

TENNESSEE DEPARTMENT OF HUMAN SERVICES



Annual Report Fiscal Year 2011 - 2012

TENNESSEE DEPARTMENT OF
HUMAN SERVICES



Helping shape Tennessee lives.

OUR MISSION

To improve the well-being of Tennesseans who are economically disadvantaged, vulnerable or living with disabilities through a network of financial, employment, protective and rehabilitative services.

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A WORD FROM THE COMMISSIONER



Greetings Fellow Tennesseans,

Thank you for taking the time to learn more about the Department of Human Services. Our vision is to be a leader partnering with human service customers in their efforts to establish or re-establish self-sufficiency to create a better quality of life.

Our FY 2011-2012 Annual Report will reflect the continued commitment of our staff to serving more than two million Tennesseans in service to the mission.

The following are some of the highlights of the year:

- We successfully completed our Top to Bottom Review. The results of that process were published in February. To learn more about the statewide effort, please visit <http://forward.tn.gov/toptobottom/>
- We initiated the process of evaluating and re-engineering the Families First Program. The goal of this effort is to increase the focus on employment outcomes. Additionally, we are making a continuous effort to educate fellow Tennesseans to ensure there is a clear understanding that the TANF program (Families First) is a workforce development program.
- We achieved a 98% completion rate for SMART Goals for DHS employees.

Moving forward we will continue our focus on doing our part to realize Governor Haslam's vision for Tennessee to be the **number one state in the Southeast for high quality jobs**. There are 5 key priorities to moving Tennessee forward in this manner:

- Jobs and Economic Development
- Education and Workforce Development
- Fiscal Strength and Efficient Government
- Public Safety
- Health and Welfare

The Department of Human Services is perfectly aligned with these priorities with a key focus on the following: customer service, effective fiscal stewardship, high performance and accountability, and workforce development and employment.

I want to take this opportunity to thank the employees of the Department of Human Services for their dedication and commitment. Please know that we appreciate all that you continue to do on behalf of DHS, those we serve, and the State of Tennessee. And I also want to send a special thank you to the people of Tennessee for your support of these much needed services for adults and families. Finally, thank you to our partners, advocates, and many other stakeholders who play an integral role in our fulfillment of the DHS mission.

In Service to Others,

A handwritten signature in black ink that reads "Raquel Hatter". The signature is written in a cursive, flowing style.

Raquel Hatter, MSW, Ed.D.
Commissioner

OFFICE OF CUSTOMER SERVICE

The Office of Customer Service (OCS) was created in the Spring of 2012 to address the internal and external customer experience at the Department of Human Services. The OCS helps address needs identified through Governor Haslam's Customer Focused Government Initiatives. The Department serves more than two million Tennesseans and receives a significant volume of customer issues and inquiries. The OCS works closely with all divisions to help ensure customers served throughout the Department and state receive services in a professional, respectful and timely manner. The OCS also assists in creating opportunities to receive feedback and connect with customers and community partners.

DIVISION OF CHILD SUPPORT

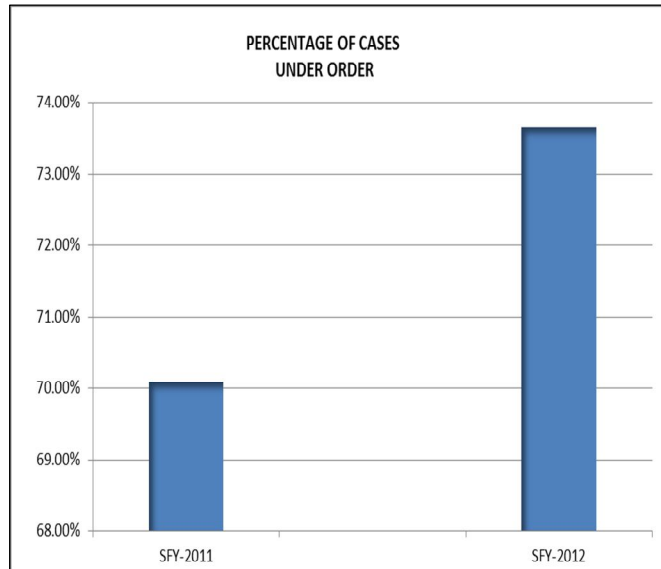
Tennessee's Child Support program has offices in each of the state's 31 Judicial Districts providing the following core services: locating parents; establishing paternity; establishing and enforcing financial and medical support orders; reviewing and adjusting support orders; collecting and disbursing child support collections. In addition to these core services, the Child Support Program impacts families in other significant ways. The following success story illustrates the impact child support has on Tennessee's children and families.

SUCCESS STORY:

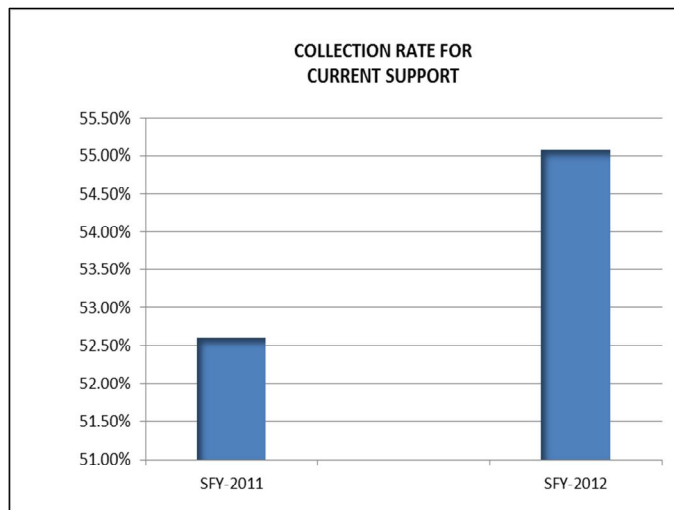


When "Steve" entered the program, he faced several barriers. He actually had a great work history and was highly skilled; however, Steve's previous employment position was eliminated due to company downsizing, which further led to him being behind on his child support payments. With Child Support Employment and Parenting Program (CSEPP) assistance, Steve was able to get his driver's license reinstated, which opened several doors for him immediately. CSEPP Coordinators worked hard on retooling his resume and cover letters to highlight his strengths and talents. CSEPP Coordinators also forwarded his resume to several staffing contacts. Within two months of entering the program, Steve was employed third shift full-time through a staffing agency. With the assistance of the coordinators, Steve has been able to obtain a better paying first shift job that is closer to home and that will allow him to spend more time with his children.

With a total of three cases in both the 4th and 6th Judicial Districts, Steve continued employment and has paid 78% of his obligation by wage assignment post program from July 1, 2011 – June 30, 2012.



The percentage of cases under order increased from 70.08% in June 2011 to 73.64% in June 2012.



The child support collection rate for current support increased from 52.61% to 55.08%.

HIGHLIGHT OF ACCOMPLISHMENTS:

- The Child Support program in Tennessee is very cost-effective, collecting \$7.31 for every \$1 spent (ranking our program #6 out of 50 States and the District of Columbia).
- Total collections for child support in Tennessee reached a state all-time high of \$654,848,130 for fiscal year (FY) 2012, representing an average collection of more than \$1.79 million per day.
- The child support collection rate for current court ordered child support increased from 51.83% for FY 2010 to 52.61% for FY 2011 to 55.08% for FY 2012.
- The percentage of cases under court order increased from 67.11% for FY 2010 to 70.08% for FY 2011 to 73.64% for FY 2012.
- The Child Support program's automated dialing system has now been expanded for improved customer service to make appointment reminder calls for 28 of the child support judicial districts. Over 42,000 calls were made during the month of May 2012 alone. This allows us to better serve our customers by providing proactive reminder calls.

DIVISION OF REHABILITATION SERVICES

The Division of Rehabilitation Services (DRS) includes Vocational Rehabilitation, Tennessee Rehabilitation Center in Smyrna, Tennessee Technology Access Program (TTAP), Disability Determination Services and the Tennessee Council for Deaf and Hard of Hearing.

VOCATIONAL REHABILITATION

The Division of Rehabilitation Services is responsible for the Vocational Rehabilitation (VR) program which includes the determination of eligibility, the determination of the nature and scope of services, and the provision of rehabilitation services for individuals consistent with their strengths, resources, priorities, concerns, abilities, capabilities, interests, and informed choice so they may prepare for and engage in employment.

SUCCESS STORIES:

"Michael's" case was opened in May 2011. He was determined eligible with a developmental disorder, anxiety, depression, and personality disorder. When Michael applied for services he was very quiet and never smiled. He had some job history but had been fired from his last position and still appeared quite puzzled about what happened. Michael was encouraged to seek mental



health treatment as he was not under any care or taking any medication. He had been seeing a therapist and paying for it, but as a young man surviving on social security benefits and living alone with no family support he could not keep up with the payments. Vocational Rehabilitation was able to help Michael reconnect with his therapist and paid for 13 sessions. Michael followed through on health care recommendations and began taking an anti-depressant which helped considerably. He began working at a local plant with the assistance of a job coach. Though a bit daunting, Michael stuck with the job and surpassed his supervisor's expectations. He even was awarded employee of the year!



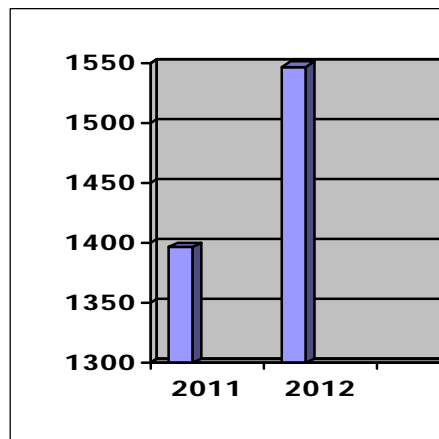
Last year a local business in Tennessee posted three positions on-line; one of which was for clerical staff. Immediately, a DRS Employment Specialist went to the business and spoke with the hiring manager to recommend that their business allow the Tennessee Rehabilitation Center (TRC) Community Employment to fill the position, which they did.

The DRS Employment Specialist met with "Ms. Jones" the next day regarding this job announcement. Ms. Jones provided a well written resume outline which was formatted into a more formal resume. The resume was hand delivered to the business and Ms. Jones was requested to complete an application.

Ms. Jones was hired and due to her continued satisfaction with the job and her ability to maintain successful employment, Ms. Jones' case was closed as successful.

STATISTICS:

**Successful Employment Outcomes
FY2011 vs. FY2012**



The number of clients that have obtained employment rose in FY2012 from FY2011.

SERVICES FOR THE BLIND AND VISUALLY IMPAIRED and SERVICES FOR THE DEAF AND HARD OF HEARING

Services for the Blind and Visually Impaired (SBVI) and Services for the Deaf and Hard of Hearing are integral parts of the Division of Rehabilitation Services. This unit provides vocational rehabilitation services to individuals with vision and/or hearing loss. Additionally, the unit provides specialized independent living services to individuals who are blind and also operates the Tennessee Business Enterprises Program (TBE) which provides entrepreneurial opportunities for legally blind individuals who are operating food service facilities in government buildings. Rehabilitation Teachers and Assistants enable clients they serve to live more independently in their homes and communities.

The number of adults with a combined vision and hearing loss on the TN Deaf-Blind Registry is steadily growing from 143 in 2008 to 514 to date in 2012. Dual sensory loss causes difficulties in the area of employment, independent living skills, communication, mobility and access to information and services.

Since the types of hearing and vision losses can be drastically different from person to person, the communication and mobility needs of people who have dual sensory losses can be quite varied as well. For this reason, the Division of Rehabilitation Services established specialized services to address the need of individuals who have a combined sensory loss to have staff prepared to help meet the needs of this growing population.

Overall awareness in our state is increasing on how to better meet the needs of individuals who are Deaf-Blind by offering consultations, educational presentations, free sensitivity trainings, functional sign language and alternate communication classes to businesses, colleges, non-profit groups, organizations, community providers and state employees.

HIGHLIGHT OF ACCOMPLISHMENTS:

- The Services for the Blind and Visually Impaired Independent Living caseload added 281 new clients served from October 2011 to July 2012 despite the fact that we implemented a new case management system (TRIMS) and had at one time 5 vacancies.
- Trained over 300 students and professionals on how to provide improved support services to people who have severe vision and hearing loss.
- By networking with private non-profit groups, community resources and other state and federal programs across Tennessee, the program was able to provide a Deaf-Blind

Learning Retreat in May 2012 for consumers in Tennessee to come together to learn about new technology, employment opportunities, gain new advocacy and independent living skills and explore new communication and mobility techniques.

- A partnership with the TN Deaf-Blind Project (TREDS) at Vanderbilt has been formed to help identify children up to age 21 who are Deaf-Blind. TREDS and DRS Deaf-Blind Services staff help provide resources to transition age teens and their families to become more familiar with the VR programs as they begin to access adult services.

TENNESSEE COUNCIL FOR THE DEAF AND HARD OF HEARING

The Tennessee Council for the Deaf and Hard of Hearing (TCDHH) exists to serve as an advocate for services affecting Deaf, Hard of Hearing, and Deaf-Blind persons through coordination, public awareness, and consultation in areas of public service, health care, education, and employment.

COMMUNITY TENNESSEE REHABILITATION CENTERS

Seventeen community Tennessee Rehabilitation Centers across the state provide employment related services (job readiness training and job placement assistance) to applicants and eligible clients of Vocational Rehabilitation. Vocational evaluation, employee development, and employment services are designed to assist the client with identifying an appropriate vocational goal and assisting them with attaining essential work behaviors to achieve and maintain employment.

SUCCESS STORY:

“Lawrence” is a young man who had been diagnosed with major depressive disorder, oppositional defiant disorder, attention deficit hyperactive disorder and mild intellectual disorder. He was referred to the Employee Development (ED) Program at the TRC. Lawrence was very difficult to work with in the ED Program. He was a very depressed young man. He had no friends and appeared to be angry all of the time. The Vocational Rehabilitation Counselor referred Lawrence to the ED program to work on his ability to get along with co-workers, especially authority figures, and to help him understand what is acceptable to discuss in a work place. The counselor also referred Lawrence for mental health counseling and medication. Lawrence was



placed at two volunteer worksites for observation. After being removed from the two volunteer sites, Lawrence finally got the message. He returned to the ED program with a new insight. He was successfully discharged from ED and referred to Job Placement with his goal being janitorial. TRC helped him with a haircut and a change in wardrobe (interview suit). Mock interviews were practiced for several weeks. Lawrence achieved his goal and was hired in a janitorial position. He is currently still employed in that position with additional responsibilities due to good performance.

STATISTICS:

The 17 Community Tennessee Rehabilitation Centers successfully partnered with 42 local employers across the state to secure contract work in the Employee Development (ED) program.

The Community TRCs received referrals to assist 662 VR clients with employment activities including career counseling, employment readiness training, job search activities and job placement assistance.

- 277 clients were successfully employed.
- 160 clients were placed and are being monitored to ensure successful placements.
- 437 clients are currently employed and earning an average of \$163.24 a week.

TENNESSEE REHABILITATION CENTER AT SMYRNA (TRC)

Serving all 95 counties across the state, the Tennessee Rehabilitation Center in Smyrna is a residential facility which provides vocational rehabilitation services. TRC in Smyrna provides comprehensive vocational evaluation, pre-vocational and vocational training, vision impairment, traumatic brain injury, physical rehabilitation, and transitional life skills training services.

SUCCESS STORY:



Nineteen-year-old “Ben” was referred to TRC by his VR counselor. Ben had graduated from high school and was residing with his grandparents. Diagnosed impairments make it a struggle at times for Ben to learn, process thoughts, concentrate, and cope. However, to watch Ben in action it is clear he does not allow these issues to hinder his pursuits in life. After evaluation, he was accepted into a specialized program within the division of Vocational Training. Ben also moved into his new residential suite with three other roommates in the Transitional Life Skills (TLS) program on the TRC campus.

Right from the beginning of this new adventure, according to staff, Ben was fast to become the best dressed student in the dorm, the apartment owner with the most home décor sense and impressively assigned as the student leader in his training program. Outspoken and personable, Ben does not hesitate to share with others his goals and what he needs to move to the next level while bringing everyone else along with him.

Ben completed his program internship receiving accolades from the supervisor at that location. Soon after that his teacher was able to assist him in completing applications for paid work. To Ben’s surprise he got a good job. Ben is now working and receiving a paycheck while continuing his training in TLS. The best part of this new experience is his worksite is in walking distance from his home.

"[He is] a delightful young man who always wants to strive for better. He asks good questions and shares thoughts about how to improve his work. He has good ideas."

- TRC Classroom instructor

In addition to recreating his environment and work tasks, he continues to restructure his career path by being open to additional training, schooling or work assignments. Soon, Ben will have some decisions to make about his next move but no one doubts he will employ his creative abilities to do just that. He has helped confirm for many that having a disability is not the same as being disabled.

STATISTICS:

PROGRAM COMPLETION

Percentage of Clients Successfully Completing Primary Programs of Services

2012	2011
94%	97%

HIGHLIGHT OF ACCOMPLISHMENTS:

- The Dynavision D2 Light Board Training System was purchased in October 2011. This system helps clients regain primary visual functions that contribute to the integration of lower level skills like balance, coordination, strength, and endurance that may be impacted due to stroke, traumatic brain injury, and other neurological disorders and diseases. This system has assisted clients in increasing the speed, accuracy and efficiency with which they absorb visual information under a variety of cognitive

demands leading to quicker progress and more success in the workplace. TRC is one of only two facilities in Middle Tennessee to have this device.

- The Traumatic Brain Injury Program developed a partnership with Soles4Souls, a Nashville based charity that collects shoes from individual donations and distributes them nationally and internationally to people in need. Through this community re-integration program, students received education and hands-on experience by implementing a campus-wide service project and volunteering in the Soles4Souls warehouse on a regular basis. Students have collected over 700 pairs of shoes since the program began in April 2012.
- The first TRC Job Club was created as an additional job seeking option for vocational training enrollees. Students discussed topics related to a variety of job search skills and strategies for success on the job. Guest speakers from the business community have been an integral part of the club and shared their wisdom and experience with the students during weekly meetings.

TENNESSEE TECHNOLOGY ACCESS PROGRAM (TTAP)

This program provides community-based programs and services to individuals with disabilities (and their families) who may benefit from assistive technology to increase or maintain their independence and support their integration into the workforce.

SUCCESS STORY:

"Susan" is a woman in her 40's who has Amyotrophic Lateral Sclerosis (ALS), also known as Lou Gehrig's disease. Through the progression of the disease, she has lost all movement in her extremities except limited movement of her left arm, which requires much effort. She depends on a ventilator to breathe. She also now has limited speech, which is not always intelligible. She resides in a nursing facility to meet her medical needs, away from her child and other family members. She wanted to find ways to improve communication with others and access a computer.



TTAP, through its program at one of its contracted partners loaned Susan a Head Mouse Extreme with an onscreen keyboard. The Head Mouse mounted on the laptop allows her to access the computer independently to use Skype to interact with family, email and Facebook as well as to serve as a voice when others do not understand her speech. Because of the services she received from TTAP, Susan now has the ability to communicate with her family while ensuring that her medical needs are being met.

HIGHLIGHT OF ACCOMPLISHMENTS:

- Provided 1,009 reutilized devices saving an estimated \$165,144 for the 562 individuals or families who received those devices.
- Loaned 936 devices to 586 individuals or their families.
- Provided 1,504 device demonstrations to 1,774 consumers, family members or professionals.

DISABILITY DETERMINATION SERVICES (DDS)

DDS is fully funded by the Social Security Administration and processes Social Security Disability Insurance (SSDI) and Supplemental Security Income (SSI) applications for the Social Security Administration.

The Division of Adult and Family Services and DDS continues to provide special processing to clients receiving Temporary Assistance to Needy Families (TANF) benefits. As TANF is, in fact, temporary in nature, it is considered a success if clients move toward a more long-term financial plan. DDS was able to allow 55.6% of the disability claims filed by the TANF population DHS serves on a temporary basis, providing them with longer term income and healthcare benefits.

DDS adjudicates claims involving rare and debilitating diseases identified and defined by Social Security Administration as “compassionate allowance” considerations. DDS also has special procedures for adjudicating claims filed by wounded warriors.

STATISTICS:

- The average Title 16 benefit during FY 2012 was \$500 per month or \$6,000 per year.
- On July 1, 2011, DDS' average processing time per case was 132.9 days. By the end of the fiscal year on June 29, 2012, the average processing time had dropped to 104.8 days – a 21% decrease in the number of days it takes to process a disability claim.

HIGHLIGHT OF ACCOMPLISHMENTS:

- DDS has designated staff to participate in the Cooperative Disability Investigations (CDI) unit which is funded by the Social Security Administration, and utilizes the investigative skills of Tennessee Bureau of Investigation and SSA's Office of Inspector General. During the 2011-12 fiscal year, staff investigated 116 claims and saved taxpayers a total of \$24,368,696 in expected benefits had these claimants been allowed benefits. The reports of the CDI unit led, in part, to a denial of those claims.

- DDS processed 1,595 claims alleging the existence of one or more rare and debilitating diseases and found that 1,516 or 95% of them warranted allowance decisions.
- In FY 2012, DDS adjudicated 637 military casualty claims with a reduced average processing time of 87 days.
- DDS adjudicated 149,722 total claims, yielding 289 claims processed per employee compared to 256 last fiscal year.

DIVISION OF APPEALS AND HEARINGS

The Division of Appeals and Hearings process appeals for all programs administered by the Department of Human Services as well as disqualification hearings covering the Food Stamps and Families First programs, and 4th level employee grievance due process hearings. When an applicant for or recipient of assistance or services is dissatisfied with any action taken by the Department of Human Services, he/she has the right to file an appeal for a fair hearing before an impartial hearing official.

STATISTICS:

In fiscal year 2012, the Division of Appeals and Hearings:

- Processed 35,847 appeal requests
- Completed 9,102 appeals resolutions
- Entered 19,365 Initial Orders

HIGHLIGHT OF ACCOMPLISHMENTS:

- Lowered the percentage of overdue appeals by streamlining antiquated processes.
- Created and maintained a shared directory of Initial Order templates covering various programs to enhance consistency and promote efficiency.
- Continued to provide continuing legal education credits to attorney staff and consolidated legal research available to legal staff resulting in significant cost savings.

OFFICE OF GENERAL COUNSEL

The Office of General Counsel (OGC) provides legal advice, counsel and support for all divisions of the Department of Human Services. OGC Attorneys provide legal representation in judicial and administrative litigation involving the department; prepare departmental rules; draft and analyze legislation that will impact the department, and represent the department before the Tennessee General Assembly. Other duties include to review/manage department contracts and to provide documents pursuant to Open Records Law Requests. The OGC monitors departmental Compliance and training in Title VI, VII, and IX, ADA, HIPAA, Motor Voter Registration as well as processing EEOC and Human Rights Commission complaints. The OGC advises and counsels the Department of Human Resources on departmental personnel matters/investigations/ disciplinary action and provides training to Adult Protective Services staff, Child and Adult Care Licensing staff, and Child Support program staff. The OGC has an interactive partnership with State Attorney General's office concerning federal and appellate litigation.

STATISTICS:

- In fiscal year 2012, the attorneys for OGC handled 351 Adult Protective Services cases, 236 Child Care Licensing cases, 236 Child Care Safety Plans, and 50 Open Records requests. This represents a steady increase in the department's efforts to protect and serve vulnerable and at risk residents.
- OGC reviewed over 3,000 legislative bills during the 2012 legislative session to determine the potential impact to the department and its' programs.

HIGHLIGHT OF ACCOMPLISHMENTS:

- OGC has provided program-wide training for Adult Protective Staff as well as 58 new Child Support Attorneys throughout the state. Training provided to the Child Support Attorneys through M. Lee Smith Corp, Tennessee Bar Association, and Maximus/PSI Child Support Services represents over 600 hours of Continuing Legal Education instruction provided.
- OGC in conjunction with the Office of the Attorney General, successfully pursued litigation at the Court of Appeals to appropriately enforce the State's Community Spouse Resource Allocation determination in Medicaid cases. These rulings will help the State safeguard against misuse and misappropriation of State and Federal funds specifically set aside for those with little or no resources.

OFFICE OF INSPECTOR GENERAL

The Office of Inspector General includes oversight of the department's independent accountability functions. Those functions include quality control, internal audit, investigations, program review and child care licensing. This office conducts compliance and quality control reviews of DHS programs, investigates referrals of (possible) fraud and abuse in the programs, handles adjudication and processes collections of claims overpayment, and conducts internal audits and investigations for the department. The Quality Control section is responsible for conducting a statistically valid sample of SNAP cases as required by United States Department of Agriculture and outlined in the Code of Federal Regulations. The Internal Audit section assists the Department in complying with federal, state and departmental laws, regulations and rules by conducting regularly scheduled and random audits of all various programs. The Investigations section examines referrals of potential fraud and abuse of all DHS programs. The Office of External Review ensures that any entity that has a contract with the Department of Human Services provides quality services to DHS.

HIGHLIGHT OF ACCOMPLISHMENTS:

- The Internal Audit staff conducted Child Care Certificate Reviews at 99 child care agencies across the state.
- Internal Audit staff conducted Safeguarding of Federal Tax Information reviews at 31 county offices and 12 Judicial Districts.

CHILD AND ADULT CARE LICENSING

Child & Adult Care Licensing is responsible for protecting children and vulnerable adults who are cared for in licensed care settings outside their own homes. Licensing regulates these facilities through annual announced re-evaluation visits and at least four (4) unannounced visits for full-year programs and at least three (3) unannounced visits for 9-month programs. Licensing ensures that the facilities meet basic health and safety requirements by providing consistent monitoring and technical assistance.

STATISTICS:

- Licensing staff conducted 3,415 announced visits and 16,296 unannounced visits to approximately 3,011 child care facilities and 57 adult day facilities.

HIGHLIGHT OF ACCOMPLISHMENTS:

- 1855 licensed centers, family and group homes received 3-star ratings, 428 received a 2-star rating and 60 received a 1-star rating. 29, 647 children whose families participate in the Child Care Certificate Program were enrolled in licensed facilities with star ratings.
- Licensing Policies and Procedures Manual was revised to further aid staff in performing their duties more effectively and consistently. Updated policies and procedures increase the protection for children and adults in care by ensuring consistent application of licensing rules and regulations. The manual serves as the foundation that enables licensing staff to carry out the Department's mission and to deliver focused customer service.

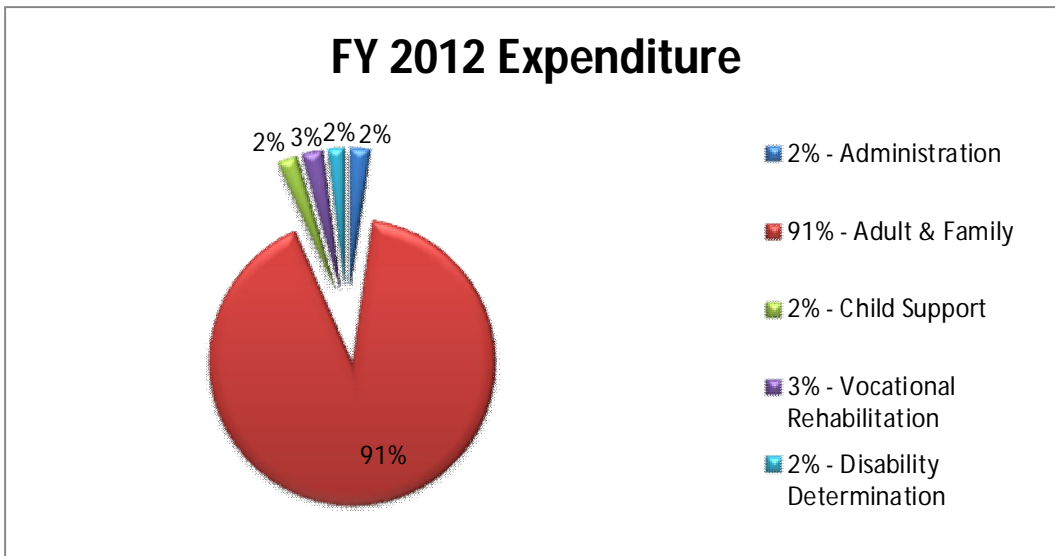
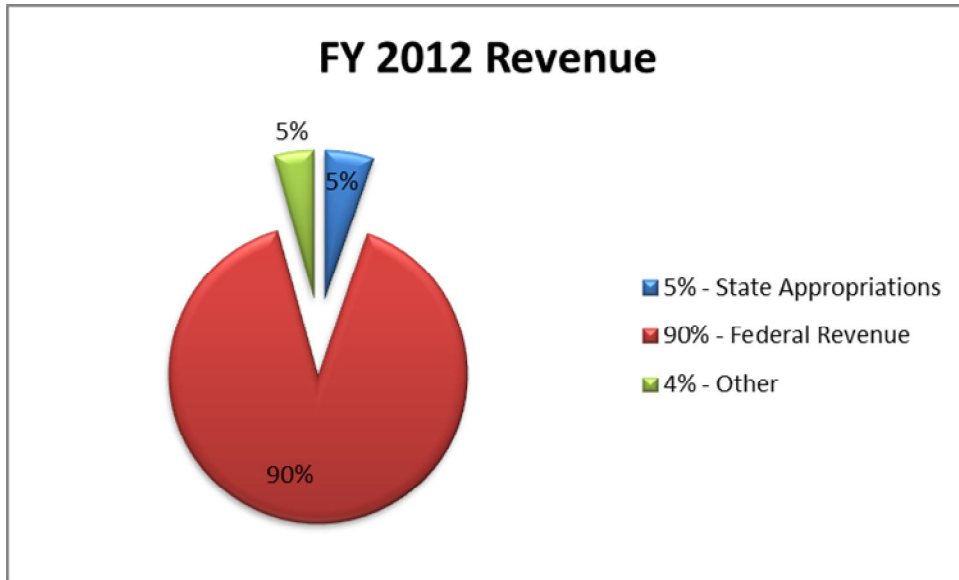
OFFICE OF EXTERNAL REVIEW

It further ensures that DHS clients work in accordance with all contract terms, current State and Federal laws, rules, policies and procedures all payments are valid and adequately documented.

The risk of overpayments to DHS vendors and services not being performed in accordance with contract requirements will be reduced as a result of monitoring. The unit also provides assurance that state and federal funds are used appropriately and that proper services are provided to DHS clients. Monitoring also gives DHS the opportunity to receive feedback from contracting entities regarding service quality and the contractor's relationship with the State of Tennessee.

DIVISION OF FINANCE AND ADMINISTRATION

The Division of Finance and Administration oversees five areas of operation within DHS including Budget, Fiscal Services, Information Technology, Facilities, and Procurement. Within these various areas we are responsible for preparing the annual department budget, performing fiscal analysis, monitoring federal programs for cash management, preparing federal expenditure reports, processing contractor/vendor payments, ensuring the procurement of all goods and services, providing support for functions such as mail operations and telecommunications, providing technical support to meet operational needs, overseeing a variety of IT projects simultaneously, as well as variety of other duties. The Department of Human Services approved budget for FY 2011/12 at approximately \$2.9 billion.



HIGHLIGHT OF ACCOMPLISHMENTS:

- By February 2012 the procurement office set about the task of producing, processing for signature, and submitting for approval some 182 new contracts or amendments to existing contracts, across seven allotment codes. Submission for review and approval of 96.8% of the contracts or amendments needed for FY 2013 prior to July 1, 2012, with 89.1% of these submitted by the deadline imposed by the Central Procurement Office.
- At the start of the new fiscal year on July 1, 97% of contracts had been completed.

- The Vocational Rehabilitation Fiscal unit paid all bills within 2 days with no errors while responding to payment and/or invoice questions from Tennessee Business Enterprises staff, vendors and Tennessee Rehabilitation Center staff on a daily bases.
- Within ten business days 95% of childcare payments are being processed.
- The IT unit developed and implemented an Address Verification application in only four months that eliminated an existing contracted address service, thus saving DHS more than \$200,000 annually.
- The IT unit developed and conducted five technical training classes for Information Systems staff. The classes were videotaped and placed on a technical training web site so that new and current staff can view all training online as desired.
- The IT unit redesigned Business Intelligence data extract, transform, and load process that resulted in the elimination of ninety-five programs and reduced the amount of data being processed. This resulted in an annual savings of over \$69,000.

DIVISION OF ADULT & FAMILY SERVICES

The Division of Adult and Family Services provides public assistance to low-income citizens directly through the county offices and indirectly through contracts with social services agencies across the state.

AFS has offices in all 95 Tennessee counties offering resources to citizens across the state. This division provides assistance for families to meet basic needs including paying living expenses, offering assistance through Families First, the department's TANF (Temporary Assistance to Needy Families) program, and the Supplemental Nutrition Assistance Program (SNAP, formerly known as food stamps). TennCare Medicaid, the state and federal medical assistance program for families with children, elderly and/or disabled citizens is also a function of this division.

AFS partners with community agencies to assist families with additional income/resources to obtain employment and increase the likelihood of becoming self sufficient. In addition, sections under Adult and Family Services are responsible for protecting vulnerable adults.

FAMILY ASSISTANCE

FAMILIES FIRST

Families First emphasizes work, training, and personal responsibility. To be eligible for the program, participants must meet technical and financial eligibility standards and agree to follow

a Personal Responsibility Plan (PRP). As part of the PRP, the participant agrees to keep immunizations and health checks up to date for their children, keep their children in school, cooperate with child support services, and, if not exempt, participate in work and/or training for at least 30 hours per week.

Tennessee is divided into five geographical zones each supported by work activity contractors who provide services to support TANF clients and who are required to have a work activity. The contractors are paid for performance that focuses on job placement, job retention, GED and Vocational Education completions, and enabling the State of Tennessee to meet the federal work participation mandates. The contractor works with the client to develop an individualized career plan focused on employment and also provides necessary support services such as transportation to allow the client to be successful with his/her career plan.

To support the Families First program, DHS client representatives in each of our local county offices builds relationships with participants to help ensure successful engagement with the work activity contractor and positive employment outcomes.

Policies are also in place to ensure DHS clients with disabilities have the opportunity to fully participate in the Families First program. Clients are offered screenings for barriers that would potentially make it difficult for them to complete the application/interview process. A secondary screening is available for those clients with a work requirement to ascertain if there are potential ADA-related barriers that would make participation in a work or training activity difficult. Clients with suspected mental health barriers or learning disabilities are referred to a Family Services Counselor, provided by contract agencies, for further assessment to determine the type of barrier, how it will affect the individual's participation in the Families First program, and what accommodation, if any, will be needed.

SUCCESS STORY:

“Lauren” joined the Families First program in 2009. At the time, she was pregnant with her third child and was in the midst of a divorce. Because of the changes in her life, she had to move back in with her parents and felt that she was starting over with nothing but herself and her children.

However, Lauren was not opposed to asking questions and asking for help. She found out about the Families First program and met a great career advisor who helped her with various challenges. Through the Families First program, Lauren was able to achieve many accomplishments. She completed her G.E.D, took college classes, got through her divorce, and was hired by a bank.

Lauren now works full-time, no longer needs Families First assistance and she is able to provide for her family.



"If it wasn't for this program I most definitely don't know where I would be in my life. I'm just very glad the program was here. I hope others take the opportunity like I did and grow from it. So to everyone that had a part in my life these last three years, I owe you a great big Thank You!"

-"Lauren"

Former Families First Client

STATISTICS:

- The Families First caseload for FY 2012 has decreased to 59,237, a 5.4% decrease compared to the FY 2011 caseload of 62,461.

HIGHLIGHT OF ACCOMPLISHMENTS:

- 13.6% of case closures in FY 2012 were closed for income, compared to 13% in FY 2011.
- In raw numbers, there was an average of 624 income closures each month in FY 2011, and 647 in FY 2012 – an increase of 4%.
- 276 more cases were closed for earnings this year compared to last year.

CHILD CARE CERTIFICATE PROGRAM

The Child Care Certificate Program provides assistance to families who need help paying for child care in order to meet the requirements of the Families First program. Parents leaving the program with a job receive transitional assistance to support their move from welfare to work. Other categories of the program provide assistance to teen parents and to children deemed eligible by the Department of Children's Services based on a connection to the child welfare system.

HIGHLIGHT OF ACCOMPLISHMENTS:

The accomplishments of the Child Care Certificate Program are generally a mirror image of the successes of the Families First Program with the exception of the Teen Parent Program.

- Child care assistance not only gives Families First parents/caretakers peace of mind while they participate in work and work-related activities but also provides quality day care for children, many of whom desperately need the educational stimulus to prepare them for preschool and kindergarten. Families First helps their parents succeed and quality child care helps the children succeed. The number of certificate children enrolled in child quality facilities was 37,716 in June 2011 and 35,101 in 2012.

SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM (SNAP, formerly known as food stamps)

The Supplemental Nutrition Assistance Program helps ensure that eligible low-income families and individuals are able to obtain a nutritious diet. The program benefits are intended to supplement a household's monthly food budget to allow them to direct more of their available income toward essential living expenses. The program is the cornerstone of the federal food assistance programs, and provides crucial support to needy households and to those making the transition from welfare to work. The goals of the program are to alleviate hunger and improve nutrition and health.

STATISTICS:

- An average of \$173,000,000 was issued in SNAP benefits each month. From July 2011 to June 2012 SNAP household participation increased from 614,000 to 655,000 households, an increase of 6.7%.
- From July 2011 to June 2012 the program experienced a 5.1% increase in individuals served from 1,277,000 to 1,342,000; and a monthly benefit increase of 3.2% from \$172,180,968 to \$177,761,108.

HIGHLIGHT OF ACCOMPLISHMENTS:

- Each day during state fiscal year 2012, the Supplemental Nutrition Assistance Program helped put food on the table for some 630,000 Tennessee households containing 1,300,000 individuals.
- Implemented periodic reporting for SNAP Recipients – July 1, 2011. Prior to this policy change recipient households were required to reapply for assistance every six months. This requirement included the completion of a new application for assistance and participation in an eligibility interview with agency staff in order to continue receiving assistance. Under the new policy households are now required to reapply for assistance every twelve months. In exchange for this extended eligibility period, households must complete a periodic report after six months of eligibility in lieu of the previous process.

This policy change has helped to alleviate the increased workload brought on by the growth in the program's participation.

- Converted all recipient Electronic Benefit Transfer (EBT) accounts to new EBT vendor. This process involved the transfer of over 1 million recipient accounts from J.P. Morgan Chase to eFunds Corporation. Because these accounts track the debit and credit transactions for \$2 billion in SNAP benefits and \$120 million in Families First benefits each year, strict adherence to Federal SNAP Laws and Regulations and to the rules governing Automated Clearinghouse (ACH) financial transactions was required. The conversion also required the coordination of efforts with Third Party Processors (TPP). Since the conversion occurred during a brief overnight period, we were able to keep the disruption of our transaction flow to a minimum.

TENNCARE/MEDICAID

The Department of Finance and Administration's TennCare Bureau contracts with DHS to determine Medicaid and TennCare Standard (including Standard Spend Down) eligibility. DHS determines eligibility, the possible categories of coverage and sends data to the TennCare Bureau via an electronic interface between the ACCENT and InterChange systems. This data is used by TennCare to open Medicaid or TennCare coverage when an individual has been approved, and to terminate coverage when an individual is no longer eligible to receive Medicaid or TennCare Standard.

HIGHLIGHT OF ACCOMPLISHMENTS:

- DHS staff approved 360,248 Medicaid cases in fiscal year 2011-2012. On average, DHS staff processed 70,426 Medicaid applications per month and approved 30,020 cases per month.

FAMILY ASSISTANCE SERVICE CENTER

The Family Assistance Service Center (FASC) responds to client inquiries and changes reported by clients in the Family Assistance programs.

HIGHLIGHT OF ACCOMPLISHMENTS:

- The FASC consistently demonstrates the ability to handle call volume of over 1 million calls per year. In FY 2011, call center employees responded to 1,113,789 calls, and in FY 2012, 1,126,349 calls were served.

- The FASC has completed approximately 1,000,000 work orders in this fiscal year. A work order is completed on every call or action that is taken by the FASC. This number is inclusive of all calls for reviews, report changes, inquiries, State Office inquiries, Out of State inquiries, TennCare projects and other special projects.
- The FASC assisted with Standard Spend Down open enrollment on the nights of September 12, 2011 and February 21, 2012. FASC staff is tasked with taking 2,500 to 2,800 calls each session and entering information on these into the database for processing. Applications are sent to all callers who are not currently enrolled on TennCare.

COMMUNITY SERVICES BLOCK GRANT (CSBG)

The CSBG program is funded through the U.S. Department of Health and Human Services and is administered through a statewide network of 20 non-profit and local government agencies designated by Health and Human Services as eligible to provide services. Agencies conduct annual needs assessments, develop a community action plan, and offer services based on identified local needs. The goal of the program is to provide services to eligible low-income individuals and families to improve their health and well-being.

HIGHLIGHT OF ACCOMPLISHMENTS:

- 274,607 low-income individuals received services under the regular CSBG program in FY 2012.

LOW INCOME HOME ENERGY ASSISTANCE PROGRAM (LIHEAP)

The LIHEAP program is funded through the U.S. Department of Health and Human Services and is administered through a network of 19 local non-profit and governmental agencies. The program is designed to assist eligible low-income households with their home energy cost through credits to their energy supplier accounts.

HIGHLIGHT OF ACCOMPLISHMENTS:

- 126,779 households were assisted through the LIHEAP.
- Prevented utility disconnection for 30,867 households.

SOCIAL SERVICES BLOCK GRANT (SSBG)

The SSBG program is funded through the U.S. Department of Health and Human Services and is administered by 15 local nonprofit and governmental agencies across the state. The program functions as the primary support network for elderly and disabled adults to help them maintain independence or prevent adult abuse, neglect and exploitation.

HIGHLIGHT OF ACCOMPLISHMENTS:

- Funded 15 agencies statewide to provide over \$4.1 million in Federal funds to provide 1,162 low-income and disabled Tennesseans with Adult Day Care and Homemaker services.
- Agencies also provided over \$908,371 in matching funds.
- Funding received through the Department of Human Service's SSBG Homemaker grants has enabled:
 - identification, reduction, prevention, and/or elimination of incidents of abuse, neglect, and exploitation among vulnerable adults in Tennessee;
 - coordination of services including an increased knowledge and understanding of community resources available to vulnerable adults referred to Homemaker Program by APS as well as an increased access to and use of community resources;
 - increased socialization of vulnerable adults;
 - increased access to and use of health care;
 - allowed many participants in the homemaker program to maintain independent living; and
 - improved overall quality of life.

WEATHERIZATION ASSISTANCE PROGRAM (WAP)

The Weatherization Assistance Program (WAP) is funded through the U.S. Department of Energy and is administered by 18 local non-profit and governmental agencies across the state. The purpose of the Weatherization Assistance Program is to increase the energy efficiency of residential dwellings owned or occupied by low-income persons. During the Top to Bottom Review it was determined that the WAP program would be more easily accessible to clients in another department. As a result, the WAP program was transitioned to the Tennessee Housing Development Authority.

HIGHLIGHT OF ACCOMPLISHMENTS:

- In FY 2012, 1,350 homes were weatherized in Tennessee.

- Program successfully transitioned to the Tennessee Housing Development Agency (THDA) effective July 1, 2012

CHILD & ADULT CARE FOOD PROGRAM (CACFP)

The CACFP provides reimbursements for nutritious meals served to participants who meet age and income requirements. Eligible participants include children enrolled in child care institutions who are 12 years of age and younger; children of migrant workers who are 15 years of age and younger; persons of any age with one or more disabilities who are enrolled in an institution or child care facility serving a majority of persons who are 18 years of age and younger; and adults who are enrolled in adult care institutions that serve functionally impaired adults or persons who are 60 years of age or older. Eligible institutions include child and adult care centers, child care homes, emergency shelters and afterschool care programs for at-risk children.

HIGHLIGHT OF ACCOMPLISHMENTS:

- Reimbursements were provided for 39,293,733 meals served to a daily average of 73,649 participants at 3,047 feeding sites.

SUMMER FOOD SERVICE PROGRAM (SFSP)

The SFSP provides reimbursements for nutritious meals served to participants in needy areas during periods when their schools are closed for vacation. The program primarily serves children 18 years of age or younger in areas where poor economic conditions exist and in residential camps where children are individually determined to be eligible. Persons over 18 years of age who are mentally or physically disabled, and who participate in school programs for the disabled are also eligible to participate. Sponsorship of the SFSP is limited to public or private non-profit school food authorities; state, local, municipal or county governments; residential public or private non-profit summer camps; public or private non-profit colleges or universities administering Upward Bound Programs; and private non-profit organizations. Eligible feeding sites include public parks, recreation centers, schools, churches, playgrounds, residential camps and public housing complexes.

HIGHLIGHT OF ACCOMPLISHMENTS:

- Reimbursements were provided for 2,725,470 meals served to a daily average of 41,210 participants at 1,526 feeding sites.

CHILD CARE SERVICES

The Child Care Services section plans, implements, and coordinates activities and programs to increase the quality, accessibility and availability of child care.

Child Care Assessment staff use a quality measurement instrument to assess each licensed provider annually and establish the Star-Quality Report Card Rating and Evaluation System for facilities.

Within the Child Care Services section, statewide early childhood related services are managed through contracts for Child Care Resource & Referral (CCR&R), Tennessee Early Childhood Training Alliance (TECTA), and Tennessee’s Outstanding Providers Supported Through Available Resources (TOPSTAR). These services provide a support system for improving and maintaining the overall quality of child care across the state and help provide parents and families with safe, healthy and developmentally appropriate child care options.

SUCCESS STORY:

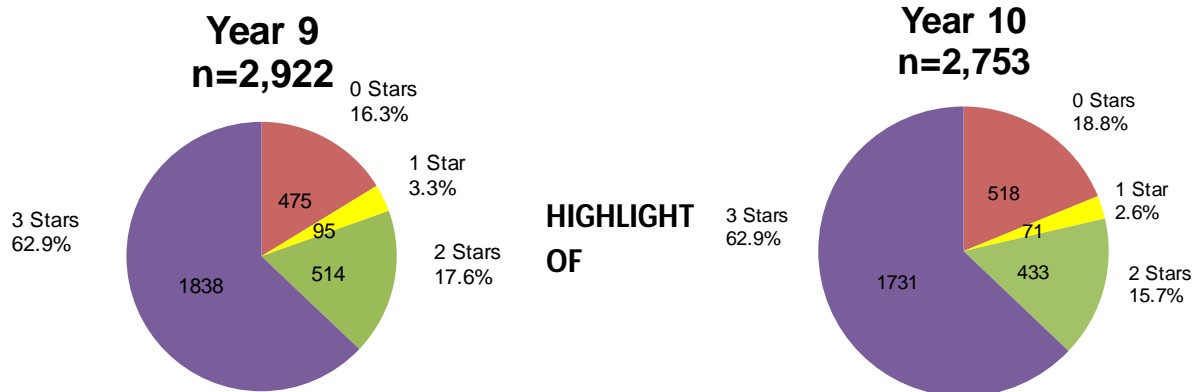


“My mentee, an aspiring childcare provider, seems more confident to start her licensed family day home. I’m glad I got to work with her before she made the same mistakes that I made when I opened my day home many years ago. I sure wish there was a TOPSTAR program around when I opened my business.”

*-Anonymous
TOPSTAR mentor*

STATISTICS:

Recent Years Percentages of Star Quality Child Care Providers



ACCOMPLISHMENTS:

- After a decade of implementing the Star-Quality Report Card Rating and Evaluation System, more than 81% of all licensed child care providers achieved a one, two, or three star rating in FY 2012.
- The overall quality of child care in Tennessee continues to remain high with more than 68% of child care centers and over 52% of family and group homes achieving a 3-Star rating, the highest rating captured on the evaluation and report card.
- In the past year, 1,856 providers completed a free 30-hour orientation. There were four Child Development Associate (CDA) preparation courses (ECED 2010, ECED 2130, ECED 2015, and ECED 2040) offered through nine academic institutions across the state. The number of courses completed leading to a CDA were 1,048 for 568 providers, with 211 providers being awarded or renewing a CDA credential and 166 applicants having filed and pending a decision from the Council for Professional Development for fiscal year 2012.
- The first year of the Tennessee Online Training System (TCCOTS) was a great success. TCCOTS offers child care staff the opportunity to complete training hours through a web-based format. Two additional training modules were added to TCCOTS this past year. The 15 training modules currently available are offered at no cost to Tennessee licensed child care providers. Over the past year, there were over 15,000 trainings completed by child caregivers through TCCOTS.
- The Child Care Resource and Referral Network provided technical assistance to over 18,000 caregivers, targeted technical assistance to nearly 11,000 caregivers, and TN-CCPT (Tennessee Child Care Provider Training) to over 19,000 caregivers over the past year. 100% of the DHS licensed child care facilities across the state were served by the CCR&R Network.
- For this past year, there were 54 mentors who worked with 125 protégés across the state as a result of the TOPSTAR program.

ADULT PROTECTIVE SERVICES

Adult Protective Services (APS) is the only service in Tennessee mandated to intervene when adults with mental and/or physical impairments are in danger because they are unable to provide for their own needs or when others, who are responsible for their care, either abuse, neglect or exploit them.

APS Field Operations consists of approximately 130 staff members who are directed and supported by the central office APS section.

STATISTICS:

- 65% of clients had improved outcome measurement (closed cases) after APS involvement.
- 0.5% of cases involved legal action by APS.
- 48% of cases investigated valid for Protective Services and investigation was completed.
- Since 2011, Tennessee investigated approximately 10,497 reports of abuse, neglect and exploitation of vulnerable adults.
- Nearly 9,400 reports of adult abuse, neglect and/or exploitation were made to APS in 2010; and in 2011, nearly 12,700 reports of adult abuse, neglect and/or exploitation were made.

HIGHLIGHT OF ACCOMPLISHMENTS:

- APS, along with community partners, celebrated World Elder Abuse Day on June 15, to promote awareness of the social problem involving abuse, neglect and exploitation of elders. Governor Haslam participated in raising awareness by wearing purple. Many locations in Tennessee conducted activities to celebrate and bring awareness to their communities about elder abuse. Activities held on this day and media coverage of the message grow incrementally each year.
- October was proclaimed as Fraud and Financial Awareness Month by the Governor. The population served by APS is particularly vulnerable to fraud. APS has been instrumental in assisting partners across the state in the development of regional coalitions. The coalitions' members are composed of individuals in the various communities who work toward the common goal of promoting and improving services to Tennessee's vulnerable adult population.

ORGANIZATIONAL PERFORMANCE MANAGEMENT

The Division of Organizational Performance Management (OPM) was established in 2011. It creates a structural location for DHS sections directly responsible for monitoring and improving the efficiency and productiveness of DHS employee performance through goal setting, targeted training and professional development, employee feed-back, with an increased emphasis on effective management and supervision. Each section in OPM works collectively to support employees in all DHS divisions across the State with the targeted goal of improving employee

performance. The OPM Division is comprised of four (4) sections: Human Resources, Office for Learning and Professional Development, Performance Management and Research and Planning.

HUMAN RESOURCES

Human Resources manages the Departmental process through which all employees are hired, promoted, evaluated, disciplined, and paid. The central point for employee relations, HR is a critical partner for promoting staff development and encouraging the effective application of employee improvement plans. DHS Human Resources is a team of thirty-five (35) employees in three (3) State Office units: Employee Relations, Transactions/Class Comp and Time, and Labor/Benefits, and HR field analysts who are stationed in strategic locations across the State. The DHS HR team provides services, support, and employee information directly to 5,550 DHS staff, including: new employee orientation, employee relations, hiring process transactions, time and compensation, benefits, and other employee related services.



HIGHLIGHT OF ACCOMPLISHMENTS:

- DHS Human Resources was the first DHS division to engage in a LEAN event which was identified to streamline HR transaction processing, improve workflow processes, eliminate backlogs, and maintain processing of all HR transactions on a timely basis. The LEAN event outcomes were initiated in June 2012 which has resulted in all transactions, requests, and employee relations backlogs being resolved and are currently being processed on a timely basis.

OFFICE FOR LEARNING AND PROFESSIONAL DEVELOPMENT

The DHS Office for Learning and Professional Development (OLPD) coordinates, develops, and presents “blended-learning” training opportunities, accessible online policy manuals, and

online, “finger-tip” policy information tools for all DHS staff. Adult learning models are used to prepare new DHS employees to provide quality customer service through the correct application of policy and provision of timely services for DHS external customers, in addition to providing continuing education on new policy and procedures, refresher policy training, soft skills training, and computer training for all staff. The OLPD staff delivers DoHR leadership and general training, as well as DoHR-approved DHS professional development training. The comprehensive training programs that are provided to DHS employees enable them to fulfill the Department’s mission which is to assist customers in achieving self-sufficiency, enhances the employee’s job skills, and prepares staff to evolve in a progressive direction in their profession with DHS.

SUCCESS STORY:

All DHS staff is required to complete Title VI – Civil Rights training annually. In 2011, OLPD partnered with The University of Tennessee Social Work Office of Research and Public Service (SWORPS) to create an innovative documentary video training module titled “Civil Rights Law”. UT-SWORPS nominated the training video for The Communicator Award in



the Interactive Multimedia Education category to the International Academy of Visual Arts (IAVA), the leading international awards program recognizing creative excellence in the communication field. The Civil Rights Law training video was selected for a Silver award for Excellence in Multimedia Education.

HIGHLIGHT OF ACCOMPLISHMENTS:

- During FY 2012, the OLPD provided 34,264 classroom (6.0 hrs) training opportunities for 7,500 DHS staff and contractors, including: new employee policy training; policy refresher training; computer systems training; and soft skills training. To reduce travel time and expense, and allow DHS staff to engage in training opportunities at their desk, online training and assessments are taken through the DHS LMS (Learning Management System).
- In FY 2012, OLPD developed, built, and monitored 84 online training modules that have provided 34,432 training opportunities and 88 training (classroom and online training) assessments which have been accessed for assessment and tracked for 52,844 individual training results.

PERFORMANCE MANAGEMENT UNIT (PMU)

Performance Management is responsible for assisting all departmental sections with developing organizational goals; quality review processes; position and individual performance standards; monitors productivity, accuracy, and timeliness; provides reports on performance measures for all employees; and assists managers to create and effectively use SMART performance evaluations to improve employee performance. Other responsibilities include providing technical performance management assistance to management and field offices; collecting, analyzing, and generating monthly data reports for each individual, unit, section, county, district/region, and the Department; developing strategies, in collaboration with the divisional management teams, to address issues with performance; and working closely with OLPD to identify training needs to address gaps in performance.

RESEARCH AND PLANNING

Research and Planning strives to provide quality quantitative and qualitative data support analysis for the purpose of ensuring best program practice implementation, conducting research, policy analysis, program planning and program evaluation. The primary responsibility of Research and Planning is to ensure that all DHS divisions have the data necessary to design effective policies and to implement new strategies. R&P collects and analyzes program information from a variety of sources, distributes scheduled and ad hoc reports, and works with DHS Information Systems to ensure that data is transmitted correctly to various Federal and State agencies, and to the appropriate DHS divisions.

HIGHLIGHT OF ACCOMPLISHMENTS:

- During FY 2012, the four (4) sections of OPM, in a collaborative effort, worked to ensure that staff understood the concept of performance management and the SMART model, and that job plans were developed for 100% of DHS employees. The collaborative effort resulted in DHS managers and supervisors completing 100% of actively employed staff job plans, using the SMART model, for FY 2013!
- OPM sections provided performance management theory classroom training to all DHS staff in January - February 2012; the DoHR SMART model classroom training was provided to DHS managers and supervisors between April 15 – May 15, 2012; an online SMART model informational training was developed and provided to all non-supervisory staff between May 15 – May 31, 2012 to help staff understand how their managers and supervisors would develop their job plan and monitor their job performance