

TENNESSEE

Enhancing In-Home Services

ACCWIC Forum

Presenters: Carla Aaron, Carla Webb, Cheri Richards, Pamela Day, and Susan Coppage

Panel

- Carla Aaron, Executive Director, TN DCS
- Carla Webb, Regional Administrator, TN DCS
- Cheri Richards, Regional Administrator, TN DCS
- Pamela Day, Senior Project Consultant, NRCinhome, ICF International
- Susan Coppage, Consultant, ACCWIC

Enhancing In-Home Services

Discussion Topics:

- Project Overview
- Conceptual Framework and Building Blocks
- Selected Project Implementation Drivers
- Communication Planning
- Research and Data in Project Planning and Implementation
- Accomplishments and Challenges



Project Overview

PROJECT GOAL:

To strengthen in-home services through the:

- Development of an effective array of services,
- Engagement of children and youth, families, and community in service planning and service delivery processes to achieve safety, permanence, and well-being
- Provide technical assistance to implement and monitor projects



Project Overview cont.

PROJECT OBJECTIVES:

- Prevention of abuse and neglect, and reoccurrence
- Prevention of entry into out-of-home care, and re-entry
- Development of family capacity to assure positive child well-being outcomes related to physical and mental health, educational achievement, and family connections



Rationale for In-Home Services

- Implementation of Differential Response
- Strengthen Dual Track
- Impact of In-home services available in prevention



Selection Process for Pilot Regions



- Regional Consideration
 - Urban and Rural
 - Shared Provider
 - FAST Tool
 - Accessibility of Resources

Matrix for Pilot Region Selection

| | Rural | Urban | East Region | West Region | FAST Assessment Tool in Use | CFSR Site | Variety of Resources | Limited Resources | MRS | Contract |
|------------------|-------|-------|-------------|-------------|-----------------------------|-----------|----------------------|-------------------|--------------|------------------|
| Region | | | | | | | | | | |
| Davidson | | X | | X | | | X | | X | Alliance |
| East Tennessee | X | | X | | | | | X | X | Foot Hills |
| Hamilton | | X | X | | | | X | | X | Family Menders |
| Knox | | X | X | | | | X | | X | Foot Hills |
| Mid-Cumberland | X | | | X | | | X | | X | Alliance |
| Northeast | X | | X | | X Recent | | | X | X | Community Impact |
| Northwest | X | | | X | X | | | X | X Pilot site | Wolfe Counseling |
| Smoky Mountain | X | | X | | | | | X | X | Alliance |
| Shelby | | X | | X | | X | X | | X | Exchange Club |
| South Central | X | | | X | | | | X | X | Alliance |
| Southeast | X | X | | | X | X | | | X Pilot site | Family Menders |
| Southwest | X | | | X | X | | | X | X | Alliance |
| Upper Cumberland | X | | X | | X | X | | X | X Pilot Site | Alliance |

Description of In-Home Service Population

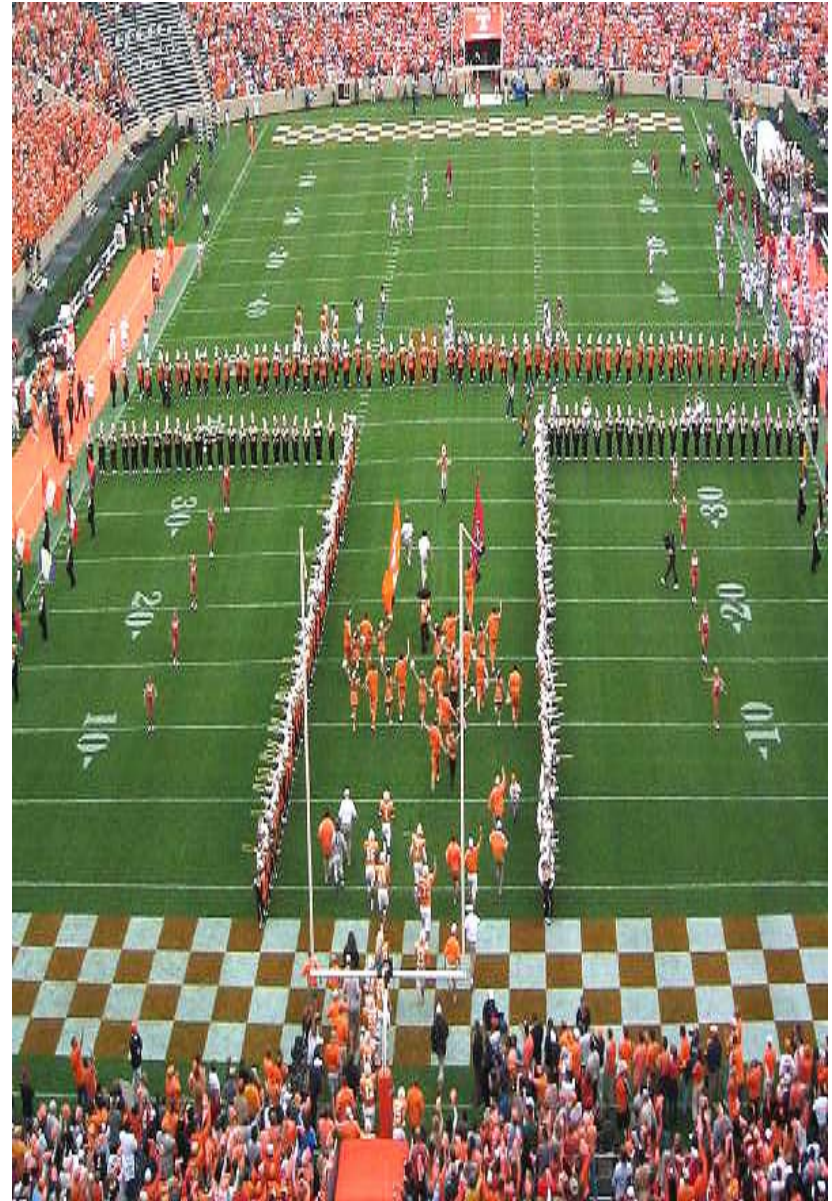
- Both Davidson and Upper Cumberland Regions report the following:
 - Drug Related Problems
 - Physical Abuse Issues
- Majority of In-Home Services being provided are reported as the following:
 - Mental Health
 - Anger Management
 - Domestic Violence

Davidson Region

- **Demographics:**
 - Population 600,000
 - Children in Care 555
 - 382 are considered Dependent/Neglect
 - 173 are Juvenile Justice Division
- **Child and Family Needs:**
 - Physical Abuse, Drug abuse, abandonment, environmental neglect and sexual abuse.
 - Age ranges: 5 to 15
 - Parent issues: Parenting skills, drugs and alcohol, domestic violence, mental health, and anger management

Davidson cont'd

- Implications for the Region:
 - DCS staff skill improvement
 - Reporting Mechanism
 - Engaging with families to evaluate services
 - Engaging families to be a part of the planning process



Upper Cumberland

- **Demographics:**

- Serves 14 Counties
- Population 304,000
- 547 Children in care
- 1200 Non custodial children

Child and Family Needs:

Mental Health
Drug and Alcohol
Domestic Violence



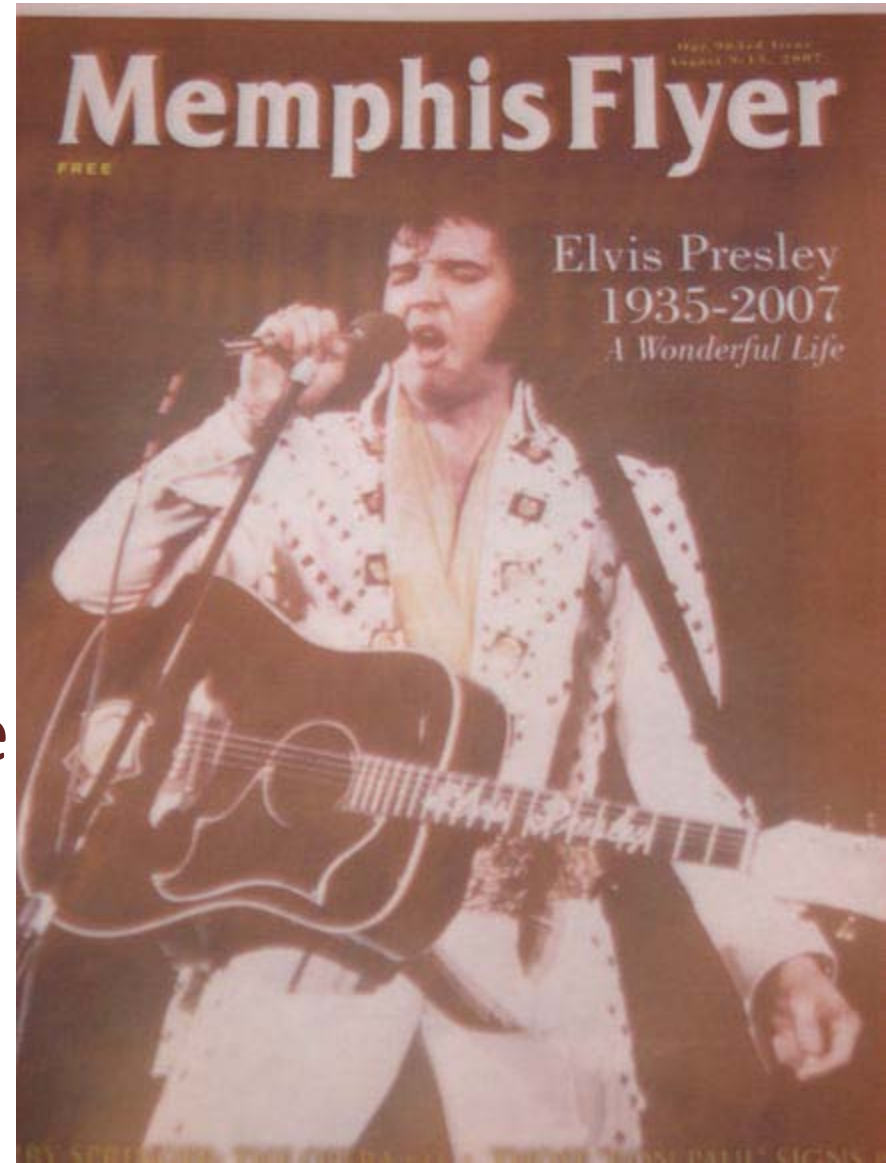
Upper Cumberland cont'd

- Implications for the Region:
 - Improved assessment of family needs
 - Families will receive services that will address their specific needs
 - Measureable outcomes for children and families

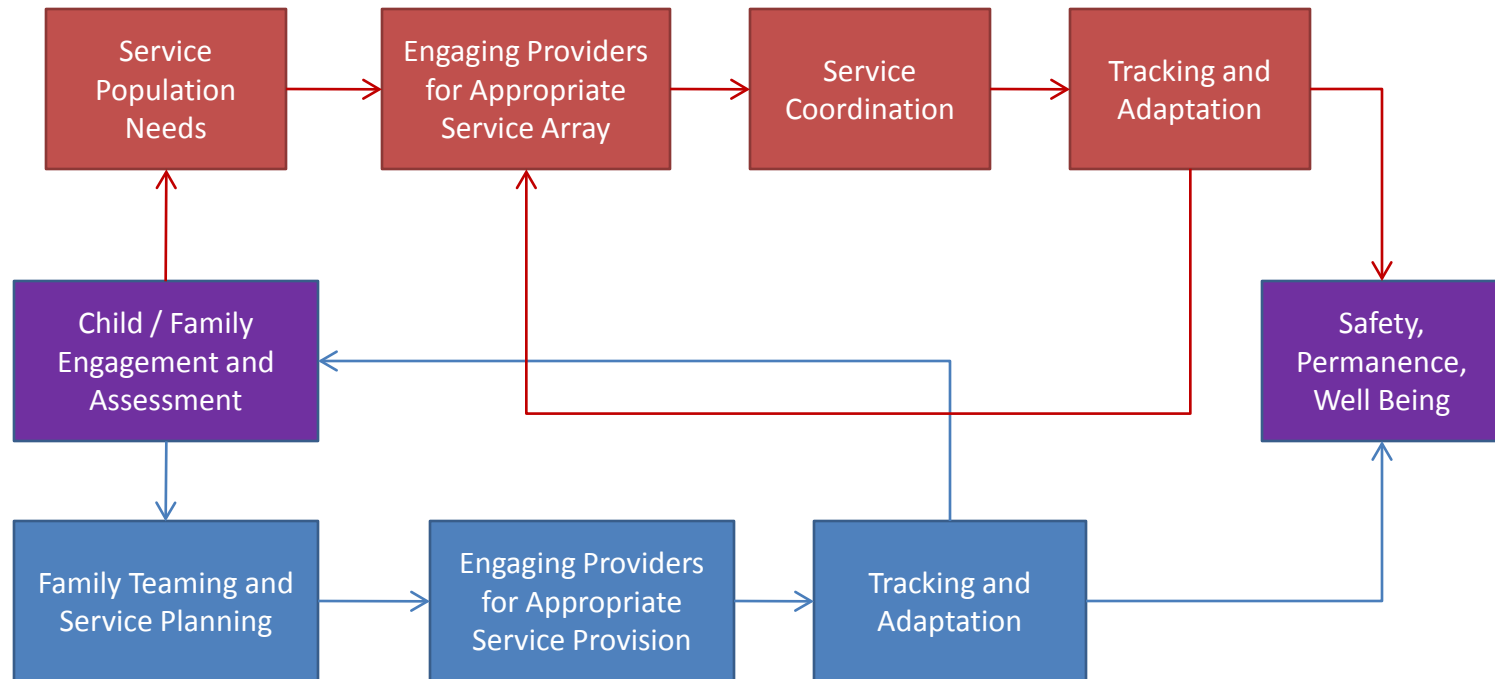
Conceptual Framework

Focusing on two interrelated levels of service provision:

- Organizational structure, procedures, protocols, and capacity
- Casework practice and case management



Conceptual Framework



Tennessee Leadership

Project Team

Davidson

Upper Cumberland

In-Home Practice (NRCIHS)

Family Voice

Provider Voice

Case Practice Assessment (FAST)

In Home Services Model

Competency Building in In Home Services Model (TCCW)

Service Array (NRCOI)

Service /Resource Availability

Population Needs Assessment (FAST)

Resource Development Plan

Contracts and Monitoring

The National Resource Center for In-Home Services



nrcinhome

National Resource Center
for In-Home Services

A service of the Children's Bureau,
a member of the T/TA Network





nrcinhome

National Resource Center
for In-Home Services

A service of the Children's Bureau, a member
of the T/TA Network



NRCinhome Partners

The University of Iowa
School of Social Work (lead)
ICF International
National Indian Child Welfare
Association (NICWA)

NRCinhome Goals

- Serve as a national knowledge center for child welfare in-home services
- Serve as primary provider of T/TA to States and Tribes regarding effective and promising alternatives to out-of-home placement
- Support and facilitate peer-to-peer networking and knowledge exchange.
- Partner closely with the CB and T/TA Network members to provide a seamless web of T/TA for the States and Tribes
- Plan, organize, and facilitate the PSSF Annual Grantee Meeting

NRCinhome's TA to TN's In-Home Services Project

- Review organizational structure and demographics in Upper Cumberland and Davidson
- Engage families through focus groups to gain their perspective on services; analyze results
- Identify and provide examples of effective in-home services
- Support development of TN In-Home Services approach

National Resource Center for Organization Improvement



Two Main Goals of The Service Array Process:

1. To assess a jurisdiction's service array: ***Does the jurisdiction's service array have the capacity to achieve positive outcomes for children and families?***

Four elements of the jurisdiction's service array capacity are assessed:

- Child welfare practice.
- Child welfare leadership and culture.
- Current services.
- Needed new services.

2. To create and implement a *Resource and Capacity Development Plan* to enhance the jurisdiction's capacity to serve children and families through an appropriate and flexible child and family service array that will achieve positive outcomes.

The CFSR and the Service Array

- Item 35:** The State has in place an array of services that assess the strengths and needs of children and families and determine other service needs, address the needs of families in addition to individual children in order to create a safe home environment, enable children to remain safe with their parents when reasonable, and help children in foster and adoptive placement achieve permanency.
- Item 36:** The services in item 35 are accessible to families and children in all political jurisdictions covered in the State's Child and Family Services Plan.
- Item 37:** The services in item 35 can be individualized to meet the unique needs of children and families served by the agency.

The Assessment Process—

Does this jurisdiction currently have the capacity to flexibly meet the needs of children and families by individualizing services to:

- Make certain that children are, first and foremost, protected from abuse and neglect? (Safety Outcome 1)
- Provide that children are safely maintained in their homes whenever possible and appropriate? (Safety Outcome 2)
- Make sure that families have enhanced capacity to provide for their children's needs? (Well-Being Outcome 1)
- Provide that children receive appropriate services to meet their educational needs? (Well-Being Outcome 2)

The Assessment Process— Four Assessments

□ Four Assessments:

- *First Assessment: Assessment of Current Practices in the Jurisdiction as They Relate to the Capacity Being Assessed.*
- *Second Assessment: Assessment of Current Leadership and Systemic Culture in the Jurisdiction as They Relate to the Capacity Being Assessed .*
- *Third Assessment: Assessment of Current Services in the Jurisdiction as They Relate to the Capacity Being Assessed.*
- *Fourth Assessment: Assessment of Any Needed Non-Existing Services in the Jurisdictions as They Relate to the Capacity Being Assessed.*

Creation of the *Resource and Capacity Development Plan*

- The development of goals to enhance the capacity of the community to meet the individualized needs of children and families.

Creation of the *Resource and Capacity Development Plan*

- *Resource and Capacity Development Plan:*
 - 1.Goals
 - 2.Action Steps
 - 3.Tasks to Complete
 - 4.Timeframes for the Completion
 - 5.Intended Effects (specifically focusing on data)
 - 6.Continuous Quality Improvement Process
Utilizing Data
 - 7.Persons/Groups Responsible

Implementation of the Plan and Monitoring Progress

- Continual monitoring and evaluation of the priorities and the implementation plan and its effects on child welfare outcomes.
- Continual evaluation of funding strategies to support the priorities and implementation plan.
- Barriers are addressed and successes are celebrated.

Communication

- Utilized multiple layers of messaging
 - Project overview to regional staff
 - Project overview to central office directors
- Revisited the objectives in workgroup meetings
- Included provider stakeholders in meetings
- Inserted the project strategically in long and short term plans

Research and Data

- Establishing Baseline data with:
 - Focus Groups
 - Case Reviews
 - Regional research regarding services provided/needed



Accomplishments and Challenges

- ✓ Creation of an expanded and inclusive Core Project Team: Partnering with stakeholders and DCS regions
- ✓ Strategic and purposeful use of resources: Technical assistance from the NRCIHS and NRCOI
- ✓ Use of baseline data for decision-making and planning: case record review, focus groups, review of existing data for trends and patterns
- ✓ Family Perspective: technical assistance through NRCIHS for focus groups with parents, other primary caregivers and youth

Next Steps for Tennessee

Short –term

- ❖ Develop statewide implementation plan
- ❖ Enhance practice to consistently engage and team with families
- ❖ Partnering with providers to develop an implementation plan for agencies
- ❖ Develop performance based contracts for in-home providers
- ❖ Revise the fiscal process to support regional needs.



Next Steps for Tennessee

Long-Term

- ❖ Frontline staff engage with families
- ❖ Services are appropriate for children and families
- ❖ Services are available, accessible, and timely
- ❖ Communication is enhanced between in-home service providers and regional staff
- ❖ Child maltreatment and custodial episodes are reduced





In-Home

Service Array

Policy and
Procedures

Assessment and
Plan

Develop
Implementation
Plan

Business Process
map

Enhance Service
Array

Curriculum
Development
and Training

Prepare Coaches

Assessment of
Outcomes

Presenter Contact Information

- Carla Aaron, Executive Director, TN DCS
 - Carla.Aaron@tn.gov
- Carla Webb, Regional Administrator, TN DCS
 - Carla.Webb@tn.gov
- Cheri Richards, Regional Administrator, TN DCS
 - Cheri.Richards@tn.gov
- Pamela Day, Senior Project Consultant, NRCinhome, ICF International
 - pday@icfi.com
- Susan Coppage, Consultant, ACCWIC
 - sue13par13@live.com

Questions and Answers

