



Volume 1, Issue 11

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CQI 2010 and Beyond *By Tony Nease, MSW*

The Office of Performance and Quality Improvement just finished tabulating the results of the 2009 CQI Survey. We would like to thank the 650 DCS employees who took the time to complete the survey online.

The survey will now be utilized to plan for any necessary changes to the Department's Continuous Quality Improvement program. Several of the CQI Coordinators met on January 6th in Knoxville to look at the preliminary data that was gathered from the survey. The CQI Coordinators and the Office of Performance and Quality Improvement will be working together over the next few weeks to set some goals, and new year's resolutions for CQI in 2010.

The survey revealed that 85.2% of those who participated in the survey currently belong to a functioning CQI team. Also, 94.4% of those participating stated that they support the CQI process.

Some areas where we have room for improvement were in the number of CQI teams who reported that they are meeting on a regular basis. Remember that according to

the state CQI Manual and in order to be considered an active team, the team must meet at least once per quarter and have meeting minutes to show that the team is meeting. According to the survey only 76.2% of our teams are meeting that goal.

Only 27.8% of our CQI meetings are including an "outside of the agency" person such as a community partner, contract agency or consumer. Also, only 74.6% of teams are reviewing and following up on action steps from their previous meeting each time that they meet. This is a big part of closing the feedback loop.

Approximately 48.5% of the teams are reviewing data that



were obtained from satisfaction surveys. The Office of Performance and Quality Improvement complete several surveys each year. Some of those surveys include: birth-parent, youth, resource parent, employee, contract agency, and community partners.

The biggest area of need that
(Continued on Page 3)



2009 Employee Survey Results

The 2009 Employee Satisfaction Survey came to an end on January 15, 2010, and the link to the survey has now been taken down. We want to thank each of you who participated in the survey.

The survey results are now going to be tabulated and an overview of those results will be shared in a later issue of the CQ Eye.

A CQI Team is in process of being formed that will review the results and brainstorm ideas that will help improve job satisfaction within the Department. The survey report should be available through your CQI Coordinator for CQI teams to review by the end of February 2010.



*“If there is
no struggle,
there is no
progress.”*

*- Frederick
Douglass -*



Social Worker's Corner DCS Values: Integrity

Back when everyone was diligently working to get ready for our COA site visits, people were frantically trying to memorize the Department's Mission, Vision, and Values Statement. The first DCS Value that was listed was Integrity.

DCS chose to define integrity as honor, respect, trustworthiness, and principled action. When I sat down to write this article, I wondered why the committee who came up with our Value Statement listed integrity first. I mean, after all it is kind of a vague term.

So, I looked at our definition. I read through honor, respect, and trustworthiness thinking, yeah, yeah, we're Social Workers. That should go without saying. Then when I came to the principled action part, I had to think. That could really mean so much.

Principled action means that we consciously do what will benefit others, not ourselves. Principled action means that we keep informed of what treatments and services are proven to work, and assure that the children and families we serve are getting those services and not something archaic that is no longer considered best practice. To me it means that there is a reason we do what we do, and what we do should benefit others.

So, I decided to do a Google search and see what some other definitions of integrity were. I found one that I really liked on Wikipedia. It de-

finied integrity as a concept that has to do with perceived consistency of actions, values, methods, measures, principles, expectations and outcome. Another entry from that same website stated that having integrity was not giving in to hypocrisy.

So, that puts an added spin on being a DCS employee of integrity. To maintain integrity we also need to be consistent in what we do. Consistent in our dealings with everyone, not just those that we like.

We must also not be that hypocritical person. It is not our place to judge others or to apply our own personal value system to those children and families that we work with.

So, I guess that is why integrity is first on our values list. It is the beginning so to speak. Integrity builds on every one of the other values: commitment to excellence, diversity, people, family focused, community partnering, safety, and employees.

It goes beyond just those words on that Mission, Vision, and Values poster hanging up in the office though. Integrity should touch everything that we do as civil servants.

If we do not show integrity in our day-to-day work, how can all of those other things

that we do fall into place? Just look at the Practice Wheel. How can you engage a family if you are not demonstrating integrity? You can't. It's that simple.

In order for the process to work you have to engage everyone in a trust-based relationship. This is very difficult to do due to the mistrust that is already there with so many of the families we work with. However, if you show that family that you are a person of integrity, it can be done. And, when it is done it benefits everyone. It makes outcomes better for the child and family. It makes our own jobs easier, and a whole lot less stressful.

The same thing goes for our interactions with each other, as DCS employees and the interactions we have with our community partners and providers. So, are you showing your integrity?

Ask yourself these questions:

Do I treat **EVERYONE** with honor and respect that I come into contact with at work?

Do I do what I say I am going to do?

Do I always do my best to help out others, **EVEN** when it inconveniences me?

Am I consistent in what I say and do?

(Continued on Page 7)

CQI 2010 and Beyond *(Continued from Page 1)*

was identified, however, had to do with teams getting feedback about items that were sent to the next level. Only 48.7% of participants stated that they have been getting regular feedback from items that were sent up to a higher level team.

This is a very troubling area that the CQI Coordinators and PQI staff have immediately started working on. A new action step tracking log has been made for the State CQI Team that shows what items are received by that team and what progress has been made on those items. The regional CQI Coordinators will also begin tracking

referrals within the region to the level two and/or level three CQI teams there.

However, one issue in the proper tracking of items sent to the next level has to do with meeting minutes. What we found was that several team members who thought that they had sent items up to a new level had never actually turned in meeting minutes. So, please make sure as you have your meetings that you turn in your minutes to the CQI Coordinator. Those minutes are how referrals to the next level team will often be tracked.

Each region has a CQI Plan

that is updated annually. The State CQI Manual is also updated annually. According to the survey only 70.7% of those who responded knew that there was a State CQI Manual, and only 33.4% had actually read the manual.

Also, 72.0% stated that they read the CQ Eye newsletter, and 83.5% of those who read it found it to be at least somewhat helpful.

Once the CQI Coordinators and the Office of PQI has finished planning our next steps to improve the CQI process, you will be hearing about the goals we have set for a successful new year.



*“Always
remember
that the
future comes
one day at a
time.”
- Dean
Acheson -*

Remember the Key Components of a CQI Meeting:

- *Review Goals and Action-Steps from the Previous Meeting*
- *Identify the Issue You Wish to Address*
- *Brainstorm Ideas for Possible Solutions*
- *Make Realistic, Measurable Goals*
- *Form Action Steps with Person Responsible and Due Date*
- *Monitor Progress on the Goals and Action Steps and Adjust as Necessary*
- *Share Your Results*

KNOX COUNTY REGION GETS NEW OFFICE

Knox County DCS moved into a new office on December 14, 2009. Employees were originally sitting in four different offices located in Knoxville. This move has allowed all of the employees in the region to sit together in one building, except for the CPS Investigations Unit that sits at the Family Justice Center and the Court Liaisons who have offices at Knox County Juvenile Court.

The out-stationed DCS Central Office employees who are stationed in Knoxville, as well as the CPS Special Investigations Unit, have also joined Knox County staff members in the new building. The new office is a 55,000 square foot building located approximately one mile off of Interstate 640.

The new Knox County DCS Office is located at:

2600 Middlebrook Pike
Knoxville, TN 37921
Phone: (865) 329-8879





*“Action and
reaction, ebb
and flow, trial
and error,
change - this
is the rhythm
of living.*

*Out of our
over-
confidence,
fear; out of
our fear,
clearer vision,
fresh hope.*

*And out of
hope,
progress.*

*- Bruce
Barton -*

Cocke County Unity Festival

Shedenna Dockery is a Child Protective Services Case Manager in Cocke County. She is also a Community Activist in Newport, Tennessee.

One of her roles as a community activist is to chair the Cocke County Unity Festival. I had the opportunity recently to send Shedenna a set of questions about the Unity Festival for her to share about the work that is being done there in Cocke County.

Those questions and her responses are listed below. The Cocke County Unity Festival clearly demonstrates three of the main values that we like to promote in the CQ Eye. First is the value of turning problems into solutions, which is the basis of CQI. Second is that we, as Social Workers, have a key obligation to help those who are oppressed and in need. Finally, advocating for changing things that simply do not work, or cause harm to others is the duty of each one of us.

What is the Unity Festival?

The Unity Festival is a yearly event in Cocke County that began in January 2002. Attendance at the rally over the years has run from 500 (when it snowed) to the largest festival we had, which was around 2,500 people.

From the beginning, the focus was to have as many diverse racial and cultural groups, countries, etc. as possible. We have African-Americans, Africans (from various African countries), Caucasians

(American, European, Canadian, Russian), Latinos (Mexican, Puerto Rican, Cuban, Central American), Native American (Cherokee, Navaho, Mohawk), Melungeon, Chinese, Japanese, Thai, Phillipino, etc.

I normally like to have at least twenty countries represented. We also try to have the sight and hearing impaired, learning disabled, senior citizens, and any other groups that are often discriminated against.

We also have numerous religious denominations and groups. Again, we aim for twenty groups. We have had Baptists, Methodists, Jehovah's Witnesses, Buddhists, Muslims, Mormons, Lutherans, Catholics, Bahia, Jewish, etc.

We offer a full performance schedule that generally includes bluegrass and folk music, a Japanese tea ceremony, martial arts, African praise dancers, step dancers, belly dancers, Phillipino dancers, Flamenco dancers, Native American dancers and prayers, just to name a few. The more variety the better.

We also invite cultural groups to bring samplings of cultural foods to share with the crowd. So we may have soup beans, egg rolls, fry bread, matzo ball soup, tacos, Mexican hot chocolate, fried green tomatoes, hummus, popcorn, chitlins, and pizza all served at the same time.

We also invite different political groups (Republican, De-

mocrat, Independent, etc). Not to mention, that after our first few years of the festival we also added a mini-health fair component to the festival, local non-profit organizations, and some college recruiters.

How long has the Unity Festival been going on?
Since 2002.

When the festival first started, it was called the Diversity Festival. What brought about the name change? As a local community activist, I was notified in December of 2001 that the Knights of Yahweh, a white-supremacist organization had applied for and received a permit to hold a rally at the Cocke County Court House on Martin Luther King, Jr. Day in 2002. I took that information to a sister organization (Community House Cooperative). Together their Director, the late Camille Carter and myself contacted the Southern Poverty Law Center in Birmingham, Alabama for advice. They suggested that we plan a counter protest, something to draw attention away from the rally at the court house. The Cocke County Diversity Festival was then born.

The first festival was organized in about five weeks. For the first five or six years of the festival various white supremacy groups occasionally came to the community to protest the MLK holiday. By 2006 we received word that the leader of the group had moved back
(Continued on page. 9)

Contract Providers and Regions Working Together

By Barbara Keel Maners

CQI brings out the best in communication across six regions between regional contract providers, and Regional Administrators, along with Executive Director, Mildred Lawhorn. The Davidson County, Mid-Cumberland and South Central regions hosted their contract provider meeting on January 25, 2010.

The purpose of this meeting was to move beyond misconceptions, share data and discuss regional barriers to ongoing quality improvement between providers and the

Department. Carla Webb, Davidson County Regional Administrator shared regional data that offered insight to needs and future goals for her region. Frank Mix, Mid-Cumberland Regional Administrator discussed QSR results and where his region has made improvements on the system side of the indicators. He also informed the group that Mid-Cumberland welcomes them to participate in their mini quality service review, and informed the team that his region is the pilot for TFACTS.

Lisa Banks, South Central Regional Administrator, explained how her region is getting ready for their QSR review and how some of the providers will be touched by this process, still finding challenges around discharge CFTM and the CANS. She informed them that her region will continue to focus on this particular area to improve the discharge CFTM.

Larry Post, Program Director and guest speaker, provided clarity to the PQT process for

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“You are never strong enough that you don’t need help.”

- Cesar Chavez -



PROVIDERS AND REGIONAL ADMINISTRATORS PROBLEM SOLVE

CQI Success Story: Northwest Region

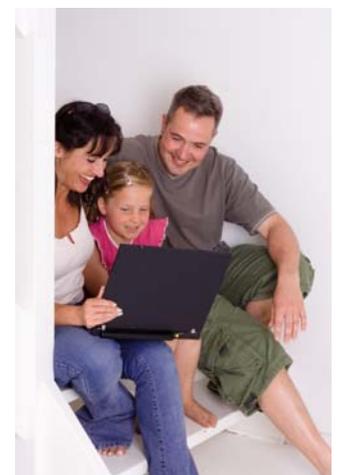
By Stephanie Coleman

Northwest CQI teams are making an impact on the Commissioner’s request to reduce paperwork. The Northwest Juvenile Justice CQI team referred up a paired-down version of CS-0727 Initial Intake and CS-0543 Well-Being History. I can successfully say the majority of the changes to the Initial In-

take were approved by the Central Office Forms Committee. This form should change in January. The Well-Being History form will continue to contain the Health History Information section, because it was critical area connected to the Brian A. and John B. lawsuits. The Well-Being History form will con-

tinue to contain the Health History Information section, because it was critical area connected to the Brian A. and John B. lawsuits. A special thanks goes out to Sherri Muse, Juvenile Justice Case Manager III, for heading up the changes.

The Northwest Social Service CQI team *(Continued Pg. 9)*





*If there is anything
that a man can do
well, I say let him
do it. Give him the
chance.*

- Abraham Lincoln -



*All men who have
achieved great
things have been
great dreamers.*

*- Orison Swett
Marden -*

Contract Providers and Regions Working Together (Continued from page 6)

the participants. Michael Leach addressed placement of high risk children into resource homes and the use of quality assessments in that process such as the CANS.

Kitty Oliver, Northwest Regional Administrator, Trista Davis, Southwest Regional Administrator, and Merlene Hyman, Shelby County Regional Administrator, hosted their gathering with a large contingent of contract providers on January 26, 2010.

Their gathering consisted of a working lunch to kick off the year for quality teaming by

using open discussions to remove barriers in a timely manner. Regional Administrators teamed with the providers in an exercise conducted by Michael Leach to share information regarding placement of high risk children into resource homes and the use of quality assessments in that process such as the CANS.

The open platform offered all members the opportunity to have a voice and the ear of the Regional Administrators. It also offered the opportunity to problem solve real barriers that could hinder service deliv-

ery to the children and families we all serve.

The providers had the opportunity to offer substantive discussions with the Regional Administrators as regional data was shared as well as focus issues for each regions.

With the teaming of contract providers the Department will enhance the possibility of reaching goals that have been identified and established through the state performance improvement plan. Together the goals are reachable to better serve the children and families of Tennessee.

The Role of the CQI Facilitator/Leader ...

Make the CQI meeting agenda.

Review the agenda with the CQI team members.

Review goals and action steps from previous meetings.

Facilitate the CQI meeting.

Draw out the opinions of everyone at the meeting.

Gently curb members who tend to run-on.

Keep track of time and point out time parameters to the team.

Maintain the focus of the meeting and keep everyone on task.

Assure that the CQI process is followed in the meeting.

Make certain that action steps have time frames and responsible people.

Make the final decision on what items may need to go up to a higher level CQI team.

Work with the Scribe to make certain that the meeting minutes are shared with all team members.

Work with the CQI Coordinator to share team successes with others

ACCREDITED!!! What Does It Mean in CQI Terms?

By Shirley Crawford

We have worked long and hard to finally hear the word accredited. Now that we have achieved this milestone, our focus in the upcoming days, months, and years is toward maintaining and increasing the Department's level of compliance. These actions will assist the Department in ultimately keeping children and families safe while reaching permanency goals.

The Council on Accreditation (COA) is an enormous CQI

process; a process that requires assessing where an agency stands regarding best practices. Interventions to maintain this level of compliance include identifying issues, initiating action plans with steps for improvement, and trending and analyzing results. Consequently, CQI becomes an integral part of the Department's programs.

Departmental leadership will continue to focus on maintaining all principles of COA and CQI going forward. A

question for all employees is: "What can I do on a daily basis to assist in this process continuing? These processes will result in improved outcomes for children, families, employees, and communities. One objective of the CQI unit is to promote CQI as a management and operational tool in individual work patterns. The department's effectiveness and efficiency can be heightened, if each employee does his or her part to integrate CQI at their work level.



Introducing the New Tennessee Valley Region

By Mary Rivers

The Hamilton and Southeast Regions have combined. Our new name will be the Tennessee Valley Region. This is the first time that a rural and urban region have combined.

"Both bring a wealth of experience and a great group of caring and dedicated staff—an urban and a rural. Bring-

ing experiences from both rural and urban regions will enable us to broaden our ability to serve all types of cultures and help us to learn from each other (Sandy Holder, Regional Administrator)."

We are still in the process of making changes to team struc-

ture and learning how each region works and figuring out the best way to make this work as a whole region. It will be a long and challenging process but our regional staff are up to the challenge and we will come through with a great region.



A dream you dream alone is only a dream. A dream you dream together is reality.

- John Lennon -

Social Worker's Corner (Continued from Page 2)

Do others know that they can come to me and discuss their own point of view with me, even when it differs from my own, without me getting defensive or just shutting them down?

Do your own self-assessment. If you can't say yes to those questions, why not? If you

can't say yes, then how do you think others can view your integrity?

Anyway, the point is we all need to be very aware at all times that our actions or lack there of can often cause others to see us in a different light. When this occurs, this often affects so much more. It

causes problems with the children and families that we serve, who will have an even harder time engaging in the process. It also, effects our relationships with co-workers, resource parents, community partners, contractors and so on. So, ask yourself ...

Is my integrity showing?



DCS Word Find Puzzle

B U X Y K D J W A Z G W G H Y P O W X N U Z E C C B W Z
 X U A U T Z F U U D E Q C H I L D R P P E L X A G U U J
 S N J H O I O A F D V K D K L K C W Q Z P Y T D R G U D
 T R W X Z V L T U A Z W L G E I W Q B F E K Z M K S Y W
 N U C R R G Y A E A D B N Y R R E S O U R C E S S D M G
 E L C H K I R V I Q L I W X T I S I V E M O H Z M O R Y
 M Y Q I I D S H G T E D U O K O E M X W A M U H K K C W
 S I Y N Q I Z C O B N X I T K I L C R Y N B N Q K Z Q X
 S M T R U O C M L U H E Z Y K G P G A W E F Y W A F F C
 E Z N L B Q O L D X O Y D B O O T Q S O N G H C X W O O
 S U C L R A E P A Q K J N I N T T N W Z C B L R C N R C
 S Q N E Z W A C Q Q M C H B F M V A E U Y H K T K P N T
 A W Z O P M J N W E T T R C F N Y L H M W C V P S H N I
 Y S H L I T U F S A F E T Y B F O E L F E O O Q G P G P
 C C S A C T T N E M E G A G N E J C R B I C P C L P E G
 D A X I M G N T X M M L Z N S F E B X A J Q A A Y L W S
 A K Z K V V I E Y W M F D O T W G P I O C R E L X Z V O
 O I W H L Z Z P V L J E T I A S Z N R E V R I A P J T C

Assessments
Case File
Child
Confidentiality
Court
Delinquent
Engagement
EPSDT
Family

Foster Care
Home Visit
Non Custodial
Permanency
Placement
Prevention
Protection
Residential
Resources

Safety
SDM
Social Services
Supports
Teaming
Unruly
Well Being



CQI Success Story: Northwest Region

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made a referral to request a revision in policy 16.60 Multiple Response Service/Family Service Worker Responsibilities. The team requested that once the case changed from the CPS worker to the FSW worker the case could be filed according to 31.5. This saves time and paper if the child or family enters custody. This was granted in the December State CQI meeting. The policy is still in the process of undergoing changes, but it will be released later in the year.

All of the case-carrying CQI teams in September and November offered suggestions on how to change the way we hold the meetings in Northwest. The final suggestion from all three CQI teams was to combine into one team. Core Leadership met in December and approved the



request. All three teams: CPS, FSW, and JJ teams will combine into one team in January.

The goal was to meet every other month rather than once a month. This team will be responsible for regional projects, and one person from each unit team will represent their unit at each meeting. Anyone or any unit can continue to make a CQI referral or suggestion to the CQI Coordinator. Referrals will then continue to be discussed in Core Leadership each month.



Cocke County Unity Festival

(Continued from Page 4)

to Michigan. Around that same time I received a letter from the Hon. Ben Hooper, Circuit Court Judge, that talked about how great the festival was, however, he did not like the term "diversity" because it celebrated how much we are all different instead of how we are alike.

In 2007, I was a member of Cocke County Leadership and did get a chance to speak at length to Judge Hooper to explain how we wanted to celebrate all the different cultures, religions, etc., and how it was not necessary for people to assimilate into main stream culture.

Personally, I don't like the concept of America being a "melting pot." It brings to mind the colors melting down to become gray and boring. I prefer the concept of America being a "salad bowl" in which everyone keeps their own fla-

vor and they add to the overall taste.

Over the next couple of years others began commenting on how the festival was created for a specific reason and how that threat was no longer there. Therefore we should discontinue the festival or take it in another direction. Organizers took the year off in 2009 to rethink the focus. However, we came back in 2010 as the "Unity Festival." We have also now decided to do the festival every other year because of the huge amount of work involved in putting the festival together.

What is the purpose of the Unity Festival? The mission of the festival is to expose our Appalachian community, especially our children, to diverse cultures which they rarely have had any exposure to. Our hope is to break down stereotypes and help

minimize racial prejudices by active communication and celebration of differences.

In other words, instead of listening to the stories that have come down through the generations about Black people, Indians, Mexicans, etc, children can come to the festival and experience all of the different people. They can talk to them, ask questions, and draw their own conclusions. We also want to showcase our own Appalachian culture.

How has the festival improved the community?

Cocke County has had a reputation for being a corrupt county since the 1940s. In a lot of ways it has earned that reputation and because of that things that may occur here, no matter how minor, are often reported heavily on by the media. The festival has

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*"Children
are apt to live
up to what
you believe of
them."*

*- Lady Bird
Johnson -*



DEPARTMENT OF
CHILDREN'S SERVICES

Putting the Pieces Together

A PUBLICATION OF THE
OFFICE OF PERFORMANCE
AND QUALITY IMPROVEMENT

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Ninth Floor
Nashville, TN 37243-1290

Editor:
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FEBRUARY IS

American Heart Month
International Expect Success Month
National Black History Month
National Children's Dental Health Month
National Time Management Month
Youth Leadership Month
Random Acts of Kindness Week (Feb. 15–21)
Give Kids a Smile Day (Feb. 1)
Groundhog Day (Feb. 2)
Race Relations Day (Feb. 14)
Valentine's Day (Feb 14)
President's Day (Feb 15)
Shrove Tuesday (Feb. 16)
Ash Wednesday (Feb. 17)
World Day for Social Justice (Feb. 20)

Cocke County Unity Festival *(Continued from Page 9)*

helped to break down some stereotypes about the county as far as it being "backwoods, racist, red-neck, and uneducated." The festival highlights the best part of Cocke County sometimes against the backdrop of some local scandal.

For others interested in doing something like this in their own community, what advice would you give to them? Come to the 2012 Cocke County Unity Festival, take in the experience, and feel free to take some notes.

If you have a CQI Success Story that you would like to share in the CQ Eye please contact Tony Nease or Shirley Crawford via GroupWise. The deadline for articles for the March/April issue will be:

March 23, 2010.

*The cardinal principle of
Total Quality escapes too
many managers: you can
not continuously improve
interdependent systems
and processes until you
progressively perfect inter-
dependent, interpersonal
relationships.*

- Stephen Covey -

