

EFFECTIVE and EFFICIENT CASE MANAGEMENT

Presented by:

SENSE OF EQUITY, LLC

Program Development, Training, Grant Writing & Accreditation Services

Dr. Davine S. Ricks, LCSW, MAC, E-CADC

Website: senseofequity.com

Email: senseofequity@gmail.com

BRAIN TEASERS :

Each of the 12 items below is a separate puzzle.
How many can you figure out?

| | | | |
|------------------------------------|---|---|-----------------------|
| <p>Pennies - <u>Heaven</u></p> | <p>Justgrossice</p> | <p>Paint 12345</p> | <p>4TWinks</p> |
| <p>Horobod</p> | <p>U 0 2 b in Pict res</p> | <p><u>Looking</u> Bargain bargain Bargain bargain</p> | <p>Mind -Work</p> |
| <p>Jet</p> | <p>no no no no No no no no no</p> | <p>ygetarts</p> | <p>Soil</p> |
| | | | |



Objectives:

Participants will have the opportunity to...

- ▶ Define case management and the roles and responsibilities of case managers;
- ▶ Identify three evidenced-based case management models.
- ▶ Identify four key components to successful case management.
- ▶ Learn strategies to ensure efficiency and effectiveness in providing case management.

TEMPERAMENT INDICATOR

Circle the letter corresponding to the word in each box that best describes your actual, not perceived or desired, temperament trait. **FLEET & FAMILY**

| | | | |
|---|---|---|---|
| R. Cooperative H. Purposeful V. Positive C. Planned | H. Motivated V. Interesting R. Supportive C. Controlled | V. Friendly R. Laid back H. Direct C. Practical | R. Consistent C. Factual H. Takes Charge V. Talkative |
| H. Demanding R. Adaptable V. Fun Loving C. Analytical | V. Expressive H. Determined C. Accurate R. Tolerant | H. Competitive R. Easy Going C. Planned V. Spontaneous | R. Generous H. Decisive V. Energetic C. Persistent |
| V. Entertaining R. Sympathetic H. Assertive C. Objective | R. Agreeable H. Insistent V. Enthusiastic C. Detailed | R. Loyal C. Thorough H. Firm V. Flexible | H. Straight forward V. Sociable C. Attentive R. individual/family member |
| C. Logical R. Faithful H. Independent V. Charming | R. Considerate C. Predictable H. Strong-willed V. Creative | H. Rigid V. Playful C. Scheduled R. Thoughtful | Add up the number of times you circled each letter: R ___ C ___ H ___ V ___ |

| | RADIO | CALCULATOR | HARD DRIVE | VIDEO GAME |
|------------------------|---|--|---|--|
| STRENGTHS | Supportive Agreeable <u>Loyal</u> <u>Self Controlled</u> Consistent Good Listener Compassionate | Organized Analytical Concise Thorough Diplomatic Disciplined | Results driven Decisiveness Persistence Problem-solver Takes Charge Self-Reliant Likes Challenges | Optimistic Enthusiastic Personable Fun Loving Helpful Entertaining Outgoing |
| WEAKNESSES | Resistant to Change Question their decisions/abilities Overly possessive Lack of initiative Follower Conserves energy Delay | Indecisive Perfectionist Swamped with details Inflexible Avoids conflict Sensitive to criticism Pessimistic | Insensitivity towards others Impatient Overlooks risks Resists following Over commitment Resents restrictions Demanding of others or self | Lack of follow through Misjudging capabilities Talking too much Jumping to conclusions Over commitment Too enthusiastic |
| IDEAL WORK ENVIRONMENT | Minimal conflict Positive atmosphere Few responsibilities Routine Close Relationships Team Work Affirmation | Time to do things right Exact job description Reassurance Minimal change Organized Structured Sticks to plan of action | Challenging Difficult assignments Freedom to act Control over situations Direct answers Task oriented Competence | Friendly Few details Chance to inspire others Opportunity to talk Praise Enthusiastic response from others |
| AREAS OF GROWTH | Manage conflict Tune in faster Set goals Secure with their decisions/abilities Move faster | Relax Think positively Accept yourself and others Share feelings | Practice patience Learn to be sensitive Be flexible Really listen Be approachable | Time management Pausing before acting/speaking Complete tasks Limit tasks |



WHAT IS CASE MANAGEMENT?

“A collaborative process that assesses, plans, implements, coordinates, monitors, and evaluates the options and services required to meet a client’s health and human services needs.”

Four Key Components for Successful Case Management-Social Solutions

HISTORY OF CASE MANAGEMENT

Popple, P. R. (2008). Social services. In T. Mizrahi & L. E. Davis (Eds.-in-Chief), Encyclopedia of social work (20th ed. Vol. 4, pp. 98–101). Washington, DC, and New York: NASW Press and Oxford University Press; Stuart, P. H. (2008). Social work profession: History. In T. Mizrahi & L. E. Davis (Eds.-in-Chief), Encyclopedia of social work (20th ed. Vol. 4, pp. 156–164). Washington, DC, and New York

- Emerged in the late 19th and early 20th century; Fueled by poverty and other social ills (industrialization, urbanization, immigration, population growth and charity organization societies).
- These historical events lead to 21st Century Social Work Case Management
- Settings and specialties in which social workers practice case management:

| Aging behavioral health care (includes mental health and substance use) | Child welfare and other youth- and family-oriented services |
|---|--|
| Disabilities (cognitive, developmental, physical, and psychiatric); Employee assistance | Education (early childhood through university; lifelong learning programs); Corrections |
| Health care; Disease-specific services; maternal health; palliative and hospice care; and public and private; health insurance programs; long-term services and supports services for veterans. | Housing; immigrant and refugee support services; income support programs and active duty military personnel tribal services. |

DEFINITION OF CASE MANAGEMENT

- “A process to plan, seek, advocate for, and monitor services from different social services or health care organizations and staff on behalf of a client. “
- “The process enables social workers in an organization, or in different organizations, to coordinate their efforts to serve a given client through professional teamwork, thus expanding the range of needed services offered. “
- “Case management limits problems arising from fragmentation of services, staff turnover, and inadequate coordination among providers.”
- “Case management can occur within a single, large organization or within a community program that coordinates services among settings.”

Barker, R. L. (2003). *The Social Work Dictionary* (5th ed.). Washington, DC: NASW Press.

CASE MANAGEMENT IN DIVERSE SETTINGS

- ✓ Public Health
- ✓ Hospice
- ✓ Private Insurance Companies
- ✓ Mental Health/Addiction and Substance Abuse
- ✓ Criminal Justice
- ✓ Adult Protective Services
- ✓ Geriatrics (Nursing Homes, Assisted Living, Adult Day Care, etc.)
- ✓ Domestic Violence
- ✓ Homelessness
- ✓ Child Welfare
- ✓ Developmental Disabilities
- ✓ Education
- ✓ Health Care Veterans Services Vocational Rehabilitation Services

PRIMARY GOAL OF CASEMANAGEMENT

- ▶ Optimize client functioning and well-being by providing and coordinating high-quality services, in the most effective and efficient manner possible.
- ▶ Strategies to achieve this goal:
 - ✓ Strengthen the developmental, problem-solving, and coping capacities of clients
 - ✓ Enhance client's ability to interact with and participate in their communities, with respect for each client's values and goals
 - ✓ Link people with systems that provide them with resources, services, and opportunities
 - ✓ Increase the scope and capacity of service delivery systems
 - ✓ Promote effective and humane operation of service systems contributing to the development and improvement of social policy.

NASW Standards for Social Work Case Management (2013)

CORE FUNCTIONS

- Engagement with clients
- Assessment of client priorities, strengths, and challenges
- Development and of outcomes
- Closure (including termination or transition follow-up).

NASW Standards for Social Work Case Management (2013)

Characteristics That Distinguish Case Management

- **Person-centered services** Engaging the client (and, when appropriate, other members of the family system) in all aspects of case management and tailors services to the client's needs, preferences, and goals.
- **Primacy of client–social worker relationship** The working alliance between the case manager and the client is integral to helping the client achieve her or his goals.
- **Person-in-environment framework** The case manager understands that each individual experiences a mutually influential relationship with her or his physical and social environment and cannot be understood outside of that context.
- **Strengths perspective** Case manager elicits, supports, and builds on the resilience and potential for growth and development inherent in each individual.
- **Collaborative teamwork** The case manager does not work in isolation. Collaboration with other social workers, other disciplines, and other organizations is integral to the case management process.
- **Intervention at the micro, mezzo, and macro levels** The case manager uses a variety of approaches to effect change in individuals, families, groups, communities, organizations, systems, and policies. Advocacy for systemic change plays a key role.

Important Qualities of a Case Manager

- Comprehensive clinical training and background.
- Communication, negotiation and problem-solving skills.
- Ability to educate individuals and other care providers.
- Dexterity
- In-depth knowledge of ethics and strength of character required to voice dissidence when necessary.

Smith, Turenza PhD, LMSW Wellness Coalition's Case Management Conference, Montgomery, AL
November 15, 2016

Role of the Case Manager

- Coordinate care for individuals with identified needs
- Facilitate communications between care providers and hierarchies
- Oversee follow-up of consultations and ensure linkage to other services
- Eliminate task and intervention duplication
- Plan for care delivery
- Implement plans of care

Smith, Turenza PhD, LMSW Wellness Coalition's Case Management Conference, Montgomery, AL November 15, 2016

FOUR KEY COMPONENTS

1. Intake:

- Initial meeting between a case manager and a new client.
- Gather demographic information about the client, identify any immediate needs, and begin to establish trust and build a relationship.
- Designed to help determine if a client would benefit from the services your organization offers.
 - If they would, they then move on to assessing the client's individual needs.
 - If their needs fall outside your organization, the case manager works to identify and refer the client to an outside community resource.

2. Needs Assessment:

- Primary objective- identify a client's problems, interests, and risks to success.
- Re-assess over time as needs and circumstances often change.

FOUR KEY COMPONENTS (CONTINUED)

3. Service Planning:

- Case manager establishes specific goals and the actions that will be taken to meet those goals.
- Inclusive of outputs and outcomes that will measure a client's success.
- A service plan should be: S.M.A.R.T. Specific; Measurable; Achievable; and Time Specific

4. Monitoring and Evaluation:

- Evaluation is critical to understanding the impact specific programs and services have on a client.
- Case Manager monitors and evaluates client's progress using output and outcome metrics defined in the treatment planning process
- Evaluation and data ensure quantifiable outcomes as opposed to only anecdotal.

Standard 1. Ethics and Values

“The social work case manager shall adhere to and promote the ethics and values of the social work profession, using the NASW Code of Ethics as a guide to ethical decision making in case management practice.”

NASW Standards for Social Work Case Management (2013)

CORE VALUES

- **Application** of her or his knowledge and skills to support the biopsychosocial well-being of clients and to address challenges faced by clients.
- **Prioritizing** service to clients above professional or personal self-interest.
- **Social justice** Pursuing change to reduce poverty, discrimination, oppression, and other forms of social injustice experienced by clients.
- **Providing services** in a culturally and linguistically appropriate manner to ensure clients' access to needed information, services, and resources and to facilitate clients' maximal participation in decision making.

CORE VALUES (continued)

- **Human dignity and worth.** Treating clients in a caring manner, respecting their self-determination and valuing their strengths. She or he strives to enhance clients' capacity to improve their circumstances and achieve their goals.
- **Importance of human relationships.** Promotion of the role of human relationships in the change process and strives to strengthen relationships between the client and other members of the client system.
- **Integrity** Undertaking all actions with respect for clients' goals, exercising judicious use of self, avoiding conflicts of interest, and applying professional judgment in presenting resource options and providing services to clients.
- **Promoting client self-determination** while helping clients navigate complex service delivery systems.

CORE VALUES

Competence Practicing within her or his area of competence and continually striving to enhance knowledge and skills related to case management and the population served. Recognizing that self-care is essential to being present for clients and attends to self-care accordingly.

- **Client involvement** in goal identification and decision-making throughout the case management process.
- **When a client's decision-making capacity is limited**, the case manager should collaborate with the individual who is legally authorized to represent the client—such as a power-of-attorney, health care agent, or guardian—while continuing to promote the client's participation in case management.
- **Knowing and complying** with federal, state, local, and tribal laws, regulations, and policies addressing topics such as guardianship, parental rights, advance directives, and reporting requirements for abuse, neglect, suicide, threat of harm to others, confidentiality and privacy of client information, and use of health information technology.

Ethical Responsibilities

- Ensure the client has the requisite information to provide informed consent in all aspects of the case management process;
- Terminate a service when it is no longer helpful to the client or is detrimental to the client's well-being and growth;
- Promptly notify the client if the case manager anticipates that a service will be interrupted or terminated by a service provider and make the necessary transfer or referral if the client still needs such a service to ensure continuity of care.

Standard 2. Qualifications

"The social work case manager shall possess a baccalaureate or advanced degree in social work from a school or program accredited by the Council on Social Work Education; shall comply with the licensing and certification requirements of the state(s) or jurisdiction(s) in which she or he practices; and shall possess the skills and professional experience necessary to practice social work case management. "

NASW Standards for Social Work Case Management (2013)



Standard 3. Knowledge

“The social work case manager shall acquire and maintain knowledge of current theory, evidence informed practice, sociohistorical context, policy, research, and evaluation methods relevant to case management and the population served, and shall use such information to ensure the quality of case management practice.”

NASW Standards for Social Work Case Management (2013)

Knowledge Essential to Case Management

NASW Standards for Social Work Case Management (2013)

- **Human Behavior**, growth, and development © concepts and theories associated with life span development and behavioral change © cognitive, physiological, and psychosocial processes associated with various life stages, including the end of life
- **Behavioral Health** © strengths, coping patterns, and points of resilience © depression, anxiety, and other mental health conditions © addictive behaviors and their effect on the client system © signs of trauma, abuse, neglect, and exploitation
- **Physical health** © physiological and cognitive processes associated with acute and chronic conditions © psychosocial effects of acute, chronic, and life-limiting illness © psychosocial effects of physical and
- **Family relationships** © family systems and family life cycles © family caregiving roles and support needs © interdependence in care partnerships
- **Resources and systems** © programs and systems related to the case manager's client population and practice setting (such as resources specific to aging, behavioral health, children, economic assistance, employment, families, health, housing, immigration, legal concerns, social support, and tribal systems) © policies, eligibility requirements, and financial and legal concerns affecting case management clientele © systems functioning and theory
- **Professional social work role** © the multifaceted social work roles and functions related to both case management and the case manager's client population or practice setting © research and evaluation methods, including knowledge of how to analyze professional literature and incorporate research findings into practice ©
- **Interdisciplinary collaboration** © appropriate professional boundaries and use of self © signs of, and strategies to address, ethical dilemmas, compassion fatigue, burnout, vicarious traumatization, and professional grief © use of the strengths perspective to improve

Standard 4. Cultural and Linguistic Competence

“The social work case manager shall provide and facilitate access to culturally and linguistically appropriate services, consistent with the NASW Indicators for the Achievement of the NASW Standards for Cultural Competence in Social Work Practice.”

NASW Standards for Social Work Case Management (2013)



Standard 5. Assessment

"The social work case manager shall engage clients—and, when appropriate, other members of client systems—in an ongoing information-gathering and decision-making process to help clients identify their goals, strengths, and challenges."

NASW Standards for Social Work Case Management (2013)

Standard 6.

Service Planning, Implementation, and Monitoring

“The social work case manager shall collaborate with clients to plan, implement, monitor, and amend individualized services that promote clients’ strengths, advance clients’ well-being and help clients achieve their goals. Case management service plans shall be based on meaningful assessments and shall have specific, attainable, measurable objectives. ”

NASW Standards for Social Work Case Management (2013)

Case Management Services Should be Planned and Delivered To Meet Needs in a manner that is...

- Confidential
- Individualized
- Collaborative
- Prioritized
- Effective
- Timely Achievable

NASW Standards for Social Work Case Management (2013)

Based on:

- Client Strengths/Preferences
- Includes Allocation of Resources
- Identified Frequency & Duration
- Coordination of service implementation to promote the continuity of services from admission to discharge/transition
- Ongoing Re-Assessment

Standard 7. Advocacy and Leadership

NASW Standards for Social Work Case Management (2013)

“The social work case manager shall advocate for the rights, decisions, strengths, and needs of clients and shall promote clients’ access to resources, supports, and services.”

NASW Standards for Social Work Case Management (2013)

Advocacy

NASW Standards for Social Work Case Management (2013)

- ▶ Ensures that organizations and service delivery systems recognize the strengths and needs of clients;
- ▶ Makes services accessible;
- ▶ Ensures the provision of services appropriate to each client's circumstances;
- ▶ Ensures the delivery services in an effective and timely manner;
- ▶ Ensures continued services for an appropriate length of time; and
- ▶ Prepares clients, other members of the family system, and service providers for transitions when services are discontinued or transferred.

Standard 8.

Interdisciplinary and Interorganizational Collaboration

“The social work case manager shall promote collaboration among colleagues and organizations to enhance service delivery and facilitate client goal attainment.”

Collaboration:

- ▶ constitutes the foundation of social work case management;
- ▶ is essential to continuity of services.
- ▶ enhances organizational and systemic capacity to support clients and reduces inappropriateness, duplication, or fragmentation of services.

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Standard 9. Practice Evaluation and Improvement

“The social work case manager shall participate in ongoing, formal evaluation of her or his practice to advance client well-being, assess the appropriateness and effectiveness of services and supports, ensure competence, and improve practice.”

NASW Standards for Social Work Case Management (2013)

EVALUATION ACTIVITIES

Solicitation and incorporation of feedback from case management clients regarding the extent to which social work services have helped them identify and achieve their goals;

- **Strategic planning** to reach measurable objectives in program, organizational, or community development for case management clientele;
- **Application of appropriate tools** such as clinical indicators, practice guidelines, satisfaction surveys, and standardized performance assessments to evaluate client progress and satisfaction measurement of both process and outcome objectives
- **Use of peer review**, supervision, and consultation with other social workers and across disciplines
- **Incorporation of evaluation practices** in the service transfer or termination process
- **Analysis and use of professional literature** to inform and improve case management
- **Dissemination of evaluative data to clients**, payers, and other service providers on request, and with consideration for clients' rights to privacy and confidentiality.

Standard 10. Record Keeping

“The case manager shall document all case management activities in the appropriate client record in a timely manner. Documentation shall be recorded on paper or electronically and shall be prepared, completed, secured, maintained, and disclosed in accordance with regulatory, legislative, statutory, and organizational requirements.”

NASW Standards for Social Work Case Management (2013)

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Standard 11. Workload Sustainability

“The case manager shall responsibly advocate for a caseload and scope of work that permit high-quality planning, provision, and evaluation of case management services.”

NASW Standards for Social Work Case Management (2013)



Standard 12. Professional Development and Competence

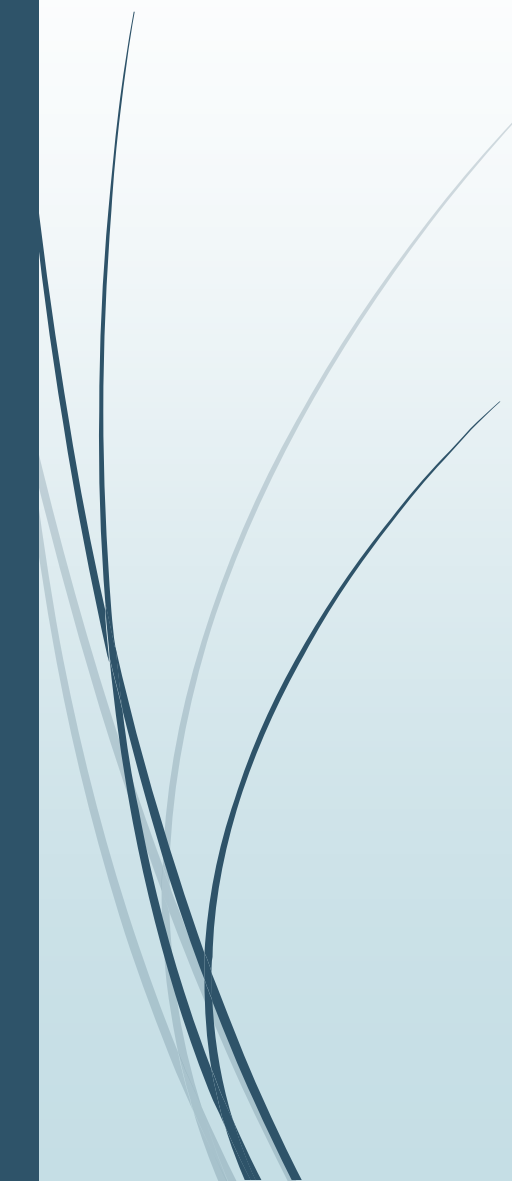
“The case manager shall assume personal responsibility for her or his professional development and competence...”

NASW Standards for Social Work Case Management (2013)



CASE MANAGEMENT MODELS

<https://www.socialsolutions.com/blog/unique-case-management-models>

- Clinical Case Management
 - Brokerage Case Management
 - Strength-Based Case Management
- 

CLINICAL CASE MANAGEMENT MODEL

- Case manager (clinician) provides direct counseling for a client's individual concerns. (i.e. mental health services, addiction recovery support, treatment for serious or chronic health conditions) and connect the client with formal resources in the form of community service providers.
- Clinical care providers have a greater ability to encourage the client to connect with informal resources such as family, friends, and peers. That collaboration can increase the client's willingness and ability to follow through with services.
- The clinical case manager is also well-positioned to help the client address social, emotional, and mental barriers to services.
- Can lead to more successful outcomes for clients who are less likely to engage voluntarily with services.
- Useful for clients who need support over an extended period of time.

BROKERAGE CASE MANAGEMENT MODEL

- ▶ Broker supportive services designed for clients who will voluntarily use needed services once they know they are available, and learn how to access them.
- ▶ Model works best when a client's biggest challenge is access to services, rather than availability of services.
- ▶ Case manager/social worker serve as a link between a client and community resources.
- ▶ Focus is on assessing needs, planning a service strategy, and connecting clients.
- ▶ A case management system encourages an integrated system that assesses needs, tracks services, and measures outcome.

STRENGTH-BASED CASE MANAGEMENT

- ▶ Focuses on empowering clients and their families.
- ▶ Focus on creating client opportunities for growth, education, and skill development.
- ▶ Recognizes the value of community services, family, and cross-agency partnerships.
- ▶ Clients are encouraged to build and nurture informal support networks alongside identifying and accessing formal community services and institutional resources.
- ▶ Encourages clients to take the lead in identifying their own needs, take control over the search for resources and services to address those needs, and view the community as a resource instead of a barrier to success instead.
- ▶ Involves: outreach, clinical services, advocacy, and robust coordination
- ▶ Requires robust case management that tracks highly individualized services and capture complex data and metrics.

<https://www.socialsolutions.com/blog/unique-case-management-models>

REMEMBER



DO'S

- ▶ Practice ethical obligations
- ▶ Remember that the primary responsibility is to promote the well-being of clients.
- ▶ ALWAYS maintain appropriate boundaries with clients

DON'T'S

- ▶ Do not involve the recipient in any illegal activities.
- ▶ Do not accept anything of value for making a referral.
- ▶ Do not engage in physical contact.
- ▶ Do not sexually harass individual(s).

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TRAINING & ACCREDITATION SERVICES

Dr. Davine Ricks, LCSW, MAC E-CADC

senseofequity@gmail.com (email)

senseofequity.com (website)

678-232-2765

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