

Tennessee Department of Human Services



Annual Report Fiscal Year 2013-2014

TENNESSEE DEPARTMENT OF
HUMAN SERVICES



Helping shape Tennessee lives.

OUR MISSION

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

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AN UPDATE FROM THE COMMISSIONER



Greetings, fellow Tennesseans,

Thank you for taking the time to read our FY 2014 Annual Report!

This year was most certainly transformational on so many levels. This report will highlight many of those accomplishments. I want to give you an overview of some of them.

Maintaining our commitment to stay connected with customers, the Commissioner's Office continued with **Customer Connection** events and meetings. Among others this year, the Commissioner's Office hosted Child Support Customer Connection meetings in Shelby County. These meetings served to gain input about experiences with the Child Support Program from custodial/non-custodial parents and other caregivers, such as grandparents, extended family members and others.

We also started the Commissioner's Office **Mission Possible Leadership Academy**, developed in partnership with the Department of Human Resources. This program is a leadership development initiative designed to further enhance and build our leadership bench strength within the Department.

The curriculum is centered on the development of core competencies that DHS has identified as integral to the success of our leaders and fulfilling the mission: Strategic Agility, Developing Direct Reports and Others, Managerial Courage, Driving for Results, Customer Focus, Managing Vision and Purpose, Integrity and Trust, Composure, and Personal Learning. The program also offers our agency an excellent mechanism to develop our leaders and is a unique opportunity for those motivated to lead. It further reinforces our commitment to becoming a learning organization, which includes engaging employees as strategic partners.



The Department implemented a Performance Quality Improvement (PQI) process – the **Tennessee DHS Accountability Process**, which we refer to as T-DAP. DHS is using T-DAP to ensure the goals of the Customer Focused Government plan are met, as well as other key goals and best practices. Meeting these requirements is key for the Department to maintain alignment with fulfilling the DHS mission and moving Tennessee forward in being the best managed state in the nation, providing the very best service

at the lowest cost. DHS leadership staff adhere to several guidelines and expectations in the execution of T-DAP, including monthly reporting, weekly cadence meetings and regular T-DAP status sessions. The cadence of accountability is a rhythm of regular meetings, held at least weekly, in which team members hold each other accountable for producing results, despite the daily whirlwind of events. The purpose of the meetings is to assess the effectiveness of strategies through continuous support from the Executive Support Team. The sessions are also very educational and promote great discussion.



The Department was recognized by the United States Department of Agriculture (USDA) for **high performance in the Supplemental Nutrition Assistance Program (SNAP)**. Tennessee’s SNAP program was recognized as No. 1 in the nation for most improvement in Case and Procedural Error Rate (CAPER), a measurement directly related to improvement in efficiency and customer service. The USDA also recognized DHS as having the sixth best SNAP payment accuracy rate in the nation for FY 2013. This national measure indicates the rate of SNAP cases with overpayments and underpayments based upon benefits for which a household is entitled.



The Department is in the early phases of creating a **21st Century Family Assistance Service Delivery Model** representing a transformational change for the department. This transformational change represents a shift in the business/customer service delivery model. The Department recognizes the strength and capabilities of our family assistance customers. It is with this group and their needs in mind that has led the Department on a journey toward improving how we deliver services. This direction is also congruent with research related to brain science and pathways out of poverty. Fundamental to this is reducing the stress associated with accessing services. We invite you to follow our journey in creating a 21st Century Family Assistance Service Delivery Model through a presentation on the Department’s [website](#).

Moving forward we remain focused on our commitment to growing capacity and reducing dependency. We are optimistic about the future of those we serve and humbled by the opportunity to partner with them at strategic points in their lives.

We appreciate our DHS team, those we serve, partners, the legislature and Tennesseans for their partnership in realizing our vision to be a leader in partnering with individuals to assist them with establishing or re-establishing self-sufficiency.

In Service to Others,


Raquel Hatter, MSW, Ed.D.
Commissioner

OFFICE OF CUSTOMER SERVICE

Our Office of Customer Service (OCS) works to address the internal and external customer experience at the Department of Human Services. It was established as a part of the Department's efforts to align with Governor Haslam's vision for a customer focused government. The Department serves more than 2 million Tennesseans, making customer service very important.

The OCS works closely with all divisions to help ensure customers served throughout the Department and state receive services in a professional, respectful and timely manner. The Department receives inquiries through a variety of sources, including via the Governor's Office, Legislators and direct contact from customers. The OCS works with division heads and program staff to remedy customer issues and to provide timely and appropriate responses. The OCS also receives comment through the Customer Feedback Form, available to everyone online at the DHS website.

The OCS has led the effort to ensure all DHS staff from across the state receives the G.R.E.A.T. Customer Service Training. A result of the Governor's Customer Focused Government Initiative, the G.R.E.A.T Training is based on Bruce Loeffler's book, **One Minute Service**. In his book, Loeffler discusses the five keys to G.R.E.A.T. customer service – Greet, Relate, Exceed, Affirm and Thank. The OCS, in collaboration with the Office of Learning and Professional Development trained all DHS staff by the target completion date of December 2013. Training does continue as needed, for new DHS employees.

The Commissioner's Office Customer Connection Program has continued to grow and prove effective since then. The purpose of this program is to develop and implement various strategies to ensure the Commissioner's Office stays connected to the people we serve. The OCS plays a lead role in ensuring the success of this program. Given that we serve more than 2 million customers, it is highly unlikely that we will connect with all of them. However, we will make ongoing efforts to stay connected in some manner.

TESTIMONIAL/SUCCESS STORY:

A DHS client contacted the OCS with several concerns and needing clarification on her SNAP case. The client had received conflicting information about her requirements to comply with SNAP, which resulted in a pause to her benefits. She voiced her frustration and felt that her concerns had not been previously addressed.



The Office of Customer Service reviewed the customer's concerns in detail and began correspondence with the local DHS county office for more research. Staff at the county office contacted the customer, explaining what took place. The OCS oversaw the process, ensuring that the county office reached out to the customer and followed up appropriately. As a result, the client was assisted in helping to meet compliance requirements and her benefits resumed.

HIGHLIGHTS OF ACCOMPLISHMENTS:

- GREAT Customer Service Training – trained more than 4,900 DHS staff from across the state representing all DHS staff as of December 2013. Training continues with new staff members

DIVISION OF FAMILY ASSISTANCE & CHILD SUPPORT

Family Assistance administers public assistance to citizens with low-income directly through offices located in all 95 Tennessee counties, offering resources to citizens across the state. This area provides assistance for families to meet basic needs – including paying living expenses, offering assistance through Families First, the department's TANF (Temporary Assistance to Needy Families) program, and the Supplemental Nutrition Assistance Program (SNAP, formerly known as food stamps). Effective January 2014, the DHS role with Medicaid eligibility shifted to more of a supportive role. TennCare now has the lead role and DHS serves as an access point.

FAMILY ASSISTANCE

FAMILIES FIRST

Families First, the state's Temporary Assistance for Needy Families The Temporary Assistance for Needy Families program, or TANF, was created as part of the larger Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) of 1996 (commonly referred to as "welfare reform"). It replaced the Aid to Families with Dependent Children (AFDC) program and is the federal funding source for Tennessee's TANF Program.

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

To be eligible for the program, participants must meet technical and financial eligibility standards and must agree to follow a Personal Responsibility Plan (PRP). As part of the PRP, the participants agree to keep immunizations and health checks up-to-date for their children, to keep their children in school, to cooperate with child support services and, if not exempt, to participate in work and/or training for at least 30 hours per week.

SUCCESS STORIES:

“Erica” has been a recipient of Families First for less than five years. During that time, she has raised two small children as a single parent, enrolled in and completed her Bachelor of Science-Nursing, and maintained a part time job consistently. Erica graduated college at the top of her class and is currently awaiting the results of the nursing state board examination. Once confirmed, she will officially be an RN.



The goals Erica set for herself were to complete nursing school and provide a self-sustaining life for herself and two young children. She is well on her way of seeing these goals come to fruition. She is known to have many great qualities such as her goal orientation, focus, and her unyielding determination. According to her colleagues, Erica embodies the true spirit of Families First by setting a number of reasonable and empowering goals for herself. She continues to make strides towards these goals, and rarely takes the easy path, but rather puts forth the effort to build a life and career with lasting satisfaction and a future full of opportunity.

STATISTICS:

- The Families First caseload for July 2014 was 46,095, down from 50,099 in June 2013, representing an 8.9% decrease.

HIGHLIGHTS OF ACCOMPLISHMENTS:

- Phase two of the Families First redesign was implemented with strengthened sanction policies that encourage clients to maintain a high level of accountability and responsibility and create a stronger sense of urgency to attain gainful employment. It is important to note that a rigorous sanction policy alone will not improve the overall success of a client. These sanction policies will serve as one of the elements of a comprehensive program focused on self-sufficiency through skill building and employment.

SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM (SNAP, formerly known as food stamps)

The Supplemental Nutrition Assistance Program helps supplement monthly food budgets of families with low-income to buy the food they need to maintain good health and allow them to direct more of their available income toward essential living expenses. DHS staff determines eligibility of applicants based on guidelines established by the U.S. Department of Agriculture. The primary goals of the program are to alleviate hunger and malnutrition, and to improve nutrition and health in eligible households. DHS has a dual focus on alleviating hunger and establishing or re-establishing self-sufficiency.

STATISTICS:

- At the end of Fiscal Year 2014, there were 546,284 children and 756,144 adults receiving SNAP.

HIGHLIGHTS OF ACCOMPLISHMENTS:

- The USDA recognized the SNAP program as No. 1 in the nation for most improvement in Case and Procedural Error Rate (CAPER), a measurement directly related to improvement in efficiency and customer service. Tennessee's CAPER rate decreased from 46.28 percent in FY 2012 to 23.51 percent in FY 2013.
- The USDA also recognized the SNAP program as having the sixth best SNAP payment accuracy rate in the nation for FY 2013. This national measure indicates the rate of SNAP cases with overpayments and underpayments based upon benefits for which a household is entitled.

TENNCARE/MEDICAID

Effective January 2014, the DHS role with Medicaid eligibility shifted to more of a supportive role. TennCare now has the lead role. DHS serves as a point of access and provides technical/navigational assistance for the application process through computer kiosks and assistance provided by Certified Application Counselors who are DHS staff. DHS and TennCare are committed to maintain a strong partnership in service to Tennesseans who need this assistance.

STATISTICS:

- From July 1, 2013 – December 31, 2013, there were more than 180,000 Medicaid cases approved.

HIGHLIGHTS OF ACCOMPLISHMENTS:

- Several DHS eligibility counselors completed the Centers for Medicare and Medicaid Services (CMS) training and are CMS approved Certified Application Counselors (CAC). There are CACs in each DHS office in all 95 counties. The CACs are available to assist individuals as they apply for benefits through the Federally Facilitated Marketplace (FFM).

FAMILY ASSISTANCE SERVICE CENTER

The Family Assistance Service Center (FASC) receives phone calls on SNAP and Families First cases. Primarily the FASC responds to client inquiries and changes reported by clients in the Family Assistance programs. DHS customer inquiries on SNAP and Families First cases include but are not limited to: application status, benefit levels, requests to reschedule appointments and explanations of notices received from the department. Customers also have the option of reporting changes to the FASC or their local county office. As a part of the new 21st Century Family Assistance Service Delivery Model the Department is exploring ways to repurpose services provided by the FASC.

CHILD SUPPORT

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

This past year, the Child Support program continued to expand family-centered services that strengthen the entire family unit, including noncustodial parents. This included outreach efforts to help veterans and members of the military, inmates and ex-offenders, employers, fatherhood groups, and teens. Tennessee Partnership for On-going Parental Support, or TPOPS, is one such outreach program offered in Morgan County that provides child support information and education to soon to be released inmates. Child Support staff has also participated in several Operation Stand Down events in Nashville, Knoxville and Johnson City for the purpose of improving services to military families. Child Support staff has also presented child support information to Family Counseling staff at local military installations. Expanding

services to these groups should serve to improve economic stability for many Tennessee families.

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

SUCCESS STORY:

“Jonathan”, an unemployed father who owed child support, was enrolled in the Child Support Noncustodial Parent Employment Demonstration (CSPED) program at his local child support office. His case manager and employment manager worked with Jonathan to improve his job-readiness and then to help him find employment.



To better prepare him for employment, CSPED offered Jonathan several job training options, including on-the-job training and Industrial Readiness Training (IRT). Jonathan, with input from his CSPED program team, decided to pursue the IRT program. Just two months after joining the CSPED program, Jonathan enrolled in the IRT program and within 30 days, he had successfully completed it. The IRT program proved to be a good decision for Jonathan because within a month after completing it, he was hired at a local electronics manufacturing plant.

Not only did the CSPED program help Jonathan find steady employment, it helped him improve his parenting skills, through his participation in the fatherhood classes offered by CSPED.

SUCCESS STORY:

“Michelle”, a non-custodial parent, needed help finding steady employment that would enable her to pay her child support obligation. Michelle was also an ex-offender, and even with a college education, her criminal record meant that she was often overlooked when she applied for employment.

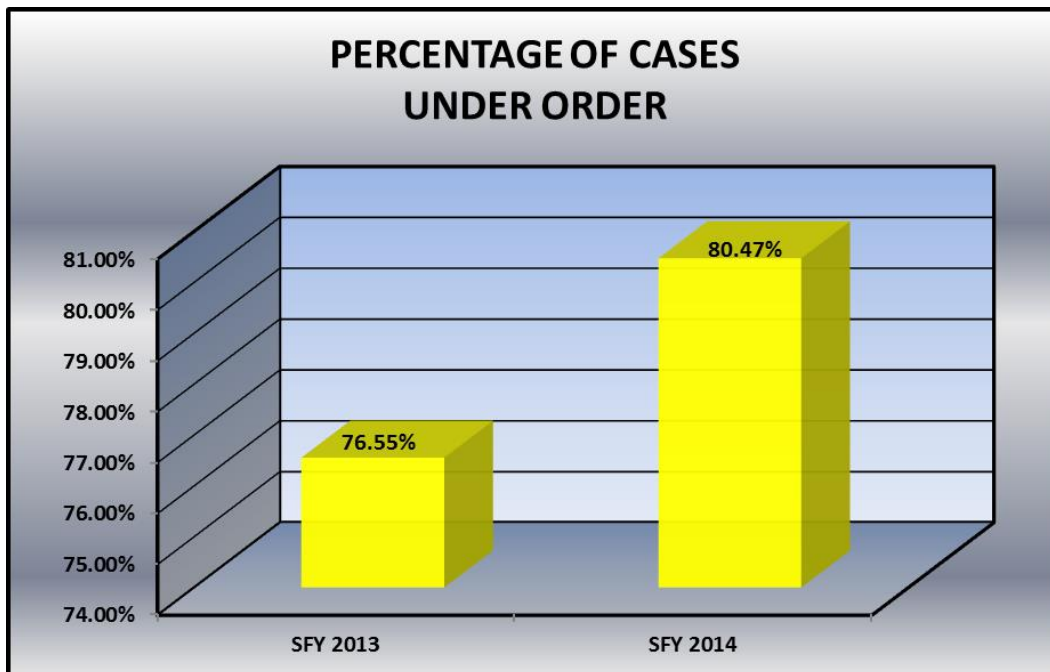
Michelle learned of the Child Support Noncustodial Parent Employment Demonstration (CSPED) program through her local child support office and enrolled. Her first step in the program was to acquire additional job-readiness skills. Her CSPED employment manager worked with Michelle to improve her job applications. Her case manager also provided Michelle valuable skills and tips to help her discuss her background with prospective employers.



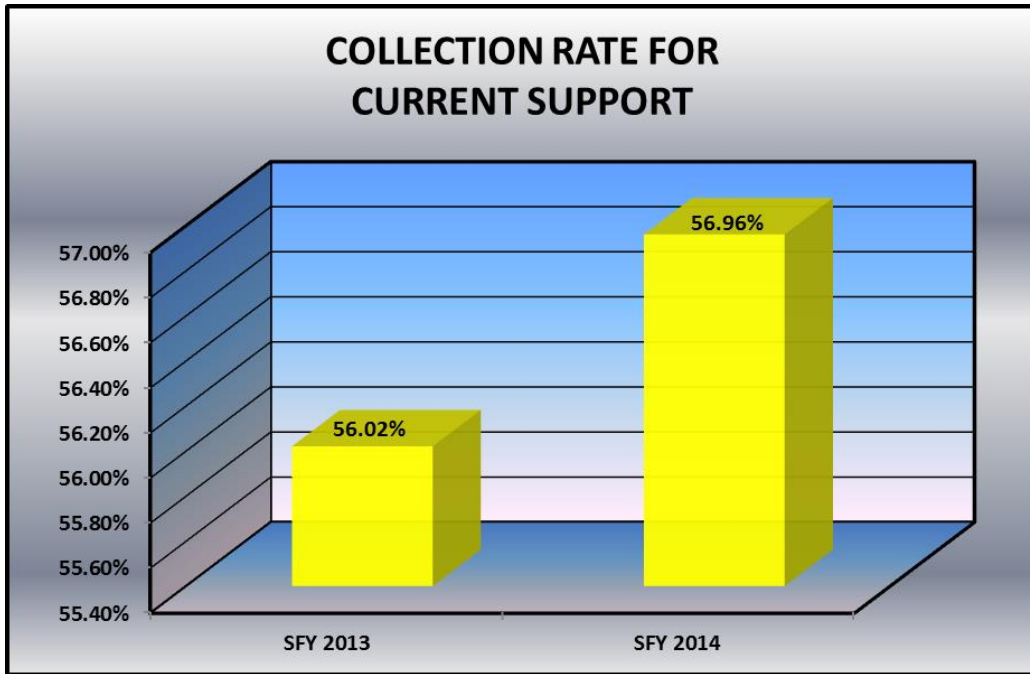
After successfully completing the CSPED job readiness program, Michelle used her new skills and found employment. She is now working two jobs and paying her child support. With the help of her case manager, she is also taking steps towards having her criminal record expunged.

The experiences of Jonathan and Michelle illustrate how a family-centered approach to providing child support services can enable non-custodial parents to overcome barriers to employment and create win-win situations by providing education, job training and life skills. A non-custodial parent who has stable employment is better able to make regular, predictable child-support payments, which in turn improves the financial stability of the entire family unit.

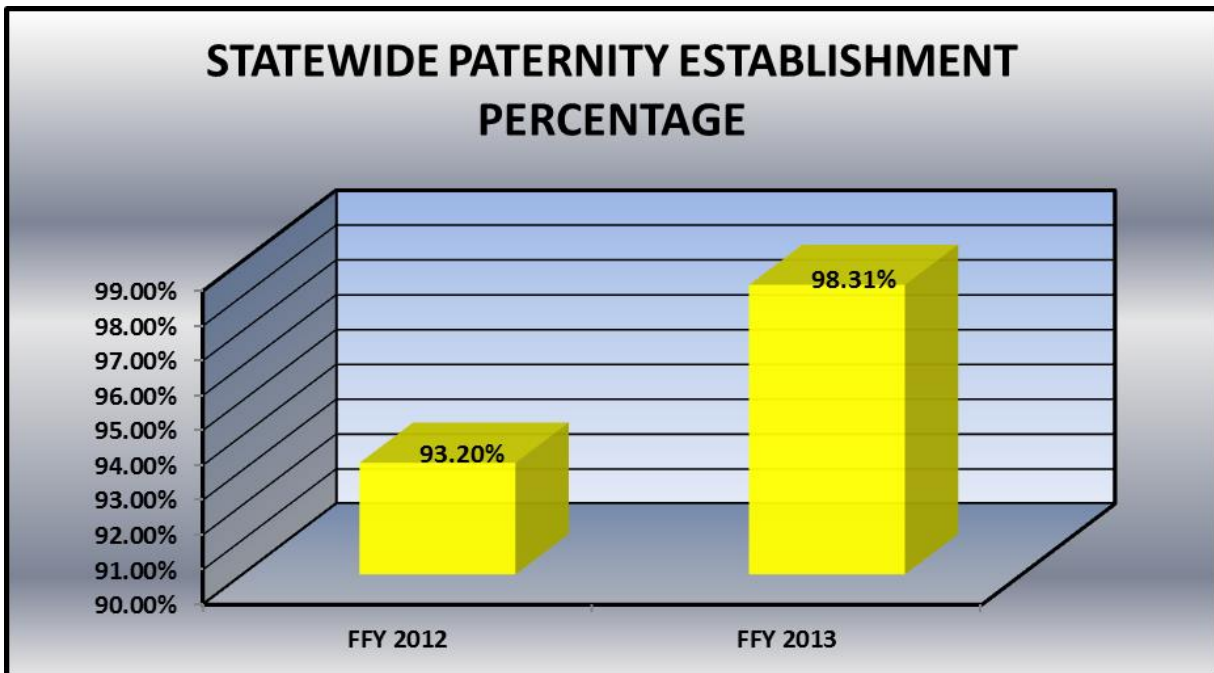
STATISTICS:



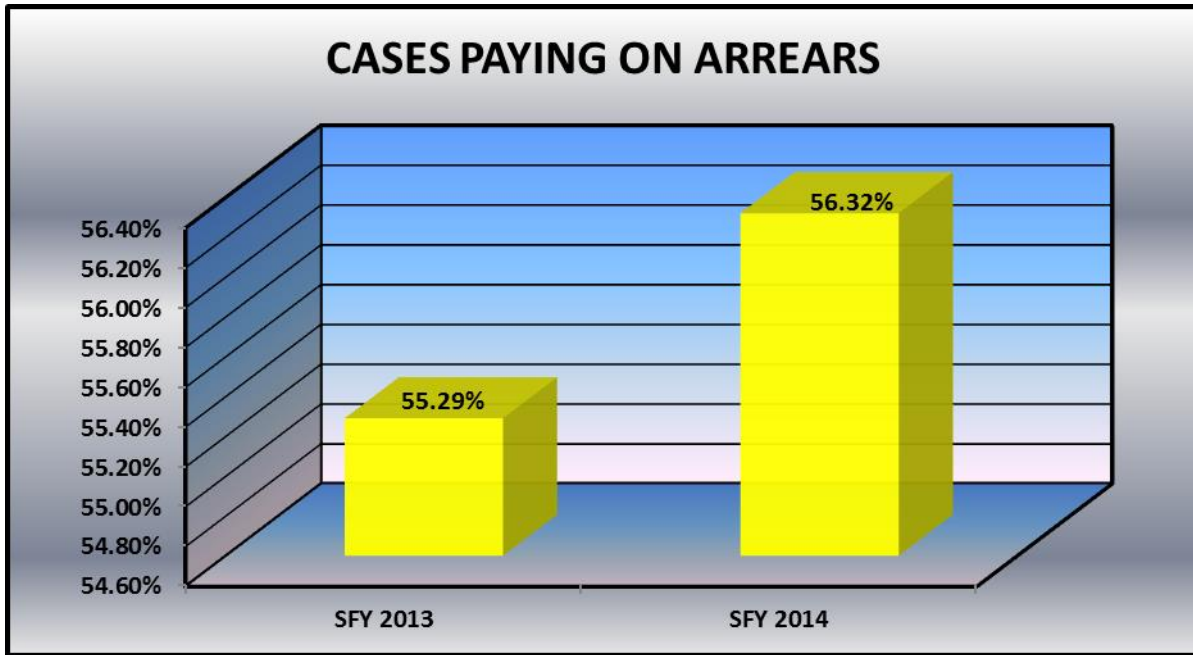
The percentage of cases under order increased in FY 2014 over FY 2013 by 3.9%.



The child support collection rate for current support rose in FY 2014 from FY 2013 by 0.9%.



For FFY 2014, the rate of paternity establishment in IV-D child support cases increased over the previous FFY rate by 5%.



The rate of cases paying on child support arrears rose from FY 2013 to FY 2014 by 1%.

HIGHLIGHTS OF ACCOMPLISHMENTS:

- For FY 2014, total child support collections by Tennessee reached an all-time high of \$678,855,085. This was an increase of 2% over FY 2013 and represents a collection rate of \$1.9 million per day. Every month, an average of 213,000 Tennessee children benefit from the child support payments the Child Support program collects.

DIVISION OF REHABILITATION SERVICES

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

VOCATIONAL REHABILITATION

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

SUCCESS STORY:

“Karen” was a 35-year-old single mother of three children ages 15, 13 and 8. She did not complete high school. She had been working minimum wage jobs to support herself and her children when she obtained a manufacturing job. Three months into this exciting opportunity, her life changed. Karen went from being an able-bodied person to a person with a disability when her hand was caught in a piece of machinery and mangled.

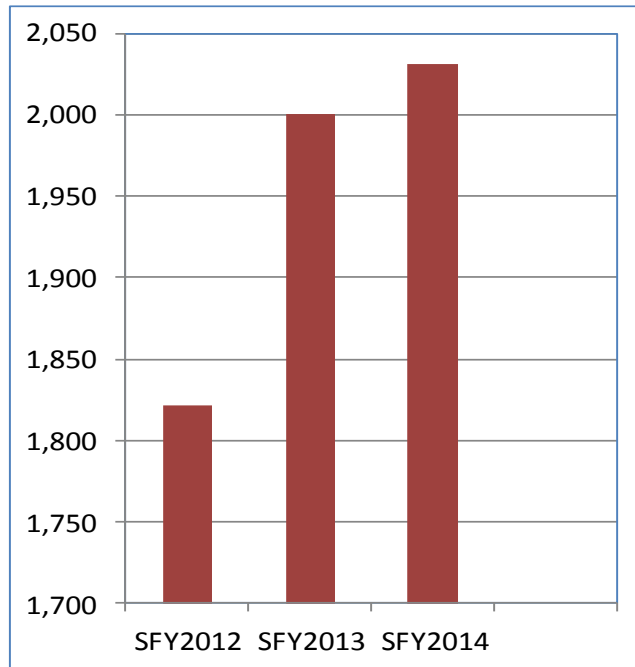


After recovering physically, she was no longer able to perform her job duties. Karen found her way to the Vocational Rehabilitation office and met with a vocational rehabilitation counselor. After being determined eligible, Karen was encouraged to obtain her GED and then go to college. Karen saw this as her biggest obstacle. She did not believe she would *ever* be college material, much less a college graduate. Dealing with huge issues of financial worries and depression, she was encouraged to attend Self-

Determination classes. The classes helped a little, however according to Karen, her voc rehab counselor was the biggest encouragement and coach.

During the next five years, Karen worked hard at a community college and then transferred to a state university. The VR program assisted her with tuition, books and occasionally, training transportation. During her last term of college, her voc rehab counselor assisted in her learning about professional wardrobe and helped her with a job lead. Soon after, Karen began work at a counseling company as a secretary. One month after receiving her Bachelor's degree in Social Work, she was offered a job by the same company as a social worker. Now Karen is working 40 or more hours per week, with all the benefits of full-time employment.

STATISTICS:



Clients who attained employment increased from 2,001 in FY 2013 to 2,031 in FY 2014.

HIGHLIGHTS OF ACCOMPLISHMENTS:

- In the current fiscal year, the VR Program has worked with over 1,895 employers. These employers have successfully employed individuals with disabilities.
- Re-design and implementation of the new Transition School to Work Program and hiring of Transition Director.
- Implementation of the Business Services Unit.
- Completed design of the Project Search pilots, with first students begin in fall 2014 in Memphis, Nashville and Murfreesboro.
- Implementation of Individualized Placement and Supports Model of Supported Employment pilot in East Tennessee.

SERVICES FOR THE BLIND AND VISUALLY IMPAIRED and SERVICES FOR THE DEAF AND HARD OF HEARING

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

SUCCESS STORY:



“Sally”, a woman that is blind, originally sought VR services for help her reach her goal of being a teacher. She had previously held a certification, but the certification expired. The VR program provided her with the classes she needed to renew her certification. VR also provided transportation job exploration services. Sally elected to be redirected to self-employment based on her disability and living in a rural setting. Sally decided that she would start her

own business providing training in the use of adaptive equipment for blind and visually impaired individuals. She completed a business plan and VR supported her endeavors. Sally has been operating for approximately six months. She is very happy with her business. She has received an award from the Small Business Association, and is now the president of a local professional business organization.

STATISTICS:

- From July 1, 2013 to June 30, 2014, Rehabilitation Instructors for the Blind provided independent living services to 991 customers across the state which led to increased independence and self-sufficiency. That is an increase of 170 individuals served from this time last year.

HIGHLIGHTS OF ACCOMPLISHMENTS:

- Planned and implemented 5 Technology Access Center – Independent Living contracts to evaluate client’s need for and issue high-end assistive technology to enhance independent living abilities.
- Received an overall 98% satisfaction score from Customer Satisfaction Surveys.
- Began utilizing the laptops and signature pads in the field to minimize duplication of case documentation.

TENNESSEE COUNCIL FOR THE DEAF, DEAF-BLIND AND HARD OF HEARING

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

COMMUNITY TENNESSEE REHABILITATION CENTERS

Seventeen community Tennessee Rehabilitation Centers across the state provide employment-related services to applicants and eligible clients of Vocational Rehabilitation. Vocational evaluation, employee development and employment services are designed to assist individuals with disabilities to reach gainful employment. The process involves identifying an appropriate vocational goal and assisting them with attaining essential work behaviors to achieve and maintain employment.

SUCCESS STORY:

“Matt” was referred to the VR program by his Transition Coordinator at a local high school. After being determined eligible for services, he entered into the Transition School to Work Program to ensure he received the appropriate assistance to locate and retain employment upon graduation. Matt was undecided about his career path and his VR Counselor referred him for a Vocational Evaluation at the Tennessee Rehabilitation Center in Cookeville. The evaluation determined that Matt had multiple strengths, helping him to consider occupations in the fields of manufacturing, custodial cleaning, auto-body repair and food service.

Due to limited work experience, the Vocational Evaluator recommended that he be referred to the center's Employee Development Program. Matt was able to learn valuable employability skills through the use of onsite training program. He also participated in multiple job readiness activities including employment application prep, mock interviews, dressing for success, job retention, employee best practices, and others. Matt excelled in the Employee Development Program and became a Quality Assurance inspector on the drain valve assembly wheel at the TRC.

Matt enjoyed the TRC warehouse environment so much that he and his VR Counselor worked toward employment in manufacturing. The TRC Manager contacted a production manager at a local factory about Matt and he was hired! He has been successfully employed for the company since January 2014. Since then, the same company has called multiple times to ask if VR had any more clients to fill their employment vacancies.



STATISTICS:

The 17 Community Tennessee Rehabilitation Centers successfully partnered with 51 local employers across the state to secure contract work in the Employee Development (ED) program.

The Community TRCs received referrals to assist 743 VR clients with employment activities including career counseling, employment readiness training, job search activities and job placement assistance.

- 336 clients were successfully employed.
- 396 clients were placed in employment and are being monitored to ensure successful placements.
- 732 clients are currently employed and earning an average of \$198.97 a week.

TENNESSEE REHABILITATION CENTER AT SMYRNA (TRC)

Serving all 95 counties across the state, the Tennessee Rehabilitation Center in Smyrna is a residential facility that provides vocational rehabilitation services. TRC in Smyrna provides comprehensive vocational evaluation, pre-vocational and vocational training, training for vision impairment and traumatic brain injury, physical rehabilitation and transitional life skills training services.

SUCCESS STORY:



“Chris” was referred to TRC by his VR Counselor in July 2013. While attending TRC, Chris participated in many training programs. Although Chris is an individual with Tourette’s Syndrome and Asperger’s, a disorder that many times impairs socialization and communication skills, he showed little evidence of this impacting his abilities during his enrollment at TRC. Chris participated in the Warehouse Training Program and worked diligently to develop appropriate skills to accelerate his professional growth. He served as a designated tour guide, volunteered at TRC

events and proved himself a leader among his classmates.

Through a new partnership with the Tennessee Department of General Services providing on the job training, two students were selected, as interns, to work in their warehouse. One of those students was Chris.

Chris successfully completed a three-week internship at the General Service Warehouse and received excellent reviews from his supervisors and instructors prior to his graduation in April 2014. Just a few weeks later, Chris’ mother sent an email message to TRC stating that he had begun work at the General Services Warehouse. In her message she stated, “The man who is training Chris at General Services told me how glad they were to have him working there. He said that Chris is a fast learner and has learned quicker than anyone he has ever trained. Chris is so excited and we both are so very grateful to TRC and all who were a part of his training and mentoring.”

HIGHLIGHTS OF ACCOMPLISHMENTS:

- Partnered with Walgreens to train six (6) TRC staff as Retail Employees with Disabilities (REDI) Instructors/Job Coaches resulting in internships and REDI training opportunities for students at Walgreens stores in Smyrna or their hometown.

- Created an on-site retail training store in collaboration with Walgreens Corporate Office. All fixtures, displays, carts, baskets, and initial stock items were donated by Walgreens. Upon completion of this program, students can transition to actual Walgreens in-store training or have the skillset to work in any retail setting in their hometowns. Students may also be eligible to earn a nationally recognized certificate through the National Retail Federation (NRF), the world’s largest retail trade association.
- Hired an Autism Services Coordinator to develop new program for students with Autism. Initiated an Autism tracking team to identify new students and provide follow along services for students to meet their individual needs.

TENNESSEE TECHNOLOGY ACCESS PROGRAM (TTAP)

This program provides community-based programs and services to individuals with disabilities (and their families) who may benefit from assistive technology to increase or maintain their independence and support their integration into the workforce.

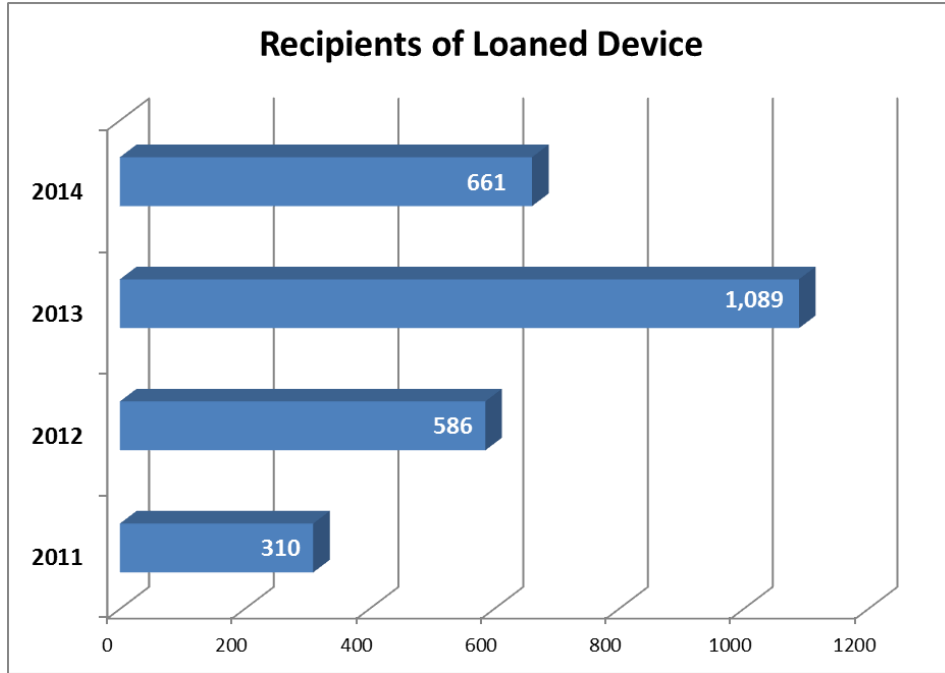
SUCCESS STORY:

“Evan” is a seven year old boy who has autism. He displayed many negative behaviors because of his frustration with not being able to talk. The Tennessee Technology Access Program in loaned Evan an iPad 3 with the Proloquo2go application installed along with an Otterbox case.

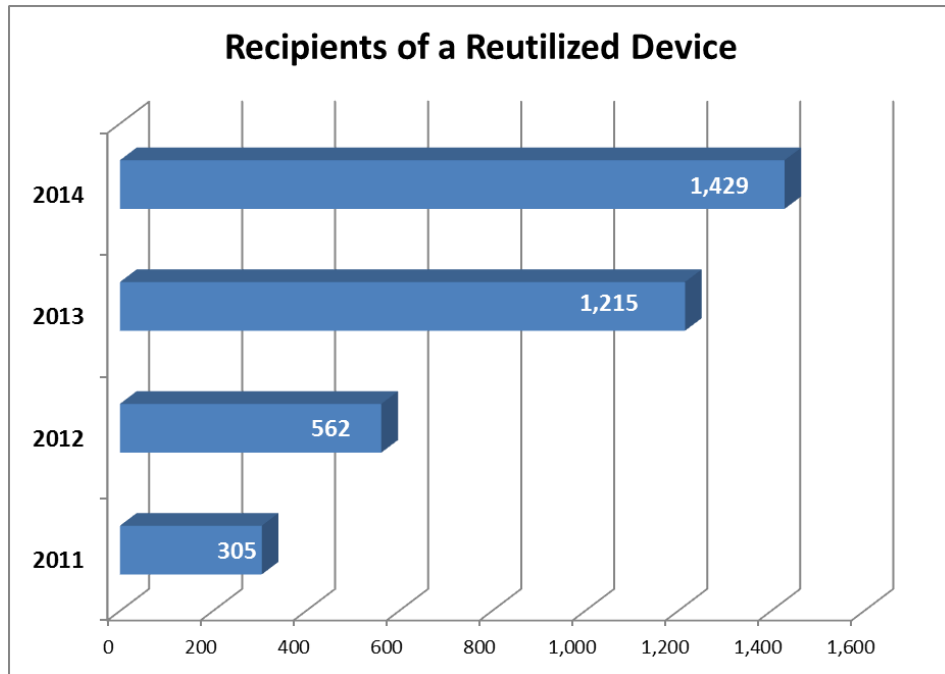
After a short trial period, Evan’s parents noticed a substantial decrease in negative behavior at home and church. His Sunday school teacher also noticed a significant decrease in negative behaviors at church. He has had an Augmentative and Alternative Communication (AAC) Evaluation. After the evaluation a ProSlate10 was purchased by his insurance. He will begin training on the ProSlate 10 which will continue to increase his ability to communicate and have positive behaviors.



STATISTICS:



The number of recipients of a loaned TTAP device decreased from 1,089 in FY 2013 to 661 in FY 2014, representing an decrease of 39.2%.



The number of recipients of a reutilized device increased from 1,215 in FY 2013 to 1,429 in FY 2014, representing an increase of 17.6%

HIGHLIGHTS OF ACCOMPLISHMENTS:

- Provided 1,787 reutilized devices saving an estimated \$422,497 for the 1,429 individuals or families who received those devices.
- Loaned 939 devices to 661 individuals or their families.

DISABILITY DETERMINATION SERVICES (DDS)

DDS is fully funded by the Social Security Administration and processes the medical adjudication portion of Social Security Disability Insurance (SSDI) and Supplemental Security Income (SSI) applications filed with the Social Security Administration (SSA).

HIGHLIGHTS OF ACCOMPLISHMENTS:

- DDS processed more than 126,000 cases in FY 2014.

DIVISION OF APPEALS AND HEARINGS

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

STATISTICS:

In Fiscal Year 2014, the Division of Appeals and Hearings:

- Processed 27,882 appeal requests
- Completed 10,182 appeals resolutions
- Entered 15,218 Initial Orders
- Processed 1,020 ADH appeal requests

HIGHLIGHTS OF ACCOMPLISHMENTS:

- Lowered the percentage of overdue appeals from high of 20% to 4% by streamlining antiquated processes.
- In mid-November of 2013, the Appeals and Hearings Division began working extensively with the Office of Learning and Professional Development to cultivate a cross training initiative to improve customer service by ensuring that Division staff is equipped to respond to multi-unit customer service inquiries. This initiative has and is expected to continue to improve internal/external customer service through monthly cross trainings, and program refresher trainings across the Division.

OFFICE OF INSPECTOR GENERAL

The Office of Inspector General includes oversight of the department's independent accountability functions. Those functions include internal audit, external program review, and program integrity. This office conducts internal and external program reviews and audits, investigates referrals of potential fraud, waste and abuse in the programs, handles adjudication and processes collections of claims overpayment.

INTERNAL AUDIT

The Internal Audit unit assists the Department in complying with federal, state and departmental laws, regulations and rules by conducting regularly scheduled and random audits of various DHS-administered programs. Additionally, through the use of the Department of Finance and Administration's Financial Integrity Act (risk assessment), Internal Audit helps identify areas that may require increased monitoring and support. Finally, this section has taken the lead on special initiatives to ensure DHS and its partners fulfill their respective missions.

HIGHLIGHTS OF ACCOMPLISHMENTS:

- Internal Audit staff conducted Safeguarding of Federal Tax Information reviews at 32 county offices and Judicial Districts.

PROGRAM INTEGRITY

The Program Integrity unit focuses on the deterrence, prevention, and detection addressing fraud, waste, and abuse in DHS-administered programs. In addition, Program Integrity conducts internal investigations of DHS staff, contractors, and customers as well as coordinates with partnering law enforcement agencies in criminal prosecutions.

HIGHLIGHTS OF ACCOMPLISHMENTS:

- Implemented several initiatives in response to federal and state-established prohibitions on the use of Temporary Assistance to Needy Families (TANF) benefits on EBT cards at liquor stores, casinos and adult cabarets; including education materials targeting recipients who receive TANF benefits and affected retail establishments, as well as increased monitoring on use of EBT cards at the identified establishments.

EXTERNAL PROGRAM REVIEW

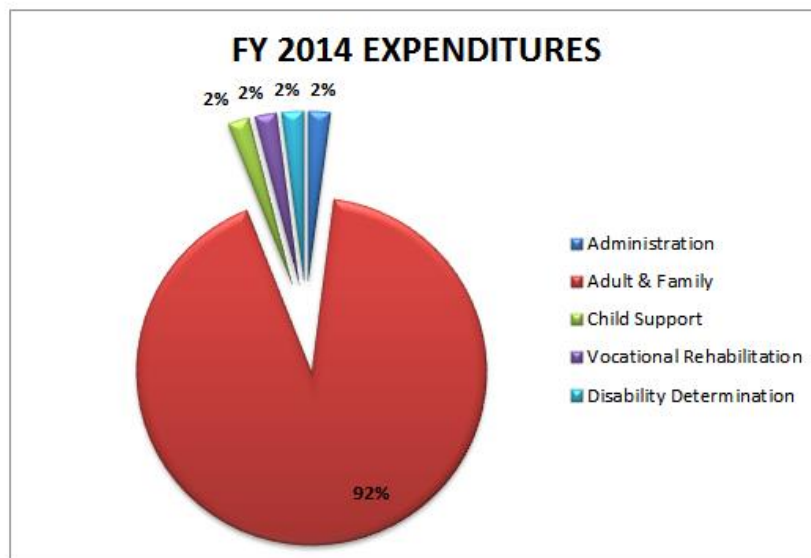
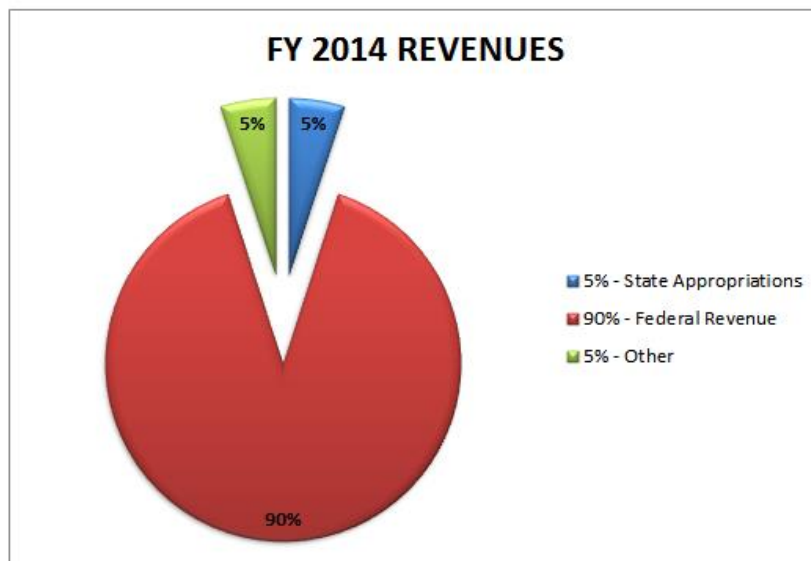
The External Program Review unit ensures that entities that have a contract or contractual agreement with the Department provide quality services to the clients by conducting on-site monitoring reviews. Monitoring ensures that the Department's clients and partners work in accordance with all contract terms, current state and federal laws, rules, policies, and procedures on all valid payments and documentation is adequately supported. The unit also provides assurance that state and federal funds are used appropriately and that proper services are provided to the Department's clients. Additionally, the results of monitoring provide the Department the opportunity to receive feedback from contracting entities regarding quality and the contractor's relationship with the State of Tennessee.

HIGHLIGHTS OF ACCOMPLISHMENTS:

- External Program Review staff conducted over 134 compliance reviews with a 92% timeliness rate.

DIVISION OF FINANCE AND ADMINISTRATION

The Division of Finance and Administration oversees five areas of operation within DHS: Budget, Fiscal Services, Information Technology, Facilities, and Procurement. Within these various areas, the department is responsible for preparing the annual department budget, performing fiscal analysis, monitoring federal programs for cash management, preparing federal expenditure reports, processing contractor/vendor payments, ensuring the procurement of all goods and services, providing support for such functions as mail operations and telecommunications, providing technical support to meet operational needs, overseeing a variety of IT projects simultaneously, as well as performing a variety of other duties. The Department of Human Services' approved budget for FY 2014 was approximately \$3 billion.



HIGHLIGHTS OF ACCOMPLISHMENTS:

- The Central Procurement Office's goal is to drive 80% of the office supplies/toner/paper spending to the negotiated core market basket items. The DHS Office of Procurement is utilizing the market basket at a 91% rate for the year, exceeding the goal by 11%. DHS was only one of three state agencies to meet and exceed this goal and had the highest percentage of market basket products of all of the state agencies.
- Tennessee Adult Protective Services (TNAPS): Implemented Phase I of the FOCUS replacement system, along with several significant system enhancements.
- IPT (digital phone system): In collaboration with OIR and its vendor partner, DHS converted 79 of 145 sites (2,150 of 3,568 phones), including Call Centers, IT Help Desk, and Fiscal Child Care Hotline from on-site premise phone systems to the Cisco IPT statewide standard phone system.
- TennCare Kiosks: Deployed computer kiosks across the state with elevated security and content filtering for general public access to Healthcare.gov with DHS staff assisting in county offices.
- The Budget Office revised and improved the Department's Financial Disposition process for FY 2014. In addition to expenditures, revenues are now being tracked on a monthly basis. On average, significant variances between budget and actuals are explained within 3 days of notification of closing from the Department of Finance and Administration.

DIVISION OF COMMUNITY AND SOCIAL SERVICES

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

CHILD CARE SERVICES

The Child Care Services section plans, implements, and coordinates activities and programs to ensure quality, accessibility and the health and safety of children in care.

The Child and Adult Care Licensing section is responsible for monitoring child and adult care agencies to ensure the health and safety of the young children and vulnerable adults in care.

Child Care Assessment staff use a quality measurement instrument to assess each licensed provider annually and establish the Star-Quality Report Card Rating and Evaluation System for facilities.

The Child Care Certificate Program provides assistance to families who need help paying for child care in order to meet the requirements of the Families First program. Child care assistance not only gives Families First parents/caretakers peace of mind while they participate in work and work-related activities but also provides quality child care for children.

Within the Child Care Services section, statewide early childhood-related services are managed through child care partners including Child Care Resource & Referral (CCR&R), Tennessee Early Childhood Training Alliance (TECTA), and Tennessee's Outstanding Providers Supported through Available Resources (TOPSTAR). These services provide a support system for improving and maintaining the overall quality of child care across the state and help provide parents and families with safe, healthy and developmentally appropriate child care options. Child Care Resource and Referral assist both parents and providers. For parents, the CCR & R offers information on child care providers in their area, answers questions on types of care that is available and provides helpful information on safe, healthy and developmentally appropriate options.

TESTIMONIAL:



“The TECTA program at Southwest has been a blessing to me! They made it financially possible for me to further my education and obtain professional certification in childcare. The wonderful staff over the CDA cohort gave me the necessary tools, knowledge, and confidence I need to meet the standards of a quality childcare provider. Because of the TECTA program I am now able to effectively reach the lives of many children in my

community today and have an impact on the greater Memphis community in the future.”

STATISTICS:

- Currently there are 2,757 family, group and center licensed agencies. Approximately 1,765 have three-star ratings, 311 have two-star ratings and 61 have a one-star rating. There are currently 51 adult day care centers.
- The number of children enrolled in quality child care facilities through the Child Care Certificate Program was 36,535 in June of 2013 and 31,162 in June of 2014.

HIGHLIGHTS OF ACCOMPLISHMENTS:

- Introduced enhanced Emergency Management Preparedness requirements for child care agencies.
- In May 2014, designated TECTA staff, worked directly with CDA preparation students, attended the Council for Professional Recognition Professional CDA Development Specialist (PDS) Summit in Potomac, Maryland and successfully completed training on the new CDA 2.0 Process.

COMMUNITY SERVICES BLOCK GRANT (CSBG)

The CSBG program is funded through the U.S. Department of Health and Human Services and is administered through a statewide network of 20 nonprofit and local government agencies designated by Health and Human Services as eligible to provide services. Agencies conduct annual needs assessments, develop a community action plan, and offer services based on identified local needs. The goal of the program is to provide services to eligible low-income individuals and families to improve their health and well-being.

HIGHLIGHT OF ACCOMPLISHMENTS:

- 273,654 low-income individuals received services under the regular CSBG program in FY 2014, up from 210,199 individuals in FY2013, representing a 30% increase in those served.

LOW INCOME HOME ENERGY ASSISTANCE PROGRAM (LIHEAP)

The LIHEAP program is funded through the U.S. Department of Health and Human Services and is administered through a network of 19 local nonprofit and governmental agencies. The program is designed to assist eligible low-income households with their home energy costs

through credits to their energy supplier accounts. The LIHEAP program transferred to another state agency, the Tennessee Housing and Development Agency, effective October 1, 2013.

HIGHLIGHTS OF ACCOMPLISHMENTS:

Prior to the LIHEAP transition effective October 1, 2013:

- 14,698 households were assisted through the LIHEAP.
- The program prevented utility disconnection for 2,767 households.

SOCIAL SERVICES BLOCK GRANT (SSBG)

The SSBG is funded through the U.S. Department of Health and Human Services and is administered by 15 local nonprofit and governmental agencies across the state. The program functions as the primary support network for elderly and disabled adults to help them maintain independence or prevent adult abuse, neglect and exploitation.

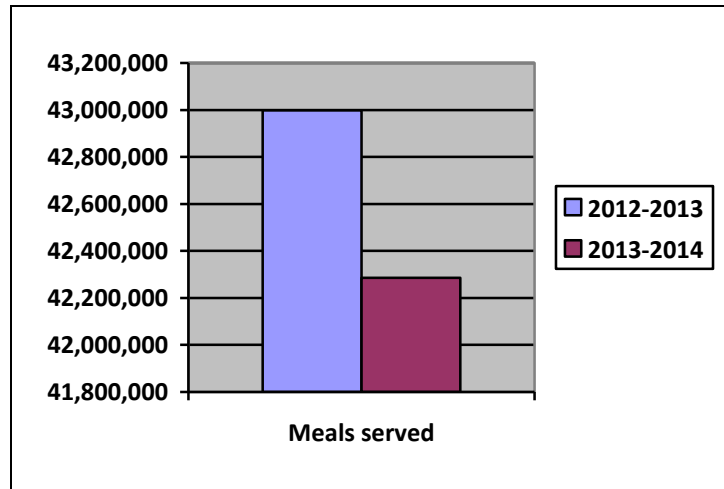
HIGHLIGHTS OF ACCOMPLISHMENTS:

- Funded 15 agencies statewide, more than \$4.1 million in Federal f to provide low-income and disabled Tennesseans with Adult Day Care and Homemaker services.

CHILD & ADULT CARE FOOD PROGRAM (CACFP)

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

STATISTICS:

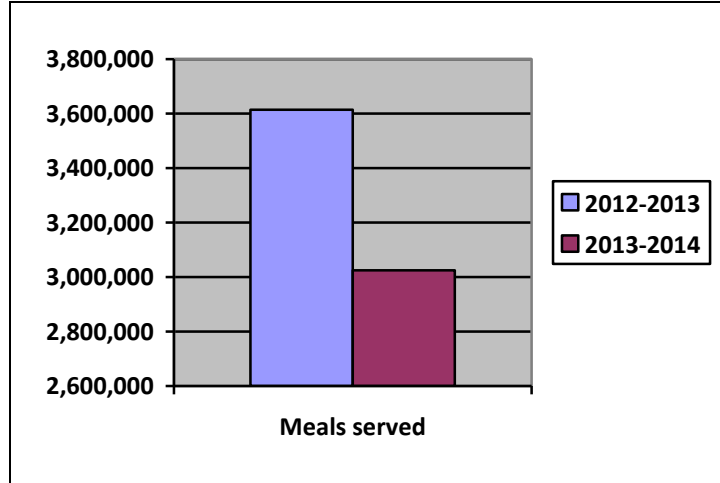


The number of CACFP meals served decreased from 42,997,517 in FY 2013 to 42,285,460 in FY 2014, representing a 1.66% decrease.

SUMMER FOOD SERVICE PROGRAM (SFSP)

The SFSP provides reimbursements for nutritious meals served to participants in needy areas during periods when their schools are closed for vacation. The program primarily serves children 18 or younger in areas where poor economic conditions exist and in residential camps where children are determined individually to be eligible. Persons older than 18 who are mentally or physically disabled and who participate in school programs for the disabled are also eligible to participate. Sponsorship of the SFSP is limited to public or private, nonprofit school food authorities; State, local, municipal or county governments; residential public or private, nonprofit summer camps; public or private, nonprofit colleges or universities administering Upward Bound Programs; and private, nonprofit organizations. Eligible feeding sites include public parks, recreation centers, schools, churches, playgrounds, residential camps and public housing complexes.

STATISTICS:



The number of SFSP meals served decreased from 3,614,358 in FY 2013 to 3,024,944 in FY 2014, representing a 16.31% decrease.

ADULT PROTECTIVE SERVICES

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

STATISTICS:

- In FY 2014, APS investigated 8,198 cases
- Types* of abuse, neglect or exploitation investigated in FY 2014:
 - Self-neglect – 31%
 - Neglect by others – 35%
 - Physical abuse – 10%
 - Sexual abuse – 2%
 - Emotional abuse – 10%
 - Financial exploitation – 12%

*Categories are not mutually exclusive. More than one factor can appear in a single investigation.

HIGHLIGHTS OF ACCOMPLISHMENTS:

- The APS program served more than 9,000 vulnerable adults in FY13-14.
- DHS/APS, along with community partners, celebrated World Elder Abuse Day on June 15, 2014. To promote awareness of the social problem involving abuse, neglect and exploitation of elders, the Capital cupola was lit purple the week of WEAAD.
- APS implemented a 24/7 intake process in May 2014.
- APS transitioned to an improved electronic case manage system in October 2013.

OFFICE OF GENERAL COUNSEL

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

HIGHLIGHTS OF ACCOMPLISHMENTS:

- The Tennessee Human Rights Commission's Title VI Compliance Program approved the Department of Human Services Title VI Implementation Plan which met the required compliance standards with no findings.

- In FY 2014, the attorneys for OGC handled 449 Adult Protective Services cases, 223 Child Care Licensing cases, 178 Child Care Safety Plans, and 19 Open Records requests. This represents a steady increase in the department's efforts to protect and serve vulnerable and at risk residents.
- OGC reviewed over 3,000 legislative bills during the 2013-14 legislative session to determine the potential impact to the department and its' programs.

DIVISION OF HUMAN RESOURCES AND PROFESSIONAL DEVELOPMENT

HUMAN RESOURCES

Human Resources manages the Departmental process through which all employees are hired, promoted, evaluated, disciplined and paid. The central point for employee relations, HR is a critical partner for promoting staff development and encouraging the effective application of employee improvement plans. DHS Human Resources is a team of 35 employees in three State Office units: Employee Relations, Transactions/Class Comp and Time, and Labor/Benefits, and HR field analysts who are stationed in strategic locations across the State. The DHS HR team provides services, support and employee information directly to more than 4,400 DHS staff, including: new employee orientation, employee relations, hiring process transactions, time and compensation, benefits and other employee-related services.

OFFICE FOR LEARNING AND PROFESSIONAL DEVELOPMENT

The DHS Office for Learning and Professional Development (OLPD) incorporates adult learning models to prepare new and existing DHS employees to provide quality customer service through the correct application of policy and provision of timely services for DHS external customers. In addition to providing continuing education on new policy and procedures, existing DHS staff is provided refresher policy training, soft skills training, and computer skills training. The OLPD staff delivers DoHR leadership and general training, as well as DoHR-approved DHS professional development training. The comprehensive training programs that are provided to DHS employees enables them to assist customers in achieving self-sufficiency, enhances the employee's job skills, and prepares staff to evolve in a progressive direction in their profession with DHS.

HIGHLIGHTS OF ACCOMPLISHMENTS:

- **Enhancement of Online Learning and Tracking using Edison** - Effective July 1, 2013, the DHS Learning Management System, which had been supported by a contract with The University of Tennessee Social Work Office of Research and Public Service, was merged with the Edison Learning Management component. The merger has enabled DHS to provide online training, online assessments with tracking in Edison. During SFY 2014, DHS staff completed 21,531 activities (online training modules and assessments) in Edison.
- OLPD worked with all DHS managers to develop Position Orientation Plans (POPs) for 579 positions in the Department of Human Services, including executive level positions. The purpose of a POP is to enhance the onboarding experience of employees who are new to the Department or to guide employees in new positions through learning their new job tasks and responsibilities.
- As of the June 2014 graduation, there have been seventeen (17) New Supervisor Academy sessions with a total of three hundred seventy-one (371) DHS managers and supervisors having completed and graduated from NSA.
- Policy Refresher training has been created and implemented for Administrative Support, Family Assistance, Adult Protective Services, Child Care Services, Rehabilitation Services and Disability Determination Services

DIVISION OF QUALITY IMPROVEMENT AND STRATEGIC SOLUTIONS

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

PERFORMANCE MANAGEMENT UNIT (PMU)

Performance Management is responsible for increasing departmental accountability and supporting the Tennessee DHS Accountability Process (T-DAP) meeting process. This bi-monthly process supports the achievement of DHS's Customer Focused Government Goals (CFG). Performance Management assists all Departmental divisions with monitoring productivity, accuracy, and timeliness; as well as provides reports on performance measures for all divisions.

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

HIGHLIGHTS OF ACCOMPLISHMENTS:

- In aid to Child Support Services:
 - Developed performance tools to evaluate data and increase Service of Process, assess Court outcomes and docket utilization.
 - Revised collections forecasting model to provide more information and assist judicial districts with reaching their goals.
 - Developed tool used to increase cases under order by reviewing reporting from the genetic testing contractor for patterns and to formulate goals for cases that need paternity established and an order.
- Supported successful implementation of Four Disciplines of Execution focusing on increasing employment outcomes in Davidson County for Child Support, VR, TANF, and TANF Contractors.
- Coordinated and managed the successful implementation of the T-DAP process for all divisions.
- Coordinated and managed the successful implementation of the T-DAP Huddle accountability process for the Division of Rehabilitation Services.
- Created an external reporting tracking process for all reports.

RESEARCH AND DATA ANALYSIS

The function of the Research & Data Analysis unit is to assist all other program units and operational areas of DHS in assessing their data needs and providing consistent, accurate and

timely information to meet policy objectives and performance metrics pertinent to the mission of DHS. R&DA produces routine reporting across the program spectrum as well as ad hoc data for internal and external use and provides data quality assistance in meeting federal performance. In addition, R&DA works with external partners to accommodate mutually beneficial research projects.

QUALITY CONTROL/QUALITY ASSURANCE

Quality Control is responsible for conducting a statistically valid sample of SNAP cases as required by United States Department of Agriculture and outlined in the Code of Federal Regulations. In addition, the Quality Control section is responsible for operating the State's Management Evaluation Plan. DHS Quality Control data enables the State to remain aware of its accuracy, identify trends, and prepare appropriate corrective actions.

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

HIGHLIGHT OF ACCOMPLISHMENTS:

- Supported the SNAP program with quality case reviews which resulted in Tennessee's Active Error Rate being ranked #6 in the nation and most improved Case Procedural Error Rate.

CENTRALIZED POLICY AND PLANNING

The Centralized Policy & Planning Unit (CPPU) is a new unit in the Division of Quality Improvement and Strategic Solutions (QISS). The CPPU has the responsibility of identifying and standardizing all Departmental policies, procedures, manuals and forms. The unit facilitates the creation, revision, review, approval and distribution of these documents, to support continuous quality, clarity and ready access to information. Having a centralized policy development process helps ensure timely and regular policy review, maintain consistency between documents, improve their accuracy, and aid in the communication of policy changes. The policy development process is a collaborative one that includes relevant program staff, subject matter

experts, legal, executive leadership and often training staff. This centralized policy development process is designed to be open and inclusive which helps staff be more aware of policy changes and ultimately improve the organization of and access to information.