**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.