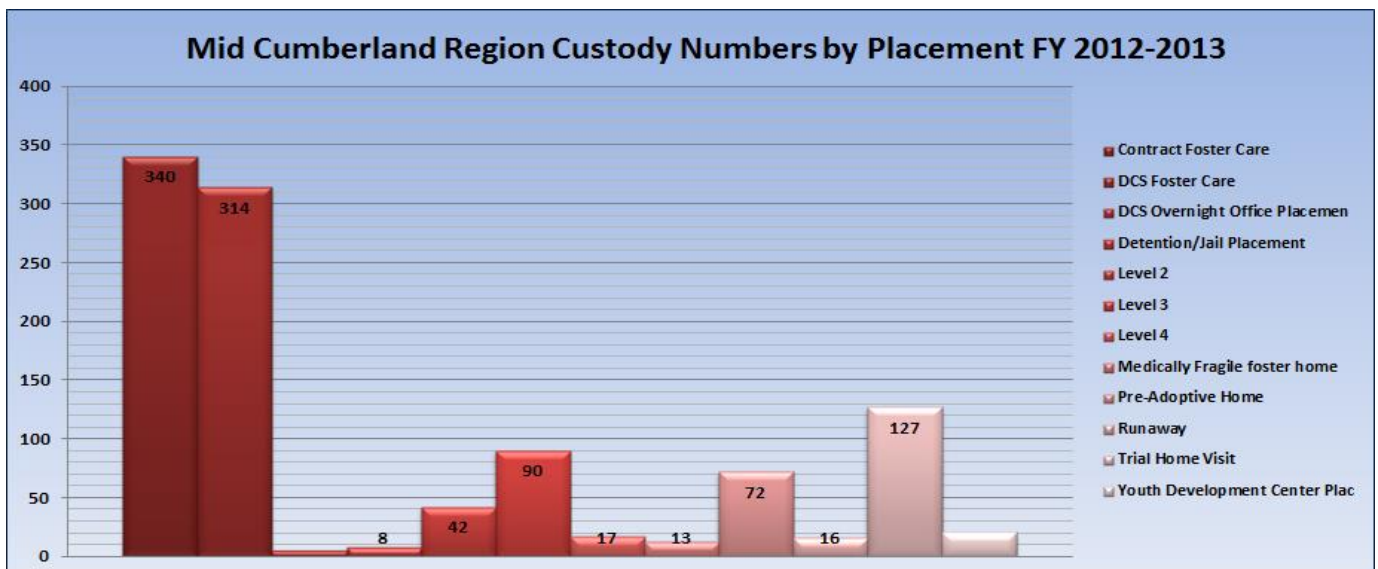


Table 3: Custody Numbers when Reported by Race



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

Table 4: Custody Numbers by Placement



*Level 1 includes: "DCS Foster Care", "Contract Foster Care", "Independent Living Placement" and some "Pre-Adoptive Home" placements

Northeast

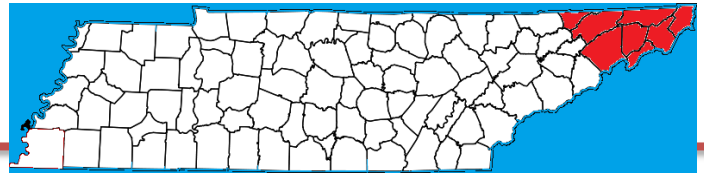


Table 1: Custody Numbers

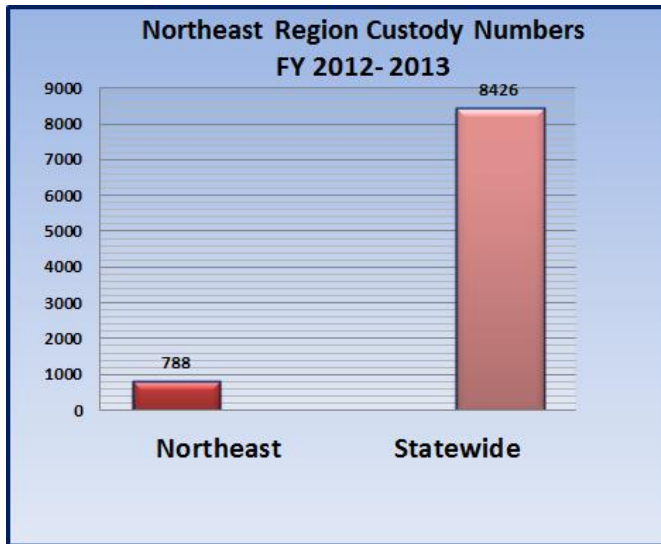


Table 2: Number of Custody by Gender

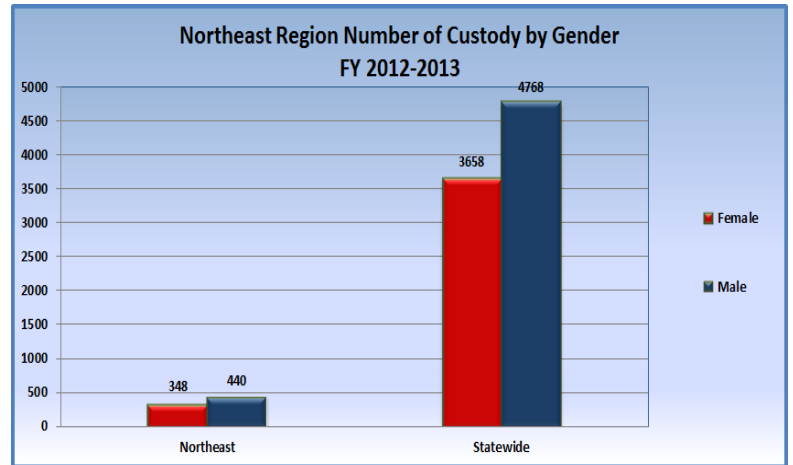
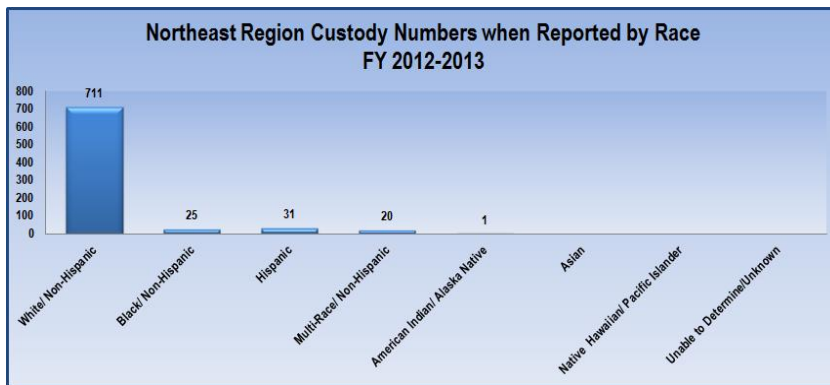
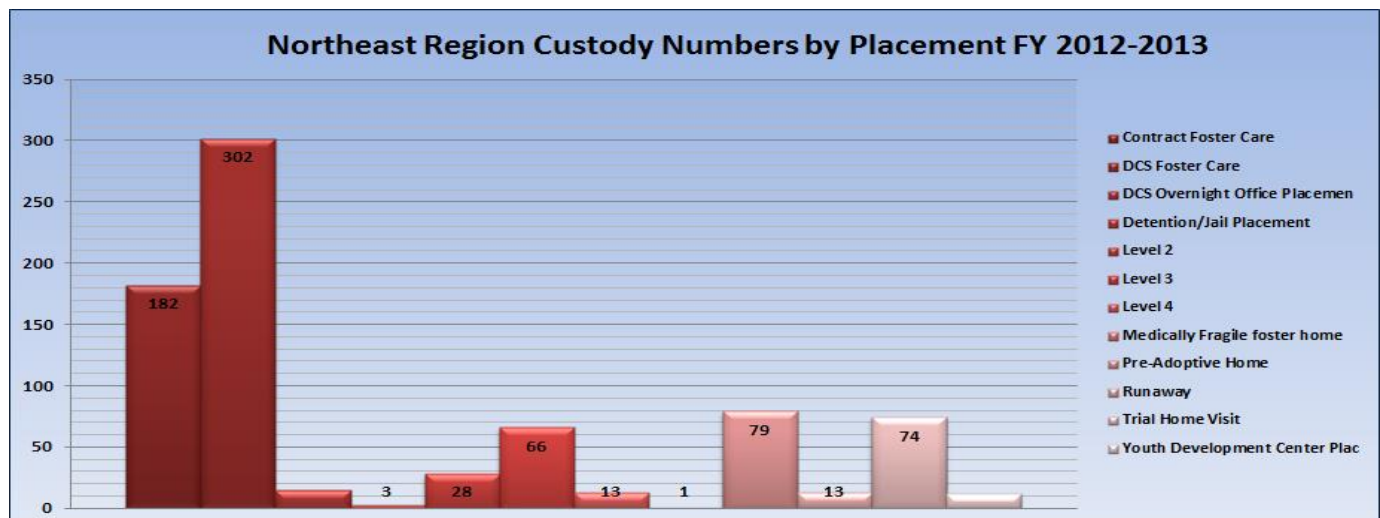


Table 3: Custody Numbers when Reported by Race



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

Table 4: Custody Numbers by Placement



*Level 1 includes: "DCS Foster Care", "Contract Foster Care", "Independent Living Placement" and some "Pre-Adoptive Home" placements

Northwest

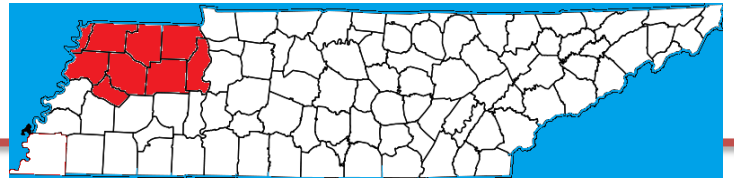


Table 1: Custody Numbers

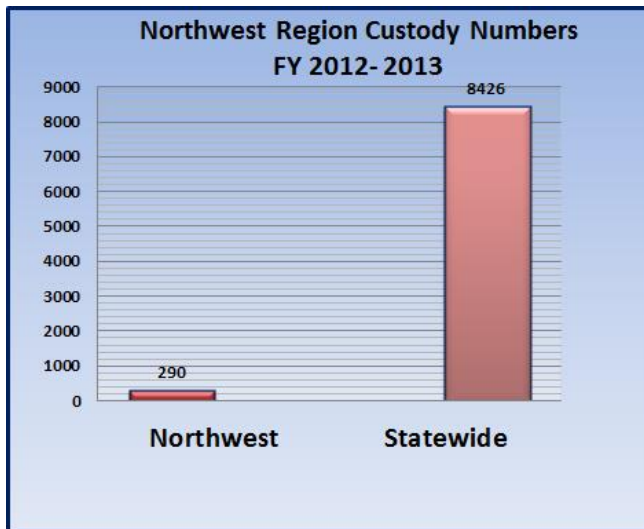


Table 2: Number of Custody by Gender

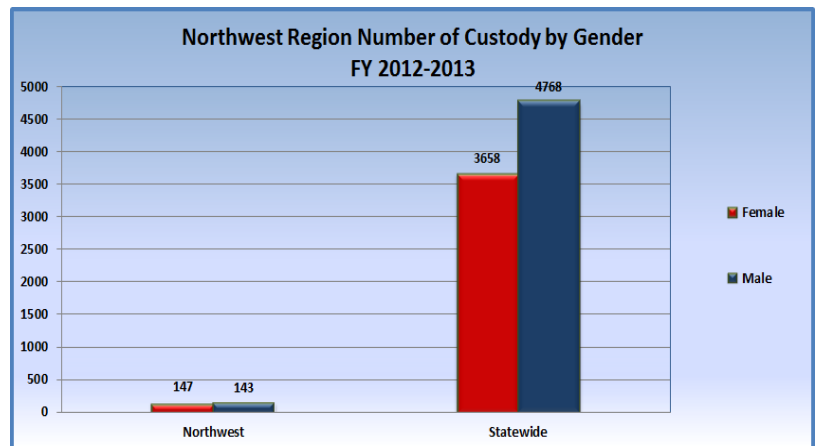
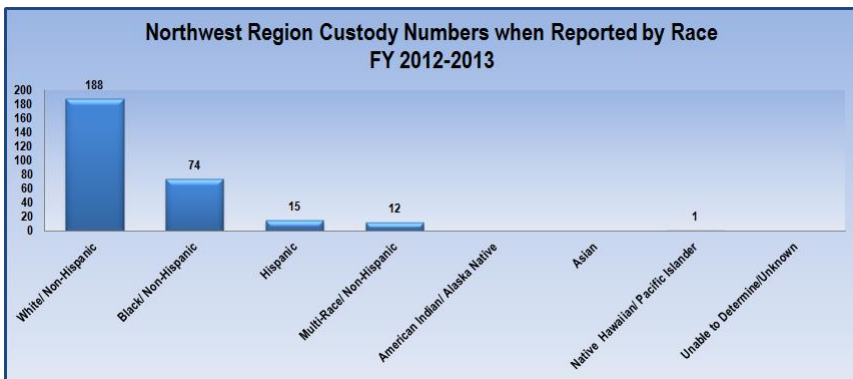
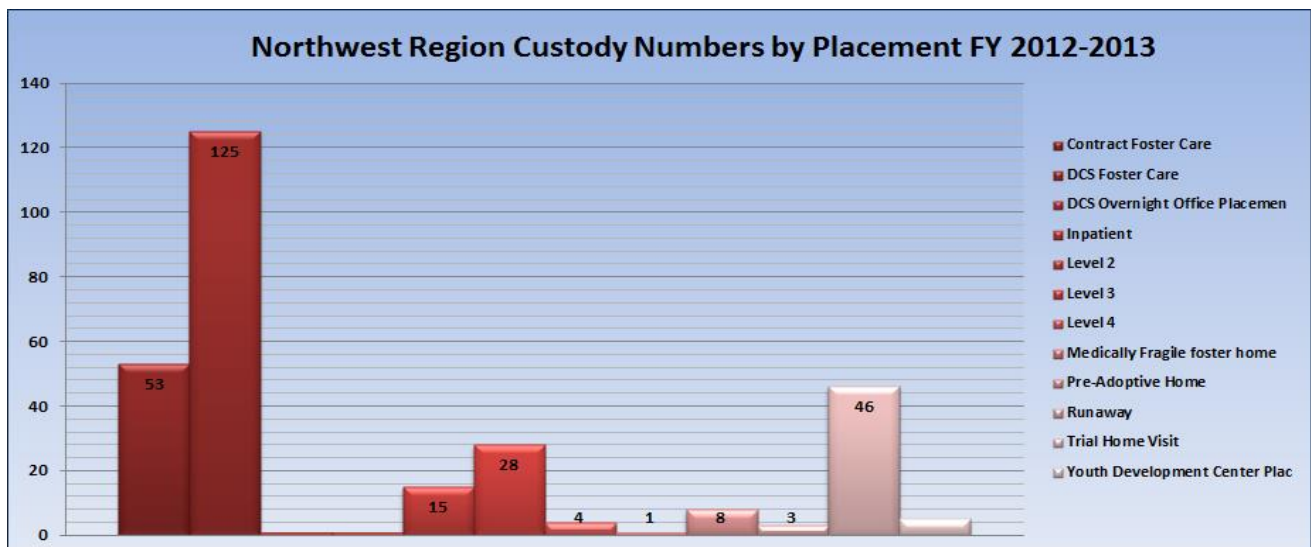


Table 3: Custody Numbers when Reported by Race



The Northwest Region includes the nine counties of Northwest Tennessee. The nine counties are: Benton, Carroll, Crockett, Dyer, Gibson, Henry, Lake, Obion and Weakley. It is bounded on the west by the Mississippi River, on the north by the state of Kentucky, and on the east by the Tennessee River. It covers 4,222 square miles. The regional office is located in Trenton.

Table 4: Custody Numbers by Placement



*Level 1 includes: "DCS Foster Care", "Contract Foster Care", "Independent Living Placement" and some "Pre-Adoptive Home" placements

Shelby

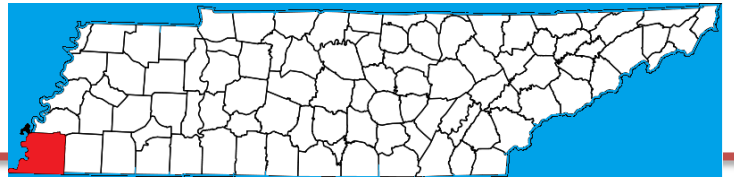


Table 1: Custody Numbers

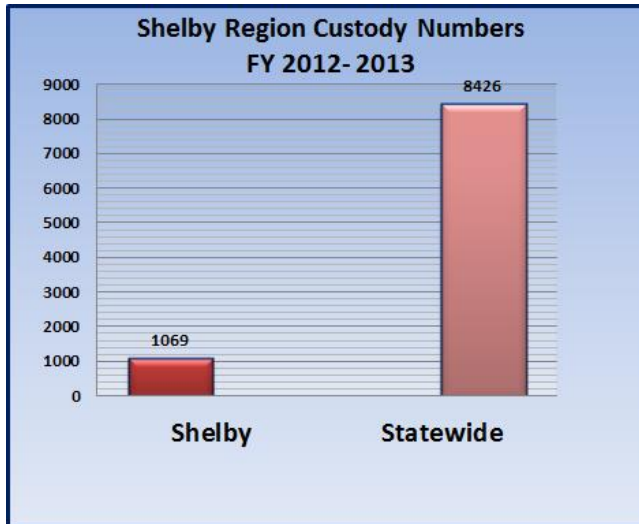


Table 2: Number of Custody by Gender

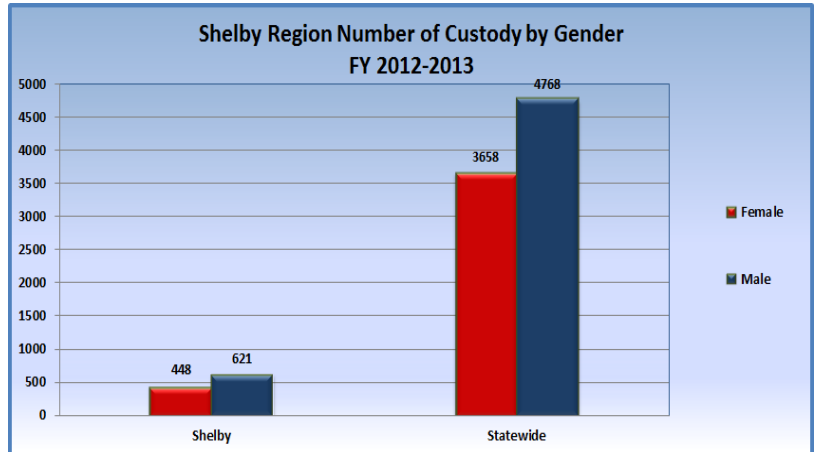


Table 3: Custody Numbers when Reported by Race



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

Table 4: Custody Numbers by Placement



*Level 1 includes: "DCS Foster Care", "Contract Foster Care", "Independent Living Placement" and some "Pre-Adoptive Home" placements

Smoky Mountain

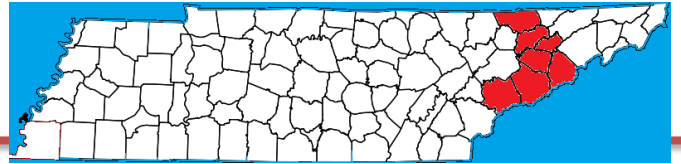


Table 1: Custody Numbers

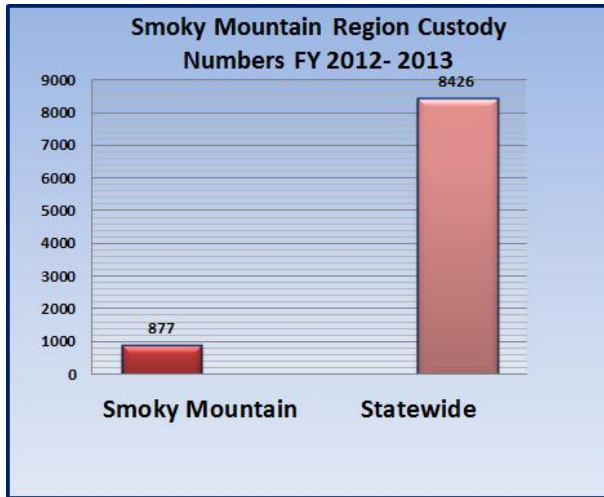


Table 2: Number of Custody by Gender

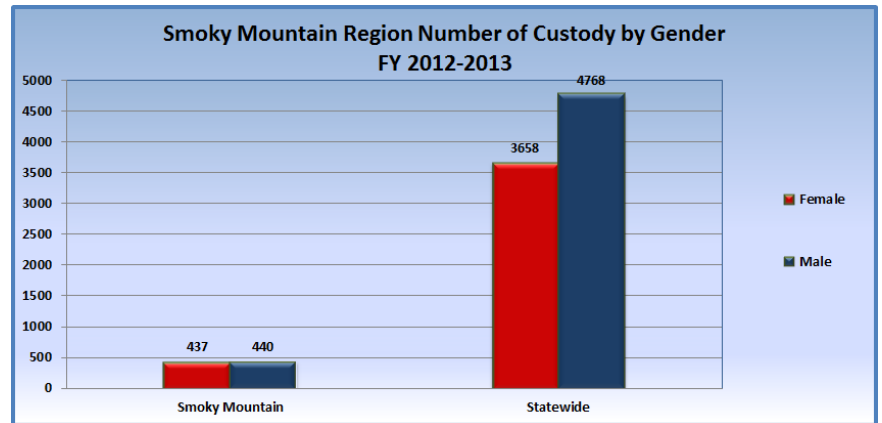
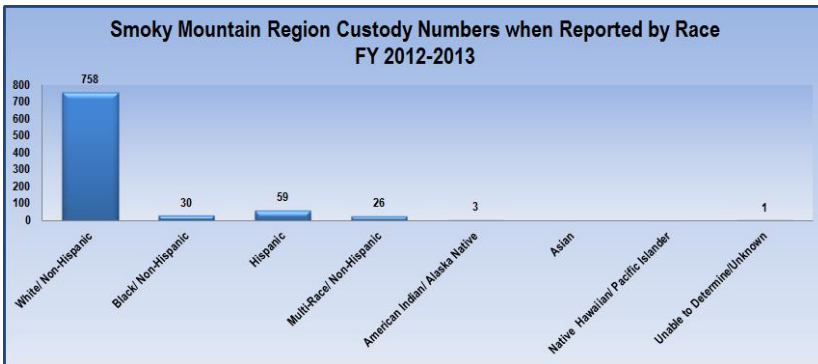
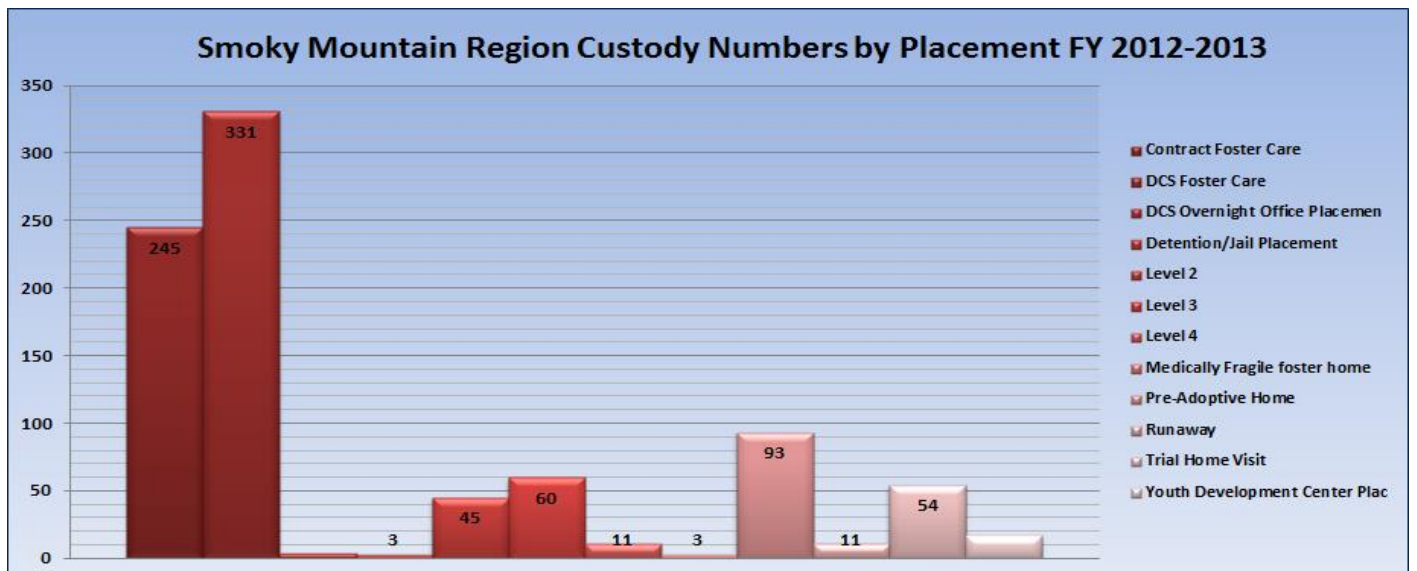


Table 3: Custody Numbers when Reported by Race



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

Table 4: Custody Numbers by Placement



*Level 1 includes: "DCS Foster Care", "Contract Foster Care", "Independent Living Placement" and some "Pre-Adoptive Home" placements

South Central

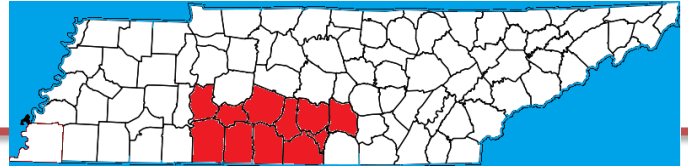


Table 1: Custody Numbers

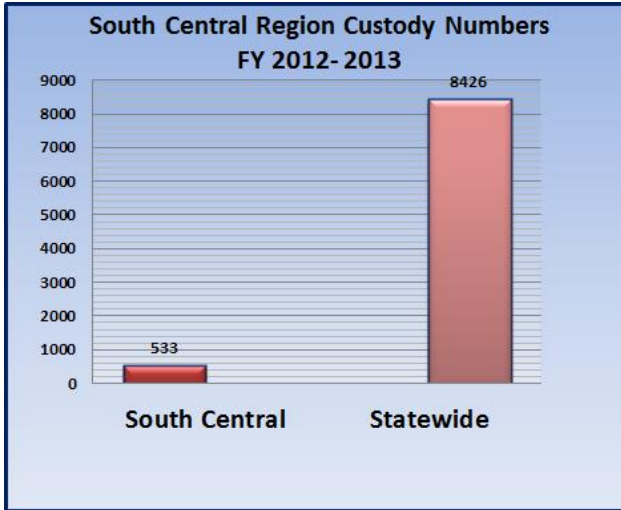


Table 2: Number of Custody by Gender

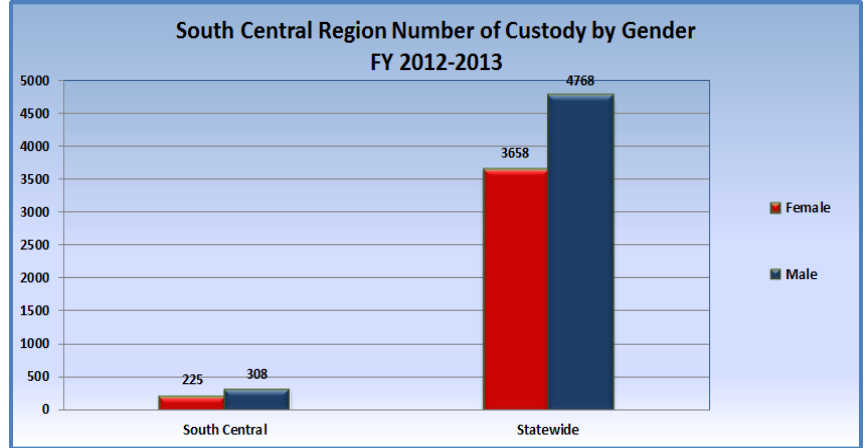
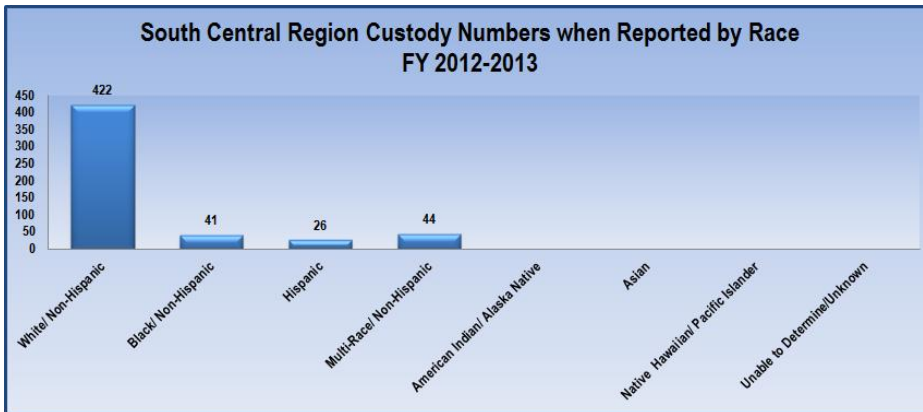
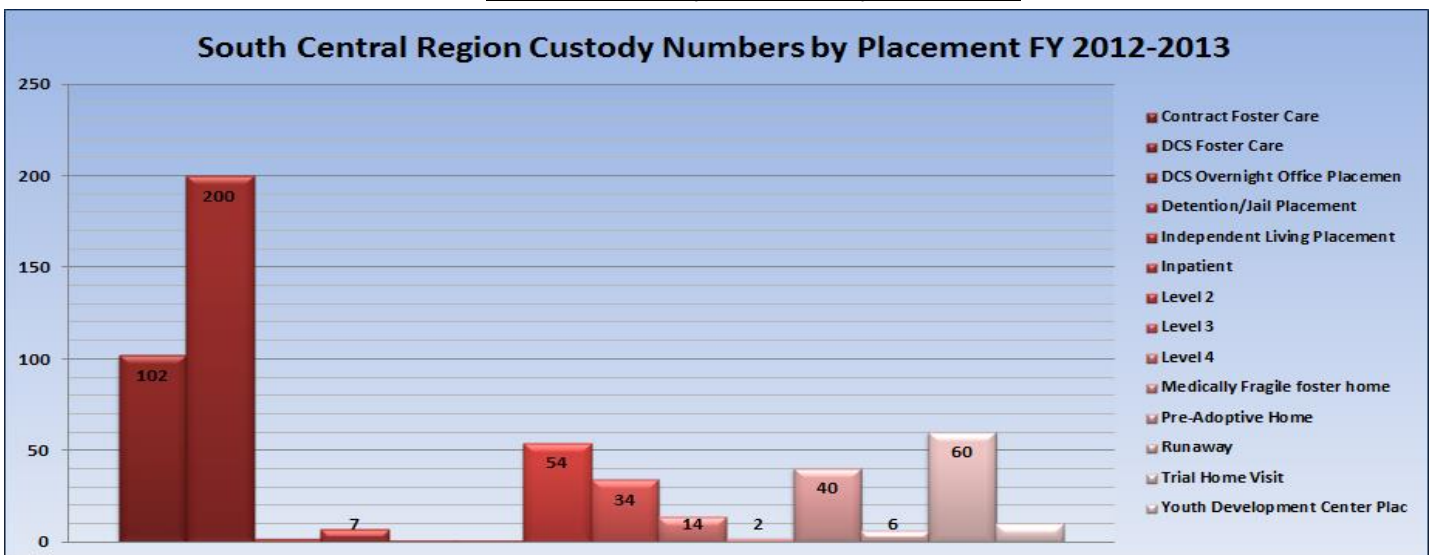


Table 3: Custody Numbers when Reported by Race



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

Table 4: Custody Numbers by Placement



*Level 1 includes: "DCS Foster Care", "Contract Foster Care", "Independent Living Placement" and some "Pre-Adoptive Home" placements

Southwest

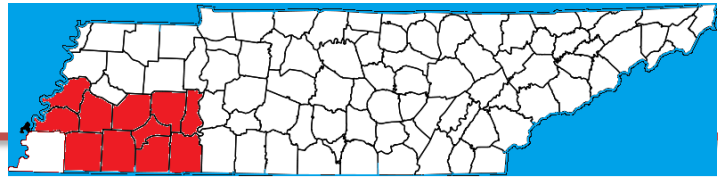


Table 1: Custody Numbers

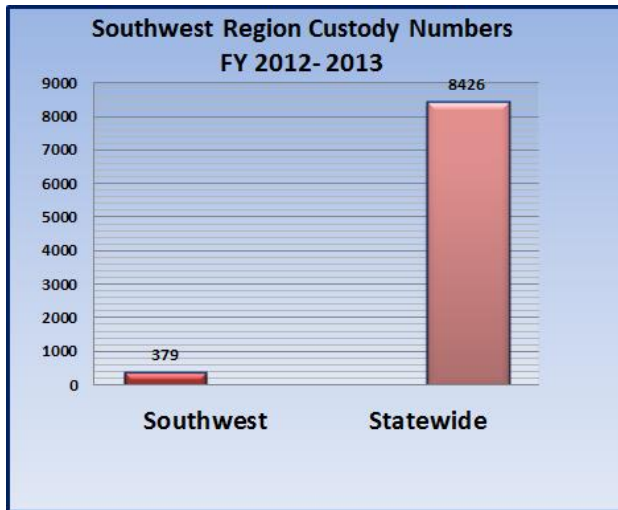


Table 2: Number of Custody by Gender

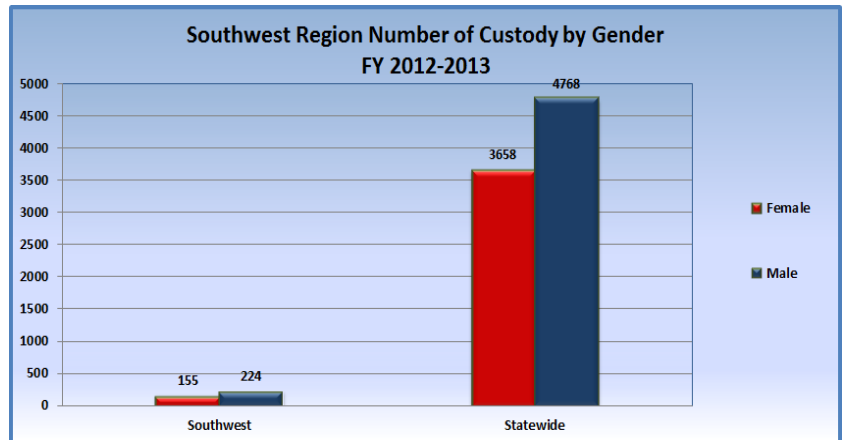
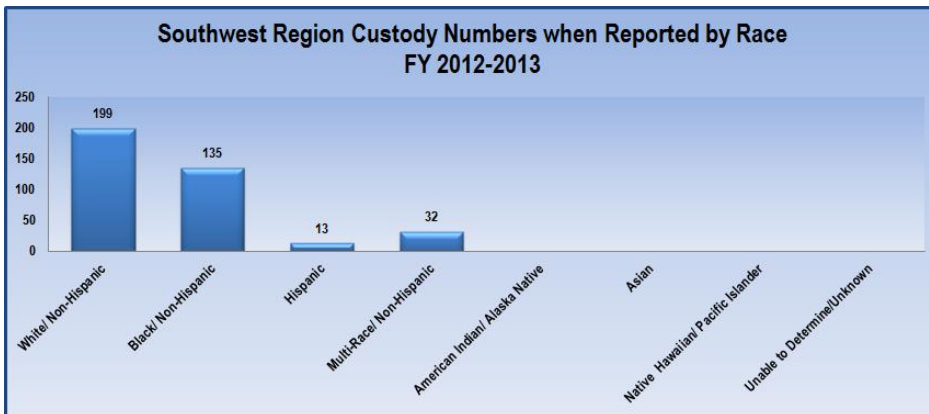
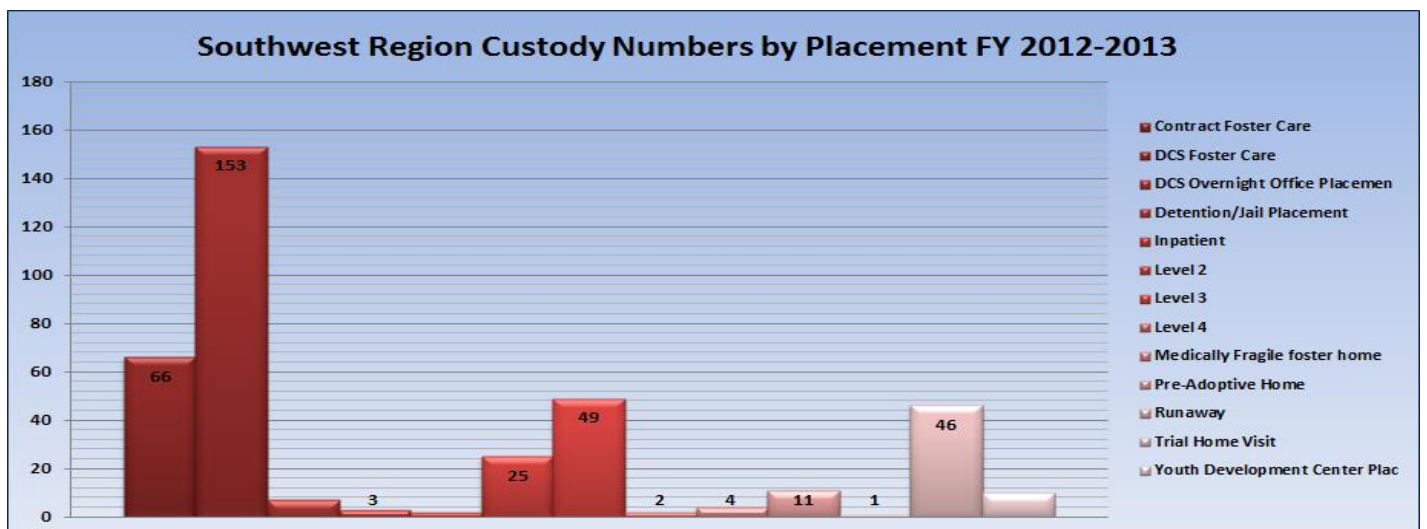


Table 3: Custody Numbers when Reported by Race



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

Table 4: Custody Numbers by Placement



*Level 1 includes: "DCS Foster Care", "Contract Foster Care", "Independent Living Placement" and some "Pre-Adoptive Home" placements

Tennessee Valley

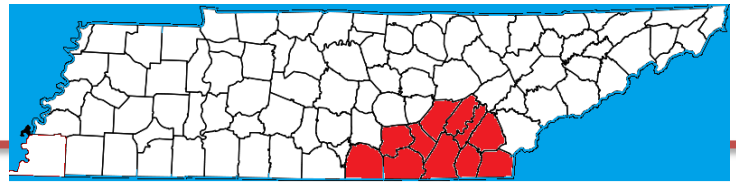


Table 1: Custody Numbers

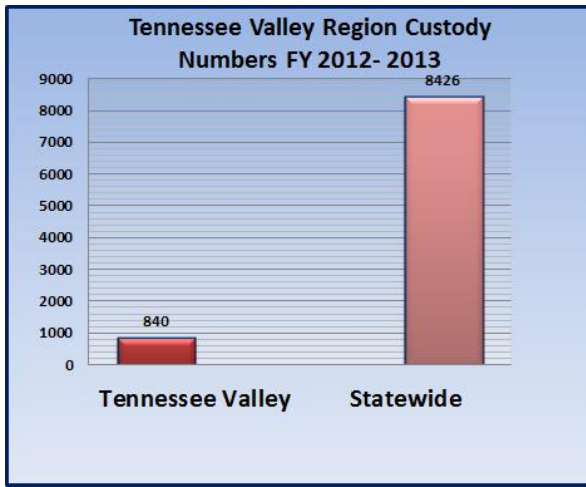


Table 2: Number of Custody by Gender

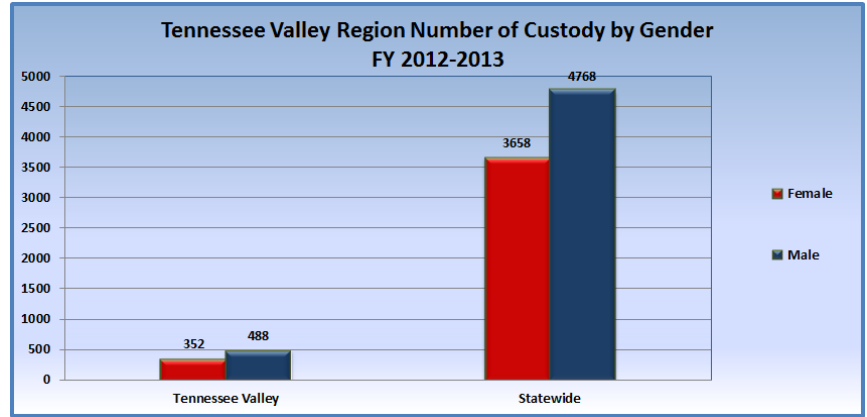
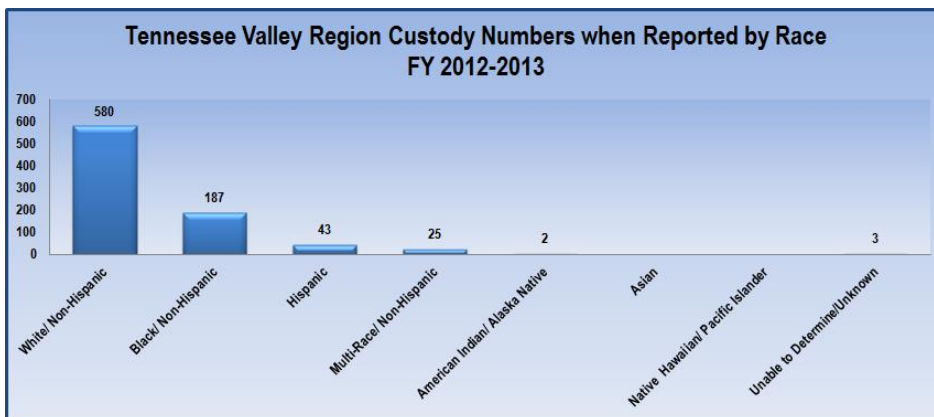
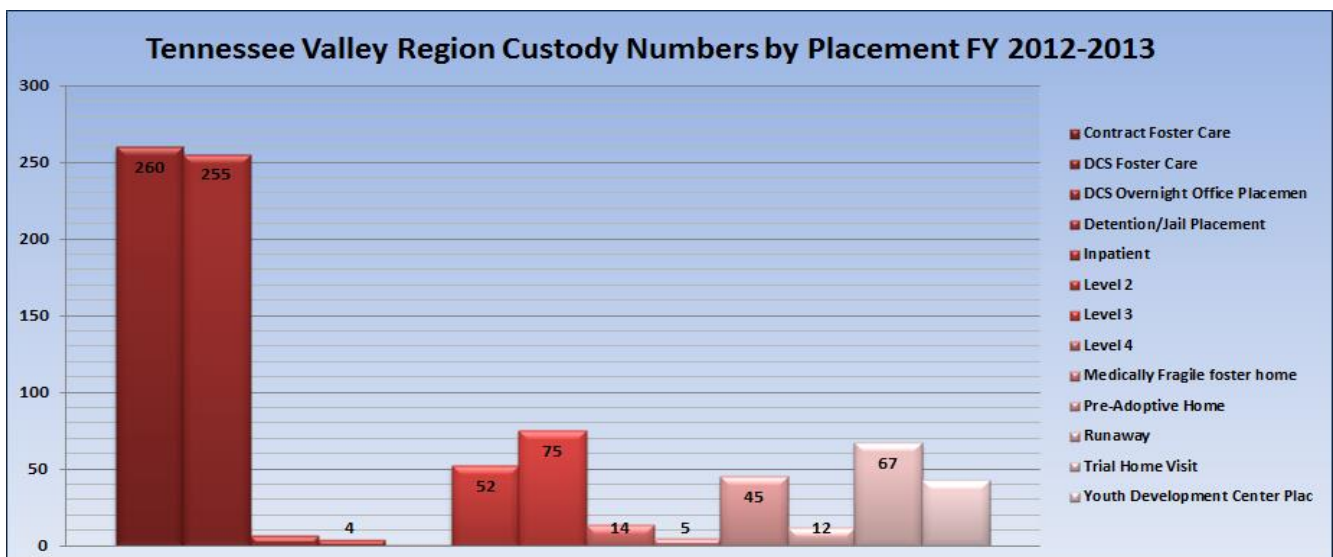


Table 3: Custody Numbers when Reported by Race



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

Table 4: Custody Numbers by Placement



*Level 1 includes: "DCS Foster Care", "Contract Foster Care", "Independent Living Placement" and some "Pre-Adoptive Home" placements

Upper Cumberland

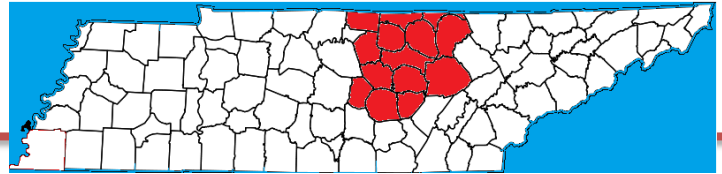


Table 1: Custody Numbers

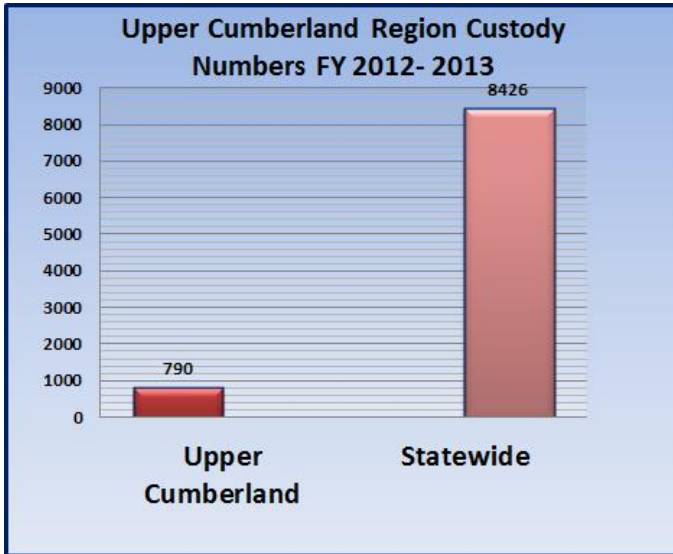


Table 2: Number of Custody by Gender

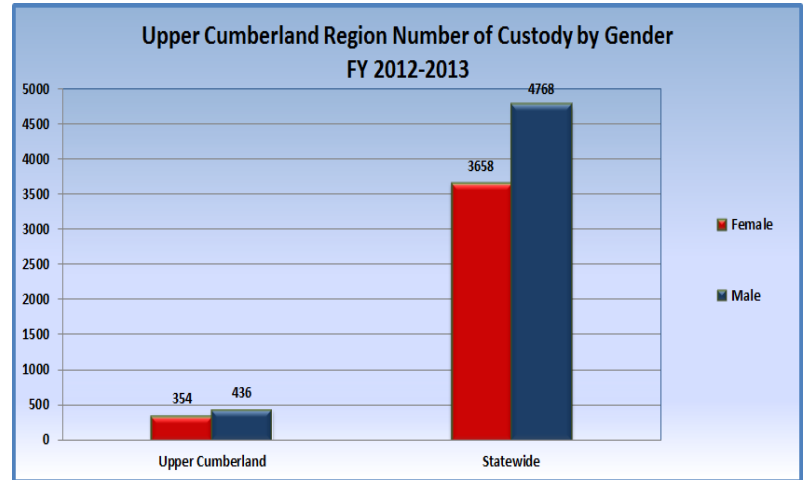
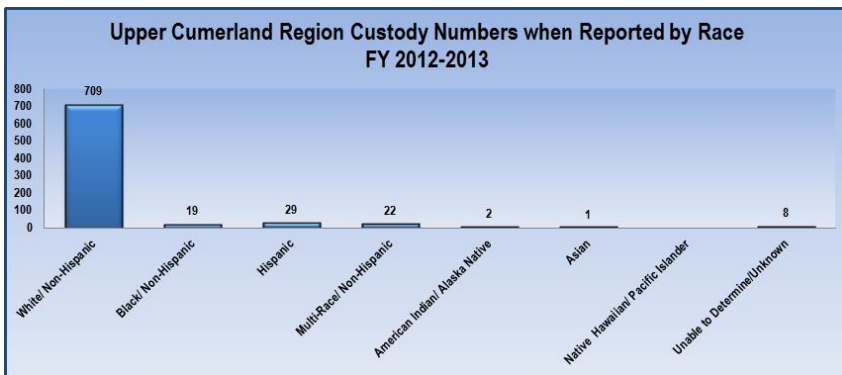
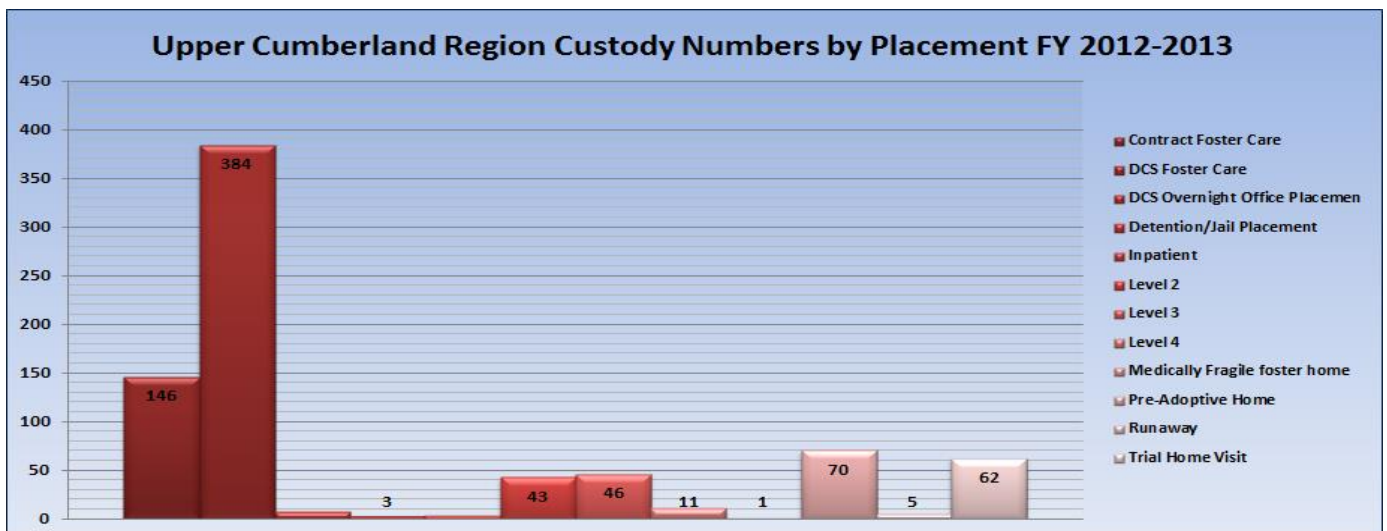


Table 3: Custody Numbers when Reported by Race

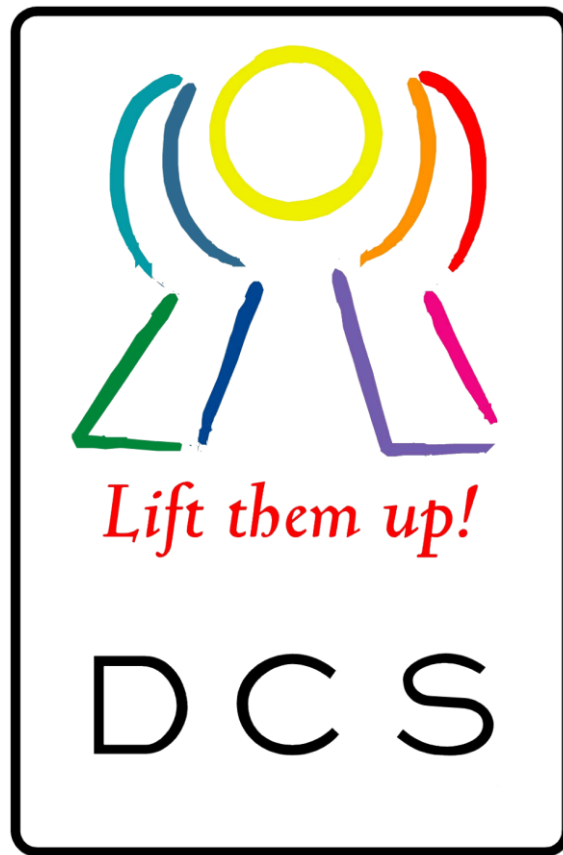


The Upper Cumberland Region covers 14 counties in Middle Tennessee. The 14 counties are: Cannon, Clay, Cumberland, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, Warren and White. The regional office is located in Cookeville.

Table 4: Custody Numbers by Placement



*Level 1 includes: "DCS Foster Care", "Contract Foster Care", "Independent Living Placement" and some "Pre-Adoptive Home" placements



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Nashville, TN 37243
<http://www.tn.gov/youth>