



# Annual Report

State Fiscal Year July 2020-June 2021

January 2022

# Letter from the Commissioner

Dear Friends,

I am pleased to present to you the Fiscal Year 2021 Annual Report of the Tennessee Department of Children's Services. This report illustrates the work of our dedicated staff – 24 hours a day, seven days a week – to fulfill the department's mission: create safe and healthy environments for children where they can live with supportive and loving families and engaged communities.

As you read through this report, please remember that these are not just numbers. Every number represents a child, a family, a foster family, an adoptive family. We touch the lives of thousands of children and families each year and we are driven by the positive outcomes we can bring through treatment, services and ultimately, permanency.



Commissioner Jennifer Nichols

Some of the ways we've impacted children and families in fiscal year 2021 include:

- For the fourth consecutive year, DCS set a record for the number of children who found forever families. In federal fiscal year 2021, a total of 1,630 children in foster care joined forever families through adoption of subsidized permanent guardianship – an increase from 1,618 federal fiscal year 2020. This included 1,219 adoptions and 411 subsidized permanent guardianship finalizations.
- The Office of Child Programs exceeded its statewide goal and approved 1,103 new foster homes.
- The department worked throughout the fiscal year to fully implement the Family First Prevention Safety Act on July 1, 2021. FFPSA is the most comprehensive legislative child welfare reform since the mid-1990s, allowing the department to use federal funds for evidence-based prevention services for children and youth at risk of entering foster care.
- The Office of Juvenile Justice continued its partnership with Youth Villages to provide intensive in-home services for youth on probation and their families through the Multi-Systemic Therapy (MST) program. Since that time, 1,028 youth have been served through MST with an 87% success rate and 73 young adults have been served through MST-EA with a success rate of 90%.
- The Office of Child Safety fully implemented a reorganization that merged the Child Protective Services Investigations and Assessments units under one division. The CPS redesign will improve the department's response to child protection and prevention and support the federal requirements under the Family First Prevention Services Act.
- The Office of Child Health initiated a Sentinel Injury Case Collaboration pilot project, pairing a safety nurse with CPS investigators on specific cases to ensure that the medical aspects of certain allegations are understood and addressed appropriately.

But we cannot do this work alone. Our goal to provide safety, permanency and well-being through high-quality prevention and support services is supported by partnerships with foster parents, provider network, private and public agencies, the courts and the General Assembly.

I am proud of our team at DCS. Through another challenging year, they displayed a commitment to serve Tennessee's most vulnerable citizens. Their efforts to help children and families is felt in every corner of the state.

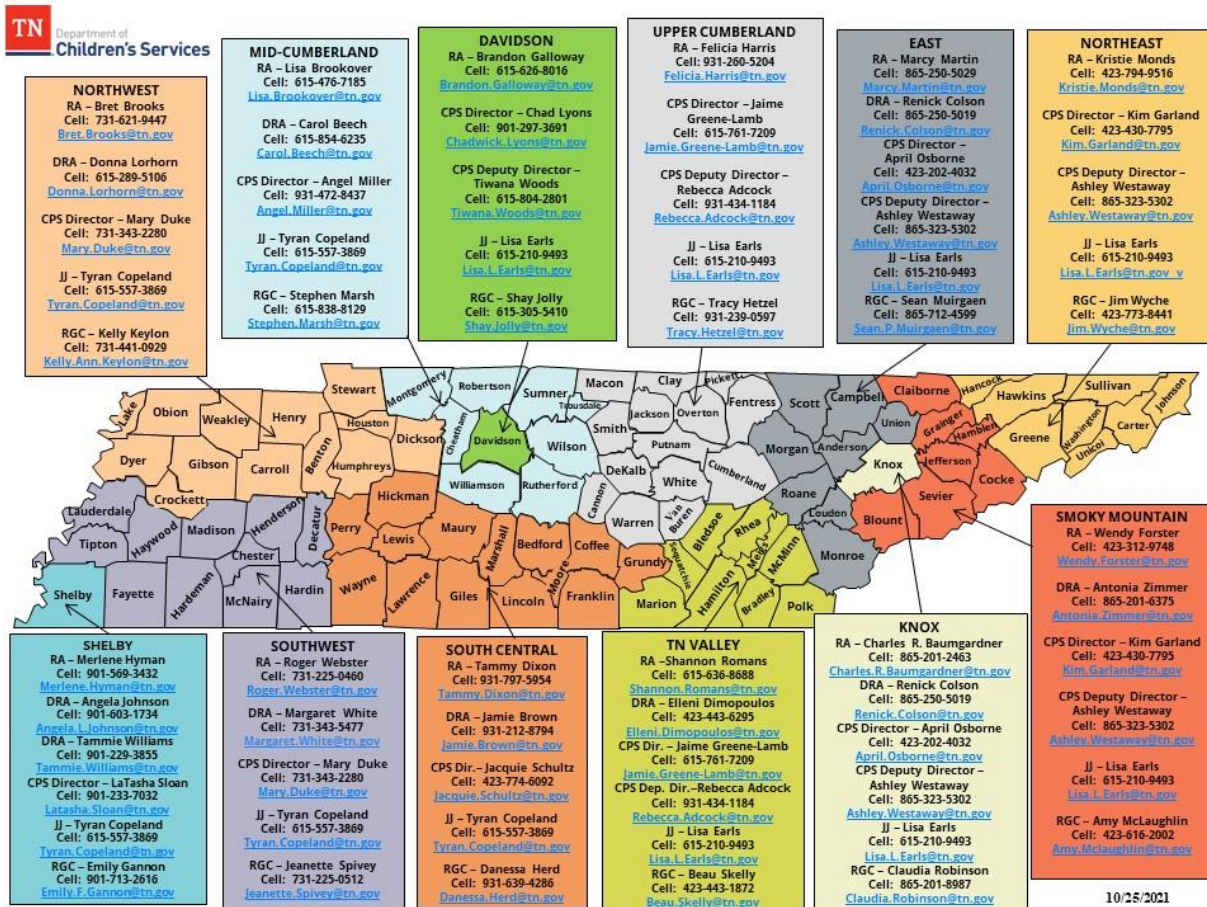
Thank you for your support and interest in the mission of the Department of Children's Services.

Sincerely,

A handwritten signature in cursive script that reads "Jennifer Nichols". The signature is written in a dark ink and is positioned above the typed name.

Jennifer Nichols  
Commissioner

# DCS Regional Map and Contact Information



10/25/2021

# Office of Child Safety

## Deputy Commissioner Carla Aaron

- 70,486 CPS investigation and assessment cases
- 107,886 Child Abuse Hotline Call Volume
- 49,222 Child Abuse Hotline Web Reports

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

The Child Abuse Hotline staff receive, screen, and assign referrals of child abuse and neglect 24 hours a day, seven days a week.

## CPS Redesign

The Department created a more comprehensive and responsive approach to child protection and prevention in early 2020 and started to reorganize Child Protective Services under one division, the Office of Child Safety (OCS). The redesign of CPS was fully implemented statewide by June 2021. The model creates specialized teams, enhances and strengthens relationships with community partners, and builds the foundation for the Families First Prevention Services Act.

## Drug Teams

OCS began specializing teams in 2017 with the creation of drug teams in the eastern regions of Tennessee. This approach produced promising results to expedite and enhance the response from CPS when working with families with substance abuse and addiction issues. As a result, drug teams were expanded during the implementation of the CPS Redesign and now serve children and families in eight regions covering 51 counties across the state. Partnerships with community stakeholders, law enforcement, courts, and substance abuse treatment providers have been strengthened throughout this process. Numerous training and educational opportunities from substance abuse experts and

professionals have been provided to not only DCS staff but to community partners, leading to offering a more comprehensive approach to children and families.

### **Tennessee Public Safety Network Critical Incident Debriefing**

OCS partnered with the TN Public Safety Network to provide a peer-based training opportunity for DCS staff so they can deliver support and intervention services to frontline staff experiencing trauma and grief following a critical child abuse incident such as a child death, near death or another traumatic event. This support is patterned after the intervention model provided to first responders (such as law enforcement) with the desired outcome to increase resilience, retention, and job satisfaction and to decrease stress and the overall impact of trauma. There are approximately 100 DCS staff trained to provide the critical incident debriefings to staff as well as community partners that are involved in an incident.

### **Child Sex Abuse Prevention Committee**

Agencies across Tennessee that are involved in child sexual abuse prevention efforts joined forces in May 2019 to discuss the need for a more strategic prevention effort and to develop a statewide plan. The mission of the committee is to increase prevention for child sex abuse by promoting child safety through quality training, education, increased awareness, offering evidence-based programs, and developing strong partnerships with local communities. In 2021, the committee secured a grant to boost the child sexual abuse prevention public service announcement on social media to reach a larger audience across Tennessee. The committee provided insight around the use of child focused sexual abuse curriculum related to Erin's Law, offered guidance on training content development for firefighters and EMS specific to child abuse, and participated in discussions with the District Attorney's Conference on the need for a more consistent method of data collection for prosecution and conviction of child sexual abuse.

### **Domestic Violence Liaison Program**

The Domestic Violence Partnership Model is a multidisciplinary approach between DCS and community agencies for the prevention and intervention of domestic violence. A liaison, who is employed by the Domestic Violence Shelter, is co-located at both the Domestic Violence Shelter and the local DCS office to assist families and community agencies supporting and seeking assistance for victims of domestic violence. In 2018, WRAP in Madison County became the first implementation site. In 2019, YWCA in Anderson, Loudon, and Roane counties and Partnership in Hamilton County also became official sites. In 2020, four additional sites were added including the Domestic Violence Program in Rutherford County, YWCA in Knox County, YWCA in Shelby County, and Women are Safe in Hickman, Perry, and Lewis counties.

To strengthen the Department's response to domestic violence, the Office of Child Safety has finalized a domestic violence allegation work-aid to provide clear case direction to staff who are working cases that may involve domestic violence. This policy incorporates federal guidance from the Children's Bureau, which is an Office of the Administration on Children and Families, on domestic violence into Tennessee

specific policies. All staff in Child Protective Services and the Child Abuse Hotline have been required to complete domestic violence and child welfare training. Additionally, the Department is collaborating with batterers intervention programs to increase knowledge related to perpetrator behaviors and identify services available to help strengthen families who are experiencing domestic violence.

## Office of Child Programs

### **Deputy Commissioner Sandra Wilson**

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. The following areas of focus were executed through staff and partner collaboration in 12 DCS regions.

#### **Single Team/Single Plan: Multiple Agency Collaboration Initiative**

The Multi-Agency Collaboration's Single Team Single Plan (STSP) approach, which began in late 2014, transitioned to the oversight and leadership of the Department of Children's Services effective June 2018. The Single Team/Single Plan Approach provides an opportunity for families to participate voluntarily in services that are aligned through a collaborative group of state agencies and community partners. It allows families to have a Care Coordinator assigned to their case who can assist and provide guidance in the coordination of services from multiple agencies. While the focus of STSP is greater efficiencies in navigating state systems, coupled with access to supports that negate the necessity for custodial entries, the model may also be used to help achieve permanency more quickly for children who do enter out of home care. Together, with the Departments of Health, Mental Health/Substance Abuse Services, Education, Human Services and TennCare, the collective goal is to foster single door integrated access to services and supports that build and sustain long-term family permanency. At the end of August 2021, STSP was active in all 95 counties throughout the state.

#### **Child and Family Team Meeting Revitalization**

Revitalization of the Child and Family Team Meeting process was implemented during fiscal year 2020 to return focus to the infrastructure of the DCS practice wheel by providing enhanced oversight and support to the process. Leadership groups met regularly to provide statewide input from a variety of backgrounds and levels of supervision, resulting in greater informed practice. Leadership teams have used this information to update policy and procedures for CFTM's including the appeals process, requirements to become certified as a skilled facilitator and maintenance of certification, and the production of a user friendly CFTM User Guide. Messaging to customers about the CFTM has been updated to include information in the Client's Rights Handbook and new brochure/flyer documents for families and teens to help explain and prepare customers for the meeting. Additional training was implemented in 2021 to improve practice including specific training geared towards certified trained skilled facilitators to increase

their skills, training for case management staff for best practices in conducting CFTMs for their cases, and specific topics related to practice that are often done within the CFTM such as concurrent planning and diligent search. The quality of CFTMs is being evaluated through case reviews utilizing a tool created specifically to measure the quality.

### **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.” Current trends show that approximately 80% of adoption finalizations are with caretakers who have fostered for the child or youth being adopted. The Department, therefore, has an ongoing priority to increase the pool of quality foster homes and to provide adequate support to those homes. At the beginning of each year, using baselines established from foster home closures in the prior fiscal year, the Department establishes new home approval goals that exceed prior year closures and that are tracked monthly. For state fiscal year ending June 30, 2021, the statewide goal was approval of no less than 1078 new foster homes. The Department exceeded the goal by approving 1103 new homes during the goal period. Permanency through adoptions and subsidized permanent guardianship resulted in 1634 finalizations during federal fiscal year ending September 30, 2021.

### **Network Development**

The mission of the Network Placement and Provider Relations Division is to forge an open, honest, and collegial partnership between contract provider agencies, field staff and other relevant DCS divisions that are critical for the effective and efficient delivery of services to DCS children. This division is a conduit through which residential services are coordinated and supported in a manner that maximizes the benefits to children the Department is entrusted to serve, and it oversees a network of 30 contract private agencies providing out of home care and services to children/families in the care of the Department. A significant number of these contracts are out-of-home continuum contracts. Continuum contracts allow both providers and regions to coordinate services to children and their families while providing the flexibility to customize service delivery on an individual, child-specific basis.

Those eligible to be served through the Network Development division include all children and youth coming into the custody of the Department of Children’s Services needing out-of-home and therapeutic care. The out-of-home care includes Level 1 foster care, Levels 2 & 3 foster or congregate care and Level 4 sub-acute psychiatric care.

These programs are all funded through a combination of state and federal IV-E funding. Over the course of the period covered by this report, the Department has been engaged with the child welfare consulting agency, Chapin Hall to evaluate/assess network capacity.

### **Independent Living Services & Supports**

The Independent Living Program provides the John H. Chafee Foster Care Program for Successful Transition to Adulthood services as well as monitors and implements the provision of Extension of Foster Care Services. As a part of the federal mandate, this division is charged with building a network of



appropriate supports and services for youth transitioning out of foster care and for those who are likely to remain in care.

During state fiscal year 2021 and since the enactment of the Supporting Foster Youth and Families through the Pandemic Act, Consolidated Appropriations Act, 2021, the Office of Independent Living and Youth Villages staff have made efforts to re-engage youth who are disconnected from services. Re-Establishments of youth into Extension of Foster Care began in January 2021 utilizing the flexibilities in the law. In addition to re-establishments, preventing aging out measures were taken as well. Youth that turned 18 were given the option to enroll in Extension of Foster Care with the education criteria waived. These efforts led to more than 150 additional young adults enrolling into the program. Utilizing the additional Chafee funding under the Consolidated Appropriations Act, young adults between the ages of 18 through 26 that were in foster care at the age of 14 or older are eligible for a direct stimulus payment of \$1,200. Young adults in the Extension of Foster Care program are eligible for a direct stimulus payment of \$1,000. In addition to the direct stimulus payment, a contract was developed with Youth Villages to provide direct vendor payments up to \$1,000 on behalf of the young adult. The direct vendor payments are used to address immediate financial needs of young adults that apply for the DCS pandemic support. Immediate financial needs include items such as preventing evictions, vehicle repossessions, utility services and phone services. As of November 2021, there have been 1,490 young adults served with pandemic aid funding. The additional Education and Training Voucher funding under the Consolidated Appropriations Act is used to provide scholarship support to young adults up to age 27. Funding is being applied towards the total cost of attendance as well as paying educational debt to allow young adults to enroll or remain in school.

A total of 782 individual youth received Extension of Foster Care Services and 569 college scholarships were provided during state fiscal year 2021.

The Independent Living Program also provides oversight for TN's Federal Personal Responsibility Education Program "PREP" to implement the evidence-based Teen Outreach Program® in selected congregate care settings through a contract with Oasis Center and the skill-based Sisters Saving Sisters Program through a contract with the four Resource Centers. The Resource Centers serve as a one-stop shop for current and former foster youth ages 14-24 for information and resources on education, employment, housing, and life skill building. The Resource Centers initiate the Jim Casey Opportunity Passport financial literacy classes with an asset match component. Each of the Resource Centers adjusted their programs by holding classes virtually due to the pandemic, which allowed for more youth to be served who would not have normally been able to participate due to transportation issues. Additionally, Independent Living monitors the federal PREP contract with Harmony Family Center for Youth Leadership Academy Camps, serving 100 youth per year. During each camp, youth participate in a spectrum of events around IL skill development, sexual health and family planning, and team building to include ropes courses, wall climbing, equestrian therapy, hiking, swimming, and meal preparation.

### **In-Home Family Support Services**

Children and families are often best served through the provision of support and services to reduce the risk of an out of home placement or entry into foster care, and to reduce the likelihood of abuse and/or neglect. Family Support Services recognize 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 2021, the implementation of the evidence based in-home practice model was refined in all twelve regions of the state through training, and support calls following the change in practice. The statewide workgroup continued to track and adjust the components of the model, which include evaluating the capacity for TFACTS to support program design. The upcoming year will be aligned with the implementation of the Family First Prevention Services Act on July 1, 2021.

### **In-Home Resource Linkage**

The purpose and goal of the Resource Linkage program is to safeguard and enhance the welfare of children, preserve family life, and prevent harm and abuse to children by strengthening the natural abilities of families.

Resource Linkage is offered in all 95 counties in the state and is provided by committed Resource Linkage Coordinators (RLCs). The RLCs are also responsible for attending Community Advisory Boards, the stakeholder group charged with identifying and addressing community needs.

### **Relative Caregiver Program**

The Relative Caregiver Program (RCP) is an option offered in all 95 counties to relatives who care for non-custodial children who require out-of-home care. Children and relative caregivers receive supportive services geared toward self-sufficiency and stability to ensure the child can stay within the family instead of entering foster care. The family must be related to the child through blood, marriage, or adoption, and meet financial guidelines to be eligible for the RCP program. Typically, the family does not receive a monthly stipend or grant, but rather has access to several other opportunities for support. However, during part of state fiscal year 2020 & 2021 families received a total of approximately \$731,575 through federal funds to offset pandemic related crisis. In state fiscal year ending June 30, 2021, DCS served 1661 RCP caretakers and 2426 children.

## **Office of Juvenile Justice**

**Deputy Commissioner Darren Goods**

**Executive Director Misty Neeley**

- 1,672 youth served on probation/diversion
- 605 juvenile justice youth placed into state custody

### **Juvenile Justice Diversion, Probation, Aftercare and Interstate Compact for Juveniles**

Youth adjudicated as delinquent may be served by DCS through pre-trial diversion, probation or aftercare supervision. During fiscal year 2021 1,672 youth were served on pre-trial diversion or probation compared to 1,969 in fiscal year 2020 and 2,448 in fiscal year 2019. During fiscal year 2021, 817 youth were served through aftercare. The Office of Juvenile Justice has teamed with Youth Villages since October 2017 in providing intensive in-home services for youth on probation and their families through the Multi-Systemic Therapy (MST) program. Since that time, 1,028 youth have been served through MST with an 87% success

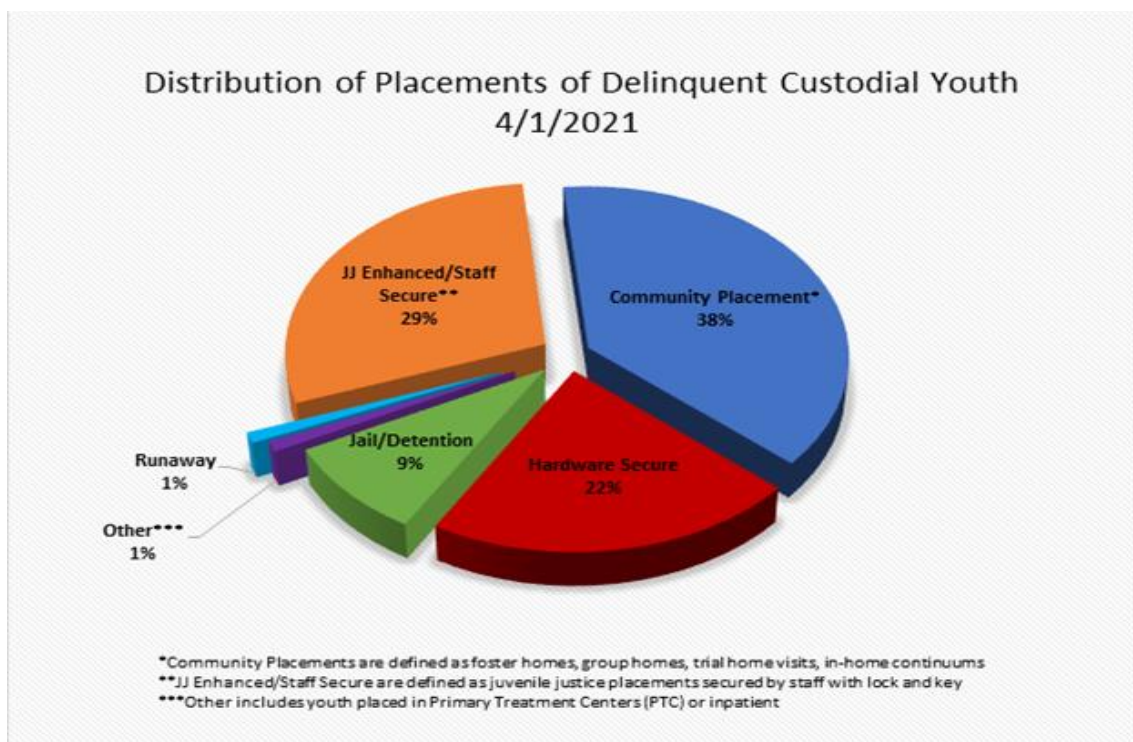
rate and 73 young adults have been served through Multi-Systemic Therapy for Emerging Adults (MST-EA) with a success rate of 90%.

The Office of Juvenile Justice (OJJ) additionally 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. For fiscal year 2021, Tennessee accepted 103 probation cases and 21 parole cases for supervision through the ICJ. Tennessee sent 72 probation cases and 21 parole cases to other states for supervision. ICJ also returned 133 runaway youth to and from Tennessee.

### Custodial Services

Residential services for delinquent youth in DCS’ custody fall into three categories: hardware secure, staff secure and community based. In fiscal year 2021, 301 youth were served in a hardware-secure placement requiring the highest level of supervision.

The number of youths in residential placements fluctuates throughout the fiscal year. The following graph shows the distribution of placements for custodial delinquent youth on April 1, 2021, a date selected to show a representative count that avoids variations associated with holidays, the school calendar, etc.



On July 1, 2020, there were 643 delinquent youth in custody in Tennessee. By the end of fiscal year 2021, the number decreased to 564 youth in custody. This was a decrease of 79 youth or 12%.

# Office of Child Health

## **Deputy Commissioner Deborah Lowen, MD**

- 95.85% statewide EPSD&T rate (Early Periodic Screening, Diagnosis & Treatment)
- 85.71% dental screening rate
- 42 youth transitioned to Employee and Community First (ECF) Choices

The Office of Child Health is responsible for the health of children in DCS custody. DCS serves as the caretaker, ensuring youth in care receive proper health care such as routine medical and dental check-ups, visits for medical problems or conditions, appropriate prescriptions, and dealings with insurance providers.

The Office of Child Health has staff assigned to each of the 12 DCS regions across the state. Each region has a Child Well-Being team that consists of professionals from both the Child Health division and from the Division of Child Mental Health and Education.

### **Nursing**

The Office of Child Health's regional nurse consultants cover each of the 12 regions and support family service workers, parents/guardians, foster parents, and providers with guidance and technical assistance in navigating the healthcare system. They provide consultation and education on medical issues custodial children may have or develop, as well as guidance on the impact of medical conditions on a child's care, abilities, and behaviors. They provide extra monitoring of the custodial children with special health-care needs.

The regional nurse consultants are responsible for providing consent for medical treatment and psychotropic medications when the biological parent(s) are unable. They also monitor psychotropic medication prescriptions and use in custodial children with the assistance of psychiatric medical providers at the Center of Excellence for Children in State Custody at Vanderbilt University Medical Center.

The Office of Child Health also includes three safety nurses as part of the Child Safety Team. The safety nurses provide guidance to investigators on the medical aspects of child abuse and, with the safety analysts, serve integral roles in the reviews of child deaths, near deaths, and critical incidents.

### **Health Advocacy**

The Health Advocacy unit of Child Health is responsible for assuring that needed medical services are covered for children in custody. This unit ensures that children are enrolled in TennCare in a timely manner and help resolve any issues with insurance or payment for needed services. This unit also ensures medical coverage and care for custodial children going to out-of-state placements through

the Interstate Compact on the Placement of Children and identifies and enrolls developmentally disabled youth aging out of foster care into the ECF Choices program.

### **Highlights**

- The Office of Child Health has continued its work monitoring COVID-19 infections in custodial youth, foster homes, and congregate care facilities.
- A Sentinel Injury Case Collaboration pilot project has started, pairing a safety nurse with CPS investigators on specific cases to ensure that the medical aspects of certain allegations are understood and addressed appropriately.

## **Office of Child Mental Health and Education**

**Assistant Commissioner of Administration Julie Rotella**

**Executive Director Timothy Cooper**

### **Mental Health**

The regional psychologists and licensed mental health clinicians review all available information to determine mental healthcare needs and provide consultation to the DCS case managers so services can be implemented effectively. Responsibilities of the Department's psychology director and licensed mental health clinicians include development and oversight of behavioral healthcare policies, development of service standards for DCS contract providers, consultation prior to receipt of congregate care Level 3 and Level 4 services, and participation with utilization review of Level 4 services and authorization of medically necessary crisis management residential services. Licensed mental health clinicians also monitor child specific emotional and mental health care incidents, including seclusion, restraint, and mental health crisis. They monitor behavioral services of DCS contract providers in conjunction with the Offices of Continuous Quality Improvement and Child Programs.

### **Highlights:**

- This division has taken on the role of reviewing the mental health needs of all youth who come into custody and have problematic sexual behaviors.
- This division provides consultation and serve as the gatekeepers when specialized residential treatment may be required for these youth.

### **Education**

The Education Division advocates for students in state custody who are educated in Wilder Youth Development Center school, provider in-house schools, and public schools. The division includes fifteen regional education specialists, four Central Office consultants, and one support staff person. DCS serves as the Local Education Agency for school services to children in state custody administered by contracted providers. Education specialists attend educational meetings and consult with DCS staff, foster parents, and schools. They take the lead during best interest determination (BID) meetings as required by the Every Student Succeeds Act to keep children in their school of origin when possible.

**Highlights:**

- Awarded 102 high school diplomas from DCS affiliated schools and 31 High School Equivalency Test (HiSET) equivalency diplomas.
- Advocated for students in more than 85 disciplinary hearings and 50 specialized foster care review board meetings.

# Office of Training and Professional Development

**Assistant Commissioner of Administration Julie Rotella**

- 2,157 Case managers trained on child and family team meetings
- 1,394 Case managers fully trained in “Motivational Interviewing,” an evidence-based treatment included in the Department’s Family First Prevention Plan
- 2,323 Participants completed pre-service training to become foster parents
- 1,351 Foster parents attended the DCS Spring Conference

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

**Staff Training 2021**

In addition to regular course offerings, staff training this fiscal year focused on new federal initiatives and Tennessee’s Program Improvement Plan with the Children’s Bureau. Several courses were developed to introduce staff to the requirements of the Family First Prevention Services Act. Case manager series staff completed Child and Family Team Meeting Facilitation training, which allows the case manager to increase understanding and competency in facilitating child and family team meetings, the primary method of service and permanency planning with our client families. This course is required with 95% compliance as of June 30, 2021. Motivational Interviewing is an evidence-based practice designed to assist clients in moving toward established goals. This practice complies with the Family First Prevention Services Act. This course is required with 89% of staff having begun or completed the training as of June 30, 2021.

**Foster Parent Training and Development**

Foster parents provide a critical protective service to children and families when children come into care. Because of trauma, children in care may face a host of issues when they are in the care of foster parents. The OTPD provides extensive opportunities to foster parents and contract agency staff to address these issues. In fiscal year 2021, there were 2,323 new foster parents trained through the series of initial, pre-service foster parent training. Due to three successful spring conferences that offered various workshops and a keynote address on nutrition, 1,351 parents received training at these three events alone. Finally, DCS has implemented “Lunch and Learn” events. These events allow foster parents an

opportunity to attend training during their lunch hour or during school hours. Some of the topics included information on substance abuse and trauma informed resources.

## Office of Continuous Quality Improvement

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

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: Performance and Quality Improvement, Accreditation, Child Welfare Licensing, Policy Development, Due Process Procedures, Provider Monitoring and Evaluation, Provider Quality Team, and Customer Focused Services. The Program Evaluation and Internal Audit divisions were moved from the Office of Continuous Quality Improvement and into separate or stand-alone divisions in 2021.

### **Performance and Quality Improvement**

This team is responsible for all Continuous Quality Improvement projects and workgroups from all levels of the Department and provides technical assistance to regional programs. Performance and Quality Improvement (PQI) monitors Case Process Reviews of DCS client records, conducts quality case reviews and process mapping when requested. The Data Quality Team reports through PQI and is responsible for the development and monitoring of a Federal Improvement Plan to ensure data quality within the agency. PQI also partners with the Internal Audit team to monitor areas of high risk, financial or safety; these areas are tracked and reviewed quarterly with senior leadership.

### **Accreditation**

The Department of Children's Services is accredited by the Council on Accreditation (COA). The Accreditation Team is responsible for preparing and supporting all areas of the agency in achieving and maintaining accreditation through collaboration with COA; evidence collection, review, and submission; mock reviews; and management of officially scheduled reviews.

### **Child Welfare Licensing**

This team, a regulatory authority established under the provisions of the Uniform Administrative Procedures Act, is responsible for 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.

### **Supplemental Licensed Agency Data**

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 2021 fiscal year. Please note that this information is compiled for all reporting licensed agencies and is therefore not limited to those agencies contracting with the Department for residential and/or foster care.

All reporting non-secure private and public agencies licensed or approved by the Department of Children's Services providing residential childcare, including foster care, served 7,778 children during fiscal year 2021. The total number of children residing in licensed programs on June 30, 2021 was 4,061. The average length of stay for children/youth served through residential programs was 251 days.

A total of 546 children were placed for domestic adoption with Tennessee families by licensed agencies. A total of 14 children from countries outside the U.S. were placed for international adoption with Tennessee families through agencies licensed in Tennessee.

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

The following is a compilation of the monthly exit data submitted by Tennessee juvenile detention centers during fiscal year 2021.

- 6,867 exits (this number is the total of self-reported data submitted by the detention facilities and may include multiple incarcerations in some instances).
- There were 2,413 fewer youth incarcerated in Tennessee in fiscal year 2021 than in fiscal year 2020.
- Of the total number of incarcerated youth, 5,102 (74%) were male and 1,765 (26%) were female.
- Ages of exiting youth:
  - 13 or younger: 686 (10%)
  - 14-17: 6,058 (88%)
  - 18 or older: 112 (2%)
- Total number of youth served by juvenile detention centers in DCS custody: 1,757 (26%)
- Total number of non-custodial youth served by juvenile detention centers: 5,110 (74%)
- Average lengths of stay in juvenile detention centers:
  - < 24 hours: 3,032 (44%)
  - 24-72 hours: 1,485 (22%)
  - 4-10 days: 866 (13%)
  - 11-30 days: 818 (12%)
  - > 30 days: 666 (10%)



### **Policy Development Unit**

This team is responsible for working 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. The Policy Development Unit is also responsible for facilitating the ongoing review and revision of the Contract Provider Manual.

All DCS policies are available for preview and review [online](#).

### **Due Process Procedures**

This team is responsible for initiating the Department's first level appeal involving formal file review processes for alleged perpetrators of abuse or neglect, and for providing release of information to other state departments regarding substantiations of abuse/neglect, notifying in-state agencies of fair hearing outcomes, completing child protective services history searches and sharing such results as applicable and necessary per state rules or federal mandates.

### **Provider Monitoring and Evaluation**

This team is responsible for monitoring and evaluating private providers contracted with the Tennessee Department of Children's Services to deliver custodial and non-custodial programs and services to Tennessee children and families.

### **Provider Quality Team**

This team is responsible for responding to concerns raised about residential facility providers, foster home providers, and community providers. It is comprised of three teams: Provider Quality Team, Foster Home Quality Team, and Community Services Quality Team.

### **Customer Focused Services**

This team is responsible for focusing on providing timely, thorough, and accurate responses to complaints, concerns and/or inquiries that come to DCS from internal and external customers.

### **Highlights:**

- The Accreditation team supported successful the reaccreditation of the following regions: Mid Cumberland, Northeast, Knox, Shelby, and Smoky Mountain.
- The Department created 44 new forms, 13 new protocols, four new work aids, two new guides, and one new manual and revised 113 forms, 63 policies, 17 protocols, eight work aids, six guides, and six manuals.
- Provider Monitoring and Evaluation completed over 200 contract reviews among approximately 75 contract providers.

- Customer Focuses Services handled 2,692 complaints, concerns, and inquiries.

### **Program Evaluation**

This team is responsible for the administration of the Child and Family Service Review. The CFSR is a requirement of the Children’s Bureau of the United States Department of Health and Human Services and was established to determine conformity to federal standards for state child welfare systems receiving funding through Titles IV-B and IV-E of the Social Security Administration Act of 1935. This division was moved in 2021 under a new team overseeing all federal requirements, including the implementation of the federal Family First Prevention Services Act.

### **Internal Audit**

This team 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, from a risk management approach, to ascertain the efficiency and effectiveness of DCS’ various operational and financial programs, processes and activities. This division was moved to a stand-alone division and the Director reports administratively to the Commissioner.

## **Office of Information Technology and Support**

### **Chief Information Officer Wayne Glaus**

- Serves approximately 5,100 users of DCS technology
- Supports 8,500 telecommunications devices
- Supports 13 custom and five commercially available applications

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

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

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

- Production Application Management
- Innovation & Solutions Development
- Business Relationship Management

- Project Management Office
- IT Governance & Administration
- Information Management

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

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

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

### **Highlights:**

- Four TFACTS application releases were implemented during this reporting period.
- In addition to the modifications listed below, 57 reported TFACTS incidents and service requests were addressed.

### **Family First Prevention Services Act - Completed July 1, 2021**

- Qualified Residential Treatment Program (QRTP) - Modifications to TFACTS to support QRTP
  - 30-day assessment by a qualified individual and agreement
  - 60-day court review of QRTP placement and agreement
  - Commissioner Review of long-term QRTP placements
  - Provider QRTP eligibility
- Evidence-based Services (EBS) – Modifications to TFACTS to support EBS
  - Developed a means to identify, document, and track Evidence-based Services rendered for a noncustodial child/youth, their parent or kin caregiver, or a pregnant or parenting youth in custody.
  - Developed a means for caseworkers to indicate that Motivational Interviewing techniques were used during contact with the child/family.
- Developed a means to identify the population of children/youth who meet the criteria for Family First Prevention Services Act candidacy.
- Random Moment Sample (RMS) – Modifications to TFACTS to support RMS
  - Identify the universe of case managers who are eligible for RMS is complete and accurate.

- Require positive responses (Yes) to survey questions related to a child being at 'imminent risk' of entering DCS custody have sufficient evidence present in TFACTS to support that response.

### **Integration of Assessment Tools**

Created integration between the automated assessment tools and the case planning module. Results/scores from each of four assessment tools in TFACTS enable automatic generation of Strength and Need records. Strengths and Needs (and their associated Action Steps) are building blocks of the permanency plan. The automatic creation of Strengths and Needs reduced the amount of data entry required and provides consistency in the documentation of these items.

## **Office of Human Resources**

### **Executive Director Martha Shirk**

- Budgeted positions
  - 2,803 total case manager staff
  - 1,627 Case Manager 2. Monthly starting salary: \$3,060
  - 748 Case Manager 3. Monthly starting salary: \$3,374
  - 428 Case Manager 4. Monthly starting salary: \$3,543
- Filled positions
  - 2,389 total case managers
  - Average monthly salary: \$3,903

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

The Office of Internal Affairs (IA) is responsible for all investigative activities related to fraud, misconduct and rule/policy violations and reports to the executive director of the Office of Human Resources. Internal Affairs investigations are limited to matters relating to the management and operation of DCS. This division also performs the agency's Tennessee Information Enforcement System (TIES) and Tennessee Applicant Processing System (TAPS) background checks in partnership with the Tennessee Bureau of Investigation. Internal Affairs investigators were responsible for conducting investigations during the past year. In calendar year 2020, Internal Affairs investigators conducted 130 investigations of

employee misconduct. Internal Affairs, under the direction of the IA director, has four investigators and three TIES operators.

The Office of Civil Rights (OCR) is a division of Internal Affairs and is responsible for investigating all complaints where discrimination is alleged. OCR also processes employee requests for accommodation under the Americans with Disabilities Act. The scope of OCR's investigative jurisdiction is not limited to DCS staff, but also includes complaints submitted by DCS clients and/or providers who are under contract with DCS. OCR has the responsibility of responding to local, state and federal complaints (EEOC, DHHS, etc.) that are levied against the Department. In calendar year 2020, the Office of Civil Rights received 63 workplace harassment complaints, 7 EEOC complaints, 1 DHHS complaint, and 87 ADA accommodation requests. OCR also had the responsibility of processing 59 employee step 1 disciplinary appeals, 17 written warning reviews. The Office of Civil Rights has three employees.

### **Highlights**

- HR played a key role in implementing the agency's processes and response to the COVID-19 pandemic, acting as the agency's point of contact with General Services related to issues of cleaning and sanitization, and continues to work with staff around on-going COVID-19 related issues.
- During the past year, DCS Human Resources strongly supported the administration of the state government 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 key performance indicators to include headcount percentage, overtime use, leave of absence (Worker's Compensation, FMLA, etc.) use, etc.
- HR developed a partnership with the Office of Training and Professional Development on talent management initiatives led by the Department of Human Resources.
- DCS Human Resources manages the agency's stipend program to help recruit students earning bachelor's and master's degrees in social work, in addition to the Employee Suggestion Program, Employee Service Awards and various employee recognition programs.
- HR developed and implemented a standardized, statewide new employee orientation program and has partnered with training and leadership in all areas to address case management turnover.

## **Office of Finance and Budget**

### **Assistant Commissioner Mohamed El-Kaissy**

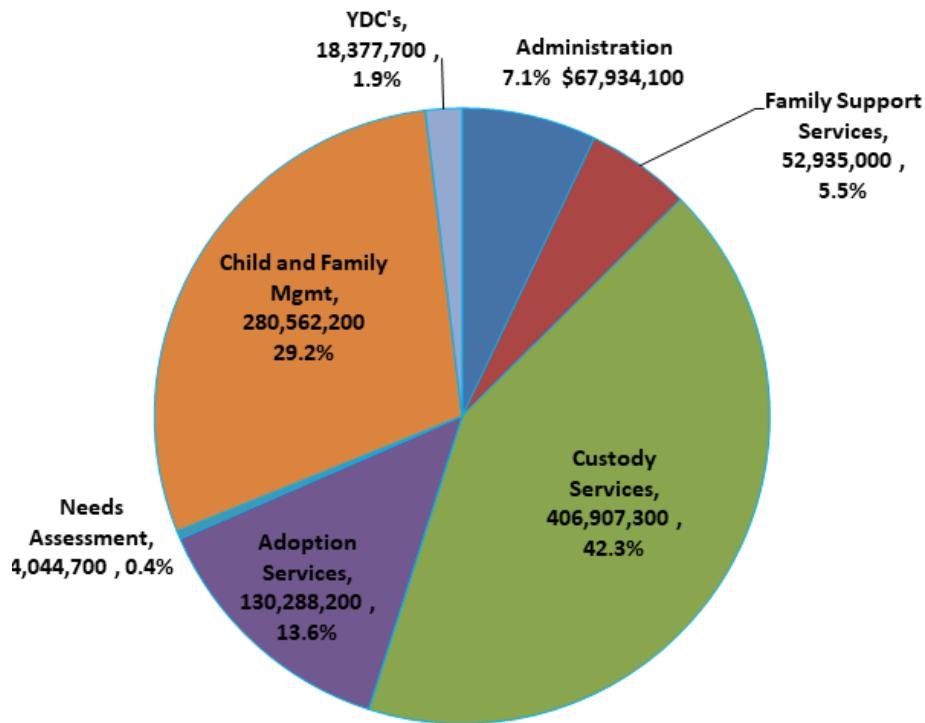
- Budget for state fiscal year 2021: \$961 million

The Office of Finance and Budget provides a comprehensive set of fiscal services including general accounting, accounts payable, financial planning, budgeting, revenue maximization, trust accounting,

child eligibility services, regional fiscal services, procurement, Records Management, and contracts administration. In fiscal year 2021, DCS managed a total of \$961,049,200 in budgeted resources.

### Highlights

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



## Office of General Counsel

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

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

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

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

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

Chart Effective Date 8/31/2021

## Building Strong Brains Tennessee

### Assistant Commissioner of Administration Julie Rotella

- Administered \$1.9 million in recurring appropriations for activities around Adverse Childhood Experiences
- Completed 24 community innovations grants
- 1342 staff and foster parents were trained in Building Strong Brains TN within DCS

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 promote resiliency, trauma informed practice and trauma-responsiveness.

BSB TN is led by a coordinating team composed of leaders of state agencies and the private sector with technical support from Casey Family Programs. A public sector steering group of leaders from the child-serving state agencies, including the departments of Children’s Services, Health, Human Services, Education, Mental Health and Substance Abuse Services, Intellectual and Developmental Disabilities, as well as TennCare, Tennessee Commission on Children and Youth, and Office of Criminal Justice Programs. It is balanced by a private sector steering group composed of providers, advocates, trade associations, academia, community organizations, foundations, researchers, and business. The purpose of the steering groups, which meet quarterly, is to provide input into BSB TN and to serve as extenders into their organizations of BSB TN’s mission.

The funding for BSB TN is administered by DCS and the Department is responsible for overall management of BSB TN/ACE Community Innovations grants and inter-agency agreements with other state agencies by overseeing the procurement, contract, and accountability processes.

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

## Administrative Procedures Division

### Senior Associate Counsel Tara S. Moore

- 359 substantiated child abuse appeals filed
- 27 adoption assistance appeals filed
- 5 foster care removal appeals filed
- 1 post-adoption appeals filed

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



# Communications Office

## **Communications Director Rob Johnson**

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 publicly telling the Department's stories, especially through the eyes of children and the foster parents who serve them. The Communications Office is often the first place the press, researchers and the public turn to in order to find information and answers about the Department. The two-person team consists of a director and a communications specialist, with oversight from the Department's chief of staff.

The Communications Office continues to maintain the Department's online presence. It updates [tn.gov/dcs](https://tn.gov/dcs) and [the department's intranet site for employees](#). and keeps in touch with the social media world on Facebook, Twitter, Instagram and LinkedIn.

# Office of Legislative Affairs

## **Executive Director Jim Layman**

## **Legislative Liaison Hayes O'Donnell**

The Office of Legislative Affairs manages the Department's response to legislation filed by the Tennessee General Assembly with guidance from the executive leadership team and program staff. The office monitors all legislation and seeks input from program staff on how the various bills could affect the Department. The office then takes this feedback and communicates with members of the General Assembly and other external partners about how the bill might impact the Department's operations. Generally, DCS is supportive of legislation that aligns with its mission and tries to provide thoughtful suggestions when a bill might not be ideal for its programs.

During the 2021 legislative session, DCS worked closely with the 112th General Assembly to pass two DCS administration bills. [HB139/SB722](#) (P.C. 547) increases access to scholarships for current and former foster youth and creates a pilot program in which DCS partners with various institutions of higher education to provide assistance to former foster youth as they navigate the college experience. Both of these initiatives seek to increase the likelihood of current and former foster youth finding success in academia, and in turn, success in life. [HB62/SB723 \(P.C. 101\)](#) was intended to create operational efficiencies for our staff and did so by modernizing various recordkeeping practices. Additionally, through the appropriations process, the legislature funded key administration initiatives including salary increases for caseworkers and rate increases for DCS providers.

Another function of the office is to ensure compliance with state statutory reporting requirements, including annual reporting and rules and policy updates. The office also will provide updates to state

legislators and other interested parties about key federal initiatives and how those will affect DCS at the state level.

Throughout the year, legislative team, in partnership with the Department's Customer Focused Services team, works with legislators to address various constituent concerns that might arise. Members of the General Assembly and their staff communicate these concerns to the legislative team. The team will then work on the issue and try to identify a solution for the constituent in a timely manner.

## Office of Facilities Management

### Assistant Commissioner Julie Rotella

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

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

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

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

### Highlights

- Emergency Action Plan Course provided to Fire Wardens in State Owned Buildings
- Situational Awareness Training provided to Youth Development Center JLL staff
- DCS Guidelines developed for office floorplans

- Smart spreadsheet created to improve process of gathering Space Needs Information and to complete Space Analysis Requests more efficiently resulting in no outstanding SARs
- Wilder Youth Development Center dorm rooms freshly painted

## Public Chapter No. 197

In accordance with Public Chapter 197 of 2021, DCS, along with the Department of Mental Health and Substance Abuse Services, the Department of Human Services, the Department of Health and the Bureau of TennCare, actively seeks and applies for federal, private or other available funds and actively directs available state funds for the development of recovery programs for Tennessee residents who are pregnant or are women with children to assist those residents by providing substance-abuse disorder treatment and wrap-around services to support life skills development in outpatient treatment facilities, in residential treatment facilities or through home visitation programs.

In 2021, DCS advanced two proposals for funding through the American Rescue Plan Act:

- In-Patient Rehab Treatment for Uninsured and Underinsured Mothers. \$3 million (\$1 million over three years.) In partnership with DMHSAS.
- Safe-Baby Courts/Specific Assistance to Families. \$250,000.

As of January 2022, the Department has not received information that it has been awarded any of these funds. Since DCS has not been awarded these funds, the Department has no report on benefits realized from these recovery programs, nor recommendations for changes to statutes or rules to further develop these programs.

# DCS by the Numbers

Foster Homes with At Least One Vacancy on 6/30/2021			
Residence Region	DCS	Contract Provider	Grand Total
Davidson	66	96	162
East	79	99	178
Knox	105	108	
Mid Cumberland	177	247	424
Northeast	108	115	223
Northwest	45	56	101
Shelby	122	234	356
Smoky Mountain	77	104	181
South Central	73	165	238
Southwest	55	149	204
Tennessee Valley	91	158	249
Upper Cumberland	111	60	171
<b>Grand Total</b>	<b>1,109</b>	<b>1,591</b>	<b>2,700</b>

Children in Custody SFY 2020-2021 by Adjudication*				
Commitment Region	Delinquent	Dependent /Neglect	Unruly	Total
Davidson	134	894	0	1,028
East	59	1,001	13	1,073
Knox	36	1,087	0	1,123
Mid Cumberland	157	1,470	26	1,653
Northeast	101	1,108	12	1,221
Northwest	66	847	28	941
Shelby	258	1,572	0	1,830
Smoky	58	1,226	5	1,289
South Central	107	1,123	11	1,241
Southwest	82	502	15	599
TN Valley	123	1,175	21	1,319
Upper Cumberland	97	1,234	20	1,351
<b>Grand Total</b>	<b>1,278</b>	<b>13,239</b>	<b>151</b>	<b>14,668</b>

Children in Custody SFY 2020-2021 by Age*				
Region	0 to 4	5 to 12	Age 13 and Over	Grand Total
Davidson	275	252	501	1,028
East	254	372	447	1,073
Knox	345	349	429	1,123

<b>Mid Cumberland</b>	382	469	802	1,653
<b>Northeast</b>	356	419	446	1,221
<b>Northwest</b>	286	333	322	941
<b>Shelby</b>	565	554	711	1,830
<b>Smoky Mountain</b>	303	457	529	1,289
<b>South Central</b>	322	413	506	1,241
<b>Southwest</b>	133	184	282	599
<b>Tennessee Valley</b>	427	367	525	1,319
<b>Upper Cumberland</b>	433	451	467	1,351
<b>Grand Total</b>	<b>4,081</b>	<b>4,620</b>	<b>5,967</b>	<b>14,668</b>
<b>*Age reported as of 6/30/21 or last day of custody if sooner</b>				

<b>Children in Custody SFY 2020-2021 by Race</b>									
<b>Region</b>	<b>American Indian/Alaska Native</b>	<b>Asian</b>	<b>Black/African American</b>	<b>Multi-Racial</b>	<b>Native Hawaiian / Other Pacific Islander</b>	<b>Unable to Determine</b>	<b>White</b>	<b>(blank)</b>	<b>Grand Total</b>
<b>Davidson</b>	0	5	603	101	1	12	269	37	1,028
<b>East</b>	1	0	24	74	0	2	952	20	1,073
<b>Knox</b>	2	0	231	166	1	8	708	7	1,123
<b>Mid Cumberland</b>	5	7	348	231	8	14	988	52	1,653
<b>Northeast</b>	5	2	39	73	1	7	1,023	71	1,221
<b>Northwest</b>	2	0	112	77	0	1	737	12	941
<b>Shelby</b>	1	1	1,503	40	4	6	259	16	1,830
<b>Smoky Mountain</b>	2	2	31	132	4	4	1,113	1	1,289
<b>South Central</b>	0	3	78	128	1	1	1,030	0	1,241
<b>Southwest</b>	1	0	176	46	1	2	371	2	599
<b>Tennessee Valley</b>	1	3	253	135	1	5	906	15	1,319
<b>Upper Cumberland</b>	0	2	29	77	0	3	1,180	60	1,351
<b>Grand Total</b>	<b>20</b>	<b>25</b>	<b>3,427</b>	<b>1,280</b>	<b>22</b>	<b>65</b>	<b>9,536</b>	<b>293</b>	<b>14,668</b>

<b>Time to Permanency for Custody Exits by Time Frame SFY 2020-2021</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>	172	65.2%	53	20.1%	34	12.9%	5	1.9%	264
<b>East</b>	190	66.4%	79	27.6%	9	3.1%	8	2.8%	286
<b>Knox</b>	135	57.4%	83	35.3%	10	4.3%	7	3.0%	235
<b>Mid Cumberland</b>	277	56.5%	160	32.7%	39	8.0%	14	2.9%	490
<b>Northeast</b>	194	67.4%	83	28.8%	6	2.1%	5	1.7%	288
<b>Northwest</b>	177	56.5%	123	39.3%	11	3.5%	2	0.6%	313
<b>Shelby</b>	306	54.9%	176	31.6%	55	9.9%	20	3.6%	557
<b>Smoky Mountain</b>	122	45.0%	114	42.1%	29	10.7%	6	2.2%	271
<b>South Central</b>	167	54.2%	98	31.8%	29	9.4%	14	4.5%	308
<b>Southwest</b>	97	52.4%	69	37.3%	14	7.6%	5	2.7%	185
<b>Tennessee Valley</b>	197	61.8%	86	27.0%	17	5.3%	19	6.0%	319
<b>Upper Cumberland</b>	207	56.6%	138	37.7%	14	3.8%	7	1.9%	366
<b>Grand Total</b>	<b>2,241</b>	<b>57.7%</b>	<b>1,262</b>	<b>32.5%</b>	<b>267</b>	<b>6.9%</b>	<b>112</b>	<b>2.9%</b>	<b>3,882</b>
<b>*Includes Custody Exits to Reunification, Exit Custody to Relatives/Kin and Permanent Guardianship</b>									

<b>Juvenile Justice Custody*</b>				
<b>Filled Positions w/Assignments</b>				
<b>Region</b>	<b>Average Monthly Cases</b>	<b>Case Average</b>	<b>Lowest Caseload</b>	<b>Highest Caseload</b>
<b>Davidson</b>	68	10.0	1	20
<b>East Tennessee</b>	24	3.0	1	7
<b>Knox</b>	18	6.0	2	10
<b>Mid Cumberland</b>	76	3.5	1	15
<b>Northeast</b>	43	2.8	1	8
<b>Northwest</b>	37	3.8	1	12
<b>Shelby</b>	145	10.7	2	19
<b>Smoky Mountain</b>	27	2.2	1	12
<b>South Central</b>	50	3.7	1	14

Southwest	39	3.3	1	11
TN Valley	57	7.4	1	19
Upper Cumberland	44	2.4	1	9
Unassigned	0	NA	NA	NA
<b>STATEWIDE</b>	<b>628</b>	<b>4.4</b>	<b>1</b>	<b>20</b>

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

<b>Juvenile Justice Custody*</b>				
<b>Positions (Vacant and Filled)</b>				
<b>Region</b>	<b>Average Monthly Cases</b>	<b>Case Average</b>	<b>Lowest Caseload</b>	<b>Highest Caseload</b>
Davidson	68	5.6	0	20
East Tennessee	24	2.7	0	7
Knox	18	5.3	2	10
Mid Cumberland	76	3.1	0	15
Northeast	43	2.5	0	8
Northwest	37	3.7	0	12
Shelby	145	10.3	0	19
Smoky Mountain	27	2.1	1	12
South Central	50	3.5	0	14
Southwest	39	3.2	0	11
TN Valley	57	6.6	0	19
Upper Cumberland	44	2.3	0	9
Unassigned	0	NA	NA	NA
<b>STATEWIDE</b>	<b>628</b>	<b>4.0</b>	<b>0</b>	<b>20</b>

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

<b>Juvenile Justice Probation, Aftercare, ICJ, and Diversion*</b>				
<b>Filled Positions w/Assignments</b>				
<b>Region</b>	<b>Average Monthly Cases</b>	<b>Case Average</b>	<b>Lowest Caseload</b>	<b>Highest Caseload</b>
Davidson	45	6.6	1	30
East Tennessee	70	8.8	1	15
Knox	15	5.0	2	10
Mid Cumberland	235	10.7	1	31
Northeast	118	7.8	1	19
Northwest	74	7.6	1	16
Shelby	26	1.9	1	19
Smoky Mountain	115	9.3	1	16

South Central	145	10.7	1	19
Southwest	68	5.8	1	15
TN Valley	47	6.1	1	14
Upper Cumberland	155	8.5	1	17
Unassigned	0	NA	NA	NA
<b>Statewide</b>	<b>1112</b>	<b>7.8</b>	<b>1</b>	<b>31</b>

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

Juvenile Justice Probation, Aftercare, ICJ, and Diversion*				
Positions (Vacant and Filled)				
Region	Average Monthly Cases	Case Average	Lowest Caseload	Highest Caseload
Davidson	45	3.7	0	30
East Tennessee	70	7.9	0	15
Knox	15	4.4	2	10
Mid Cumberland	235	9.6	0	31
Northeast	118	6.9	0	19
Northwest	74	7.5	0	16
Shelby	26	1.8	0	19
Smoky Mountain	115	9.1	1	16
South Central	145	10.1	0	19
Southwest	68	5.6	0	15
TN Valley	47	5.5	0	14
Upper Cumberland	155	8.3	0	17
Unassigned	0	NA	NA	NA
<b>Statewide</b>	<b>1112</b>	<b>7.1</b>	<b>0</b>	<b>31</b>

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



<b>Social Services Custody</b>				
<b>Filled Positions w/Assignments</b>				
<b>Region</b>	<b>Average Monthly Cases</b>	<b>Case Average</b>	<b>Lowest Caseload</b>	<b>Highest Caseload</b>
Davidson	576	19.0	1	40
East Tennessee	603	18.5	1	27
Knox	694	13.7	1	20
Mid Cumberland	885	14.7	1	27
Northeast	633	14.3	1	24
Northwest	494	15.1	1	22
Shelby	977	15.3	1	26
Smoky Mountain	800	15.2	1	20
South Central	702	16.1	1	23
Southwest	319	13.6	1	20
TN Valley	775	14.6	1	24
Upper Cumberland	747	13.9	1	22
Unassigned	58	3.2	1	42
<b>Statewide</b>	<b>8262</b>	<b>14.8</b>	<b>1</b>	<b>42</b>

Social Services Custody				
Positions (Vacant and Filled)				
Region	Average Monthly Cases	Case Average	Lowest Caseload	Highest Caseload
Davidson	576	10.5	1	40
East Tennessee	603	16.9	1	27
Knox	694	12.6	1	20
Mid Cumberland	885	11.7	1	27
Northeast	633	11.7	1	24
Northwest	494	13.1	1	22
Shelby	977	13.5	1	26
Smoky Mountain	800	14.0	1	20
South Central	702	14.2	1	23
Southwest	319	11.9	1	20
TN Valley	775	13.7	1	24
Upper Cumberland	747	12.5	1	22
Unassigned	58	NA	1	42
<b>Statewide</b>	<b>8262</b>	<b>13.0</b>	<b>1</b>	<b>42</b>

#### Active Placements\* During SFY 2021 By Region, Level and Placement Type

Placement Level/Type	DV	EA	KX	MC	NE	NW	SH	SM	SC	SW	TNV	UC	Total
<b>Level 1</b>	1,175	1,586	1,570	2,139	1,428	1,299	1,882	1,429	1,387	779	1,577	1,680	17,931
Foster Home	996	1,252	1,218	1,674	1,138	1,022	1,542	1,155	1,118	606	1,285	1,336	14,342
PREADOPTIVEHOME	32	103	106	115	110	60	49	117	83	48	121	140	1,084
TRIALHOMEVISIT	147	231	246	350	180	217	291	157	186	125	171	204	2,505
<b>Level 2</b>	6	36	30	27	26	24	4	43	61	14	40	91	402
<b>Level 2 Continuum</b>	525	320	452	806	218	227	821	565	674	113	545	266	5,532
Foster Home	429	207	326	580	152	147	675	358	497	65	403	181	4,020
GROUPHOME	44	50	50	72	29	21	84	96	41	26	59	31	603
PREADOPTIVEHOME	20	27	36	69	11	17	16	55	51	9	37	22	370
TRIALHOMEVISIT	32	36	40	85	26	42	46	56	85	13	46	32	539
<b>Level 3</b>	111	123	128	217	149	67	65	154	99	98	124	92	1,427
<b>Level 3 Continuum</b>	567	336	339	722	433	332	378	446	467	211	435	344	5,010
Foster Home	216	145	174	324	193	208	183	219	284	106	236	162	2,450
GROUPHOME	260	124	127	270	160	67	147	175	119	76	135	118	1,778
PREADOPTIVEHOME	9	21	14	30	28	17	5	16	23	10	10	24	207
TRIALHOMEVISIT	82	46	24	98	52	40	43	36	41	19	54	40	575
<b>Level 4</b>	64	29	31	56	42	26	55	46	35	36	41	37	498
<b>Other</b>	270	190	190	299	259	105	596	227	156	134	289	179	2,894
<b>Grand Total</b>	<b>2,718</b>	<b>2,620</b>	<b>2,740</b>	<b>4,266</b>	<b>2,555</b>	<b>2,080</b>	<b>3,801</b>	<b>2,910</b>	<b>2,879</b>	<b>1,385</b>	<b>3,051</b>	<b>2,689</b>	<b>33,694</b>

Pursuant to Tenn. Code Ann. §§ 37-2-411 and 37-2-403(g), the Department had no documented objections to a child's foster care placement with a relative between May 12, 2021 and June 30, 2021.

### Children in Full Guardianship

Region	Children in Full Guardianship as of 6/30/2021
Davidson	24
East	82
Knox	90
Mid Cumberland	126
Northeast	85
Northwest	52
Shelby	45
Smoky Mountain	106
South Central	90
Southwest	31
Tennessee Valley	84
Upper Cumberland	85
<b>Total</b>	<b>900</b>

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

Region	Children in Full Guardianship with a Sole Goal of Adoption as of 6/30/2021
Davidson	21
East	65
Knox	79
Mid Cumberland	111
Northeast	83
Northwest	48
Shelby	36
Smoky Mountain	88
South Central	73
Southwest	27
Tennessee Valley	78
Upper Cumberland	71
<b>Grand Total</b>	<b>780</b>

### Children with Planned Permanent Living Arrangement as a Goal

Region	Children with a PPLA Goal as of 6/30/2021
Davidson	4
East	3
Knox	7
Mid Cumberland	3
Northeast	3
Northwest	4
Shelby	4
Smoky Mountain	4
South Central	5
Southwest	2
Tennessee Valley	4
Upper Cumberland	6
<b>Total</b>	<b>49</b>

### Placement Moves

Region	Zero Moves	1 Move	2 Moves	3 or More
Davidson	168	96	73	66
East	192	137	73	64
Knox	171	130	46	81
Mid Cumberland	278	201	88	85
Northeast	283	166	74	48
Northwest	222	99	48	34
Shelby	375	161	96	55
Smoky	169	136	67	63
South Central	198	150	64	77
Southwest	87	60	43	39
TN Valley	187	129	90	83
Upper Cumberland	311	147	56	45
<b>Grand Total</b>	<b>2,641</b>	<b>1,612</b>	<b>818</b>	<b>740</b>

### Number of Children Adopted

Region	Children adopted as of 6/30/2021
Davidson	50
East	120
Knox	128
Mid Cumberland	127
Northeast	119
Northwest	52
Shelby	45
Smoky Mountain	148
South Central	120
Southwest	43
Tennessee Valley	120
Upper Cumberland	131
Total	1,201 *9 region not identified

### Children in Permanent Guardianship

Region	Children with a PG goal as of 6/30/2021
Davidson	8
East	9
Knox	24
Mid Cumberland	36
Northeast	27
Northwest	54
Shelby	80
Smoky Mountain	32
South Central	30

<b>Southwest</b>	21
<b>Tennessee Valley</b>	16
<b>Upper Cumberland</b>	74
<b>Total</b>	411 *1 region not identified

**Total Placement Cost of all Children in State Custody: \$355,517,700**

- State: \$113,915,400
- Federal: \$40,480,000
- Other: \$201,122,300

**Wilder Youth Development Center**

- State: \$13,942,100 (both housing and services)  
(No federal or other funding)

**Total services cost for foster care children \$ 14,333,900**

- State: \$8,149,800
- Federal: \$1,990,800
- Other: \$4,193,300

## **Case Manager Qualifications and Training**

**Case Manager 1: Minimum Qualifications:**

Education and Experience: Graduation from an accredited college or university with a bachelor's degree. (\*A case manager 1 automatically flexes to a case manager 2 after one year of service.)

**Case Manager 2: Minimum Qualifications:**

Education and Experience: Graduation from an accredited college or university with a bachelor's degree and experience equivalent to one year of full-time professional work providing child welfare services including, but not limited to, one or a combination of the following: social, psychological, or correctional counseling or case management; volunteer services coordination for a children's service program; and/or juvenile classification coordination.

**Case Manager 3: Minimum Qualifications:**

Education and Experience: Graduation from an accredited college or university with a bachelor's degree and two years of professional experience providing child welfare services including, but not limited to, one or a combination of the following: social, psychological, or correctional counseling or case management; volunteer services coordination for a children's service program; and/or juvenile classification coordination. Substitution of Graduate Education for Experience: A graduate degree in social work or a related behavioral science field may be substituted for the required experience on a

year-for-year basis, to a maximum of one year (e.g., 36 graduate quarter hours may be substituted for one year of required experience).

Case Manager 4: **Minimum Qualifications:**

Education and Experience: Graduation from an accredited college or university with a master's degree in social work or a related behavioral science field with a child or family focus and experience equivalent to three years of full-time professional child welfare case work including, but not limited to, one or a combination of the following: social, psychological, or correctional counseling or case management; volunteer services coordination for a children's service program; and/or juvenile classification coordination or graduation from an accredited college or university with a bachelor's degree and experience equivalent to five years of full-time professional child welfare case work including, but not limited to, one or a combination of the following: social, psychological, or correctional counseling or case management; volunteer services coordination for a children's service program; and/or juvenile classification coordination.



## Caseload Carrying Case Manager Courses

All courses listed during the first quarter are required to be taken within the first 90 days of hire. All courses listed during quarters 2-4 MUST be taken AFTER the first 90 days and BEFORE the first-year probation performance cycle ends.

Timeframe	All Case Management Series New Hires
<b>Quarter 1</b>	<ul style="list-style-type: none"> <li>• Regional Orientation (Week before Pre-service if possible)               <ul style="list-style-type: none"> <li>○ Region/Division Specific Onboarding Training</li> <li>○ Time and Labor Entry for staff</li> <li>○ Scavenger Hunt</li> <li>○ Worksite Tour New Employee Orientation CBT</li> <li>○ Intro to Child Welfare CBT</li> <li>○ Mandated Reporting CBT</li> <li>○ Comprehensive Addiction Recovery Act (CARA) CBTs</li> <li>○ Foster Parent Bill of Rights CBT(Required within first 30 days per TCA 37-2-415)</li> </ul> </li> <li>• Pre-Service               <ul style="list-style-type: none"> <li>○ Wk 1- Core (including CANS for FC and JJ/FAST for CPS and FSS)</li> <li>○ Wk 2 – OJT and TFACTS1&amp;2</li> <li>○ Wk 3- Specialty 1</li> <li>○ Wk 4 – OJT (Regional Resource Guide)</li> <li>○ Wk 5 - Specialty 2</li> <li>○ Wk 6 – OJT</li> <li>○ Wk 7 OJT&amp; final Case Review Assessment</li> </ul> </li> </ul> <p style="text-align: center;"><b>*** Courses to be taken AFTER Certification, but within first quarter</b></p> <ul style="list-style-type: none"> <li>• Required CBTs               <ul style="list-style-type: none"> <li>○ PREA 1 hour</li> <li>○ Psychotropic Medication Training (SS &amp; JJ Only)</li> <li>○ GREAT Customer Service: STAR Principal</li> <li>○ Child Passenger Safety</li> <li>○ AWS Awareness for Employees</li> <li>○ Performance Management 2.0</li> <li>○ Safe Measures</li> <li>○ Fiscal Verification (Non-Custodial Only)</li> </ul> </li> <li>• Great Customer Service 4 hours</li> <li>• Safe Sleep 1-hour Live Webinar</li> <li>• Respectful Workplace</li> <li>• Mechanical Restraint Training (JJ only)</li> <li>• Child Passenger Safety Installation and Pack-n-Play setup. – Must be taken after CBT</li> </ul>
<b>Quarter 2</b>	<ul style="list-style-type: none"> <li>• Documentation</li> <li>• Talking to Kids (CPS and Permanency only)</li> <li>• Mental Health for JJ (JJ only)</li> <li>• TFACTS Incident Reporting for DCS Staff CBT (Permanency and JJ)</li> </ul>

<b>Quarter 3</b>	<ul style="list-style-type: none"> <li>• Creating Normalcy through Prudent Parenting (Permanency and JJ)</li> <li>• Motivational Interviewing</li> </ul>
<b>Quarter 4</b>	<ul style="list-style-type: none"> <li>• CSEM</li> <li>• Trauma Toolkit (2 Days) (CPS and Permanency)</li> <li>• Think Trauma (JJ only)</li> </ul>

<b>Additional first year requirements (not during the first Quarter)</b>	<ul style="list-style-type: none"> <li>• Regional Education Training</li> <li>• CBTs <ul style="list-style-type: none"> <li>○ ADA</li> <li>○ Intro to Continuous Quality Improvement</li> </ul> </li> <li>• Annual CBTs <ul style="list-style-type: none"> <li>○ Security Awareness</li> <li>○ Notice to School Principals of Certain Delinquent Adjudications(Permanency and JJ)</li> <li>○ Emergency Preparedness</li> <li>○ Fraud &amp; Waste</li> <li>○ HIPAA</li> <li>○ Random Moment Sampling</li> <li>○ Rights of Foster Children with Disabilities (SS &amp; JJ Only)</li> <li>○ Title IV-E</li> <li>○ Title IX</li> <li>○ Title VI</li> </ul> </li> </ul>
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