

## DOCUMENT RESUME

ED 468 004

PS 030 580

AUTHOR Wade, Patricia C.  
TITLE Children's Program Outcome Review Team: 2001 Evaluation Results.  
INSTITUTION Tennessee State Commission on Children and Youth, Nashville.  
PUB DATE 2002-04-00  
NOTE 144p.; For 2000 Evaluation Results, see ED 454 955.  
AVAILABLE FROM Tennessee Commission on Children and Youth, Andrew Johnson Tower, Ninth Floor, 710 James Robertson Parkway, Nashville, TN 37243-0800. Tel: 800-264-0904 (Toll Free); Tel: 615-741-2633; Fax: 615-741-5956.  
PUB TYPE Numerical/Quantitative Data (110) -- Reports - Evaluative (142)  
EDRS PRICE EDRS Price MF01/PC06 Plus Postage.  
DESCRIPTORS \*Child Welfare; \*Children; \*Delivery Systems; \*Foster Care; Foster Children; Foster Family; Program Descriptions; Program Effectiveness; Program Evaluation; Social Workers; Tables (Data); Well Being  
IDENTIFIERS Family Support; Permanency Planning (Foster Care); \*Service Delivery Assessment; \*Tennessee

## ABSTRACT

In its eighth year of evaluating children's services in the state, the Children's Program Outcome Review Team (CPORT), under the direction of the Tennessee Commission on Children and Youth, continued to collect and analyze data to improve service delivery to children and families involved in state custody. Using the Quality Service Review methodology, the Commission conducted 349 intensive case reviews on a random sample of children in state custody in each of the 12 regions sufficient for 95 percent validity statewide. This report provides an overview of the CPORT process and presents demographic information and determinations of the status of child/family on various indicators as well as the adequacy of service system functions on the cases reviewed in 2001. The 2001 findings indicated that the overall status of children remained the same as the previous year, with emotional well-being continuing as the primary factor in defaulting the overall status of the child to negative. The overall service system function declined to 38 percent in 2001 from 42 percent in 2000. Inadequate assessments and permanency plans contributed to inadequate progress achieved by the family, especially the families of children in foster or group placements. Adequate service coordination and continuity was present 69 percent of the time. The report includes recommendations, based on the information collected in the CPORT process, for improving service, for training staff, and for additional resources. The report's seven appendices include preliminary regional observations, data tables, and definitions. (KB)

*Children's*

*Program*

*Outcome*

*Review*

*Team*



# 2001 Evaluation Results



U.S. DEPARTMENT OF EDUCATION  
Office of Educational Research and Improvement  
EDUCATIONAL RESOURCES INFORMATION  
CENTER (ERIC)

This document has been reproduced as received from the person or organization originating it.

Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

PERMISSION TO REPRODUCE AND DISSEMINATE THIS MATERIAL HAS BEEN GRANTED BY

*Linda O'Neal*

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

1



*Tennessee Commission on Children and Youth*

# **Children's Program Outcome Review Team 2001 Evaluation Results**

By Patricia C. Wade, Director, Children's Program Outcome Review Team

Executive Editor: Linda O'Neal, Tennessee Commission on Children and Youth

The author extends special thanks to Cyndy Banks, Drew Daruka, Thelma Dees, Fay L. Delk, Pam Gilchrist, Janice Johnson, Faye Mangrum, Rosamond McLeod, Windle Morgan, and Jeremy Sweets for data analysis, content review, and editorial assistance.

The following CPORT staff participated in conducting and analyzing reviews: Cyndy Banks, Marilyn Palmer-Bell, Steve Chester, Thelma Dees, Jennifer Hargis, Peggy Haynes, Pam Kirkpatrick, Frances Lewis, Philip McKenzie, Rosamond McLeod, Windle Morgan, and Rebecca Rowland. The following TCCY staff served as external reviewers and/or otherwise assisted: MaryAnn Beaty, Kathy Daniels, Marilyn Davis, Gwendolyn Glenn, Rodger Jowers, Richard Kennedy, Faye Mangrum, Linda O'Neal, Gerald Papica, Scott Ridgway, Robert Smith, Elaine Williams, and Diane Wise. The following served as external reviewers: Phil Acord, The Children's Home-Chambliss Shelter; Debbie Anderson, consultant; Karen Blackburn, consultant; Rachael Brite, consultant; Beverly Geho, Family System Services; Gerald Geho, Family System Services; Barbara Harmon, consultant; Betty Jones, Columbia Parthenon Pavilion; John Lauterbach, Hermitage Hall; Jeane Morgan, Montgomery County Juvenile Court (retired), consultant; Elizabeth Pelton, The Children's Home-Chambliss Shelter; David Reichert, Mental Health Network; Carla Riddle, Therapeutic Interventions; Tommy Shahan, Hermitage Hall; Deborah Smith, Tennessee Department of Correction; Carolyn Todd, Tennessee Department of Children's Services, Henry County; Charlie Traylor, Davidson County Schools; Maggie Wharton, Plateau Mental Health; and Sharon Woolf, Rutherford County Schools. The Tennessee Commission on Children and Youth expresses appreciation to staff, external reviewers, those who participated in interviews, and to all others who contributed to the successful 2001 CPORT evaluation.

**The Tennessee Commission on Children and Youth  
Andrew Johnson Tower, Ninth Floor  
710 James Robertson Parkway  
Nashville, TN 37243-0800  
(615) 741-2633**



Tennessee Commission on Children and Youth authorization number 316008. April 2002. 1,200 copies. This public document was promulgated at a cost of \$3.03 per copy.

STATE OF TENNESSEE  
TENNESSEE COMMISSION ON CHILDREN AND YOUTH

Andrew Johnson Tower, Ninth Floor  
710 James Robertson Parkway  
Nashville, Tennessee 37243-0800  
(615) 741-2633 (FAX) 741-5956  
1-800-264-0904

June 25, 2002

Dear Reader:

As we scurry to get the 2001 Children's Program Outcome Review Team (CPORT) results to the printer before the end of the fiscal year, it is an interesting time in the history of CPORT, now in the midst of the ninth year of statewide evaluation.

The CPORT process utilizes a methodology that is called "quality service review" (QSR) or "service testing." The "Introduction" in this report discusses quality service review/service testing. Though the CPORT process historically has been undervalued by some in the Department of Children's Services, the service testing methodology is increasingly recognized as the best way to evaluate service delivery systems for children, adults, and/or families – child welfare, developmental disabilities, education/special education, health, juvenile justice, or mental health.

For several years, some of the major foundations involved in funding service innovations have relied on service testing to evaluate initiatives. In January 2000, Pat Wade, CPORT director, and I attended a meeting funded by the Edna McConnell Clark Foundation that brought together people from across the country who evaluate services using quality service reviews/service testing. Other foundations, including The Annie E. Casey Foundation, the nation's largest foundation devoted to improving conditions for disadvantaged children and families, also had representatives at the meeting because of interest in and/or support for this methodology.

When the Department of Health and Human Services, Administration for Children, Youth and Families (DHHS/ACYF) decided to improve the way it monitors states for implementation of child welfare services, DHHS/ACYF turned to service testing because it is the best way to really identify and understand how systems are working – their strengths and weaknesses, and what needs to be done to improve them. DHHS/ACYF recently completed the first Child and Family Service Review (CSFR) in Tennessee. After the exit conference, the federal reviewers asked me if their findings were consistent with CPORT findings, because CPORT uses a much larger, statistically valid sample of children. The high level of consistency was striking, gratifying, and reassuring both to federal reviewers and me.

In some DCS regions CPORT results have always been taken seriously and used as they were intended – to guide improvement in performing various system responsibilities. In 2001, for the first time the Department of Children's Services required "Corrective Action Plans" from each region addressing CPORT findings. Corrective Action Plans apparently have produced beneficial results.

An early impact of Corrective Action Plans was to change the way findings are presented. CPORT began to identify failure to adequately address current needs of children or families with greater specificity, for example educational or mental health needs of children, or parenting or substance abuse treatment needs of parents.

In 2001, overall "Status of the Child/Family" remained at the same level as 2000, 84 percent adequate, but "Adequacy Service System Functions" declined again in 2001, as in 2000. Beginning in 1994 under the Children's Plan, CPORT tracked four consecutive years of system improvement, peaking in 1997. Consistent improvements in service functioning simply do not happen without evaluation to identify problems and guide a course of correction.

Following service consolidation and creation of the Department of Children's Services in 1996 and major program model revisions that began implementation in late 1997, service system functions regressed dramatically in 1998. There was renewed improvement in most system functions and overall in 1999, followed by progressive deterioration in 2000 and 2001. Deficiencies in assessment of strengths and needs of both the child and family, and development of permanency plans based on information that was or should have been identified during assessment were the two areas of greatest concern and most frequently caused the system to default to inadequate.

As the statewide 2001 CPORT evaluation information is disseminated, we are pleased to report thus far in 2002 some improvements are being identified in CPORT reviews. We believe the requirement for Corrective Action Plans made important contributions to better performance. Additionally, implementation of Assessment Units and Permanency Support Units (30 percent of children had been in custody too long in 2001) are also beginning to produce better outcomes. The Health Units, coupled with focus from CPORT and training, had a positive impact in previous years as compliance with Early and Periodic Screening, Diagnosis, and Treatment (EPSDT) requirements soared.

CPORT contributes significantly to system improvement by identifying strengths to build upon and problems that must be addressed. It documents the impact of system changes (including those external to DCS like Families First, TennCare, litigation, etc.) on outcomes for children and families. Independent, external monitoring of the child welfare system improves accountability and contributes to better outcomes for children and families. In addition to identifying needed resources and providing a statewide perspective, CPORT also documents individual regional differences and needs.

We have been very pleased by more positive DCS responses to CPORT recently, and especially appreciate Commissioner Page Walley's openness. He had attended CPORT Exit Conferences in the Southwest Region before his appointment as commissioner. We see Commissioner Walley's interest and support as an important opportunity to move forward. We believe the increased participation of DCS staff, especially from the eastern grand region, as CPORT external reviewers is very beneficial for both DCS and CPORT. This participation provides valuable cross training, an improved perspective on outcomes for children and families, and enhanced understanding of the CPORT process and its benefits and insights.

Next year Tennessee will have a new governor and a substantial number of new members of the General Assembly. Those changes will present a new challenge as we continue a meaningful and viable CPORT quality service review/service testing process. We look forward to strengthening our partnership with Commissioner Walley and DCS as we identify ways to improve CPORT, make it even more useful and understandable, and increase participation of DCS staff as external reviewers. "Challenge" is just another name for "opportunity." We will seize this opportunity to advance the CPORT mission of providing qualitative and quantitative information for improvement of the systems of services for children in state custody and their families.

Sincerely,



Linda O'Neal  
Executive Director

# TABLE OF CONTENTS

|   |     |
|---|-----|
| EXECUTIVE SUMMARY .....   | 1   |
| INTRODUCTION .....  | 13  |
| CPORT RESULTS .....   | 16  |
| DEMOGRAPHIC INFORMATION ON CASES REVIEWED .....                   | 16  |
| CRITICAL ISSUES .....   | 23  |
| CHARACTERISTICS OF CHILDREN IN CUSTODY: FIVE-YEAR COMPARISON. ... | 23  |
| CPORT FINDINGS: STATUS OF THE CHILD/FAMILY .....                  | 26  |
| CPORT FINDINGS: ADEQUACY OF SERVICE SYSTEM FUNCTIONS .....        | 27  |
| CPORT SYSTEM OBSERVATIONS .....                                   | 29  |
| SERVICE SYSTEM STRENGTHS IDENTIFIED STATEWIDE .....               | 29  |
| SERVICE SYSTEM WEAKNESSES IDENTIFIED STATEWIDE .....              | 29  |
| SYSTEM COMPONENT PERFORMANCE .....                                | 30  |
| TENNCARE/TENNCARE PARTNERS/MCO/BHO/EPSTDT ISSUES .....            | 30  |
| SUMMARY OF CAFAS FINDINGS .....                                   | 31  |
| TCCY CPORT RECOMMENDATIONS .....                                  | 36  |
| TRAINING RECOMMENDATIONS .....                                    | 38  |
| RECOMMENDATIONS FOR ADDITIONAL RESOURCES .....                    | 39  |
| APPENDIX A – DEFINITION OF TERMS .....                            | 43  |
| APPENDIX B – PRELIMINARY SYSTEM OBSERVATIONS BY REGION .....      | 51  |
| APPENDIX C – 2001 EVALUATION RESULTS .....                        | 77  |
| APPENDIX D – CRITICAL ISSUES .....                                | 103 |
| APPENDIX E – SYSTEM COMPONENT PERFORMANCE .....                   | 111 |
| APPENDIX F – DATA BY REGION .....                                 | 117 |
| APPENDIX G – SUMMATIVE QUESTIONS FOR DETERMINING ADEQUACY .....   | 139 |

# Tennessee Commission on Children and Youth

## Children's Program Outcome Review Team 2001 Evaluation Results

### Executive Summary

In 1993, the Tennessee Commission on Children and Youth (TCCY) began development of an innovative evaluation process that "tests" service system performance and outcomes by examining relevant aspects of the lives of children and families being served. Implemented in 1994, the ultimate goal of the Children's Program Outcome Review Team (CPORT) is to promote positive change by providing qualitative and quantitative information about the status of the child/family and service system functioning for the cases reviewed.

CPORT reviews are conducted in each of the state's 12 regions on a random sample of children in state custody sufficient to provide validity at the 95 percent level statewide, and the 85 percent level regionally.

The CPORT process includes a review of records and collection of the following items from the records (when available):

- Petition that led to custody;
- Court order for custody;
- Social History;
- Psychological Evaluation;
- Other specialized evaluations;
- Permanency Plan;
- Individual Education or Program Plan.

A protocol consisting of a set of questions is used to collect information through structured interviews with the following:

- Child, if age appropriate;
- Parent(s);
- Caregiver (foster parent or direct care staff in a facility);
- Case manager
- Teacher or other school representative;
- Representative of the court ordering custody;
- Any other relevant service provider (Guardian ad Litem, therapist, etc.);
- Other significant/relevant person (relative, friend, coach, etc.).

The majority of information is collected through the interview process.

Separate measures are used to identify child behaviors. The parent/caregiver and the teacher/school representative are also asked to complete an Achenbach Child Behavior

Checklist (CBCL) and a Teacher Report Form (TRF). The children ages 11-18 are asked to complete the Youth Self-Report (YSR). The CPORT reviewer completes a Child and Adolescent Functional Assessment Scale (CAFAS).

Following collection of all information, the reviewer writes a brief narrative summary of the case and completes a "Summative: Assessment of Key Domains." The "Summative" has the reviewer answer questions that lead to conclusions regarding the status of the child and the adequacy of the service system functioning on a number of indicators. Additionally, the reviewer completes a "Case Profile" that is used for basic data entry regarding the case. The indicators marked with an asterisk were deemed essential by the Interdepartmental Design Team that developed the original CPORT protocol. Consequently, all asterisked items have to be positive for an overall positive or adequate rating.

**Status of Child/Family**

- 1. Safety\*
- 2. Emotional Well-being\*
- 3. Physical Well-being\*
- 4. Caregiver Functioning\*
- 5. Stable Home
- 6. Permanence
- 7. Appropriateness of Placement
- 8. Educational Progress
- 9. Family Unification
- 10. Independent Living (ages 13+)
- 11. Child Satisfaction
- 12. Family Satisfaction
- 13. Overall Status

**Service System Functioning**

- 1. Assessment\*
- 2. Long-term View\*
- 3. Child Participation\*
- 4. Family Participation\*
- 5. Service Plan Design\*
- 6. Service Plan Implementation\*
- 7. Service Coordination\*
- 8. Monitoring/Change\*
- 9. Advocacy
- 10. Early Child and Family Intervention
- 11. Home and Community Resources
- 12. Placement Resources
- 13. Supportive Interventions to Achieve Goal
- 14. Urgency Response
- 15. Progress Achieved-Child
- 16. Progress Achieved-Family
- 17. Overall Adequacy

Obviously, it would be desirable if all children were in a positive status on all indicators and all system functions were performed adequately, but this would be an unrealistic expectation. There are no established standards of realistic expectations. The overall goal is to improve or maintain an acceptable level or standard that provides the most desirable and appropriate services to children in care and their families.

**TCCY CPORT Recommendations**

Based on all the information collected in the CPORT process, the following are priority recommendations for enhancements in children's services that should improve both system functioning and outcomes for children and families:

- **Ensure children have adequate assessments.**
  - Improve the development of social histories and keep them current.
  - Identify needs for psychological evaluations.
  - Train case managers to recognize the need for additional or specialized assessments for children and parents.
  - Train case managers and caregivers to report behavioral and other issues during Early and Periodic Screening, Diagnosis and Treatment (EPSDT) to help identify the need for psychological evaluations.
  - Determine an appropriate long-term view or direction for the future of the child and family based on the assessment results.
  
- **Develop Permanency Plans that adequately reflect the strengths, weaknesses, and needs of the child and family as identified in the assessment.**
  - Service planning should not be limited to only those issues that brought the child into custody but should address all needs of the child and family to be a coherent and consistent document that guides case manager, service providers, family, and the child in identifying and obtaining the desired goals.
  - Include families in the design of the permanency plan.
  - Consider all the critical needs of the child/family in the permanency plan to achieve the permanency goal.
  - Ensure that the proposed interventions and supports are individualized and appropriate to the situation and/or person's capabilities.
  - Train case managers in practical casework skills, family dynamics, and working relationships as they relate to permanency plans.
  - Revise permanency plans to reflect progress or lack of progress of the child or family in meeting permanency plan goals.
  
- **Improve service plan implementation.**
  - Create a resource manual of available services and placements specific for each region for case managers.
  - Identify the appropriate community services to keep children as close to home as possible.
  - Ensure all identified essential service needs contained in the permanency plan are provided in a timely manner, at the level of intensity needed, and by qualified providers.
  - Access services for children based on need, not limited to services based on availability.
  
- **Improve the continuity of care and coordination in the provision of services to the child and family.**
  - Identify a single point of coordination and accountability for the permanency plan and those involved in its implementation.

- Increase efforts to integrate services.
  - Ensure adequate communication so all relevant persons involved know the current status of the case.
  - Train case managers on how to advocate on behalf of the child and family, based on the Brian A. principles.
- **Address the emotional well-being of children.**
    - Train case managers to understand and recognize the mental health needs of children.
    - Ensure children receive the services and supports necessary to make progress.
    - Develop and implement strategies to ensure children receive individualized services based on their unique strengths and needs.
    - Utilize EPSDT for identification, treatment, and follow-up services.
    - Utilize the Health Units as a means to securing the appropriate services.
- **Increase family unification efforts to assist families in achieving reunification.**
    - Develop a more family-focused/family-centered approach.
    - Train case managers in basic social work skills to assist families in building the capacities necessary to function independently and to explore beyond the immediate reasons for custody.
    - Become a responsive system to the strengths and needs of the family.
    - Improve identification of family needs, including provision of appropriate evaluations or assessments.
    - Ensure permanency plans address the current needs of the family.
    - Identify options for substance abuse treatment for parents as required by the Adoption and Safe Families Act.
    - Increase awareness of the importance of family-type settings for placements, if children cannot remain in their homes, and make efforts to maintain children in their communities.
- **Improve advocacy for all children.**
    - Reduce the number of children in custody too long.
    - Improve access to advocacy for children in custody and their families.
    - Ensure that fundamental due process rights for children and families are met.
    - Fund additional Court Appointed Special Advocate (CASA) programs to provide trained and supervised lay advocates.

### **Training Recommendations**

- **Provide skills-based training to new and existing staff for consistent principles in best practice.**

- Adopt the Brian A. principles in practice as well as in concept.
  - Develop and implement a training model incorporating the Brian A. principles and basic social work skills.
  - Promote partnerships with children and families.
  - Provide the training regionally.
  - Provide training by trainers experienced in actual casework and case management.
  - Provide opportunities to “shadow” experienced case managers.
  - Provide detailed and specialized casework skills training including increased hands-on experience.
  - Provide on-the-job field experience with a case from start to finish.
  - Provide early supervision and periodic review of cases.
  - Provide clear training on how to complete and use required forms.
- **Train staff to adequately serve children and families by providing detailed and specialized skills needed to implement job responsibilities.**
    - Develop a users guide for completing paperwork requirements.
    - Provide early and ongoing supportive supervision.
    - Provide training in social history development, including when to complete and when to update.
    - Teach case managers to access, review and incorporate Child Protective Service records for a more complete social history.
    - Train case managers to recognize the need for psychological evaluations and specialized assessments for children and parents and to identify issues for the child during EPSDT.
    - Provide training in permanency plan development that addresses the needs and problems identified in the assessment of needs.
    - Teach case managers about appropriate goal planning, including Adoption and Safe Families Act requirements.
    - Provide case managers with a directory of resources that are available within their region and instructions on how to access needed services.
    - Provide training in court policy and procedures, including understanding court documents and preparing court testimony.
    - Provide computer training earlier in TNKIDS, including how to print needed screens.
    - Train case managers on effective interview techniques when working with families or when dealing with difficult parents or children in crisis.
    - Provide training in specialty areas including special education, cultural competency, interstate compact for placement, adoption procedures, and transitioning children from placement to placement or to adult mental health or mental retardation/developmental disabilities systems.
    - Provide training in time management, crisis management, and organization skills.

## Recommendations For Additional Resources

- **Increase early intervention and prevention services to reduce the risk of custody.**
  - Improve collaboration efforts between schools, courts, families, and other child-serving agencies.
  - Provide intervention or prevention services earlier to reduce the risk of custody.
  - Provide additional programs and services to address substance abuse issues for children and families.
  - Seek and utilize relatives and provide in-home services as needed.
  - Develop truancy prevention services and programs.
  - Develop programs for effective reduction in adolescent crime.
  
- **Provide adequate placement resources to provide appropriate out-of-home placements in a timely manner as close to home as possible.**
  - Recruit regular and therapeutic foster homes in every county.
  - Increase the number of statewide Level II and III residential placements for male and female adolescents.
  - Increase the number of statewide alcohol and drug programs for children and parents.
  - Increase the number of programs/placements statewide for older and younger children, male and female, who need sex offender treatment.
  - Provide optional placements for children needing gradual reintroduction into family and community settings.
  - Establish additional Independent Living Programs.
  - Increase the placement options for children with dual diagnoses/co-occurring disorders, and children diagnosed with mental retardation.
  - Adequately prepare children for transition to adult mental health or mental retardation/developmental disabilities systems, if applicable.
  
- **Expand home/community resources required to address the needs of the child and/or family.**
  - Develop collaborative arrangements with other state, local, and private agencies to ensure funding provides infrastructure required to support community resources purchased with wraparound or flexible funds.
  - Expand the base of mental-health services at the provider level, including psychiatrists, psychological examiners, child psychologists, and other counselors.
  - Improve access to mental health services at the level of intensity needed, including increased counseling sessions by qualified providers specializing in children's mental health issues.
  - Provide substance abuse services for children and parents.

- Enlarge the pool of flexible funds to provide intensive wraparound supports that fit the child and family, and provide more flexibility for access.
  - Increase the funding for services for parents who do not have the financial means to comply with the permanency plans.
  - Increase respite care services for the child and family.
  - Provide better access to child and family support services, including parenting classes, recreational activities, mentoring, housing assistance, transportation assistance, career planning, tutoring, vocational guidance and testing, after-school programs, day care, etc.
- **Continue the CPORT evaluation to provide an independent mechanism for systems improvement in the following:**
    - Department of Children's Services
    - TennCare/Health Services
    - TennCare Partners/Mental Health Services
    - Families First
    - Education/Special Education
    - John B. EPSDT Litigation
    - Brian A. Child Welfare Litigation

The following information summarizes findings for the state sample of 349 cases reviewed by the CPORT process in 2001:

### **Demographic Information on Cases Reviewed**

- Reported annual household income for 54 percent of the families of children in custody was less than \$15,000; 17 percent reported incomes between \$15,000 to 24,999.
- Thirty-seven percent of the parents of children in custody had some 9-12<sup>th</sup> grade education reported, but had not graduated from high school.
- The greatest number of petitions was filed by the Department of Children's Services/ Department of Human Services (58 percent).
- The majority of children were adjudicated Dependent/Neglect (72 percent).
- Children exhibiting behavior problems (33 percent) and neglect by caretaker (29 percent) were the main reasons for children to enter custody.
- A substantial number of children were in foster placements, including regular and therapeutic custodial department foster homes and regular and therapeutic contract foster homes (40 percent).
- The majority of children in care were age 13 and over (57 percent).
- The majority of children in custody were Caucasian (55 percent).
- The majority of children in custody were male (55 percent).
- A little over one in three children (37 percent) had a formal mental health diagnosis.
- Thirty percent of children had remained in custody too long.

**Critical Issues:** Children and family conditions that contributed to the risk of children entering or remaining in custody included:

- Sixty-seven percent (67 percent) of the children had little or no relationship with their fathers.
- Sixty-one percent (61 percent) of the children had parents who were or had been incarcerated.
- Fifty-seven percent (57 percent) of the children had parents with substance abuse issues.
- Forty-two percent (42 percent) of the children had been allegedly sexually or physically abused (17 percent sexually abused, 13 percent physically abuse, 12 percent both sexually and physically abused).
- Thirty-four percent (34 percent) of the children had experienced domestic violence in the home.
- Thirty-two percent (32 percent) of the children had little or no relationship with their mothers.
- Twenty-eight percent (28 percent) of the children have substance abuse issues, 68 percent of the children adjudicated delinquent, and 37 percent of the children age 13 and over.

#### **CPORT Findings: Status of the Child/Family**

- Most children in custody were in a positive status (84 percent).
- Most children were safe from harm (93 percent).
- The emotional well-being of most children in custody was adequately addressed (87 percent).
- The physical well-being of the great majority of children was adequately addressed at the time of the review (95 percent).
- Most children were placed with adequate caregivers (94 percent).
- Most children were in stable placements not likely to disrupt (88 percent).
- Most children were in the least restrictive, most appropriate placement to meet their needs (90 percent).
- For most children, the system had identified an appropriate permanent goal (91 percent).
- When appropriate, 80 percent of the families were receiving services to remain intact or to reunify.
- Most children were making progress in education or a vocation (86 percent).
- The lowest indicator was in family satisfaction (57 percent adequate).
- The status of children/families was more likely to be positive overall if child were age 5 and under, adjudicated dependent/neglect, and in foster placement.
- There were no major differences in the status of the child/family based on gender, or race.

#### **CPORT Findings: Adequacy of Service System Functions**

- In most cases the system adequately identified the long-term view for services (85 percent).

- The system was engaging most children in the planning and implementation of services, if age appropriate (90 percent).
- The system engaged most families in the planning process (89 percent).
- Efforts were made to provide home- and community-based services for most children and families (95 percent).
- In most cases the system was able to respond to problems of an urgent nature (93 percent).
- Most children were achieving progress (89 percent), especially younger children.
- Advocacy for children and families was 78 percent adequate.
- The majority of families were achieving progress (55 percent), a decline from past year.
- Supportive intervention was provided to achieve the permanent goal (81 percent).
- Areas of deficiency in system performance included Assessment of Needs (65 percent), Permanency Plan Design (58 percent), Service Coordination (69 percent), and Progress Achieved-Family (55 percent).
- The service system functioned adequately to meet the needs of child/family (39 percent).
- There were no major differences in the adequacy of service system functions based on age, gender, residence, or adjudication.

### **CPORT System Observations**

Content analysis of strengths and performance issues across 12 Community Service Agencies revealed common strengths and weaknesses.

### **Strengths Identified Statewide**

- Most children were appropriate for custody at the time of custody.
- Efforts were made to place siblings together.
- Most children were in the least restrictive, most appropriate placement to meet their needs.
- The majority of children were in placements close to home or in the CSA region.
- In most cases the TNKIDS extract contained accurate information.
- The majority of foster homes were high quality and very committed to children, and many are willing to adopt.
- Most children were receiving current Early and Periodic, Screening, Diagnosis, and Treatment services.
- Substantial services had been provided in an effort to prevent custody.
- Most children needing special education services were receiving them.
- There was an overall reduction in children experiencing lengthy stays (30 days or more) in detention/emergency shelter/diagnostic shelter awaiting a placement.

### **Weaknesses Identified Statewide**

- The assessment of needs identified for children/families was often inadequate.

- Many Permanency Plans were inadequate, not addressing current issues/service needs of child and family.
- Service coordination and communication between various system components were often inadequate.
- Many children experienced multiple placements (four or more).
- Almost half of the children had experienced a change in case managers within the past 12 months because many case managers possessed 12 months or less experience and other case managers were reassigned.
- Many children stayed in custody too long.
- Many case managers carried caseloads of 25 or more.
- Truancy or other school problems were major factors contributing to custody for a number of school-age children.
- A number of children experienced multiple custodies, in some cases three or more times.
- A number of children received in-home services/crisis intervention but still entered custody.

### **TennCare/TennCare Partners/MCO/BHO/EPSTD Issues**

There were TennCare problems statewide, with the most problems reported in Knox County, East Tennessee, Southeast, Upper-Cumberland, and South Central. TennCare issues included the following:

- There were delays in receiving dental services due to an inadequate provider network, and in some cases children had to travel outside a 30 mile radius to see a dentist.
- There were delays in medical services due to an inadequate provider network.
- In some cases coverage was denied, including prescription medications, special services, and special medical supplies.
- There were lapses in services due to failure to transition children in TennCare when custody ceased, or when placement changed.
- In some cases children had to travel over 30 miles to receive dental or medical services.
- Some children were adversely affected by the conversion to TennCare Select.

### **Summary of CAFAS Findings**

The Child and Adolescent Functional Assessment Scale (CAFAS) is a separate measure used to assess the child's psychosocial functioning and has been adopted by several other states for evaluating state-served children. The assessment tool contains five psychosocial subscales that apply to the child: role performance (school, home, or community), behavior toward self/others, moods (emotions, self-harmful behavior), thinking, and substance use. To each of the scales, the CAFAS applies a four-level rating system that is used to indicate the degree of dysfunction manifested in each area. The higher the rating, the more severe the level of dysfunction. The level of functioning is expressed in terms of degree of impairment, rated as severe, moderate, mild, or minimal/no impairment.

The total sample consisted of 274 children (those age eligible and with a completed CAFAS). Of the 274 cases, 66 percent of the children were rated as impaired in at least one of the five areas, with 46 percent receiving impaired ratings in two or more areas. Forty-three

percent of the children rated a moderate or severe impairment in at least one area. Among the cases reviewed, the two domains with the most problems in functioning reported were role performance (the effectiveness with which the child fulfills the roles most relevant to his or her place in the community) and behavior toward self or others. Overall, the CAFAS total scores indicated the following treatment needs for the sample population of children and youth in state care: 44 percent, supportive intervention; 25 percent, short-term treatment (up to 6 months); 15 percent, periodic treatment over a 6-24 month period; and 16 percent, long-term treatment (1-5 years).

### **Summary of CBCL Findings**

The Child Behavior Checklist (CBCL) is an assessment tool designed to record in a standardized format children's competencies and problems as reported by their parents or caregivers, teachers, and the youth (age 11-18). The CBCL is also designed to identify syndromes of problems that tend to occur together either as externalizing or internalizing behaviors. A CBCL was completed on 259 children in the CPORT sample. The CBCL was completed either by the parent, if the child was residing in the home, or the caregiver where the child was placed and had resided for at least 2 months. Thirty-three percent of the children ages 6-18 were identified with internalizing behaviors at the borderline clinical or clinical level. Internalizing behaviors included syndrome scales designated as withdrawn, somatic complaints, anxious/depressed. Forty-three percent of the children were identified with externalizing behaviors at the borderline clinical or clinical level. Externalizing behaviors included aggression and delinquent behavior. Social, thought, attention, and "other" problems contribute to total problems along with the internalizing and externalizing profiles.

Twenty-two percent of the children between ages 18 months to five years were identified with internalizing behaviors at the borderline clinical or clinical level; 22 percent were identified with externalizing behaviors at the borderline clinical or clinical level.

### **Conclusions**

The CPORT process provides significant qualitative and quantitative information about the status of children and families and service system performance. The 2001 results indicate the overall status of children remained the same as last year (84 percent), with a slight decline on two essential indicators. Overall most children are in a positive status, but the emotional well-being indicator continues to be the primary factor in defaulting the overall status of the child to negative. The 13 percent of children rated inadequate in emotional well-being needed services to address issues of physical/sexual abuse, grief/separation/loss, and/or abandonment, especially for children ages 13 and over. While only 7 percent of the children in custody were adjudicated unruly, these children were least likely to receive services to address their emotional well-being.

In 1999 the system functioned adequately 46 percent of the time, a considerable improvement over 1998 (33 percent), but in 2000 the overall service system function declined by 4 percentage points to 42 percent and declined again in 2001 to 38 percent. The

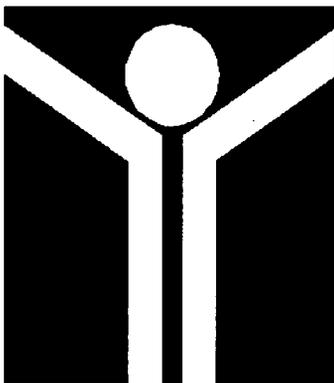
assessment indicator for identifying the needs of children and families was the lowest ever (65 percent), especially inadequate for children ages 13 and over, and showed major variations by residence with assessments better for children in family or group placements, but weaker for children in foster placements. Assessments were better for children adjudicated delinquent than dependent neglect. This most essential indicator that correlates to other essential system functions had been a strength from 1994 to 1997. The weakest system function was permanency plan design (58 percent adequate), especially for children adjudicated dependent neglect. Inadequate assessments and permanency plans contributed to inadequate progress achieved by the family, especially the families of children in foster or group placements.

Service coordination is another area that needs attention. In 2001 there was adequate continuity and coordination in the provision of services 69 percent of the time. Over the last eight years service coordination has fluctuated from as low as 52 percent in 1994 (the initial baseline year) to a high of 71 percent in 2000. During those same years there have been frequent changes in the service delivery model. The single case managers will hopefully provide continuity and coordination in the provision of services if they are trained in the best practice principles. A single point of coordination, interaction, and accountability is necessary to plan, implement, monitor, modify and evaluate essential services and document results for a family and child regardless of the number of agencies/providers involved. The person filling this role should have the competence necessary to perform essential functions for the family based on the complexity of the case. This person should be able to advocate on behalf of the child and family without conflicts of interest. Collaboration and communication are necessary to achieve and sustain a coordinated and effective service process.

Family satisfaction is not always an indicator of the quality of services received, but families were satisfied with services only 57 percent of the time. Families were the most satisfied when children remained in the home with the appropriate wraparound services for successful reunification, or when the children were in foster placements and they were receiving services for the children to return home. There were differences in satisfaction based on race with families of children who are Caucasian less satisfied than families who are African American. Families of children in group placements or adjudicated unruly were the least satisfied of all.

A more family-centered approach built on a foundation of good practice, clear goals, and outcomes that are individualized and central to the children and their families would be more effective in attaining the desired outcomes.

The CPORT process has systematically documented the status of children and the performance of the service delivery system as it continues to evolve in Tennessee. It is an important vehicle for both documenting and stimulating positive system change. The process serves as both a road map and a compass. It shows us where we are and points us in the direction we need to go for continuous improvement in the delivery of services to children and families.



## **Tennessee Commission on Children and Youth Children's Program Outcome Review Team 2001 Evaluation Results**

### **Introduction**

In its eighth year of evaluating children's services, the Children's Program Outcome Review Team (CPORT), under the direction of the Tennessee Commission on Children and Youth (TCCY), continued to collect and analyze data to improve implementation of service delivery to children and families involved in state custody. The CPORT evaluation collected and organized essential information about the population of children served, needs of the children and families, and the system's ability to adequately perform functions to meet the needs of the children and families it serves.

The CPORT evaluation uses the "service testing" method, also referred to as "quality service review," for measuring service delivery outcomes. Service testing is similar to consumer product testing with the following objectives: 1) to determine how well individual consumers are doing in areas related to the services received, and 2) to determine how well system service functions worked in those cases. Service testing is a form of case study that combines evidence gathered through documentary analysis, interviews, and observations to render findings for individuals and for the system as a whole, based on the experience of those individuals. The purposes are to provide a tool that promotes overall quality improvement in providing services to children and families to stimulate change and to instill principles of good practice.

The Tennessee Commission on Children and Youth employs a core group of 12 full-time, trained reviewers whose sole function is to conduct reviews for the CPORT evaluation. Each reviewer possesses an average of 12 years of individual employment experience related to providing services to children. Their varied backgrounds include social services, community health, mental health, and education. All possess experience in children's services and experience with the juvenile court.

The CPORT evaluation process is funded through the Department of Children's Services, and the funding for the evaluation is derived from the following:

- 7 percent Title IV-E foster care and adoption;
- 4 percent Title IV-B;
- 15 percent Social Services Block Grant (SSBG);
- 7 percent TennCare administration;
- 25 percent TennCare treatment; and
- 42 percent unmatched state funds.

Reviews for 2001 began February 12, and involved 45 to 60 randomly selected cases in each of the 12 Community Service Agency regions. Data for 2001 were reflective of the population of children in the custody of the Department of Children's Services. Children are assigned a home county case manager responsible for completing an assessment on the child and family and developing the permanency plan based on the needs identified in the assessment. A residential case manager is also assigned to the child and provides the primary face-to-face contact with children in out-of-home agency placements. During 2001, the Department of Children's Services began to transition children to a single case manager responsible for the child and family with an assessment team component to assist in the assessment of the strengths and needs of the child and family. The assessment team, the case manager and other key participants (including the child, if age appropriate, and the family) collaborate in the development of a Permanency Plan in a Permanency Plan Staffing to achieve the desired permanency goal. In a number of cases reviewed in 2001, a residential case manager was still assigned as the liaison between the child and the placement.

At the beginning of 2001, Tennessee had 11,000 children in custody, a decrease of 286 compared to 2000, which had decreased approximately 500 children compared to 1999. To evaluate the outcomes for a representative sample of children served by the state, the sample size was predetermined in order that the results of the case review process would be statistically significant at the 85 percent level of confidence with +/-15 percent accuracy for each regional sample. The number of cases reviewed statewide is designed to be statistically significant at the 95 percent level of confidence with +/-5 percent accuracy for the state sample. These estimates indicate that a sample size of 580 children for the regional distribution of results and 349 children for the statewide distribution of results would be sufficient in reflecting the target population.

Pertinent information was collected utilizing a special instrument called a protocol. The protocol contained a series of in-depth structured interviews, and each interview contained a set of questions regarding the status of the child and family, the functions of the service delivery system, demographics, and TennCare implementation. Interviews were conducted with the following: child (if age appropriate), parent(s), custodial department worker(s), caregiver(s) (foster parent or direct care staff in a group facility), court representative(s), teacher(s), and other relevant service providers. The case records were reviewed. Permanency Plans, social

histories, psychological evaluations, and court orders were copied and reviewed. The majority of information was collected through the interview process. Deductive conclusions were made based on the information given by the interview participants within the system providing services and the consumers receiving the services.

Before summarizing case studies, the reviewers answered questions that led to summative conclusions regarding the status of the child and the functioning of the system on the indicators listed below. The indicators marked with an asterisk were deemed essential by the Interdepartmental Design Team that developed the original CPORT protocol. Consequently, all asterisked items had to be positive for an overall positive or adequate. (See Appendix G for questions related to all indicators.)

| <b>Status of Child/Family</b>     | <b>Service System Functioning</b>            |
|-----------------------------------|--|
| 1. Safety*                        | 1. Assessment*                               |
| 2. Emotional Well-being*          | 2. Long-term View*                           |
| 3. Physical Well-being*           | 3. Child Participation*                      |
| 4. Caregiver Functioning*         | 4. Family Participation*                     |
| 5. Stable Home                    | 5. Service Plan Design*                      |
| 6. Permanence                     | 6. Service Plan Implementation*              |
| 7. Appropriateness of Placement   | 7. Service Coordination*                     |
| 8. Educational Progress           | 8. Monitoring/Change*                        |
| 9. Family Unification             | 9. Advocacy                                  |
| 10. Independent Living (ages 13+) | 10. Early Child and Family Intervention      |
| 11. Child Satisfaction            | 11. Home and Community Resources             |
| 12. Family Satisfaction           | 12. Placement Resources                      |
| 13. Overall Status                | 13. Supportive Interventions to Achieve Goal |
|                                   | 14. Urgency Response                         |
|                                   | 15. Progress Achieved-Child                  |
|                                   | 16. Progress Achieved-Family                 |
|                                   | 17. Overall Adequacy                         |

By December 7, 2001, a total of 580 cases were reviewed. The data was then summarized regionally and compared to the cases randomly selected for statewide analyses (349 cases).

In addition to compiling individual case data, reviewers identified service system strengths, noteworthy accomplishments, and emerging system performance issues observed in the cases reviewed in each region.

The statewide distribution of results for 2001 were compared to the data collected in previous years. The data presented here demonstrate changes over time. The following information summarizes findings for the entire eight years of CPORT history.

## Children's Program Outcome Review Team Results

### Demographic Information on Cases Reviewed

Children are brought before the juvenile court as the result of the filing of a petition. Petitions are filed by members of the community, or stakeholders involved with children's services related to the abuse, neglect, or behavior problem of the child. Children can have multiple petitions before entering custody.

- The greatest number of petitions was filed by the Department of Children's Services (or the Department of Human Services prior to consolidation), followed by law enforcement and juvenile courts. Fifty-eight percent of the petitions were filed by DCS. The percent filed by parents has remained the same for four years. The percent of petitions filed by the courts decreased from the high of 14 percent in 2000 to 11 percent in 2001. Petitions filed by law enforcement increased from 10 percent in 2000 to 13 percent in 2001.

| Petitions Filed By (in percent)    | '94 | '95 | '96 | '97 | '98 | '99 | '00 | '01 |
|------------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|
| Department of Human Services / DCS | 41  | 50  | 47  | 49  | 57  | 59  | 55  | 58  |
| Parents                            | 21  | 15  | 11  | 11  | 8   | 8   | 8   | 8   |
| Law Enforcement                    | 9   | 10  | 11  | 10  | 13  | 14  | 10  | 13  |
| Courts                             | 7   | 8   | 10  | 10  | 9   | 9   | 14  | 11  |
| Other                              | 22  | 17  | 21  | 20  | 13  | 10  | 13  | 10  |

The "Other" category includes relative/family, neighbor/friend, victim, school, mental health professional, CSA, DYD, DMHMR, Placement, and TPS.

- The majority of children were adjudicated Dependent/Neglect.
- The percentage of children adjudicated unruly remained in single digits.

| Adjudication (in percent) | '94 | '95 | '96 | '97 | '98 | '99 | '00 | '01 |
|---------------------------|-----|-----|-----|-----|-----|-----|-----|-----|
| Dependent/Neglect         | 57  | 68  | 67  | 65  | 68  | 72  | 68  | 72  |
| Unruly                    | 21  | 15  | 12  | 12  | 9   | 5   | 8   | 7   |
| Delinquent                | 22  | 17  | 21  | 23  | 23  | 22  | 24  | 21  |

The percent of dependent/neglect adjudications increased from 2000 to 2001 as unruly and delinquent adjudications decreased.

Unruly adjudications had continued to decrease from 15 percent in 1995 to 5 percent in 1999, but in 2000 unruly adjudications increased to 8 percent. In 2001 they went back down, to 7 percent. Since 1996, the courts have been restricted from committing a child adjudicated unruly to the custody of DCS unless the child is referred to the department's juvenile-family crisis intervention program (FCIP) for review and intervention. The FCIP would then certify to the court that there is no other alternative than to place the child in custody. The FCIP has had a positive impact in this area.

Most delinquent offenses can be categorized into five levels ranging from the least serious to the most serious:

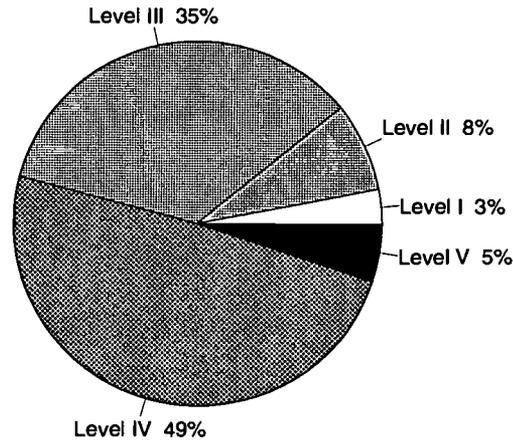
- Level I includes violation of Drug Free Youth Act, violation of probation, violation of aftercare.
- Level II includes evading arrest, aggravated criminal trespass, resisting stop/search/frisk, joyriding, unauthorized use of vehicle, criminal trespass, breaking and entering, contempt of court, vandalism, mischief, petit larceny, shoplifting, DUI, driving without license, disorderly conduct, indecent exposure, public intoxication, giving false information to police, criminal impersonation, traffic violations
- Level III includes assault, possession of controlled substance, other drug offense, attempt to commit felony, escape, grand larceny, burglary, motor vehicle theft, burglary of vehicle, theft of property, reckless endangerment, forgery, credit card fraud, harassment, receive/conceal stolen property.
- Level IV includes aggravated assault, accessory to homicide, sexual battery or other sex offense, weapon in school, arson or attempted arson, carrying weapon, aggravated burglary, sale of controlled substances, attempted kidnapping.
- Level V includes criminal homicide, voluntary manslaughter, aggravated rape, rape, kidnapping, attempted homicide, aggravated robbery, robbery, and sexual abuse of a child.

In 2001 most offenses were in the Level IV category, compared to previous years when most were in Level III.

| Level of Offense<br>Delinquent<br>Adjudications<br>(in percent) | '99 | '00 | '01 |
|---|-----|-----|-----|
| Level 1   | 0   | 5   | 3   |
| Level 2   | 1   | 2   | 8   |
| Level 3   | 51  | 44  | 35  |
| Level 4   | 32  | 38  | 49  |
| Level 5   | 16  | 11  | 5   |

Fifty-four percent of those adjudicated delinquent fell into Levels IV and V combined.

## Level of Offense for Delinquent Adjudications



Females had committed offenses in all levels except Level V, the most serious offenses. Over a fourth of the delinquent children had experienced custody more than once; three times was the maximum number reported.

- Children enter custody for a variety of reasons: behavior problems, including delinquent and unruly behaviors; neglect by caretaker; abandonment; physical abuse; and sexual abuse.
- The percentage of children in foster placements, including regular and therapeutic custodial department foster homes, and regular and therapeutic contract foster homes, remained the same as last year at 40 percent. Group placements are any congregate living environment, and a continued increase was seen for 2001 in this type of placement. In almost all regions, the majority of the children in foster and group placements were placed either in their home county or within the CSA region. Overall, 90 percent of the children in custody were in the least restrictive, most appropriate placement to receive needed services. Comparisons by age and residence indicate younger children and children residing in family and foster placements were most likely to be in the least restrictive most appropriate placement. Refer to Appendix C for additional information.

| Placement (in percent) | '94 | '95 | '96 | '97 | '98 | '99 | '00 | '01 |
|------------------------|-----|-----|-----|-----|-----|-----|-----|-----|
| Family                 | 20  | 19  | 26  | 22  | 22  | 25  | 26  | 25  |
| Foster                 | 34  | 43  | 40  | 43  | 43  | 46  | 40  | 40  |
| Group                  | 39  | 32  | 29  | 25  | 30  | 23  | 27  | 28  |
| Runaway                | 9   | 6   | 5   | 10  | 5   | 6   | 7   | 7   |

The average number of placements for a child was 4.0, compared to 3.8 in 2000. Eight percent of the children had experienced 10 or more placements compared to last year's 6 percent. Children ages 13 and over experienced the greatest number of placements, an average of 5.1. Fourteen percent of the children ages 13 and over

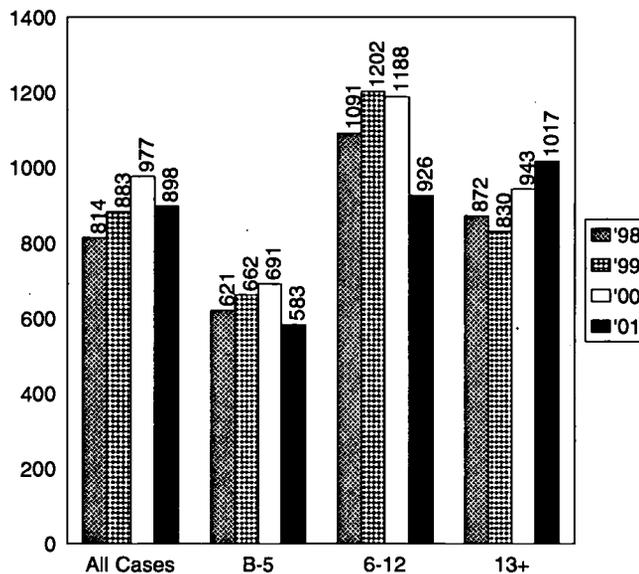
experienced 10 or more placements. Last year almost two-thirds of children on “runaway” status had run from group placements; in 2001 that figure was 56 percent.

- The majority of children in care were age 13 and over, as they have been every year. The mean age of the child was 11.5; the median age was 14.

| Age of the Child (in percent) | '94 | '95 | '96 | '97 | '98 | '99 | '00 | '01 |
|-------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|
| Birth to 5                    | 17  | 16  | 23  | 22  | 19  | 21  | 13  | 23  |
| 6 to 12                       | 18  | 24  | 21  | 22  | 24  | 24  | 27  | 20  |
| 13 plus                       | 65  | 60  | 56  | 56  | 57  | 55  | 60  | 57  |

- The length of stay for all children decreased except for those children in the 13+ age group. This year’s data indicate adolescents were staying in custody longer than any of the other age groups, an average of 1,017 days at the time of review. The past three years showed children age 6 to 12 staying longer in custody.

### Average Length of Stay by Age



- The racial breakdown of children in custody was:

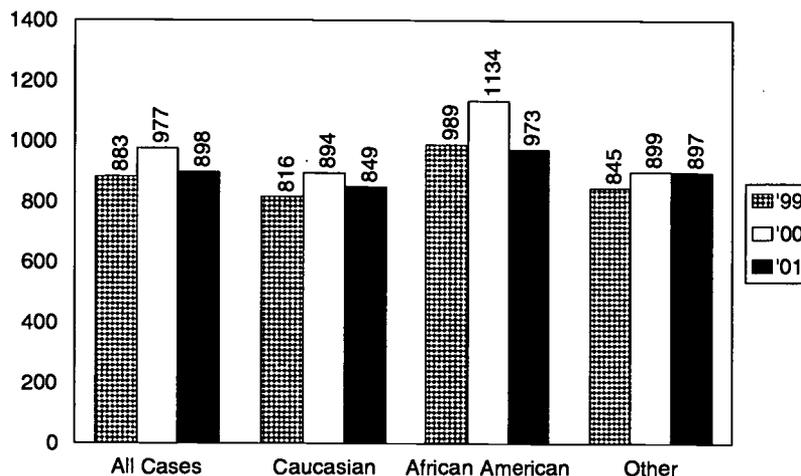
| Race of the Child (in percent) | '94 | '95 | '96 | '97 | '98 | '99 | '00 | '01 |
|--------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|
| Caucasian                      | 72  | 58  | 60  | 57  | 52  | 58  | 59  | 55  |
| African-American               | 25  | 34  | 35  | 38  | 41  | 35  | 34  | 36  |
| Other                          | 3   | 8   | 5   | 5   | 7   | 7   | 7   | 9   |

“Other” race includes Multi-racial, Biracial, Hispanic, Asian, Native American and all others.

The percent of African-American children in custody increased slightly as did the percent of children of "Other" race/ethnicity.

African-American children remained in custody fewer days than in previous years, though still longer than Caucasian children did, an average of 973 days compared to 849 days.

**Average Length of Stay  
By Race**



- The majority of children in custody were male.

| Sex of the Child (in percent) | '94 | '95 | '96 | '97 | '98 | '99 | '00 | '01 |
|-------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|
| Male                          | 58  | 54  | 57  | 59  | 59  | 53  | 60  | 55  |
| Female                        | 42  | 46  | 43  | 41  | 41  | 47  | 40  | 45  |

- Children Adjudicated Dependent/Neglect were equally male and female.
- Well over half of unruly children were female.
- Males adjudicated delinquent outnumbered females adjudicated delinquent four to one.

| Adjudication by Gender (in percent) | '94 | '95 | '96 | '97 | '98 | '99 | '00 | '01 |
|-------------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|
| Dependent/Neglected male            | 52  | 50  | 50  | 51  | 52  | 46  | 54  | 50  |
| Dependent/Neglected female          | 48  | 50  | 50  | 49  | 48  | 54  | 46  | 50  |
| Unruly male                         | 49  | 39  | 52  | 49  | 44  | 33  | 43  | 38  |
| Unruly female                       | 51  | 61  | 48  | 51  | 56  | 67  | 57  | 62  |
| Delinquent male                     | 82  | 81  | 82  | 90  | 83  | 83  | 82  | 79  |
| Delinquent female                   | 18  | 19  | 18  | 10  | 17  | 17  | 18  | 21  |

Critical issues for children adjudicated delinquent included: sexually active (71%), substance abuse issues (69%), parents with substance abuse issues (53%),

violence in the home (31%), psychiatric hospitalization (29%), allegedly sexually abused (26%), gang involvement (25%), and attempted suicide (25%). Refer to Appendix D for more information regarding critical issues by adjudication.

Sixty-five percent or almost two-thirds of the children adjudicated delinquent had a reported formal mental health diagnosis, compared to 28 percent of children adjudicated dependent/neglect.

Sixty-two percent of the children adjudicated delinquent were Caucasian and 34 percent were African American. Thirteen percent of the Caucasian children who were adjudicated delinquent resided in Youth Development Centers compared to 12 percent of the African-American children.

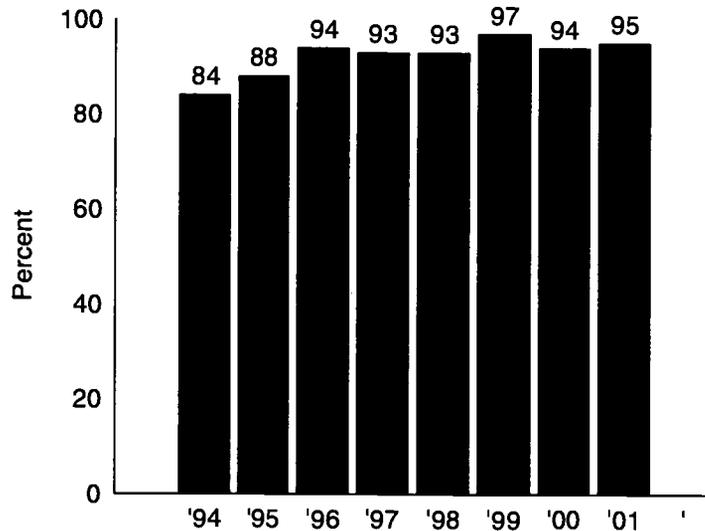
- Sixty-one percent of the children reviewed had parents who were or had been incarcerated, continuing a generally increasing trend over the years.

| <b>Incarceration of Parent(s)<br/>(in percent)</b> | <b>'94</b> | <b>'95</b> | <b>'96</b> | <b>'97</b> | <b>'98</b> | <b>'99</b> | <b>'00</b> | <b>'01</b> |
|--|------------|------------|------------|------------|------------|------------|------------|------------|
| All Cases  | 28         | 40         | 47         | 51         | 57         | 55         | 59         | 61         |
| Father   | NA         | 20         | 23         | 21         | 25         | 24         | 25         | 22         |
| Mother   | NA         | 10         | 14         | 14         | 15         | 15         | 14         | 16         |
| Both Parents                                       | NA         | 10         | 10         | 16         | 17         | 17         | 20         | 23         |

The father was more likely to be incarcerated (45 percent of all children in sample) than the mother (39 percent). Parents were incarcerated for a variety of offenses including drug charges.

- Ninety-five percent of the children were appropriate for custody at the time of custody.
- If needed services had been provided at the time of removal, it appeared custody could have been avoided for 5 percent of the children in 2001.

## If Provided Needed Services, Was State Custody Necessary?



Of the 5 percent of children where custody could have been avoided, 88 percent were adjudicated dependent/neglect, and 41 percent of those were age 5 and under.

While most children were appropriate for custody, approximately 30 percent remained in custody too long, an increase from 28 percent in 2000 and from 26 percent in 1999. The Adoption and Safe Families Act requires appropriate steps to terminate parental rights for children who stay in custody too long. Sufficient efforts for reunification must have been made to justify termination. Additional foster homes are required to fulfill the need for children awaiting adoption, because foster homes are often an older child's best hope for adoptive placement.

- Children were remaining in custody too long due to delays in termination of parental rights, in the adoption process, and in release from custody. In some cases, the window of opportunity to go home or be adopted had passed, and current circumstances and/or behaviors now prohibited release. For the year 2001, 30 percent of the children were in custody too long, continuing the trend of increases that began in 1996.
- Almost half of the children in custody too long needed either termination of parental rights or to complete adoption.

| <b>Custody Too Long<br/>(in percent)</b> | <b>'94</b> | <b>'95</b> | <b>'96</b> | <b>'97</b> | <b>'98</b> | <b>'99</b> | <b>'00</b> | <b>'01</b> |
|--|------------|------------|------------|------------|------------|------------|------------|------------|
| Percent of Cases                         | 20         | 26         | 22         | 24         | 28         | 26         | 28         | 30         |
| Those in custody too long:               |            |            |            |            |            |            |            |            |
| Need to Go Home                          | NA         | 49         | 4          | 4          | 2          | 2          | 2          | 4          |
| Needed Termination of Parental Rights    | NA         | 14         | 7          | 6          | 10         | 5          | 10         | 7          |
| Needed to Complete Adoption              | NA         | 1          | 7          | 6          | 5          | 10         | 6          | 7          |
| Needed to Be Released                    | NA         | 13         | 4          | 6          | 7          | 5          | 4          | 6          |
| Needed to Live Independently             | NA         | 0          | 0          | 1          | 1          | 0          | 0          | 1          |
| Other                                    | NA         | 0          | 0          | 1          | 3          | 4          | 6          | 5          |

Most of the children needing termination of parental rights or needing to complete adoption (14 percent) had been in custody 25 months or longer at the time of the CPOR review. The majority of these children have been in custody longer than four years.

The larger percentage of children who needed to complete adoption or needed termination of parental rights flipped back and forth in 1998, 1999, and 2000. In 2001 they were equally divided. Almost half of the children needing termination of parental rights or needing to complete adoption were ages 6 to 12. The custody too long issue continues to be an area of substantial concern.

## Critical Issues

Beginning with the 1995 reviews, children and family conditions that contributed to the risk of entering or remaining in custody were categorized under "Critical Issues" and added to the Preliminary System Observation reports (Refer to Appendix B). These are conditions or characteristics that influence the need for services. The process included summarizing the presence of these conditions when they were significant in a region. In 1997, the data summary process included documenting these issues in all cases. This information may also be used for identifying needed services for early intervention to prevent custody, and for programs and services necessary once entering custody.

## Characteristics of Children in Custody: Multi-Year Comparison

The following table is an extracted list of only those characteristics with consistently high percentages.

| <b>Characteristics (in percent)</b>                    | <b>'94</b> | <b>'95</b> | <b>'96</b> | <b>'97</b> | <b>'98</b> | <b>'99</b> | <b>'00</b> | <b>'01</b> |
|--|------------|------------|------------|------------|------------|------------|------------|------------|
| Children of parents with substance abuse issues        | NA         | NA         | 54         | 63         | 65         | 64         | 62         | 57         |
| Children having little or no relationship with father  | NA         | NA         | 54         | 65         | 61         | 63         | 65         | 67         |
| Children from single parent Families (mother)          | 43         | 44         | 44         | 50         | 46         | 41         | 43         | 45         |
| Children from homes below poverty level                | NA         | NA         | 38         | 40         | 41         | 42         | 43         | 39         |
| Children had a reported formal mental health diagnosis | 54         | 48         | 53         | 42         | 31         | 36         | 38         | 37         |
| Children having little or no relationship with mother* | NA*        | NA*        | NA*        | NA*        | NA*        | 14         | 35         | 32         |

\*Data was not collected until 1999

Sixty-seven percent of the children in the 2001 sample had experienced little or no relationship with their father, the highest yet. Little or no relationship with mother decreased from 35 percent in 2000 to 32 percent in 2001. The CPORT process has also identified children removed from relative caregivers, other than biological parents, and placed in custody. These issues strongly support the need for possible relative caregiver assistance to prevent custody, and for kinship care programs to maintain children with families.

The percentage of parents with substance abuse issues at 57 percent represents a continued decline since 1998. Parental substance abuse issues, however, cross age, race, and gender as one of the more frequent critical issues. These are certainly problems to be addressed by the system in providing prevention, education, intervention, and treatment services.

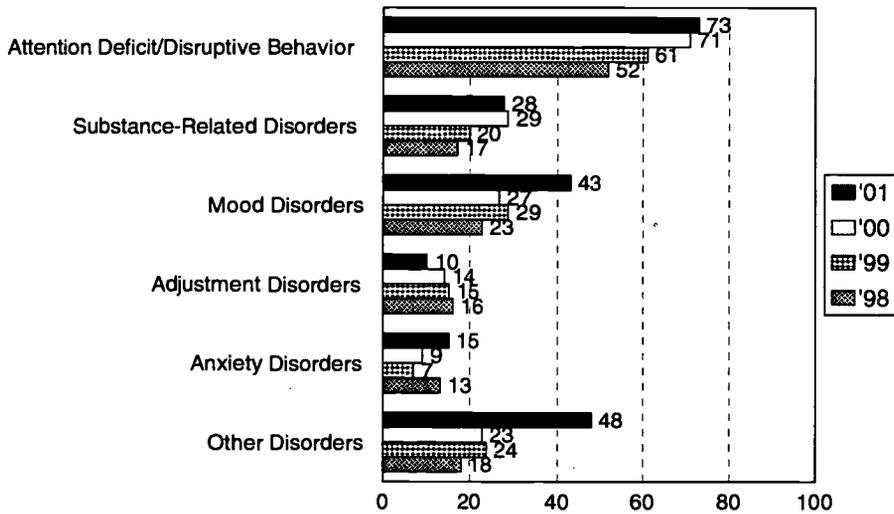
The critical issue of children diagnosed with learning disabilities appears in 17 percent of all cases. When split by various categories, it appears as a substantial issue for children who are ages 13+ (21 percent), in a group placement (22 percent), males (22 percent, twice as high as females), and children who are adjudicated delinquent (23 percent).

Refer to Appendix D for additional information regarding critical issues overall and by age, race, gender, residence, and adjudication.

The total number of children with a reported mental health diagnosis has improved slightly since the low in 1998, but is still considerably less than in 1994 through 1997. The major clinical diagnosis for children with a formal mental health diagnosis was Attention deficit/disruptive disorders (73%) (i.e., Attention-Deficit/Hyperactivity Disorder, Conduct Disorder, Oppositional Defiant Disorder). Forty-three percent of the children were diagnosed with mood disorders. Many of these same children could be identified as having dual diagnoses or co-occurring disorders. Forty-seven percent of the children have either a DSM mental health diagnosis or a substance abuse issue.

# DSM Diagnosis

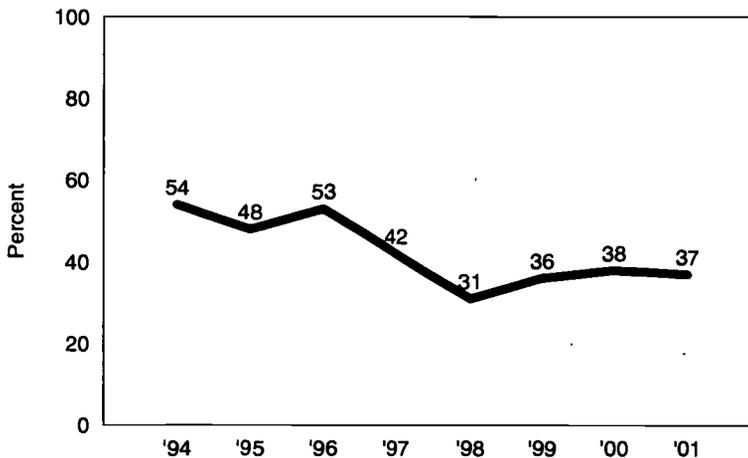
## Percent of Children with Diagnosis



“Other” included children diagnosed with learning/communication disorders, mental retardation, personality disorders, psychotic disorders, anorexia, Tourette’s syndrome, etc.

# Reported Formal Mental Health Diagnosis

## Statewide Cases



The mental health needs of children continue to go unrecognized/undiagnosed at the level previously identified in the years 1994 to 1997. A substantial number of children who needed psychological evaluations or other specialized assessments were not receiving them due to inadequate assessments of the child’s mental health needs

when the case managers did not recognize the need or did not request services in ways or using language likely to result in approval.

Supportive data is found in the category “Critical Issues” of children. The data indicate that 30 percent of the children age 13 and over experienced psychiatric hospitalizations, 27 percent had suicidal ideations or attempted suicide, 34 percent had been sexually abused, and 28 percent physically abused. Thirty-seven percent of the children age 6-12 had been sexually abused, 28 percent physically abused, and 21 percent of these children had been abandoned. Twenty-nine percent of the delinquent children had experienced psychiatric hospitalizations, 26 percent had been allegedly sexually abused, and 25 percent had suicidal ideations or attempted suicide.

The Child and Adolescent Functional Assessment Scale results indicate an additional 30 percent of the children with substantial psychosocial impairment have no mental health diagnosis.

While in most cases children are receiving the necessary EPSDT well-child screening, EPSDT should be better utilized to obtain authorization for needed psychological evaluations and other specialized assessments, as well as to access treatments identified as needed through the screening process.

### **CPORT Findings: Status of the Child/Family**

The overall status of the child/family was 84 percent positive in 2001, as it was in 2000.

| <b>Child/Family (in percent)</b>   | <b>'94</b> | <b>'95</b> | <b>'96</b> | <b>'97</b> | <b>'98</b> | <b>'99</b> | <b>'00</b> | <b>'01</b> |
|--|------------|------------|------------|------------|------------|------------|------------|------------|
| Children reviewed in an overall positive status                          | 74         | 75         | 79         | 83         | 81         | 87         | 84         | 84         |
| Safety of children positive  | 91         | 93         | 92         | 93         | 95         | 95         | 93         | 93         |
| Children's physical well-being addressed                                 | 95         | 94         | 96         | 95         | 99         | 98         | 97         | 95         |
| Children placed with adequate caregivers                                 | 90         | 92         | 91         | 94         | 94         | 96         | 93         | 94         |
| The child's emotional well-being addressed                               | 78         | 78         | 82         | 84         | 85         | 90         | 88         | 87         |
| Families receiving services to remain intact or to reunify with children | 58         | 62         | 66         | 68         | 60         | 74         | 80         | 80         |
| Families were satisfied with Services received                           | 85         | 59         | 67         | 69         | 65         | 70         | 68         | 57         |

Children placed with adequate caregivers and the safety and physical well-being of children remained strengths.

The emotional well-being of the child had improved from 1994 (78%) until 1999 (90%). This indicator decreased slightly each year since then, to 88 percent in 2000 and again to 87 percent in 2001. The emotional well-being indicator continues to be the primary factor in defaulting the overall status of the child to negative.

Children who were rated negative in emotional well-being most frequently were in need of treatment because of issues related to abandonment, separation and attachment, grief and loss, and/or sexual or physical abuse. Services to address these issues were not always being provided, and/or not recognized as a treatment need. Many children with a history of sexual or physical abuse or behavior problems needed a psychological evaluation; however, they had not received one because the case manager had not requested one, as the need was not recognized. Consequently, children were not always able to access needed mental health services.

CPORT results indicate improvements in a more focused approach in providing services to families, but family satisfaction appeared to be the greatest overall deficiency, at 57 percent, down from 68 percent in 2000, and the lowest satisfaction rating yet. Families least satisfied were those with children adjudicated unruly. In some regions across the state case managers expressed the need for training in how to engage families. Families least likely to achieve progress were those families with children residing in foster placements. Children placed at home with their families were least likely to have an adequate permanency plan to address their needs, but more likely this year to have an adequate assessment of their needs. Forty-three percent of the families were not satisfied with the system because they were not receiving appropriate services at the level needed in a timely manner.

The complete results for the Status of the Child/Family are presented in Appendix C.

### CPORT Findings: Adequacy of Service System Functions

| System Adequacy (in percent)   | '94 | '95 | '96 | '97 | '98 | '99 | '00 | '01 |
|--|-----|-----|-----|-----|-----|-----|-----|-----|
| Service system functioned adequately overall to meet needs of child/family | 31  | 40  | 46  | 51  | 33  | 46  | 42  | 39  |
| Assessment of needs of child/family  | 75  | 80  | 86  | 86  | 73  | 70  | 68  | 65  |
| Service plan design  | 64  | 63  | 71  | 72  | 48  | 63  | 63  | 58  |
| Service plan implementation  | 63  | 66  | 67  | 73  | 69  | 79  | 78  | 79  |
| Service coordination   | 52  | 61  | 65  | 70  | 59  | 67  | 71  | 69  |
| Monitoring/change  | 52  | 61  | 66  | 72  | 60  | 74  | 80  | 84  |
| Supportive intervention for children to achieve permanent goal             | 55  | 64  | 65  | 72  | 64  | 76  | 76  | 81  |
| Progress achieved by family  | 80  | 50  | 56  | 56  | 52  | 55  | 59  | 55  |

Overall, the system performed adequately 39 percent of the time, a decrease from 42 percent in 2000, which had been a decrease from 46 percent in 1999. While the system's ability to identify and assess child and family problems had been a strength from 1995 to 1997, this performance area began to decline in 1998 and continued to decline to 65 percent in 2001, the lowest performance ever on this indicator. These results mean that over one-third of the children in custody received an inadequate assessment of their needs. The problems included incomplete social

histories or no social histories; children needing psychological evaluations but not receiving them; and/or children not receiving appropriate follow-up evaluations, such as developmental, speech and language, alcohol and drug, and psycho-educational assessments. Some of these problems can be attributed to inadequate training in developing a thorough social history or recognizing the need for additional assessments. Inexperienced case managers, turnover, and case manager reassignments also adversely impacted assessments. DCS had begun implementing regional assessment teams in 2001. It will take time for the full benefit of this change to be reflected in CPORT results.

The assessment of needs was weakest for children in the 13+ age group, or in foster placements. That same age group was also staying longer in custody than in previous years and, for the first time, longer than children ages 6-12. In addition, parents were not receiving adequate assessments that would assist the case manager in determining the appropriate service needs for children to return home.

Service plan design (58 percent adequate) decreased from last year and continued to be the weakest indicator contributing to the overall system inadequacy. The permanency plans failed to address child or family needs, were out of date, contained inappropriate goals, were not individualized, or listed inappropriate services or strategies to obtain desired outcomes for children and families. In some cases there was no plan. Service plan design was weakest for children adjudicated dependent neglect.

Service coordination decreased from 71 percent in 2000 to 69 percent in 2001. For 31 percent of the children and families, coordination was inadequate either between the Home County Case Manager and the Residential Case Manager (RCM), or between the case managers, placements, and families. Problems included inconsistency regarding the goals of the case, difficulties in obtaining needed records and information, lack of coordination or sharing of information, and fragmentation of knowledge of needs of child and family. In most cases the caseloads were still above 25 (the number of cases suggested by CWLA considered to be a manageable caseload). The dual system generated a lack of continuity of care and no single point of responsibility or understanding of the case. Transition to a single case manager had an initial impact on the continuity of care with reassignments of the RCMs. A single case manager is a better program model for the long term. These deficit areas also contributed to inadequate progress achieved by the family, and children remaining in custody too long.

Supportive intervention for children to stay or return home was 81 percent for 2001, an increase from the 76 percent the previous two years. Progress achieved by family was the weakest of the non-default indicators and generally correlates to supportive intervention to achieve the permanent goal. Progress achieved by the family remains a concern. There is a need for family support services of sufficient scope and intensity to remediate or to prevent escalation of problems and to keep the child and family together. Families of children age 13+ were more likely to achieve progress than the families of younger children. There were major variations by residence and adjudication. Families of children placed at home were more likely to

achieve progress than families of children in foster placements. But the families of children adjudicated delinquent were much more likely to achieve progress than families of children adjudicated dependent neglect or unruly.

Advocacy for children in custody and their families was 78 percent in 2001, the highest yet. Advocacy was weakest for children ages 6-12, or adjudicated Dependent/Neglect.

The complete results for the Adequacy of Service System Functions are presented in Appendix C.

## **CPORT System Observations**

Content analysis of strengths and performance issues across 12 Community Service Agencies revealed common strengths and weaknesses.

### **Strengths Identified Statewide**

- Most children were appropriate for custody at the time of custody.
- Efforts were made to place siblings together.
- Most children were in the least restrictive, most appropriate placement to meet their needs.
- The majority of children were in placements close to home or in the CSA region.
- In most cases the TNKIDS extract contained accurate information.
- The majority of foster homes were high quality and very committed to children, and many were willing to adopt.
- Most children were receiving current EPSDT screenings.
- Substantial services had been provided in an effort to prevent custody.
- Most children needing special education services were receiving them.
- There was an overall reduction in children experiencing lengthy stays (30 days or more) in detention/emergency shelter/diagnostic shelter awaiting a placement.

### **Weaknesses Identified Statewide**

- The assessment of needs identified for children/families was often inadequate.
- Many permanency plans were inadequate, not addressing current issues/service needs of child and family.
- Service coordination and communication between various system components were often inadequate.
- Many children experienced multiple placements (four or more).
- Almost half of the children had experienced a change in case managers within the past 12 months because many case managers possessed 12 months or less experience and other case managers were reassigned.
- Many children stayed in custody too long.
- Many case managers carried caseloads of 25 or more.
- Truancy or other school problems were major factors contributing to custody for a number of school age children.

- A number of children experienced multiple custodies, in some cases three or more times.
- A number of children received in-home services/crisis intervention but still entered custody.

Refer to Appendix B for regional information on Service System Strengths, Noteworthy Accomplishments, and Service System Issues. Refer to Appendix F for a comparison of results by region.

## **System Component Performance**

The system of care for children and families can be separated by system components. Upon completion of each case, the reviewers were asked to answer questions regarding the roles and responsibilities of the various system components. Each question is scored based on response options: “yes” received 100 points, “somewhat” received 50 points, “no” received 0 points, and if the responses were not applicable they were not included in the data. Points were averaged for the scores given. This additional data piece provides information that directly relates to the overall system outcomes. Refer to Appendix E for scores for the Department, Placement, Parent, Court, School System, and Child.

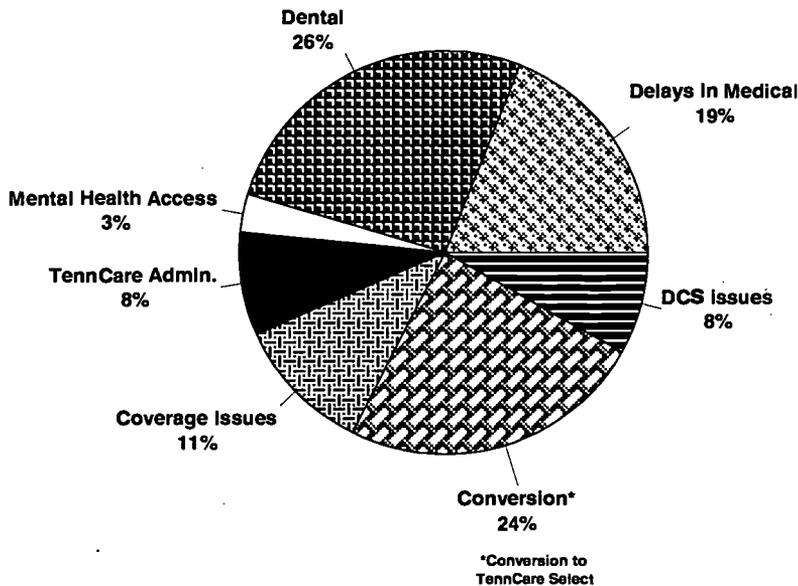
## **TennCare/TennCare Partners/MCO/BHO/EPSTDT Issues**

There were TennCare problems statewide with the most problems reported in Knox County, East Tennessee, Southeast, Upper-Cumberland, and South Central. TennCare issues included the following:

- There were delays in receiving dental services due to an inadequate provider network, and in some cases children had to travel outside a 30-mile radius to see a dentist.
- Some children were adversely affected by the conversion to TennCare Select, especially in Knox County.
- There were delays in medical services due to an inadequate provider network.
- In some cases coverage was denied, including prescription medications, special services, and special medical supplies.
- There were lapses in services due to failure to transition children in TennCare when custody ceased, or when placement changed.
- In some cases children had to travel over 30 miles to receive dental or medical services.

# Reported TennCare Issues

20% of 349 total state cases (70 cases) had reported TennCare Issues



Of the 349 children reviewed, 20 percent had reported TennCare issues. Most of the issues were dental (26%), followed by medical (19%). TennCare Administration issues for 8 percent of the cases included difficulty in reaching the TennCare hotline, and timely reimbursement to service providers. Another 8 percent of the cases were DCS issues: lack of assistance in negotiating TennCare to acquire needed services for children; failure to apply for continuation of TennCare when children were transitioned home; inaccurate information provided to foster/adoptive parents regarding TennCare coverage; and failure to obtain needed follow-up dental and medical services as recommended in EPSDT.

## Summary of CAFAS Findings

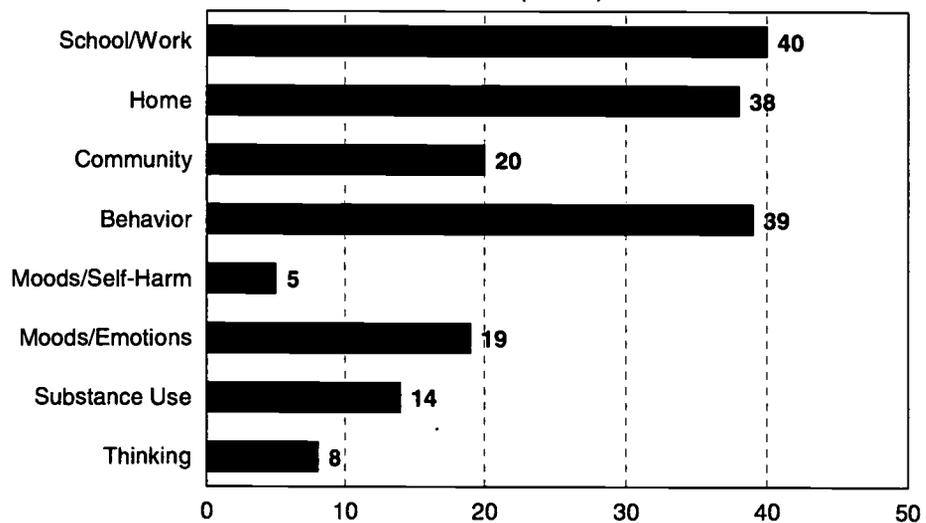
The Child and Adolescent Functional Assessment Scale (CAFAS) is used as a supplemental tool to the CPORT evaluation. The assessment is very useful in determining a child's ability or inability to function in the community by measuring the child's level of psychosocial impairment. The CAFAS measures the degree of psychosocial impairment in functioning of children and adolescents secondary to emotional, behavioral, or substance use problems. The CAFAS is multidimensional, measuring functioning in five areas: role performance (school, home, and community), moods (self-harm and emotions), behavior towards others, thinking, and substance abuse.

From the total 349 children and youth (aged birth to 21 years) included in the 2001 CPORT sample, 290 were ages 4-18 and thus eligible for the CAFAS scale. For 16 of the 290 cases there was insufficient information available to complete a CAFAS, bringing the final eligible completed cases to 274, which represents a 94 percent rate of completion.

Although many of the children were rated as functioning in the average range for their age for specific areas, 66 percent demonstrated some type of impairment in at least one area. Forty-six percent of the children demonstrated some type of impairment in at least two or more areas. Forty-three percent were rated with moderate or severe impairment in at least one area. Among the cases reviewed, the two domains with the most problems in functioning reported were role performance (the effectiveness with which the child fulfills the roles most relevant to his or her place in the community) and behavior.

### Level of Impairment on Eight CAFAS Subscales

2001 CAFAS (n=268)

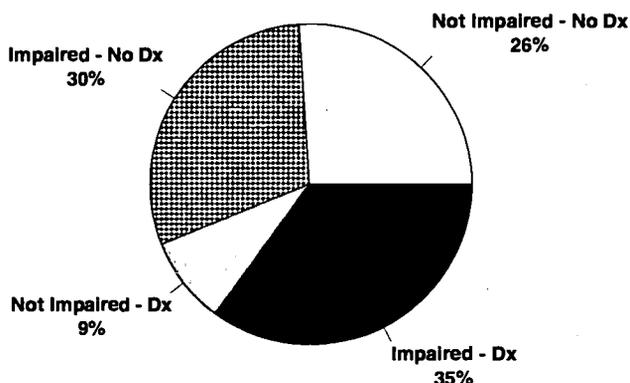


Percent of Children with Any Impairment

The following pie chart shows the distribution of children with an impairment in any subscale of the CAFAS. As reported earlier, 37 percent of the children in custody had a reported formal mental health diagnosis. The CAFAS results indicate an additional 30 percent of children without a reported formal mental health diagnosis scored a mild, moderate or severe impairment in any subscale. Many of the nine percent of children who have a mental health diagnosis but were rated as not impaired on the CAFAS may in fact be functioning at that level because of the effectiveness of treatment, including medications, that they were receiving as a result of the diagnosis.

## Impairment in Any Subscale Compared with Diagnosis

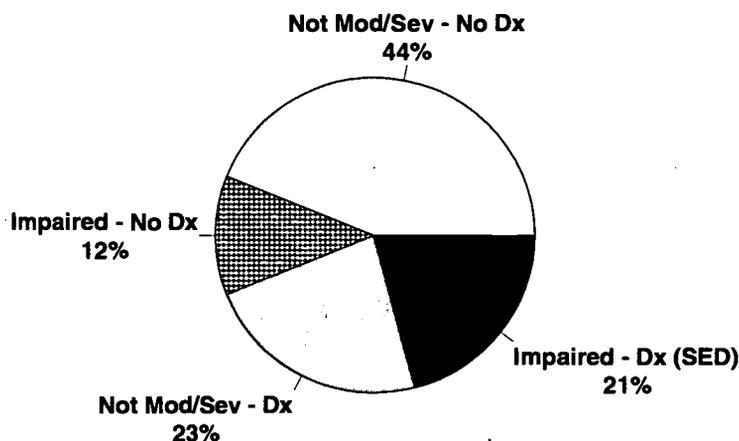
2001 CAFAS (n=268)



Children with both formal mental health diagnosis and moderate or severe impairment in their daily living skills as measured by psychosocial functioning are considered seriously emotionally disturbed (SED) and at highest risk of future problems. Twenty-one percent of the children were so identified.

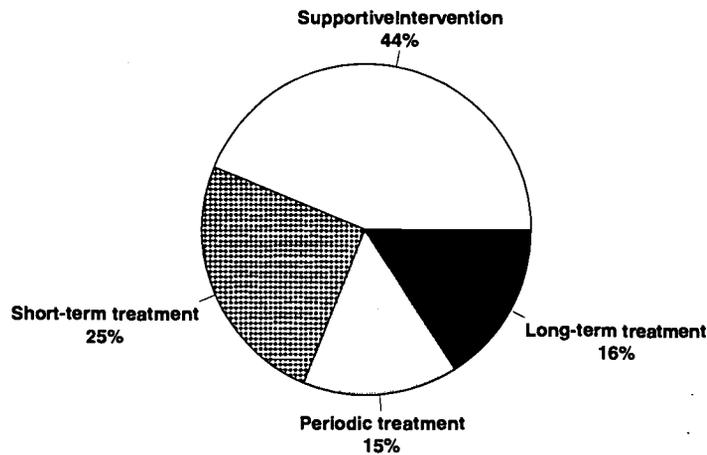
## Moderate to Severe Impairment in Role Performance Compared with Diagnosis

2001 CAFAS (n=274)



Overall, the CAFAS total scores indicated the following treatment needs for the sample population of children and youth in state care: 44 percent, supportive intervention; 25 percent, short-term treatment (up to 6 months); 15 percent, periodic treatment over a 6-24 month period; and 16 percent, long-term treatment (1-5 years). This indicates a significant proportion of children needing specialized and long-term care.

## Overall Level of Service Needed 2001 CAFAS (n=268)



### Summary of CBCL Findings

The Child Behavior Checklist (CBCL) is an assessment tool designed to record in a standardized format children's competencies and problems as reported by their parents or caregivers, teachers, and the youths (age 11-18). The CBCL is also designed to identify syndromes of problems that tend to occur together either as externalizing or internalizing behaviors. A CBCL was completed on 259 children in the CPORT sample. The CBCL was completed either by the parent, if the child was residing in the home, or the caregiver, where the child was placed and had resided for at least 2 months. Thirty-three percent of the children ages 6-18 were identified with internalizing behaviors at the borderline or clinical level. Internalizing behaviors included syndrome scales designated as withdrawn, somatic complaints, anxious/depressed. Forty-three percent of the children were identified with externalizing behaviors at the borderline or clinical level. Externalizing behaviors included aggression and delinquent behavior. Social, thought, attention, and "other" problems contribute to total problems along with the internalizing and externalizing profiles.

Twenty-two percent of the children between ages 18 months to 5 years were identified with internalizing behaviors at the borderline clinical or clinical level, 22 percent were identified with externalizing behaviors at the borderline clinical or clinical level.

### Conclusion

The CPORT process provides significant qualitative and quantitative information about the status of children and families and service system performance. The 2001 results indicate the same overall percentage of children in a positive status compared to the previous year (84 percent), which was a decrease from 1999 when 87 percent were in a positive status, but still higher than any previous year. While overall most children were in a positive status, the emotional well-being indicator continues

to be the primary factor in defaulting the overall status of the child to negative. The 13 percent of children rated inadequate in emotional well-being needed services to address issues of physical/sexual abuse, grief/separation/loss, and/or abandonment, especially for children age 13 and over. While only 7 percent of the children in custody were adjudicated unruly, these children were least likely to receive services to address their emotional well-being.

In 1999 the system functioned adequately 46 percent of the time, a considerable improvement over 1998 (33 percent), but in 2000 the overall service system function declined by 4 percentage points from 1999 to 42 percent, and declined again in 2001 to 38 percent. The assessment indicator for identifying the needs of children and families was the weakest ever (65 percent), especially inadequate for children ages 13 and over, and showed major variations by residence with assessments better for children in family or group placements, but weaker for children in foster placements. Assessments were better for children adjudicated delinquent than dependent neglect. This most essential indicator is especially critical because it correlates to and provides the foundation for other essential system functions, and had been a strength from 1994 to 1997.

The weakest system function was permanency plan design (58 percent adequate), especially for children adjudicated dependent neglect. In addition, progress achieved by the family was weaker for dependent neglected children. If assessments are inadequate, there is insufficient information about child and family strengths, weaknesses, and service needs to guide development of an adequate permanency plan for services to achieve the permanent goal. The permanency plans were slightly better for children 6-12 (59 percent) and for children adjudicated unruly (67 percent).

Service coordination is another area that needs attention. In 2001 there was adequate continuity and coordination in the provision of services 69 percent of the time. Over the last eight years service coordination has fluctuated as low as 52 percent in 1994 (the initial baseline year) to a high of 71 percent in 2000. During those same years there have been frequent changes in the service delivery model. The single case manager will hopefully provide continuity and coordination in the provision of services if the case managers are trained in the best practice principles. A single point of coordination, interaction, and accountability is necessary to plan, implement, monitor, modify, and evaluate essential services and document results for a family and child regardless of the number of agencies/providers involved. The person filling this role should have the competence necessary to perform essential functions for the family based on the complexity of the case. This person should be able to advocate on behalf of the child and family based on the Brian A. principles. Collaboration and communication are necessary to achieve and sustain a coordinated and effective service process.

The drop in family satisfaction to 57 percent, an all-time low, is notable. Family satisfaction is not always an indicator of the quality of services received, but families were satisfied with services only 57 percent of the time. Families were the most satisfied when children remained in the home with the appropriate wraparound services for successful reunification, or when the children were in foster placements and they were receiving services for the children to return home. There were

differences in satisfaction based on race, with families of children who are Caucasian less satisfied than families who are African American. Families of children in group placements or adjudicated unruly were the least satisfied of all.

A more family-centered approach built on a foundation of good practice, clear goals, and outcomes that are individualized and central to the children and their families would be more effective in attaining the desired outcomes.

## **TCCY CPORT Recommendations**

Based on all the information collected in the CPORT process, the following are priority recommendations for enhancements in children's services that should improve both system functioning and outcomes for children and families.

- **Ensure children have adequate assessments.**
  - Improve the development of social histories and keep them current.
  - Identify needs for psychological evaluations.
  - Train case managers to recognize the need for additional or specialized assessments for children and parents.
  - Train case managers and caregivers to report behavioral and other issues during Early and Periodic Screening, Diagnosis and Treatment (EPSDT) to help identify the need for psychological evaluations.
  - Determine an appropriate long-term view or direction for the future of the child and family based on the assessment results.
  
- **Develop Permanency Plans that adequately reflect the strengths, weaknesses, and needs of the child and family as identified in the assessment.**
  - Service planning should not be limited to only those issues that brought the child into custody but should address all needs of the child and family to be a coherent and consistent document that guides case manager, service providers, family, and the child in identifying and obtaining the desired goals.
  - Include families in the design of the permanency plan.
  - Consider all the critical needs of the child/family in the permanency plan to achieve the permanency goal.
  - Ensure that the proposed interventions and supports are individualized and appropriate to the situation and/or person's capabilities.
  - Train case managers in practical casework skills, family dynamics, and working relationships as they relate to permanency plans.
  - Revise permanency plans to reflect progress or lack of progress of the child or family in meeting permanency plan goals.

- **Improve service plan implementation.**
  - Create a resource manual of available services and placements specific for each region for case managers.
  - Identify the appropriate community services to keep children as close to home as possible.
  - Ensure all identified essential service needs contained in the permanency plan are provided in a timely manner, at the level of intensity needed, and by qualified providers.
  - Access services for children based on need, not limited to services based on availability.
  
- **Improve the continuity of care and coordination in the provision of services to the child and family.**
  - Identify a single point of coordination and accountability for the permanency plan and those involved in its implementation.
  - Increase efforts to integrate services.
  - Ensure adequate communication so all relevant persons involved know the current status of the case.
  - Train case managers on how to advocate on behalf of the child and family, based on the Brian A. principles.
  
- **Address the emotional well-being of children.**
  - Train case managers to understand and recognize the mental health needs of children.
  - Ensure children receive the services and supports necessary to make progress.
  - Develop and implement strategies to ensure children receive individualized services based on their unique strengths and needs.
  - Utilize EPSDT for identification, treatment and follow-up services.
  - Utilize the Health Units as a means to securing the appropriate services.
  
- **Increase family unification efforts to assist families in achieving reunification.**
  - Develop a more family-focused/family-centered approach.
  - Train case managers in basic social work skills to assist families in building the capacities necessary to function independently and to explore beyond the immediate reasons for custody.
  - Become a responsive system to the strengths and needs of the family.
  - Improve identification of family needs, including provision of appropriate evaluations or assessments.
  - Ensure permanency plans address the current needs of the family.

- Identify options for substance abuse treatment for parents as required by the Adoption and Safe Families Act.
  - Increase awareness of the importance of family-type settings for placements, if children cannot remain in their homes, and make efforts to maintain children in their communities.
- **Improve advocacy for all children.**
    - Reduce the number of children in custody too long.
    - Improve access to advocacy for children in custody and their families.
    - Ensure that fundamental due process rights for children and families are met.
    - Fund additional Court Appointed Special Advocate (CASA) programs to provide trained and supervised lay advocates.

## Training Recommendations

During the interview process case managers in each region identified training needs that would better prepare them to perform their job responsibilities. Based on the regional CPORT results CPORT reviewers also identified training needs. A content analysis of the training needs across the 12 Community Service Agencies results in the following recommendations:

- **Provide skills-based training to new and existing staff for consistent principles in best practice.**
  - Adopt the Brian A. principles in practice as well as in concept.
  - Develop and implement a training model incorporating the Brian A. principles and basic social work skills.
  - Promote partnerships with children and families.
  - Provide the training regionally.
  - Provide training by trainers experienced in actual casework and case management.
  - Provide opportunities to “shadow” experienced case managers.
  - Provide detailed and specialized casework skills training including increased hands-on experience.
  - Provide on-the-job field experience with a case from start to finish.
  - Provide early supervision and periodic review of cases.
  - Provide clear training on how to complete and use required forms.
- **Train staff to adequately serve children and families by providing detailed and specialized skills needed to implement job responsibilities.**
  - Develop a users guide for completing paperwork requirements.
  - Provide early and ongoing supportive supervision.
  - Provide training in social history development including when to complete and when to update.

- Teach case managers to access, review and incorporate Child Protective Service records for a more complete social history.
- Train case managers to recognize the need for psychological evaluations and specialized assessments for children and parents and to identify issues for the child during EPSDT.
- Provide training in permanency plan development that addresses the needs and problems identified in the assessment of needs.
- Teach case managers about appropriate goal planning including Adoption and Safe Families Act requirements.
- Provide case managers with a directory of resources that are available within their region and how to access needed services.
- Provide training in court policy and procedures, including understanding court documents and preparing court testimony.
- Provide computer training earlier in TNKIDS, including how to print needed screens.
- Train case managers on effective interview techniques when working with families or when dealing with difficult parents or children in a crisis.
- Provide training in specialty areas including special education, cultural competency, inter-state compact for placement, adoption procedures, and transitioning children from placement to placement or to adult mental health or mental retardation/developmental disabilities systems.
- Provide training in time management, crisis management and organization skills.

## **Recommendations For Additional Resources**

Case managers and/or the CPORT reviewers identified the following resource needs during the interview process and/or the development of the final CPORT results for each region:

- **Increase early intervention and prevention services to reduce the risk of custody.**
  - Improve collaboration efforts between schools, courts, families, and other child-serving agencies.
  - Provide intervention or prevention services earlier to reduce the risk of custody.
  - Provide additional programs and services to address substance abuse issues for children and families.
  - Seek and utilize relatives and provide in-home services as needed.
  - Develop truancy prevention services and programs.
  - Develop programs for effective reduction in adolescent crime.
- **Provide adequate placement resources to provide appropriate out-of-home placements in a timely manner as close to home as possible.**
  - Recruit regular and therapeutic foster homes in every county.

- Increase the number of statewide Level II and III residential placements for male and female adolescents.
  - Increase the number of statewide alcohol and drug programs for children and parents.
  - Increase the number of programs/placements statewide for older and younger children, male and female, who need sex offender treatment.
  - Provide optional placements for children needing gradual reintroduction into family and community settings.
  - Establish additional Independent Living Programs.
  - Increase the placement options for children with dual diagnoses/co-occurring disorders, and children diagnosed with mental retardation.
  - Adequately prepare for children to transition to adult mental health or mental retardation/developmental disabilities systems, if applicable.
- **Expand home/community resources necessary to fulfill the needs of the child and/or family.**
    - Develop collaborative arrangements with other state, local and private agencies to ensure funding provides infrastructure required to support community resources purchased with wraparound or flexible funds.
    - Expand the base of mental health services at the provider level including psychiatrists, psychological examiners, child psychologists, and other counselors.
    - Improve access to mental health services at the level of intensity needed including increased counseling sessions by qualified providers specializing in children's mental health issues.
    - Provide substance abuse services for children and parents.
    - Enlarge the pool of flexible funds to provide intensive wraparound supports that fit the child and family, and provide more flexibility for access.
    - Increase the funding for services for parents who do not have the financial means to comply with the permanency plans.
    - Increase respite care services for the child and family.
    - Provide better access to child and family support services including parenting classes, recreational activities, mentoring, housing assistance, transportation assistance, career planning, tutoring, vocational guidance and testing, after-school programs, daycare, etc.

These resources are needed to prevent state custody, to assist children and families in their efforts to reunify if that is the goal, to provide alternative placements and resources to keep children in their communities, to provide placements closer to home, to provide sufficient therapeutic placements, and to provide foster homes that become potential adoptive placements.

- **Continue the CPORT evaluation to provide an independent mechanism for systems improvement.**

The Children's Program Outcome Review Team evaluation process provides a mechanism for system improvement by measuring the effectiveness of the service delivery system, its successes and failures. It has been a valuable tool in identifying issues as the system has experienced change:

- Initiation of the Children's Plan
- Consolidation of separate custodial departments to the Department of Children's Services
- Implementation of the new DCS model and its impact
- TennCare Implementation
- TennCare Partners Impact
- Transition to TennCare Select
- John B. EPSDT Litigation

From 1994 to 1997 the CPORT evaluation results showed continued improvement in system functions. In 1998 the performance indicators declined, in some areas dramatically. The 1999 data indicated a path of progress in most areas. However, in 2000 a number of indicators declined, regressed, or stayed at low levels and in 2001 declined still lower. The Brian A. child welfare litigation provisions are already incorporated in the 2002 CPORT protocol to assist in measuring compliance.

The beneficiaries of the CPORT evaluation process are the children in state custody and their families. CPORT data empowers key stakeholders, policy makers and legislators to make informed decisions for funding allocations, policy changes, and program development. It significantly contributes to identifying additional resources that benefit both children and case managers. CPORT also provides a tremendous service to both citizens and the service system by providing independent information to enable TCCY to either validate complaints or to defend the system and refute inaccurate or unfair allegations.

The challenges for the system are great and complex. The information that is provided by the CPORT evaluation assists key stakeholders in making important decisions regarding programs and services that best meet the needs of children and families.

Participation of DCS staff as external reviewers needs to be encouraged to facilitate an understanding of and focus on an outcome-oriented system that optimally serves the needs of the children and families involved. The cross-training provided by participation in the CPORT evaluation would also be beneficial.

The CPORT process has systematically documented the status of children and the performance of the service delivery system as it continues to evolve in Tennessee. It is an important vehicle for both documenting and stimulating positive system change. The process serves as both a road map and a compass. It shows us where we are and points us in the direction we need to go for continuous improvement in the delivery of services to children and families.

# APPENDIX A

## Definition of Terms

**Abandoned/abandonment:** To give up a child completely to the state, or to desert the child either before or after custody. Examples: child is left with relative or friend, child comes into custody, whereabouts of parents are unknown; child removed from parent's home due to neglect or abuse, parent then moves away and never calls, writes, or visits child again; parent diminishes contact with child over time to the extent that child eventually never hears from parent.

**Abuse: As the term relates to juvenile court** – “Abuse” exists when a person under the age of 18 is suffering from, has sustained, or may be in immediate danger of suffering from or sustaining a wound, injury, disability or physical or mental condition caused by brutality, neglect or other actions or inactions of a parent, relative, guardian or caretaker [TCA 37-1-102(b)(1)].

**Adjudication:** The court's process to determine the validity of the allegations made in a petition or complaint.

**Adoption and Safe Families Act (ASFA) of 1997:** Federal legislation requiring the timeline for Permanency Planning hearings to be 12 months, with related guidelines on reasonable efforts to ensure reunification with family or relatives or termination of parental rights for children in custody 15 of the last 22 months.

**Assessment:** A global term for observing, gathering, recording, and interpreting information, to answer questions and make decisions. An adequate assessment should generally include a complete collection of pertinent information pertaining to the child and family that would enable the case manager to create an appropriate long-term view for services and design an adequate permanency plan.

**Behavior:** As defined by the Child and Adolescent Functional Assessment Scale - Daily behavior toward self and/or others is appropriate, acceptable and understandable taking into account developmental level including patterns of interpersonal interactions.

**Child:** A person under 18 years of age. In no event shall a person 18 years of age or older be committed to or remain in the custody of the Department of Children's Services by virtue of being adjudicated dependent and neglected, unruly or in need of services, unless in custody prior to the age of 18 and determined to remain in the care of the department in order to complete high school or other educational training or for the purpose of receiving other services. The Department of Children's Services may review the status of any person who has reached the age of 19 who is in the legal custody of the department and whose last commitment is based on an adjudication of delinquency to determine if the person should remain in the care of the department in order to complete high school or other educational training or to receive other services [TCA 37-1-102(b)(4)].

**Confidence level:** The probability of obtaining a given result.

**Congregate living facility:** Applies to group living facilities with more than eight beds.

**Custody:** The control of actual physical care of the child and includes the right and responsibility to provide for the physical, mental, moral, and emotional well-being of the child. Custody under the juvenile court relates to those rights and responsibilities as exercised either by the parents or by a person or organization granted custody by a court of competent jurisdiction [TCA 37-1-102(b)(8)].

**Custody too long:** Based on the totality of circumstances, a universal strategic way of concluding permanency should already have been achieved for the child.

**Data:** Pieces of information that can be analyzed and used to bring understanding about an event or activity presented numerically.

**Delinquent act:** An act designated a crime under the law, including local ordinances of this state, or of another state if the act occurred in that state, or under federal law, and the crime is not a status offense, and the crime is not a traffic offense as defined in the traffic code of the state other than failing to stop when involved in an accident, driving while under the influence of an intoxicant or drug, vehicular homicide or any other traffic offense classified as a felony [TCA 37-1-102(b)(9)].

**Delinquent child:** A child who has committed a delinquent act and is in need of treatment or rehabilitation [TCA 37-1-102(b)(10)].

**Dependent and neglect child:** A child who is without a parent, guardian, or legal custodian; whose parent, guardian, or person with whom the child lives, by reason of cruelty, mental incapacity, immorality, or depravity is unfit to properly care for child; who is unlawfully kept out of school; whose parent, guardian, or custodian neglects or refuses to provide necessary medical, surgical, institutional, or hospital care for such child; who because of lack of proper supervision, is found in any place the existence of which is in violation of law; who is in such condition of want or suffering or is under such improper guardianship or control as to injure or endanger the morals or health of child [TCA 37-1-102(b)(12)].

**Detention:** Confinement in a secure or closed type of facility that is under the direction or supervision of the court or a facility that is designated by the court or other authority as a place of confinement for juveniles [TCA 37-1-102(b)(13)].

**Domestic violence:** Physical violence between two or more people within their home environment.

**DSM IV:** Diagnostic and Statistical Manual of Mental Disorders, Fourth Edition – A categorical classification of mental disorders into types based on criteria sets with defining features. It uses a multiaxial system that refers to a different domain of information that may help the clinician plan treatment and predict outcome. There are five axes included in the DSM-IV multiaxial classification:

- |          |   |
|----------|---|
| Axis I   | Clinical Disorders.   |
| Axis II  | Personality Disorders.<br>Mental Retardation.   |
| Axis III | General Medical Conditions.   |
| Axis IV  | Psychosocial and Environmental Problems.  |
| Axis V   | Global Assessment of Functioning (GAF) for reporting the clinician's judgment of the individual's overall level of functioning. |

**Early and Periodic Screening, Diagnosis, and Treatment (EPSDT):** This is a required service under federal Medicaid law, and thus is required in Tennessee's managed care Medicaid program known as TennCare, mandating a well-child screening for all children under the age of 21, and treatment for any problems identified. All children under TennCare should get regular screenings (checkups) from their primary care physicians in their MCOs. The EPSDT screening must include seven elements:

1. Comprehensive health and developmental history.
2. Comprehensive unclothed physical exam.
3. Appropriate immunizations (shots).
4. Laboratory tests.
5. Health education.
6. Vision screening.
7. Hearing screening.

Additional requirements include an annual dental checkup.

The MCO and/or BHO must provide child with medically necessary diagnostic testing and treatment for any health, developmental, or behavioral problem found as a result of the EPSDT checkup.

**Emotional Well-being:** A state of emotional stability, objectivity, and friendliness indicating a lack of emotional problems (e.g., depression, withdrawal, non-compliance, acting out, sexual abuse, physical abuse, grief, separation and loss, etc.) that could disrupt the home situation and precipitate need for longer term services if those needs were left unaddressed.

**Environmental/cultural deprivation:** Lack of exposure to basic social norms.

**Family-centered:** Services that look at the needs of the whole family, not just at the child being served.

**Family Crisis Intervention Program (FCIP):** Applies to children who have been adjudicated unruly. Prior to ordering a commitment to the Department of Children's Services, the child must be referred to the family crisis intervention program. The court may commit the child to the Department of Children's Services after such juvenile-family crisis intervention program certifies to the court that there is no other less drastic measure than state custody. [TCA 37-1-132(b)(2)].

**Family-focused:** Plans, services, and evaluation processes that focus on the whole family and not just on the child.

**Guardian ad Litem (GAL):** The attorney appointed to represent the best interests of the child in court proceedings. TCA 37-1-149 identifies when a GAL should be appointed and requires such an appointment in child abuse cases.

**Incarceration:** For the CPORT protocol, incarceration refers to a parent who has been jailed or imprisoned pending charges or following an adjudication for an offense, and the jailing/imprisonment has had an impact on the family environment and the child's emotional and/or physical well-being. This can refer to past or present incarcerations.

**Little or no relationship with father:** Biological father or father figure has been absent from the home over time, resulting in little or no involvement in child's life. Child may know who father is, but there is no real bonding or involvement or relationship established.

**Length of Stay:** Period of time a child has been in custody from admission to the date of the CPORT review.

**Kinship care:** Children residing in relative or friend placements that are paid by the Department of Children's Services.

**Moods and emotions:** As defined by the Child and Adolescent Functional Assessment Scale - the extent to which the child's behavior exhibits age-appropriate skills, control, and expressions of feelings, and the absence of self-harmful behavior.

**Outcome:** Measurable changes that occur in the individual or organization over time.

**Population:** A group that has something in common, for example, children in custody and their families, delinquent children, etc.

**Permanency Plan:** A written plan for a child placed in custody of Department of Children's Services. This document should set out requirements to achieve family reunification or other appropriate plan for permanence.

**Physical Well-being:** Physiological needs as measured by sufficient food, shelter, clothing, and primary health care that, if not addressed would lead to family disruption, medical problems, and physical problems.

**Poverty Level:** An individual or family with earnings that fell below the 2001 thresholds in the table below:

| Size of Family Unit  | Amount    |
|----------------------|-----------|
| 1                    | \$ 8,590  |
| 2                    | \$ 1,610  |
| 3                    | \$ 14,630 |
| 4                    | \$ 17,650 |
| 5                    | \$ 20,670 |
| 6                    | \$ 23,690 |
| 7                    | \$ 26,710 |
| 8                    | \$ 29,730 |
| Each Additional, Add | \$ 3,020  |

**Random Sample:** Selection by a process that provides each member of a group an equal chance or opportunity of being selected in a sample.

**Role Performance:** As defined by the Child and Adolescent Functional Assessment Scale – The effectiveness with which the child fulfills the roles most relevant to his or her place in the community, including age-appropriate self-care, chore responsibilities, and observance of rules, school attendance, completion of homework, etc.

**Safety:** Appropriate safeguards are in place to protect the child, or the community if the child presents illegal/dangerous behavior.

**Service Testing:** Assessing the quality and outcomes of service systems performance through an organized process of inquiry, including on-site observations, peer review, and collected documents regarding individual children served and their families.

**Sibling group:** Refers to siblings of three or more; the average family in Tennessee has approximately two children. Large sibling groups tend to increase service and placement issues and needs.

**Substance abuse:** As defined by the Child and Adolescent Functional Assessment Scale - maladaptive or inappropriate substance use by children or adults that is disruptive to normal functioning.

**Substance abuse issues:** Refers to regular or excessive use of drugs, legal or illegal, or alcohol, as to be dependent upon the substance or to abuse the substance without dependency.

**Thinking:** As defined by the Child and Adolescent Functional Assessment Scale - Age appropriate expectations for rational thought and communication.

**Statistics:** Mathematical terms used for organization and analysis of quantifiable information.

**Unruly child:** A child in need of treatment and rehabilitation who habitually and without justification is truant from school while subject to compulsory school attendance; habitually is disobedient of the reasonable and lawful commands of the child's parent(s), guardian, or other legal custodian to the degree that such child's health and safety are endangered; commits an offense that is applicable only to a child; or is away from the home, residence, or any other residential placement of the child's parent(s), guardian, or other legal custodian without their consent [TCA 37-1-102 (b)(23)(A)] .

## **APPENDIX B**

### **Preliminary System Observations by Region**

**DA - Davidson County, 12/14/2001**

**ET - East Tennessee, 8/3/2001**

**HM - Hamilton County, 2/26/2001**

**KN - Knox County, 11/20/2001**

**MC - Mid Cumberland, 9/28/2001**

**NE - Northeast, 6/29/2001**

**NW - Northwest, 8/29/2001**

**SC - South Central, 10/23/2001**

**SE - Southeast, 4/20/2001**

**SH - Shelby County, 5/11/2001**

**SW - Southwest, 3/16/2001**

**UC - Upper Cumberland, 6/12/2001**



STATE OF TENNESSEE  
**TENNESSEE COMMISSION ON CHILDREN AND YOUTH**

Andrew Johnson Tower, Ninth Floor  
710 James Robertson Parkway  
Nashville, Tennessee 37243-0800  
(615) 741-2633 (FAX) 741-5956  
1-800-264-0904

Metro Nashville/Davidson County Region  
Preliminary System Observations  
December 14, 2001

Service System Strengths

All children (100%) had a guardian ad litem or an attorney; 15 children (31%) had GALs who were extremely involved in obtaining needed services and expediting movement through custody.

All children who were not on runaway had received EPSDT screening and all but 1 received follow-up services identified; TennCare issues were minimal for the children reviewed.

All but 5 children were appropriate for custody at the time of custody (90%).

All but 6 children had adequate social histories (88%); 12 children (24%) had exceptional social histories with substantial detailed information.

All but 6 children who were not on runaway (86%) had been seen by a DCS caseworker within the last 30 days.

All but 9 children (82%) were in the least restrictive, most appropriate placements; 2 needed more restrictive placements; 2 needed a more appropriate placement at the same level; 5 needed less restrictive placements, with 3 of them needing to go home.

Efforts were made to place siblings together in all appropriate cases except 2 (96%); efforts to engage fathers was better than often seen.

37 children (76%) received substantial services/interventions in an effort to avoid custody, including: 13 probation; 11 counseling for child; 11 relative resource explored, 7 relative resource tried; 10 CPS; 8 HomeTies; 6 Crisis Intervention; 5 parent alcohol and drug services; 3 each homemaker, flexible funds, case management, public service, in-home services, non-custodial services; 2 each psychiatric hospitalization/residential treatment, gun safety class, psychological evaluation; and 1 each alternative school, HUGS, day care, emergency food, parenting, anger management, restitution, FAST, JCCO, pre-trial diversion, etc.

22 of the 24 children who needed special education services (92%) received them.

All foster homes were adequate, and 6 of the 19 children (32%) were in foster homes that were very loving, nurturing foster homes making substantial efforts to meet their needs; 9 of the children in foster homes (47%) were in foster homes that were interested in adopting them.

For the 34 children who were not in family or kinship placements or on runaway, 19 children were in Davidson County (56%), 8 in Mid-Cumberland (24%); 2 YDCs out of region; and 5 were out of region.

Extracts had accurate critical information in all but 6 cases (88%); inaccurate information included: 4 wrong race; 1 wrong custody date; 1 wrong adjudication; 7 TNKIDS screens were inaccurate: 5 inadequate placement history; 1 no case manager; 1 wrong race.

Between the time cases were selected for review and the review was actually conducted, 10 cases (20%) experienced substantial increased activity: 4 HCCMs visited child; 2 children assigned adoption worker; and 1 each: HCCM contacted parent, HCCM contacted foster parent; child assigned new HCCM; child released from custody; adoptive placement.

Noteworthy Accomplishments

- A Center for Adoptions caseworker was involved with a child in a group program at an extremely high level, including visiting very regularly and attending school events, and identifying resources for a child to travel to visit siblings.
- A kinship foster parent who has some medical problems is providing exceptional care for a very large sibling group.
- A very skilled foster parent has accepted as a personal challenge dealing with an extremely difficult to manage child and sibling and continued to provide a stable placement over time.

Emerging System Performance Issues

Assessments were inadequate for 17 children (35%) because: 11 needed psychological evaluations that were not requested; 6 needed updated, complete social histories; 4 needed a psycho-educational assessment; 1 needed educational assessment; 1 child and 3 parents needed alcohol and drug assessments; 4 needed a parenting assessment; 3 parents needed psychological evaluations; 1 parent needed psycho-sexual assessment.

Permanency Plans were inadequate for 21 children (43%); issues inadequately addressed for the child included: 10 education; 8 behavioral/counseling needs; 6 medical issues; 3 sex abuse issues; 3 mental health needs; 2 alcohol/drug services; 2 safety/supervision; 2 sibling visitation; inadequately addressed issues for parents included: 5 parenting skills; 2 alcohol/drug services; 2 counseling; 1 housing assistance; 1 home living conditions; 1 psychological evaluation; 1 parenting program; 3 had no clearly defined permanency goal; 1 no permanency plan; 1 no timelines.

Coordination was inadequate for 24 children (49%), with inadequacies between the following: 14 HCCM and placement/service provider; 14 HCCM and family; 10 HCCM and child; 6 HCCM and school; 5 HCCM and service providers; 3 HCCM and contract agencies; 2 HCCM and court; and 1 each: HCCM and GAL; HCCM and relative placement; HCCM and RCM; and HCCM and adoption staff. In 25 cases (51%), there were reported difficulties in contacting the DCS HCCM on the part of families, placements or schools. Communication from the HCCM to family, school, GAL or child was hostile in 7 cases; in 12 cases (24%) HCCMs made negative comments regarding children, families or other parties involved in the case that reflected a lack of understanding of the barriers faced by children and families, or the responsibilities of other parties.

Caseloads ranged from 8 to 36 cases with an average of 23 for social services, from 11 to 20 with an average of 16 for adoptions; and 30 to 39 with an average of 35.5 for juvenile justice.

In 18 cases (37%), there were indications of insufficient supportive supervision of staff.

16 children (33%) had case managers who had been employed by DCS for less than 12 months.

In 14 cases (29%), DCS staff was not facilitating receipt of needed services for families and/or children.

16 children (33%) have experienced 4 or more placements, with the most being about 40, the average 8 and the median 6; only 10 children (20%) had experienced only one placement or only one placement following assessment.

15 children (31%) had been in custody too long: 5 (10%) needed adoption; 4 (8%) needed to go home; 3 (6%) needed to be released; 1 (2%) needed TPR; 2 (4%) other.

There were either delays in referrals or provision of inaccurate/inadequate information that resulted in delays in adoption for children involved with the Center for Adoption for 6 of the 8 cases (75%) referred to them.

12 children (24%) had been in custody multiple times, 10 – 2 times, 1 – 3 times, 1 – 4 times.

8 children (16%) had experienced HomeTies, and 6 children (12%) had family crisis intervention services, but still came into or returned to custody.

3 children ages 13+ (11%) and 1 child under age 13 experienced lengthy stays (30 days or more) in detention/emergency shelter/diagnostic shelter awaiting a placement, 1 of them two different times; the average was 52 days.

#### TennCare/TennCare Partners/EPST/DCS Issues included:

- TennCare has had difficulty providing payment to providers for 1 child and the placement is being billed for the services, and another child is also having billing problems; in both cases when contacts to the case manager were not successful, the DCS TennCare representative was contacted and efforts are underway to correct the billing problems.
- A child placed in Memphis has been referred to a specialist (pediatric ophthalmologist) in Jackson.
- For 1 child DCS has failed to obtain needed follow-up dental and medical services that were recommended in EPST.
- When TennCare Select began, 1 child placed out of county received a card for a new PCP in Nashville who was not a PCP; when the foster parent called TennCare for a change, she was told to call the DCS worker, had difficulty receiving a call back, talked to the supervisor, then the DCS TennCare representative, and it took 4 months to receive a new PCP assignment; in the interim the child needed a prescription, which was called in by the former PCP as a favor to the foster parents, friends of the former PCP, because of the absence of a PCP on TennCare Select.
- 1 child who needed an antibiotic prescribed by a pediatrician was denied it, so the foster parent paid for it rather than pursuing an appeal.

#### Critical Issues

- 35 children (71%) have parents with substance abuse issues; 20 children (41%) have both parents with substance abuse issues; for 25 of the children (51%) parents used crack/cocaine. 16 children ages 13+ (59%) have substance abuse issues, 12 children (44%) were poly substance abusers; 40 families (82%) have either 1 or both parents or the child with substance abuse issues.
- 33 children (67%) had little or no relationship with their fathers; 16 children (33%) had little or no relationship with their mothers.
- 28 children (57%) have parents who are or have been incarcerated, 4 for offenses against the child or a sibling, 4 for domestic violence.
- 28 children (57%) were from sibling groups of 3 or more children, larger than the typical family in Tennessee and presenting increased placement and reunification challenges; 13 children (27%) were removed from relatives.
- 22 children (45%) had experienced domestic violence. 29 children (59%) have parents who have never been married to each other.
- 20 children ages 13+ (74%) are reportedly sexually active. 3 children ages 13+ (11%) were/have been pregnant or parents.
- 17 children (35%) were from homes below the poverty level. 12 children (24%) are from families that live in high crime areas.
- 13 children (27%) have parents who have been diagnosed with mental illness.
- 16 children (33%) had serious mental health diagnoses. 8 children ages 13+ (30%) and 2 children under age 13 had experienced psychiatric hospitalization; 5 children ages 13+ (19%) have experienced residential alcohol and drug services.
- 7 children ages 13+ (26%) had experienced suicidal ideations, 1 under age 13, and 2 of the 7 ages 13+ had attempted suicide, 1 attempted twice.
- 13 children (27%) were allegedly sexually abused; 5 involved incest (10%); 3 children ages 13+ (11%) were allegedly sexual perpetrators; 11 children were sexually acting out (22%), 5 were ages 13+ and 6 were under age 13. 12 children (24%) were allegedly physically abused.
- 6 children (12%) have deceased parents. 3 children (6%) have parents who are paralyzed.
- 1 children ages 13+ (15%) and 1 under age were allegedly involved in gangs. 5 children ages 13+ (19%) have had firearms charges.



**STATE OF TENNESSEE  
TENNESSEE COMMISSION ON CHILDREN AND YOUTH**

Andrew Johnson Tower, Ninth Floor  
710 James Robertson Parkway  
Nashville, Tennessee 37243-0800  
(615) 741-2633 (FAX) 741-5956  
1-800-264-0904

East Tennessee Region  
Preliminary System Observations  
August 3, 2001

Service System Strengths

All children except 1 (98%) were appropriate for custody at the time of custody.

All children except 2 (96%) had received an EPSDT screening, and 1 who had not received EPSDT ran the day of custody; 1 child was past due for a subsequent EPSDT screening; all children were receiving needed follow-up from the screenings.

Services were provided in an attempt to prevent custody for 32 children (65%), including: probation (15); counseling for child (9); CPS (11); alternative school (5); Crisis Intervention Team (4); homemaker services (4); non-custodial assessment (3); outpatient alcohol and drug services (2); psychiatric hospitalization (2); HomeTies (2).

All children who were not on runaway (95%) were in the least restrictive, most appropriate placement except 2; one child needed a more nurturing placement, and the other child needed more appropriate treatment at the same level of restrictiveness. When appropriate, efforts were made to place siblings together in all cases.

14 of the 24 children in foster homes (58%) were in very nurturing and supportive placements that were making extensive efforts to meet the child's needs, and were providing substantial individualized activities; 9 foster homes were adequate; 1 foster home was not appropriate for the child; 14 children were in foster homes that were interested in adopting them (58%); 4 children were in foster homes that were providing long-term placement/permanency without adoption.

20 children (41%) had experienced only one placement or only one placement following assessment.

Of the 32 children who were in foster or group placements, 11 (34%) were placed in their home county; 15 (47%) were placed within the region or Knox County; 5 (16%) were placed in RRMG placements; 1 was placed out of region/RRMG.

Schools were making efforts to provide special education services to 17 of the 19 children (89%) who needed them; 1 child who was placed in a state facility and had previously received special education was not provided needed services and consequently failed.

Extracts had accurate critical information in 39 cases (80%); inadequate issues included: wrong adjudication (4); wrong county (2); wrong date of birth (1); wrong race for 2 multi-ethnic/Hispanic children; wrong Social Security Number (1) wrong/incomplete name (1); for 3 of these cases, the TNKIDS screens had the same inaccuracies; 4 other TNKIDS screens had inaccurate/incomplete placement histories.

Between the time cases were selected for review and the review was actually conducted, there was substantial increased activity in 17 (35%) cases: revised/new Plan (4); released from custody (4); TPR Hearings (3); DCS contacted families (2); transferred county of venue (2); and 1 each new placement; filed for release; social history updated; psycho-educational evaluation; M-Team and IEP; corrected TNKIDS; DCS visited child; progress reports prepared; EPSDT screening; new case worker assigned; home pass; home based services initiated.

Noteworthy Accomplishments

- A foster family has provided exceptional care and advocated for needed services, especially with the school system, for a child with substantial therapeutic treatment needs.

Emerging System Performance Issues

Assessments were inadequate in 16 cases (33%); inadequacies included: no/outdated/wrong/incomplete social history (12); psychological evaluation needed but not requested (7); inadequate medical documentation (2); inadequate educational records (3); and 1 each needed: parenting assessment; EPSDT; parent psychological; adequate family information; emotional assessment; developmental assessment; 1 had no assessment.

Permanency Plans were inadequate in 24 cases (49%); deficiencies included: did not address child's current needs (18); did not address family needs (7); did not have appropriate target dates/timelines (4); generic; (3) no current/appropriate goal (3); no input/signatures from others (2) and 1 each: no DCS responsibilities; incomplete; no plan.

Coordination was inadequate for 16 children (33%); inadequate coordination was between: 6 HCCM and family; 5 HCCM and child; 4 HCCM and foster home; 2 HCCM and service providers; 1 HCCM and placement; 1 HCCM and relative placement; 1 HCCM and RCM; 2 no coordination.

18 children (37%) had been in custody too long: 7 needed adoption (15%); 5 needed termination of parental rights (10%); 3 needed to go home (6%); 1 need to be released (2%); 2 other (4%).

Average reported social services caseload was 22.8 and the median was 20 cases; 16 case managers interviewed reported having more than 20 cases.

23 children (47%) have caseworkers that have been with DCS less than 12 months. 5 children have not been seen by a DCS case worker in more than 30 days, ranging from 60 to 210 days, with the average being 108 and the median being 61.

17 children (35%) had experienced 4 or more placements, ranging from 4 to 31, with the median being 8 and the average being 10; 11 children (22%) had experienced 3 or more foster homes.

Truancy and/or other school behavior problems were factors in custody for 12 of the school-age children (39%).

Families for 9 of the 20 children who needed reunification services were not receiving them (45%); lack of transportation presented barriers to visitation and family reunification for 6 children; in 1 other case failure to include appropriate family as approved visitors prevented visitation between a teen mother who was placed in a state facility and her baby.

6 children (12%) received HomeTies or other intensive family preservation services but still came into or returned to custody; 4 children (8%) received Crisis Intervention Services but still came into custody.

3 children experienced excessive stays (more than 30 days) in detention/diagnostic shelter/emergency shelter, 2 after 10/1/99, ranging from 32 to 71 days, with an average of 58 days; 1 had multiple placements, group home, emergency shelter and primary treatment center.

In 1 case a child was adjudicated delinquent, but had no delinquent charges.

8 children (16%) had been in DCS custody 2 times; 1 child had 3 out-of-state custodies prior to this DCS custody.

1 child was sexually abused in a placement that was subsequently closed.

#### TennCare/TennCare Partners/EPSTD/MCO/BHO issues included the following:

- 1 child with repeated ENT problems received only prescription medications and the PCP refused referral to a specialist so the relative placement got the child on private insurance and then the child had surgery that corrected the problems; DCS provided no assistance in negotiating TennCare to get needed services.
- The only dental provider identified for 1 child had an office that was unkempt and raised cleanliness/sanitation questions.
- DCS failed to apply for continuation of TennCare when 1 child transitioned home.
- 1 young child with severe dental problems did not receive needed services, even after 4 appeals, until a medical doctor wrote a letter indicating that serious medical problems could occur if untreated; then treatment was finally provided, so extensive it required hospitalization, and the delay has contributed to the child requiring ongoing antibiotics.
- 1 child was hospitalized and when released was referred to a specialist, but denied until a second appeal finally got approval to see a specialist for follow-up services after approximately three months.
- Several foster parents reported delays in receiving cards with the July 1 change in MCOs, and 1 reported receiving a card with only the last name of a doctor and no contact information; when the MCO was called in the middle of a weekday a recording indicated that it was closed.
- Several foster parents also reported concerns about inadequate networks with the changes and assignments to new PCPs resulting in lack of continuity of care.

#### Other Critical Issues

- 33 children (67%) have parents with substance abuse issues, 22 of them poly-substance users; 16 of the 32 children ages 13+ (50%) have/have had substance abuse issues, 12 were poly-substance users, 8 involving substances more serious than alcohol or marijuana; 2 children had overdosed and required hospitalization. 4 of the 32 children ages 13+ (13%) were allegedly involved in gang activity.
- 31 children (63%) had parents who are or have been incarcerated. 10 children's parents were in custody as children (20%).
- 28 children (57%) had little or no relationship with their fathers; 18 children (37%) had little or no relationship with their mother; 3 children (6%) have a deceased parent.
- 20 of the 32 children ages 13+ (63%) and 1 under age 13 were reportedly sexually active; 9 children were sexually active while in custody; 3 children had sexually transmitted diseases. 4 children were parents.
- 19 children (39%) had experienced domestic violence in the home. 18 children (37%) have parents who were never married to each other.
- 17 children ages 13+ (53%) and 1 younger child were currently or had a history of runaway.
- 17 children (35%) came from homes with incomes below the poverty level; 7 children (14%) had experienced environmental/cultural deprivation.
- 18 children (37%) were from sibling groups of 3 or more children, larger than the typical family in Tennessee.
- 17 children (35%) have a parent with a mental health diagnosis. 5 of the 32 children ages 13+ (16%) and 1 child less than 13 had experienced psychiatric hospitalizations; multiple hospitalizations included 1 with 2, 2 with 3, and 1 with 8. 10 of the 32 children ages 13+ (31%) and 1 child less than 13 had experienced suicidal ideations, 4 had attempted suicides. 1 child had attempted homicide.
- 14 children (29%) were allegedly sexually abused, 2 involving incest; 6 (12%) had siblings who experienced incest. 12 children (24%) were allegedly physically abused.
- 2 children were from adoptive homes that had disrupted.



STATE OF TENNESSEE  
**TENNESSEE COMMISSION ON CHILDREN AND YOUTH**

Andrew Johnson Tower, Ninth Floor  
710 James Robertson Parkway  
Nashville, Tennessee 37243-0800  
(615) 741-2633 (FAX) 741-5956  
1-800-264-0904

Hamilton County Region  
Preliminary System Observations  
February 26, 2001

Service System Strengths

46 of the 47 children (98%) were appropriate for custody at the time of custody.

Only 1 child had experienced problems receiving services under TennCare.

For children who were not on runaway, all children had current EPSDT medical screenings completed, 1 needed a behavioral screen, and all but 1 had recommended additional diagnostic tests and treatments provided.

No children had excessive stays (more than 30 days) in temporary placements since October 1999, and only 4 children had excessive stays before that time.

Efforts were made to place siblings together in all appropriate cases except 3.

Services, often multiple services, were offered/provided in an effort to prevent custody for 36 children (77%), including: 6 non-custodial assessment; 10 HomeTies; 15 counseling; 6 family crisis intervention; 6 probation; 5 case management; 3 alcohol/drug services for parent or child; 2 day care; 2 relative placement; and a variety of other services.

Excluding children who were on runaway status, all but 3 children (93%) were in the least restrictive, most appropriate placement; 2 needed less restrictive placement and 1 needed a different placement at the same level of restrictiveness.

6 of the 17 children in foster homes (35%) were in exceptional foster homes that were going above and beyond to ensure that needs were met; 8 (47%) were in adequate foster homes; 2 children were in foster homes that were adequate, but not appropriate for that child; 1 was in a foster home that was questionable. 5 children were in the process of being adopted by foster parents and 2 children were in family placements that expressed interest in adopting.

For those children not in family placements (11) and not on runaway status (3), 16 were placed within Hamilton County (48%); 8 in Knox County (24%); 4 in Southeast Region (12%); 3 in Middle Tennessee (9%); and 1 at an RRMG placement in East Tennessee.

10 children (21%) had experienced only 1 placement or only 1 placement following assessment.

Special education needs are being addressed for 13 of the 15 children whose needs have been identified (87%); 2 have needs that have not been identified or addressed.

In addition to foster care review, 24 children (51%) had judicial reviews of their cases to monitor progress and services.

Court records were thorough and well organized for all but 3 children (94%); 29 children (62%) had a CASA/GAL/attorney assigned to their cases.

Extracts had accurate critical information in all but 2 cases (96%), with inaccuracies including 2 incorrect custody dates; 1 incorrect race.

Between the time cases were selected for review and the review was actually conducted, there was substantial increased activity in 9 cases (19%), including: 2 children had counseling arranged; 2 had EPSDT completed; 2 aides in classrooms; and 1 each GAL visit; HCCM visit; HCCM contact with contract case manager; trial home visit; adoption finalized; pre-placement summary completed; permanency plan completed; IEP/M-Team.

Noteworthy Accomplishments

1 child's foster parents became foster parents just for this child and have provided exceptional support for the child.

1 child's case is exceptionally well coordinated and is a good example of effective community resources working together to maintain a difficult and needy child in placement.

#### Emerging System Performance Issues

22 children (47%) have experienced a new RCM or HCCM within the last 12 months. 20 children (43%) have case managers who have been employed by DCS for 12 months or less. 25 children (53%) had a HCCM who had more than 25 cases, but the average caseload was 24.5.

16 children (34%) had inadequate assessments: including 8 with no, inadequate or out-of-date social histories; 5 were missing psychological evaluation reports; additional assessments needed included: 5 psychological evaluations; 5 psycho-educational evaluations; 2 neuro-psychological evaluations; 2 alcohol and drug assessments; 1 parenting assessment; 2 vocational assessments.

23 children (49%) had inadequate Permanency Plans due to failure to adequately address: child's current needs/circumstances (18); family needs (9); no/ incorrect/inadequate goals for permanency (6); no target dates (1).

16 children had inadequate coordination (34%) with the coordination inadequate between the following: HCCM and RCM (10); HCCM and foster home (7); HCCM and placement (6); RCM and placement (3); HCCM and family (2); HCCM and court (1).

In a majority of cases there appeared to be a substantial lack of effective and supportive supervision.

20 children (43%) have experienced 4 or more placements, ranging from 4 to 24 placements, with an average of 9 and a median of 8 placements.

10 children had received HomeTies but still came into or returned to custody; 5 children received Crisis Intervention Team services but still came into custody.

11 children (23%) have been in custody multiple times: 8 two times; 1 three times; 1 five times; and 1 multiple times in the 1980s.

Truancy or other school problems were major factors contributing to custody for 9 of the 40 school age children (23%).

3 children were allegedly sexually abused in foster homes; 2 children were allegedly physically abused in two different foster homes; 2 children were experiencing emotional abuse in a foster home.

#### TennCare/TennCare Partner/EPSSDT Issues:

- 1 child experienced difficulty in receiving medical and dental services due to an inadequate provider network.
- 1 child had difficulty getting an antibiotic covered, appealed, and it was covered and even added to the formulary.

#### Other Critical Issues

- 37 children (79%) had little or no relationship with their fathers; 14 children (30%) had little or no relationship with their mothers.
- 36 children (77%) have parent(s) with substance abuse issues, 11 of them both parents (23%); 17 children's parents (36%) were using crack/cocaine.
- 31 children (66%) were from homes/families living below the poverty level.
- 31 children (66%) have parents who are or have been incarcerated.
- 30 children (64%) were from sibling groups of more than 3 children, larger than the average family in Tennessee.
- 26 children (55%) were born to biological parents who were not married.
- 18 children (38%) are from families that live in high crime areas.
- 18 children (38%) had experienced domestic violence.
- 16 children (34%) were allegedly physically abused.
- 15 children (32%) were allegedly sexually abused; 3 children (6%) were allegedly involved in incest.
- 14 children (30%) were environmentally/culturally deprived.
- 11 children ages 13+ (44%) had experienced psychiatric hospitalizations, with multiple hospitalizations including 3 with 2; 1 with 3; 3 with 4; 1 with 5; 1 with 11; and 1 with 12; 1 child under 13 has had 2 hospitalizations.
- 11 of the 25 children who are ages 13+ (44%) had substance abuse issues; 13 (52%) used tobacco.
- 10 children (21%) have a diagnosed learning disability other than ADHD/ADD; 4 children (9%) are/have a history of ADHD/ADD.
- 10 children (21%) are diagnosed as mentally retarded or with borderline intellectual functioning.
- 8 children ages 13+ are sexually active (32%).
- 8 children (17%) had experienced abandonment.
- 7 children (15%) had parents in custody as children.
- 7 children ages 13+ (28%) have had suicidal ideations and 2 have attempted suicide; 1 under age 13 has had ideations.
- 6 children (13%) are/have been diagnosed SED.
- 5 children (11%) were substance exposed prenatally.
- 4 of the children who are ages 13+ (16%) allegedly are/have been involved in gang activity.
- 2 children (4%) have parents diagnosed mentally ill, and 2 (4%) have parents diagnosed as mentally retarded.
- 3 children had experienced adoptive or pre-adoptive placement disruptions.



**STATE OF TENNESSEE  
TENNESSEE COMMISSION ON CHILDREN AND YOUTH**

Andrew Johnson Tower, Ninth Floor  
710 James Robertson Parkway  
Nashville, Tennessee 37243-0800  
(615) 741-2633 (FAX) 741-5956  
1-800-264-0904

Knox County Region  
Preliminary System Observations  
November 20, 2001

Service System Strengths

All children had received EPSDT screening and follow-up, if needed.

Efforts were made to place siblings together in all appropriate cases except 1.

All children except 2 (96%) were appropriate for custody at the time of custody.

All children who were not on runaway except 1 child (98%) were in the least restrictive, most appropriate placement; 1 child needed a less restrictive placement.

36 children (77%) had caseworkers that had more than 12 months experience as a HCCM; only 11 children (23%) had caseworkers with less than 12 months experience as HCCM.

Assessments were adequate for 33 children (70%); inadequacies included: 1 no social history; 6 inadequate/incomplete/out-of-date social histories; other needed evaluations: 5 psychological evaluations; 2 parent psychological evaluations; 2 child psycho-sexual evaluations; and 1 each: reading assessment; A&D assessment; psycho-educational evaluation, parent psycho-sexual evaluation; family assessment, and parenting assessment.

Permanency plans were adequate for 34 children (72%); inadequacies included failure to address the following needs: 5 child's educational; 2 behavioral; 2 independent living skills; 3 intensity level of sexual perpetrator issues; 3 child/community safety; 1 A & D; 1 child's mental health; 2 parent mental health treatment; 1 housing assistance; 1 child/family strengths; 1 extended family; 1 inappropriate permanency goal; 1 lacked clearly defined permanency goal; 1 no goals for adoption; and 1 no action plan for permanency.

Coordination was adequate for 35 children (74%); with inadequacies between: 5 HCCM and parent; 6 HCCM and placement/facility; 2 HCCM and caregiver; 2 HCCM and child; 2 HCCM and school; 1 HCCM and service provider; and 1 HCCM and court.

14 of 18 children (78%) who needed special education services were receiving them.

Of the 34 children who were not in family, paid kinship placements, or on runaway, 22 children (59%) were placed in Knox County; 5 children (14%) were in the East Tennessee Region; 3 were outside the grand region; 2 in RRMG placement; 1 in specialized school; and 1 in specialized placement out of state.

26 of 47 children (55%) had services, often multiple services, provided in an effort to prevent custody, including: 13 individual/group counseling; 10 child protective services; 9 probation; 6 alcohol/drug counseling/treatment; 6 Family Crisis Intervention Program; 5 relative placement sought; 5 Home Ties; 4 intensive case management; 3 PASAC; 3 non-custodial assessment; 2 psychiatric hospitalization; 2 alternative school; 2 Family Intact Program; and 1 each: community service, CHAPS, First Offender Program, homebound education, safety plan, public housing, One-to One Program, Young Marines Program, relative placement, psychological evaluation, homemaker, emergency food assistance, day treatment, and daycare.

Foster homes provided exceptional care for 11 of the 17 children in foster homes (65%), providing loving, nurturing placements, and making substantial efforts to ensure that children received individualized and needed services; the other 6 children were in adequate foster homes. Foster parents were interested in adopting 11 of the children in foster homes (65%); one has been finalized.

34 children (72%) had a guardian ad litem appointed; in 15 cases the GALs had stayed involved and provided ongoing advocacy as needed.

Average reported social services caseload was 15 and the median was 15 cases; juvenile justice caseloads averaged 41.7 and the median was 43.5; 1 caseworker had 28 foster care and ICPC cases.

Extracts had accurate, critical information in all but 7 cases (85%); inaccurate information included: 2 wrong race; 2 adjudication; 1 wrong SSN; 1 wrong case manager; 1 incorrect county of venue; 5 TNKids screens had inaccurate information: 1 wrong race (also on extract); 2 wrong adjudication; 1 incomplete placement history; and 1 wrong relationship information.

Between the time cases were selected for review and the review was actually conducted, 7 cases (15%) experienced substantial increased activity, including: 2 Permanency Plans; 2 children moved to family placement; 1 permanency plan revised and faxed to placement; 1 child moved to a more appropriate placement; 1 child released; and 1 HCCM contact with relative.

#### Noteworthy Accomplishments

- Foster parents for 1 child were providing support services to incorporate multi-ethnic education to ensure the child was given a sense of ethnic origin and had obtained assistance in developing a comprehensive remedial education program to improve child's academic performance.
- One young family became a foster home for a child, providing tremendous support services, actively advocating, and planning to adopt.
- In 1 case a residential case manager was making substantial efforts to maintain contact between reviewed child and siblings for family unity.

#### Emerging System Performance Issues

28 children (60%) had experienced 4 or more placements; the average was 8 and the median was 12; just 10 children (21%) had experienced only 1 placement or 1 placement following assessment.

8 children (17%) had excessive stays (30 days or more) in temporary placements; 6 after October 1, 1999; 2 prior to October 1, 1999; the average was 55, and the median was 60 days.

8 children (17%) have been in custody too long: 2 needed to be adopted; 1 needed termination of parental rights; 1 needed to be released; 3 missed the window of opportunity, and 1 other.

5 children (11%) received HomeTies and 6 children (13%) received family crisis intervention services but still came into or returned to custody.

Truancy/school behavior problems/special education issues were factors that led to custody for 4 school-age children (12%).

10 children (21%) were in custody for the second time.

3 children were allegedly sexually abused in placement; 1 child was sexually abused in a placement that was subsequently closed. 1 child was allegedly physically abused by another child in a placement that was subsequently closed. 2 children in group placements were allegedly physically abused by use of restraints.

1 child experienced a change in HCCM and an adverse placement change right before the CPORT review without adequate preparation for transition. There were also indications of insufficient transition preparation for other children when moving from one placement to another.

In 5 cases perpetrators were not prosecuted for child abuse or sexual abuse, even in severe cases.

#### TennCare/TennCare Partners/MCO/BHO/EPSTDT issues included the following:

- 1 young child requiring extensive dental work, including several extractions, has not been able to obtain pre-authorization for the dental procedure and been advised that it would be 4 to 6 more weeks before pre-authorization is approved.
- 1 child who is medically fragile needed a neurologist but there was none taking TennCare Select. The contract facility appealed to TennCare and the former neurologist is now seeing the child.
- 8 children were adversely affected by the conversion to TennCare Select due to an inadequate provider network for primary care providers (PCPs); 2 children experienced delays identifying a PCP. Reportedly there were insufficient/no PCPs for children ages 13+.
- The only local clinic that sees TennCare Select children scheduled a 9:00 p.m. sick child appointment, and reportedly the only physician at the clinic who takes TennCare Select has now left the clinic.
- DCS casemanager has not been able to secure a TennCare Select card for 1 child since conversion to TennCare Select and has reportedly notified the DCS TennCare representative.

#### Critical Issues:

- 37 children (79%) had little or no relationship with their fathers; 18 children (38%) had little or no relationship with their mothers.
- 30 children (64%) have parents who are or have been incarcerated.
- 24 children (51%) have parents who were never married to each other.
- 22 children (47%) had experienced domestic violence.
- 21 children (45%) have parents who have/have had substance abuse issues; 19 children's parents (40%) were poly-substance abusers; both parents were poly-substance abusers for 6 children (13%).
- 19 children (40%) were allegedly sexually abused, 10 children (21%) allegedly experienced incest.
- 5 children ages 13+ (18%) and 1 child under 13 were sexual perpetrators.
- 18 children (38%) were from sibling groups of 3 or more.
- 17 children (36%) came from homes below the poverty level; 3 children (6%) were environmentally/culturally deprived.
- 16 children (34%) were physically abused.
- 14 children (50%) age 13+ have substance abuse issues; 11 (39%) were poly-substance abusers; 2 were dealing drugs.
- 12 children ages 13+ (43%) and 2 very young children under age 5 had experienced psychiatric hospitalization.
- 11 children ages 13+ (39%) had experienced suicidal ideations; 3 had attempted suicide.
- 10 children ages 13+ (36%) had serious mental health issues including: 2 schizophrenia; 2 PTSD; 2 reactive attachment disorder; 2 personality disorder; 2 severe depression; 2 dysthymia; 1 anxiety disorder, and 1 bipolar disorder.
- 4 children (9%) were removed from relatives at the time of custody.



**STATE OF TENNESSEE  
TENNESSEE COMMISSION ON CHILDREN AND YOUTH**

Andrew Johnson Tower, Ninth Floor  
710 James Robertson Parkway  
Nashville, Tennessee 37243-0800  
(615) 741-2633 (FAX) 741-5956  
1-800-264-0904

Mid Cumberland Region  
Preliminary System Observations  
September 28, 2001

Service System Strengths

All children who were not on runaway had received EPSDT screening.

All children who were not on runaway except 2 (96%) had been visited by a DCS case manager within the last 30 days; those 2 children had not been seen in about 4 months.

All but 4 children (92%) were appropriate for custody at the time of custody.

Efforts were made to place siblings together when appropriate in all but two cases.

All but 6 children (89%) who were not on runaway were in the least restrictive, most appropriate placements; 3 needed less restrictive placements; 2 needed more restrictive placements; 1 child needed a more appropriate placement at the same level of restrictiveness.

Coordination was adequate for 39 children (80%); when it was inadequate, it was: 6 between HCCM and placement; 4 HCCM and parents; 3 HCCM and child; 2 HCCM/DCS and court; and 1 each: HCCM and CASA; DCS RCM and placement; DCS RCN and parent; DCS RCM and all other parties.

32 children (65%) had substantial services provided in an effort to prevent custody, including: 16 probation; 15 counseling for child; 8 relative placement explored or utilized; 8 non-custodial assessment; 8 CPS/safety plan; 8 public/community service; 6 alternative school; 7 crisis intervention; 5 house arrest; 4 intensive home-based services; 3 alcohol and drug assessment; 3 HomeTies; 3 JCCO; 2 outpatient substance abuse services; and 1 each: day treatment; intensive case management; restitution; RASAC services; CASA; valid court order; report writing; YCAP; psycho-sexual evaluation; psychological evaluation.

11 of the 16 children who were in foster homes (69%) were in very loving, nurturing, supportive foster homes focused on meeting the children's needs; 5 other children were in adequate foster homes; 11 of these children were in foster homes that were interested/willing to adopt them (69%).

For the 31 children who were not in family placements or on runaway: 13 children (42%) were placed within their home county; 14 children (45%) were placed within the Mid-Cumberland CSA or Davidson County; 3 children (10%) were in RRMG placements out of the area; 1 in an adoptive placement.

10 of the 12 children (83%) who needed special education services were receiving services.

Reported social service caseloads ranged from 11 to 30 with the average being 21 and the median being 20; reported juvenile justice caseloads ranged from 13 to 47 with the average being 27 and the median being 24.

TennCare/TennCare Partners/EPSDT/MCO/BHO issues were minimal in this region, but those identified included the following:

- 1 child with a chronic medical condition experienced a two-month delay in getting on TennCare, during which time a local assistance program had to provide medications and durable medical equipment.
- 1 child's dental screening revealed no problems, but when taken to a private pro bono dentist about a month later, 3 cavities and the need for substantial orthodontic services were identified. 2 children had difficulties with an inadequate dental provider network.
- 1 child with substantial mental health service needs had TennCare terminated when released from custody and no efforts were made to assist the relative placement in applying for TennCare under other eligibility categories. The child's mental health benefits under insurance prior to custody had been exhausted, resulting in placement in custody to access mental health services. Relative expressed intent to appeal based on TennCare information sheet distributed by CPORT.

Extracts had accurate information in all but 6 cases (12%), inaccuracies included: 5 incorrect race; 1 incorrect custody date; 5 cases reflected the wrong county of venue because Trousdale County is reported for all cases assigned to the Center for Adoption.

Between the time cases were selected for review and the review was actually conducted, 17 cases (35%) experienced substantial increased activity, including: 4 permanency plans updated; 4 placements changed; 2 updated social history; 2 hearings scheduled; and 1 each: caseworker visited child; caseworker scheduled a visit with a child; assigned adoption worker; adoption staffing; records sent to adoption unit; foster parents encouraged to adopt; filed for release from custody; GED pre-test; Foster Care Review Board; dental screening; dental screening scheduled; 1 psychological evaluation; placement referral; therapist visited child.

#### Noteworthy Accomplishments

- An orthodontist is providing free services for a child who has substantial treatment needs.
- Former foster parents continue to serve as mentor for a child who has moved into a kinship placement, involve the child in family vacations and bought the child a computer.
- Therapist at a PTC was instrumental in getting counseling at the level needed to keep a child from requiring a more restrictive placement and custody for a longer period of time.

#### Emerging System Performance Issues

26 children (53%) have had changes in assigned case manager within the last 12 months, 11 of these within the last 3 months; 17 children (35%) had case managers with less than 12 months experience, but 1 of these was formerly with the CSA and carried the child's case there.

Assessments were inadequate for 19 children (39%); deficiencies included: 8 incomplete/inadequate social history; 6 children needed psychological evaluations; 4 needed parent assessment; 3 needed parent psychological evaluation; 3 needed psycho-educational assessment; 3 psycho-sexual evaluation of child; and 1 each for the child: no assessment; no social history; alcohol and drug assessment; psycho-social evaluation; speech and development evaluation; medical/physical evaluation; case record had no copy of a psychological.

13 children (27%) had inadequate Permanency Plans with deficiencies including: failure to address child's needs as follows: 5 educational needs; 4 emotional/mental health needs; 2 speech therapy; 2 sexual activity; 2 independent living; 2 substance abuse issues; 2 vocational needs; 1 medical needs; failure to address parent's needs as follows: 3 parenting skills; 2 counseling; 1 substance abuse issues; 2 had inappropriate permanency goals; 1 had insufficient or unclear action steps; 1 had no target dates; 1 was incomplete.

26 children (53%) had four or more placements: 7 had 4 placements; 5 had 5 placements; 3 each 6, 7 and 8 placements; and 1 each 11, 12, 16, and 19 placements; the average and the median for these children was 7 placements. Only 6 children (12%) had experienced only one placement or only one placement since assessment.

Truancy or other school problems was a major factor in custody for 10 school-age children (26%) from the following counties: 3 each Sumner, Montgomery; 2 Robertson; 1 each Williamson and Wilson.

14 children (29%) have been in custody too long: 6 needed to be released; 5 needed adoption; 2 needed TPR; 1 other.

25 children had a GAL, but only 10 made a significant positive impact; 8 children had a CASA, but only 3 made a significant positive impact.

3 children had stays of more than 30 days in temporary placements, ranging from 42 to 96 days; 1 child was in emergency shelter 115 days during a previous custody in 1999, then returned home, and came back into custody 11 months later on the same charges.

13 children (27%) had been in custody multiple times: 11 twice, 2 three times.

8 children (16%) had experienced inappropriate placements that had an adverse impact on them.

7 children received family crisis intervention services, but still came into custody; 3 children had experienced HomeTies services, but still came into custody.

#### Critical Issues

- 31 children (63%) had little or no relationship with their fathers; 15 children (31%) had little or no relationship with their mothers.
- 29 children (59%) have parents who are currently or have been incarcerated - 17 children's parents (35%) for alcohol/drug offenses.
- 28 children (57%) have parents with substance abuse issues; 21 were poly-substance users.
- 23 children ages 13+ (68%) were sexually active.
- 20 children (41%) were from sibling groups of three or more.
- 17 children ages 13+ (50%) have/have had substance abuse issues.
- 17 children (35%) were allegedly sexually abused, 3 perpetrators were prosecuted and convicted; 6 children (12%) had experienced incest.
- 16 children (33%) had experienced domestic violence.
- 15 children (31%) were allegedly physically abused.
- 15 children (31%) had experienced a sense of abandonment.
- 14 children (29%) were from homes/families living below the poverty level. 6 children (12%) had experienced environmental deprivation.
- 14 children ages 13+ (41%) are currently or have a history of runaway behavior.
- 12 children ages 13+ (32%) have experienced suicidal ideations/gestures or attempts.
- 12 children ages 13+ (24%) had serious mental health diagnoses, mostly major depression.
- 11 children ages 13+ (32%) had experienced psychiatric hospitalization; 4 had multiple hospitalizations, 2 two times.
- 7 children (14%) have parents who have been diagnosed with mental illness.
- 5 children ages 13+ (15%) were allegedly involved in gang activity.
- 4 children ages 13+ (12%) were either parents or were or had been pregnant.
- 3 children (6%) were exposed prenatally to drugs or alcohol.
- 3 children (6%) were adopted years ago when they were in custody as dependent/neglected children.



**STATE OF TENNESSEE  
TENNESSEE COMMISSION ON CHILDREN AND YOUTH**

Andrew Johnson Tower, Ninth Floor  
710 James Robertson Parkway  
Nashville, Tennessee 37243-0800  
(615) 741-2633 (FAX) 741-5956  
1-800-264-0904

Northeast Region  
Preliminary System Observations  
June 29, 2001

Service System Strengths

All children except 2 (96%) were appropriate for custody at the time of custody.

All but 6 children who were not on runaway (86%) were in the least restrictive, most appropriate placement; 3 needed less restrictive placements; 2 needed a more appropriate placement at the same level of services; 1 needed a more restrictive placement.

All children had received EPSDT medical screening and follow-up, if needed, but 3 children had not received dental screening.

Efforts were made to place siblings together when appropriate in all except 1 case.

18 of the 22 children who needed special education services were receiving them (82%).

6 of the 8 children who were in continuum placements (75%) were receiving needed services.

33 children (69%) received service interventions in an effort to prevent custody, including: 13 probation; 12 counseling; 2 relative placement; 7 juvenile-family crisis intervention; 3 intensive home-based services; 3 homemaker services; 5 HomeTies; 3 non-custodial assessment; and a variety of others. All children except 1 who were adjudicated delinquent received services in an attempt to prevent custody.

Coordination for continuity of services was adequate for 37 children (77%); when coordination was inadequate, it was between: 5 HCCM-placement; 4 HCCM-family; and 1 each HCCM-court, service provider, contract agency, and child, and 1 contract agency and foster parent.

Assessments were adequate for 36 children (75%); issues with inadequate assessments included: 7 no/inadequate social history; 4 children needed psychological evaluation; other needed assessments include: 2 psychiatric; 1 psycho-educational; 1 alcohol and drug; 1 vocational; 1 parent psychological evaluation. 23 children (48%) had exceptional, thorough, detailed social histories.

Permanency Plans were adequate for 36 children (75%); issues with inadequate Permanency Plans included: 8 did not address the needs of the child; 4 did not include strategies to achieve the goal; 3 did not address family needs; 1 was vague/generic; 1 had no plan.

14 children (29%) had experienced only one placement, or only one placement following assessment.

15 of the 23 children in foster homes (65%) were in foster homes that were really committed to them: extremely nurturing and supportive; making substantial efforts to meet their needs; sometimes taking sibling groups; 7 foster homes were adequate; 1 child was in a foster home that appeared inadequate; 14 children were in foster homes that were interested in adopting them.

For the 38 children who were not on runaway or in family placement: 16 (46%) were placed within the home county; 14 (40%) were placed within the CSA region; 6 (17%) were in East Tennessee; 2 were in Davidson County.

Extracts had adequate critical information in all but 6 cases (88%); inaccurate or missing information included: 4 incorrect race; 1 incorrect adjudication; 1 incorrect custody date; 1 incorrect county. Screens had accurate information for all but 8 cases; inaccurate items included: 3 placement history; 2 race; 2 county; 1 adjudication.

Between the time cases were selected for review and the review was actually conducted, 8 cases (17%) experienced substantial increased activity, including: 2 revised permanency plans; and 1 each: staffing/discharge planning; medical services; TennCare denial appealed; dental services scheduled; went home; visited child; social history; moved to placement closer to home; HCCM-RCM communication; CASA called placement.

Noteworthy Accomplishments

Foster parents are providing exceptional care and advocacy for 4 children who came into custody with substantial problems and in 3 cases foster families are planning adoption.

A house parent is providing exceptional efforts to prepare a child for independent living even though not part of the plan/expectations.

#### Emerging System Performance Issues

20 children (42%) have case managers who had been with DCS twelve months or less. 21 children (44%) have had a change in case managers in the last 12 months.

33 of 38 social service HCCMs (87%) reported caseloads larger than 20; the average number of cases was 24; 1 had large adoption assistance caseloads in addition to HCCM responsibilities.

2 children reportedly had not been seen by a DCS case manager within the past 30 days, 1 for 90 days and 1 for 120 days.

11 children (23%) had been in custody too long: 4 (8%) needed TPR; 3 (6%) needed to be released; 1 (2%) needed to be adopted; 1 (2%) needed to go home; 2 (4%) other.

5 children ages 13+ (17%) spent too much time (more than 30 days) in emergency placements awaiting placement; 3 of these were after 10/1/99, with the average and the median being 47 days. 3 children were placed in the Observation and Assessment Center, 2 of them for 62 days, 1 for 35 days.

21 children (44%) had experienced 4 or more placements, ranging from 4 to 30 with the average being 7 and the median being 5.

Truancy was a factor contributing to custody for 10 of the school-age children (26%).

5 children received HomeTies services and 7 children received crisis intervention services, but still came into custody.

5 children (10%) were in custody for the second time, and 1 child for the third time. 2 additional children had experienced multiple custodies in another state.

1 child was reportedly physically and emotionally abused in placement and moved from that placement; 1 child was reportedly physically abused and still in the placement; 1 child was reportedly involved in inappropriate sexual activity with a sibling in placement, so the siblings were separated.

#### TennCare/TennCare Partners/EPSTDT/MCO/BHO issues included the following:

- TennCare has denied coverage for a child who needs a permanent dental bridge or implant for health/mental health reasons, but the denial is being appealed.
- Delays in a child receiving dental services due to an inadequate provider network resulted in teeth abscessing so badly that antibiotics were required for a week before treatment could be provided (teeth extracted).
- 2 children had delays in receiving dental services due to an inadequate provider network.
- The correct MCO was not identified for a child with substantial health needs; the child has been seeing a provider who is not in the correct network, and now there are concerns about provider continuity and DCS having to pay for services received.

#### Critical Issues

- 34 children (71%) had little or no relationship with their fathers, and 12 (25%) have unknown fathers or never had contact with fathers.
- 14 children (30%) had little or no relationship with their mothers. 16 children (34%) have parents who were never married to each other.
- 31 children (65%) have parents who are or have been incarcerated.
- 30 children (63%) have parents with substance abuse issues.
- 16 children ages 13+ (53%) and 1 child under age 13 have substance abuse issues; 12 are poly-substance abusers.
- 24 children (51%) were from sibling groups of three or more.
- 21 children (44%) have experienced domestic violence in the home.
- 18 children (38%) were from homes below the poverty level.
- 17 children (35%) were allegedly sexually abused; 10 (21%) had experienced incest; 3 others (6%) had siblings who experienced incest.
- 16 children (33%) had a parent diagnosed as mentally ill; 11 children (23%) have a parent who is both mentally ill and has substance abuse issues. 4 children (8%) had parents who were mentally retarded.
- 15 children (31%) were allegedly physically abused.
- 16 children ages 13+ (53%) were reportedly sexually active; 5 children (17%) were allegedly sexual offenders.
- 13 children (27%) are from families that moved from county-to-county or state-to-state.
- 13 of the children ages 13+ (43%) and 1 child under age 13 had a history of psychiatric hospitalization, 9 had multiple hospitalizations: 4 had 2; 2 had 3; 1 had 4; 1 had 5; and 1 had 13.
- 12 children (25%) were environmentally/culturally deprived.
- 11 children (23%) have parents who were in custody as children.
- 8 children (17%) had been diagnosed with a learning disability.
- 8 children ages 13+ (27%) had suicidal ideation; 3 had attempted suicide; 1 had a parent commit suicide.
- 7 children (23%) have a history of runaway behavior; 3 other children are currently on runaway from their first episode.
- 6 children ages 13+ (20%) reportedly had been involved in gangs.
- 6 children ages 13+ (20%) had assaulted family members.
- 2 children reviewed were born to mothers in custody.



STATE OF TENNESSEE  
**TENNESSEE COMMISSION ON CHILDREN AND YOUTH**

Andrew Johnson Tower, Ninth Floor  
710 James Robertson Parkway  
Nashville, Tennessee 37243-0800  
(615) 741-2633 (FAX) 741-5956  
1-800-264-0904

Northwest Region  
Preliminary System Observations  
August 29, 2001

Service System Strengths

All children who were still in custody had been visited by a case manager within the past 30 days.

All children had received EPSDT screening and recommended treatment or follow-up services.

Efforts were made to place siblings together in all cases when it was appropriate except 1.

All except 2 children (95%) were appropriate for custody at the time of custody.

All except 3 children (93%) were in the least restrictive, most appropriate placement; 2 needed a more restrictive placement; 1 needed a more appropriate placement at the same level of restrictiveness.

Assessments were adequate for 32 children (73%); inadequacies included 1 inadequate social history; other needed evaluations: 5 psychological evaluations; 4 psycho-educational; 2 A&D assessment for child; 2 A&D assessment for parent; and 1 each: family assessment; parenting assessment; psychiatric evaluation; psycho-sexual evaluation.

All children except 2 (95%) had adequate social histories, and 21 children (48%) had social histories that were above average, clear, concise, providing substantial detailed information.

Coordination was adequate for 36 children (82%), with inadequacies between: 5 HCCM-placement; 2 placement and family; 2 DCS-court; and 1 each: HCCM-child; HCCM-parents; HCCM-service provider; HCCM-RCM; RCM-placement.

31 children (70%) had case managers providing continuity and having a good working knowledge of the child, family, and service needs; only 2 children (5%) had a case manager who has been with DCS for 12 months or less.

32 children (73%) received substantial services in an attempt to prevent custody, including: 15 counseling; 13 HomeTies; 12 county/state/intensive probation; 8 child protective services; 6 day treatment/alternative school; 6 crisis intervention; 5 in-home services; 4 psychiatric hospitalization; 3 alcohol and drug services; 3 restitution; 3 pre-trial diversion; 2 non-custodial assessment; 2 house arrest; 2 community service; 2 homemaker; 2 TEIS; 2 Family Resource Center; 2 residential treatment; 2 day care/HeadStart.

All foster homes were adequate except 1; 10 children were in exceptional, loving, committed foster homes; 11 children were in foster homes that were interested in adopting them.

13 of the 17 children who needed special education services (76%) were receiving needed services.

Reported caseloads were generally manageable with the average being 18 for social services and 23 for juvenile justice:

Extracts had accurate critical information in all except 6 cases (86%); inaccurate information included: 3 wrong race, also wrong on the TNKids screen; 2 wrong county of venue, both adoption cases; and 1 each wrong custody date and date of birth; 7 TNKids screens had incomplete placement histories.

Between the time cases were selected for review and the review was actually conducted, 13 cases (30%) experienced substantial increased activity, including: 3 returned home/released to relatives; 3 updated social histories; 2 revised/updated permanency plans; and 1 each: discharge staffing; released from custody; case manager visited child; child visited sibling; school records acquired; pre-placement summary updated.

### Noteworthy Accomplishments

- The HCCM for 1 child made diligent efforts to ensure that the child was returned home in time to become acclimated to the community before school started.
- Foster parents stayed involved with a child and the child's family when released from custody, and immediately provided a placement for the child and a sibling upon re-entering custody.
- Two children are being adopted by families who became foster parents just for them and one foster family is making exceptional efforts to maintain contact with the child's sibling with the possibility of adopting the sibling as well.

### Emerging System Performance Issues

Permanency Plans were inadequate for 22 children (50%); inadequacies included: 15 did not address current needs of child; 5 did not address current needs of family; 5 had no clear strategies to achieve the goal; 2 had no clear permanency goal; 2 had no target dates to achieve permanency.

15 children (34%) had been in custody multiple times: 12 twice, 2 for the third time, 1 for the fifth time; 6 of the 12 children adjudicated delinquent (50%) were on at least their second commitment.

14 children (32%) had experienced 4 or more placements, with the average and the median being 5; 14 children (32%) had experienced only 1 placement or 1 placement since assessment.

13 children (30%) received HomeTies and 6 children (14%) had crisis intervention services but still came into or returned to custody.

For the children not in family placements: 6 were placed in home county (20%); 8 within the Northwest Region (27%); 7 in RRMG placements in Southwest or Memphis (23%); 2 at Wilder (7%); 1 at another YDC; 4 (13%) in placements outside of West Tennessee.

Truancy or other school behavior problems was an issue contributing to custody for 14 of the school-age children (42%).

7 children (16%) had been in custody too long; 3 (7%) needed adoption; 1 needed to be released; 3 had missed the window of opportunity.

2 children reportedly received corporal punishment in foster homes; 1 child is in a foster home where the child is experiencing rejection; 1 child was moved from a foster home after the child had literally prayed for a new placement.

### TennCare Partners/EPSTD/MCO/BHO issues identified for the children in this sample:

- The change to TennCare Select has resulted in the loss of the PCP medical home for 1 child.
- 1 child experienced excessive delays of hours while waiting to see a PCP.
- 1 child has been denied approval for acne medication, and an appeal is under consideration.
- Following release from custody, 1 child's mother was unclear how to get her child transferred from TennCare Select to his previous TennCare coverage.

### Critical Issues

- 31 children (70%) have parents with substance abuse issues; 14 children's parents (32%) were poly-substance abusers. 13 children ages 13+ (43%) have substance abuse issues, 5 involving drugs more serious than alcohol or marijuana.
- 29 children (66%) have parents who are or have been incarcerated.
- 26 children (59%) were from sibling groups of 3 or more children, larger than the typical family in Tennessee.
- 25 children (57%) have little or no relationship with their fathers; 12 children (27%) have little or no relationship with their mothers.
- 16 children's parents (36%) were never married to each other; 12 children's parents (27%) had been married three or more times.
- 16 children (36%) had experienced domestic violence.
- 16 children (36%) had serious mental health diagnoses, including: 10 mood disorders; 2 borderline personality disorders; 2 intermittent explosive disorder; 1 psychotic NOS; 1 bipolar; 1 anti-social; 1 narcissistic. 9 of the children ages 13+ (30%) had experienced psychiatric hospitalizations; 6 had multiple hospitalizations, 3 had 2, 2 had 3, 1 had 6.
- 14 children (32%) were from homes living below the poverty level.
- 13 children (30%) allegedly had been physically abused.
- 12 children (27%) have a parent(s) diagnosed with a mental illness: 5 bipolar; 4 schizophrenia; 3 depression.
- 12 children (27%) experienced suicidal ideations, 1 under age 13; 6 of the children ages 13+ (20%) had made suicidal attempts.
- 10 children (23%) experienced the death of a person with whom they had a significant relationship.
- 9 children (20%) had committed offenses against persons.
- 10 children (23%) allegedly had been sexually abused; 5 children (11%) allegedly were the victims of incest, and 3 other children (7%) had siblings who allegedly were the victims of incest.
- 8 children (18%) were allegedly involved in gang activity. 1 child was a sexual offender.



**STATE OF TENNESSEE  
TENNESSEE COMMISSION ON CHILDREN AND YOUTH**

Andrew Johnson Tower, Ninth Floor  
710 James Robertson Parkway  
Nashville, Tennessee 37243-0800  
(615) 741-2633 (FAX) 741-5956  
1-800-264-0904

South Central Region  
Preliminary System Observations  
October 23, 2001

Service System Strengths

All except 2 children (96%) were appropriate for custody at the time of custody.

All children (except 1 who had EPSDT scheduled later in October) had received EPSDT screening and recommended treatment or follow-up services. 1 child is apparently 9 months overdue for an annual EPSDT screening.

Efforts were made to place siblings together in all cases when it was appropriate.

All except 5 children (89%) were in the least restrictive, most appropriate placement; 2 needed a more restrictive placement; 1 needed less restrictive placement; 2 needed a more appropriate placement at the same level of restrictiveness.

37 children (79%) had adequate social histories, and 16 children (34%) had social histories that were above average, clear, concise, providing substantial detailed information.

27 children (57%) received substantial services in an attempt to prevent custody, including: 12 probation; 12 crisis intervention; 11 HomeTies; 9 counseling for child; 5 psychiatric hospitalization; 5 CPS; 4 family counseling; 4 intensive case management; 4 non-custodial assessment; 4 exploration of relative placement; 3 residential treatment; 2 A&D treatment; 2 daycare; 2 JCCO; and a variety of other services.

26 children (55%) had case managers providing continuity and having a good working knowledge of the child, family, and service needs.

18 of the 24 children who needed special education services (75%) were receiving them: 11 had special ed initiated pre-custody and were still receiving it; 5 were pre/school or don't know pre-custody, but receiving now; 2 initiated post custody. 5 had special ed pre-custody but were not receiving now; 1 never received needed special ed services.

All 16 foster homes were adequate; 12 children (75%) were in exceptional, loving, committed foster homes; 3 children were in foster homes that were interested in adopting them. 3 children were with relatives interested in adopting them and 1 child was in a group placement with house parents interested in adopting.

15 children (32%) had only one placement or only one placement following assessment.

Reported caseloads were generally manageable with the average being 18 and the median 21 for social services and 28 average and 22 median for juvenile justice.

Extracts had accurate critical information in all except 5 cases (89%); inaccurate information included: 3 wrong race; 1 wrong adjudication; 1 wrong custody date. 9 TNKids screens had inaccurate information: 7 incomplete placement histories; 2 wrong race (also on extract); 1 wrong EPSDT date.

Between the time cases were selected for review and the review was actually conducted, 16 cases (34%) experienced substantial increased activity, including: 4 children moved to new placements; 3 social histories completed/updated; 2 permanency plans completed/updated; 2 HCCM visited child/placement; and 1 each M-Team/ IEP; M-Team scheduled; relative placement called; quarterly progress notes; caseworker read case; case file transferred to worker; HCCM visited child; found a copy of a psychological evaluation; foster care review scheduled.

Noteworthy Accomplishments

- Staff at a primary treatment center made exceptional efforts to connect with and meet individualized needs of 3 children.
- Foster parents for a child with serious disruptive behavioral issues utilized creative strategies to address problems.
- Foster parents linked a child with an orthodontist who knew someone at TennCare, and approval was received quickly for a child with major treatment needs.
- Foster parents identified a private school for children with learning disabilities or behavior problems and are paying tuition for a child to attend.

Emerging System Performance Issues

28 children (60%) had a change in case manager within the past 12 months; 26 children (55%) had a case manager who has been with DCS for 12 months or less.

Assessments were inadequate for 15 children (32%); inadequacies included: 6 inadequate social history; other needed evaluations: 4 psychological evaluations; 4 psycho-educational; 2 parenting assessment; 2 parent psychological evaluations; 2 vocational assessments; 1 child psycho-sexual evaluation; 1 A&D assessment for child; 1 psychiatric evaluation; 1 neurological evaluation; and 1 parent psycho-sexual evaluation.

Permanency Plans were inadequate for 19 children (40%); inadequacies included failure to address the following needs: 5 child's mental health; 5 child's educational; 3 family therapy; 3 sex abuse treatment; 3 medication management; 2 grief/separation/loss; 2 independent living skills; 1 behavioral problems; 1 A&D treatment; 1 vocational skills; 1 family legal issues; 2 appropriate level of therapeutic intervention; 3 strategies for adoption; 3 inappropriate permanency goal; 2 no timelines; 2 no permanency goal; 1 no action plan for permanency.

Coordination was inadequate for 15 children (32%), with inadequacies between: 7 HCCM-placement; 3 DCS-court; 3 HCCM-child; 3 HCCM-parents; 3 HCCM-service provider; 2 placement and family; 2 caregiver and school; 2 HCCM-RCM; 1 HCCM-relative placement; 1 HCCM-school.

For the children not on runaway or in family placements: 3 were placed in home county (9%); 17 within the South Central Region (49%); 8 in RRMG placements in Mid-Cumberland (23%); 7 in out of region placements (20%).

22 children (47%) had experienced 4 or more placements, with the average and the median being.

14 children (30%) had been in custody multiple times: 9 twice, 5 for the third time; 7 of the 15 children adjudicated delinquent (47%) were on at least their second commitment.

12 children (26%) had been in custody too long: 5 (11%) needed TPR; 3 (6%) needed to be released; 2 (4%) needed adoption; 2 (4%) needed to go home; there did not seem to be sufficient focus on identifying adoptive placements for children as early as possible.

11 children (23%) received HomeTies and 12 children (26%) had crisis intervention services but still came into or returned to custody.

Truancy or other school behavior problems were an issue contributing to custody for 9 of the 41 school-age children (22%).

8 children who were placed in Tennessee and not on runaway had not been visited by a case manager within the past 30 days; 2 of these children have never been visited by their current caseworker; 1 child's case manager showed up for visit the day of the review; 3 children were only seen in connection with their release.

3 children spent excessive time in emergency shelter awaiting placement: 1 child 95 days; 1 62 days, finally placed after the TennCare Advocacy Program filed an appeal; 1 42 days awaiting therapeutic placement; 1 child was in 8 foster homes in 60 days awaiting a placement.

Court staff with inappropriate negative attitudes toward 3 children had an adverse impact on the overall situation and services for those children.

3 children were reportedly abused in foster homes; 2 by foster parents, 1 closed, insufficient information about the other; 1 by another child who was prosecuted for abuse of a third child; 2 children reportedly abused in group placements, 1 by another child; 1 apparently still under investigation.

#### TennCare/TennCare Partners/EPSTD/MCO/BHO issues identified for the children in this sample:

- No one has been able to assist a relative placement in another state identify how to get Medicaid coverage there.
- 1 child was decertified for residential treatment, remained in the facility for four months during an appeal that was denied, so the child went home for approximately three months and then came into custody to access residential treatment.
- BHO refused to pay for psychiatric hospitalization for a child in custody claiming the child had private insurance, which she no longer had after entering custody, and the issue is pending with parents providing documentation regarding lack of insurance.
- Excessive waiting periods in excess of two hours were reported at the local mental health center for 1 child.
- A dental provider tells TennCare patients if they miss a single appointment they cannot come back, and reportedly does not treat non-TennCare patients the same.
- The transition to TennCare Select resulted in unrequested assignment to a new PCP, who provided a due EPSTD one day prior to the effective date on the TennCare Select Card, so foster parents had to pay for the screening and are awaiting reimbursement from DCS or TennCare.
- TennCare Select card incorrectly listed co-payment requirements, so the foster parent has had to provide co-payments for prescription and emergency room services; the TennCare representative has been notified and is reportedly working on this.

#### Critical Issues

- 28 children (60%) have little or no relationship with their fathers; 17 children (36%) have little or no relationship with their mothers.
- 25 children (53%) have parents with substance abuse issues; 11 children's parents (23%) were poly-substance abusers. 14 children ages 13+ (48%) have substance abuse issues; 11 children ages 13+ (38%) were poly-substance abusers; 9 (31%) involving drugs more serious than alcohol or marijuana.
- 24 children (51%) have parents who are or have been incarcerated.
- 24 children (51%) allegedly had been sexually abused; 8 children (17%) allegedly were the victims of incest, and 1 other child (2%) had siblings who allegedly were the victims of incest.
- 21 children's parents (45%) were never married to each other.
- 20 children (43%) were from sibling groups of 3 or more children, larger than the typical family in Tennessee.
- 16 children (34%) had experienced domestic violence.
- 15 children ages 13+ (52%) had serious mental health diagnoses, including: 8 depression; 6 bi-polar; 2 PTSD; and 1 each: anxiety; intermittent explosive; obsessive/compulsive; sexual disorder; Tourettes; 2 schizo-affective; SED. 4 children under age 13 had serious mental health diagnoses, including 3 PTSD; 2 depression; 1 SED.
- 15 children (32%) were from homes living below the poverty level. 6 children were removed from squalid living conditions.
- 13 children (28%) allegedly had been physically abused.
- 12 children ages 13+ (41%) experienced suicidal ideations; 5 of the children ages 13+ (17%) had made suicidal attempts.
- 11 of the children ages 13+ (38%) had experienced psychiatric hospitalizations; 5 had multiple hospitalizations: 1 twice, 3 three times, 1 four times; 2 children under age 13 had experienced psychiatric hospitalization.
- 8 children (17%) have a parent(s) diagnosed with a mental illness.
- 7 children were charged with or allegedly were sexual offenders, 1 of them under age 13, (30% of the males ages 13+).
- 6 children had parents who were illiterate.



**STATE OF TENNESSEE  
TENNESSEE COMMISSION ON CHILDREN AND YOUTH**

Andrew Johnson Tower, Ninth Floor  
710 James Robertson Parkway  
Nashville, Tennessee 37243-0800  
(615) 741-2633 (FAX) 741-5956  
1-800-264-0904

Southeast Region  
Preliminary System Observations  
April 20, 2001

Service System Strengths

In all cases efforts were made to place siblings together when appropriate.

EPSDT had been completed or scheduled for all children who were not on runaway except 1 child; 1 child experiencing substantial medical/psychological episodes clearly should have been referred for psychological follow-up but was not.

All children who were not on runaway except 1 child (98%) were in the least restrictive most appropriate placement, 1 child needed a less restrictive placement.

All children except 3 (94%) were appropriate for custody at the time of custody.

31 children (66%) had a case manager with a good working knowledge of their case.

Foster homes provided exceptional care for 14 of the 23 children in foster homes (61%), providing loving, nurturing stable placements and making substantial efforts to ensure that children received needed services; the other 9 foster homes were adequate. Foster parents were interested in adopting 11 of the children in foster homes (48%).

For the children who were not on runaway or in family placements, 13 (42%) were placed in their home county; 4 (13%) were in Hamilton County; 6 (19%) in the Southeast Region; 2 (6%) were in RRMG placements; 1 in a state facility; 3 out of region.

In 23 cases (49%), substantial intervention services were provided to prevent custody, including: 9 state or county probation; 8 counseling; 6 child protective services; 5 relative placement; 4 JCCO; 4 residential treatment; 4 case management; 3 non-custodial assessment; 3 HomeTies; 2 alcohol and drug treatment; 2 crisis intervention services; and a variety of other services.

22 children (47%) had experienced only 1 out of home placement or only 1 placement following assessment; no child experienced excessive stays in temporary placements.

7 children (15%) had parent/parent figures(s) that have been or are being prosecuted for an offense against the child, a sibling or other children, reflecting stronger efforts to prosecute parents than sometimes experienced.

In 44 cases (94%), extracts had accurate critical information; missing or inaccurate critical information included: 2 incorrect race, 1 incorrect county of venue, and 1 incorrect custody date; 4 TNKids screens had incomplete information, 2 incomplete adjudication history and 2 incomplete placement history.

Between the time cases were selected for review and the review was actually conducted, 12 cases (26%) experienced substantial increased activity, including: 2 new social histories; 2 new/updated Plans; 2 Foster Care Review Boards; 2 workers received packets on the child; 3 mothers contacted; and 1 each of the following: EPSDT; adoptions case manager assigned; GAL appointed; foster home study; child visited; TNKids screen corrected; TPR finalized.

Noteworthy Accomplishments

A medically fragile child has exceeded life expectancy as a result of the exceptional care of foster parents.

One child's foster mother documents expenditures on the child and invests any funds above costs in Savings Bonds for the child and has personally paid for other needed services.

Emerging System Performance Issues

Assessments were inadequate for 19 children (40%), with inadequacies including: 3 had essentially no assessment; 9 needed a psychological evaluation; 7 had no/inadequate/out-of-date social history; 3 needed alcohol/drug assessment; 3 needed psycho-

educational. Parent assessments were inadequate as follows: 4 needed parenting assessment; 3 needed psychological evaluation; 2 needed alcohol/drug assessment.

18 children (38%) had inadequate Permanency Plans with deficiencies including: 12 failed to address current circumstances/needs/services of children; 5 did not address family issues; 2 had no plan; 1 did not include parent(s) in the plan; 1 had no target dates; 1 had irrelevant goals.

Coordination was inadequate in 16 cases (34%), with inadequacies between: 8 HCCM and caregiver; 7 HCCM and family; 4 HCCM and child; 3 HCCM-RCM; 1 HCCM and contract agency; 1 HCCM-school.

In 16 cases (34%), there were no ongoing efforts by the courts to keep up with the status of children in custody.

There was a general lack of effective advocacy for children and families, including insufficient legal representation and guardians ad litem.

25 children (53%) have a case manager who has been assigned the child's case less than 12 months, or have had multiple caseworkers if in custody less than 12 months.

26 children (55%) have HCCMs with more than 25 cases, with the average being 31 and the median being 38.

10 children (21%) experienced 4 or more placements; with the average being 7 and the median being 6.

14 children (30%) have been in custody too long: 7 (15%) needed adoption; 3 (6%) needed to be released; 2 (4%) needed termination of parental rights; 2 (4%) needed to return home.

8 children (17%) have been in custody multiple times, 6 for the second time, 1 for the third time and 1 for the fourth time.

5 children were referred to as a "gift of the court", 3 by DCS staff and 3 by juvenile court staff.

3 children received HomeTies services and 2 children received crisis intervention services but still came into custody.

TennCare/TennCare Partners/MCO/BHO/EPST issues included the following:

- 1 child's case manager told the foster/adoptive parents that they would have to acquire insurance for the child because TennCare would have to be terminated before the adoption was finalized.
- 1 child who has returned home has not had the TennCare card returned to the family by the DCS case manager and the system still reflects that the child is in custody so the family has not been able to get medical services.
- 3 children had difficulties receiving dental services: 1 child due to an inadequate network since the only dentist in the network will not see her because she missed an appointment when her brother was critically ill. 1 child has to travel 40 miles to see a dentist because the dentist 25 miles away is not taking new TennCare patients. 1 child has to travel over 65 miles to see a dentist.
- 1 medically fragile child is not receiving home health care at the appropriate approved level, allegedly due to a shortage of nurses.
- 1 child experienced a delay in receiving primary care services due to an inadequate provider network.
- 1 child has to travel an excessive distance to see an orthodontist due to an inadequate provider network.
- 1 child placed out of region has been unable to identify a primary care provider or dentist due to an inadequate provider network.

Other Critical Issues

- 26 children (55%) have parents who have/have had substance abuse issues; 4 children had parents who were using methamphetamines; 3 children had parents who were making methamphetamines.
- 26 children (55%) have a parent(s) who is or has been incarcerated. 4 children (9%) had a parent who was in custody as a child.
- 24 children (51%) had little or no relationship with their fathers; 13 children (28%) had little or no relationship with their mothers.
- 24 children (51%) are from sibling groups of 3 or more children; 3 children were twins.
- 20 children (43%) were from homes below the poverty level. 17 children (36%) experienced domestic violence in the home.
- 18 of the 25 children who are ages 13+ (72%) were reportedly sexually active.
- 17 of the 25 children who were ages 13+ (68%) have/have had substance abuse issues; 13 children (52%) were poly-substance abusers; 4 of these children had used methamphetamines.
- 14 children (30%) were born to parents who were not married to each other.
- 14 children ages 13+ (30%) have experienced psychiatric hospitalization; 6 of them multiple hospitalizations, 2 with 2, 3 with 3, 1 with 5, and 1 with 6. 6 children ages 13+ had experienced suicidal ideation, 2 had attempted suicide.
- 12 children (26%) were allegedly physically abused, 6 children (12%) when they were age 4 or under; 1 child was a "shaken baby".
- 9 children (19%) were allegedly sexually abused; 3 of the children (6%) experienced incest.
- 14 children (30%) were diagnosed with ADD/ADHD. 9 children (19%) were diagnosed SED or with other serious psychiatric diagnoses.
- 6 children (13%) had a parent diagnosed with a mental illness.
- 4 children (8%) were medically fragile.



**STATE OF TENNESSEE  
TENNESSEE COMMISSION ON CHILDREN AND YOUTH**

Andrew Johnson Tower, Ninth Floor  
710 James Robertson Parkway  
Nashville, Tennessee 37243-0800  
(615) 741-2633 (FAX) 741-5956  
1-800-264-0904

Memphis/Shelby County Region  
Preliminary System Observations  
May 11, 2001

Service System Strengths

All except 3 children (95%) were appropriate for custody at the time of custody. Truancy did not precipitate custody for any children reviewed.

All but 3 children (94%) who were not on runaway were in the least restrictive, most appropriate placements; 2 needed less restrictive placements; 1 needed a different placement at the same level; 1 child at the appropriate level of placement needed more intensive services..

All but 2 children who were not on runaway had received an EPSDT screening (93%), however 6 children have annual EPSDTs that are past due. There were minimal TennCare issues in this region.

In all except 9 cases (81%) efforts were made to place at least some siblings together when appropriate.

Of the 36 children who were not in family, paid kinship placements, or on runaway, 30 children (83%) were placed in Shelby County; 3 (8%) in placements in rural West Tennessee; 2 in South Central Tennessee; 1 in a foster home out of state.

23 of the 27 children in foster homes (85%) were in foster homes that were extremely committed to meeting the needs of the children, meeting substantial medical needs, providing enrichment activities, bonded, loving, caring and supportive of the children, maintaining family contacts when appropriate; the other 4 were in adequate foster homes; 13 of these children (48%) were in foster homes that were interested in adopting them.

18 children (31%) had experienced only one placement or only one placement following assessment.

Services were being provided for 12 of the 20 children whose families needed services for reunification (60%).

For the 10 children in continuum placements, continuum staff was the driving force in service provision, very knowledgeable about the children, making substantial efforts to meet their needs and facilitate permanency.

17 of the 20 children with special education needs (85%) were receiving services to meet their needs.

21 children (36%) have had Termination of Parental Rights (TPR) or have TPR in process, 15 of them since 1998.

Extracts had accurate critical information in all but 10 cases (83%); in those cases inaccurate or missing information included: 4 wrong custody date; 4 missing or wrong Social Security Number; 3 wrong race; 1 wrong sex; 1 wrong adjudication; 1 wrong name. 9 TNKids screens had inaccurate information, including: 4 incomplete placement history, 3 incorrect placement, and 1 incorrect custody date.

Between the time cases were selected for review, and the review was actually conducted, 25 children (43%) experienced substantial increased activity, including: 10 new/updated social history; 7 worker assigned; 4 EPSDT occurred or scheduled; 3 new/updated Permanency Plan; 3 contacts with school; 2 contacts with placement; 2 visits with children; 2 released from custody; and 1 each of the following: new foster home; presentation summary updated; Foster Care Review Board scheduled; dental screen; TNKids screen updated; developmental assessment.

Noteworthy Accomplishments

4 foster homes were exceptional: for 2 medically fragile children providing exceptional care, ensuring that they receive needed specialist care or therapy, and one extensively involved in the child's educational process; extensively involved with and providing ongoing support for 1 child and the child's siblings because the mother was a former foster child in this home; and for 1 child has gone above and beyond in providing support for a child and siblings and establishing contact with other family members.

A public preschool for children with disabilities is providing exceptional services and ensuring all needed evaluations and therapies are provided.

Preliminary System Observations

Assessments were inadequate for 21 children (37%), including: 18 with no/incomplete/outdated social history; 4 needed psychological evaluations; 2 needed EPSDT; 2 needed a developmental evaluation; 2 needed family A&D assessment; and 1 child each needed: A&D assessment; psycho-sexual

assessment; neurological evaluation; psychiatric assessment; vocational/independent living assessment.

Permanency Plans were inadequate for 28 children (48%), with deficiencies including: 22 did not reflect current needs/services for the child; 8 did not address family needs; 4 had no/inappropriate timelines; 3 had no plans; 2 had no/inappropriate goals; 2 had incorrect information about the child; 24 children (41%) had Permanency Plans developed by DCS with no other involvement from other relevant parties, including service providers; 2 children had Permanency Plans developed by contract agencies with no involvement of DCS or anyone else.

34 case managers (59%) reported caseloads of more than 25 with the average of these being 32.5 and the median being 32. The average reported caseload for all case managers was 25.9 and the median was 27, with these lower numbers due to small caseloads for new workers, independent living workers, and some supervisors carrying caseloads; 4 supervisors were carrying caseloads, 2 small and 2 large caseloads.

36 children (62%) had not been seen by a DCS/CSA case worker for an extended time: 3 in over 30 days; 1 in over 60 days; 17 in over 90 days, with 7 of them almost a year or more; there were no efforts to locate children who are on runaway, and 2 of them have been in court since the runaway.

26 children (45%) had been in custody too long, needing: 9 (15%) termination of parental rights; 5 (9%) complete adoption; 4 (7%) release from custody; 4 (7%) missed the window of opportunity for other alternatives; 3 (5%) go home; 1 (2%) live independently.

4 children were in custody for the 2nd time and 2 for the 3rd time; 1 child had been in Shelby County Youth Services Bureau custody 2 times.

15 children (26%) had experienced 4 or more placements, with the average and the median being 5.

3 children experienced excessive temporary placements, 1- 60 days after 10/99, 1- 133 days before 10/99, and 1- 347 days overlapping 10/99.

Coordination was inadequate for 23 children (40%), with inadequacies between: 16 HCCM-family; 11 HCCM-placement; 3 HCCM-service provider; 3 HCCM-contract agency; 1 HCCM-court; 1 HCCM-RCM; 1 placement-family; 1 contract caseworker-family.

18 children (31%) had a case manager who had been with DCS for 12 months or less.

Perpetrators were not consistently prosecuted for child abuse or sexual abuse, even in several severe cases; 5 children were left in known abusive situations during extended child protective services investigations.

There was a substantial lack of or virtually no evidence of effective legal advocacy for children or families.

6 children (10%) had received HomeTies services but still came into custody.

3 children were allegedly physically abused in foster homes from which they were removed timely.

The foster care review process needs to be more effective and meaningful by involving all participants in the case.

#### TennCare/TennCare Partners/EPSTDT/MCO/BHO issues included the following:

- 3 children in extended family placements were denied TennCare eligibility, and no effort was made to appeal the decisions or explore alternative eligibility categories.
- Additional funds had to be solicited to cover the entire cost of special eyeglasses because the MCO would not cover the full cost.
- 1 child had delays receiving dental services due to an inadequate provider network, but eventually received services, with more severe intervention necessary because of the delay.

#### Critical Issues

- 51 children (88%) had parents who never married each other; 36 children (62%) were from sibling groups with multiple fathers.
- 44 children (76%) were from sibling groups of 3 or more children, larger than the typical family in Tennessee, and 28 children (48%) were from sibling groups of 5 or more children.
- 43 children (74%) had little or no relationship with their fathers; for 10 children (17%) the birth-father was unknown; 25 children (43%) had little or no relationship with their mothers.
- 36 children (62%) came into custody primarily because of neglect; 3 other children had previous custodies precipitated by neglect; 7 children (12%) came into custody from the hospital following birth.
- 34 children (59%) had parents with substance abuse issues, 11 children (19%) both parents; for 21 children (36%), parents abused crack or cocaine; 6 children ages 13+ (20%) had substance abuse issues.
- 13 children (22%) were allegedly physically abused; 13 children (22%) were allegedly sexually abused, 3 children (5%) the victims of incest.
- 11 children (19%) had been abandoned; 36 children (62%) have a parent(s) with unknown whereabouts, 13 both parents, 16 fathers, 7 mothers.
- 9 children ages 13+ (36%) were sexually active, with 6 of them having multiple partners; 2 children had been prostituted; 5 children (9%) had a parent who was or had been a prostitute.
- 8 children (14%) had experienced squalid living conditions. 6 children (10%) had experienced domestic violence in the home.
- 7 of the 33 children ages birth to 12 (21%) and 1 age 13+ had prenatal substance exposure - 4 crack/cocaine exposed, 2 crack/cocaine, alcohol and marijuana, and 1 fetal alcohol and crack/cocaine exposed.
- 7 children had experienced psychiatric hospitalization, 2 of them under age 13, 20% of the children ages 13 plus; 1 child had experienced 2 hospitalizations and 2 children 3 hospitalizations.
- 5 children (9%) were medically fragile.
- 5 children (9%) had experienced suicidal ideations, 3 of them under age 13.
- 4 children (7%) had parents diagnosed as mentally ill, and 4 children (7%) had parents diagnosed mentally retarded.
- 3 children had sexual perpetration histories; 1 additional child had a history of sexually acting out.



**STATE OF TENNESSEE  
TENNESSEE COMMISSION ON CHILDREN AND YOUTH**

Andrew Johnson Tower, Ninth Floor  
710 James Robertson Parkway  
Nashville, Tennessee 37243-0800  
(615) 741-2633 (FAX) 741-5956  
1-800-264-0904

Southwest Region  
Preliminary System Observations  
March 16, 2001

Service System Strengths

Efforts were made to place siblings together in all cases when it was appropriate.

All children were appropriate for custody at the time of custody except 2 (96%).

Excluding runaways, all children except 2 (96%) had received current EPSDT screening and recommended treatment or follow-up services.

Relatively few TennCare/TennCare Partners/EPSDT/MCO/BHO issues were identified for the children in this sample.

Excluding runaways, all but 5 children (89%) were in the least restrictive, most appropriate placement; 3 needed a less restrictive placement; 2 children needed more restrictive placements.

30 home county case managers had 25 or less cases (63%); 18 home county case managers had caseloads over 25 (38%), with the average being 30 excluding 2 children assigned to a juvenile justice case manager with a large caseload.

36 children (75%) received substantial services in an attempt to prevent custody, including: 15 county/state/intensive probation; 13 counseling; 12 HomeTies; 11 exploration of relative custody/placement; 8 crisis intervention; 6 extensive child protective services; 4 non-custodial assessment; 4 alternative school; 4 in-home services; 3 hard services; 3 homemaker; 3 case management; and 19 a variety of other services.

For children who were not in family placements or on runaway, 14 were placed in home county (39%), 8 (22%) within the Southwest Region, 7 (19%) in Shelby County, 3 (8%) in Northwest, and 4 (11%) in Mid-Cumberland, 2 of them in continuum placements.

21 children (44%) had experienced only one placement or only one placement following assessment.

12 children were in exceptional, loving committed foster homes (63%), 7 were in foster homes that were adequate (37%); 15 (79%) were in foster homes interested in adopting them.

Extracts had accurate critical information in all except 13 cases (73%); inaccurate information included: 3 wrong race; 3 wrong custody date; 3 wrong adjudication; 2 wrong gender; 2 wrong county of venue. TNKids screens were accurate for all but 10 children (79%), with 8 placement histories and 2 adjudication histories being incomplete.

Between the time cases were selected for review and the review was actually conducted, 11 cases (23%) experienced substantial increased activity, including: 3 obtained school records; 2 new permanency plans; 2 social history update; and 1 each case manager contact with child; recommendation for release; EPSDT; packet sent out for placement; hearing scheduled; visit siblings; new placement; appointment with a psychiatrist; mother referred for services.

Noteworthy Accomplishments

1 child is in a foster home that is providing extensive support to ensure that the child succeeds in school and develops values for success in life.

### Emerging System Performance Issues

Assessments were inadequate for 19 children (40%); inadequacies included 10 inadequate/incomplete social histories; 1 no social history; 7 needed psychological evaluations; other needed evaluations: 3 independent living skills; 2 vocational; 2 psycho-educational; 2 parenting evaluation/assessment; 1 alcohol and drug for child; 1 alcohol and drug for parent.

Permanency Plans were inadequate for 27 children (56%); inadequacies included: 19 did not address current needs of child; 9 did not address current needs of family; 10 did not include appropriate strategies for permanency; 1 no DCS responsibilities; and 1 no plan.

Coordination was inadequate for 15 children (31%), with inadequacies between: 5 HCCM-family; 5 HCCM-placement; 2 HCCM-RCM-placement; 1 HCCM-Assessment Team; 1 HCCM-court; 1 HCCM-RCM.

14 children had been in custody too long: 5 needed TPR (10%); 2 needed adoption (4%); 2 needed to go home; 1 needed to be released (2%); 4 missed the window of opportunity (8%). 11 children (23%) experienced substantial delays before TPR was initiated.

16 children (33%) had experienced 4 or more placements, with the average being 7 and the median being 6.

12 children (25%) received HomeTies but still came into custody; 8 received crisis intervention but still came into custody.

Families for 11 children (23%) were not receiving needed services to facilitate reunification.

Truancy or other school problems were factors in custody for 11 of the school-age children (28%).

10 children had been in custody multiple times: 8 twice, 1 for the third time, and 1 for the fifth time.

7 children (15%) were placed in detention/diagnostic shelter/emergency shelter for more than 30 days, with an average of 66 days, and 4 of them since 10/1/99; 1 child has had at least 5 such placements.

6 of the 15 children who needed special education services (40%) were not receiving any or sufficient services.

2 children were physically abused in a foster home, 1 was immediately removed, and the other disclosed abuse after being moved.

### TennCare/TennCare Partners/EPSTDT issues included the following:

- 1 child in crisis experienced a delay in receiving approval for inpatient psychiatric placement, but ultimately received approval.
- 1 foster parent reported that it took her days to reach someone at the TennCare Hotline because she kept being placed on hold.

### Critical Issues

- 34 children (71%) have little or no relationship with their fathers.
- 27 children (56%) have parents who have been incarcerated; for 8 (17%), both parents have been incarcerated.
- 25 children (52%) have parents with substance abuse issues.
- 25 children (52%) were from sibling groups of 3 or more children, larger than the typical family in Tennessee.
- 25 children (52%) were from homes living below the poverty level.
- 17 children ages 13+ (57%) have/have had substance abuse issues.
- 14 children (29%) were removed from homes with deplorable living/sanitation conditions.
- 13 children (27%) have little or no relationship with their mothers.
- 13 children (27%) had experienced domestic violence.
- 13 children (27%) allegedly had been physically abused.
- 13 children (27%) allegedly had been sexually abused; 7 children (15%) allegedly were the victims of incest, and 4 other children had siblings who allegedly were the victims of incest.
- 12 children (25%) had serious mental health diagnoses.
- 10 children ages 13+ (33%) and 2 children under 13 had experienced psychiatric hospitalizations; 7 had multiple hospitalizations: 4 had 2; 2 had 4. 6 children ages 13+ (20%) and 1 child under 13 experienced suicidal ideations; 2 had made 2 suicide attempts.
- 8 children ages 13+ (27%) were allegedly involved in gang activity.
- 5 of the delinquent children (45%) had committed offenses against persons.

77



**STATE OF TENNESSEE  
TENNESSEE COMMISSION ON CHILDREN AND YOUTH**

Andrew Johnson Tower, Ninth Floor  
710 James Robertson Parkway  
Nashville, Tennessee 37243-0800  
(615) 741-2633 (FAX) 741-5956  
1-800-264-0904

Upper Cumberland Region  
Preliminary System Observations  
June 12, 2001

Service System Strengths

In all but 1 case efforts were made to place siblings together when appropriate. In all but 1 case children had completed EPSDT screenings.

All who were not on runaway except 1 child (98%) were in the least restrictive, most appropriate placements; 1 needed a more appropriate placement at the same level of restrictiveness.

All except 2 children (96%) were appropriate for custody at the time of custody.

19 of the 21 children who needed special education services (90%) were receiving services; all available psycho-educational assessments were thorough and provided extensive information.

Coordination was adequate for 37 children (79%); 10 cases with inadequate coordination were between: 5 HCCM-placement; 4 HCCM-family; 3 HCCM-child; 2 HCCM-court; 2 HCCM-contract staff; 1 DCS and school; 1 DCS and Foster Care Review Board.

31 children (66%) had services to prevent custody: 16 county/state probation; 16 child protective services; 8 individual/group counseling; 8 Crisis Intervention Services; 7 exploration/use of relative placements; 7 substance abuse services; 5 house arrest; 3 judicial diversion; 3 parenting classes; 3 HomeTies; and a variety of other services.

13 of the 19 children in foster homes (68%) were in warm, nurturing placements that were taking the initiative to ensure that needed services were provided, caring for extremely difficult children and/or supported child in extra activities; 5 were in adequate foster homes, and 1 was in a foster home that was inappropriate for the child and questionable over all; 10 children (53%) were in foster homes that were interested in adopting them.

Of the 31 children who were not in family/kinship placements or on runaway: 10 were placed in home county (32%), 12 in the CSA region (39%), 6 in the RRMG (19%), 1 in specialized placement, and 2 out of region. 19 children (40%) had experienced only one placement or only one placement following assessment.

32 children (68%) had adequate social histories, with 12 of the 32 children (38%) having very thorough social histories.

GAL representation for children reviewed this year reflected substantially more involvement and better advocacy than in years past.

The average caseload was 23 and the median was 22; 1 child's case was being carried by a supervisor; 14 children had case managers with more than 25 cases.

Extracts had accurate, critical information in all but 8 cases (83%); inaccurate information included: 3 case manager; 2 county of venue; 2 race; 1 custody date; 1 adjudication; 1 name. 7 TNKids screens had inaccurate information: 3 county of venue; 3 placement history; 2 adjudication; 1 custody date; 1 race.

Between the time cases were selected for review and the review was actually conducted, 12 cases (26%) experienced substantial increased activity including: 4 visits to child/placement; 3 updated social history; 2 new/updated permanency plan; and 1 each: IEP obtained; new placement; parent scheduled for psychological evaluation; child went home; visit with family; TPR initiated; TPR reassigned for more expeditious handling; case file created.

### Noteworthy Accomplishments

- 1 child's HCCM has provided extensive documentation to assist in moving toward permanency in a timely manner.
- 1 child was in an outstanding foster home that contributed to exceptional developmental and educational strides and has well prepared the child for adoptive placement.
- 1 child is in an exceptional foster home that plans to adopt child/siblings and supports extensive extra-curricular activities.

### Emerging System Performance Issues

22 children (47%) had a case manager with less than 12 months experience; and 19 additional children (40%) had experienced caseworker reassignments in the past 12 months; results of these changes were mixed with some reporting better services and some less contact with DCS staff.

20 children (43%) had inadequate assessments: 1 no assessment; 12 no/incomplete/out of date social history. Children needed: 6 (13%) psychological evaluations; 4 psycho-sexual assessments; 2 psycho-educational assessments; 2 psychiatric assessments. Parents needed: 6 alcohol and drug assessments; 5 psychological evaluation; 3 parenting assessment.

Permanency plans were inadequate for 17 children (36%); deficiencies included: 12 did not address current needs of child; 7 did not address current needs of family; 2 had inappropriate goals; 1 had inappropriate timelines; 1 had inappropriate strategies to meet the goal. 1 had no plan to guide services until very late.

14 children (30%) had experienced 4 or more placements; 3 had more than 10 placements; the average was 8 and the median 5.

13 children (28%) had been in custody more than once: 12 two times; 1 three times.

There was little or no engagement between DCS case managers and families of delinquent children for 12 of the 14 children (86%) who were adjudicated delinquent.

Truancy was a primary reason for custody for 7 children (15%); 1 child was adjudicated delinquent but had no delinquent charges.

6 children (13%) had been in custody too long: 3 (6%) needed TPR; 2 (4%) to be released and 1 (2%) needed to complete adoption.

6 children have not been seen by a DCS case manager in more than 30 days, with the average being 39 for 5 of them, but the sixth has not been seen in several years.

3 children received HomeTies, and 8 children received crisis intervention services but still came into custody.

### TennCare/TennCare Partners/MCO/BHO/EPSTDT issues included the following:

- 2 children had difficulty receiving dental services due to an inadequate provider network, so had to travel long distances; 1 child had to travel to Nashville for a root canal.
- The MCO refused to pay a hospital bill for a child inaccurately claiming the child has private insurance.
- 2 children had difficulty seeing primary care providers due to an inadequate provider network.

### Critical Issues

- 36 children (77%) had parent(s) with substance abuse issues; 20 (43%) were poly-substance abusers; 14 were using (7 both parents) and 5 making methamphetamines. 7 children (15%) had a parent who was diagnosed with a mental illness.
- 33 children (70%) have parents who are or have been incarcerated; 12 (26%) both parents.
- 30 children (64%) had little or no relationship with father; 4 children (9%) had little or no relationship with mother.
- 22 children (47%) had experienced domestic violence in the home. 7 children (15%) had a deceased parent, 3 killed violently.
- 17 children (36%) were from homes below the poverty level; 6 children (13%) were culturally/environmentally deprived.
- 15 children (32%) were from sibling groups of 3 or more children.
- 14 children's (30%) parents never married each other. 9 children (19%) had mothers under age 18 when they had their first child.
- 14 children (30%) were allegedly sexually abused; 6 children (13%) allegedly experienced incest; 8 additional children's siblings allegedly experienced incest; 5 children were sexual offenders; 8 children (17%) were allegedly physically abused.
- 13 children ages 13+ (65%) were sexually active; 2 children were parents, 1 pregnant with a second child; 2 children are married.
- 9 children ages 13+ (45%) have/have had substance abuse issues; all but two of these were poly-substance abusers.
- 8 children (17%) had a history of psychiatric hospitalizations, 5 of them under age 13; 2 other children were diagnosed with serious mental health issues; 2 children under age 13 were diagnosed as psychotic.
- 5 children ages 13+ (25%) and 3 under age 13 had suicidal ideations; 1 had actually attempted suicide.

# Appendix C

## 2001 Evaluation Results

### Demographic Information

Parental Educational Attainment  
Annual Household Income of Parents  
Child's Living Situation Prior to Court Order  
Who Filed Petition?  
Was the Parent in State Custody as a Child?  
If Provided Needed Services, Was State Custody Necessary?

### Status of the Child/Family on Key Indicators

All Cases  
Comparison by Age  
Comparison by Race  
Comparison by Gender  
Comparison by Residence  
Comparison by Adjudication  
Negative Status Cases  
Comparison by Year of Overall Status  
Comparison by Year of All Status Indicators

### Adequacy of the Service System Functions

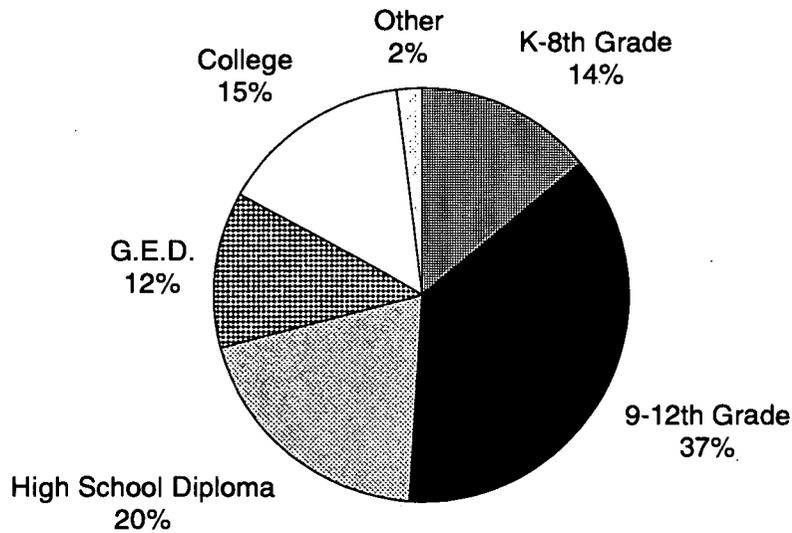
All Cases  
Comparison by Age  
Comparison by Race  
Comparison by Gender  
Comparison by Residence  
Comparison by Adjudication  
Negative System Cases  
Negative Cases – Status of Child and Family  
Comparison by Year of Overall System Adequacy  
Comparison by Year of All Systems Indicators

### Status and System Performance

Comparison by Year of Four-Cell Matrix

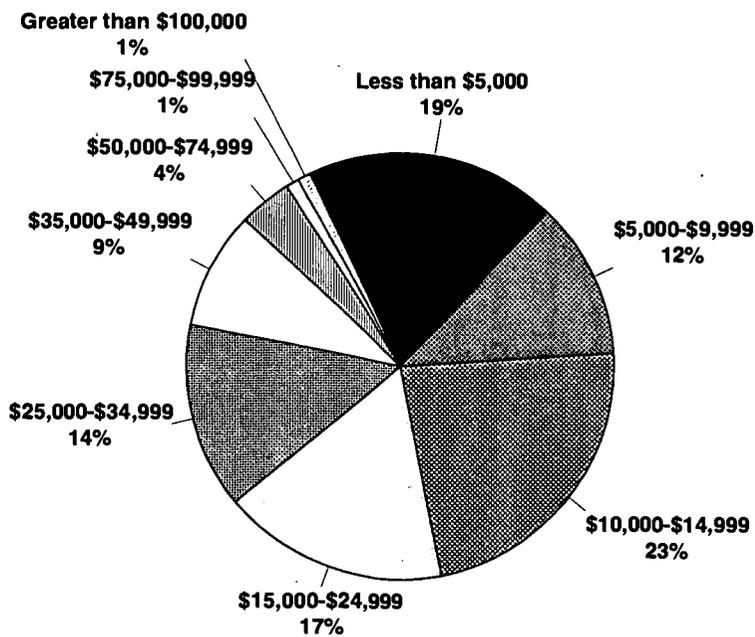
# Parental Educational Attainment

Cases for 2001

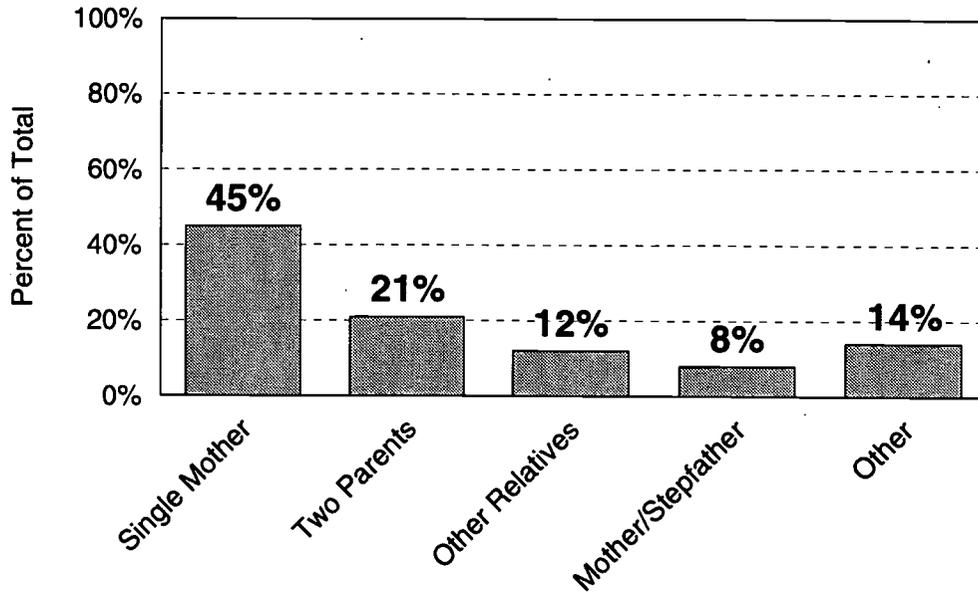


# Annual Household Income of Parents

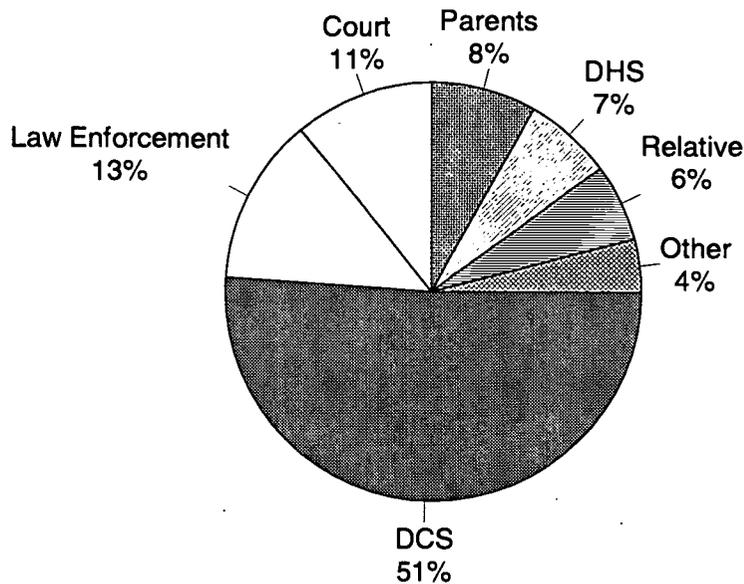
Cases for 2001



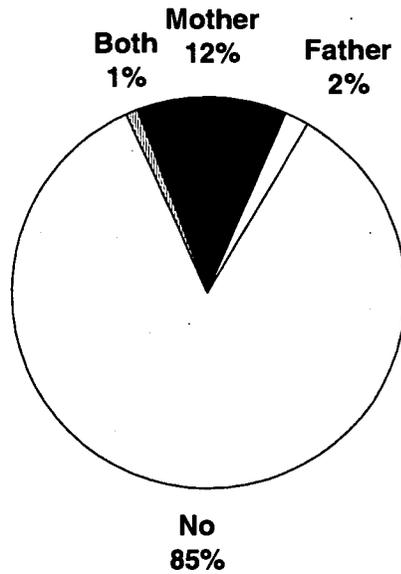
## Child's Living Situation Prior to Court Order



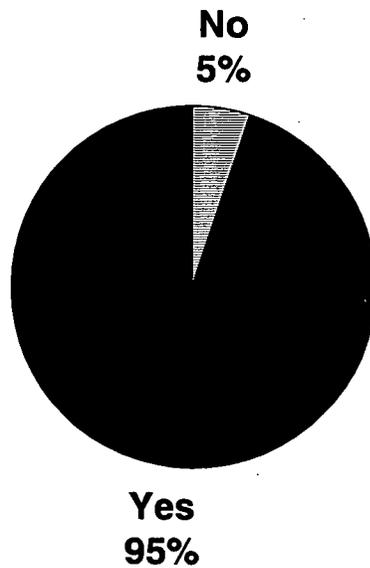
## Who Filed the Petition?



# Was the Parent in State Custody as a Child?



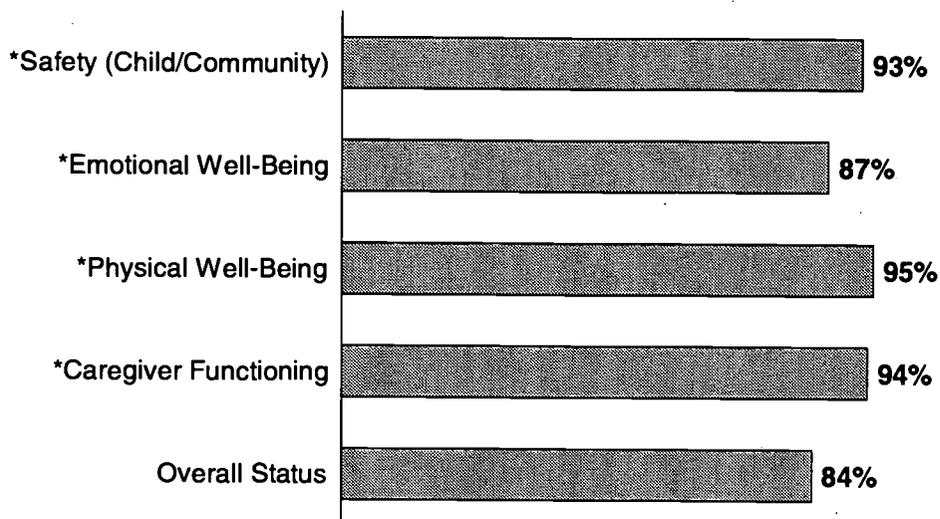
# If Provided Needed Services, Was State Custody Necessary?



# Status of Child/Family on Key Indicators

All Cases

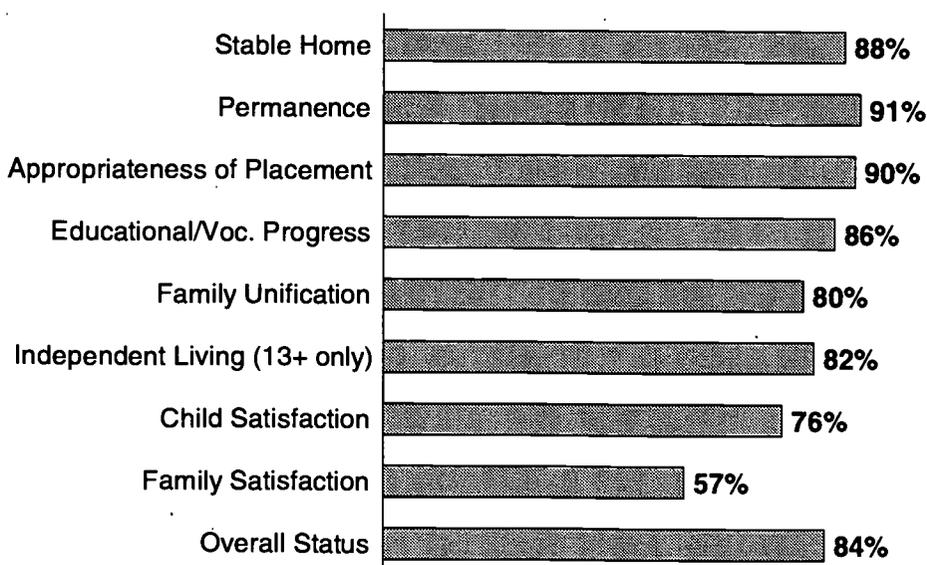
 Adequate



# Status of Child/Family on Key Indicators

All Cases

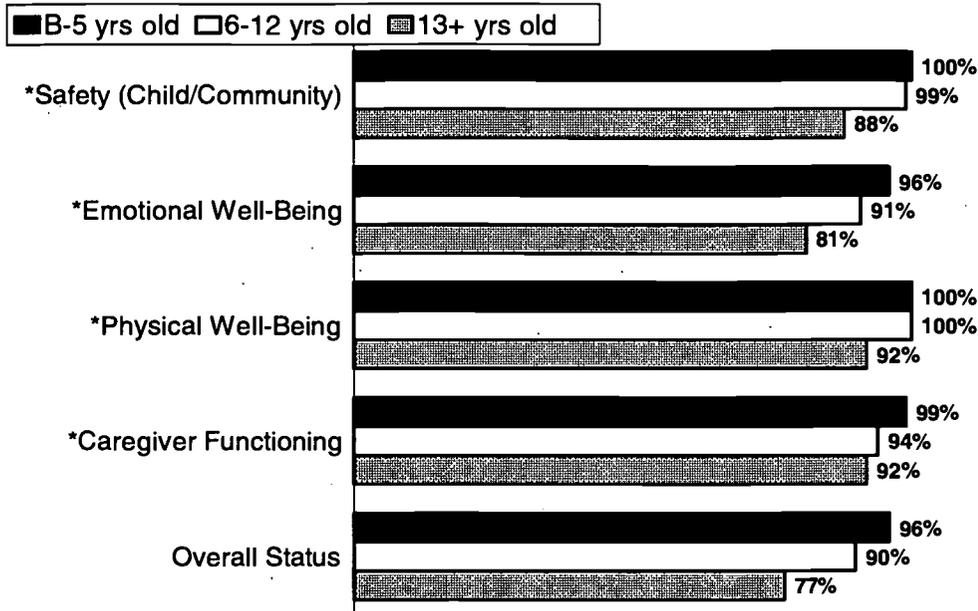
 Adequate



84

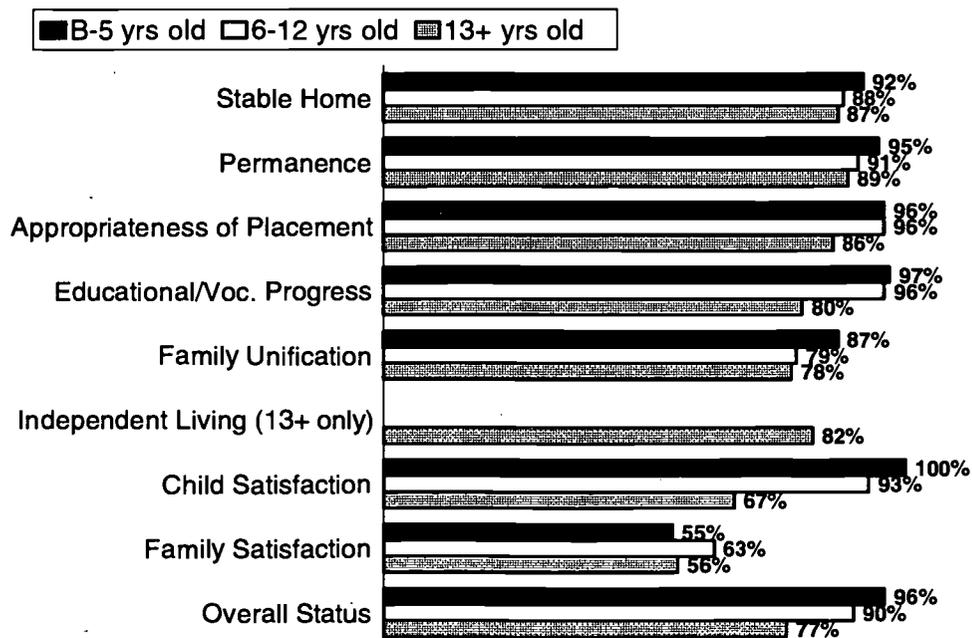
# Status of Child/Family on Key Indicators

## Comparison By Age of the Child

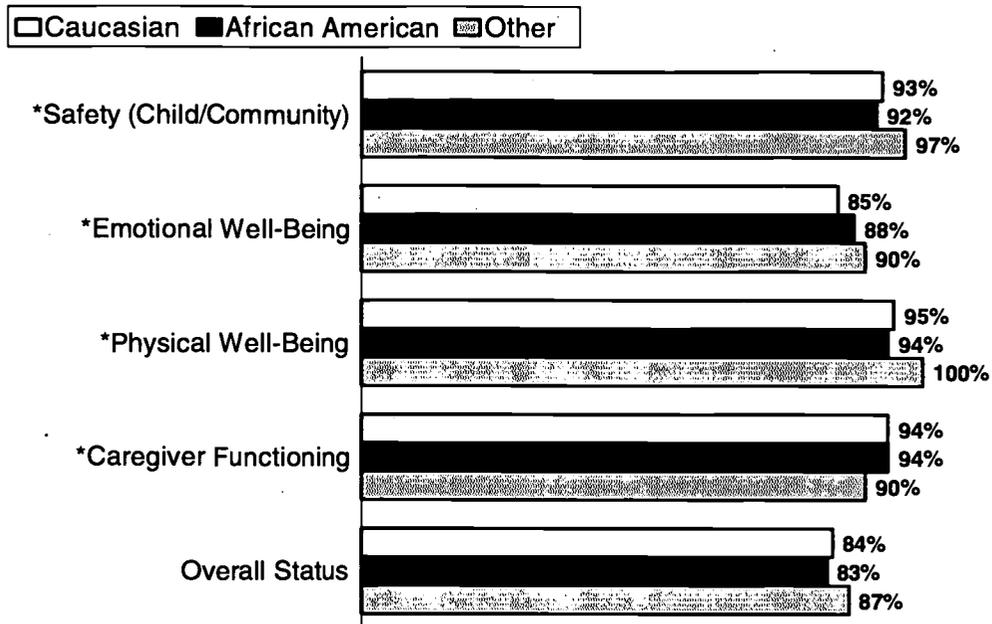


# Status of Child/Family on Key Indicators

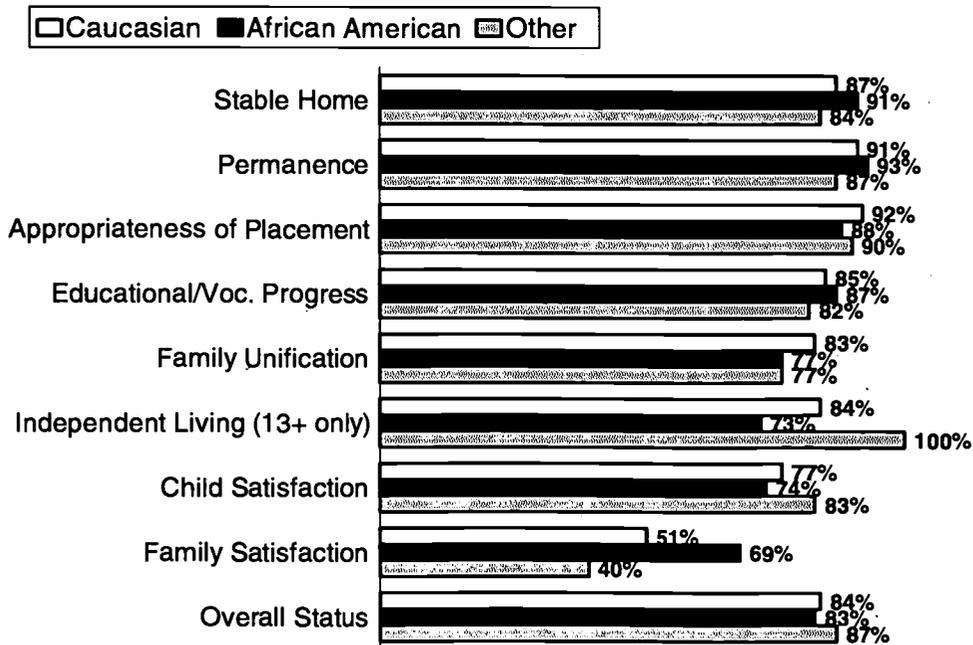
## Comparison By Age of the Child



## Status of Child/Family on Key Indicators Comparison By Race of the Child

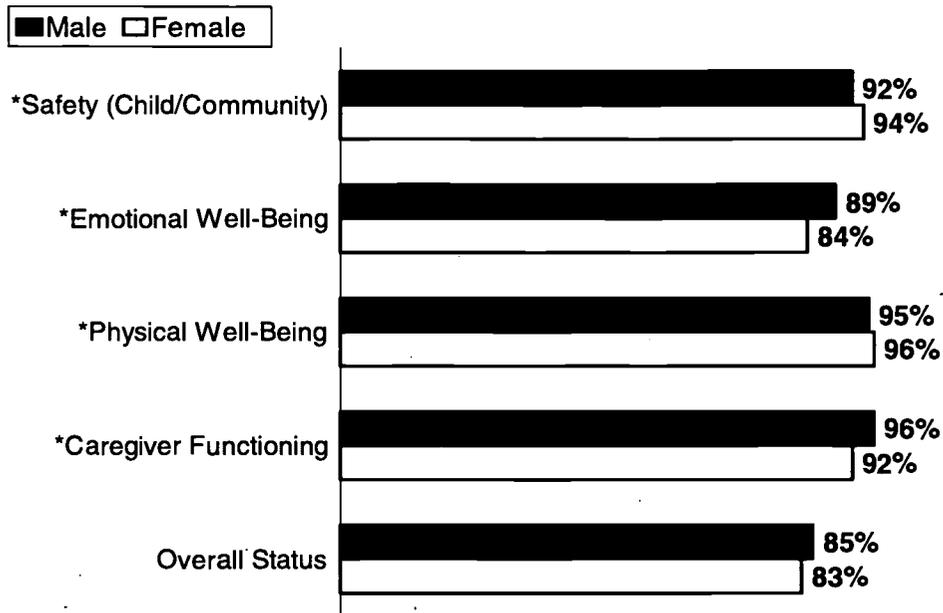


## Status of Child/Family on Key Indicators Comparison By Race of the Child



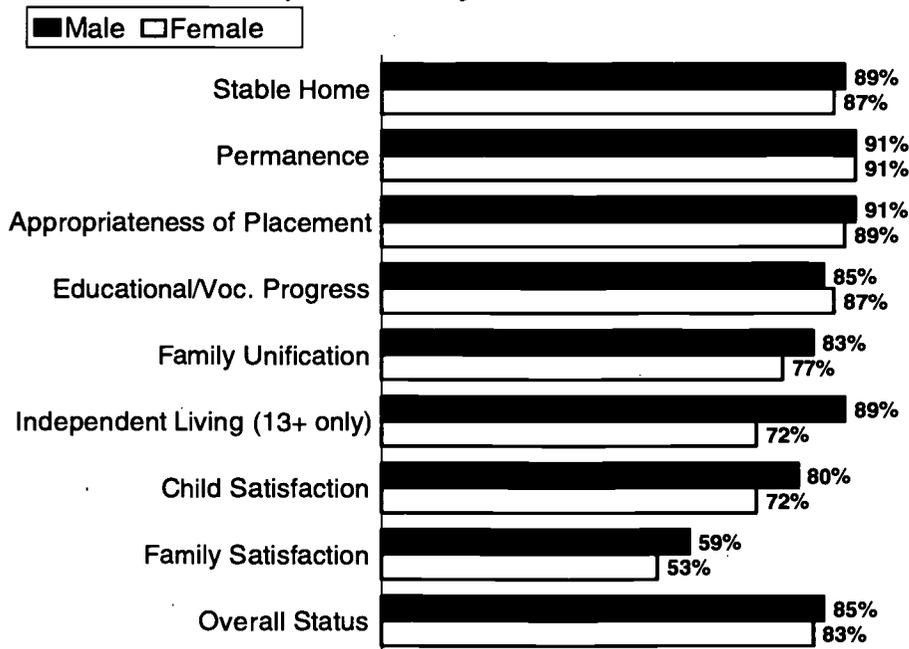
# Status of Child/Family on Key Indicators

Comparison By Gender of the Child

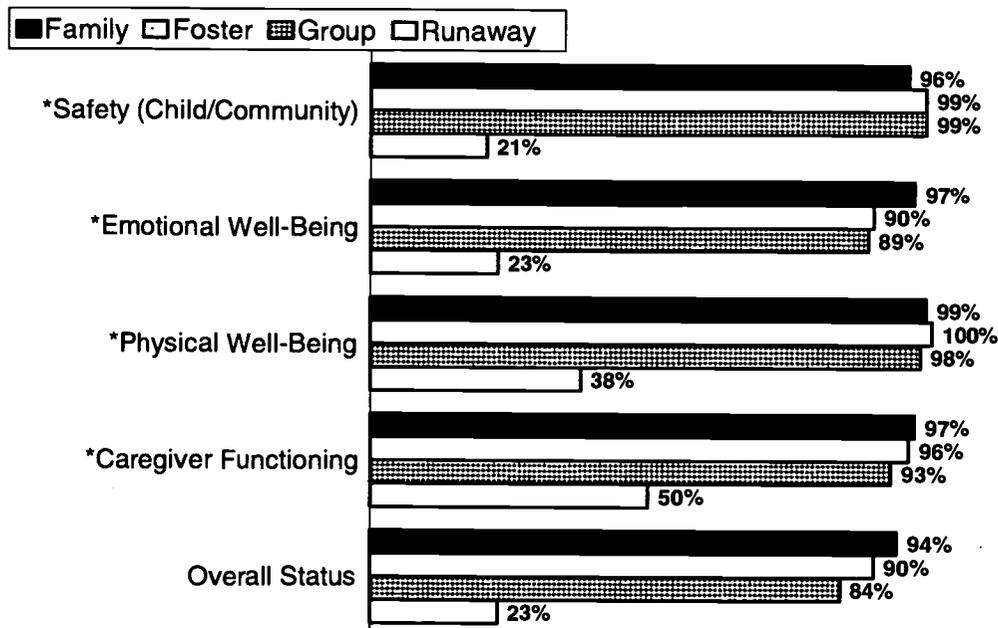


# Status of Child/Family on Key Indicators

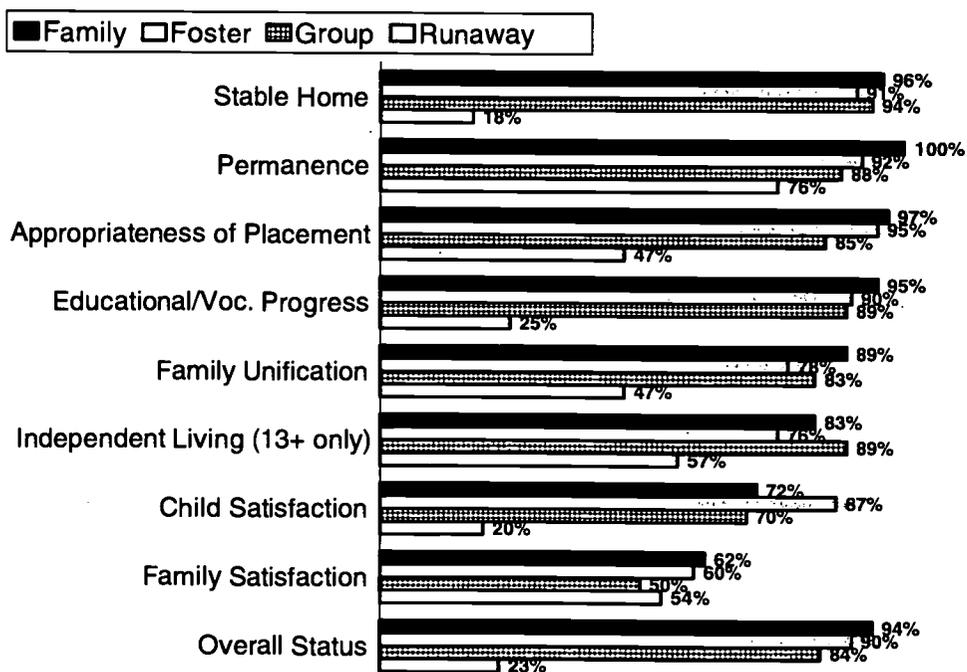
Comparison By Gender of the Child



## Status of Child/Family on Key Indicators Comparison By Residence of the Child

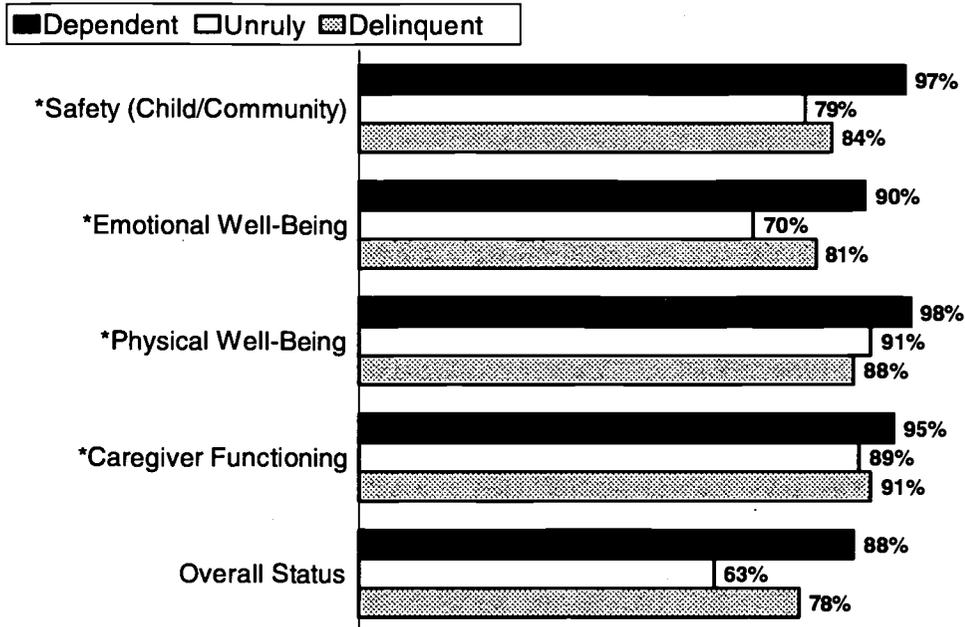


## Status of Child/Family on Key Indicators Comparison By Residence of the Child



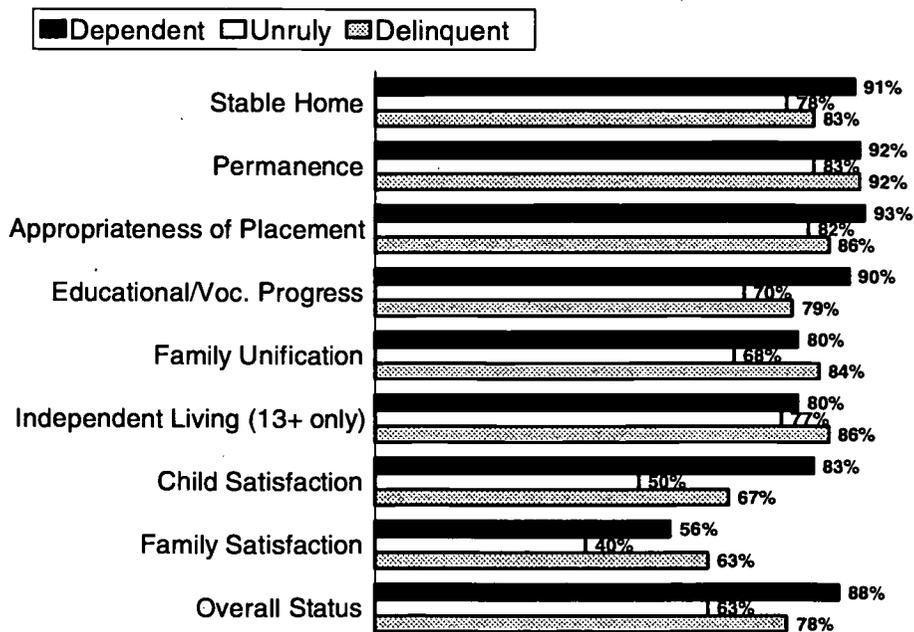
# Status of Child/Family on Key Indicators

Comparison By Adjudication of the Child



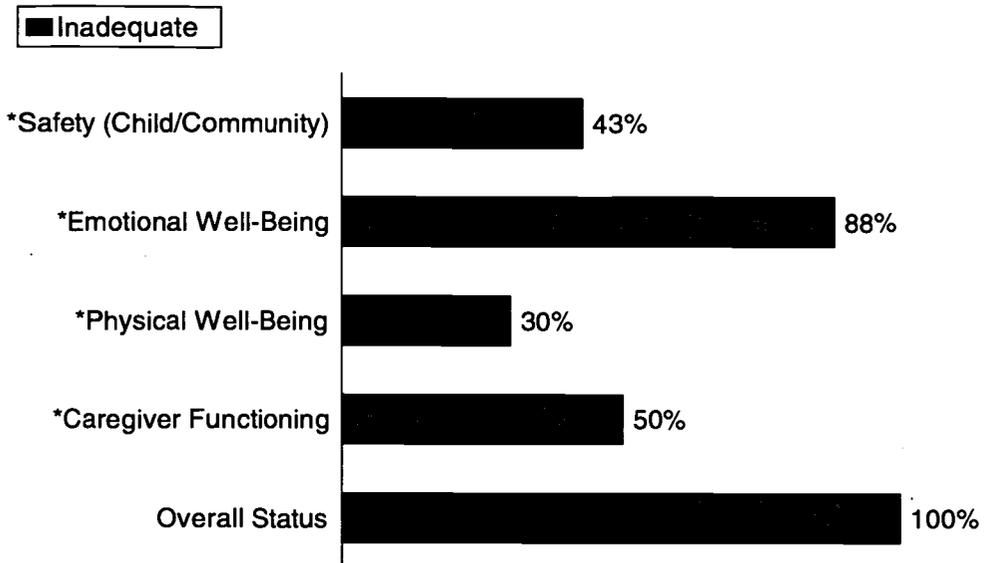
# Status of Child/Family on Key Indicators

Comparison By Adjudication of the Child



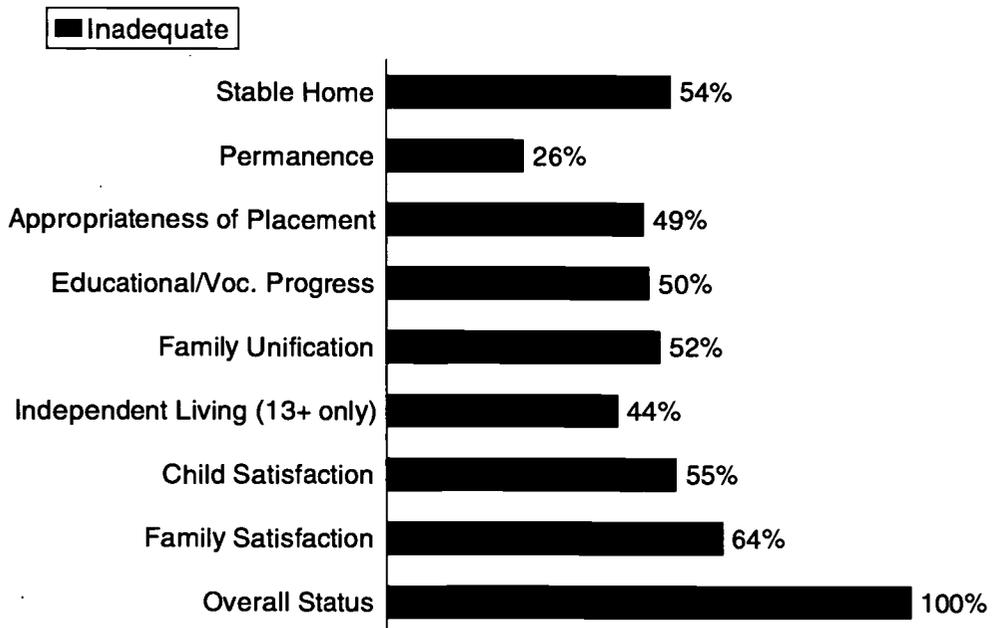
# Status of Child/Family on Key Indicators

## Negative Cases - Status of Child and Family



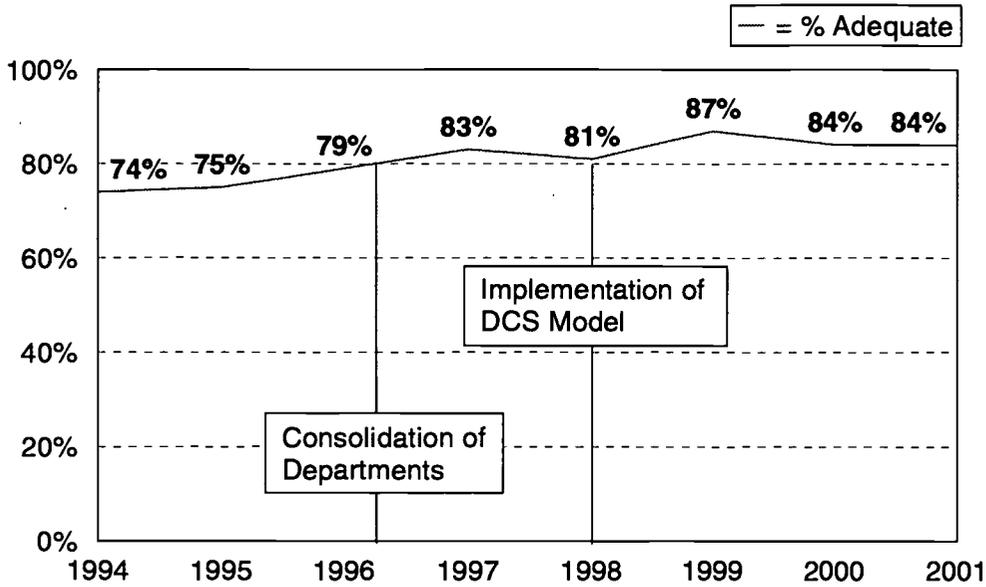
# Status of Child/Family on Key Indicators

## Negative Cases - Status of Child and Family



90

# Overall Status of the Child and Family

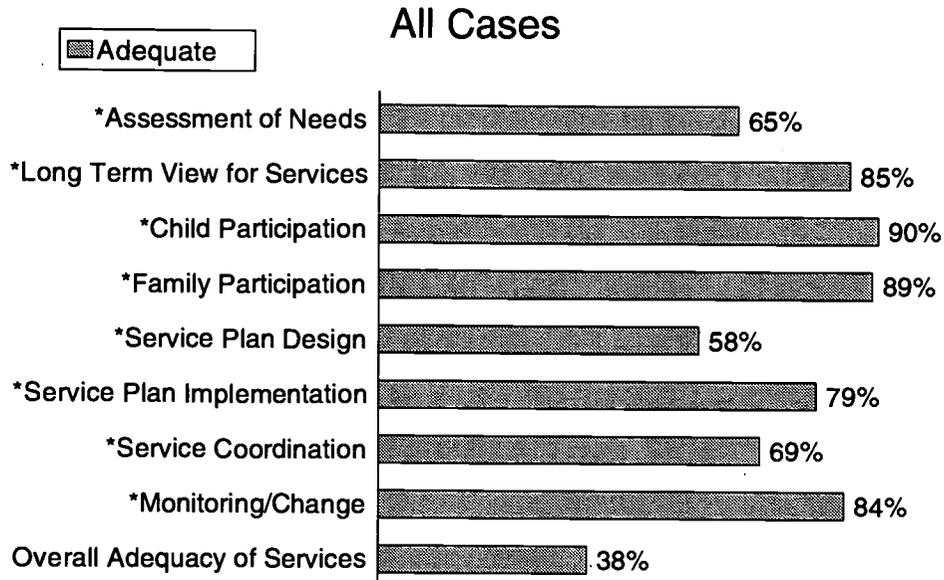


| Statewide Indicators            | 1994<br>Statewide | 1995<br>Statewide | 1996<br>Statewide | 1997<br>Statewide | 1998<br>Statewide | 1999<br>Statewide | 2000<br>Statewide | 2001<br>Statewide |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Total cases reviewed            | 368               | 674               | 654               | 585               | 587               | 583               | 580               | 580               |
| Total statewide cases           | 368               | 353               | 352               | 347               | 350               | 348               | 348               | 349               |
| *Safety                         | 91                | 93                | 92                | 93                | 95                | 95                | 93                | 93                |
| *Emotional Well-being           | 78                | 78                | 82                | 84                | 85                | 90                | 88                | 87                |
| *Physical Well-being            | 95                | 94                | 96                | 95                | 99                | 98                | 97                | 95                |
| *Caregiver Functioning          | 90                | 92                | 91                | 94                | 94                | 96                | 93                | 94                |
| Stability                       | 83                | 83                | 85                | 89                | 89                | 93                | 90                | 88                |
| Permanent Goal                  | 80                | 83                | 87                | 84                | 82                | 89                | 88                | 91                |
| Appropriateness of Placement    | 82                | 85                | 86                | 88                | 89                | 93                | 90                | 90                |
| Educational/Vocational Progress | 81                | 80                | 82                | 87                | 84                | 88                | 80                | 86                |
| Family Unification              | 58                | 62                | 66                | 68                | 60                | 74                | 80                | 80                |
| Independent Living (13+)        | 64                | 71                | 70                | 80                | 81                | 86                | 87                | 83                |
| Child Satisfaction              | 58**              | 76                | 83                | 82                | 82                | 83                | 80                | 76                |
| Family Satisfaction             | 58**              | 59                | 67                | 69                | 65                | 70                | 68                | 57                |
| <b>Overall Status</b>           | <b>74</b>         | <b>75</b>         | <b>79</b>         | <b>83</b>         | <b>81</b>         | <b>87</b>         | <b>84</b>         | <b>84</b>         |

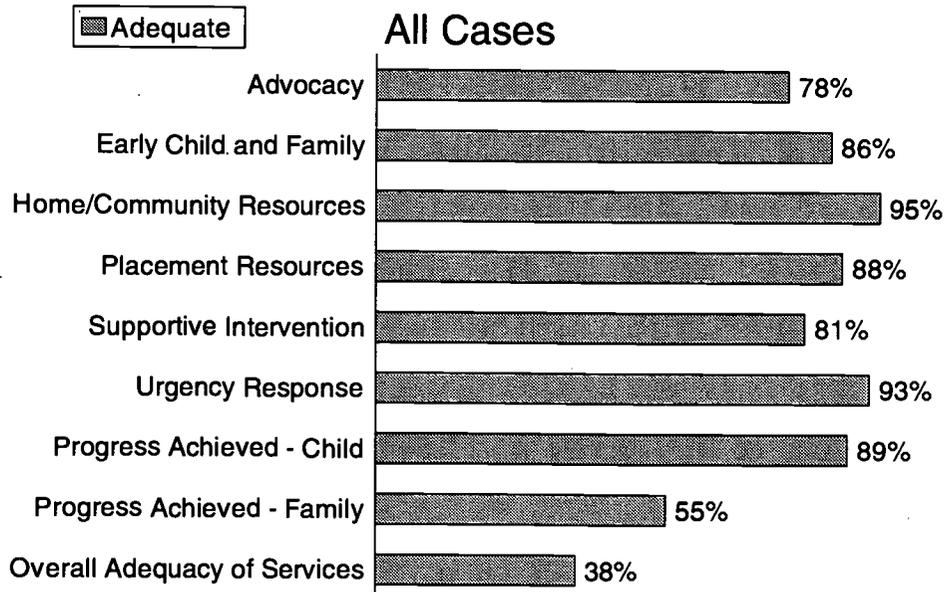
\* Applicable starred items must be positive for overall adequate finding.

\*\* Child and Family Satisfaction were rated as a single indicator.

## Adequacy Service System Functions on Key Indicators

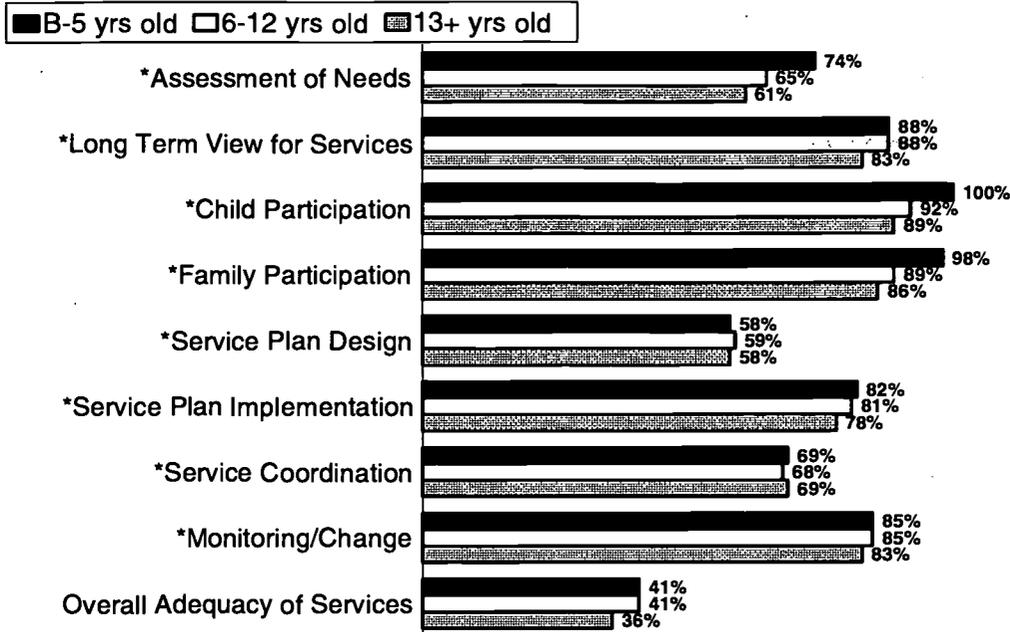


## Adequacy Service System Functions on Key Indicators



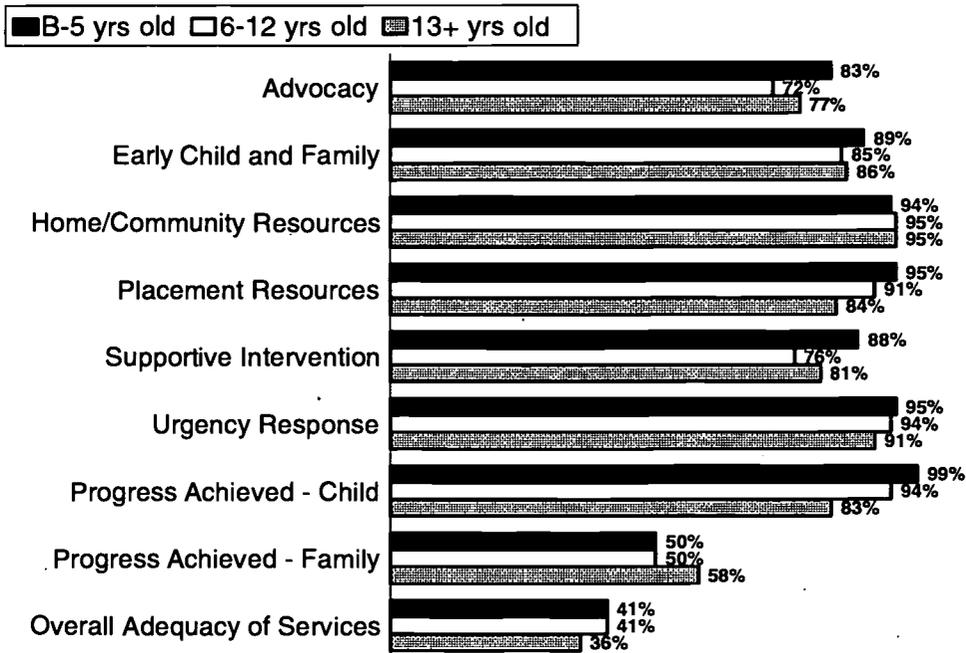
# Adequacy Service System Functions on Key Indicators

Comparison By Age of the Child



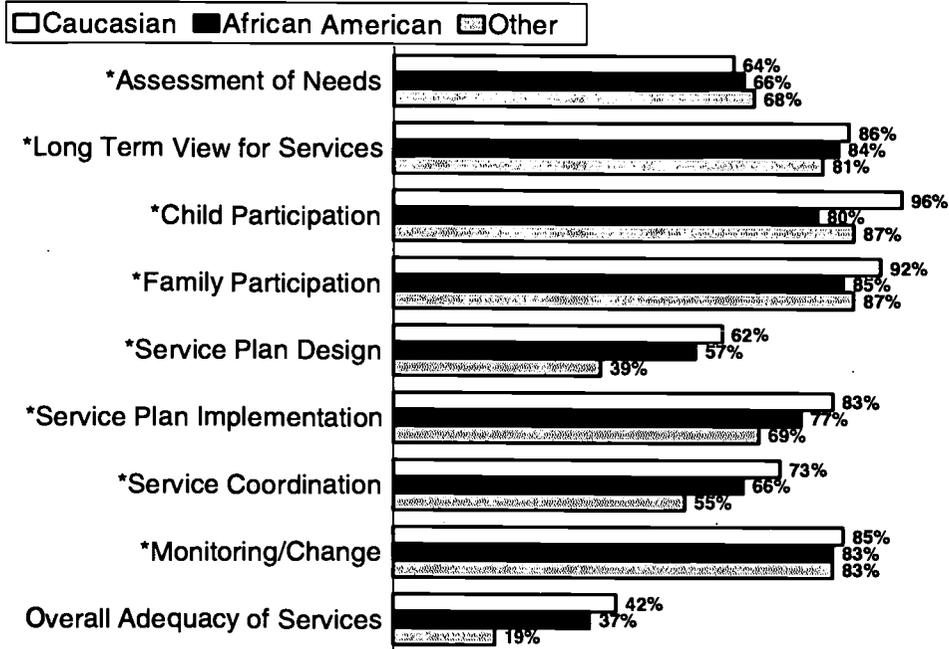
# Adequacy Service System Functions on Key Indicators

Comparison By Age of the Child



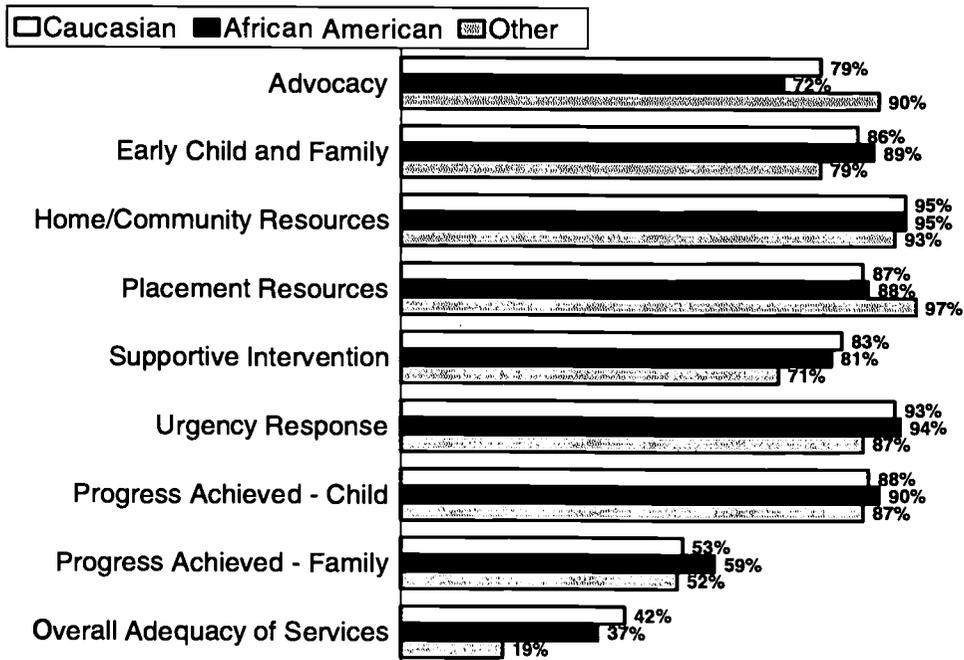
# Adequacy Service System Functions on Key Indicators

## Comparison By Race of the Child



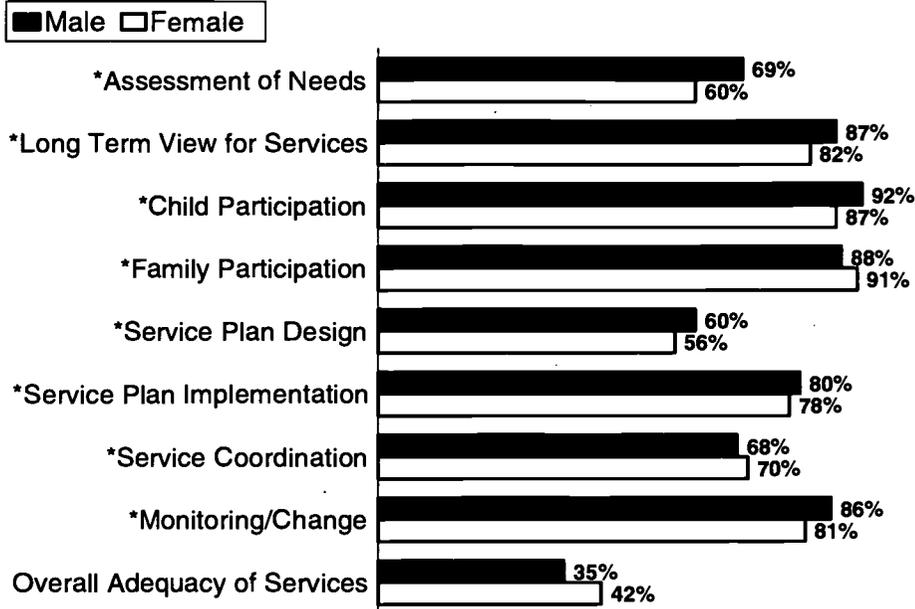
# Adequacy Service System Functions on Key Indicators

## Comparison By Race of the Child



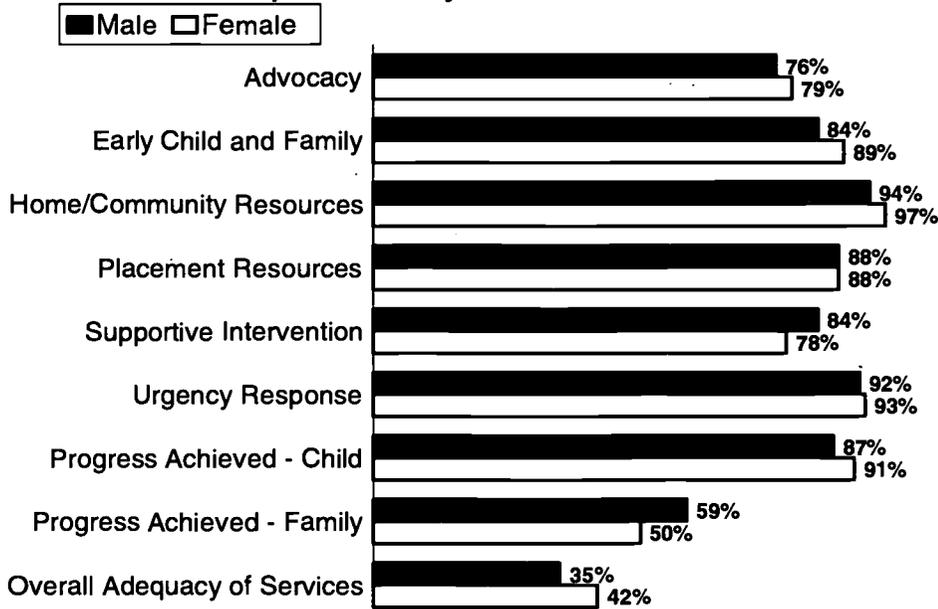
# Adequacy Service System Functions on Key Indicators

Comparison By Gender of the Child



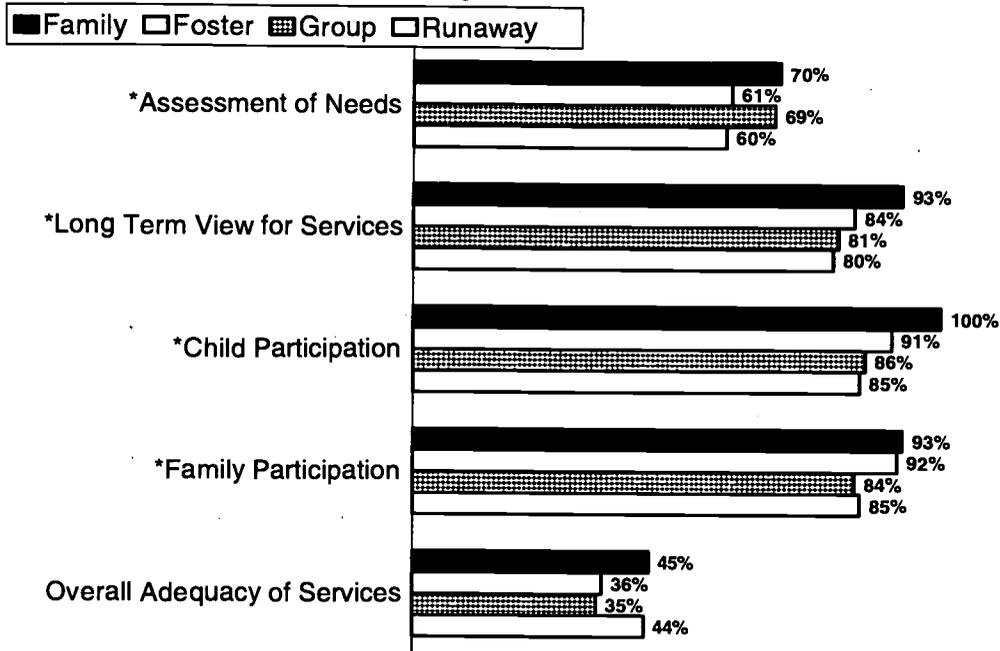
# Adequacy Service System Functions on Key Indicators

Comparison By Gender of the Child



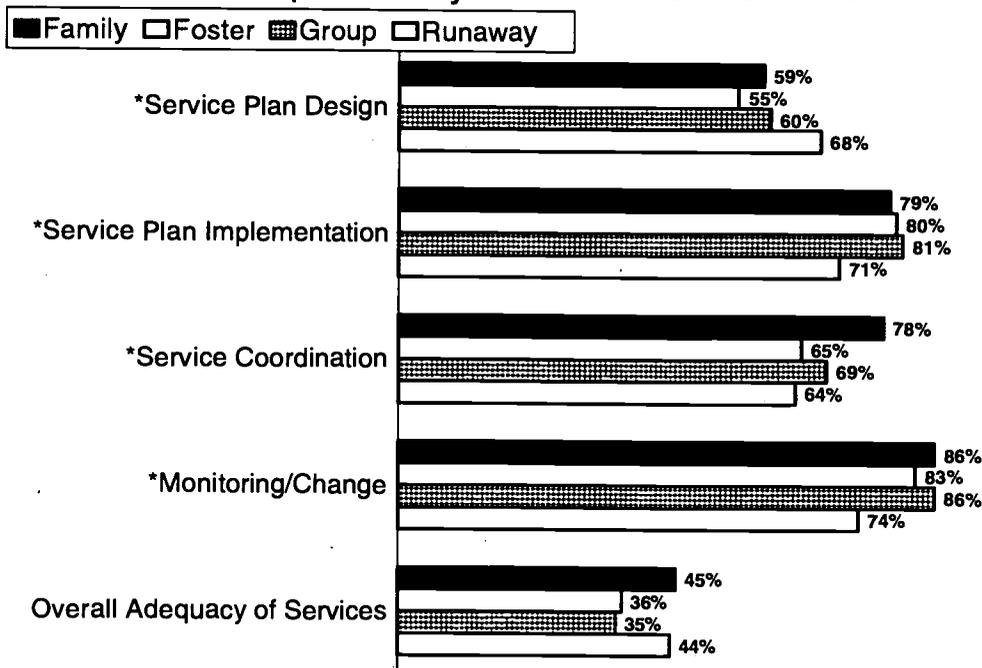
## Adequacy Service System Functions on Key Indicators

Comparison By Residence of the Child



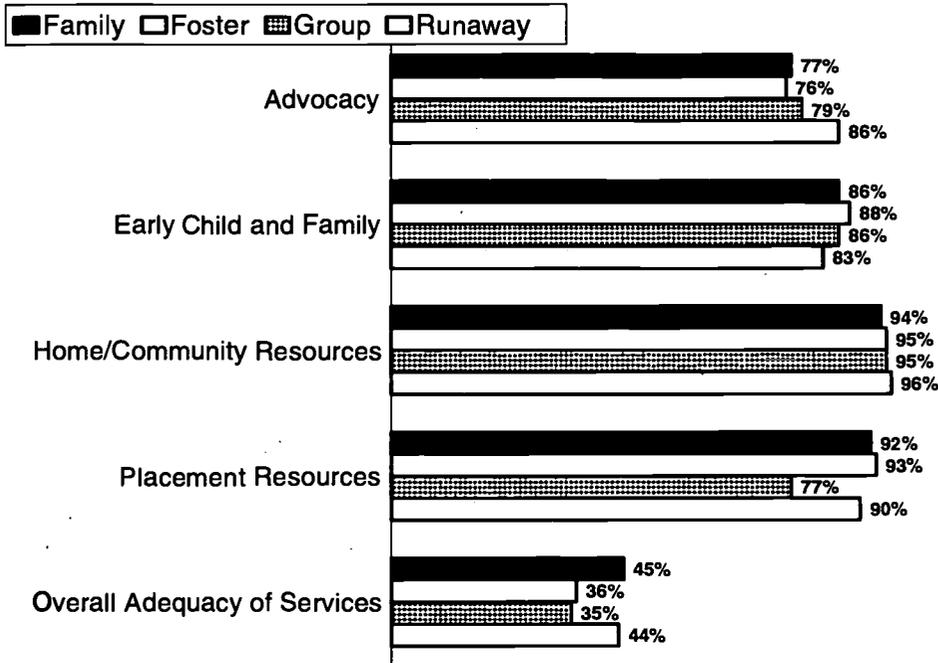
## Adequacy Service System Functions on Key Indicators

Comparison By Residence of the Child



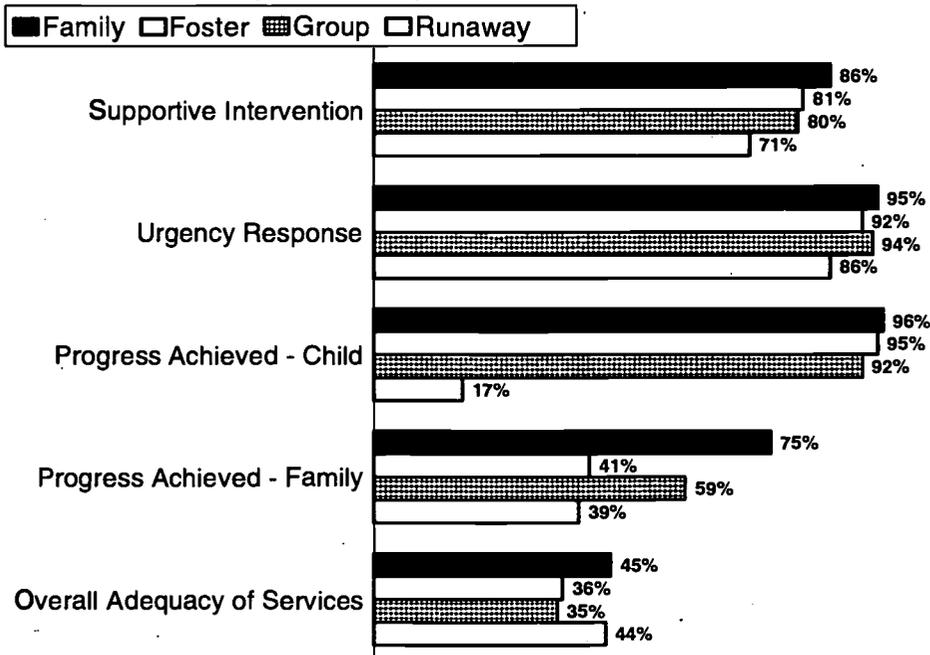
## Adequacy Service System Functions on Key Indicators

Comparison By Residence of the Child



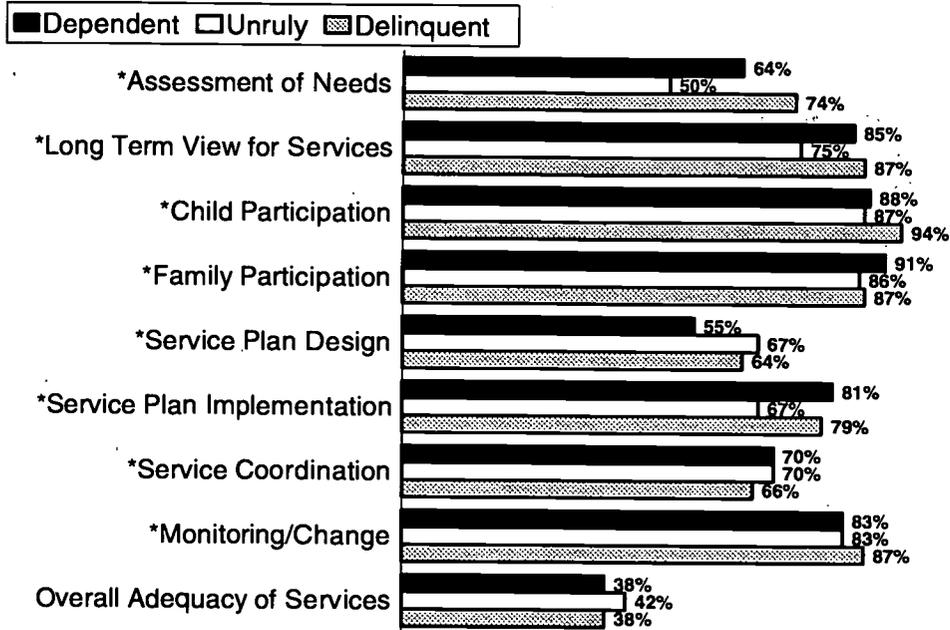
## Adequacy Service System Functions on Key Indicators

Comparison By Residence of the Child



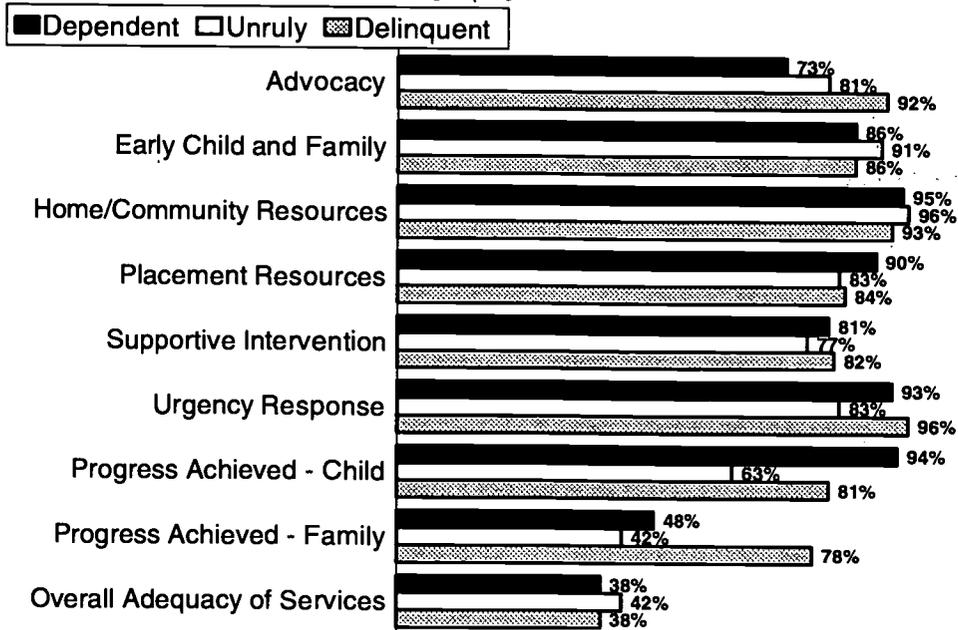
## Adequacy Service System Functions on Key Indicators

Comparison By Adjudication of the Child



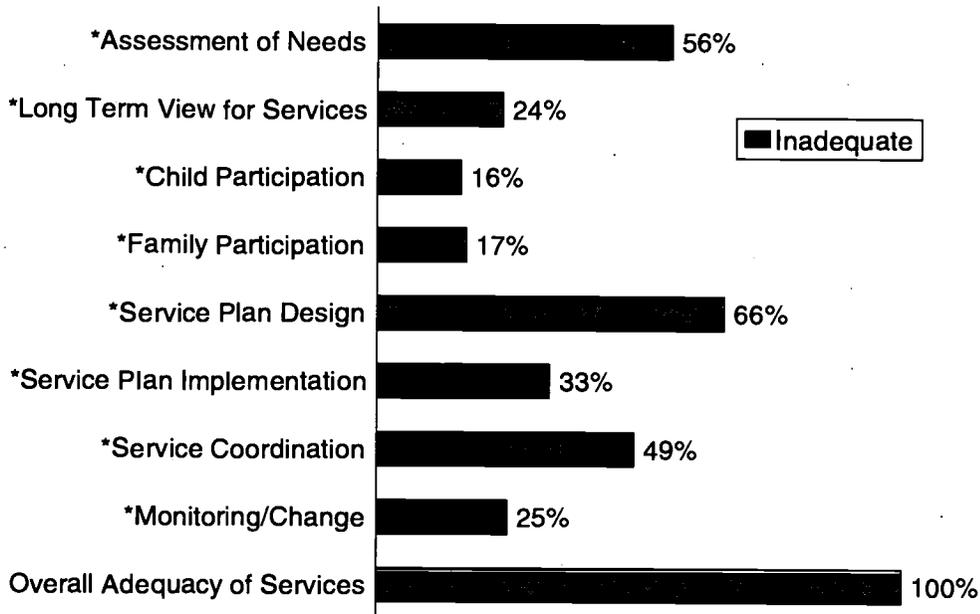
## Adequacy Service System Functions on Key Indicators

Comparison By Adjudication of the Child



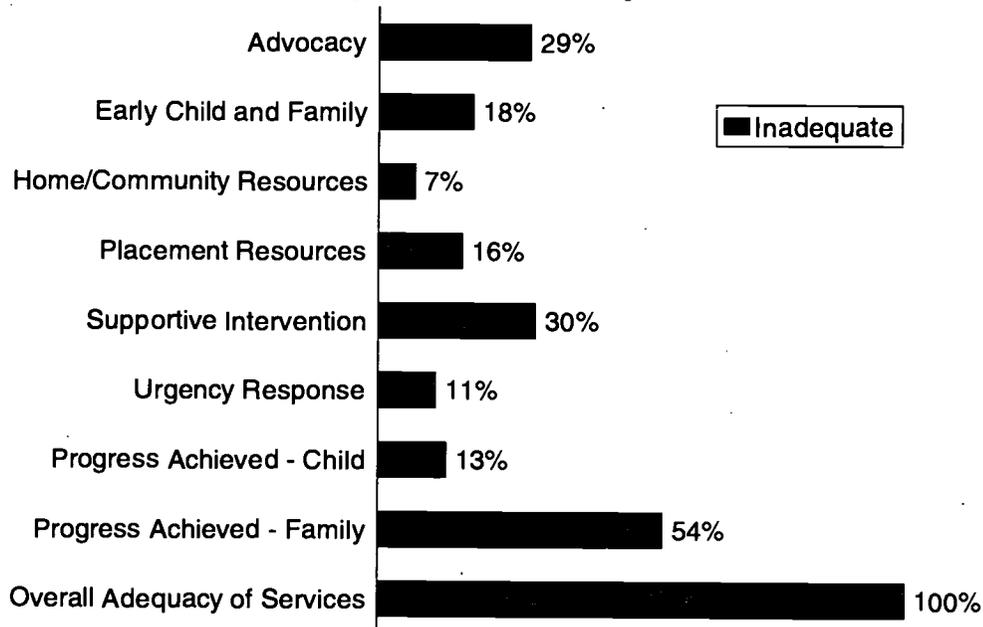
## Adequacy Service System Functions on Key Indicators

### Negative Cases - System



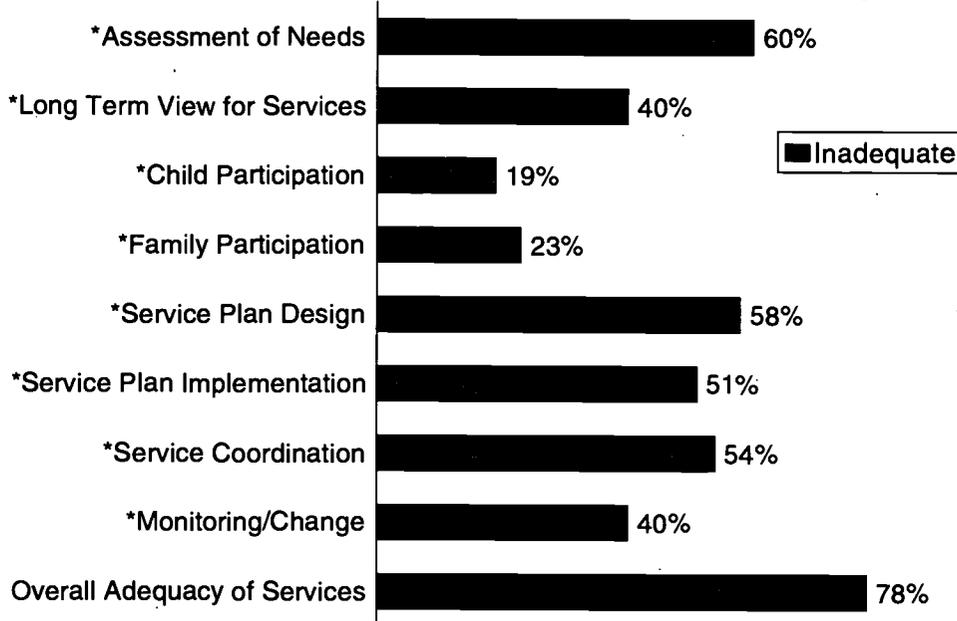
## Adequacy Service System Functions on Key Indicators

### Negative Cases - System



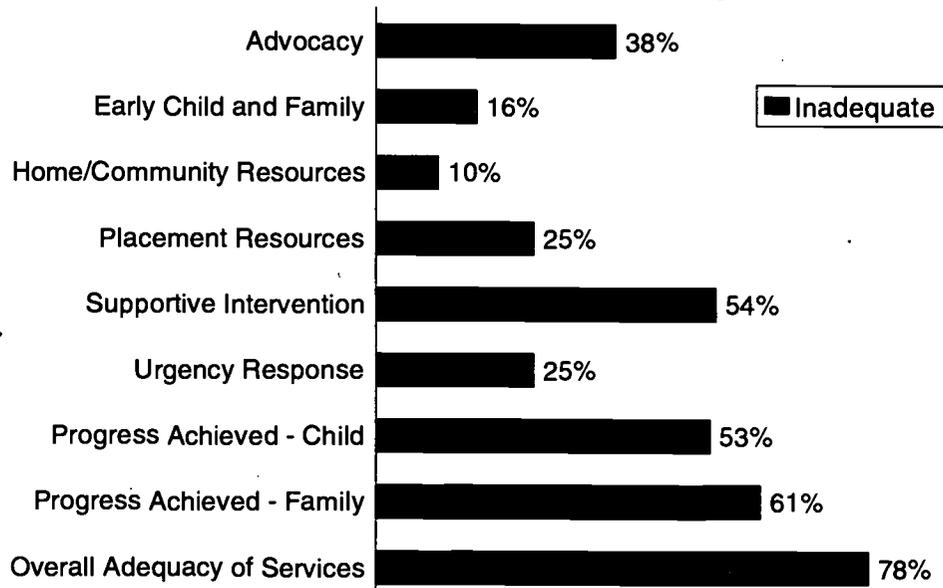
## Adequacy Service System Functions on Key Indicators

### Negative Cases - Status of Child and Family



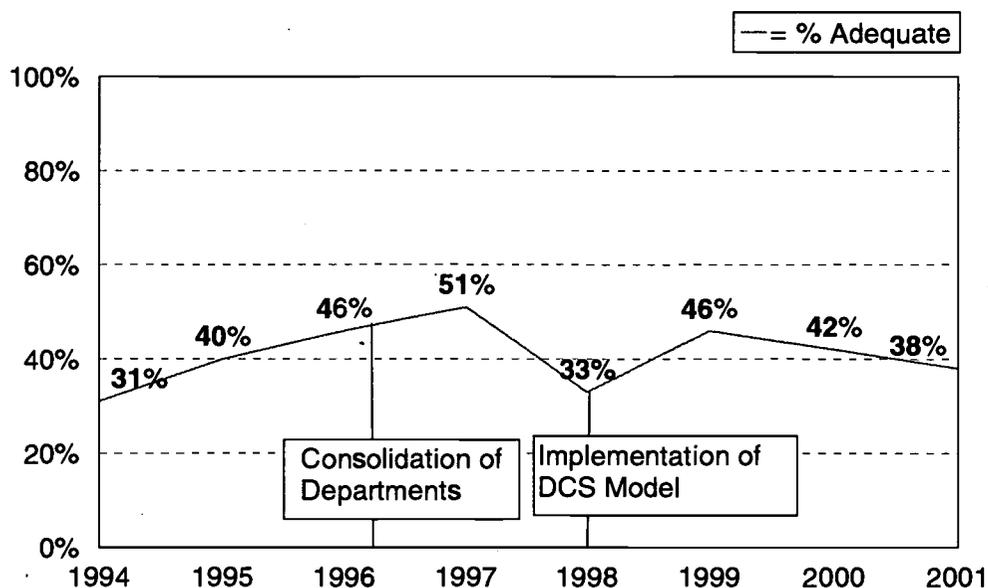
## Adequacy Service System Functions on Key Indicators

### Negative Cases - Child and Family Status



100

# Overall Adequacy of Service System



| Statewide Child/Family                      | 1994<br>Statewide | 1995<br>Statewide | 1996<br>Statewide | 1997<br>Statewide | 1998<br>Statewide | 1999<br>Statewide | 2000<br>Statewide | 2001<br>Statewide |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Total cases reviewed                        | 368               | 674               | 654               | 585               | 587               | 583               | 580               | 580               |
| Total statewide cases                       | 368               | 353               | 352               | 347               | 350               | 348               | 348               | 349               |
| *Assessment of Needs                        | 75                | 80                | 86                | 86                | 73                | 70                | 68                | 65                |
| *Long Term View For Services                | 64                | 75                | 77                | 83                | 75                | 82                | 85                | 85                |
| *Child Participation                        | 75**              | 84                | 87                | 92                | 85                | 90                | 90                | 90                |
| *Family Participation                       | 75**              | 77                | 82                | 81                | 74                | 83                | 89                | 89                |
| *Service Plan Design                        | 64                | 63                | 71                | 72                | 48                | 63                | 63                | 58                |
| *Service Plan Implementation                | 63                | 66                | 67                | 73                | 69                | 79                | 78                | 79                |
| *Service Coordination                       | 52                | 61                | 65                | 70                | 59                | 67                | 71                | 69                |
| *Monitoring Change                          | 52                | 61                | 66                | 72                | 60                | 74                | 80                | 84                |
| Advocacy                                    | 63                | 69                | 70                | 69                | 71                | 77                | 72                | 78                |
| Early Child and Family Intervention         | 61                | 64                | 71                | 75                | 74                | 80                | 84                | 86                |
| Home/Community Resources                    | 62                | 72                | 74                | 76                | 81                | 88                | 91                | 95                |
| Placement Resources                         | 77                | 83                | 83                | 85                | 88                | 92                | 89                | 88                |
| Support. Intervention toward Permanent Goal | 55                | 64                | 65                | 72                | 64                | 76                | 76                | 81                |
| Urgency Response                            | 77                | 81                | 85                | 88                | 84                | 93                | 92                | 93                |
| Progress Achieved - Child                   | 80**              | 83                | 85                | 88                | 86                | 88                | 88                | 88                |
| Progress Achieved - Family                  | 80**              | 50                | 56                | 56                | 52                | 55                | 59                | 55                |
| <b>Overall Adequacy of Services</b>         | <b>31</b>         | <b>40</b>         | <b>46</b>         | <b>51</b>         | <b>33</b>         | <b>46</b>         | <b>42</b>         | <b>39</b>         |

\* Applicable starred items must be positive for overall adequate finding.

\*\* Child and Family for both Participation and Progress Achieved were rated as a single indicator.

# Status and System Performance

## Comparison by Year of Four-Cell Matrix

**2001**

|                |            | Status of Child and family |            |     |
|----------------|------------|----------------------------|------------|-----|
|                |            | Positive                   | Negative   |     |
| Service System | Adequate   | 35%                        | 4%         | 39% |
|                | Inadequate | 49%                        | 12%        | 61% |
|                |            | <b>84%</b>                 | <b>16%</b> |     |

**2000**

|                |            | Status of Child and family |            |     |
|----------------|------------|----------------------------|------------|-----|
|                |            | Positive                   | Negative   |     |
| Service System | Adequate   | 38%                        | 4%         | 42% |
|                | Inadequate | 46%                        | 12%        | 58% |
|                |            | <b>84%</b>                 | <b>16%</b> |     |

**1999**

|                |            | Status of Child and family |            |     |
|----------------|------------|----------------------------|------------|-----|
|                |            | Positive                   | Negative   |     |
| Service System | Adequate   | 43%                        | 3%         | 46% |
|                | Inadequate | 44%                        | 10%        | 54% |
|                |            | <b>87%</b>                 | <b>13%</b> |     |

**1998**

|                |            | Status of Child and family |            |     |
|----------------|------------|----------------------------|------------|-----|
|                |            | Positive                   | Negative   |     |
| Service System | Adequate   | 32%                        | 1%         | 33% |
|                | Inadequate | 49%                        | 18%        | 67% |
|                |            | <b>81%</b>                 | <b>19%</b> |     |

102

### 1997

Status of Child and family

|                           | Positive   | Negative   |     |
|---------------------------|------------|------------|-----|
| Adequate Service System   | 48%        | 3%         | 51% |
| Inadequate Service System | 35%        | 14%        | 49% |
|                           | <b>83%</b> | <b>17%</b> |     |

### 1996

Status of Child and family

|                           | Positive   | Negative   |     |
|---------------------------|------------|------------|-----|
| Adequate Service System   | 43%        | 3%         | 46% |
| Inadequate Service System | 36%        | 18%        | 54% |
|                           | <b>79%</b> | <b>21%</b> |     |

### 1995

Status of Child and family

|                           | Positive   | Negative   |     |
|---------------------------|------------|------------|-----|
| Adequate Service System   | 37%        | 3%         | 40% |
| Inadequate Service System | 38%        | 22%        | 60% |
|                           | <b>75%</b> | <b>25%</b> |     |

### 1994

Status of Child and family

|                           | Positive   | Negative   |     |
|---------------------------|------------|------------|-----|
| Adequate Service System   | 29%        | 2%         | 31% |
| Inadequate Service System | 45%        | 24%        | 69% |
|                           | <b>74%</b> | <b>26%</b> |     |

## **Appendix D**

### **Critical Issues**

Critical Issues for the Child – All Cases

Critical Issues – By Age of the Child

Critical Issues – By Race of the Child

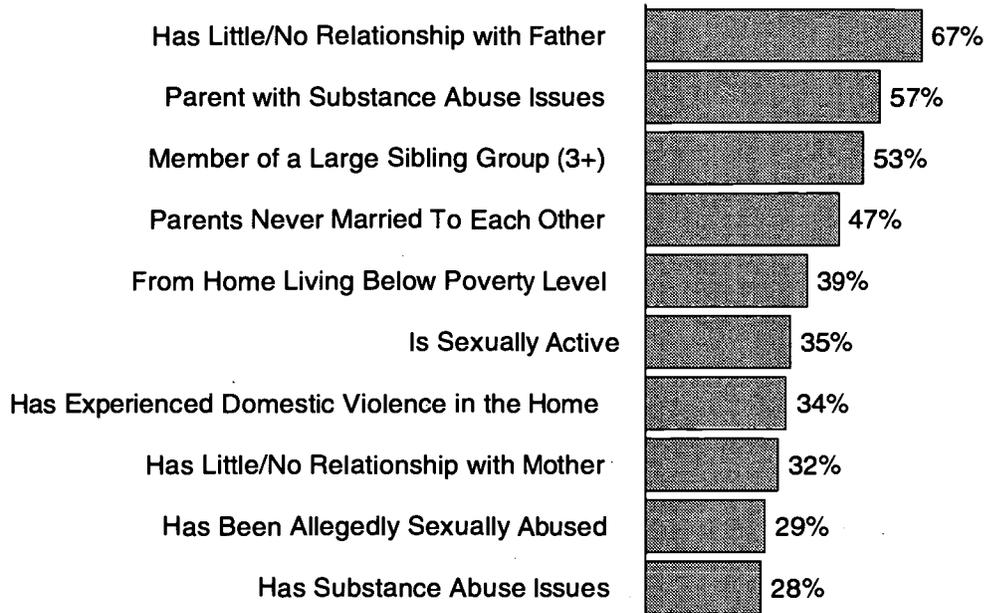
Critical Issues – By Gender of the Child

Critical Issues – By Type of Residence of the Child

Critical Issues – By Adjudication of the Child

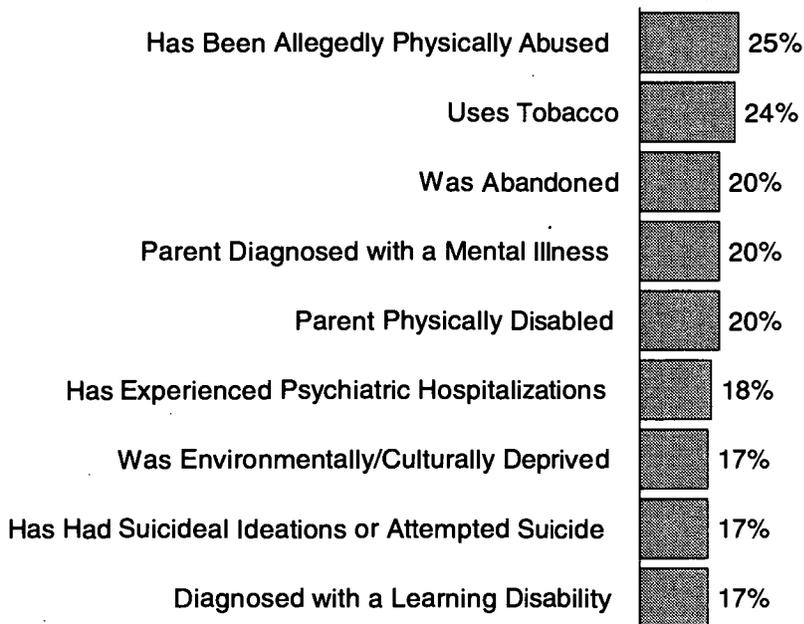
# Critical Issues for the Child

## All Cases



# Critical Issues for the Child

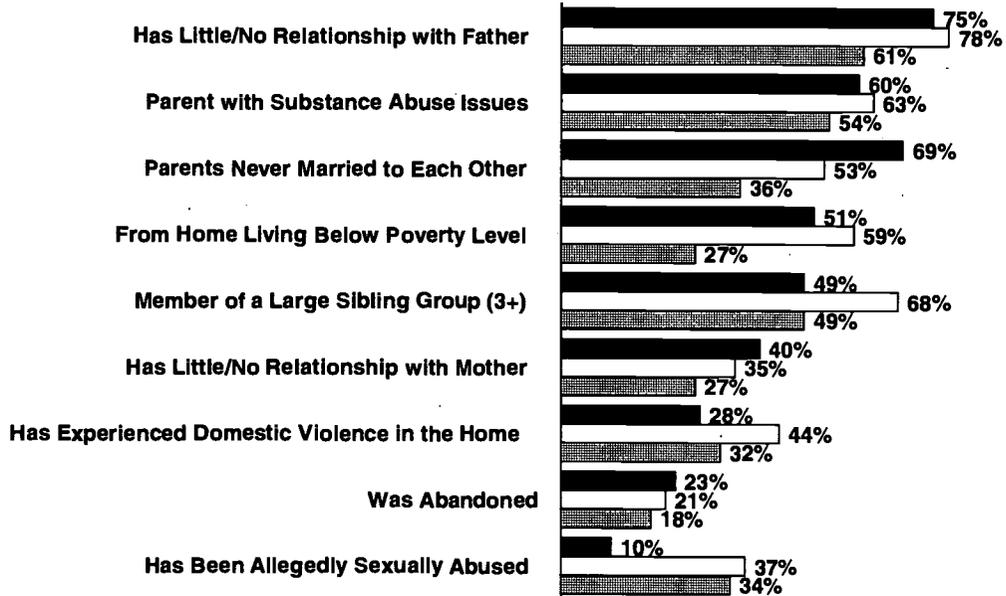
## All Cases



# Critical Issues

By Age of the Child

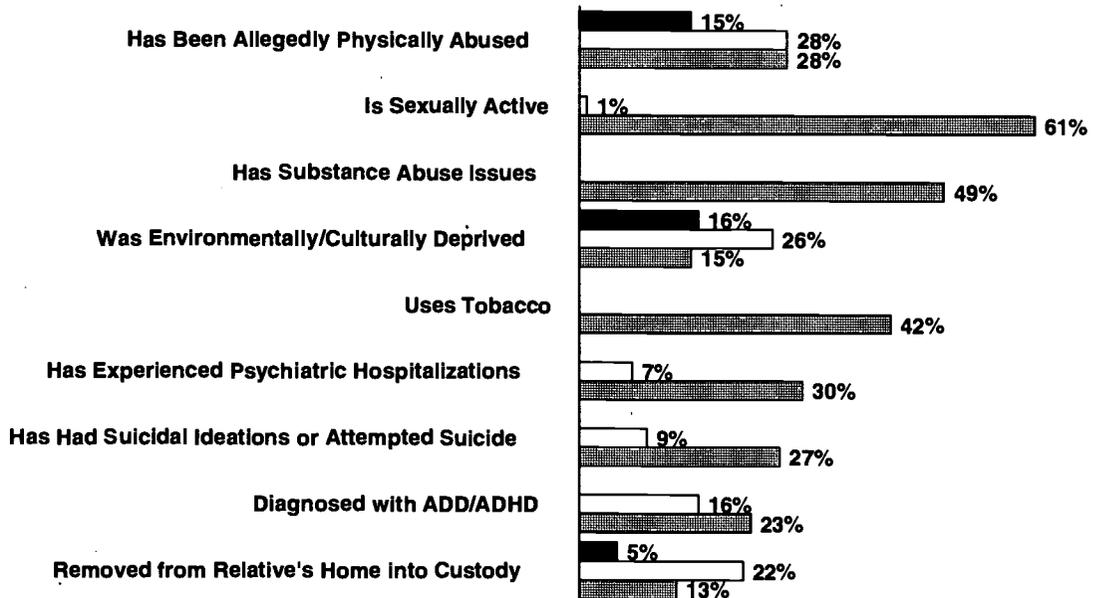
■ Age B-5 yrs. □ Age 6-12 yrs. ▨ Age 13+ yrs.



# Critical Issues

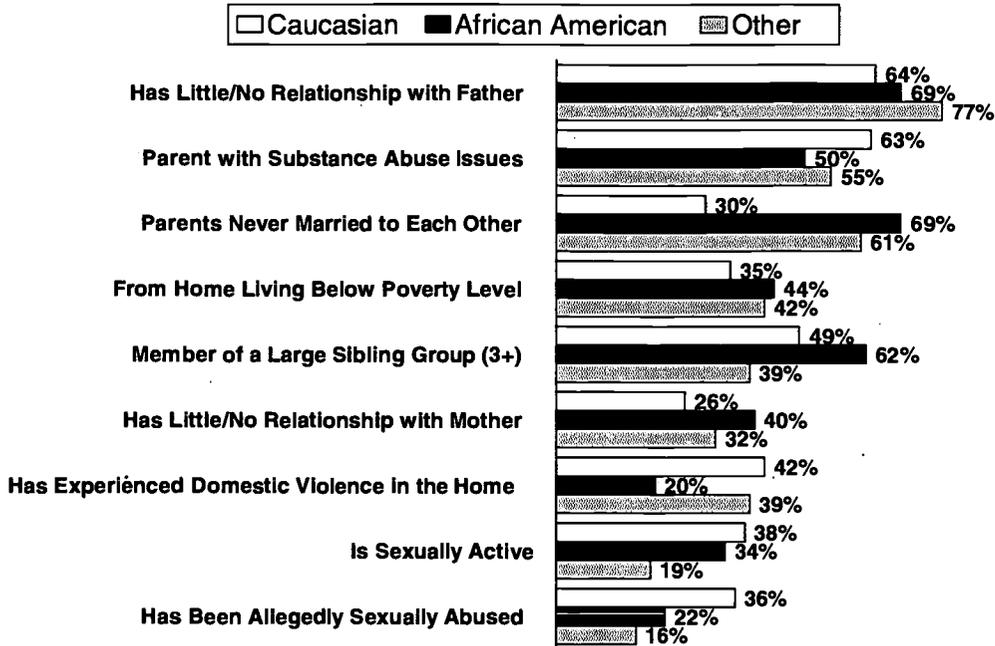
By Age of the Child

■ Age B-5 yrs. □ Age 6-12 yrs. ▨ Age 13+ yrs.



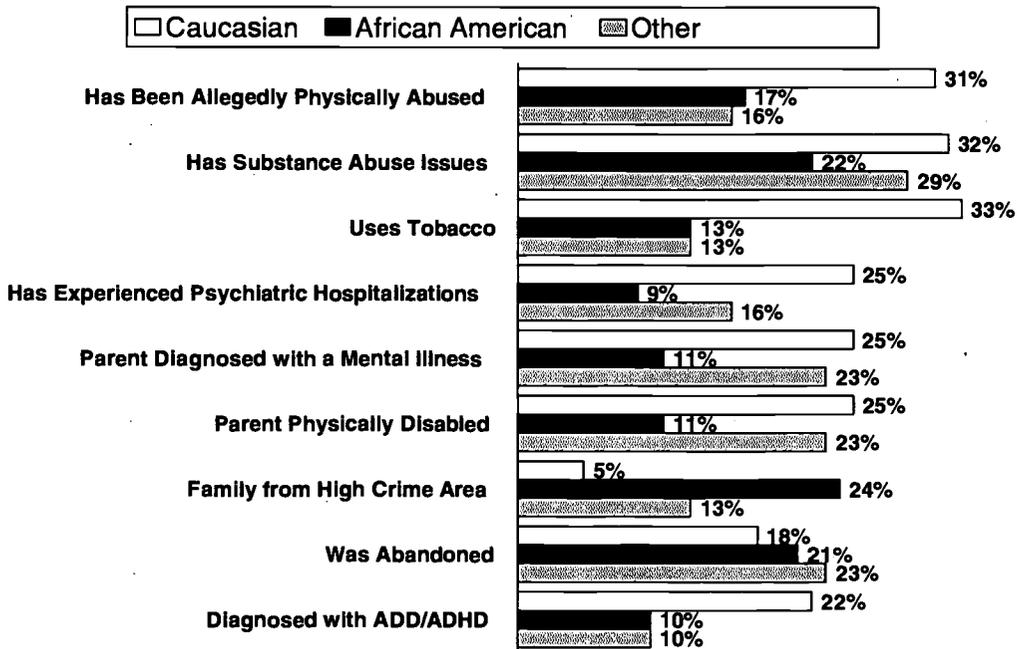
# Critical Issues

By Race of the Child



# Critical Issues

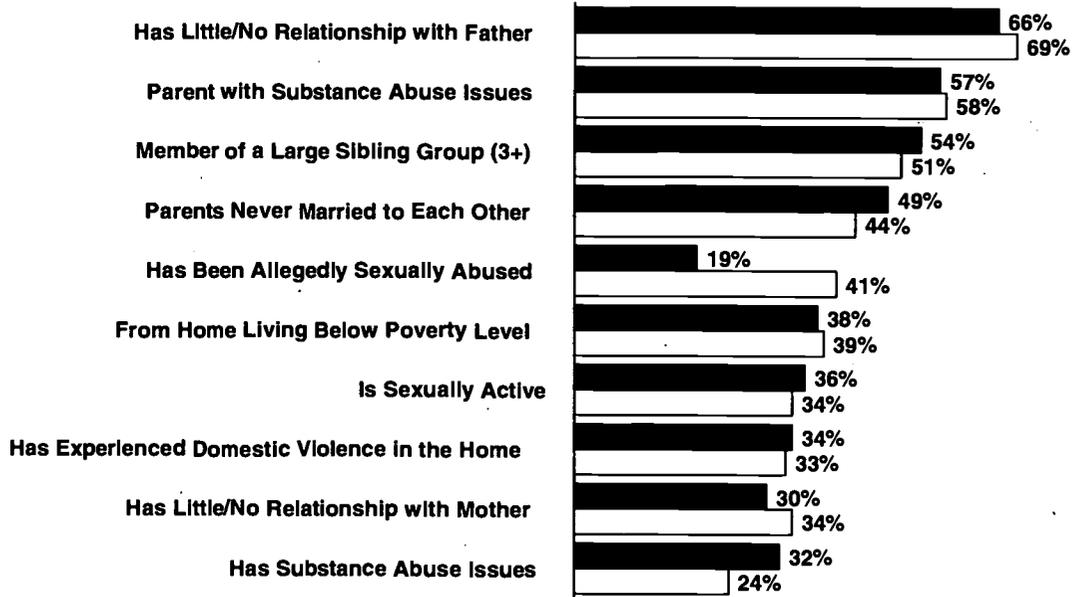
By Race of the Child



# Critical Issues

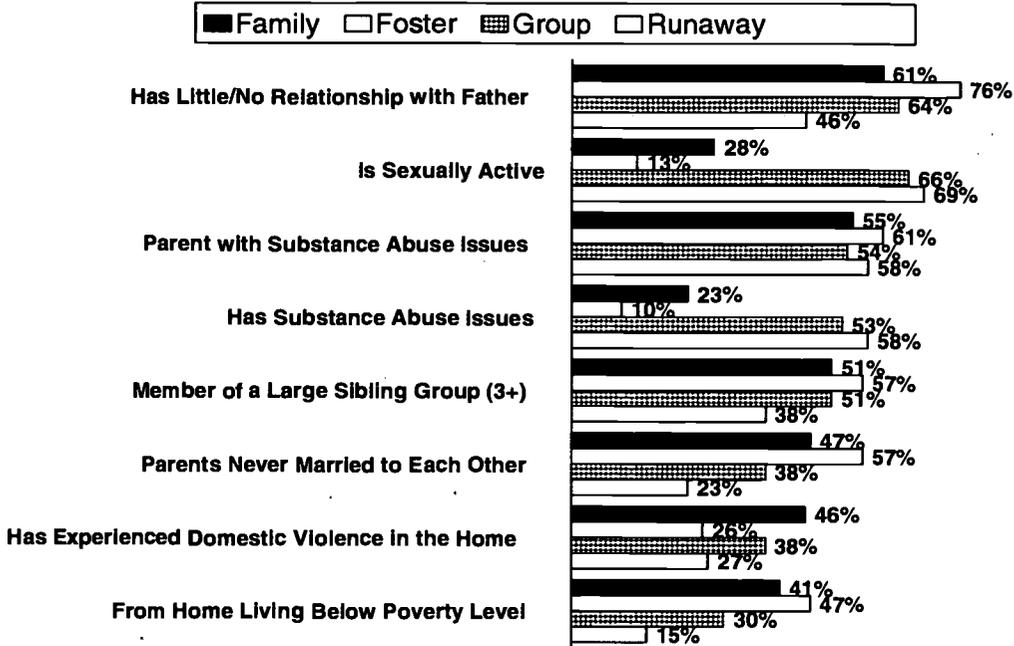
By Gender of the Child

■ Male □ Female



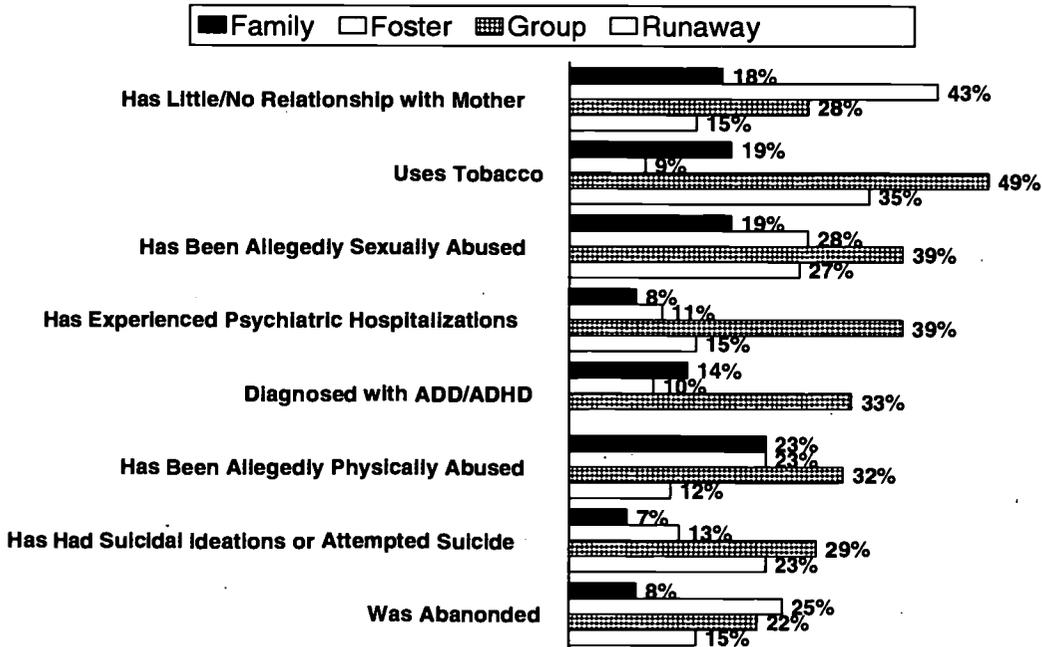
# Critical Issues

By Residence of the Child



# Critical Issues

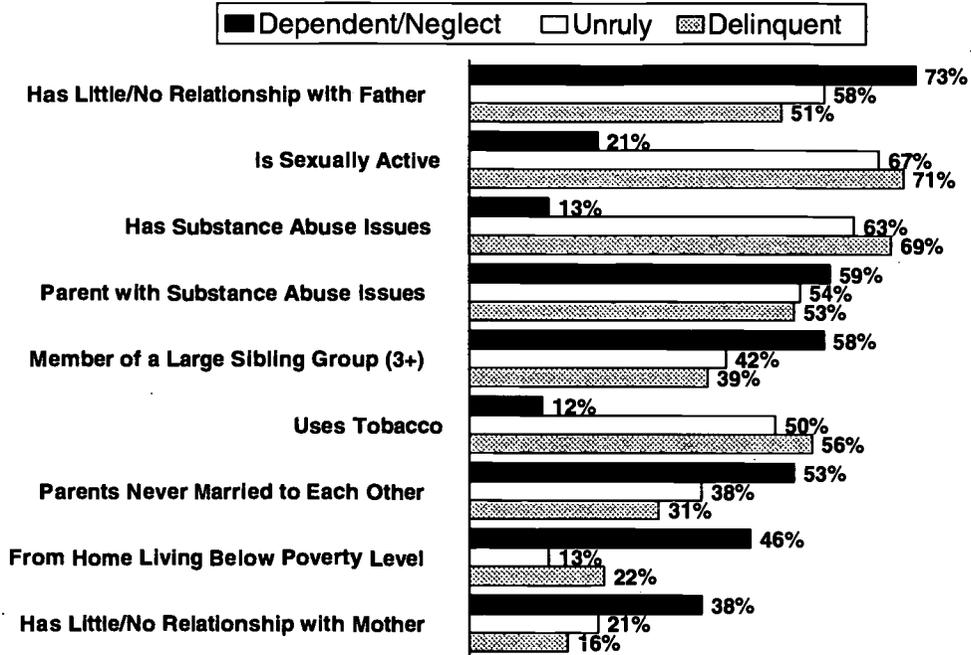
By Residence of the Child



BEST COPY AVAILABLE

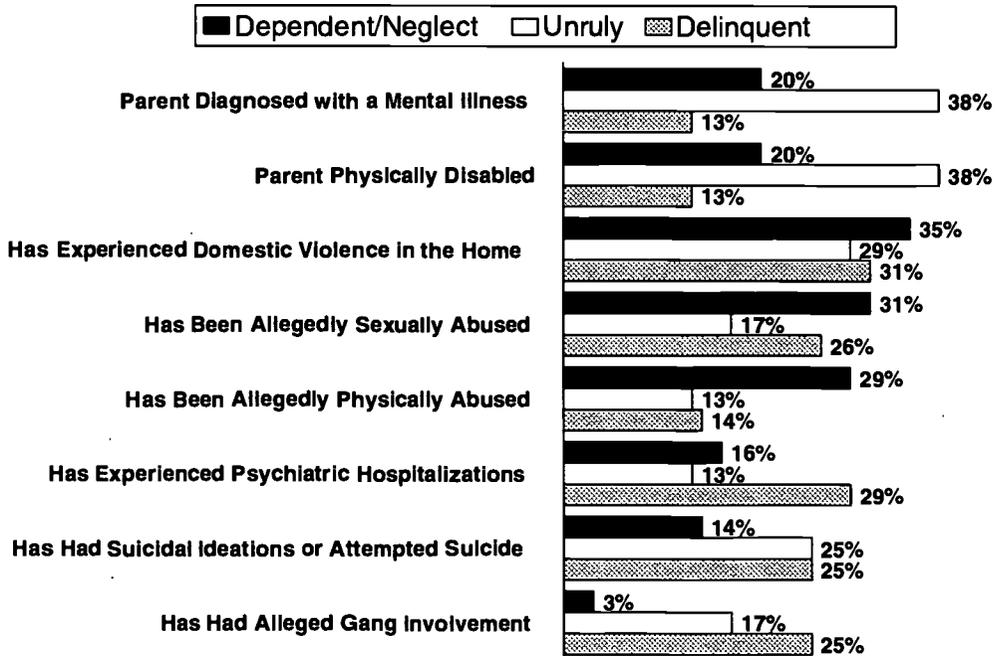
# Critical Issues

By Adjudication of the Child



# Critical Issues

By Adjudication of the Child



# Appendix E

## System Component Performance

System Component Performance – Response Options

System Component Performance – Department of Children’s Services

System Component Performance – Placement

System Component Performance – Parents

System Component Performance – Child

System Component Performance – Court

System Component Performance – School

# System Component Performance

**Reviewers responded to questions regarding responsibilities of the following system components:**

|                      |               |
|----------------------|---------------|
| Custodial Department | Court         |
| Placement            | School System |
| Parent               | Child         |

**Response options and corresponding points given were:**

|          |   |                         |
|----------|---|-------------------------|
| Yes      | - | 100                     |
| Somewhat | - | 50                      |
| No       | - | 0                       |
| N/A      | - | Not included in average |

**Points were averaged for the scores presented.**

**\* It should be noted that the scores are NOT percentages.**

## Did Department of Children Services...

|  | <u>00</u> | <u>01</u> |
|--|-----------|-----------|
| <i>Know the child and family and their needs?</i>  | 78        | 78        |
| <i>Work to keep/get the child out of custody if appropriate?</i>   | 74        | 76        |
| <i>If custody was necessary, work to get a family or friend placement, if appropriate?</i>                 | 79        | 83        |
| <i>Collect all necessary information to assess the child in a timely manner?</i>                           | 73        | 71        |
| <i>Develop a most recent Permanency Plan that sufficiently addressed the child's &amp; family's needs?</i> | 73        | 64        |
| <i>Develop a Permanency Plan that contained clear objectives?</i>  | 71        | 65        |

| <b>Did Department of Children Services...</b>  | <b>00</b> | <b>01</b> |
|--|-----------|-----------|
| <i>Work with the placement to avoid disruption?</i>  | 76        | 79        |
| <i>Work with the child (&amp; family, if applicable) to achieve Permanent Goal in a timely manner?</i>   | 68        | 69        |
| <i>Monitor change, progress, problems and keep the family, child, and court apprised?</i>  | 71        | 72        |
| <i>Cooperate with all involved parties to accomplish goals in a timely manner?</i>   | 74        | 73        |
| <i>Provide appropriate legal and other assistance necessary to move the child out of state custody in a timely manner?</i>   | 64        | 73        |
| <b>Total Average</b>   | <b>73</b> | <b>73</b> |
| <hr/>  |           |           |
| <b>Did the Placement...</b>  | <b>00</b> | <b>01</b> |
| <i>Meet the child's physical needs?</i>  | 99        | 96        |
| <i>Meet the child's emotional needs?</i>   | 90        | 94        |
| <i>Provide the services that are identified in the Permanency Plan for implementation by the placement agency, or provide written notification that they are not capable of providing identified services?</i> | 93        | 95        |
| <i>Work with the child toward obtaining the Permanent Goal or stepping down in a timely manner?</i>  | 93        | 94        |
| <i>Work with the parents/Permanent Goal if appr.?</i>  | 86        | 87        |
| <i>Cooperate with all involved parties to accomplish goals in a timely manner?</i>   | 93        | 94        |
| <b>Total Average</b>   | <b>93</b> | <b>93</b> |

**Did the Parent(s)...**

|  | <u>00</u> | <u>01</u> |
|--|-----------|-----------|
| <i>Provide reasonable financial support for the child based on available resources if ordered to do so?</i>        | 44        | 38        |
| <i>Provide informal support (money, clothing, etc.), based on available resources, even if no support ordered?</i> | 53        | 51        |
| <i>Visit with the child?</i>   | 67        | 69        |
| <i>Assist the child in returning/remaining home or in obtaining the permanent goal?</i>                            | 54        | 54        |
| <i>Make efforts to achieve the outcomes identified in the Permanency Plan in a timely manner?</i>                  | 53        | 53        |
| <i>Cooperate with all involved parties to accomplish goals in a timely manner?</i>                                 | 56        | 53        |
| <i>Total Average</i>   | 55        | 54        |

**Did the Child...**

|   | <u>00</u> | <u>01</u> |
|---|-----------|-----------|
| <i>Cooperate with the placement in order to avoid a disruption?</i>                               | 83        | 82        |
| <i>Work toward the Permanent Goal?</i>  | 82        | 81        |
| <i>Make efforts to achieve the outcomes identified in the Permanency Plan in a timely manner?</i> | 81        | 81        |
| <i>Achieve progress in treatment?</i>   | 81        | 82        |
| <i>Achieve progress (based on ability) in school or a vocation?</i>                               | 77        | 79        |
| <i>Total Average</i>  | 81        | 81        |

| <b>Did the Court...</b>  | <b>00</b> | <b>01</b> |
|--|-----------|-----------|
| <i>Make efforts to keep the child out of state custody?</i>  | 87        | 85        |
| <i>Order a non-custodial assessment, if appropriate or make a referral for other prevention services other than a non-custodial?</i> | 52        | 43        |
| <i>Act in a timely manner?</i>   | 94        | 91        |
| <i>Order reasonable financial support for the child based on available resources?</i>  | 47        | 44        |
| <i>Review the child in foster care review board every 6 months?</i>  | 82        | 90        |
| <i>Keep records or track this child while in custody?</i>  | 78        | 82        |
| <i>Facilitate release of the child from state custody, when appropriate, in a timely manner?</i>                                     | 71        | 69        |
| <b>Total Average</b>   | <b>75</b> | <b>75</b> |
| <hr/>  |           |           |
| <b>Did the School...</b>   | <b>00</b> | <b>01</b> |
| <i>Intervene at earliest indication of problems?</i>   | 83        | 87        |
| <i>If appropriate, identify problem behaviors and set up behavior modification plans to address them?</i>                            | 82        | 84        |
| <i>Obtain special evaluations when indicated?</i>  | 86        | 87        |
| <i>Convene M-Team for child if indicated?</i>  | 86        | 89        |
| <i>Reevaluate every 3 years for recertification, if applicable?</i>  | 85        | 90        |
| <i>Include parent(s) in planning?</i>  | 68        | 79        |
| <i>Provide special services when indicated?</i>  | 86        | 90        |
| <i>Make efforts to keep the child actively involved in and attending school?</i>   | 88        | 92        |
| <b>Total Average</b>   | <b>83</b> | <b>87</b> |

# Appendix F

## Data by Region

Statewide Demographics – Eight Year Comparison

Demographics by Region

Indicators on Child/Family by Region

Indicators on Service System by Region

Statewide Critical Issues – Eight Year Comparison

Critical Issues by Region

## Statewide Demographics Eight Year Comparison

|                      | 1994<br>State<br>wide | 1995<br>State<br>wide | 1996<br>State<br>wide | 1997<br>State<br>wide | 1998<br>State<br>wide | 1999<br>State<br>wide | 2000<br>State<br>wide | 2001<br>State<br>wide |
|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Total cases reviewed | 368                   | 674                   | 654                   | 587                   | 587                   | 583                   | 580                   | 580                   |
| State Cases          | 368                   | 353                   | 352                   | 347                   | 350                   | 348                   | 348                   | 349                   |
| <b>AGE</b>           |                       |                       |                       |                       |                       |                       |                       |                       |
| Age B-5 yrs.         | 17                    | 16                    | 23                    | 22                    | 19                    | 21                    | 13                    | 23                    |
| Age 6-12 yrs.        | 18                    | 24                    | 21                    | 22                    | 24                    | 24                    | 27                    | 20                    |
| Age 13+ yrs.         | 65                    | 60                    | 56                    | 56                    | 57                    | 55                    | 60                    | 57                    |
| <b>PLACEMENT</b>     |                       |                       |                       |                       |                       |                       |                       |                       |
| Family               | 20                    | 19                    | 26                    | 22                    | 22                    | 25                    | 26                    | 21                    |
| Foster               | 34                    | 43                    | 40                    | 43                    | 43                    | 46                    | 40                    | 40                    |
| Group                | 39                    | 32                    | 29                    | 25                    | 30                    | 23                    | 27                    | 28                    |
| Runaway              | 7                     | 6                     | 5                     | 10                    | 5                     | 6                     | 7                     | 7                     |
| Kinship              | -                     | -                     | -                     | -                     | -                     | -                     | -                     | 4                     |
| <b>ADJUDICATION</b>  |                       |                       |                       |                       |                       |                       |                       |                       |
| Dependent/Neglect    | 57                    | 68                    | 68                    | 65                    | 68                    | 72                    | 68                    | 72                    |
| Unruly               | 21                    | 15                    | 12                    | 12                    | 9                     | 5                     | 8                     | 7                     |
| Delinquent           | 22                    | 17                    | 21                    | 23                    | 23                    | 23                    | 24                    | 21                    |

## Demographics by Region

| <b>Davidson County Demographics</b> | <b>1995 DA</b> | <b>1996 DA</b> | <b>1997 DA</b> | <b>1998 DA</b> | <b>1999 DA</b> | <b>2000 DA</b> | <b>2001 DA</b> |
|-------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Total cases reviewed                | 48             | 48             | 49             | 49             | 49             | 49             | 49             |
| <b>AGE</b>                          |                |                |                |                |                |                |                |
| Age B-5 yrs.                        | 13             | 8              | 22             | 14             | 22             | 6              | 20             |
| Age 6-12 yrs.                       | 17             | 25             | 18             | 12             | 12             | 18             | 24             |
| Age 13+ yrs.                        | 71             | 67             | 59             | 73             | 66             | 76             | 56             |
| <b>PLACEMENT</b>                    |                |                |                |                |                |                |                |
| Family                              | 23             | 25             | 20             | 20             | 33             | 33             | 14             |
| Foster                              | 27             | 21             | 45             | 39             | 36             | 20             | 39             |
| Group                               | 42             | 50             | 31             | 37             | 29             | 47             | 31             |
| Runaway                             | 8              | 4              | 4              | 4              | 2              | 0              | 10             |
| Kinship                             | -              | -              | -              | -              | -              | -              | 6              |
| <b>ADJUDICATION</b>                 |                |                |                |                |                |                |                |
| Dependent/Neglect                   | 69             | 74             | 71             | 55             | 73             | 51             | 69             |
| Unruly                              | 12             | 4              | 4              | 6              | 0              | 2              | 4              |
| Delinquent                          | 19             | 25             | 24             | 39             | 27             | 47             | 27             |
| <b>East Tennessee Demographics</b>  | <b>1995 ET</b> | <b>1996 ET</b> | <b>1997 ET</b> | <b>1998 ET</b> | <b>1999 ET</b> | <b>2000 ET</b> | <b>2001 ET</b> |
| Total cases reviewed                | 94             | 49             | 49             | 49             | 49             | 49             | 49             |
| <b>AGE</b>                          |                |                |                |                |                |                |                |
| Age B-5 yrs.                        | 14             | 23             | 10             | 14             | 16             | 14             | 14             |
| Age 6-12 yrs.                       | 18             | 14             | 8              | 25             | 20             | 16             | 20             |
| Age 13+ yrs.                        | 68             | 63             | 82             | 61             | 64             | 70             | 66             |
| <b>PLACEMENT</b>                    |                |                |                |                |                |                |                |
| Family                              | 22             | 27             | 18             | 22             | 18             | 34             | 25             |
| Foster                              | 40             | 35             | 31             | 41             | 43             | 31             | 49             |
| Group                               | 33             | 31             | 41             | 35             | 29             | 29             | 16             |
| Runaway                             | 5              | 7              | 10             | 2              | 10             | 6              | 10             |
| Kinship                             | -              | -              | -              | -              | -              | -              | 0              |
| <b>ADJUDICATION</b>                 |                |                |                |                |                |                |                |
| Dependent/Neglect                   | 59             | 53             | 43             | 59             | 59             | 61             | 59             |
| Unruly                              | 24             | 20             | 20             | 10             | 10             | 4              | 14             |
| Delinquent                          | 17             | 27             | 37             | 31             | 31             | 35             | 27             |
| <b>Hamilton County Demographics</b> | <b>1995 HM</b> | <b>1996 HM</b> | <b>1997 HM</b> | <b>1998 HM</b> | <b>1999 HM</b> | <b>2000 HM</b> | <b>2001 HM</b> |
| Total cases reviewed                | 48             | 48             | 48             | 48             | 47             | 48             | 47             |
| <b>AGE</b>                          |                |                |                |                |                |                |                |
| Age B-5 yrs.                        | 21             | 19             | 21             | 23             | 17             | 17             | 15             |
| Age 6-12 yrs.                       | 21             | 23             | 21             | 17             | 17             | 21             | 32             |
| Age 13+ yrs.                        | 58             | 58             | 58             | 60             | 66             | 62             | 53             |
| <b>PLACEMENT</b>                    |                |                |                |                |                |                |                |
| Family                              | 29             | 25             | 31             | 21             | 17             | 10             | 21             |
| Foster                              | 35             | 38             | 29             | 27             | 32             | 31             | 38             |
| Group                               | 33             | 27             | 38             | 37             | 38             | 40             | 32             |
| Runaway                             | 2              | 10             | 2              | 15             | 13             | 19             | 7              |
| Kinship                             | -              | -              | -              | -              | -              | -              | 2              |
| <b>ADJUDICATION</b>                 |                |                |                |                |                |                |                |
| Dependent/Neglect                   | 60             | 54             | 67             | 63             | 64             | 74             | 81             |
| Unruly                              | 10             | 17             | 2              | 8              | 6              | 13             | 2              |
| Delinquent                          | 30             | 29             | 31             | 29             | 30             | 13             | 17             |

118

| <b>Knox County Demographics</b>    | <b>1995 KN</b> | <b>1996 KN</b> | <b>1997 KN</b> | <b>1998 KN</b> | <b>1999 KN</b> | <b>2000 KN</b> | <b>2001 KN</b> |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Total cases reviewed               | 48             | 48             | 47             | 48             | 47             | 47             | 47             |
| <b>AGE</b>                         |                |                |                |                |                |                |                |
| Age B-5 yrs.                       | 29             | 19             | 19             | 29             | 32             | 15             | 28             |
| Age 6-12 yrs.                      | 23             | 25             | 28             | 19             | 28             | 21             | 13             |
| Age 13+ yrs.                       | 48             | 56             | 53             | 52             | 40             | 64             | 59             |
| <b>PLACEMENT</b>                   |                |                |                |                |                |                |                |
| Family                             | 27             | 21             | 21             | 19             | 15             | 6              | 21             |
| Foster                             | 34             | 37             | 47             | 42             | 51             | 43             | 37             |
| Group                              | 33             | 42             | 28             | 39             | 30             | 45             | 36             |
| Runaway                            | 6              | 0              | 4              | 0              | 4              | 6              | 4              |
| Kinship                            | -              | -              | -              | -              | -              | -              | 2              |
| <b>ADJUDICATION</b>                |                |                |                |                |                |                |                |
| Dependent/Neglect                  | 79             | 75             | 81             | 79             | 83             | 79             | 77             |
| Unruly                             | 2              | 2              | 2              | 2              | 2              | 4              | 0              |
| Delinquent                         | 19             | 23             | 17             | 19             | 15             | 17             | 23             |
| <b>Mid Cumberland Demographics</b> | <b>1995 MC</b> | <b>1996 MC</b> | <b>1997 MC</b> | <b>1998 MC</b> | <b>1999 MC</b> | <b>2000 MC</b> | <b>2001 MC</b> |
| Total cases reviewed               | 94             | 49             | 49             | 49             | 49             | 49             | 49             |
| <b>AGE</b>                         |                |                |                |                |                |                |                |
| Age B-5 yrs.                       | 18             | 20             | 16             | 14             | 16             | 18             | 2              |
| Age 6-12 yrs.                      | 25             | 12             | 18             | 16             | 22             | 14             | 10             |
| Age 13+ yrs.                       | 57             | 67             | 65             | 69             | 62             | 68             | 70             |
| <b>PLACEMENT</b>                   |                |                |                |                |                |                |                |
| Family                             | 27             | 33             | 16             | 24             | 22             | 33             | 24             |
| Foster                             | 39             | 30             | 55             | 39             | 56             | 45             | 29             |
| Group                              | 28             | 33             | 27             | 31             | 18             | 16             | 35             |
| Runaway                            | 6              | 4              | 2              | 6              | 4              | 6              | 8              |
| Kinship                            | -              | -              | -              | -              | -              | -              | 4              |
| <b>ADJUDICATION</b>                |                |                |                |                |                |                |                |
| Dependent/Neglect                  | 58             | 53             | 63             | 63             | 65             | 55             | 61             |
| Unruly                             | 28             | 14             | 18             | 14             | 8              | 29             | 10             |
| Delinquent                         | 14             | 33             | 18             | 22             | 27             | 16             | 29             |
| <b>Northeast Demographics</b>      | <b>1995 NE</b> | <b>1996 NE</b> | <b>1997 NE</b> | <b>1998 NE</b> | <b>1999 NE</b> | <b>2000 NE</b> | <b>2001 NE</b> |
| Total cases reviewed               | 48             | 48             | 49             | 48             | 48             | 48             | 48             |
| <b>AGE</b>                         |                |                |                |                |                |                |                |
| Age B-5 yrs.                       | 21             | 10             | 8              | 21             | 23             | 10             | 21             |
| Age 6-12 yrs.                      | 15             | 25             | 27             | 19             | 31             | 27             | 17             |
| Age 13+ yrs.                       | 65             | 65             | 65             | 60             | 46             | 63             | 62             |
| <b>PLACEMENT</b>                   |                |                |                |                |                |                |                |
| Family                             | 23             | 25             | 22             | 29             | 27             | 19             | 8              |
| Foster                             | 42             | 42             | 37             | 33             | 46             | 48             | 48             |
| Group                              | 27             | 23             | 27             | 27             | 19             | 25             | 31             |
| Runaway                            | 8              | 10             | 14             | 10             | 8              | 8              | 11             |
| Kinship                            | -              | -              | -              | -              | -              | -              | 2              |
| <b>ADJUDICATION</b>                |                |                |                |                |                |                |                |
| Dependent/Neglect                  | 54             | 58             | 57             | 67             | 71             | 61             | 64             |
| Unruly                             | 21             | 15             | 14             | 10             | 2              | 6              | 15             |
| Delinquent                         | 25             | 27             | 29             | 23             | 27             | 33             | 21             |

| <b>Northwest Demographics</b>     | <b>1995 NW</b> | <b>1996 NW</b> | <b>1997 NW</b> | <b>1998 NW</b> | <b>1999 NW</b> | <b>2000 NW</b> | <b>2001 NW</b> |
|-----------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Total cases reviewed              | 45             | 46             | 45             | 45             | 45             | 45             | 44             |
| <b>AGE</b>                        |                |                |                |                |                |                |                |
| Age B-5 yrs.                      | 11             | 20             | 16             | 20             | 16             | 7              | 16             |
| Age 6-12 yrs.                     | 22             | 9              | 20             | 20             | 22             | 4              | 16             |
| Age 13+ yrs.                      | 67             | 72             | 64             | 60             | 62             | 89             | 68             |
| <b>PLACEMENT</b>                  |                |                |                |                |                |                |                |
| Family                            | 18             | 26             | 17             | 13             | 18             | 24             | 32             |
| Foster                            | 42             | 35             | 61             | 42             | 46             | 22             | 36             |
| Group                             | 33             | 39             | 19             | 38             | 36             | 45             | 32             |
| Runaway                           | 7              | 0              | 3              | 7              | 0              | 9              | 0              |
| Kinship                           | -              | -              | -              | -              | -              | -              | 0              |
| <b>ADJUDICATION</b>               |                |                |                |                |                |                |                |
| Dependent/Neglect                 | 47             | 54             | 44             | 67             | 60             | 40             | 62             |
| Unruly                            | 24             | 11             | 20             | 4              | 7              | 2              | 11             |
| Delinquent                        | 29             | 35             | 36             | 29             | 33             | 58             | 27             |
| <b>South Central Demographics</b> | <b>1995 SC</b> | <b>1996 SC</b> | <b>1997 SC</b> | <b>1998 SC</b> | <b>1999 SC</b> | <b>2000 SC</b> | <b>2001 SC</b> |
| Total cases reviewed              | 47             | 48             | 48             | 48             | 48             | 48             | 47             |
| <b>AGE</b>                        |                |                |                |                |                |                |                |
| Age B-5 yrs.                      | 11             | 19             | 23             | 21             | 8              | 10             | 13             |
| Age 6-12 yrs.                     | 23             | 27             | 23             | 17             | 27             | 21             | 26             |
| Age 13+ yrs.                      | 66             | 54             | 54             | 62             | 65             | 69             | 61             |
| <b>PLACEMENT</b>                  |                |                |                |                |                |                |                |
| Family                            | 41             | 38             | 33             | 42             | 27             | 33             | 23             |
| Foster                            | 38             | 35             | 40             | 37             | 42             | 38             | 34             |
| Group                             | 21             | 27             | 25             | 21             | 29             | 23             | 41             |
| Runaway                           | 0              | 0              | 2              | 0              | 2              | 6              | 2              |
| Kinship                           | -              | -              | -              | -              | -              | -              | 0              |
| <b>ADJUDICATION</b>               |                |                |                |                |                |                |                |
| Dependent/Neglect                 | 44             | 58             | 58             | 56             | 59             | 58             | 62             |
| Unruly                            | 28             | 29             | 29             | 21             | 8              | 13             | 6              |
| Delinquent                        | 28             | 13             | 13             | 23             | 33             | 29             | 32             |
| <b>Southeast Demographics</b>     | <b>1995 SE</b> | <b>1996 SE</b> | <b>1997 SE</b> | <b>1998 SE</b> | <b>1999 SE</b> | <b>2000 SE</b> | <b>2001 SE</b> |
| Total cases reviewed              | 48             | 48             | 47             | 47             | 47             | 47             | 47             |
| <b>AGE</b>                        |                |                |                |                |                |                |                |
| Age B-5 yrs.                      | 15             | 19             | 23             | 21             | 21             | 17             | 30             |
| Age 6-12 yrs.                     | 17             | 15             | 17             | 32             | 34             | 30             | 17             |
| Age 13+ yrs.                      | 69             | 67             | 60             | 47             | 45             | 53             | 53             |
| <b>PLACEMENT</b>                  |                |                |                |                |                |                |                |
| Family                            | 38             | 40             | 34             | 26             | 23             | 15             | 30             |
| Foster                            | 21             | 29             | 34             | 53             | 53             | 44             | 49             |
| Group                             | 31             | 29             | 26             | 21             | 21             | 30             | 17             |
| Runaway                           | 10             | 2              | 6              | 0              | 2              | 11             | 4              |
| Kinship                           | -              | -              | -              | -              | -              | -              | 0              |
| <b>ADJUDICATION</b>               |                |                |                |                |                |                |                |
| Dependent/Neglect                 | 69             | 60             | 62             | 85             | 72             | 74             | 72             |
| Unruly                            | 16             | 19             | 26             | 9              | 13             | 9              | 9              |
| Delinquent                        | 15             | 21             | 13             | 6              | 15             | 17             | 19             |

| <b>Shelby County Demographics</b>    | <b>1995 SH</b> | <b>1996 SH</b> | <b>1997 SH</b> | <b>1998 SH</b> | <b>1999 SH</b> | <b>2000 SH</b> | <b>2001 SH</b> |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Total cases reviewed                 | 59             | 57             | 59             | 60             | 59             | 56             | 58             |
| <b>AGE</b>                           |                |                |                |                |                |                |                |
| Age B-5 yrs.                         | 22             | 42             | 37             | 23             | 29             | 20             | 34             |
| Age 6-12 yrs.                        | 36             | 23             | 34             | 43             | 24             | 42             | 22             |
| Age 13+ yrs.                         | 42             | 35             | 29             | 34             | 47             | 38             | 44             |
| <b>PLACEMENT</b>                     |                |                |                |                |                |                |                |
| Family                               | 17             | 18             | 17             | 18             | 29             | 27             | 22             |
| Foster                               | 63             | 56             | 61             | 62             | 39             | 55             | 45             |
| Group                                | 20             | 23             | 19             | 17             | 24             | 13             | 16             |
| Runaway                              | 0              | 4              | 3              | 3              | 8              | 5              | 7              |
| Kinship                              | -              | -              | -              | -              | -              | -              | 10             |
| <b>ADJUDICATION</b>                  |                |                |                |                |                |                |                |
| Dependent/Neglect                    | 95             | 91             | 90             | 92             | 86             | 95             | 98             |
| Unruly                               | 2              | 4              | 0              | 2              | 0              | 0              | 0              |
| Delinquent                           | 3              | 5              | 10             | 6              | 14             | 5              | 2              |
| <b>Southwest Demographics</b>        | <b>1995 SW</b> | <b>1996 SW</b> | <b>1997 SW</b> | <b>1998 SW</b> | <b>1999 SW</b> | <b>2000 SW</b> | <b>2001 SW</b> |
| Total cases reviewed                 | 48             | 49             | 49             | 49             | 48             | 48             | 48             |
| <b>AGE</b>                           |                |                |                |                |                |                |                |
| Age B-5 yrs.                         | 17             | 27             | 27             | 16             | 23             | 21             | 10             |
| Age 6-12 yrs.                        | 25             | 20             | 18             | 25             | 21             | 35             | 27             |
| Age 13+ yrs.                         | 58             | 53             | 55             | 59             | 56             | 44             | 63             |
| <b>PLACEMENT</b>                     |                |                |                |                |                |                |                |
| Family                               | 35             | 33             | 22             | 16             | 29             | 19             | 21             |
| Foster                               | 25             | 35             | 37             | 35             | 44             | 54             | 40             |
| Group                                | 36             | 24             | 39             | 43             | 25             | 27             | 35             |
| Runaway                              | 4              | 8              | 2              | 6              | 2              | 0              | 4              |
| Kinship                              | -              | -              | -              | -              | -              | -              | 0              |
| <b>ADJUDICATION</b>                  |                |                |                |                |                |                |                |
| Dependent/Neglect                    | 63             | 76             | 61             | 57             | 63             | 75             | 62             |
| Unruly                               | 21             | 10             | 20             | 10             | 10             | 4              | 15             |
| Delinquent                           | 17             | 14             | 18             | 33             | 27             | 21             | 23             |
| <b>Upper Cumberland Demographics</b> | <b>1995 UC</b> | <b>1996 UC</b> | <b>1997 UC</b> | <b>1998 UC</b> | <b>1999 UC</b> | <b>2000 UC</b> | <b>2001 UC</b> |
| Total cases reviewed                 | 47             | 47             | 47             | 47             | 47             | 47             | 47             |
| <b>AGE</b>                           |                |                |                |                |                |                |                |
| Age B-5 yrs.                         | 23             | 21             | 13             | 15             | 17             | 15             | 26             |
| Age 6-12 yrs.                        | 26             | 17             | 21             | 17             | 21             | 28             | 32             |
| Age 13+ yrs.                         | 51             | 62             | 66             | 68             | 62             | 57             | 42             |
| <b>PLACEMENT</b>                     |                |                |                |                |                |                |                |
| Family                               | 11             | 15             | 21             | 30             | 23             | 28             | 26             |
| Foster                               | 62             | 49             | 45             | 47             | 52             | 42             | 40             |
| Group                                | 23             | 28             | 26             | 19             | 23             | 28             | 26             |
| Runaway                              | 4              | 8              | 9              | 4              | 2              | 2              | 4              |
| Kinship                              | -              | -              | -              | -              | -              | -              | 4              |
| <b>ADJUDICATION</b>                  |                |                |                |                |                |                |                |
| Dependent/Neglect                    | 79             | 70             | 60             | 66             | 71             | 62             | 68             |
| Unruly                               | 8              | 9              | 17             | 13             | 6              | 6              | 2              |
| Delinquent                           | 13             | 21             | 23             | 21             | 23             | 32             | 30             |

## Indicators on Child/Family by Region

| <b>Davidson County</b>   |                |                |                |                |                |                |                |
|--------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Status Indicators</b> | <b>1995 DA</b> | <b>1996 DA</b> | <b>1997 DA</b> | <b>1998 DA</b> | <b>1999 DA</b> | <b>2000 DA</b> | <b>2001 DA</b> |
| Total cases reviewed     | 48             | 48             | 49             | 49             | 49             | 49             | 49             |
| *Safety                  | 85             | 85             | 94             | 96             | 89             | 98             | 92             |
| *Emotional Well-being    | 75             | 82             | 83             | 83             | 90             | 84             | 83             |
| *Physical Well-being     | 85             | 98             | 100            | 100            | 100            | 100            | 94             |
| *Caregiver Functioning   | 93             | 89             | 94             | 93             | 85             | 92             | 93             |
| Stability                | 79             | 92             | 90             | 87             | 90             | 88             | 82             |
| Permanent Goal           | 94             | 92             | 88             | 89             | 96             | 94             | 86             |
| Appropriate Placement    | 73             | 89             | 85             | 91             | 92             | 88             | 83             |
| Ed/Voc Progress          | 74             | 91             | 83             | 83             | 88             | 70             | 88             |
| Family Unification       | 61             | 69             | 64             | 71             | 72             | 83             | 78             |
| Independent Living (13+) | 69             | 62             | 88             | 82             | 78             | 81             | 88             |
| Child Satisfaction       | 72             | 85             | 94             | 78             | 78             | 60             | 82             |
| Family Satisfaction      | 62             | 64             | 92             | 81             | 63             | 70             | 57             |
| <b>Overall Status</b>    | <b>60</b>      | <b>75</b>      | <b>81</b>      | <b>83</b>      | <b>86</b>      | <b>84</b>      | <b>84</b>      |
| <b>East Tennessee</b>    |                |                |                |                |                |                |                |
| <b>Status Indicators</b> | <b>1995 ET</b> | <b>1996 ET</b> | <b>1997 ET</b> | <b>1998 ET</b> | <b>1999 ET</b> | <b>2000 ET</b> | <b>2001 ET</b> |
| Total cases reviewed     | 94             | 49             | 49             | 49             | 49             | 49             | 49             |
| *Safety                  | 97             | 94             | 92             | 100            | 94             | 96             | 90             |
| *Emotional Well-being    | 81             | 75             | 84             | 92             | 88             | 85             | 88             |
| *Physical Well-being     | 97             | 93             | 92             | 98             | 96             | 98             | 94             |
| *Caregiver Functioning   | 98             | 91             | 93             | 94             | 100            | 96             | 96             |
| Stability                | 84             | 79             | 88             | 90             | 92             | 91             | 88             |
| Permanent Goal           | 87             | 85             | 88             | 86             | 94             | 89             | 98             |
| Appropriate Placement    | 86             | 87             | 87             | 90             | 94             | 96             | 88             |
| Ed/Voc Progress          | 86             | 76             | 89             | 88             | 88             | 81             | 91             |
| Family Unification       | 67             | 74             | 75             | 70             | 78             | 91             | 77             |
| Independent Living (13+) | 72             | 76             | 88             | 88             | 90             | 92             | 82             |
| Child Satisfaction       | 78             | 82             | 85             | 80             | 85             | 81             | 70             |
| Family Satisfaction      | 57             | 63             | 71             | 53             | 73             | 79             | 69             |
| <b>Overall Status</b>    | <b>80</b>      | <b>76</b>      | <b>80</b>      | <b>84</b>      | <b>87</b>      | <b>83</b>      | <b>86</b>      |
| <b>Hamilton County</b>   |                |                |                |                |                |                |                |
| <b>Status Indicators</b> | <b>1995 HM</b> | <b>1996 HM</b> | <b>1997 HM</b> | <b>1998 HM</b> | <b>1999 HM</b> | <b>2000 HM</b> | <b>2001 HM</b> |
| Total cases reviewed     | 48             | 48             | 48             | 48             | 47             | 48             | 47             |
| *Safety                  | 96             | 90             | 94             | 81             | 84             | 87             | 94             |
| *Emotional Well-being    | 81             | 82             | 79             | 82             | 83             | 77             | 89             |
| *Physical Well-being     | 98             | 96             | 98             | 95             | 98             | 91             | 98             |
| *Caregiver Functioning   | 92             | 87             | 91             | 90             | 95             | 90             | 91             |
| Stability                | 90             | 77             | 85             | 78             | 83             | 84             | 94             |
| Permanent Goal           | 94             | 79             | 85             | 83             | 84             | 89             | 92             |
| Appropriate Placement    | 90             | 80             | 89             | 78             | 92             | 84             | 91             |
| Ed/Voc Progress          | 78             | 80             | 69             | 70             | 77             | 67             | 86             |
| Family Unification       | 77             | 66             | 70             | 60             | 77             | 77             | 69             |
| Independent Living (13+) | 69             | 57             | 68             | 68             | 87             | 84             | 94             |
| Child Satisfaction       | 86             | 76             | 68             | 79             | 84             | 74             | 84             |
| Family Satisfaction      | 69             | 52             | 83             | 59             | 69             | 58             | 59             |
| <b>Overall Status</b>    | <b>81</b>      | <b>79</b>      | <b>79</b>      | <b>75</b>      | <b>76</b>      | <b>72</b>      | <b>85</b>      |

| <b>Northwest</b>         |                |                |                |                |                |                |                |
|--------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Status Indicators</b> | <b>1995 NW</b> | <b>1996 NW</b> | <b>1997 NW</b> | <b>1998 NW</b> | <b>1999 NW</b> | <b>2000 NW</b> | <b>2001 NW</b> |
| Total cases reviewed     | 45             | 46             | 45             | 45             | 45             | 45             | 44             |
| *Safety                  | 96             | 94             | 98             | 91             | 98             | 95             | 95             |
| *Emotional Well-being    | 84             | 87             | 93             | 91             | 93             | 95             | 82             |
| *Physical Well-being     | 96             | 100            | 98             | 98             | 100            | 100            | 100            |
| *Caregiver Functioning   | 93             | 91             | 98             | 93             | 98             | 100            | 95             |
| Stability                | 98             | 87             | 98             | 91             | 96             | 89             | 95             |
| Permanent Goal           | 84             | 96             | 91             | 81             | 93             | 95             | 95             |
| Appropriate Placement    | 91             | 94             | 95             | 91             | 91             | 88             | 93             |
| Ed/Voc Progress          | 87             | 92             | 90             | 94             | 92             | 93             | 95             |
| Family Unification       | 68             | 82             | 71             | 67             | 76             | 89             | 85             |
| Independent Living (13+) | 89             | 90             | 83             | 86             | 82             | 100            | 88             |
| Child Satisfaction       | 80             | 88             | 87             | 91             | 79             | 86             | 71             |
| Family Satisfaction      | 59             | 67             | 73             | 68             | 69             | 90             | 59             |
| <b>Overall Status</b>    | <b>80</b>      | <b>85</b>      | <b>91</b>      | <b>84</b>      | <b>93</b>      | <b>91</b>      | <b>80</b>      |
| <b>South Central</b>     |                |                |                |                |                |                |                |
| <b>Status Indicators</b> | <b>1995 SC</b> | <b>1996 SC</b> | <b>1997 SC</b> | <b>1998 SC</b> | <b>1999 SC</b> | <b>2000 SC</b> | <b>2001 SC</b> |
| Total cases reviewed     | 47             | 48             | 48             | 48             | 48             | 48             | 47             |
| *Safety                  | 96             | 94             | 94             | 96             | 98             | 92             | 96             |
| *Emotional Well-being    | 77             | 68             | 82             | 87             | 98             | 83             | 87             |
| *Physical Well-being     | 100            | 98             | 96             | 100            | 98             | 94             | 98             |
| *Caregiver Functioning   | 91             | 89             | 91             | 94             | 98             | 96             | 93             |
| Stability                | 85             | 83             | 96             | 91             | 98             | 83             | 89             |
| Permanent Goal           | 85             | 85             | 85             | 89             | 85             | 85             | 96             |
| Appropriate Placement    | 96             | 87             | 91             | 96             | 93             | 83             | 89             |
| Ed/Voc Progress          | 93             | 88             | 80             | 95             | 95             | 87             | 83             |
| Family Unification       | 76             | 55             | 68             | 68             | 68             | 72             | 83             |
| Independent Living (13+) | 59             | 62             | 79             | 92             | 84             | 85             | 83             |
| Child Satisfaction       | 82             | 72             | 100            | 82             | 85             | 83             | 66             |
| Family Satisfaction      | 68             | 56             | 77             | 67             | 64             | 57             | 52             |
| <b>Overall Status</b>    | <b>77</b>      | <b>69</b>      | <b>83</b>      | <b>87</b>      | <b>91</b>      | <b>81</b>      | <b>85</b>      |
| <b>Southeast</b>         |                |                |                |                |                |                |                |
| <b>Status Indicators</b> | <b>1995 SE</b> | <b>1996 SE</b> | <b>1997 SE</b> | <b>1998 SE</b> | <b>1999 SE</b> | <b>2000 SE</b> | <b>2001 SE</b> |
| Total cases reviewed     | 48             | 48             | 47             | 47             | 47             | 47             | 47             |
| *Safety                  | 89             | 96             | 97             | 96             | 98             | 91             | 91             |
| *Emotional Well-being    | 80             | 85             | 80             | 76             | 91             | 86             | 85             |
| *Physical Well-being     | 91             | 98             | 98             | 98             | 98             | 95             | 96             |
| *Caregiver Functioning   | 93             | 88             | 93             | 85             | 98             | 93             | 98             |
| Stability                | 74             | 89             | 87             | 83             | 98             | 89             | 89             |
| Permanent Goal           | 89             | 77             | 79             | 77             | 84             | 85             | 94             |
| Appropriate Placement    | 86             | 91             | 89             | 81             | 100            | 91             | 96             |
| Ed/Voc Progress          | 68             | 73             | 88             | 72             | 83             | 86             | 94             |
| Family Unification       | 64             | 61             | 70             | 57             | 69             | 74             | 72             |
| Independent Living       | 54             | 63             | 81             | 70             | 94             | 89             | 100            |
| Child Satisfaction       | 79             | 78             | 75             | 80             | 82             | 88             | 84             |
| Family Satisfaction      | 52             | 59             | 58             | 41             | 58             | 68             | 59             |
| <b>Overall Status</b>    | <b>73</b>      | <b>81</b>      | <b>79</b>      | <b>74</b>      | <b>89</b>      | <b>82</b>      | <b>85</b>      |

| <b>Knox County<br/>Status Indicators</b>    | <b>1995 KN</b> | <b>1996 KN</b> | <b>1997 KN</b> | <b>1998 KN</b> | <b>1999 KN</b> | <b>2000 KN</b> | <b>2001 KN</b> |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Total cases reviewed                        | 48             | 48             | 47             | 48             | 47             | 47             | 47             |
| *Safety                                     | 91             | 96             | 96             | 100            | 96             | 98             | 94             |
| *Emotional Well-being                       | 91             | 90             | 89             | 94             | 85             | 98             | 94             |
| *Physical Well-being                        | 96             | 98             | 96             | 98             | 96             | 100            | 96             |
| *Caregiver Functioning                      | 95             | 98             | 100            | 94             | 98             | 100            | 98             |
| Stability                                   | 83             | 88             | 96             | 92             | 91             | 100            | 91             |
| Permanent Goal                              | 87             | 89             | 96             | 85             | 87             | 94             | 98             |
| Appropriate Placement                       | 89             | 91             | 91             | 92             | 85             | 93             | 98             |
| Ed/Voc Progress                             | 78             | 95             | 95             | 95             | 92             | 95             | 89             |
| Family Unification                          | 58             | 63             | 75             | 75             | 77             | 90             | 97             |
| Independent Living (13+)                    | 80             | 80             | 96             | 100            | 80             | 88             | 95             |
| Child Satisfaction                          | 80             | 80             | 84             | 81             | 80             | 83             | 87             |
| Family Satisfaction                         | 55             | 61             | 52             | 88             | 70             | 70             | 60             |
| <b>Overall Status</b>                       | <b>87</b>      | <b>87</b>      | <b>89</b>      | <b>83</b>      | <b>80</b>      | <b>93</b>      | <b>92</b>      |
| <b>Mid Cumberland<br/>Status Indicators</b> | <b>1995 MC</b> | <b>1996 MC</b> | <b>1997 MC</b> | <b>1998 MC</b> | <b>1999 MC</b> | <b>2000 MC</b> | <b>2001 MC</b> |
| Total cases reviewed                        | 94             | 49             | 49             | 49             | 49             | 49             | 49             |
| *Safety                                     | 88             | 94             | 96             | 96             | 98             | 94             | 90             |
| *Emotional Well-being                       | 70             | 85             | 79             | 85             | 81             | 83             | 87             |
| *Physical Well-being                        | 97             | 92             | 100            | 98             | 94             | 94             | 98             |
| *Caregiver Functioning                      | 82             | 89             | 94             | 93             | 89             | 96             | 89             |
| Stability                                   | 75             | 84             | 92             | 84             | 88             | 82             | 85             |
| Permanent Goal                              | 75             | 90             | 78             | 85             | 82             | 88             | 92             |
| Appropriate Placement                       | 84             | 89             | 81             | 87             | 88             | 93             | 89             |
| Ed/VocProgress                              | 76             | 78             | 90             | 88             | 79             | 78             | 88             |
| Family Unification                          | 60             | 73             | 51             | 50             | 75             | 76             | 89             |
| Independent Living (13+)                    | 70             | 76             | 70             | 83             | 79             | 86             | 76             |
| Child Satisfaction                          | 71             | 84             | 83             | 73             | 80             | 71             | 65             |
| Family Satisfaction                         | 51             | 65             | 57             | 52             | 77             | 41             | 53             |
| <b>Overall Status</b>                       | <b>67</b>      | <b>78</b>      | <b>77</b>      | <b>80</b>      | <b>79</b>      | <b>84</b>      | <b>79</b>      |
| <b>Northeast<br/>Status Indicators</b>      | <b>1995 NE</b> | <b>1996 NE</b> | <b>1997 NE</b> | <b>1998 NE</b> | <b>1999 NE</b> | <b>2000 NE</b> | <b>2001 NE</b> |
| Total cases reviewed                        | 48             | 48             | 49             | 48             | 48             | 48             | 48             |
| *Safety                                     | 88             | 92             | 85             | 92             | 96             | 91             | 89             |
| *Emotional Well-being                       | 77             | 83             | 83             | 83             | 91             | 89             | 81             |
| *Physical Well-being                        | 83             | 94             | 89             | 93             | 98             | 93             | 94             |
| *Caregiver Functioning                      | 86             | 89             | 95             | 89             | 96             | 95             | 93             |
| Stability                                   | 79             | 92             | 83             | 87             | 93             | 89             | 83             |
| Permanent Goal                              | 79             | 90             | 83             | 85             | 96             | 96             | 92             |
| Appropriate Placement                       | 81             | 87             | 85             | 84             | 93             | 93             | 84             |
| Ed/Voc Progress                             | 71             | 78             | 91             | 72             | 94             | 81             | 74             |
| Family Unification                          | 51             | 71             | 79             | 66             | 79             | 70             | 92             |
| Independent Living (13+)                    | 80             | 77             | 100            | 74             | 77             | 92             | 83             |
| Child Satisfaction                          | 82             | 87             | 69             | 71             | 87             | 80             | 77             |
| Family Satisfaction                         | 55             | 69             | 61             | 78             | 75             | 76             | 59             |
| <b>Overall Status</b>                       | <b>73</b>      | <b>75</b>      | <b>78</b>      | <b>81</b>      | <b>87</b>      | <b>87</b>      | <b>81</b>      |

124

| <b>Shelby County<br/>Status Indicators</b>    | <b>1995 SH</b> | <b>1996 SH</b> | <b>1997 SH</b> | <b>1998 SH</b> | <b>1999 SH</b> | <b>2000 SH</b> | <b>2001 SH</b> |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Total cases reviewed                          | 59             | 57             | 59             | 60             | 59             | 56             | 58             |
| *Safety                                       | 97             | 95             | 93             | 98             | 98             | 94             | 95             |
| *Emotional Well-being                         | 86             | 86             | 92             | 81             | 96             | 94             | 89             |
| *Physical Well-being                          | 98             | 98             | 97             | 100            | 100            | 100            | 95             |
| *Caregiver Functioning                        | 95             | 95             | 95             | 96             | 100            | 87             | 96             |
| Stability                                     | 86             | 88             | 92             | 96             | 94             | 98             | 89             |
| Permanent Goal                                | 80             | 83             | 83             | 90             | 84             | 86             | 95             |
| Appropriate Placement                         | 90             | 84             | 88             | 96             | 98             | 85             | 91             |
| Ed/Voc Progress                               | 86             | 90             | 89             | 89             | 95             | 77             | 87             |
| Family Unification                            | 77             | 79             | 65             | 66             | 69             | 72             | 71             |
| Independent Living (13+)                      | 61             | 70             | 73             | 86             | 93             | 87             | 62             |
| Child Satisfaction                            | 76             | 88             | 86             | 90             | 84             | 92             | 77             |
| Family Satisfaction                           | 60             | 74             | 62             | 79             | 57             | 93             | 64             |
| <b>Overall Status</b>                         | <b>85</b>      | <b>86</b>      | <b>92</b>      | <b>81</b>      | <b>94</b>      | <b>82</b>      | <b>82</b>      |
| <b>Southwest<br/>Status Indicators</b>        | <b>1995 SW</b> | <b>1996 SW</b> | <b>1997 SW</b> | <b>1998 SW</b> | <b>1999 SW</b> | <b>2000 SW</b> | <b>2001 SW</b> |
| Total cases reviewed                          | 48             | 49             | 49             | 49             | 48             | 48             | 48             |
| *Safety                                       | 87             | 90             | 96             | 90             | 98             | 98             | 92             |
| *Emotional Well-being                         | 79             | 87             | 85             | 82             | 85             | 85             | 85             |
| *Physical Well-being                          | 96             | 96             | 96             | 94             | 100            | 96             | 94             |
| *Caregiver Functioning                        | 87             | 87             | 92             | 83             | 92             | 90             | 92             |
| Stability                                     | 81             | 85             | 92             | 79             | 96             | 92             | 90             |
| Permanent Goal                                | 81             | 84             | 83             | 64             | 83             | 96             | 83             |
| Appropriate Placement                         | 85             | 82             | 86             | 78             | 91             | 90             | 87             |
| Ed/VocProgress                                | 81             | 87             | 87             | 78             | 79             | 76             | 78             |
| Family Unification                            | 55             | 53             | 71             | 69             | 68             | 74             | 69             |
| Independent Living                            | 69             | 73             | 96             | 77             | 90             | 78             | 81             |
| Child Satisfaction                            | 83             | 74             | 75             | 82             | 73             | 76             | 82             |
| Family Satisfaction                           | 64             | 52             | 66             | 64             | 71             | 59             | 73             |
| <b>Overall Status</b>                         | <b>75</b>      | <b>82</b>      | <b>84</b>      | <b>73</b>      | <b>83</b>      | <b>81</b>      | <b>81</b>      |
| <b>Upper Cumberland<br/>Status Indicators</b> | <b>1995 UC</b> | <b>1996 UC</b> | <b>1997 UC</b> | <b>1998 UC</b> | <b>1999 UC</b> | <b>2000 UC</b> | <b>2001 UC</b> |
| Total cases reviewed                          | 47             | 47             | 47             | 47             | 47             | 47             | 47             |
| *Safety                                       | 94             | 91             | 92             | 93             | 98             | 94             | 94             |
| *Emotional Well-being                         | 81             | 87             | 85             | 84             | 89             | 96             | 85             |
| *Physical Well-being                          | 98             | 98             | 89             | 100            | 98             | 100            | 98             |
| *Caregiver Functioning                        | 96             | 91             | 91             | 89             | 100            | 91             | 93             |
| Stability                                     | 92             | 85             | 81             | 89             | 98             | 87             | 89             |
| Permanent Goal                                | 83             | 89             | 85             | 77             | 85             | 89             | 96             |
| Appropriate Placement                         | 91             | 91             | 87             | 84             | 96             | 89             | 96             |
| Ed/VocProgress                                | 83             | 85             | 79             | 87             | 95             | 82             | 85             |
| Family Unification                            | 49             | 62             | 63             | 60             | 89             | 80             | 90             |
| Independent Living (13+)                      | 71             | 77             | 65             | 87             | 79             | 80             | 88             |
| Child Satisfaction                            | 82             | 88             | 65             | 81             | 82             | 78             | 88             |
| Family Satisfaction                           | 59             | 73             | 64             | 56             | 69             | 69             | 68             |
| <b>Overall Status</b>                         | <b>79</b>      | <b>79</b>      | <b>81</b>      | <b>77</b>      | <b>89</b>      | <b>87</b>      | <b>81</b>      |

## Indicators on Service System by Region

| <b>Davidson County System Indicators</b>    | <b>1995 DA</b> | <b>1996 DA</b> | <b>1997 DA</b> | <b>1998 DA</b> | <b>1999 DA</b> | <b>2000 DA</b> | <b>2001 DA</b> |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Total cases reviewed                        | 48             | 48             | 49             | 49             | 49             | 49             | 49             |
| *Assessment of Needs                        | 75             | 85             | 79             | 78             | 57             | 67             | 65             |
| *Long Term View For Services                | 77             | 83             | 88             | 88             | 78             | 90             | 86             |
| *Child Participation                        | 93             | 92             | 89             | 92             | 92             | 95             | 97             |
| *Family Participation                       | 88             | 87             | 81             | 82             | 80             | 89             | 95             |
| *Service Plan Design                        | 77             | 81             | 65             | 37             | 61             | 61             | 57             |
| *Service Plan Implementation                | 59             | 71             | 63             | 79             | 76             | 74             | 79             |
| *Service Coordination                       | 53             | 67             | 65             | 53             | 55             | 65             | 51             |
| *Monitoring Change                          | 70             | 72             | 69             | 62             | 65             | 78             | 77             |
| Advocacy                                    | 94             | 93             | 91             | 92             | 94             | 96             | 100            |
| Early Child and Family Intervention         | 50             | 79             | 81             | 85             | 81             | 91             | 80             |
| Hom/Comm Resources                          | 75             | 88             | 76             | 88             | 85             | 95             | 98             |
| Placement Resources                         | 82             | 92             | 85             | 92             | 94             | 92             | 92             |
| Support. Intervention toward Permanent Goal | 68             | 63             | 67             | 72             | 73             | 81             | 81             |
| Urgency Response                            | 81             | 83             | 80             | 87             | 92             | 88             | 94             |
| Progress Child                              | 85             | 88             | 90             | 87             | 83             | 88             | 90             |
| Progress Family                             | 53             | 66             | 63             | 68             | 60             | 72             | 62             |
| <b>Overall Adequacy of Services</b>         | <b>35</b>      | <b>56</b>      | <b>43</b>      | <b>29</b>      | <b>39</b>      | <b>41</b>      | <b>33</b>      |
| <b>East Tennessee System Indicators</b>     | <b>1995 ET</b> | <b>1996 ET</b> | <b>1997 ET</b> | <b>1998 ET</b> | <b>1999 ET</b> | <b>2000 ET</b> | <b>2001 ET</b> |
| Total cases reviewed                        | 94             | 49             | 49             | 49             | 49             | 49             | 49             |
| *Assessment of Needs                        | 79             | 84             | 88             | 76             | 73             | 67             | 67             |
| *Long Term View For Services                | 80             | 75             | 92             | 80             | 90             | 88             | 88             |
| *Child Participation                        | 89             | 88             | 100            | 94             | 97             | 89             | 91             |
| *Family Participation                       | 79             | 88             | 88             | 86             | 87             | 98             | 92             |
| *Service Plan Design                        | 68             | 77             | 82             | 43             | 77             | 67             | 50             |
| *Service Plan Implementation                | 66             | 67             | 87             | 64             | 87             | 72             | 79             |
| *Service Coordination                       | 64             | 65             | 76             | 45             | 81             | 62             | 65             |
| *Monitoring Change                          | 67             | 69             | 80             | 49             | 83             | 78             | 72             |
| Advocacy                                    | 67             | 58             | 67             | 60             | 86             | 77             | 77             |
| Early Child and Family Intervention         | 75             | 80             | 91             | 71             | 86             | 93             | 84             |
| Hom/Comm Resources                          | 70             | 84             | 89             | 79             | 93             | 91             | 96             |
| Placement Resources                         | 78             | 88             | 74             | 84             | 92             | 94             | 94             |
| Support. Intervention toward Permanent Goal | 70             | 73             | 77             | 65             | 87             | 71             | 79             |
| Urgency Response                            | 80             | 88             | 92             | 82             | 98             | 94             | 92             |
| Progress Child                              | 89             | 80             | 83             | 86             | 92             | 88             | 88             |
| Progress Family                             | 64             | 52             | 64             | 58             | 62             | 63             | 58             |
| <b>Overall Adequacy of Services</b>         | <b>39</b>      | <b>53</b>      | <b>61</b>      | <b>20</b>      | <b>61</b>      | <b>43</b>      | <b>29</b>      |

| <b>Hamilton County System Indicators</b>    | <b>1995 HM</b> | <b>1996 HM</b> | <b>1997 HM</b> | <b>1998 HM</b> | <b>1999 HM</b> | <b>2000 HM</b> | <b>2001 HM</b> |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Total cases reviewed                        | 48             | 48             | 48             | 48             | 47             | 48             | 47             |
| *Assessment of Needs                        | 79             | 85             | 91             | 70             | 74             | 75             | 66             |
| *Long Term View For Services                | 85             | 69             | 73             | 77             | 74             | 83             | 89             |
| *Child Participation                        | 84             | 80             | 100            | 81             | 88             | 77             | 88             |
| *Family Participation                       | 72             | 70             | 85             | 74             | 80             | 86             | 100            |
| *Service Plan Design                        | 71             | 67             | 62             | 52             | 40             | 57             | 51             |
| *Service Plan Implementation                | 69             | 62             | 70             | 74             | 68             | 83             | 82             |
| *Service Coordination                       | 60             | 48             | 63             | 69             | 69             | 73             | 66             |
| *Monitoring Change                          | 65             | 54             | 75             | 63             | 80             | 85             | 82             |
| Advocacy                                    | 73             | 71             | 81             | 71             | 84             | 62             | 83             |
| Early Child and Family Intervention         | 67             | 57             | 72             | 80             | 90             | 80             | 88             |
| Hom/Comm Resources                          | 80             | 73             | 74             | 82             | 88             | 93             | 96             |
| Placement Resources                         | 83             | 80             | 84             | 90             | 84             | 84             | 87             |
| Support. Intervention toward Permanent Goal | 69             | 54             | 67             | 67             | 61             | 78             | 76             |
| Urgency Response                            | 81             | 75             | 87             | 91             | 85             | 87             | 98             |
| Progress Child                              | 85             | 77             | 81             | 76             | 70             | 75             | 85             |
| Progress Family                             | 60             | 56             | 53             | 46             | 46             | 44             | 50             |
| <b>Overall Adequacy of Services</b>         | <b>50</b>      | <b>35</b>      | <b>39</b>      | <b>40</b>      | <b>28</b>      | <b>42</b>      | <b>38</b>      |
| <b>Knox County System Indicators</b>        | <b>1995 KN</b> | <b>1996 KN</b> | <b>1997 KN</b> | <b>1998 KN</b> | <b>1999 KN</b> | <b>2000 KN</b> | <b>2001 KN</b> |
| Total cases reviewed                        | 48             | 48             | 47             | 48             | 47             | 47             | 47             |
| *Assessment of Needs                        | 79             | 88             | 92             | 81             | 70             | 79             | 70             |
| *Long Term View For Services                | 77             | 79             | 87             | 88             | 85             | 94             | 94             |
| *Child Participation                        | 84             | 89             | 84             | 97             | 88             | 97             | 97             |
| *Family Participation                       | 71             | 86             | 82             | 83             | 79             | 91             | 88             |
| *Service Plan Design                        | 69             | 73             | 75             | 52             | 67             | 79             | 72             |
| *Service Plan Implementation                | 67             | 73             | 83             | 83             | 85             | 91             | 91             |
| *Service Coordination                       | 77             | 65             | 77             | 71             | 64             | 87             | 74             |
| *Monitoring Change                          | 64             | 65             | 75             | 65             | 68             | 94             | 91             |
| Advocacy                                    | 79             | 82             | 77             | 89             | 89             | 87             | 87             |
| Early Child and Family Intervention         | 72             | 74             | 76             | 81             | 79             | 95             | 86             |
| Hom/Comm Resources                          | 81             | 85             | 78             | 84             | 88             | 100            | 100            |
| Placement Resources                         | 88             | 70             | 84             | 85             | 88             | 89             | 87             |
| Support. Intervention toward Permanent Goal | 70             | 68             | 82             | 84             | 66             | 91             | 91             |
| Urgency Response                            | 87             | 85             | 93             | 96             | 93             | 100            | 98             |
| Progress Child                              | 89             | 89             | 96             | 94             | 85             | 91             | 91             |
| Progress Family                             | 37             | 47             | 57             | 58             | 46             | 47             | 72             |
| <b>Overall Adequacy of Services</b>         | <b>46</b>      | <b>44</b>      | <b>55</b>      | <b>44</b>      | <b>45</b>      | <b>57</b>      | <b>51</b>      |

| <b>Mid Cumberland System Indicators</b>     | <b>1995 MC</b> | <b>1996 MC</b> | <b>1997 MC</b> | <b>1998 MC</b> | <b>1999 MC</b> | <b>2000 MC</b> | <b>2001 MC</b> |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Total cases reviewed                        | 94             | 49             | 49             | 49             | 49             | 49             | 49             |
| *Assessment of Needs                        | 78             | 90             | 82             | 80             | 69             | 81             | 61             |
| *Long Term View For Services                | 61             | 84             | 71             | 82             | 84             | 83             | 94             |
| *Child Participation                        | 86             | 93             | 87             | 88             | 95             | 92             | 97             |
| *Family Participation                       | 69             | 83             | 72             | 73             | 85             | 86             | 97             |
| *Service Plan Design                        | 55             | 76             | 61             | 71             | 71             | 71             | 73             |
| *Service Plan Implementation                | 51             | 67             | 57             | 60             | 66             | 72             | 83             |
| *Service Coordination                       | 42             | 71             | 61             | 58             | 55             | 67             | 79             |
| *Monitoring Change                          | 38             | 63             | 61             | 57             | 65             | 78             | 77             |
| <b>Advocacy</b>                             | <b>67</b>      | <b>78</b>      | <b>63</b>      | <b>70</b>      | <b>76</b>      | <b>87</b>      | <b>77</b>      |
| Early Child and Family Intervention         | 59             | 75             | 65             | 68             | 85             | 87             | 84             |
| Hom/Comm Resources                          | 62             | 71             | 56             | 78             | 86             | 91             | 98             |
| Placement Resources                         | 83             | 89             | 83             | 85             | 92             | 94             | 88             |
| Support. Intervention toward Permanent Goal | 60             | 70             | 41             | 57             | 69             | 69             | 81             |
| Urgency Response                            | 75             | 90             | 81             | 80             | 96             | 89             | 94             |
| Progress - Child                            | 75             | 85             | 92             | 84             | 88             | 83             | 85             |
| Progress - Family                           | 54             | 61             | 56             | 36             | 56             | 57             | 63             |
| <b>Overall Adequacy of Services</b>         | <b>23</b>      | <b>49</b>      | <b>41</b>      | <b>43</b>      | <b>43</b>      | <b>47</b>      | <b>46</b>      |
| <b>Northeast System Indicators</b>          | <b>1995 NE</b> | <b>1996 NE</b> | <b>1997 NE</b> | <b>1998 NE</b> | <b>1999 NE</b> | <b>2000 NE</b> | <b>2001 NE</b> |
| Total cases reviewed                        | 48             | 48             | 49             | 48             | 48             | 48             | 48             |
| *Assessment of Needs                        | 83             | 81             | 88             | 72             | 83             | 73             | 75             |
| *Long Term View For Services                | 65             | 78             | 90             | 83             | 96             | 88             | 94             |
| *Child Participation                        | 82             | 86             | 100            | 73             | 100            | 89             | 88             |
| *Family Participation                       | 85             | 73             | 91             | 65             | 83             | 91             | 92             |
| *Service Plan Design                        | 60             | 64             | 77             | 42             | 65             | 60             | 75             |
| *Service Plan Implementation                | 60             | 68             | 89             | 77             | 78             | 88             | 89             |
| *Service Coordination                       | 67             | 70             | 77             | 62             | 80             | 77             | 77             |
| *Monitoring Change                          | 62             | 67             | 80             | 62             | 91             | 79             | 92             |
| <b>Advocacy</b>                             | <b>78</b>      | <b>81</b>      | <b>75</b>      | <b>78</b>      | <b>84</b>      | <b>72</b>      | <b>77</b>      |
| Early Child and Family Intervention         | 68             | 65             | 76             | 93             | 80             | 95             | 95             |
| Hom/Comm Resources                          | 77             | 71             | 82             | 95             | 87             | 91             | 95             |
| Placement Resources                         | 87             | 81             | 73             | 86             | 86             | 83             | 96             |
| Support. Intervention toward Permanent Goal | 58             | 68             | 84             | 67             | 84             | 92             | 83             |
| Urgency Response                            | 85             | 91             | 87             | 86             | 98             | 92             | 96             |
| Progress - Child                            | 81             | 83             | 82             | 81             | 89             | 81             | 89             |
| Progress - Family                           | 43             | 59             | 62             | 67             | 45             | 57             | 47             |
| <b>Overall Adequacy of Services</b>         | <b>50</b>      | <b>46</b>      | <b>63</b>      | <b>35</b>      | <b>56</b>      | <b>52</b>      | <b>52</b>      |

| <b>Northwest System Indicators</b>          | <b>1995 NW</b> | <b>1996 NW</b> | <b>1997 NW</b> | <b>1998 NW</b> | <b>1999 NW</b> | <b>2000 NW</b> | <b>2001 NW</b> |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Total cases reviewed                        | 45             | 46             | 45             | 45             | 45             | 45             | 44             |
| *Assessment of Needs                        | 87             | 94             | 89             | 84             | 84             | 82             | 73             |
| *Long Term View For Services                | 80             | 89             | 84             | 76             | 93             | 93             | 89             |
| *Child Participation                        | 97             | 97             | 100            | 93             | 97             | 100            | 100            |
| Family Participation                        | 88             | 91             | 90             | 82             | 89             | 94             | 91             |
| *Service Plan Design                        | 82             | 78             | 82             | 49             | 57             | 67             | 50             |
| *Service Plan Implementation                | 80             | 89             | 87             | 77             | 83             | 95             | 91             |
| *Service Coordination                       | 64             | 80             | 84             | 69             | 73             | 88             | 82             |
| *Monitoring Change                          | 71             | 74             | 82             | 73             | 87             | 87             | 93             |
| Advocacy                                    | 71             | 69             | 64             | 82             | 73             | 82             | 84             |
| Early Child and Family Intervention         | 81             | 85             | 74             | 76             | 88             | 93             | 93             |
| Hom/CommResources                           | 82             | 87             | 80             | 87             | 95             | 100            | 95             |
| Placement Resources                         | 84             | 83             | 83             | 86             | 83             | 94             | 79             |
| Support. Intervention toward Permanent Goal | 68             | 89             | 80             | 76             | 81             | 67             | 88             |
| Urgency Response                            | 84             | 89             | 91             | 93             | 91             | 95             | 95             |
| Progress - Child                            | 89             | 93             | 89             | 88             | 91             | 88             | 86             |
| Progress - Family                           | 58             | 58             | 64             | 46             | 60             | 87             | 67             |
| <b>Overall Adequacy of Services</b>         | <b>51</b>      | <b>59</b>      | <b>69</b>      | <b>36</b>      | <b>51</b>      | <b>48</b>      | <b>36</b>      |
| <b>South Central System Indicators</b>      | <b>1995 SC</b> | <b>1996 SC</b> | <b>1997 SC</b> | <b>1998 SC</b> | <b>1999 SC</b> | <b>2000 SC</b> | <b>2001 SC</b> |
| Total cases reviewed                        | 47             | 48             | 48             | 48             | 48             | 48             | 47             |
| *Assessment of Needs                        | 85             | 71             | 75             | 71             | 52             | 67             | 68             |
| *Long Term View For Services                | 76             | 60             | 81             | 71             | 81             | 83             | 81             |
| *Child Participation                        | 82             | 82             | 97             | 90             | 94             | 97             | 94             |
| Family Participation                        | 74             | 83             | 80             | 90             | 97             | 80             | 88             |
| *Service Plan Design                        | 45             | 63             | 69             | 48             | 51             | 67             | 60             |
| *Service Plan Implementation                | 68             | 63             | 70             | 61             | 77             | 81             | 82             |
| *Service Coordination                       | 55             | 58             | 56             | 52             | 57             | 58             | 67             |
| *Monitoring Change                          | 63             | 56             | 62             | 54             | 67             | 67             | 93             |
| Advocacy                                    | 67             | 49             | 57             | 73             | 69             | 70             | 82             |
| Early Child and Family Intervention         | 74             | 50             | 65             | 80             | 83             | 56             | 92             |
| Hom/CommResources                           | 68             | 57             | 70             | 81             | 80             | 86             | 86             |
| Placement Resources                         | 87             | 81             | 93             | 91             | 96             | 81             | 79             |
| Support. Intervention toward Permanent Goal | 71             | 58             | 61             | 58             | 63             | 72             | 85             |
| Urgency Response                            | 76             | 77             | 88             | 81             | 96             | 90             | 89             |
| Progress - Child                            | 87             | 79             | 89             | 94             | 96             | 85             | 89             |
| Progress - Family                           | 66             | 58             | 62             | 60             | 57             | 45             | 62             |
| <b>Overall Adequacy of Services</b>         | <b>38</b>      | <b>40</b>      | <b>44</b>      | <b>29</b>      | <b>29</b>      | <b>35</b>      | <b>36</b>      |

| <b>Southeast System Indicators</b>          | <b>1995 SE</b> | <b>1996 SE</b> | <b>1997 SE</b> | <b>1998 SE</b> | <b>1999 SE</b> | <b>2000 SE</b> | <b>2001 SE</b> |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Total cases reviewed                        | 48             | 48             | 47             | 47             | 47             | 47             | 47             |
| *Assessment of Needs                        | 85             | 79             | 87             | 77             | 83             | 79             | 60             |
| *Long Term View For Services                | 75             | 69             | 79             | 68             | 85             | 83             | 49             |
| *Child Participation                        | 87             | 86             | 82             | 88             | 79             | 97             | 90             |
| *Family Participation                       | 81             | 80             | 79             | 67             | 82             | 94             | 72             |
| *Service Plan Design                        | 67             | 60             | 66             | 57             | 59             | 72             | 62             |
| *Service Plan Implementation                | 73             | 65             | 74             | 67             | 72             | 78             | 72             |
| *Service Coordination                       | 60             | 52             | 64             | 68             | 64             | 74             | 66             |
| *Monitoring Change                          | 63             | 42             | 64             | 68             | 63             | 83             | 74             |
| Advocacy                                    | 73             | 57             | 58             | 60             | 49             | 64             | 55             |
| Early Child and Family Intervention         | 67             | 65             | 72             | 72             | 79             | 92             | 92             |
| Hom/Comm Resources                          | 69             | 62             | 70             | 75             | 86             | 97             | 100            |
| Placement Resources                         | 80             | 86             | 86             | 74             | 93             | 89             | 94             |
| Support. Intervention toward Permanent Goal | 68             | 52             | 60             | 60             | 67             | 73             | 87             |
| Urgency Response                            | 76             | 85             | 91             | 79             | 94             | 92             | 94             |
| Progress - Child                            | 76             | 87             | 87             | 85             | 87             | 86             | 98             |
| Progress - Family                           | 43             | 64             | 59             | 52             | 42             | 46             | 50             |
| <b>Overall Adequacy of Services</b>         | <b>40</b>      | <b>31</b>      | <b>43</b>      | <b>32</b>      | <b>38</b>      | <b>49</b>      | <b>38</b>      |
| <b>Shelby County System Indicators</b>      | <b>1995 SH</b> | <b>1996 SH</b> | <b>1997 SH</b> | <b>1998 SH</b> | <b>1999 SH</b> | <b>2000 SH</b> | <b>2001 SH</b> |
| Total cases reviewed                        | 59             | 57             | 59             | 60             | 59             | 56             | 58             |
| *Assessment of Needs                        | 80             | 84             | 88             | 63             | 72             | 66             | 63             |
| *Long Term View For Services                | 73             | 75             | 85             | 80             | 78             | 86             | 82             |
| *Child Participation                        | 70             | 76             | 83             | 72             | 73             | 74             | 63             |
| *Family Participation                       | 74             | 81             | 75             | 76             | 64             | 80             | 76             |
| *Service Plan Design                        | 61             | 65             | 75             | 40             | 60             | 47             | 53             |
| *Service Plan Implementation                | 66             | 69             | 72             | 77             | 80             | 79             | 68             |
| *Service Coordination                       | 58             | 75             | 72             | 65             | 70             | 70             | 60             |
| *Monitoring Change                          | 54             | 72             | 73             | 68             | 75             | 79             | 76             |
| Advocacy                                    | 61             | 62             | 62             | 67             | 62             | 45             | 51             |
| Early Child and Family Intervention         | 64             | 67             | 79             | 69             | 67             | 84             | 85             |
| Hom/Comm Resources                          | 70             | 74             | 84             | 85             | 84             | 92             | 93             |
| Placement Resources                         | 86             | 87             | 91             | 90             | 100            | 85             | 88             |
| Support. Intervention toward Permanent Goal | 58             | 57             | 71             | 68             | 74             | 74             | 74             |
| Urgency Response                            | 85             | 90             | 92             | 84             | 91             | 98             | 90             |
| Progress - Child                            | 91             | 89             | 93             | 96             | 94             | 87             | 93             |
| Progress - Family                           | 58             | 49             | 44             | 58             | 50             | 63             | 57             |
| <b>Overall Adequacy of Services</b>         | <b>42</b>      | <b>44</b>      | <b>49</b>      | <b>32</b>      | <b>48</b>      | <b>39</b>      | <b>28</b>      |

| <b>Southwest System Indicators</b>          | <b>1995 SW</b> | <b>1996 SW</b> | <b>1997 SW</b> | <b>1998 SW</b> | <b>1999 SW</b> | <b>2000 SW</b> | <b>2001.SW</b> |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Total cases reviewed                        | 48             | 49             | 49             | 49             | 48             | 48             | 48             |
| *Assessment of Needs                        | 79             | 84             | 92             | 74             | 60             | 50             | 60             |
| *Long Term View For Services                | 79             | 73             | 81             | 54             | 62             | 73             | 79             |
| *Child Participation                        | 91             | 91             | 88             | 80             | 85             | 84             | 93             |
| *Family Participation                       | 83             | 87             | 73             | 63             | 67             | 60             | 81             |
| *Service Plan Design                        | 58             | 67             | 79             | 41             | 40             | 44             | 44             |
| *Service Plan Implementation                | 64             | 61             | 77             | 60             | 64             | 63             | 78             |
| *Service Coordination                       | 52             | 55             | 65             | 57             | 42             | 48             | 69             |
| *Monitoring Change                          | 47             | 63             | 71             | 45             | 55             | 69             | 77             |
| Advocacy                                    | 64             | 66             | 50             | 64             | 51             | 43             | 62             |
| Early Child and Family Intervention         | 76             | 66             | 63             | 67             | 71             | 75             | 93             |
| Hom/Comm Resources                          | 65             | 67             | 78             | 71             | 88             | 85             | 89             |
| Placement Resources                         | 77             | 84             | 91             | 89             | 84             | 89             | 85             |
| Support. Intervention toward Permanent Goal | 61             | 64             | 72             | 52             | 58             | 61             | 64             |
| Urgency Response                            | 85             | 73             | 88             | 77             | 87             | 89             | 92             |
| Progress - Child                            | 78             | 88             | 88             | 85             | 89             | 93             | 89             |
| Progress - Family                           | 46             | 55             | 59             | 35             | 62             | 56             | 37             |
| <b>Overall Adequacy of Services</b>         | <b>33</b>      | <b>45</b>      | <b>47</b>      | <b>24</b>      | <b>25</b>      | <b>21</b>      | <b>31</b>      |
| <b>Upper Cumberland System Indicators</b>   | <b>1995 UC</b> | <b>1996 UC</b> | <b>1997 UC</b> | <b>1998 UC</b> | <b>1999 UC</b> | <b>2000 UC</b> | <b>2001 UC</b> |
| Total cases reviewed                        | 47             | 47             | 47             | 47             | 47             | 47             | 47             |
| *Assessment of Needs                        | 77             | 81             | 89             | 66             | 83             | 74             | 57             |
| *Long Term View For Services                | 77             | 81             | 92             | 72             | 92             | 85             | 94             |
| *Child Participation                        | 76             | 89             | 92             | 86             | 94             | 95             | 100            |
| *Family Participation                       | 81             | 86             | 90             | 80             | 94             | 90             | 95             |
| *Service Plan Design                        | 51             | 68             | 81             | 45             | 74             | 60             | 64             |
| *Service Plan Implementation                | 61             | 78             | 79             | 69             | 82             | 77             | 85             |
| *Service Coordination                       | 60             | 68             | 81             | 68             | 83             | 68             | 79             |
| *Monitoring Change                          | 47             | 57             | 77             | 68             | 89             | 83             | 83             |
| Advocacy                                    | 57             | 59             | 54             | 67             | 72             | 67             | 85             |
| Early Child and Family Intervention         | 66             | 74             | 67             | 74             | 83             | 76             | 90             |
| Hom/Comm Resources                          | 73             | 72             | 72             | 84             | 91             | 88             | 94             |
| Placement Resources                         | 94             | 80             | 83             | 87             | 100            | 80             | 89             |
| Support. Intervention toward Permanent Goal | 64             | 68             | 79             | 70             | 87             | 85             | 83             |
| Urgency Response                            | 85             | 77             | 83             | 80             | 98             | 92             | 96             |
| Progress - Child                            | 87             | 89             | 85             | 87             | 93             | 89             | 89             |
| Progress - Family                           | 56             | 58             | 71             | 58             | 79             | 78             | 67             |
| <b>Overall Adequacy of Services</b>         | <b>36</b>      | <b>47</b>      | <b>62</b>      | <b>30</b>      | <b>60</b>      | <b>38</b>      | <b>36</b>      |

## Statewide Critical Issues – Eight-Year Comparison

| Statewide Critical Issues                 | 1994 Statewide | 1995 Statewide | 1996 Statewide | 1997 Statewide | 1998 Statewide | 1999 Statewide | 2000 Statewide | 2001 Statewide |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Total cases reviewed                      | 368            | 674            | 654            | 585            | 587            | 583            | 580            | 580            |
| State cases                               | 368            | 353            | 352            | 347            | 350            | 348            | 348            | 349            |
| Status                                    | 74             | 75             | 79             | 83             | 81             | 87             | 84             | 84             |
| System                                    | 31             | 40             | 46             | 51             | 33             | 46             | 42             | 39             |
| Appropriate for Custody                   | 84             | 88             | 94             | 93             | 93             | 97             | 94             | 95             |
| Custody too Long                          | 19             | 26             | 22             | 24             | 28             | 26             | 28             | 30             |
| Incarceration of Parents                  | 28             | 40             | 47             | 51             | 57             | 55             | 59             | 61             |
| Parents w/ Substance Abuse Issues         | -              | 54             | 54             | 63             | 65             | 64             | 62             | 64             |
| Children with Substance Abuse Issues      | -              | 23             | 21             | 24             | 25             | 26             | 30             | 29             |
| Experienced Domestic Violence in the Home | -              | 30             | 20             | 28             | 26             | 29             | 32             | 34             |
| Little/No Relationship With Father        | -              | -              | 54             | 65             | 61             | 63             | 65             | 67             |
| Allegedly Sexually Abused                 | -              | 33             | 34             | 25             | 27             | 26             | 23             | 29             |

A dash (-) signifies that no data was collected.

## Critical Issues by Region

| <b>Davidson County<br/>Critical Issues</b> | <b>1995 DA</b> | <b>1996 DA</b> | <b>1997 DA</b> | <b>1998 DA</b> | <b>1999 DA</b> | <b>2000 DA</b> | <b>2001 DA</b> |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Total cases reviewed                       | 48             | 48             | 49             | 49             | 49             | 49             | 49             |
| Status                                     | 60             | 75             | 81             | 83             | 86             | 84             | 84             |
| System                                     | 35             | 56             | 43             | 29             | 39             | 41             | 33             |
| Appropriate for Custody                    | 83             | 96             | 98             | 92             | 94             | 98             | 90             |
| Custody too Long                           | 20             | 15             | 12             | 18             | 14             | 12             | 30             |
| Incarceration of Parents                   | 31             | 40             | 53             | 65             | 69             | 57             | 57             |
| Parents with Substance Abuse Issues        | 52             | 56             | 67             | 69             | 69             | 63             | 71             |
| Children with Substance Abuse Issues       | 35             | 33             | 10             | 31             | 39             | 53             | 33             |
| Experienced Domestic Violence in the Home  | -              | 17             | 18             | 12             | 41             | 33             | 45             |
| Little/No Relationship With Father         | -              | 60             | 63             | 65             | 69             | 65             | 67             |
| Allegedly Sexually Abused                  | -              | 29             | 14             | 24             | 18             | 20             | 27             |
| <b>East TN<br/>Critical Issues</b>         | <b>1995 ET</b> | <b>1996 ET</b> | <b>1997 ET</b> | <b>1998 ET</b> | <b>1999 ET</b> | <b>2000 ET</b> | <b>2001 ET</b> |
| Total cases reviewed                       | 94             | 49             | 49             | 49             | 49             | 49             | 49             |
| Status                                     | 80             | 76             | 80             | 84             | 87             | 83             | 86             |
| System                                     | 39             | 53             | 61             | 20             | 61             | 43             | 29             |
| Appropriate for Custody                    | 84             | 98             | 92             | 96             | 94             | 94             | 98             |
| Custody too Long                           | 23             | 17             | 18             | 24             | 22             | 29             | 37             |
| Incarceration of Parents                   | 36             | 47             | 43             | 47             | 56             | 46             | 63             |
| Parents with Substance Abuse Issues        | -              | 58             | 63             | 47             | 63             | 57             | 67             |
| Children with Substance Abuse Issues       | -              | 20             | 41             | 37             | 41             | 39             | 29             |
| Experienced Domestic Violence in the Home  | 34             | 33             | 39             | 29             | 35             | 22             | 39             |
| Little/No Relationship With Father         | -              | 65             | 61             | 47             | 57             | 55             | 57             |
| Allegedly Sexually Abused                  | -              | 31             | 29             | 31             | 20             | 37             | 29             |
| <b>Hamilton County<br/>Critical Issues</b> | <b>1995 HM</b> | <b>1996 HM</b> | <b>1997 HM</b> | <b>1998 HM</b> | <b>1999 HM</b> | <b>2000 HM</b> | <b>2001 HM</b> |
| Total cases reviewed                       | 48             | 48             | 48             | 48             | 47             | 48             | 47             |
| Status                                     | 73             | 81             | 79             | 75             | 76             | 72             | 85             |
| System                                     | 50             | 35             | 39             | 40             | 28             | 42             | 38             |
| Appropriate for Custody                    | 96             | 94             | 98             | 96             | 98             | 98             | 98             |
| Custody too Long                           | 26             | 22             | 21             | 12             | 13             | 12             | 34             |
| Incarceration of Parents                   | 27             | 54             | 50             | 48             | 55             | 54             | 66             |
| Parents with Substance Abuse Issues        | 50             | 46             | 58             | 67             | 49             | 65             | 77             |
| Children with Substance Abuse Issues       | -              | 23             | 25             | 27             | 27             | 23             | 23             |
| Experienced Domestic Violence in the Home  | 21             | 19             | 23             | 15             | 21             | 33             | 38             |
| Little/No Relationship With Father         | 38             | 58             | 69             | 67             | 72             | 75             | 79             |
| Allegedly Sexually Abused                  | 27             | 33             | 13             | 29             | 21             | 25             | 32             |

A dash (-) signifies that no data was collected.

| <b>Knox County<br/>Critical Issues</b>    | <b>1995 KN</b> | <b>1996 KN</b> | <b>1997 KN</b> | <b>1998 KN</b> | <b>1999 KN</b> | <b>2000 KN</b> | <b>2001 KN</b> |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Total cases reviewed                      | 48             | 48             | 47             | 48             | 47             | 47             | 47             |
| Status                                    | 87             | 87             | 89             | 83             | 80             | 93             | 92             |
| System                                    | 49             | 44             | 55             | 44             | 45             | 57             | 51             |
| Appropriate for Custody                   | 94             | 94             | 91             | 92             | 98             | 100            | 96             |
| Custody too Long                          | 18             | 33             | 21             | 21             | 26             | 13             | 17             |
| Incarceration of Parents                  | 48             | 40             | 62             | 67             | 64             | 62             | 64             |
| Parents with Substance Abuse Issues       | 63             | 58             | 70             | 79             | 70             | 62             | 45             |
| Children with Substance Abuse Issues      | -              | 29             | 23             | 25             | 19             | 23             | 30             |
| Experienced Domestic Violence in the Home | 35             | 33             | 32             | 42             | 53             | 47             | 47             |
| Little/No Relationship With Father        | -              | 65             | 68             | 54             | 74             | 66             | 79             |
| Allegedly Sexually Abused                 | 19             | 31             | 32             | 31             | 34             | 40             | 40             |
| <b>Mid-Cumberland<br/>Critical Issues</b> | <b>1995 MC</b> | <b>1996 MC</b> | <b>1997 MC</b> | <b>1998 MC</b> | <b>1999 MC</b> | <b>2000 MC</b> | <b>2001 MC</b> |
| Total cases reviewed                      | 94             | 49             | 49             | 49             | 49             | 49             | 49             |
| Status                                    | 80             | 78             | 77             | 80             | 79             | 84             | 79             |
| System                                    | 39             | 53             | 41             | 43             | 43             | 47             | 46             |
| Appropriate for Custody                   | 74             | 88             | 82             | 86             | 96             | 92             | 92             |
| Custody too Long                          | 21             | 18             | 39             | 35             | 24             | 26             | 29             |
| Incarceration of Parents                  | 48             | 43             | 57             | 51             | 42             | 63             | 59             |
| Parents with Substance Abuse Issues       | -              | 57             | 59             | 59             | 63             | 67             | 57             |
| Children with Substance Abuse Issues      | -              | 39             | 22             | 31             | 29             | 37             | 37             |
| Experienced Domestic Violence in the Home | -              | 29             | 31             | 43             | 39             | 18             | 33             |
| Little/No Relationship With Father        | -              | 61             | 63             | 61             | 57             | 53             | 63             |
| Allegedly Sexually Abused                 | 35             | 39             | 35             | 31             | 27             | 20             | 35             |
| <b>Northeast<br/>Critical Issues</b>      | <b>1995 NE</b> | <b>1996 NE</b> | <b>1997 NE</b> | <b>1998 NE</b> | <b>1999 NE</b> | <b>2000 NE</b> | <b>2001 NE</b> |
| Total cases reviewed                      | 48             | 48             | 49             | 48             | 48             | 48             | 48             |
| Status                                    | 73             | 75             | 78             | 81             | 87             | 87             | 81             |
| System                                    | 50             | 46             | 63             | 35             | 56             | 52             | 52             |
| Appropriate for Custody                   | 83             | 88             | 90             | 92             | 96             | 98             | 96             |
| Custody too Long                          | 20             | 12             | 18             | 42             | 31             | 19             | 23             |
| Incarceration of Parents                  | 54             | 44             | 61             | 62             | 64             | 58             | 65             |
| Parents with Substance Abuse Issues       | 63             | 38             | 67             | 67             | 67             | 58             | 63             |
| Children with Substance Abuse Issues      | -              | 21             | 37             | 25             | 23             | 35             | 35             |
| Experienced Domestic Violence in the Home | 29             | 10             | 29             | 21             | 31             | 56             | 44             |
| Little/No Relationship With Father        | -              | 60             | 57             | 52             | 54             | 65             | 71             |
| Allegedly Sexually Abused                 | -              | 38             | 27             | 19             | 33             | 23             | 35             |

A dash (-) signifies that no data was collected.

| <b>Northwest</b>                          |                |                |                |                |                |                |                |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Critical Issues</b>                    | <b>1995 NW</b> | <b>1996 NW</b> | <b>1997 NW</b> | <b>1998 NW</b> | <b>1999 NW</b> | <b>2000 NW</b> | <b>2001 NW</b> |
| Total cases reviewed                      | 45             | 46             | 45             | 45             | 45             | 45             | 44             |
| Status                                    | 80             | 85             | 91             | 84             | 93             | 91             | 80             |
| System                                    | 51             | 59             | 69             | 36             | 51             | 48             | 36             |
| Appropriate for Custody                   | 87             | 98             | 96             | 96             | 100            | 100            | 93             |
| Custody too Long                          | 23             | 10             | 18             | 20             | 24             | 11             | 16             |
| Incarceration of Parents                  | 27             | 48             | 53             | 64             | 62             | 47             | 68             |
| Parents with Substance Abuse Issues       | 63             | 63             | 49             | 76             | 58             | 62             | 70             |
| Children with Substance Abuse Issues      | -              | 35             | 36             | 33             | 31             | 56             | 34             |
| Experienced Domestic Violence in the Home | 29             | 33             | 27             | 27             | 29             | 29             | 36             |
| Little/No Relationship With Father        | -              | 67             | 62             | 60             | 64             | 62             | 57             |
| Allegedly Sexually Abused                 | -              | 22             | 22             | 24             | 11             | 20             | 23             |
| <b>South Central</b>                      |                |                |                |                |                |                |                |
| <b>Critical Issues</b>                    | <b>1995 SC</b> | <b>1996 SC</b> | <b>1997 SC</b> | <b>1998 SC</b> | <b>1999 SC</b> | <b>2000 SC</b> | <b>2001 SC</b> |
| Total cases reviewed                      | 47             | 48             | 48             | 48             | 48             | 48             | 47             |
| Status                                    | 77             | 69             | 83             | 87             | 91             | 81             | 85             |
| System                                    | 38             | 40             | 44             | 29             | 29             | 35             | 36             |
| Appropriate for Custody                   | 85             | 94             | 96             | 94             | 92             | 83             | 96             |
| Custody too Long                          | 15             | 15             | 23             | 29             | 23             | 29             | 25             |
| Incarceration of Parents                  | 47             | 52             | 60             | 48             | 66             | 69             | 51             |
| Parents with Substance Abuse Issues       | 45             | 63             | 46             | 63             | 58             | 63             | 53             |
| Children with Substance Abuse Issues      | -              | 15             | 19             | 33             | 29             | 35             | 30             |
| Experienced Domestic Violence in the Home | 30             | 38             | 29             | 29             | 29             | 35             | 34             |
| Little/No Relationship With Father        | -              | 42             | 54             | 71             | 60             | 54             | 60             |
| Allegedly Sexually Abused                 | 45             | 38             | 33             | 35             | 31             | 27             | 51             |
| <b>Southeast</b>                          |                |                |                |                |                |                |                |
| <b>Critical Issues</b>                    | <b>1995 SE</b> | <b>1996 SE</b> | <b>1997 SE</b> | <b>1998 SE</b> | <b>1999 SE</b> | <b>2000 SE</b> | <b>2001 SE</b> |
| Total cases reviewed                      | 48             | 48             | 47             | 47             | 47             | 47             | 47             |
| Status                                    | 73             | 81             | 79             | 74             | 89             | 82             | 85             |
| System                                    | 40             | 31             | 43             | 32             | 38             | 49             | 38             |
| Appropriate for Custody                   | 75             | 92             | 85             | 96             | 96             | 94             | 94             |
| Custody too Long                          | 25             | 27             | 25             | 34             | 19             | 28             | 30             |
| Incarceration of Parents                  | 31             | 58             | 47             | 65             | 68             | 61             | 55             |
| Parents with Substance Abuse Issues       | 52             | 52             | 68             | 62             | 68             | 66             | 55             |
| Children with Substance Abuse Issues      | -              | 19             | 17             | 9              | 21             | 30             | 34             |
| Experienced Domestic Violence in the Home | -              | 23             | 45             | 30             | 36             | 40             | 36             |
| Little/No Relationship With Father        | -              | 56             | 64             | 60             | 60             | 64             | 51             |
| Allegedly Sexually Abused                 | -              | 31             | 32             | 40             | 30             | 23             | 19             |

A dash (-) signifies that no data was collected.

| <b>Shelby County<br/>Critical Issues</b>    | <b>1995 SH</b> | <b>1996 SH</b> | <b>1997 SH</b> | <b>1998 SH</b> | <b>1999 SH</b> | <b>2000 SH</b> | <b>2001 SH</b> |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Total cases reviewed                        | 59             | 57             | 59             | 60             | 59             | 56             | 58             |
| Status                                      | 85             | 86             | 92             | 81             | 94             | 82             | 82             |
| System                                      | 42             | 44             | 49             | 32             | 48             | 39             | 28             |
| Appropriate for Custody                     | 95             | 100            | 98             | 98             | 98             | 95             | 95             |
| Custody too Long                            | 45             | 35             | 37             | 40             | 39             | 45             | 45             |
| Incarceration of Parents                    | 41             | 61             | 47             | 50             | 45             | 56             | 62             |
| Parents with Substance Abuse Issues         | 71             | 67             | 78             | 60             | 63             | 68             | 59             |
| Children with Substance Abuse Issues        | -              | 4              | 12             | 5              | 10             | 7              | 9              |
| Experienced Domestic Violence in the Home   | -              | 14             | 20             | 20             | 14             | 20             | 10             |
| Little or No Relationship With Father       | -              | 49             | 76             | 67             | 64             | 79             | 74             |
| Allegedly Sexually Abused                   | 22             | 30             | 14             | 25             | 25             | 16             | 22             |
| <b>Southwest<br/>Critical Issues</b>        | <b>1995 SW</b> | <b>1996 SW</b> | <b>1997 SW</b> | <b>1998 SW</b> | <b>1999 SW</b> | <b>2000 SW</b> | <b>2001 SW</b> |
| Total cases reviewed                        | 48             | 49             | 49             | 49             | 48             | 48             | 48             |
| Status                                      | 75             | 82             | 84             | 73             | 83             | 81             | 81             |
| System                                      | 33             | 45             | 47             | 24             | 25             | 21             | 31             |
| Appropriate for Custody                     | 79             | 90             | 84             | 92             | 98             | 90             | 96             |
| Custody too Long                            | 29             | 25             | 25             | 26             | 42             | 42             | 29             |
| Incarceration of Parents                    | 40             | 57             | 43             | 45             | 51             | 59             | 57             |
| Parents with Substance Abuse Issues         | 44             | 43             | 51             | 57             | 67             | 69             | 52             |
| Children with Substance Abuse Issues        | -              | 20             | 29             | 29             | 23             | 10             | 35             |
| Experienced Domestic Violence in the Home   | 21             | 14             | 29             | 27             | 21             | 23             | 27             |
| Little or No Relationship With Father       | -              | 61             | 67             | 61             | 75             | 75             | 71             |
| Allegedly Sexually Abused                   | 25             | 22             | 22             | 10             | 27             | 21             | 27             |
| <b>Upper Cumberland<br/>Critical Issues</b> | <b>1995 UC</b> | <b>1996 UC</b> | <b>1997 UC</b> | <b>1998 UC</b> | <b>1999 UC</b> | <b>2000 UC</b> | <b>2001 UC</b> |
| Total cases reviewed                        | 47             | 47             | 47             | 47             | 47             | 47             | 47             |
| Status                                      | 79             | 79             | 81             | 77             | 89             | 87             | 81             |
| System                                      | 36             | 47             | 62             | 30             | 60             | 38             | 36             |
| Appropriate for Custody                     | 87             | 96             | 94             | 94             | 98             | 94             | 96             |
| Custody too Long                            | 24             | 28             | 15             | 21             | 28             | 34             | 13             |
| Incarceration of Parents                    | 53             | 38             | 55             | 72             | 58             | 60             | 70             |
| Parents with Substance Abuse Issues         | 58             | 55             | 57             | 70             | 62             | 66             | 77             |
| Children with Substance Abuse Issues        | -              | 23             | 32             | 30             | 30             | 30             | 19             |
| Experienced Domestic Violence in the Home   | 39             | 32             | 34             | 32             | 38             | 45             | 47             |
| Little or No Relationship With Father       | -              | 53             | 53             | 43             | 51             | 51             | 64             |
| Allegedly Sexually Abused                   | 45             | 34             | 38             | 32             | 40             | 34             | 30             |

A dash (-) signifies that no data was collected.

## **Appendix G**

### **Summative Questions for Determining Adequacy**

Questions Concerning the Status of the Child

Questions Concerning System Performance

## Questions Concerning the Status of the Child

Presented below are the commonsense questions used in the protocol to determine the current status of the child receiving supports and services.

1. **\*Safety:** Is the child living in this setting in imminent danger of harm? Is the child's physical living condition hazardous or apt to cause serious harm? Is the child living in this setting in danger of harm from him/herself? Is the child fearful of people living in or frequenting the home? Can the child's whereabouts be ascertained and/or is there reason to believe that the family is about to flee or refuse access to the child? Is child sexual abuse suspected and do circumstances suggest that the child's safety may be an immediate concern? Is the behavior of adult(s) in child's placement violent or out of control? Does the adult(s) in child's placement describe or act predominantly negatively toward child or have extremely unrealistic expectations? Has the caregiver caused, or made a plausible threat that has or would result in serious physical harm to the child? The adult(s) in child's placement has not/can not/will not provide sufficient supervision to protect the child from potentially serious harm? Adult(s) in child's placement has not or is unable to meet the child's immediate needs for food, clothing, shelter, and/or medical care? Adult(s) in child's placement has previously abused or maltreated a child, and the severity of the abuse or maltreatment, or the caregiver's prior response to the incident, suggests that child's safety may be an immediate concern? Drug or alcohol use of adult(s) in child's placement seriously affects his/her ability to supervise, protect, or care for the child? Is the community safe, given the setting in which the child is living? Are appropriate, sufficient services being provided to reduce/eliminate harm? Is the child safe from harm? With the current level of supervision, is the child likely to harm him/herself or others?
2. **\*Emotional Well-Being:** Does the child's behavior(s) indicate emotional problems? Does the child have a Diagnostic and Statistical Manual (DSM) diagnosis? Does the child take medication for emotional or behavioral problems? Does the caregiver understand and respond appropriately to the child's emotional needs? Are necessary and adequate services being provided to meet emotional needs? Do the child's daily activities and relationships provide stimulation, emotional support, and fun? Is the child receiving treatment that is of the intensity and scope necessary to facilitate the child's participation in school, family, and social activities? Are the child's social/emotional needs being adequately and appropriately addressed?
3. **\*Physical Well-Being:** Are the child's basic needs for food, shelter, and clothing being met? Are the child's primary health care needs being met? Are the child's chronic health care needs being met? Are necessary and adequate health care services being provided to keep the family intact or contribute to the permanent goal? Are the child's primary physical/medical needs being adequately and appropriately addressed?

4. **\*Caregiver Functioning:** Current Caregiver: Who is the child's current primary caregiver? Is the current caregiver a victim of domestic violence? Is the current caregiver an alleged perpetrator of domestic violence? Is the current caregiver alleged to have substance abuse issues? Can the current caregiver perform the necessary parenting functions adequately to ensure child safety and well-being? Does the caregiver have adequate physical and mental capacities to care for child? Is the caregiver understanding and responsive to the child's needs? Can the caregiver meet extraordinary demands? Are necessary supportive services being provided? Can the primary caregiver perform the necessary parenting functions, care and/or treatment services adequately and consistently for the child? For congregate living facilities: Are living conditions safe? Are appropriate treatment services being provided for the child? Is the child receiving adequate services in accordance with program treatment plan? Does the program treatment plan adequately interface with the Permanency Plan? Are specific supportive services clearly identified to facilitate the child's discharge? Is there a person identified who is responsible for and acting as the single point of accountability for the child's care? Is the facility providing services of appropriate focus, scope, and intensity to meet the child's identified needs? Does the child need a less restrictive living situation? Does the child need a more restrictive living situation?
5. **Stability:** Does the child have a history of unstable living arrangements? Are probable causes for a disruption of current living arrangement present? Are appropriate services being provided to reduce the probability of disruption? Has the child's stability improved since custody? Is the child's current living arrangement likely to be disrupted in the foreseeable future?
6. **Permanent Goal:** Has a permanent goal been identified in the Permanency Plan? If "no," are necessary steps being taken to identify a permanent goal? By consensus? Is the child in a permanent placement? If "no," have the goals and timelines been established to achieve the permanent placement? Is the child in a permanent placement or are reasonable efforts being made to obtain a permanent placement?
7. **Appropriateness of Placement and Residential Goal:** Is the restrictiveness of the placement appropriate for the child? If "no," does child need a less restrictive or more restrictive placement to receive needed services? Is the child in the appropriate setting to meet his/her needs? If "no," where should this child be living? What needs to be done to get the child to where he/she should be living? Is there a projected timeline established in the Permanency Plan for discharge to a family-like setting/permanent placement? Is there concern that the child is experiencing "lost time"? Is this the least restrictive, most appropriate placement in which the child can receive needed services?
8. **Educational/Vocational Progress:** If, age appropriate, is the child enrolled in school/vocational training? Is the child currently in appropriate educational

placement? Does the child have a pattern of regular attendance? Is the child performing on grade level? Does the child have special needs that are not being met in the current educational placement? Is the case manager participating in securing educational services for child in care? Is there a plan for attaining education goals? Is the child making academic/vocational progress? Is the child making progress in school/vocational training?

9. **Family Unity Support (Family of Origin):** If child lives at home, are necessary, appropriate, and adequate services being provided to keep the family intact? If the family is in danger of disruption, is the family receiving services necessary to preserve the family unit? If the child is not living with the family, is the child's family receiving services necessary to reunify? If the family cannot reunify now, is contact with the child being maintained via visits and other means? Is the family participating in planning and decision making necessary to facilitate or to maintain reunification? Is the family receiving the supports necessary to reside together or to reunify if living apart?
10. **Independent Living (for children 13 years and older):** Are independent living skills addressed in the Permanency Plan? Is the plan being implemented? If not addressed in the Permanency Plan, are independent living skills being otherwise provided? Is the child currently getting what he/she needs to grow up to be a working, functional adult? Are necessary, appropriate services and supports being provided to help the child achieve independent living?
11. **Child Satisfaction:** Does the child understand what supports and services he/she will receive? In the opinion of the child, are the services he/she is receiving helpful or beneficial? Is the child currently receiving the planned services? If appropriate, are services provided responsive to the preferences and convenience of the child? Is the child satisfied with his/her services and the responsiveness of the system?
12. **Family Satisfaction:** Does the family understand what supports and services they will receive? In the opinion of the family, are the services they are receiving helpful? Are they currently receiving the planned services? If appropriate, are the services provided responsive to the preferences and convenience of the family? Is the family satisfied with their services and the responsiveness of the system?

## Questions Concerning System Performance

Presented below are the questions used in the protocol to determine the performance of essential system functions. These questions focus on service system procedures.

1. **\*Assessment of Needs: Scope and Functionality of Assessments:** Are the child's strengths identified? Are the family's strengths identified? Are risks to the child identified? Are risks to the community identified? Do assessments reflect the

input and perspective of the child, parent, legal guardian, relatives, as applicable? Are there gaps in information or problems that indicate the need for further assessment? Is the assessment information consistent with the reviewer's understanding of what the child's and family's needs are? Are all current, obvious, and substantial needs of the child and family identified and analyzed through existing assessments?

2. **\*Long Term View:** Is there an explicit strategy that should enable the child/family to live safely without state supervision? If "no" is there an implicit understanding of what will be necessary to enable the child/family to live safely without state supervision? Does the child/family have critical needs in order to live safely, without state supervision, that are not being met, such as housing, social supports, parenting functioning/capacity, child's needs? If the child cannot return to his/her family, is there an explicit strategy that identifies where and when the child will live in a permanent family or prepare for independent living? Is there an explicit strategy that identifies where and when the child will live with a family or independently, and organizes/coordinates efforts that are made to achieve that goal?
3. **\*Child Participation:** If age appropriate, was the child involved in the development of the Permanency Plan? Did the system exhibit sensitivity to the child's schedule and transportation resources in planning staffings and visits? Has the child been involved in changes in treatment/placement? Does the child understand what he/she has to do to be returned home or achieve the permanent goal? Is the child actively involved in the planning and implementation of services as well as participating in decisions made about his/her future?
4. **\*Family Participation:** Was the family involved in the development of the Permanency Plan? Did the system exhibit sensitivity to the family's schedule in planning staffings and visits? Did the system exhibit sensitivity to the family's transportation needs in planning staffings and visits? Were repeated and substantial efforts made to engage the family and solicit participation? Has the family been involved in changes in treatment/placement? Does the family understand what they have to do for the child to be returned home? Did the system make substantial efforts to keep the family actively involved in the planning and implementation of services, as well as participating in decisions made about the child's future, or were substantial efforts made to involve family?
5. **\*Service Plan Design:** Is there a written Permanency Plan? Does the Permanency Plan address reasons the child came into custody? Does the plan address all needs identified in the assessment for the child and family? Are there needs that must be addressed in order to achieve safety with independence from state supervision and does the plan address them adequately? Does the Permanency Plan adequately reflect current services and strategies? Is there a specific time or date that the Permanency Plan is to be updated? Are the proposed interventions and supports appropriate to the situation/person's capabilities? Is there evidence to indicate that

service planning is limited by what is available rather than what is appropriate for the child and family? If the plan goals were met, would the child/family be able to function safely and be independent of state supervision? Do the plan's goals correspond with the long term view for the child? If the plan's goals were met would the child be or continue to be living in a permanent placement? Are all needs identified through the assessment process being addressed for the child and family? Were additional needs of the child and family identified through this process that should be addressed for the child and family? Are their needs inadequately addressed due to lack of sensitivity in services, and are these needs cultural or a result of client characteristics? Has the plan been revised to reflect progress or lack of progress of the child or the family in meeting plan goals? Does the plan include specific objectives to obtain the permanent goal? Does the plan include specific services to be provided to enable the child to return home, or achieve the permanent goal? Is the plan individualized and are there specific timetables for the services to be provided? Does the plan address visitation with parents or other family members, identification of who is responsible for the provision of services, and child support? Is the Permanency Plan relevant to the issues and coherent in the selection and assembly of strategies, supports, services, and timelines established for the child and family?

6. **\*Service Plan Implementation:** Have the essential services and activities identified in the plan been provided in a timely manner for the child/family? Have the essential services and activities identified in the plan been provided consistently for the child/family? Have the essential services and activities identified in the plan been provided at the appropriate level of intensity for the child/family? Have the essential services and activities identified in the plan been provided by qualified providers for the child/family? Are the strategies and services that are being implemented meeting the needs of the child and family? Is there an appropriate match between the child and the service provider with respect to language, culture, and other relevant characteristics? Are appropriate services and supports specified in the plan being implemented in a timely and consistent manner by qualified providers for the child/family?
7. **\*Service Coordination:** Is there a single point of coordination and accountability for the service plan and those involved in its implementation? Is there integration of services and continuity of effort in the service delivery? Is there a mechanism for identifying emerging problems and developing an appropriate response and adjustments in the plan? Is there adequate communication so all relevant persons involved know the current status of the case? Is there continuity and coordination in the provision of services to the child/family?
8. **\*Monitoring and Change:** Is the status of the child routinely monitored? Is the status of the family routinely monitored? Are changes in the status of the child documented? Are changes in the status of the family documented? Are known risk factors being monitored? Is progress/lack of progress toward achieving goals/objectives being monitored? Is the plan revised to reflect changing needs

and circumstances when objectives have been achieved, when services change, when strategies are unsuccessful, or when emergent problems arise? Are all entities carrying out their monitoring responsibilities adequately, including the DCS Home County Case Manager, the DCS/Contract Residential Case Manager (if applicable), the placement, and the service provider? Is the status of the child/family routinely monitored and evaluated, and are changes made as necessary to respond to needs?

9. **Legal Advocacy:** Has the child had legal representation? Has the child's family had legal representation? Does the child/family appear to understand the state system and appeal rights? Does the child/family appear to understand the implications as well as legal rights regarding state custody?
10. **Early Child and Family Intervention:** Were early signs of family problems identified? When early signs were identified, were services appropriate in scope and intensity offered to address them in a timely manner? Were needs for the home/community-based services identified? Were family preservation or other in-home or community-based services provided to prevent removal? Were home/community services provided before resorting to out-of-home placement? Were relative/friend options exhausted before resorting to out-of-home placement? Did the system intervene at the earliest opportunity with family support services of sufficient scope and intensity to keep the child and family together?
11. **Home/Community Resources:** Has the need for home/community based resources been identified? Have all obvious and substantial needs been matched with appropriate community services/service providers? Are home/community services and supports readily and consistently available when needed by the child or by the family? Are home/community based services and supports culturally appropriate for the child and for the family? Are parents/relatives/friends receiving the supports and assistance necessary for them to perform essential parenting functions? Is the array of available home and community services adequate in variety, intensity, continuity, and cultural compatibility to maintain the family intact or contribute to the permanent goal?
12. **Placement Resources:** For children who cannot remain in their home, is there an adequate array of family placements (relative, foster care, therapeutic foster care) to meet their needs? Are these placements available, within the county, or the Community Service Agency (CSA) region, or within the grand region or within the assigned placement not in county/CSA region? Are family placements receiving the necessary supports and assistance? For children who cannot function in a family environment, is there a sufficient array of residential placements to meet the needs in the least restrictive environment possible? Are these placements available within the county, within the CSA region, within the Grand region or within the assigned placement not in county/CSA region? Is the array of

placement resources adequate to provide appropriate out-of-home placements in a timely manner in the least restrictive environment?

13. **Supportive Intervention Services to Achieve Permanent Goal:** Are necessary services identified to keep the child with his/her family or move the child to a permanent goal/placement? Have the essential services and supports necessary to keep the child with his/her family or move the child to a permanent goal/placement been provided in a timely manner, consistently, at the appropriate level of intensity, and by qualified providers? Are the services necessary to keep the child home or move the child to a permanent placement being implemented in a timely manner?
14. **Urgency Response:** Can the system recognize emerging problems, as well as identify resources needed to stabilize them? Are the resources needed to stabilize or resolve emerging problems available in a timely manner, consistently, at the appropriate level of intensity, and by qualified providers? Does the system appear adequate to stabilize or address emerging problems of an urgent nature?
15. **Progress Achieved by Child:** Did the system provide the child with repeated and substantial opportunities to improve/meet goals? Is the child improving or making progress? Based on all information collected in the review process, has progress or improvement as measured in outcomes/benefits for the child been achieved?
16. **Progress Achieved by Family:** Did the system provide the family with repeated and substantial opportunities to improve/meet goals? Is the family improving or making progress? Based on all information collected in the case review process for any family whose child has been in state custody for 30 days or longer, has progress or improvement as measured in outcomes/benefits for the family been achieved?



*U.S. Department of Education  
Office of Educational Research and Improvement (OERI)  
National Library of Education (NLE)  
Educational Resources Information Center (ERIC)*



## **NOTICE**

### **Reproduction Basis**

- This document is covered by a signed "Reproduction Release (Blanket)" form (on file within the ERIC system), encompassing all or classes of documents from its source organization and, therefore, does not require a "Specific Document" Release form.
- This document is Federally-funded, or carries its own permission to reproduce, or is otherwise in the public domain and, therefore, may be reproduced by ERIC without a signed Reproduction Release form (either "Specific Document" or "Blanket").