Handout 1: What is Case Management?

Case Management is a planned approach to service delivery. The case management process is traced from the intake interview to termination. It enables agencies to help people whose lives are unsatisfying or unproductive due to the presence of many problems, which require assistance from several helpers at once.

Case Management has a dual emphasis. On the one hand it concentrates on developing or enhancing a resource network. A resource network is the loose organisation of persons which is unified by the common desire to help a specific client and whose activities are coordinated by the Case Manager. On the other hand, Case Management concentrates on strengthening the personal competence of the client to obtain resources and to use the resource network. Personal competence encompasses the client’s knowledge, skills and attitudes.


The benefits of using a Case Management approach for the client include:

1. Improved coordination of services
2. Improved service outcomes
3. Increased empowerment of clients by involving them in the problem solving
4. Increased involvement in decision making and service provision
5. Increased access to services
6. Increased worker accountability

For service providers there are also a number of benefits. These include:

1. Shared responsibility for client outcomes among a number of worker and service providers
2. Sharing of responsibilities with clients reduces the burden upon workers and empower clients
3. Reduced worker burnout
4. Workers have a better sense of the direction they are taking on behalf of their clients
5. Interactions between clients and workers are more focussed
6. Improved coordination results in service gaps becoming more apparent

The Three Roles of the Case Manager
To accomplish all these benefits, the Case Manager has three functions: coordinator, advocate, and counsellor.

**Coordinator**
In this capacity, the Case Manager assesses the client's problems and the need for assistance from other helpers. She develops a plan and then assists the client in making effective contacts with these helpers. When necessary, the Case Manager may also facilitate communication among the helpers to reduce conflict and increase the effectiveness of the resource network.

**Advocate**
Sometimes, needed resources are not present or are withheld from a specific client. As an advocate, the Case Manager works to make needed assistance available. At other times, society makes demands that are overwhelming to a client. In these instances, the Case Manager acts as an advocate to moderate the demands or to lessen the cost of not meeting the demands. The Martin family is a good example.

**Counsellor**
As a counsellor, the Case Manager's job is to teach the client what he needs to know to develop and maintain a resource network for himself. Sometimes a client needs new knowledge or skills. Sometimes, clients need to learn new things about themselves. The Case Manager develops a relationship with the client which permits an examination of dysfunctional patterns in the client's behaviour and facilitates the development of more useful patterns.

Ballew and Mink (1986) "Case Management in the Human Services".

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**Handout 2: Case Management Process**

There are EIGHT key elements in a Case Management process. These are:

1. **Entry/screening** means making sure the service the client has been referred to, is appropriate to their needs and able to provide the requested service. Entry/screening should be processed quickly. If the client is found to be unsuitable for a service they should be fully informed of their rights and responsibilities.

2. **Assessment** is an ongoing process. There are two types of assessments: crisis and ongoing. Crisis assessment involves looking at a person's needs in terms of their immediate situation i.e. the need for safety, food shelter, health care, income and security. Ongoing assessment is more comprehensive and involves looking at all aspects of the person's life and incorporating their personal and external resources into planning the best way to meet their medium and longer term needs.

3. **Planning** is a process, which helps the client to identify their needs, clarify goals, determine priorities and identify the actions that are needed to achieve their goals. This part of the process is driven by the client and should address the needs as the client sees them.
4. **Direct service** means working directly with the client. It includes activities like counselling, finding information and services, and advocating on behalf of the client.

5. **Coordination of other services** usually involves calling a case conference. This gives the Case Manager an understanding of the role that other services have in helping a client to meet their needs and at the same time the Case Manager develops a working relationship with these other services.

6. **Monitoring and review** is a process of reassessing needs and revising the plan so that the case plan remains relevant to the changing needs and circumstances of the client.

7. **Case closure** and follow up means planning for the client to leave the service either to manage their lives independently or to work with another service.

8. **Evaluation** is a process of feedback between workers and clients, which aims to assess the effectiveness of the service that has been provided to the clients.

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**Handout 3: Role of the Management Committee in Case Management**

Management committees or boards are responsible for ensuring a Case Management approach is implemented in their service. This means making sure that the service has developed the relevant policy and procedures, that staff are appropriately trained, supported and supervised and that adequate systems are in place and resources are available. (See Policy & Procedures Manual - Policies and procedures for case management)

CPCC's Family Services Program has developed the following policies on working with families:

- Staff will receive appropriate training in working with the target group. This will include training in:
  - Cross-cultural communication
  - Mental health issues
  - Addictive behaviours
  - Dealing with violent/aggressive clients.
- Staff will receive training in case management, including the service's case management policy and procedures.
- The telephone interpreter service will be used when the client does not speak and/or understand English sufficiently well.
- Clients are provided with the service/s requested where possible. If it appears that the client has complex or multiple issues/needs, they are encouraged to participate in a comprehensive assessment and planning process.
Handout 4: Case Management and the Needs of Clients

Planning is a process focused on identifying client needs, clarifying goals and hopes, setting priorities, and identifying steps/actions necessary to achieve the needs of clients. The goal of the Case Management plan is to help the client develop self-sufficiency so that they can manage their own lives without dependence on the human service delivery system. The principles of good practice in planning are:

- Clients are actively involved and drive the process
- The support plan addresses the needs of clients as perceived by them
- Clients are assisted to identify immediate short-term and long-term goals, and action plans
- Each accompanying child is included in a support plan.

Developing a Planning Process

The key tasks in a planning process could include developing:

1. Appropriate community resources. Services need to be aware of the other services and resources available in the community which may assist clients.

2. A tool to assist the services e.g. a support plan. It provides a written record which the service and client have developed together to meet the client's needs. The support plan is developed from the assessment information and lists the goals which the client wishes to work on. Each goal is broken down into actions or tasks, which are allocated to the worker or client to do within a time frame.

3. A tool to assist clients e.g. a support plan summary. Clients should be given a copy of the support plan.

4. Written policy and procedures. These should include an outline of who does the planning, when and how planning is done and the use of tools including written support plans.

Contributing to the Case Management Plan

It is important that professionals work together with other professionals to make Case Management work. Assessing information requires discussions with other workers. Then there is the finding and organising of resources and monitoring of client progress. All of this requires a number of professional workers constantly communicating with each other.

There are several ways in which professionals can support case managers with whom they work. Such support helps establish and maintain a professional
network. There are many characteristics that contribute to a person's ability to contribute in a meaningful way. A few examples include:

- Enthusiasm
- Creativity
- Flexibility
- Willingness to act

It is important to believe in yourself and in the client's ability to learn and change. An enthusiastic person takes everyone along with them. They are willing to take positive action and focus on solutions. Of course enthusiasm alone is not enough.

You also need people who are creative. With diminishing resources and an increasing number of clients with multiple problems, new ideas and alternate ways of viewing situations are imperative.

Establishing goals requires flexibility and patience. Professionals, especially Case Managers need to be flexible. The Case Management process must deal with constant change especially during the implementation phase. Flexibility is necessary to deal with the change in client needs, the service environment, available resources, personnel, policies and regulations.

Another characteristic that motivates the work of other professionals is a willingness to act. Often the assessment and planning stages are the easy periods in the Case Management relationship. Then comes implementation of the plans and workers think "Is the client ready?", "Will other agencies complete their part of the Case Management plan?", "Will the client fall flat on their face?", "Do I have the confidence to go any further with this client?".
Handout 5: Feedback on Case Management Implementation

Feedback on Client Progress

Giving Feedback

At many stages in the Case Management process, workers involved are required to give feedback to clients and to other relevant parties. Feedback mechanisms include:

- Communicating daily with client or significant others about meeting of needs
- Participating within a case conference
- Recording observations about client progress
- Communicating in a way that is seen as helpful and thoughtful rather than critical or hurtful
- Respecting a client’s rights to autonomy, self-determination and empowerment
- Observing confidentiality
- Time for the listener to give a response.

If it is done sensitively, feedback can help generate alternatives or stimulate a discussion of the issues, which is a positive outcome in itself.

Evaluating Progress

It is important to continually evaluate progress towards the goals and objectives set forth in the plan. This may lead to modification of the plan so as to improve effectiveness or deal with new developments. In monitoring services, the Case Manager repeatedly asks the following questions:

- Has the identified problem changed?
- If there was a referral was it made correctly?
- Were the desired outcomes achieved?
- Should the plan be altered?
- Should the case be closed?

Case Managers view client satisfaction both positively and negatively. Some workers question the client's competence to judge the quality of the services offered. Others find that clients who are pleased with their treatment are more likely to follow the plan and be straightforward in reporting whether their goals have been met. Since Case Management aims to empower clients, client satisfaction can be considered a key element in providing quality service.
Gaining Client Feedback

Investigating client satisfaction is difficult. Some suggestions for gaining feedback include:

- Contacting clients who terminate the service early
- Interviewing clients whose treatment appears to be unsuccessful
- Going through a regular evaluation process with ongoing clients
- Conducting termination interviews with clients who have developed sufficient skills to no longer require the services of a Case Manager
- Developing an evaluation form similar to the one below and distributing to all client groups described above.

An example of a client evaluation form can be found below:

### CASE MANAGEMENT EVALUATION FORM

| 1. Approximate date for first interview with Case Manager | |
| 2. How often do you meet with your Case Manager? | |
| 3. Do you believe the number of meetings is: | Too frequent? Adequate? Not frequent enough? |

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<td>4. Do you believe your Case Manager understands your problems?</td>
<td>Not at all</td>
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<td></td>
<td>Sometimes</td>
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<td></td>
<td>Very well</td>
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<td>5. Does your Case Manager involve you in the case management plans?</td>
<td>Not at all</td>
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<td></td>
<td>Sometimes</td>
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<td></td>
<td>All the time</td>
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<td>6. Have your difficulties changed since you first contacted this agency?</td>
<td>Not at all</td>
<td></td>
<td></td>
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<td></td>
<td>Sometimes</td>
<td></td>
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<td>7. How would you describe the overall service you have received?</td>
<td>Not at all helpful</td>
<td></td>
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<td></td>
<td>Helpful</td>
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<td></td>
<td>Very Helpful</td>
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<td>8. Please comment on which parts of the service you found beneficial and</td>
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<td>which parts of the service you feel should be changed.</td>
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### Handout 6: Promote Client’s Development

Effective human service delivery often requires a delicate balance of commitment to the client, the agency for which the Case Manager works, laws and regulations, court rulings and professional codes of ethics. These conflicting interests can create crises that require the Case Manager to make difficult choices.

Working at various levels the Case Manager represents the interests of the client, to gain access to services or improve their quality. At the organizational level the Case Manager influences the policies that control eligibility and access to services. At the legislative level, Case Managers can work to influence government policies and programs that serve the needs of their clients.

Many clients have multiple problems and need more than one service to meet their needs. In the role of Coordinator, the Case Manager works with all the professionals involved to ensure that services are integrated. The Case Manager must know the current status of the client and the service delivered, and must assess what progress is being made. Monitoring the client’s progress and liaising with professionals is crucial for the Case Manager.

The Case Manager needs to use several strategies to ensure the referral of a client to another agency will be a success: These include:

- Once a client's needs are clear, the Case Manager can work with the client to choose the most appropriate service and negotiate the service delivery. It is the role of the Case Manager to make sure the client receives the best quality service and if there is difficulties for the client, the Case Manager needs to be involved.

- Making the referral. This may be as simple as providing a name and a phone number or address. On the other hand it may be important to make the appointment and take the client at the allocated time.
• Sharing the referral information with the client. Tell them the time, place, and location but it also may be appropriate to find out what support they might need.

• Following up on the referral. Ask the client if they were satisfied with the service. Check with the service and see if the client turned up and what happened (assuming the client has given permission for this transfer of information).

In the event that a client needs services that an agency does not provide, it is the Case Manager's responsibility to:

• Locate such resources in the community
• Arrange for the client to make use of them
• Support the client in using them.

Coordinating the services of multiple professionals has a number of advantages for both the Case Manager and the client.

• First, the client gets access to an array of services; no single agency can meet all the needs of all the clients.

• Second, the Case Manager's knowledge and skills help the client gain access to needed services.

A very serious dilemma that may arise is when Case Managers see clients choosing alternatives that are not in their best interests, and families are not always supportive of the client or of the Case Management process. The wishes of the client, those of the family and the needs of the client must be weighed against professional guidelines, agency policy and government regulations.

Often Case Managers need to ask themselves:

• What is in the client’s best interest?
• What is the right choice ethically?
• Am I operating within the guidelines of the agency that employs me?

In an effort to encourage client participation, Case Managers work to broaden and strengthen client autonomy. If client preferences will result in danger to the client or to others, the Case Manager must find a way to make those preferences more appropriate.

There are several instances where client autonomy is not an absolute priority - for example, when client preferences interfere with other clients or other helping professionals, when the client is not competent to make decisions and when clients need protection from their own decisions.

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**Handout 7: Appropriate Communication**

The Case Manager's attitudes and characteristics as an interviewer can strongly influence the success or failure of the worker-client relationship.
To be a competent interviewer the Case Manager needs to have spent time over a long period developing self-awareness and learning how to communicate in a caring empathic way. Respect, empathy and cultural sensitivity for the client are also essential. The Case Manager communicates helping attitudes to the client in several ways including:

- Greeting them warmly at the beginning of the interview
- Developing trust by sitting slightly forward
- Listening carefully
- Maintaining eye contact
- Using facial expressions that indicate interest
- Appropriate non verbal language
- Friendly responses
- Being relaxed

The client's perceptions of the Case Manager's feelings are also important in his or her impression of the quality of the interview. Communicating warmth, acceptance, and genuineness promote a climate that facilitates the exchange of information and develop a high level of trust. A sensitive Case Manager recognises other barriers such as racism, sexism and other biases and stereotypic behaviour.

Sensitivity to issues of ethnicity, race, gender and age is important for the Case Manager when conducting interviews. Many clients and families will have backgrounds very different from the Case Manager. The following suggestions may help grow sensitivity:

- Expect clients to be unique individuals. It is easy to stereotype culture, race, gender, or age groups, but clients cannot be understood strictly in terms of their particular culture. During interviews, Case Managers must take special care to get to know each individual client rather than categorise him or her as a member of one particular group.

- Remember that differences in language can be confusing. When clients talk about "partners" or "family" for example, these terms can have various meanings depending on the cultural background and life experiences of the individual being interviewed. For example, in the Aboriginal culture the family is an extended one that includes many members. For gay and lesbian women, the word partner has the special meaning of "significant other."

- Explain to the client the purpose of the intake interview and the Case Manager's role. Clients may turn up for an interview without understanding its purpose or the role of the interviewer in the helping process. Confidentiality may also be an important issue for them.

- Expect that clients may be different from you. We often begin the interview process wanting to find similarities as a way of building a bridge to them. When clients prove to be very different, or we cannot understand them, we often want them to change so that they will be easier to "manage".
Handout 8: How to Cope with the Stress of Being a Case Manager

Professionals with Case Management responsibilities are particularly susceptible to stress because many of the factors that contribute to stress are integral to their work. Among these factors are the nature of the clients, the stresses of dealing with bureaucracy and a personal tendency to react negatively in stressful situations.

Much of the work of Case Management involves clients who have very complex and long-term difficulties, children who are at risk, adults who have disabilities or are elderly, and people with medical problems such as AIDS or cancer. Workers require a degree of expertise that is only achieved after years of study and experience. If you are a new worker, make sure you have a mentor/supervisor who can guide you. If a case is outside your experience, say so and ask for help.

Often Case Managers can work with clients quite successfully but it is the bureaucracy in the end that gets them down. Large caseloads, under resourced agencies and little recognition for a job well done can cause workers a great deal of stress. One of the hardest words for dedicated professionals to say is "No more" but it has to be done if workers are to continue offering a professional service.

People who choose to work as Case Managers have certain personality traits such as sensitivity to the sufferings of others, the ability to show empathy, a willingness to help others - that make them vulnerable to stress. To survive they must find time to plan and reflect, maybe redesign their job or parts of it. Having someone trustworthy to talk to about work can also help. But sometimes Case Managers must take the decision to move out of those very emotional areas and give their minds and bodies time to recuperate.

What's the Problem?

Stress is the body's natural response to pressures or stressful situations we find ourselves in and which we are not certain we can cope with effectively.

There are many different levels of stress that can be produced in response to any given situation. The level of stress you experience depends on your personality, your state of health and many other factors. For example, we all respond differently to tasks such as speaking in public, taking on a new or difficult job, or undergoing an examination or inspection.

People respond to stressful situations in different ways. Stressful situations can trigger different responses. These will vary between individuals. Some may be physical, some may be psychological and some may be behavioural.
Your response to stress depends on how vulnerable you are at the time. For example, you are more likely to suffer from stress if you have a cardiovascular disease or hypertension (high blood pressure). Your personality can also affect the way you respond to stress. If you tend to have an anxious personality then you will be less likely to control your response to stress than someone who has a high level of self esteem or positive self regard.

**Warning Signs**

The following list of symptoms may be indicators of too much stress.

**Physical Symptoms:**

- Change in appetite/weight change
- Increased drug, alcohol, tobacco use
- Digestive upsets
- Pounding heart
- Frequent colds
- Headaches
- Muscle aches
- Fatigue
- Insomnia
- Restlessness
- Teeth grinding
- Rash

**Emotional Symptoms:**

- Anxiety
- Bad temper/irritability
- Exhaustion
- Frustration
- The "blues"
- Mood swings
- Nightmares
- Depression
- Nervous laughter
- Crying spells
- Worrying
- Becoming easily discouraged

**Mental Symptoms:**
- Exhaustion
- Poor concentration
- Lower productivity/lack of new ideas
- Forgetfulness, spacing out
- Dull senses/boredom
- Negative attitude
- Confusion/whirling mind

**Spiritual Symptoms:**
- Exhaustion
- Feelings of emptiness, doubt, cynicism or apathy
- Loss of meaning or direction
- Being unforgiving
- Martyrdom
- Looking for "magic". Needing to "prove" self

**Relational Symptoms:**
- Depersonalization of work and clients
- Isolation/loneliness
- Lack of intimacy
- Lowered sexual drive
- Clamming up/hiding
- Intolerance/lashing out
- Resentment/nagging

May still need section on
Placement/context of case management Eg SAAP services; JJ

Case Conferences

Indicators of abuse