

PERFORMANCE AND QUALITY IMPROVEMENT ANNUAL REPORT 2024 - 2025



**Tennessee Baptist
Children's Homes**

INTRODUCTION

In June of 2023, TBCH underwent re-accreditation with the Council on Accreditation (COA), an international, independent, nonprofit accreditor of human services organizations. Our program services, administration and management, and service delivery received high marks across the board and high praise from the site reviewers.

Council on Accreditation (COA) Standards

Administration and Management Standards

Financial Management

Performance & Quality Improvement

Governance

Risk Prevention & Management

Human Resources

Service Delivery Administration Standards

Administrative & Service Environment

Program Administration

Client Rights

Training & Supervision

Service Standards

Adoption Services

Family Foster Care & Kinship Care

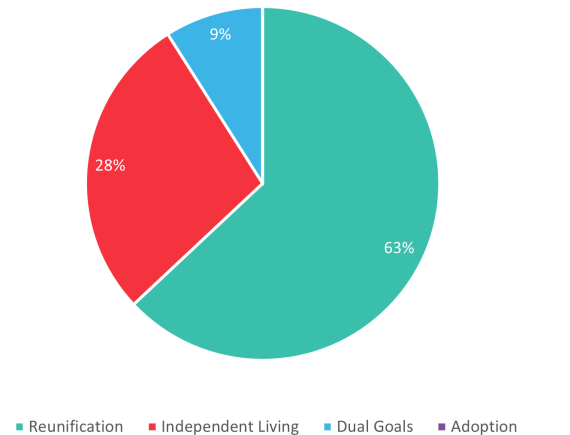
Group Living Services

RESIDENTIAL CARE

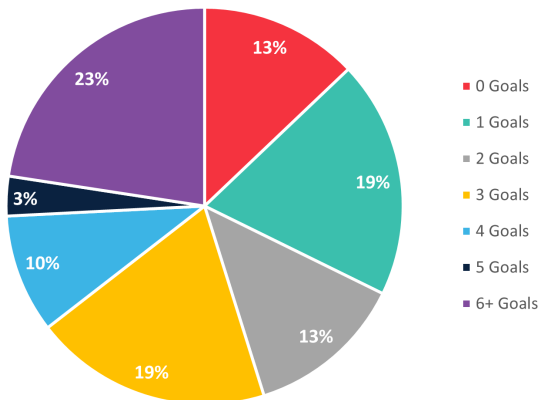
TBCH served 76 children on its three campuses in the 2024-2025 fiscal year. This is a modest 4% increase in the number of children served in the 2023-2024 fiscal year.

Permanency Goals for Children in Residential Care

Reunification with parents, guardians or other family members was the goal for 63% of TBCH's residents. TBCH is expected to provide Independent Living services for 29% of its current residents in the future. 9% of TBCH residents have Dual Goals which means they are preparing for more than one possible permanency goal (i.e., Reunification or Independent Living). At present, there are no residents with a goal of Adoption.



IPP Goals for Children in Residential Care



60% of TBCH youth in Residential Care completed at least one of the goals on their Individualized Program Plan (IPP). This is a 10% decrease from the 2022-2023 year. Completion of 6 or more goals dropped significantly from 18% in 22-23 to 4%. The decrease can be attributed to the long tenure of residents (average tenure is 4 years). Goals become increasingly more difficult and more ongoing as residents age. The majority of residents (86%) made progress toward completing goals in the areas monitored by the IPP including: Health/Medical, Education/Vocation, Social Skills and Emotional/Behavioral.

QCRR for Residential Care

Quarterly Case Records Reviews evaluate the presence, clarity, quality, continuity, and completeness of required documents for children/youth in residential care. The accuracy of the residential files consistently averages 100%.

	Q1	Q2	Q3	Q4
Brentwood	100%	100%	100%	100%
Chattanooga	100%	99%	100%	100%
Millington	100%	100%	100%	100%

CFARS for Residential Care

	No change	Decrease	Increase
Relationship	44%	30%	26%
Safety	64%	16%	20%
Emotionality	46%	28%	26%
Disability	60%	18%	22%

The Child Functional Assessment Rating Scale rates children in 16 indexes* organized in 4 domains and scores them accordingly. Decreases in CFARS reflect decline in problem severity, increases show elevations in problem severity and no change shows stability in problem severity. The majority of "No Change" is due to the fact that a large percentage (40%) of the residents are initially rated at the lowest level of 1.

*Relationship—Hyperactivity, Work/School, Interpersonal Relationships, Cognitive Performance, Behavior in the Home, Danger to Others

Safety—Socio-Legal, Substance Use, Security Management Needs, Danger to Self

Emotionality—Anxiety, Traumatic Stress, Depression

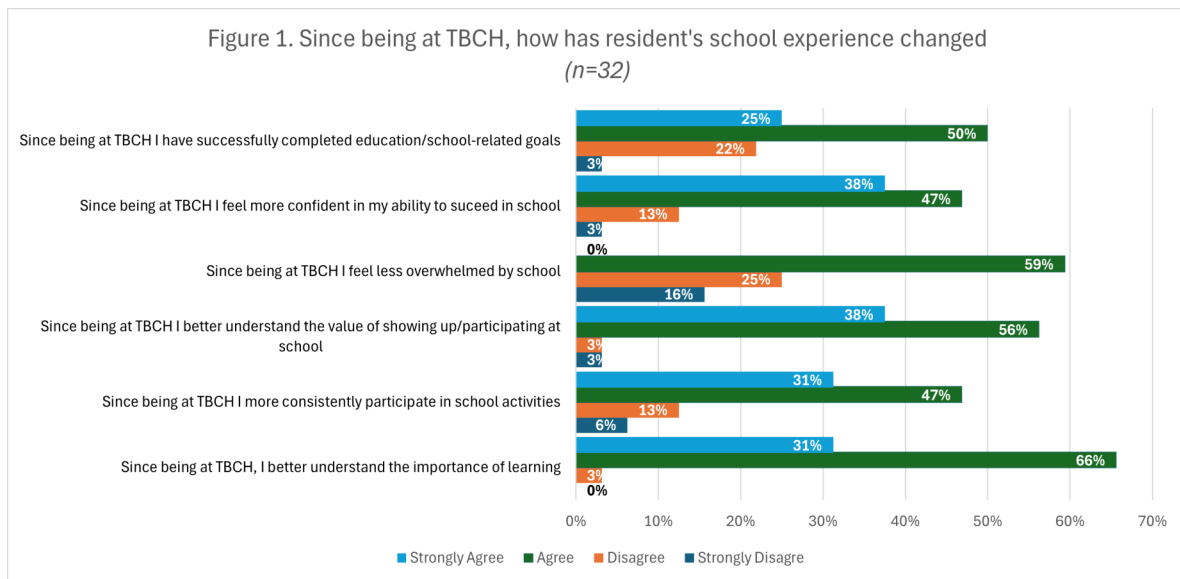
Disability—ADL (Activities of Daily Living) Functioning, Medical/Physical, Thought Process

Residential Care Survey Results

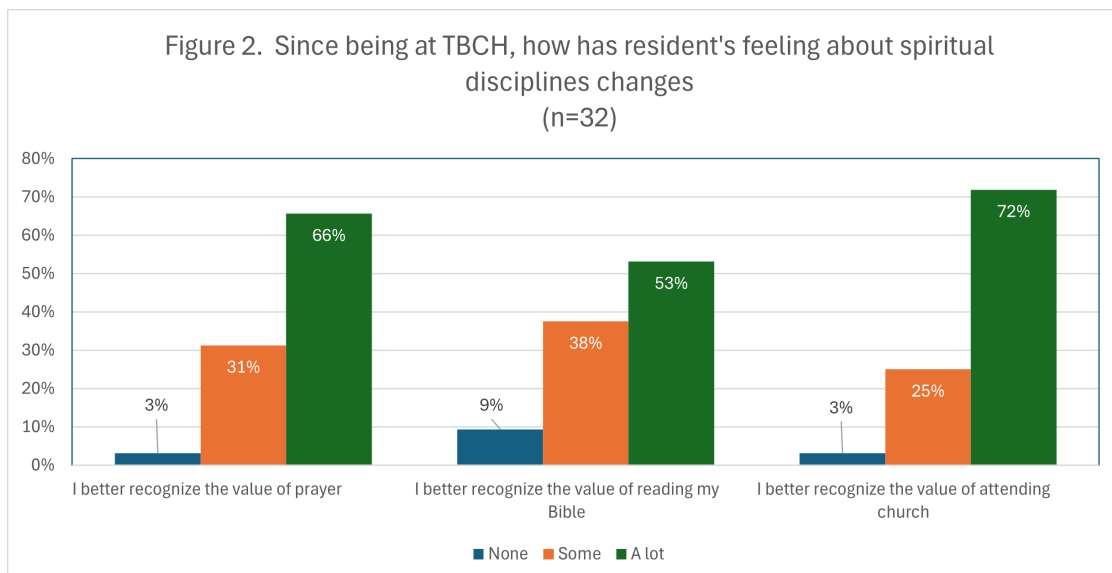
This report presents the quantitative findings from an in-depth study examining the impact of the Residential Care program at Tennessee Baptist Children's Homes (TBCH). As part of this process, trained staff engaged residents through structured surveys covering key domains of development, including physical health, emotional well-being, relationships, education, and spiritual growth.

The following data reflects residents' self-reported experiences and outcomes, offering measurable insight into how the program is influencing their lives. These results provide a clear, data-informed picture of program effectiveness and help identify both strengths and opportunities for continued growth.

Education Finding: Residents at TBCH experience growth in academic progress and learn the importance of continuing education.



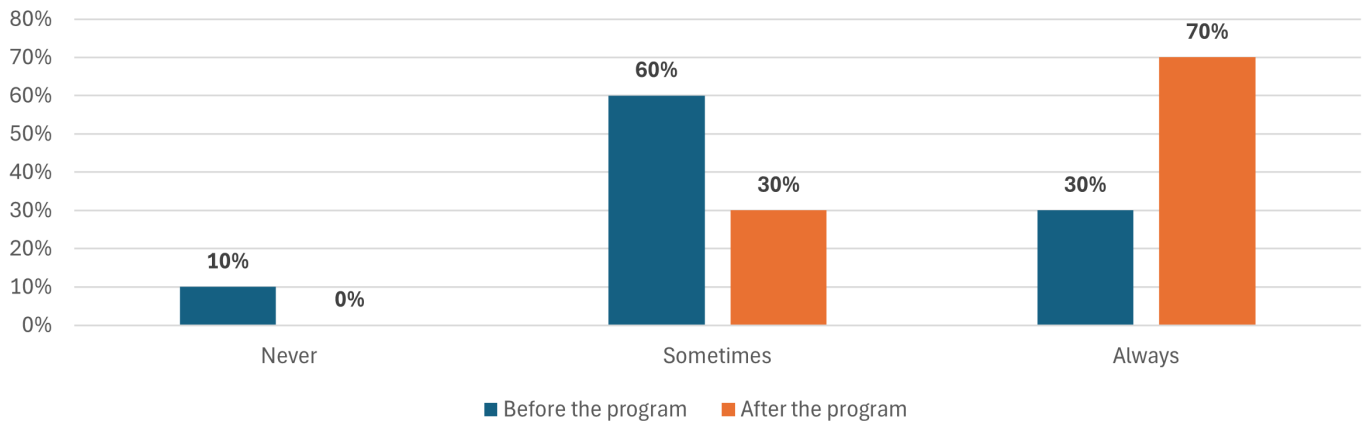
Spiritual Growth Finding: Many children experience spiritual growth after living on a TBCH campus.



Residential Care Survey Results

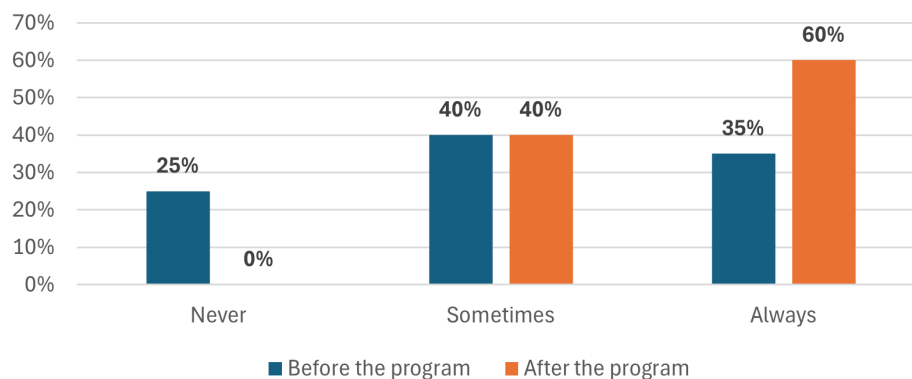
Trust Finding: Residents at TBCH experience an increased ability to trust safe adults and peers.

Figure 3. Residents in the Independent Living Program felt/feel consistently connected to a community of support. (n=20)



Self-Confidence Finding: Residents at TBCH are becoming more confident in their abilities to succeed academically, socially, and professionally.

Figure 4. Residents in the Independent Living Program had/have a hopeful vision for my future. (n=20)



Houseparent Survey Results

2025 Houseparent Survey Results* (19 Respondents)

	Strongly Agree	Agree	Disagree	Strongly Disagree
The program staff provides adequate and appropriate information about residents prior to them being placed in the home.	17%	78%	6%	0%
My concerns and opinions are treated with respect and responded to in a timely and fair manner by program staff.	12%	71%	18%	0%
My calls are returned from TBCH campus staff in a timely manner.	28%	61%	11%	0%
TBCH Administrative staff treat me professionally and courteously.	28%	72%	0%	0%
Extra duties assigned by TBCH are disbursed fairly.	29%	53%	18%	0%
I would recommend TBCH for people interested in a houseparent position.	39%	61%	0%	0%
When safe and possible, residents have adequate and appropriate contact with their family of origin.	44%	56%	0%	0%
I feel a sense of unity among the residential staff, including program staff and houseparents.	7%	53%	40%	0%
I feel confident in my preparedness for emergencies (i.e. accidents, run-away behaviors, fire or natural disasters).	33%	67%	0%	0%
TBCH requires frequent (monthly/quarterly) assessments of the home's safety	56%	44%	0%	0%

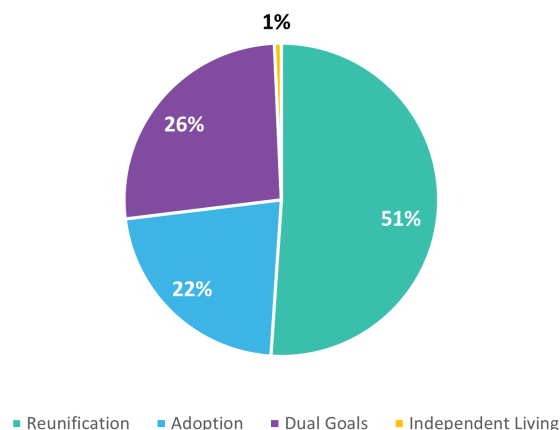
*There is no comparison for this year's HP survey because the questions were updated in 2025

FOSTER CARE

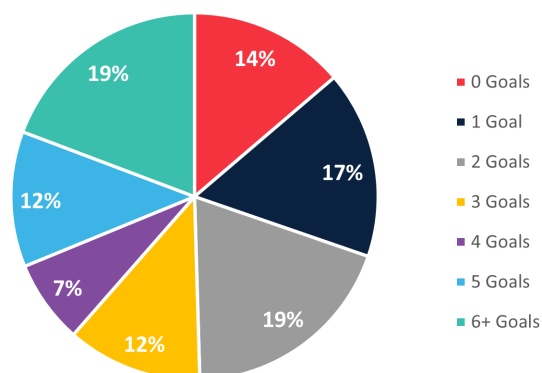
TBCH served 169 children in foster homes across the state during the 2023-2024 fiscal year. This is up from 164 children served in the 2022-2023 fiscal year. The 3% increase in placements is statistically insignificant and represents stability in the number of open homes, referrals from DCS and staff retention.

Permanency Goals for Children in Foster Care

Reunification with parents, guardians or other family members was the goal for 51% of children placed in TBCH's foster homes, while 22% plan to move to an adoptive home at some point in the future. TBCH and DCS are working on Dual Goals (adoption/reunification) for 26% of the foster children in TBCH foster homes. Independent Living is the goal for 1% of children placed in TBCH's foster Homes.



IPP Goals for Children in Foster Care



86% (up from 62% last year) of children placed in TBCH's foster homes completed at least one of the goals on their Individualized Program Plan. The increase can be attributed to staff retention and placement stability. Foster children continue to complete goals in all areas monitored by the IPP including: Health/Medical, Education/Vocation, Social Skills, Emotional/Behavioral.

QCRR for Foster Care

Quarterly Case Records Reviews evaluate the presence, clarity, quality, continuity, and completeness of required documents for children/youth in the foster care program. The accuracy of the foster files consistently continues to increase, and the statewide average increased from 98% from 97% for the previous year.

	Q1	Q2	Q3	Q4
West	99%	96%	99%	97%
Middle	99%	99%	98%	99%
East	100%	99%	99%	100%

CFARS for Foster Care

	No change	Decrease	Increase
Relationship	58%	21%	21%
Safety	92%	2%	6%
Emotionality	72%	13%	15%
Disability	96%	2%	2%

The Child Functional Assessment Rating Scale rates children in 16 indexes* organized in 4 domains and scores them accordingly. Decreases in CFARS reflect decline in problem severity, increases show elevations in problem severity and no change shows stability in problem severity. The majority of "No Change" is due to the fact that a large percentage (79%) of the residents are initially rated at the lowest level of 1.

*Relationship—Hyperactivity, Work/School, Interpersonal Relationships, Cognitive Performance, Behavior in the Home, Danger to Others

Safety—Socio-Legal, Substance Use, Security Management Needs, Danger to Self

Emotionality—Anxiety, Traumatic Stress, Depression

Disability—ADL (Activities of Daily Living) Functioning, Medical/Physical, Thought Process

Foster Parent Survey Results

2025 Foster Parent Survey (25 Respondents)					
Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
My feelings and needs were taken into consideration by TBCH during the planning process prior to bringing the child(ren) home.	80%	16%	4%	0%	0%
TBCH provided me with as much specific information about the child (ren) as possible prior to placement in my home.	76%	24%	0%	0%	0%
The TN-KEY training presented by TBCH provided me the necessary training I needed to meet the child(ren)'s needs.	50%	33%	13%	4%	0%
I would recommend being a TBCH foster parent to others.	88%	13%	0%	0%	0%
I know who my TBCH contact is if I have a problem with my case manager.	80%	12%	8%	0%	0%
I have received adequate information from TBCH on an on-going basis about the children placed in my home.	72%	28%	0%	0%	0%
TBCH responds proactively to challenges and conflicts associated with the placement.	76%	20%	4%	0%	0%
My expressed concerns and opinions have been treated by TBCH with respect and with a timely, adequate, and fair response.	76%	24%	0%	0%	0%
I have felt safe with the children placed in my home.	72%	20%	8%	0%	0%
TBCH has adequately prepared me to be a foster parent.	72%	20%	8%	0%	0%
I have been informed by TBCH of my rights and responsibilities as a foster parent.	68%	24%	4%	4%	0%
TBCH has prepared/helped me develop a plan in the event of an emergency (i.e. accidents, serious illnesses, fire and natural disasters)	68%	28%	4%	0%	0%
TBCH assesses the safety of my home.	76%	24%	0%	0%	0%
My child(ren) and I visit with our TBCH case manager as required in our service plan directed by DCS.	88%	13%	0%	0%	0%
My TBCH case manager has contacted me (by phone, visits, mail, etc.) on a regular and adequate basis.	88%	12%	0%	0%	0%
Children placed in my home have had adequate and appropriate contact with their parents and siblings, if approved.	72%	24%	4%	0%	0%
I am confident in my ability to meet the needs of the child(ren) placed in my care.	71%	29%	0%	0%	0%
I feel TBCH support helps me meet the needs of the child(ren) in my care.	72%	24%	4%	0%	0%
I have been able to manage the child(ren) in my care, despite the care level of each individual.	68%	16%	12%	4%	0%

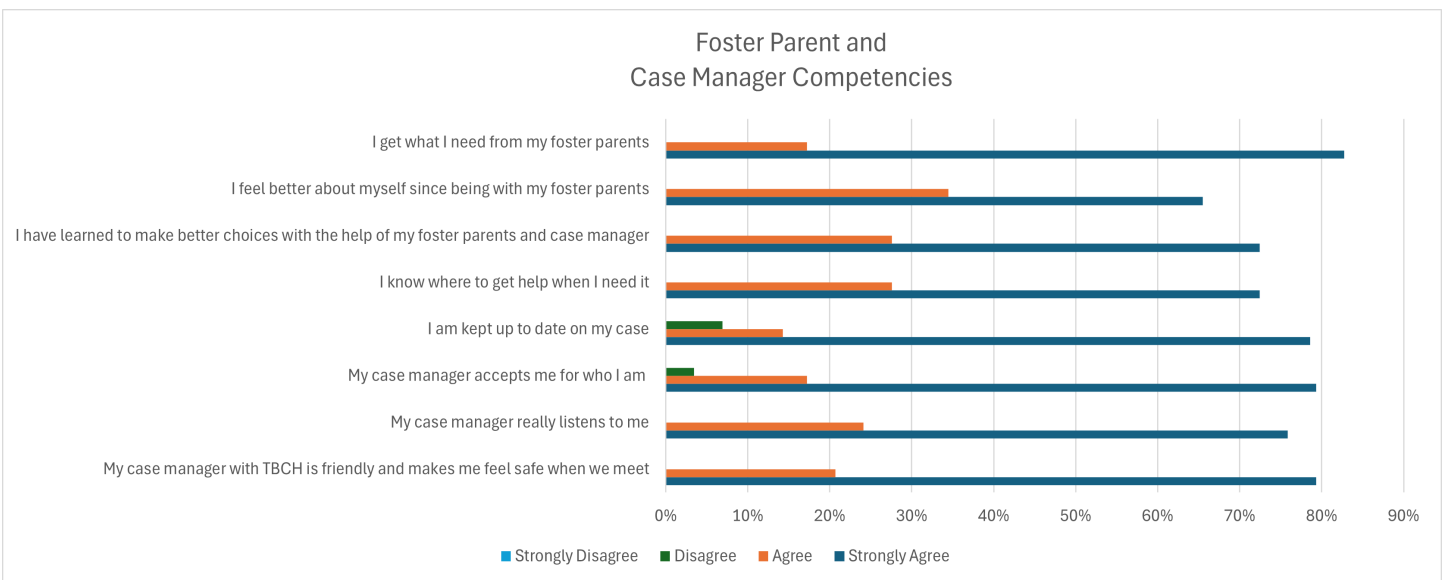
*There is no comparison for this year's FP survey because the questions were updated in 2025

Foster Child Survey Results

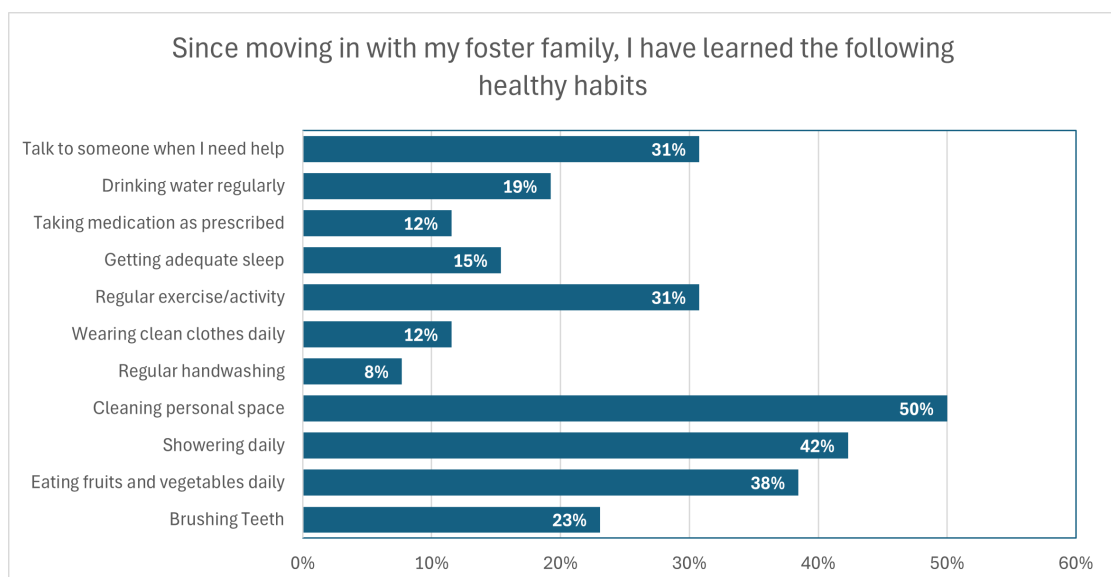
The following data reflects foster child reported outcomes related to the impact of the Foster Care program across key domains. Collectively, these findings provide insight into how residents experience relationships with foster parents and case managers, as well as how those relationships translate into tangible growth in life skills and healthy habits.

Across all measured areas, the results indicate that residents generally feel supported, valued, and guided, with evidence of meaningful progress in both relational trust and personal responsibility. The data also highlights specific areas of strength, while offering direction for continued growth as the program seeks to deepen its overall impact.

Foster Parent and Case Manager Competencies Finding: Children report overwhelmingly positive relationships with foster parents and case managers with strong levels of trust, support, and guidance in decision-making.

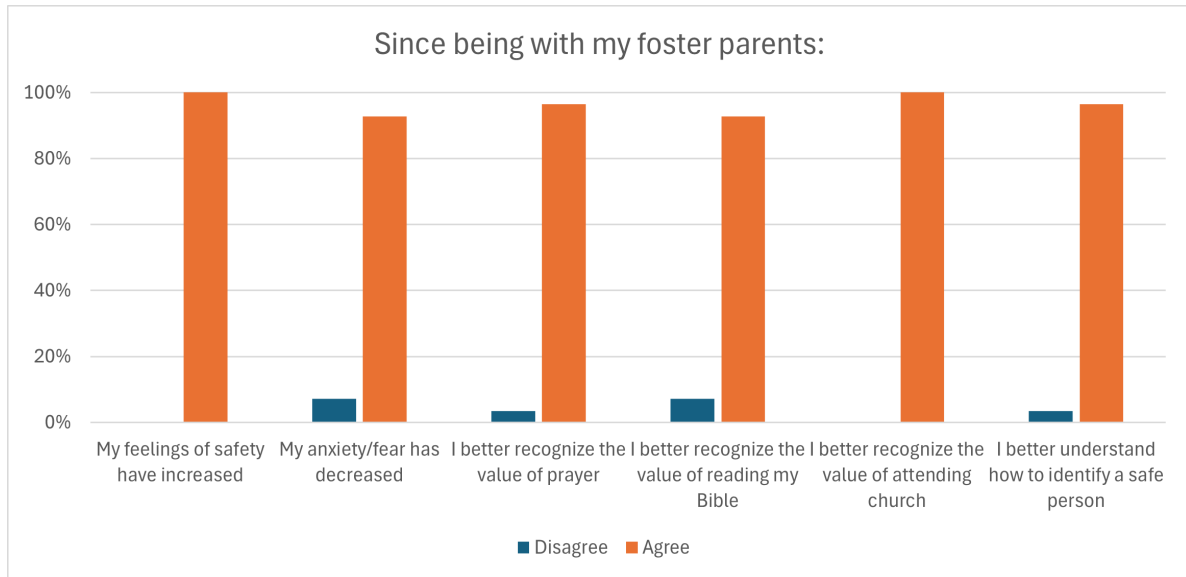


Healthy Habits Finding: Children show meaningful growth in developing healthy daily habits, particularly in hygiene, nutrition, and maintaining personal responsibility for their living environment.

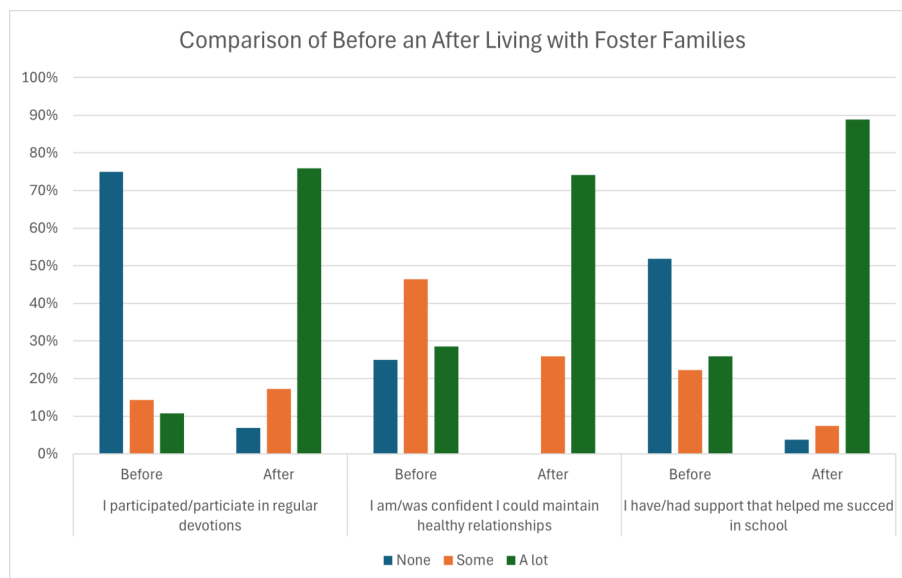


Foster Child Survey Results

Faith, Safety, and Supportive Development Finding: Children report overwhelmingly positive growth since living with foster families, particularly in feelings of safety, reduced anxiety and fear, spiritual development, and the ability to identify safe and supportive adults.

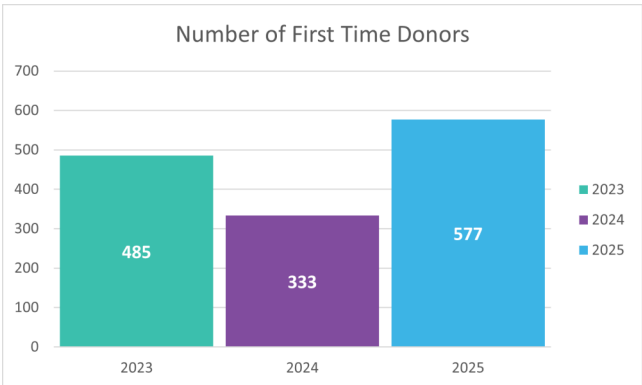
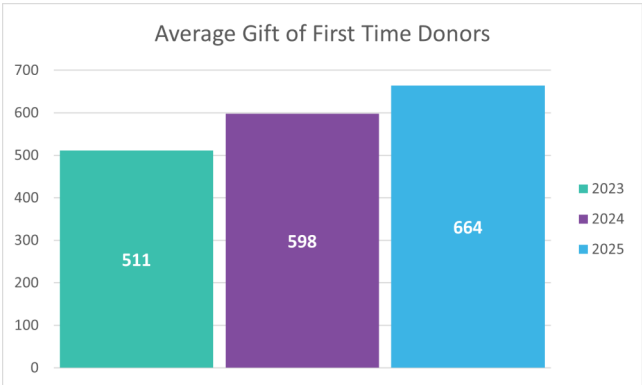
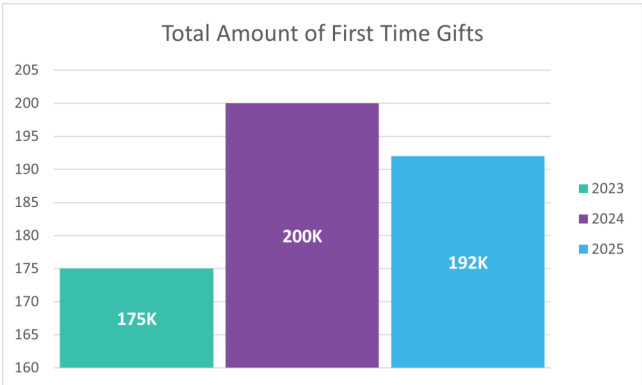


Relational, Spiritual, and Academic Support Finding: Children report meaningful improvement after living with foster families, including increased participation in regular devotions, greater confidence in maintaining healthy relationships, and stronger support for school success.



Ministry Advancement

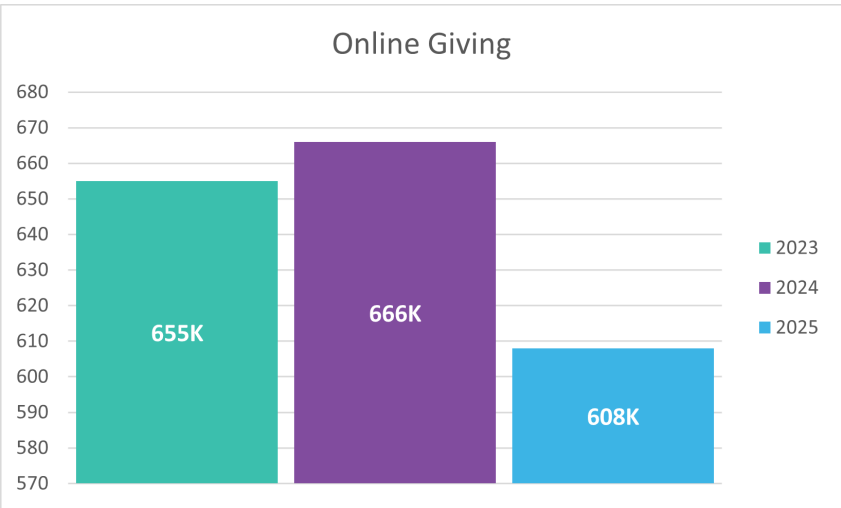
First Time Donor Information



Efforts to acquire new donors seem to be paying off, reflected in a significant jump in first-time donors in 2025. These efforts include messaging aimed at peer-to-peer engagement and increased digital communication. Based on our strong retention rate, we are confident that this increase in first-time donors will offset the overall decrease in total giving seen in this and other giving categories.

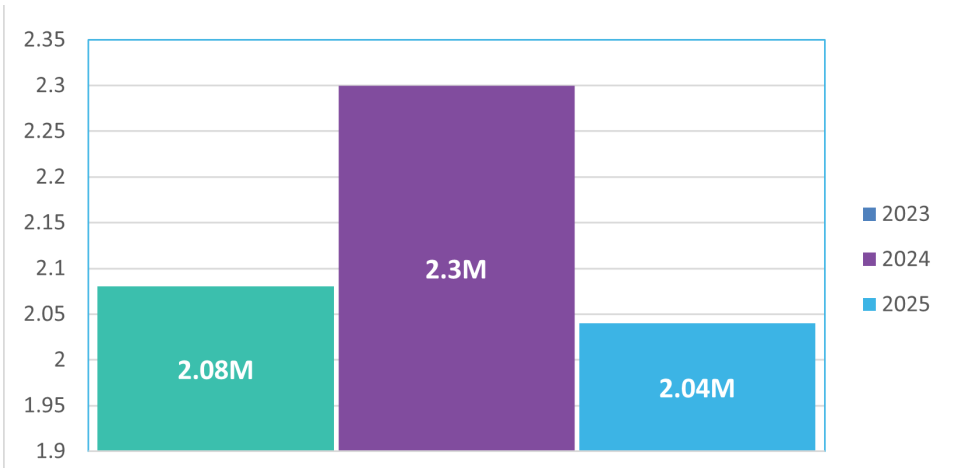
Online Giving Information

According to Giving USA’s 2025 report on charitable giving, overall total amounts for giving is trending upward, while donor participation is down. This is generally attributed to economic concerns, which we believe is a factor at play in 2025 for us. However, with our support base we see the trend reversed—positive acquisition and retention of supporters but decreasing totals, which is indicative of healthy donor loyalty.

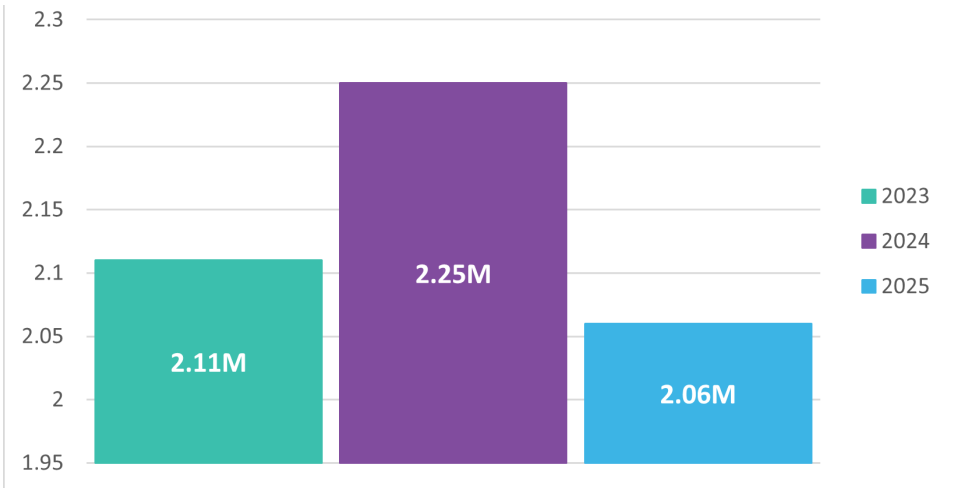


Ministry Advancement

Church Giving Information



Individual (Non-Church) Giving Information



The drop in both church and non-church giving is similar to that in other giving categories. For several years, our support from these two groups has been in a state of transition, and more recently declining due to factors including economic concerns, as previously mentioned. Like many faith-based charities, we face an inherent challenge in assessing church and non-church support, as many of these gifts come from the same constituent base but in different gift forms. For the last several years, church members’ giving habits have been trending away from indirect support through local churches to direct support given individually. The corresponding data seemed to show an inversely proportional relationship. However, more recently the data suggests a trend toward equilibrium and stability between these two groups.

Despite the decreases in giving seen in these categories in 2025, donor loyalty and stability of donor habits are positive indicators of healthy, sustainable support.

Statewide Employee Satisfaction Survey

2025 Employee Satisfaction Survey Results* (71 Respondents)

	Strongly Agree	Agree	Disagree	Strongly Disagree
My overall compensation (salary plus benefits) meets my needs well.	49%	45%	4%	1%
I receive regular cost of living increases to my salary/pay.	59%	38%	3%	0%
I take full advantage of the retirement plan options provided by TBCH.	68%	29%	3%	0%
I am open to the feedback I receive and improve and develop professionally.	70%	30%	0%	0%
Leaders in the organization encourage and model continuous learning.	54%	40%	6%	0%
I am satisfied with the training and learning opportunities provided.	50%	46%	4%	0%
I feel better prepared to do my job because of training and support I have received.	54%	41%	4%	0%
I feel confident in my ability to do my job well.	56%	44%	0%	0%
I regularly seek out ways to improve my skills.	60%	37%	3%	0%
My work challenges me in a good way.	61%	39%	0%	0%
I receive timely updates about important company new and changes.	43%	47%	9%	1%
Leadership is transparent in their communication.	49%	42%	9%	0%
I feel like a valued member of the team.	61%	36%	3%	0%



Tennessee Baptist Children's Homes

Welcoming children in hard places with the love of Christ

