



Annual Report

Fiscal Year 2015-2016

Tennessee Department of Human Services | October 2016





Our Mission

To offer temporary economic assistance, work opportunities, and protective services to improve the lives of Tennesseans.

Growing Capacity, Reducing Dependency

TABLE OF CONTENTS

- 3 Reflections from the Commissioner

- 5 Division of Family Assistance and Child Support

- 12 Division of Rehabilitation Services

- 19 Division of Community and Social Services

- 26 Division of Appeals and Hearings

- 27 Division of Finance and Administration

- 29 Division of Program Integrity

- 31 Public Information and Legislative Office

- 32 Office of General Counsel, Human Resources and Professional Development

- 35 Division of Quality Improvement and Strategic Solutions

Reflections from Dr. Raquel Hatter, Commissioner

Greetings from the Tennessee Department of Human Services!

We are excited to share the Department's Annual Report for State Fiscal Year 2015-2016. The report contains statistics and information about programs, services, outcomes, and initiatives. The Tennessee Department of Human Services (TDHS) is focused on building cycles of success so that everyone can reach their fullest potential. When, as a community, we focus on the well-being of all Tennesseans, we all benefit. Maximizing the potential of the people who are our neighbors, our workforce, and our civic body ensures that our communities remain vibrant places to live and work. The Department of Human Services serves approximately 2 million Tennesseans at all stages of life.

We are continuing our momentum toward building cycles of success with Tennessee families using our two-generation approach to addressing poverty, called *2G for Tennessee*. Designed with a specific focus on partnering with parents and children together, the two-generation approach has four key components: education; economic supports; health and well-being and social capital. Our goal is to develop a foundational framework for the Department in which identified programs and services are aligned with a two-generation approach to build upon the success of the whole family. The following provides you with some highlights of how we are implementing *2G for Tennessee*:

- Established the *2G for Tennessee* Consortium charged with constantly searching, identifying, and highlighting promising practices focused on addressing poverty in Tennessee, nationally, and internationally;



- Launched the *Smart Steps* child care assistance program for parents who are working, attending post-secondary education, or a combination of both;

- Partnered with Families First customers to assist them with enrolling their children in the Tennessee Promise and the Imagination library;



- Partnered with Pellissippi State Community College to pilot the *Leg Up* program designed to offer child care payment assistance and mentoring to single parents while they continue their education or training. This is a 2 Gen Strategy Pilot.

- Hosted the 5th Annual Resilient Families Forum focused on 2G strategies and building cycles of success for Tennessee families. The Department also recognized families with the Resilient Families Rise Above award. This special award commemorated two families for their resilience, accomplishments, and unwavering spirit to succeed.



Other highlights for the Department:

- Launched the No Tennessee Child Hungry initiative in 2015 to raise awareness about food insecurity and take the No Tennessee Child Hungry pledge. In June 2016, TDHS hosted a walk titled “Tell Child Hunger to Take a Hike” to continue momentum in raising awareness.

The hunger walk at Bicentennial Capitol Mall State Park in Downtown Nashville was emceed by Nashville TV News personality Bree Smith and included over 100 participants.



The Department was joined by Federal United States Department of Agriculture (USDA) leaders; Commissioners

from the Tennessee Departments of Health, Human Resources, and General Services; staff from multiple state agencies, partners such as Second Harvest of Middle Tennessee; and many others.

- TDHS and United States Department of Agriculture Food and Nutrition Service (USDA-FNS) announced a renewed partnership focused on addressing SNAP trafficking. The two agencies signed a new State Law Enforcement Bureau (SLEB) agreement. The agreement gives TDHS the authority to operate as a SLEB as designated by USDA-FNS. With this authority, TDHS is empowered to partner with state and local level law enforcement.



- Hosted the ResourceABILITY Assistive Technology Access Fair in the gymnasium of the Tennessee Rehabilitation Center located in Smyrna, Tennessee. The event focused on the role of technology in helping people with disabilities. Rep. Darren Jernigan, D-Old Hickory, provided the event’s keynote address to an audience of assistive technology professionals, Vocational Rehabilitation employees, partnering organizations, and customers.

We appreciate our Department of Human Services team members, those we serve, partners, the legislature, and Tennesseans for their partnership in realizing our Mission and Vision. This is what we do!

Division of Family Assistance and Child Support

The Division of Family Assistance and Child Support provide services and supports in partnership with families to help each person reach their full potential and contribute to their communities. The division offers access to services in all 95 counties. Programs in this division include Families First or Temporary Assistance for Needy Families (TANF), the Supplemental Nutrition Assistance Program (SNAP) formerly known as food stamps, an access point for TennCare/Medicaid application, and the Child Support program. Family Assistance employees can also assist families with resources regarding child care assistance, transportation, education, employment, and job training opportunities.

Families First

Families First, the state's Temporary Assistance for Needy Families program, or TANF, was created as part of the larger Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) of 1996. The program replaced the Aid to Families with Dependent Children (AFDC).

Families First is a temporary program focused on workforce development and employment. The Families First program supports participants to reach this goal by providing transportation, child care assistance, education, job training, employment opportunities, and other support services. Temporary cash assistance is also provided to families with dependent children when at least one parent is incapacitated, unemployed, deceased, or absent from the home, and the family is unable to pay for essential living expenses.

To be eligible for the program, participants must meet technical and financial eligibility standards and must agree to follow a Personal Responsibility Plan (PRP). As part of the PRP, the participants agree to keep immunizations and health checks up-to-date for their children, to keep their children in school, to cooperate with child support services and to participate in work and/or training for at least 30 hours per week.

Supplemental Nutrition Assistance Program (SNAP, formerly known as food stamps)

The Supplemental Nutrition Assistance Program helps supplement monthly food budgets of families with low-income to buy the food they need to maintain good health and allow them to direct more of their available income toward essential living expenses. Eligibility of applicants is based on guidelines established by the U.S. Department of Agriculture. The primary goals of the

program are to alleviate hunger and malnutrition, and to improve nutrition and health in eligible households. TDHS has a dual focus on alleviating hunger and establishing or re-establishing self-sufficiency.



A Success Story - Rebecca

"Rebecca" and her small child moved to Tennessee from the Midwest, where she was receiving SNAP benefits in 2013. Once she moved, she began receiving SNAP benefits in Tennessee. She started attending an East Tennessee college and while in school she became pregnant. She continued to attend her classes, completed an internship and babysat for income. After her child was born in 2015 she immediately enrolled in the fall semester and graduated the following spring. With the support she received from the SNAP program and other partners, she was able to obtain employment and finish her education, take care of her family, and contribute to her community. Rebecca no longer participates in the SNAP program.

"Cherise" is a single mother with one child. She was an active participant of the Families First program. While receiving benefits, she worked various part-time jobs in fast food while attending school. She graduated in January 2016 and immediately began applying for positions in the medical field. Cherise was hired at a medical office and can now take care of her family without assistance from TANF.



A Success Story - Cherise

“Regina” and “Sean” had been living comfortably for two years with their two children. Regina was a stay at home mother and Sean worked a full-time professional job. When Sean unexpectedly lost his job after several years with his employer, the family turned to the Families First program for help. Regina and Sean worked as a team to share one vehicle and childcare responsibilities so that they could begin their work activities as soon as possible. Regina made the daunting adjustment from a stay at home mother to placing both of her children in child care. Regina also found a full-time job within her first month of job searching. Soon after, Sean also found a full-time job. Together they were able to exit the program with income to support their family.



A Success Story - Regina and Sean

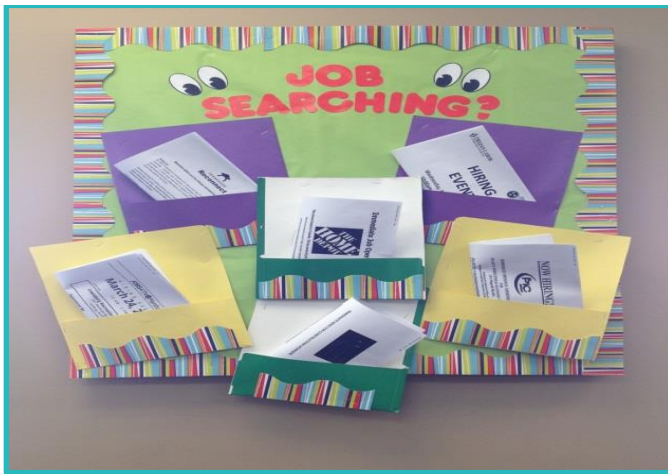
Statistics:

- The *Families First* Program impacts more than 50,000 children in Tennessee.
- The *Families First* caseload for June 2016 was approximately 29,880.
- At the close of SFY 2016, *SNAP* participants consisted of approximately:
 - 1 million individuals consisting of 444,800 children and 513,400 adults.
 - These numbers include approximately 78,600 individuals who are elderly and more than 72,800 individuals with disabilities.

Accomplishments:

- The Fre\$h Savings program was introduced to enable *SNAP* participants to buy more fresh fruits and vegetables at selected Kroger Supermarkets and Farmers' Markets. The program is designed to help increase the purchase and consumption of fresh fruits and vegetables.
- The *SNAP-Education* program reached approximately 350,100 *SNAP* participants in Federal Fiscal Year 2015 to provide better nutrition awareness and promote a behavior change towards healthy eating and well-being.

- Collaboration with the Tennessee Department of Labor and Workforce Development has provided new employment and volunteer opportunities for *SNAP* participants. Opportunities include job boards in every TDHS family assistance office; Employment and Training program (E&T) expansion to 52 counties; employment events in rural communities and mobile Career Coach Services in Tennessee counties.
- *Families First* has been included as a partner with the Workforce Innovation and Opportunity Act (WIOA) focused on workforce development for Tennesseans with disabilities.
- *Families First* Client Representative trainings were held to introduce the two-generation approach and motivational interviewing techniques. Client representatives have also been trained on ending generational poverty, brain science, informed practices, and the Bridge to Self-Sufficiency Model which includes five areas: Family Stability, Well-being, Education and Training, Financial Management, and Employment and Career management.



Job Boards

All county offices have dedicated bulletin board spaces in the lobby areas to post local job opportunities for clients. The Job Boards are kept current by the local management and support staff. In addition, eligibility counselors discuss the posted job opportunities with their customers as an integral part of the interview process.

TennCare/Medicaid

TDHS serves as a point of access and provides technical/navigational assistance for the TennCare application process. Computer kiosks are available in TDHS offices and assistance is provided by TDHS Certified Application Counselors (CAC), who assist individuals as they apply for benefits through the Federally Facilitated Marketplace (FFM).

Family Assistance Service Center

The Family Assistance Service Center (FASC) receives phone calls, direct emails, and facilitates live chats related to SNAP and Families First cases. Primarily, the FASC responds to customer inquiries.

Child Support

Tennessee's Child Support program has offices in each of the state's 31 judicial districts. The offices provide core services for customers: locating parents; establishing paternity; establishing and enforcing financial and medical support orders; reviewing and adjusting support orders; and collecting and disbursing child support collections. In addition to these core services, the Child Support program impacts families in other significant ways, as illustrated by the success stories that follow.

Tennessee is one of just eight states operating a five-year grant to help unemployed, non-custodial parents gain employment. With offices in three major cities (Memphis, Nashville and Chattanooga), this program provides services to parents who previously had nowhere to turn for help. Working with the state Department of Labor and Workforce Development, other employment service providers, and local fatherhood groups; we help find employment for those who are struggling to support their families. Following a multi-state evaluation of the program, we expect to demonstrate how the Child Support program can improve outcomes for children by helping to strengthen the economic situation of the non-custodial parent.



A Success Story - Tara

“Tara,” a custodial parent, entered into a child support debt compromise with the noncustodial parent, “Blaine,” in May of 2016. Tara forgave a portion owed directly to her upon receipt of a lump sum payment from the Blaine. Tara commented that the process went smoothly and she was able to receive a lump sum payment of \$15,000 from Blaine. Tara believes the lump sum was the best part of the compromise. Tara gave the money to their child to use for college. The child support case is now closed and no arrears are owed.

“Michael” was referred to the Child Support Noncustodial Parent Employment Demonstration (CSPED) program because, for a long period of time, he had been unable to make his child support payments. Although he had a Bachelor’s Degree, Michael also had a criminal record, which made it difficult for him to find employment.

After enrolling in the CSPED program, Michael worked with the employment manager to prepare a resume.

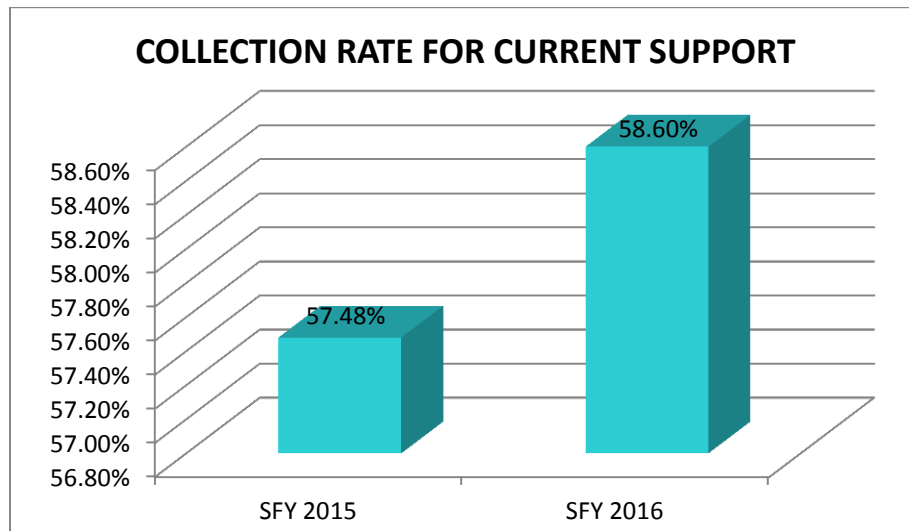
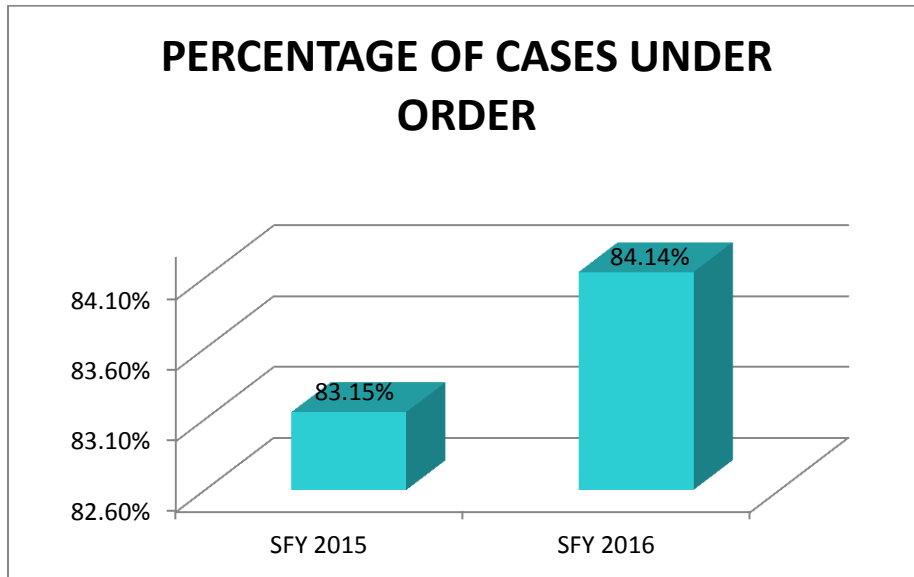
Although he sent it to numerous companies, his applications were always rejected.. Despite his disappointment, Michael was determined to improve his circumstances and knew that something would fall into place sooner or later. He continued to persist in his search for employment.

Michael was offered an interview for a job in the warehouse of a local food production company. The interviewer liked the positive attitude Michael brought to the interview and offered him a position as a Quality Assurance Manager, which Michael accepted. Michael has done very well in this job and is satisfied with the new direction his life is taking. He already had a close relationship with his children, but with his regular employment, he can now contribute to their financial support as well.



A Success Story - Michael

Statistics:



Accomplishments:

- In SFY 2016, Tennessee's total *Child Support* collections reached an all-time high of approximately \$698,172,773. This was an increase of approximately 2.63% over SFY 2015 and represents a collection of rate of about \$1,912,802 million per day. Every month, these payments benefit an average of approximately 219,000 children.
- The collection rate for current, court ordered *Child Support* has increased annually from 56.96% in SFY 2014 to 57.48% in SFY 2015 to 58.60% in SFY 2016.
- The percentage of cases for which a court order has been established has increased annually from 80.47% in SFY 2014 to 83.15% in SFY 2015 and 84.14% in SFY 2016.

Division of Rehabilitation Services

The Division of Rehabilitation Services (DRS) includes the Vocational Rehabilitation program, Services for the Blind and Visually Impaired and Services for the Deaf and Hard of Hearing, the Tennessee Council for Deaf, Deaf-Blind and Hard of Hearing, 17 Community Tennessee Rehabilitation Centers, the Tennessee Rehabilitation Center in Smyrna, Tennessee Technology Access Program (TTAP), and Disability Determination Services.

Vocational Rehabilitation

The Vocational Rehabilitation Program (VR) provides a variety of individualized services to persons with disabilities in preparation for their employment in the competitive labor market. VR advocates employment outcomes for customers that are consistent with their individual strengths, resources, abilities, capabilities and informed choice.

“Danielle” was selected for the 2015-2016 Project SEARCH internship at a Tennessee children’s hospital. Danielle was enthusiastic about the program from the start. At the beginning she was shy and very sensitive. However, she did not allow anything to keep her from succeeding. Throughout her internship at the children’s hospital she cycled through three 10 week rotations. Danielle consistently requested more tasks and completed them independently, which on occasion required her to advocate for herself. She mastered tasks in a timely manner.

During each of her rotations, she was considered an asset to the hospital. She received a gift basket from one of the hospital managers and another department honored her with a luncheon. As the internship came to an end Danielle applied for a permanent position with the assistance of the job developer. There was a wait in the hospital hiring process. Therefore, Danielle applied at a local hotel. She was hired and continues work there.



A Success Story - Danielle

Since being hired at the hotel, Danielle has transitioned from using assisted public transportation to unassisted public transportation to travel to work. She arrives to work on

time and occasionally works overtime. She has shared with her counselor how good it feels to go shopping and buy her favorite types of clothes and shoes. She has spoken to students at her graduating high school, attended and spoke at the Tennessee Department of Education Partners in Education Conference, and spoke at a Memphis Civitan Club.

Statistics:

- In SFY 2016, the VR program assisted approximately 2,250 Tennesseans with disabilities to reach successful employment outcomes.

As a part of WIOA, the division will continue to collaborate with local school systems, state agencies, and community partners to help ensure youth with disabilities are being provided quality services. There will also be a focus on increasing customized employment throughout the state.

Accomplishments:

- There are currently 9 Project Search programs with 71 interns. The program has assisted 42 individuals to become successfully employed during SFY 2016.
- In 2015/2016, the Division secured 25 Transition School to Work (TSW) contracts with 29 Local Education Agencies (LEA) across the state. Through the partnership, more than 4,500 high school students were served.

Services for the Blind and Visually Impaired and Services for the Deaf and Hard of Hearing

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

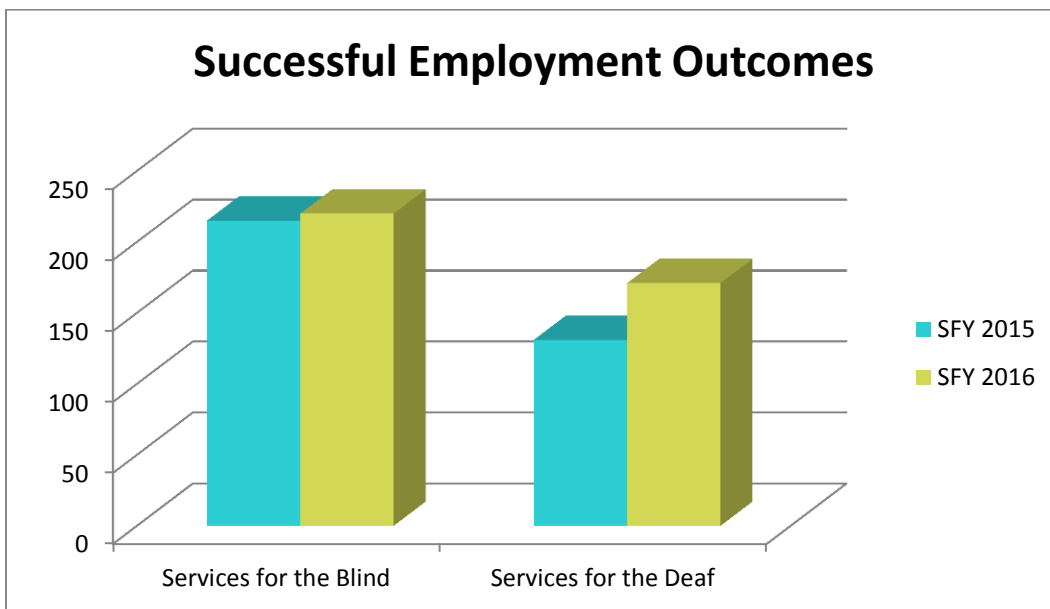


A Success Story - Rickey

Rickey has a progressive eye disease called Retinitis Pigmentosa. He owns a wood working business and specializes in custom cabinetry. Rickey's vision had been decreasing to the point where it was unsafe for him to use the equipment needed to make furniture. He was also experiencing difficulty traveling safely and needed to learn how to better use technology to communicate with customers and successfully run his business. The VR

program obtained a worksite evaluation to determine if there was equipment available to meet Rickey's specific needs. Specialized equipment was found which would allow Rickey to continue his business in a safe, efficient manner. VR provided Rickey with orientation and mobility training which taught safe, efficient travel skills for individuals with low vision. As a result of the VR services, Rickey has been able to maintain his business, provide quality products to his customers and become more independent in his daily life.

Statistics:



Accomplishments:

- Counselors for the Blind and Counselors for the Deaf completed two new training programs which were created specifically for this population - Medical Aspects of Sensory Loss and Job Development for Individuals with Sensory Loss. The skills and knowledge learned from these training sessions will assist counselors in working with customers who have sensory impairments obtain and maintain employment.
- In SFY 2016 rehabilitation teachers served approximately 734 individuals with visual impairment which led to increased independence for these customers.

Tennessee Council for the Deaf, Deaf-Blind and Hard of Hearing

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

Community Tennessee Rehabilitation Centers

There are seventeen Community Tennessee Rehabilitation Centers that provide employment-related services to applicants and eligible customers of the VR program. Vocational evaluation, employee development and employment services are designed to assist individuals with disabilities to reach gainful employment. The process involves identifying an appropriate vocational goal and assisting customers with attaining essential work behaviors to achieve and maintain employment.

Tennessee Rehabilitation Center at Smyrna

The Tennessee Rehabilitation Center in Smyrna is a residential facility that provides VR services. TRC Smyrna provides comprehensive vocational evaluation, pre-vocational and vocational training, training for vision impairment and traumatic brain injury, physical rehabilitation and transitional life skills training services. Support services are also offered to include Autism Spectrum Disorder (ASD) services, Deaf, Hard of Hearing, and Deaf/Blind Services, speech services and psychological services.

When he was 16 years old “Brandon” sustained a brain injury as the result of cardiac arrest. His injury was devastating and life changing to both Brandon and his family. After being referred by his VR Counselor, Brandon enrolled in the Traumatic Brain Injury (TBI) Program at TRC Smyrna in July of 2015. He completed the TBI Program and then completed the TBI Transition Program which trained him in specific job skills needed to obtain employment.



A Success Story - Brandon

While at TRC Smyrna, Brandon was a model student who had a positive, professional outlook. He served as a sighted guide and always stepped in when students needed help. Brandon shared that at first, he felt unsure about being away from home and attending TRC. During his program, he displayed a consistent drive to meet his goals and a “can do” attitude. Brandon has said that TRC gave him the opportunity to build his self-confidence which helped him to apply for jobs and secure employment before he completed his TRC program.

Brandon’s vocational goal was to work in the food service industry. He applied for a position in his hometown and is currently employed as a Dietary Aide at a healthcare and rehabilitation center. Brandon’s employer has shared his enthusiasm for having him as part of his team and talked about how his positive attitude has influenced his coworkers. Brandon’s parents also stated that he could not have accomplished his goals and achieved employment if it had not been for TRC, VR staff, and the TBI programs.

Accomplishments:

- TRC developed 3 Pre-Employment Transition Services pilot projects to enhance their services and implemented 2 prior to June 30, 2016. The pilots include:
 1. Traumatic Brain Injury Evaluation and Transitional Education Program Pilot for high school students who have a diagnosed acquired brain injury.
 2. TRC Workplace Social Skills Training Boot Camp for Autism Spectrum Disorder (ASD) Pilot for high school students on the Autism Spectrum.

3. "Ready Set Go!" Pilot for Deaf, Hard of Hearing, and Deaf-Blind high school students.
- Visual Impairment Services staff is now providing new employee orientation and training opportunities to newly-hired staff in related agencies at the request of their program supervisors.
 - Continued to maximize and increase services through internships, job shadowing, live work and permanent employment opportunities for individuals with disabilities.
 - Enhanced customer opportunities by developing stackable credentials, restructuring of vocational training programs, and broadening training experiences as required by the current labor market.

Tennessee Technology Access Program (TTAP)

The Tennessee Technology Access program partners with five assistive technology centers across the state to provide community-based programs and services to individuals with disabilities (and their families) who may benefit from assistive technology to increase or maintain their independence and support their integration into the workforce.



A Success Story - Marilyn

"Marilyn" is in her fifties and has experienced challenges related to her vision since birth. Much of her life has been spent living in a group home. Marilyn decided she wanted to earn her GED and went to an area facility for help. The facility uses laptops for training and the screens were too small for her to see the information. Marilyn then went to one of the TTAP partner centers to explore options to

make it easier for her to see the computer. TTAP Center employees showed her options for assisted technology. After working with equipment, Marilyn found the 20" monitor to be very

helpful. The TTAP center loaned Marilyn a monitor to use at the facility where she could participate in GED training. The large monitor allowed her to view the training materials and will assist her in pursuing her goals.

Statistics:

- Loaned approximately 780 devices to 450 individuals or their families.
- Provided approximately 640 device demonstrations to 875 consumers, family members or professionals.
- Provided funding information and assistance to approximately 3,500 consumers, family members or professionals.

Disability Determination Services (DDS)

Tennessee Disability Determination Services (DDS) operates by agreement between the State of Tennessee and the Social Security Administration to process Social Security Disability Insurance (SSDI) and Supplemental Security Income (SSI) disability claims. DDS is fully funded by the Social Security Administration.

Statistics:

- For state fiscal year 2016, DDS has assisted approximately 37,400 claimants.

Division of Community and Social Services

The Division of Community and Social Services is focused on providing individuals and families with protective, educational, nutritional and temporary financial assistance through a strong network of collaborative community partners. This division is committed to strengthening communities while providing support and resources for growth. Included within this division are Child Care Services, Community Grant Programs, Adult Protective Services and Nutrition Programs.

Child Care Services

Child Care Services plans, implements, and coordinates activities and programs to help ensure safe, accessible, quality care for children and families. In line with the Department's focus on the well-being of Tennessee's children, Child Care Services has increased its focus on early childhood education and school readiness. As part of Child Care Services, Child and Adult Care Licensing staff is responsible for monitoring Department licensed child and adult care agencies to help ensure the health and safety of the children and adults in care. Child Care Assessment staff use a quality measurement instrument to assess each licensed provider annually and establishes the Star-Quality Report Card Rating and Evaluation System for facilities.

The Child Care Certificate Program provides child care payment support to families who are participating in the Families First program. Child care assistance not only allows parents and guardians a sense of security while they work or pursue education goals, it also promotes children's learning and development in child care environments. In addition to the Child Care Certificate Program, the Department also offers Smart Steps child care payment assistance. Smart Steps is available to income-eligible working parents, parents pursuing postsecondary educational goals, or a combination of both, that have children ages six (6) weeks to five (5) years of age. Families that participate in Smart Steps are responsible for a co-pay based on a sliding income scale.

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

The CCR&R had the opportunity to assist a parent, “Amanda” and her two-year-old son. During the CCR&R meeting with Amanda, she spoke about her hopes of being able to get help paying for child care so that she could enroll in classes at a local college. Together CCR&R staff and Amanda discussed characteristics of quality child care, reviewed child care listings and talked about the levels of quality indicated by the Star Quality Rating system. Amanda selected a couple of child care centers she would visit before making a selection. Since then Amanda has begun college classes to become a Pharmacy Technician. Her son is enrolled in child care and Amanda reports he is doing well. He comes home singing his ABC’s every day, counts to 20 and can identify shapes. She says he is happy and loves his new child care.



A Success Story - Amanda

Statistics:

- Currently there are approximately 2,420 child care providers with licensed family, group, and center agencies representing an overall licensed capacity of about 157,000.
- The number of children enrolled in licensed child care facilities through the Child Care Certificate Program was approximately 13,000 as of June of 2016.

Accomplishments:

- TDHS has partnered with the Governor’s Books from Birth Foundation to enroll age eligible children into the Imagination Library so they may begin receiving the gift of a new book each month. Within six months of implementation, TDHS staff enrolled more than 3,000 children into the Books from Birth program.
- In December, TDHS celebrated its fifteenth (15th) year of improving child care quality through Tennessee’s Quality Rating and Improvement System (QRIS).

Community Services Block Grant (CSBG)

The Community Services Block Grant (CSBG) is funded through the U.S. Department of Health and Human Services. The Department partners with a network of twenty (20) local community action agencies that provide programs and services throughout Tennessee. CSBG enables agencies to provide a range of services designed to assist individuals who may have low income or be impacted by homelessness achieve self-sufficiency and improve the conditions of the communities in which they live. Agencies conduct annual needs assessments, develop a community action plan, and offer services based on identified local needs.

“Lisa” is a single mother of 3 children. She graduated high school at the age of 17 and began working immediately. She married at the age of 18 and had her first child two years later. She and her husband separated and divorced, and a few years later, she entered another relationship and had two additional children. It was during this relationship that Lisa was emotionally and physically abused to the extent that she thought she’d never get out of the



A Success Story - Lisa

relationship alive or be able to work again. In 2014 Lisa left the relationship as a single parent with no income or family support system. She received Families First and SNAP which provided some relief, but not enough to fully provide for her family. As a Families First customer Lisa was required to volunteer and did so at Northwest Tennessee Human Resources Agency. When she started she had very little work experience and

communication skills. A member of the staff encouraged her and started teaching her skills to help her grow. With the agency’s resources Lisa was able to participate in a Certified Nurse Assistant program, which she passed. She found a full-time job with benefits for her and her family. She said, “My kids and I are so happy and thankful. I thought I was always going to be a statistic. I will forever be thankful for all the help and services I received and for that I will continue to be a dedicated and proud Northwest volunteer.”

Accomplishments:

- Provided community action agencies with Results Oriented Management and Accountability (ROMA) in-service training to help assure the implementation of organizational standards.

Child and Adult Care Food Program (CACFP)

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

Summer Food Service Program (SFSP)

SFSP provides reimbursements for nutritious meals served to participants in needy areas during periods when their schools are closed for summer vacation. The program primarily serves children 18 or younger in areas where poor economic conditions exist and in residential camps where children are determined individually to be eligible. Persons older than 18 who are mentally or physically disabled and who participate in school programs for the disabled are also eligible to participate. Sponsorship of the SFSP is limited to public or private, nonprofit school food authorities; state, local, municipal or county governments; residential public or private, nonprofit summer camps; public or private, nonprofit colleges or universities administering Upward Bound Programs; and private, nonprofit organizations. Eligible feeding sites include but are not limited to public parks, recreation centers, schools, churches, playgrounds, residential camps and public housing complexes.

“No Tennessee Child Hungry” is an initiative by the Department initiated by a renewed partnership with the U.S. Department of Agriculture Food and Nutrition Service (USDA-FNS) in March 2015 to ensure that no child goes hungry and reducing the rate of food insecurity across the state through food programs. Since then the No TN Child Hungry initiative has continued with the launch of an awareness campaign including a call to action for Tennesseans to take the No Tennessee Child Hungry pledge. In addition to the launch of the awareness campaign, the

Department also held the first No Tennessee Child Hungry Excellence Awards, food program strategy sessions; created an ad hoc advisory council focused on food programs and hosted the Tell Child Hunger to Take a Hike hunger walk in downtown Nashville.

Statistics:

- In SFY 2016 approximately 49,276,000* were served through CACFP and SFSP.
**The actual number served is subject to change. As federal programs, CACFP and SFSP operate on a federal fiscal year schedule.*

Accomplishments:

- Phase 1 of the food program case management system, Tennessee Information and Payment System, or TIPS, has been implemented for the SFSP. Phase 2, which includes implementation for CACFP is underway.
- Conducted in service with staff in program, audit services, fiscal, and legal regarding the requirements of 2016 Public Chapter 798.
- Consulted with the USDA-FNS and enlisted their feedback on revised monitoring guides for food program sub recipient monitoring.
- Effectively trained staff and partners on the food program case management system for SFSP.
- Consulted with an ad hoc council regarding 2016 Public Chapter 798 to get feedback and recommendations.
- Consulted with state audit and enlist their feedback on revised monitoring guide for food program sub recipient monitoring

Adult Protective Services

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

Statistics:

- In SFY 2016, APS served approximately 12,000 people.

Accomplishments:

- Launched an online intake process in January 2016. Upgraded technology to supply all APS Social Counselors and Field Management with iPads for easy, convenient access to the APS electronic case management system as well as access to emails and notifications of new reports while out in the field.
- Partnered with Tennessee State University to host the 2016 Symposium on Aging which served the dual purpose of recognizing World Elder Abuse Awareness Day. The symposium also marked the start of the Department's inaugural Adult Protective Services Gatekeeper Award which was given to APS Director Renee Bouchillon in honor of her service to Tennessee's aging community.
- For the first time, all APS field staff received Tennessee Bureau of Investigation (TBI) investigative training. The intensive training was specially designed for APS needs and included topics to improve APS investigations such as interviewing and interrogations, taking photographs for evidence, statement analysis, and working with law enforcement including case presentation to prosecutors. Self-improvement topics included time management, life work balance, situational awareness, and defensive tactics .

Social Services Block Grant (SSBG)

SSBG is funded through the U.S. Department of Health and Human Services and is administered by 15 local nonprofit and governmental agencies across the state. The program functions as the primary support network for elderly and disabled adults to help them maintain independence or prevent adult abuse, neglect and exploitation. One of the primary services provided with SSBG funds is the Homemaker Program, which provides in-home care services for disabled and senior citizens who are referred by the APS program due to allegations of abuse, neglect, or exploitation.



A Success Story - The Stevensons

“The Stevensons” are a strong, determined, independent couple with cerebral palsy living in a home built by Habitat for Humanity. The Stevensons receive Homemaker Services, funded by SSGB. The program employee visits once a week and assists with household chores, laundry and meal preparation. The Stevensons appreciate Homemaker Services as it allows them to live more safely and independently.

“Renee” receives Homemaker Services once a month. Renee has no one to help her during the month so, a program employee grocery shops for her.



A Success Story - Renee

Division of Appeals and Hearings

The Division of Appeals and Hearings processes administrative appeals for several programs administered by the Department of Human Services. In addition, the division is responsible for disqualification hearings covering the SNAP and Families First programs, fourth-level employee grievance, and due-process hearings. When an applicant or recipient of assistance or services is dissatisfied with any action taken by the Department, he or she has the right to file an appeal for a fair hearing before an impartial hearing official.

Statistics:

In SFY 2016 the Division of Appeals and Hearings:

- Processed more than 17,000 appeal requests
- Completed more than 5,000 appeal resolutions without the need of a hearing
- Processed more than 900 Administrative Disqualification Hearing (ADH) appeal requests

Accomplishments:

- Met or exceeded appeal timeliness goals for SNAP, the Families First program and the Child Support program
- Reduced average time from date of hearing to date Initial Order issued to average of 4 days or less
- Reduced front end processing time for appeals by 50% resulting in a reduction of overall number of days between a request for fair hearing and the issuance of an Initial Order in Family Assistance appeals to ensure increased internal/external customer service.
- Reorganized several division units in order to increased appeal processing efficiency and reduce the overall time from appeal file date to Initial Order generation date.
- Met or exceeded appeal timeliness goals for Supplemental Nutrition Assistance Program (SNAP) and Families First program at 100% and 99% timely respectively.
- Met or exceeded appeal timeliness goals for Child Support program at 99%.

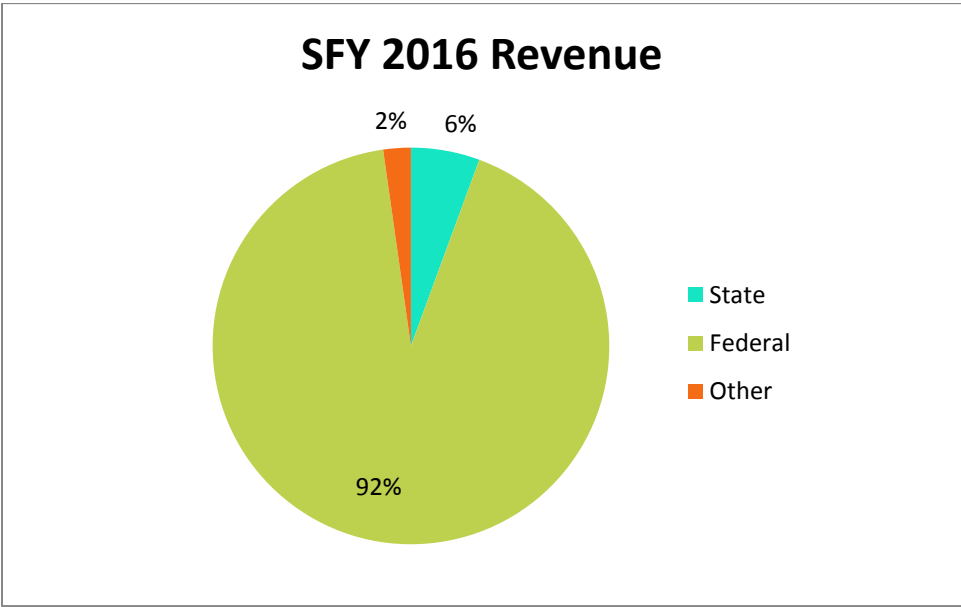
Division of Finance and Administration

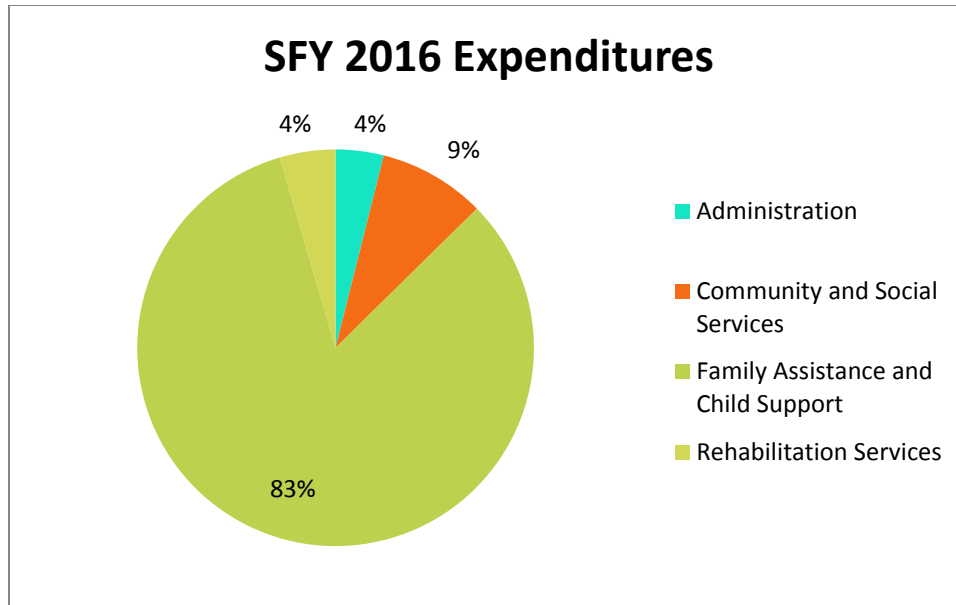
The Department’s Division of Finance and Administration oversees three areas of operation within TDHS: Budget, Information Technology, and Procurement and Facilities. As part of the transition of all Tennessee state departments, effective July 1, 2016, through Executive Order 30, TDHS transitioned the operations of Fiscal Services to the Tennessee Department of Finance and Administration, partnering together on operational and strategic activities. The Budget Office, Information Technology, and Procurement and Facilities remain under TDHS operation.

The TDHS Division of Finance and Administration is responsible for preparing the annual Department budget; overseeing federal programs for cash management; processing contractor/vendor payments; ensuring the procurement of all goods and services; overseeing facilities operations; and other tasks. The Information Technology (IT) team also plays a key support role partnering with programs to increase efficiency and improve external and internal customer service through technology solutions. The Department’s approved budget for SFY 2016 was approximately \$3 billion.

The Department of Human Services’ approved budget for SFY 2016 was approximately \$3 billion

Statistics:





Accomplishments:

- In FY 2016 the Procurement unit successfully executed 99.5% of annual contracts by July 1, 2016. By accomplishing this, services to customers were not disrupted.
- In keeping with the Department’s commitment to transformational change, additional online tools were deployed to increase customer self-service access.
 - The Department’s CaseConnect application, launched in 2014, allows customers to view monthly benefit amounts and availability, upcoming appointments, and check the status of applications. This tool is available 24 hours a day, 7 days a week. CaseConnect usage continues to increase and in May 2016, CaseConnect surpassed telephone calls as the preferred method to contact the Department.
 - CaseConnect Phase 2 was deployed in May 2016. In less than one month after deployment 21,427 users registered.
 - The common account and login feature also provides access to the new Family Assistance online application launched in June 2, 2016. This is a web-based tool designed to support the Department’s vision of enhancing services to its customers by using contemporary Information Technology tools.
- In addition to online, mobile friendly, self-service applications, TDHS also deployed a Child Support iOS Calculator. The calculator app passed Apple’s rigorous review on the first attempt and is now available through Apple’s App Store. The calculator allows potential recipients, attorneys and government and judicial agencies to enter information to calculate estimated child support payments.

Division of Program Integrity

The Division of Program Integrity includes oversight of the Department's independent accountability functions. Those functions include internal audit, external program review, claims management and investigations. This division also investigates referrals of potential fraud, waste and abuse and handles adjudication. The division also partners with other state and federal agencies and law enforcement entities as necessary on investigations.

Audit Services Unit

Internal Audit

The Internal Audit unit assists the Department in complying with federal, state and Departmental laws, regulations and rules by conducting regularly scheduled and random audits of various TDHS administered programs. This team prepares and submits its Audit Plan to the Comptroller's Office annually. Internal Audit serves as a point of contact and coordinates the Department's responses to external audits. Additionally, this team helps identify areas that may require increased monitoring and support.

External Program Review

External Program Review monitors entities that have a contract or contractual agreement with the Department. External Program Review reviews entities for compliance with contract terms, current state and federal laws, rules, policies, procedures, and that valid payments and documentation is adequately supported. The unit also assists in providing assurance that state and federal funds are used appropriately and that proper services are provided to the Department's customers. Additionally, the results of monitoring provide the Department the opportunity to receive feedback from contracting entities regarding quality and the contractor's relationship with the state.

Claims Management and Investigations Unit

The Claims Management and Investigations Units focus on the deterrence, prevention, and detection addressing fraud, waste, and abuse in TDHS administered programs. The Investigations Unit conducts internal investigations of TDHS staff, contractors, and customers as well as coordinates with partnering law enforcement agencies in criminal prosecutions. The primary function of the Claims Management Team is to examine and processes SNAP program claims. This unit also conducts SNAP Trafficking efforts and SLEB activities.

Accomplishments:

- TDHS is in the final phase of a \$1.4 million grant from the USDA for SNAP Program Recipient Trafficking Prevention to conduct process improvement activities, as well as develop and pilot innovative strategies to prevent, investigate, and prosecute SNAP trafficking within the state of Tennessee.
- Publishing sub recipient monitoring reports for food program.

Public Information and Legislative Office

The Public Information and Legislative Office facilitate public, media, and legislative requests. Through its communications function, it coordinates public relations efforts and responds to media requests and inquiries. The office also focuses on legislative priorities for the Department including the analysis of legislation affecting the Department, facilitating the passage of legislative initiatives for the Department, and representing the Department before the Tennessee General Assembly. The customer service section of the office works closely with all divisions to help ensure customers served throughout the Department and state receive services in a professional, respectful, and timely manner. It also assists in creating opportunities to receive feedback and connect with customers and community partners.

Office of General Counsel

The Office of General Counsel (OGC) includes Legal Services, Human Resources and the Office of Professional Development (HRPD).

Legal Services

The OGC Legal Services Unit is comprised of 23 staff members in Nashville, Knoxville, and Memphis.

Legal Services provides legal advice and legal representation in judicial and administrative litigation affecting all Department programs. Attorneys with the OGC prepare departmental rules affecting program implementation; conduct analyses of legislation affecting the Department; prepare legislation for the Department and represent the Department before the Tennessee General Assembly. The OGC reviews contract proposals for the provision of services for implementation of Department programs. The OGC also provides compliance oversight and training involving Titles VI, VII, and IX, ADA, HIPAA, and Motor Voter Registration, as well as processing civil rights, EEOC and Human Rights Commission complaints involving program services and Department employees. Attorneys with the OGC also review proposed disciplinary actions involving employees and litigate Department personnel actions. The OGC provides ongoing legal training for legal and program staff in the Adult Protective Services, Child and Adult Care Licensing and Child Support programs. Additionally, the OGC works closely with the State Attorney General's office in federal and appellate litigation involving Department programs.

Human Resources and Professional Development

Human Resources (HR) manages the departmental process through which all employees are hired, promoted, evaluated and compensated. The central point for employee relations, HR is a critical partner for promoting staff development and encouraging the effective application of performance standards. HR is a team of 33 employees within two units: Employee Relations/Benefits, Transactions/Class Comp/Time and Labor. The HR team has staff located in the state office and field analysts stationed across the state. The HR team provides services, support and employee information to more than 4,000 TDHS employees including: new employee orientation, employee relations, hiring process transactions, time and compensation, benefits and other employee-related services. HR works closely with the Tennessee Department of Human Resources (DoHR) to efficiently implement statewide initiatives including performance management, salary and compensation plans.

Accomplishments:

- In partnership with the Public Information and Legislative Office (PILO) HR coordinated the second annual TDHS Mission Spirit Week. Employees from across the state were encouraged to create and participate in activities demonstrating how their work unit/group/office impacts the TDHS mission.
- In partnership with DoHR, the first ever Pay for Performance (P4P) percentage increases for state employees with a rating of valued, advanced or outstanding were given in January 2016.
- TDHS established a Talent Management office that works closely with all TDHS divisions in recruitment, retention and employee engagement.
- The HR team began planning stages for piloting Alternative Workplace Solutions (AWS). AWS allows the use of non-traditional workspaces to promote efficiency and flexibility of the workforce. It enhances workspace use, reduces the real estate footprint, improves energy management, and boosts workforce mobility and productivity which leads to improved customer service.

Office for Learning and Professional Development

The Office for Learning & Professional Development (OLPD) provides technical, systems, soft skills, and official DoHR training to employees and contract employees. The training prepares employees to provide quality customer service through the correct application of policy, timely services, and competent use of the Department - program computer systems for TDHS internal and external customers.

Accomplishments:

- New Employee Training initiated during SFY 2016 included:
 - "iLearn", Family Assistance blended learning (classroom/online/OJT)
 - Child Support
 - Adult Protective Services Investigations and Call Center
 - Child Care Licensing, Assessment, and Certificate, and
 - Food Programs
- Records Management online and classroom training for all TDHS staff

- As of the June 2016, 55 TDHS managers and supervisors completed the three week TDHS New Supervisor Academy during the previous 12 months.
- Twenty-two (22) OLPD trainers have completed the DoHR Facilitation Certification
- As of June 30, 2016, 398 (70%) TDHS managers and supervisors completed the DoHR Leadership Pyramid Level 1 certification program.
- During SFY 2016, 84% of OLPD trainers completed a series of training delivery and development professional development curriculum spanning (100) training hours.
- OLPD staff also worked with and monitored all TDHS divisions in developing and documenting *Knowledge Retention Plans (KRPs)* in an effort to preserve and retain knowledge.

Division of Quality Improvement and Strategic Solutions

The Quality Improvement and Strategic Solutions (QISS) division was established in 2013. It includes the following units: Performance Management, Research and Data Analysis, Quality Management, and Centralized Policy and Planning. The division is responsible for monitoring and tracking a variety of performance processes and outcomes. QISS is also responsible for managing accountability initiatives in the Department, promoting the principles of quality improvement by encouraging and providing quality data, creating and communicating policies and procedures, and implementing statewide systems and processes.

Performance Management Unit (PMU)

PMU is responsible for increasing Departmental accountability and supporting the Tennessee TDHS Accountability Process (T-DAP) meeting process. This bi-monthly process supports the achievement of the Department's Customer Focused Government (CFG) goals. PMU assists all departmental divisions with monitoring productivity, accuracy, timeliness; and performance measures.

Other PMU responsibilities include: providing technical performance management assistance to management and field offices; collecting, analyzing, and generating data for divisions; developing strategies in collaboration with the divisional management teams to address issues with performance; and working closely with all divisions to identify training needs to address gaps in performance.

Research and Data Analysis

The function of the Research and Data Analysis (R&DA) unit is to assist all other program units and operational areas of TDHS in assessing their data needs. RDA works closely with all program areas by providing consistent, accurate and timely information to meet policy objectives and performance metrics pertinent to the mission of TDHS. In addition, R&DA works closely with external partners to accommodate mutually beneficial research projects.

Quality Management - Quality Control & Quality Assurance

Quality Control (QC) is responsible for analyzing a statistically valid sample of SNAP cases as required by the USDA and outlined in the Code of Federal Regulations. In addition, the QC

section is responsible for operating the state's Management Evaluation Plan. QC data enables the state to remain aware of its accuracy, identify trends and prepare appropriate corrective actions.

Quality Assurance (QA) is responsible for completing quality case reviews for the SNAP and Families First programs. The reviews focus on areas such as benefit accuracy, timely processing, and case inconsistencies. The data produced by QA is shared with field management staff and identifies error trends by districts. QA works in collaboration with program policy, field management, and OLPD staff to identify training opportunities for frontline employees to minimize the most common errors. The goal is to improve the SNAP error rates and reduce Families First federal reporting errors.

Centralized Policy and Planning

The Centralized Policy and Planning Unit (CPPU) has the responsibility of identifying and standardizing all departmental policies, procedures, manuals and forms. CPPU facilitates the creation, revision, review, approval, and distribution of these documents. This supports continuous quality, clarity, and ready access to information. The centralized policy development process helps ensure timely and regular policy review, maintains consistency between documents, improves accuracy, and aids in the communication of policy changes. The policy development process is a collaborative effort that includes relevant program staff, subject matter experts, legal staff, executive leadership, and training staff.

Accomplishments:

- In fiscal year 2015-2016, QISS was instrumental in developing and facilitating process improvement initiatives that included value-stream mapping; the plan-do-study-act process; conducting a gap analysis of process improvement tools that can benefit the agency; and providing quality evaluation tools to program leadership in an effort to streamline systems.
- Coordinated and managed the T-DAP process for all divisions.
- Developed and managed the successful implementation of the T-DAP Huddle process, a closer look to performance within individual districts and units.
- Provided continued oversight for three existing rounds of the 4 Disciplines of Execution (4DX).
- Provided call data analysis for APS Intake Call Center which supported establishment of expanded shift coverage and weekend staffing for the call center.

- Automated Child Support program process identifying unknown non-custodial parents in order to improve tracking and closure of cases.
- During fiscal year 2015-2016, sixty-five policies were developed and/or revised utilizing the centralized policy development process.

Acronym Key

2G	Two Generation
4DX	Four Disciplines of Execution
ADA	Americans with Disabilities Act
APS	Adult Protective Services
ASD	Autism Spectrum Disorder
AWS	Alternative Workplace Solutions
CAC	Certified Application Counselors
CACFP	Child and Adult Care Food Program
CCR&R	Child Care Resource & Referral
CFG	Customer Focused Government
CPPU	Centralized Policy and Planning Unit
CSBG	Community Services Block Grant
CSPED	Child Support Noncustodial Parent Employment Demonstration
DDS	Disability Determination Services
DoHR	Tennessee Department of Human Resources
DRS	Division of Rehabilitation Services
EEOC	U.S. Equal Employment Opportunity Commission
FASC	Family Assistance Service Center
FFM	Federally Facilitated Marketplace
HIPAA	Health Insurance Portability and Accountability Act
HR	Human Resources
IT	Information Technology
KRP	Knowledge Retention Plan
LEA	Local Education Agency
OGC	Office of General Counsel
OLPD	Office for Learning and Professional Development
P4P	Pay for Performance
PILO	Public Information and Legislative Office
PMU	Performance Management Unit
PRP	Personal Responsibility Plan
QA	Quality Assurance
QC	Quality Control
QISS	Quality Improvement and Strategic Solutions
QRIS	Quality Rating and Improvement System
RDA	Research and Data Analysis
SBVI	Services for the Blind and Visually Impaired
SFSP	Summer Food Service Program
SFY	State Fiscal Year (July 1 – June 30)
SLEB	State Law Enforcement Bureau
SNAP	Supplemental Nutrition Assistance Program
SNAP E&T	Supplemental Nutrition Assistance Program Employment and Training
SSBG	Social Services Block Grant
SSI	Social Security Income

TANF	Temporary Assistance for Needy Families
TBE	Tennessee Blind Enterprises
TBI	Traumatic Brain Injury or Tennessee Bureau of Investigation
TCDDDBHH	Tennessee Council for the Deaf, Deaf-Blind, and Hard of Hearing
TDAP	TDHS Accountability Process
TDHS or DHS	Tennessee Department of Human Services
TECTA	Technology Childhood Training Alliance
TOPSTAR	Tennessee's Outstanding Providers Supported through Available Resources
TRC	Tennessee Rehabilitation Center
TSW	Transistion School to Work
TTAP	Tennessee Technology Access Program
USDA;	U.S. Department of Agriculture
USDA- FNS	U.S. Department of Agriculture - Food and Nutrition Service
VR	Vocational Rehabilitation
WIOA	Workforce Innovation and Opportunity Action