

Tennessee Child and Family Services Review Round 3 Program Improvement Plan—Progress Report

This document provides a template states may use to submit their Program Improvement Plan Progress Reports to the Children’s Bureau.

The state should provide the name of the state/territory below and, in the “Reporting Period Date or Range” field, record the date or date range that the Program Improvement Plan (PIP) progress report is submitted to the Children’s Bureau. Copy the PIP effective date, end of PIP implementation period, and end of non-overlapping year from the approved PIP and enter these dates in the respective fields below.

State/Territory: Tennessee

Reporting Period Date or Range: October 1, 2020 – March 31, 2021

PIP Effective Date: April 1, 2019

End of PIP Implementation Period: March 31, 2021

End of Non-Overlapping Year: September 30, 2022

Part One: Strategies/Interventions and Key Activities Report

Goals

Instructions: Copy the goal(s) from the approved PIP, maintaining the same numbering sequence.

Goal 1:

Strategies/Interventions

Instructions: Copy the strategies/intervention(s) from the approved PIP, maintaining the same numbering sequence. Following each strategy/intervention, summarize overall progress, if applicable.

Strategy/Intervention 1:

Progress:

Key Activities

Instructions: Complete the following table. Insert as many tables as required to address all the key activities for each strategy/intervention in the approved PIP. For each reporting period, add the most recent state progress in completing the key activities. If key activities are not completed in accordance with the schedule, or if sufficient progress is not being made, explain the steps the state is taking to address the concerns and ensure improvement is made within the required time frames. In the first

column, insert the name of each key activity. In the second column, insert the target completion date. In the third column, select the status from the options provided. If the status is “Completed,” enter the date the activity was completed in the MM/YYYY format. If the status is on or ahead of schedule, select “On/ahead of schedule.” If the activity is delayed or behind schedule, select “Behind schedule.” A key activity that the state has completed or renegotiated in a prior reporting period is no longer applicable for the most recent progress period. If the activity is no longer applicable, select “No longer applicable.” No additional progress notes are needed for activities after they are determined not applicable. In the fourth row of the table, provide a description of the successes, challenges, and next steps. If sufficient progress is not being made, provide an explanation of the steps the state is taking to address the concerns and ensure improvement is made within the required time frames. Include sufficient information to explain the status of each key activity and, as applicable, refer to the relevant section in the Child and Family Services Plan or Annual Progress and Services Report. In the remaining columns, indicate key activities that the state has completed or renegotiated in a prior reporting period as no longer applicable for the most recent progress period. No additional progress notes are needed for such activities once they are determined to be not applicable.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
-	-	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	-	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	-

Goal 1: Ensure children and families receive timely, quality initial and ongoing assessments.

Strategy 1: Implement Quality Contacts Initiative. Supervisors provide caseworkers with monthly case specific coaching toward achieving improved global assessment that is integrated in case planning and ongoing assessment. Caseworkers and supervisors participate in ongoing learning and implement small tests of change to improve practice and related documentation over a six-month period.

Progress: Progress continues to move forward on this goal. All cohorts have been rolled out and an assessment tool will be designed in collaboration with the Program Evaluation Team prior to completion of the PIP. DCS has seen improvements in quality Caseworker visitation with children and parents since implementation of this project.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress																		
<p>1. Implement a robust supervisory learning collaborative that involves education, skill building, and coaching with a focus on quality as an enhancement to the Quality Contacts Initiative for both In-Home, foster care and juvenile justice cases.</p> <p>a. Develop and implement coaching model and curriculum using the Child Welfare Skills-Based Coaching Model and the Core Steps in Coaching outlined in the Capacity Building Center's Coaching in Child Welfare brief.</p> <p>b. Conduct a one-day training for frontline workers, Team Leader Supervisors (TLs) and their Team Coordinator supervisors (TCs) in the regions to expand skills through case coaching toward achieving global assessment.</p> <p>c. Team Leaders and Team Coordinators participate in three supervisory level, face-to-face small group, classroom style coaching sessions in the pilot regions (one every four weeks). Work through coaching on a</p>	Quarter Eight	<input checked="" type="checkbox"/> Completed 03/2021 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>All Regions have been fully trained and the collaborative has been completed. Case reviews have been conducted showing positive impact on practice. Results from reviews have been broken down by Region and shared with training which will help inform ongoing boosters and follow up trainings.</p> <div data-bbox="1108 816 1394 1117" data-label="Figure"> <table border="1"> <caption>Case Recording Documentation Results from Quality Contact Training</caption> <thead> <tr> <th>Group</th> <th>Before (%)</th> <th>After (%)</th> </tr> </thead> <tbody> <tr> <td>Cohort 1</td> <td>39%</td> <td>73%</td> </tr> <tr> <td>Cohort 2</td> <td>59%</td> <td>69%</td> </tr> <tr> <td>Cohort 3</td> <td>65%</td> <td>75%</td> </tr> <tr> <td>Cohort 4</td> <td>53%</td> <td>88%</td> </tr> <tr> <td>Statewide</td> <td>42%</td> <td>77%</td> </tr> </tbody> </table> </div>	Group	Before (%)	After (%)	Cohort 1	39%	73%	Cohort 2	59%	69%	Cohort 3	65%	75%	Cohort 4	53%	88%	Statewide	42%	77%	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Due to COVID-19 Quality Contact trainings have moved to virtual classrooms and have worked well. Quality Contacts is on track for completion and all training is now being delivered virtually. The Training Division is working on an optional documentation training at the request of a few Regions that will support the Quality Contacts Collaborative and help staff to appropriately document the practice they are implementing. In addition, the Program Evaluation Division will work with the CQI</p>
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<p>selected case to receive and give coaching. These sessions will focus on caseworker practice regarding safety, permanency and well-being with each family and team member each month.</p> <p>d. Partner with Vanderbilt University to create an ongoing coaching assessment and readiness evaluation to be conducted at regular intervals throughout the project.</p> <p>e. Implement supervisory coaching by conducting a deeper dive on one case per caseworker to be tracked throughout the implementation of the model within each specific Region. Develop a portfolio of documentation, including case conference notes, use of the Desk Reference Guide, and case documentation from each worker that demonstrates improvements in caseworker's integration of global assessment during the supervisory coaching sessions two and three. Supervisors will receive feedback on their portfolio throughout the sessions. CPSA Supervisors</p>					<p>Division to develop a review process for the project.</p>

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<p>will track two cases and CPSI will track three cases.</p> <p>f. Review on a quarterly basis three cases brought to the TL by the caseworker within the regions each quarter on an ongoing basis following the completion of the implementation phase. Three cases per TL will, in turn, be reviewed by the Team Coordinator. The Regional Administrator will review three cases per Team Coordinator per quarter.</p> <p>g. Provide supervisory coaching to each caseworker each month between classroom sessions on the cases they are coaching each of the caseworkers on.</p> <p>h. Conduct a case review (Office of Continuous Quality Improvement) on one case per supervisor from their portfolio to assess for progress during the training period.</p>					
Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
2. Revise Desk Reference Guides based on feedback and learning from evaluation	Quarter Two	<input checked="" type="checkbox"/> Completed 05/2019	This key activity has been completed.	<input checked="" type="checkbox"/> Completed 05/2019	This was completed in May 2019.

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plan and implement changes through webinars provided to caseworkers and supervisors.		<input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	There has been no further work, and none needed.
Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
3. Revise Quality Contacts Initiative based on learning and feedback from evaluation plan to develop a proposal for implementation.	Quarter Two	<input checked="" type="checkbox"/> Completed 06/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>This key activity has been completed. An additional evaluation was completed during quarter eight.</p> <p><u>Cohort One Improvements:</u> Davidson – 16% Smoky Mountain – 52% Upper Cumberland – 36%</p> <p><u>Cohort Two Improvements:</u> Northeast – 0% Tennessee Valley – 4% Southwest – 28%</p> <p><u>Cohort Three Improvements:</u> East – -4%</p>	<input checked="" type="checkbox"/> Completed 06/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	There is no further update.

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			<p>Northwest – 20% Shelby County – 12%</p> <p><u>Cohort Four Improvements:</u> Mid-Cumberland – 24% Knox County – 56% South Central – 16%.</p> <p>No improvements were noted in Northeast, however, that region had the highest level of quality visitation case recordings prior to the initiative. Also, East Tennessee showed a decline, however, that decline was based on one Caseworker whose recordings were better prior to intervention. This may have been due to other factors with that Caseworker.</p>		

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<p>4. Implement cohort #2 (3 regions) beginning in Quarter Three. The executive leadership team will identify these three regions based on CFSR data, input from the Regions, CFSR schedule, and COA schedule. An email with an overview of the model and implementation will be sent to regional leaders 2 months prior to implementation. One month prior to implementation, a call will be held with regional leaders to allow an opportunity for questions and answers as well as address logistics.</p>	<p>Quarter Three</p>	<p><input checked="" type="checkbox"/> Completed 09/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable</p>	<p>This key activity has been completed.</p>	<p><input checked="" type="checkbox"/> Completed 09/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable</p>	<p>This step was completed.</p>
Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
<p>5. Implement cohort #3 (3 regions) beginning in Quarter Six. The executive leadership team will identify these three regions based on CFSR data, input from the regions, CFSR schedule, and COA schedule. An email with an overview of the model and implementation will be sent to regional leaders 2 months prior to implementation. One month prior to implementation, a call will be held with regional leaders.</p>	<p>Quarter Six</p>	<p><input checked="" type="checkbox"/> Completed 02/2020 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable</p>	<p>This key activity has been completed.</p>	<p><input checked="" type="checkbox"/> Completed 02/2020 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable</p>	<p>This step was completed, there are no further updates.</p>

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6. Implement cohort #4 (3 regions) beginning in Quarter Eight. The executive leadership team will identify these three regions based on CF SR data, input from the Regions, CF SR schedule, and COA schedule. An email with an overview of the model and implementation will be sent to regional Leaders 2 months prior to implementation. One month prior to implementation, a call will be held with regional leaders to allow an opportunity for questions and answers as well as address logistics.	Quarter Eight	<input checked="" type="checkbox"/> Completed 3/2021 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The fourth cohort was completed at the end of January 2021. All make-up sessions have now been completed.	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	The last 3 cohorts have rolled out and are scheduled to be completed in January 2021. This step is still on track for completion in January 2021. The sessions are being delivered based on the framework of the Quality Contacts Collaborative.

Strategy 2: Implement a statewide Assessment Integration Model for all program areas to ensure quality assessments are incorporated in case planning and service delivery throughout the life of the case.

Progress: Implementation of a statewide Assessment Integration model for all program areas has been completed.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
1. Expand a Learning Collaborative statewide that uses data, science implementation, and Transformation, Collaboration,	Quarter One	<input checked="" type="checkbox"/> Completed 07/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule	Results from the survey have been received and collected. Results were shared in the previous meeting with the CB. Overall, frontline staff and	<input checked="" type="checkbox"/> Completed 07/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule	Implementation of a statewide Assessment Integration model for all program areas has been completed

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<p>Outcomes, and Management (TCOM) principles to support a culture shift in the assessment process; and promote utilization of Child Adolescent Needs and Strengths (CANS) and Family Advocacy Support Tool (FAST) as an Assessment Intervention. This collaborative will be for all program areas and will be considered the foundation and shared vision for all other initiatives addressing our assessment interventions. DCS has implemented the Assessment Integration in the Northwest, Southwest, and Tennessee Valley regions, and the learning collaborative will be implemented in the remaining nine regions by July 2019.</p> <p>a. Supervisors use coaching sessions and the CFTMs as the</p>		<input type="checkbox"/> No longer applicable	<p>supervisors are continuing to improve in their use of the CANS/FAST when working with children and family. The assessment consultants integrated the results in the newly updated CANS/FAST recertification training. All case management staff are required to recertify in their applicable assessment each year. This year's training is being conducted via Zoom. Training sessions began in March and are wrapping up in April. Within the training, the use of the assessments to engage and team with the families when scoring and in scoring of the assessments, as well as using the assessment to track needs and successes and implement a plan to address needs are being emphasized.</p> <p>Currently, there is a new user workgroup made up of assessment consultants and DCS staff also working to update the initial CANS/FAST trainings for all new hires which will also incorporate the information gathered in the survey results.</p>	<input type="checkbox"/> No longer applicable	<p>in all twelve regions. Since July 2019, an Assessment Integration Booster session was created to be available to regions to assist with skill and learning retention. This booster has been presented in the Tennessee Valley Region. During the booster there was no difference in staff retention and some participants had reverted back to old habits in their assessment practice. We recently sent out a survey to help us understand where the region sees their strengths and areas of improvement are as they relate to assessment. This is the same survey used pre and post AI rollout. Once all the results are compiled,</p>

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<p>vehicles to drive this change in practice.</p> <p>b. Supervisors use Motivational Interviewing techniques to reinforce these skills.</p> <p>c. Holistic assessment approach includes all children and caregivers in the home.</p>			<p>An audit of case files was recently conducted for custodial and non-custodial cases to also gauge assessment practice a year after the completion of the AI learning collaborative training for each region. A sample CANS and FAST cases from cases opened between July 2020 and November 2020 was reviewed. This review was focused on evidence of, Teaming, Planning, Tracking and Implementation within each section of the CANS/FAST. A total of 116 CANS and 80 FAST were reviewed. The assessments categories were rated as a whole. Ratings were 1) No evidence of a need to improve; 2) Evidence of a need to improve; and 3) Significant evidence of a need to improve.</p>		<p>DCS and the COE Assessment Consultants will work to create a targeted booster training to help the region improve in those areas identified as needs.</p>

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2. Implement the below strategies to focus on supervisors' role in	Quarter Three	<input checked="" type="checkbox"/> Completed 07/2019	The key activity was completed, with no further updates.	<input checked="" type="checkbox"/> Completed 07/2019	Follow up surveys were sent to Supervisors and

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<p>supporting and coaching staff to use assessment interventions throughout the life of the case.</p> <p>a. Collaborative Leads (Lead teams consist of two individuals – One DCS and one Vanderbilt Centers of Excellence) will meet with regional leadership prior to launch of the Collaborative to share information about the project and to explain the purpose of the work and importance of the role of regional leadership. Executive Leadership participated in the selection of the pilot counties. Collaborative was developed in partnership with Vanderbilt University and Regional staff. All levels from Regional Leadership to front line staff were involved in the</p>		<input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Caseworkers in every region regarding their use of the FAST/CANS. Vanderbilt University Centers of Excellence is doing the analysis of those surveys to determine where the regions are now compared to where they were at the end of the AI Learning Collaborative. Once the analysis is complete results will be shared with the regions and to help design region specific booster training sessions.</p>

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<p>crafting and design of the Collaborative during the pilot phase.</p> <p>b. Conduct webinar to lay the foundation for this work; frontline supervisors and Team Coordinators from all program areas will attend this webinar. The intent is to emphasize the importance of a Learning Collaborative approach to reinforce learning and ensure implementation of skills as well as begin to explore the concepts and overview of Assessment Integration.</p> <p>c. Conduct one Face-to-face session with frontline supervisors and Team Coordinators to promote key concepts and strategies;</p> <p>d. Conduct four coaching calls with</p>					

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<p>regional supervisors (1 per month over a 4-month period) to reinforce concepts and offer additional support; and,</p> <p>e. Conduct one Face-to-Face Sustainability session with regional supervisors to create a plan to continue to spread this work in the Region.</p> <p>Vanderbilt Assessment Consultants attend all of the webinars, face to face sessions, coaching sessions, and the Sustainability Planning Meeting. These consultants are an integral part of the process, and are also responsible for follow up coaching and consultation within the Regions.</p>					
<p>3. Implement an evaluation model that uses Continuous Quality Improvement (CQI) principles to measure outcomes. Three separate</p>	<p>Quarter 6</p>	<p><input checked="" type="checkbox"/> Completed 3/2021</p> <p><input type="checkbox"/> On/ahead of schedule</p> <p><input type="checkbox"/> Behind schedule</p>	<p>An audit of case files was recently conducted for custodial and non-custodial cases to also gauge assessment practice a year after the completion of the AI learning collaborative training for each region. A</p>	<p><input type="checkbox"/> Completed MM/YYYY</p> <p><input type="checkbox"/> On/ahead of schedule</p> <p><input checked="" type="checkbox"/> Behind schedule</p> <p><input type="checkbox"/> No longer applicable</p>	<p>Follow up surveys were sent to Supervisors and Caseworkers in every region regarding their use of the FAST/CANS.</p>

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<p>methods are utilized: CANS/FAST Uses and Supports-Supervisors (CUSS); CANS/FAST Uses and Supports-Practitioner (CUSP); and qualitative reviews and parent satisfaction survey.</p> <p>a. Conduct the CUSS and CUSP in all regions for supervisors and practitioners to evaluate understanding and implementation of quality practice.</p> <p>b. Sample 10% of cases in all program areas from each region using a specialized review tool to determine effectiveness of the model. This will be an ongoing strategy and to</p>		<input type="checkbox"/> No longer applicable	<p>sample CANS and FAST cases from cases opened between July 2020 and November 2020 was reviewed. This review was focused on evidence of, Teaming, Planning, Tracking and Implementation within each section of the CANS/FAST. A total of 116 CANS and 80 FAST were reviewed. The assessments categories were rated as a whole. Ratings were 1) No evidence of a need to improve; 2) Evidence of a need to improve; and 3) Significant evidence of a need to improve.</p> <p>Like the staff survey results, overall the results of the CANS reviews are positive with most cases showing No evidence of a need to improve or evidence of a need to improve. A small percentage show significant evidence of a need to improve. The FAST reviews are not as positive. The majority of cases show significant need to improve or evidence of a need to improve.</p>		<p>Vanderbilt University Centers of Excellence is doing the analysis of those surveys to determine where the regions are now compared to where they were at the end of the AI Learning Collaborative. Once the analysis is complete results will be shared with the regions and to help design region specific booster training sessions.</p>

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gauge change over time. c. Conduct parent satisfaction survey to elicit parents' opinion of case planning, service delivery, and desired outcomes.					

Goal 2:

Utilize an enhanced service array that meets the assessed needs of children and families to ensure that services are trauma informed and personalized to meet their unique needs.

Strategy 1:

Tennessee is developing strategies and key activities in coordination with the Administrative Office of the Courts (AOC) to support Safe Baby Courts (SBC) in Coffee, Davidson, Grundy, Johnson, Knox, Madison, and Stewart Counties and will identify future sites. These strategies address access and quality of services.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
1. Support the existing SBCs by: a. Implementation team for DCS and AOC will conduct on site visits to provide additional support for the	Quarter Two	<input checked="" type="checkbox"/> Completed 07/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>The SBC Coordinator for Anderson County has been hired and the county will be fully initialized in the near future.</p> <p>Anderson County is operational as of early 2021. Thus, all 12 courts are operational.</p>	<input checked="" type="checkbox"/> Completed 07/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	4 out of 5 new SBC sites have been operationalized. Anderson County is behind schedule and is still trying to hire a Coordinator. DCS is working

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<p>strategic planning that was facilitated by Zero to Three during Q1 and Q2 in 2019.</p> <p>b. Implementation team for DCS and AOC will debrief with courts, stakeholders and DCS staff to monitor implementation progress, practice application and address issues or barriers, which will occur after each site visit in Q1 and Q2 2019.</p> <p>c. DCS Implementation team will provide initial consultation with SBC sites regarding specialized foster parent recruitment and relative caregiver support to coordinate efforts for building resource and</p>			<p>The initial meeting of the SBC Advisory Council was held in November, 2020. Commissioner Jennifer Nichols chaired the council, and a brief overview of SBC operations were provided to the Council's members which includes experts across a dozen or more fields. The second meeting of the Council will be held in the coming months.</p>		<p>with its partners to address this issue.</p> <p>The Safe Baby Court Advisory Committee will meet in November. This event should trigger rigorous discussion among SBC team partners and legislative partners to help bring new courts up to speed in a more efficient way moving forward. The COVID-19 pandemic has added to implementation challenges for new sites.</p>

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<p>relative caregiver capacity specifically suited for children involved in SBC, which needs to support increased service delivery, visitation, and coordination. Ongoing support will be provided as indicated by the regional needs.</p> <p>d. Support and assist in the development of services within Stewart County and Johnson County specifically related to A & D Assessment and Supervised Visitation due to the previously identified needs within these areas.</p>					

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<p>2. DCS, in coordination with the AOC, Tennessee Department of Mental Health and Substance Abuse Services (TDMHSAS), and the SBC sites, will develop and implement:</p> <p>a. Finalize Safe Baby Courts Standards of Operation Guide.</p> <p>b. Finalize, in collaboration with the AOC, data reporting requirements from the SBC Coordinators.</p> <p>c. Implementation team from DCS and the AOC will explore expansion opportunities by meeting with DCS staff, community</p>	<p>Quarter Two</p>	<p><input checked="" type="checkbox"/> Completed 02/2019</p> <p><input type="checkbox"/> On/ahead of schedule</p> <p><input type="checkbox"/> Behind schedule</p> <p><input type="checkbox"/> No longer applicable</p>	<p>Each of the 12 SBCs have received an initial training in the Best Practice Standards guide and more extensive follow-up training is ongoing.</p> <p>The contract with Strongwell 180 Health Partners is up and running. Strongwell is seeing patients from across the state and providing much-needed wraparound comprehensive services to families (both for SBC and those involved with the Drug Teams) who do not have insurance or other means to obtain these services. The funding for the Strongwell contract is provided by a VOCA grant received by DCS.</p>	<p><input checked="" type="checkbox"/> Completed 02/2019</p> <p><input type="checkbox"/> On/ahead of schedule</p> <p><input type="checkbox"/> Behind schedule</p> <p><input type="checkbox"/> No longer applicable</p>	<p>Implementation of START was canceled by leadership in July 2020 due to COVID-related travel restrictions and budget cuts.</p> <p>The SBC Best Practices manual is in final review. Target implementation date is December 2020.</p> <p>A contract w/ Strongwell 180 Partners to provide comprehensive clinical services to families who have come to the attention of the DCS due to substance abuse is in the later stages of development. Both Specialized Drug Team and Safe Baby Courts have been identified as part of the project. The services will offer evidenced-based treatment and will also further assist in providing relevant data (redacted but still useful). The roll out of this statewide contract</p>

<p>stakeholders and interested Juvenile Court Judges as identified by the AOC. This will be conducted in partnership with Jurist in Residence sponsored by the Casey Family Programs, who helps to enhance communication and strengthen relationships between DCS and the Juvenile Court Judges.</p>					<p>will begin in December '20 or January '21 aligning with the CPS Re-design.</p> <p>Zero to Three continues to provide ongoing support, TA and will begin a national learning collaborative in November '20 which will be provided to SBCTs.</p> <p>All DCS SBC staff have been certified in the 0-4 Toddler and Infant Needs and Strengths (TINS) assessment tool. A protocol and work aid for DCS staff is currently in policy review. The training on the TINS will be conducted in late October 2020 with implementation in November 2020.</p>
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3. Support Court Coordinators in	Quarter Two	<input checked="" type="checkbox"/> Completed 3/2021 <input type="checkbox"/> On/ahead of schedule	This key activity is completed and collaborative meetings will continue.	<input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule	DCS has participated with AOC and DMHSAS in monthly support calls with each of the 12 SBC

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<p>collaboration with the AOC:</p> <p>a. Implementation team staff from DCS and AOC will coordinate monthly conference calls with Court Coordinators to provide guidance and support, increase consistent practice, and problem solve.</p> <p>b. Develop training opportunities and facilitate information sharing among the sites.</p>		<input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> Behind schedule <input checked="" type="checkbox"/> No longer applicable	<p>coordinators. Positive relationships have been developed and increased communication has led to greater collaboration.</p> <p>Monthly calls with DCS SBC staff in each of the regions began in August 2020. These calls support and guide DCS staff to an increased understanding of the SBC approach and ensure consistent practices.</p> <p>DCS SBC leadership team will continue the monthly calls and ongoing training for DCS SBC staff.</p> <p>DCS will continue to collaborate with its AOC and DMHSAS partners to provide relevant training and networking opportunities with coordinators with the rollout of Best Practices Standards and other additional tools.</p>

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<p>4. Key Activities for the drug teams:</p> <p>a. Continue to collaborate with University of Tennessee Hospital and East TN Children's Hospital by sharing information and including hospital staff in decisions related to discharge planning and child safety following release from the hospital.</p> <p>b. Monitor Plans of Safe Care, utilizing a Central Office Program Coordinator</p> <p>c. Implement and monitor the collaborative pilot project with Omni Community Health to provide</p>	Quarter Two	<input checked="" type="checkbox"/> Completed 03/2021 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>This activity was completed. The redesign of CPS continues with new Drug Teams rolling out across the state. Collaboration with hospitals continues.</p>	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>a. The CPS Redesign is continuing as planned with full implementation in Shelby County and Upper Cumberland that provided the opportunity to create drug teams and strengthen relationships with local hospitals and treatment providers. The implementation of the CPS Redesign is progressing in East, Knox, Smoky and Northeast, where drug teams already exist. Additional training for staff and enhancing partnerships with hospitals and treatment providers will be reviewed as part of the implementation. The implementation will be complete in these Eastern regions by January 2021 and plans are underway for the implementation in NW/SW in early 2021 and Davidson County</p>

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
<p>intensive In-Home services and case management to FSS cases transferred from the drug team in the Northeast region.</p> <p>d. Strengthen formal and informal services inclusive of the courts through permanency planning process with a focus on addiction, recovery/relapse and trauma through increased training for frontline staff related to addiction/recovery resources and monitored through the quality review process.</p> <p>e. Conduct quarterly case file reviews on 5% sampling and aggregate data to identify gaps in service</p>					<p>and South Central in early 2021.</p> <p>b. Plans of Safe Care continue to be monitored by program coordinators and issues are addressed through training or supervisory monitoring.</p> <p>c. Omni collaboration continues in the eastern regions; however, a new provider has been identified that is more specialized in addiction and provides more direct services to families such as peer mentoring and A/D assessments. OCS is collaborating with this provider and the DMHSAS to develop a scope of services and enter into a contract to deliver substance abuse services in other regions across the state.</p> <p>d. During the implementation of the CPS Redesign, community partners,</p>

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
delivery and identify opportunities to develop and strengthen collaboration with external partners.					specifically courts and treatment providers are involved through meetings with OCS leadership to re-engage and strengthen relationships. Information is shared related to the Redesign and the outcomes expected with positive responses, affirmation and support garnered from our external partners. Provider partners are often involved in training new staff specifically related to the drug teams.

Strategy 2:

Improve the match of service availability based on the family needs identified through the FAST for In Home cases by strengthening assessment quality to guide case planning and increasing collaboration with court staff and service providers.

Progress: This strategy is behind schedule. This project has been impacted by the COVID-19 crisis. The Blount and Marshall County Juvenile Court Judges are engaged and ready to work with DCS on this project. Trainings and a review of the data service needs of the children and families have been completed in both counties. However, the court dockets are full at this time due to rescheduled cases from early in the pandemic. The Magistrate in Blount County has been on leave and the Judge is hearing all cases in the county. This key activity as written cannot move forward. Suggested changes to key activity two are below. This change would allow for ongoing work with the courts outside of the PIP period.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
<p>1. Engage the Judiciary in Blount and Marshall Counties to create a shared understanding of the assessment, service planning, and service array support needs.</p> <p>a. The DCS team will gather the relevant FAST data and CFSR and resource/services inventory to share with the Courts. Relevant data to include FAST scores/greatest needs specific to the In-Home families, resource linkage inventory/information around resources and services (availability, quality, gaps), and CFSR scores – strengths and opportunities for improvement.</p> <p>b. CFSR staff will meet with regional leadership in the counties to engage them in planning for the small test of change.</p>	<p>Quarter Seven</p>	<p><input checked="" type="checkbox"/> Completed 3/2021</p> <p><input type="checkbox"/> On/ahead of schedule</p> <p><input type="checkbox"/> Behind schedule</p> <p><input type="checkbox"/> No longer applicable</p>	<p>This key activity has been completed.</p>	<p><input type="checkbox"/> Completed MM/YYYY</p> <p><input type="checkbox"/> On/ahead of schedule</p> <p><input checked="" type="checkbox"/> Behind schedule</p> <p><input type="checkbox"/> No longer applicable</p>	<p>Blount County and Marshall County Juvenile Court Judges and staff have been engaged and trainings and discussions of data have been presented.</p> <p>The Blount County Juvenile Court Judge and staff, as well as the Marshall County Juvenile Court Judge and staff, participated in a virtual training specific to their counties on the FAST and CANS. This training included three years of data on the assessed needs of families from those counties to assist the DCS regional leadership team and the court staff to determine any needed improvement to services or missing services that could</p>

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
<p>c. A meeting with the Courts will be set at their convenience to explore FAST, CFSR, and resource data, as well as engage in discussion about the Department's use of assessments to plan with families, relevant data described above, and to collect input from courts about their experience with services in those counties. A mutually agreed upon small test of change will be identified to strengthen partnership opportunities.</p> <p>d. Develop plan for ongoing engagement activities around FAST, planning, and service delivery/array with input from the Court, including the frequency of these collaborations.</p> <p>e. Assessment Consultants will be available to provide</p>					<p>benefit the families in those counties.</p> <p>The Juvenile Court Conference for 2020 was cancelled due to the COVID-19 pandemic. However, DCS worked with the Administrative Offices of the Courts to offer a CANS/FAST Training to juvenile court staff on August 4, 2020. This training provided not only an overview of the assessment tools, but statewide data to demonstrate the needs of the families in Tennessee.</p> <p>Program Evaluation staff will be working closely with CQI staff in Blount and Marshall County to involve juvenile court staff in CQI Teams that will help each region to plan for</p>

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
<p>FAST training or other consultation to Court staff to enhance their understanding of the tool.</p> <p>f. During the annual Juvenile Court Conference DCS will partner with conference officials to offer training for Judges and court personnel on the basics of the FAST assessment and its role in case planning and service delivery.</p> <p>g. Guardians ad Litem, Parent Attorney's, and Juvenile Court staff will receive information about the FAST and case planning, as well as other relevant information through quarterly newsletter produced by the Program Evaluation Team and delivered through e-mail using the EMMA system.</p>					<p>any small test of change that the group may identify.</p>

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
<p>2. Assess match of FAST outcomes and service array options for children and families in Blount and Marshall Counties.</p> <p>a. DCS will form a Service Array CQI Team in Blount and Marshall Counties that will include foster care and in-home providers, juvenile courts, and DCS staff to review FAST/CANS data to determine any service gaps for those counties. If service gaps are identified, this CQI team will present those findings to the Regional Community Advisory Board to determine what organizations are available to help eliminate those service gaps.</p> <p>b. The Service Array CQI Team in Blount and Marshall Counties will meet monthly for a minimum of six</p>	<p>Quarter Eight</p>	<p><input checked="" type="checkbox"/> Completed MM/YYYY</p> <p><input type="checkbox"/> On/ahead of schedule</p> <p><input type="checkbox"/> Behind schedule</p> <p><input type="checkbox"/> No longer applicable</p>	<p>The Blount and Marshall County Service Array CQI Teams have been formed and are meeting regularly. The CQI Coordinators assigned to the regions where those counties are located are facilitating each monthly meeting. A representative from the Division of Program Evaluation has been assigned to each team to assist the CQI Coordinator. The Marshall County team is focusing on domestic violence issues and services within that region. The Blount County team is focusing more on process improvements around assessments and reporting to the court. The courts will determine at the end of a six-month period if they wish to continue participation in this CQI team or join other already established regional CQI teams.</p>	<p><input type="checkbox"/> Completed MM/YYYY</p> <p><input type="checkbox"/> On/ahead of schedule</p> <p><input checked="" type="checkbox"/> Behind schedule</p> <p><input type="checkbox"/> No longer applicable</p>	<p>Program Evaluation staff will be working closely with CQI staff in Blount and Marshall County to involve juvenile court staff in CQI Teams that will help each region to plan for any small test of change that the group may identify. Due to the COVID-19 pandemic, the courts are not available to work collaboratively on this project within the PIP timelines.</p> <p>Since the assessment of the needs of children and families has been presented and reviewed with both courts, we would like to change this key activity to the action steps of:</p> <p>a. Involve the juvenile court staff in Blount and Marshall</p>

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
<p>months to review data; share ideas; and develop ongoing improvement goals while collaborating with the Community Advisory Boards. These meetings will be facilitated by the Regional CQI Coordinator.</p>					<p>County in the regional CQI process by inviting each court to have a representative on the Safety Circle and Permanency Circle.</p> <p>b. Ensure that the juvenile court has a representative on the Community Advisory Board in each of these counties.</p> <p>c. Develop a specialize CQI Team for both Blount/Marshall County to include the court and providers for those counties to work collaboratively</p>

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
					<p>y to address service needs and any barriers to quality services.</p> <p>We would request that the target completion date for implementation of these teams to be Quarter Eight.</p>

Strategy 3:

Revitalize Child and Family Team Meeting (CFTM) process in all program areas, returning to a focus on the Practice Wheel as described in the Tennessee child welfare Practice Model (Engagement, Teaming, Assessment, Planning, Implementation, and Tracking & Adjustment).

Progress: Implementation of this strategy has been successful and ratings for Item 13 saw an improvement in 2020 over 2019 performance. The pandemic has created some delays in implementation of CFTM Training, and an extension for completion of that training for the entire state is being requested.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
1. Implement enhanced oversight and support of the CFTM Facilitators through the Director of Permanency.	Quarter One	<input checked="" type="checkbox"/> Completed (various dates are each listed under each task) <input type="checkbox"/> On/ahead of schedule	This key activity has been completed.	<input checked="" type="checkbox"/> Completed (various dates are each listed under each task) <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule	a. CFTM team excellence is a multidisciplinary group of staff who have a great deal of knowledge and experience with CFTM. This team

<p>a. Reinstate the CFTM Team Excellence, with at least one Team Excellence member from each region, with a defined set of core competencies and role expectations set by the Facilitator Continuous Quality Improvement group and Central Office Leadership.</p> <p>b. Implement new monthly Facilitator Continuous Quality Improvement (CQI) calls to address ongoing quality practice issues and barriers, and to share best practices across all regions.</p> <p>c. Revise the initial CFTM Facilitator Assessment, and design and implement a new recertification process to ensure ongoing quality of facilitator skills.</p> <p>d. Develop and implement</p>		<input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input type="checkbox"/> No longer applicable	<p>meets regularly to discuss how to utilize CFTM in practice, process barriers and brainstorm new ideas.</p> <p>b. Facilitator CQI meetings occur every other month. In these meetings the group discusses child welfare practice, CFTM issues, and needs of their teams around CFTM. Members of this team communicate with their local teams to gather information and provide feedback on various issues and topics. This dialog promotes an efficient way to resolve issues, share successes and make adjustments to improve overall practice.</p>
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<p>mandatory ongoing skill development opportunities to enhance CFTM Facilitator effectiveness.</p> <p>e. Schedule annual Facilitator Retreat to provide opportunities for shared skill development, coordinated review and revision of CFTM practices, and peer learning.</p> <p>f. Revise and re-educate field staff on the CFTM Appeals process.</p> <p>g. Develop and implement a randomized Quality CFTM review.</p>					

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	
<p>2. Reinforce the roles and responsibilities of the Child and Family Team members and the CFTM model to ensure CFTMs are utilized throughout the life of the case, as informed by practice model components (engagement, teaming, assessment, planning, implementation of services, and tracking/adjusting).</p> <p>a. Create and implement a CFTM refresher training for all staff.</p> <p>b. Create and implement improved diligent search and concurrent planning training for all staff.</p> <p>c. Develop and implement a CFTM User Guide.</p>	<p>Quarter Eight</p>	<p><input checked="" type="checkbox"/> Completed 3/2021</p> <p><input type="checkbox"/> On/ahead of schedule</p> <p><input type="checkbox"/> Behind schedule</p> <p><input type="checkbox"/> No longer applicable</p>	<p>a. CFTM Training is well underway and we are ahead of our expected 60% of staff. As of the end of this PIP 85% of staff have completed the CFTM training and we expect to have the remaining staff complete within three months.</p> <p>f. The Clients Rights Handbook updates have been approved and placed on the intranet and internet for use.</p> <p>k. The first CFTM survey has been implemented statewide.</p>	<p><input type="checkbox"/> Completed MM/YYYY</p> <p><input type="checkbox"/> On/ahead of schedule</p> <p><input checked="" type="checkbox"/> Behind schedule</p> <p><input type="checkbox"/> No longer applicable</p>	<p>a. The CFTM Training that has been developed for the case management series staff is a one-day training that teaches staff how to conduct an effective CFTM by defining the stages and requirements of meetings, importance of preparation of the meeting and debriefing, and skills that staff can use in difficult CFTM situations. The Training for the Trainer was completed in August and full statewide training implementation has begun. We expect to have 60% of staff trained by then end of the PIP and the remaining 40% of staff trained within 6 months of the end of the PIP.</p>

<p>d. Revise the CFTM Protocol to clarify purpose and need for unbiased skilled facilitators leading particular types of meetings, emphasize adequate supervision or leadership support in critical meetings, and support the inclusion of extended family and informal supports as team members.</p> <p>e. Revise the CFTM form to include sections to document discussions of diligent search and concurrent planning.</p> <p>f. Revise the Client Handbook to include emphasis on the CFTM process and expectations of family involvement.</p> <p>g. Develop and implement a CFTM Preparation Tip Sheet for frontline staff to engage families and</p>					<p>b. Concurrent planning training addresses and defines concurrent planning in child welfare practice and why it is important when appropriate. This curriculum has been developed and the training team is currently developing the course for Computer Based Training. It should launch by December 1, 2020. Statewide participation should be complete by the end of the PIP. Diligent Search Training has been implemented and is conducted by regional staff who are skilled in Diligent Search. The training covers the requirements of diligent search, processes and tips for what works well, and why diligent search is important in the life of a child welfare case. In</p>
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<p>collaborators prior to meetings.</p> <p>h. Develop and distribute a family oriented CFTM brochure to communicate the process to children, youth, families, and informal team members.</p> <p>i. Consult with other parent mentoring agencies to explore the possibility of developing a parenting mentoring program with a focus on advocacy and education for birth parents to better understand their role in the Child and Family Team, and to enhance their ability to effectively participate in meetings and the child welfare system.</p> <p>j. Reinstate the post-CFTM debriefing process.</p> <p>k. Develop and implement a post-</p>					<p>addition to the live webinar which occurs two time per month, we also offer a recorded version of the training for staff who have difficulty fitting it into their schedules. Statewide participation should be complete by the end of the PIP.</p> <p>c. The new CFTM guide provides information for staff about the CFTM. It includes stages of a CFTM, how it relates to the practice wheel, expectations of the child and family team meeting, quick reference sheets to help staff reference requirements for frequency, supervision, and skilled facilitator involvement, and a detailed outline of each CFTM type and information about the purpose of that meeting and</p>
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<p>CFTM family and partner survey.</p> <p>I. Court Liaisons and representatives from the AOC have been invited and are participating in a leadership group that is also comprised of contract providers and multiple levels of DCS staff, including legal. This group has been instrumental in the development of the plan of this strategy and will be the ongoing leadership group that will help drive the implementation of this strategy through regular ongoing meetings, consultations, and collaborations.</p> <p>m. Identify targeted staff (current or additional, based on resources and need) to complete ongoing, intensive diligent search.</p>					<p>details about how that meeting should be conducted. This tool provides all information regarding CFTM in one location which is available on the server which provides easy access to users.</p> <p>d. The CFTM protocol was collapsed into the CFTM Guide to have all information about CFTMs in one location, and easily accessible for staff. There is no longer a separate protocol.</p> <p>f. Suggested revisions of the Client's Rights Handbook have been submitted for approval. The revisions include the definition of the Child and Family Team Meeting in the glossary as the meeting is already referred to in other areas of the document as a</p>
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					<p>routine and regular expectation throughout a Child Welfare Case.</p> <p>g. Work aids have been developed to assist staff in preparing for the CFTM which will help them have a more productive and effective meeting. The work aid, Preparing the Family for the CFTM, helps staff prepare families by providing sample questions staff members can ask families in an effort to prepare for the meeting. This work aid includes asking for information about other potential team members, helping the family understand the purpose of the meeting, helping the family identify their priorities and goals in the case, history of the family, and safety issues that need to be</p>
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					<p>considered. There is also a work aid, Preparing the Facilitator for the CFTM, that provides staff a template of information they need to provide the facilitator (if a facilitator is conducting the meeting) in order to have an effective and productive meeting. This includes ensuring all needed parties and decision makers are invited to the meeting, letting the facilitator know if there are any safety issues or topics that need to be handled gently, and ensuring that the meeting stays on track to address the purpose of the meeting. The worker can use both of these work aids in a variety of ways as the forms provide a space to write or can be simply used as a reminder of</p>
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					<p>important topics to cover. Both documents are currently online and is referenced in the CFTM Guide as tools available for staff to use.</p> <p>h. The CFTM brochure has been updated to reference our desired practice and has been modified to a one-page version. It is currently available online for both customers to view and for staff to access for printing or as a PDF to include with meeting invitations or as needed. Additionally, there is a separate CFTM one-page flyer for youth to help them understand the purpose of the CFTM which is also available online for customers and staff.</p> <p>j. The debriefing process has been</p>
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					<p>reimplemented following CFTMs with families. This process and purpose is covered in the new training for staff and in the CFTM Guide, but a work aid was also created for staff to assist in this process. The work aid provides a short list of questions staff can ask each other following meetings to ensure that we are providing excellent customer service and consistent feedback to one another for professional growth. The use of the work aid is not required but is recommended when the informal debriefing following CFTMs is not already happening or in staff relationships where there is less comfort in providing feedback.</p>
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					<p>k. A proposed draft of the survey has been created and has been vetted through various workgroups. Implementation will be discussed at the Regional Manager meeting at the beginning of November to determine the best way to implement the surveys with so many meetings now being virtual. A decision is expected from that meeting and implementation of the surveys will begin no later than 1/1/21, using the month of December to message the process to local staff.</p> <p>l. There is a multidisciplinary team which includes contract providers, the AOC, Court Liaisons, DCS and Legal that helped develop this plan and meeting periodically to</p>
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<p>3. Enhance the deployment of the CFTM Model in In Home Cases. a. Develop a CFTM Leadership Team for CPSI, CPSA, FSS, and JJ Probation/Aftercare to guide the development and implementation of CFTM practice in In Home cases through active participation in the following action steps b-d. b. Revise CFTM Protocol to include</p>	<p>Quarter Six</p>	<p><input checked="" type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable</p>		<p><input checked="" type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable</p>	<p>discuss any barriers or changes in practice.</p> <p>m. Regional and statewide leadership have identified individuals in their offices who could assist with diligent searches. Training has been provided to those identified staff so they can adequately assist.</p> <p>a. A multi-discipline group leadership group was created, called CFTM Team Excellence. This group includes all different program areas and a variety of specialty positions to approach CFTM practice from a wholistic lens. This team meets on a monthly basis. b. The CFTM Protocol was revised and included in the CFTM guide that is</p>
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<p>required and suggested meetings for In Home cases.</p> <p>c. Identify CFTM Team Excellence members from CPSI, CPSA, FSS, and JJ Probation/Aftercare to join the CFTM Excellence, monthly CQI, and facilitator retreat groups to bring In Home casework perspective to these ongoing improvement processes.</p> <p>d. Revise the Client Handbook to include use of the CFTM process in In Home cases.</p> <p>e. Collaborate with existing parent mentor programs for families involved in In Home Cases to develop similar process for supporting parent mentoring related to In Home CFTMs.</p>				<p>published in our policy section for staff and customers. Required and suggested meetings for in home cases are included in that protocol, as well as required and suggested meetings for all program areas.</p> <p>c. Team members for CFTM Team Excellence include members from all program areas, including CPSI, CPSA, FSS, JJ (custodial and probation), and facilitator retreat groups to provide oversight and a holistic approach to practice.</p> <p>d. The client's rights handbook was revised to include additional information for CFTM for all program areas.</p> <p>e. We met with existing parent mentoring programs (specifically dealing</p>
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					with non-custodial cases) to learn more about their process and determine if something similar could be implemented within the agency in in-home cases as well as other cases.
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Goal 3: Ensure children have quality supports to promote safety and stability in their living situations, continuity of family relationships, and preserved connections to their identified home community and culture.

Strategy 1: Implement the Team Leader Mentoring Enhancement Project. This project is designed to enhance the frontline Supervisors' ability to serve as mentors to staff thereby improving the overall quality of monthly visitation between caseworkers and children/youth, as well as caseworkers and birth parents. This project includes clarifying Supervisor role confusion between primary mentoring versus completion of administrative tasks, and helping caseworkers understand that each visit is an opportunity to engage and assess families in order to achieve sustainable permanency.

Progress: Knox County and Tennessee Valley Regions continue to benefit from this project and receive ongoing support as requested. Northeast, Davidson County, and Southwest Regions will complete the project October 31, 2020. However, ongoing support and any final sessions between Team Leaders and their Mentors may occur through November. Three new regions (Smoky Mountain, Upper Cumberland, and Mid-Cumberland) will roll out November 1, 2020. Pre-meeting were held with leadership in those regions and Team Leader/Mentor assignments have been made. The Program Evaluation Unit is on track to roll out the project to the final four regions on or before March 2021. Most sessions and all SimLabs have become virtual due to the pandemic. This project appears to be successful based on feedback and pre/post test data.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
<p>1. Assess Team Leader activities to determine what tasks do not add value to work products and prevent modeling and mentoring Caseworkers.</p> <p>a. Select up to 24 Team Leaders from across the state that have supervisory responsibility for Foster Care, In Home, and AR/DR cases to</p>	Quarter One	<input checked="" type="checkbox"/> Completed 12/5/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>The mentors are currently working with the TL's in the East, Shelby, SC, and NW Regions. The SIM Labs are scheduled. For just the TL's the date is June 16 & 17. For the TL's and FSW/CM's, the date is July 21 & 22.</p> <p>Last month, we completed the SIM Labs with the UC, MC, and Smoky Mtn. Regions with the TL's and FSW's. We have had the last session with them</p>	<input checked="" type="checkbox"/> Completed 12/5/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Knox County and Tennessee Valley Regions continue to benefit from The Team Leader Mentoring and Enhancement Project. This process is now being implemented in the Southwest, Northeast, and Davidson County Regions. Each of these regions</p>

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
<p>participate in the assessment.</p> <p>b. Program Evaluation Team members shadow Team Leaders for two business days to categorize and time tasks.</p> <p>c. Program Evaluation Team members produce a SIPOC and A3 for each Team Leader shadowed.</p> <p>d. Work Group of DCS employees identifies non-value added tasks (administrative, regional requirements, etc.) that prevent Team Leaders from mentoring and modeling quality visitation.</p>			<p>and requested for them to complete the Post Questionnaire.</p>		<p>were selected due to lower CFPSR scores during the 2019 season. Three additional regions will roll out in November 2020. The final four regions will be rolled out in March 2021. Due to the COVID-19 pandemic the official Kick-off Meeting with each of the new regions occurred via Webex. Currently all mentoring is being conducted via Webex. With most Team Leaders, Caseworkers, and mentors working remotely, it has been more challenging to have quality mentoring sessions, with some participants. A</p>

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
					<p>Team Leader Mentoring and Enhancement Protocol was developed during quarter three and quarter four. This new protocol was developed based on lessons learned from the initial two regions in order to ensure that the successes can be replicated in remaining regions. A new pre and post-test was developed during quarter four, as well as a mentoring plan, in order to produce evidence of the successes of the program. This will be replicated in the remaining seven regions. The SimLab process was switched to a virtual format due to the pandemic.</p>

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
					<p>A virtual training on formal and informal quality assessments was conducted on June 17, 2020. Additional virtual trainings will occur in July on the CFSR items to provide a better understanding of what is being rated and why during a CFSR review.</p> <p>Ten (10) Team Leaders completed the project: Foster Care – 3 Juvenile Justice – 1 In-home (FSS) – 1 CPS Investigation – 3 CPS Assessment – 1 CFTM Facilitator – 1</p>

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
					<p>Eighteen (18) Team Leaders are currently participating in the project:</p> <p>Foster Care - 7</p> <p>Juvenile Justice – 3</p> <p>In-home (FSS) - 2</p> <p>CPS Investigation– 3</p> <p>CPS Assessment – 3</p>

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
<p>2. Identified Team Leaders participate in the Team Leader Mentoring Enhancement Project.</p> <p>a. Executive Leadership Team will determine the counties and teams that participate in the</p>	Quarter Two	<input checked="" type="checkbox"/> Completed 12/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	All twelve regions have now been involved with this initiative. The fourth cohort is currently in process.	<input checked="" type="checkbox"/> Completed 12/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>a. This step has been completed. The next set of regions will be implemented in November.</p> <p>c. Discussions on reducing non-value-added</p>

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
<p>project based on the support of the project from regional leadership, staff capacity/vacancies, and availability/access to Program Evaluation Team members and experienced CFSR Reviewers who can provide assistance. Selected counties/teams may not be the same Team Leader who participated in key activity one.</p> <p>b. Program Evaluation Team meets with the Regional/Divisional Leadership of each Team Leader selected for the project to determine rationale for non-value added tasks/roles.</p> <p>c. Program Evaluation Team works with DCS Leadership to remove or reduce non-value added work from participants and develop a Mentoring Plan that outlines the</p>					tasks/roles have been held.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
<p>importance of modeling and coaching quality visitation and the use of visitation to improve the overall quality of initial and ongoing assessments (formal & informal).</p> <p>d. Participants complete the Quality Contacts Initiatives Trainings conducted by the Office of Training and Professional Development (Goal 1/Strategy 1) prior to starting the Mentoring Enhancement Project.</p>					
<p>3. Identified Team Leaders are assigned a CFSR Reviewer to serve as a mentor and must demonstrate understanding of a quality visit with a child/youth and a birth parent and be assessed on their ability to model quality visitation to Caseworkers.</p>	<p>Quarter Three</p>	<p><input checked="" type="checkbox"/> Completed 06/2020 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable</p>		<p><input checked="" type="checkbox"/> Completed 06/2020 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable</p>	

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
<p>a. SimLab Model is used to allow participants to get real time feedback on their own ability to conduct quality visitation.</p> <p>b. Team Leaders document the quality visit conducted during the SimLab and receive feedback on the documentation of the visit.</p> <p>Team Leaders are assigned a Coach/Mentor who is a CFSR Reviewer or QA Reviewer who provides ongoing assistance and support to the Team Leader on visitation.</p>					

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
4. Team Leaders discuss quality	Quarter Four	<input checked="" type="checkbox"/> Completed 06/2020	First round of Sim Labs for the third cohort were	<input checked="" type="checkbox"/> Completed 06/2020	Virtual SimLab was held in

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
<p>visitation with Caseworkers during Monthly Performance Briefings, Staff Meetings, and Case Reviews.</p> <p>a. Team Leaders provide training on quality visitation with their assigned Caseworkers after participation in SimLab activities.</p> <p>b. Team Leaders incorporate quality visitation discussions during Monthly Performance Briefings, Staff Meetings, and Case Reviews after participation in SimLab activities.</p> <p>c. Coach/Mentor is available to participate in this training and discussions as needed.</p>		<input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>completed on February 8th and 9th. The second occurred on March 17th and 18th.</p>	<input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>August 17-18, 2020 with TLs in Southwest, Davidson and Northeast regions. A second SimLab was held on September 29-30 with case managers. The SIM Labs with the TL's and their identified FSW's were completed on September 29th and 30th.</p> <p>Will continue to work with the three Regions (NE/SW/DV) through the end of October. Will review mentoring plan and ensure all identified goals have been met.</p>

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
<p>5. Team Leaders accompany caseworkers on one visit each month to mentor quality visitation and appropriate documentation of visitation.</p> <p>a. Team Leader model one quality child visit and one quality birth parent visit for each caseworker within two months of completion of the SimLab.</p> <p>b. Team Leader continue to accompany each caseworker on a minimum of one visit each month and provide feedback to each Caseworker.</p> <p>c. Coach/Mentor accompanies Team Leader on one visit each month and provides feedback to</p>	Quarter Four	<input checked="" type="checkbox"/> Completed 6/2020 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Cohort three concluded March 31, 2021 and cohort four began during quarter eight. All twelve service regions have now been involved with this initiative.	<input checked="" type="checkbox"/> Completed 06/2020 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Due to the COVID-19 pandemic, team leaders can participate in visits with the caseworker virtually.</p> <p>The Program Evaluation team has met with the Regional Administrators for the next three Regions identified for the project (Upper Cumberland, Mid-Cumberland, and Smoky Mountain Regions) and all three Regions have identified the Team Leaders that will participate.</p>

the Team Leader on progress.					
<p>6. Evaluate Effectiveness of the project.</p> <p>a. Distribute and analyze survey data from parents, children, foster parents, and all parties directly involved in the case and data reports regarding the quality of service to evaluate the effectiveness of the model.</p> <p>b. SimLab Model is used to assess the caseworker's ability to conduct quality visitation with children/youth and birth parents.</p> <p>c. Caseworkers demonstrate the ability to conduct informal assessments</p>	Quarter Five	<input checked="" type="checkbox"/> Completed 3/2022 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Third cohort pre-test data was provided during the quarter seven report. Cohort three ended March 31, 2021 and data is begin processed. Cohort four began during quarter eight and includes the remaining four regions Northwest, East Tennessee, South Central, and Shelby County.</p> <p>This project has been successful and Team Leaders that have participated feel that they have benefited from this initiative.</p>	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>Ten (10) Team Leaders completed the project:</p> <p>Foster Care – 3</p> <p>Juvenile Justice – 1</p> <p>In-home (FSS) - 1</p> <p>CPS Investigation –3</p> <p>CPS Assessment – 1</p> <p>CFTM Facilitator – 1</p> <p>Knox and TN Valley Post-test key themes:</p> <ul style="list-style-type: none"> • (100%) The knowledge that I have gained from the CFSR Team Leader Mentoring Enhancement Project will be useful to me in the future. • The importance of quality

<p>of safety and well-being during visitation with children/youth.</p> <p>d. Caseworkers demonstrate the ability to conduct productive and engaging visitation with birth parents.</p> <p>e. Caseworkers are provided feedback on the visitation conducted in SimLab by the Team Leader.</p> <p>f. Team Leaders receive feedback from Coach/Mentor on their progress in providing quality feedback.</p>					<p>documentation</p> <ul style="list-style-type: none"> • Better understanding of CFSR expectations and how the team leader can coach and support staff • SimLab helped team leaders identify strategies to improve engaging children and families <p>Eighteen (18) Team Leaders are in the process of completing the project:</p> <p>Foster Care - 7</p> <p>Juvenile Justice - 3</p> <p>In-home (FSS) -2</p> <p>CPS Investigation- 3</p> <p>CPS Assessment - 3</p> <p>Davidson, Northeast, and</p>
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					<p>Northwest Pre-test key themes:</p> <ul style="list-style-type: none"> • (61%) I am confident and use CFSR practice in my daily practice with my staff. • Improving quality formal and informal assessments • Improving quality contacts/vsits • Improve coaching on CFSR expectations
<p>7. Statewide Implementation will occur based on the effectiveness of the Team Leader Mentor Enhancement Project.</p> <p>a. Regional CQI Coordinators will be used to assist Regional/Divisional Leaders in determining</p>	Quarter Eight	<input checked="" type="checkbox"/> Completed 03/2021 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Currently DCS has 87 employees who are Reviewers. Each of the twelve service regions, the Office of Juvenile Justice, and the Office of Child Safety all have trained CFSR Reviewers across the state that serve as mentors for other staff on CFSR best practices.	<input type="checkbox"/> Completed MM/YYYY <input checked="" type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	

<p>non-value added work that can be reduced for Team Leaders.</p> <p>b. Each region will have a minimum of two CFSR Reviewers who will be able to serve as Mentors to Team Leaders on the importance of coaching and modeling performance.</p>			<p>Davidson County: 2 East Tennessee: 9 Knox County: 3 Mid-Cumberland: 2 Northeast: 4 Northwest: 3 Shelby County: 2 Smoky Mountain: 6 South Central: 2 Southwest: 3 Tennessee Valley: 2 Upper Cumberland: 2 OCS: 4 OJJ: 3</p> <p>Five of the ten CQI Coordinator have been trained and are certified as CFSR Reviewers. The remaining five attend CFSR reviews each year and are trained on the process in order to provide support to the regions.</p> <p>Identified CQI Coordinators have shadowed Program Evaluation staff during Team Leader Mentoring and Enhancement in order to be able to replicate the process for their regions as requested by regional leadership.</p>		
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			The Division of Program Evaluation will also continue to offer the Team Leader Mentoring and Enhancement Project as requested by regional leadership.		
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Strategy 2: Build capacity through regional foster parent recruitment and retention plans, train program staff and foster parents and equip them with skills needed to meet the needs of older youth, and support proper placement matching for placement stability.

Progress: DCS has completed this strategy ahead of schedule. The curriculum is fully implemented statewide. Additionally, the Right Time Video series is offered as online courses and a virtual de-briefing component has been added to our monthly delivery. All data requirements have been met with the University of Washington. Finally, survey data continues to indicate that the curriculum and video series are beneficial for Tennessee’s foster parents.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
1. Implement the CORE for Teens training initiative in three Regions (Northwest, Shelby County, and Davidson County) along with a community provider, Omni Visions, who will work in conjunction with DCS in the western	Quarter Two	<input checked="" type="checkbox"/> Completed 12/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	CORE for Teens continues. Survey data was provided during the Quarter Seven report. Lessons learned from this project have been implemented into ongoing training for foster parents.	<input checked="" type="checkbox"/> Completed 12/2009 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	A staggered roll-out of CORE for Teens with the remaining regions, was to begin April 2020. However, due to COVID-19 barriers, this project is currently on hold until classroom delivery can resume. The evaluation of the curriculum from the University of Washington was received and adjustments have been

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<p>part of the state. The two urban regions were chosen for placement stability reasons and extensive involvement in placing teenagers in foster care. Northwest region was chosen as a rural region where Omni Visions is involved and has had an increase in the rates of entry for teens.</p> <p>a. Build capacity through recruitment activities, by investing in personal relationships, implementing Right Time Training, and ongoing coaching at the point teenagers are placed in foster homes. Right Time Training is an evidence-based training model that assists foster parents in gaining a</p>					<p>made. Adjustments included delivering the curriculum in 12 hours virtually vs 14.5 hours in the classroom. The first statewide virtual offering was delivered in June. The following changes were implemented during our June delivery:</p> <ul style="list-style-type: none"> • Welcome and icebreaker activities were shortened or modified • Small group activities that included 4 or 5 scenarios were reduced to one scenario and changed to a large group activity • Decreased verbal communication for some activities due to usage of chat box for participant responses • Removed some information that is covered in our new Pre-Service TN KEY curriculum. For example, we did not deliver a Fight, Flight, or Freeze activity. We reviewed the information verbally as this

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
<p>greater understanding of the needs of teens, to include themes on transitions, adapting parenting, developing relationships, trauma informed parenting and emotional regulation.</p> <p>b. Evaluation process will be completed by the University of Washington utilizing the following:</p> <ul style="list-style-type: none"> i. Data collection fidelity checklist; ii. Outcome surveys completed by the resource parents and youth; iii. Foster parent self- assessments (before and after program); iv. Pre/post tests for the classroom curriculum (for seven modules); <p>and,</p>					<p>information is covered in our TN KEY- Impact of Trauma course.</p> <p>The format was shared with Spaulding and other states as Tennessee's virtual option during our champion's meeting. The delivery was successful and survey data will be reported during the next APSR cycle.</p>

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
v. Evaluations linked to the Right Time training videos.					
<p>2. Establish baseline data metrics of current outcomes for CORE for Teens and evaluate outcomes through the following metrics:</p> <ul style="list-style-type: none"> a. Placement Stability b. Non-Permanent Exits c. Recruitment and Retention of Placements 	<p>Quarter Two (baseline) Quarter Six (evaluation)</p>	<p><input checked="" type="checkbox"/> Completed 03/2021 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable</p>	<p>Reports provided by the University of Washington were previously shared regarding pilot outcomes. Tennessee is still awaiting additional information from University of Washington, since the additional request for a third AFCARS report was provided.</p>	<p><input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable</p>	<p>DCS has received the report. In addition, the University of Washington has requested another round of AFCAR data and plans to proceed with submitting the curriculum to be placed on the Evidenced Based list for states to choose from in the future. The additional information will provide greater analysis of TN's outcomes. The report from Spaulding was sent to the Children's Bureau. CORE Teen curriculum was adapted for virtual delivery and reduced to 12 hours. TN version of the curriculum was reviewed with Spaulding and University of Washington during Champions meeting on 5/20. Additionally, debriefing of first virtual delivery was shared during a meeting on 7/22.</p>

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					<p>The curriculum was delivered statewide on 6/9, 6/13, 6/16, and 6/20 and will be offered once a quarter. Qualitative data indicated that TN parents benefited from the Right-time videos and often accessed the videos immediately after a crisis. Therefore, we created online courses for foster parents to access the videos at any time and receive training credit.</p> <p>Right Time Videos Training Submissions and Survey Responses Data below represents course completion from July 29, 2020 to September 27, 2020.</p> <table border="1"> <thead> <tr> <th>Title</th> <th>Total Completed</th> <th>How likely are you to use the information learned from this training?</th> <th>Do you think other foster parents will benefit from this training?</th> </tr> </thead> <tbody> <tr> <td>Continued Connections</td> <td>231</td> <td>4.99</td> <td>4.87</td> </tr> <tr> <td>Parental Adaptation</td> <td>207</td> <td>4.86</td> <td>4.81</td> </tr> <tr> <td>Parental Regulation</td> <td>248</td> <td>4.84</td> <td>4.84</td> </tr> <tr> <td>Relationship Development</td> <td>275</td> <td>4.88</td> <td>4.85</td> </tr> <tr> <td>SOGIE</td> <td>207</td> <td>4.75</td> <td>4.69</td> </tr> <tr> <td>Transitions</td> <td>242</td> <td>4.96</td> <td>4.86</td> </tr> <tr> <td>Understanding and Recognizing the Effects of Trauma</td> <td>330</td> <td>4.91</td> <td>4.87</td> </tr> <tr> <td>Understanding Behavior</td> <td>449</td> <td>4.88</td> <td>4.87</td> </tr> <tr> <td>Overall</td> <td>2184</td> <td>4.88</td> <td>4.84</td> </tr> </tbody> </table>	Title	Total Completed	How likely are you to use the information learned from this training?	Do you think other foster parents will benefit from this training?	Continued Connections	231	4.99	4.87	Parental Adaptation	207	4.86	4.81	Parental Regulation	248	4.84	4.84	Relationship Development	275	4.88	4.85	SOGIE	207	4.75	4.69	Transitions	242	4.96	4.86	Understanding and Recognizing the Effects of Trauma	330	4.91	4.87	Understanding Behavior	449	4.88	4.87	Overall	2184	4.88	4.84
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<p>3. Implement Teen Connect in Davidson county as a first phase of a prevention continuum that includes a CFTM for all possible teen entries, enhanced kinship practice, and a court strategy for youth abandoned into the detention population, in collaboration with the Annie E. Casey Child Welfare Strategy Group (CWSG):</p> <p>a. Identify provider for Teen Connect and cohort for initial sessions.</p> <p>b. Identify a lead and workgroup to support CFTM.</p> <p>c. Identify lead and workgroup to support kin practice enhancements.</p> <p>d. Identify a lead and workgroup to develop</p>	<p>Quarter Three</p>	<p><input checked="" type="checkbox"/> Completed 6/24/2020</p> <p><input type="checkbox"/> On/ahead of schedule</p> <p><input type="checkbox"/> Behind schedule</p> <p><input type="checkbox"/> No longer applicable</p>	<p>Teen Connect continues in Davidson County, as does support from Annie E. Casey.</p> <p>In regards to strengthening placement stability through improving the population of kids served by kinship placements, kinship practice coaching/mentoring for all CPS, Foster Parent Support and Placement staff was completed in March. Training is scheduled for East and Knox Region staff in May with the goal to train two regions each month thereafter.</p> <p>Jan. – March 21, 2021 class: 7 graduates Davidson Co. (2 custodial and 5 noncustodial) - None of the noncustodial</p>	<p><input checked="" type="checkbox"/> Completed 06/24/2020</p> <p><input type="checkbox"/> On/ahead of schedule</p> <p><input type="checkbox"/> Behind schedule</p> <p><input type="checkbox"/> No longer applicable</p>	<p>With the onset of COVID and training delivered via video conferencing, our advisor, Dr. Vicky Green, with Annie Casey advised us to have around 6 parents in the group as it had to be changed to zoom format. Summer/Fall 2020 Teen Connect Class was held via Zoom; 7 were enrolled/4 graduated; the 2 non-custodial youth have not entered custody; 1 custodial youth is currently on trial home visit; 1 custodial youth and parent are receiving family support services in anticipation of exit from custody. CFTM's are currently being facilitated for the majority of potential</p>

court strategy with Davidson County.

children have entered custody on these cases. 2 of the cases have since closed and 2 remain open but are about to close. On one of the cases, a set of grandparents who have custody of the teen both attended and graduated.

- The children remain in custody on both custodial cases. A trial home visit is planned soon on one of the cases and there are 6 sibs in care on this one case.

Current classes underway:

March 30 – June 1

5 parents are enrolled
3 noncustodial parents from Davidson and 2 custodial parents (Rutherford) MC region

April 15- June 17

teen entries with the contract provider, TN Voices serving as the workgroup lead in engaging parents and facilitating the work sessions. Annie E. Casey continues to provide technical support and parents continue to be incentivized to complete course work with Walmart gift cards.

			<p>6 parents are enrolled 4 custodial (Rutherford) MC Region and 2 noncustodial MC Region (1 from Rutherford and 1 from Montgomery)</p> <p>Next class is planned for July 15-Sept. 16 and Oct. 5- Dec. 7.</p>		
<p>4. Evaluate placement process and make enhancements to support first right placement as part of the Teen Connect implementation in Davidson County and in collaboration with CWSG. Implementation in other regions will be determined based on success of intervention and funding.</p>	<p>Quarter Six</p>	<p><input checked="" type="checkbox"/> Completed 03/2022 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable</p>	<p>Surveys were completed with providers, youth, DCS placement staff, and DCS Caseworkers and Team Leaders to solicit information from those stakeholders around any needed improvements to the placement process during the eight quarter. A listening session was held with youth, as well, during the sixth quarter.</p> <p>Youth feel that more emphasis needs to be placed on matching their interests, beliefs, and culture to those of</p>	<p><input type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input checked="" type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable</p>	

			<p>the foster parent or facility. The youth felt that DCS and providers should focus on recruiting foster parents across a broad spectrum of different beliefs, activity levels, and cultures. These differences were noted as a primary reason they often disrupt those placements.</p> <p>Providers noted that having more information about youth, especially mental health assessments, would help them better determine the appropriateness of each child to placement within their agency.</p> <p>DCS and placement staff noted that the lack of placement options were the primary barrier related to finding appropriate placements for youth.</p> <p>DCS placement staff also noted that not</p>		
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			<p>having up to date information from providers on availability is often a barrier, as well.</p> <p>Tennessee has formed a committee to develop Assessment Foster Homes where youth can reside when coming into care and receive assessments that will help DCS better determine appropriate placements. This is based on the success of this initiative in the state of Indiana, who Tennessee continues to collaborate. Developing recruitment and board rate for these Assessment Homes is a current focus of the committee. This will be piloted in three or four regions to determine effectiveness prior to rolling out statewide.</p>		
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Goal 4: Enhance the Continuous Quality Improvement process to monitor progress on the Child and Family Service Review Program Improvement Plan and program outcomes.

Strategy 1: In alignment with Tennessee’s Child and Family Service Plan (CFSP) and CFSR Program Improvement Plan, DCS will integrate qualitative processes with its existing quantitative methods to strengthen evaluative standards for safety, permanency and well-being of the children and families served.

Progress: All key activities for this strategy have been fully implemented and are successful at this time. All key activities have been completed and will be ongoing for this strategy. The COVID-19 pandemic did impact attendance for some trainings and meetings. However, attendance is now growing as the pandemic continues.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress																				
<p>1. Incorporate CFSR standards and expectations into the Case Process Reviews (CPR) and Quality Process Reviews (QPR).</p> <p>a. CQI Coordinators will be trained on CFSR standards and will serve as the Interrater Reliability (IRR) Reviewers for CPR and</p>	<p>Quarter One</p>	<p><input checked="" type="checkbox"/> Completed 12/2019</p> <p><input type="checkbox"/> On/ahead of schedule</p> <p><input type="checkbox"/> Behind schedule</p> <p><input type="checkbox"/> No longer applicable</p>	<p>CPR IRR 2019-2020</p> <table border="1"> <thead> <tr> <th>Group</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>TL Mentor Enhancement Project</td> <td>67%</td> <td>70%</td> <td>74%</td> </tr> <tr> <td>CFSR Seasoned Reviewers</td> <td>82%</td> <td>78%</td> <td>79%</td> </tr> <tr> <td>CFSR Developing Reviewers</td> <td>63%</td> <td>71%</td> <td>71%</td> </tr> <tr> <td>Regional Tls</td> <td>61%</td> <td>63%</td> <td>68%</td> </tr> </tbody> </table> <p>Case Process Reviews continue to be completed by the Division of Program Evaluation. Results from these review show that Team Leaders who completed Case Process Reviews that were seasoned CFSR Reviewers had a much higher level of inter-rater reliability with Division of Program Evaluation staff. Team Leaders who completed the Team Leader Mentoring and Enhancement</p>	Group	Q2	Q3	Q4	TL Mentor Enhancement Project	67%	70%	74%	CFSR Seasoned Reviewers	82%	78%	79%	CFSR Developing Reviewers	63%	71%	71%	Regional Tls	61%	63%	68%	<p><input checked="" type="checkbox"/> Completed 12/2019</p> <p><input type="checkbox"/> On/ahead of schedule</p> <p><input type="checkbox"/> Behind schedule</p> <p><input type="checkbox"/> No longer applicable</p>	<p>a. The Program Evaluation division is conducting the CPR-IRR process. The transition began January 2020 Updates are being made to the CPR tools. The program evaluation division began the first round of IRR reviews in May 2020. We are completing the second round of quarterly CPRs by Oct. 31. The data analysis from the first round of CPR-IRRs is</p>
Group	Q2	Q3	Q4																						
TL Mentor Enhancement Project	67%	70%	74%																						
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<p>QPRs completed each quarter by Team Leaders.</p> <p>b. CQI Coordinators will review progress of quality visitation and documentation by Caseworkers, as well as the quality of Case Supervision narratives.</p> <p>c. CQI Coordinators will provide feedback to each region on the IRR results and monitor quarterly for improvements.</p>			<p>Project had the second highest level of inter-rater reliability. Team Leaders who were developing CFPSR Reviewers were found to have the third highest level of inter-rater reliability, with Team Leaders not involved in CFPSR or TL Mentoring and Enhancement having the least level of inter-rater reliability.</p>		<p>completed. Please see results below.</p> <p>c. The Program Evaluation division is providing feedback to each region on the IRR results and monitoring quarterly for improvements. This feedback was provided in the first round of quarterly IRR reviews. CPR Inter-Rater Reliability Reviews are now conducted by Program Evaluation. Team Reviews are currently in the third quarter period.</p> <p>Quarter 2 CPR-IRR comparison results:</p> <ul style="list-style-type: none"> • JJ Custody: 62% • Non-Custody: 53% • CPSA: 67%

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
					<ul style="list-style-type: none"> JJ Aftercare/ Probation: 58% Foster Homes: 71% Foster Care/ Kinship/Adoption: 63%

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
2. Conduct Monthly Provider Summary Reviews on a sample of contract provider agencies and will incorporate CFSR standards and expectations.	Quarter One	<input checked="" type="checkbox"/> Completed 12/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Quarterly reviews of the Monthly Provider Summaries continue. Some improvements are being seen from providers over last year's review. Providers have noted that they feel these	<input checked="" type="checkbox"/> Completed 12/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Monthly Provider Summary Reviews are conducted quarterly with feedback sessions. The Program Evaluation division is sharing feedback with providers on

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
<p>a. Conduct Monthly Provider Summary (MPS) Reviews on 75 randomly sampled cases across the state using the CFSR guidelines for quality visitation and assessment of families.</p> <p>b. Train CQI Coordinators, Program Evaluation Coordinators, Placement Quality Team Coordinators, and Provider Accountability Review Coordinators on CFSR standards and the Monthly Provider Summary Review Tool and form an MPS Review Team.</p> <p>c. Complete Monthly Provider Summary</p>			<p>reviews have helped them to better understand expectations.</p>		<p>findings. This is an ongoing activity. A Unique Care Agreement (UCA) provider has asked to be included in the reviews.</p>

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
<p>Reviews on a quarterly basis.</p> <p>d. Share results from the MPS Reviews with contract providers and require providers to develop an improvement plan based on results.</p> <p>e. Share results from the MPS Reviews during the monthly Quality Assurance/Quality Improvement Interagency WebEx, attended by quality and program evaluation staff from DCS and its provider agencies.</p>					

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
3. Enhance the Quality Assurance/Quality	Quarter One	<input checked="" type="checkbox"/> Completed 12/2019	DCS continues to meet quarterly with provider	<input checked="" type="checkbox"/> Completed 12/2019	This key activity is complete and

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
<p>Improvement Interagency WebEx meetings to focus on CFSR Program Improvement Plan Strategies and Key Activities.</p> <ul style="list-style-type: none"> a. Expand the participant invitation list for the QA/QI WebEx to include additional providers that are sub-contracted by performance-based providers and community mental health providers. b. Share Progress and Results from CFSR PIP Key Activities with external participants with information on how provider's performance impacts that particular Key Activity. c. Discuss barriers to quality service delivery and key 		<input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>quality assurance/improvement staff, DCS Network Development staff, and DCS CQI staff to share information and data. Providers are polled to determine future topics of interest and the Division of Program Evaluation develops agendas and recruits subject matter experts to discuss those topics of interest on an ongoing basis.</p>	<input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>monthly meetings continue to occur to share information with providers and DCS quality assurance staff. Results of CFSR performance is shared as well as special topics of interest to provider agencies.</p>

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
factors that impact performance and quality service delivery on each WebEx and brainstorm ideas to help improve outcomes.					

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
<p>4. Conduct annual Provider CF SR Reviews for custodial provider agencies.</p> <p>a. DCS Executive Leadership select up to four Foster Care provider agencies that are performing under targets as identified by the Provider Scorecard, Performance Based Contract, and Vanderbilt University ASQ.</p>	Quarter Four	<input checked="" type="checkbox"/> Completed 06/2020 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	DCS continued to review five provider agencies November 2020 – March 2021. Provider agencies were provided feedback on case progress, and most reported that they felt the process was very valuable in helping them understand expectations.	<input checked="" type="checkbox"/> Completed 06/2020 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>a. Five provider CF SRs will be conducted between November 2020 and March 2021. All five providers have been notified that they were selected. Four providers have had initial training from the Program Evaluation Team on preparing cases for review.</p> <p>b. Five cases will be</p>

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
<p>b. At least five cases will be reviewed at each agency from December through March each year by the Program Evaluation Team, who are trained CFSR Reviewers.</p> <p>c. Leaders, from provider agencies being reviewed, are required to shadow during the review week, as are DCS staff that are responsible for monitoring provider performance.</p> <p>d. CFSR Reviewers explain CFSR best-practice standards to shadows while reviewing each case.</p> <p>e. A Debrief Session occurs upon completion of each CFSR to</p>					<p>reviewed at each provider agency. Those cases will have a Period Under Review beginning July 1, 2020.</p> <p>c. Leaders from each provider agency are encouraged to shadow a case or assign a manager from the agency to shadow a case. This may be difficult during the COVID-19 pandemic, as these reviews will now be conducted virtually.</p> <p>d. CFSR training is provided to staff at the provider agency on preparing their case. This training includes best-practice standards.</p>

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
explain areas of strength and areas of needed improvement and require the development of an agency improvement plan. DCS monitors the plans during strategic performance outcomes meetings.					e. A debrief session is scheduled upon conclusion of each review at the convenience of the provider agency.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
5. Continue to expand the CF SR process and use the OSRI as the official qualitative review process for Tennessee. a. Provider agency staff will be invited to shadow CF SR reviews during the twelve regional reviews that occur annually April	Quarter One	<input checked="" type="checkbox"/> Completed 12/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	DCS continues to incorporate CF SR language in trainings for staff; policy updates; and Case Process Reviews conducted by Team Leaders. The agency also continues to review provider agencies November – March each year using the OSRI to help those agencies	<input checked="" type="checkbox"/> Completed 12/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	CF SR continues to be the official qualitative review process for Tennessee’s child welfare system. All regions are being reviewed and feedback sessions are held at the end of each review week. The Department also invites internal and external stakeholders to serve

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
<p>through September.</p> <p>b. Provider agency staff will be invited to attend CFSR preparation trainings held in each region six weeks prior to the review.</p> <p>c. DCS staff will be encouraged to participate as shadows during the annual CFSR reviews.</p> <p>d. Results from the CFSR reviews will be shared at least quarterly at the DCS Executive Leadership, DCS Senior Management, DCS Strategic Outcomes and DCS Policy & Practice meetings, and as the Grand Regional</p>			<p>improve and understand the CFSR process.</p>		<p>as Shadow Reviewers. Due to the COVID-19 pandemic reviews were held virtually during the 2020 season. This impacted the number of shadow Reviewer spaces available. However, a Stakeholders who shadowed during the review cycle included Foster Care Review Board members, Court Appointed Special Advocates, and a Juvenile Court Judge. Currently DCS continues to recruit through the quarterly CFSR newsletter and promoting the sign-up link through the CFSR team's email signature. External trainings that are conducted are also ways we continue to encourage and recruit external partners and stakeholders to participate. Bootcamp CFSR training is required for anyone interested in becoming a developing</p>

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
<p>Provider meetings.</p> <p>e. CFSR results will be incorporated into each region's Continuous Quality Improvement process and will include reviewing quantitative data compared to CFSR qualitative data, as well as performance expectations and results from the approved CFSR Program Improvement Plan.</p>					<p>reviewer or to maintain lead reviewer status. Face to Face trainings in East and West Tennessee were held in February and March 2020. In April 2020, it was moved to a virtual training due to COVID-19 for Middle Tennessee. One hundred and fifty-four (154) people participated in the training statewide. In effort to measure the effectiveness of the training a pre and post-test was administered in all three trainings. Overall, participants demonstrated an improved understanding of the process and item ratings.</p>

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
6. DCS will use the current CQI system to	Quarter One	<input checked="" type="checkbox"/> Completed 12/2019	Strategy Leads met monthly during quarter eight of the	<input checked="" type="checkbox"/> Completed 12/2019	Strategy leads are meeting quarterly with

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
<p>review CFSR PIP performance on a monthly basis.</p> <ul style="list-style-type: none"> a. Strategy Leads will continue to meet with representatives on a quarterly basis to review the progress and any need for adjustments for their assigned strategies. b. Strategy Leads will review data on a monthly basis and notify Program Evaluation Team if the need for additional intervention is necessary. c. Quarterly progress reports will be completed by the Program Evaluation Team on the 		<input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>PIP to ensure that all key activities were on track for completion. Key activities that were due to be completed have been finished. Key activities that were scheduled to conclude after the end of quarter eight are all progressing.</p>	<input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>representatives. Some strategy lead teams are meeting monthly. The Division of Program Evaluation and a CQI Coordinator from the Continuous Quality Improvement Team of the Division of Performance and Quality Improvement continue to provide ongoing trainings around CFSR and performance improvements that are linked to the PIP. These trainings are customized to meet the needs of the target participants and are often aimed at improving Caseworker Parent/Child visitation and the quality of assessments. In addition, the program evaluation team and CQI Coordinators teamed together to conduct a deep dive analysis for each region on items tied to the PIP (items 3, 5,6</p>

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
<p>progress of Goals, Strategies and Action Steps for the CFSR Program Improvement Plan and shared with DCS Leadership and CQI Coordinators for integration into the CFSR process.</p>					<p>and 15). Results identified each regions performance and which regions to target to identify strategies for improvement in other regions. During a recent debrief session the need to integrate item 6 (Achieving Permanency Timely) to the DCS ChildStat tracker was identified so this item can be monitored more frequently in the regions for improvement. DCS is also looking into additional support from the Children’s Bureau to help improve outcomes from the measurement plan.</p>

Strategy 2: Tennessee will integrate feedback from internal and external stakeholders into developing and assessing services provided to children and families.

Progress: All key activities for this strategy have been fully implemented and are successful at this time. Key activities will be ongoing and will be adjusted if needed based on feedback from internal and external stakeholders.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
<p>1. DCS will partner with the Capacity Building Center in order to explore resources to better engage birth families in the development of programs and providing feedback on service delivery.</p>	<p>Quarter Four</p>	<p><input checked="" type="checkbox"/> Completed 02/2020 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable</p>	<p>DCS is currently working with the Capacity Building Center for states to help explore avenues to better engage birthparents in the development of programs.</p>	<p><input checked="" type="checkbox"/> Completed 02/2020 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable</p>	<p>In order to include feedback from birth parents on programs, DCS is distributing surveys to CFSR quality assurance staff and reviewers to assess gathered information shared during CFSR. Also, the department has engaged providers to recommend birth parents to participate in committees in order to provide feedback on service delivery and to assist in developing programs. If there are birthparents that would like to attend meetings with the department, private providers are also asked to attend. The CQI</p>

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
					division is working with Independent Living on Youth Advisory Councils. The department is using the CFSP process to recruit birth parents to participate on the CFSP advisory board and in Joint Planning.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
2. DCS will begin conducting Stakeholder Focus Groups via WebEx annually to solicit the feedback of birth families in an effort to improve services provided.	Quarter Six	<input checked="" type="checkbox"/> Completed 04/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	DCS continues to use focus groups, surveys, and listening sessions with internal and external stakeholders to solicit feedback on improving services to children and families. DCS has begun working with the Capacity Building Center for States to help improve capturing the voice of the birth parent in improving services at the macro level.	<input checked="" type="checkbox"/> Completed 04/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	DCS has used the CFSP interview process to gather birthparent feedback that can be used to listen to the voice of service recipients. Program Evaluation staff will be targeting Regional CQI Teams, such as Permanency

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
					<p>Circles to encourage them to involve birth parents in those meetings. The Program Evaluation Team has been soliciting feedback from CFSR Reviewers and providers for recommendations of parents that would be willing to serve on focus groups that will help DCS ensure that services are effective in meeting their identified needs. The Program Evaluation Team will host a Birthparent Focus Group in December 2020.</p>

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
<p>3. DCS will solicit internal and external Stakeholder participation in the development of the Child and Family Service Plan (CFSP), which will incorporate the findings of the CFSR.</p>	<p>Quarter Two</p>	<p><input checked="" type="checkbox"/> Completed 06/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable</p>	<p>The Child and Family Service Plan Advisory Council continues to meet on a quarterly basis with membership across multiple internal and external stakeholder levels. Each quarter members are informed of important updates and progress made on the CFSP and CFSR.</p>	<p><input checked="" type="checkbox"/> Completed 06/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable</p>	<p>This work continues through the CFSP Advisory Council, as well as through the Citizens Review Panel's annual meeting and Joint Task Force.</p> <p>CFSP Advisory Council meets quarterly to provide input on CFSP and APSR. Membership includes youth, providers, Guardians ad Litem, parent attorneys, university partners, FCRB members, CAB members, and DCS employees of all levels. Joint Planning and Annual PIP Report was conducted in May 2020 and included external</p>

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
					and internal stakeholders. A new birthparent survey was developed and expanded for CFSR participants to capture more accurate representation of stakeholder experiences. Stakeholder Focus Groups will occur during late quarter six/early quarter seven via Webex.

Strategy 3: Build partnerships and understanding between DCS, providers, Juvenile Judges and courts, Administrative Office of the Court (AOC), and attorneys to positively impact the overall child welfare system in order to promote permanency and reduce the number of children/youth in State’s custody.

Progress:

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
1. Engage the AOC, and the Executive Committee of the	Quarter Six	<input checked="" type="checkbox"/> Completed 09/2020 <input type="checkbox"/> On/ahead of schedule	Quarterly calls between DCS, the AOC, and the executive committee of the TCJFCJ are	<input checked="" type="checkbox"/> Completed 09/2020 <input type="checkbox"/> On/ahead of schedule	First meeting between DCS, AOC, and TCJFCJ successfully

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
Council of Juvenile and Family Court judges to increase understanding and to gather input into the department's work by offering quarterly meetings.		<input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	ongoing and scheduled through the end of 2021.	<input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	<p>occurred on July 2, 2020.</p> <p>At this meeting, the group tackled COVID-19 related challenges. Group agreed to set up quarterly meetings. AOC agreed to schedule and send out invites for the recurring appointment. All key activities of this strategy have been completed.</p> <p>Quarterly meetings are ongoing and scheduled through next year (12/18/2020; 3/19/2021; 6/18/2021; 9/17/2021; and 12/17/2021. Two meetings have already occurred (7/2/2020 and 9/18/2020).</p>
2. Chancellor Fansler will compile and provide a report to inform DCS of the results from his meetings and observations with the courts.	Quarter One	<input checked="" type="checkbox"/> Completed 01/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input checked="" type="checkbox"/> Completed 01/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	On January 8, 2019, Chancellor Fansler provided a 'Year End Report' summarizing his activities as Jurist in Residence (JIR).

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
3. DCS staff will observe 12 court proceedings, one court in each service region, from a systems perspective. Compile a report to compare with the Chancellor's report and findings. These results will inform the assessment. Regional Administrators (RAs), Regional General Counsels (RGCs), and Regional Investigative Directors (RIDS) and other DCS	Quarter One	<input checked="" type="checkbox"/> Completed 02/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable		<input checked="" type="checkbox"/> Completed 02/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Between August 2018 and December 2018, DCS staff observed court in all twelve regions. A report summarizing the observations was provided to interested stakeholders in February 2019.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
staff provided their ideas on what the courts should include. The Commissioner and DCS leadership made the final determination based on the input. The department also considered the court's availability, especially in multiple county regions.					
Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
4. DCS will conduct an assessment and identify 1-2 court jurisdictions in order to conduct a "deeper dive" based on the Chancellor's and DCS' reports.	Quarter Four	<input checked="" type="checkbox"/> Completed 9/2020 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	In Blount, this has included providing training to local CASA on DCS policy and procedure; engaging the judiciary to foster a positive working relationship; providing 'exit strategies' training to DCS staff;	<input checked="" type="checkbox"/> Completed 09/2020 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	This activity is completed. Two jurisdictions identified were Blount and Dickson counties. Ongoing work is still occurring as a result of this deeper dive.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
This will not necessarily include the courts with the most barriers but will instead incorporate the jurisdictions most willing to participate in a more structured project. The Department will engage the AOC and providers in this work as well (i.e., CASA, GAL, other attorneys, providers, etc.).			<p>participating in a 'mini-conference' CLE; and working on improving docket management/case distribution for DCS attorneys.</p> <p>In Dickson, this has included participating in at least quarterly meetings with the local judiciary; internal work analyzing county-specific data, particularly around court-ordered family support services cases; developing a positive relationship with CASA; and planning for a 'mini-conference' CLE.</p>		
Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
5. Plan and hold a retreat with Regional Leaders and RGCs to further expand on the work with courts and partners. DCS	Quarter Three	<input checked="" type="checkbox"/> Completed 11/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule		<input checked="" type="checkbox"/> Completed 11/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	This retreat was held as planned on November 8 th , 2019. Regional leaders from all program areas participated.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
<p>Jurist In Residence stressed the importance of making personal and professional connections with Judges by increasing number of formal and informal contacts and meetings, as these relationships will help guide practice and decisions. Regional General Counselors are involved in this work to help create a shared vision and a better understanding of the expectations and how to initiate these relationships. This retreat at an offsite location will be held to facilitate this shared vision.</p>		<input type="checkbox"/> No longer applicable			
Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
6. The department's Regional Leaders (RAs/RIDs/Juvenile Justice Directors (JJDs)) and RGCs will discuss the creation of a deeper working relationship with at least one Judge who is willing to be a champion of change.	Quarter Three	<input checked="" type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Judge Guffey continues to be the Champion of Change for DCS. She is also an active member of the CFSP Advisory Council and attends the state's annual Joint Planning Session.	<input checked="" type="checkbox"/> Completed MM/YYYY <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Williamson County Tennessee Judge, Sharon Guffee, is working with the department. The judge shadowed one of the department's lead reviewers on a CFSR case. She is also involved in department meetings and received training on CFSR.
Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
7. Address the court liaison position by identifying resources and needs in order for the position to be more consistent across the state. a. Develop a directory of all Court Liaisons from each region and their immediate supervisor.	Quarter Three	<input checked="" type="checkbox"/> Completed 12/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Monthly Court Liaison calls continue in order to provide training and ensure consistency across regions. Court Liaisons are now supervised under a specific team in each region to provide better consistency, training and supervision.	<input checked="" type="checkbox"/> Completed 12/2019 <input type="checkbox"/> On/ahead of schedule <input type="checkbox"/> Behind schedule <input type="checkbox"/> No longer applicable	Ongoing work is still occurring, including monthly statewide court liaison calls.

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
<p>b. OCQI Team will conduct a Focus Group with Court Liaisons to determine areas of need.</p> <p>c. Develop a consistent job plan for all Court Liaisons across the state.</p> <p>d. Implement monthly WebEx meetings with Court Liaisons to discuss roles, areas of need, court issues, and current court improvement work being conducted across the state, as well as services available.</p> <p>e. Partner with the AOC to help strengthen the relationship of Court Liaisons and Juvenile Courts.</p>					

Key Activity	Target Completion Date	Most Recent Status (current report date)	Most Recent Progress	Prior Report Status (prior report date)	Prior Progress
<p>f. Train Court Liaisons to inform the court of the CFSR PIP, CFSP, and other initiatives.</p> <p>DCS Court Liaisons are caseworker level positions that are present at hearings and assist juvenile court staff in determining possible in-home services available for families. The Court Liaison is also responsible for completing the initial intake paperwork on families committed into DCS custody or who have court ordered in-home services including FSS or Probation.</p>					

Part Two: Measurement Report

Performance on statewide data indicators is jointly monitored and evaluated by the Children’s Bureau and the state using data profiles. The state is not required to include information on state performance on the indicators in its PIP Progress Reports. For case review and systemic factor items, the Children’s Bureau may request additional supporting details to inform evaluation discussions with the state or when making a final determination of goal achievement. Additional supporting details may include but are not limited to case review result reports, distribution of Strength ratings by sites, and copies of information management reports.

Case Review Items

Instructions: For each case review item requiring improvement, complete the *Case Review Item Information* table below. Identify the case review item and the improvement goal for that item. Complete a *Performance* table for each case review item. To complete the table, enter the current data period in the first row beginning with the baseline period and update the table with information from the corresponding data period. Insert as many columns as needed to cover all of the reporting periods. Provide the total number of cases rated as a Strength in the second row; provide the total number of applicable cases for the item in the third row; and calculate the state’s performance by dividing the number of cases rated as a Strength by the total number of applicable cases and insert this percentage in the fourth row. The state may add progress notes in the fifth row to provide additional information. Insert as many items and tables as required to address all the case review items requiring improvement in the approved PIP.

Progress: DCS made improvements in most CFSR Items that have measurement plan goals. DCS did not meet any new measurement plan goals during the 2020 review season. DCS saw a 12% improvement in Item 4 over 2019 performance. DCS also saw the following improvements over the 2019 season: Item 3 improved by 1%; Item 4 improved by 4%; Item 5 improved by 2%; Item 5 improved by 2%; Item 12 improved by 1%; Item 13 improved by 13%; Item 14 improved by 7%; and Item 15 improved by 2%. DCS only saw one area decline over the 2019 season. Item 6 performance declined by 1% from the 2019 review season.

Case Review Item: Item 2 – Services to family to protect child(ren) in the home and prevent removal or re-entry into foster care.

Improvement Goal (%): 48%

Performance

-	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4
Data Period	April 1 – September 30, 2018	April 1 – September 30, 2019	October 1 – March 31, 2020	April 1 – September 30, 2020	-
Number of Cases Rated as a Strength	22	23	-	27	-

Number of Total Applicable Cases	55	68	-	59	-
Performance (%)	40%	34%	-	46%	-
Progress Notes: DCS did not meet the improvement goal during year two. DCS must improve 2% to meet this goal. Six of twelve regions exceeded the improvement goal with performance ranging from 50% to 71% strength ratings. The six regions that did not meet this goal (Smoky Mountain, Davidson County, Southwest, Tennessee Valley, Northeast, Northwest), had performance ranging from 0% to 25% strength ratings.					

Case Review Item: Item 3 – Risk and safety assessment and management.

Improvement Goal (%): 27%

Performance

-	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4
Data Period (insert date or range)	April 1 – September 30, 2018	April 1 – September 30, 2019	October 1 – March 31, 2020	April 1 – September 30, 2020	-
Number of Cases Rated as a Strength	33	35	-	37	-
Number of Total Applicable Cases	144	152	-	152	-
Performance (%)	23%	23%	-	24%	-
Progress Notes: DCS did not meet the improvement goal during year two. DCS must improve 3% to meet this goal. Six of twelve regions exceeded the improvement goal, with performance ranging from 29% - 42% strength rating. The six regions that did not meet this goal (Davidson County, Upper Cumberland, Mid-Cumberland, Northeast, Shelby County, East Tennessee) had performance ranging from 8% to 21% strength rating.					
DCS conducted a deep dive analysis of Item 3 during the month of August 2020. Findings from the analysis were shared with the Children’s Bureau on September 2, 2020. The two primary practice issues that negatively impacted ratings for Item 3 were not including the known history of the family in safety assessments, as well as not including all family/household members in these assessments.					

Case Review Item: Stability of foster care placement.

Improvement Goal (%): 88%

Performance

-	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4
Data Period (insert date or range)	April 1 – September 30, 2018	April 1 – September 30, 2019	October 1 – March 31, 2020	April 1 – September 30, 2020	-
Number of Cases Rated as a Strength	63	54	-	58	-
Number of Total Applicable Cases	76	84	-	84	-
Performance (%)	83%	64%	-	69%	-
Progress Notes: DCS did not meet the improvement goal during year two. DCS must improve 19% to meet this goal. Two of twelve regions (Tennessee Valley and Southwest) exceeded the improvement goal, both with a 100% strength rating. The ten regions that did not meet the improvement goal had ratings ranging from 50% to 86% strength. DCS is currently conducting a deep dive analysis of Item 4 and will be discussing findings with the Children’s Bureau on November 5, 2020.					

Case Review Item: Item 5 – Permanency goal for child.

Improvement Goal (%): 49%

Performance

-	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4
Data Period (insert date or range)	April 1 – September 30, 2018	April 1 – September 30, 2019	October 1 – March 31, 2020	April 1 – September 30, 2020	-
Number of Cases Rated as a Strength	32	39	-	40	-

Number of Total Applicable Cases	75	84	-	84	-
Performance (%)	43%	46%	-	48%	-
<p>Progress Notes: DCS did not meet the improvement goal during year two. DCS must improve 1% to meet this goal. Seven of twelve regions exceeded the improvement goal with rating ranging from 50% to 86% strengths. The five regions (Smoky Mountain, Davidson County, Upper Cumberland, Southwest, Shelby County) that did not meet the improvement goal had ratings ranging from 25% to 33% strengths.</p> <p>DCS conducted a deep dive analysis of Item 5 during the month of August 2020. Findings from the analysis were shared with the Children's Bureau on September 2, 2020. A key finding from the analysis included a number of children who had permanency goals established that were not viable due to the circumstances of the case.</p>					

Case Review Item: Item 6 – Achieving reunification, guardianship, adoption, or other planned permanent living arrangement.

Improvement Goal (%): 43%

Performance

-	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4
Data Period (insert date or range)	April 1 – September 30, 2018	April 1 – September 30, 2019	October 1 – March 31, 2020	April 1 – September 30, 2020	-
Number of Cases Rated as a Strength	28	31	-	30	-
Number of Total Applicable Cases	76	84	-	84	-
Performance (%)	37%	37%	-	36%	-
<p>Progress Notes: DCS did not meet the improvement goal during year two. DCS must improve 7% to meet this goal. Five of twelve regions exceeded the improvement goal with strength ratings ranging from 50% to 86%. The seven regions (Smoky Mountain, Davidson County, South Central, Mid-Cumberland, Southwest, Tennessee Valley, Shelby County) had strengths ratings that ranging from 0% to 33%.</p> <p>DCS conducted a deep dive analysis of Item 6 during the month of August 2020. Findings from the analysis were shared with the Children's Bureau on September 2, 2020. Findings from the analysis included court delays; lack of work with the permanency option; and permanency goals that were not achievable as primary causes for delays to permanency for children and youth.</p>					

Case Review Item: Item 12 – Needs and services of child, parents, and foster parents.

Improvement Goal (%): 25%

Performance

-	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4
Data Period (insert date or range)	April 1 – September 30, 2018	April 1 – September 30, 2019	October 1 – March 31, 2020	April 1 – September 30, 2020	-
Number of Cases Rated as a Strength	30	27	-	29	-
Number of Total Applicable Cases	144	152	-	152	-
Performance (%)	21%	18%	-	19%	-
Progress Notes: DCS did not meet the improvement goal during year two. DCS must improve 6% to meet this goal. Five of twelve regions (Smoky Mountain, South Central, Southwest, Northwest, and East Tennessee) exceeded the improvement goal with strength ratings ranging from 25% to 29%. The seven regions that did not meet the improvement goal had ratings ranging from 8% to 21%.					

Case Review Item: Item 13 – Child and family involvement in case planning.

Improvement Goal (%): 39%

Performance

-	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4
Data Period (insert date or range)	April 1 – September 30, 2018	April 1 – September 30, 2019	October 1 – March 31, 2020	April 1 – September 30, 2020	-

Number of Cases Rated as a Strength	48	47	-	57	-
Number of Total Applicable Cases	141	151	-	149	-
Performance (%)	34%	31%	-	38%	-
Progress Notes: DCS did not meet the improvement goal during year two. DCS must improve 1% to meet this goal. Seven of twelve regions exceeded the improvement goal with strength ratings ranging from 42% to 55%. Five regions (Davidson County, Upper Cumberland, Southwest, Northeast, and Shelby County) did not meet the improvement goal and had strength ratings ranging from 25% to 33%.					

Case Review Item: Item 14 - Caseworker visits with the child.

Improvement Goal (%): 39%

Performance

-	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4
Data Period (insert date or range)	April 1 – September 30, 2018	April 1 – September 30, 2019	October 1 – March 31, 2020	April 1 – September 30, 2020	-
Number of Cases Rated as a Strength	49	66	-	76	-
Number of Total Applicable Cases	144	152	-	152	-
Performance (%)	34%	43%	-	50%	-
Progress Notes: DCS exceeded the improvement goal during year one by 4%. Tennessee continued to improve during the 2020 CFSSR season by an additional 7% and is currently performing at 11% above the improvement goal. Nine of twelve regions exceeded the improvement goal with strength ratings ranging from 42% to 71%. Three regions (Davidson County, Upper Cumberland, Mid-Cumberland) did not meet the improvement goal and had strength ratings from 25% - 33%.					

Case Review Item: Item 15 - Caseworker visits with the parents.

Improvement Goal (%): 21%

Performance

-	Baseline	Reporting Period 1	Reporting Period 2	Reporting Period 3	Reporting Period 4
Data Period (insert date or range)	April 1 – September 30, 2018	April 1 – September 30, 2019	October 1 – March 31, 2020	April 1 – September 30, 2020	-
Number of Cases Rated as a Strength	23	24	-	26	-
Number of Total Applicable Cases	130	144	-	140	-
Performance (%)	18%	17%	-	19%	-
<p>Progress Notes: DCS did not meet the improvement goal during year two. DCS must improve by 2% to meet this goal. Six of twelve regions exceeded the improvement goal with strength ratings ranging from 23% to 33%. Six regions (Smoky Mountain, Davidson County, Upper Cumberland, South Central, Southwest, Shelby County) did not meet the improvement goal and had strengths ratings ranging from 0% to 20%.</p> <p>DCS conducted a deep dive analysis of Item15 during the month of August 2020. Findings from the analysis were shared with the Children’s Bureau on September 2, 2020. The lack of quality visits with birth parents was found to be the key indicator driving ratings. This included not visiting birth parents in a private location, or at a location convenient to the parent. Also, the frequency of the visits was found to be an area of improvement for some regions.</p>					

Systemic Factors

Systemic Factor Information

Systemic Factor Item: Case Review System (Goal Three)

Progress: Tennessee continues to work closely with the judiciary through Safe Baby Courts: Blount County Juvenile Court Deep Dive Project: DCS/Court Continuous Quality Improvement Teams with Blount County and Marshall County Juvenile Courts: and

involvement of Juvenile Court Judges on the Child and Family Service Plan Advisory Council. The DCS ChildStat process monitors the progress of children as they move to permanency to spot potential barriers and has proven to be successful.

Systemic Factor Item: Service Array (Goal One/Goal Two/Goal Three)

Progress: Tennessee continues to work closely with providers in an effort to strategically implement the Families First Prevention Services Act. This work is facilitated through the FFPSA Congregate Care Workgroup and Prevention Workgroup. The Program Evaluation Division continues to work with providers to ensure that quality services are delivered that are tailored to the needs of families through the monthly QA/QI meetings and Quarterly Monthly Provider Summary Reviews. The Program Evaluation Division conducted provider CFSRs November 2020 through February 2021, and reviewed five private providers. DCS submitted a request for technical assistance from the Capacity Building Center for States around placement stability. This request was accepted and the state has begun to work with the Center to conduct an analysis of contributing factors.

Systemic Factor Item: Foster and Adoptive Parent Licensing, Recruitment and Retention (Goal Three)

Progress: Tennessee applied for and received the NIECE grant to meet the FFPSA ICPC requirement. The functioning of this system was noted as an issue during the Statewide Assessment.

Tennessee dually approves foster parents as foster/adopt parents. Foster Parent approval standards were updated according to recommended changes from the Children's Bureau to DCS Policy **16.4, Foster Home Selection and Approval** becoming effective October 2019. Assurance that licensing standards are applied to all foster homes includes checks and balances between foster parent support workers and home study contractors. Foster home approval requires a two-tiered approval process. On a quarterly basis, regional quarterly case process reviews occur for foster parent case files.

Foster Parent approval involves an extensive criminal background history check which is reviewed by the home study writer and the foster parent support unit. At the Central Office level, the Resource Eligibility Team (RET) reviews home approval documentation, specifically the criminal background checks, for IV-E compliance. This has been noted as a strength during IV-E reviews and CFSR review.

Each region writes an annual recruitment and retention plan utilizing regional demographic data of the children and families and the foster homes served by the region. Based on the identified needs, the plan identifies general and targeted recruitment efforts of the region. The recruitment and retention plan also include goals to retain foster parents and engage them as partners in the recruitment process. Identifying needs on the front end of the foster care process allows for success in permanency. In Tennessee, over 80% of children are adopted by their foster parents.

Plans are approved by Central Office and monitored quarterly to address progress of the plan, discuss successes and challenges to meeting recruitment goals and provide technical support.

The child's Child and Family Team conducts diligent searches for relatives/kin at time of custody and quarterly throughout the case for placement options and family support. Searches for relative/kin are not isolated to the removal county but statewide and nationwide through the ICPC process. Anyone identified as a placement option and willing to foster is assisted through the foster home approval process.

To improve the success of interjurisdictional placements through the ICPC process, for outgoing placements, a protocol was established to assist regional staff in making referrals that require the services of a private provider agency by way of a unique care agreement. Currently, efforts are focused on expanding the protocol to address service care needs for the child and family and insurance coverage to support the placement during planning and prior to placement. These efforts will provide stabilization to placement where permanency can be reached.

For incoming placements, ICPC processes the request to the local office for completion of home studies. ICPC has a timeframe noted to the local office and request status updates at the 60-day mark to ensure timely completion.