

TN

Department of

Children's Services



Department of Children's Services

Annual Report FY 2014 – 15

Tennessee Department of Children's Services | December 2015



BILL HASLAM
GOVERNOR

BONNIE HOMMRICH
COMMISSIONER

December 31, 2015

Dear Governor Haslam,

I am honored to submit the Tennessee Department of Children's Services Annual Report for the 2014 - 15 Fiscal Year. Thanks to the hard work of the DCS staff, we have accomplished much over the past year, as we get Tennessee's most vulnerable children safe, healthy and back on track.

We do not do this work alone. We have more 4,200 employees and a statewide network of foster parents, private providers and community partners. We collaborate closely with the courts and the legislature as we continue to look after the needs of children who come into our care or who are at risk for doing so.

Over the past year, we have sustained and refined our successes at the Child Abuse Hotline, where we handle calls efficiently and professionally to ensure the fastest and safest response. We continue to deliver proper and timely health screenings to every child in state custody. We also have maintained our No. 1 national ranking for getting children to timely adoptions.

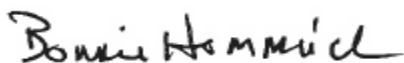
I am especially pleased to report that we are close to exiting the Brian A. consent decree. If we can reach our required benchmarks for 2015 and maintain that level of performance throughout 2016, we anticipate being able to exit the decree in 2017.

This year, all 12 of our regions and our Central Office have completed the requirements for accreditation from the Council on Accreditation. Our focus for department-wide accreditation shifts now toward our three youth development centers, where we are changing from our longtime correction-style model to a therapeutic treatment system that is based on the latest proven research and national best practices.

Building on the work of the Three Branches Institute over the past year, we want to be on the forefront of raising awareness of how Adverse Childhood Experiences can shape children's and adults' lives. Working with other departments in Tennessee government, along with state and local leaders, academic institutions and some of the country's leading foundations, we hope to incorporate the ACEs lessons into our practice -- and into our state's collective wisdom.

Thank you for the privilege of being allowed to serve our state and our children.

Sincerely,



Bonnie Hommrich
Commissioner

Table of Contents and Figures

Table of Contents		Table of Figures	
	Pages		Pages
Agency Vision, Mission, and Strategy	4	Figure 1. Cases Assigned Per Region and Child Protective Services Track	9
Organizational Framework	5	Figure 2. Adult Transitions from DCS to DIDD	16
2014 -15 Regional Map	6	Figure 3. Services Provided by Crisis Management	17
Introduction and Executive Summary	7-8	Figure 4. Crisis Management Team Services	17
Office of Child Safety	8-12	Figure 5. Statewide: Number of Children in Custody by Adjudication	21
Office of Child Health	13-19	Figure 6. Number of Children in Custody per Region by Adjudication	21
Office of Child Programs	19-46	Figure 7. Average Length of Stay for Children Exiting Care	23
Office of Juvenile Justice	46-52	Figure 8. Number of Foster Care Placements and Available Placements	23
Office of Quality Control	52-56	Figure 9. Percentage of Children with Time to Permanency in Fewer than 12 Months with Goal other than Adoption	24
Office of Finance and Budget	56-58	Figure 10. Percentage of Children in Custody with Guardianship Achieved or Compelling Reasons Existed to Not File TPR for Children in Custody for 15 of the past 22 Months by Region	24
Commissioner's Direct Report Offices	59	Figure 11. Children in Full Guardianship without Pre-adoptive Placement and Children in Full Guardianship by Region Guardianship by Region	24
General Counsel	59-60	Figure 12. Children Exited Custody into Permanent Guardianship per Region	25
Office of Human Resources	60-61	Figure 13. Percentage of Children Adopted in Less than 24 months	25
Office of Learning and Development	61-62	Figure 14. Number of Adoptions Finalized during FY 14-15 per Regions	26
Office of Communications	62-63	Figure 15. Children in Custody with Goal of Planned Permanent Living Arrangement by Region	33
Office of Customer Focused Services	63-64	Figure 16. Statewide Count of Children who Left Custody by Exit Reason	34
Office of Administrative Procedures	64	Figure 17. Types of ICPC Placement Requests Submitted by TN Agency	35
Office of Facilities Management	65	Figure 18. Types of ICPC Placement Requests Received from Other States	35
Office of Information Technology	66-69	Figure 19. Average Number of Social Services Workers and Caseload Size June 30, 2015	37
Office of Risk Management	70-71	Figure 20. Social Services Worker Caseload Range, June 30, 2014	37
		Figure 21. Average Youth Development Center Population per Month	47
Regional Snapshot	Pages	Figure 22. Juvenile Justice Program Allocations FY 14 - 15	49
Davidson	72	Figure 23. DCS Attorney and Legal Positions Available and Filled	60
East	73	Figure 24. Example of the Data Dashboard	68
Knox	74	Figure 25. County Custody Commitment Rates per County FY 14-15	85-87
Mid-Cumberland	75		
Northeast	76		
Northwest	77		
Shelby	78		
Smoky Mountain	79		
South Central	80		
Southwest	81		
Tennessee Valley	82		
Upper Cumberland	83		

Agency Vision, Mission, and Strategy

Vision Statement:

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

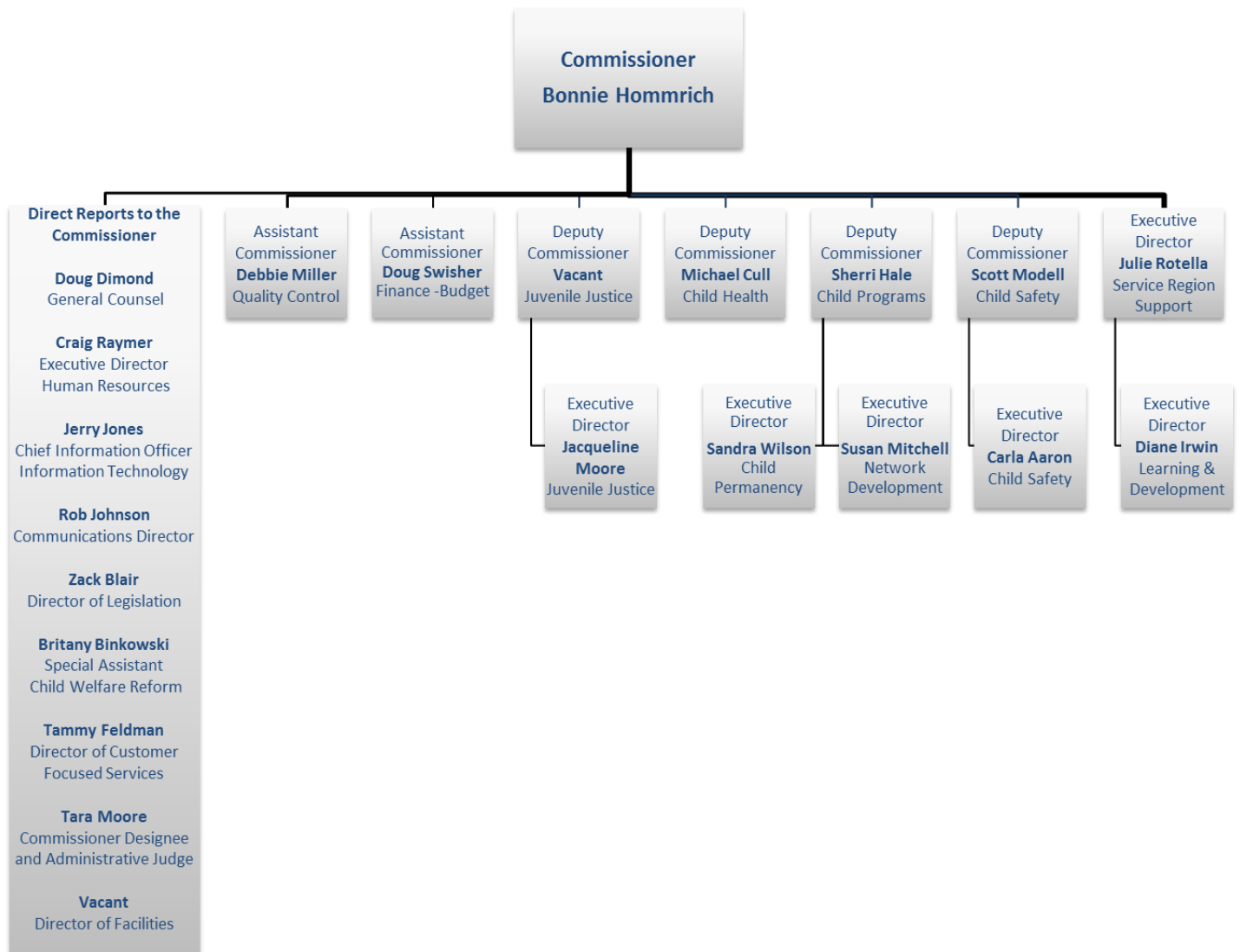
Mission Statement:

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

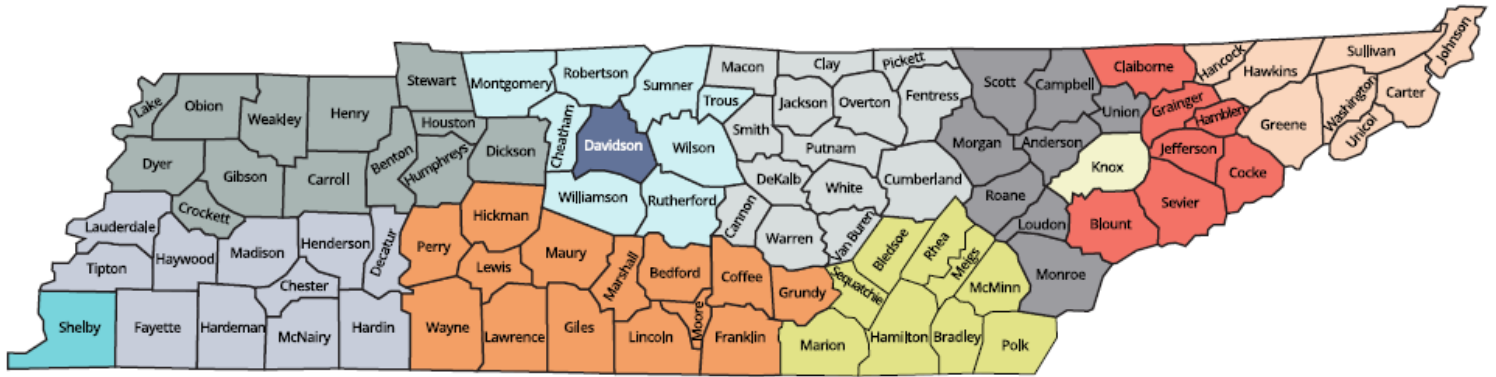
Strategic Priorities:













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

Organizational Framework



Department of Children's Services 2014-15 Regional Map



	Northwest, 13 Counties RA Kitty Oliver 731-364-3149		Davidson County RA Tiwana Woods 615-532-2461		East Tennessee, 8 Counties RA Marcy Martin 865-425-4458
	Mid-Cumberland, 8 Counties RA Lisa Brookover 615-360-4396		Upper Cumberland Region 14 Counties RA Cheri Richards 931-646-3000		Northeast, 8 Counties RA Lucretia Sanders 423-979-5220
	Shelby County RA Merlene Hyman 901-578-4371		South Central, 14 Counties RA Lisa Williamson 931-380-2587		Tennessee Valley, 9 Counties RA Sandra Holder 423-296-2266
	Southwest, 11 Counties RA Teresa Harrison 731-421-2010		Smoky Mountain, 7 Counties RA Wendy Williamson 865-981-1993		Knox County RA April Snell 865-329-8879



Introduction

The Tennessee Department of Children’s Services (DCS) was established in April 1996, through Tennessee Code Annotated (TCA) § 37-5-101, consolidating services for children and families from various state agencies. The department is mandated by TCA § 37-2-411 and § 37-5-105 to produce an annual report each year. This report is being submitted to share the agency’s vision and mission and provide a basic overview of the department. In addition to the annual report requirements, this report also includes two additional report requirements. In accordance with TCA § 37-2-205, this report contains county commitment data for the fiscal year and actions taken as part of the collaborative planning process with the Judiciary Committee of the Senate and the Civil Justice Committee of the House of Representatives. Additionally, a comprehensive annual report of the status of child care agencies within the state subject to its jurisdiction is contained within this report per TCA § 37-5-519. The data in this report represents point in time information on activity that occurred from July 1, 2014, to June 30, 2015 unless stated otherwise. TFACTS (Tennessee Family and Child Tracking System) is the department’s Statewide Automated Child Welfare Information System (SACWIS) database, which receives ongoing data entries regarding case related information including client demographics and case work, thus report results may vary based on the time a report is generated.

Executive Summary

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

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

The Office of Child Safety (OCS) is responsible for the intake and screening of reports of child abuse and neglect and the cases meeting criteria for the investigation track. In March 2015, the OCS celebrated a one year anniversary from the completed statewide implementation of moving the regional CPS Investigators under its supervision. This organizational structure brought a renewed emphasis to promote excellence in investigations. The OCS has focused its efforts on improving the quality of investigations through enhanced training, policy revisions, development and implementation of a quality review process, expanding community partnerships and providing improved technology to frontline staff.

The Office of Child Health advances new practices to improve child well-being and supports high quality medical, behavioral health, and education services in the regions. 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. A statewide Safe Sleep initiative designed to reduce the number of infant deaths resulted in new regional policy and practice standards and Safe Sleep training for DCS regional staff.

The Office of Child Programs created a new partnership with provider agencies called Permanency for All Children in Tennessee, with the goal of moving children in care to forever families as quickly as possible.

The success of this partnership is reflected in a drop in custody numbers from 8,429 at the end of federal fiscal year 2013, to 7,856 by the end of federal fiscal year 2014. Moreover, Tennessee continues to be the national leader in timeliness to adoption. Over the course of federal fiscal year 2014, 1,162 children exited custody through adoption. There were 3, 545 children reunified with their families during state fiscal year 2014 - 15.

The Division of Juvenile Justice is responsible for youth who have been adjudicated delinquent and placed in DCS custody. The division oversees juvenile justice grants, probation and after-care programs. Its main work, however, revolves around three youth development centers: Wilder, Woodland Hills and Mountain View. Each of these hardware-secure facilities operates with year-round schools and intensive services for its students.

The Office of Quality Control uses nationally recognized best practices to monitor and improve the work at DCS by assessing child welfare practices, outcomes and compliance. This Office led the Council on Accreditation re-accreditation process this year. Central Office and all 12 regional offices met all of the requirements for accreditation this year. This rigorous process resulted in changes in policy and practice which improve the quality of services delivered to children and their families. The three YDC's will have COA site visits in April 2016.

The Office of Learning and Development delivers training to more than 4,000 DCS employees and to support professional development. They also manage the delivery of foster parent training to both DCS and provider foster parents across the state. In cooperation with the Tennessee Department of Human Resources, a new leadership academy called the Commissioner's Cornerstone Leadership Academy was created. Currently 45 employees are engaged in this yearlong training opportunity.

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

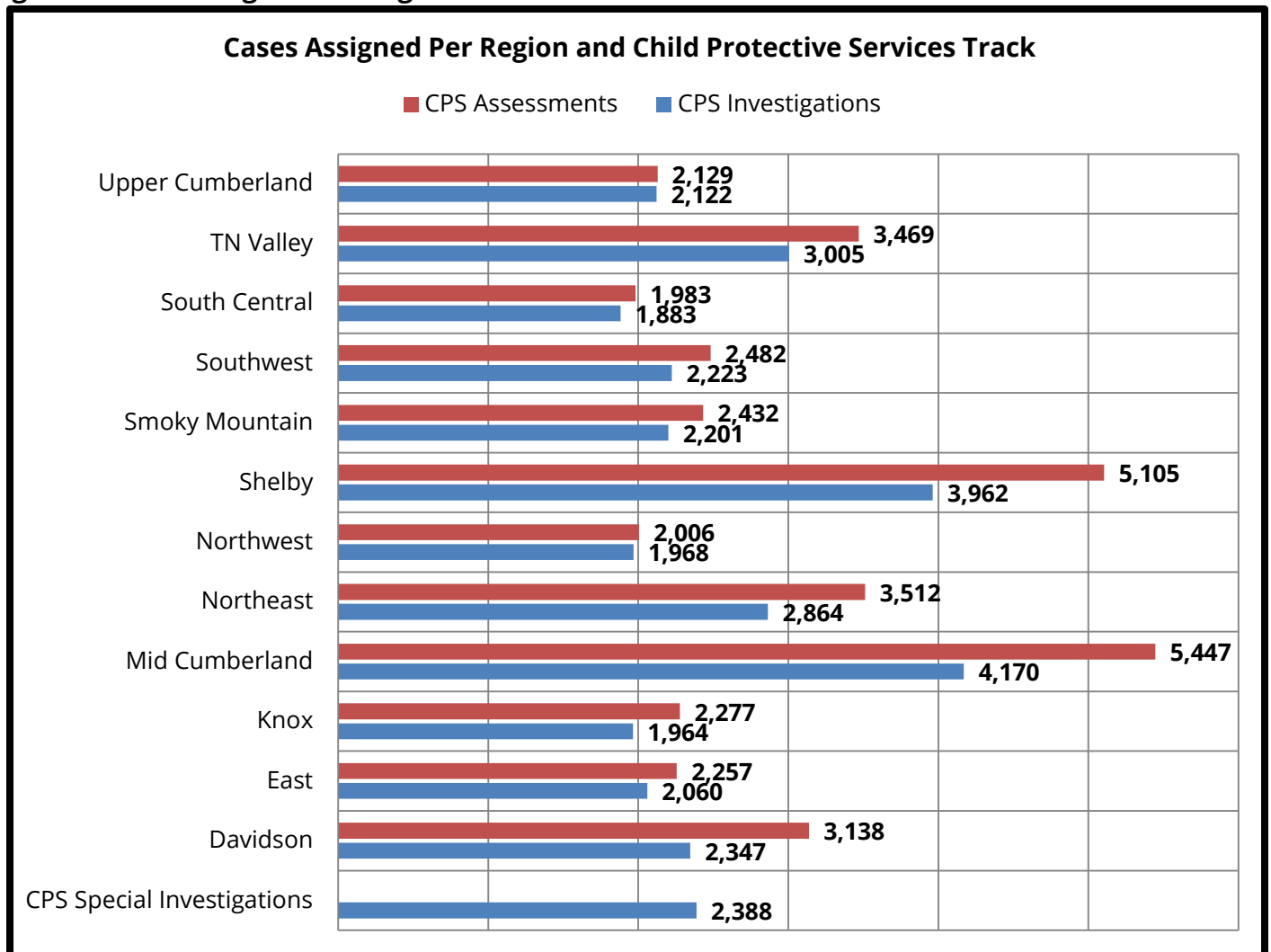
The Office of Finance and Budget provides a comprehensive set of fiscal services to DCS. In Fiscal Year 2016, DCS manages a total of \$736,194,600 in budgeted resources.

Office of Child Safety

The Office of Child Safety (OCS) is responsible for the intake and screening of reports of child abuse and neglect and the cases meeting criteria for the investigation track.

In Fiscal Year 2014 - 15, there were 140,199 calls handled at the Tennessee Department of Children's Services (DCS) Child Abuse Hotline (CAH). In addition, 9,233 reports of abuse or neglect were made through the website referral system, the Child Abuse Reporting and Tracking (CARAT). Of the calls and web referrals handled in FY 2014-15, 69,868 were assigned to Child Protective Services (CPS) with 32,983 assigned as investigation cases and 36,885 assigned as assessment cases. Additionally, another 441 calls were referred to Resource Linkage.

Figure 1. Cases Assigned Per Region and Child Protective Services Track FY 2014 - 15



OCS celebrated the one year anniversary of complete implementation of moving the CPS Investigators under its supervision on March 17, 2015. This organizational structure brought an emphasis to promote excellence in investigations. OCS focused its efforts on improving the quality of investigations through enhanced training, policy revisions, development and implementation of a quality review process, expanding community partnerships and providing improved technology to frontline staff. OCS continues to recognize the necessity and advantages of taking a multidisciplinary approach to address the needs of victims while simultaneously reducing trauma to the victims and families involved.

Investigations

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

The twelve regions of DCS are currently divided among four Regional Investigations Directors (RIDs). Under this structure, the 4 RIDs oversee 14 Investigations Coordinators, who directly supervise the Lead Investigators, who in turn supervise the frontline Investigators. The Special Investigations Unit is directly administered by the State Director of Investigations.

Child Abuse Hotline

The Child Abuse Hotline (CAH) is a 24 hour, 7 days per week, 365 days per year call center which receives and documents allegations of child abuse and neglect. Reports are received through web referrals, faxes, or telephone calls and documented in Tennessee's SACWIS system known as TFACTS. For FY 2014-15, the CAH handled 140,199 calls while maintaining an average abandoned rate under 5%. The hotline answers 80% of the calls within 20 seconds or less sustaining the 80/20 goal established in 2012.

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

The response times determine the timeframe in which a child must be seen and are as follows:

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

DCS partnered with the Children's Research Center (CRC) to review and revise the SDM Intake Assessment for the CAH. The review began in December of 2013 and includes meetings to revise the tool with participation from the CRC, DCS field staff and the CAH. Inter-rater reliability testing, field testing and staff training occurred between January and October of 2014, and the updated tool went live at the CAH on November 3, 2014. After the SDM Intake Assessment was implemented, feedback was gathered from field staff, evaluated by DCS and CRC, and adjustments were made to the tool. The final SDM Intake Assessment was dated February 15, 2015. Following this work, the Internal Quality Control division continues to work with CRC for inter-rater reliability testing and calibration of the tool over time.

The CARAT system enables a referent the ability to track the progress of the child abuse or neglect complaint that they made to the CAH. It provides the status of an intake via a web based system and eliminates the need for both CAH staff and CPS staff to mail letters to the referent. The referent is provided via an email the internet link and identifying intake number. CARAT also now includes a web referral application where referents can both make a report of abuse and neglect and track the complaint all in one place.

Enhancements to the system have been made and an updated CARAT 2 system deployed on 4/23/15. CARAT 2 is more user friendly for both the public and for the CAH staff. CARAT 2 uses a new web referral that populates directly into TFACTS and therefore saves time on duplicate data entry for CAH staff.

OCS Training and Development Division

The OCS Training and Professional Development Division develops and explores innovative training opportunities focusing on job responsibilities specific to Investigators that enhance their skillsets and improve the quality of case work.

The Training and Professional Development Division continues to partner with the Tennessee Bureau of Investigation (TBI) to provide the CPS Investigator Training Academy (Academy). The Academy is mandatory for all CPS investigators and community partners are invited to train alongside investigations staff at no cost. By the end of FY 2014 - 15, nine (9) classes graduated from the Academy, which includes over 150 investigations staff. By the end of CY 2016, it is anticipated that 100% of all investigations staff will graduate. The Academy continues training new CPS Investigations staff and partners biannually. CPS Investigations staff who graduated from the Academy but want a refresher course may also attend. The Academy is approved by the Peace Officers Standards and Training (POST) Commission, National Association of Social Work (NASW), and Tennessee Commission on Continuing Legal Education and Specialization. With these approvals law enforcement, licensed social workers and attorneys receive continuing education hours for their respective disciplines. Since its inception in November 2013, changes were to curriculum content and the overall program agenda. Changes made are based on feedback provided by Academy participants, which is critical to enhancing training opportunities and providing the most current information and best practice curriculum.

All policies related to child protective services are under review. Revisions are made to align the policies with changes in practice and specifically, with changes related to the revised SDM track assignment tool. After the internal review period, all policies have the opportunity for external partners to provide feedback prior to implementation. By the end of FY 2014 - 15, eight (8) policies and protocols have been revised and implemented.

OCS Internal Quality Control

The OCS Internal Quality Control Division provides an internal quality review process for Investigations, Special Investigations and the Child Abuse Hotline. Tools and evaluation methods are developed to assist supervisors and improve performance.

The Quality Review Tool is developed to assess the quality of work within Investigations and Special Investigations by gathering quantitative and qualitative data. This information is used to make individual, team and statewide improvements. The Quality Review Tool was designed based on the aspects of an investigation believed to be most important. In October 2014, the OCS piloted the Quality Review tool in the South Central Region. By the end of FY 2014 - 15, the Quality Review for Investigations was implemented in eight of twelve regions with the final four regions anticipated to implement the process by December 2015. By the end of CY 2015, it is anticipated that 900 Quality Reviews for Investigations will be completed.

Additionally, the Internal Quality Control Division has implemented a Continuous Quality Improvement (CQI) process with the purpose of using the results of the quality review and providing supervisors with the necessary tools to mentor investigators and improve overall outcomes in a continued commitment to excellence within OCS. The CQI process was piloted in the South Central Region and will be implemented strategically across the state in January 2016.

The Child Protective Investigative Team (CPIT) and Court Performance Evaluation Tools were created, with input from community partners, to outline consistent statewide procedures, expectations and best practices as it relates to involvement with community partners and local courts by investigative staff. Each evaluation is administered by the supervisor who is able to provide constructive and relevant feedback related to the investigators performance. The Court Performance Evaluation Tool is in the first quarter of implementation in the East, Northeast and Smoky regions. This tool will then strategically roll-out among the remaining regions over the following three quarters with the state being fully implemented in April 2016.

The CPIT Evaluation Tool was piloted in the Knox region with statewide implementation now being planned.

In May 2015, a contract was awarded to the National Council on Crime and Delinquency (NCCD) for implementation of SafeMeasures. Development of a data dashboard for use among all levels of the Department began shortly afterward. SafeMeasures is an innovative internet-based reporting service which uses analytics to help child welfare agencies achieve better outcomes, improve service and operate effectively. Report development is underway with a pilot to begin in September 2015 and statewide implementation to begin in early November 2015. OCS acts as the project lead for the SafeMeasures procurement, implementation and ongoing report verification for the entire agency.

OCS Community Partnerships Division

The OCS Community Partnerships Division continues to work with OCS partners around the state. The Statewide CPIT Advisory Board meets regularly to address issues related to the investigative process for the statutorily mandated multi-disciplinary team. Senior leadership from the OCS continues to visit Child Advocacy Centers (CACs) to meet with directors, staff, and community partners to discuss emerging issues and then escalating them to the CPIT Advisory Board. Between FY 2013-2014 and FY 2014 - 15, the leadership team in OCS visited and met with CPIT representatives at 93% of the CACs across Tennessee (42 of the 45 centers).

The Director of Community Partnerships also works to solidify partnerships with the multi-disciplinary teams by increasing co-locations with CPIT partners. Currently, 75 CPS Investigators are co-located with CPIT partners in 12 CACs or Family Justice Centers across the state. By the end of 2015, over 100 CPS Investigators were co-located at 17 CACs or Family Justice Centers across the state.

In addition, the Community Partnerships Division also supports OCS by participating in the following community groups: the Joint Task Force on Children's Justice & Child Sexual Abuse; the Citizens Review Panels; Tennessee Statewide Human Trafficking Task Force and Advisory Council; the Human Trafficking Committee, United States Attorney's Office; the Children's Cabinet Multiple Agency Collaboration Steering Committee; the DCS Statewide Policy and Practice Workgroup; the DCS Strategic Planning Committee; and the Steering Committee for the 2015 Connecting for Children's Justice Conference.

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, behavioral, and educational well-being. OCH operates as the clinical steward of these services in collaboration with other divisions within DCS.

Funding streams define three primary healthcare responsibilities:

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

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

DCS provides medical, behavioral and educational services directly to youth who are adjudicated delinquent and placed within Youth Development Centers (YDCs) and is the LEA for the YDC schools. OCH supports this work through clinical consultation and collaboration with OJJ.

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

OCH major accomplishments over the past year include:

- Broader oversight and monitoring of health related incidents such as: mental health crises, emergency use of psychotropic medication, emergency medical treatment, seclusion, restraints and medication errors through enhancement of the electronic TFACTS incident tracking system. This includes incidents which occur within DCS resource homes, private provider placements and youth development centers.
- Successful development and implementation of the electronic TFACTS diagnostic coding system to International Classification and Diagnosis-10 to align with federal Medicaid (TennCare) standards.
- Sustained Early Periodic Screening, Diagnosis and Treatment medical rates remained at or above 95% and dental rates at or above 90% for FY2014 - 15.

- Implementation of the Confidential Safety Reporting System (CSRS). To achieve this, special legislation was passed in Tennessee to protect child welfare workers who report safety concerns.
- Implementation of a student management system that works in concert with DOE Education Information System. This allows better data and information sharing between the department's schools and public schools.
- Support for the development and implementation of a new treatment model at Mountain View and Woodland Hills youth development centers.

Nursing

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

Healthcare caregiver/advocacy functions include review of the form, Well Being Information and History (WBIH), documented by the DCS worker at intake as children/youth enter custody, and initial Early Periodic Screening Diagnosis and Treatment (EPSDT) screenings. The Regional Nurse identifies the need for immediate and ongoing healthcare needs and notifies the DCS worker accordingly. The Regional Health Nurses with other Regional Health Staff monitor and document all medical and behavioral appointments, visits, and clinical recommendations through TFACTS to ensure that children/youth in state custody are receiving all medically necessary EPSDT services. Regional Health Nurses provide consent when indicated for psychotropic medications and monitor psychotropic medication usage at a child/youth level. Nurses also provide consent for surgical and other procedures requiring anesthesia when the parent/guardian is not available.

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

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

Psychology

Regional Health Psychologists/Mental Health Clinicians are located in each of the 12 DCS regions. The Regional Health Psychologist/Mental Health Clinician reviews the history obtained in the Well Being Information and History form, among other resources, to determine recommendations for mental healthcare needs and provides prompt feedback to the DCS worker so services can be implemented in a timely manner.

Managed Care Contractor responsibilities include development and oversight of behavioral healthcare policies, development of service standards for DCS contract providers, prior authorization of congregate care Level 3 and Level 4 services, participation with utilization review of Level 3 and 4 services, authorization of medically necessary Crisis Management residential services. Regional Health Psychologist/Mental Health Clinicians also monitor child/youth specific emotional/mental health care incidents, including seclusion, restraint, and mental health crisis, and monitor behavioral services of DCS

contract providers in conjunction with Quality Control, Risk Management, and Child Programs. The Regional Health Psychologists/Mental Health Clinicians provide clinical consultative support to DCS staff within their regions, interfacing with staff in 60-80 meetings/month and interface with the regional Centers of Excellence on case consultation.

Health Advocacy

The Health Advocacy Division's primary responsibilities are healthcare advocacy functions and assurance that needed behavioral and medical services are provided to both TennCare eligible children served by the Department and also to children in custody who are not TennCare eligible. The Health Advocacy Director leads the unit. Staff is comprised of six central office staff who coordinate with Regional Health Advocacy Representatives and Services and Appeals Tracking staff.

Two major areas of advocacy are guidance, oversight and accountability for provision of TennCare Early Periodic Screening, Diagnosis and Treatment (EPSDT) services for children in custody and compliance with the requirements of the Grier Consent Decree, a federal lawsuit requiring notice of appeal rights for denial, delay or termination of TennCare services. 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%. The Department agreed to a request from TennCare Select, the MCO in which children in custody are enrolled, to permit Select to assign new primary care physicians, with certain caveats, when the entire TennCare population was reassigned to PCPs to distribute enrollees evenly among the MCOs. Foster parents or guardians rather than FSWs are now able to authorize assignments to new PCPs.

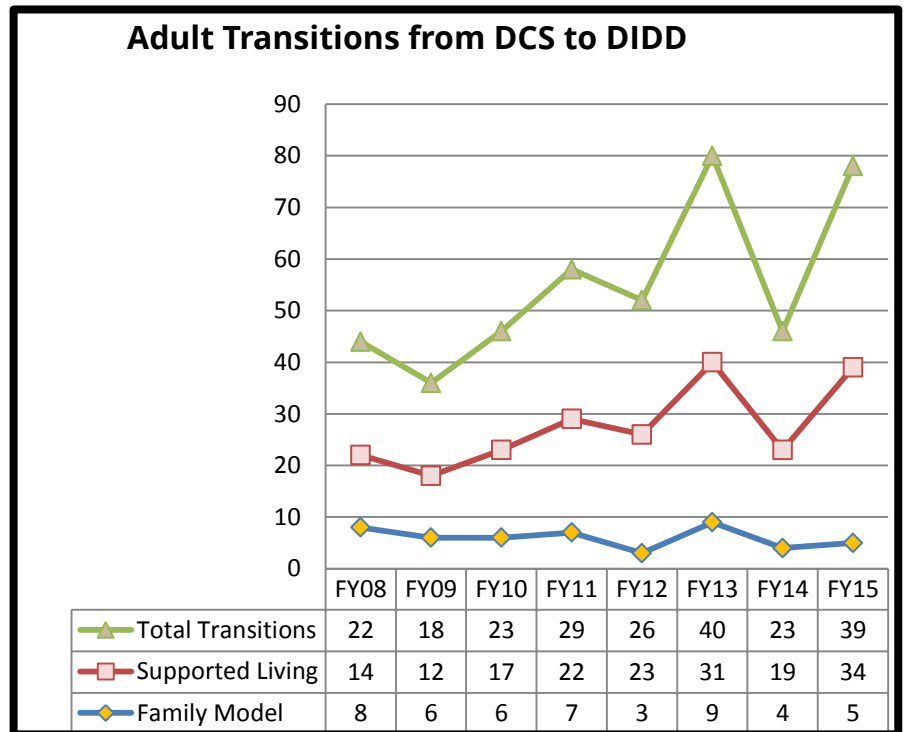
Late in FY 2015, plaintiffs in the *Grier* Lawsuit agreed to vacate the provisions of the lawsuit as they pertained to TennCare but retained the provisions that apply to the Department (and to the Department of Intellectual and Developmental Disabilities). Oversight includes responsibility for due process notice and appeal resolutions for DCS services. To ensure compliance with requirements of the *Grier* Consent Decree, Central Office and Regional Health Advocacy Representatives determine that health services are delivered timely and follow-up to assure barriers of access, payment or other inhibitors to service delivery are resolved. Notices of Action are filed when placement decisions are made by the CFTM with notification to the Tennessee Alliance for Legal Services, the external agent responsible for coordinating appeals on behalf of the child. If the Department is found to be in compliance with the provisions of the Consent Decree and is not found in contempt of court, provisions of the lawsuit will be vacated in December 2016.

Additionally, the Division is responsible for the orderly and timely transfer of youth with intellectual disabilities from DCS custody to the appropriate adult services department or agency. During FY 2013-2014 transfer conferences were held for 39 youth from the department to adult disability services. This is 16 more transfers in FY 15 than the prior year. The data indicate that during the period from FY08 through FY15, the number of transitions from DCS custody to families remained about the same but the number of transitions to supported living environments generally increased.

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. They were initiated to assure children with complex behavior problems would have the complexities vetted more thoroughly than routine behavioral services would permit. COE services include case consultation, psychiatric and psychological evaluations, training and education, and best practice learning collaborative. During FY15, led by UTM

Health Sciences COE, the COEs implemented a new Breakthrough Series Collaborative on Trauma Informed Screening and Assessment of Infants and Young Children. Vanderbilt COE implemented the Department's CPS Assessment Academy and rapid implementation of the Family Advocacy and Support Tool (FAST) training to support the In Home Tennessee pilot projects; ETSU COE continued leadership of the Tennessee Infant and Early Childhood Mental Health Initiative, integrating it with the agenda of the Tennessee Young Child Wellness Council and informing the Zero-to-Three infant mental health court proposals; UT-Cherokee Health Services COE led additional field training in the NCTSN

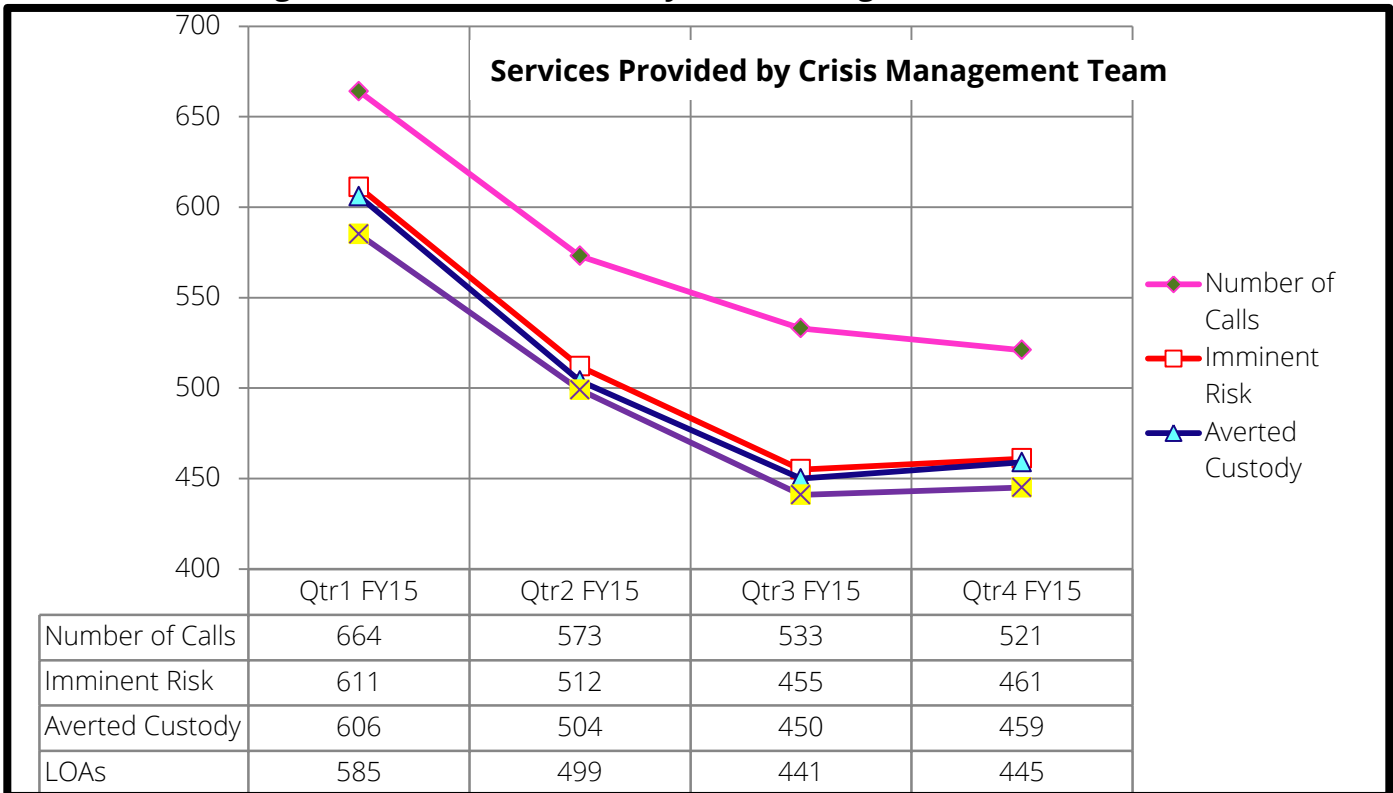
Figure 2. Adult Transitions from DCS to DIDD FY 2014 -15



Trauma Toolkit; Southeast COE provided highly specialized reviews of need for psychiatric services.

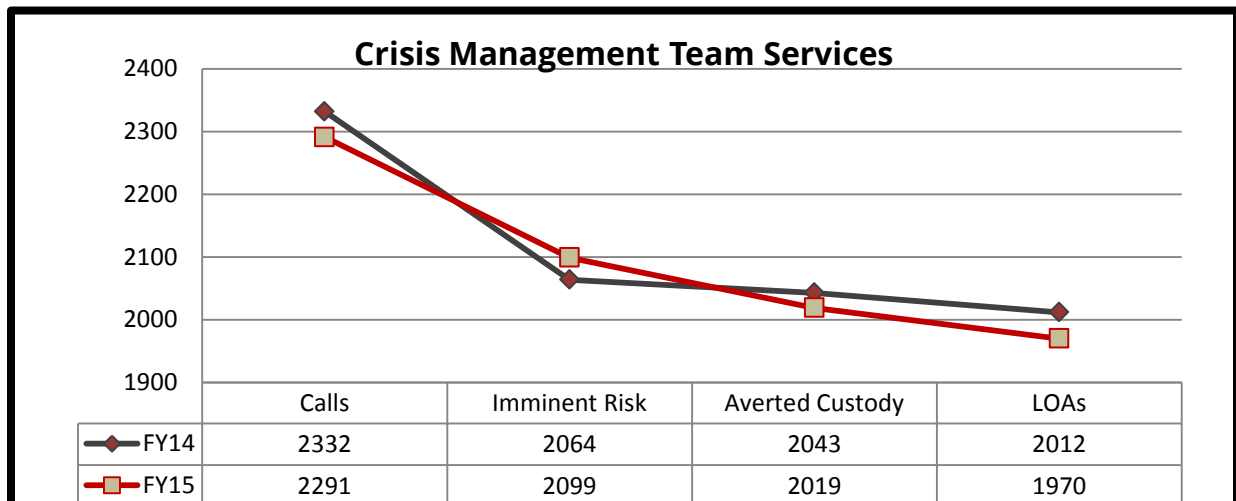
As a Managed Care Contactor the Department's responsibilities include the Crisis Management Team (CMT) which assesses and authorizes time-limited residential treatment services for children at risk of state custody when requested by FSWs, court liaisons and/or caretakers and it is determined medically necessary by the Regional Health Psychologists. Of the 2291 calls to the CMT for information or services during the fiscal year, 1970 Letters of Authorization were issued to provide residential treatment for children that prevented state custody. Of the 2099 children at imminent risk of custody, custody was averted for 2019.

Figure 3. Services Provided by Crisis Management FY 2014 - 15



A comparison of CMT services provided in FY14 and FY15 shows that there were slightly fewer calls to the team in FY15 but a larger number of youth were at imminent risk of coming into custody. In FY14, 87% of youth averted custody; 88% averted custody in FY15. In FY14, Letters of Authorization for residential treatment were issued for 2012 (97%) youth at imminent risk of custody and in FY15 LOAs were issued for 1970 (93%) of youth at imminent risk, a slight decrease that mirrors the slight decrease in calls for service overall.

Figure 4. Crisis Management Team Services FY 2014 -15



Education

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

Caregiver/Advocacy efforts include: attending educational meetings, consulting with DCS staff, resource parents, and schools, as well as, providing educational training to departmental personnel and schools. From July 1, 2014, through June 30, 2015, the Education Division provided consultation to Child and Family Teams, field services worker (FSWs), and public/non-public schools over 71,000 times. Education staff participated directly in more than 2100 Child and Family Team Meetings and 1350 Individual Education Plan (IEP)/504 Meetings. Additionally, the Education Specialists advocated for students in nearly 250 disciplinary hearings and 200 specialized foster care review board meetings. Staff also provided 237 educational training sessions for approximately 3,000 surrogate parents, resource parents, FSWs, and school staff.

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

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

Division of Safety Analysis

During the 2014 calendar year, a total of 141 child deaths were reviewed by the Child Death Review Team (CDR). During this review period, nearly all (94%; 133 children) reviewed deaths were children not in DCS custody. Eight children (6%) were in DCS custody at their time of death. There were 8 near deaths reviewed in 2014; none of these children were in state custody at the time of the near death incident. Based on the cases reviewed in 2014, 3 key areas of improvement were identified and acted on. These areas of improvement included: coordination between CPS and health units, system variability specific to background checks and system constraints specific to medical record obtainment.

Further information is included in the 2014 Child Death Review Annual Report, which can be found here: <https://www.tn.gov/assets/entities/dcs/attachments/2014ChildDeathReviewAnnualReport.pdf>.

Recent enhancements were made to the DCS CDR to increase its overall efficiency and effectiveness. First, the CDR process was redesigned so that available resources could be strategically focused on cases with increased complexity while maintaining expedient and thorough review of all child deaths and near deaths. Second, the CDR reports and key data are now managed in a web application hosted by Vanderbilt University's REDCap system. The system allows DCS to collect and examine important CDR data longitudinally with increased precision. Third, DCS has begun to use Spaced Education. Spaced Education is a learning system designed to quickly communicate important information from CDRs to DCS employees to ultimately increase favorable outcomes for children and families served by DCS. Spaced Education Curriculum was designed for educating front line case workers on best practices without imposing additional training hours. Spaced Education was piloted in two regions for a period of

12 weeks. In addition to the recent enhancements of the CDR, DCS recently implemented the Confidential Safety Reporting System (CSRS).

The CSRS allows DCS employees to report any issues they feel may affect the safety of DCS employees or children and families served by the department. Public Chapter Number 21 was signed into law on March 27, 2015 by Governor Bill Haslam. Special legislation was required in Tennessee because child welfare does not currently have the protections for safety and quality improvement efforts seen in other safety critical industries. The protection of safety related information has been used successfully in industries such as aviation, healthcare, nuclear power, military and steel production. Research across these multiple disciplines has shown that employee participation in discussing safety related issues dramatically increases when issues can be discussed without the fear of punitive responses by their employer or outside agencies. The open dialogue that will take place is expected to increase organizational learning and prevent the occurrence of adverse events through systemic changes.

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 is determined that a child cannot safely return home, the Department strives to provide a nurturing, permanent home through placement with relatives, friends, or adoption. The Office of Child Programs delivers custodial and non-custodial services for dependent/neglected or unruly children and youth. Child Programs has three (3) primary divisions: 1) Permanency/In-Home/Out of Home Services, 2) Network Development and 3) Regional Oversight. Staffs in these divisions promote a model of practice that is trauma informed, family-focused, strengths-based, culturally sensitive, and encourages strong engagement with the community.

Permanency/In-Home/Out of Home Services

The Division of Permanency/In-Home/Out of Home Services fosters continuity in the oversight and delivery of programs that promote family preservation services for intact 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 division 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 67 full-time trained, certified skilled facilitators and 388 back-up staff who are trained to facilitate CFTMs with parents, relatives and other stakeholders who are invested in permanency for a child. Of those 388 back-ups who have completed the training, 250 have obtained certification as a facilitator. In the fiscal year, 2014-2015, there were 4 week-long cycles of Advanced Skilled Facilitation Training across the State to train new full-time skilled facilitator's, those who would act as skilled back-up facilitator's and those who wanted to increase their skills around facilitation.

Percentages around the number of children having Initial CFTM's and being conducted by a trained skilled facilitator, within time frames, continues to maintain at a high level. Those percentages are as follows: for the 2014 calendar year.

Jan 1 – March 31, 2014	Children that had an Initial Meeting = 93.8% CFTM conducted by a skilled facilitator = 89.2% Meeting held within time frames = 81.8%
April 1 – June 30, 2014	Children that had an Initial Meeting = 93.1% CFTM conducted by a skilled facilitator = 91.7% Meeting held within time frames = 85.2%
July 1 – September 30, 2014	Children that had an Initial Meeting = 92.3% CFTM conducted by a skilled facilitator – 90.4% Meeting held within time frames = 90.3%
October 1 – December 31, 2014	Children that had an initial meeting = 91.9% CFTM conducted by a skilled facilitator = 89.0% Meeting within time frames = 85.5%

In addition to the 4 cycles of Advanced Skilled Facilitation Training, the Permanency Planning Division completed diligent search audits across the State and have begun conducting quality permanency plan reviews.

Foster Care, Adoption and Relative Caregiver Services

The Foster Care, Adoption, and Relative Caregiver programs 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 the relative care-giver program (which coordinates services and supports for relatives not receiving direct subsidies from DCS).

The following figures provide information about why children come into the custody of the state in terms of their adjudication status, whether they come in due to being Dependent/Neglected (D/N), Delinquent, or Unruly youth.

Figure 5. Statewide: Number of Children in Custody by Adjudication June 30, 2015

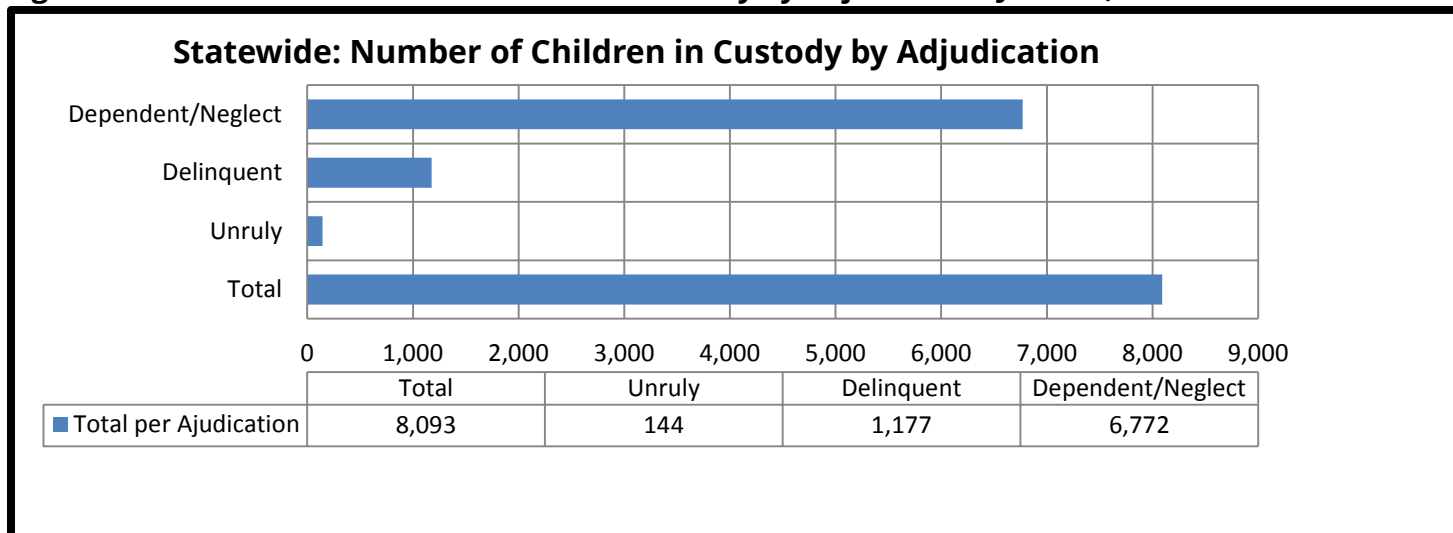


Figure 6. Number of Children in Custody per Region by Adjudication June 30, 2015

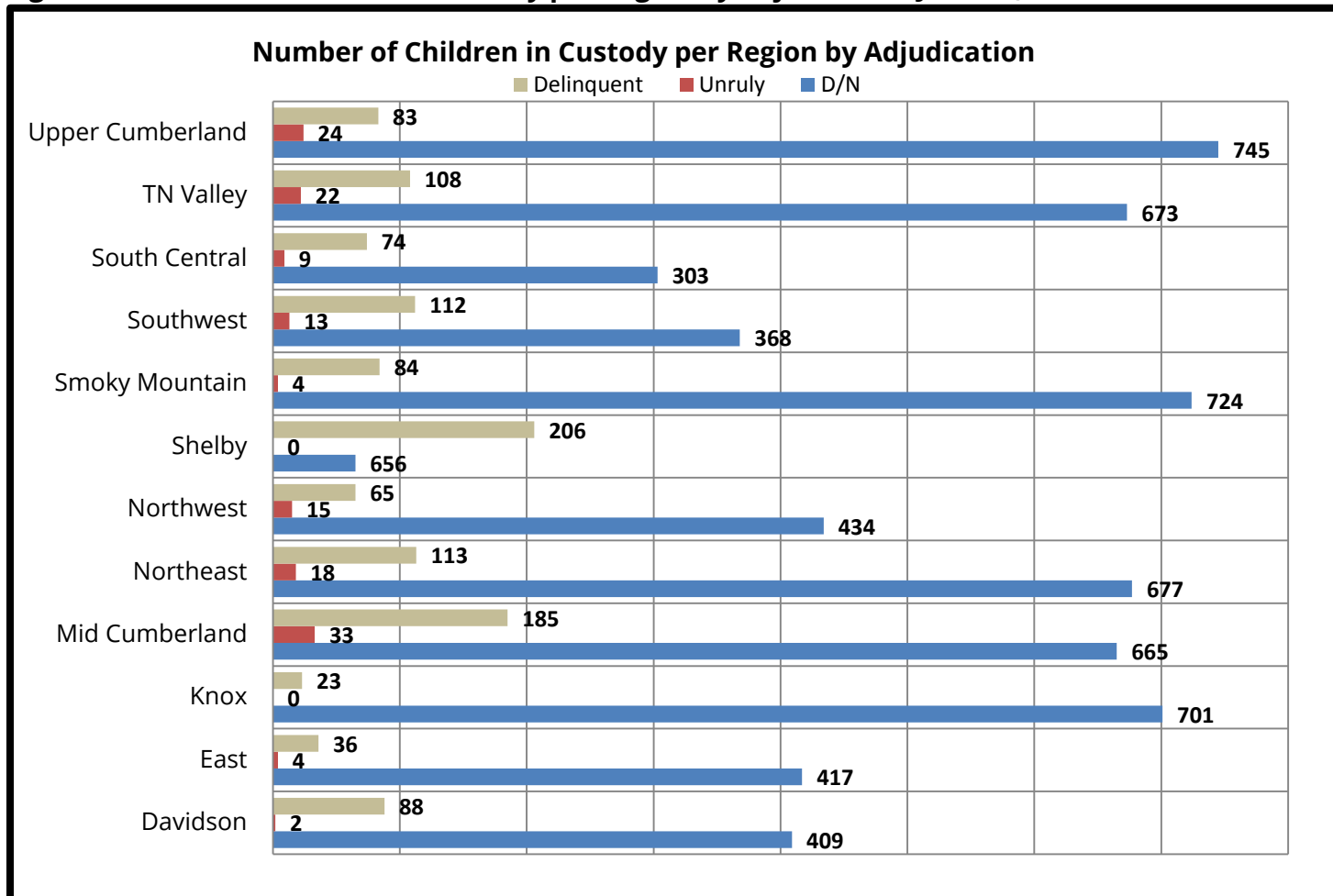


Table 1. Children in Custody per Region by Race As of June 30, 2015 there were 8,093 children in DCS custody. The majority of children who enter DCS custody are White/Non-Hispanic at 69%, followed by African-American at 22%. Children who identify as multi-race, American Indian, Native Hawaiian, and Asian make 6% of the total number in DCS custody.

REGION	White/ Non- Hispanic	Black/ African American	Multi-Race	American Indian	Native Hawaiian/ Other Pacific Islander	Asian	No Data
Davidson	178	261	46	2	1	5	6
East Tennessee	429	7	17	1	0		3
Knox	521	112	79	1	5	2	4
Mid Cumberland	592	179	73	2	3	5	29
Northeast	741	23	42	0	0	0	2
Northwest	378	113	21	0	1	0	1
Shelby	78	764	14	1	0	2	3
Smoky Mountain	749	20	38	1	0	0	4
South Central	411	37	43	1	0	0	1
Southwest	223	130	33	0	0	0	0
TN Valley	579	163	47	0	0	0	14
Upper Cumberland	776	24	39	0	0	1	12

Table 2. Children in Custody per Region by Age The highest percentage of children who entered care were age 13 and older at 42%, followed by ages 5-12 at 31%, 0-4 years of age at 26%.

Region	Age 0-4	Age 5-12	Age 13 Plus	Totals
Davidson	112	98	287	497
East Tennessee	101	143	213	457
Knox	272	262	190	724
Mid Cumberland	188	258	436	882
Northeast	216	277	314	807
Northwest	131	205	178	514
Shelby	224	207	427	858
Smoky Mountain	222	281	309	812
South Central	81	137	275	493
Southwest	90	124	172	386
TN Valley	222	238	341	801
Upper Cumberland	275	288	289	852
Region not Specified	0	2	8	10
Grand Total: 8,093				

Figure 7. Average Length of Stay for Children Exiting Care June 30, 2015

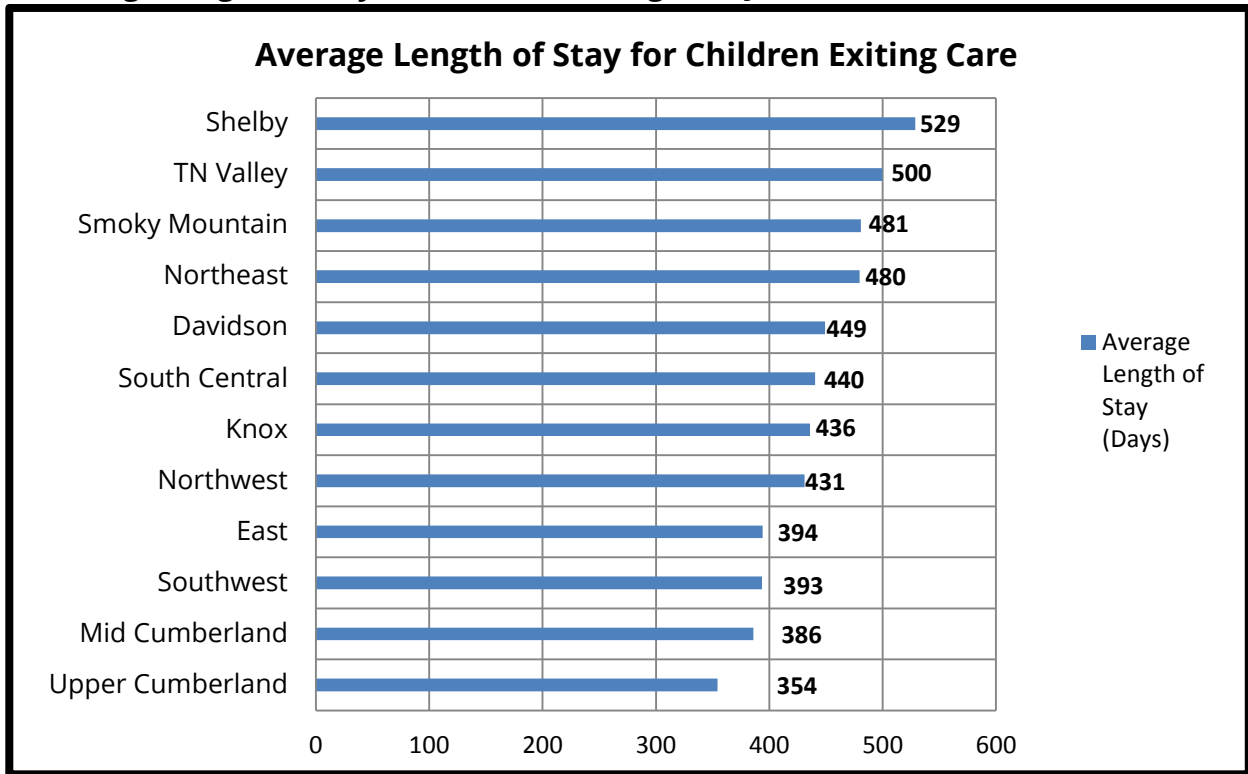


Figure 8. Number of Foster Care Placements and Currently Available Placements per Region

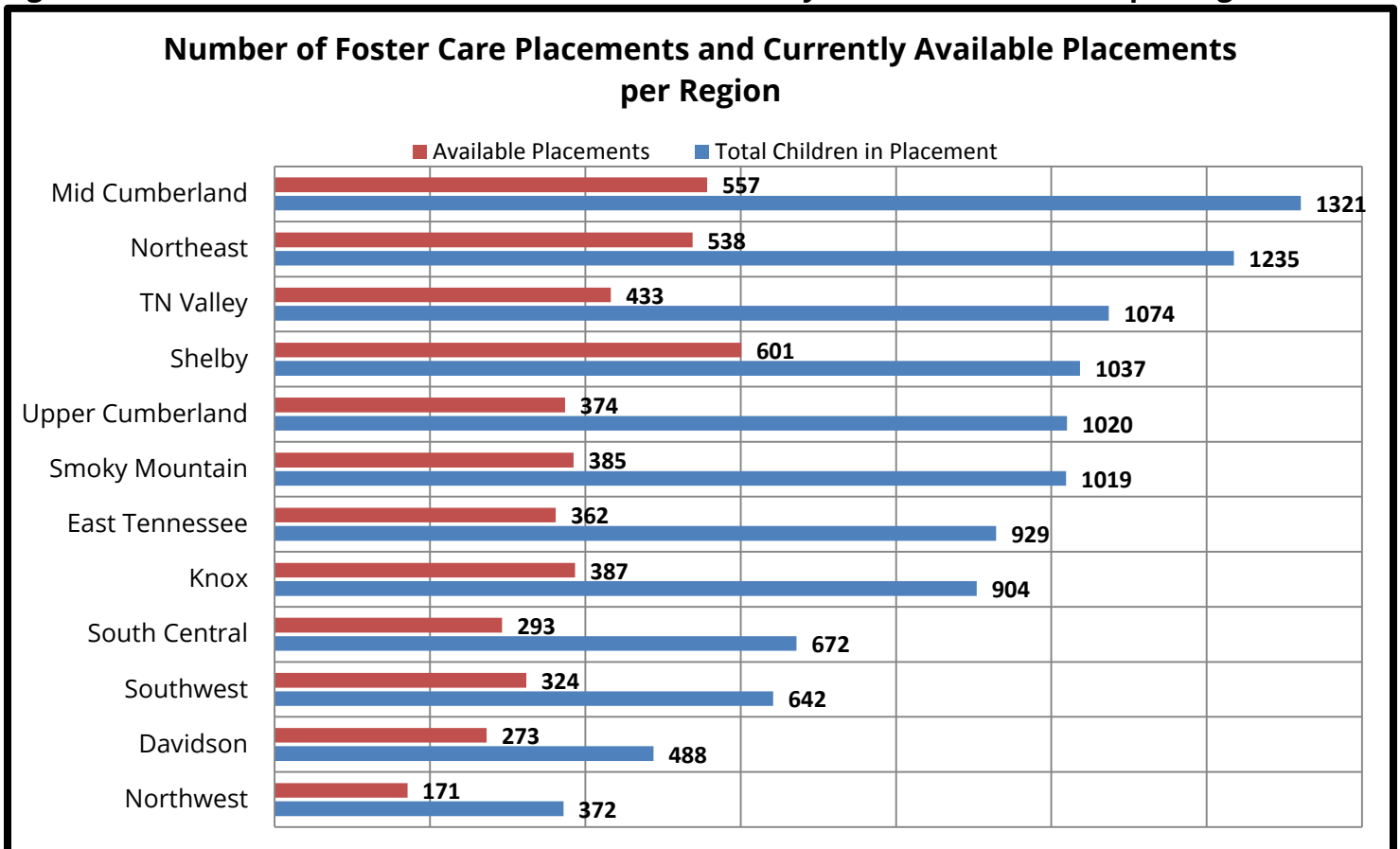


Figure 9. Percentage of Children with Time to Permanency in Fewer than 12 Months with Goal other than Adoption

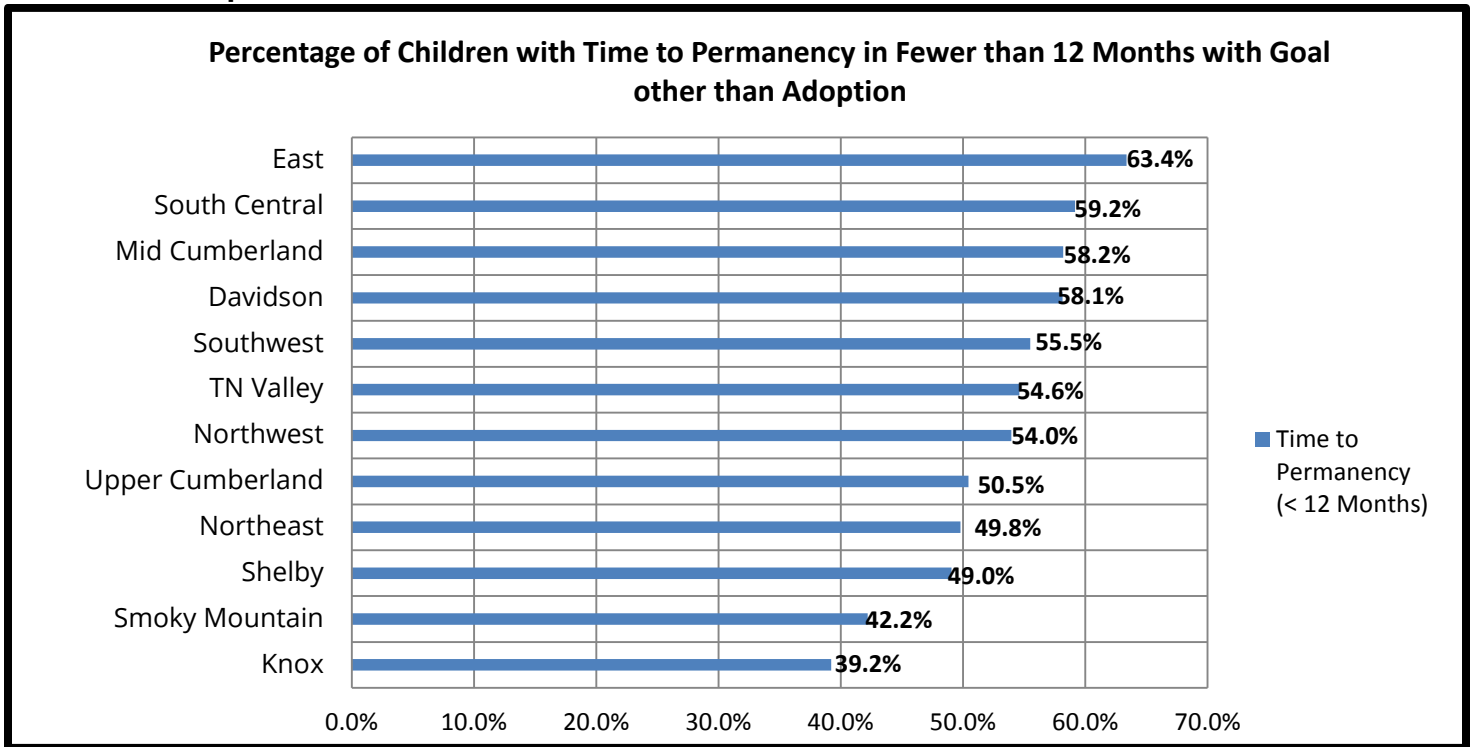


Figure 10. Percentage of Children in Custody with Guardianship Achieved or Compelling Reasons Existed to Not File TPR for Children in Custody for 15 of the past 22 Months by Region

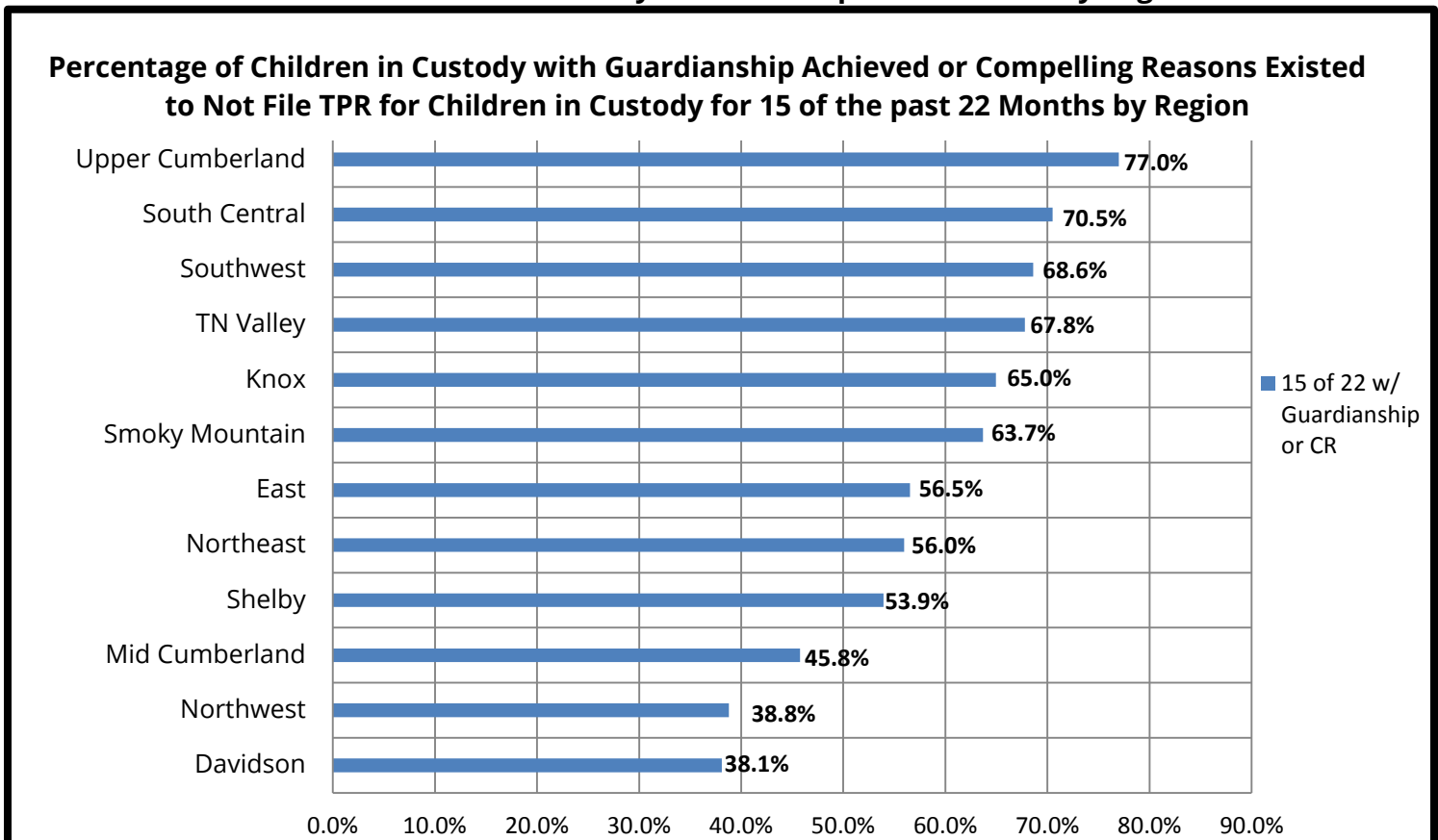


Figure 11. Children in Full Guardianship pending or without Pre-adoptive Placement and Children in Full Guardianship by Region

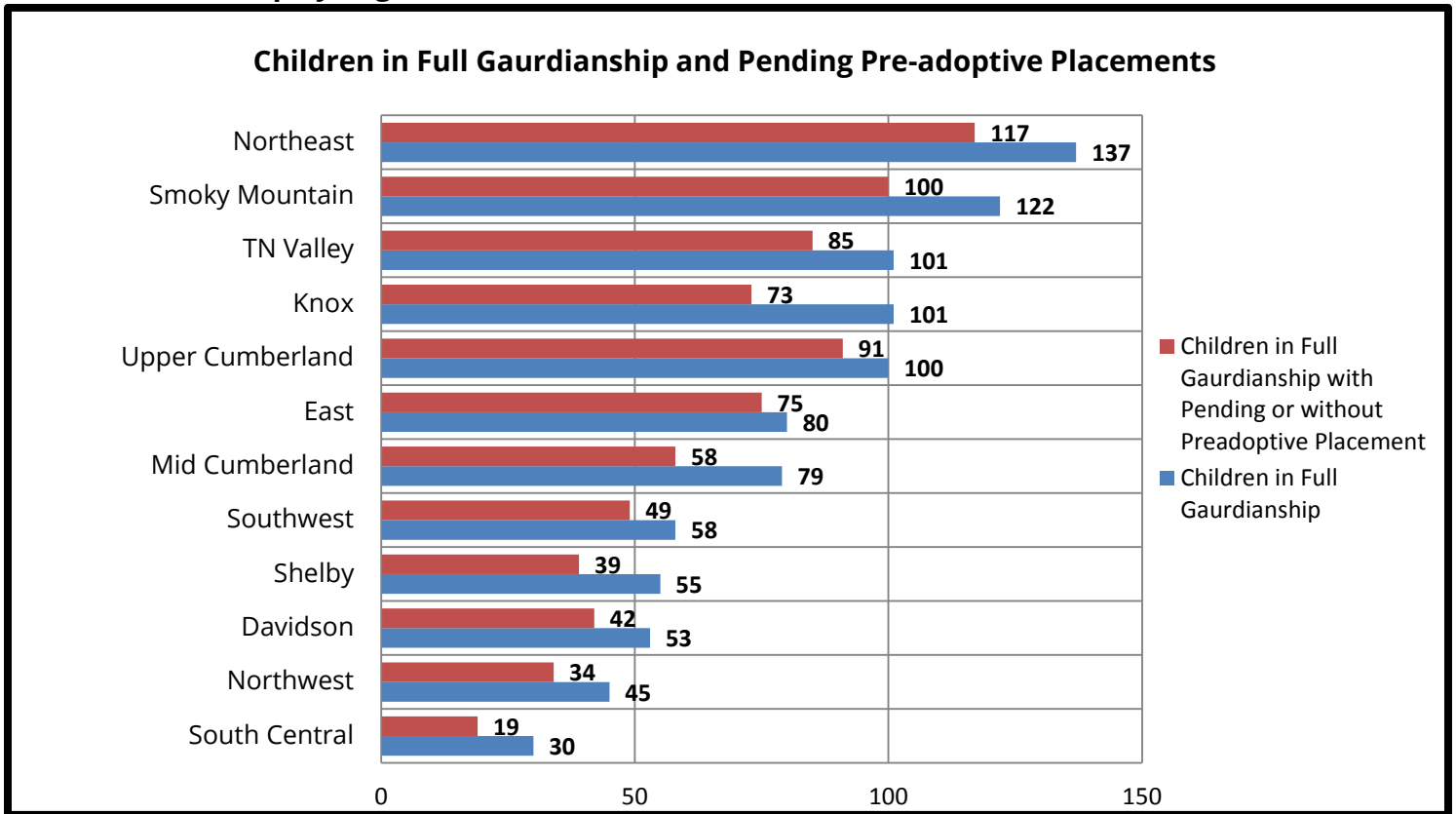


Figure 12. Children Exited Custody into Permanent Guardianship (Including Subsidized) per Region

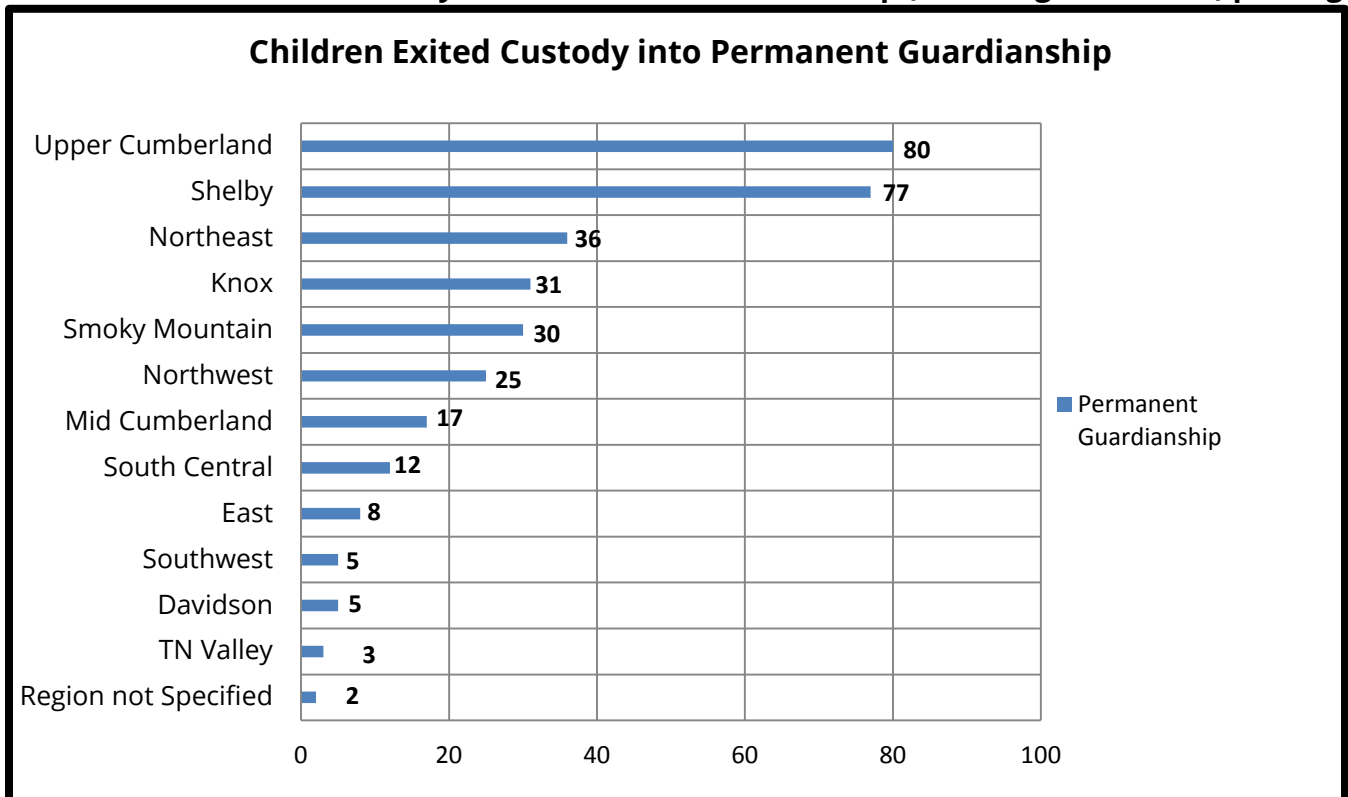


Figure 13. Percentage of Children Adopted in Less than 24 months

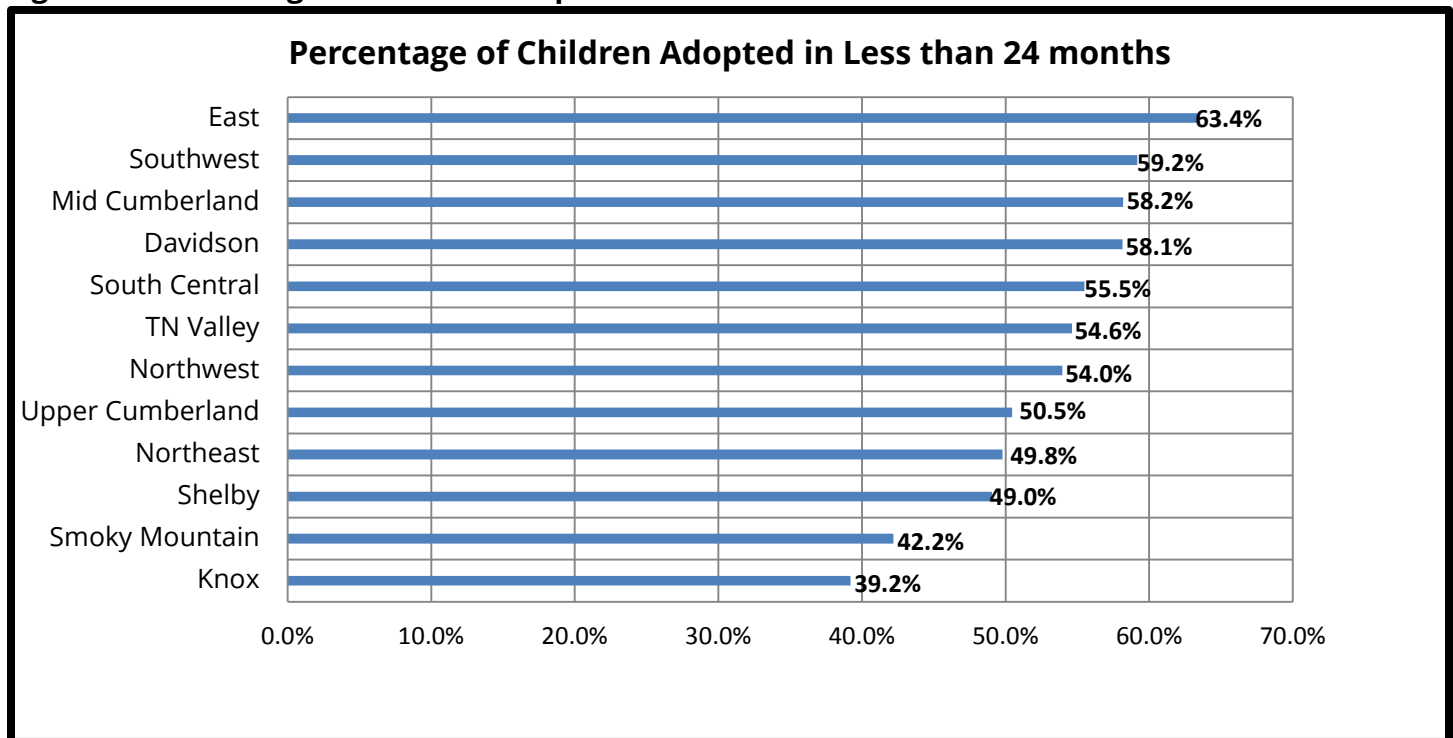
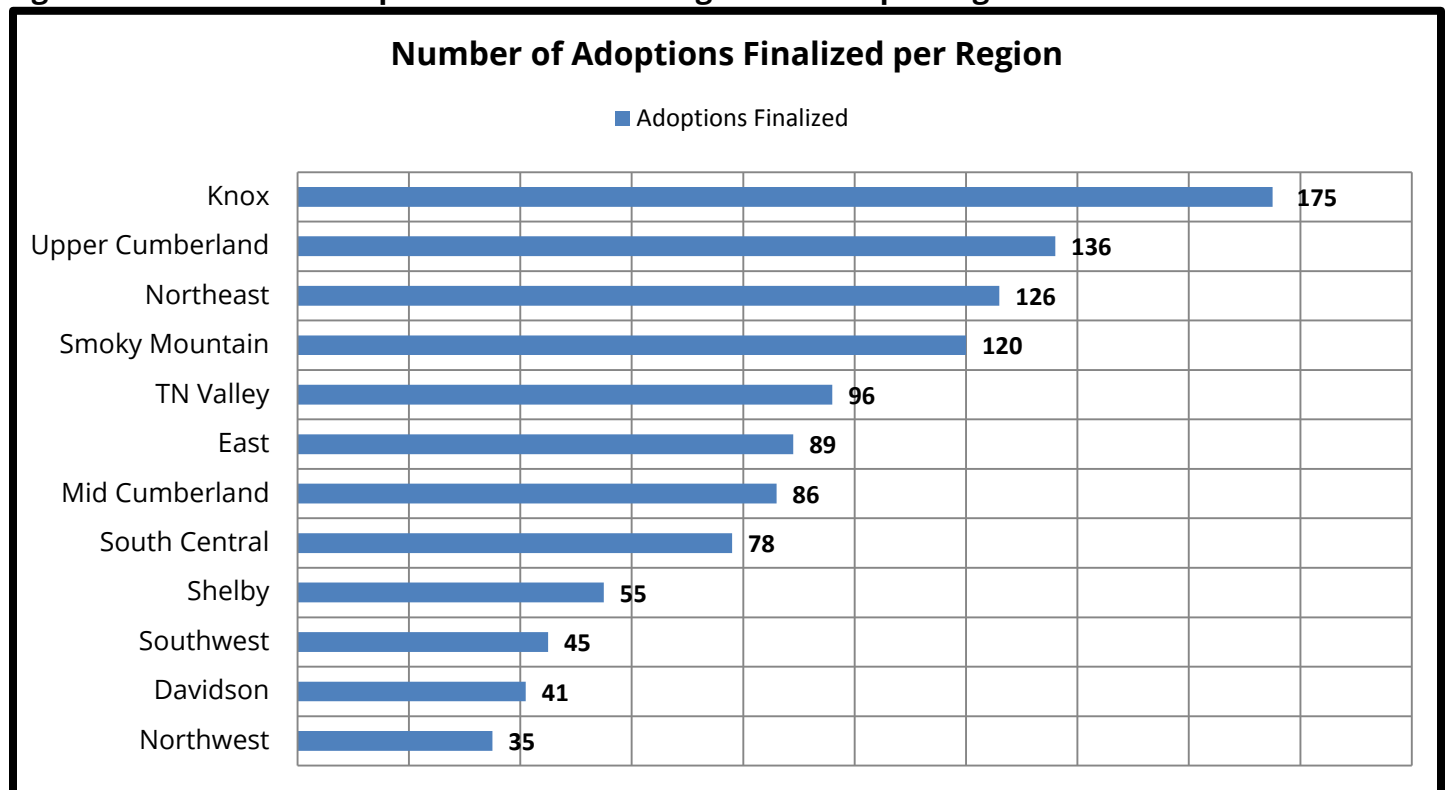


Figure 14. Number of Adoptions Finalized during FY 2014-15 per Regions



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

- A two-day training on Full Disclosure and the Adoption Best Practice Manual was provided each month beginning in March of 2015 and ending in September of 2015. Permanency Specialists, FSW's, and private providers in all twelve regions. Training will resume in 2016 for additional DCS staff and providers.
- An outcome of the Older Youth Learning Collaborative that began in April of 2013 was Permanency Roundtables (PRT) for youth between the ages of 14 and 17. The South Central Region was the first region in the state to implement these round tables, which are structured, professional case consultation that result in plans to expedite permanency through reunification, adoption, or guardianship. The PRT's also identify systemic barriers that impact permanency. During the PRT process kin/relatives are identified and engaged, if indicated, as potential placements, supports, or connections. PRT cases are reviewed and tracked for movement towards permanency and successful outcomes. The Knox region began the PRT process in July of 2015.
- DCS partners with the Center for Adoption Support and Education (C.A.S.E.) and Jockey to recognize and celebrate adoptions. C.A.S.E.'s partnership with Jockey provides adoptees and their adoptive parents with backpacks and educational materials.
- DCS partners with the Middle Tennessee Heart Gallery to photograph and display images of children in full guardianship who lack a permanent family. The images are photo-listed on recruitment websites and displayed at various venues to increase awareness of the need for adoptive homes and recruit prospective adoptive families.

Relative Caregiver Program

The Relative Caregiver Program (RCP) in Tennessee was initiated in 2001. The first regions offered relative caregiver services started in April 2001. In June 2002, legislation passed extending the pilot for an additional two years. Effective July 1, 2004, the Relative Caregiver Program was formalized as an integral part of the Department. In July 2005, the Relative Caregiver Program expanded to Hamilton, Knox, Northwest and Southwest Regions and to the Northeast Region in July 2006. DCS completed the last phased expansion of the program in December 2006 to Mid-Cumberland, Southeast and South Central thus making the Relative Caregiver Program a state-wide program offering supportive services to relative caregivers throughout the entire state on Tennessee.

Relative caregivers are committed and caring relatives that take responsibility for children who are served by the Department. Through respecting what is unique and special within each family, providing accurate, easy-to-follow information about existing resources available to families, filling in the gap where services are not available, and providing emergency/start-up financial assistance, the Relative Caregiver Program seeks to further strengthen the caregivers' abilities to maintain supportive and stable environments for children.

In the past fiscal year the RCP served 4,942 children, 93 children were reunified with their birthparent while only 39 children from the program were placed in the state foster care system. This cost-saving achievement upholds the programs values and philosophy that children should remain with their birth family whenever possible. During the 2014-2015 fiscal years 732 children were referred to the RCP by DCS staff.

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 provides oversight to ensure compliance with IV-E safety requirements for all provider congregate and residential direct care staff. The RET consists of a Program Manager, a Program Coordinator and two Program Specialists.

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

All Resource homes are reviewed annually. There were 3,431 resource homes reviewed for compliance in CY 2014. Approximately 1089 newly hired direct care staff safety documentation was reviewed for compliance in CY 2014 from 31 provider agencies including 65 locations. RET staff also provided specialized training to provider agency staff related to safety documentation and statewide technical assistance related to TFACTS data entry regarding resource home approval.

Non-Custodial Services

The Non-Custodial Services Program safeguards and enhances the welfare of children, preserves family life, and prevents future harm and abuse by promoting the abilities of families to parent their children.

A referral for Non-Custodial Services is received from an open CPS Assessment, CPS Investigation or directly from the Juvenile Court. Team members, including the family, put a plan in place to address the needs/concerns that brought the family to the attention of DCS. The focus is to help the family become better functioning and to develop family supports.

The Department made a shift to developing specialized non-custodial teams in each region across the state. This staff is responsible for providing non-custodial case management to families with a focus specifically on challenges that could lead to out-of-home placements. The ability to direct primary attention to these families affords opportunities for greater partnering and better identification of services, needs, and healthier outcomes. To date, each region has staff dedicated to carrying a caseload of non-custodial only cases. This allows them to focus on the delivery of services, support, and monitoring that is unique to non-custodial cases.

The non-custodial unit and the CPS units combine efforts to strengthen the support to the non-custodial program, and to improve the working relationship between non-custodial staff, CPS and juvenile court staff. In addition, a team of staff make up a non-custodial workgroup that is helping to identify areas of needs, policy revisions, and training opportunities to enhance the program and to empower staff. Part of the efforts to augment the program includes regional reviews of non-custodial casework to identify specific challenges and strengths of the region. All regions are expected to have received a review within

the 2015-16 fiscal year. Upon completion of the reviews, consultation with regional staff, and data analysis, information will be compiled to create a strategy for the continued advancement of the program.

Child Protective Services Assessments

Child Protective Services (CPS) Assessments division is responsible for assessing allegations of harm that are typically low to moderate risk and allegations not covered by statutory requirements for investigations. This approach provides the opportunity to assess referrals of abuse and neglect and gather information using a less adversarial approach, which promotes partnerships and increases family cooperation. Where abuse or neglect has occurred, CPS Assessments bolsters the Department's ability to work with families in minimally intrusive ways that strengthen family functioning, increase supportive resources, and reduce the likelihood of out-of-home placement and repeat maltreatment, without sacrificing child safety. During FY 14-15 there were 36,237 CPS assessment track referrals received. CPS Assessment central office and regional staff continue efforts to expand and improve CPS by using data and a variety of CQI processes to identify challenges and strong foundations that can be used to strengthen CPS Assessments statewide. A robust collaboration between CPS Assessments and the Office of Child Safety contributes to the progress of CPS as a whole.

CPS Assessment central office program staff, the DCS training division, and Vanderbilt Center of Excellence (COE) collaborated to design, implement, and deliver a high quality, effective training academy. This non-consecutive, four week program is geared to develop case manager skills associated with assessment track cases. Graduates complete coursework in motivational interviewing, Trauma Toolkit, SBIRT, drug identification, domestic violence, court systems, and mental health. Academy graduates participate in collaboration calls in between in-class sessions to talk about how the skills and concepts they were learning were transferring to their work in the field. Across all three training classes, 92 participants graduated. There are five training classes scheduled for FY 2015-16.

Independent Living Services

The Tennessee Department of Children's Services provides Chafee Foster Care Independent Living Program (CFCILP) services through its Independent Living Program (ILP), and monitors the provision of Extension of Foster Care (EFC) Services. As a part of the federal mandate, this Division is charged with building a network of appropriate supports and services for youth transitioning out of care and for those who are likely to remain in care.

The primary objectives of Tennessee's service network is to ensure ongoing connections with caring adults, the development of productive individuals within their communities, the acquisition and maintenance of gainful employment, the achievement of educational/vocational goals, and the availability of financial assistance and skills training for DCS youth and exiting young adults, as well as designing other resources to facilitate the transition to adulthood. The Department's goal is to provide every youth in foster care, age 14 or older, with supports, services, experiences, and opportunities that are considered to be important to healthy adolescent development and help youth successfully transition to adulthood. Each youth develops a plan including these components that is individualized based on the youth's strengths and needs.

DCS uses Chafee Foster Care Independent Living Program funds to staff Independent Living Program Specialists (ILPS) in each region across the state. The DCS ILPS work directly and collaboratively with Family Service Workers (FSW), foster parents, contracted providers and youth. They are responsible for local program coordination, service delivery, community resource development and on-going consultation to agency staff, resource parents and youth. Although the primary function of the ILPS is to provide support and technical assistance to staff and resource adults, they also provide direct services and support to youth and young adults through life skills training classes, provisions of the Independent Living Allowance, assistance with financial aid (FAFSA), Education and Training Voucher (ETV) and other scholarship applications, and support and coordination of statewide youth leadership boards (Youth 4 Youth).

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. In FY 2014 - 15, both the Educational and Training Vouchers and Bright Futures scholarship saw increased use. TN DCS Independent Living (IL) did outreach to the population that was adopted or went to Subsidized Permanent Guardianship (SPG) over the last two years. Tennessee Promise is also a factor in the increase.

Table 3. Participants in Independent Living Education Programs per Fiscal Year

Fiscal Year	Education Training Voucher	Bright	Total
2015	357	145	502
2014	262	139	401
2013	282	126	408

Table 4. Hope Foster Care Grants per Fiscal Year TN DCS had an increase in youth eligible for and receiving the Hope Foster Care grant.

Fiscal Year	Number of Scholarships
2015	89
2014	52
2013	40
2012	47
2011	45
2010	49

Table 5. Youth 4 Youth Meetings Conducted and Attended per Grand Region TN DCS coordinated Youth Leadership Academies and Youth 4 Youth (Y4Y) Board meetings in collaboration with community based partners in all three grand regions.

Grand Region	Y4Y Meetings Conducted	Attendance	Average Attendance
East	13	249	19
Middle	8	81	10
West	12	169	15

Extension of Foster Care (EFC) Services was provided to a total of 714 youth in Fiscal Year 2015. This reflects the total youth participation, regardless of the year they accepted services.

The number of youth participating in Extension of Foster Care services increased for the fifth consecutive year while the number of youth aging out of state custody decreased for the fifth consecutive year. The rate of participation of those eligible to participate in Extension of Foster Care Services increased from 40 percent in 2014 to 48 percent in 2015.

Table 6. Rate of Aged-Out and Emancipated Youth Eligible for EFC Services per Fiscal Year

Fiscal Year	Total Aged Out/Emancipation	Total Aged Out Eligible for Extension of Foster Care Services (EFCS)	Eligible Population Accepting EFCS	Percent Uptake Rate-Accepting EFCS
FY 14-15	932	731	353	48%
FY 13-14	984	779	312	40%
FY 12-13	1017	768	301	39%
FY 11-12	1084	748	201	27%
FY 10-11	1131	813	163	20%
FY 09-10	1162			
FY 08-09	1209			

FY 2014 - 15 EFCS Retention: Days in EFCS

During the FY 2014 - 15, the average days in EFCS were 231 days. During 2015, the average days in EFCS were 255 days. TN DCS continues to evaluate supports needed to increase retention of youth in Extension of Foster Services. Two main reasons for termination of services are youth not maintaining academic eligibility, and youth requesting termination of services. TN DCS IL has held two webinars around “EFCS Quality Case Management” to help EFCS staff improve their engagement and practice with the young adult population.

Table 7. Average Amount of Days Youth Received Extension of Foster Care Services in FY 2014-15

Region	Average Days	Region	Average Days
Northeast	366	Davidson	231
Shelby	362	East	219
Tennessee Valley	315	Southwest	207
Upper Cumberland	268	Knox	199
Northwest	256	South Central	196
Smoky Mountain	253	Mid-Cumberland	181
Average Days Statewide: 254 days			

The IL program forges strong relationships with community partners including Job Corps, Regional Resource Centers, WIOA, Youth Villages, and colleges/universities with the goal to promote enhancements and enlarge the network of community stakeholders DCS partners with to serve youth. The goals of the program are to help prepare youth for their futures through additional educational and employment training opportunities, find and secure consistent and safe housing, and build permanent connections with caring adults, including relatives, mentors and community members.

In FY 2014-2015, Youth Villages' *YVLifeSet*® program (formerly known as Transitional Living) assisted young people between the ages of 17 and 22, who are transitioning from child welfare and juvenile justice services to adulthood. Successful transitions may include maintaining safe and stable housing, participating in an educational/vocational program, developing life skills necessary to become a productive citizen and remaining free from legal involvement.

The focal areas of *YVLifeSet*® include: permanency, education, employment, housing (using natural supports), independent living skills, and youth engagement. The program uses evidence-based interventions and best practices in the following areas: trauma, pregnant/parenting youth, substance abuse issues, physical and mental health, domestic violence, financial literacy, and basic independent living skills.

Table 8. TN *YVLifeSet* Information for FY 2014 - 15

TN <i>YVLifeSet</i> Information for FY 2014 - 15
<i>YVLifeSet</i> served approximately 625 youth daily
1,455 youth participated in the program
78% In school or graduated
72% Employed or seeking employment
92% Living with family or independently
84% No trouble with the law

Youth Villages' *YVLifeSet*® Program participated in an independent, random assignment evaluation conducted by MDRC, a non-profit, non-partisan research and policy group that specializes in this type of evaluation. MDRC has an outstanding reputation in the field for methodological rigor and for translation of evaluative findings to policymakers. This study included more than 1,300 youth, making it the largest random assignment evaluation of this type of program for young people.

Impact findings from the evaluation were released earlier this year, and show that participation in the *YVLifeSet*® program boosted earnings by 17%, increased housing stability and economic well-being (including a 22% decrease in the likelihood of experiencing homelessness), and improved some of the primary outcomes related to health and safety (including improvements in mental health and a decrease in intimate partner violence). The program was found to be equally effective across different subgroups of youth, including youth with and without histories of juvenile justice custody, as well as urban and rural youth.

The following are updates for major initiatives in the IL division during the 2014 -15 fiscal year:

- Improvements in the programmatic and technical procedures that query and identify youth in the National Youth in Transition Database populations resulted in compliant file submissions since 2011B. This includes the 2013A and 2013B submissions containing Follow Up Age 19 survey data, which was accomplished by the means stated above and also with the assistance of contracted providers locating youth and administering surveys.
- DCS IL increased use of IL Wrap services to youth 14-16 years of age, ensuring developmentally appropriate, normalizing experiences.
- Tennessee Code Annotated, Section 55-50-312(a)(1), is amended by deleting the language "grandparent or guardian" wherever it appears and substituting instead the language "grandparent, guardian, foster parent, or other authorized representative of the department of children's services." The passed legislation is an effort to create equity for foster children who seek to obtain a driver license in Tennessee. Previous law only allowed parents, stepparents, or guardians to assume financial responsibility without filing future proof of insurance on behalf of the minor.
- Amended Tennessee Code Annotated, Title 49, Chapter 6, Part 60, relative to high school diplomas for children in foster care. Tennessee Code Annotated, Section 49-6-6001, is amended by adding the following language as a new subsection: No LEA shall require any enrolling or transferring student, who is in grade eleven (11) or higher and in the custody of the department of children's services or exiting its custody, to meet more than the minimum requirements "for graduation set forth by the state board of education. The LEA shall issue a full diploma to any such student who meets the minimum requirements.
- DCS is implementing grant funding to improve services to pregnant and parenting youth in foster care. The Federal Personal Responsibility Education Program is used to implement the evidence based pregnancy prevention Teen Outreach Program® in selected congregate care settings and the initial results are promising.
- DCS chose to implement TOP in many of the provider group home and residential settings, in large measure because the program strongly emphasizes activities that prepare youth for adulthood. TOP uses an evidence based program with a strong focus on Adult Preparation Subjects (APS), which is imperative for addressing the needs of their target population, adolescents in residential foster care placements. Tennessee chose to focus on the following three Adult Preparation Subjects: healthy life skills (with an emphasis on goal setting), adolescent development (with an emphasis on self-efficacy and self-regulation) and healthy relationships. The curriculum helps youth gain knowledge related to APS. Group activities and community service learning give youth many opportunities to practice skills for healthy, responsible adulthood.

Youth participate in service learning projects, which help them practice skills related to Adult Preparation Subjects, including planning, setting goals, making decisions, budgeting, team work, acting on healthy attitudes and values, and gaining positive self-esteem through giving to others. There are currently 24 clubs in 10 agencies, and DCS will expand the program in the coming fiscal year to serve more agencies and youth. TOP served over 1,000 youth in FY '14.

- DCS expanded the Personal Responsibility Education Program (PREP) "Sisters Saving Sisters" Curriculum to Nashville and surrounding counties, Memphis, Chattanooga and Knoxville and surrounding areas. They are provided by our Jim Casey Resource centers. "Sisters Saving Sisters" is a five module curriculum designed to empower young, teenage women to change their behavior to reduce their risk of becoming infected with HIV, other STDs, and significantly decrease their chances of being involved in unintended pregnancies.
- Over the last 5 years, DCS has been able to continue funding for the Jim Casey Youth Opportunities Initiative and Opportunity Passport, administered by three resource centers located in Knoxville, Nashville and Memphis and have expanded to a fourth site in Chattanooga that opened in June, 2014 called I.A.M Ready Chattanooga through Partnership for Families, Children and Adults. The Resource Centers served 265 youth.

Figure 15. Children in Custody with Goal of Planned Permanent Living Arrangement by Region

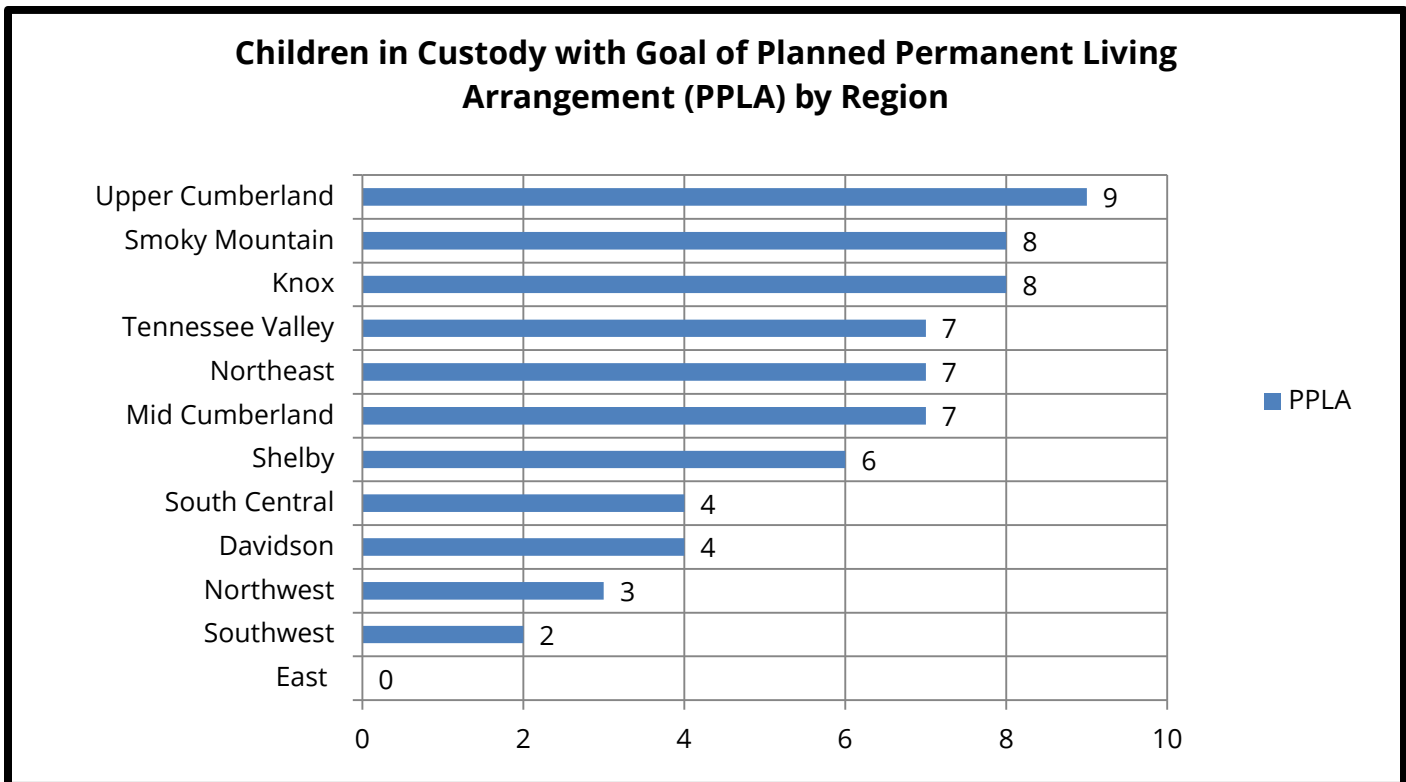
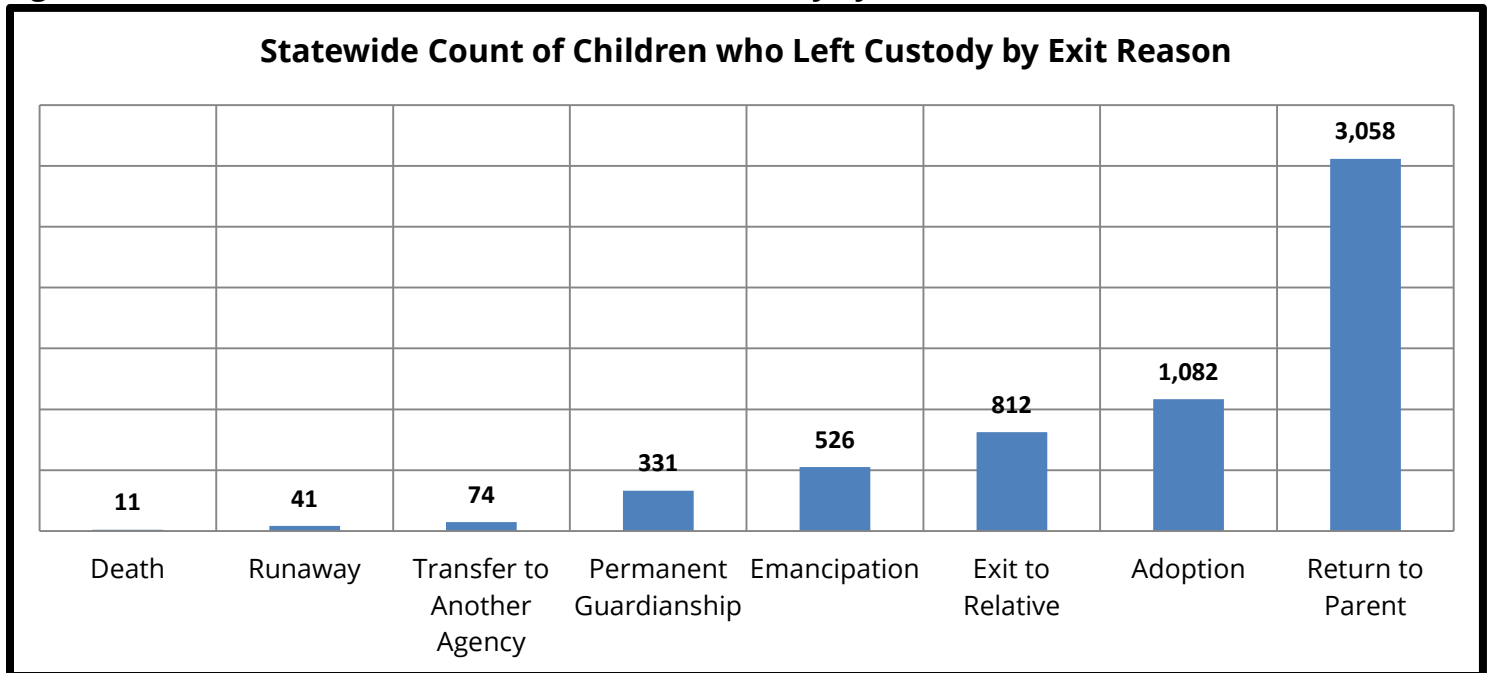


Figure 16. Statewide Count of Children who Left Custody by Exit Reason



Centralized Permanency Services

The Centralized Permanency Services division includes four teams: Interstate Compact on the Placement of Children (ICPC), Putative Father Registry, Adoption Registry, and Access to Sealed Records and Services. Each area supports statewide programs for DCS, non-DCS, and public activities in foster care and adoptions and promoting permanency.

The TN ICPC program along with 51 other jurisdictions that enacted ICPC legislation, provides the mechanism to assure protection and other services to children that are placed across state lines for the purpose of foster care or preliminary to an adoption or into parental or relative or residential placements. A goal for improvement for the ICPC program is to provide not only safe and appropriate placements for children but also timeliness between placement and permanency. The ICPC Lean improvement goals proposed for FY 2016 include, improving timeliness and quality of the ICPC process at both state office and regional level resulting in more timely permanency for children.

Figure 17. Types of ICPC Placement Requests Submitted by TN Agency FY 2014 -15

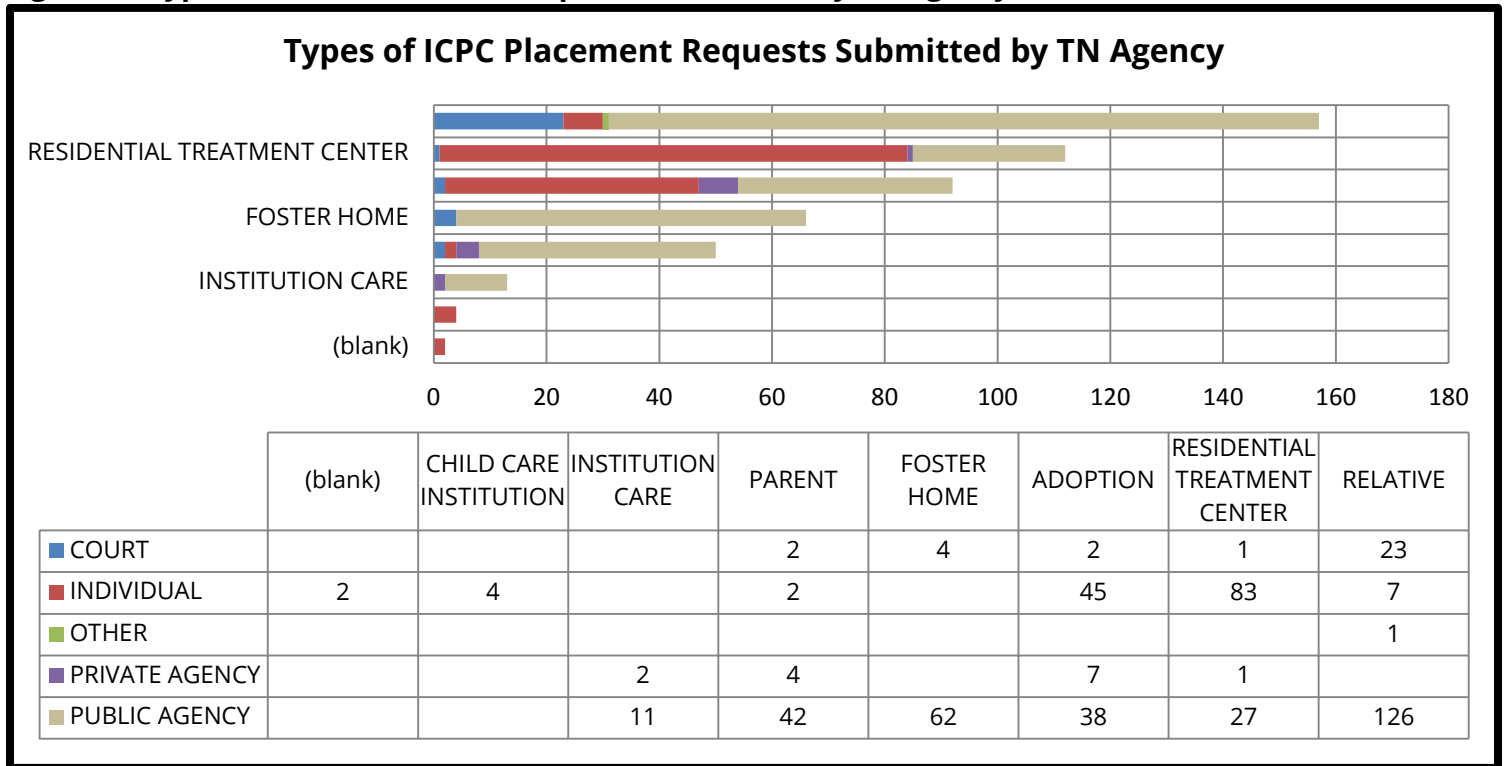


Figure 18. Types of ICPC Placement Requests Received from Other States FY 2014 -15

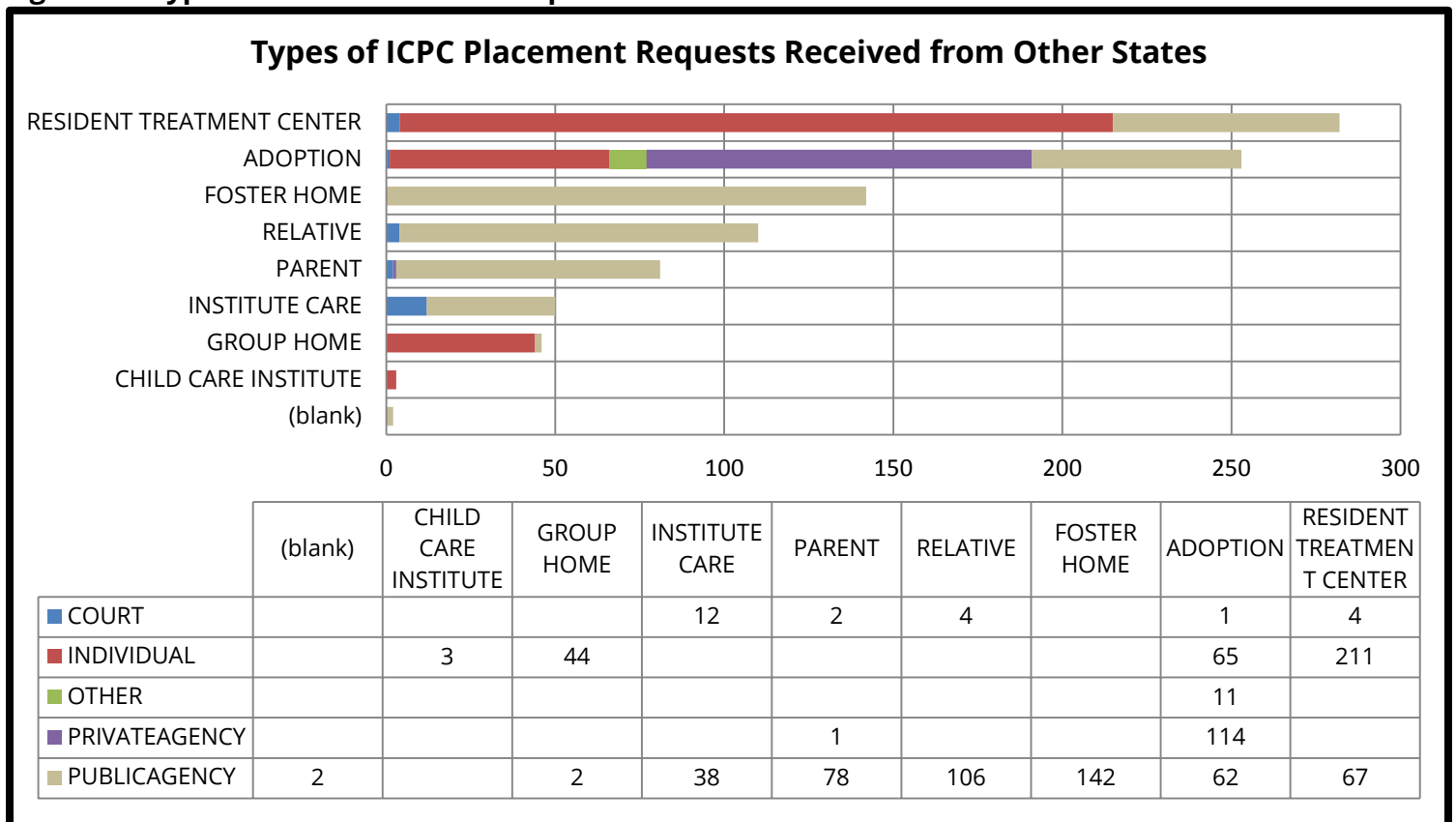


Table 9. Time between ICPC Placement Beginning and ICPC Placement Termination

Time Between Placement Begin and Placement Termination-SFY 2015				
Type of Care	Incoming		Outgoing	
	Placements Terminated	Average Days to Close	Placements Terminated	Average Days to Close
ADOPTION	158	322.7	60	271.2
CHILD CARE INSTITUTION	1	401.0	6	248.3
FOSTER FAMILYHOME	105	381.5	54	365.7
GROUP HOME	33	291.7	0	N/A
INSTITUTIONAL CARE	35	271.6	4	204.3
OTHER	1	153.0	2	79.5
PARENT	51	252.6	32	184.3
RELATIVE	63	217.9	74	257.1
RESIDENTIAL TREATMENT CENTER	174	227.1	53	296.5
(blank)	1	77.0	0	N/A
Total	622	284.5	285	277.6

Putative Father Registry is a database on individuals who filed written notice of intent to claim parentage of a child. Sixteen (16) additional names of putative fathers were entered into the Registry which totals 560 names. In addition, 5,179 requests for clearance of the registry was processed during the period fiscal year of which 2,810 were filed by private attorneys, 1,980 filed by DCS, 399 filed by private agencies and 50 by Other. Only one match was noted.

Adoption Registry seals and preserves all documents related to a finalized adoption in Tennessee. During the period, DCS Registrations equaled 1,297 with non-DCS and backlogs registrations totaling 651 records for a total of 1948 records preserved in State Records Center.

Access to Sealed Records and Services is responsible to establish and implement the rules of procedure for accessing sealed adoption records by qualified individuals under specific circumstances or pursuant to court orders. During the period, the unit received 314 requests for access, and completed 103 of the 115 determined eligible. The unit received 88 requests for search/contact, completed 85 of those requests. Those 85 requests totaled 405 persons to be located as part of those requests.

Social Services Caseloads

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

Figure 19. Average Number of Social Services Workers and Caseload Size June 30, 2015

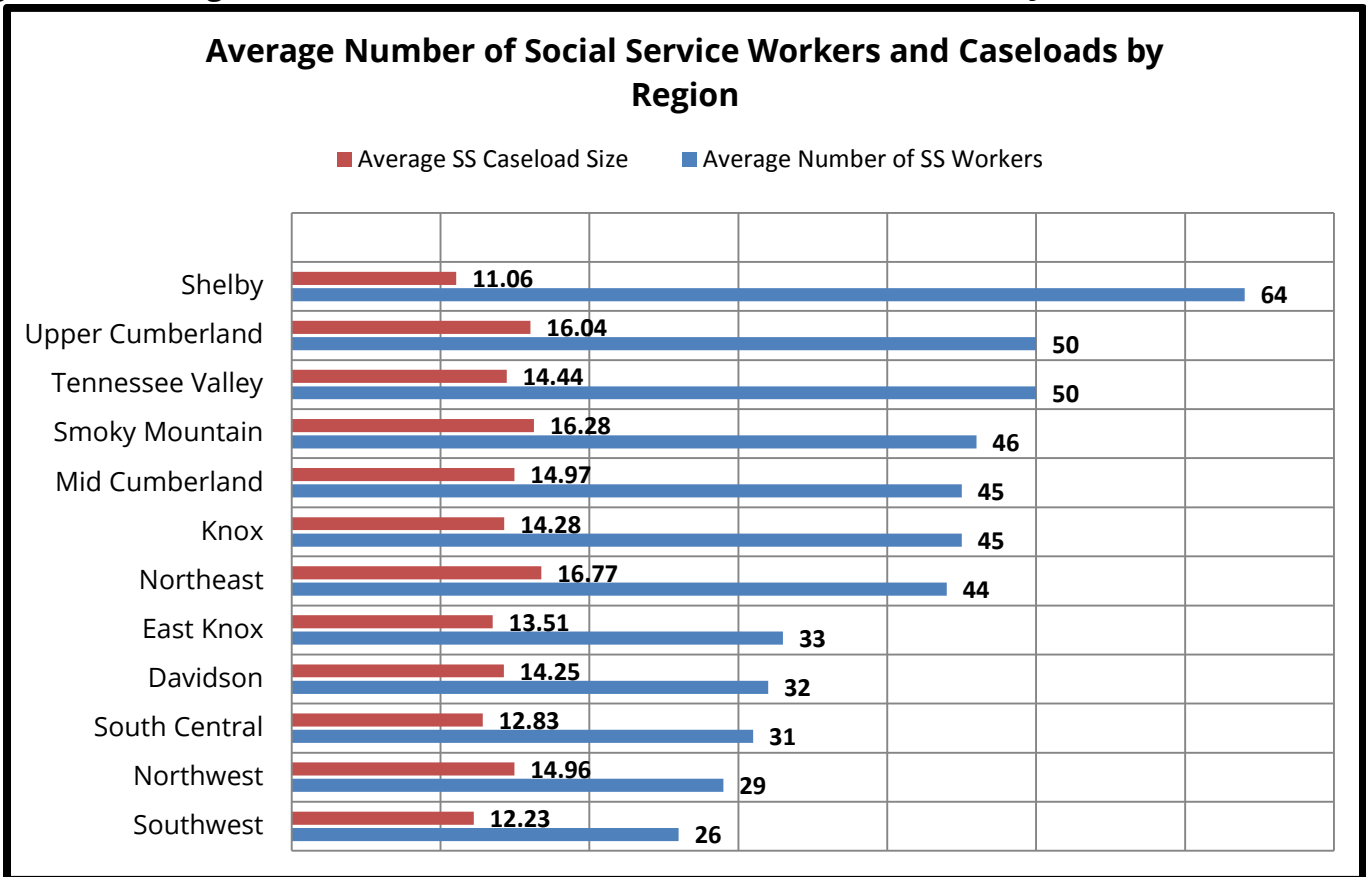
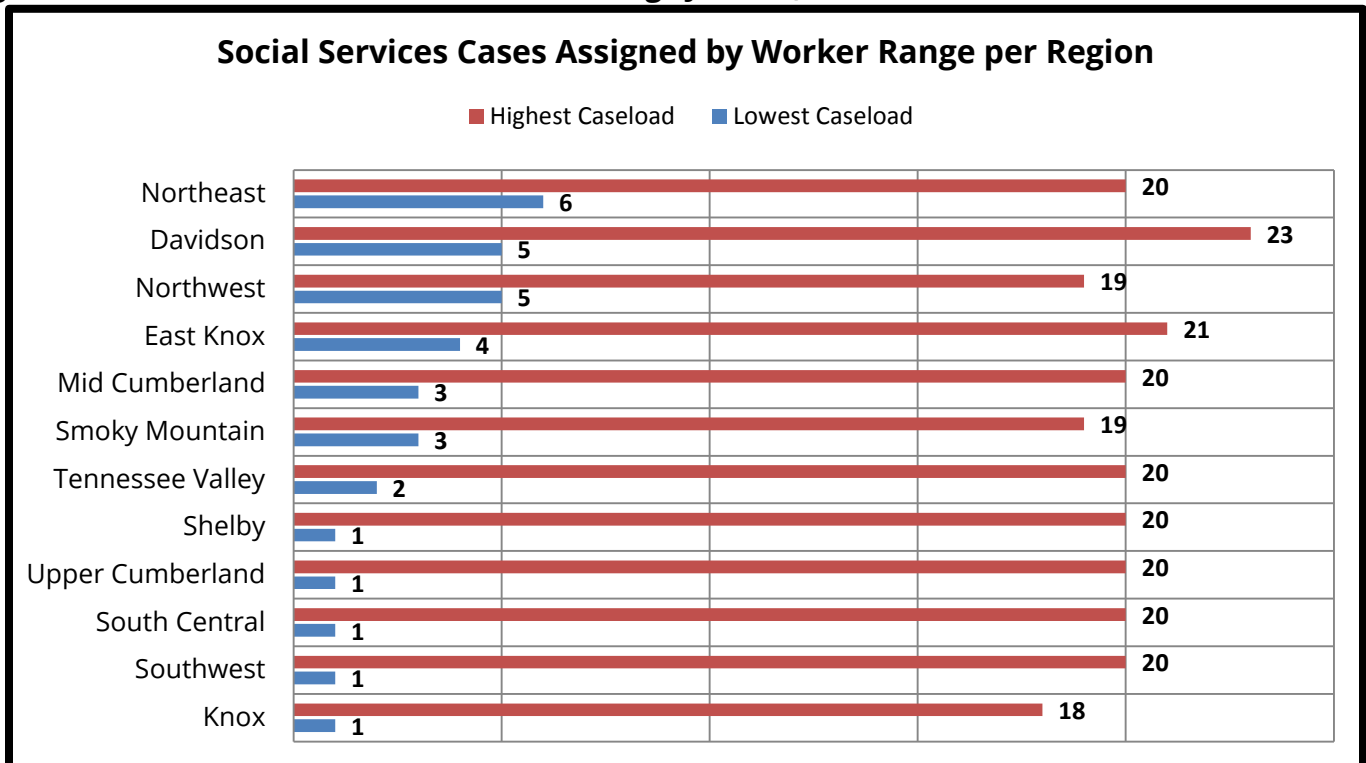


Figure 20. Social Services Worker Caseload Range June 30, 2015



Division of Network Development

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

Network Services

The Division of Network Services provides review and evaluation of the clinical services and programs of contract providers within the DCS network, with a particular focus on evidence-based and trauma-informed practices. During the past year, DCS expanded its performance based contracting network, increasing the number of Level 2 and Level 3 beds. In addition, DCS issued a Request for Proposal to increase its ability to serve specific populations; i.e., autism spectrum, severely emotionally disturbed, and developmentally delayed children and youth. The new contracts for specialized services were scheduled to be effective in the fall of 2015. The Director of Network Services continued to visit congregate care providers and met with their clinical and management staff and also observed program components. Following these visits, a program description was written and/or updated for each provider that summarized the agency's areas of clinical service and specialization. These descriptions were disseminated to DCS regional staff to further their understanding of, and ability to work with, the providers.

The Director of Network Services delivered technical assistance to a subset of residential providers in order to support efforts to develop and enhance their clinical services and processes. Over the course of the previous year, three providers received this more in-depth level of involvement. The Director also served as a team member for the Provider Quality Team, providing technical assistance and oversight to providers who had been placed on a Performance Improvement Plan ("PIP") or a Corrective Action Plan ("CAP"). The technical assistance included longer on-site visits, occasional unannounced visits, information-gathering with frontline staff and residents, collaboration with the provider's clinical leadership in implementing systemic changes, and/or periodic status updates and troubleshooting by phone.

In addition to reviewing residential programs, as part of a statewide network needs assessment, the Director of Network Services conducted a needs assessment regarding provider therapeutic foster care. This needs assessment gathered both quantitative and qualitative data regarding therapeutic foster care capacity and service quality. Regional provider and DCS staff completed a survey and participated in focus groups and interviews as part of the assessment. Resource home capacity figures, CANS data, a literature review, and expert interviews were also analyzed for the assessment. The results of the therapeutic foster care needs assessment were provided to DCS senior leadership in September 2014 and presented at various cross-functional meetings to provider and DCS regional staff audiences. During the last year, DCS worked with the Centers of Excellence to develop a Learning Collaborative Initiative which addresses some of issues addressed in the needs assessment.

Finally, the Director of Network Services collaborated with internal and external partners to implement training for DCS staff on trauma-informed care. Along with the DCS Office of Training and university-based Centers of Excellence (COE), the Director of Network Services assisted in delivering the Child Welfare Trauma Training Toolkit, a curriculum developed through the NCTSN (National Child Traumatic

Stress Network). This training provides child welfare professionals with knowledge about trauma and the mental health needs of children and families who have been exposed to trauma.

Placement and Provider Services

The Placement and Provider Services (PPS) unit continues to serve as the liaison between DCS and the private provider network. That network consists of 29 private agencies providing out-of-home care and therapeutic services to children in the care of the Department and their families. PPS provides technical assistance and support to the provider community, helping to ensure the seamless delivery of a full array of services that will meet the needs of children in care.

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

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

Each of the private provider agencies within the current network has a direct contract (or contracts) with the Department. A significant number of these contracts are out-of-home continuum contracts. Continuum contracts allow both providers and regions to coordinate services to children and their families while providing the flexibility to customize service delivery on an individual, child-specific basis. PPS is also responsible for providing support, information, guidance; training, coordination, and oversight of residential services to ensure an adequate supply of residential resources are delivered expeditiously and efficiently.

Those eligible to be served by PPS include all children and youth coming into the custody of the Department of Children's Services needing out-of-home and therapeutic care. This out-of-home care includes Level 1 foster care, Levels 2 and 3 residential and congregate care and Level 4 sub-acute psychiatric care. PPS also manages any residential specialty services such as programs for developmentally delayed children, medically fragile foster care, residential A&D treatment and juvenile sex offender programs. These programs are all funded through a combination of state and federal IV-E funding.

As a result of a Network Development-generated Needs Assessment during the 2014-15 fiscal years, the decision was made to expand certain residential services to meet the growing need for the placement of children and youth with higher levels of acuity than normally seen.

PPS and the Performance-Based Contracting (PBC) Initiative

PPS is also the primary point of contact for technical assistance and support relative to the Department's Performance-Based Contracting (PBC) initiative. The PBC model underwent a significant change during

this reporting period. Effective on 07/01/14, PBC providers are no longer evaluated using their own historic baselines for performance.

In the fiscal year 2014-15 and beyond, PBC providers will be evaluated using a set of pre-established baselines for performance that are uniform for the entire PBC network. These performance expectations are divided into three (3) geographic areas of the state: the East Grand Region, the Middle Grand Region and the West Grand Region. The result of this adjustment to the PBC model is that now, all direct contracting providers will be held to the same set of performance expectations.

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

Table 10. Number of Children in Custody Placed by Level of Care June 30, 2015

Children Placed by Level of Care	
Level 1	4247
Foster Home	3633
Trial Home Visit	506
Pre-Adoptive	108
Level 2	294
Level 2 Continuum	1509
Foster Home	1175
Group Home	142
Trial Home Visit	124
Pre-Adoptive	53
Other	15
Level 3	297
Level 3 Continuum	1027
Foster Home	522
Group Home	396
Trial Home Visit	93
Pre-Adoptive	15
Other	1
Level 4	159
Other	560
Total	8093

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

Table 11. Number of Child Placements with One Placement versus More than One Placement

Number of Child Placements with One Placement versus More than One Placement	
Total Number of Placements	8,138
One Placement Only	2117
More than One Placement	6021

Systems Integration

The Department uses a comprehensive, individualized, strengths-based, culturally responsive assessment process, including the use of assessment tools and documentation. This process supports decisions that identify the family's strengths, skills, motivation for change and identifies immediate and on-going needs. Systems Integration maintains oversight of the majority of assessment tools used by the Department. The Child Adolescence Needs and Strengths (CANS) and Family Advocacy Support Tool (FAST) are designed to support individual case planning along with the planning and evaluation of service systems. CANS and FAST are open domain tools for use in service delivery systems that address mental health and service delivery needs of children, adolescents and their families. The Department contracts with Vanderbilt's University's Center of Excellence (COE) to provide support and training for these tools. The COE provides Consultants in each of our regions. The COE Consultants offer training support and the final approval of all CANS assessments. Over the course of the last year, 11 additional COE Consultants were added to our 12 regions. These Consultants were added for additional supports and training for FAST 2.0.

Beginning in February of 2014, a pilot of the newly developed FAST 2.0 assessment intervention began in the Northeast region. Since that time, the FAST 2.0 was implemented in every region. While FAST 2.0 was being applied across the state, TFACTS development for FAST 2.0 was also taking place; TFACTS rolled out FAST 2.0 in July 2015. In addition to adding the assessment into TFACTS, some additional features were added to help staff reduce duplication in their work and to increase timeliness and communication among staff. The first was phasing out the SDM safety assessment and incorporating a Safety algorithm within the FAST. Staff complete 15 of the FAST items within 72 hours of their first child contact and then complete the other 16 within 10 business days of the referral. In addition to staff obtaining a Safety and Risk algorithm for the case, a trauma score is also generated for each youth. Prepopulating item scores from a previous FAST assessment into a new assessment is another feature added. Adding pre-population allows staff to update one or all of the FAST items as often as they like, instead of having to complete a brand new FAST every time they reassess a family. In addition, new FAST launching points were added in TFACTS, so staff can add the FAST immediately after the referral is entered. Because case managers have tablets, they can now complete a FAST in a family home, at their first visit.

Over the next year, the FAST 2.0 app for the tablets is high on the priority list. The ongoing work on reports to help support and track FAST assessments is also a priority. One of the highest priorities is the ongoing work of integrating assessments into case planning.

The integration of assessment tools and case planning is high on the CANS priority list and the development is currently underway. At this time, the proposed tool is still in the pre-TFACTS development stage. Vanderbilt is reviewing the tool that is proposed and it will soon be available for regional staff to final. Some of the key features of the CANS 2.0 is similar to those of the FAST 2.0. Pre-population and the integration of these two tools are must haves for this version of the CANS. In addition, there are efforts to integrate these tools with case planning.

In Home Tennessee (IHT)

IHT is an ongoing initiative aimed at enhancing the Multiple Response System by identifying best child welfare practices and improving the service array within each community across the State. IHT

strengthens in-home services through the development of an effective array of services and the engagement of youth, families, and communities in service planning and delivery processes to achieve safety, permanence, and well-being. The desired outcomes of In Home Tennessee are to improve the quality of casework services by engaging families, connecting with stakeholders in designing and delivering individualized services to meet families' needs, enhancing families' capacities to keep children safe, and building organizational capacity to implement system change to meet the needs of families.

Over the past five years, In Home Tennessee built an infrastructures necessary to support and enhance the DCS mission of fostering partnerships to protect children, develop youth, strengthen families and build safe communities. Approximately 22 workgroups continue to meet consistently across the state, addressing a myriad of child welfare and service and practice issues. These workgroups are comprised of DCS and a variety of community stakeholders and strive to address issues relating to substance abuse services, overall communication, parenting education, family visitation services, etc. Regarding the focus on improving case practice, all regions have completed the five specialized In-Home Tennessee "skill enhancement" trainings, and many regions have begun partnering with other governmental departments and community agencies to provide specialized training, per the community's needs (example include specialized training on the effect of substance use on the brain and training on working with families with babies diagnosed with neonatal abstinence syndrome (NAS)).

In February 2015, the Department began the process of large-scale, community-by-community meetings to re-assess the child welfare services and practices. The Network Development staff partnered with regional staff and Brian A. Technical Assistance Committee members to streamline this assessment process to include a shorter review day and less assessment items. As of November 2015, five regions have completed this reassessment. All regions are expected to have completed the assessment process by April 2016. After this time, a comprehensive statewide report will be compiled outlining the findings/feedback to be shared with DCS and community stakeholders. (Of note, this community-by-community assessment process was listed for Tennessee as one of the "Highlighted Programs and Resources from CBCAP State Lead Agency 2014 Reports" by FRIENDS National Center for CBCAP, a service of the Children's Bureau.)

In March 2015, the IHT Central Office unit began conducting fidelity reviews of Child Protective Services and Juvenile Justice Probation cases. This non-custodial case file review seeks to ascertain the degree to which DCS case workers are implementing the four elements of the In Home Tennessee practice enhancement model with fidelity.

Specifically, the review helps leaders understand the degree to which workers are:

- completing and using standardized assessments to inform case planning,
- creating measurable goals, specific to the intensity of families' needs,
- incorporating these measurable goals into family plans,
- assisting families in meeting goals through the use of community resources,
- adjusting family plans as progress is made, and
- engaging families as collaborative partners throughout the process.

The fidelity reviews provide the opportunity to monitor non-custodial practice, and regions can use data to identify areas of practice that need additional support. All regions will undergo these reviews by February 2016.

Since the inception of In Home Tennessee the department continues to expand the services provided under the In Home Tennessee structure to develop the Prevention Services Division to include the IHT Demonstration Project, Resource Linkage, Community Advisory Boards, Community-Based Child Abuse Prevention, and Preventative Services Contracts Oversight. Each of these areas is discussed in detail below.

In Home Tennessee Demonstration Project

Tennessee Department of Children's Services, through the Title IV-E waiver has started to implement services and supports across both in-home and foster care/placement services. The department is working on streamlining, expanding, and enhancing the scope and responsibilities of In Home Tennessee (IHT) through several mechanisms to prepare for statewide rollout of all interventions.

The theory of change is informed by DCS' interest in reducing both admissions into care and length of stay in order to maximize the waiver opportunity which allows for greater investments in family preservation. The hypothesis is that this combination of interventions and supports will reduce admissions into foster care and shorten length of stay. Tennessee began the delivery of interventions to address the unmet need for effective service delivery for families coming to the attention of DCS and reduce admissions in Tennessee.

In addition, interventions were deployed for families experiencing foster care placement and reduce length of stay in Tennessee, beginning with the Eastern regions, by using the following supports and interventions:

- DCS trained and supported statewide assessment and investigation track workers to implement the revised *Family Advocacy Support Tool - FAST 2.0*, a standard and valid assessment of family strengths and needs. The FAST 2.0 is designed to help workers improve their decision-making ability in order to increase a family's access to timely and appropriate service to meet their individualized needs.
- In 10 pilot counties, DCS trained and supported custodial workers and foster and kinship parents to implement *Keeping Foster and Kinship Parents Trained and Supported (KEEP)*, an evidenced-based intervention that helps the Department engage with and meet the needs of foster and kinship parents, and increases the capacity of foster and kinship parents to manage the needs of children placed in their homes. KEEP aims to increase the parenting skills of foster and kinship parents, decrease the number of placement disruptions, improve positive child outcomes, and increase the number of positive permanency outcomes.
- DCS completed pre-implementation activities and began implementation to support assessment and custodial track workers to use *R3 Casework Strategy* starting October 19th. *R3 casework Strategy*, an evidence-informed casework enhancement approach to improve engagement of families to participate fully in case planning and services, chiefly through the use of positive reinforcement to encourage and maintain positive behavior change. R3 is reinforced through a monthly supervision model.
- DCS partnered with Nurturing Parent Program developer to develop and implement an intensive evidence-based parenting intervention(s) for families with children ages 1 to 12 years in foster care.

This intervention will address needs related to parenting capacity and/or substance use (pending final approval of IDIR).

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 used 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 18 staff positions across Tennessee's twelve (12) regions designated as Regional Resource Linkage Coordinators (RRLC). During the FY July 2014 – June 2015, the Regional Resource Linkage staff reported a total of 358 referrals via the Child Abuse Hotline and 3,810 referrals via other sources (direct, community or DCS staff calls) with 3,394 families served. It should be noted that Resource Linkage services are completely voluntary and not all families are willing to accept the offered resources.

The Regional Resource Linkage Staff across the State will use a new system developed for collecting Regional Resource Linkage and CAB Activity/Data within their respective region, beginning FY July 2015 – June 2016. To enhance this process DCS Administrative Policy and Procedure 14:28 (Resource Linkage) and the Resource Linkage Referral Form (CS-0764) were revised. The accuracy of this data collection process depends upon the ability of the RRLC's to report timely and accurate regional activity/referrals and response from their respective Regions. This data will be monitored on a monthly basis in order to ensure accountability.

Community Advisory Boards

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

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

In an effort to strengthen CAB's the department developed a CAB Toolkit Booklet and CAB Toolkit Training for the RRLC's. The CAB Toolkit is designed to provide guidance on how Community Advisory Boards and their members can optimize the Department's involvement in CABs and bring capacity to the Department's efforts to improve statewide communication about the Department's goals and challenges,

increase community awareness of DCS's resources and services and enhance two-way dialogue with the community, build partnerships to advance initiatives on behalf of children, and Develop community-based resources and services to help meet the immediate needs of children and families.

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

Community-Based Child Abuse Prevention

The Department of Children's Services is designated by Governor Bill Haslam as the lead agency for Tennessee's federally-funded Community-Based Child Abuse Prevention (CBCAP) program grant.

Funded through the Administration of Children and Families (ACF) and authorized by CAPTA, the purpose of CBCAP is to fund primary and secondary prevention activities that:

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

A federal requirement of this grant is a minimum 20% match from the lead agency. DCS meets matching requirements through a blend of departmental budget and revenue generated through Tennessee's Children's Trust Fund. CBCAP funds are distributed to community-based, nonprofit agencies across Tennessee through publically-available contracts available via announcements of funding. Agencies who apply must develop a prevention-focused program utilizing one of two evidence-based or evidence-informed child abuse prevention programs:

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

In FY 2014 -15, DCS oversaw 42 CBCAP contracts managed across 25 community-based agencies throughout Tennessee. The ACYF requires each state submit an annual report of activities performed during the most recently-ended federal fiscal year.

In FY 2014-15 DCS reported the following programmatic data of clients served during October 1, 2013 through September 30, 2014:

1. Grantees delivering services under the Nurturing Parenting Program served 3,898 children of which 151 had reported disabilities and 3,896 parents/caregivers of which 906 had reported disabilities. Families served totaled 2,374.
2. CBCAP Grantees under the Stewards of Children program trained 7,765 individuals. Disability information was not gathered from participants of the Stewards of Children training.

CBCAP funds a statewide parent leadership initiative managed by Prevent Child Abuse Tennessee (PCAT). This initiative recruits parent leaders across the state to act as child and parent advocates within Tennessee's child welfare system. Parent leadership activities include participation within boards, advisory councils and collaboration efforts, training other parents and child welfare professionals about abuse prevention, providing technical support for community-based agencies with their parent leadership program, presenting at state and national conferences on parent leadership and organizing statewide Community Cafes. This team consists of 21 parent leaders located in 11 of 12 DCS regions.

CBCAP receives oversight from an Advisory Committee. This committee advises on expenditures, expansion and implementation of the CBCAP program. Membership includes representatives from the Departments of Health, Human Services, Education, Mental Health and Substance Abuse and the Tennessee Commissioner on Children and Youth. Meetings are held quarterly.

Office of Juvenile Justice

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

The OJJ is directed by a Deputy Commissioner and assisted by an Executive Director and a Director of Residential Operations. OJJ supports and monitors the YDC programs as well as community supervision services and a range of community-based prevention, intervention and supplemental juvenile court services grants. The OJJ also administers Interstate Compact for Juveniles for the State of Tennessee.

Youth Development Centers (YDC)

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

- Wilder is located in West Tennessee in the city of Somerville and houses an average of 132 youth
- Woodland Hills is in the city of Nashville and houses up to 48 youth.
- Mountain View is located in East Tennessee in the city of Dandridge and houses an average of 87 youth.

Each facility is accredited by the American Correctional Association and is undergoing Council on Accreditation (COA) site visits in 2016. Services provided at the YDCs include fully accredited high school education programs along with HiSet preparation and vocational training, life skills, medical services, mental health and substance abuse counseling, Aggression Replacement Training (ART), case management and individualized assessment and planning for youth.

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

Figure 21. Average Youth Development Center Population per Month FY 2014 -15

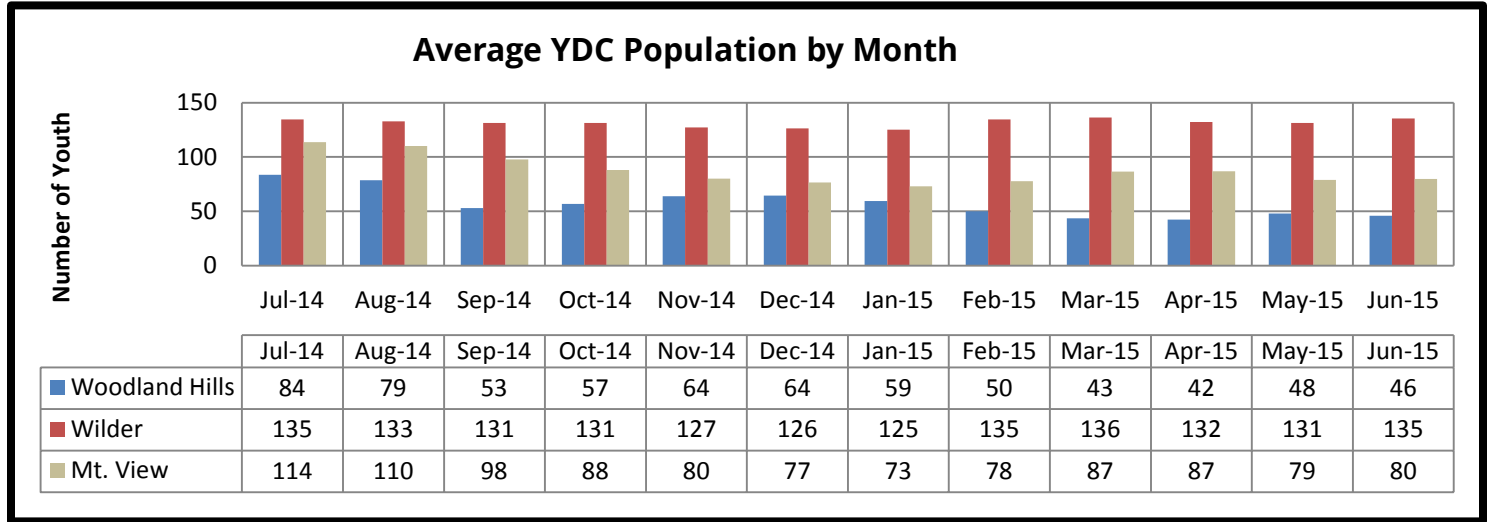


Table 12. YDCs at a Glance FY 2014 -15

YDC	Average Population Count	Average Cost Per Day	Total Number of Youth Served
Mt. View	87	\$418.67	211
Wilder	132	\$273.93	275
Woodland Hills	57	\$645.18	124

Food Service

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

Juvenile Justice Programs

Evidence Based Programming

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

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

For the fiscal year, 603 youth participated in ART, which is a nationally recognized evidence-based program that has proven successful in teaching new coping and interpersonal skills (Anger Control, Moral Reasoning, and Social Skills) to youth in residential settings.

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

In 2007, OJJ implemented the YLS/CMI, an evidence based assessment tool which measures the youth's crimeogenic risk and protective factors providing information to aid the Juvenile Justice Family Worker (JJFSW) in guiding the youth to become a productive member of society. The OJJ through a contract with the University of Tennessee-Memphis trains regional JJ FSW on administration of the YLS. The Juvenile Justice Coordinators conduct annual recertification of over 250 regional staff.

Victims Assistance Program

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

Interstate Compact for Juveniles (ICJ)

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

Juvenile Court Prevention and Community Intervention Services Grants

OJJ annually awards grants to 32 juvenile courts and community agencies that serve youth at risk of entering state custody for delinquency, truancy and other status offenses. Funded services include juvenile court intake, county probation, educational programs that provide an effective learning environment and a continuum-of-care for at-risk students.

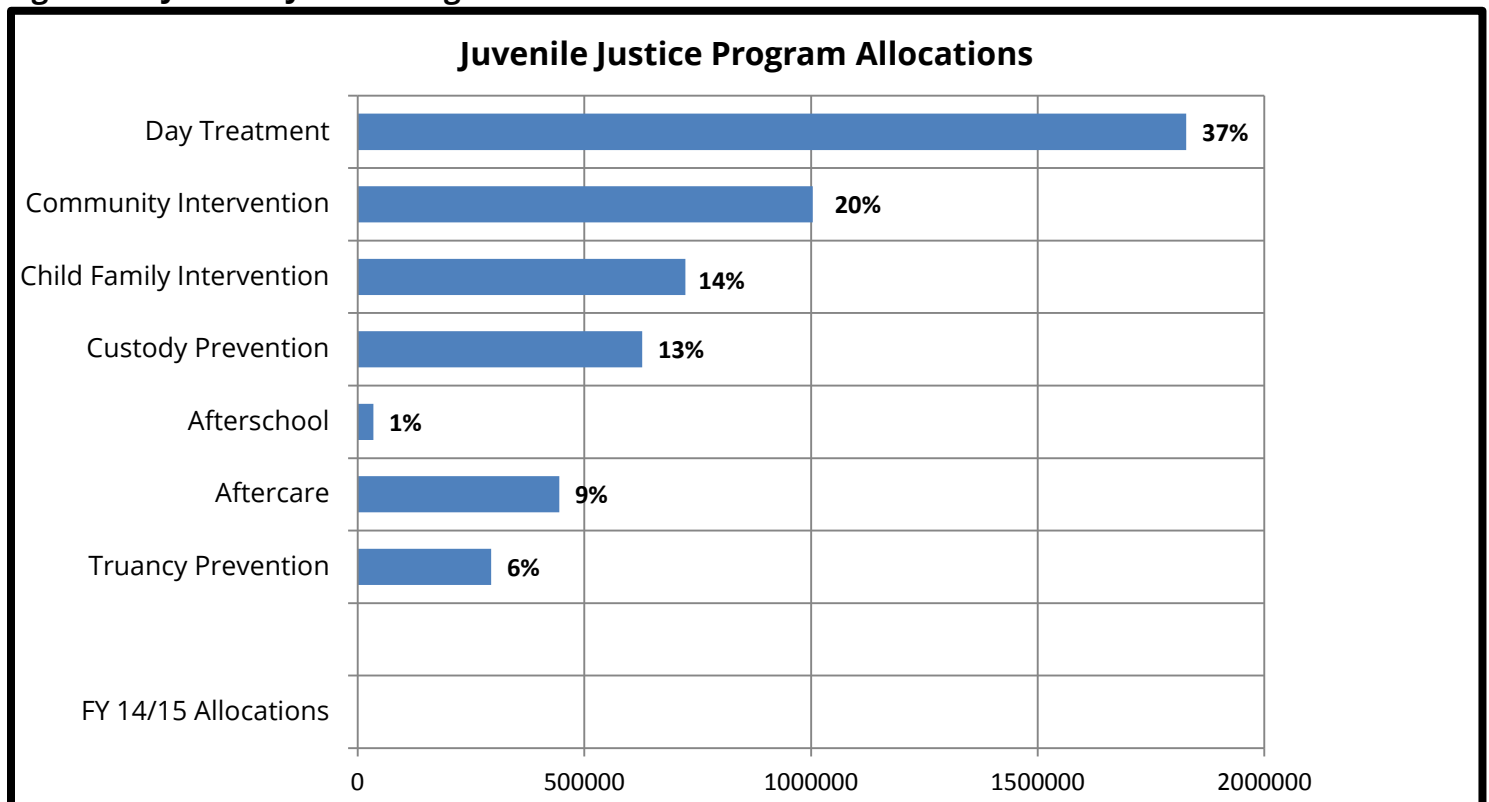
Currently, there are twenty-one juvenile court prevention programs for which funding is in four major program areas:

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

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

Some of the Juvenile Court & Community Intervention Services programs provide services/interventions to delinquent youth, and thus, are required to be in compliance with TCA 37-5-121. Vanderbilt, Peabody Research Institute (PRI) and DCS staff are coordinating efforts to prepare data so that these programs might be involved in the Standardized Program Evaluation Protocol (SPEP) process. Select Juvenile Court Prevention and Community Intervention Services grantees are required to utilize a standardized risk assessment tool, with implementation of the new tool occurring in the initial part of the 2015 fiscal year. Through a contract, the University of Tennessee-Memphis is responsible for working with the grantees selecting the YLS/CMI as their identified risk assessment tool.

Figure 22. Juvenile Justice Program Allocations FY 2014 - 15



State Supplements

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

Regional Services

DCS is charged with providing probation and aftercare services for delinquent youth with the goal of reducing the number of delinquent youth entering or re-entering state custody. Probation services are available to all 95 counties; however, Davidson, Shelby Knox and Hamilton employ their own staff of probation officers.

Juvenile Justice Regional Coordinators

The Juvenile Justice Coordinators report to the Executive Director of Juvenile Justice and provide support to the Youth Development Centers and Juvenile Justice staff in the regions. They are responsible for coordinating team meetings between the regions and the YDCs, are involved in various quality improvement projects such as QSR and COA, and attend regional meetings to stay informed of policy or resource changes. These Regional Coordinators also have an integral role in the administration of the YLS assessment, as they are all certified YLS Coaches. The Coordinators also conduct reviews for the In Home Tennessee fidelity review process, participate in QSR, provide coaching and training to YDC personnel and serve on a variety of workgroups which focus on the improvement of service delivery to juvenile justice youth.

Significant Events

Two youth committed suicide at the Mt. View YDC. Following these events protocols were reviewed and TCCY conducted a facility review and provided recommendations.

There were three significant events at Woodland Hills for this fiscal year:

- On September 1, 2014, 32 youth escaped, all were subsequently located and returned to custody.
- On September 3, 2014, youth left their dormitories without permission and participated in a riot on the campus.
- On September 26, 2014, 13 youth escaped.

Following these events, program operations were assessed in the YDCs, a consultant was hired to evaluate programming and conduct a security audit. Work began immediately to transition the programs at all three YDC from a correctional model to a therapeutic model by implementing a positive based behavior modification program. The Department is seeking COA accreditation at the YDC programs.

Fiscal Year 2014 - 15 Accomplishments

Food Services

- Flavor stations are promoted by School Nutrition as an excellent way to offer different seasonings to the menu without altering the nutritional integrity of the meals. Woodland Hills Youth Development implemented the flavor stations first in July 2015 with great success. It has since been duplicated at the other two facilities.

Evidence-based Programming Update

- 1) Ongoing evidence-based programming data collection from residential private providers, as well as from Mt. View and Wilder Youth Development Centers (YDCs) continues to be conducted bi-annually.
- 2) Staff at Woodland Hills YDC and Vanderbilt Center of Excellence is piloting a quarterly reporting system in place instead of a semi-annual dosage report on services provided to youth at Woodland Hills. Once the feedback from the pilot is integrated into the system, it can be implemented in the other YDCs and residential programs which will give staff and other stakeholders a quicker turnaround on feedback about the services youth are receiving.
- 3) An enhancement to TFACTS was requested which would capture and track evidence-based service provision to JJ population by individual youth and provider.

Education/Independent Living

- As per TFACTS and Independent Living Monthly Report data, 932 youth aged out of custody in FY15, and of those 428 were adjudicated delinquent. Of the 428, 241 were eligible for extended foster care services (EFCS) and 58, or 6% of the total, accepted and received this service. When compared within adjudication the percentage is 14%, and within the EFCS eligible population the percentage is 24%.
- Over 60% of youth placed in the YDCs graduated with a high school diploma or earned the HiSET.
- 67 youth in the YDCs were eligible to take the HiSET, 45 (67%) passed the exam.

Community Intervention Services

- In FY 2014 - 15, Community Intervention Services programs provided services to 371 youth while keeping them in their community. The diversion rate was 82% (68 youth placed in state custody), and the average cost per day for CIS supervised youth was \$7.41.

PREA in the Youth Development Centers

- Two successfully completed PREA audits within the fiscal year; the third is scheduled to occur in 2016.
- During FY 2014-15, a PREA DVD was developed and provided to each YDC to meet the resident education standard.
- The Department utilized the Sexual Assault Center services to provide group sessions focused on PREA and sexual safety to youth housed at Wilder YDC and Woodland Hills YDC.

Professional Development and Leadership

- De-escalation training was incorporated into the YDC programs using the Crisis Prevention Institute (CPI) program through a grant from the Tennessee Commission for Children and Youth (TCCY).
- YDC staff was also trained in the Handle with Care program which is a de-escalation and physical restraint program.
- Seven OJJ staff participated in the following leadership programs: TGEI, LEAD TN, TGMI and the first Commissioner's Cornerstone Academy.

Table 13. Educational Accomplishments of YDC youth FY 2014 - 15

YDC	HS Diplomas	HiSET Taken	HiSET Passed	HiSET % Passed
Mt. View	32	31	19	61%
Wilder	34	12	9	75%
Woodland Hills	6	24	17	71%

- In FY 2014 - 15, Community Intervention Services programs provided services to 371 youth while keeping them in their community. The Diversion Rate was 82% (68 youth placed in state custody), and the average cost per day for CIS supervised youth was \$7.41.

Office of Quality Control

The Office of Quality Control (QC) is committed to ensuring that children and their families receive the best possible services in a safe environment designed to meet their specific needs. The goal of the quality control division is to assess child welfare practices, outcomes and compliance by using data and results to guide and change policies and practices. Through the processes of Quality Service Reviews (QSR), Continuous Quality Improvement (CQI), Program Evaluation, Due Process, Program Accountability Review (PAR), agency Licensing and Provider Quality Teaming (PQT) the QC Division conducts regular case reviews, collects data samples, analyzes data, and works with private contract providers to identify areas for improvement. The QC Division monitors policy compliance through the Council on Accreditation (COA), Prison Rape Elimination Act (PREA) and Program Accountability Review (PAR) as well as licenses and monitors child caring and adoption agencies as identified under the Uniform Administrative Procedures Act. During this fiscal year the Office of Quality Control assumed responsibility for three additional functions: Licensing, Program Accountability Review and Provider Quality.

Program Evaluation and Quality Service Review

The Division of Program Evaluation and Quality Service Review is responsible for completing an annual Quality Service Review (QSR) in each of the department's twelve service regions and three Youth Development Centers (YDC). The QSR is a qualitative review process used by a number of state and tribal child welfare agencies to determine trends with the current status of children and families and with key systems functions of the organization. Each case reviewed is rated on seven well-being indicators; four

family and permanency indicators; seven practice model indicators; and three indicators of conditions and attributes of practice. The data collected at each QSR is presented to the service region or YDC being reviewed and that region/facility works with the Office of Quality Control to develop action steps to improve outcomes. This division also conducts customer satisfaction surveys and conducts Employee Engagement Focus Groups to determine how to improve employee engagement and retention. The division is responsible for the collection and evaluation of data from the Aggression Replacement Training program offered at each of the YDCs and leading the TNCPE/Baldrige Journey. The Department of Children's Services currently holds a Level Two Commitment Award from the Tennessee Center for Performance Excellence (TNCPE) and has 6 employees who have completed training and serve as volunteer examiners with TNCPE.

Accreditation

The Division of Accreditation is responsible for guiding the Department through the re-accreditation process with the Council on Accreditation (COA). This process is on a four year cycle and involves an in-depth self-review against currently accepted best practice standards, an onsite visit by an evaluation team comprised of experts and a subsequent review and decision by the accrediting body. Staff in this division assists with gathering evidence, leading mock site visits, interpreting standards and coordinating site visits with the COA reviewer. All twelve regions are in compliance with the COA standards. The Youth Development Centers will complete remedial site visits in 2016 in an effort to move the entire state to compliance. The Division also monitors compliance with the Prison Rape Elimination Act (PREA) with contract providers and YDCs. Staff assists with training, mock reviews, collecting and tracking data, and collaboration with PREA auditors. Mt. View and Wilder YDCs received 100% compliance score for the perspective audits. Woodland Hills audit is scheduled to occur in June of 2016.

Continuous Quality Improvement

The Continuous Quality Improvement (CQI) Division engages all levels of agency employees and stakeholders in teaming to identify areas of opportunity to improve services, processes and outcomes for children and families in Tennessee. The CQI program encompasses a variety of program and topic specific teams to evaluate current data trends and participate in problem solving to improve service delivery and thus outcomes for children and families. The DCS CQI structure includes CQI teams at the local, regional, and state level. Teams often include multidisciplinary teams, including staff from all levels of the agency and stakeholders when appropriate. By creating a venue for DCS employees and stakeholders to actively participate in agency improvements, CQI enhances morale and satisfaction.

The CQI Division also monitors and conducts quarterly fidelity reviews of Case Process Reviews of DCS client records, conducts quality case reviews, and monitors data quality on a variety of data entry points. The CQI staff provides technical assistance to the regional and YDC CQI programs.

Policy

The Policy Division works with all DCS programs and divisions to develop policies, procedures, manuals and related forms to provide guidance to employees on practice requirements and to make decisions in accordance with applicable laws and rules. Policies and procedures increase accountability and transparency and are fundamental in the continuous quality improvement process. Policies are reviewed annually and revised as needed. All policy revisions and new policies are vetted through a policy review

process that includes review by the Policy Review Committee, public preview, and executive and legal review. In FY 2014-15, 107 policies and 6 protocols were revised and 5 new policies and 1 new protocol were approved and implemented. All DCS policies are available for preview and review at: <http://tn.gov/dcs/topic/policies-procedures>.

In addition, the Policy Division is responsible for generating the agency's Annual Report, Annual Progress and Service Report (for IV-B funding) and communicating with and coordinating technical assistance from the Administration for Children and Families.

Due Process

The area of Due Process Procedures, Child Abuse/Neglect Records-Release, serves as the first level of appeal in response to a client's right to due process for individuals who have been named in substantiated reports of abuse or neglect. The formal file review is an objective analysis of any evidence submitted by the parties to determine if a preponderance of the evidence supports the classification of the substantiated allegation(s). It is a necessary first step when the Department intends to release the identity of an individual as a substantiated perpetrator of abuse to any agency or organization providing direct care or supervision of children. Further, if the Department intends to place the individual on its internal registry of abuse, the individual has a right to a formal file review. Until due process is exhausted, the individual is considered to be an "alleged" perpetrator of abuse or neglect and release of their identity is prohibited (State of Tennessee rules CH 0250-7-9.03,.04).

The review process is one of quality assurance and is not considered a "ruling" of any kind. If the identity of the individual who the Department has substantiated will be released to an employer or organization, the individual also has a right to have the matter heard before an administrative judge. Other administrative proceedings that exhaust due process include hearings before juvenile or criminal court if the matter involves the same allegations investigated by the Department.

In addition to first level appeal processes involving the formal file review process, the area of Due Process Procedures is also responsible for oversight of processes for the release of child abuse records which include the Department's response to statutory obligations to other state child protective and social service agencies for purposes of protecting children from further abuse, severe child abuse, child sexual abuse, or neglect and for purposes directly connected with the administration of the Tennessee Code Annotated 37-1-401; 37-1-601; 49-1-1101; and 71-3-501; and any release of information to the Department of Health in compliance with Tennessee Code Annotated 68-11-1004(b)(2).

Provider Quality

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

Program Accountability

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

Licensing

The DCS Division of Licensing is a regulatory authority established under the provisions of the Uniform Administrative Procedures Act providing oversight to those child welfare programs that fall within the purview of applicable state licensing statutes and regulations. These programs include Family Boarding and Group Care Homes, Child Placing Agencies, Residential Child Care Agencies, Maternity Homes, Runaway Shelters, Child Abuse Prevention Agencies, Temporary Holding Resources and Juvenile Detention Centers.

The following information is based on self-reported data collected annually from all agencies licensed by the Tennessee Department of Children's Services (DCS). This summary reflects data for the 2015 fiscal year. Please note that this information is compiled for all reporting licensed agencies and is therefore not limited to those agencies contracting with the department for residential and/or foster care. This year we have included Juvenile Detention and Temporary Holding resources in compiling residential data. These are temporary, short term hardware secure placements primarily serving delinquent youth. All reporting private and public agencies licensed or approved by the Department of Children's Services providing residential childcare, including foster care, served 8,792 children during the 2015 fiscal year (July 1, 2014 through June 30, 2015). Tennessee's Juvenile Detention Centers and Temporary Holding resources served 8,330 children and youth during the 2015 fiscal year.

Licensing Information:

- The total number of children residing in programs licensed by the Tennessee Department of Children's Services on June 30, 2015 was 4,242.
- The average length of stay for children/youth served through residential programs was 270.6 days.
- The average length of stay for youth served through JDC/THR programs was 9.6 days.

The number of children placed for adoption by licensed private agencies or approved public agencies totaled 676 children.

Of those children placed for adoption through licensed agencies:

- **135** were infants to two years of age
- **349** were ages seven and older
- **192** were ages two to six

(The "number of children placed for adoption" represents licensed agencies only and does not include all adoptions coordinated through the Department of Children's Services).

Office of Finance and Budget

The Office of Finance and Budget provides a comprehensive set of fiscal services including general accounting, accounts payable, financial planning, budgeting, revenue maximization, trust accounting, child eligibility services, regional fiscal services, and procurement and contracts administration. In FY 2014 - 15, the Department of Children's Services managed a total of \$725,400,800 in budgeted resources.

Departmental Budgeted Expenditure Summary

Administration - \$50,997,200 (7.0%).

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

Family Support Services - \$36,653,700 (5.1%).

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 - \$270,762,700 (37.3%).

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 - \$4,119,700 (0.57%).

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 - \$84,373,700 (11.6%).

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 - \$238,629,500 (32.9%).

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 - \$39,864,300 (5.5%).

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

Departmental Budgeted Revenue Summary

State appropriations of \$314,427,600 made up 43.3% of total budgeted funding in FY 2015. Federal funds, including Title IV-E, Title IV-B, and Social Services Block Grant made up \$149,601,000, or 20.6% of total budgeted revenue. TennCare funds equaling \$243,404,300 represented 33.6% of all revenue. Education funds of \$11,451,600 contributed 1.6% to total funding and non-governmental funds contributed \$6,278,100, or 0.9%. The remaining \$238,200, which represented 0.033% 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 14. Placement and Services to Children and Parents Costs FY 2014 - 15

Custody Services	Total Budget	Federal	Other *	State	Local
DCS Foster Care	18,762,300	5,281,500		13,480,800	-
Contracted Residential Services	236,991,300	35,568,900	137,561,400	63,861,000	-
Custody Support Services	11,193,800	5,684,600		5,509,200	-
Independent Living Services	3,815,300	2,478,800		1,336,500	-
Total Custody Services	270,762,700	49,013,800	137,561,400	84,187,500	-
Youth Development Centers	39,864,300		1,303,900	38,560,400	-
Total/Combined Custody Services & Youth Development Centers	310,627,000	49,013,800	138,865,300	122,747,900	-

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

DCS Contracted Services

Within the Office of Finance & Budget, the Contracts Management Unit (CMU) is responsible for the management, oversight, development and execution of all personal, professional, consulting and commodity services. CMU works in collaboration with program staff, management and other stakeholders to facilitate and maintain a robust and viable assortment of services that supports the Department’s goal of keeping children/youth safe, healthy and back on track. The procurement of services allows for the purchase and delivery of goods and services that support the work of the Department. These services are delivered to children in the custody of the State, those at risk of custody and their families.

The number of active contracts in a given year is approximately 560. CMU consists of six staff committed to ensuring the accessibility of a diverse array of personal, professional, consulting and commodity services statewide. All procurements are executed in accordance with the rules, procedures and guidelines established and overseen by the Central Procurement Office. Table 12 below illustrates the various types of contracted services.

Table 15. Contracted Services FY 2014 - 15

Program Description	Service Type	Summary of Delivered Services
Child Abuse Prevention	Parenting Education	Provision of primary and secondary Child Abuse Prevention services designed to prevent the occurrence of child abuse and neglect
Community Intervention Services	Intensive Probation or After Care	Community based intervention, treatment and intensive probation in an effort to divert children from the custody of DCS.
Custody Prevention	Truancy Services	Custody prevention services, to include counseling, tutoring, assessment, and referral services to at-risk children and their families
Intercept	Intensive In-Home Services	Evidence-based intensive in-home treatment services and assessments to prevent removal and support reunification, including therapy, crisis intervention, educational assessment, etc.
Juvenile Court Prevention	Custody Prevention, After School Program, Truancy Prevention, Child and 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 and 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 and Outreach	Promote placements for kinship families to maintain with relatives. Services include case management to assist with judicial, educational, child welfare issues, and emergency financial assistance.
Sex Abuse Contracts	Sex Abuse Assessment and Counseling	Provision of child sex abuse services for victims and their families including diagnostic assessments, counseling, consultation, coordination and parental support and education. To reduce trauma and empower abused victims.

Commissioner's Direct Report Offices

General Counsel

The Office of General Counsel (OGC) provides 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 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 Court 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 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."

OGC remains heavily involved in rule redesign efforts for several program areas, notably those administered by Child Safety, Foster Care, and the Administrative Procedures Division. OGC also continues to partner with other stakeholders in the child welfare legal field, including the Administrative Office of the Courts, the Tennessee Council of Juvenile and Family Court Judges, the Tennessee Alliance for Legal Services, and the Children's Justice Task Force.

**Table 16. DCS Attorney and Legal Assistant Positions Available and Filled FY 2014 - 15
Legal Division as of June 30th, 2015**

Job Class	Filled	Vacant	Total
GENERAL COUNSEL 4	1	0	1
LEGAL SERVICES DIRECTOR	1	0	1
ATTORNEY 4	19	1	20
ATTORNEY 3	69	1	70
LEGAL ASSISTANT	10	1	11
ADMIN SECRETARY *	3	0	3
ASA 3 *	1	0	1
Totals	104	3	107
Combined Positions	Filled	Vacant	Total
TOTAL Attorneys	90	2	92
TOTAL Paralegals	14	1	15

* Admin Secretaries and ASA 3s that perform paralegal duties

Office of Human Resources

DCS Human Resources manages all departmental human resource functions for over 4,250 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. The HR division also maintains official personnel files and provides technical assistance to supervisors and staff related to employee relations, corrective action, leave and attendance and all other human resource related issues.

Nineteen staff in Central Office Human Resources serves as business partners to Central Office leaders, in addition to providing HR support for Central Office employees. Central Office HR staff provides functional technical assistance to local HR staff. Thirty-one local HR staff in each DCS Region/YDC serves as business partners to Regional/YDC leaders in addition to providing HR support for all DCS field employees.

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

Employment minimum qualifications for case managers in the area foster care and other program areas include that applicants have at a bachelor's degree, background checks, and a valid driver's license among others. For a complete list of employment qualifications of DCS case managers please see the TN Department of Human Resources website listings under Job Description and Compensation, here: <https://www.tn.gov/hr/topic/employment-opportunities>.

The professional development and training requirements for case managers in foster care and other program areas include orientation, pre-service and in-service trainings totaling, at least, 40 required hours of training each year. For a complete explanation of training for case managers please refer to departmental policy 5.2, here: <https://files.dcs.tn.gov/policies/chap5/5.2.pdf>

Employee Salaries are consistent across all regions with an average monthly salary for Case Manager 1s at \$2790.00/month and Case Manager 2s at \$3149.00/month. For more detailed information about DCS employee salaries, go to: <https://apps.tn.gov/salary/>.

Table 17. Case Manager (including Social Services) Positions Available and Filled by Region

DCS Case Managers/Positions as of June 30, 2015			
Job Class	Filled	Vacant Slots	Total Slots
DCS CASE MANAGER 1	185	0	185
DCS CASE MANAGER 2	1442	93	1535
DCS CASE MANAGER 3	556	54	610
DCS CASE MANAGER 4	378	14	392
Total	2561	161	2722

Office of Learning and Development

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

The Staff Training Program provides Pre-service training to new casework staff and oversees certification prior to assuming a caseload. This consists of 3 weeks of child welfare classroom training followed by a week of “specialty” training for each program area (i.e. child protection, foster care and juvenile justice). Three weeks of On-the-Job training follows the classroom component and culminates in a certification assessment through which new hires are certified. During FY 2014-15 there were 24 cycles of Pre-service training delivered, as well as, 2 Train-the-Trainer sessions. Three specialty week trainings were added during this reporting period. After Pre-service, all DCS Case Managers (Family Service Workers, Probation Workers, and Non-Custodial Case Workers) complete 40 hours of in-service training annually. There is additional training required for staff who work with Juvenile Justice youth in Youth Development Centers and for staff with the Office of Child Safety/Investigations.

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

Pre-service, supervisory and in-service training is delivered by twenty-eight (28) regionally-based trainers. These trainers are supported by five (5) Training and Curriculum Development Directors in Central Office, who report to a Senior Training and Curriculum Director. This program is supported by one trainer responsible for computer-based training, another responsible for training compliance reports, and two staff persons who manage registration and data management for staff training.

The Foster Parent Training Program offers learning opportunities that support adoptive, foster and kinship parents in their effort to provide a safe, nurturing and loving environment for the children in their care. Through a contract with 2 community agencies, the Program provided Parents as Tender Healers (PATH) Pre-service training to 2493 parents in all twelve regions across the state. There was a total of

13,904 participants for In-Service and electives training including classroom and online learning sessions. The Foster Parent Training Program is unique in that the program also develops Foster Parent Trainers, who are DCS and private agency staff, across the state. The Foster Parent Trainers are instructed and provided with training skills, tools and curriculum to develop quality foster, adoptive, and kinship parents who are professional and well-prepared. There were approximately 500 Foster Parent Trainers trained during the FY 2014 -15. Each year, this program provides a Foster Parent Training Conference, through which many foster parents can complete most of their In-service training requirements. In the FY 2014 - 15, 838 foster parents attended the conference.

The Foster Parent Training Program is led by a Senior Training and Curriculum Development Director, who oversees Training and Curriculum Development Director, Deputy Director, and four regional trainers. It is further supported by an Administrative Assistant, one staff who maintains data management and reporting for foster parent training and a data entry clerk who enters data into TFACTS.

Office of Communications

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

The Communications Office in FY 2014 - 15 launched a new website, tn.gov/dcs, as the public digital portal to the work of the department and to showcase the often-unheard voices of the DCS staff, families and youth.

Also in FY 2014 - 15, the Communications Office, reinvigorated the department's social media accounts to communicate directly with the public, sharing helpful information and interesting reads and keeping the public and media abreast of updates during breaking news events. The accounts include Twitter, Tumblr, Facebook and YouTube.

A new look for the Department's internal website, is expected to debut in early 2016. The site will be easier to navigate and quicker to update.

Office of Customer Focused Services

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

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, 2015, the CRU handled a total of 2,492 cases, 691 e-mails, 398 CRU Hotline calls, 262 dcscustsrv@tn.gov e-mails, 65 Governor's IQ, 72 Letters, 815 phone calls, 143 Legislative referrals, 32 referred from regions, 7 walk-in, 3 case file reviews and 4 misc.

The Office of Civil Rights (OCR) is responsible for investigating all complaints where discrimination is alleged. The scope of OCR's investigative jurisdiction is not limited to DCS staff, but also includes complaints submitted by DCS clients and/or providers who are under contract with DCS. OCR also has the responsibility of responding to local, state and federal complaints (EEOC, DHHS, etc.) which are levied against the department. Areas covered by OCR include employment or workplace harassment (Title VII), complaints alleging denial or delay of access to a program or service (Title VI), providing guidance to DCS staff or providers under contract on options available to assist with clients who may be limited in their English proficiency (LEP) and handling employment matters which require the processing of ADA accommodation requests for employees. The OCR unit is also responsible for the following departmental plans: Title VI Implementation Plan; Title IX Implementation Plan; Affirmative Action Plan and the Small Business Plan. During FY 2014 - 15 (July 1, 2014 - June 30, 2015), OCR handled a total of 97 complaints; Title VII - 62; Title VI - 2; Managerial - 8; Administrative/Child Protection/Court custody - 4; Equal Employment Opportunity Commission - 20; Dept. of Health and Human Services (federal) - 1. Regarding Disability, ADA Accommodation assessments/requests - 32.

Office of Administrative Procedures

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

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

All Administrative Hearings are expected to be conducted according to the Uniform Administrative Procedures Act at 4-5-301 et. seq. and the Tennessee Department of Children's Services Rule 0250-5-4-.01 et. seq. Administrative Hearings are scheduled, heard and an Initial Order issued by the 90th business day from the date notice was given by the department, with the exception of foster care removal cases. The timeframe for foster care cases is 45 business days. For the FY 2014 - 15 all Initial Orders were issued prior to the requisite due date.

The Office of Administrative Procedures staff also serves as the Commissioner’s Designees in employee Step One meetings, Written Warning reviews and Performance Evaluation reviews governed by the Rules and Regulations of the Tennessee Department of Human Resources, Rule 1120-11. All cases reviewed between July 1, 2014 and June 30, 2015 met or exceeded the required timeframes.

The tables below describe the types of cases heard by the Division during the fiscal year.

Table 18. Contested Cases

Contested Cases	
Adoption Assistance cases	71
Post Adoption Cases	1
Substantiated Child Abuse cases	176
Foster Care Removal Cases	34

Table 19. Employee Step One Cases and Reviews

Employee Step One Cases and Reviews	
Written Warning Reviews	83
Employee Terminations	28
Employee Suspensions	56
Employee Demotions	4
Performance Evaluation Reviews	9
Non-Grievance Issues	3

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 moved out of the Unicoi County point-of-presence until a suitably-maintained building can be found to lease. DCS will have a point-of-presence, once a location has been found for DHS & DCS by STREAM. The house at 305 N. Bellevue in Memphis is in the process of being sold.

DCS Facilities Management “Project Management Department” is a newly created department. The Project Manager develops and implements plans to achieve a specific scope that is driven by the objectives of the program. Organizational Project Management advances department’s capability by

linking projects, programs, management principles and practices with organizational enablers (e.g. structural, cultural, and human resources practices to support strategic goals. This area is responsible for keeping us on target, on time, and structured.

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

DCS successfully completed several moves & renovations for leased (private & state-owned) locations in the calendar year 2015. The renovation of the Upper Cumberland Regional office in Cookeville was completed in January 2015. The renovation of the Dyer Co. office in Dyersburg was completed in March 2015. The renovation of the Haywood Co. office in Brownsville was completed in June 2015. The Records Hub was relocated to Woodland Hills Warehouse in June 2015. The renovation of the Northwest Regional office in Dresden was completed in October, 2015. The move from Cordell Hull Building to UBS Tower will be completed December 2015.

Office of Information Technology

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

OIT supports approximately:

- 6200 users of DCS technology,
- 4500 computers,
- 8000 telecommunication devices and
- 30 custom and 170 commercially-available computer applications.

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

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

- Information Technology (IT) Operations
 - Security & Data Privacy
 - Asset Management
 - Telecommunications
 - Production Application Support
 - Records Management
 - Service Desk
- Business Solutions Development
 - Business Analysis
 - Innovations and Solutions Development
 - Quality Assurance

- Business Relationship Management
 - Customer Service
 - Field Customer Care
- Project Management Office
 - Project Management
 - Information System Planning
- IT Governance & Administration
 - IT Policies & Procedures
 - IT Financials
 - State and Federal IT Governance
- Information Management
 - Reports
 - Database Administration/Data Warehouse

OIT currently has 107 state positions and utilizes contract personnel to provide staff augmentation as required to complete priority projects and activities.

The Department's Management Advisory Committee (MAC) provides executive management oversight of Information technology activities to ensure that they support business priorities. The MAC meets regularly and is chaired by the DCS Commissioner. DCS Deputy Commissioners, Assistant Commissioners and other executive staff appointed by the Commissioner serve as voting members. Key MAC responsibilities include:

- a) Providing leadership and management of the Department's IT portfolio;
- b) Providing an opportunity for project sponsors to present their technology needs;
- c) Establishing technology priorities and strategies;
- d) Approving the initiation of all major IT projects;
- e) Monitoring the progress of all major IT projects;
- f) Ensuring business level participation in technology solutions; and
- g) Evaluating project performance relative to scope, schedule, budget and risk with authority to make any necessary changes and/or end the project.

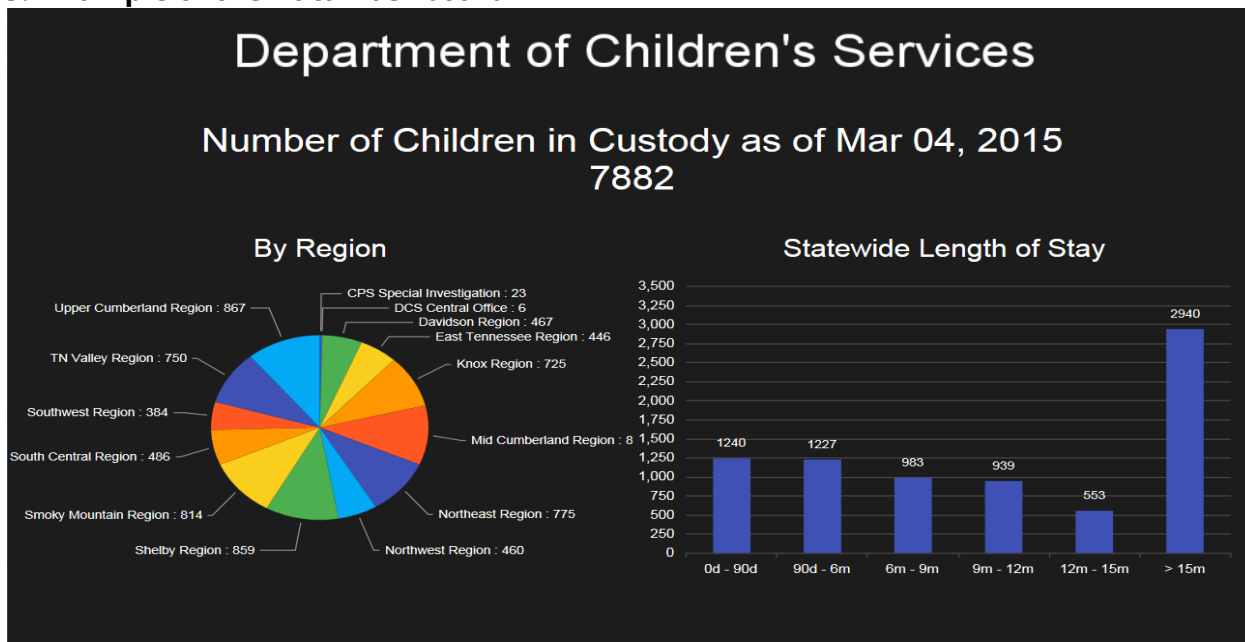
Information technology projects may also be subject to oversight by other state entities, such as the Information Technology Assessment and Budget Committee (IT-ABC), Enterprise Portfolio Investment Committee (EPIC) and the Information Systems Council (ISC). Projects that impact TFACTS are subject to additional oversight of the United States Department of Health and Human Services.

In addition to fielding over 30,000 customer service requests, OIT completed numerous technology projects in fiscal year 2015.

Following is a list of the key IT accomplishments:

- **TFACTS Mobility Project**
- Deployed approximately 2600 tablets to caseload-carrying staff which has enabled them to enter information into TFACTS more timely and access work-related information at critical times.
- **Printer Replacement Project**
- Deployed approximately 350 multi-function printers to DCS offices statewide.
- **TFACTS Functionality Improvements**
- Implemented 17 TFACTS releases to address approximately 230 reported incidents and service requests.
- **Federal SACWIS Assessment Remediation**
- Developed Action Plans for the 26 partially conforming requirements and 12 non-conforming requirements identified in the TFACTS SACWIS Assessment Review in 2013. All Action Plans were reviewed and approved by the Administration on Children and Families, Children’s Bureau.
- **New Reports and Report Enhancements**
- Delivered new reports and report modifications.
- **TFACTS Data Dashboards and DCS TV**
- The first TFACTS Data Dashboard presenting children in custody by region (shown below) was made available in January 2015. DCS management identified three additional metrics – Adoptions by Month, Custody Entries/Exits and Trial Home Visits – for which data dashboards were available within a few business days. Select data that are refreshed daily stream via URL and display on a 55” monitor in the DCS Central Office Suite.

Figure 23. Example of the Data Dashboard



- **Enterprise Remedy Migration**
- Migrated from unsupported Remedy 6.3 to Enterprise Remedy 8.0 for computer incident and service catalog management.
- **IPT Call Center Project**
- Implemented the IPT Call Center solution for the Child Abuse Hotline.

- **Incident Reporting**
- Developed a web application, integrated with TFACTS, for documenting/tracking/responding to reports of incidents involving DCS custodial youth.
- **Internet Collaboration System**
- Partnered with OIR to create a web based application that supports tracking of queries, searching and viewing of historical data, and automated reporting of outcomes for DCS Customer Focused Services Division
- **YDC Classroom Network Migration Project**
- Migrated the classroom computers in the Youth Development Centers from the Education Network (NetTN) to the State Network.
- **TFACTS Case Assignment Roles Project**
- Streamlined/simplified the assignment process, the maintenance of case assignments and enabled use of assignment roles as a key to producing reliable, accurate caseload reports.
- **TFACTS Diligent Search Project**
- Streamlined the process of documenting diligent search activities performed by case managers who attempt to locate parents, grandparents and other relative resources for children.
- **TFACTS Child Death/Near Death Project**
- Developed a means to document/track/report information related to the deaths of children where there has been an allegation of neglect or abuse, or the child is in the custody of the Department at the time of their death.
- **Child Abuse Hotline Web Referral and Tracking**
- Implemented a web referral application to allow users to complete a child abuse referral online. Once the referral form is submitted, the information is populated to TFACTS by way of a web service and an intake ID is returned to the user.
- **TFACTS ICD-10 Project**
- Enhanced TFACTS to provide the ability for Providers to enter ICD (International Classification of Diseases) procedure codes. The procedure diagnosis codes are sent to TennCare and they appear on the payment invoice. Allowing the providers to enter the actual diagnosis code allows DCS to capture and transmit accurate data.
- **TFACTS Mandatory Race**
- Enhanced TFACTS to require documentation of Race and Hispanic Origin for children/youth served by the Department, as well as for persons approved as Resource Parents.
- **IV-E Waiver Project (Phase 1)**
- Implemented an enhanced Family Advocacy and Support Tool (FAST) 2.0 assessment in TFACTS.
- **TFACTS Security Enhancements**
- This project remediated all of the high priority findings from a third-party security audit. It included the implementation of a plan to apply to the TFACTS technical infrastructure on a quarterly basis. The Department works closely with the State's Office of Information Resources (OIR) to monitor the systems for any vulnerabilities and initiate the actions needed to reduce areas of risk.
- **TFACTS Expedited Improvement Initiative**
- Augmented staff to expedite the completion of reports required by the Brian A Settlement Agreement, implemented modifications to the TFACTS application to support responsive design and access from mobile devices, executed a pilot utilizing iPad's for Case Management staff to assess the ROI of implementing statewide mobility technology for case management, redesigned

and implemented an improved user interface and workflow for Child Protective Services Intake staff and augmented training staff.

OIT continues with the following active IT projects in FY2016:

- Modernize the TFACTS technical infrastructure to meet current industry standards and position DCS to initiate major TFACTS functionality improvements
- Automate the processes associated with applying for and tracking federal funds to which youth in DCS custody are entitled
- Implement the necessary changes to TFACTS to support the federally-approved Title IV-E Waiver demonstration project for In-Home Tennessee
- TFACTS Permanency Plan Enhancement
- TFACTS Fiscal/Financial Management Enhancement
- Contracts Management Project
- Student Trust Accounting System
- Caseworker/Child/Family Video Conferencing Project
- Automated Mailing Service
- Electronic Content Management project
- Credit Checks for Youth project
- Desktop Equipment Replacement
- TFACTS Search Engine enhancement project (SOLR)
- NYTD Survey project
- Disaster Recovery for TFACTS environment

Office of Risk Management

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

Internal Affairs

The Division of Internal Affairs conducts fair, impartial, prompt and professional investigations of a confidential administrative nature dealing with misconduct within the Department. The primary function of Internal Affairs is to conduct investigations and provide management a report detailing whether or not allegations made were substantiated or not substantiated. During fiscal year 2014-15, the Internal Affairs division conducted 402 investigations. In addition to conducting internal investigations, the division serves as the primary liaison with local, state and federal law enforcement agencies.

Internal Affairs is responsible for processing background checks on DCS employees, foster/adoptive parents, contract agency employees and volunteers. Internal Affairs 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 fiscal year 2014 - 15, the division processed 16,429 fingerprints. Additionally, Internal Affairs conducts background checks through the National Crime Information Center to conduct Purpose Code X III Name Based Criminal Checks under exigent circumstances for the emergency placement of children. In this fiscal year, 7,372 background checks were completed.

Internal Audit

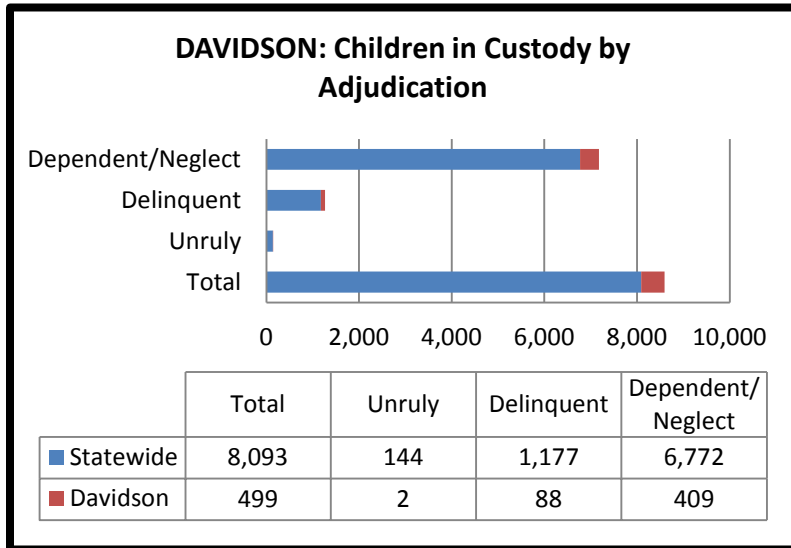
The Internal Audit Division provides an independent appraisal function established within the Office of Risk Management, to perform audits ensuring compliance with departmental policies and procedures, accounting standards, and state and federal laws and regulations. The Internal Audit Division conducts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

Risk Management Program

The Internal Audit Division manages the Department's Risk Management program. The Risk Prevention and Management system for the Department of Children's Services is a multifaceted system with both formal and non-formal components. Formal components include the annual Financial Integrity Act Submittal to the Division of State Audit for the Comptroller of the Treasury, the Legal Department's monitoring of legislation affecting the Department's programs and guidance on compliance with regulations and litigation, the newly developed Child Death Response and Review Process and audits performed by the Department's Internal Audit Division and the Division of State Audit. Some of the informal components include employee training, the ongoing activities of the CQI Division including the QSR process, and the investigations conducted by the Internal Affairs Division. In addition, the division manages the quarterly risk assessment process conducted for the twelve regions. Quarterly, the Regional Risk Assessment Coordinators, along with Division staff, review and evaluate performance of established risk criteria to identify issues and trends that need to be evaluated. In addition, the Division began during this fiscal year conducting Risk Assessment reviews for Central Office Divisions, completing the reviews for approximately half of the Central Office Divisions. Also, the Division began the development of a quarterly Risk Assessment process for the Youth Development Centers.

Davidson

The Davidson Region is a single county region located in Middle Tennessee. The agency Central Office is located in Nashville.

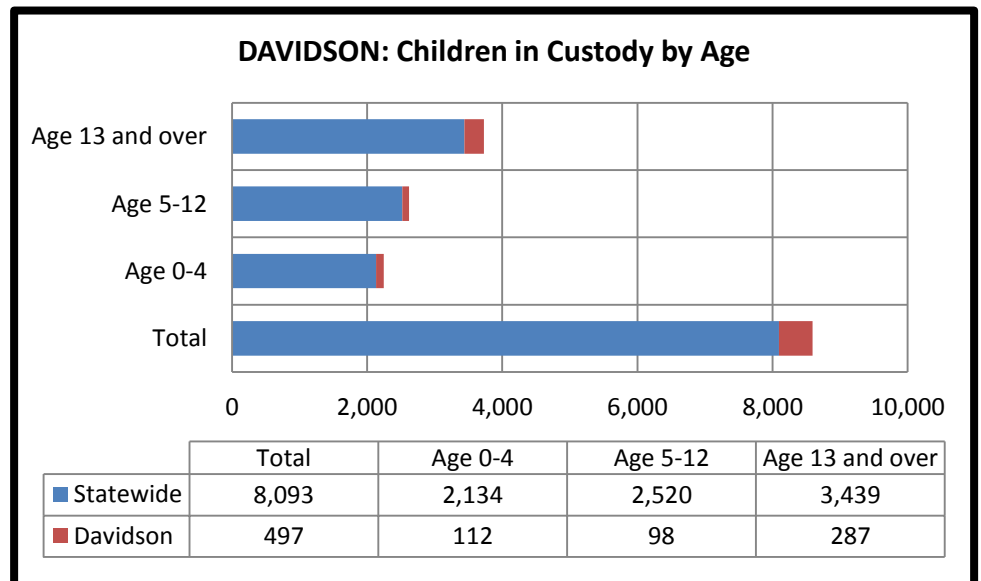


DAVIDSON: Number of Children in Custody by Race/Ethnicity

Black/African American	261
White	178
Multi-Race	41
(blank)	6
Asian	5
Multi-Racial - One Race	5
Unknown	
American Indian/Alaska Native	2
Native Hawaiian/Other Pacific Islander	1
Total: 499	

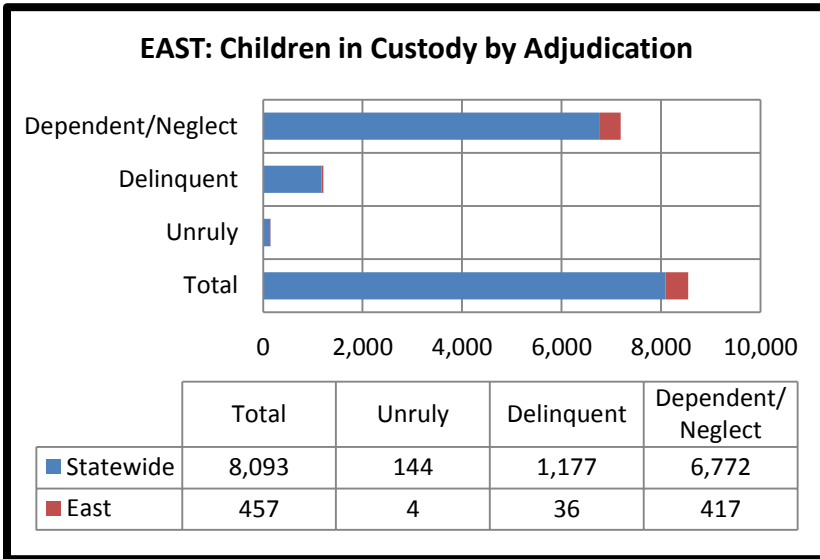
DAVIDSON: Children in Custody by Placement Type

Level 1	236
Foster Home	177
Trial Home Visit	50
Pre-Adoptive	9
Level 2	20
Level 2 Continuum	91
Foster Home	65
Group Home	14
Trial Home Visit	10
Pre-Adoptive	2
Other	0
Level 3	29
Level 3 Continuum	54
Foster Home	20
Group Home	28
Trial Home Visit	6
Pre-Adoptive	0
Other	0
Level 4	8
Other	61
Total	499



East

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.

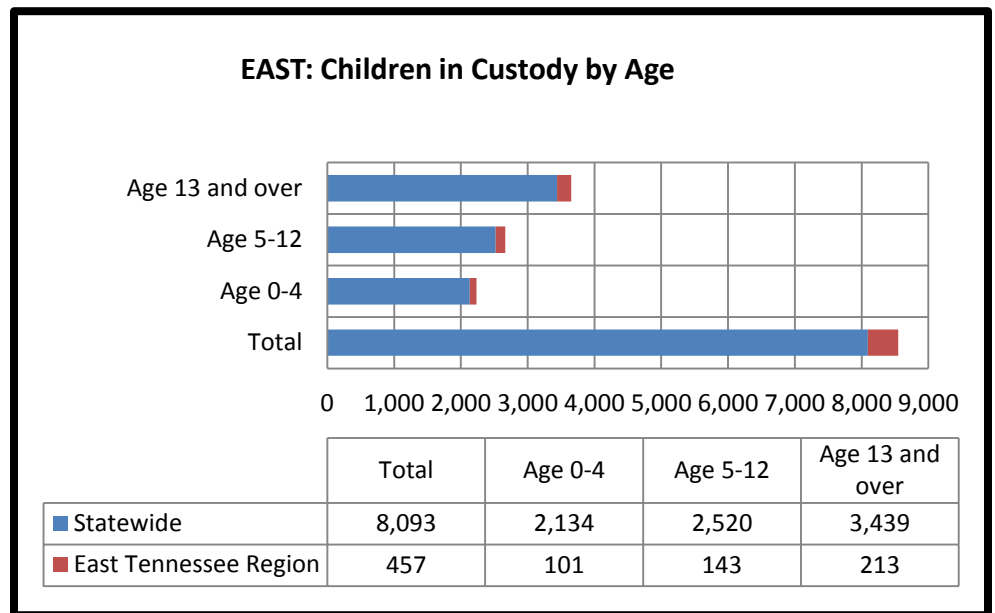


EAST: Number of Children in Custody by Race/Ethnicity

White	429
Multi-Race	17
Black/African American	7
(blank)	3
American Indian	1
Total: 457	

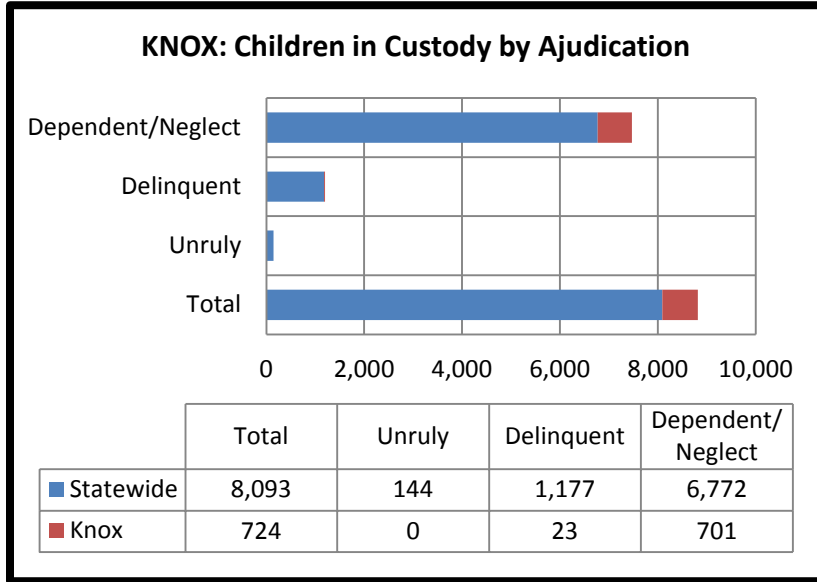
EAST: Children by Placement Type

Level 1	269
Foster Home	239
Trial Home Visit	26
Pre-Adoptive	4
Level 2	9
Level 2 Continuum	67
Foster Home	43
Group Home	11
Trial Home Visit	12
Pre-Adoptive	1
Other	0
Level 3	22
Level 3 Continuum	54
Foster Home	21
Group Home	28
Trial Home Visit	5
Pre-Adoptive	0
Other	0
Level 4	14
Other	22
Total	457



Knox

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

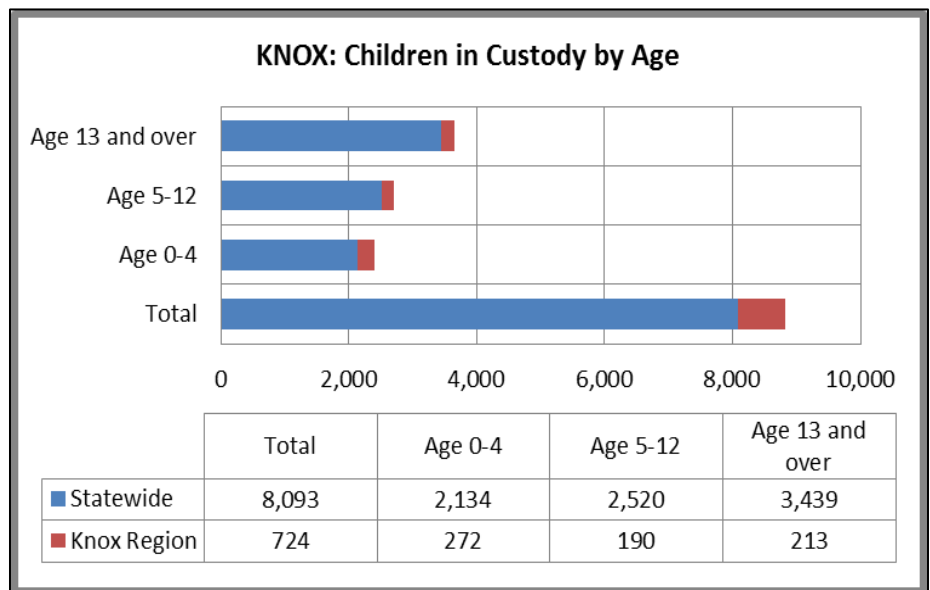


KNOX: Number of Children in Custody by Race/Ethnicity

White	521
Black/African American	112
Multi-Race	77
Native Hawaiian/Other Pacific Islander	5
(blank)	4
Asian	2
Multi-Racial - One Race Unknown	2
American Indian/Alaska Native	1
Total: 724	

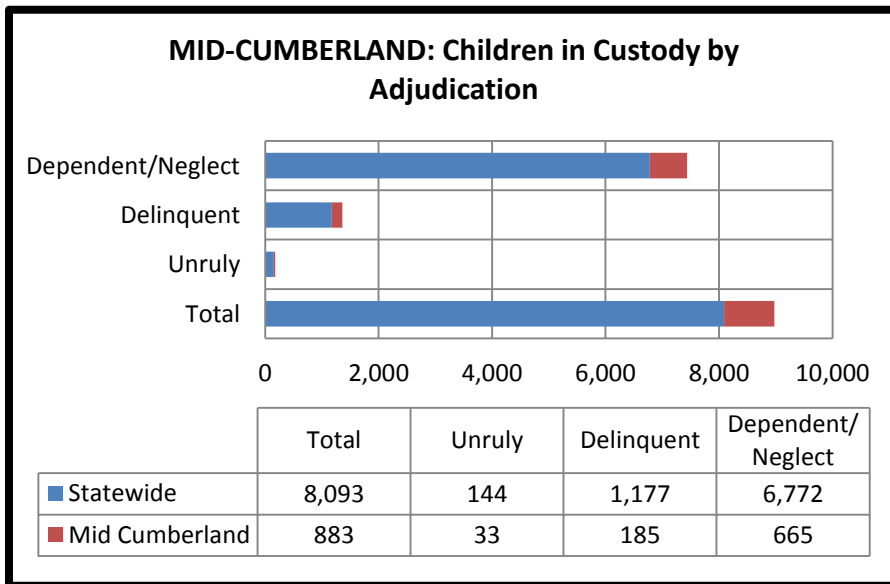
KNOX: Children in Custody by Placement Type

Level 1	433
Foster Home	393
Trial Home Visit	29
Pre-Adoptive	11
Level 2	12
Level 2 Continuum	162
Foster Home	121
Group Home	17
Trial Home Visit	6
Pre-Adoptive	15
Other	3
Level 3	20
Level 3 Continuum	65
Foster Home	31
Group Home	26
Trial Home Visit	5
Pre-Adoptive	3
Other	0
Level 4	8
Other	24
Total	724



Mid-Cumberland

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.

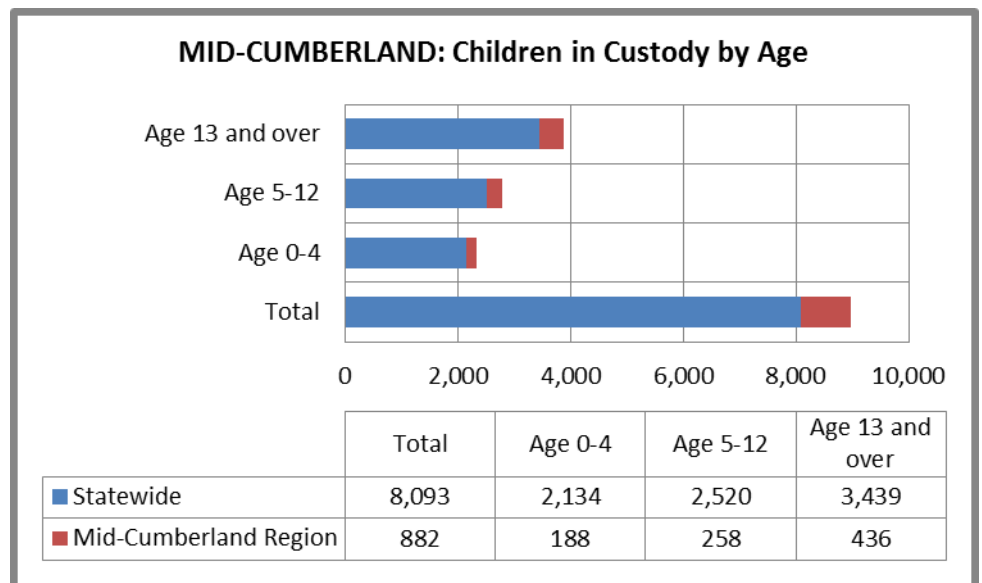


MID-CUMBERLAND: Number of Children in Custody by Race/Ethnicity

White	592
Black/African American	179
Multi-Race	68
(blank)	28
Asian	5
Multi-Racial - One Race Unknown	5
Native Hawaiian/Other Pacific Islander	3
American Indian/Alaska Native	2
Unable to Determine	1
Total:	883

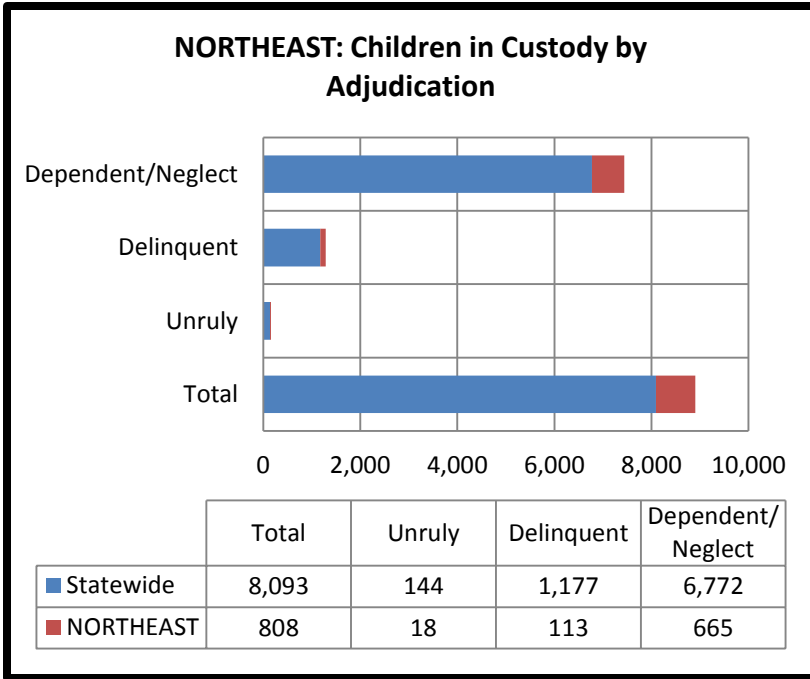
MID-CUMBERLAND: Children in Custody by Placement Type

Level 1	419
Foster Home	347
Trial Home Visit	61
Pre-Adoptive	11
Level 2	40
Level 2 Continuum	186
Foster Home	145
Group Home	22
Trial Home Visit	15
Pre-Adoptive	4
Other	0
Level 3	57
Level 3 Continuum	117
Foster Home	46
Group Home	57
Trial Home Visit	10
Pre-Adoptive	4
Other	0
Level 4	18
Other	46
Total	883



Northeast

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.

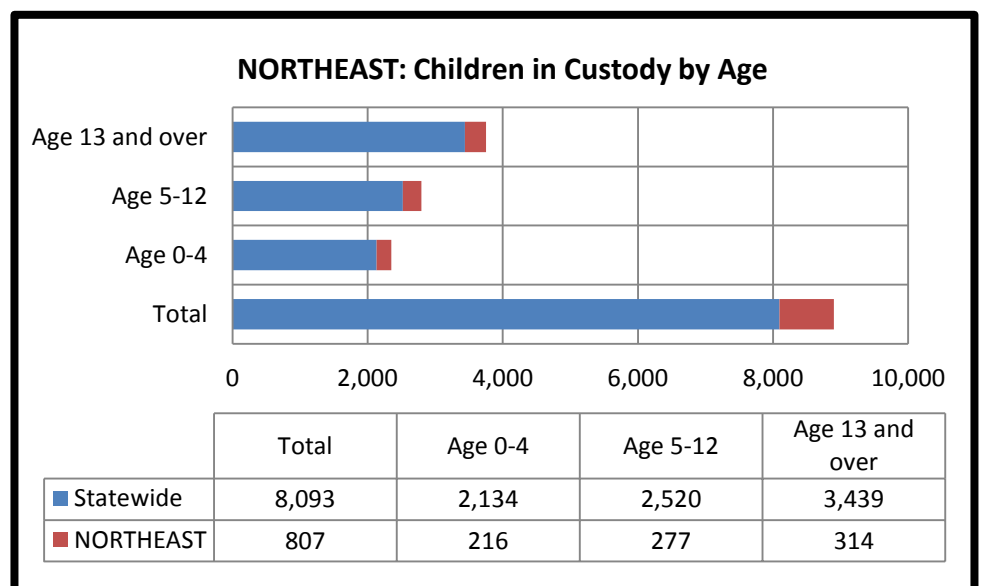


NORTHEAST: Number of Children in Custody by Race/Ethnicity

White	741
Multi-Race	42
Black/African American	23
(blank)	2
Total: 808	

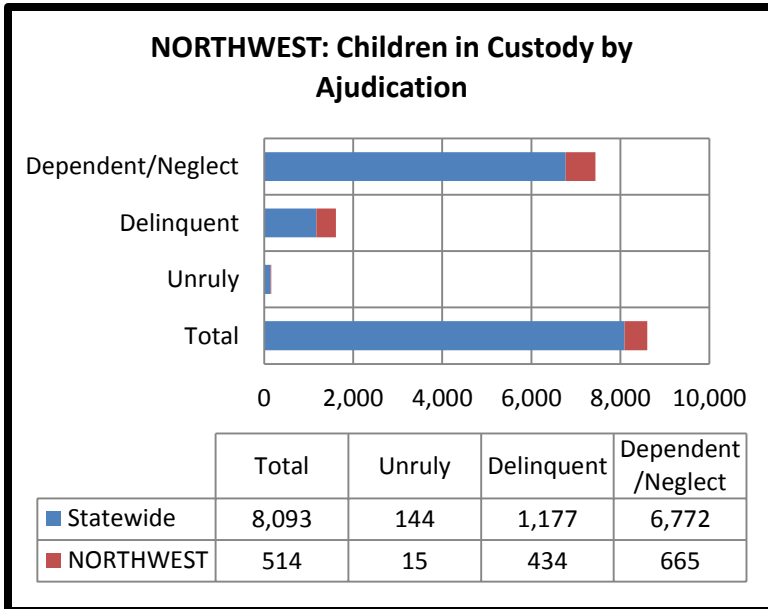
NORTHEAST: Children in Custody by Placement Type

Level 1	407
Foster Home	364
Trial Home Visit	32
Pre-Adoptive	11
Level 2	14
Level 2 Continuum	134
Foster Home	89
Group Home	22
Trial Home Visit	13
Pre-Adoptive	7
Other	3
Level 3	38
Level 3 Continuum	162
Foster Home	95
Group Home	49
Trial Home Visit	13
Pre-Adoptive	4
Other	1
Level 4	15
Other	38
Total	808



Northwest

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

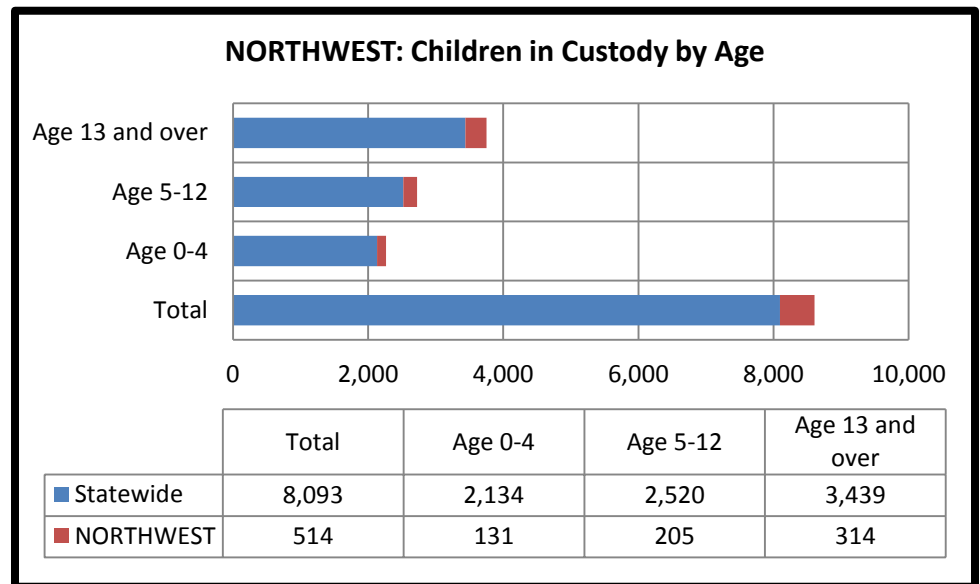


NORTHWEST: Number of Children by Race/Ethnicity

White	378
Black/African American	113
Multi-Race	21
Native Hawaiian/Other Pacific Islander	1
(blank)	1
Total: 514	

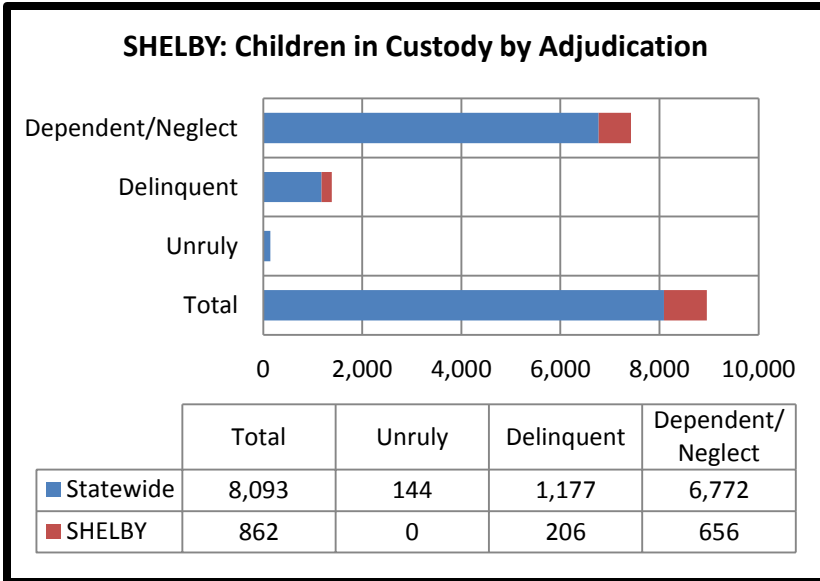
NORTHWEST: Children in Custody by Placement Type

Level 1	263
Foster Home	201
Trial Home Visit	56
Pre-Adoptive	6
Level 2	15
Level 2 Continuum	124
Foster Home	104
Group Home	2
Trial Home Visit	15
Pre-Adoptive	3
Other	0
Level 3	15
Level 3 Continuum	79
Foster Home	43
Group Home	23
Trial Home Visit	11
Pre-Adoptive	2
Other	0
Level 4	3
Other	15
Total	514



Shelby

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.

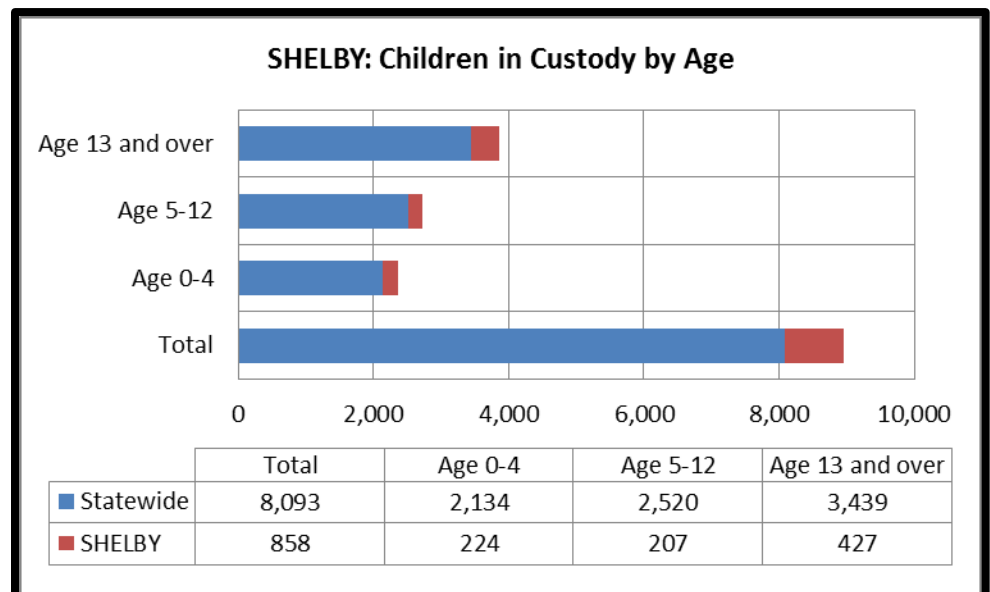


SHELBY: Number of Children in Custody by Race/Ethnicity

Black/African American	764
White	78
Multi-Race	12
(blank)	3
Asian	2
Multi-Racial - One Race Unknown	2
American Indian/Alaska Native	1
Total:	862

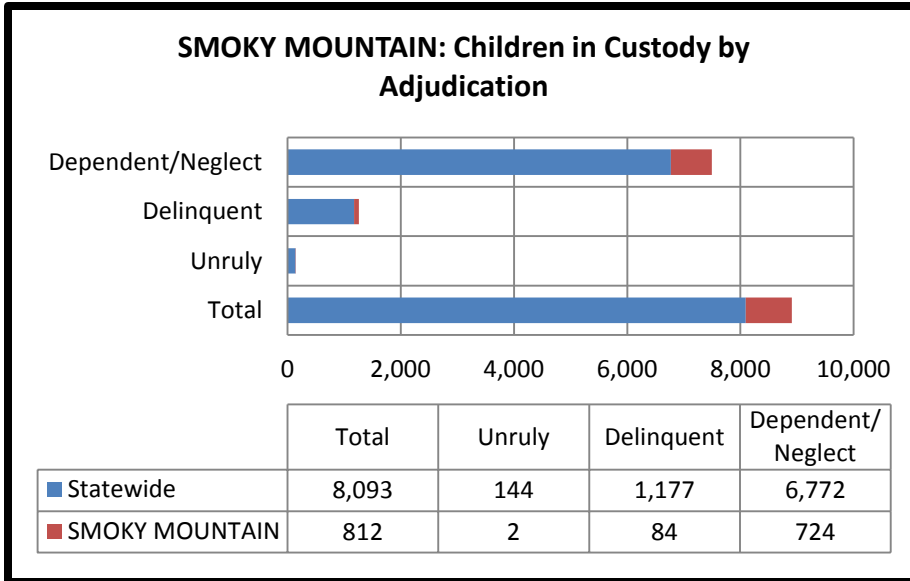
SHELBY: Children in Custody by Placement Type

Level 1	373
Foster Home	325
Trial Home Visit	35
Pre-Adoptive	13
Level 2	5
Level 2 Continuum	131
Foster Home	115
Group Home	3
Trial Home Visit	9
Pre-Adoptive	3
Other	1
Level 3	7
Level 3 Continuum	157
Foster Home	105
Group Home	39
Trial Home Visit	13
Pre-Adoptive	0
Other	0
Level 4	16
Other	173
Total	862



Smoky Mountain

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.

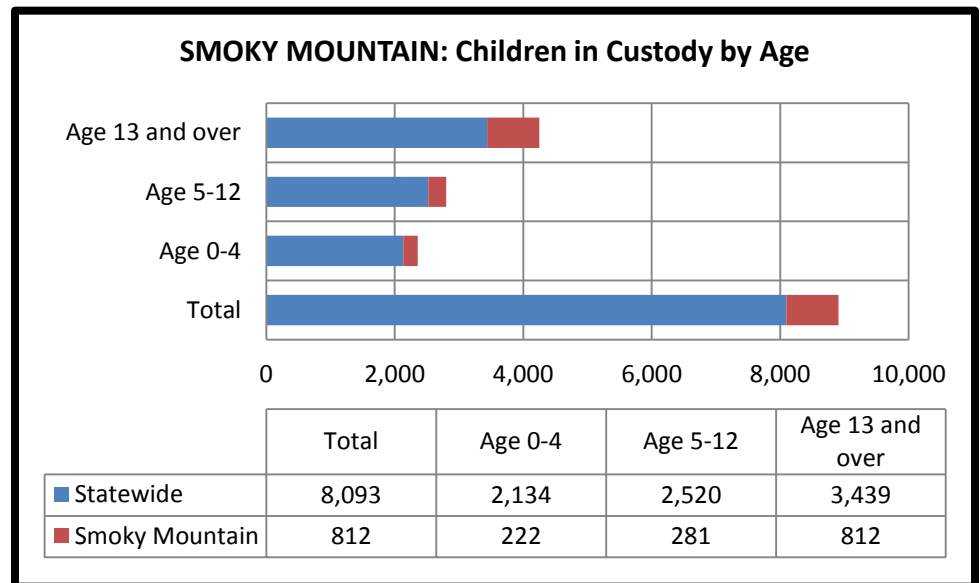


SMOKY MOUNTAIN: Number of Children in Custody by Race/Ethnicity

White	749
Multi-Race	35
Black/African American	20
Multi-Racial - One Race	3
Unknown	3
(blank)	3
American Indian/Alaska Native	1
Unable to Determine	1
Total: 812	

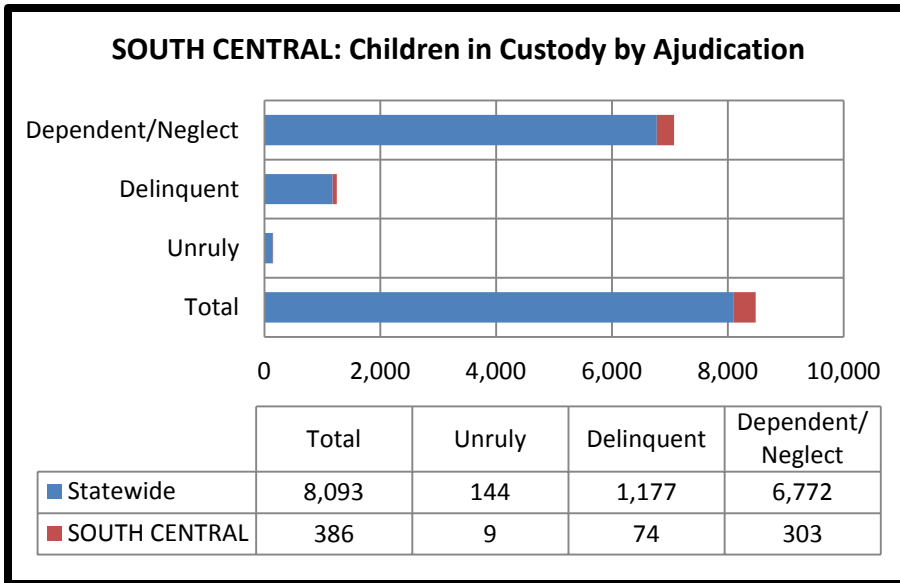
SMOKY MOUNTAIN: Children in Custody by Placement Type

Level 1	417
Foster Home	350
Trial Home Visit	51
Pre-Adoptive	16
Level 2	18
Level 2 Continuum	178
Foster Home	134
Group Home	17
Trial Home Visit	19
Pre-Adoptive	6
Other	2
Level 3	29
Level 3 Continuum	115
Foster Home	48
Group Home	53
Trial Home Visit	14
Pre-Adoptive	0
Other	0
Level 4	21
Other	34
Total	812



South Central

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.

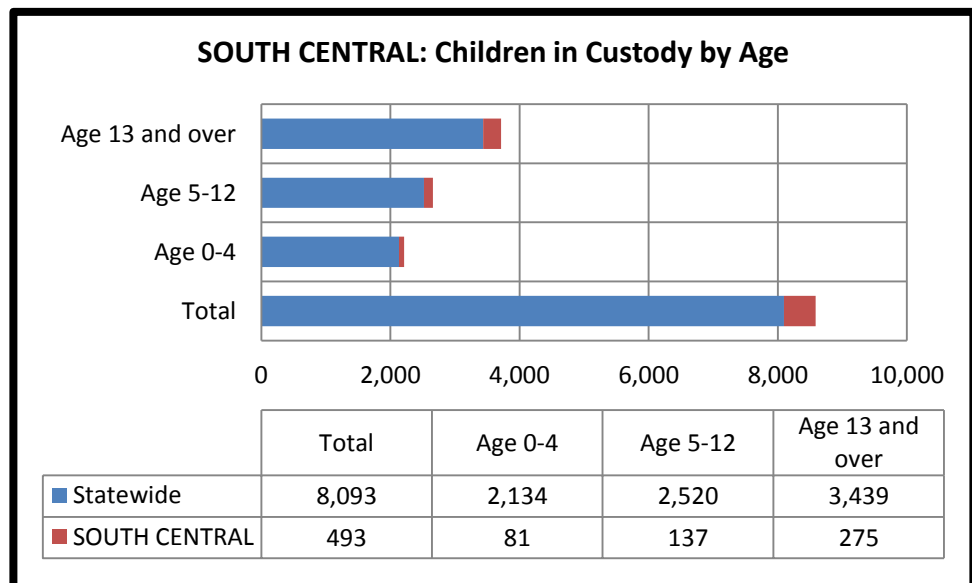


SOUTH CENTRAL: Number of Children in Custody by Race/Ethnicity

White	411
Multi-Race	43
Black/African American	37
American Indian/Alaska Native	1
(blank)	1
Total: 493	

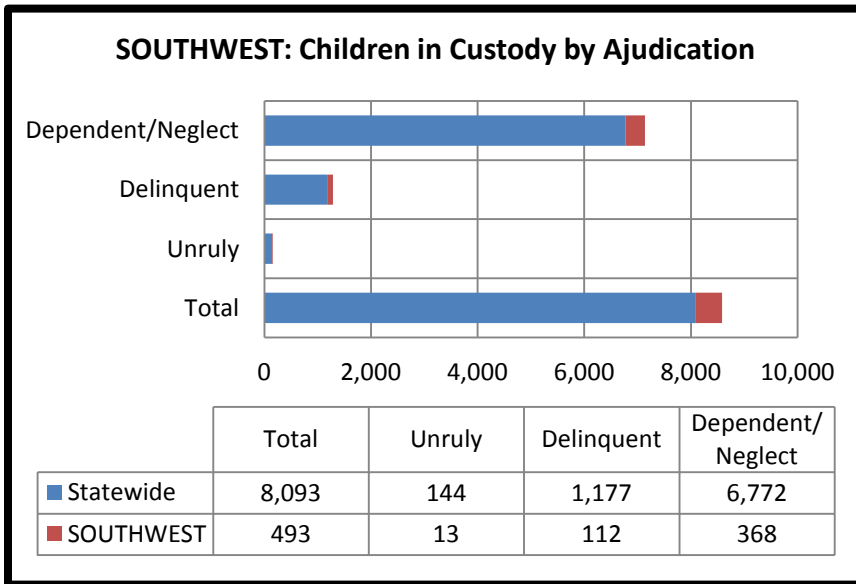
SOUTH CENTRAL: Children in Custody by Placement Type

Level 1	254
Foster Home	208
Trial Home Visit	37
Pre-Adoptive	9
Level 2	49
Level 2 Continuum	76
Foster Home	67
Group Home	4
Trial Home Visit	4
Pre-Adoptive	0
Other	1
Level 3	20
Level 3 Continuum	43
Foster Home	21
Group Home	21
Trial Home Visit	1
Pre-Adoptive	0
Other	0
Level 4	13
Other	38
Total	493



Southwest

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.

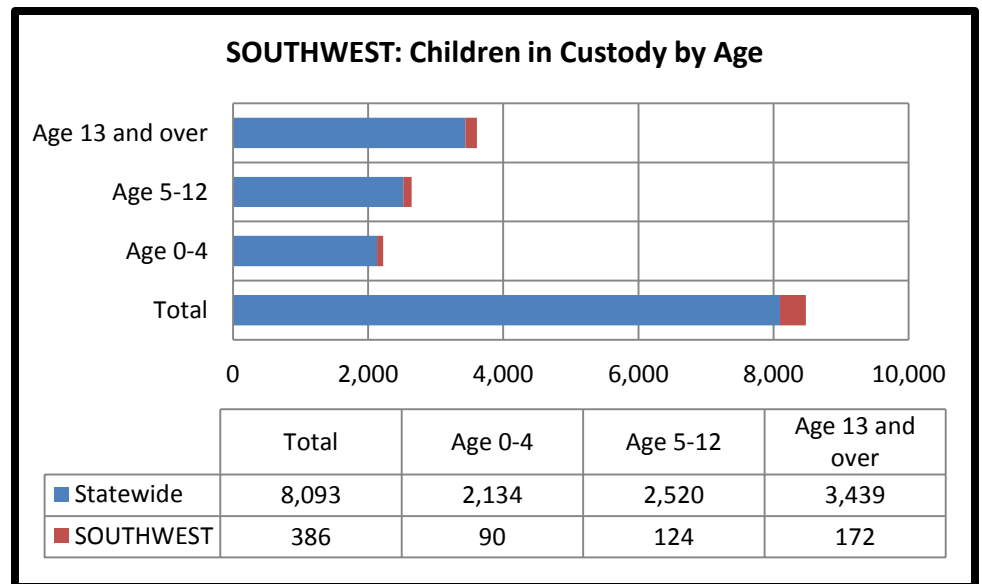


SOUTHWEST: Number of Children in Custody by Race/Ethnicity

White	223
Black/African American	130
Multi-Race	32
Multi-Racial - One Race Unknown	1
Total: 386	

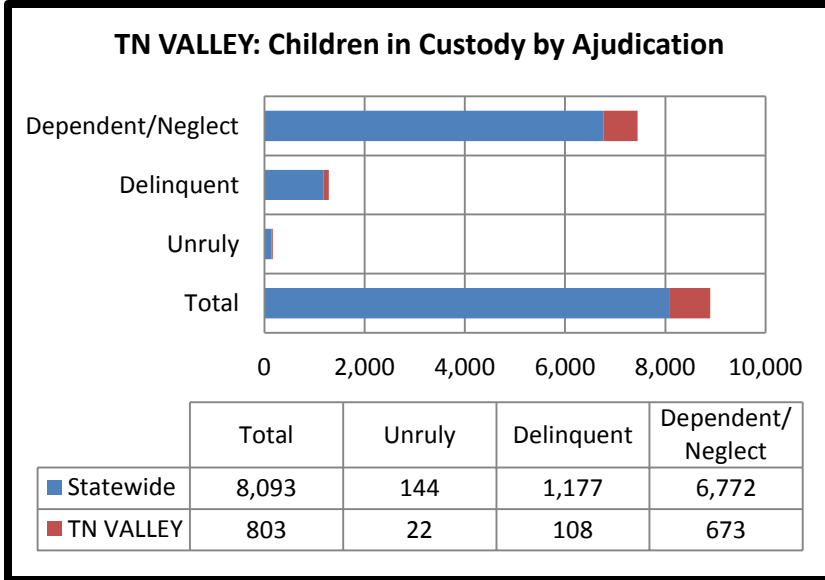
SOUTHWEST: Children in Custody by Placement Type

Level 1	217
Foster Home	176
Trial Home Visit	38
Pre-Adoptive	3
Level 2	26
Level 2 Continuum	45
Foster Home	35
Group Home	0
Trial Home Visit	5
Pre-Adoptive	5
Other	0
Level 3	7
Level 3 Continuum	51
Foster Home	22
Group Home	22
Trial Home Visit	5
Pre-Adoptive	2
Other	0
Level 4	8
Other	32
Total	386



Tennessee Valley

Tennessee Valley Region is 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.

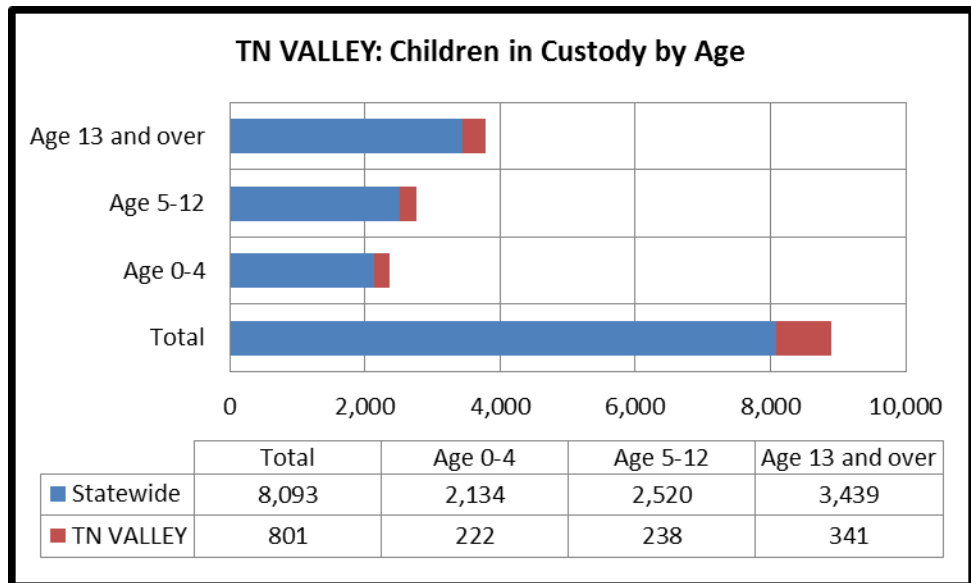


TN VALLEY: Children in Custody by Race/Ethnicity

White	579
Black/African American	163
Multi-Race	35
(blank)	14
Multi-Racial - One Race Unknown	11
Unable to Determine	1
Total: 803	

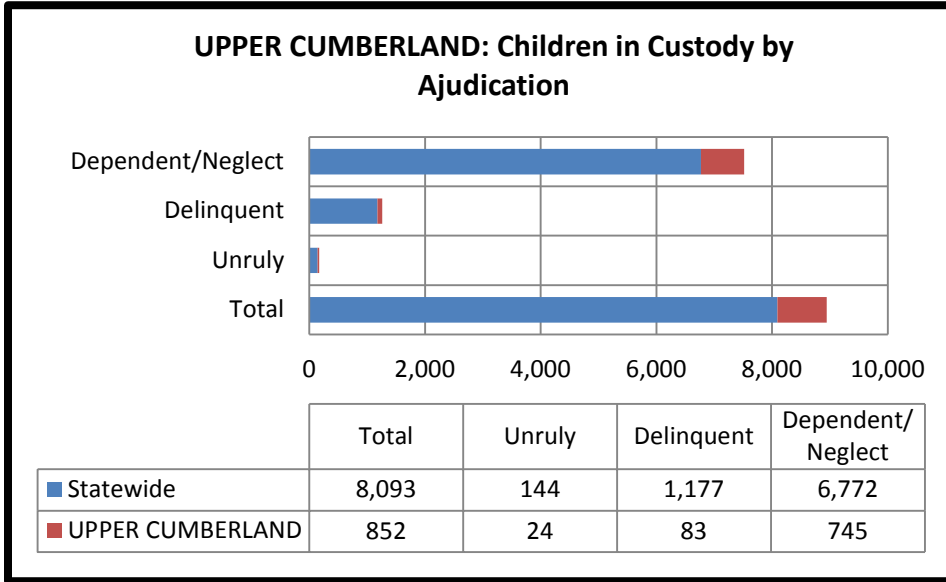
TN VALLEY: Children in Custody by Placement Type

Level 1	403
Foster Home	346
Trial Home Visit	50
Pre-Adoptive	7
Level 2	43
Level 2 Continuum	197
Foster Home	148
Group Home	29
Trial Home Visit	11
Pre-Adoptive	6
Other	3
Level 3	30
Level 3 Continuum	65
Foster Home	32
Group Home	28
Trial Home Visit	5
Pre-Adoptive	0
Other	0
Level 4	17
Other	48
Total	803



Upper Cumberland

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.



UPPER CUMBERLAND: Children in Custody by Race/Ethnicity

White	776
Multi-Race	36
Black/African American	24
(blank)	12
Multi-Racial - One Race Unknown	3
Asian	1
Total:	852

UPPER CUMBERLAND: Children in Custody by Placement Type

Level 1	556
Foster Home	507
Trial Home	
Visit	41
Pre-Adoptive	8
Level 2	43
Level 2 Continuum	118
Foster Home	109
Group Home	1
Trial Home	
Visit	5
Pre-Adoptive	1
Other	2
Level 3	23
Level 3 Continuum	65
Foster Home	38
Group Home	22
Trial Home	
Visit	5
Pre-Adoptive	0
Other	0
Level 4	18
Other	29
Total	852

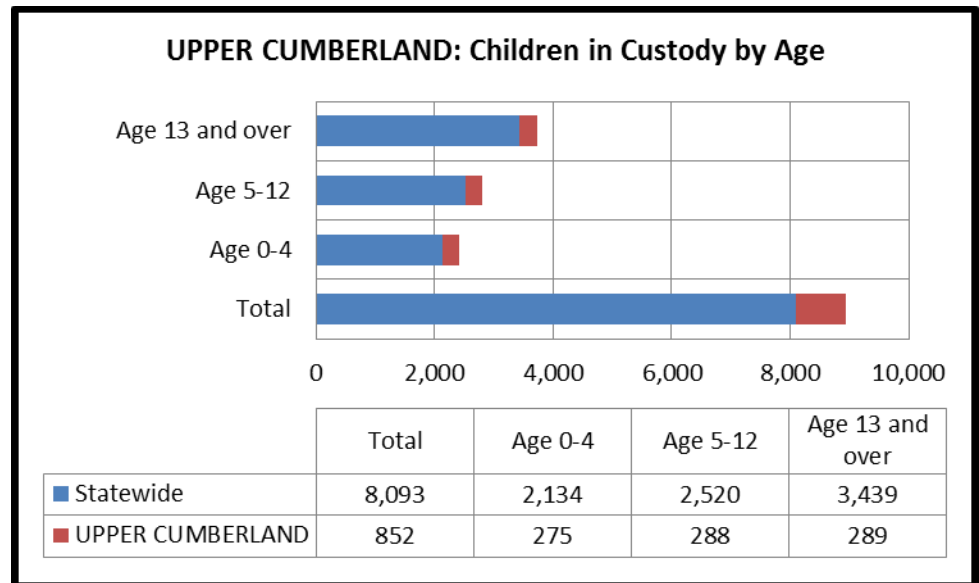


Figure 25. County Custody Commitment Rates per County FY 2014-15

County	Estimated Child Population	Dependent Neglect and Unruly		Delinquent		Total Custody	
		Children In Custody	Rate Per 1000	Children In Custody	Rate Per 1000	Children In Custody	Rate Per 1000
ANDERSON	15,736	137	8.7	15	1.0	152	9.7
BEDFORD	11,999	38	3.2	14	1.2	52	4.3
BENTON	3,205	43	13.4	1	0.3	44	13.7
BLEDSON	2,458	21	8.5	3	1.2	24	9.8
BLOUNT	26,479	189	7.1	8	0.3	197	7.4
BRADLEY	22,991	170	7.4	18	0.8	188	8.2
CAMPBELL	8,430	60	7.1	2	0.2	62	7.4
CANNON	2,829	18	6.4	2	0.7	20	7.1
CARROLL	6,297	41	6.5	3	0.5	44	7.0
CARTER	11,081	52	4.7	2	0.2	54	4.9
CHEATHAM	9,274	25	2.7	11	1.2	36	3.9
CHESTER	4,004	32	8.0	1	0.2	33	8.2
CLAIBORNE	6,194	82	13.2	3	0.5	85	13.7
CLAY	1,548	24	15.5	0	0.0	24	15.5
COCKE	7,349	62	8.4	18	2.4	80	10.9
COFFEE	12,664	57	4.5	8	0.6	65	5.1
CROCKETT	3,453	2	0.6	0	0.0	2	0.6
CUMBERLAND	10,461	155	14.8	11	1.1	166	15.9
DAVIDSON	144,155	401	2.8	87	0.6	488	3.4
DECATUR	2,355	20	8.5	0	0.0	20	8.5
DEKALB	4,276	45	10.5	7	1.6	52	12.2
DICKSON	11,796	102	8.6	6	0.5	108	9.2
DYER	9,228	28	3.0	6	0.7	34	3.7
FAYETTE	8,157	17	2.1	3	0.4	20	2.5
FENTRESS	3,914	37	9.5	10	2.6	47	12.0
FRANKLIN	8,836	35	4.0	13	1.5	48	5.4
GIBSON	11,982	91	7.6	30	2.5	121	10.1
GILES	6,082	34	5.6	5	0.8	39	6.4
GRAINGER	4,776	27	5.7	4	0.8	31	6.5
GREENE	13,761	114	8.3	35	2.5	149	10.8
GRUNDY	2,931	10	3.4	2	0.7	12	4.1

Figure 25. County Custody Commitment Rates per County FY 2014-15 (Continued)

County	Estimated Child Population	Dependent Neglect and Unruly		Delinquent		Total Custody	
		Children In Custody	Rate Per 1000	Children In Custody	Rate Per 1000	Children In Custody	Rate Per 1000
HAMBLEN	14,660	114	7.8	23	1.6	137	9.3
HAMILTON	74,632	286	3.8	54	0.7	340	4.6
HANCOCK	1,359	2	1.5	0	0.0	2	1.5
HARDEMAN	5,235	18	3.4	13	2.5	31	5.9
HARDIN	5,373	26	4.8	3	0.6	29	5.4
HAWKINS	11,968	69	5.8	26	2.2	95	7.9
HAYWOOD	4,315	11	2.5	9	2.1	20	4.6
HENDERSON	6,531	60	9.2	7	1.1	67	10.3
HENRY	6,690	19	2.8	4	0.6	23	3.4
HICKMAN	5,179	10	1.9	1	0.2	11	2.1
HOUSTON	1,810	7	3.9	2	1.1	9	5.0
HUMPHREYS	3,978	43	10.8	6	1.5	49	12.3
JACKSON	2,200	39	17.7	2	0.9	41	18.6
JEFFERSON	11,087	110	9.9	13	1.2	123	11.1
JOHNSON	3,135	22	7.0	2	0.6	24	7.7
KNOX	96,834	691	7.1	26	0.3	717	7.4
LAKE	1,249	5	4.0	1	0.8	6	4.8
LAUDERDALE	6,426	33	5.1	5	0.8	38	5.9
LAWRENCE	10,300	55	5.3	19	1.8	74	7.2
LEWIS	2,637	5	1.9	4	1.5	9	3.4
LINCOLN	7,578	31	4.1	7	0.9	38	5.0
LOUDON	10,037	35	3.5	4	0.4	39	3.9
MACON	5,527	84	15.2	6	1.1	90	16.3
MADISON	23,484	58	2.5	19	0.8	77	3.3
MARION	6,000	21	3.5	2	0.3	23	3.8
MARSHALL	7,338	29	4.0	17	2.3	46	6.3
MAURY	19,659	47	2.4	10	0.5	57	2.9
MCMINN	11,288	96	8.5	18	1.6	114	10.1
MCNAIRY	5,875	21	3.6	6	1.0	27	4.6
MEIGS	2,350	11	4.7	0	0.0	11	4.7
MONROE	9,818	47	4.8	9	0.9	56	5.7
MONTGOMERY	49,859	194	3.9	46	0.9	240	4.8
MOORE	1,295	1	0.8	1	0.8	2	1.5
MORGAN	4,229	19	4.5	0	0.0	19	4.5

Figure 25. County Custody Commitment Rates per County FY 2014-15 (Continued)

County	Estimated Child Population	Dependent Neglect and Unruly		Delinquent		Total Custody	
		Children In Custody	Rate Per 1000	Children In Custody	Rate Per 1000	Children In Custody	Rate Per 1000
OBION	6,837	28	4.1	3	0.4	31	4.5
OVERTON	4,937	39	7.9	5	1.0	44	8.9
PERRY	1,725	14	8.1	0	0.0	14	8.1
PICKETT	959	4	4.2	0	0.0	4	4.2
POLK	3,497	15	4.3	1	0.3	16	4.6
PUTNAM	16,126	159	9.9	11	0.7	170	10.5
RHEA	7,607	46	6.0	6	0.8	52	6.8
ROANE	10,444	57	5.5	2	0.2	59	5.6
ROBERTSON	16,919	54	3.2	30	1.8	84	5.0
RUTHERFORD	71,322	132	1.9	9	0.1	141	2.0
SCOTT	5,313	27	5.1	0	0.0	27	5.1
SEQUATCHIE	3,225	21	6.5	9	2.8	30	9.3
SEVIER	19,772	158	8.0	17	0.9	175	8.9
SHELBY	239,975	642	2.7	210	0.9	852	3.6
SMITH	4,473	45	10.1	4	0.9	49	11.0
STEWART	2,870	21	7.3	2	0.7	23	8.0
SULLIVAN	31,066	232	7.5	19	0.6	251	8.1
SUMNER	40,824	83	2.0	28	0.7	111	2.7
TIPTON	15,821	19	1.2	7	0.4	26	1.6
TROUSDALE	1,788	9	5.0	0	0.0	9	5.0
UNICOI	3,477	17	4.9	3	0.9	20	5.8
UNION	4,376	47	10.7	4	0.9	51	11.7
VAN BUREN	1,194	5	4.2	1	0.8	6	5.0
WARREN	9,454	52	5.5	21	2.2	73	7.7
WASHINGTON	25,310	177	7.0	17	0.7	194	7.7
WAYNE	3,037	19	6.3	9	3.0	28	9.2
WEAKLEY	7,120	18	2.5	2	0.3	20	2.8
WHITE	5,743	64	11.1	6	1.0	70	12.2
WILLIAMSON	55,864	59	1.1	25	0.4	84	1.5
WILSON	29,402	133	4.5	43	1.5	176	6.0
Missing		22		0		22	
Statewide	1,489,113	6,906	4.6	1,187	0.8	8,093	5.4

Tennessee
Department of Children's Services
<http://www.tn.gov/dcs>