



Department of  
**Children's Services**

# Annual Report

State Fiscal Year June 2018 – July 2019

Tennessee Department of Children's Services | December 2019



# Table of Contents

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Contents	Pages
Agency Vision, Mission and Strategy	3
Organization Chart	4
2017-2018 Regional Map	5
A Letter from the Commissioner	6
Office of Child Safety	7
Office of Child Programs	11
Office of Juvenile Justice	14
Office of Child Health	16
Office of Training and Professional Development	19
Office of Information Technology	22
Office of Human Resources	26
Office of Continuous Quality Improvement	28
Office of Finance and Budget	34
Office of General Counsel	35
Building Strong Brains Tennessee	36
Office of Administrative Procedures Division	38
Office of Customer Focused Services	38
Office of Communications	39
Legislative Office	39
Office of Facilities Management	40
DCS By the Numbers	42

# Agency Mission, Vision and Values

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## ***Mission:***

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

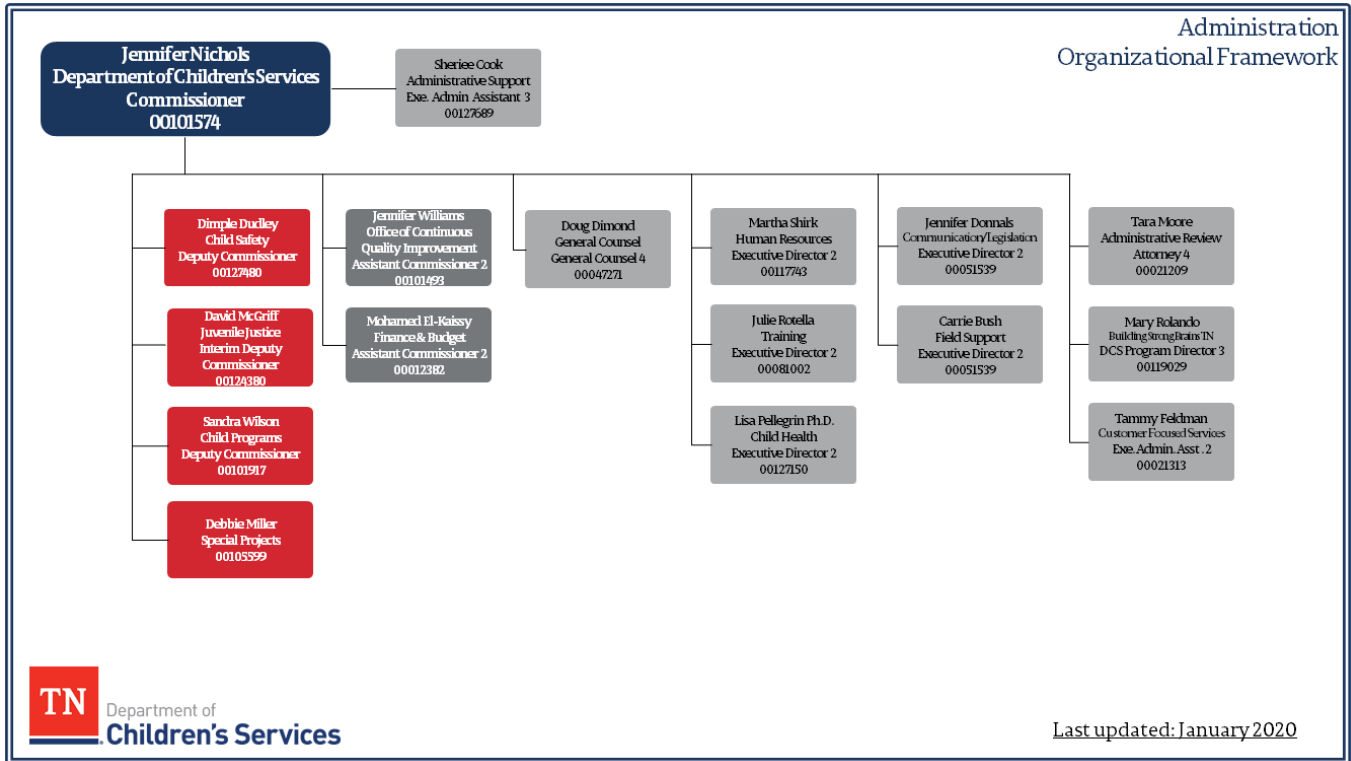
## ***Vision:***

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

## ***Values:***

- **Relationships:** The child welfare system in Tennessee is a collaborative, aligned system of partners that provides unique interventions to our most vulnerable populations.
- **Integrity:** Ethics, fairness and sincerity are the foundation for a successful organization.
- **Diversity:** Everyone deserves to be treated with respect and to maintain strong connections with their identified community, faith and culture.
- **Learning:** Staff should have opportunities and managerial support for continuous professional development and innovation.

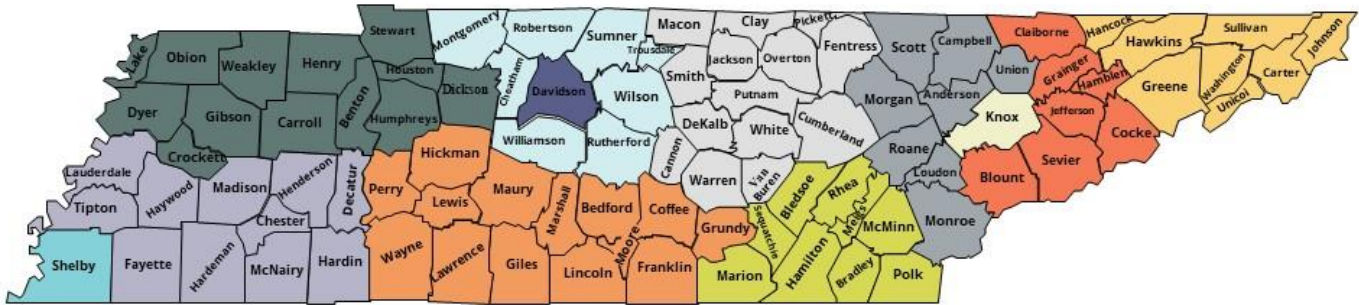
# Organization Chart



# Department of Children's Services Regional Map

## Regional Administrators Contact Information

Revised: December 2019



 <b>Northwest, 13 Counties</b> RA Vacant	 <b>South Central, 18 Counties</b> RA Tammy Dixon (931) 797-5954	 <b>Upper Cumberland, 14 Counties</b> RA Vacant
 <b>Mid-Cumberland, 8 Counties</b> RA Lisa Brookover (615) 476-7185	 <b>TN Valley, 9 Counties</b> RA Joseph Combs (423) 973-1001	 <b>Northeast, 8 Counties</b> RA Sherri Lawson (423) 534-9978
 <b>Shelby County</b> RA Merlene Hyman (901) 578-4371	 <b>Knox County</b> RA Charles Baumgardner (865) 201-2463	 <b>East, 8 Counties</b> RA Marcy Martin (865) 250-5029
 <b>Southwest, 11 Counties</b> RA Roger Webster (731) 225-0460	 <b>Smoky Mountain, 7 Counties</b> RA Wendy Forester (423) 312-9748	 <b>Davidson County</b> RA Kereyynn Davis (615) 636-2336

Wilder Youth Development Center  
Somerville, TN  
Valda Ray-Lewis, Interim Superintendent  
901-466-3268



# A Letter from the Commissioner

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Dear Friends,

Creating safe and healthy environments for children where they can live with supportive and loving families and engaged communities drives everything we do at the Tennessee Department of Children's Services.

With that vision, I am proud to submit the department's Annual Report for Fiscal Year 2019. The report highlights the achievements made by the nearly 4,000 dedicated employees at DCS who make a difference in the lives of children and families across Tennessee every day.

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

Accomplishments in Fiscal Year 2019 include:

- Finalizing 1,128 adoptions and an additional 378 subsidized permanent guardianships;
- Approving 27 percent more foster homes than the number of homes that had closed the previous year – breaking our goal by 17 percent;
- Training 2,835 new foster parents through the series of initial, pre-service classes;
- Collaborating with the Department of Mental Health and Substance Abuse Services and the Administrative Office of the Courts to establish five new Safe Baby Courts (bringing our total to 12) to provide specialized treatment and wrap around services to families with children age zero to three;
- Launching the Darkness to Light Stewards of Children community sexual abuse prevention training for all DCS staff statewide and expanding the training to partner agencies;
- Implementing a Domestic Violence Partnership Model in Jackson, Knoxville and Chattanooga to provide a coordinated approach to enhance services and advocacy for families experiencing domestic violence;
- Providing \$4.8 million in grant funds to juvenile courts and community service agencies and serving 4,977 youth at risk of entering state custody for delinquency, truancy, and other offenses.

I am extremely proud of my colleagues and the commitment they have to taking care of our most vulnerable citizens, the children of Tennessee. Thank you for your support and interest in the mission of the Department of Children's Services.

Sincerely,



Jennifer Nichols  
Commissioner



## Office of Child Safety

The Office of Child Safety (OCS) conducts investigations of serious or severe child abuse and neglect allegations. The Special Investigations Unit responds to allegations of abuse and neglect where it involves an employee or volunteer acting as a caregiver in schools, day cares or foster homes. Many of the investigations are coordinated with law enforcement, child advocacy centers, prosecutors and juvenile court representatives.

**Deputy Commissioner Dimple Dudley**  
**Executive Director Carla Aaron**

*For FY2019:*

*30,308 CPS Investigations*

*2,586 CPS Special Investigations*

*133,248 Child Abuse Hotline Calls*

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

The Multiple Response System approach is used to address child abuse and neglect issues. This system addresses the variety of familial situations and the premise that not all child protection cases require the same types of response or intervention. Sometimes children are at extreme risk and need the immediate attention of investigators while some families may not require the intensive intervention of an investigation, but will benefit from the assistance and support of DCS or other community partners to reduce the risk of abuse or neglect and ensure child safety.

### ***Drug Teams***

Tennessee continues to see the impact of substance abuse and addiction related issues on children and families. Specialized drug teams were created to expedite and modify the response to families with substance abuse issues involving infants and are currently located in four regions in the eastern portion of the state, covering 24 counties. The drug teams work closely with regional hospitals and substance abuse treatment experts to provide a more comprehensive approach for the families. These teams are supplemented with ongoing Family Support Service units and are strengthened with partnerships to address drug addiction, such as the Tennessee Department of Mental Health and Substance Abuse Services, Department of Health, Tennessee Association of Alcohol, Drug and other Addiction Services, Tennessee Dangerous Drugs Task Force and the Tennessee Bureau of Investigation.

The department continues to see opioid affected children; however, there has also been an increased shift of drug exposed children involving other drugs, such as methamphetamines and cocaine. To address this issue and the needs within communities, workshops and trainings have been designed for community partners and DCS staff to increase the knowledge about drug trends and impact on child welfare, addiction and recovery issues. The workshops include partners with expertise from local law enforcement, experts to discuss the relationship between addiction and the brain and personal testimony from individuals who are currently in long-term recovery. Efforts have also been made to create opportunities and deliver workshops to the rural and underserved counties.

### ***Training***

CPS Skill Enhancement training was developed to better prepare new case managers in their first year of employment with OCS. This training model includes prerequisite work through online trainings, increased supervisor consultations, and a job shadowing experience from a trainer and a supervisor. The OCS continues to manage the CPS Academy, which supports the continued professional development for CPS case managers after one year of employment. The CPS Academy provides advanced courses to enhance the skill sets and knowledge learned in pre-service as well as on the job experiences. The training at the CPS Academy is delivered in partnership with Vanderbilt Center of Excellence, Tennessee Bureau of Investigations and the Department of Children's Services.

A new training addition developed by OCS is the Child Sexual Abuse Workshop. This workshop provides intensive training for investigators and Child Protective Investigative Team (CPIT) partners for improving investigations and the case management of child sexual abuse allegations. This workshop has 20 different sessions and relies heavily on the partnerships of subject matter experts in the community.

### ***Safe Baby Courts***

Safe Baby Courts are currently located in seven counties and incorporate core components that focus on the reduction of time to permanency, reduction of repeat maltreatment, reduction of trauma and increasing



resource capacity and community involvement. This model serves babies ages birth through three years with an increased awareness for infant mental health, child development and the impact of trauma on families. The counties involved in this effort include Madison, Stewart, Davidson, Coffee, Grundy, Knox and Johnson. Legislation was passed in 2019 to increase Safe Baby Court sites with the addition of five jurisdictions in early 2020.

### ***Child Protective Services (CPS) Redesign in Shelby County***

A new practice model for child protection has been designed and will be implemented in Shelby County in early 2020. The model will integrate two program areas, investigations and assessments, to create a more robust protection and prevention program to meet the unique needs in Shelby County. It realigns staff to be more responsive to community partners and families and allows the department to allocate resources more efficiently and manage child protection in a more comprehensive manner. It also assists in creating the foundation for the reform efforts underway with the Families First Prevention Services Act (FFPSA). This model will be revised and adapted for implementation in a multi-county rural region in early 2020.

### ***The Year's Highlights***

- OCS organized a Child Sexual Abuse Prevention Committee to increase efforts on prevention and coordinate efforts with organizations across the state that are currently involved in child sexual abuse prevention efforts. This committee meets on a monthly basis and identifies strategies for a statewide plan that will help prevent the occurrence of child sexual abuse.
- OCS implemented the Domestic Violence Partnership Model this past year, which is a multidisciplinary approach between DCS and community agencies for the prevention and intervention of domestic violence. DCS, Tennessee Office of Criminal Justice Programs (OCJP) and domestic violence shelters work together to provide a coordinated approach to enhance services and advocacy for families experiencing domestic violence. A liaison, who is employed by the Domestic Violence Shelter, is co-located at the Shelter and the local DCS office to assist families and community agencies supporting and seeking assistance for victims of domestic violence. There are currently three sites who have fully implemented the Domestic Violence Partnership Model and they are located in Jackson, Knoxville and Chattanooga.
- Secondary trauma has been identified as a serious concern faced by front line staff. It is not something that can be addressed solely through self-care, and the OCS recognizes the importance of taking measures to develop internal supports around this issue. In order to better address secondary trauma, OCS has been able to identify local service providers who come regularly to the regional offices to work with staff around this issue. Secondary trauma is something that requires ongoing support and attention and if left unaddressed, can lead to burnout and turnover, and health issues. Since December 2018, in

partnership with Optum (EAP), secondary trauma support sessions have been delivered in six regions to address the needs of staff. Additionally, a peer mentor program to address critical incidents and ongoing trauma for staff is under discussion with the Tennessee Public Safety Network.

# Office of Child Programs

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

## **Deputy Commissioner of Child Programs Sandra Wilson**

*1,128 adoptions finalized*

*541 college scholarships provided this SFY*

*746 youth served through Extension of Foster Care*

### ***Permanency***

During state fiscal year 2018-2019, the Division of Child Permanency & Network Development continued to build and strengthen internal, external and collaborative infrastructures to attain and sustain strong permanency support networks for children and families.

Guided by a continued vision that strong partnerships with foster parents, biological families, faith communities, providers and others enhance a common goal of increasing wrap-around supports for families, the following were areas of focus:

### ***Expansion of the Children's Cabinet Multiple Agency Collaboration (Single Team/Single Plan)***

The Children's Cabinet's Multi-Agency Collaboration's Single Team Single Plan project, which began in late 2014, transitioned to the oversight and leadership of the Department of Children's Services effective June 2018. The Single Team/Single Plan model of practice provides an opportunity for families to participate voluntarily in services that are aligned through a collaborative group of state agencies and community partners. It allows families to have a Care Coordinator assigned to their case who can assist and provide guidance in the coordination of services from multiple agencies. While the focus of STSP is greater efficiencies in navigating state systems, coupled with access to supports that negate the necessity for custodial entries, the model may also be used to help achieve permanency more quickly for children who do enter out of home care. Together, with the departments of Health, Mental Health/Substance Abuse Services, Education, Human Services and TennCare, the collective goal is to foster single door integrated access to services and supports that build and sustain long-term family permanency. At the end of June 2019, STSP was active in 38 counties throughout the state.

### ***Supports for Permanency through Adoption/Guardianship***

Finding permanent, nurturing homes for children/youth in state custody creates stability and normalcy while reducing the trauma of "not belonging." Historically, approximately 80% of adoption finalizations are with caretakers who have fostered for the child/youth being adopted. The Department, therefore, has an ongoing priority to increase the pool of quality foster homes and to provide adequate supports to those homes. The

Department has previously tracked foster home approval rates by calendar year rather than state fiscal year. During calendar year 2018, 27% more foster homes were approved than the number that had closed in the prior year. At the end of June, 2019, (the mid-point of the current calendar year), the Department was at 62% of its 2019 calendar year goal to approve no less than 968 new homes, clearly on target to exceed the 2019 goal. Between July 1, 2018 and June 30, 2019, the Department finalized 1,128 adoptions and an additional 348 subsidized guardianship finalizations. For the same period, funding for pre-adopt and post-adopt support increased significantly and 25% more families accessed the services than in the prior fiscal year.

### ***In Home Family Support Services Practice Model***

Children and families are often best served through the provision of supports and services to reduce the risk of an out of home placement or entry into foster care, and to reduce the likelihood of abuse and/or neglect. Family Support Services recognizes the protective capacities of families and the importance of shared decision making and community connections necessary to strengthen the ability of families to provide care to their children and prevent abuse and/or neglect. During state fiscal year 2018-2019, the implementation of evidence based in home practice model began in two of the twelve regions of the state – East and Northwest. The Family Support Services statewide workgroup and the DCS training division, along with frontline staff from the pilot regions collaborated to assess, evaluate and make changes based upon lessons learned during the pilot phase and to embed indicated changes into practice as it rolled out to phase two pilot regions in July 2019. The statewide workgroup continues to track and adjust the components of the model, which includes evaluating the capacity for TFACTS to support program design. Conversations are underway with Business Solutions in the IT division to construct a system supportive of the practice model.

### ***Network Development***

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

This division currently manages a network of 30 private agencies providing out of home care and services to children in the care of the department and their families. A significant number of these contracts are out-of-home continuum contracts. Continuum contracts allow both providers and regions to coordinate services to children and their families while providing the flexibility to customize service delivery on an individual, child-specific basis. This division is also responsible for providing support, information, guidance, training, coordination and oversight of residential services to ensure an adequate supply of residential resources are delivered expeditiously and efficiently.

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

In June 2019, the Department issued an RFI for the purpose of exploring the availability of additional placement resources to support increases in custodial numbers.

### ***Independent Living***

The Independent Living Division provides the Chafee Foster Care Independent Living Program services as well as monitors and implements the provision of Extension of Foster Care Services (EFCS). As a part of the federal mandate, IL 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. During the state fiscal year 2019, the Independent Living Program Specialists collectively participated in 3,736 Child and Family Team Meetings for youth ages 14 and older. Additionally, Independent Living staff assisted with the development of 142 Independent Living Plans and 720 Transition Plans based on manual reporting. 746 individual youth that aged out of foster care accepted Extension of Foster Care Services and 541 college scholarships were provided during state fiscal year 2019. The Youth Villages Life-Set contract was expanded during this fiscal year to serve on average, 640 youth ages 16-22 on any given day and to include the case management of Extension of Foster Care Services. The expansion broadened the scope of service to include youth and young adults who were subjects of a CPS investigation as well as youth and young adults currently or previously placed in a Youth Development Center.

The Independent Living Division provides oversight for TN's Federal Personal Responsibility Education Program "PREP" to implement the evidence-based Teen Outreach Program® in selected congregate care settings through a contract with Oasis Center and the skill-based Sisters Saving Sisters Program through a contract with the four Jim Casey Resource Centers. The Resource Centers serve as a one-stop shop for current and former foster youth ages 14-24 for information and resources on education, employment, housing and life skill building. The Resource Centers initiate the Jim Casey Opportunity Passport financial literacy classes with an asset match component. During the state fiscal year 2019, each Resource Center began a new program for males using the Manhood 2.0 curriculum. This program is equivalent to Sisters Saving Sisters. Collectively, these programs served over 1,900 youth during state fiscal year 2019. Additionally, Independent Living monitors the federal PREP contract with Harmony Family Center for Youth Leadership Academy Camps, serving 100 youth per year. During each camp, youth participate in a spectrum of events around IL skill development, sexual health and family planning, and team building to include ropes courses, wall climbing, equestrian therapy, hiking, swimming and meal preparation.

# Office of Juvenile Justice

## ***Juvenile Justice Diversion, Probation, Custody Services***

Youth adjudicated as delinquent may be served by DCS through pre-trial diversion, probation supervision, or as custodial youth with in home services or in residential placement. Overall, the number of diversion and probation cases has declined since 2012 and as of June 30, 2019, the current population served was 1,363. The number of custodial youth has experienced similar declines. These declines follow state and national trends of fewer youth entering custody for delinquent offenses.

**Interim Deputy Commissioner David McGriff**

**Executive Director Misty Neeley**

*\$419- average cost per day at a Youth Development Center*

*275 - number of youth served in YDCs*

*2,448 - number of youth served on probation*

*\$6.71 - average cost per day of a JJ youth on probation*

Today, there are less than 1,000 juvenile justice youth in custody in Tennessee. Of those, 275 were served in hardware secure youth development centers last year – this is a 59 percent decline in YDC population since 2012. In the fall of 2015, the Gateway to Independence program in Nashville was converted to community-based treatment beds under private management. Youth who require secure placement are housed at the state operated Wilder Youth Development Center or the privately managed Mountain View Academy for Young Men.

## ***Juvenile Justice Reform Act***

The 2018 Juvenile Justice Reform Legislation has brought major changes to the way youth enter the juvenile justice system and additional resources to keep youth out of custody. The legislation provided \$4.5 million to the Department of Mental Health and Substance Abuse Services to purchase evidence based services to prevent youth from entering juvenile justice custody. The legislation also requires DCS and juvenile courts to use standardized risk and needs assessments to assure that treatment plans for youth are addressing identified risk and needs. This legislation took effect July 1, 2019.

## ***Prevention Services***

The Office of Juvenile Justice provides funding to prevent youth from entering custody. Thirty grants totaling \$4.8M were awarded this year to juvenile courts and community agencies that serve youth at risk of entering state custody for delinquency, truancy and other status offenses; 4,977 youth were served this year and 98 youth were diverted from state custody. Funded services include juvenile court intake, county probation, intensive probation, intensive aftercare, educational programs that provide an effective learning environment and a continuum-of-care for at-risk students.

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

### ***Interstate Compact for Juveniles***

The Office of Juvenile Justice administers the Interstate Compact for Juveniles (ICJ). The Compact is the only legal means to transfer a juvenile's supervision from one state to another and to return out of state runaways and has the full effect of federal law. ICJ allows for the return of runaway youth (Escapees, Absconders, Accused Delinquent and Non-Delinquent) who cross state lines and provides for the monitoring/supervision of juveniles on probation or parole (aftercare) who move out of state and still have requirements remaining. Tennessee, as part of the compact, also accepts supervision of probation and parole cases from other states when families move into this state. For SFY 2018-2019, the ICJ program accepted 123 Probation cases and 18 Parole cases for supervision in Tennessee. Tennessee sent 102 Probation cases and 35 Parole cases to other states for supervision. The Office also returned 94 runaway youth to and from Tennessee; this is a decrease from last year when 127 runaways were returned.

### ***Public Chapter 1005***

The Tennessee State legislature passed Public Chapter 1005 in 2016. This law requires DCS to collect information on the number of local and state probation cases; the total number of children in juvenile justice placements by type of placement; recidivism rates of children served by probation; the number of juvenile justice receiving evidence-based treatment and a listing of juvenile courts that receive prevention grants from the department. This report is submitted annually to the General Assembly by January 31. A copy of this report can be found here: <https://www.tn.gov/dcs/program-areas/qi/policies-reports-manuals/juvenile-justice.html>

### ***The Year's Highlights***

- Increased use of electronic monitoring for youth on Trial Home Visit and Aftercare services in the community.
- Implementation of the 2018 Juvenile Justice Reform Act.
- Continued COA and PREA compliance.
- In 2016, Tennessee became the first state to have hardware secure facilities accredited by Council on Accreditation.



## Office of Child Health

The Office of Child Health is responsible for the health of children served by DCS. Health is defined broadly to encompass physical, emotional, behavioral and educational well-being.

DCS serves as the caretaker, ensuring 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 along with the other managed care organizations for Medicaid 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. DCS serves as the Local Education Agency for school services to children in state custody provided by contracted providers.

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

### **Executive Director Lisa Pellegrin**

*95.25% Statewide EPSD&T screening rate*

*90.72% Dental screening rate*

*1,257 – Number of times that custody was averted with intervention from crisis Management Team*



## ***Nursing***

The Nursing Director is situated in the DCS Central Office, and Regional Health Nurses are located in all twelve regions, with one Safety Nurse in each of the three grand regions. Child Health Nurses serve to support FSWs, parents/guardians, foster parents, and providers with guidance and technical assistance in navigating the healthcare system. They provide consultation and education to case managers on medical issues seen in children and the impact of a child's medical condition on a child's care, abilities and behaviors. They assist in coordination with hospitals, pediatricians, and other health care providers and interface with TennCare regarding service and accessibility issues, medical necessity and case management services for custodial children. The nurse monitors children in custody who are designated as Children with Special Healthcare Needs. The Child Safety Nurse has an integral role in the reviews of child deaths, near deaths and critical incidents in Tennessee.

## ***Psychology***

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

Office of Child Health responsibilities include development and oversight of behavioral healthcare policies, development of service standards for DCS contract providers, consultation prior to receipt of congregate care Level 3 and Level 4 services, participation with utilization review of Level 4 services and authorization of medically necessary Crisis Management residential services. Regional Psychologists 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 Psychologists/Licensed Mental Health Clinicians provide clinical consultative support to DCS staff within their regions, interfacing with staff in 60-80 meetings per month and interface with the regional Centers of Excellence on case consultation.

## ***Health Advocacy***

The Health Advocacy Division is responsible for health care advocacy and assuring needed behavioral and medical services are provided to children in custody, both TennCare-eligible and non-TennCare eligible.

- Principle services are covered through the Early, Periodic Screening, Diagnosis and Treatment program. The Department achieved and sustained an adjusted periodic screening rate for medical services greater than 96 percent statewide and for dental services achieved an adjusted screening rate of 89 percent.
- Effective January 1, 2017 the Department was released from provisions of the federal Grier Lawsuit Consent Decree. However, due process rights still apply for timely delivery of services and appeals for denial, delay or diminution of services.

For many years, the Division has coordinated the network of five Centers of Excellence for Children In or At Risk of State Custody, which are tertiary care academic medical centers and one partner designated by the state as possessing expertise in child behavioral healthcare.

- Typically, over 1000 children and youth have been provided services in the following categories: case consultations; case management and follow-up; on-site reviews; psychological evaluations.
- Trainings were provided in the following areas: Trauma-focused Cognitive Behavioral Therapy, Parent-Child Interaction Therapy, Attachment, Self-Regulation, Competency Building model.

- Stakeholders were convened to begin new learning collaborative on Child/Parent Psychotherapy. This is particularly important because Safe Baby Courts are planned for each DCS Region over the next two fiscal years. The courts are modeled after those promoted by the Zero To Three organization.

The Department's contractual relationship with the COE ended in 2019 when they became providers in the Blue Cross Blue Shield network. The intent is to retain priority on COE services to children in or at risk of custody.

The Division administers the Crisis Management Team, a TennCare-funded process, which increases the likelihood that children at risk of custody will be treated in the community without coming into custody for services. The team, a part of the DCS Child Health team, has been highly successful in averting custody for hundreds of children. Sources of referral to the CMT include the courts, Department of Children's Services and parents. The CMT looks forward to significant enhancement of its administrative capacity with the planned inclusion of CMT activities and services for the first time in TFACTS.

### **Education**

The Education division of the department advocates for students in state custody who are educated in our Youth Development Center school, provider in-house schools, and public schools. The division is led by the Director of Education and includes fifteen regional Education Specialists, six Central office consultants, and one support staff person. Caregiver/Advocacy efforts include attending educational meetings, consulting with DCS staff, foster parents, and schools, as well as providing educational training to departmental personnel and schools. The Education division provided consultation to Child and Family Teams, Family Services Workers and public/non-public schools over 41,200 times. Education staff participated directly in more than 2100 Child and Family Team Meetings and in over 1200 Individual Education Plan/504 Meetings.

Additionally, the Education Specialists advocated for students in over 130 disciplinary hearings and over 130 specialized foster care review board meetings. Staff also provided 207 educational training sessions for over 2,200 surrogate parents, foster parents, FSWs, and school staff.

The DCS Education Division continues to partner in the development of Tennessee's Longitudinal Data System, P20, which connects data from several different departments. This will give the department access to more data from the Department of Education and the Tennessee Higher Education Commission that will help improve the way the educational needs of custodial children are met.

The DCS Education Division continues to work closely with the Tennessee National Guard Volunteer Challenge Academy. The mission of the Tennessee Volunteer Challenge Academy is to intervene in and reclaim the lives of at-risk youth, ages 16-18, and produce program graduates with the values, faith, life skills, education, and self-discipline necessary to succeed as productive citizens of Tennessee. Each semester consists of new cadets volunteering in a 22-week residential phase, followed by a 12-month post-residential mentoring phase.

Since the start of this program in July 2017, the interest statewide has amplified and enrollment has increased each semester. This past school year (2018-2019), 87% of eligible students earned a high school diploma or high school equivalency diploma.

# Office of Training and Professional Development

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

In this fiscal year, OTPD inspired key stakeholders in the pursuit of growth and development in important topics that comprise child welfare including; Adverse Childhood Experiences, trauma and resilience, community sex abuse prevention, understanding rural and urban poverty, domestic violence, issues facing at-risk teens, implicit bias, safe sleep for infants and more. OTPD builds partnerships with organizations to share expertise in curricula and professional development.

## **Executive Director Julie Rotella**

*All DCS staff trained in Stewards of Children™ sex abuse prevention*

*2,835 new Foster Parents completed pre-service training*

*5,132 Participants in webinars offered on WebEx*

### **Stewards of Children™ Sex Abuse Prevention**

Commissioner Nichols launched the Stewards of Children community sex abuse prevention training for all DCS staff in May. Stewards of Children™ training is developed by Darkness to Light, and uses real people and real stories through video format to empower adults to protect children from sexual abuse. DCS is collaborating with Darkness to Light to become a *Partner in Prevention*, which is a distinction that is granted to organizations that have committed the time and effort to become educated on how to prevent, recognize and react responsibly to child sex abuse. As part of this process, the DCS Child Abuse Prevention Standard of Practice is now in place, which provides guidelines regarding adult and child interactions that promote sex abuse prevention.

### **Foster Parent Training and Development**

Foster parents provide a critical protective service to children and families when children come into care. Due to the effects of trauma, children in care may face a host of issues when they are in the care of foster parents. OTPD provides extensive opportunities to foster parents and contract agency staff to address these issues. In this fiscal year, there were 2,835 new foster parents trained through the series of initial, Pre-Service Foster Parent training.

### **Important Foster Parent Development Opportunities**

Some of the key training offered to foster parents this year includes:



#### *Annual Foster Parent Conference*

In collaboration with Harmony Family Center, DCS conducted the Foster Parent Conference in September. The conference is a venue for foster parents to complete required training hours, but more importantly, to network, recharge and retreat with other foster parents in collaborative learning experience. DCS provided over 90 workshops to more than 750 foster parents and 100 staff members.

### *Keeping Foster and Kinship Parents Trained and Supported (KEEP)*

Foster and kinship parents are taught methods for encouraging child cooperation using behavioral contingencies and effective limit setting, and balancing encouragement and limits.

### *Positive Parenting*

This course centers on building connections and relationships with children who have experienced trauma. Positive Parenting helps parents be mindful in their interactions with children and learn to see behaviors through a trauma lens.

### *Preventing Truancy and Runaway*

This course explores some known causes for teens that runaway and explores contributing factors to school truancy. The course is designed to give foster parents tools and techniques when building a relationship with a runaway teen or a truant teen in their care.

### **Webinars and Podcasts**

DCS Staff, Foster Parents and Community Partners have optimized the benefits of live internet educational webinars produced by OTPD. In the last fiscal year, there were 342 webinars offered and 5,132 attendees. Topics in these webinars range from technical applications like learning TFACTS, how to use WebEx to understanding child development and trauma in Building Strong Brains, a presentation on Trauma Informed Schools and others. In collaboration with Tennessee Suicide Prevention Network (TSPN), the Question Persuade Refer™ suicide prevention was adapted to a webinar format and presented monthly. OTPD produced webinars with presenters from the Department of Intellectual and Development Disabilities (DIDD), the Tennessee Bureau of Investigations, Prevent Child Abuse Tennessee and Metro Nashville Public Schools. The use of the webinar format has served to maximize the best use of employee and foster parent time and state resources while also providing an interactive online classroom.

This past fiscal year OTPD launched a podcast series called DCS Talks. The intention of DCS Talks is to promote dialogue among child welfare professionals, foster parents and the entire community about ways to create education and awareness of child abuse and neglect topics.

## ***This Year's Highlights***

### ***Series on How Information from Brain Science Impacts Child Welfare***

OTPD brought in a consultant from Zero Point Leadership Inc. to conduct a series of workshops for DCS staff, foster parents and community partners. Zero Point Leadership Inc. is a globally recognized science-based leadership learning and development organization with foundations in neuroscience, heart intelligence, social intelligence, quantum theory, systems thinking and mindfulness. These presentations focused on how research from modern neuroscience may inform approaches to engagement that can help people at all levels in the child welfare system. Participants learned about resilience, regulation, co-regulation, mindfulness, the impact of trauma on the brain, and how to apply brain science framework for increasing engagement and motivation with children and families.

### ***Reimagining Juvenile Justice***

DCS, Annie E. Casey and the Juvenile Court of Memphis and Shelby County collaborated to launch Reimagining Juvenile Justice (RJJ). RJJ is an initiative through Annie E. Casey Foundation which helps juvenile justice professionals expand their capacity for diverting youth to appropriate and fair justice options through cross-system collaboration and coordination.

### ***Pre-Service for Staff***

The initial training DCS staff receives when they are hired is undergoing enhancements that include the use of online learning components, the use of simulation environments, and a longer period of training prior to taking cases.

### ***Simulation Labs***

This learning approach is currently offered as part of the Child Protective Services Academy with plans to expand to Pre-Service for all new hires. A multidisciplinary team is utilized to provide realistic experiences in a safe interactive environment to further develop the Case Manager's skill sets, competencies and practice.

### ***Poverty Simulation***

Poverty Simulations are unique learning opportunities where participants are exposed to the realities of rural and urban poverty through role-play as members of low-income families. Participants are tasked with providing basic necessities and shelter on limited budget during the course of a week, and experience the obstacles faced in meeting these needs while navigating interactions with community members such as human service workers, police officers, bill collectors, job interviewers and others. Two Poverty Simulations were conducted by OTPD in the last fiscal year and more are planned for the upcoming year.

# DCS Information Technology Support

Prior to January 2018, the Office of Information Technology (OIT) was a division of the Department of Children's Services. Due to a statewide initiative to consolidate IT services, all OIT staff have been reassigned to the Department of Finance & Administration, Strategic Technology Solutions (STS), Business Solutions Delivery (BSD), Health & Social Services (HSS) Domain, Supporting the Department of Children's Services; otherwise known as, DCS IT Support. All DCS IT support staff remain 100% dedicated to providing IT support specifically for the Department of Children's Services.

## Agency Chief Information Officer Stuart Clements

*DCS IT Support supports approximately:*

*5100 users of DCS Technology*

*8,500 Telecommunications devices*

*30 custom and 170 commercially available  
computer applications*

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

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

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

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

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

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

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

## ***The Year's Highlights***

- **TFACTS Application Releases** - Numerous TFACTS application releases were implemented during this reporting period. In addition to the modifications listed below, 159 reported TFACTS incidents and service requests were addressed.
- **Tablet Replacement Project** - Approximately 2,560 Dell Venue 11 tablets have been replaced with Dell Latitude 5289/7390 tablets. Dell Venue 11 tablets were recognized by Dell to have issues causing the lithium batteries to overheat, swell, and separate from the tablet. The DCS IT Support Chief Information Officer successfully negotiated with Dell to replace 2560 Dell Venue 11 tablets with a more reliable device (the Dell Latitude 5289 and Dell 7390) at no cost to DCS. This resulted in a savings of approximately \$4 million. In addition to replacing the tablets, the docking stations were also replaced and a stylus active pen was provided with each device.
- **Permanency Plan Redesign – Phase 2** - Phase 2 of this project focused solely on the creation of the Permanency Plan document. Each program area had its own requirements for the information required on a permanency plan. Staff members are now able to generate and print a permanency plan populated with information directly from TFACTS and only need to include the information needed for their specific program area. Completed – January 2019
- **Document Storage Project - Phase 1** - Phase 1 of the Document Storage Project replaced the FileNet repository for all TFACTS documents with Box. While using FileNet, DCS Staff and Private Providers were required to be on the State Network in order to access documents uploaded and attached to a person or case in TFACTS. This transition to BOX now allows TFACTS users to access documents off the State Network. Previously, a user may have been required to upload a document to 15 different places in TFACTS. This made finding documents for DCS workers and support staff extremely difficult. This phase of the project also provided a foundation for the development of a process to catalog/organize documents that are scanned and uploaded into TFACTS. Document categories based on File Organization policies/protocols were established, increasing ease of viewing. The new content management tool now serves as the repository for documentation the agency wishes to digitize, such as Adoption records, perm plans, court orders, medical info, etc. Completed – November 2018
- **Health / Well Being Redesign – Phase 2** - Phase 2 involved the creation of a new Health Service Confirmation page that allows the entry of medical exam information and any resulting Needs and Action Steps for the child. Early and Periodic Screening, Diagnostic, and Treatment (EPSD&T) Medical Assessments are entered via the External Assessment page built in Phase One of Perm Plan. With this enhancement, authorized users have the ability to enter the seven EPSD&T Components, add any Needs and Action steps resulting from the EPSD&T exam, and add physicians' notes. A new Service Action step was built to integrate the financial component of TFACTS with the provision of services to children and families. Currently this service is not being used in Perm Plan Phase 1. Completed – August 2018

- **TFACTS Readable Summary** - The TFACTS Readable Summary enhancement represents “one place” to go in TFACTS to read what is going on with a child/family. From the Electronic Case File on the Person Home Page, staff are now able to search for specific Event Types (CFTMs, Collateral Contacts, Consultations, etc.) and then click the “View Full Narrative” link on the search results to see the complete narrative information for the events. Previously the user had to click each event to view the information. Many events have a printable report summary. Staff can now select one or more event types, search for all or for specific date ranges and then print out a report summary of all the selected event types in the specified date range. This feature is particularly useful for Legal, Adoption and other staff who are preparing case records to provide to courts. Completed – August 2018
- **DCS TFACTS Data Quality Plan** - Due to the recent transition of TFACTS to the new Federal Comprehensive Child Welfare Information System (CCWIS) standards, it was necessary to create a data quality plan filed with the U.S. Department of Health and Human Services, Administration for Children and Families. The data quality plan seeks to ensuring quality TFACTS data by establishing consistent processes and procedures, monitoring compliance and taking action to prevent and correct data quality issues. This is a continuous activity that will be executed by DCS. Completed – March 2019
- **DCS Internal Audit Software Implementation** – Recently implemented statewide standards required internal audit departments to have an electronic tracking and storage system for audit files and reports. The Commercial Off the Shelf (COTS), TeamMate auditing software was selected, procured, configured, tested and deployed to production. Completed – March 2019
- **DCS TFACTS Child Support Interface** - Previously, TFACTS and the Tennessee Child Support Enforcement System (TCSES) had an inefficient data exchange process. This project created an interface between the two systems which resulted in the ability to:
  - Provide for the exchange of data necessary to establish a child support case
  - Accurately record child support collections on appropriate Title IV-E Federal reports
  - Identify potential child support resources for Title IV-E children
  - Allow for the automatic exchange of common and/or relevant data between the two systems
  - Accept and process updated or new case data
  - Capture the data necessary to report AFCARS Foster Care data element number 62
  - Provide the Title IV-D system with information about the current foster care maintenance payment
 Completed – June 2019
- **Planview Time Reporting and Manpower Billing** – In July on 2018, DCS IT Support staff began entering all hours worked into the Planview Project and Resource Management System. All IT Support services, maintenance work, projects and internal projects were thoroughly reviewed to create a portfolio of billable and non-billable works items. This portfolio allows DCS IT Support to effectively and efficiently to manage resource allocation, monitor hours worked by work item and track project statuses. This ensures project budgets and timelines are met. This portfolio also serves as the main data source used by IT Governance & Administration staff to generate the DCS BSD Manpower Billing report. This report provides a summary of the costs of IT Support staff charged to DCS and it also provides a detailed breakdown of hours spent per project or work item.
- **DCS Asset Verification** – DCS IT Support conducted a complete audit of ServiceNow, Active Directory, DCS state owned devices, and TIBS Billing to ensure data accuracy of equipment and personnel within DCS IT Support's systems. This aids in the accountability of State assets as well as having accurate data



within the IT systems of SNOW, AD, and TIBS Billing. The asset verification process was automated by using Adobe Sign electronically fillable forms to capture asset information from DCS users. Using Adobe Sign allowed DCS IT Support to easily track completion rates for verification forms and easily send reminders to complete to users. The Fiscal Year 2019 Asset Verification project resulted in disconnecting and changing device assignments and a cost savings for DCS of approximately \$44,000.00. Completed – July 2019

- **TFACTS Fiscal Project** – The TFACTS Fiscal Project is designed to automate several fiscal business processes. This project requires TFACTS modifications to support payment adjustments and additional funding requirements within TFACTS, as well as create the ability for adjustments to interface to the State’s accounting system. This project includes the development of, or enhancements to, the following modules:

- Case Service Payments
- Client Benefits
- Interfaces
- Medical Payments
- Subsidy Payments
- Contract Integration
- Funding
- Financial Services
- Placement Payments

Estimated completion date – April 2020

# Office of Human Resources

DCS Human Resources manages all departmental human resource functions for almost 4,000 DCS employees (this number reflects all staff) located in offices and facilities across the state. This includes managing recruitment, selection and hiring of staff; administering employee benefits; assuring that positions are correctly classified and staff appropriately compensated; and working with leaders to develop strategies for enhancing levels of employee engagement.

## **Executive Director Martha Shirk**

*2,643 Total Case Manager Staff*

*1,513 DCS Case Manager 2: Salary: \$3060.00/month*

*713 DCS Case Manager 3: Salary: \$3374.00/month*

*417 DCS Case Manager 4: Salary: \$3905.00/month*

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

The Office of Internal Affairs (IA) is responsible for all investigative activities related to fraud, misconduct and rule/policy violations and is located within the Office of Human Resources. Internal Affairs investigations are limited to matters relating to the management and operation of DCS. This division also performs the Agency's Tennessee Information Enforcement System (TIES) and Tennessee Applicant Processing System (TAPS) background checks in partnership with the Tennessee Bureau of Investigation.

The Office of Civil Right (OCR) is a division of Internal Affairs and 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 has the responsibility of responding to local, state and federal complaints (EEOC, DHHS, etc.) which are levied against the department. OCR also had the responsibility of processing 54 employee Step I Appeals, 31 written warning reviews and 14 Performance Evaluation administrative reviews in the past year. IA/OCR has eleven staff members.

## ***The Year's Highlights***

- DCS Human Resources continued to develop strong partnerships with all program areas within the department.
- DCS Human Resources managed the agency's BSW/MSW stipend program.
- During the past year, DCS Human Resources strongly supported the administration of the Performance Management process and trained and assisted DCS leaders to improve SMART Individual Performance Plans.

- DCS Human Resources continues to be more analytical and strategic by basing decisions on facts and data via Human Resource KPIs to include headcount percentage, overtime use, leave of absence (Worker's Compensation, FMLA, etc.) use, etc.
- HR 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.
- HR developed a partnership with the Office of Training and Professional Development on talent management initiatives led by the Department of Human Resources.

# Office of Continuous Quality Improvement

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

**Assistant Commissioner Jennifer Williams**  
**Executive Director Crystal Parker**

*153 child death or near deaths were reviewed*

*91 policies were revised*

*140 contract reviews completed by the PME Team*

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

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

**Internal Audit** is responsible for providing management and senior leadership with information they need to make better decisions through practical, cost-beneficial recommendations that promote improving DCS's operations. The primary focus is conducting audits designed to ascertain the efficiency and effectiveness of DCS' various operational and financial programs, processes and activities. Auditing services are prioritized from a Risk Management approach that focuses on areas determined to be of high risk. Consulting and attestation services are designed to initiate a collaborative approach to address concerns regarding the ever-changing business environment. Integrity services are performed to substantiate alleged instances of fraud, waste and abuse of DCS resources by employees, contractors, consultants, grantees, providers, vendors or other entities doing business with the Department.

**Accreditation** monitors the completion of self-reporting of critical incidents to the Council on Accreditation (COA), as well as the gathering and submission of annual Maintenance of Accreditation evidence. The unit supports regions and the Youth Development Center (YDC) with the self-study and on-site evidence process, and preparation and management of the site reviews. Additionally, the unit conducts internal mock site reviews

in all regions and the YDC, manages special case reviews and provider support and provides policy and practice revision expertise.

**Child Welfare Licensing** 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 Licensing Division regulates all domestic and international adoption agencies operating within the State of Tennessee. The Licensing Division conducts regular inspections and licensing evaluations at all licensed agencies and provides targeted monitoring of the use of seclusion, restraint and chemical defense agents at Tennessee Juvenile Detention facilities.

The following information is based on self-reported data collected annually from all agencies licensed by the Tennessee Department of Children’s Services (DCS). This summary reflects data for the 2019 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.

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

All reporting non-secure private and public agencies licensed or approved by the Department of Children’s Services providing residential childcare, including foster care, served **8,499** children during the 2019 fiscal year (July 1, 2019 through June 30, 2019).

The total number of children residing in licensed programs on June 30, 2019 was **4199**.  
The average length of stay for children/youth served through residential programs was **273** days.

The number of children placed for domestic adoption by licensed agencies totaled **835** children. Of those children placed for domestic adoption through licensed agencies:

- **111** were infants to two years of age
- **108** were age two to six
- **617** were age seven and older

The number of children who were placed with Tennessee licensed agencies through adoption from other counties totaled **292** children. Of those children placed for international adoption through licensed agencies:

- **10** were infants to two years of age
- **53** were age two to six
- **229** were age seven and older

### ***Juvenile Detention Data***

The following is a compilation of the monthly exit data submitted by Tennessee Juvenile Detention Centers during SFY 2018-2019.

In SFY 2018-2019, there were 11,039 exits reported from Tennessee’s Juvenile Detention Centers. This number is the total of self-reported data submitted by the detention facilities and may include multiple incarcerations in some instances.

There were 1,900 fewer youth incarcerated in Tennessee in FY2019 than in FY2018.

- Of the total number of incarcerated youth reported- 7,937 (72%) were male and 3,098 (28%) were female.
- The ages of exiting youth were:
  - Aged 13 or younger 1276 (12%)
  - Aged 14-17 9517 (86%)
  - Aged 18+ 242 (2%)

The total number of youth served by Juvenile Detention Centers in DCS custody was: 2782 (25%)

The total number of youth served by Juvenile Detention Centers (non-custodial) was: 8257 (75%)

The following are the average lengths of stay in Juvenile Detention Centers by duration:

≤ 24 hours:	5233	(48%)
24-72 hours:	2181	(20%)
4-10 days:	1282	(11%)
11-30 days:	1328	(12%)
> 30 days:	1015	(9%)

**Policy Development** works with all DCS programs and divisions to develop policies, procedures, manuals and related forms to provide guidance to employees on practice requirements and to make decisions in accordance with applicable laws and rules. Policies and procedures increase accountability and transparency and are fundamental in the continuous quality improvement process. All 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. The Policy Development unit is also responsible for the ongoing review and revision of the Contract Provider Manual. The Department revised 162 forms, 91 policies, 20 protocols, six work aids and 16 manuals/handbooks/guides between July 2018 and June 2019. In addition, 31 new forms, 11 new policies, 15 new protocols, three new work aids, one new manual and two new guides were approved and implemented. All DCS policies are available for preview and review at: <https://www.tn.gov/dcs/program-areas/qi/policies-reports-manuals/policiesprocedures.html>.

**Due Process Procedures (DPP)** is responsible for oversight of the release of child abuse records when the Department intends to provide the identity of an individual determined as a substantiated perpetrator of abuse or neglect to an organization or agency providing for the care of children in the state of Tennessee. DPP serves a unique role for the Department bearing sole responsibility for responding to requests for Child Protective Services (CPS) Background Checks as made by other states employing previous residents of Tennessee as mandated by the Child Care and Development Block Grant Act of 2014 and the Family First Prevention Services Act of 2017. DPP also bears sole responsibility for initiating the Department's first level appeal involving formal file review processes for alleged perpetrators of abuse or neglect. DPP is also the sole area that takes the following actions: provides release of information to other state departments regarding substantiations of abuse/neglect, notifies in-state agencies of Fair Hearing outcomes, completes CPS history searches and shares such results as applicable and necessary per state rules or federal mandates.

**Provider Monitoring and Evaluation (PME)** monitors and evaluates private providers contracted with the Tennessee Department of Children's Services (DCS) to deliver custodial and non-custodial programs and

services to Tennessee children and families. All contracted private providers must comply with DCS policies and procedures as well as specific terms outlined in their respective contracts. PME ensures providers are compliant and accountable and, if not, information is shared and addressed with the Provider Quality Team and Department leadership.

PME recently developed a new PME Overview manual, reference sheets and process timelines that were freely distributed and made available to the public. PME has also increased physical presence and contact with internal and external stakeholders getting more involved with DCS processes, workgroups and special projects as well as with external groups such as the quarterly and monthly provider meetings presenting an overview of PME and previews of upcoming review changes. PME has improved internal processes and protocols to ensure monitors are more consistent with reviews. An inter-rater reliability process was implemented through a successful pilot around personnel file reviews. PME's scope of work has expanded to include piloting the annual review process for Unique Care Agreement providers, increasing the amount of unannounced visits per year and adjusting to a strict annual review schedule for all providers. This increased scope and frequency will provide a more consistent level of monitoring with a high level of accountability.

During the SFY 2018-2019 review cycle, PME completed over 140 contract reviews among approximately 75 contract providers. Each review fell into one of three main categories: Custodial Placement Providers (group homes, foster homers, residential, etc.), non-custodial services (CBCAP, CAC, Juvenile Justice Prevention, etc.), and regionally-based Family Preservation Contracts (domestic violence, therapeutic supervised visitation and family intervention services).

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

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

In calendar year 2018, 153 deaths and near deaths were reviewed. This included 127 deaths of children not in DCS custody, 18 near deaths of children not in DCS custody, and eight deaths of children in DCS custody. In many cases, reviewers invite Case Managers who worked with the family, either past or present, to participate in a voluntary debriefing during the review. These debriefings are supportive, facilitated opportunities for professionals to learn and share pertinent information. In calendar year 2018, 195 debriefings were conducted.

In addition to the review of the cases above, the Organizational Culture and Workplace Safety unit manages referrals to the Confidential Safety Reporting System (CSRS). This system captures reported concerns regarding workplace safety issues that impact staff safety as well as the safety related to service provision in the field. Immediate safety concerns are handled in real time with Regional and/or Senior Leadership. For less immediate issues, trends are identified and referred for resolution through the Continuous Quality Improvement (CQI) process. The CSRS received 79 reports in 2018.

## ***This Year's Highlights***

- Program Evaluation developed a CFSR Program Improvement Plan (PIP) in collaboration with internal and external stakeholders based on the findings of the 2017 Child and Family Service Review. This CFSR PIP was approved by the Children's Bureau and implementation began April 1, 2019.
- Program Evaluation engaged internal and external stakeholders in completion of the 2020 – 2024 Child and Family Service Plan (CFSP). This plan serves as the five-year strategic plan that outlines how DCS will spend Title IV-B funding from the Social Security Administration Act of 1935. The Office of Continuous Quality Improvement submitted the CFSP to the Children's Bureau for approval on June 30, 2019.
- Performance and Quality Improvement established a Data Quality Management Team to provide continuous oversight and troubleshooting of data quality issues in the system in order to assess and provide solutions and improve data quality. The team submitted a biennial Data Quality Plan that was approved by the Children's Bureau, Administration for Children and Families in April 2019.
- Performance and Quality Improvement provided ongoing data support and developed a presentation related to Governor Lee's Executive Order Number One which assessed and addressed the needs of the 15 areas deemed most economically depressed in Tennessee.
- Internal Audit continued to refine the audit software which was implemented in the previous year allowing for better tracking of audit progress thus increasing efficiency.
- Internal Audit, working in conjunction with the Provider Monitoring and Evaluation (PME) unit, has assumed a greater role is assisting in the contract monitoring process of agencies supplying services to the youth of Tennessee to help insure state and federal dollars are being utilized properly.
- Accreditation completed successful accreditation site visits in the Northwest region in February 2019 and East region in April 2019 and has additional accreditation site visits scheduled for the Tennessee Valley region in September 2019 and Upper Cumberland region in November 2019.
- Licensing continues to evaluate and compile data regarding the use of Restrictive Behavior Management in Tennessee's Juvenile Detention Centers. This targeted monitoring has resulted in positive changes in the scope, frequency and quality of documentation regarding restraint and seclusion practices within our hardware secure facilities.
- Policy Development continues to provide a responsive, steadfast policy/procedure/manual/form creation and revision process that both internal staff and external partners rely on.
- Due Process Procedures continues to provide oversight of the Department's internal appeal process responding to persons who have been identified as having abused or neglected a child and disagree with the Department's actions. This objective analysis process and the continued response to other state departments and out of state social service agencies seeking child protective services background check information supports the overall mission to minimize the threat of harm to children.
- Provider Monitoring and Evaluation expanded their scope and frequency of work to offer a more consistent level of monitoring with a higher level of accountability.
- Provider Quality Team developed and implemented processes for tracking and trending quality services with contract providers.
- Provider Quality Team engaged internal stakeholders in improving Foster Home Quality Team (FHQT) procedures and practices by participating in a FHQT LEAN event and regional partnership meetings.



- Organizational Culture and Workplace Safety developed the Safe Sleep Collaborative in joint efforts with other agencies across the state. It began with the partnership with the Department of Health and now has the support of TennCare and the three TN Managed Care Organizations, Department of Mental Health and Substance Abuse Services, Tennessee Commission on Children and Youth and others.

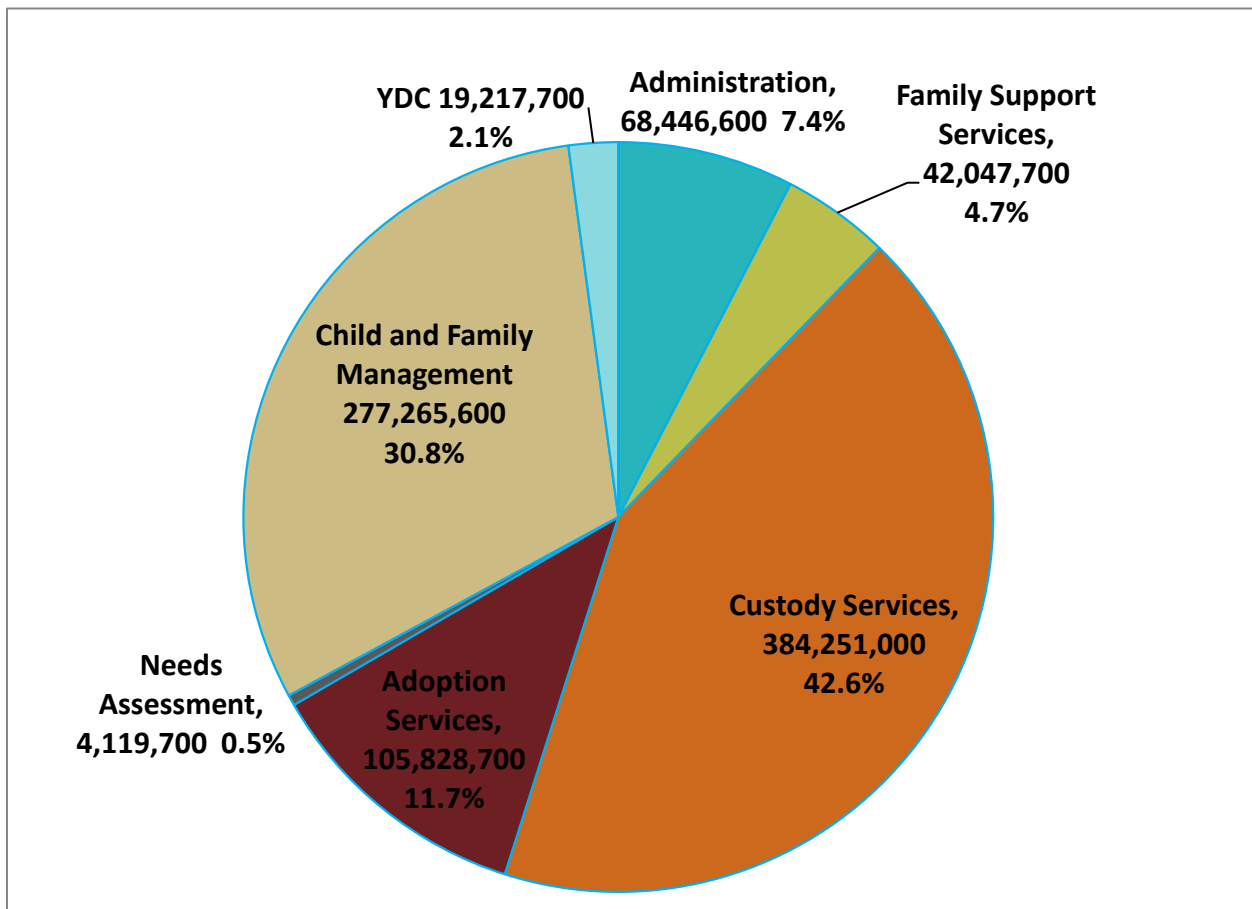
# Office of Finance and Budget

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 this SFY, DCS managed a total of \$901,177,000 in budgeted resources.

**Assistant Commissioner Mohamed El-Kaissy**  
*Budget for SFY \$901.2 million*

## The Year's Highlights

- The department successfully met and exceeded its SFY reversion requirement.
- The department successfully met all Finance and Administration Fiscal year end closing deadlines.
- The department increased Targeted Case Management for Custody and Non custody Penetration rates.
- This division has become National experts in Cost allocation and Performance Based Contracting.



# Office of General Counsel

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

**General Counsel Douglas Dimond**  
**Deputy General Counsel Sophia Crawford**

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 litigation and state court 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, and individual juvenile court judges, to whom OGC provides a number of training opportunities throughout the year including a review of recent decisions from the Supreme Court and Court of Appeals.

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

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

Region	Total Number of Attorneys and Paralegal Staff	Number of Attorney Slots	Number of Attorney filled slots	Number of paralegal slots	Number of paralegal filled Slots
Central Office	8	7	7	1	1
Davidson	5	5	5	0	0
East	7	6	5	1	1
Knox	8	7	7	1	1
Mid-Cumberland	11	10	10	1	1
Northeast	8	7	6	1	1
Northwest	6	5	4	1	1
Shelby	9	8	8	1	1
Smoky Mountain	8	8	8	0	0
South Central	6	6	6	0	0
Southwest	6	5	4	1	1
TN Valley	11	9	9	2	2
Upper Cumberland	8	7	7	1	1

Table accurate as of 10/1/2019

# Building Strong Brains Tennessee

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

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

DCS is responsible for overall management of BSB TN/ACEs-related activities by overseeing the procurement, contract and accountability processes for local and statewide Community Innovations grants and Interagency Agreements with other state agencies. DCS sets agendas and implementation strategies for the Coordinating Team and Public and Private Steering Groups; organizes and executes content and logistical arrangements for periodic statewide conferences; and with others, coordinates strategies to achieve strategic priorities to engage, equip, connect and support communities to address ACEs.

## *The Year’s Highlights*

- During the past year, 371 DCS staff and foster parents participated in BSB TN/ACEs classroom, computer-based or interactive webex trainings.
- BSB TN sponsored training by Zero Point Leadership’s Neuroscience Institute for three cohorts of 30 DCS staff each, comprised of staff from all levels of the department to learn the latest science-based information that influence supervision and coaching.
- The ACEs Innovations office developed and posted an Announcement of Funds with newly defined priorities for rural areas, community conditions that contribute to ACEs and attention to Social

### **ACEs Innovations Director Mary Rolando**

*Administered \$2.45M in recurring*

*appropriations for ACEs-related activities*

*Completed 35 Community Innovations Grants*

*in FY19 and selected 25 new grantees for FY20*

*371 DCS staff and Foster Parents participated*

*in BSB TN trainings*

*Sponsored 2018 Summit: Celebrating*

*Successes | Imagining Possibilities*

Determinants of Workforce Development, in addition to direct intervention, that resulted in the selection of 25 projects from 102 proposals submitted in response to the AOF.

- Thirty-five Community Innovations grants were closed, all but two of which were to be sustained at some level beyond period of state support for grant activities.
- With leadership from DCS, former Governor Bill Haslam hosted the 2018 ACEs Summit – Celebrating Successes | Imagining Possibilities – attended by over 450 people from across the state.

# Administrative Procedures Division

Three attorneys, Tara S. Moore, Carol Marcum and Nick Fossett, sit as Administrative Judges and preside over the department's contested cases governed by the Uniform Administrative Procedures Act and the Rules of the department. These cases include substantiated child abuse cases; adoption assistance cases where the department has denied, reduced or terminated adoption assistance to adoptive parents; foster care removal cases where the child(ren) has been in the home 12 consecutive months or longer and post-adoption cases where the department has denied access to a sealed adoption record.

**Senior Associate Counsel Tara S. Moore**  
**Associate Counsel Carol Marcum**  
**Associate Counsel C. Nicholas Fossett**

*395 Substantiated Child Abuse Appeals Filed*  
*35 Adoption Assistance Appeals Filed*  
*12 Foster Care Removal Appeals Filed*  
*2 Post Adoption Appeals Filed*

# Office of Customer Focused Services

The Office of Customer Focused Services is dedicated to responding to questions, comments, concerns, and/or grievances of internal and external customers. OCFS listens to issues, answers questions and addresses a variety of matters for the benefit of children each year.

**Director Tammy Feldman**

*1,494 Complaints/concerns/inquires cases handled from July 1, 2018 to June 30, 2019*  
*Customer Relations Hotline: 1-800-861-1935*

OCFS also conducts investigative research and serves as an internal/external liaison and agency representative. The staff in the OCFS provides objective and neutral analysis of data, while maintaining confidentiality and working collaboratively with others. The OCFS also focuses on providing timely, thorough and accurate responses to inquiries and complaints that come to DCS.

# Communications

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

**Executive Director Jennifer Donnals**

**Communications Specialist Tiffany Jackson**

This is often the first place the press, researchers and the public turn to in order to find information and answers about the department. The two-person team consists of an executive director and a communications specialist.

The Communications Office continues to maintain the department's online presence. It updates [tn.gov/dcs](https://www.tn.gov/dcs) and [teamtn.gov/dcs](https://teamtn.gov/dcs) and keeps in touch with the social media world on Facebook, Twitter and Tumblr. The Office sends a weekly newsletter through our Tumblr page called "Open Line" where we highlight what is happening within Central Office and our 12 regions.

 [www.facebook.com/TNdcS](https://www.facebook.com/TNdcS)  [@TN\\_DCS](https://twitter.com/TN_DCS)  [dcsopenline.tumblr.com](https://dcsopenline.tumblr.com)  [@tn\\_dcs](https://www.instagram.com/tn_dcs)

# Legislative Office

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

**Executive Director Jennifer Donnals**

**Director Zoe Sams**

**Legislative Liaison Jocelyn Young**

*206 bills tracked and analyzed in 2019*

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

During the 2019 legislative session, DCS worked closely with the 111<sup>th</sup> General Assembly to assist in passing legislation that establishes an additional five "zero to three" court programs throughout the state. These Safe Baby Courts would be in addition to seven other "zero to three" court programs in Tennessee.

# Office of Facilities Management

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

## Director Mike Boshers

*Operates, either directly or through its county regional offices;*

- *100 locations in Tennessee;*
- *Real estate portfolio contains approximately 953,554 square feet of space across the state, either leased or owned;*
- *The YDC building values total approximately \$42,316,600.00 (buildings only, not including contents).*

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

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

## ***The Year's Move Highlights***

- Lauderdale County/Ripley renovation at the current location at 421 S. Washington Street was completed on 1/04/2019.
- Roane County/Kingston renovation at the current location on 795 Larry Byrd Road was completed on 2/01/2019.
- Gibson County/Trenton renovation at the current location on 802 Gibson Rd. was completed on 2/01/2019.
- Marion County/Jasper renovation at the current location at 4930 Main Street was completed on 2/21/2019.
- Office of Child Safety CPS Simulation Training Lab at TPS Campus, Cole 1, 1212 Foster Avenue was occupied in March 2019.
- Knox County/Knoxville Family Justice Center at 400 Harriet Tubman Street was renovation and was completed in March 2019.



- Sevier County/Sevierville renovation at the current location at 115 Allensville Road was completed on 4/24/2019.
- Coffee County/Tullahoma renovation at the current location at 151 Freeman Street was completed on 5/03/2019.
- Washington County/Johnson City renovation & consolidation of two locations into one location at 2555 Plymouth Rd. was completed on 6/03/2019. The location at 2557 Plymouth Road was vacated at that time.
- Shelby County/Memphis new location at 1407 Union Avenue was occupied on 4/03/2019 by several employees from 1925 S. Third Street and 1991 Corporate Avenue.
- Shelby County/Memphis Child Advocacy Center at 1085 Poplar Avenue expanded, and DCS space was renovated. Several additional CPS & SIU employees relocated to this address from 1925 S. Third Street on 6/03/2019 and from 1991 Corporate Avenue on 7/03/2019. Location at 1925 S. Third Street was vacated at that time. A few employees remaining at 1991 Corporate Avenue will relocate to One Commerce Square at 40 S. Main Street when the AWS renovation there is complete.

# DCS by the Numbers

Foster Homes with At Least One Vacancy on 6/30/2019			
Residence Region	DCS	Contract Provider	Grand Total
Davidson	80	90	170
East	86	110	196
Knox	114	132	246
Mid-Cumberland	169	261	430
Northeast	163	141	304
Northwest	82	54	136
Shelby	100	236	336
Smoky Mountain	77	117	194
South Central	86	148	234
Southwest	69	155	224
Tennessee Valley	107	171	278
Upper Cumberland	120	52	172
<b>Grand Total</b>	<b>1,253</b>	<b>1,667</b>	<b>2,920</b>

Children In Custody SFY 2018-2019 by Adjudication*				
Region	Delinquent	Dependent Neglect	Unruly	Grand Total
Davidson	136	914	0	1,050
East	87	993	5	1,085
Knox	42	1,210	0	1,252
Mid-Cumberland	210	1,468	53	1,731
Northeast	119	1,121	24	1,264
Northwest	89	793	31	913
Shelby	372	1,403	0	1,775
Smoky Mountain	130	1,343	3	1,476
South Central	170	1,200	32	1,402
Southwest	138	539	13	690
Tennessee Valley	139	1,195	31	1,365
Upper Cumberland	184	1,188	29	1,401
<b>Grand Total</b>	<b>1,816</b>	<b>13,367</b>	<b>221</b>	<b>15,404</b>

\*Adjudication reported as of 6/30/19 or last day of custody if sooner

Children In Custody SFY 2018-2018 by Age*				
Region	0 to 4	5 to 12	Age 13 and Over	Grand Total
Davidson	226	275	549	1050
East	289	342	454	1085
Knox	421	362	469	1252
Mid-Cumberland	359	507	865	1731
Northeast	364	419	481	1264
Northwest	278	267	368	913
Shelby	514	438	823	1775
Smoky Mountain	357	475	644	1476
South Central	345	472	585	1402
Southwest	161	196	333	690
Tennessee Valley	402	413	550	1365
Upper Cumberland	412	446	543	1401
<b>Grand Total</b>	<b>4,128</b>	<b>4,612</b>	<b>6,664</b>	<b>15,404</b>

\*Age reported as of 6/30/19 or last day of custody if sooner

Children In Custody SFY 2017-2018 by Race									
Region	American Indian/ Alaska Native	Asian	Black/ African American	Multi- Racial	Native Hawaiian/ Other Pacific Islander	Unable to Determine	White	(blank)	Grand Total
Davidson	1	6	629	87	5	10	277	35	1,050
East	6	0	21	82	0	2	972	2	1,085
Knox	0	2	212	186	1	3	846	2	1,252
Mid-Cumberland	1	5	381	171	3	12	1,124	34	1,731
Northeast	1	1	49	77	0	5	1,126	5	1,264
Northwest	0	0	120	80	0	3	705	5	913
Shelby	1	1	1,493	32	0	4	235	9	1,775
Smoky Mountain	11	0	47	125	4	6	1,282	1	1,476
South Central	0	2	118	165	1	1	1,115	0	1,402
Southwest	1	1	205	68	1	0	410	4	690
Tennessee Valley	2	3	275	102	1	6	949	27	1,365
Upper Cumberland	0	2	46	81	0	3	1,263	6	1,401
<b>Grand Total</b>	<b>24</b>	<b>23</b>	<b>3,596</b>	<b>1,256</b>	<b>16</b>	<b>55</b>	<b>10,304</b>	<b>130</b>	<b>15,404</b>

<b>Time to Permanency for Custody Exits by Time Frame SFY 2018-2019</b>									
<b>Region</b>	<b>0 to 12 Months</b>	<b>% 0-12 Months</b>	<b>12 to 24 Months</b>	<b>% 12 to 24 Months</b>	<b>24 to 36 Months</b>	<b>% 24-36 Months</b>	<b>Greater than 36 Months</b>	<b>% Greater than 36 Months</b>	<b>Grand Total</b>
<b>Davidson</b>	201	59.5%	108	32.0%	27	8.0%	2	0.6%	338
<b>East</b>	253	74.0%	65	19.0%	19	5.6%	5	1.5%	342
<b>Knox</b>	180	56.1%	110	34.3%	21	6.5%	10	3.1%	321
<b>Mid-Cumberland</b>	381	67.2%	161	28.4%	16	2.8%	9	1.6%	567
<b>Northeast</b>	259	66.6%	108	27.8%	10	2.6%	12	3.1%	389
<b>Northwest</b>	238	69.8%	77	22.6%	21	6.2%	5	1.5%	341
<b>Shelby</b>	372	63.5%	149	25.4%	46	7.8%	19	3.2%	586
<b>Smoky Mountain</b>	176	54.3%	101	31.2%	38	11.7%	9	2.8%	324
<b>South Central</b>	318	69.4%	105	22.9%	28	6.1%	7	1.5%	458
<b>Southwest</b>	166	67.5%	60	24.4%	12	4.9%	8	3.3%	246
<b>Tennessee Valley</b>	233	60.4%	111	28.8%	25	6.5%	17	4.4%	386
<b>Upper Cumberland</b>	253	60.4%	137	32.7%	25	6.0%	4	1.0%	419
<b>Grand Total</b>	<b>3,030</b>	<b>64.2%</b>	<b>1,292</b>	<b>27.4%</b>	<b>288</b>	<b>6.1%</b>	<b>107</b>	<b>2.3%</b>	<b>4,717</b>
<b>*Includes Custody Exits to Reunification, Exit Custody to Relatives/Kin and Permanent Guardianship</b>									

# Juvenile Justice Probation Caseload Data

		JJ Probation Only				JJ Probation w/Custody, Aftercare, ICJ and Diversion				Filled Positions w/Assignments
Region	Probation	Average	Low Caseload	High Caseload	Probation-Custody-ICJ-Diversion	Average	Low Caseload	High Caseload		
Davidson	26	6.5	1	22	131	14.6	1	27		
East	77	7.7	2	17	136	17	8	17		
Knox	16	5.3	5	6	49	16.3	7	11		
Mid-	185	6.2	1	20	372	11.6	1	20		
Northeast	150	7.1	1	15	274	12.5	1	20		
Northwest	127	9.8	1	19	183	14.1	1	20		
Shelby	32	10.7	2	20	231	19.3	1	28		
Smoky	108	6.4	2	10	227	13.4	4	20		
South Central	136	8.5	2	13	244	14.4	2	17		
Southwest	95	7.3	3	13	170	12.1	1	15		
Tennessee	37	4.1	1	10	123	12.3	1	11		
Upper	107	5.9	1	12	317	15.9	1	17		
Unassigned	3	N/A	N/A	N/A	11	N/A	N/A	N/A		
<b>Grand Total</b>	<b>1,096</b>	<b>6.9</b>	<b>5</b>	<b>22</b>	<b>2,468</b>	<b>13.9</b>	<b>1</b>	<b>28</b>		

		JJ Probation Only				JJ Probation w/Custody, Aftercare, ICJ and Diversion				Positions (Vacant and Filled)
Region	Probation	Average	Low Caseload	High Caseload	Probation-Custody-ICJ-Diversion	Average	Low Caseload	High Caseload		
Davidson	26	3.7	0	22	131	18.7	0	27		
East	77	7.7	0	17	136	13.6	0	17		
Knox	16	2.7	0	6	49	8.2	0	11		
Mid-	185	6.4	0	20	372	12.8	0	20		
Northeast	150	7.9	0	15	274	14.4	0	20		
Northwest	127	10.6	0	19	183	15.3	0	20		
Shelby	32	1.8	0	20	231	12.8	0	28		
Smoky	108	7.7	0	10	227	16.2	0	20		
South Central	136	8.0	0	13	244	14.4	0	17		
Southwest	95	6.3	0	13	170	11.3	0	15		
Tennessee	37	3.4	0	10	123	11.2	0	11		
Upper	107	5.1	0	12	317	15.1	0	17		
Unassigned	3	N/A	N/A	N/A	11	N/A	1	N/A		
<b>Grand Total</b>	<b>1,096</b>	<b>6.1</b>	<b>1</b>	<b>22</b>	<b>2,468</b>	<b>13.8</b>	<b>1</b>	<b>28</b>		

## Social Services Caseload Data

Region	Social Services Custody Only				SS Custody with FSS and FCIP			
	Custody	Average	Low Caseload	High Caseload	Custody-FSS-FCIP	Average	Low Caseload	High Caseload
Davidson	551	5.1	1	24	1019	14.4	1	24
East	578	5.4	1	20	782	14.8	1	21
Knox	740	6.9	1	22	856	13.4	1	21
Mid-Cumberland	933	8.7	1	21	1,410	13.6	1	38
Northeast	640	6.0	1	18	1508	18.0	1	39
Northwest	480	4.5	1	23	696	15.1	1	19
Shelby	877	8.2	1	23	1057	14.7	1	21
Smoky	847	7.9	1	22	875	9.6	1	20
South Central	769	7.2	1	19	1035	14.2	1	25
Southwest	341	3.2	1	18	698	13.2	1	20
Tennessee Valley	756	7.1	1	24	918	14.1	1	29
Upper	717	6.7	1	24	1060	13.8	1	33
Unassigned	58	N/A	N/A	N/A	55	N/A	MA	N/A
<b>Grand Total</b>	<b>8,287</b>	<b>7.6</b>	<b>1</b>	<b>24</b>	<b>11,969</b>	<b>14.0</b>	<b>1</b>	<b>39</b>

Region	Social Services Custody Only				SS Custody with FSS and FCIP			
	Custody	Average	Low Caseload	High Caseload	Custody-FSS-FCIP	Average	Low Caseload	High Caseload
Davidson	551	5.0	0	24	1019	13.4	0	30
East	578	5.4	1	20	782	14.8	1	20
Knox	740	6.6	0	22	856	13.4	0	20
Mid-Cumberland	933	7.7	0	21	1,410	13.4	0	32
Northeast	640	5.9	1	18	1508	17.5	1	21
Northwest	480	4.5	0	23	696	15.1	0	21
Shelby	877	7.8	0	23	1057	14.5	0	26
Smoky	847	7.6	0	22	875	9.6	0	23
South Central	769	7.0	0	19	1035	13.8	0	27
Southwest	341	3.1	0	18	698	13.2	0	18
Tennessee Valley	756	6.8	0	24	918	14.1	0	22
Upper Cumberland	717	6.7	1	24	1060	13.3	1	23
Unassigned	58	N/A	N/A	N/A	55	N/A	0	6
<b>Grand Total</b>	<b>8,287</b>	<b>7.3</b>	<b>0</b>	<b>24</b>	<b>11,969</b>	<b>13.8</b>	<b>0</b>	<b>32</b>

<b>Active Placements During SFY 2018 By Region, Level and Placement Type</b>														
<b>Level 1</b>	<b>1,289</b>	<b>1,312</b>	<b>1,398</b>	<b>1,572</b>	<b>1,194</b>	<b>940</b>	<b>1,273</b>	<b>1,228</b>	<b>1,077</b>	<b>647</b>	<b>1,132</b>	<b>1,280</b>	<b>16</b>	<b>14,358</b>
Foster Home	985	981	956	1,134	802	710	987	888	718	408	842	843	10	10,264
Preadoptive Home	57	91	130	94	147	39	49	134	73	41	99	168	1	1,123
Trial Home Visit	247	240	312	344	245	191	237	206	286	198	191	269	5	2,971
<b>Level 2</b>	<b>18</b>	<b>46</b>	<b>41</b>	<b>35</b>	<b>16</b>	<b>42</b>	<b>5</b>	<b>61</b>	<b>110</b>	<b>33</b>	<b>66</b>	<b>132</b>	<b>1</b>	<b>606</b>
Level 2 Continuum	262	254	317	771	242	235	738	466	626	217	459	287	11	4,885
Foster Home	198	165	184	564	126	131	501	235	451	141	321	184	7	3,208
Group Home	28	30	54	71	52	44	172	99	40	40	50	29	1	710
Preadoptive Home	7	10	30	25	8	4	26	54	34	1	32	30	0	261
Trial Home Visit	29	49	49	111	56	56	39	78	101	35	56	44	3	706
<b>Level 3</b>	<b>69</b>	<b>98</b>	<b>100</b>	<b>154</b>	<b>105</b>	<b>40</b>	<b>26</b>	<b>147</b>	<b>88</b>	<b>60</b>	<b>100</b>	<b>89</b>	<b>3</b>	<b>1,079</b>
Level 3 Continuum	435	251	256	557	363	258	464	373	346	186	377	270	5	4,141
Foster Home	126	101	97	257	170	156	177	156	182	56	203	79	4	1,764
Group Home	239	105	113	207	116	55	195	142	97	94	120	125	0	1,608
Preadoptive Home	3	8	14	11	19	9	4	38	12	2	7	10	0	137
Trial Home Visit	67	37	32	82	58	38	88	37	55	34	47	56	1	632
<b>Level 4</b>	<b>50</b>	<b>34</b>	<b>24</b>	<b>49</b>	<b>41</b>	<b>13</b>	<b>28</b>	<b>38</b>	<b>35</b>	<b>10</b>	<b>29</b>	<b>23</b>	<b>1</b>	<b>375</b>
Other	568	237	260	522	332	150	903	410	376	205	351	280	5	4,599
<b>Grand Total</b>	<b>2,691</b>	<b>2,232</b>	<b>2,396</b>	<b>3,660</b>	<b>2,293</b>	<b>1,678</b>	<b>3,437</b>	<b>2,723</b>	<b>2,658</b>	<b>1,358</b>	<b>2,514</b>	<b>2,361</b>	<b>42</b>	<b>30,043</b>

## Children in Full Guardianship

Region	Children in Full Guardianship as of 6/30/2019
Davidson	52
East	75
Knox	87
Mid-Cumberland	82
Northeast	109
Northwest	32
Shelby	45
Smoky Mountain	122
South Central	76
Southwest	28
Tennessee Valley	99
Upper Cumberland	70
<b>Total</b>	<b>877</b>

## Children in Full Guardianship with a Sole Goal of Adoption

Region	Children in Full Guardianship with a Sole Goal of Adoption as of 6/30/2019
Davidson	42
East	62
Knox	69
Mid-Cumberland	73
Northeast	94
Northwest	28
Shelby	33
Smoky Mountain	107
South Central	68
Southwest	26
Tennessee Valley	78
Upper Cumberland	55
<b>Grand Total</b>	<b>735</b>



## Children with Planned Permanent Living Arrangement as a Goal

Region	Children with a PPLA Goal as of 6/30/2019
Davidson	7
East	1
Knox	2
Mid-Cumberland	1
Northeast	3
Northwest	2
Shelby	4
Smoky Mountain	5
South Central	2
Southwest	0
Tennessee Valley	5
Upper Cumberland	3
<b>Total</b>	<b>35</b>

## Placement Moves

Region	Zero Moves	1 Move	2 Moves	3 or More Moves	Grand Total
Davidson	149	102	65	99	415
East	201	161	99	64	525
Knox	212	152	68	60	492
Mid-Cumberland	290	221	130	156	797
Northeast	226	166	62	39	493
Northwest	238	137	60	44	479
Shelby	369	166	149	105	789
Smoky Mountain	185	203	91	87	566
South Central	258	159	97	81	595
Southwest	116	77	49	41	283
Tennessee Valley	259	134	71	75	539
Upper Cumberland	330	156	91	35	612
(blank)	13	0	0	0	13
<b>Grand Total</b>	<b>2,846</b>	<b>1,834</b>	<b>1,032</b>	<b>886</b>	<b>6,598</b>



Department of  
**Children's Services**

# Thank You

Tennessee Department of Children's Services | December 2019