



STATE OF TENNESSEE
TENNESSEE COMMISSION ON CHILDREN AND YOUTH

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COMMISSION

Andrew Jackson 9th Floor Training Room
Thursday, August 25, 2016
3:30 p.m.

MINUTES

Members Present

Brenda Davis, Chair
Rob Mortensen, V.C.
Jennie Harlan, Secretary
Phil Acord
Kelly Drummond
Ashley Dunkin
Genesis Hardin
Gary Houston
Amy Jones
Petrina Jones-Jesz
Amy Lawrence
Steven Neely
Wendy Shea
Christy Sigler
Destiny Sweeney
Glenda Terry

Members Absent

Sharon Green
Bill Haynes
Lisa Hill
Audrey Taylor Gonzalez
Robert Terrell

Staff Present

Linda O'Neal, Exec. Dir.
Dana Cobb
Lindsey Cody
Susan Cope
Sujit Das
Fay Delk
Craig Hargrow
Roselyn Leavell-Rice
Sumita Keller

Rodger Jowers
Melissa McGee
Shaun Noblit
Rose Naccarato
Kristi Paling
Gerald Papica
Steve Petty
John Rust
Natasha Smith
Russette Sloan
Jill Grayson Stott
Vicki Taylor
Nancy Townsend
Zanira Whitfield
Gwendolyn Wright

Staff Absent

Richard Kennedy, Assoc. Dir.
Bill Latimer

I. Welcome – Brenda Davis, Chair

Davis called the meeting to order at 3:30 p.m.

II. Roll Call – Natasha Smith

Smith called roll. A quorum was established.

III. Approval of May 2016 Minutes (ACTION)

IT WAS MOVED (MORTENSEN) AND SECONDED (DUNKIN) TO APPROVE THE MAY 2016 COMMISSION MEETING MINUTES. UNANIMOUSLY APPROVED.

IV. Budget and Data Committee Report – Christy Sigler, Chair

The Budget and Data Committee heard a report from the audit recently conducted by the Office of Tennessee Comptroller of the Treasury. There were two findings as anticipated by the agency. The first finding was regarding inconsistency in obtaining signatures on conflict of interest statements annually and the second was around processes and procedures involved in monitoring sub-recipients. The Commission has already taken steps to ensure these practices are improved. Sigler, also chair of the Audit Committee, said she was very pleased with the report.

Sigler reported the Budget and Data Committee heard updated information about the TCCY budget, the Resource Mapping project, KIDS COUNT, web statistics, media update and an overview of the recent editions of *The Advocate*. Sigler gave an overview of the financial report for the agency through the period ending June 30, 2016, the end of FY 15-16. All state dollars were expended last fiscal year. The Commission purchased new audio/visual equipment for the conference room, paid for training for staff and conference sponsorships.

During the Budget and Data Committee meeting, O’Neal reported on highlights of the FY 2018 Budget Recommendations letter. This communication is drafted annually by the Commission to make recommendations on the state budget for services for children and youth. The importance of addressing Adverse Childhood Experiences (ACEs) was a theme throughout the recommendations. Some of the Commission’s recommendations include: restoration of Child Health and Development, Healthy Start and Home Visiting Programs operated by the Department of Health to recurring funding; increasing funds for ACEs to address child welfare and Juvenile Justice issues; Administrative Office of Court (AOC) funding for legal representation of children in or at-risk of state custody; increased funding for Pre-K and Family Resource centers; encouragement for additional efforts to implement evidence-based two-generation approaches to reduce poverty; and funding to effectively intervene in human trafficking. Sigler said the Budget Recommendations letter is a very thorough and comprehensive document and encouraged the Commission Members to read it if they have not already done so.

Sigler reported on the TCCY budget reductions and cost increases for FY 2018. Cost increases for fiscal year 2017-18 include:

1. Authorization to accept and spend the grant, if awarded, in the amount of \$302,325 to TCCY from The Department of Mental Health and Substance Abuse Services (TDMHSAS).
2. Printing costs for the *Tennessee Compilation of Selected laws on Children, Youth and Families* - \$55,000.
3. The third cost increase in the amount of \$244,000, is three-fold as it requests:
 - a. To increase the existing CASA programs from \$18,000 to \$20,000 per county,

- b. Funding in the amount of \$20,000 for three new CASA programs,
 - c. Funding to support salary and benefits for one position to provide administrative assistance for the CASA grants.
4. The fourth cost increase is to request funding in the amount of \$77,800 for a staff position to perform program monitoring.

Sigler said the Committee heard a report from Rose Naccarato and Sujit Das about their attendance at an Annie E. Casey Foundation data visualization conference in St. Louis in May. Each learned new techniques and have used those in conjunction with the KIDS COUNT Data Book release. Naccarato produced short animated videos and Das created interactive maps using the KIDS COUNT data. Sigler reported Tennessee's ranking is 38th, worse than last year. While Tennessee has generally improved, so have other states making our gains harder to recognize.

Sigler said staff are hoping to use transitional youth data this year in the resource mapping project. In the Committee meeting, Naccarato reported the new online data base was challenging; however, the agency is hopeful data will be reported sooner enabling the resource mapping report to be delivered to the legislature earlier.

Sigler gave a brief report on web statistics and the media update. The web statistics are consistent from month to month, with an average of 5,500 total pages viewed per month. Sigler noted the announcement of Jill Stott's position and her tagged picture yielded over 5,000 views. The June edition of The Advocate focused on summer issues, and July focused on Juvenile Justice issues. The August issue was about education, including information about compassionate schools. Since September is recovery month, this issue will focus on substance abuse and mental health issues. October will likely be about KIDS COUNT and November will cover youth in transition or ACEs.

ON BEHALF OF THE BUDGET AND DATA COMMITTEE, SIGLER MOVED TO ACCEPT THE TCCY BUDGET REPORT FOR THE PERIOD ENDING JUNE 30, 2016. UNANIMOUSLY CARRIED.

ON BEHALF OF THE BUDGET AND DATA COMMITTEE, SIGLER MOVED TO APPROVE THE FY 2017-18 BUDGET RECOMMENDATIONS. UNANIMOUSLY CARRIED.

ON BEHALF OF THE BUDGET AND DATA COMMITTEE SIGLER MOVED TO APPROVE THE TCCY BUDGET REDUCTIONS/COST INCREASES FOR FY 2017-18. UNANIMOUSLY CARRIED.

V. Children's Services Committee – Wendy Shea, Chair

Shea gave updates on the work of the Ombudsman program, the Home Visiting Leadership Alliance (HVLA), Youth Transitions Advisory Council (YTAC) and the Council on Children's Mental Health (CCMH).

The Committee heard a report from Keller on the Technical Assistance Coaching Grant from the Institute for Child Success (ICS). The agency is making good progress in the Pay for Success feasibility study. The Technical Assistance grant is scheduled to conclude in February 2017. Keller presented the Children's Services Committee with a draft letter from the Commission to the Tennessee Federal Delegation urging their support of reauthorization and increased funding for the Maternal, Infant and Early Childhood Home Visiting (MIECHV) Program. The Committee reviewed the letter and recommends Commission approval.

**ON BEHALF OF THE CHILDREN'S SERVICES COMMITTEE SHEA
RECOMMENDED APPROVAL OF THE LETTER TO THE TENNESSEE FEDERAL
DELEGATION SUPPORTING REAUTHORIZATION AND INCREASED FUNDING
FOR THE MATERNAL, INFANT AND EARLY CHILDHOOD HOME VISITING
(MIECHV) PROGRAM. UNANIMOUSLY APPROVED.**

Shea said the Children's Services Committee heard an update from McGee about the continued partnership with Tennessee Department of Mental Health and Substance Abuse Services (TDMHSAS) to work toward expansion of System of Care across Tennessee. The departments collaborated on a grant proposal submitted to SAMHSA in response to an announcement of funding. The application was submitted in April and included a proposal for the four year, up to \$3 million per year opportunity. TDMHSAS is still awaiting official word of the award from SAMHSA. McGee continues to travel and conduct trainings as part of *Building Strong Brains: Tennessee's ACEs Initiative*. The Council on Children's Mental Health (CCMH) recently had a joint meeting with Youth Transitions Advisory Council (YTAC) focusing on transition-age youth initiatives.

The Committee received an update from Petty and the work of the Youth Transitions Advisory Council. The last YTAC meeting was August 4, 2016. The attendees heard a presentation on Gateway to Independence, a program focusing on assisting youth with completion of graduation requirements and pursuit of college and career goals. The program also places emphasis on family involvement, encouraging families to visit two weekends per month. In the latest YTAC meeting, the council received an update on Get Covered TN about assistance available to former foster youth with re-verification and re-enrollment in TennCare. Department of Children's Services (DCS) Office of Independent Living provided an update at this meeting as well. DCS continues to increase the number of youth served by extension of foster care services. DCS also continues to train on the new Reasonable and Prudent Parent policy with a goal to have all staff trained by the end of September.

Hargrow updated the Children's Services Committee on the Second Look Commission (SLC). The SLC met on May 17th. Hargrow reported they discussed the Next Steps section of the 2015 SLC Report. Issues discussed included protecting children in cases where the perpetrator cannot be identified and noncompliance with No Contact orders when children are in kinship custody. In the June 28th meeting, the Committee discussed preliminary recommendations around proper individuals interviewing children, and identifying emotional neglect as well as physical.

Shea reported on the work of the Ombudsman program. Between April and July, there were thirty nine new referrals. Since August 2015, Papica taught fourteen Ombudsman Program classes to 186 new Children's Services Officers. Papica continues to serve on the Davidson County Foster Care

Review Board and planning committee for the United States Ombudsman Association USOA meeting.

VI. Councils Committee – Ashley Dunkin, Chair

Dunkin welcomed Stott as the new Northeast Regional Coordinator. Dunkin said she has enjoyed working with Stott on the Commission and knows she will do a great job as a regional coordinator. Dunkin also commended Drake-Croft and McGee on their presentation at the Tennessee Juvenile Court Services Association (TJCSA) Conference last week. Dunkin said they were informative, upbeat and very engaging.

Rust gave a brief update on Children’s Advocacy Days (CAD), scheduled for March 13-14, 2017. The theme for CAD this year is space, chosen because of the ingenuity and imagination needed in relation to space; building rockets and landing on the moon. The theme of ingenuity will be throughout the presentations and speakers at CAD.

Dunkin highlighted work of the regional councils on what she recognized as a common theme currently found throughout their events and trainings. She said the coordinators are doing an excellent job with work around children who are exiting DCS custody and the challenges these transition-age youth face. Dunkin talked about Jowers’ work with the University of Memphis Cecil C. Humphreys School of Law defense clinic and training for attorneys in rural areas on juvenile criminal defense. Dunkin also recognized Jowers’ completion of the Delta Leadership Institute. Noblit is providing an ACEs training to children in school. Youth are learning what is impacting them and how to identify and appreciate the challenges their peers are facing. Dunkin said Leavell-Rice does a great job making her events fun, and is very impressed all ten of the counties in the Southeast Region now have CASA programs. Cobb hosted round tables with youth services officers. Cobb has also worked to reduce the number children in detention. Stott is working on meeting all the judges in her area. Wright hosted an event focused on graduation success. Cope has done work around both human trafficking and autism. Cody has focused on transitioning youth and how homelessness is a big challenge for these young adults.

Davis noted she attended Cope’s event on human trafficking. She said the event was phenomenal and she learned quite a bit of information. She encouraged Commission members to attend regional events as their schedules permit.

VII. Juvenile Justice and Minority Issues Committee – Phil Acord, Chair

Acord provided an overview on the information presented to the Juvenile Justice Committee. Whitfield presented the Deinstitutionalization of Status Offenders (DSO) violations report. There were 20 DSO violations for the period of October 1, 2015 through June 30, 2016. Rutherford County had a big improvement with only four violations. Hargrow updated the Committee on the work of the Disproportionate Minority Contact (DMC) task force. Hargrow continues to offer technical assistance and support to the Davidson, Hamilton, Madison and Shelby County task forces. Acord said the Committee discussed the proposed regulation changes regarding Federal Formula Grants and jail monitoring from the Office of Juvenile Justice and Delinquency Prevention (OJJDP). The proposal contained very significant changes in the regulations and if implemented will most certainly have an impact. This is evidenced by the fact if these standards

were in place today, 48 states would be out of compliance. Hargrow reviewed highlights of the regulations with the Juvenile Justice Committee.

Acord said in Committee meeting, Commission members and staff discussed the regulations at length. Hargrow talked about the history of the legislation and how at the time the regulations were written, the country was in a very different place and the regulations were appropriate. Now that progress has been made, and the court system has evolved, it is time to revisit the regulations and raise the bar.

ON BEHALF OF THE JUVNILE JUSTICE COMMITTEE, ACORD MOVED TO APPROVE AUTHORIZATION FOR JUVENILE JUSTICE STAFF TO COMPOSE A RESPONSE LETTER TO THE PROPOSED FEDERAL REGULATIONS. UNANIMOUSLY CARRIED.

Hargrow reported on the TJCSA conference. He said it was a great conference and very well done. Davis agreed and found the tour of the juvenile court facilities in Memphis very impressive. There is art work throughout the facility. There are classrooms ensuring the youth do not get behind on their education. Davis said it is apparent the staff cares about the children and want to see them have the best possible outcome. Dunkin said Hargrow presented on the SLC and she noticed not a great deal of people know about the SLC. She directed them to the TCCY website for more information.

Acord said Whitfield and Taylor submitted the application for the Title II Solicitation. They are requiring a great deal in the application process. Taylor said changes with the new solicitation required 28 additional assurances evidencing compliance. The Commission is now waiting on a response from OJJDP regarding the amount of the award for Tennessee.

VIII. Grant Review Committee – Amy Lawrence, Chair.

Lawrence will provide a report during the full Commission meeting on Friday.

IX. Other Business

O’Neal said the October retreat and Commission meeting is October 20-21, 2016 at Montgomery Bell State Park. Please complete the reservation sheet and return to staff.

Meeting adjourned at 4:12 p.m.

Minutes Submitted by:

Minutes Approved by:

Russette Sloan
ASA2

Brenda Davis
Chair



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COMMISSION

Andrew Jackson Building, 9th Floor Training Room
Friday, August 26, 2016
8:30 a.m.

MINUTES

Members Present

Brenda Davis, Chair
Rob Mortensen, V.C.
Jennie Harlan, Secretary
Phil Acord
Kelly Drummond
Ashley Dunkin
Genesis Hardin
Gary Houston
Amy Lawrence
Ashley Dunkin
Petrina Jones-Jesz
Steven Neely
Wendy Shea
Christy Sigler
Destiny Sweeney
Glenda Terry

Members Absent

Bill Haynes
Lisa Hill
Amy Jones

Sharon Green
Audrey Taylor Gonzalez
Robert Terrell

Guest

Bonnie Hommrich, DCS
Debbie Miller, DCS
James Bush, STARS
Teresa Whitaker, STARS
Katie Rawls, TNCPE

Staff Present

Linda O'Neal, Exec. Dir.
Richard Kennedy, Assoc. Dir.
Dana Cobb
Susan Cope
Sujit Das
Fay Delk
Jennifer Drake-Croft
Craig Hargrow
Rodger Jowers
Sumita Keller

Rosalyn Leavell-Rice
Melissa McGee
Rose Naccarato
Shaun Noblit
Kristi Paling
Gerald Papica
Steve Petty
John Rust
Russette Sloan
Natasha Smith
Jill Stott
Vicki Taylor
Elizabeth Thomas (intern)
Nancy Townsend
Zanira Whitfield
Gwendolyn Wright

Staff Absent

Lindsey Cody
Bill Latimer

I. Welcome and Introductions – Brenda Davis, Chair

Davis called the meeting to order and thanked members, staff and guests for attending.

II. Department of Children's Services Update – Bonnie Hommrich, Commissioner and Debbie Miller, Deputy Commissioner for Juvenile Justice

Hommrich said DCS, in partnership with TCCY, is very involved in the ACEs work. She said DCS was invited by the National Governor's Association (NGA) to participate in work around child safety based on the Three Branches Institute model. She reported only eight states were selected to attend the meeting. Hommrich said they are really looking at a 0-3 court to attempt to address the issue of substance abuse of families with very young children and referenced how a Maryland judge has been able to drastically reduce the number of youth coming into care.

Hommrich spoke briefly about Brian A. She said DCS has to maintain compliance until December 31st and then move into a maintenance phase. Hommrich reiterated that nothing changes after December as DCS will move into a stage where there will not be as much external scrutiny. She reported they are investigating ways to share what they are doing on the website especially as it relates to Independent Living and the dollars spent for various services provided to reassure everyone that DCS is continuing to improve. In April 2017, the Accountability Center provision will remain, but Hommrich stated that DCS is partnering with Vanderbilt University and Chapin Hall to produce the data. Some of the substantive issues will be on the website as reassurance to the public.

Hommrich reported DCS is very involved in the Title IV-E Waiver. They have been able to keep federal dollars even though they have reduced the number of children in care. She said DCS started in the Northeast, Smokey, Knoxville and East areas and are working with a number providers and external partners at varying levels around a learning collaborative related to therapeutic foster care.

Acord asked a question about transitional living and the reimbursement process for those youth aging out of the system who are not in school. Hommrich replied that DCS is working on three of the five different options from the federal government: finishing high school, post-secondary education opportunities and mental health and other services for those youth not able to work. Miller furthered explained that some of the services like helping youth with job skills are already being provided through programs such as Youth Villages LifeSet.

Hommrich mentioned Mike Leach and all his great work surrounding youth who are not severe enough to meet the threshold to qualify for DIDD programs, but still need services like social security. While more youth have been added to the Extension of Foster Care (EFC) program, staff and needed resources to service these youth have not.

Dunkin spoke about her work as a juvenile court magistrate and the growing prescription drug and crystal meth problem in her county. She shared concern about intensity of DCS working in the homes of these small children with parents who have tested positive for drugs and made a correlation to Adverse Childhood Experiences (ACEs).

Hommrich said DCS is still working through budget constraints and reported 52 additional Child Protective Services (CPS) workers were hired last year to address some of the issues Dunkin raised. She shared that DCS is looking into something more substantive and long-term than the initial investigative stage. Hommrich reiterated part of the IV-E Waiver is to

discover what services are available for families dealing with substance abuse issues. She shared Dunkin's concerns and said part of the dilemma is getting and showing more support for the Department of Mental Health and Substance Abuse and Services.

Acord, Dunkin and Mortensen talked briefly about the process of being a foster parent. Terry asked about churches' involvement in recruiting foster parents. Mortensen explained some challenges with churches. Hommrich said DCS has benefitted from its partnership with a number of churches across the state when it came to recruiting foster parents. She added there is more turnover with foster parents than with state employees.

Davis commented it has to be difficult to turn over the child. Terry agreed and spoke about her experience as a foster parent. It is one of the hardest jobs. Hommrich said these children have experienced ACEs and so much loss and pain. She said foster parents want to develop a safety net for the children and mitigate some of that pain by taking it on themselves.

Sigler thanked Bonnie Beneke at DCS and Vanderbilt's Center of Excellence for assisting in creating training for staff on how to deal with autistic children.

Miller is responsible for the three "hardware secure" Youth Development Centers (YDC) throughout the state. There are 1100 youth in juvenile justice custody and 190 at the Youth Development Centers. She spoke about the two-year process to have all three YDCs accredited by the Council on Accreditation. There has been a culture shift from a correction model to a therapeutic model with consistency in rewarding youth and redirecting behaviors as opposed to physically restraining youth. Miller admitted to challenges staff faced with trying to retrain their own behaviors in dealing with the unacceptable behavior of youth.

Miller said Wilder YDC went through accreditation first. Wilder has 120 beds and is in West Tennessee. Youth from West Tennessee go to Wilder with majority from Shelby County. There is a large population of youth on determinate sentencing, meaning they can be held until the age of 19. Miller said DCS spends a lot of time on educating the youth and teaching them job and life skills.

Miller reported that Wilder is the oldest facility with a need to remodel/replace within the next five years. She said planning what Wilder will look like in the next five to ten years is a multi-year process. DCS is now thinking through the complexities of the planning process.

Miller talked about the work at Woodland Hills in Middle Tennessee. It is a 36-bed program for post-secondary students and has passed accreditation as well. Many of the youth turn 18 and finish high school while in custody. Miller spoke about a program they began in February to assist these youth in filling out college and job applications and teaching them life skills so they can know how to become an adult.

Miller explained that Woodland Hills changed its name to Gateway to Independence at Woodland Hills and focuses on individualized program plans for each youth. Gateway to Independence will soon move across campus to New Visions because DCS is turning the Woodland Hills facility over to the National Guard to run its Youth Challenge program. Miller hopes to move into New Vision in October.

Miller reported on Mountain View in East Tennessee. She said it is a 48-bed facility serving youth in East Tennessee and some youth from Middle Tennessee because of the specialized program at Woodland Hills. She said Mountain View has been the most challenging program primarily due to the lack of permanent leadership there in over a year. There has been a high turnover rate of staff. DCS recently hired a new superintendent and security manager. They will also be hiring a new principal.

Miller spoke about challenges in transitioning staff to the new therapeutic model and the added burden of having to constantly train new staff due to the high turnover rate. She said the goal for Mountain View is accreditation through the Council of Accreditation (COA). There is a scheduled COA site visit in September. Miller expects to have some findings requiring a corrective action plan, but she wants the staff to receive outside feedback to validate the great progress already completed.

Miller reported last year, the legislature passed Public Chapter 105, a bill allowing DCS to collect information on probation cases. DCS now conducts probation services for 91 counties. Miller said DCS has the opportunity to collect and analyze the information. The data is due to DCS by September 1st and DCS will draft a report to the General Assembly due January 31st. The legislators are very interested in the efficacy of probation and determining what can be done to improve probationary services to prevent youth going to the deep end of the system.

Miller also talked about a new task force created by lawmakers to begin reviewing the state's approach to juvenile justice, weighing options that include removing oversight of delinquent youth from the Department of Children's Services to creating a more uniform probation system. She said Commissioner Hommrich and Linda O'Neal are on the task force. The committee will meet monthly from now until the beginning of the next session in January.

Sigler commented about seeing parents of children with escalating behavior come into court with hopes of getting their child needed services by having DCS take custody because they can no longer afford to go through their insurance. In response to Sigler's statement, Miller mentioned Shay Jones, Director of Crisis Management Services, who assists TennCare-eligible children who have been denied residential mental health treatment by their TennCare MCO, and who may be at risk of DCS custody due to the denial of the service. Jones' team also helps troubleshoot complex issues with DCS children, and can manage crisis interventions when a child may be at risk of custody due to needing health or behavioral health services that are challenging to access.

Hommrich reported DCS has spent \$15 million for Crisis Management Services and are currently spending a lot on prevention services. She said there has to be a more systemic approach on the front end of the system as opposed to looking at the individual child. Miller said 85 to 95 percent of the juvenile justice youth have conduct disorder. She said it comes down to a triage decision because there are some children who have serious mental health issues and DCS has to be thoughtful with their dollars. She empathizes with parents who have done everything. Miller said if it were easy, the problem would have already been fixed.

Dunkin complimented the DCS juvenile justice workers in her county.

Acord promoted Sanctuary, a theory-based, trauma-informed, evidence-supported, whole culture approach that has a clear and structured methodology for creating or changing an organizational culture. He said it is in-line with ACEs. Omni Vision is now using Sanctuary. Acord suggested looking into Sanctuary for Mountain View. Miller said it is really a basic behavioral modification model instead of a therapeutic model. Hommrich said she was aware of the Sanctuary program.

III. Youth Overcoming Drug Abuse (YODA) Presentation – James Bush, Program Manager and Teresa Whitaker, COO, STARS

Bush gave a brief overview of Students Taking a Right Stand (STARS) and explained that it is a licensed intensive outpatient facility level 2.1 that serves uninsured youth with substance use and co-occurring disorders through their Youth Overcoming Drug Abuse (YODA) program. YODA operates under the (American Society of Addiction Medication) ASAM Criteria.

Bush said referrals for the YODA programs come from the juvenile court, social services, schools and family members.

YODA provides gender-specific intensive outpatient treatment services with separate groups for males and females. Services are free to youth ages 13 to 18 who are Tennessee residents and are uninsured or have insurance that will not pay for treatment. The length of program is based on individual needs. The model used is person-centered and based on evidence-based therapeutic models that are responsive to the particular needs of young females and males.

Bush specifically highlighted the topics discussed in YODA's girl groups like alcohol & drug struggles, individual needs, positive relationship-building, positive development, cultural strengths, female health education, recognizing and processing the dangers girls face, empowerment, decision-making and life skills. Bush shared the needs of the girls YODA serves include how to deal with stress, early physical or sexual abuse, witnessing violence, peers who use drugs, drug availability, sex trafficking and low self-esteem or self-worth.

Bush reported from 1992 to 2001, the largest percentage change in juvenile arrests was for drug abuse violations and that the female juvenile rates increased 201 percent while male juvenile rates increased 110 percent. According to the National Center for Mental Health and Juvenile Justice, 61 percent of juveniles in custody were found to have co-occurring problems. Bush said there is only one other facility in the Davidson County area that is providing free services for uninsured youth and their families.

Bush shared other services offered are as follows:

- Clinical Assessment;
- Strength-Based Case Management;
- Mental Health Screenings;
- Referrals;
- Individual and Group therapies;
- Family Education;
- Drug Court Consultation;
- Drug Testing; and
- Follow-Up.

Bush said the goals of the Girl's Group is to provide an intensive outpatient substance abuse program for 10-15 female juvenile offenders in a separate environment from males, help 10-15 female juveniles develop knowledge and skills to promote health, resiliency and abstinence from substances, and prevent involvement, or escalation of involvement, with the juvenile justice system for those already engaged in the system for 8-15 female juveniles.

Whitaker added there is a medical director on site who oversees the program and two nurse practitioners. She said STARS has counselors in middle school and high schools across six counties (Sumner, Wilson, Dixon, Rutherford, Williamson and Davidson) where they receive many of their referrals. Whitaker praised Judge Sheila Calloway for changing the juvenile justice system to focus more on restorative instead of punitive justice. She mentioned Hamilton County's STAR system is run by the school system.

Neely asked about the criteria for paying for youth. Whitaker answered the services are paid through funds from TCCY and TDMHSAS because there are no third party payers.

IV. Tennessee Center for Performance Excellence (TNCPE) – Katie Rawls, President and CEO, TNCPE

Kennedy explained that TCCY has submitted a Level 1 application for consideration of the Baldrige award. Tennessee Center for Performance Excellence will conduct a site visit with Central Office on September 15th. Kennedy introduced Katie Rawls to provide an overview of the significance of such award.

Rawls commended TCCY for engaging in the process and gave an overview about the Tennessee Center for Performance Excellence (TNCPE) and the national Baldrige Performance Excellence Program. She highlighted the underlying principles and values of the Baldrige program. The US Department of Commerce oversees the Baldrige program that was established by Congress in 1987 in order to shine a light on high performing, role-model US organizations and to share what those organizations are doing right to improve everyone's performance. Baldrige is internationally recognized and emulated and endorsed by Presidents Ronald Reagan, Bill Clinton, George W. Bush and Barack Obama.

Rawls talked about the Baldrige Excellence Builder self-assessment book Kennedy used to complete the Level 1 application. The book contains key questions to help an organization identify and improve what is critical for success. By completing and acting on the assessment, TCCY will be in a better position to accomplish its mission and improve results.

Tennessee Center for Performance Excellence (TNCPE) is a feeder program into the national Baldrige program and is recognized as one of the best programs nationwide. Its mission is to drive organizational excellence in Tennessee. Applying for a Tennessee Center for Performance Excellence Award is an effective way to energize employees, increase the focus on business results and look at your organization from a systems perspective. Rawls said TNCPE also offers supporting services such as conferences, workshops/training and speakers' bureau.

Rawls said the strength of the program lies with its Board of Directors. Commissioner Rebecca Hunter from the Tennessee Department of Human Resources and Commissioner John Dreyzehner from the Tennessee Department of Health are board members and fully embrace the model.

Rawls explained the four award program application levels and process. Site visits enable TNCPE's team of examiners to more fully understand how well the organization is applying the Baldrige Criteria and concepts. The ultimate purpose of the site visit is to verify the team's understanding of key strengths and to clarify its understanding of key vulnerabilities. Because the

site visit team has access to much more information than does a consensus team, the resulting feedback report is a richer document that has higher relevance to the applicant.

Rawls said TCCY's mission was very succinct and communicates what it should.

Rawls reported 204 state agencies were award winners and 187 state employees have been trained as examiners as of 2015. Of those 204 awards, 133 awards were at the Level 1 interest recognition stage. She said it was very impressive to have that level of participation from the state. O'Neal asked about smaller awards within agencies. Rawls said there are also individual unit awards.

Rawls said Commissioner Dreyzehner described the Baldrige Excellence Framework as nothing extra to do, but simply a management framework to help you integrate the processes you are already doing. She said it also allows you to see how the processes you have in place for strategic planning are complimentary or aligned with your customers' needs for engaging your organization's workforce. Rawls said Dreyzehner compared the Baldrige Framework to the plastic six-pack ring holding together drinks.

Rawls explained the application process and said TNCPE put together a team of four examiners trained over the summer to conduct site visit on the September 15th. Within 10 weeks of the site visit, TCCY will receive a feedback report, the documentation of their observations. Rawls said she hopes TCCY uses the information in the report as an input to the strategic planning process and celebrate the strengths while reviewing the opportunities for improvement (OFI).

Rawls said part of the celebration comes at the awards banquet scheduled for March 2, 2017. She said because this is a continuous improvement process, she hopes TCCY applies for a Level 2 application. Rawls explained that is how organizations come back through the process more than once.

Rawls shared a few examples of organizations that adopted the Baldrige model and improved their outcomes. Mid-America Transplant had 100 percent increase in organs transplanted, Pewaukee School District increased its high school graduation rates, and Midway USA increased productivity significantly. Rawls reported in Tennessee, the City of Germantown has cut the response rate of the police force in half as a result of going through the Baldrige process.

Rawls announced the dates of upcoming workshops and conferences.

Acord asked about the slight decline in Pewaukee School District results in 2012-2013. The chart indicated that decline was due to the state changing how it calculated the figure. Rawls added special education students were not included in the number. Houston offered some insight as well for the varying results. Rawls said the superintendent in Kingsport is using the Baldrige model and seeing results.

Lawrence asked about the funding for TNCPE. Rawls said they have three major sources of funding. She said one-third comes from member corporations, one-third from the applications and site visit fees and one-third from the conference and awards banquet. The fees vary according to the level of the application and the size of the organization. An organization over 1,500 employees applying for a level 4-award would pay about \$11,000 to \$12,000.

Rawls said Level 1 applications are accepted year-round. She said TCCY should have a feedback report by mid-November. Rawls stressed that applying at a level does not guarantee that your organization will receive an award at that level. Maury County Hospital is a great example of an organization that has fast-tracked and received two level four awards. The hospital has gone on to apply for the national Baldrige.

Rawls said while you will receive award recognition, the real value of the program comes from the comprehensive feedback report that details your organization's strengths and opportunities for improvement. Successful organizations use this low-cost consultation as a key strategic planning input.

V. Grant Review Committee (ACTION) – Amy Lawrence, Chair

Lawrence informed the Commission the Grant Review Committee reviewed eight continuation grants applications and there is \$273,645 available.

LAWRENCE MOVED ON BEHALF OF THE COMMITTEE TO AWARD LEAP ORGANIZATION \$45,000 FOR THE HEALTHY CHOICES PROGRAM. UNANIMOUSLY CARRIED.

LAWRENCE MOVED ON BEHALF OF THE COMMITTEE TO AWARD JIFF, INC. \$44,718 FOR JIFF DELINQUENCY PREVENTION. UNANIMOUSLY CARRIED.

LAWRENCE MOVED ON BEHALF OF THE COMMITTEE TO AWARD NEW VISIONS \$29,587 FOR LIFE-SKILLS TRAINING PROGRAM. UNANIMOUSLY APPROVED.

LAWRENCE MOVED ON BEHALF OF THE COMMITTEE TO AWARD BOYS & GIRLS CLUBS OF THE TN VALLEY \$30,000 FOR SMART GIRLS. MOTION PASSED, 13 YES, 0 NO. DRUMMOND RECUSED.

LAWRENCE MOVED ON BEHALF OF THE COMMITTEE TO AWARD COALITION FOR KIDS \$15,797 FOR POSITIVE GIRL POWER PROGRAM. UNANIMOUSLY CARRIED.

LAWRENCE MOVED ON BEHALF OF THE COMMITTEE TO AWARD STARS NASHVILLE \$40,000 FOR YOUTH OVERCOMING DRUG ABUSE (YODA). UNANIMOUSLY CARRIED.

LAWRENCE MOVED ON BEHALF OF THE COMMITTEE TO AWARD SHELBY COUNTY SCHOOLS \$25,000 FOR THE SEVEN CHALLENGES. UNANIMOUSLY CARRIED.

LAWRENCE MOVED ON BEHALF OF THE COMMITTEE TO AWARD MADISON COUNTY JUVENILE COURT SERVICES \$43,543 FOR EVENING REPORTING CENTER. UNANIMOUSLY CARRIED.

VI. TCCY 2016-2017 Strategic Plan and Operational Goals (ACTION) – Linda O’Neal

O’Neal reviewed TCCY’s 2016-2017 Strategic Plan and Operational Goals (attached). She explained in relation to the Baldrige process that most of TCCY’s plan and goals are statutorily mandated.

IT WAS MOVED (SHEA) AND SECONDED (LAWRENCE) TO APPROVE THE 2016-2017 STRATEGIC AND OPERATIONAL GOALS. UNANIMOUSLY CARRIED.

VII. Institute for Child Success (ICS) Tennessee Landscape Analysis – Sumita Keller, Craig Hargrow, Richard Kennedy and Jennifer Drake-Croft

Keller provided an update on the Tennessee Landscape Analysis. She talked about the conference in Denver, Colorado attended by staff from TCCY and Department of Health in June. Keller explained home visiting is a voluntary program that partners new and expectant families with trained professionals to provide parenting information, resources and support during pregnancy and throughout the child’s early years. Keller said healthy brain development requires caring and nurturing relationships with adults and investments in early childhood programs like home visiting provide families with the support they need for the development of healthy and successful children.

Keller gave an overview of programs with two promising practices moving towards an evidence-based model. She highlighted the Nashville-based Maternal Infant Health Outreach Worker (MIHOW), a parent-to-parent intervention focused on Spanish-speaking parents. She said with the peer-to-peer model, it really works culturally for this community that deals with language barriers. MIHOW is currently working with Vanderbilt University to become evidence-based. The second promising practice is Nurses for Newborns, a nurse intervention focused on medically fragile infants and parents with developmental disabilities.

For the feasibility study, Keller focused on evidence-based models such as Healthy Families America, Nurse-Family Partnership and Parents as Teachers. Tennessee Commission on Children and Youth and Tennessee Department of Health together created the Home Visiting Leadership Alliance comprised of 14 provider agencies, state departments and other stakeholders. The Home Visiting Leadership Alliance has been charged with recording the research results based on financing mechanisms and identifying a sustainability plan. Keller said this is why Tennessee is looking into Pay for Success.

Keller emphasized the newness of this Pay for Success concept and explained there is currently no program in Tennessee. However, there are many studies happening currently in the state. Keller described the feasibility study as a learning experience and likened it to the Baldrige process. She said going through the process is rewarding because you discover so much about your providers while the community learns about services offered.

Keller indicated success is not measured on whether or not it resulted in a transaction because it may not be the right fit for your community. Kennedy echoed Keller by sharing they had the opportunity in Denver to speak to the Executive Director for Nurse Family Partnerships. She told them if they do not have to do a Pay for Success model then do not do it because it is a hard and complicated process.

Hargrow spoke briefly about Tennessee's demographics surveyed and reported there are approximately 5.5 million residents spread over 42,181 square miles. He said 30 percent of children under five years of age live in poverty, 52.2 percent of all births were to mothers on TennCare (Medicaid) and 35.7 percent of children receive Supplemental Nutrition Assistance Program (SNAP).

Kennedy highlighted the six related efforts programs in Tennessee: Home Visiting Leadership Alliance (HVLA), *Building Strong Brains: Tennessee's ACEs Initiative*, Welcome Baby (delivered 80,000 packets last year to new parents), Young Child Wellness Council (YCW), Early Success Coalition, Quality Pre-K and Association of Infant Mental Health in Tennessee (AIMHiTN).

Drake-Croft reported the three proposed outcomes of interest at the time of the Denver trip. They were pre-term births, safe sleep and maternal insurance coverage. Drake-Croft shared Tennessee ranked poorly with a D-grade for pre-term births and exceeded the national average by a lot, ranking in the bottom 10 states in the country. She talked about the sleep-related deaths in Tennessee and highlighted that once the Department of Health targeted the trend, there has been a significant decrease over the last five years. Drake-Croft mentioned access to health care coverage makes for a healthier pregnancy and birth, so they thought increasing maternal insurance status at the time of delivery would be a good Pay for Success study. Since then, she said the proposed outcomes have changed.

Keller explained this is indicative of how complicated a project actually is because you might be implementing a program with terrific outcomes, but then when you get into actually doing the research and finding strong evaluations and national research supporting the outcomes, you may end up with something very different. Keller shared the new outcomes being explored. Healthy Families America is looking at reduced child maltreatment, improved school readiness, decreased substance abuse in mother and increased mother's involvement in education. She mentioned that they are not finalized.

Keller shared Nurse-Family Partnership is researching healthy birth spacing-reduction in subsequent births within 24 months, reduced ER visits and hospitalizations, and reduced preterm births. Parents as Teachers will focus on increased kindergarten readiness (including improved language acquisition and cognitive processing at age four to five) and improved reading and math scores in 1st through 4th grades. Keller said right now they are looking at what data is available and explained that according to the Department of Education, there is no kindergarten readiness standardized tool. It is a little challenging since there is no access to universal data. Acord said Chattanooga took four years to develop a tool through the Hamilton County system and suggested that could be a good resource for developing something statewide. Keller said the Department of Education hopes to have a statewide tool by 2017.

Keller reported the targeted population by the numbers.

Hargrow shared the 2010 Home Visiting Needs Assessment in response to the change in Social Security Act legislation dealing with the struggling infant, early childhood and home visiting programs. He said there were 15 indicators used to determine the most high need counties. For each of the 15 indicators, counties were sorted in ascending order and then assigned a rank of 1 to 95. He described the map shown and said the lighter counties on the map indicated less risk and lower need.

Dunkin was surprised about the overall rank for Wayne County. Harlan agreed and they said there is a lot of drug use in Wayne County. Rose Naccarato, Resource Mapping Director added there may have not been much data out there for substance abuse when this needs assessment was conducted. Dunkin recommended tracking prescription drug use.

Keller suggested the Commission address questions about these rankings to the Department of Health because the needs assessment used was conducted in 2010 so the data is probably 2008 data. It was pointed out that problems plaguing these counties today like opioids were not a measurable problem in 2008.

Keller reiterated Hargrow's point of the needs assessment helping the team understand how the current communities were chosen to receive services. She said the question then becomes if they consider doing a Pay for Success transaction, bringing programs to scale, what will that look like? Does it entail adding new counties or increasing capacity in the current counties? Keller reported some programs service six families in one county so there is opportunity to increase capacity.

Keller highlighted what services are being currently offered and highlighted Healthy Families America served 900 new families in 2015. She briefly shared the various service providers across the state and said the feasibility study forces you to ask if there is really a need for this program to expand or are we close enough to meeting the need? Keller answered the question by explaining the unmet need for evidence-based home visiting (EBHV) programs chart showing TennCare data detailing of the 46,000 families with Medicaid births, only 1,221 were served by EBHV.

Keller wrapped up the discussion by describing what is ahead. The technical assistance grant will end in February 2017.

VIII. Adverse Childhood Experiences (ACEs) Update (ACTION) – Jennifer Drake-Croft and Richard Kennedy

Drake-Croft provided an update on the State's *Building Strong Brains* efforts. She said the legislature allocated non-recurring \$1.25 million to DCS for *Building Strong Brains: Tennessee's ACEs Initiative*. Drake-Croft reported FrameLab 1 was completed on May 19th and FrameLab 2 will take place in Memphis in September. She said there was a FrameWorks Summit on June 21st and Mary Rolando at the Department of Children's Services was invited to a Congressional briefing by the Campaign for Trauma-Informed Policy and Practice. Additionally, TCCY has been working with DCS and FrameWorks Institute to develop an ACEs slide deck and a Train-the-Trainers model to be used across the state for consistency.

Drake-Croft reported TCCY staff has conducted over 32 trainings since the last Commission meeting representing over 2,000 individuals including seven school districts. She said the Department of Education has started conducting Compassionate Schools Training. The Department of Health will be releasing new Tennessee ACEs data in early fall. The Office of Criminal Justice Programs is funding Child Advocacy Centers to be trained in ACEs across the state as well.

Drake-Croft reported Memphis continues to promote ACES with the Universal Parenting Places. She also mentioned the ACE Awareness Foundation has partnered with the

University of Memphis to develop ACEs-related policies. In addition, Diane Halstead of Ready Nation has been contracted to engage the business sector.

Drake-Croft said ACE Nashville is a collective impact initiative representing over 80 organizations and is using a public health approach to drive down the rates of ACEs at the population level. She said they have received \$60,000 from local funders to hire a consultant and an administrative assistant. There are four strategy groups populated with an average of 20 members (Trauma-Informed Care, Policy, Parent and Community Education and Continuous Quality Improvement). Drake-Croft said the New Meharry Data Science Institute will serve as the technical backbone and ACE Network Hub for data gathering looking at the ACEs assessment and making it more of a diagnostic tool. She mentioned ACE Nashville was invited by the Casey Family Programs to be a Community of Hope.

In Grundy County, Drake-Croft briefly mentioned the “Discover Together” Program, a partnership with the University of the South at Sewanee and Yale University.

Kennedy talked about the Training-for-Trainers (T4T) model and gave a brief history of how this initiative came to be. TCCY requested \$50,000 for travel, training space, food and training materials. Jennifer Drake-Croft and Melissa McGee have conducted most of the training so far. Estimated staff time equals \$62,370. The first T4T trainings will take place in Nashville on September 29-30 and will serve as a pilot for the statewide training.

There will be 11 trainings statewide: Memphis, Jackson, Johnson City, Knoxville, Chattanooga, two in Nashville, Southwest Tennessee, Northwest, South Central Tennessee and East/Northeast Tennessee. These trainings will be limited to approximately 30 people each session to ensure broad representation. There will be an application process and a letter of recommendation from a supervisor or senior leader of the organization will be required. The goal and hope is to complete all training by March 2017. TCCY is currently writing scripts and working with FrameWorks to review slide decks. Kennedy said applications will be ready to go out in a few weeks.

Participants should be within an hour drive to the trainings to cut down on the need to provide lodging. Kennedy asked the Commission for permission to accept the money.

IT WAS MOVED (DUNKIN) AND SECONDED (DRUMMOND) TO APPROVE TCCY REQUESTING \$50,000 TO CONDUCT TRAINING FOR ACES. UNANIMOUSLY CARRIED.

There will only be 30 seats per site, so it will not be opened to everyone.

IX. Youth Summit Report – Destiny Sweeney

Sweeney talked about programs she learned about at the Youth Summit. She spoke about Peer Courts. Hardin said one of the major differences in this years’ experience was the lack of opportunity to go on the Hill as in previous years.

X. Report on Listening Meetings with Legislators – Rob Mortensen

Mortensen led the discussion on the Listening Meeting. He has extended the time to talk to legislators to October. He will contact other Commission members to set up times and a game

plan to have those discussions. Acord suggested taking the Coordinators when they go to speak to the legislators.

XI. Dashboard – Richard Kennedy

Kennedy reviewed the Year-end dashboard. He highlighted the various sections and explained the specific data collected. He clarified the numbers in red in the YTAC section are best estimates until DCS releases its data.

Kennedy said there are two new things added to the dashboard. ACEs is now added to the Educate (green section) and Home Visiting Leadership Alliance has been added to the Advocate and Collaborate (maroon section).

XII. Director’s Report - Linda O’Neal

O’Neal highlighted a few sections from the Director’s Report. She welcomed Jill Stott as a new staff member, Elizabeth Thomas as an intern and Judge Sharon Green as Jill Stott’s replacement. O’Neal especially thanked Smith, Sloan and Townsend for logistics and lunch.

O’Neal shared exciting staff accomplishments with the members. Hargrow graduated from the Tennessee Government Management Institute (TGMI). Jowers completed the 2016 Delta Leadership Class. Townsend is participating in Lead Tennessee and Smith is TCCY’s Boards and Commission Leadership Academy participant. Noblit is pursuing a law degree from the Nashville School of Law. McGee is working on a Ph.D. in Clinical Counseling from Trevecca Nazarene University. Sloan has returned to school to pursue a Master’s Degree in social work from the University of Tennessee College of Social Work. O’Neal noted Noblit, McGee and Sloan are pursuing these degrees in addition to their TCCY duties.

O’Neal said it was reported in previous Director’s Reports about a meeting with the Gates Foundation. She shared they have decided to come into Tennessee and work with the Department of Education for improving and expanding quality Pre-K. TCCY will play an advocacy role in that endeavor. The first site visit will take place in September.

O’Neal talked about the recent Juvenile Justice Task Force meeting, chaired by Senator Mark Norris and co-chaired by Representative Karen Camper. Senator Norris made it clear that the focus will not be blended sentences. There is interest in better data and the effectiveness of probation services. O’Neal will keep the Commission informed.

XIII. Other Business

There being no further business, the meeting adjourned at 12:00 p.m.

Minutes Submitted by:

Minutes Approved by:

Natasha Smith
Director of Operations & Special Projects

Brenda Davis,
Chair

2016-2017 Strategic and Operational Goals

Strategic Goal 1. Implement advocacy responsibilities

Description: By June 30, 2017, effectively and efficiently achieve advocacy-related statutory requirements: budget recommendations; Resource Mapping of expenditures for children by state departments; prepare/disseminate an annual report with county indicators on the well-being of TN children. Engage in effective advocacy efforts to improve outcomes for children: serve as Annie E. Casey Foundation's KIDS COUNT partner in TN, upload data to the KIDS COUNT Data Center; implement ombudsman program for children involved with child welfare/juvenile justice systems in the best interests of the child and safety of the community; participate on local/regional/state task forces, boards, committees, commissions to improve outcomes for children; provide leadership, support and technical assistance for other advocates: guidance on pending legislation; convene partners for collaboration; and provide consultation to partners to improve outcomes for children. Advocate effective programming and funding for *BSB: Tennessee's ACEs Initiative* to prevent and mitigate ACEs.

Strategic Goal 2. Support Regional Councils on Children & Youth

Description: By June 30, 2017, provide administrative and advocacy support for nine regional councils on children and youth as required by TCA 37-3-106, and provide local, regional and state training, networking and collaboration opportunities to enhance the capabilities of council members, **community representatives and other interested parties** to encourage improvements in outcomes for children related to health, welfare, education, youth employability, public safety/juvenile justice, and preventing and mitigating Adverse Childhood Experiences.

Strategic Goal 3. Support CCMH, SLC, YTAC, HVLA, and *Tennessee's ACEs Initiative*

Description: By June 30, 2017, provide administrative and advocacy support for three councils/commissions statutorily attached to TCCY: Council on Children's Mental Health, Second Look Commission, Youth Transitions Advisory Council, to ensure they meet their statutory mandates and submit required reports to the General Assembly. Provide administrative and advocacy support for the Home Visiting Leadership Alliance to facilitate communication, common language and data collection, best practices and collaborative advocacy among home visiting programs, and utilize Institute for Child Success coaching technical assistance to complete a feasibility study for Pay for Success and a sustainability plan for home visiting in Tennessee. Provide leadership and training for *Building Strong Brains: Tennessee's ACEs Initiative* to prevent and mitigate ACEs.

Operational Goal 1. Efficiently administer state & federal funds

Description: By June 30, 2017, efficiently and effectively administer state Court Appointed Special Advocate funds and federal juvenile justice grants. Work to ensure Tennessee's continued eligibility for federal funds by monitoring compliance with the Juvenile Justice and Delinquency Prevention Act requirements on the placement of children, working to address disproportionate minority contact, and working to enhance public safety by improving the juvenile justice system. Appropriately monitor grants and contracts.

Operational Goal 2. Strategically improve effectiveness

Description: By June 30, 2017, strengthen agency operations and efficiency through participation in the Department of Human Resources leadership opportunities and Centers for Performance Excellence/Baldrige process, implementation of efficiency strategies, and identification of other strategies to measure and improve agency operational effectiveness.