Performance and Quality Improvement Program Manual
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Philosophy of the Performance and Continuous Quality Improvement Program

Introduction

The Department of Children's Services (DCS) promotes excellence in child welfare practice through commitment to a Performance and Quality Improvement (PQI) program. This program engages all levels of agency employees and stakeholders in identifying and targeting opportunities to improve services, processes, and outcomes for at risk children and families in Tennessee.

The foundation of PQI is the belief that people truly care about the work they do and strive to learn from experiences. DCS seeks to empower staff to create, innovate, and improve outcomes for children and families through teamwork in the PQI program.

The purpose and intent of the PQI Program is to target improvements to key operations and outcomes by utilizing the strategic plan as a guide to:

- Improve the quality of casework;
- Improve outcomes for children and families;
- Increase local problem solving, based on the principle that all staff are equipped to effect positive, ongoing and lasting organizational change;
- Improve processes towards efficiency;
- Track and monitor trends through more effective use of practice data and utilize identified trends to drive improvement initiatives and long term planning in the region;
- Track and monitor client, community, and provider agency outcomes and partner with them to develop improvements;
- Improve employee morale and satisfaction within their work environment by providing staff with a voice and ability to impact organizational improvement.

PQI and COA

Council on Accreditation (COA) is made up of an array of standards under which a service organization may be reviewed:

- **Administration & Management** standards describe best practices in how the agency should be run by its leadership.
- **Service Delivery** standards describe best practices in how the agency should interact with its employees and consumers.
- **Service Standards** describe best practices in the specific areas in which the agency conducts business or provides services.

An essential set of Administration & Management standards is *Performance and Quality Improvement (PQI).*

(FOC) PA-PQI 1: Culture of Learning and Improvement

The agency actively promotes and demonstrates a culture of learning and continual improvement.

(FOC) PA-PQI 2: PQI Infrastructure

The PQI system has an infrastructure that gives the agency capacity to:  

- a. ensure the integrity of measurement practices, including data collection and analysis;
- b. identify agency-wide, as well as region-
program-specific areas of strength and areas for improvement; and c. identify, implement, and monitor improvement strategies.

**PQI**

The Department of Children’s Services operates a *Performance and Quality Improvement (PQI)* program. Dedicated staff persons in each region and facility provide support and guidance to the agency regarding the assessment of current performance and the planning and implementation of improvement efforts.

The work done by the PQI Coordinators and through the PQI program as a whole is the crucial element necessary for DCS to meet the COA PQI standards.

<table>
<thead>
<tr>
<th>Critical Elements</th>
<th>COA Standard</th>
<th>DCS Practice</th>
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<tr>
<td>Staff who are skilled and trained to provide guidance to the PQI process</td>
<td>PQI Coordinators assigned to each region/facility who receive specialized training (Lean, Excel)</td>
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<td>Communication with stakeholders</td>
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<td>Education of stakeholders on the PQI process</td>
<td>CBT training annually; PQI orientation for new staff; PQI training with volunteers and community partners</td>
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<td>Quarterly review of a certain % of cases for practice according to policy</td>
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<td>Involvement of key persons in the assessment and improvement process</td>
<td>Open PQI groups</td>
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<td>Develop and implement action plans to address identified areas for improvement</td>
<td>Plan-Do-Study-Act process: Brainstorming in meetings, taking clear notes, assigning responsibilities, taking action, closing the loop</td>
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**Strategic Tools**

The Tennessee Department of Children’s Services Division of Performance and Quality Improvement uses quality improvement business strategies and various tools to achieve better outcomes. Using evidence-based practices in quality improvement has proven beneficial in non-profit and government agencies. The Performance and Continuous Quality Improvement program will utilize tools from Six Sigma, Lean, Driver Diagrams, PDSA and theory of change, and imbed them into the Practice Wheel process of Engagement, Teaming, Assessment, Planning, Implementation and Tracking.
**Practice Wheel**

The DCS Practice Wheel is the foundation of the Department’s work with families. Principles from the Practice Wheel are applied across the agency as the foundation for the work of DCS.

**Engagement**

DCS staff will be engaged at every level of the agency to participate in PQI. At the first level, all staff will participate in local/unit problem solving in unit staff meetings, where supervisors will go beyond dissemination of information by involving staff in problem solving around local issues and unit outcomes. Units can opt to deploy PQI workgroups to problem solve specific issues at the local level and seek guidance, collaboration, and additional problems from higher levels of the agency as needed.

Regionally, DCS staff can opt to participate in regionally based PQI workgroup teams designed to address specific areas or issues that impact the entire region. These workgroup teams will be guided by a Regional Leadership PQI Team that will oversee the overall activities of the PQI teams across the region.

Blended groups of regional and Central Office staff will also be identified to collaborate on strategic issues that impact the agency statewide. In addition, there will be Central Office based teams to work on and address issues at the highest level of the agency.

**Teaming**

DCS staff will come together in PQI Workgroups to address key issues identified and as outlined by the agency’s Strategic Plan. Staff will be encouraged to problem solve issues using quality improvement tools available to them. Collaboration among and between teams will be supported through the PQI Coordinators.

**Assessment**

PQI Workgroups will be encouraged to specifically define problems and seek available agency and intra-agency data to clarify measures where improvements are sought. Once the problem and related measures (data) are clearly identified, the team will analyze factors contributing to undesirable conditions and outcomes. Teams can accomplish this through open discussion or use tools like a Driver Diagram, Lean swim lanes, etc...

Research of strategies and evidenced based practices used in other agencies is strongly encouraged.

**Planning**

Once the PQI Workgroup has fully assessed the problem, finalized analysis and considered the various factors contributing to poor outcomes, the team will then plan for change. The team will use the SMART (Specific, Measurable, Achievable, Relevant, Time Sensitive) formula for writing an action plan.

**Implementation**

PQI Workgroup team members will implement strategies as outlined in the action plan developed.
Tracking & Adjusting
Following implementation, PQI Workgroups will consider pre and post measures, data, and outcomes and discuss the success and opportunities of the improvement interventions implemented. This is where workgroups focus efforts on examining the work that has been done to see if the intervention worked. The PQI team will then renew the Practice Wheel cycle by:
- Engaging new team members as needed,
- Re-assessing actions taken,
- Planning adjustments to the current steps, and
- Continuing with implementation until desired outcomes are achieved.
Quality improvement using Plan-Do-Study-Act

PDSA provides a straightforward, iterative approach to quality improvement in your practice. The framework is easy to adopt regardless of practice size or resources. As ongoing quality improvement becomes part of TN DCS practice’s culture, we will continue to find opportunities to make existing and “improved” processes better. The focus will be in what are we trying to accomplish? How will we know a change is an improvement? What changes can we make that will result in an improvement?

A focus of Plan-Do-Study-Act of the work will be in three main areas:

**Process of Care**
- Improving the flow of work in processes is an important way to improve the quality of services provided.
- To benefit from improvements in quality of services, the customer must recognize and appreciate the improvements.

**Quality of Care**
- Although many organizations focus on ways to improve processes, it is also important to address improvement of quality services/practices.
- Reducing variation improves the predictability of outcomes and helps reduce the frequency of poor results.
- Organizations can reduce errors by redesigning the system to make it less likely for people in the system to make errors.

**Capacity Issues**
- Look for ways of eliminating any activity or resource in DCS that does not add value to our customer.

**Lean**

Lean is a philosophy and a set of tools which help us focus on our daily processes to maximize customer value while minimizing roadblocks. Lean is actually not an acronym, but a description of a framework for process improvement. Lean organizations have figured out the simplest and most direct way to deliver services. When utilized, Lean can accomplish the following:
- Dramatically reduce backlogs
- Reduce lead times
- Decrease the complexity of processes
- Improve the quality and consistency of work
- Free up more staff time for "mission critical" work
- Improve staff morale

(_state of Tennessee, Department of Finance and Administration)

PQI Coordinators are trained in Lean Principles and Lean Facilitation and can assist various levels of the organization re-align resources in this ever-evolving organization.
Driver Diagram

Driver Diagrams can be used by PQI Workgroups to analyze an issue by looking at what aim or goal the team seeks to obtain. Once a goal is established, the team identifies “primary drivers,” which are the high level factors which need to be influenced or improved to achieve the goal. The “secondary drivers” are the specific actions or projects that will improve the primary drivers towards achieving the goal. Additional levels of drivers can be developed as needed to clarify and adequately assess the issue. This tool is useful at the beginning stages of process improvement.

Driver Diagram
Anatomy of the Performance and Continuous Quality Improvement Program

Role of the Senior Management Strategic Outcomes Performance Team in the statewide PQI process

- Ensure implementation and monitoring of the Strategic Plan;
- Promote alignment of efforts across initiatives toward a core set of child and family outcomes;
- Routinely track and monitor progress toward established outcomes and targets using high-level data and information outcomes in the Strategic Outcomes Performance Summary Report;
- Promote Policy-to-Practice (top-down), Practice-to-Policy (bottom-up) and Practice-to-Practice (across programs) communication pathways to ensure improvement planning efforts are taking place at the most appropriate level of the agency to address performance issues;
- Close the loop on monitoring improvement plans to inform the need for mid-course corrections.

Role of Ad-hoc Outcome Strategy Workgroups

- Bring together specific stakeholders on a routine, but possibly time-limited, basis to use data to inform the development of improvement strategies for a targeted outcome or set of related outcomes;

PROPOSED TNDCS Statewide PQI Process focused on Strategic Outcomes

1. Senior Management Strategic Outcomes Performance Team reviews Strategic Outcomes Performance Summary Report
2. Ad-hoc Outcome Strategy Workgroups review key performance indicator reports that support & inform progress toward specific strategic outcomes
3. Organizational leaders within Regions & Divisions discuss performance strengths and gaps and any preliminary recommendations at the appropriate PQI team meeting
4. Improvement Plans developed & implemented
5. Implemented improvement plans impact performance
6. Performance data collected in TFACTS, from Case Reviews & other data sources
7. Performance data reports produced for analysis (BTA's, Cross-regional Workbook, Monthly Activity Reports, Regional Analyses, case reviews, QSR, etc.)
8a. PQI Team analyzes data reports and creates Performance Indicator Reports for the Outcome Strategy Teams
8b. PQI Team analyzes data reports and creates the Strategic Outcomes Performance Summary Report

Process of care recommendations (policy changes)
Quality of care recommendations (practice changes)
Capacity recommendations (resources, training, & other systemic factors)
Review detailed data and other relevant information regarding key performance indicators to inform solution finding and improvement planning using a plan-do-study-act (PDSA) approach;

Consider implications of performance improvements related to Policy – Practice – Capacity issues;

Regularly report progress toward targets and benchmarks and improvement strategies to the Senior Management Strategic Outcomes Performance Team;

Engage the field and system leaders in developing improvement strategies.

**Role of Organizational Leaders within Regions & Divisions**

- Regional and Division Leaders throughout the organization, i.e., Regional Administrators, Child Protection, Office of Information Technology, Training, Human Resources, etc.
  - routinely review and discuss data regarding progress toward established regional/county or divisional outcomes and targets;
  - use the appropriate PQI meeting to discuss performance strengths and gaps and review any preliminary recommendations received from the Senior Management Outcomes Performance Team or Outcome Strategy Workgroup;
  - use a PDSA approach within PQI circles/teams, as well as other PQI tools and methods, to ask/answer performance questions, identify improvement strategies, and plan for implementation;
  - consider implications of performance improvements related to Policy – Practice – Capacity issues;
  - update PQI Referral Form(s) to include a description of new improvement plans and progress on implementation of any existing plans for review by the Senior Management Outcomes Performance Team.

**Improvement Plans are developed, and implementation activities are planned and executed.**

**Implementation is closely monitored to ensure the strategy is implemented as planned.**

- If needed, new metrics and/or fidelity measures are identified to help monitor progress and to ensure the strategy is having the desired impact;
- Administrative and case review data is routinely collected through TFACTS, QSR’s, CFSR case reviews and other data sources and reports produced on a pre-determined frequency.

**Performance Indicator Reports will provide Outcome Strategy Workgroups and others as needed, with detailed performance data on specific case work practices and processes associated with each strategic outcome, as identified by each Outcome Strategy Workgroup.** (For example, the frequency of parent-child visitation may be one performance indicator monitored for the outcome regarding timely permanency.)

- It should be noted that strategy workgroups can be short term or long term depending on the needs within the level. For example, some teams may be targeted for long-term tracking of programs (i.e., Safety, Permanency or Health) or long-term goals like Permanency Reviews which constantly seek to reduce custody length-of-stay. While short-term teams may be employed to tackle specific issues like addressing an issue to improve a policy, form, process, community issue, or other “quick-win.”

**PQI staff will glean performance data from the BTA report, Cross Regional Workbook, Regional Analyses, Monthly Activity Report, case reviews, etc., analyze the data, and produce a user-friendly report on a pre-determined frequency that informs progress, monitoring, and improvement planning efforts.**
• The Strategic Outcomes Performance Summary will be a comprehensive, user friendly “briefing book” that provides a high-level overview of the overall progress being made toward the targets established for each strategic outcome.

• The Summary will be produced by PQI staff on a pre-determined frequency based on the review and analysis of key data reports produced by TNDCS and Chapin Hall, i.e., BTA report, Cross Regional Workbook, Regional Analyses, Monthly Activity Report, case reviews, etc.

• The Summary may also be used by stakeholders in the following forums:
  o Executive Team meetings. At the highest level of the organization is the Central Office PQI workgroup, which can seek guidance and assistance from Executive Leadership when improvements cannot be made without the backing of Executive Leadership. The Central Office PQI workgroup can also create sub-workgroups as needed to address specific issues as they arise;
  o Monthly PQI/Lean Team meetings;
  o Quarterly Directors meetings;
  o Statewide Policy and Practice Workgroup meetings. There are also a series of workgroups that include both Central Office and Regional staff. At the center of this is the primary workgroup called the Statewide Policy and Practice Workgroup. Sub-workgroups of this primary workgroup are the Foster Care/Custodial, CPS/Non-Custodial/Safety, and Juvenile Justice workgroups;
  o COA and CFSR preparation meetings;
  o Regional/Youth Development Center (YDC) Level. Leadership/PQI Workgroups. The YDC has a Leadership PQI workgroup that consists of senior managers and supervisors who meet regularly to resolve current issues, track and adjust processes, acknowledge strengths/accomplishments for the purpose of risk management and improving outcomes for youth. Each region also has a Leadership PQI workgroup that is the primary venue for core leadership from that region to come together and work on improvements to regional performance. These groups are sometimes referred to as Core Leadership meetings or Quality Practice Team meetings. Each region also has additional PQI workgroups that are designed to address specific program areas (such as Safety, Permanency, Juvenile Justice, etc.) or key issues (such as recruitment and retention, or training). These groups are often referred to as PQI Teams or PQI Circles. (See Appendix A-N for Regional/Youth Development Center specific details).
Figure 1 - PQI Program Framework

Senior Leadership

Executive Level

Central Office PQI/Lean and Safety Action Group

PQI Team

Statewide Policy and Practice Team

PQI Team

Blended Level

PQI Team

Permanency/Custody

Permanency/Non-Custody

Safety

Juvenile Justice

Program Level

Regional/YDC Leadership PQI

PQI Team

PQI Team

PQI Team

PQI Team

PQI Team

Foundation Level

County Cluster/Unit Staff Meetings

PQI Team

PQI Team
Stakeholder Involvement

Stakeholder involvement in the PQI process is a critical component toward achieving targeted agency improvements. The Department is constantly seeking new and innovative ways to enhance collaboration with external stakeholders.

Stakeholders include:
- DCS Employees, Foster Parents and Volunteers;
- Children and Families served by DCS;
- Performance Based Contract Providers;
- Contract Providers;
- Tennessee Commission on Children and Youth;
- Community
  - Courts,
  - Law Enforcement,
  - Child Advocacy Centers,
  - Community Advisory Boards,
  - Mental Health Centers,
  - Hospitals, Health Departments, and Medical Community,
  - CASA,
  - TFACA and Foster Parent Advocate,
  - Children’s Bureau.
**Measures and Outcomes**

DCS intends to create a stronger link between the agency strategic plan through activities within the PQI Program. The agency’s goals, funding, and objectives are, to a degree, driven by Tennessee Code Annotated, and Federal Title IV-E and IV-B requirements. The Performance and Continuous Quality Improvement Program will seek to further these goals by being sensitive to these driving entities. DCS seeks to maintain and refine its accreditation through the Council on Accreditation (COA). DCS will set clear measures towards achieving long-term strategic goals and desired outcomes that will be laid out in the Strategic Plan.

**Statewide Targets/Use of Data**

Client and program (system-level) key performance indicators and outcomes will be distributed via “scorecards” to each region and Performance Based Contract Providers. In addition, heavy emphasis will be placed on Quality Service Review (QSR) and Case Process Review (CPR) outcomes annually. All levels of PQI teams will be charged with the responsibility of using provided data to monitor, and make improvements through strategic planning and activity. From 2017 to 2021, the Department will be undergoing the Child Family Service Review (CFSR). The CFSR Program Improvement Plan will be integrated into existing PQI activities.

(See QSR Protocol and [CPR Manual](#) for further information)

**Data Quality**

TFACTS is a tool that supports our caseworkers and other staff in their work with children and families. It is important that the data in TFACTS is as accurate and up-to-date as possible. DCS staff and leadership use TFACTS to support decision making that has significant consequences for children and families, and it is crucial that they are able to rely on the accuracy of the data contained in and reported from the system.

Achieving high data quality results in:

1. Accurate, reliable and trusted data
2. Reduced confusion
3. Improved decision making
4. Accurate management reporting such as Key Performance Indicators (KPI)

TN DCS Performance and Quality Improvement (PQI) team assist OIT and CO in Data quality. Data quality is achieved by applying consistent procedures and processes; monitoring compliance to established procedures and processes; and taking action to correct data quality issues. It is a continuous activity or set of activities--not a one-time event.

DCS's quality plan consists of three tiers or components.

1. Data Validation
2. Monitoring Data Quality
3. Data Improvements
**PQI Practices**

**Roles**

The **PQI Coordinator** will:

- Coordinate and provide technical assistance to the PQI Program for the area they serve (i.e., Region, Youth Development Center, or Central Office);
- Attend and provide technical assistance to Leadership Workgroups monthly and sub-workgroups routinely (at least quarterly);
- Provide specialized facilitation of various quality improvement tools including Lean, Driver Diagrams, etc. for PQI teams upon request;
- Ensure that referred items are received by the appropriate team and addressed timely, and feedback is provided to workgroups timely;
- Post minutes and related materials to the Statewide PQI Drive in advance of the next scheduled meeting;
- Maintain a PQI team folder on the Statewide PQI Drive that includes all minutes and related materials. A hardcopy notebook can also be maintained as optional by the team as desired.

The **Facilitator** will:

- Develop the meeting agenda and send it to team members in advance of the meeting;
- Keep the agenda manageable and keep overflow of issues in a “parking lot” where they can be added to the agenda as the process allows;
- Start on time and end on time;
- Facilitate the meeting;
- Ensure that discussion is meaningful and that everyone has the opportunity to have their voice heard and respected;
- Serve as the point of contact for that workgroup;
- Prepare and submit referrals for any issues that need to be sent to another PQI Workgroup.

The **Scribe** will:

- Schedule the date and time of meetings;
- Schedule meeting space and/or polycom line as needed;
- Send reminder and/or agenda to all participants about meeting;
- Document on the Meeting Minutes (CS-0987) form;
- Make certain that all action steps have initiation and completion dates documented and responsible parties assigned;
- Send minutes out to all workgroup members and PQI Coordinator within 10 working days from the date of the meeting;
- Arrange for flip charts, projectors, any supplies, etc. needed for meetings.

A **Team Member** is an individual who makes a commitment to attend PQI workgroup meetings. Team Members actively participate in discussion and decision making. Facilitators and Scribes are considered Team Members.

A **Team Member Liaison** is any Team Member on a PQI Workgroup that sits on a Leadership PQI Workgroup or PQI Workgroup in another level. Liaisons are expected to serve as experts on the PQI efforts of the teams they participate on and are recognized as strong collaborators.

All DCS employees are **Participants** in the PQI process and can interact with PQI Workgroups on an informal basis by discussing issues of concern with Team Members and referring issues for teams to consider for
improvement. Participants are not actively involved with a PQI workgroup, but understand that they can access information and provide information to the PQI process as desired. They are also welcome to join PQI Workgroups at any time.

**PQI Workgroup Meeting Process**

**Introductions**
- Ensure all members are familiar with one another.

**Review of Previous Minutes**
- Address any clarification in past minutes,
- Accept minutes as final.

**Review of Current Agenda Items**
- Discussion amongst team members of each agenda item,
- Ensure that each item receives adequate time during the meeting,
- Ensure associated data, policy, people, etc. are consulted accordingly for the discussion,
- Take Action:
  - Make final decisions,
  - Identify action steps,
  - Identify responsible person/people for action steps,
  - Determine completion dates for actions steps,
  - Make referrals to other levels of PQI.

**Meeting Closure**
- Brief overview of action steps from all agenda items,
- Announcement of next meeting date and time.

**Agenda Development**

As the team develops an agenda or seeks to add a new agenda item, they will consider what data, policies, people, or other key drivers may need to be considered or consulted. The PQI Coordinator can be consulted for assistance with obtaining needed resources or collaboration efforts. Other PQI Workgroup's minutes should be reviewed to seek and consider other agency successes for use or adaptation.

**Minutes**

Meeting minutes for all PQI Workgroups will be kept on the DCS Meeting Minutes (CS-0987) form. Minutes will be maintained on the Statewide PQI Drive. The Statewide PQI Drive will be divided into subfolders according to PQI program structure as outlined in Figure 1 and Appendices A-M so documentation can be easily located.

**Follow Up**

Issues can be addressed in the following ways:
- First, issues can be addressed by the local team by developing action steps to be taken at the local level. These are “quick wins” that the local team can take on without assistance from higher levels within the agency. For example, if a local office wants to Lean the intake process for their county, the team could do so with assistance from their PQI Coordinator. Another example is a region that identifies that timely EPSD&T’s have fallen below the target goal. This team can identify barriers and develop actions steps to improve outcomes in coming months.
- Next are issues that require assistance from a higher level within the agency. A referral can be made to obtain assistance once the team works through the issue and demonstrates that the issue cannot be resolved without additional assistance. An example of this is a team that identifies a problem with a policy that impacts daily work. The team has clarified details as to what could be amended in order for
the policy to be more effective, but needs to partner with the executive level to make the needed changes.

- If Issues require substantial assistance and resources or might take an extended period of time for development, they can be referred to a higher level of PQI. However, these referrals must be accepted. These issues are often budgetary or require reallocation of resources. These issues may need to be placed in a queue for consideration at a later time when agency resources permit.

**PQI Coordinator Technical Assistance (TA) Requests**

PQI Teams can seek skilled facilitation, including use of various quality improvement tools (i.e., Lean, Driver Diagrams, etc.) from PQI Coordinators by sending an email request which should include a description of:

1. The current issue being addressed by the team,
2. What the team hopes to accomplish,
3. What the team has already attempted to resolve the issue.

**Guest Collaboration**

When PQI teams identify an issue that members of the current PQI team cannot resolve, the team can seek assistance from others by inviting key stakeholders to the meeting to participate in problem solving before sending an issue by referral to another PQI team. When inviting key stakeholders to participate in PQI teaming, the team should prepare a detailed explanation of the issue the PQI team is working on and identify what the team hopes to accomplish through the collaboration.

**Referrals**

When a PQI Workgroup decides to send a referral to another PQI Workgroup or Level, they will follow these steps:

1. Consult with the PQI Coordinator on strategies attempted and to receive guidance/assistance with next steps needed to make a referral;
2. As needed, complete a descriptive analysis (i.e., Driver Diagram) of the issue and possible strategies to be addressed;
3. Complete a PQI Referral (CS-0945) and clearly identify steps taken by the requesting team to resolve the issue and actions for consideration by the receiving PQI Workgroup;
4. The Facilitator will complete and submit the referral with attached analyses to the PQI Coordinator;
5. The PQI Coordinator will log the referral on the Regional/YDC/Central Office PQI Spreadsheet and send to the facilitator if the team is under the jurisdiction of the PQI Coordinator or the PQI Coordinator for the team. If the referral is received by another PQI Coordinator, they will send it to the facilitator of the receiving PQI Workgroup;
6. The Facilitator for the receiving team will set the referral on the next agenda and will have a minimum of monthly communication with the associated PQI Coordinator(s) and facilitator as to steps being taken towards resolution;
7. The Foundational and Regional level PQI referrals must go through the Regional Leadership PQI Team for consideration before being sent to a higher level PQI team. Once the Regional Leadership PQI Team determines that a referral should be sent for work, the referral can go to the best fit workgroup within the Blended or Executive Level.
8. PQI referrals for the Blended and Executive level will be sent to the Central Office PQI Coordinator for assignment. If there is a question as to where the PQI referral would be best addressed, the Director of Performance and Continuous Quality Improvement will be consulted for final direction of the referral.
**Tracking**
All improvements made in each PQI workgroup will be tracked on the PQI Spreadsheet managed by the PQI Coordinator. Both Statewide targets and team projects will be logged on the spreadsheet to provide an easy way for anyone in the agency to see a quick overview of all improvements being addressed in the Region, YDC or Central Office. Metrics will be monitored for improvement as projects progress.

**Strategic Planning**
Best Practices indicate that child welfare should set strategic goals on a regular basis. DCS has agreed upon a three year [Strategic Plan](#) that is reviewed and updated at least quarterly. The Department is focused on five main areas for improvement: 1) Safety, Health and Permanency; 2) Learning Organization; 3) Safe and Engaged Workforce; 4) Partnerships; 5) Communications.
Appendices A-N
Central Office
PQI Program Regional Structure

Description
The Department of Children's Services (DCS) Central Office is located in Middle Tennessee. Most Central Office employees are located in the Nashville DCS offices, and some employees work remotely from other DCS office locations. Central Office, as well as other offices statewide, use polycom and video conferencing as a means of collaborative communication when travel is not possible or feasible.

Leadership PQI Workgroups
Senior Leadership PQI Leadership Team
The Commissioner holds a biweekly Executive Leadership Meeting to ensure collaboration on and dissemination of the most pertinent information for the week. This meeting allows agency leaders to stay connected and abreast of the latest information, discuss data and barriers to improvement, pressing issues, and improvement efforts underway.

Management Advisory Committee (MAC)
The MAC is a team of senior leadership staff including the Commissioner who prioritize projects for the Office of Information Technology (OIT) based on the recommendations of the PRC (referenced below). This team meets quarterly, and projects include both enhancements and large scale improvements to the TFACTS system, and development of other technology systems. Data reporting projects are prioritized based on importance and available resources.

Regional Administrator PQI Team
Each month, the Regional Administrators (RAs) meet for a two-day staff meeting. Part of that meeting is dedicated to RA PQI for the RA’s to problem solve and collaborate on pressing issues that impact some or all regions.

PQI Workgroups
Lean PQI Team
The Lean PQI Team meets monthly to review Lean and PQI referrals from the Regions, YDCs, or other Central Office PQI Teams. Projects that are deemed appropriate for a Lean or other Six Sigma Event are prioritized for completion. Issues that are not appropriate for an event are delivered to the appropriate division for action and monitored until resolved. Unresolved projects can be moved to Senior Leadership PQI.

Statewide Policy and Practice Team
The Statewide Policy and Practice (P&P) Team grew from the Field Focus and In Home Tennessee workgroups that evolved to have similar priorities around developing DCS policies, procedures, and practices to further improve outcomes for children and families. Each RA has two to five representatives who participate in one of three subgroups bi monthly. These groups are Foster Care/Custodial, CPS/Non-Custodial/Safety, and Juvenile Justice. The large group spends the first part of each monthly meeting day participating in large group discussions and trainings. After the large group convenes, the subgroups break out and meet to discuss program specific agenda items such as rewriting policies and tackling problem performance areas:
Foster Care/Custodial
The Foster Care/Custodial Team consists of Foster Care staff from across the state to make decisions on improvements to the Foster Care, Kinship, and Adoption programs.

Safety
The CPS/Non-Custodial/Safety Team consists of CPS Investigation and Assessment staff from across the state to make decisions on improvements to the CPS/MRS program.

Juvenile Justice
The Juvenile Justice Team consists of Juvenile Justice Staff from across the state to make decisions on improvements to the Juvenile Justice program.

There is also an Accreditation Team that consists of staff from each region and YDC from across the state and various disciplines to make decisions on improvements to any area of DCS where the team has assessed a need to enhance performance related to COA standards.
Davidson County Region
PQI Program Regional Structure

Regional Description
The Davidson County Region is one of three single-county regions, and is home to the capital city, Nashville. Davidson County is located in the center of the state and houses many state and federal agencies including the governor and state legislature.

Leadership PQI Workgroups
Quality Practice Team
On the third Wednesday of each month the regional Quality Practice Team (QPT) and regional Core Leadership Team meet to address Level 1 PQI referrals and address regional concerns. The QPT is open to all staff in the region regardless of position so that everyone may benefit from information-sharing. Participants address issues in coordination, receive feedback on data trends, and examine PQI initiatives in each program area. QPT addresses areas of the Strategic Plan within the region.

Core Leadership Team
The Core Leadership Team meets right after QPT and includes all Team Coordinators in the region as well as the Regional Administrator and Deputy Regional Administrator. Other participants, such as personnel from Human Resources, PQI, and the Regional Data Coordinator, are often invited regularly to attend to specific areas of concern.

PQI Workgroups
Juvenile Justice Circle
COA standard(s) – PA-JJCM, PA-CR
The Juvenile Justice (JJ) Circle focuses on developing JJ specific strategies for practice improvement. Team Leaders and Family Service Workers attend monthly in the region. Juvenile Justice leadership attends Policy and Practice meetings and brings back any information regarding Juvenile Justice to the group. The JJ circle collaborates with juvenile court staff and DCS court liaisons to improve quality, evaluate processes, and increase collaboration between agencies. This circle is facilitated by a Family Service Worker and meets the second Wednesday of every month. Location varies to accommodate staff.

Community Advisory Board
The Community Advisory Board (CAB) meets the third Thursday of every month in a community setting. It is composed of DCS personnel as well as community leaders and partners who endeavor to provide resources for families in need. The DCS Resource Linkage Office coordinates with the CAB to provide needs and services to families.

Extension of Foster Care Circle
COA Standard(s) – PA-CFS, PA-CR
The Extension of Foster Care (EFC) Circle focuses on developing initiatives and strategies to meet the needs of youth who are participating in EFC services and Independent Living assistance. The EFC Circle collaborates with community partners and agencies to solve problems and identify trends in the population. This team is facilitated by a Team Leader and meets on the first Thursday of the month.

Permanency Circle
COA Standard(s) – PA-CFS, PA-CR,
The Permanency Circle is made up of Team Leaders and Family Service Workers from the Foster Parent Support Unit, Adoption, and Social Services Division, as well as placement personnel. The primary focus of this circle is to improve processes related to recruitment and retention of foster parents and kinship placements as well as to develop strategies for addressing placement needs in the region. A Team Coordinator facilitates this circle and the team meets every other month.

**Non-Custodial Circle**  
*COA Standard(s) – PA-CFS, PA-CR*  
The Non-Custodial Circle is comprised of Team Leaders and frontline staff from CPS, FSS, FCIP, and the Court Liaison Unit and Hospital Liaison. The circle meets monthly and is facilitated by a CPS Investigator. The function of this group is to coordinate the use of data to improve investigation and assessment casework, timeliness of classification, use of assessments, as well as assisting in barriers involving non-custodial interventions. The team continues to improve processes involved in case transfers from CPS to longer term teams.

**Foster Care Circle**  
*COA Standard(s) – PA-CFS, PA-CR*  
The Foster Care Circle meets monthly and is comprised of foster care Team Leaders, family service worker staff, placement personnel, facilitation unit staff, and foster parent support/kinship staff. The primary goal of this group is to develop strategies to improve outcomes for children and families by analyzing current trends in casework, assessments, and permanency planning. The team also functions as a support to frontline staff to develop leaders and improve processes. The team is facilitated by rotating Team Leaders.

**Child Health Circle**  
*COA Standard(s) – PA-BSM, PA-CR*  
The Child Health Circle assesses the high-risk assessment process in the region, reviews Incident Reports on a quarterly basis, and makes recommendations to frontline staff. Members of this circle include the Regional Nurse, Regional Psychologist, both CANS Consultants, the Education Specialist, placement Team Leader, the Health Advocate representative, and SAT Coordinators. Also present is one rotating Team Coordinator from a divisional program area. The circle meets at the various locations to accommodate staff. The Regional Psychologist facilitates the meetings every third Monday on a quarterly basis.

**Youth 4 Youth Board**  
*COA Standard(s) – PA-CR*  
The Youth 4 Youth Board meets on the fourth Wednesday of each month in downtown Nashville. This circle is made up of current and past youth who are receiving assistance from DCS through EFC services. Included in the circle are the regional Independent Living Specialists, Extension of Foster Care workers and Team Leaders, and the host community agency that serve these older youth. The main function of the board is to assist youth in empowering other youth, provide support to current EFC youth, and develop leaders who can give a voice to strategic planning. Youth from this circle serve on TN KEY panels as well as share their stories with new facilitators. The facilitator of this group is the Independent Living Specialist.

**Adoption Circle**  
*COA Standard(s) – PA-CFS, PA-CR*  
The Adoption Circle is made up Team Leaders, Family Service Workers, and the Social Services Team Coordinator as well as adoption community partners. The focus of this group is to improve training on trauma-informed casework, assist in facilitating adoptions between DCS and the agencies and families in the
region, and raising awareness in the region of the needs and concerns of adoptions in the Nashville/Middle Tennessee Region. This circle is facilitated by a Team Leader and meets on the second Thursday of every month.

**Cross-Functional Team**

*COA Standard(s) – PA-CFS, PA-CR*

The Cross-Functional Team is comprised of the regional placement supervisor and assisted by the Deputy Regional Administrator along with several private provider agencies in the area who provide foster home placement to custodial neglect/dependent youth. The focus of this circle team is to address areas of communication and improve processes in order to increase the number of available placements that can accommodate the needs of DCS. The circle is facilitated by a Team Leader and meets on a bi-monthly basis.

**Strategic Plan Implementation Team**

*COA Standard(s) PA-AM, PA-PQI*

This team will launch in early 2017 with the focus on assisting the region in implementing the strategic plan. The work involves tracking trends, examining areas across the region that need improvement in outcomes, assessing barriers, and developing action steps for various program areas.

**Employee Engagement Circle**

*COA Standard PA-HR*

The Employee Engagement Circle is comprised of various staff from a wide variety of program areas in the region including the PQI Coordinator and Human Resources representation. The circle meets on the fourth Tuesday of every month. The focus of the circle is to analyze trends in retention, initiate creative ways to engage staff in the life and work at DCS, and to provide support and recommendations to regional leadership.

**Regional Implementation Team (IV-E Waiver Demonstration)**

The Davidson County Region is beginning to administer the demonstration project regarding IV-E funding. This circle will be facilitated by the Deputy Regional Administrator. The purpose of this initiative is to provide funding for services and supports to assist in keeping children home with families and addressing concerns in regards to timely permanency for children. Several interventions will be examined to address the concerns of children in foster care and prevention. Currently, the FAST 2.0 assessment module has been implemented in the region and plans have begun to integrate training to foster parents and kinship placements through the KEEP initiative.
Appendix C  Performance and Quality Improvement Program Manual

**East Region**

**PQI Program Regional Structure**

**Regional Description**
The East Region stretches from the Kentucky border to the North Carolina Border. The Region is comprised of eight rural counties, with the regional office being located in Clinton, Anderson County, TN.

**Leadership PQI Workgroups**

**Core Leadership Team Meeting**
The East Region conducts a Core Leadership Team Meeting the first Monday of each month to share vital information from Central Office, for training and development, and to discuss different regional data. This team consists of leadership across disciplines within the region. The Regional Scorecard data is discussed in these meetings. This data includes: CPS Overdue reports, Priority Response Reports, Face-to-Face Reports, Parent-Child Visitation Reports, and EPSD&T Reports, QSR data, Emergency Response Preparedness Plans, and any other data relevant at the time. The Risk Management Matrix is also discussed in this meeting.

**Core PQI**
The East Region has Core PQI meetings the second Monday of each month. County or other team meetings who have a CQI issue that they are unable to solve at that level are encouraged to send it to the Core PQI meetings. Members from any of the other regional team meetings are invited to attend this meeting to encourage communication around what is happening in other PQI meetings in the region. Timeliness of case recordings, QSR, Serious Incident Reports, Case Process Reviews (CPRs), and employment engagement are discussed at this meeting.

**PQI Workgroups**

**Community Partners Meetings**
This team meets every other month to drive collaboration and communication with community partners. This team consists of leadership, front line staff, specialty team staff, and community partners. Collaboration amongst members of this team in training, sharing data and resources has allowed for a way to better identify opportunities and different means to increase resources. Through these efforts, the East Region experiences great success in sharing training. This team routinely reviews the following reports: Parent-Child Visitation, Sibling Visitation, EPSD&T, Face-to-Face Contacts, and Chapin Hall and Performance Based Contract data.

**Well-Being Meetings**
*COA Standard(s) – PA-BSM, PA-CR*
This team meets quarterly and is composed of the Regional Nurse, Regional Psychologist, Education Specialist, Independent Living Specialist, Health Advocacy Representative, and the CANS Consultant. The team makes continuous efforts to improve the well-being of the children DCS serves by addressing their physical, mental, educational, and independent living needs, and review of SAT work aids.

**Social Services Team Meetings**
*COA Standard(s) – PA-CFS, PA-CR*
The Social Services Team meets monthly and consists of Team Leaders, Team Coordinators, and the PQI Coordinator. This team focuses on organizational skills/time management, data entry, and skill building to assist the family service worker with case management and permanency. This group examines data, including the Permanency Projection Log, the BTA data and case load counts, and any additional data as needed.
Juvenile Justice Team Meetings
COA Standard(s) – PA-JJCM, PA-CR
The Juvenile Justice team meets at least quarterly and consists of staff from each Juvenile Justice Team throughout the region. This team focuses on any policy updates, Incident Reports and anything to assist the Family Service Worker's with case management of the JJ population. This team reviews data from the Regional Scorecard, CPR Results, Face-to-Face Reports, Medical and Dental Reports, and surveys regarding older youth.

CPSA/CPSI Team Meetings
COA Standard(s) – PA-CFS, PA-CR
The CPSA/CPSI Team meets quarterly to discuss cross program issues. This team reviews data on overdue CPS cases and Priority Response, and works on service delivery challenges. Participants in this team include Leadership and frontline staff in CPSA and CPSI from each team throughout the region.

Foster Parent Team Meetings
COA Standard(s) – PA-CFS, PA-CR,
Foster parent Meetings are held in each county on a monthly basis. Members participating in these meetings are active foster parents in the regions, foster parent support staff, and other DCS staff. This team addresses issues that the region's foster parents are currently experiencing (i.e., obtaining necessary clothing allotments); they ensure strong communication occurs between the Resource Management unit, the foster parents, and the Social Services staff; they deal with placement issues and the need for different training opportunities in order to lower a child's number of moves while in care (i.e., de-escalation skills). The Foster parent Meetings review Recruitment and Retention plan data and QSR data. This team also places focus on Lifebooks for children in custody.

Employee Engagement Team Meeting
COA Standard(s) – PA-HR
The Employee Engagement Team Meetings are held every other second Monday of the month. Members participating in these meetings are frontline and supervisory staff from a variety of program areas in the region including the PQI Coordinator and Human Resources. This team focuses on employee retention and initiating creative ways to engage staff in their life and work within the department. This team provides support and recommendations to Regional Leadership regarding needs noted in these meetings.

County Office Meetings
Members of County Office Meetings comprise every discipline within the county office. The office Team Leader typically facilitates. These meetings are held to address issues to keep each office safe for the employees, families, and community members. These teams are responsible for the ERPP and related COA standards (RMS, ASE). They also address daily operation procedures in order to prevent potential conflicts and maintain harmony within the office.

Specialty Team Meetings
These are as needed meetings that are scheduled sporadically throughout the year for various staff and teams such as regional facilitators, Resource Placement Services, Permanency Support, and Resource Management Unit.
Regional Implementation Team (Demonstration Project)
The East Region is participating with three other regions in the Demonstration/In Home Tennessee Project that allows access to additional funding for services and supports. This allows new strategies in order to assist in keeping children home and finding permanency in a timelier manner. This team's focus is to safely reduce custody numbers and improve outcomes by reducing the length of stay for children and families. This will be accomplished through a series of evidence-based methods such as the FAST 2.0; KEEP; R3; and parenting skill development with and without substance abuse components. At each meeting, the region discusses efforts toward prevention and successes in moving custodial children to permanency. Monthly Comstat Reviews shifted focus to those children who entered in 2014. In these meetings, the East Region discussed the reason for custody, two strengths towards achieving permanency and two barriers as well. The region then discusses next steps. These reviews include the RA, Deputy RA, Team Coordinator, Program Coordinator, Placement, Facilitator, Adoptions, Foster Parent Support, Family Service Worker, and Team Leader on each case and the PQI Coordinator. Trends from these reviews are pulled for further review. The region participates in Breakthrough Series Collaborative (BSC) on Trauma Informed Screening and Assessment of Young Children. The yearlong collaborative has ended, but the work done through the BSC is being expanded throughout the region. Tools were gathered and developed during the collaborative to help staff, birth families, and foster families understand the impact of trauma and identify the need for further intervention through screening.
Knox Region
PQI Program Regional Structure

Regional Description
The Knox Region, which includes the city of Knoxville, is the sixth largest metropolitan area in Tennessee. It is located in the Tennessee Valley of East Tennessee between the Cumberland Mountains and the Great Smoky Mountains National Park. The regional office is located in Knoxville.

Leadership PQI Workgroups
Core Leadership
The Core Leadership meeting is held once per month in the Knox Region. This meeting typically occurs on the second Tuesday of each month. During Core Leadership, information is disseminated from the Regional Administrator Meeting, and each program area has scheduled time on the agenda to discuss areas of regional importance. Team Leaders are encouraged to attend and filter the information gained from Core Leadership to their teams through their staff meetings. Often, the Core Leadership Team invites community partners to come in to discuss programs and services they have available to customers in the Knox Region.

Quality Practice Team
The Knox Regional Quality Practice Team (QPT) is a chartered team which meets once per month. This team consists of at least one member of each of the regional PQI teams, the Deputy Regional Administrator and designated members of the training unit. The facilitators for the Regional PQI Teams are encouraged to attend and are asked to send a representative to the QPT if they are unable to attend. Time is set aside during each meeting for each regional team to discuss their team’s progress. This assists the region ensure improvement initiatives are not being duplicated, each PQI team is able to support one another, and all teams are moving in the same direction.

PQI Workgroups
Safety Team
COA Standard(s) – PA-CFS, PA-CR
The Safety Team includes Family Service Workers, Team Leaders, and Team Coordinators from both CPS and Social Services with ad hoc members utilized as needed. The purpose of the Safety QPT is to identify risks to the safety of children, families, visitors, staff, DCS, and the community in order to reduce those risks and improve service provision internally and externally. This workgroup is responsible for reviewing priority response data from the Risk Matrix, and Family Advocacy and Support Tool data, and any specific requests from the Quality Practice Teams.

Permanency Team
COA Standard(s) – PA-CFS, PA-CR
The Permanency Team is comprised of Team Leaders, Team Coordinators, and Family Service Workers from Social Services and Foster parent Support. The purpose of the Permanency Quality Practice Team is to reduce system barriers to assist families in achieving timely permanency. The Permanency workgroup reviews Terminations of Parental Rights, Face-to-Face Contacts, and Visitation data from the Risk Matrix along with any data needed for current projects.

Well-Being Team
COA Standard(s) – PA-BSM, PA-CR
The Well-Being Quality Practice Team is composed of individuals from the Well Being Unit (Psychologist, Education Specialist, Independent Living Specialist, Health Advocacy Representative, Service and Appeals Tracking Coordinator, Nurse, and Child and Adolescent Needs and Strengths (CANS) Consultant), Well-Being Liaison, Team Leader, and Family Services Worker. The purpose of the team is to continue efforts to improve the well-being of children and families that the Department of Children's Services serves by addressing their physical, mental, educational, and independent living needs. The Well-Being Circle is responsible for reviewing Incident Reports as well as Risk Matrix data including Eligibility, TennCare Appeals, and Early Periodic Screening, Diagnosis, and Treatment (EPSD&T) rates.

**Employee Support Team**  
*COA Standard(s) – PA-HR*  
The Employee Support Team is comprised of Department of Children's Services staff from all program areas within the region. The purpose of the Employee Support Team is to support Knox Region by ensuring staff have a safe, ethical working environment. Additionally, the team is to assess the professional development needs of the staff, foster parents, community partners, and other stakeholders in order to ensure delivery of a wide range of relevant, high-quality training opportunities. Employee Support reviews Risk Matrix data including training on the emergency response plan, reports of safety hazards, accidents, separations, and overtime.

**Juvenile Justice Team**  
*COA Standard(s) – PA-JJCM, PA-CR*  
The Juvenile Justice PQI team is composed of the Juvenile Justice Team, a facilitator, a member of the resource management unit, a supervisor, and a court liaison. The purpose of the Juvenile Justice Team is to reduce recidivism rates and rehabilitate juvenile offenders while ensuring safety for both the youth and the community. This workgroup reviews Juvenile Justice Case Process Review data and data as requested from the Quality Practice Team.

**Recruitment, Retention and Kinship Team**  
*COA Standard(s) – PA-CFS, PA-CR*  
The Recruitment and Retention Circle is comprised of Department of Children's Services staff from all program areas and active foster parents in the region. The purpose of the Recruitment, Retention and Kinship Circle is to support the Knox Region foster parents as they care for children, explore options to retain our current foster parents, and brainstorm methods of recruiting new foster parents. This team reviews data from the risk matrix including Placement Exception Requests, Detention Placements, Corrective Action Plans, overdue expedited homes, overdue re-assessments, Level 4 Review Compliance, and Requests for Services after 90 days. Additionally, this workgroup reviews Foster Parent Surveys.
Youth Team

*COA Standard(s) – PA-CFS*

The youth circle is composed of Department of Children’s Services staff from all program areas as well as community agencies. The purpose of the Youth Team is to assist youth transitioning into adulthood, to find solutions to current issues that Knox Region foster care youth face, and to ensure quality services are provided to these youth. This workgroup reviews data pertaining to older youth including extension of foster care information and life skills surveys.
Mid-Cumberland Region
PQI Program Regional Structure

Regional Description
The Mid-Cumberland Region consists of eight counties: Montgomery, Cheatham, Robertson, Williamson, Wilson, Trousdale, Sumner, and Rutherford. Some counties are combined into clusters for supervision purposes: Cheatham/Robertson/Williamson and Wilson/Trousdale.

Leadership PQI Workgroups
The Mid-Cumberland Region maintains two teams at this level: Quality Practice Team and Core Leadership.

The Core Leadership Team
The Core Leadership Team is comprised of management. If an individual is not already a member of management, then their membership is by invitation. The Core Leadership Team addresses decisions, initiatives, and other issues that require a confidential setting and/or that are appropriate for management to address. This team receives referrals from other PQI teams within the region and works collaboratively with the Quality Practice Team as appropriate.

The Quality Practice Team
The Quality Practice Team is comprised of all classification levels and areas of practice. The team serves as the second level of review for referrals made by other PQI teams in the region. The team also serves as a PQI team with a regionally based perspective and therefore utilizes data from regional reviews, such as Quality Service Review and Case Process Review, in order to initiate practice improvement discussions and decisions. A Quality Practice Team Liaison from all other PQI teams attends the Quality Practice Team and reports on the work of their specific PQI team. A Practice & Policy Workgroup representative attends the Quality Practice Team and serves as the link of communication between Practice & Policy Workgroup and the Mid-Cumberland Region. The team also serves as a venue for report-outs of surveys that were conducted on a statewide level and produce results for each region. The Quality Practice Team is assigned review of Council on Accreditation Standards: Administration and Management, Risk Management, and PQI (Performance and Quality Improvement). The Quality Practice Team also conducts the preliminary review of case files for Council on Accreditation file review.

PQI Workgroups
The Mid-Cumberland Region supports the function of several additional PQI teams in addition to the Quality Practice Teams:

Foster parent and Kinship Circle
COA standards: PA-CFS, PA-CR
The Foster parent and Kinship Circle focuses on the improvement of relationships and the improvement of practice with traditional foster parents and Kinship Providers. This circle is also dedicated to addressing needs and sharing successful initiatives developed by these providers. Additionally, the circle will focus on ways of increasing the percentage of kinship placements and means of reducing kinship disruptions. Interested staff from all areas and disciplines within the region can participate in this circle. Foster parents, Kinship Providers, and Stakeholders are encouraged to participate in this circle.
Professional Development and Human Resources Circle

*COA standards: PA-HR*

The Professional Development and Human Resources (HR) Circle focuses on training, development, coaching, and mentoring. Their work also centers on ensuring that the region is able to provide the training tools and human resources support necessary to meet the career needs of all staff. The membership of the circle is comprised of DCS training staff, HR staff, and interested staff from any areas and disciplines within the region.

Juvenile Justice Workgroup

*COA standards: PA-JJCM, PA-CR*

The Juvenile Justice (JJ) Workgroup is composed of JJ staff and any interested staff from any area or discipline. The circle is a primary resource for developing strategies and initiatives for practice improvement in Juvenile Justice while also considering how to increase community safety as it relates to this population. A main area of focus is to identify barriers and develop solutions for providing quality services for youth who are adjudicated delinquent. This circle focuses on ideas of how to develop informal supports that are sustainable over time for youth that are exiting the system, as data has shown this to be an area of challenge.

Social Services Workgroup

*COA standards: PA-CFS, PA-CR*

The Social Services Workgroup is composed of Social Services Staff, Foster Care Staff, and interested staff from any area or discipline. The team develops strategies and initiatives for practice improvement in this area. A main focus is to identify barriers and develop solutions for provision of quality services to children in foster care adjudicated as dependent and neglected or unruly as well as those receiving Family Support Services and Family Crisis Intervention Program services.

Child Protective Services / Safety Workgroup

*COA standards: PA-CFS, PA-CR*

The Child Protective Services Workgroup is primarily composed of Child Protective Services Investigation and Assessment staff, and any interested staff from any area or discipline may attend as well. The team is the primary resource for developing strategies and initiatives for practice improvement in this area. These issues are inclusive to issues specific to Child Protective Services Overflow Staff, who must balance dual roles. The workgroup can also serve as a venue to discuss the evolving challenges as well as advantages resulting from the ongoing restructuring of Child Protective Services.
Resources and Facilities Circle

COA standards: PA-AM

The Resources and Facilities Circle focuses on identifying fiscal barriers and assists in developing practical and functional resolutions to those barriers. The circle also focuses on ensuring that employees have a safe working environment and the tools needed to perform their duties. Risk management is a prevalent focus area for this circle. The Fiscal Director is a permanent member of the team, as is the Facilities Manager. Interested staff from all areas and disciplines within the region can participate in this circle.

Child Health Circle

COA standards: PA-BSM

The Child Health Circle focuses on ensuring that all of the children served by DCS have appropriate health and education services. There are a myriad of issues relative to this area of practice. In the past, teams formed around this focus area produced innovative processes that helped to increase efficiency. Therefore, the Child Health Circle improves overall service to children and families. Interested staff from all areas and disciplines within the region can participate in this circle.

In Home Tennessee Teams

The Mid-Cumberland Region commenced their initiation of In Home Tennessee in May 2013. Since then, the region completed several tasks in support of the process. The requisite teams have begun to form and meet. There will be several ongoing teams that function to support In Home Tennessee. One team already merged with a PQI team. A description of each team is as follows:

Regional Implementation Team

The Regional Implementation Team is the oversight team for In Home Tennessee in the Mid-Cumberland Region. This team serves as the point for monitoring and supporting any overarching tasks related to this initiative. This team also serves to make any broad scale management decisions related to In Home Tennessee.
Northeast Region

PQI Program Regional Structure

Regional Description
The Northeast Region is located in the Appalachian Mountains bordering Virginia and Western North Carolina. There are eight counties (Johnson, Unicoi, Carter, Sullivan, Washington, Greene, Hawkins, and Hancock) that the Department of Children provides services to in the Northeast Region. The Regional Office is located in Johnson City.

NE PQI Process and Culture
Every employee in the Northeast Region has an opportunity to participate on a PQI team. All employees are aware of the PQI process and how a referral is made to a PQI team. A PQI Computer Based Training is utilized on an on-going basis to educate new and existing staff on the process and benefits of PQI. The Regional PQI Coordinator provides information explaining the PQI process to all new employees and to community partners as requested.

Leadership PQI Workgroups
The Regional Leadership Workgroup consists of the Regional Administrator, Deputy Regional Administrator, Team Coordinators, liaisons from each Workgroup, and the regional training staff. This workgroup meets every fourth Monday to discuss region-wide issues, referrals from field staff, and to review data such as Case Process Review Performance Improvement Plans, Quality Service Review Outcomes, surveys, and Incident Reports in order to identify areas of growth and opportunity. Each liaison reports what their workgroup is doing and presents issues that are referred to this team for resolution. This is an opportunity to foster communication between multiple workgroups on issues of shared interest or concern. This workgroup can send issues or areas of improvement out to the other workgroups for brainstorming and planning for improvement. The workgroup concentrating on that issue would, then, come back to this team and provide information on what the barriers were and what their plan is to make improvements. If the issue cannot be resolved in the region and is more of a statewide issue pertaining to policy change, the issue can be referred to the Statewide Policy and Practice Workgroup.

PQI Workgroups
Safety Workgroup
COA Standard(s) – PA-CFS, PA-CR
The Safety Workgroup (contains both CPSA and CPSI) is comprised of the Regional Administrator, Deputy Regional Administrator, Team Coordinators, Team Leaders, Family Service Worker 3s, Family Service Workers, a representative from the Foster parent Support Unit, a Facilitator from the Facilitator Unit and a CANS/FAST Consultant. Ad hoc members attend as needed. This workgroup addresses data such as Priority Response data, overdue cases, Case Process Review data, and Quality Service Review outcomes. This team also conducts a peer review at each of their QPT meetings. This team meets monthly.
Permanency Workgroup  
*COA Standard(s) – PA-CFS, PA-CR*  
The Permanency Workgroup is comprised of Team Coordinators, Team Leaders from Region Social Services Units, Region Family Service Workers, Foster parent Support staff, Placement Provider agencies, an Independent Living Specialist, a Facilitator from the regional facilitator team and any relevant staff or stakeholders. This workgroup reviews data pertaining to parent-child visitation, Adoption and Foster Care Analysis and Reporting System, quarterly Child and Family Team Meetings, Early Periodic Screening, Diagnosis and Treatment (EPSD&T) Reports, Quality Service Review outcomes, and Case Process Review trends. Barriers to why Family Service Workers are not able to do tasks that are required and what tools are needed to assist them in providing good customer service are discussed. This team meets monthly.

Juvenile Justice Workgroup  
*COA Standard(s) – PA-JJCM, PA-CR*  
The Juvenile Justice Workgroup is comprised of a Juvenile Justice Program Coordinator, Team Leaders, and Family Service Workers from across the region. This workgroup addresses issues and concerns regarding youth that are delinquent or are on probation or aftercare. This team also reviews recidivism data, Child and Adolescent Needs and Strength (CANS) data, Child and Family Team Meeting data, Case Process Review data and trends, and Quality Service Review outcomes. This workgroup meets monthly.

Clerical Workgroup  
This workgroup consist of clerical staff and ad hoc members from across the region. This workgroup looks at filing issues, office supply issues, front desk coverage issues, and any issues that involve the support of the employees and customer service. This workgroup reviews data that pertains to supplies needed for the office, requests made that could not be approved, number of time tools, equipment not in working order or that have requests for repairs, length of time for repaired or replaced equipment, observation of filing issues, number of files that need to be closed in the system, and issues around space for the files. They will also address issues with front desk or customer service. This workgroup meets quarterly.

Court Liaison Workgroup  
This group consists of the court liaisons of the region and their supervisors. This is a new PQI group, and they are working on improving initial paperwork, legal issues, and improving communication with the other disciplines. This workgroup meets quarterly.

Professional Development Workgroup  
This workgroup consists of the regional trainers, the On-the-Job coaches, and various staff. Ad hoc members are invited as needed. This workgroup discusses training evaluations and training requests made by staff. This workgroup reviews data pertaining to number of trainings that have been requested by staff and timeliness of training. This group meets every month.

Cross Functional Workgroup  
This workgroup consists of placement providers, management staff, Child and Adolescent Needs and Strengths (CANS) Coordinator, Well-being staff, Independent Living Specialist, Utilization Review Coordinator, and other stakeholders or Department of Children's Services staff that provide assistance to field staff. This workgroup communicates and addresses issues around services that are required to meet the needs of the children and families. This workgroup discusses and reviews data pertaining to Early Periodic Screening, Diagnosis, and Treatment (EPSD&T), Parent-Child visits, length of stay in care, placement within 75 miles, and Quality Service Review outcomes. This workgroup meets every other month.
Northwest Region  
**PQI Program Regional Structure**

Regional Description
The Northwest region includes thirteen counties. The counties are: Benton, Carroll, Crockett, Dickson, Dyer, Gibson, Henry, Houston, Humphreys, Lake, Obion, Stewart, and Weakley. The region is bounded on the west by the Mississippi River, on the north by the state of Kentucky, and on the east by Interstate 40. The regional office is located in Dresden.

Leadership PQI Workgroups

Core PQI
The Core PQI Team meets on a monthly basis and consists of Regional Leadership which includes the Regional Administrator, Deputy Regional Administrator, Team Coordinators, Child Protective Services Assessment Team Coordinator, Child Protective Services Investigative Coordinator, Fiscal Director, PQI Coordinator, Regional General Counsel, Quality Team Leader, and is joined quarterly by regional specialists (Educational Specialist, Independent Living Specialist, Permanency Specialists, Kinship Coordinator, Placement Coordinator). Dual purposes are served during the course of the meeting. Part of the meeting is used to address PQI related issues such as discussions around PQI referrals, review and action planning around quality data pieces, and any initiatives that support quality case work and service delivery. The team also focuses on Council on Accreditation standards and ensuring that the standards continue to be consistently implemented and maintained. The second part of the meeting (Core) consists of upper management and provides an opportunity for the Regional Administrator to discuss with the Deputy Regional Administrator and Team Coordinators any pertinent information from the Regional Administrators meetings. This also provides the opportunity to discuss any management issues within the region and brainstorm planning and action steps as needed.

As part of the leadership plan, the Team Coordinators meet at least quarterly with their Team Leaders to share information that is discussed during the Quality Practice Team. The Team Leaders then meet with their staff monthly in order to continue the flow of information to ensure all policies, best practice, and procedures are known and implemented throughout the region. This meeting between Team Leaders and the Family Service Workers is referred to as Unit Meetings.

PQI Workgroups

Child Protective Services Assessment PQI

*COA Standard(s) – PA-CFS, PA-CR*

This team is composed of the Child Protective Services Team Coordinator and the Team Leaders (inclusive of the Team Leaders from the Family Support Service Teams). The team meets quarterly or as needed. This team is continuously focused on performance in all areas of Child Protective Services Assessment as well as specific temporary teaming needs that arise when there are spikes in caseloads. The team consistently reviews policy changes and determines the best way to ensure that staff have a clear understanding of how they should implement revisions in practice indicated by policy change. The team reviews caseload assignments to ensure accuracy in the database, and review and plan around data from reports such as Priority Response, Open Child Protective Services Cases by Age (age of case), Timeliness of Allegation Classification, Timeliness of Initial Safety Assessment, Overdue Assessment cases, etc.
CPSI PQI
COA Standard(s) – PA-CFS, PA-CR
This team is composed of the Child Protective Services Investigative Coordinator and the Investigative Leads. This team meets quarterly or as needed. Data is reviewed during the course of this meeting so that progress and areas of improvement can be identified and addressed. Data is pulled from Safe Measures and OBIEE.

Non-Custodial Leadership PQI
COA Standard(s) – PA-CFS, PA-CR
This team is composed of leadership from Child Protective Services Assessments, Investigations, and Family Support Services. The team serves as an arena for discussions about challenges faced by non-custodial program staff and encourages teaming between these program areas. The meetings are currently set at once every two months or quarterly.

Permanency PQI (2 teams)
COA Standard(s) – PA-CFS, PA-CR
These teams consist of the Regional Administrator, Team Coordinator, PQI Coordinator, Quality Team Leader, Social Service and Juvenile Justice Team Leaders, and Family Service Workers. The teams are divided into east counties and west counties. The teams meet on a monthly basis. Different Department of Children’s Services specialists can also participate as needed such as the Educational Specialist, Regional Psychologist, Independent Living Specialist, etc. Multiple data sets are used in this process to ensure quality and consistent practice such as the regional scorecard, face-to-face contacts, percentage of parent-child visitations, percent of children in custody less than 24 months, and timeliness of reunification.

Child Health PQI
COA Standard(s) – PA-BSM, PA-CR
The Well-Being team consists of members from the Well-Being unit, including the Regional Psychologist, Regional Nurse, Child and Adolescent Needs and Strengths (CANS) Consultant, Services and Appeals Tracking Coordinators, Education Specialist, Quality Team Leader, Placement Specialist, the Health Advocate Representative and PQI Coordinator. During this time, the PQI team meets to triage high-risk children in custody. The skilled professionals present assess and make recommendations based on the assessments and other available reports. The PQI team also discusses children that have recently entered into state custody to assure that every effort is made to place sibling groups together in order to maintain family connections. Incident Reporting is also discussed to see if any trends are present. These trends are filtered based on placement, child, type of incident, and frequency of an incident. The team meets twice monthly.
Administrative PQI
The team consists of the Administrative Staff from each county office, a representative from the Fiscal Department, the Regional Administrative Services Assistant, Human Resources Analyst, and the PQI Coordinator. The team addresses their various responsibilities and how they can be equitably distributed as well as how best to support frontline staff in their assigned offices. This team meets quarterly or more as needed.

Community Advisory Boards
These teams include Department of Children's Services staff and multiple community partners. Each county in the region currently has a board that meets either monthly or quarterly as needed. Each individual team consists of different community partners and professionals and operates differently based on that county's needs.
Shelby Region
PQI Program Regional Structure

Regional Description
Shelby Region is one of three single county regions. It is the largest metropolitan area in the state and is located in the extreme southwestern part of Tennessee. The county shares a border with Arkansas and Mississippi. The regional office is located in Memphis.

Leadership PQI Workgroups
The Quality Practice Workgroup
The Quality Practice Workgroup is the second level of review for all regional PQI workgroups. It makes regional decisions and initiatives to improve practice. A representative from each sub workgroup attends this meeting as does management and chosen staff that extends all the way to the frontline worker. Membership is by invitation only. The team uses regionally based data to initiate practice improvement discussions and decisions while communicating with and educating staff on evidence-based best practices. The Quality Practice Workgroup reviews the following COA Standards: Administration and Management (PA-AM), Fiscal Management (PA-FM), Ethical Practice (PA-ETH), Administration and Service Environment (PA-ASE), Client's Rights (PA-CR), Risk Prevention Management (PA-RPM), Juvenile Justice Case Management (PA-JJCM), Juvenile Justice Residential Services (PA-JJR), Family Foster Care and Kinship Care (PA-FKC), Child Protective Services (PA-CPS), Personnel Development and Supervision (PA-PDS), Human Resource Management (PA-HRM), and Performance and Quality Improvements (PA-PQI).

The Team Coordinator Workgroup
The Team Coordinator Workgroup is an offshoot of the Quality Practice Team Workgroup and is also by invitation only. This meeting is held for team coordinators, deputy regional administrators and the Regional Administrator. The meeting addresses the quality of case practice, improvements in foster parent recruitment and retention, outcomes for youth in custody, service provisions for youth transitioning to adulthood and staffing concerns. The Team Coordinator Workgroup reviews the following COA Standards: Administration and Management (PA-AM), Ethical Practice (PA-ETH), Administration and Service Environment (PA-ASE), Client's Rights (PA-CR), Risk Prevention Management (PA-RPM), Juvenile Justice Case Management (PA-JJCM), Juvenile Justice Residential Services (PA-JJR), Child and Family Services (PA-CFS), Personnel Development and Supervision (PA-PDS), Human Resource Management (PA-HRM), and Performance and Quality Improvements (PA-PQI).

Child Protective Services Assessment and Juvenile Justice Leadership Workgroup
This workgroup is an offshoot of the Quality Practice Team Workgroup and is also by invitation only. This meeting is held for the Child Protective Services Assessment and Juvenile Justice Team Coordinators and their Deputy Regional Administrator. The meeting addresses the quality of Assessments and Juvenile Justice case practice, outcomes for delinquent youth, in-home service provision, and staffing concerns. The Assessments and Juvenile Justice Leadership Workgroup reviews the following COA Standards: Administration and Management (PA-AM), Performance and Quality Improvements (PA-PQI), Juvenile Justice Case Management (PA-JJCM), Juvenile Justice Residential Services (PA-JJR), and Child and Family Services (PA-CFS).
PQI Workgroups

Alternative Workplace Solutions Workgroup
This workgroup was established in January 2016 to address the needs of the region as it works toward Alternative Work Solutions for staff. The focus of this workgroup is communication and contact with the community, data and technology, fiscal, logistics and space, training, supervision and policy. The Alternative Workplace Solutions Workgroup reviews the following COA Standards: Administration and Management (PA-AM), Performance and Quality Improvements (PA-PQI), Risk Prevention Management (PA-RPM), Personnel Development and Supervision (PA-PDS), and Administration and Service Environment (PA-ASE).

The Behavior Management Workgroup
This workgroup meets quarterly with the Regional Psychologist to review the quarterly incident reports and to identify, triage and develop solutions to ensure children are safe in their placements. The Behavior Management Workgroup reviews the following COA Standards: Behavior Support and Management (PA-BSM), Crisis Response and Information Services (PA-CRI), Juvenile Justice Residential Services (PA-JRS), Juvenile Justice Case Management (PA-JJCM), Child and Family Services (PA-CFS), and Ethical Practice (PA-ETH).

The Council on Accreditation Workgroup
This workgroup reviews the Council on Accreditation standards to ensure regional compliance. The COA Workgroup reviews the following COA standards: Administration and Management (PA-AM), Ethical Practice (PA-ETH), Administration and Service Environment (PA-ASE), Client’s Rights (PA-CR), Risk Prevention Management (PA-RPM), Juvenile Justice Case Management (PA-JJCM), Juvenile Justice Residential Services (PA-JJR), Child and Family Services (PA-CFS), Personnel Development and Supervision (PA-PDS), Human Resource Management (PA-HRM) and Performance and Quality Improvements (PA-PQI).

Child Protective Services Assessment Leadership Workgroup (Safety)
This workgroup reviews and improves regional Child Protective Services practice while addressing child and family safety issues. The Child Protective Services Workgroup reviews the following COA standards: Child and Family Services (PA-CFS) and Personnel Development and Supervision (PA-PDS).

Cross Functional Workgroup (Permanency)
This workgroup improves relationships and practice with agency providers and services for the families they serve. The Cross Functional Workgroup reviews the following COA standards: Child and Family Services (PA-CFS), Juvenile Justice Residential Services (PA-JJR), and Performance and Quality Improvements (PA-PQI).

The Design Team Workgroup
This workgroup was established by The Child Welfare Strategy Group of the Annie E. Casey Foundation after conducting an in-depth analysis of the region's system performance in June 2012. They used an array of methods to better understand Shelby's child outcomes and the system's strengths and challenges. Among one of the findings was an opportunity to "improve our regional culture which has been shown to have a direct impact on outcomes for children and families". In response, a 300 question on-line survey, Comprehensive Organizational Health Assessment (COHA), was conducted with a regional completion rate of 86%. A voluntary group of staff, known as the Design Team, were selected to support implementation of change priorities identified by the survey results. The Design Team chose to focus on Adaptive Leadership, Improved Communication, and Improving the Physical Environment with a Focus on Safety. These work/PQI groups meet regularly and have been instrumental in implementing many initiatives but most importantly, have brought frontline staff into being equal partners in regional decision making through attendance at QPT, leading the decisions around regional office re-location, and planning for COA. The Design Team Workgroup
reviews the following COA standards: Administration and Management (PA-AM), Ethical Practice (PA-ETH), Administration and Service Environment (PA-ASE), Risk Prevention Management (PA-RPM), Personnel Development and Supervision (PA-PDS), and Performance and Quality Improvements (PA-PQI).

**IV-E Wavier Workgroup**
This workgroup meets to examine and develop strategies to meet the mandates set forth by Title IV-E of the Social Security Act for the placement and maintenance of foster children in out-of-home care, their related administrative costs and caseworker training in an effort to strengthen families and improve outcomes for children and families in the child welfare system. The IV-E Wavier Workgroup reviews the following COA standards: Administration and Management (PA-AM), Financial Management (PA-FIN), Juvenile Justice Case Management (PA-JJCM), Personnel Development and Supervision (PA-PDS), Child and Family Services (PA-CFS), and Quality Improvements (PA-PQI).

**Juvenile Justice Leadership Workgroup (Juvenile Justice)**
This workgroup identifies barriers and solutions to provide quality services to children adjudicated delinquent while working to increase community safety. The Juvenile Justice Workgroup reviews the following COA standards: Juvenile Justice Case Management (PA-JJCM), Juvenile Justice Residential Services (PA-JJRS), Youth Development Services (PA-YD) and Personnel Development and Supervision (PA-PDS).

**Placement Services Division Workgroup (Permanency)**
This workgroup identifies barriers and solutions to providing quality services to children in foster care. The Placement Services Division Workgroup reviews the following COA standards: Child and Family Services (PA-CFS), Personnel Development and Supervision (PA-PDS), and Client’s Rights (PA-CR).

**Recruitment and Retention Workgroup (Permanency)**
This workgroup works to retain and increase available resource homes while improving the percentage of kinship placements and reducing kinship disruptions. The Recruitment and Retention Workgroup reviews the following COA standard: Child and Family Services (PA-CFS).

**The Social Services Leadership Workgroup (Permanency)**
This is a workgroup comprised of Social Service Team Coordinators and Team Leaders. This workgroup was comprised to address practice improvements and decision making specifically within the Social Service area. The workgroup is responsible for improving relationships and practice with traditional and kinship foster parents while reducing barriers of care and services for the resource family and the family service worker. The Social Service Workgroup reviews the following COA standards: Child and Family Services (PA-CFS), Personnel Development and Supervision (PA-PDS) and Client’s Rights (PA-CR).

**The Training and Development Workgroup**
This workgroup is a diverse group that encompasses all divisions and levels of staff. This team addresses regional training and development needs and the barriers that prevent staff from meeting yearly training requirements. The Training and Development Workgroup reviews the following COA standards: Personnel Development and Supervision (PA-PDS) and Quality Improvements (PA-PQI).
Smoky Mountain Region
PQI Program Regional Structure

Regional Description
The Smoky Mountain Region includes seven counties with the regional office located in New Market. The seven counties in the Smoky Mountain Region are: Blount, Claiborne, Cocke, Grainger, Hamblen, Jefferson and Sevier.

Leadership PQI Workgroups
The Regional Leadership Team Meeting is held the last Thursday of each month. The regional supervisors and Central Office Support Staff participate. The purpose of this meeting is to share information, build strong leadership, problem solve, recognize employees, review data, and highlight regional successes.

The Senior Leadership Meeting is held every second and fourth Wednesday of the month. The participants are the Regional Administrator, Deputy Regional Administrator, and the region's five Team Coordinators. Additional members, such as the Fiscal Director and FCCR, meet with the group once per month. The purpose of this meeting is to discuss policies and procedures, review DCS trends & data, discuss important DCS issues and concerns, recognize employees, provide training opportunities, share information, and develop strategic action plans for improvement.

PQI Workgroups
Juvenile Justice Circle
COA Standard(s) – PA-JJCM, PA-CR
This circle focuses on developing Juvenile Justice specific strategies for practice improvement. Team Leaders and Family Service Workers attend regularly across the region. One Team Leader attends Policy and Practice and brings back any information regarding Juvenile Justice to the group. Mountain View staff have been invited to participate and will attend meetings to share information. This circle is facilitated by a Juvenile Justice Team Leader and meets the last Friday of the month. Location varies to accommodate staff.

Permanency Circle
COA Standard(s) – PA-CFS, PA-CR
This circle is made up of primarily Team Leaders and Family Service Workers. The primary focus has been on parent-child visitations, improving the quality of those visits, and face-to-face visitation with the parents. A Team Coordinator from the region attends Policy and Practice and brings back information relating to Social Services to this circle. This circle is co-facilitated by two Social Services Team Leaders and meets the last Friday of the month. Location varies to accommodate staff.

Recruitment and Retention Circle
COA Standard(s) – PA-CFS, PA-CR
This team developed the region’s recruitment and retention plan and continuously seeks to improve support for kinship caregivers. They also work with the Foster Parent Association on Foster Parent Appreciation Events and help coordinate the Walk Me Home event annually. The Circle meets at least quarterly. Times and location vary. Two Foster Parent Support Team Leaders co-facilitate this circle.
Appendix I
Performance and Quality Improvement Program Manual

Safety Circle
_COA Standard(s) – PA-CFS, PA-CR_
This group continues to review Child Protective Services statistics, seek ways to improve response times and decrease overdues, as well as consistency in application of policy. A Team Coordinator attends Policy and Practice and brings back information relating to Child Protective Services. The team meets every second Monday of the month. Locations vary to accommodate staff. Team Leaders and Case Managers rotate facilitating this circle quarterly.

Safe at Home
This group’s focus is to seek new ways to keep children and youth out of Department of Children’s Services custody and streamline processes the region already has in place to prevent children and youth entering custody. This group is made up of regional frontline staff from all program areas, Team Leaders, and Senior Leadership. The Deputy Regional Administrator facilitates this group. This group meets every second Monday of the month. Locations vary to accommodate staff.

Well-Being Circle
_COA Standard(s) – PA-BSM, PA-CR_
This circle assesses the triage process within the region and reviews Incident Reports on a quarterly basis. Members of this circle include both regional nurses, Regional Psychologist, Child and Adolescent Needs and Strengths (CANS) Consultants, Health Advocate Representative and Services and Appeals Tracking Coordinator. When needed, a placement supervisor attends the Incident Report review. This circle meets at least quarterly at the Regional Leadership Meeting to accommodate staff. The PQI Coordinator facilitates this circle.

Youth Circle
_COA Standard(s) – PA-CFS, PA-CR_
This circle is made up of the regional Independent Living Specialist, Independent Living Regional Program Director, Extension of Foster Care Worker and Team Leader, Mountain View staff, and community agencies that serve the older youth. Youth attend as their schedule allows. This circle's focus is on Independent Living Services to youth prior to their exit from custody even if accepting extension of foster care services. Mountain View joins this circle to streamline relevant Independent Living skills with their population and to begin working on these skills prior to the 45 day discharge staffing. This circle utilizes a transition notebook for any youth 14 or older and is located on the M Drive for all staff to access. This group meets monthly in the Sevier County office. The date and time vary. The facilitator of this group is the regional Independent Living Specialist.
Employee Engagement Circle  
*COA Standards: PA-HR*

This circle consists of the PQI Coordinator, regional frontline staff from every program area, Team Leaders, Regional Administrator, Human Resources, and an Administrative Assistant. The focus of this group is to identify employee engagement opportunities within each office and regionally. This group is facilitated by a Social Services Team Leader. The circle meets monthly in the Jefferson County office. Times and dates of meeting vary.

Regional Implementation Team (IV-E Waiver Demonstration)

Smoky Mountain Region participates in a Title IV-E funding demonstration. This project allows funding for services and supports to assist in keeping children home with family and finding more timely permanency in order to reduce time in care. This team's focus is on four different interventions that will safely lower custody numbers and improve outcomes for children and families. These evidenced-based interventions are through an assessment tool known as the FAST 2.0, advanced foster parent support, “KEEP” Training, parenting skill development with and without substance abuse components, developing caseworker engagement, and R3 planning. This team is comprised of leadership, frontline staff, the two regional Child and Adolescent Needs and Strengths (CANS) Consultants and the PQI Coordinator. The facilitator of this team is the region’s Deputy Regional Administrator.
South Central Region
PQI Program Regional Structure

Regional Description
The South Central Region provides services to 14 counties in central Tennessee. The 14 counties are: Bedford, Coffee, Giles, Grundy, Franklin, Hickman, Lawrence, Lewis, Lincoln, Marshall, Maury, Moore, Perry, and Wayne.

Leadership PQI Workgroups
Quality Practice Team
This workgroup's intent is to serve as an opportunity to foster communication between multiple circles on issues of shared interest or concern and consists of the nine leaders of the Quality Circle Teams: the PQI Coordinator, Data Coordinator, Team Coordinators, Investigation Coordinator, Family Service Workers, Council on Accreditation Coordinator, Regional Administrator, and Deputy Regional Administrator. This workgroup meets on the fourth Thursday of each month to discuss region-wide issues; referrals from field staff; data reviews in order to track, monitor, and identify areas of growth; and reports on work being done by their Quality Circle Team. Some data examples that are used in this meeting are Regional Scorecards, Quality Service Review data, Case Process Review Data, Serious Incident Reports, survey results, Face-to-Face Reports, Parent-Child visits, and any other data necessary to discuss referrals.

Regional Leadership Team
In addition to meeting on the fourth Thursday of each month, the Regional Leadership Team meets every second week of the month. The Regional Leadership Team is held in order for the Regional Leadership staff members, the Well-Being Team members, Data Coordinator, Council on Accreditation Coordinator, Fiscal, Team Coordinators, and Team Leaders to attend. This meeting serves as an informative sharing source to help develop strategic plans to best implement needed improvement areas. Some data items discussed in this meeting are, but not limited to, Regional Scorecards, Face-to-Face visits, Chapin Hall data, Budget Reports, Risk Matrix, Satisfaction Surveys, Early Periodic Screening Diagnosis and Treatment (EPSD&T), Dental Reports, and other data items pertinent to the meeting.

PQI Workgroups
Each of our Quality Circles has been assigned a Quality Service Review Indicator that is important to the foundation of their circle. Each circle incorporates the indicator into their monthly meetings in regular discussions as well as before and after the Quality Service Review.

Quality Stakeholder / In Home Tennessee Communication Circle
Assigned QSR Indicator: Informal Supports and Community Involvement

The Quality Stakeholder Involvement Circle ensures that Providers and Community Partners have access to our Regional Performance and Quality Improvement process. The team consists of Resource Linkage staff, community partners from our Community Advisory Boards, Agency providers, and other interested Department of Children Services staff. The team is assigned the Informal Supports and Community Involvement Quality Services Review indicator as it is the key to building strong informal supports for families’ partnership with Community Outreach Programs. This team works closely with the In Home Tennessee projects and most members also participate in one of three workgroups identified as a need in our area: Communication, Alcohol and Drug, and Family Visitation. This team officially merged with the In Home
Tennessee Communication Circle and the Cross-Functional Team in September 2013 in order to encourage participation and to focus on better means of communication. Some data items reviewed in this circle are Quality Service Review scores, In Home Tennessee Fidelity Review, and any other data items available to assist this team as needed.

**Quality Budget**
Assigned QSR Indicator: Formal Supports
COA Standard: Fiscal Standards

The Quality Budget Circle brings together staff from our Fiscal Division, Placement Services Division, and select members of Regional Leadership to develop strategies to more efficiently utilize regional budgets. This team is assigned the Formal Supports/Resource Availability Quality Service Review indicator as they are the initial gatekeepers for many of the services and placements. This indicator has been encompassed into many of the practice performance indicators in order to show evidence of how the Department assists families with finding needed resources. Data items discussed, but are not limited to, yearly and monthly budgets, contracts, and placement overdues.

**Quality Well-Being**
Assigned QSR Indicator: Ongoing Functional Assessment
COA Standard: Behavioral Support and Management Standard

The Quality Well-Being Team consists of the members of the Well-Being Team, the Child and Adolescent Needs and Strengths (CANS) Consultant, Educational Specialist, Psychologist, Regional Nurse, and Services and Appeals Tracking Coordinators. They are tasked with ongoing tracking and adjustment of the Regional Well-Being Triage meetings to keep them responsive to changing regional needs. They have been assigned the Ongoing Functional Assessment Quality Service Review indicator due to being the experts in interpreting many of the formal assessments conducted for families. Data items reviewed, but not limited to, are Early Periodic Screening Diagnosis and Treatment (EPSD&T) Tests, Dental Reports, Well-being Triage Forms, Child and Adolescent Needs and Strengths (CANS) Reports, and Serious Incident Reports as needed.

**Juvenile Justice Leadership**
Assigned QSR Indicator: Teamwork and Coordination
COA Standard: Juvenile Justice, Clients Rights

The Juvenile Justice Leadership Team is composed of the Team Coordinator and Team Leaders for all Juvenile Justice Teams in the region. Additionally, the Team Leaders rotate each month in bringing a Family Service Worker to the meeting. The team is the primary resource for developing Juvenile Justice specific strategies for practice improvement. Data items discussed during this meeting include, but are not limited to, Face-to-Face Visits, Parent-Child Visits, Case Process Reviews, Targeted Case Management Data, Education Reports, and Adoption and Foster Care Analysis and Reporting System Reports. This team continuously works with community stakeholders on Juvenile Justice opportunities, as well as utilizing Council on Accreditation principles to maintain consistent practice. The Juvenile Justice Leadership Team is assigned the Teamwork and Coordination Quality Service Review Indicator because it is a noted strength among Juvenile Justice Staff. The workgroup develops strategies for all staff to learn from the workgroup's expertise.
Social Services Leadership
Assigned QSR Indicator: Transitions
COA Standard: Child and Family Services, Clients’ Rights

The Social Services Leadership Team is composed of all Team Coordinators and Team Leaders for the Region’s Social Services Teams. The Team Leaders rotate each month in bringing a Family Service Worker to the meeting. This team serves as the primary resource for developing Social Services strategies for practice improvement. This team also works hand in hand with stakeholders and consistently manages Council on Accreditation goals and improvements. The Social Services Leadership Team is assigned the Transitions Quality Services Review Indicator. Data items discussed during this meeting include, but are not limited to, Report Cards, Face-to-Face Visit Reports, Parent-Child Visits, Case Process Reviews, Targeted Case Management, Education Reports, and Adoption and Foster Care Analysis and Reporting System Reports.

CPS Leadership
Assigned QSR Indicator: Engagement
COA Standard: Child and Family Services, Client’s Rights

The CPS Leadership Team is composed of the Assessment Team Coordinator, Investigations Coordinator, and Team Leaders/Lead Investigators for the region’s Investigation and Assessment Child Protective Services teams. Additionally, the Team Leaders rotate each month in bringing a Family Service Worker to the meeting. The team is the primary resource for developing Child Protective Services strategies for practice improvement. This team works closely with the Resource Linkage Team to access community supports in order to maintain home placements and prevent custody. They also regularly utilize Council on Accreditation standards in their meetings in order to drive practice improvement. The Child Protective Leadership Team is assigned the Engagement Quality Services Review Indicator. As Child Protective Services staff is often the first to come into contact with our clients, effective engagement begins with them. Data items discussed during this meeting include, but are not limited to, Overdues, Case Process Reviews, Fidelity Reviews, and any other data items needed for the meeting.

Recruitment and Retention Circle
Assigned QSR Indicator: Appropriateness of Placement
COA Standard: Child and Family Services, Client’s Rights

The Recruitment and Retention Circle is dedicated to working with interested staff and community partners to develop a larger pool of available foster homes to choose from, as well as the streamlining of the initial and ongoing search for kinship placements for custodial and non-custodial children. The team is currently targeting specific areas in the region to focus on recruitment efforts and building more foster home resources. As a deep pool of available foster homes is the best way to ensure placements are selected to match the child, and not just based on bed availability, the Recruitment and Retention Circle has been assigned the Appropriateness of Placement QSR Indicator. Data items discussed during this meeting are, but not limited to, Regional Recruitment plan, Custody Entries per month, and resource homes established by county.

Quality Data Circle
Assigned QSR Indicator: Child and Family Planning Process
COA Standard: PQI Standards

The Quality Data Circle consists of the Data Coordinator, Baseline Target Actual Data Leads, Regional Administrator, Deputy Regional Administrator, Team Coordinators, and interested staff from all disciplines.
throughout the region. The primary purpose of this circle is to update monthly the Baseline Target Actual Data and discuss the progress towards regional goals around permanent exits and care days. The team also discusses ways to distribute this information to the teams and actively seek their participation in ways to improve. This team also discusses relevant data to address and analyze Parent-Child Visits Reports, Report Cards, Face-to-Face Visits, Quality Service Review Reports, and other reports to monitor service quality. As necessary, this circle forms sub-circles to address data items around these areas.

**Administrative Support Circle**

Assigned Item: Facilities and HR

COA Standard: Risk Prevention and Management, Administrative and Services Environment, Training and Supervision

The Administrative Support Circle consists of the Regional Administrative Services Assistant, Training Coordinator, and representatives from the Safety Officers Teams. This Circle addresses referrals from staff regarding internal building and Human Resources issues. Rather than being assigned a Quality Services Review Indicator, this team's focus is on maintaining the region's buildings and raining files in accordance with accreditation standards. Data items discussed in this meeting include, but are not limited to, Emergency Response Preparedness Plan, Training Reports, and the Risk Matrix.
Southwest Region
PQI Program Regional Structure

Regional Description
The Southwest Region consists of 11 counties in West Tennessee including: Chester, Decatur, Fayette, Hardeman, Hardin, Haywood, Henderson, Lauderdale, Madison, McNairy, and Tipton.

The Southwest region is dedicated to improving practices in order to support the Mission and Vision of Tennessee Department of Children's Services. The Southwest Region has six regional PQI teams with the understanding that other teams can be formed to address specific issues on an ad hoc basis. These teams are designed to problem solve around opportunities for improvement from data gained from the regional Scorecard, surveys, Quality Service Reviews, case reviews, and data gathered from TFACTS.

Leadership PQI Workgroup
Quality Practice /Continuous Quality Improvement Team
The Core Leadership of Southwest comprises the central Quality Practice Team/Continuous Quality Improvement Team for the Southwest Region. This team meets monthly and typically on the third Monday of the month. The team's facilitator is the Regional Administrator. The scribe for this meeting is the Regional Administrator's Secretary. The team is comprised of the Team Coordinators, Regional PQI Coordinator, and Well-Being staff such as the Regional Health Unit Nurse, the Regional Psychologist and the Regional TennCare Advocate. Additional members often include the regional On-the-Job Training Coordinator, Regional Juvenile Justice Coordinator, Regional Fiscal Director, Regional Trainer/Master Trainer, Regional General Counsel, and Regional Child and Adolescent Needs and Strengths (CANS) Consultant, Regional Education Specialist, Regional Human Resources Analyst, Regional Interdependent Living Specialist, and Regional Data Coordinator. Ad hoc members are included where necessary.

During these meetings, information is disseminated from the statewide Regional Administrator meetings, and each program area has scheduled time on the agenda to discuss areas of regional importance. Often, the Core Leadership team invites community partners to come in to discuss programs and services they have available to customers in the Southwest region.

This team is tasked with developing strategies to improve assigned data outcomes. Each circle is encouraged to share their meeting's discussions with this central Quality Practice Team. This team is the main data source which reviews and assigns data to other circles. This circle will also be the referral point for any circle needing assistance and overall quality assurance to improve regional practice. This circle reviews and assesses the Baseline Target Actual's for the region. This circle also ensures that information regarding any planned strategies is communicated throughout the region via the other Quality Practice Circles.

Some of the data this group addresses, but is not limited to:
Regional Scorecard, QSR, Report Outs, Regional Data Quality Referrals, Reliability Reviews, ACF, CPR, Customer Satisfaction Surveys, Employee Reports, Resource Home surveys.
PQI Workgroups

Safety PQI Team (Child Protective Services) is comprised of the Regional Investigative Director, the CPS Team Coordinators, the Team Leaders for CPS and all CPS frontline staff. They are all provided the opportunity to participate in PQI meetings. Some of the data sets they review include, but are not limited to: Repeat Child Maltreatment, Investigation/Case Closure, Assessment/Case Closure, and Face-to-Face Reports. The team works to develop strategies to improve assigned data outcomes. Additionally, they review data specific to this circle and improvement of ideas for this area. Their tasks include discussion and development of prevention and intervention strategies, support to Kinship Care Providers, and monitoring and developing strategies for response times. Collaboration with Resource Linkage and diversion outcomes with In Home Tennessee and the court system are some other issues this team is tasked with. All circles ensure information regarding any planned strategies is communicated throughout the region. If any issue warrants a referral to the next level of PQI, this team refers them to the central Core Leadership Quality Practice Team. COA Standard(s) – PA-CFS, PA-CR

Permanency Quality Practice Circle (Social Services) is comprised of Team Coordinators, Team Leaders for Social Services, and all Social Services frontline staff. All staff members in the Social Services unit are provided the opportunity to participate in PQI meetings. Additional ad hoc members can include: Agency Case Manager, Permanency Specialist, Court Liaison, Legal, Independent Living, Juvenile Justice Family Service Worker, Kinship Coordinator, Foster Care Review Board, AOC, Court Appointed Special Advocate, RPS Representative, and relevant/corresponding Central Office Staff. Some of the data sets this team reviews include, but are not limited to: Case Process Review results and Performance Improvement Plans, Quality Service Review results, Performance Improvement Plans, Length of Stay, Time to Permanence, Adoption, Reasonable Efforts / Adoption and Safe Families Act, Child Re-Entry, Face-to-Face Parent-Child Visits, Length of Stay – 12 Months Plus, Permanent Exits, Placement, and Stability/Moves. This team is tasked with developing strategies to improve assigned data outcomes. Additionally, the team, together with community partners and providers, prevents custodial episodes, child re-entry, and reduces the length of stay. They develop strategies to maximize permanency plan implementation. COA Standard(s) – PA-CFS, PA-CR

Juvenile Justice Quality Practice Circle is comprised of the Team Coordinator, Team Leaders for Juvenile Justice, and all Juvenile Justice frontline staff. All staff members in the Juvenile Justice unit are provided the opportunity to participate in PQI meetings. Ad hoc members such as Juvenile Justice Coordinator, Independent Living Specialist, Education Specialist, Court Liaison, Legal, Youth Development Center Representative, Kinship Coordinator, AOC, and relevant/corresponding Central Office Staff are invited as needed. Data team reviews include: Case Process Review results and Performance Improvement Plans, Quality Service Review results and Performance Improvement Plans, Recidivism Rate, Face-to-Face, and Permanent Exits. The Juvenile Justice Quality Practice Circle is tasked with developing strategies to improve assigned data outcomes, developing prevention strategies and strengthening probation activities, transitioning youth back into the community and/or independent living, and partnering to develop a culture of mutual community understanding. COA Standard(s) – PA-JJCM, PA-CR

Cross Functional (Resource/Placement) Quality Practice Circle is comprised of the Resource/Placement Team Coordinator, the Team Leaders for Court Liaisons, Team Leader for Placement, Team Leaders for Foster parent Support and frontline staff from the Placement and Foster parent Support units, Permanency Specialists, and Transportation Officers. Additional ad hoc members are invited as necessary to address issues and concerns with the team. This team is tasked with the development of strategies to improve assigned data outcomes. This circle assesses the monthly Incident Reports. Their goal is to ensure adequate
housing, resources, recruitment, and training for resource homes to ensure children's needs are met. The circle also develops training in order to support resource homes.  COA Standard(s) – PA-CFS, PA-CR

**Culture Change Quality Practice Circle**

The Culture Change Quality Practice Circle addresses the workflow in Child Protective Services. One item this circle addresses is the culture at the Department of Children's Services in order to make implementing new processes and strategies successful. Morale, turn-over rates, compassion fatigue, vicarious trauma, and others are discussed in order to provide a paradigm shift in culture at the Department of Children's Services. The Southwest region partners with Shelby and Northwest regions in order to build a team comprised of regional frontline staff, regional Trainers, regional Psychologist, regional Human Resources Analysts, and additional regional leadership. These participants address identified issues and utilize the PQI process to identify additional issues at hand. A motto of, “I AM the change in Culture Change,” was adopted along with the color green to symbolize growth. This group consistently works on different ways to improve engagement with regional staff and works toward solutions to issues that impede employee morale.

**Community Advisory Boards PQI Teams**

Community Advisory Boards meet once a month and are facilitated by Department of Children's Services Resource Linkage Coordinators. Each team operates differently as they represent each individual county's unique strengths and needs. These teams collaborate with professionals, paraprofessionals, community members, the family and their support system to ensure decisions are made in the best interest of the family. Community-based support for families promotes the ability to cope with difficult situations and resolve family problems. The responsibility of communities is to be proactive to ensure positive outcomes for each child. These teams work on these strategies.
Tennessee Valley Region
PQI Program Regional Structure

Regional Description
The Tennessee Valley region is comprised of nine counties located in central Tennessee including Bledsoe, Bradley, Hamilton, Marion, McMinn, Meigs, Polk, Rhea and Sequatchie. The Tennessee Valley regional office is located in Chattanooga. Tennessee Valley is the only region split between two time zones.

Leadership PQI Workgroups
The Core Leadership Team is comprised of the Regional Administrator, Deputy Regional Administrator, and Team Coordinators. They meet on a monthly basis to share information and help develop strategic plans to implement best practice. They also look at issues from PQI workgroups that would not be appropriate for the Quality Practice Team.

The Quality Practice Team is comprised of the Regional Administrator, Deputy Regional Administrator, Team Coordinators, Training staff, Human Resources Analyst, Program Coordinators, three Team Leaders, Data Specialist and the PQI Coordinator. This team meets bi-monthly. The goal of this team is to improve casework and services to our families and staff. They review data such as Quality Service Review, Case Process Review, Risk Management, and surveys conducted by Central Office. They also look at issues that the Quality Circles have identified. Quality Circle Facilitators report to this team about the work being done by their Quality Circle Teams.

PQI Workgroups
Permanency Circle
Permanency Circle Team members include a Team Coordinator, some Social Services Team Leaders and Social Services Family Service Workers from across the region. Their goal is to improve social services case practice by reviewing recent data such as the Face-to-Face Reports, Parent Child Visitation, Length of Time in Custody, Quality Service Reviews and Case Process Reviews, and discussing relevant trends, identifying problem issues, and proposing solutions to the issues. This team meets quarterly. COA Standard(s) – PA-CFS, PA-CR

Safety Circle
Safety Circle Team members include the Child Protective Services Investigation and Assessment Supervisors from across the region. This team meets quarterly and looks at Child Protective Services data such as overdue assessments and investigations, time to case closure, Quality Service Reviews, and Case Process Reviews. This team meets quarterly. COA Standard(s) – PA-CFS, PA-CR

Well-Being Circle
Well-Being Circle Team members include the Program Coordinator, the Regional Nurse, Mental Health Practitioner, and Utilization Review staff. This team meets quarterly to review Serious Incident Reports pertaining to medication errors and restraints. COA Standard(s) – PA-BSM, PA-CR
Recruitment/Retention/Placement Circle
Recruitment/Retention/Placement Circle Team members include one Team Coordinator, four Team Leaders and a Foster Parent Advocate. Their goal is “ensuring that appropriate foster parents are identified for placement of children and working to ensure staff is providing a high level of support and services to foster parents to enable them to provide a high level of service to our children.” They look at the Foster parent Survey, youth placed within 75 miles, approving resource homes timely, Placement Exception Requests, Detention Placement, and detention plans. This team meets quarterly. COA Standard(s) – PA-CFS, PA-CR

Juvenile Justice Circle
The Juvenile Justice Circle is comprised of the Juvenile Justice Team Coordinator, Team Leaders, and Juvenile Justice Staff from across the region. This team addresses issues pertaining to Juvenile Justice Cases for practice improvement and reviews, Quality Service Reviews, and Case Process Review data. This team meets quarterly. COA Standard(s) – PA-JJCM, PA-CR

Employee Engagement
The Employee Engagement Team is comprised of the Human Resources Director, Regional Human Resources staff, Training staff, Supervisors, Legal staff, Fiscal and Administrative staff, and Child Protective Services and Foster Care workers. This team looks at issues pertaining to employee retention and satisfaction. They review data from the statewide exit surveys and focus groups conducted by Central Office. COA Standard(s) – PA-HR

Foster Care Support Circle
The Foster Care Support Circle is comprised of a Foster Care Team Coordinator and new Foster Care employees that have been with the agency one year or less. This team identifies training and supports needs for new foster care employees. This team meets quarterly. COA Standard(s) – PA-CFS
Upper Cumberland Region  
PQI Program Regional Structure

Regional Description
The Upper Cumberland Region covers 14 counties in Middle Tennessee: Cannon, Clay, Cumberland, DeKalb, Fentress, Jackson, Macon, Overton, Pickett, Putnam, Smith, Van Buren, Warren and White. The regional office is located in Cookeville.

Leadership PQI Workgroups
Leadership Team
Upper Cumberland Leadership meets on a monthly basis with Team Coordinators and designated regional management staff in attendance. Team Leaders, supervising Case Manager 3s, and other management attend quarterly. Clusters also have monthly management meetings to discuss what is learned in Core Leadership meetings with cluster leadership.

Quality Practice Team
The Upper Cumberland Quality Practice Team meets quarterly. Time is allotted for agenda items requested by the Department of Children's Services or custodial providers. Quarterly Incident Reporting and other data are presented. The majority of the meeting time is joint review of custodial cases. The Department of Children's Services and private custodial providers select the cases to review. The Quality Practice Team consists of members of the leadership team as well as cluster case management staff and provider agency representatives.

PQI Quality Circles
Social Services Circle
The focus of this circle is on foster care and adoption policies and practice. Two Team Coordinators facilitate this meeting, and a frontline supervisor co-facilitates. The group includes management and frontline staff from clusters. All team members can add items to the agenda, and the circle provides relevant training as requested by staff. COA Standard(s) – PA-CFS, PA-CR

Juvenile Justice Circle
The facilitator of this team, a current Team Coordinator, attends the statewide Policy and Practice meetings and brings back any information gleaned from those meetings to this circle. Each cluster has representation at each meeting (Team Leader and/or Family Service Worker). This circle reviews policies affecting their program area, hosts relevant trainings, and reviews reports such as overdue Early Periodic Screening, Diagnosis and Treatment Reports, dental appointments for their youth, missed face-to-face visits, quarterly Child and Family Team Meeting progress, etc. COA Standard(s) – PA-JJCM, PA-CR

Safety Circle
The Safety Circle Meeting is co-facilitated by a Team Leader from Child Protective Services Assessment and a Lead Investigator from Child Protective Services Investigations. Regular attendees include Child Protective Services Investigation and Assessment supervisors and frontline staff from each cluster. All team members are invited to add items to the agenda each month. The circle looks at policies and practices as they relate to Child Protective Services. COA Standard(s) – PA-CFS, PA-CR
Family Support Services Circle
The Family Support Services circle includes all Family Support Services Team Leaders and frontline staff from each cluster. This team looks at issues that arise around our non-custodial population, including Family Support Services, Family Crisis Intervention, and Child Protective Services Assessment. The circle facilitator generally attends the statewide Policy & Practice meeting and discusses any issues from the circle with that group and reports to the circle any upcoming recommended policy changes and discussions. COA Standard(s) – PA-CFS, PA-CR

Employee Support Circle
The Employee Support Circle meeting is facilitated by the Regional On-the-Job Training Coach and includes staff from each cluster and Regional Office and Central Office representatives. This circle attempts to increase employee morale by doing things each month to convey to staff that they are appreciated. This circle also helps other circles as needed with employee issues including helping to plan employee appreciation events, trainings, etc. They also address suggestions on improvements received from staff. COA Standard(s) - PA-HR and PA-PQI

Permanency Circle
The Permanency Circle is comprised of the Permanency Specialists in each cluster. The Permanency Circle works to ensure constant communication and transparency regarding initiation of adoption work. Providers also participate in this circle and partner with the Department of Children’s Services to help move children to permanency more quickly. They accomplish this through adoption convenings where children, who have no identified adoptive homes, are featured. This group also works together to seal adoption records timely. COA Standard(s) – PA-CFS, PA-CR

Foster Parent Services & Recruitment Circle
This circle is facilitated by the Regional Team Coordinator and is open to contract foster home providers, foster parents, youth, Department of Children’s Services case management staff and Team Leaders. Recruitment and retention of foster homes is the primary focus of this group. The circle assists in developing regional recruitment goals annually and collaborates on recruitment and retention events throughout the year. COA Standard(s) – PA-CFS, PA-CR

Youth Circle
The Youth Circle is currently facilitated by a Team Coordinator and includes employees from Independent Living, the Educational Specialist, Social Services and Juvenile Justice Case Managers and private providers including Tennessee Commission on Children and Youth and Youth Villages Life Set. This team addresses the issues specific to youth over the age of 14, and determines what needs to be accomplished to ensure necessary services are in place to help facilitate a successful transition to adulthood or post-custody services. The team plans the annual Celebration of Excellence and Reality Check events for youth. COA Standard(s) – PA-CFS PA-CR
John S. Wilder Youth Development Center

CQI Program Structure

Facility Description
Wilder Youth Development Center (WYDC) is located in Somerville, Tennessee, and is led by a Superintendent. The facility property is on roughly one hundred and seventy acres with well-maintained grounds, plenty of trees and two lakes outside of the fence within sight which add to the environment of the facility. The physical plant (outside of the fence) is made up of a maintenance building, administrative building and a medical clinic that is accessed through the fence. Within the fence are the remaining buildings which include: the security housing unit, warehouse, youth living units, school, commissary, chapel, counseling center, visitation area, eating hall and exercise areas, which consist of a gym, softball fields, and basketball and volleyball courts.

WYDC is an all-male facility for youth from the ages of 13 – 18. The mission of the facility closely fits its positive purpose: “To provide resources and opportunities in a safe environment for our youth to develop positive attitudes and behaviors that will enable them to maximize their potential”. Wilder Youth Development Center is accredited by the American Correctional Association (COA) and Prison Rape Elimination Act (PREA). The Division of Juvenile Justice is responsible for overseeing the day-to-day operations of the facilities while providing treatment and rehabilitation to male youth committed to state custody by the juvenile courts.

All students participate in a classification and orientation program. Based on the results of this evaluation, an individualized program plan is developed for each student. Good behavior and progress toward goals are encouraged and rewarded with activities allowing increased levels of responsibility. The goal of the YDC system is building skills that allow each student to move to a less restrictive setting as soon as possible. Students are prepared for release through planning with staff.

WYDC operates an accredited on-site school and offers instruction in vocational programs, special education, test preparation, self-help, independent-living, and career counseling. Students can work toward and earn their high school diploma or GED while housed at WYDC. Wilder Youth Development Center also provides on-site mental health services, family therapy, a round-the-clock health clinic, recreation services, and religious activities. Programs help students address complex issues and symptoms.

PQI Workgroups
Leadership (Senior Managers)
WYDC Senior Leadership meet weekly to discuss YDC issues in order to communicate, track, monitor, and identify areas of growth and to discuss opportunities for areas of improvement. This weekly process gives senior leadership an opportunity to foster good communication between multiple departments on issues of shared interest or concern.

Treatment Staff
The Treatment Staff Quality Circle is made up of Treatment Team Leaders and other Case Managers at the facility, including supervisory staff and the facility Treatment Manager. This team utilizes circle meetings to assess, plan for, and track any program issue that would affect the quality of service provision, whether the issue is directly related to a particular program or the implementation of a program. This meeting also affords the Treatment Manager the opportunity to disseminate information to case management staff from Department Head and Senior Management circles, to include facility wide and departmental issues.
Senior Security Shift Supervisors
This particular meeting employs only ranking officers, largely Sergeants and Lieutenants, at the facility and the Security Manager. Here, security supervisors participate in an exchange of information which is passed from frontline Children’s Services Officer (CSO) staff to upper management and from upper management to these officers for dissemination amongst the ranks. The information shared here is driven almost solely by data that is collected within the facility on a daily basis and focuses on all aspects of quality within the facility as it relates to safety and security of both staff and students.

Education Staff
This circle encompasses education staff to include the Principal, Administrative School Secretary, Guidance Counselor, Classification Manager, teachers and teacher’s assistants. Although this Quality Circle is almost always facilitated by the Principal, there are times when the meeting may be visited or co-facilitated by Central Office education staff. This group regularly teams with all departments within the facility and with the Department of Education in an effort to continuously provide quality educational services to the students at the facility while ensuring adherence to local, state, and federal guidelines.

Medical Staff
Facilitated by the facility's Health Administrator, the Medical Circle behaves under Central Office direction and applies that knowledge and direction to improvement discussions within their circle that will affect quality of life for students within the facility. Here, medical staff are also able to develop individualized plans of care for students having special requirements and have the opportunity to make referrals to the Senior Management and Department Head circles regarding these issues.

Fiscal Office, including warehouse, maintenance and food service
The Fiscal Circle includes the Administration Manager, Human Resources, the Facility Manager, and Purchasing and Food Service Manager. This circle ensures that the facility is operating at its peak performance in order to meet basic quality of life care while remaining within budgetary constraints and adherence to federal, state, and departmental policy, rules, and statutes.

Round Table
The monthly Round Table meetings were established in response to the Employee Satisfaction Survey results where staff stated they felt their concerns were not being heard. This meeting addresses issues from all program areas of the facility, including treatment, security, and physical plant. The team consists of all supervisors from all shifts and program areas and is facilitated by the Superintendent. Other attendees of this meeting are the CQI representatives of each shift of frontline security and workers throughout the facility. The meeting serves to work on new ideas as well as for follow up and feedback on previous ideas and solutions.
Clergy
The Chaplin provides grief and bereavement counseling to the youth in their time of need. Arranging family visits and communicating information to the staff is essential for the emotional well-being of the youth that are receiving treatment at Wilder Youth Development Center.

Community Stakeholders
The Juvenile Court Judge for Fayette County has visited WYDC and has embraced the staff and their mission in building skills for each youth. The Senator, who represents District 26 which includes Fayette County, has mentored youth at WYDC. She has made them aware of new laws that are being reviewed to help enhance their lives while in treatment. WYDC has a close working relationship with the two Regional Administrators (RAs) in their area; the RAs of the Shelby Region and the Southwest Region have worked as a team with the staff to ensure every youth’s needs are being met. The Fayette County Sherriff Department, Tennessee Highway Patrol, and Somerville Police Department offer their services by patrolling the perimeter of the facility to ensure the safety of the facility.

Use of Data
The following information is reviewed at least quarterly and focuses on appropriateness, effectiveness, and any or all of the dimensions of quality:
   a) Quarterly case record review reports;
   b) Quarterly review of incidents, accidents, and grievances;
   c) Customer satisfaction data, usually annually;
   d) Customer outcomes data, usually annually; and
   e) Management and operations data and reports.
Specific data reports include, but are not limited to:

YDC Scorecard Measures

- % of Parent-Child Visitations
- % of Cases with Timely Data Entry
- % of Children with a Current EPSD&T Exam
- % of Children with a Current Dental Exam
- % of Fidelity compliance with ART (Anger Control)
- % of Fidelity compliance with ART (Moral Reasoning)
- % of Fidelity compliance with ART (Social Skills)
- # of PREA Sexual Harassment Incidents
- # of PREA Sexual Abuse Incidents
- # of Youth in Seclusion
- Total # of Seclusions
- # of Youth in Physical Restraints (exceeding 14 minutes)
- Total # of Physical Restraints
- # of Youth in Mechanical Restraints (exceeding 14 minutes)
- Total # of Mechanical Restraints (excluding transports)
- # of Youth on Youth Assaults
- # of Youth on Staff Assaults
- # of Fights Between Youth
- Bed Day Daily Average Sum
- # of Youth Released from YDC to a Step-Down
- # of Youth Released from YDC to Trial Home Visit (THV)
- # of Youth Released from YDC to Emancipation
- # of Youth Released from YDC to Other