

CHILD AND FAMILY SERVICES REVIEWS

Tennessee

FINAL REPORT

2024

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Final Report: Tennessee Child and Family Services Review

INTRODUCTION

This document presents the findings of the Child and Family Services Review (CFSR) for the state of Tennessee. The CFSRs enable the Children's Bureau (CB) to: (1) ensure conformity with certain federal child welfare requirements; (2) determine what is happening to children and families as they are engaged in child welfare services; and (3) assist states in enhancing their capacity to help children and families achieve positive outcomes. Federal law and regulations authorize the CB, within the U.S. Department of Health and Human Services' Administration for Children and Families, to administer the review of child and family services programs under titles IV-B and IV-E of the Social Security Act. The CFSRs are structured to help states identify strengths and areas needing improvement in their child welfare practices and programs as well as institute systemic changes that will improve child and family outcomes.

The findings for Tennessee are based on:

- The Statewide Assessment prepared by the Tennessee Department of Children's Services (DCS) and submitted to the CB on August 1, 2023. The Statewide Assessment is the state's analysis of its performance on outcomes and the functioning of systemic factors in relation to title IV-B and IV-E requirements and the title IV-B Child and Family Services Plan.
- The February 2023 State Data Profile, prepared by the CB, which provides the state's Risk-Standardized Performance (RSP) compared to national performance on 7 statewide data indicators.
- The results of case reviews of 75 cases [46 foster care and 29 in-home], conducted via a State-Led Review process statewide in Tennessee during October 1, 2023, through March 31, 2024, examining case practices occurring during October 2022 through March 2024.
- Interviews and focus groups with state stakeholders and partners, which included:
 - Administrative Review Board
 - Attorneys Representing the Agency, Parents, and Children/Youth
 - Court Appointed Special Advocates
 - Child Welfare Agency Statewide Leadership, Child Welfare Program Managers, and Child Welfare Regional Management
 - Child Welfare Caseworkers
 - Child Welfare Contractors/Service Providers
 - Child Welfare Supervisors
 - Foster/Adoptive Parents
 - Judges/Judicial Officers
 - Parents
 - Relative Caregivers
 - Youth

Background Information

The Round 4 CFSR assesses state performance with regard to substantial conformity with 7 child and family outcomes and 7 systemic factors. Each outcome incorporates 1 or more of the 18 items included in the case review, and each item is rated as a Strength or Area Needing Improvement based on an evaluation of certain child welfare practices and processes in the cases reviewed in the state. With two exceptions, an item is assigned an overall rating of Strength if 90% or more of the applicable cases reviewed were rated as a Strength. Because Item 1 is the only item for Safety Outcome 1 and Item 16 is the only item for Well-Being Outcome 2, the requirement of a 95% Strength rating applies to those items. For a state to be in substantial conformity with a particular outcome, 95% or more of the cases reviewed must be rated as having substantially achieved the outcome. In addition, for Safety Outcome 1 and Permanency Outcome 1, the state's RSP on

applicable statewide data indicators must be better than or no different than national performance. This determination for substantial conformity is based on the data profile transmitted to the state to signal the start of that state's CFSR. The state's RSP in subsequent data profiles will be factored into the determination of indicators required to be included in the state's Program Improvement Plan (PIP).

Eighteen items are considered in assessing the state's substantial conformity with the 7 systemic factors. Each item reflects a key federal program requirement relevant to the Child and Family Services Plan (CFSP) for that systemic factor. An item is rated as a Strength or an Area Needing Improvement based on how well the item-specific requirement is functioning. A determination of the rating is based on information provided by the state to demonstrate the functioning of the systemic factor in the Statewide Assessment and, as needed, from interviews with stakeholders and partners. For a state to be in substantial conformity with the systemic factors, no more than 1 of the items associated with the systemic factor can be rated as an Area Needing Improvement. For systemic factors that have only 1 item associated with them, that item must be rated as a Strength for a determination of substantial conformity. An overview of the pathways to substantial conformity for the CFSR outcomes and systemic factors is in Appendix B of the Round 4 *CFSR Procedures Manual*.

The CB made several changes to the CFSR process, items, and indicators that are relevant to evaluating performance, based on lessons learned during the third round of reviews. As such, a state's performance in the fourth round of the CFSRs may not be directly comparable to its performance in the third round.

I. SUMMARY OF PERFORMANCE

Tennessee 2024 CFSR Assessment of Substantial Conformity for Outcomes and Systemic Factors

The CB has established high standards of performance for the CFSR based on the belief that because child welfare agencies work with our country's most vulnerable children and families, only the highest standards of performance should be considered acceptable. The high standards ensure ongoing attention to achieving positive outcomes for children and families regarding safety, permanency, and well-being. This is consistent with the CFSR's goal of promoting continuous improvement in performance on these outcomes. A state must develop and implement a PIP to address the areas of concern identified for each outcome or systemic factor for which the state is found not to be in substantial conformity. The CB recognizes that the kinds of systemic and practice changes necessary to bring about improvement in some outcome areas often take time to implement. The results of this CFSR are intended to serve as the basis for continued improvement efforts addressing areas where a state still needs to improve.

Table 1 provides a quick reminder of how case review items and statewide data indicators are combined to assess substantial conformity on each outcome:

Table 1. Outcomes, Case Review Items, and Statewide Data Indicators

Outcome	Case Review Item(s)	Statewide Data Indicators
Safety Outcome 1	Item 1	Maltreatment in foster care Recurrence of maltreatment
Safety Outcome 2	Items 2 and 3	N/A
Permanency Outcome 1	Items 4, 5, and 6	Permanency in 12 months for children entering foster care Permanency in 12 months for children in foster care 12–23 months Permanency in 12 months for children in care 24 months or more Reentry to foster care in 12 months Placement stability

Outcome	Case Review Item(s)	Statewide Data Indicators
Permanency Outcome 2	Items 7, 8, 9, 10, and 11	N/A
Well-Being Outcome 1	Items 12, 13, 14, and 15	N/A
Well-Being Outcome 2	Item 16	N/A
Well-Being Outcome 3	Items 17 and 18	N/A

Tennessee was found in substantial conformity with none of the 7 outcomes:

The following 1 of the 7 systemic factors was found to be in substantial conformity:

- Agency Responsiveness to the Community

CB Comments on State Performance

The following are the CB's observations about cross-cutting systemic and practice themes for the Tennessee Department of Children's Services (DCS) Round 4 CFSR:

In its Round 3 CFSR in 2017, Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect, was the only outcome found to be in substantial conformity. Four systemic factors were found to be in substantial conformity: Statewide Information System, Quality Assurance System, Staff and Provider Training, and Agency Responsiveness to the Community.

Tennessee entered into a Program Improvement Plan (PIP) to address the areas of nonconformity and successfully completed implementation of its PIP. Following its Round 4 State-Led Review, conducted October 1, 2023, through March 31, 2024, Tennessee was found to be out of conformity with all outcomes and all but one systemic factor: Agency Responsiveness to the Community.

As a state-administered child welfare agency, DCS investigates allegations of child abuse and neglect, administers the state's foster-care system, and provides services in 12 regions covering the 95 counties across Tennessee. DCS serves families and children in foster care and non-custodial children and youth in the community who receive various prevention and intervention services. Children and youth in foster care include those determined to be dependent and neglected, as well as children adjudicated delinquent or unruly by the courts.

Non-custodial families who are served through Child Protective Services (CPS) receive services through one of three multiple response system tracks: investigations, assessments, or resource linkage. Families also receive ongoing services provided through family support services and family crisis intervention. Tennessee provides services to youth who have reached the age of majority, have exited care, and remain on a voluntary contract to receive post-custody services through the extension of the foster care program.

The Round 4 CFSR case review results identified practices that Tennessee installed during its Round 3 PIP and can continue to build on in its Round 4 PIP in an effort to achieve substantial conformity with the outcomes and systemic factors. The review indicated that Tennessee has many strengths. One such strength is the ongoing commitment of DCS staff at all levels; attorneys who represent children, parents, and caregivers; and judges in the child welfare system to supporting positive outcomes for children and their families. The case review results were solid, with 85.71% of the applicable cases reviewed showing good practice in the timeliness of initiating face-to-face contact with children in accepted child maltreatment reports within the timeframes established by agency policies. While there is room to improve, this is a clear demonstration of the commitment by Tennessee to responding to reports of child maltreatment in a timely manner.

The case review noted good practice to ensure children receive appropriate services to meet their educational needs (87.5%). The CB noted that a large percentage of foster care cases reviewed rated more favorably for assessments than for providing services. Most of the foster care cases reviewed for this outcome involved children in the 6-to-12-year age range. In-home case performance was the same for assessments and providing services. Some areas in which performance was not favorable included a lack of assessment, not

monitoring the child's Individualized Educational Plan (IEP), and a lack of providing services such as speech therapy and transportation. More consistent efforts to provide identified educational services are needed during the life of the case as well.

Tennessee is not in substantial conformity with the systemic factor of Staff and Provider Training. As with most child welfare systems across the country, challenges remain in maintaining a sufficient workforce to sustain this important work. Tennessee has a new pre-service training for caseworkers, which includes a 6-month certification process. A new evaluation process is being implemented, which includes conducting focus groups with new hires for each pre-service cohort at week 13, week 26, and 90 days post-certification. Stakeholders said it looked promising that the initial training for caseworkers and provider staff would afford them with the knowledge and skills needed to perform their job duties. Although no evaluation data were provided to demonstrate the effectiveness of ongoing training, key stakeholders were able to identify and request specific ongoing training topics to provide them with the additional knowledge needed to perform their roles.

Tennessee is not in substantial conformity with the Service Array systemic factor; this should be a major focus of the state's PIP. An ongoing challenge identified by Tennessee is the installation of sufficient resources in rural areas to meet the needs of underserved populations. This contributes to waitlists in urban areas as children and families are often referred to the closest provider. There are challenges in providers accepting Tennessee's Medicaid (TennCare), a lack of providers of residential services, and domestic violence prevention for perpetrators or male victims. Several court jurisdictions order parents to begin with therapeutic visitation, but stakeholders stated that there are limited providers for this service. Ordering all families into this specialized service, regardless of need, has resulted in providers who are overburdened. This, in turn, has significantly delayed visitation for many children and their families.

Other service challenges center around mental health assessments for children and families. Specifically, there are insufficient mental health providers willing to work with populations who speak languages other than English, such as families from Ukraine and African nations, and those speaking dialects of Spanish. While providers are growing capacity to provide more individualized services, challenges also remain for persons with disabilities because the only available resources are through the education system.

In the applicable cases reviewed, differences were identified between foster care and in-home cases. More in-home cases were rated favorably than foster care cases, overall. The assessment of mothers during in-home cases performed highest (70%) while service provision with fathers in foster care cases was the lowest (20%). If assessments were not conducted or not sufficiently conducted, appropriate services could not be identified. Some specific services noted in the applicable cases reviewed that were needed but not provided included: substance use treatment, domestic violence services, reunification, and housing, to name a few. These areas should be explored further to gain more understanding of what is driving case practice.

An additional area identified as a challenge was a lack of foster families to serve the unique needs of the children and youth entering Tennessee's foster care system. Tennessee and stakeholders acknowledged there remains a need to improve the foster and adoptive pool to include families who reflect the ethnic and racial diversity of the children in foster care. Targeted strategies have been developed in the 12 regional recruitment and retention plans. Tennessee contracted with a provider in 2022 that has assumed recruitment responsibilities. Tennessee should use various data available to support ongoing recruitment efforts. Additionally, stakeholders said there is a lack of homes trained and ready to support autistic or developmentally delayed children, which is resulting in these children too often becoming involved in the juvenile justice system.

Tennessee faces challenges in ongoing safety and risk assessments. In the cases reviewed during the CFSR, initial safety and risk assessments appear to be taking place in both foster care and in-home case types. Ongoing assessments of safety and risk performed roughly equivalently in foster care cases (50.0%) compared with in-home cases (48.28%). Both case types have room for improvement and should be areas of focus in the PIP. Observations of note for Safety Outcome 2 included a lack of quality safety and risk assessments, and often a lack of assessment of all household members for both foster care and in-home case types. A clear area of concern is safety planning; all of the applicable cases either did not have a safety plan developed when warranted or had one developed based specifically on the safety concern identified.

Parental engagement is foundational for improving safety, permanency, and well-being for children and families involved in the Tennessee child welfare system. This will be a key practice area for Tennessee to address in its PIP. Case review results show that performance was low in the area of caseworker visits with parents. Performance was better for in-home cases than foster care cases, and mothers were rated more favorably in more cases than fathers. However, for foster care cases, performance appeared low for both mothers (29.73%) and fathers (26.09%). The overall practice challenge identified through the case reviews for foster care cases was the frequency of visits followed closely by the quality of visits. Incarcerated parents lacked sufficient frequency of visits. There were concerns with visits not occurring in the parents' home and in locations not conducive to open and honest conversation. In-home service cases lacked frequency and quality and were not occurring in locations conducive to open and honest conversations.

Closely related to these engagement practices is the performance observed by TN regarding permanency outcomes for children. While TN's performance on 2 of the 3 Permanency in 12 Months statewide data indicators was better than or no different than national performance, the indicator for Permanency in 12 Months for children who have been in care for 24+ months was worse than national performance on the February 2023 profile but has since improved to being no different than national performance. Further, the case review demonstrated low performance on achieving permanency within federal timeframes and for having permanency goals that are appropriate to case circumstances. When goals are not appropriately identified for families, the efforts made toward those goals are futile in achieving timely permanency for children appropriate to their needs.

Reunification goals were left in place for too long, delaying achieving permanency by other methods. There were multiple instances where reunification was the goal but the parents were absent or had expressed an unwillingness or lack of interest in achieving reunification. There also were goals that appeared to be put in place to satisfy a concurrent goal requirement but were not based on the circumstances of the case. In several cases, the concurrent goal was adoption but there was no identified adoptive resource. Similarly, guardianship was often a goal when no relative had been identified as a potential guardian. TN received an overall Strength rating for relative placement of 51.35%. If TN is interested in using guardianship more often as a permanency outcome for children, there needs to be a stronger practice of seeking out relatives as potential placement resources. The rate of achieving guardianship in TN is about 3% lower than the national average across all lengths of time in care.

While many of the reunification goals were inappropriate, where the goals were appropriate, reunification was often not timely. The reasons observed for the delay largely reflected a lack of engagement, including a lack of assisting families with services. There was also a marked absence of identification of fathers, or if identified, engagement of those fathers. Engagement with proposed guardians was additionally observed to be lacking and contributed to the lack of timely guardianship. There were further delays in achieving adoption timely and, although there was not a strong identification of barriers, it was observed that a number of cases lacked a timely filing of a termination of parental rights (TPR) petition where the child had been in care for 15 out of the most recent 22 months and there were no exceptions or compelling reasons documented. TN acknowledged in its Statewide Assessment that this is an area needing improvement and TN should explore the barriers to timely filing of TPRs when developing its PIP.

Another area with impact on timely permanency is placement stability. Tennessee's performance on placement stability from the case reviews was 69.57%. Of the 46 applicable cases, 10 children had three or more placements. Cases involving younger children (<6 years of age) tended to rate higher than older children. Reasons for cases rating unfavorably included lack of service provision to assist the caregiver in managing the child's behavior, substance use by the child/youth, running-away behaviors, and aggressive behavior toward other children. Notably, 11 cases involved the use of temporary placements. This practice should be examined more closely to determine its impact on the Placement Stability data indicator, on which Tennessee performed worse than national performance. Specifically, children entering care between the ages of 11 and 16 years had the highest rate of moves compared with any other age group.

The practices of legal and judicial system professionals contribute significantly to permanency outcomes experienced by children and families. In the cases observed in the Tennessee case file review, a number of practices were identified that both supported timely permanency as well as inhibited it. While none of these

practices emerged as themes, it will be important for Tennessee to explore some of these practices to understand their impact on the larger system. There was evidence of increased judicial oversight, which contributed positively to enhanced visitation and ultimately led to timely reunification. There was evidence of severe visitation delays due to a policy of not allowing visitation until the parent had a clean drug screening. There were a variety of calendaring or docketing issues that added time to the cases, including delays in scheduling TPR petitions once filed, absent or missing reviews or permanency hearings, and delays in responding to requests to be heard on a pending matter. The impact of the practices of these critical professionals reaches beyond the timely provision of hearings and reviews. More work should be done to understand these practices and their impact on outcomes.

As Tennessee DCS begins its work to develop a PIP and understand root causes for some of the areas highlighted above, it will be important to build on the state's already established process of engaging its legal/judicial partners, Tribes, and other community partners, with a focus on strengthening engagement with parents and youth.

Equity Observations and Considerations

Ensuring that child welfare is serving all people equitably and with respect for all individuals is essential to the work in child welfare and is a focused priority at the Children's Bureau. To create a system that is effective and equitable for all, states must pay particular attention to variation in performance metrics because disparity in outcomes could signal inequity that should be explored and addressed. During Round 4 of the CFSR, there is a focus on using data and evidence to identify disparities in services and outcomes; to understand the role that child welfare programs, policies, and practices may play in contributing to those disparities; and to inform and develop system improvements to address them.

As noted below in the sections on Notable Changes and Observations in Performance on the Safety Outcome 1 and Permanency Outcome 1 data indicators during Round 4, the data for some of these statewide indicators showed the following notable performance-related information by race/ethnicity in Tennessee:

- Black or African American children experience recurrence of victimization at a disproportionately high rate relative to the frequency of initial victimizations.
- Black or African American children are disproportionately represented among foster care entries; they are 18.6% of Tennessee's child population but 23.7% of the foster care entries.
- After the first 12 months in foster care, Black or African American children have permanency exit rates that are disproportionately low relative to their representation of children in foster care for 12 months or more.

II. KEY FINDINGS RELATED TO OUTCOMES

For each outcome, we provide the state's performance on the applicable statewide data indicators from the data profile that was transmitted to the state to signal the launch of the CFSR and performance summaries from the case review findings of the onsite review. CFSR statewide data indicators provide performance information on states' child safety and permanency outcomes. The statewide data indicators are aggregate measures calculated using information that states report to the Adoption and Foster Care Analysis and Reporting System (AFCARS) and the National Child Abuse and Neglect Data System (NCANDS). For general information on the statewide data indicators and their use, see the Capacity Building Center for States page, <https://capacity.childwelfare.gov/states/topics/cfsr/cfsr-data-syntax-toolkit>. For a detailed description of the statewide data indicators, see CFSR Technical Bulletin #13A, <https://www.acf.hhs.gov/cb/training-technical-assistance/cfsr-technical-bulletin-13a>. Results have been rounded to the nearest whole number. A summary of the state's performance for all outcomes and systemic factors is in Appendix A. Additional information on case review findings, including the state's performance on case review item rating questions, is in the state's practice performance report in Appendix B.

Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect.

The CB determines whether a state is in substantial conformity based on the state's RSP on two statewide data indicators and the state's performance on Item 1: Timeliness of initiating investigations of reports of child maltreatment.

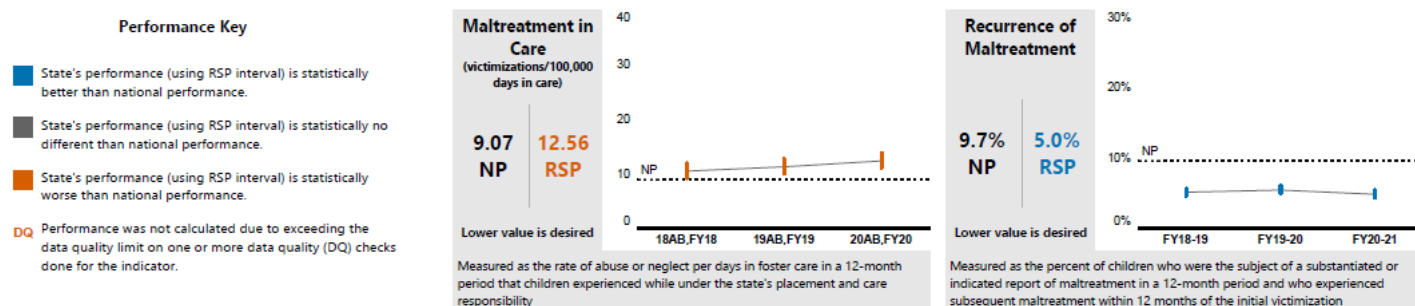
The state's policy requires that DCS initiate investigations within the below timeframes by having face-to-face contact, as follows.

- No later than 24 hours, but immediately if the CPS supervisor deems it necessary, for reports assigned a Priority 1 response
- Within 2 business days for reports assigned a Priority 2 response
- Within 3 business days for reports assigned a Priority 3 response

Statewide Data Indicators

The chart below shows the state's performance from the February 2023 data profile that signaled the start of the statewide assessment process and was used to determine substantial conformity for Safety Outcome 1.

Figure 1. State's Performance on Safety Outcome 1 Indicators



Case Review

Figure 2. Performance on Safety Outcome 1 and Supporting Items



Tennessee was found not to be in substantial conformity with Safety Outcome 1:

- The state's performance on the "maltreatment in foster care" data indicator was statistically worse than national performance.
- The state's performance on the "recurrence of maltreatment" data indicator was statistically better national performance.
- Less than 95% of the cases were rated as a Strength on Item 1.

Notable Changes and Observations in Performance on the Safety Outcome 1 Data Indicators During Round 4

Table 2. Risk-Standardized Performance Compared to National Performance—Safety 1 Data Indicators

Statewide Data Indicator	Data Profile Transmitted With Statewide Assessment and Used to Determine Substantial Conformity	August 2023 Profile	February 2024 Profile	Inclusion in PIP?
Maltreatment in Foster Care	Worse	Worse	Worse	Yes
Recurrence of Maltreatment in 12 months	Better	Better	Better	No

All results reported here are based on the February 2024 data profile and supplementary context data and may describe performance that is different from what is depicted in Figure 1 because that is from the February 2023 data profile, which was transmitted with the Statewide Assessment and used to determine substantial conformity.

For maltreatment in care, Tennessee performs statistically worse than national performance for each of the 3 reporting years. However, performance has improved and the victimization rate in the most recent reporting year (FY 2021) is lower in the two prior reporting years.

- Nationally, youth aged 11 to 16 years make up the largest percent of victimizations in care, at 36% of all victimizations. In Tennessee, however, this age group accounts for 57% of all victimizations in care.
- Knox and Davidson counties have the second and third highest number of victimizations in the state, and each have a victimization rate that is notably higher than the state overall. Furthermore, the victimization rate in both counties is notably higher in FYs 2020 and 2021 than it was in FY 2019. Thus, these counties have a large and negative impact on the state's overall performance.

Tennessee consistently performs statistically better than national performance on the statewide data indicator for recurrence of maltreatment.

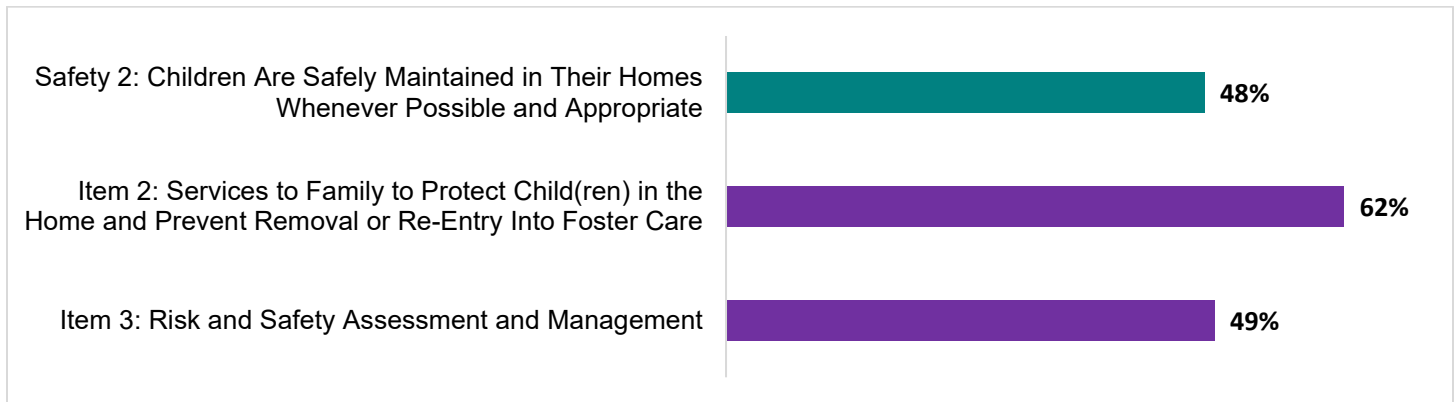
- In each of the 3 reporting years, about 60% of the victims reported in the NCANDS child file are missing race and ethnicity data. This obscures accurate determination of racial inequities with respect to recurrence of maltreatment.
- Black or African American children are disproportionately represented among the recurring victimizations; they comprise 6.9% of the initial victims and 11.9% of the recurring victims. However, given that Black or African American children make up 18.6% of the state's total child population, these initial and recurring victimizations are almost certainly undercounted because of the missing race data described above.

Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate.

The CB determines whether a state is in substantial conformity based on the state's performance on Items 2 and 3.

Case Review

Figure 3. Performance on Safety Outcome 2 and Supporting Items



Tennessee was found not to be in substantial conformity with Safety Outcome 2:

- Less than 95% of the cases reviewed were substantially achieved.
- Less than 90% of the cases were rated as a Strength on Item 2.
- Less than 90% of the cases were rated as a Strength on Item 3.

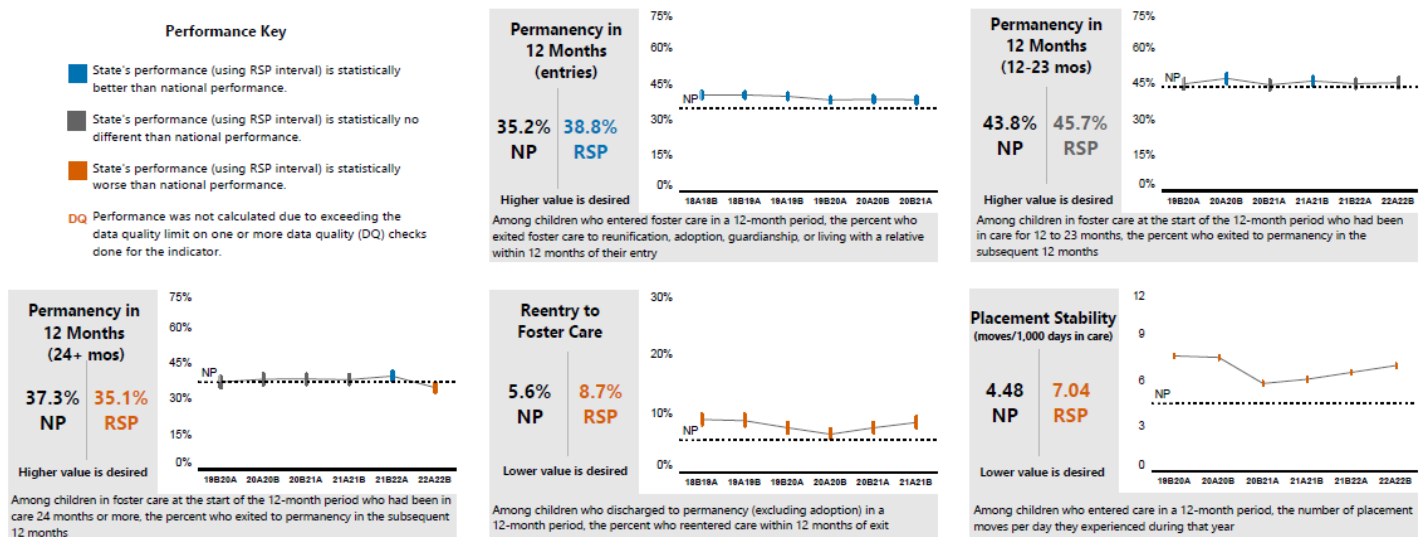
Permanency Outcome 1: Children have permanency and stability in their living situations.

The CB determines whether a state is in substantial conformity based on the state's RSP on 5 statewide data indicators and the state's performance on Items 4, 5, and 6.

Statewide Data Indicators

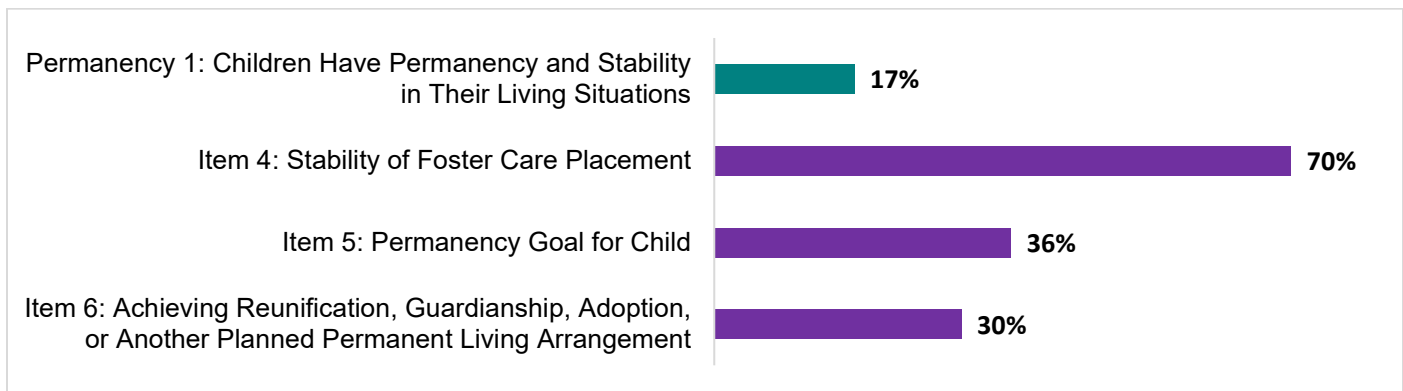
The chart below shows the state's performance from the February 2023 data profile that signaled the start of the statewide assessment process and was used to determine substantial conformity for Permanency Outcome 1.

Figure 4. State's Performance on Permanency Outcome 1 Indicators



Case Review

Figure 5. Performance on Permanency Outcome 1 and Supporting Items



Tennessee was found not to be in substantial conformity with Permanency Outcome 1:

- The state’s performance on the “permanency in 12 months for children entering foster care” data indicator was statistically better than national performance.
- The state’s performance on the “permanency in 12 months for children in foster care 12–23 months” data indicator was statistically no different than national performance.
- The state’s performance on the “permanency in 12 months for children in foster care 24 months or more” data indicator was statistically worse than national performance.
- The state’s performance on the “reentry to foster care in 12 months” data indicator was statistically worse than national performance.
- The state’s performance on the “placement stability” data indicator was statistically worse than national performance.
- Less than 95% of the cases reviewed were substantially achieved.
 - Less than 90% of the cases were rated as a Strength on Item 4.
 - Less than 90% of the cases were rated as a Strength on Item 5.
 - Less than 90% of the cases were rated as a Strength on Item 6.

Notable Changes and Observations in Performance on the Permanency Outcome 1 Data Indicators During Round 4

Table 3. Risk-Standardized Performance Compared to National Performance—Permanency 1 Data Indicators

Statewide Data Indicator	Data Profile Transmitted With Statewide Assessment and Used to Determine Substantial Conformity	August 2023 Profile	February 2024 Profile	Inclusion in PIP?
Permanency in 12 months for children entering care	Better	Better	Better	No
Permanency in 12 months for children in care 12–23 months	No Different	Worse	No Different	No

Statewide Data Indicator	Data Profile Transmitted With Statewide Assessment and Used to Determine Substantial Conformity	August 2023 Profile	February 2024 Profile	Inclusion in PIP?
Permanency in 12 months for children in care 24 months or more	Worse	No Different	No Different	No
Reentry to foster care in 12 months	Worse	Worse	Worse	Yes
Placement stability	Worse	Worse	Worse	Yes

All results reported here are based on the February 2024 data profile and supplementary context data and may describe performance that is different from what is depicted in Figure 5 because that is from the February 2023 data profile, which was transmitted with the Statewide Assessment and used to determine substantial conformity.

Tennessee consistently performs statistically better than national performance on the statewide data indicator for permanency in 12 months for children entering care.

- Children enter foster care in Tennessee at a rate of 3.2 entries per 1,000 children in the child population, which is nearly 1.5 times the national entry rate of 2.2 entries per 1,000 children in the child population.
- Youth aged 11 to 17 years have an entry rate of 3.8 entries per 1,000, which is more than two times as large as the national entry rate of 1.6 entries per 1,000.
- Black or African American children enter care at a rate of 4.1 entries per 1,000. They are 18.6% of the state's child population but 23.7% of the state's foster care population. After entry, however, they exit to permanency within 12 months at levels that are equivalent to their representation in foster care.
- Shelby, Knox, and Sullivan counties each have a high number of entries (they are the highest, second highest, and fourth highest in the state, respectively) but they also have permanency percentages that are lower than the state overall. Moreover, of the 10 counties with the most entries, only two (Davidson and Montgomery counties) have permanency percentages that are the same as or greater than the state overall.

Tennessee's performance for permanency in 12 months for children in care 12–23 months, and 24 months or more, is statistically no different than national performance for both indicators in the most recent time period; however, performance varied across previous time periods and did not demonstrate a clear trend.

- For both indicators, Black or African American children exit to permanency at low percentages that are disproportionate to their representation in foster care.
- Shelby and Davidson counties have some of the largest numbers of children in care past 12 months, and they have permanency percentages that are lower than the state overall. As a result of the large numbers and low performance, these counties negatively affect the state's overall performance.

On reentry to foster care, Tennessee consistently performs statistically worse than national performance. Performance on this indicator is trending slightly worse over the last three time periods.

- Children aged 11 to 16 years are at elevated risk of reentry—they are 66% of the reentries in Tennessee, but nationally this age group accounts for 25% of the reentries. In Tennessee, children in this age group are more likely to reenter than those at any other age.
- Davidson, Hamilton, and Carter counties have relatively large numbers of children exiting care and, importantly, disproportionately high numbers of children reentering care.

Tennessee consistently performs statistically worse than national performance on placement stability. Placement stability performance was trending worse, for all time periods from 2020 to 2022, but showed slight improvement over the last three time periods.

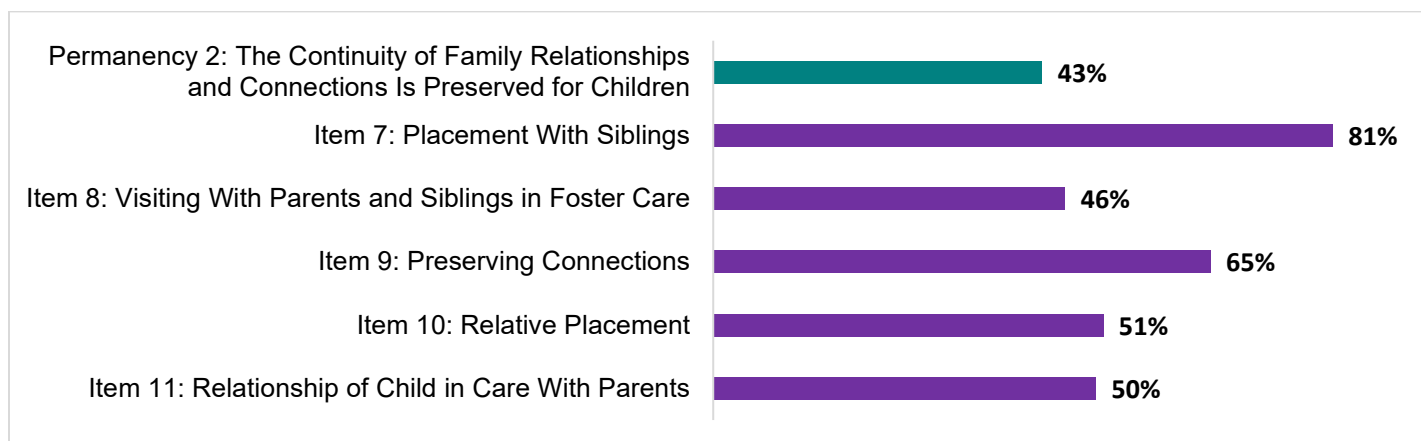
- As with the rest of the nation, youth aged 11 to 16 years had the highest rate of placement moves per 1,000 days in care and accounted for 58% of the moves per 1,000 days in care.
- Davidson, Knox, Hamilton, and Montgomery counties had four of the five highest numbers of days in care and had placement move rates greater than the state overall. As a result, these four counties had a large impact on the state's performance being statistically worse than national performance.

Permanency Outcome 2: The continuity of family relationships and connections is preserved for children.

The CB determines whether a state is in substantial conformity based on the state's performance on Items 7, 8, 9, 10, and 11.

Case Review

Figure 6. Performance on Permanency Outcome 2 and Supporting Items



Tennessee was found not to be in substantial conformity with Permanency Outcome 2:

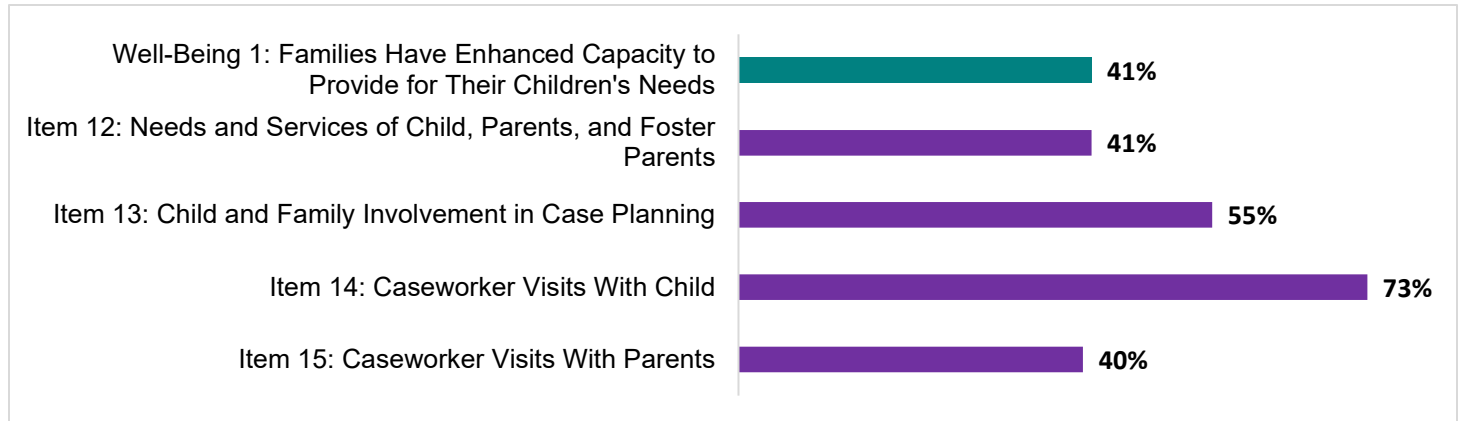
- Less than 95% of the cases reviewed were substantially achieved.
- Less than 90% of the cases were rated as a Strength on Item 7.
- Less than 90% of the cases were rated as a Strength on Item 8.
- Less than 90% of the cases were rated as a Strength on Item 9.
- Less than 90% of the cases were rated as a Strength on Item 10.
- Less than 90% of the cases were rated as a Strength on Item 11.

Well-Being Outcome 1: Families have enhanced capacity to provide for their children's needs.

The CB determines whether a state is in substantial conformity based on the state's performance on Items 12, 13, 14, and 15.

Case Review

Figure 7. Performance on Well-Being Outcome 1 and Supporting Items



Tennessee was found not to be in substantial conformity with Well-Being Outcome 1:

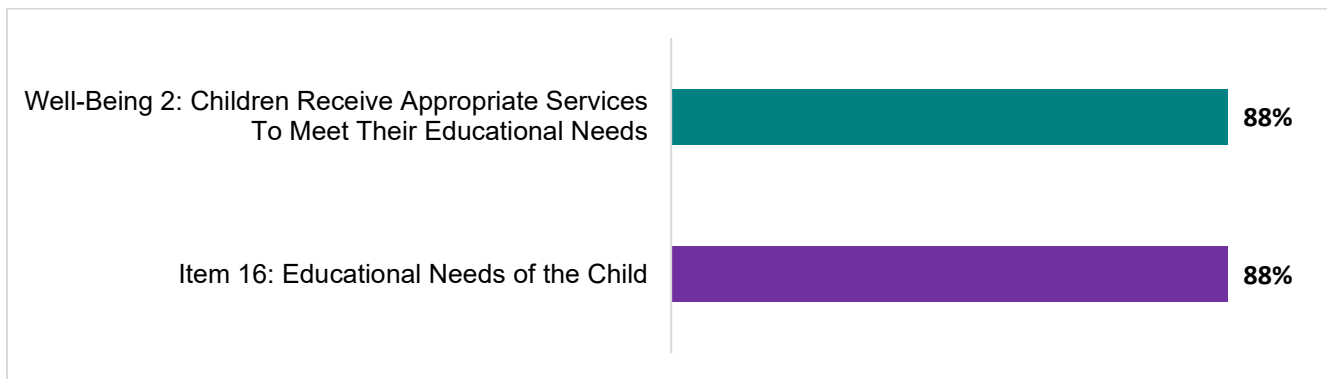
- Less than 95% of the cases reviewed were substantially achieved.
- Less than 90% of the cases were rated as a Strength on Item 12.
 - Less than 90% of the cases were rated as a Strength on Sub-Item 12A.
 - Less than 90% of the cases were rated as a Strength on Sub-Item 12B.
 - Less than 90% of the cases were rated as a Strength on Sub-Item 12C.
- Less than 90% of the cases were rated as a Strength on Item 13.
- Less than 90% of the cases were rated as a Strength on Item 14.
- Less than 90% of the cases were rated as a Strength on Item 15.

Well-Being Outcome 2: Children receive appropriate services to meet their educational needs.

The CB determines whether a state is in substantial conformity based on the state's performance on Item 16.

Case Review

Figure 8. Performance on Well-Being Outcome 2 and Supporting Items



Tennessee was found not to be in substantial conformity with Well-Being Outcome 2:

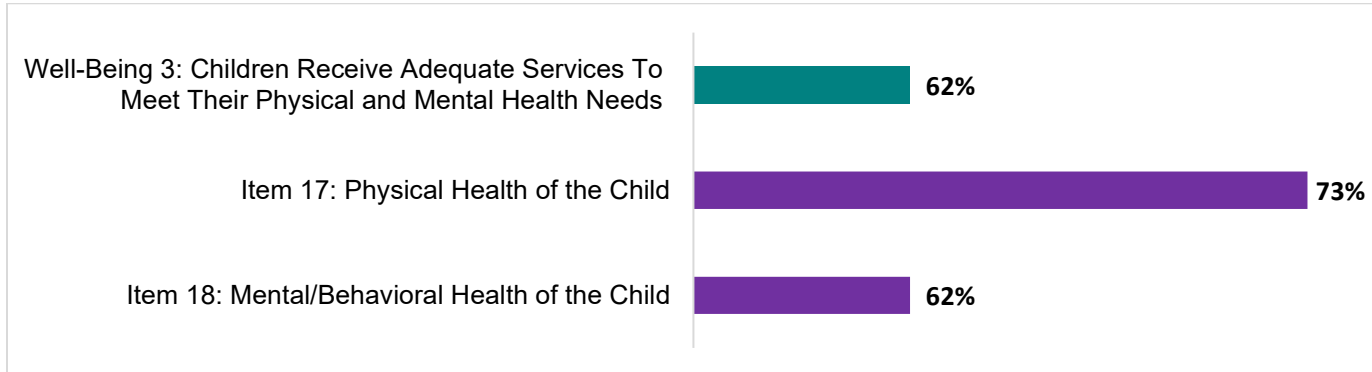
- Less than 95% of the cases were rated as a Strength on Item 16.

Well-Being Outcome 3: Children receive adequate services to meet their physical and mental health needs.

The CB determines whether a state is in substantial conformity based on the state's performance on Items 17 and 18.

Case Review

Figure 9. Performance on Well-Being Outcome 3 and Supporting Items



Tennessee was found not to be in substantial conformity with Well-Being Outcome 3:

- Less than 95% of the cases reviewed were substantially achieved.
- Less than 90% of the cases were rated as a Strength on Item 17.
- Less than 90% of the cases were rated as a Strength on Item 18.

III. KEY FINDINGS RELATED TO SYSTEMIC FACTORS

The CB determines whether a state is in substantial conformity with federal requirements for the 7 systemic factors based on the level of functioning of each systemic factor across the state. The CB determines substantial conformity with the systemic factors based on ratings for the item or items within each factor. Performance on 5 of the 7 systemic factors is determined based on ratings for multiple items or plan requirements. For a state to be found in substantial conformity with these systemic factors, the CB must find that no more than 1 of the required items for that systemic factor fails to function as required. For a state to be found in substantial conformity with the 2 systemic factors that are determined based on the rating of a single item, the CB must find that the item is functioning as required. For each systemic factor below, we provide performance summaries and a determination of whether the state is in substantial conformity with that systemic factor. In addition, we provide ratings for each item.

Statewide Information System

The CB determines whether a state is in substantial conformity based on the state's performance on Item 19.

Item	Rating
Item 19: Statewide Information System	Area Needing Improvement

Tennessee was found not to be in substantial conformity with the systemic factor of Statewide Information System.

Item 19: Statewide Information System

Description of Systemic Factor Item: The statewide information system is functioning statewide to ensure that, at a minimum, the state can readily identify the status, demographic characteristics, location, and goals for the placement of every child who is (or, within the immediately preceding 12 months, has been) in foster care.

- Tennessee received an overall rating of Area Needing Improvement for Item 19 based on information from the Statewide Assessment. In discussion between the CB and the state, it was agreed that this item was an Area Needing Improvement; therefore, stakeholder interviews were not conducted.
- The state's expectation is that updates to data must be completed within 3 business days. Although the state has a system in place to ensure that data are checked for accuracy on a monthly basis, the timeframe to update placement changes is too lengthy. As a result, a child's location is not readily identifiable. The agency reported that system users can readily identify the status, demographic characteristics, goal, and initial placement of all children in foster care or who have been in foster care in the past 12 months.

Case Review System

The CB determines whether a state is in substantial conformity based on the state's performance on Items 20, 21, 22, 23, and 24.

Items	Rating
Item 20: Written Case Plan	Area Needing Improvement
Item 21: Periodic Reviews	Area Needing Improvement
Item 22: Permanency Hearings	Area Needing Improvement
Item 23: Termination of Parental Rights	Area Needing Improvement
Item 24: Notice of Hearings and Reviews to Caregivers	Area Needing Improvement

Tennessee was found not to be in substantial conformity with the systemic factor of Case Review System.

Item 20: Written Case Plan

Description of Systemic Factor Item: The case review system is functioning statewide to ensure that each child has a written case plan that is developed jointly with the child's parent(s) and includes the required provisions.

- Tennessee received an overall rating of Area Needing Improvement for Item 20 based on information from the Statewide Assessment. In discussion between the CB and the state, it was agreed that this item was an Area Needing Improvement; therefore, stakeholder interviews were not conducted.
- Data and information indicated that the state utilizes Family Team Meetings to ensure case plans are completed timely and that timely case plans are in place for most cases. However, data and information showed that case plans are not consistently developed with parents. Case plans are generic, presented to parents with the same tasks and goals, not routinely individualized based on the case circumstances, and not always updated to reflect the changing case circumstances.

Item 21: Periodic Reviews

Description of Systemic Factor Item: The case review system is functioning statewide to ensure that a periodic review for each child occurs no less frequently than once every 6 months, either by a court or by administrative review.

- Tennessee received an overall rating of Area Needing Improvement for Item 21 based on information from the Statewide Assessment and stakeholder interviews.
- The data provided in the Statewide Assessment did not address whether the initial periodic review was held within 6 months of entry into foster care and every 6 months thereafter. Data and information revealed that while periodic reviews are scheduled timely, they are often not held timely due to incomplete permanency plans, incomplete hearing information packets, and/or children or parents not in attendance. This was true both for court reviews and Foster Care Review Board Hearings.

Item 22: Permanency Hearings

Description of Systemic Factor Item: The case review system is functioning statewide to ensure that each child has a permanency hearing in a qualified court or administrative body that occurs no later than 12 months from the date the child entered foster care and no less frequently than every 12 months thereafter.

- Tennessee received an overall rating of Area Needing Improvement for Item 22 based on information from the Statewide Assessment and stakeholder interviews.
- Data and information demonstrated that although permanency hearings were occurring, there was a lack of evidence that initial and subsequent permanency hearings were happening timely.

Item 23: Termination of Parental Rights

Description of Systemic Factor Item: The case review system is functioning statewide to ensure that the filing of termination of parental rights proceedings occurs in accordance with required provisions.

- Tennessee received an overall rating of Area Needing Improvement for Item 23 based on information from the Statewide Assessment. In discussion between the CB and the state, it was agreed that this item is an Area Needing Improvement; therefore, stakeholder interviews were not conducted.
- The state did not provide evidence that TPR petitions that were required to be filed were filed timely, and provided data and information in the Statewide Assessment that demonstrated a declining percentage of children in care at least 15 months who had a TPR petition filed. There is no process for Tennessee to actively monitor that TPR petitions are filed timely in accordance with ASFA timeframes.

Item 24: Notice of Hearings and Reviews to Caregivers

Description of Systemic Factor Item: The case review system is functioning to ensure that foster parents, pre-adoptive parents, and relative caregivers of children in foster care are notified of, and have a right to be heard in, any review or hearing held with respect to the child.

- Tennessee received an overall rating of Area Needing Improvement for Item 24 based on information from the Statewide Assessment and stakeholder interviews.
- Data and information showed that notice to foster parents, pre-adoptive parents, and relative caregivers was not routinely functioning at the statewide level. There was no evidence provided that the notice of the right to be heard was included in the various methods of notice.

Quality Assurance System

The CB determines whether a state is in substantial conformity based on the state's performance on Item 25.

Item	Rating
Item 25: Quality Assurance System	Area Needing Improvement

Tennessee was found not to be in substantial conformity with the systemic factor of Quality Assurance System.

Item 25: Quality Assurance System

Description of Systemic Factor Item: The quality assurance system is functioning statewide to ensure that it (1) is operating in the jurisdictions where the services included in the Child and Family Services Plan (CFSP) are provided, (2) has standards to evaluate the quality of services (including standards to ensure that children in foster care are provided quality services that protect their health and safety), (3) identifies strengths and needs of the service delivery system, (4) provides relevant reports, and (5) evaluates implemented program improvement measures.

- Tennessee received an overall rating of Area Needing Improvement for Item 25 based on information from the Statewide Assessment and stakeholder interviews.
- Tennessee does not have a clear process or mechanism for using evidence collected through its quality assurance activities to inform, implement, or assess program improvement activities. Tennessee provided information on its quality assurance system for its three service areas: Child Programs (foster care, Family Crisis Intervention and Family Support), Juvenile Justice (Probation and Custody), and Office of Child Safety (Investigations and Assessment). The systems operate statewide in the jurisdictions where services provided in the CFSP are provided. Tennessee aligned its case review process for its accreditation with the Onsite Review Instrument and Instructions (OSRI) to evaluate the quality of services provided to children in foster care to protect their health and safety. Case record reviews along with reports are used to identify strengths and needs of the service delivery system, including the Child Stat Tracker, Cross Regional Workbook, and DSS Scorecard, with examples of the reports provided in the Statewide Assessment.

Staff and Provider Training

The CB determines whether a state is in substantial conformity based on the state's performance on Items 26, 27, and 28.

Items	Rating
Item 26: Initial Staff Training	Area Needing Improvement
Item 27: Ongoing Staff Training	Area Needing Improvement
Item 28: Foster and Adoptive Parent Training	Area Needing Improvement

Tennessee was found not to be in substantial conformity with the systemic factor of Staff and Provider Training.

Item 26: Initial Staff Training

Description of Systemic Factor Item: The staff and provider training system is functioning statewide to ensure that initial training is provided to all staff who deliver services pursuant to the CFSP that includes the basic skills and knowledge required for their positions.

- Tennessee received an overall rating of Area Needing Improvement for Item 26 based on information from the Statewide Assessment and stakeholder interviews.
- The state provided no data that initial training was completed timely, and very little evaluation data because the initial training was still new. There was some promising information related to the revised training that it may now be providing caseworkers with the skills and knowledge needed to perform their job duties.

Item 27: Ongoing Staff Training

Description of Systemic Factor Item: The staff and provider training system is functioning statewide to ensure that ongoing training is provided for staff that addresses the skills and knowledge base needed to carry out their duties with regard to the services included in the CFSP.

- Tennessee received an overall rating of Area Needing Improvement for Item 27 based on information from the Statewide Assessment and stakeholder interviews.
- The state provided compliance data for ongoing training with agency caseworkers in the Statewide Assessment; however, no data were provided on the effectiveness of the ongoing training, supervisor training, or training for providers. Generally, the information conveyed was positive with respect to training, but no additional data were provided on the effectiveness of the training in ensuring that staff had the knowledge and skills to carry out their job duties.

Item 28: Foster and Adoptive Parent Training

Description of Systemic Factor Item: The staff and provider training system is functioning statewide to ensure that training is occurring statewide for current or prospective foster parents, adoptive parents, and staff of state licensed or approved facilities (that care for children receiving foster care or adoption assistance under title IV-E) that addresses the skills and knowledge base needed to carry out their duties with regard to foster and adopted children.

- Tennessee received an overall rating of Area Needing Improvement for Item 28 based on information from the Statewide Assessment and stakeholder interviews.
- No data or information were provided on training for licensed childcare facilities. Tennessee provided data in the Statewide Assessment that showed compliance with the annual training hours for foster parents and reported that DSS trains foster parents and trains the trainers for providers of specialty foster homes. Tennessee requires at least 15 hours of ongoing training annually, and therapeutic foster homes must attend an additional 9 hours of training. Some information indicated that initial foster parent training supports development of the skills, knowledge, and abilities foster parents need to care for children. Ongoing training for foster parents is tracked, and if required training is not completed, foster parents are no longer eligible to care for children. Provider agencies assist foster parents by monitoring requirements and reminding the foster parents about training requirement deadlines.

Service Array and Resource Development

The CB determines whether a state is in substantial conformity based on the state's performance on Items 29 and 30.

Items	Rating
Item 29: Array of Services	Area Needing Improvement
Item 30: Individualizing Services	Area Needing Improvement

Tennessee was found not to be in substantial conformity with the systemic factor of Service Array and Resource Development.

Item 29: Array of Services

Description of Systemic Factor Item: The service array and resource development system is functioning to ensure that the following array of services is accessible in all political jurisdictions covered by the CFSP: (1) services that assess the strengths and needs of children and families and determine other service needs, (2) services that address the needs of families in addition to individual children in order to create a safe home environment, (3) services that enable children to remain safely with their parents when reasonable, and (4) services that help children in foster and adoptive placements achieve permanency.

- Tennessee received an overall rating of Area Needing Improvement for Item 29 based on information from the Statewide Assessment and stakeholder interviews.
- In the Statewide Assessment, Tennessee identified an ongoing challenge in establishing sufficient resources in rural areas to meet the needs of the underserved populations, which in turn contributes to waitlists in urban areas as rural service recipients are referred to the closest provider. Data and information provided confirmed service gaps in mental health services as well as transportation and financial services in rural communities. The surveys also identified a lack of providers that accept Tennessee's Medicaid (TennCare) program, providers of residential services, and domestic violence prevention services for perpetrators or male victims. Stakeholder interviews confirmed the lack of services reported in the Statewide Assessment and identified a lack of therapeutic visitation services and mental health assessments for children and families. Several court jurisdictions order parents to begin with therapeutic visitation, and because there are limited providers, visits are significantly delayed.

Item 30: Individualizing Services

Description of Systemic Factor Item: The service array and resource development system is functioning statewide to ensure that the services in Item 29 can be individualized to meet the unique needs of children and families served by the agency.

- Tennessee received an overall rating of Area Needing Improvement for Item 30 based on information from the Statewide Assessment and stakeholder interviews.
- Tennessee noted that it is growing capacity to provide individualized services; however, challenges remain with persons with disabilities because the only available resources are through the education system. Tennessee also acknowledged a lack of mental health providers willing to work with populations who speak languages other than English. Information received confirmed the challenges of providing services to families who do not speak English or Spanish, which would include families from Ukraine and Africa nations, and those speaking dialects of Spanish.

Agency Responsiveness to the Community

The CB determines whether a state is in substantial conformity based on the state's performance on Items 31 and 32.

Items	Rating
Item 31: State Engagement and Consultation With Stakeholders Pursuant to CFSP and APSR	Area Needing Improvement
Item 32: Coordination of CFSP Services With Other Federal Programs	Strength

Tennessee was found to be in substantial conformity with the systemic factor of Agency Responsiveness to the Community.

Item 31: State Engagement and Consultation With Stakeholders Pursuant to CFSP and APSR

Description of Systemic Factor Item: The agency responsiveness to the community system is functioning statewide to ensure that, in implementing the provisions of the CFSP and developing related Annual Progress and Services Reports (APSRs), the state engages in ongoing consultation with Tribal representatives, consumers, service providers, foster care providers, the juvenile court, and other public and private child- and family-serving agencies and includes the major concerns of these representatives in the goals, objectives, and annual updates of the CFSP.

- Tennessee received an overall rating of Area Needing Improvement for Item 31 based on information from the Statewide Assessment. In discussion between the CB and the state, it was agreed that this item is an Area Needing Improvement; therefore, stakeholder interviews were not conducted.
- Tennessee acknowledged its challenge to engage birth parents of children in foster care and noted its plan to expand its parent advisory group to include more birth parents of children in foster care; however, Tennessee has not yet expanded the parent advisory group, and their engagement seems to be more along the lines of providing information and receiving feedback, not including parents in decisions. It was learned that information shared is second-hand, decisions were made without input and the topics for planning meetings with the state were often overly broad.

Item 32: Coordination of CFSP Services With Other Federal Programs

Description of Systemic Factor Item: The agency responsiveness to the community system is functioning statewide to ensure that the state's services under the CFSP are coordinated with services or benefits of other federal or federally assisted programs serving the same population.

- Tennessee received an overall rating of Strength for Item 32 based on information from the Statewide Assessment. In discussion between the CB and the state, it was agreed that this item is a Strength; therefore, stakeholder interviews were not conducted.
- In its Statewide Assessment, Tennessee described the creation of the Unified Command Center, which requires state agencies to meet frequently to support DCS along with its Multi-Agency Collaborations Single Team Single Plan approach, which includes the Departments of Intellectual and Developmental Disabilities, Medicaid, Mental Health and Substance Abuse, Housing and Urban Development, and Childcare. Tennessee has Memoranda of Understanding (MOU) with the Departments of Health, Corrections, Mental Health and Substance Abuse, the Tennessee Bureau of Investigation, and the Social Security Administration, which allows DCS to streamline services across the state.

Foster and Adoptive Parent Licensing, Recruitment, and Retention

The CB determines whether a state is in substantial conformity based on the state's performance on Items 33, 34, 35, and 36.

Items	Rating
Item 33: Standards Applied Equally	Strength
Item 34: Requirements for Criminal Background Checks	Area Needing Improvement
Item 35: Diligent Recruitment of Foster and Adoptive Homes	Area Needing Improvement
Item 36: State Use of Cross-Jurisdictional Resources for Permanent Placements	Area Needing Improvement

Tennessee was found not to be in substantial conformity with the systemic factor of Foster and Adoptive Parent Licensing, Recruitment, and Retention.

Item 33: Standards Applied Equally

Description of Systemic Factor Item: The foster and adoptive parent licensing, recruitment, and retention system is functioning statewide to ensure that state standards are applied to all licensed or approved foster family homes or child care institutions receiving title IV-B or IV-E funds.

- Tennessee received an overall rating of Strength for Item 33 based on information from the Statewide Assessment. In discussion between the CB and the state, it was agreed that this item is a Strength; therefore, stakeholder interviews were not conducted.
- In the Statewide Assessment, Tennessee reported that the state updated its licensing standards as required by the Family First Prevention Services Act, and that foster home and child caring institution licensing standards are applied equally, with accommodations to waive non-safety related requirements for relative/kinship placements. Tennessee has standards for foster care licensing and one Resource Eligibility Team that ensures compliance with IV-E eligibility and DCS safety standards for all DCS and contract agency foster homes to ensure standards are applied equally. The Office of Child Welfare Licensing conducts an annual evaluation of each facility using a standardized instrument to ensure that those standards are applied equally.

Item 34: Requirements for Criminal Background Checks

Description of Systemic Factor Item: The foster and adoptive parent licensing, recruitment, and retention system is functioning statewide to ensure that the state complies with federal requirements for criminal background clearances as related to licensing or approving foster care and adoptive placements and has in place a case planning process that includes provisions for addressing the safety of foster care and adoptive placements for children.

- Tennessee received an overall rating of Area Needing Improvement for Item 34 based on information from the Statewide Assessment and stakeholder interviews.
- In the Statewide Assessment, no information was provided on how Tennessee identifies and completes background screenings on new household members joining a foster home, whether a foster home household member reaches 18 years of age, or whether a household member of a foster home was charged with a criminal offense between relicensing periods. Tennessee does not track foster homes disqualified due to background checks across counties; however, it was noted that each county has the same process and any background issue would be identified if someone applied in another county. The state uses its case planning process to ensure that caseworkers assess for safety during each monthly home visit with the children. Data and information revealed that background checks are monitored annually and any changes in household composition are captured during quarterly safety inspections of contracted foster homes and monthly foster parent support visits. Foster home providers rely on self-

reporting if a household member acquires new charges between licensing periods. Once so identified, a foster home may be suspended until the issue is resolved.

Item 35: Diligent Recruitment of Foster and Adoptive Homes

Description of Systemic Factor Item: The foster and adoptive parent licensing, recruitment, and retention system is functioning to ensure that the process for ensuring the diligent recruitment of potential foster and adoptive families who reflect the ethnic and racial diversity of children in the state for whom foster and adoptive homes are needed is occurring statewide.

- Tennessee received an overall rating of Area Needing Improvement for Item 35 based on information from the Statewide Assessment. In discussion between the CB and the state, it was agreed that this item is an Area Needing Improvement; therefore, stakeholder interviews were not conducted.
- Tennessee acknowledged a need to improve its use of race and ethnicity data on children in foster care to ensure that the foster and adoptive pool of prospective parents includes families who reflect the ethnic and racial diversity of the children in foster care. Data and information received noted that there is an insufficient number of foster parents who match the unique characteristics of the children in foster care. Tennessee developed targeted strategies in 12 regional recruitment and retention plans based on demographic indicators, and in 2022, contracted with a provider to assume recruitment responsibilities. Tennessee is working with that provider to develop a more robust statewide recruitment plan that identifies different cultural and racial needs with targeted recruitment goals in specific geographical areas. Recruitment efforts are addressed quarterly and compared to demographic information in TFACTS. It was learned that the agency uses booths at events and tries to recruit families at different churches that are open to children of various religions, and data on race, ethnicity, and other cultural aspects are used to develop strategic plans.

Item 36: State Use of Cross-Jurisdictional Resources for Permanent Placements

Description of Systemic Factor Item: The foster and adoptive parent licensing, recruitment, and retention system is functioning to ensure that the process for ensuring the effective use of cross-jurisdictional resources to facilitate timely adoptive or permanent placements for waiting children is occurring statewide.

- Tennessee received an overall rating of Area Needing Improvement for Item 36 based on information from the Statewide Assessment. In discussion between the CB and the state, it was agreed that this item is an Area Needing Improvement; therefore, stakeholder interviews were not conducted.
- Tennessee joined the National Electronic Interstate Compact Enterprise (NEICE) in late 2022 and anticipated that this would significantly expedite the completion of home studies requested by other states. Initial data showed slight improvement; however, performance data provided by the state showed that Tennessee's system is not currently functioning to facilitate timely foster and adoptive placement of children. Tennessee uses cross-jurisdictional resources such as AdoptUSKids effectively to recruit adoptive homes and has developed agreements with four states sharing borders with Tennessee.

APPENDIX A

Summary of Tennessee 2024 Child and Family Services Review Performance

I. Ratings for Safety, Permanency, and Well-Being Outcomes and Items and Performance on Statewide Data Indicators

Outcome Achievement: Outcomes may be rated as in substantial conformity or not in substantial conformity. 95% of the applicable cases reviewed must be rated as having substantially achieved the outcome for the state to be in substantial conformity with the outcome.

Item Achievement: Items may be rated as a Strength or as an Area Needing Improvement. For an overall rating of Strength, 90% of the cases reviewed for the item (with the exception of Item 1 and Item 16) must be rated as a Strength. Because Item 1 is the only item for Safety Outcome 1 and Item 16 is the only item for Well-Being Outcome 2, the requirement of a 95% Strength rating applies.

Statewide Data Indicators: For Safety Outcome 1 and Permanency Outcome 1, the state's performance is also considered against the national performance for each statewide data indicator. State performance may be statistically better, worse, or no different than the national performance. If a state did not provide the required data or did not meet the applicable item data quality limits, the CB did not calculate the state's performance for the statewide data indicator.

RSP (Risk-Standardized Performance) is derived from a multi-level statistical model, reflects the state's performance relative to states with similar children, and takes into account the number of children the state served, the age distribution of these children and, for some indicators, the state's entry rate. It uses risk adjustment to minimize differences in outcomes due to factors over which the state has little control and provides a fairer comparison of state performance against national performance.

RSP Interval is the 95% confidence interval estimate for the state's RSP. The values shown are the lower RSP and upper RSP of the interval estimate. The interval accounts for the amount of uncertainty associated with the RSP. For example, the CB is 95% confident that the true value of the RSP is between the lower and upper limit of the interval.

Data Period(s) Used refers to the initial 12-month period and the period(s) of data needed to follow the children to observe their outcomes. The FY or federal fiscal year refers to NCANDS data, which spans the 12-month period October 1–September 30. All other periods refer to AFCARS data. "A" refers to the 6-month period October 1–March 31. "B" refers to the 6-month period April 1–September 30. The 2-digit year refers to the calendar year in which the period ends.

SAFETY OUTCOME 1: CHILDREN ARE, FIRST AND FOREMOST, PROTECTED FROM ABUSE AND NEGLECT.

Data Element	Overall Determination	State Performance
Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect.	Not in Substantial Conformity	86% Substantially Achieved
Item 1: Timeliness of investigations	Area Needing Improvement	86% Strength

DATA INDICATORS FOR SAFETY OUTCOME 1

Statewide Data Indicator	National Performance	Overall Determination	Direction of Desired Performance	RSP	RSP Interval	Data Period(s) Used
Maltreatment in foster care (victimizations per 100,000 days in care)	9.07	Worse Than National Performance	Lower	12.56	11.24–14.04	20A–20B, FY20–21
Recurrence of maltreatment	9.7%	Better Than National Performance	Lower	5.0%	4.5%–5.6%	FY20–21

SAFETY OUTCOME 2: CHILDREN ARE SAFELY MAINTAINED IN THEIR HOMES WHENEVER POSSIBLE AND APPROPRIATE.

Data Element	Overall Determination	State Performance
Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate.	Not in Substantial Conformity	48% Substantially Achieved
Item 2: Services to protect child(ren) in the home and prevent removal or re-entry into foster care	Area Needing Improvement	62% Strength
Item 3: Risk and safety assessment and management	Area Needing Improvement	49% Strength

PERMANENCY OUTCOME 1: CHILDREN HAVE PERMANENCY AND STABILITY IN THEIR LIVING SITUATIONS.

Data Element	Overall Determination	State Performance
Permanency Outcome 1: Children have permanency and stability in their living situations.	Not in Substantial Conformity	17% Substantially Achieved
Item 4: Stability of foster care placement	Area Needing Improvement	70% Strength
Item 5: Permanency goal for child	Area Needing Improvement	36% Strength
Item 6: Achieving reunification, guardianship, adoption, or another planned permanent living arrangement	Area Needing Improvement	30% Strength

DATA INDICATORS FOR PERMANENCY OUTCOME 1

Statewide Data Indicator	National Performance	Overall Determination	Direction of Desired Performance	RSP	RSP Interval	Data Period(s) Used
Permanency in 12 months for children entering foster care	35.2%	Better Than National Performance	Higher	38.8%	37.4%–40.1%	20B–22B
Permanency in 12 months for children in foster care 12–23 months	43.8%	No Different Than National Performance	Higher	45.7%	43.6%–47.9%	22A–22B
Permanency in 12 months for children in foster care 24 months or more	37.3%	Worse Than National Performance	Higher	35.1%	33.3%–37.0%	22A–22B
Re-entry to foster care in 12 months	5.6%	Worse Than National Performance	Lower	8.7%	7.8%–9.7%	21A–22B
Placement stability (moves per 1,000 days in care)	4.48	Worse Than National Performance	Lower	7.04	6.88–7.21	22A–22B

PERMANENCY OUTCOME 2: THE CONTINUITY OF FAMILY RELATIONSHIPS AND CONNECTIONS IS PRESERVED FOR CHILDREN.

Data Element	Overall Determination	State Performance
Permanency Outcome 2: The continuity of family relationships and connections is preserved for children.	Not in Substantial Conformity	43% Substantially Achieved
Item 7: Placement with siblings	Area Needing Improvement	81% Strength
Item 8: Visiting with parents and siblings in foster care	Area Needing Improvement	46% Strength
Item 9: Preserving connections	Area Needing Improvement	65% Strength
Item 10: Relative placement	Area Needing Improvement	51% Strength
Item 11: Relationship of child in care with parents	Area Needing Improvement	50% Strength

WELL-BEING OUTCOME 1: FAMILIES HAVE ENHANCED CAPACITY TO PROVIDE FOR THEIR CHILDREN'S NEEDS.

Data Element	Overall Determination	State Performance
Well-Being Outcome 1: Families have enhanced capacity to provide for their children's needs.	Not in Substantial Conformity	41% Substantially Achieved
Item 12: Needs and services of child, parents, and foster parents	Area Needing Improvement	41% Strength
Sub-Item 12A: Needs assessment and services to children	Area Needing Improvement	73% Strength
Sub-Item 12B: Needs assessment and services to parents	Area Needing Improvement	41% Strength
Sub-Item 12C: Needs assessment and services to foster parents	Area Needing Improvement	78% Strength
Item 13: Child and family involvement in case planning	Area Needing Improvement	55% Strength
Item 14: Caseworker visits with child	Area Needing Improvement	73% Strength
Item 15: Caseworker visits with parents	Area Needing Improvement	40% Strength

WELL-BEING OUTCOME 2: CHILDREN RECEIVE APPROPRIATE SERVICES TO MEET THEIR EDUCATIONAL NEEDS.

Data Element	Overall Determination	State Performance
Well-Being Outcome 2: Children receive appropriate services to meet their educational needs.	Not in Substantial Conformity	88% Substantially Achieved
Item 16: Educational needs of the child	Area Needing Improvement	88% Strength

WELL-BEING OUTCOME 3: CHILDREN RECEIVE ADEQUATE SERVICES TO MEET THEIR PHYSICAL AND MENTAL HEALTH NEEDS.

Data Element	Overall Determination	State Performance
Well-Being Outcome 3: Children receive adequate services to meet their physical and mental health needs.	Not in Substantial Conformity	62% Substantially Achieved
Item 17: Physical health of the child	Area Needing Improvement	73% Strength
Item 18: Mental/behavioral health of the child	Area Needing Improvement	62% Strength

II. Ratings for Systemic Factors

The CB determines whether a state is in substantial conformity with federal requirements for the 7 systemic factors based on the level of functioning of each systemic factor across the state. The CB determines substantial conformity with the systemic factors based on ratings for the item or items within each factor. Performance on 5 of the 7 systemic factors is determined on the basis of ratings for multiple items or plan requirements. For a state to be found in substantial conformity with these systemic factors, the CB must find that no more than 1 of the required items for that systemic factor fails to function as required. For a state to be found in substantial conformity with the 2 systemic factors that are determined based on the rating of a single item, the CB must find that the item is functioning as required.

STATEWIDE INFORMATION SYSTEM

Data Element	Source of Data and Information	State Performance
Statewide Information System	Statewide Assessment	Not in Substantial Conformity
Item 19: Statewide Information System	Statewide Assessment	Area Needing Improvement

CASE REVIEW SYSTEM

Data Element	Source of Data and Information	State Performance
Case Review System	Statewide Assessment and Stakeholder Interviews	Not in Substantial Conformity
Item 20: Written Case Plan	Statewide Assessment	Area Needing Improvement
Item 21: Periodic Reviews	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement
Item 22: Permanency Hearings	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement
Item 23: Termination of Parental Rights	Statewide Assessment	Area Needing Improvement
Item 24: Notice of Hearings and Reviews to Caregivers	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement

QUALITY ASSURANCE SYSTEM

Data Element	Source of Data and Information	State Performance
Quality Assurance System	Statewide Assessment and Stakeholder Interviews	Not in Substantial Conformity
Item 25: Quality Assurance System	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement

STAFF AND PROVIDER TRAINING

Data Element	Source of Data and Information	State Performance
Staff and Provider Training	Statewide Assessment and Stakeholder Interviews	Not in Substantial Conformity

Data Element	Source of Data and Information	State Performance
Item 26: Initial Staff Training	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement
Item 27: Ongoing Staff Training	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement
Item 28: Foster and Adoptive Parent Training	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement

SERVICE ARRAY AND RESOURCE DEVELOPMENT

Data Element	Source of Data and Information	State Performance
Service Array and Resource Development	Statewide Assessment and Stakeholder Interviews	Not in Substantial Conformity
Item 29: Array of Services	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement
Item 30: Individualizing Services	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement

AGENCY RESPONSIVENESS TO THE COMMUNITY

Data Element	Source of Data and Information	State Performance
Agency Responsiveness to the Community	Statewide Assessment	Substantial Conformity
Item 31: State Engagement and Consultation With Stakeholders Pursuant to CFSP and APSR	Statewide Assessment	Area Needing Improvement
Item 32: Coordination of CFSP Services With Other Federal Programs	Statewide Assessment	Strength

FOSTER AND ADOPTIVE PARENT LICENSING, RECRUITMENT, AND RETENTION

Data Element	Source of Data and Information	State Performance
Foster and Adoptive Parent Licensing, Recruitment, and Retention	Statewide Assessment and Stakeholder Interviews	Not in Substantial Conformity
Item 33: Standards Applied Equally	Statewide Assessment	Strength
Item 34: Requirements for Criminal Background Checks	Statewide Assessment and Stakeholder Interviews	Area Needing Improvement
Item 35: Diligent Recruitment of Foster and Adoptive Homes	Statewide Assessment	Area Needing Improvement
Item 36: State Use of Cross-Jurisdictional Resources for Permanent Placements	Statewide Assessment	Area Needing Improvement

APPENDIX B: PRACTICE PERFORMANCE REPORT

Tennessee CFSR (State-Led) 2024

The Practice Performance Report provides an aggregated summary of practice performance for all 18 items in the Onsite Review Instrument and Instructions (OSRI) for all approved and final cases from all the sites in the Tennessee CFSR (State-Led) and includes a breakdown of performance by case type. Please refer to the Rating Criteria section at the end of each item in the OSRI to identify which responses to questions will result in a Strength rating. For more information on the OSRI, see <https://www.cfsrportal.acf.hhs.gov/resources/round-4-resources/cfsr-round-4-instruments-tools-and-guides>

Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect.

Item 1: Timeliness of Initiating Investigations of Reports of Child Maltreatment

Practice Description	All Case Types— Performance of Applicable Cases
(Question 1A) Investigations or assessments were initiated in accordance with the state's timeframes and requirements in cases.	89.29% (25 of 28)
(Question 1B) Face-to-face contact with the child(ren) who is (are) the subject of the report were made in accordance with the state's timeframes and requirements in cases.	78.57% (22 of 28)
(Question 1C) Reasons for delays in initiation of investigations or assessments and/or face-to-face contact were due to circumstances beyond the control of the agency.	33.33% (2 of 6)
Item 1 Strength Ratings	85.71% (24 of 28)

Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate.

Item 2: Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry Into Foster Care

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Questions 2A and 2B) Agency made concerted efforts to provide or arrange for appropriate services for the family to protect the children and prevent their entry or reentry into foster care.	26.67% (4 of 15)	54.55% (6 of 11)	38.46% (10 of 26)

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Questions 2A and 2B) Although the agency did not make concerted efforts to provide or arrange for appropriate services for the family to protect the children and prevent their entry into foster care, the child(ren) was removed from the home because this action was necessary to ensure the child's safety.	26.67% (4 of 15)	Not Applicable	26.67% (4 of 15)
(Questions 2A and 2B) Agency did not make concerted efforts to provide services and the child was removed without providing appropriate services.	26.67% (4 of 15)	Not Applicable	26.67% (4 of 15)
(Questions 2A and 2B) Concerted efforts were not made to provide appropriate services to address safety/risk issues and the child(ren) remained in the home.	6.67% (1 of 15)	45.45% (5 of 11)	23.08% (6 of 26)
Item 2 Strength Ratings	66.67% (10 of 15)	54.55% (6 of 11)	61.54% (16 of 26)

Item 3: Risk and Safety Assessment and Management

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 3A1) There were no maltreatment allegations about the family that were not formally reported or formally investigated/assessed.	95.65% (44 of 46)	89.66% (26 of 29)	93.33% (70 of 75)
(Question 3A1) There were no maltreatment allegations that were not substantiated despite evidence that would support substantiation.	95.65% (44 of 46)	96.55% (28 of 29)	96% (72 of 75)
(Question 3A) The agency conducted an initial assessment that accurately assessed all risk and safety concerns.	75% (6 of 8)	65% (13 of 20)	67.86% (19 of 28)
(Question 3B) The agency conducted ongoing assessments that accurately assessed all risk and safety concerns.	50% (23 of 46)	48.28% (14 of 29)	49.33% (37 of 75)
(Question 3C) When safety concerns were present, the agency developed an appropriate safety plan with the family and continually monitored the safety plan as needed, including monitoring family engagement in safety-related services.	81.82% (9 of 11)	63.64% (7 of 11)	72.73% (16 of 22)
(Question 3D) There were no safety concerns pertaining to children in the family home that were not adequately or appropriately addressed by the agency.	77.78% (14 of 18)	63.64% (7 of 11)	72.41% (21 of 29)

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 3E) There were no concerns related to the safety of the target child in foster care during visitation with parent(s)/caregiver(s) or other family members that were not adequately or appropriately addressed by the agency.	96.77% (30 of 31)	Not Applicable	96.77% (30 of 31)
(Question 3F) There were no concerns for the target child's safety in the foster home or placement facility that were not adequately or appropriately addressed by the agency.	95.65% (44 of 46)	Not Applicable	95.65% (44 of 46)
Item 3 Strength Ratings	50% (23 of 46)	48.28% (14 of 29)	49.33% (37 of 75)

Permanency Outcome 1: Children have permanency and stability in their living situations.

Item 4: Stability of Foster Care Placement

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 4B) Placement changes for the child were planned by the agency in an effort to achieve the child's case goals or to meet the needs of the child.	35% (7 of 20)	35% (7 of 20)
(Question 4C) The child's current or most recent placement setting is stable.	95.65% (44 of 46)	95.65% (44 of 46)
Item 4 Strength Ratings	69.57% (32 of 46)	69.57% (32 of 46)

Item 5: Permanency Goal for Child

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 5A3) Permanency goal(s) is (are) specified in the case file.	100% (45 of 45)	100% (45 of 45)
(Question 5B) Permanency goals in effect during the period under review were established in a timely manner.	80% (36 of 45)	80% (36 of 45)
(Question 5C) Permanency goals in effect during the period under review were appropriate to the child's needs for permanency and to the circumstances of the case.	40% (18 of 45)	40% (18 of 45)
(Question 5D) Child has been in foster care for at least 15 of the most recent 22 months.	60% (27 of 45)	60% (27 of 45)
(Questions 5E) Child meets other Adoption and Safe Families Act criteria for termination of parental rights (TPR).	0% (0 of 18)	0% (0 of 18)

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Questions 5F and 5G) The agency filed or joined a TPR petition before the period under review (PUR) or in a timely manner during the PUR or an exception applied.	64% (16 of 25)	64% (16 of 25)
Item 5 Strength Ratings	35.56% (16 of 45)	35.56% (16 of 45)

Item 6: Achieving Reunification, Guardianship, Adoption, or Another Planned Permanent Living Arrangement

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Questions 6A4 and 6B) The agency and court made concerted efforts to achieve reunification in a timely manner.	57.14% (8 of 14)	57.14% (8 of 14)
(Questions 6A4 and 6B) The agency and court made concerted efforts to achieve guardianship in a timely manner.	50% (1 of 2)	50% (1 of 2)
(Questions 6A4 and 6B) The agency and court made concerted efforts to achieve adoption in a timely manner.	20% (1 of 5)	20% (1 of 5)
(Questions 6A4 and 6C) The agency and court made concerted efforts to place a child with a goal of Another Planned Permanent Living Arrangement (APPLA) in a living arrangement that can be considered permanent until discharge from foster care.	No applicable cases	No applicable cases
(Questions 6A4 and B or 6A4 and C) The agency and court made concerted efforts to achieve concurrent goals. If one of two concurrent goals was achieved during the period under review, rating is based on the goal that was achieved.	16% (4 of 25)	16% (4 of 25)
Item 6 Strength Ratings	30.43% (14 of 46)	30.43% (14 of 46)

Permanency Outcome 2: The continuity of family relationships and connections is preserved for children.

Item 7: Placement With Siblings

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 7A) The child was placed with all siblings who also were in foster care.	57.69% (15 of 26)	57.69% (15 of 26)
(Question 7B) When all siblings were not placed together, there was a valid reason for the child's separation from siblings in placement.	54.55% (6 of 11)	54.55% (6 of 11)
Item 7 Strength Ratings	80.77% (21 of 26)	80.77% (21 of 26)

Item 8: Visiting With Parents and Siblings in Foster Care

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 8A1) The usual frequency of visits between the child and mother was more than once a week.	6.06% (2 of 33)	6.06% (2 of 33)
(Question 8A1) The usual frequency of visits between the child and mother was once a week.	15.15% (5 of 33)	15.15% (5 of 33)
(Question 8A1) The usual frequency of visits between the child and mother was less than once a week but at least twice a month.	33.33% (11 of 33)	33.33% (11 of 33)
(Question 8A1) The usual frequency of visits between the child and mother was less than twice a month but at least once a month.	9.09% (3 of 33)	9.09% (3 of 33)
(Question 8A1) The usual frequency of visits between the child and mother was less than once a month.	21.21% (7 of 33)	21.21% (7 of 33)
(Question 8A1) Child never had visits with mother.	15.15% (5 of 33)	15.15% (5 of 33)
(Question 8A) Concerted efforts were made to ensure that the frequency of visitation between the mother and child was sufficient to maintain or promote the continuity of the relationship.	60.61% (20 of 33)	60.61% (20 of 33)
(Question 8C) Concerted efforts were made to ensure that the quality of visitation between the mother and child was sufficient to maintain or promote the continuity of the relationship.	78.57% (22 of 28)	78.57% (22 of 28)
(Questions 8A and 8C) The frequency and quality of visitation between the child and mother was sufficient to maintain and promote the continuity of the relationship.	57.58% (19 of 33)	57.58% (19 of 33)
(Question 8B1) The usual frequency of visits between the child and father was more than once a week.	8.7% (2 of 23)	8.7% (2 of 23)
(Question 8B1) The usual frequency of visits between the child and father was once a week.	8.7% (2 of 23)	8.7% (2 of 23)
(Question 8B1) The usual frequency of visits between the child and father was less than once a week but at least twice a month.	8.7% (2 of 23)	8.7% (2 of 23)
(Question 8B1) The usual frequency of visits between the child and father was less than twice a month but at least once a month.	8.7% (2 of 23)	8.7% (2 of 23)
(Question 8B1) The usual frequency of visits between the child and father was less than once a month.	34.78% (8 of 23)	34.78% (8 of 23)
(Question 8B1) Child never had visits with father.	30.43% (7 of 23)	30.43% (7 of 23)
(Question 8B) Concerted efforts were made to ensure that the frequency of visitation between the father and child was sufficient to maintain or promote the continuity of the relationship.	39.13% (9 of 23)	39.13% (9 of 23)

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 8D) Concerted efforts were made to ensure that the quality of visitation between the father and child was sufficient to maintain or promote the continuity of the relationship.	75% (12 of 16)	75% (12 of 16)
(Questions 8B and 8D) The frequency and quality of visitation between the child and father was sufficient to maintain and promote the continuity of the relationship.	39.13% (9 of 23)	39.13% (9 of 23)
(Question 8E1) The usual frequency of visits between the child and siblings in foster care was more than once a week.	0% (0 of 12)	0% (0 of 12)
(Question 8E1) The usual frequency of visits between the child and siblings in foster care was once a week.	0% (0 of 12)	0% (0 of 12)
(Question 8E1) The usual frequency of visits between the child and siblings in foster care was less than once a week but at least twice a month.	33.33% (4 of 12)	33.33% (4 of 12)
(Question 8E1) The usual frequency of visits between the child and siblings in foster care was less than twice a month but at least once a month.	25% (3 of 12)	25% (3 of 12)
(Question 8E1) The usual frequency of visits between the child and siblings in foster care was less than once a month.	41.67% (5 of 12)	41.67% (5 of 12)
(Question 8E1) Child never had visits with siblings in foster care.	0% (0 of 12)	0% (0 of 12)
(Question 8E) Concerted efforts were made to ensure that the frequency of visitation between the child and siblings in foster care was sufficient to maintain or promote the continuity of the relationship.	58.33% (7 of 12)	58.33% (7 of 12)
(Question 8F) Concerted efforts were made to ensure that the quality of visitation between the child and siblings in foster care was sufficient to maintain or promote the continuity of the relationship.	58.33% (7 of 12)	58.33% (7 of 12)
(Questions 8E and 8F) The frequency and quality of visitation with siblings in foster care was sufficient to maintain and promote the continuity of the relationship.	58.33% (7 of 12)	58.33% (7 of 12)
Item 8 Strength Ratings	46.15% (18 of 39)	46.15% (18 of 39)

Item 9: Preserving Connections

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 9A) Concerted efforts were made to maintain the child's important connections (for example, neighborhood, community, faith, language, extended family members including siblings who are not in foster care, Tribe, school, and/or friends).	65.22% (30 of 46)	65.22% (30 of 46)

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
Item 9 Strength Ratings	65.22% (30 of 46)	65.22% (30 of 46)

Item 10: Relative Placement

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 10A1) The child's current, or most recent, placement was with a relative.	21.62% (8 of 37)	21.62% (8 of 37)
(Question 10A2) The child's current or most recent placement with a relative was appropriate to the child's needs.	100% (8 of 8)	100% (8 of 8)
(Question 10B) Cases in which concerns existed due to a lack of concerted efforts to Identify maternal relatives.	68.75% (11 of 16)	68.75% (11 of 16)
(Question 10B) Cases in which concerns existed due to a lack of concerted efforts to Locate maternal relatives.	81.25% (13 of 16)	81.25% (13 of 16)
(Question 10B) Cases in which concerns existed due to a lack of concerted efforts to Inform maternal relatives.	81.25% (13 of 16)	81.25% (13 of 16)
(Question 10B) Cases in which concerns existed due to a lack of concerted efforts to Evaluate maternal relatives.	100% (16 of 16)	100% (16 of 16)
(Question 10C) Cases in which concerns existed due to a lack of concerted efforts to Identify paternal relatives.	88.24% (15 of 17)	88.24% (15 of 17)
(Question 10C) Cases in which concerns existed due to a lack of concerted efforts to Locate paternal relatives.	100% (17 of 17)	100% (17 of 17)
(Question 10C) Cases in which concerns existed due to a lack of concerted efforts to Inform paternal relatives.	100% (17 of 17)	100% (17 of 17)
(Question 10C) Cases in which concerns existed due to a lack of concerted efforts to Evaluate paternal relatives.	100% (17 of 17)	100% (17 of 17)
Item 10 Strength Ratings	51.35% (19 of 37)	51.35% (19 of 37)

Item 11: Relationship of Child in Care With Parents

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 11A) Concerted efforts were made to promote, support, and otherwise maintain a positive, nurturing relationship between the child in foster care and his or her mother.	66.67% (22 of 33)	66.67% (22 of 33)
(Question 11B) Concerted efforts were made to promote, support, and otherwise maintain a positive, nurturing relationship between the child in foster care and his or her father.	39.13% (9 of 23)	39.13% (9 of 23)
Item 11 Strength Ratings	50% (18 of 36)	50% (18 of 36)

Well-Being Outcome 1: Families have enhanced capacity to provide for their children's needs.

Item 12: Needs and Services of Child, Parents, and Foster Parents

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
Item 12 Strength Ratings	32.61% (15 of 46)	55.17% (16 of 29)	41.33% (31 of 75)

Sub-Item 12A: Needs Assessment and Services to Children

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 12A1) The agency conducted formal or informal initial and/or ongoing comprehensive assessments that accurately assessed the children's needs.	78.26% (36 of 46)	75.86% (22 of 29)	77.33% (58 of 75)
(Question 12A2) Appropriate services were provided to meet the children's needs.	75.68% (28 of 37)	61.11% (11 of 18)	70.91% (39 of 55)
Sub-Item 12A Strength Ratings	73.91% (34 of 46)	72.41% (21 of 29)	73.33% (55 of 75)

Sub-Item 12B: Needs Assessment and Services to Parents

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 12B1) The agency conducted formal or informal initial and/or ongoing comprehensive assessments that accurately assessed the mother's needs	34.21% (13 of 38)	70.37% (19 of 27)	49.23% (32 of 65)
(Question 12B3) Appropriate services were provided to meet the mother's needs.	37.84% (14 of 37)	54.55% (12 of 22)	44.07% (26 of 59)
(Questions 12B1 and B3) Concerted efforts were made to assess and address the needs of mothers.	34.21% (13 of 38)	62.96% (17 of 27)	46.15% (30 of 65)
(Question 12B2) The agency conducted formal or informal initial and/or ongoing comprehensive assessments that accurately assessed the father's needs.	24.14% (7 of 29)	54.55% (12 of 22)	37.25% (19 of 51)

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 12B4) Appropriate services were provided to meet the father's needs.	20% (5 of 25)	33.33% (5 of 15)	25% (10 of 40)
(Questions 12B2 and 12B4) Concerted efforts were made to assess and address the needs of fathers.	24.14% (7 of 29)	54.55% (12 of 22)	37.25% (19 of 51)
Sub-Item 12B Strength Ratings	30.77% (12 of 39)	55.17% (16 of 29)	41.18% (28 of 68)

Sub-Item 12C: Needs Assessment and Services to Foster Parents

Practice Description	Foster Care— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 12C1) The agency adequately assessed the needs of the foster or pre-adoptive parents related to caring for children in their care on an ongoing basis.	81.08% (30 of 37)	81.08% (30 of 37)
(Question 12C2) The agency provided appropriate services to foster and pre-adoptive parents related to caring for children in their care.	63.16% (12 of 19)	63.16% (12 of 19)
Sub-Item 12C Strength Ratings	78.38% (29 of 37)	78.38% (29 of 37)

Item 13: Child and Family Involvement in Case Planning

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 13A) The agency made concerted efforts to actively involve the child in the case planning process.	82.35% (28 of 34)	75% (18 of 24)	79.31% (46 of 58)
(Question 13B) The agency made concerted efforts to actively involve the mother in the case planning process.	51.35% (19 of 37)	77.78% (21 of 27)	62.5% (40 of 64)
(Question 13C) The agency made concerted efforts to actively involve the father in the case planning process.	47.83% (11 of 23)	59.09% (13 of 22)	53.33% (24 of 45)
Item 13 Strength Ratings	47.73% (21 of 44)	65.52% (19 of 29)	54.79% (40 of 73)

Item 14: Caseworker Visits With Child

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 14A1) The typical pattern of visits between the caseworker and child(ren) was more than once a week.	2.17% (1 of 46)	3.45% (1 of 29)	2.67% (2 of 75)
(Question 14A1) The typical pattern of visits between the caseworker and child(ren) was once a week.	0% (0 of 46)	0% (0 of 29)	0% (0 of 75)
(Question 14A1) The typical pattern of visits between the caseworker and child(ren) was less than once a week but at least twice a month.	19.57% (9 of 46)	0% (0 of 29)	12% (9 of 75)
(Question 14A1) The typical pattern of visits between the caseworker and child(ren) was less than twice a month but at least once a month.	71.74% (33 of 46)	82.76% (24 of 29)	76% (57 of 75)
(Question 14A1) The typical pattern of visits between the caseworker and child(ren) was less than once a month.	6.52% (3 of 46)	10.34% (3 of 29)	8% (6 of 75)
(Question 14A1) Caseworker never had visits with child(ren).	0% (0 of 46)	3.45% (1 of 29)	1.33% (1 of 75)
(Question 14A) The typical pattern of visits between the caseworker and the child (ren) was sufficient.	86.96% (40 of 46)	79.31% (23 of 29)	84% (63 of 75)
(Question 14B) The quality of visits between the caseworker and the child(ren) was sufficient.	80.43% (37 of 46)	75% (21 of 28)	78.38% (58 of 74)
Item 14 Strength Ratings	76.09% (35 of 46)	68.97% (20 of 29)	73.33% (55 of 75)

Item 15: Caseworker Visits With Parents

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 15A1) The typical pattern of visits between the caseworker and mother was more than once a week.	2.7% (1 of 37)	3.7% (1 of 27)	3.13% (2 of 64)
(Question 15A1) The typical pattern of visits between the caseworker and mother was once a week.	0% (0 of 37)	0% (0 of 27)	0% (0 of 64)

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 15A1) The typical pattern of visits between the caseworker and mother was less than once a week but at least twice a month.	2.7% (1 of 37)	7.41% (2 of 27)	4.69% (3 of 64)
(Question 15A1) The typical pattern of visits between the caseworker and mother was less than twice a month but at least once a month.	24.32% (9 of 37)	59.26% (16 of 27)	39.06% (25 of 64)
(Question 15A1) The typical pattern of visits between the caseworker and mother was less than once a month.	48.65% (18 of 37)	25.93% (7 of 27)	39.06% (25 of 64)
(Question 15A1) Caseworker never had visits with mother.	21.62% (8 of 37)	3.7% (1 of 27)	14.06% (9 of 64)
(Question 15A2) The typical pattern of visits between the caseworker and the mother was sufficient.	35.14% (13 of 37)	74.07% (20 of 27)	51.56% (33 of 64)
(Question 15C) The quality of visits between the caseworker and the mother was sufficient.	51.85% (14 of 27)	69.23% (18 of 26)	60.38% (32 of 53)
(Questions 15A2 and 15C) Both the frequency and quality of caseworker visitation with the mother were sufficient.	29.73% (11 of 37)	66.67% (18 of 27)	45.31% (29 of 64)
(Question 15B1) The typical pattern of visits between the caseworker and father was more than once a week.	4.35% (1 of 23)	0% (0 of 22)	2.22% (1 of 45)
(Question 15B1) The typical pattern of visits between the caseworker and father was once a week.	0% (0 of 23)	0% (0 of 22)	0% (0 of 45)
(Question 15B1) The typical pattern of visits between the caseworker and father was less than once a week but at least twice a month.	4.35% (1 of 23)	0% (0 of 22)	2.22% (1 of 45)
(Question 15B1) The typical pattern of visits between the caseworker and father was less than twice a month but at least once a month.	8.7% (2 of 23)	54.55% (12 of 22)	31.11% (14 of 45)

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 15B1) The typical pattern of visits between the caseworker and father was less than once a month.	52.17% (12 of 23)	31.82% (7 of 22)	42.22% (19 of 45)
(Question 15B1) Caseworker never had visits with father.	30.43% (7 of 23)	13.64% (3 of 22)	22.22% (10 of 45)
(Question 15B2) The typical pattern of visits between the caseworker and the father was sufficient.	30.43% (7 of 23)	59.09% (13 of 22)	44.44% (20 of 45)
(Question 15D) The quality of visits between the caseworker and the father was sufficient.	56.25% (9 of 16)	55.56% (10 of 18)	55.88% (19 of 34)
(Question 15B2 and 15D) Both the frequency and quality of caseworker visitation with the father were sufficient.	26.09% (6 of 23)	50% (11 of 22)	37.78% (17 of 45)
Item 15 Strength Ratings	28.95% (11 of 38)	55.17% (16 of 29)	40.3% (27 of 67)

Well-Being Outcome 2: Children receive appropriate services to meet their educational needs.

Item 16: Educational Needs of the Child

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 16A) The agency made concerted efforts to accurately assess the children's educational needs.	92.5% (37 of 40)	87.5% (14 of 16)	91.07% (51 of 56)
(Question 16B) The agency made concerted efforts to address the children's educational needs through appropriate services.	79.17% (19 of 24)	87.5% (14 of 16)	82.5% (33 of 40)
Item 16 Strength Ratings	87.5% (35 of 40)	87.5% (14 of 16)	87.5% (49 of 56)

Well-Being Outcome 3: Children receive adequate services to meet their physical and mental health needs.

Item 17: Physical Health of the Child

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 17A1) The agency accurately assessed the children's physical health care needs.	89.13% (41 of 46)	100% (5 of 5)	90.2% (46 of 51)
(Question 17B1) The agency provided appropriate oversight of prescription medications for the physical health issues of the target child in foster care.	54.55% (6 of 11)	Not Applicable	54.55% (6 of 11)
(Question 17B2) The agency ensured that appropriate services were provided to the children to address all identified physical health needs.	76.92% (30 of 39)	100% (5 of 5)	79.55% (35 of 44)
(Question 17A2) The agency accurately assessed the children's dental health care needs.	89.13% (41 of 46)	100% (1 of 1)	89.36% (42 of 47)
(Question 17B3) The agency ensured that appropriate services were provided to the children to address all identified dental health needs.	78.05% (32 of 41)	100% (1 of 1)	78.57% (33 of 42)
Item 17 Strength Ratings	69.57% (32 of 46)	100% (5 of 5)	72.55% (37 of 51)

Item 18: Mental/Behavioral Health of the Child

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 18A) The agency accurately assessed the children's mental/behavioral health needs.	77.42% (24 of 31)	81.25% (13 of 16)	78.72% (37 of 47)
(Question 18B) The agency provided appropriate oversight of prescription medications for the mental/behavioral health issues of the target child in foster care.	60% (12 of 20)	Not Applicable	60% (12 of 20)

Practice Description	Foster Care— Performance of Applicable Cases	In-Home Services— Performance of Applicable Cases	All Case Types— Performance of Applicable Cases
(Question 18C) The agency ensured that appropriate services were provided to the children to address all identified mental/behavioral health needs.	67.74% (21 of 31)	75% (12 of 16)	70.21% (33 of 47)
Item 18 Strength Ratings	54.84% (17 of 31)	75% (12 of 16)	61.7% (29 of 47)