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READY
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WORK
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GROW
Helping people overcome barriers and build careers

2001

career advancement
program excellence
upgrading skills



Case Management in Employment Programs

Facilitator:

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Case Management: What is it?

- In general
 - What is case management for?
 - What is it supposed to accomplish?
 - (1) Assessing needs
 - (2) Removing barriers
 - (3) Helping clients learn to remove barriers
 - (4) Making sure clients get access to outside services
 - (5) Encouragement
 - (6) Counseling
 - (7) Convey client information to "next" service provider
 - (8) Monitoring progressetc.

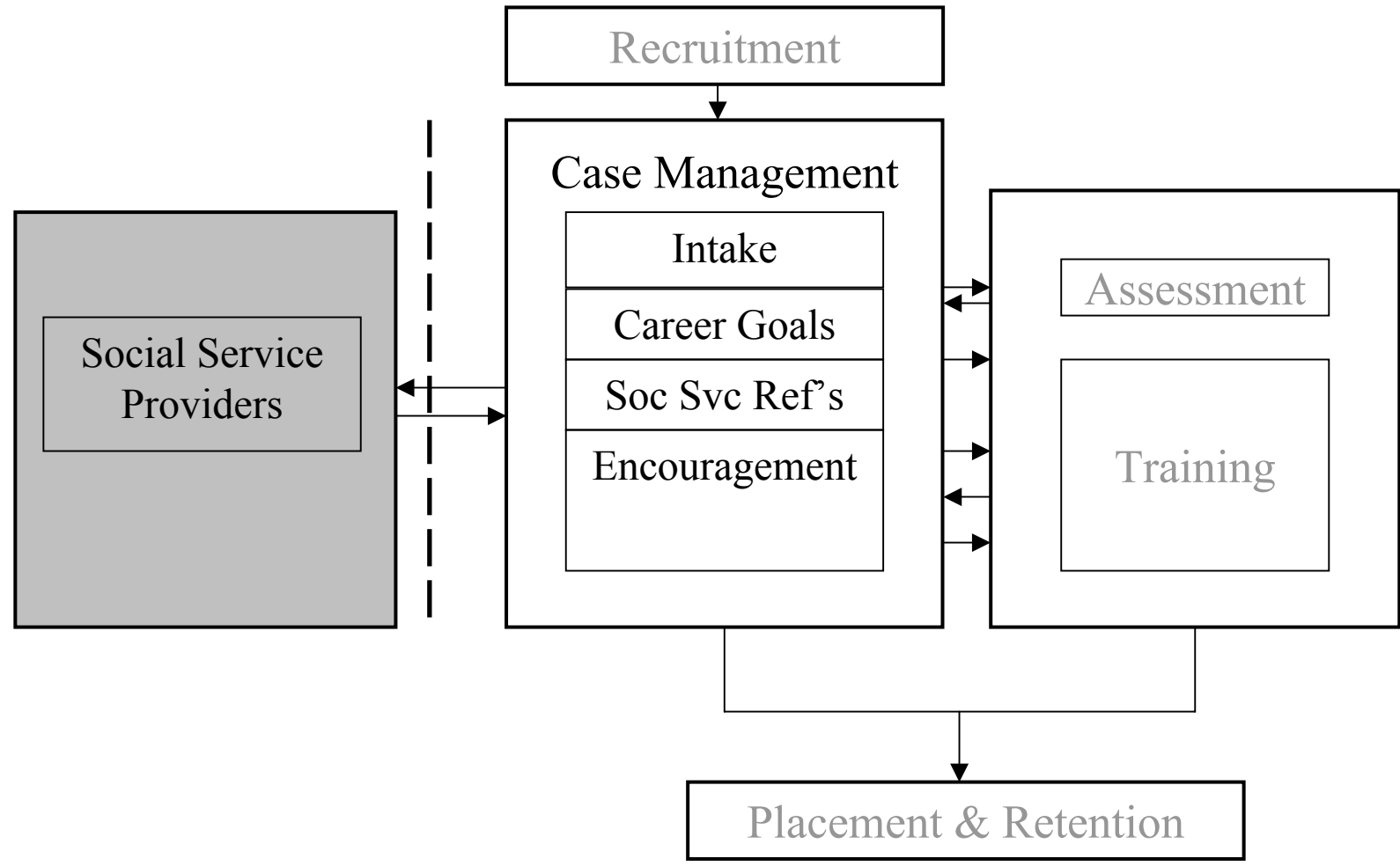


Case Management: What is it?

- Specifically
 - Why does your program have case management?
 - Where does case management fit into your organization's mission/program/services
 - What do you do?

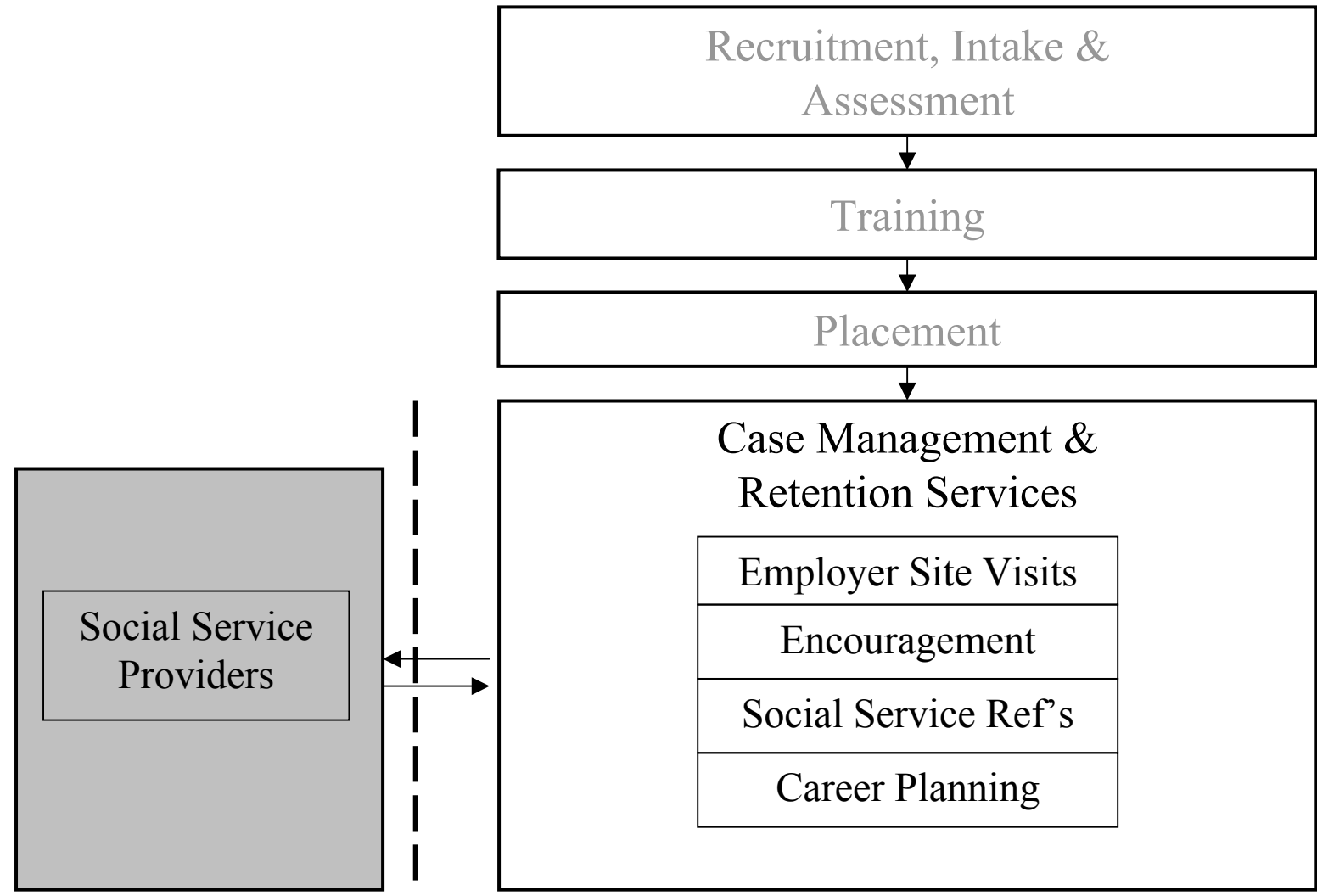


Case Management, Sample #1



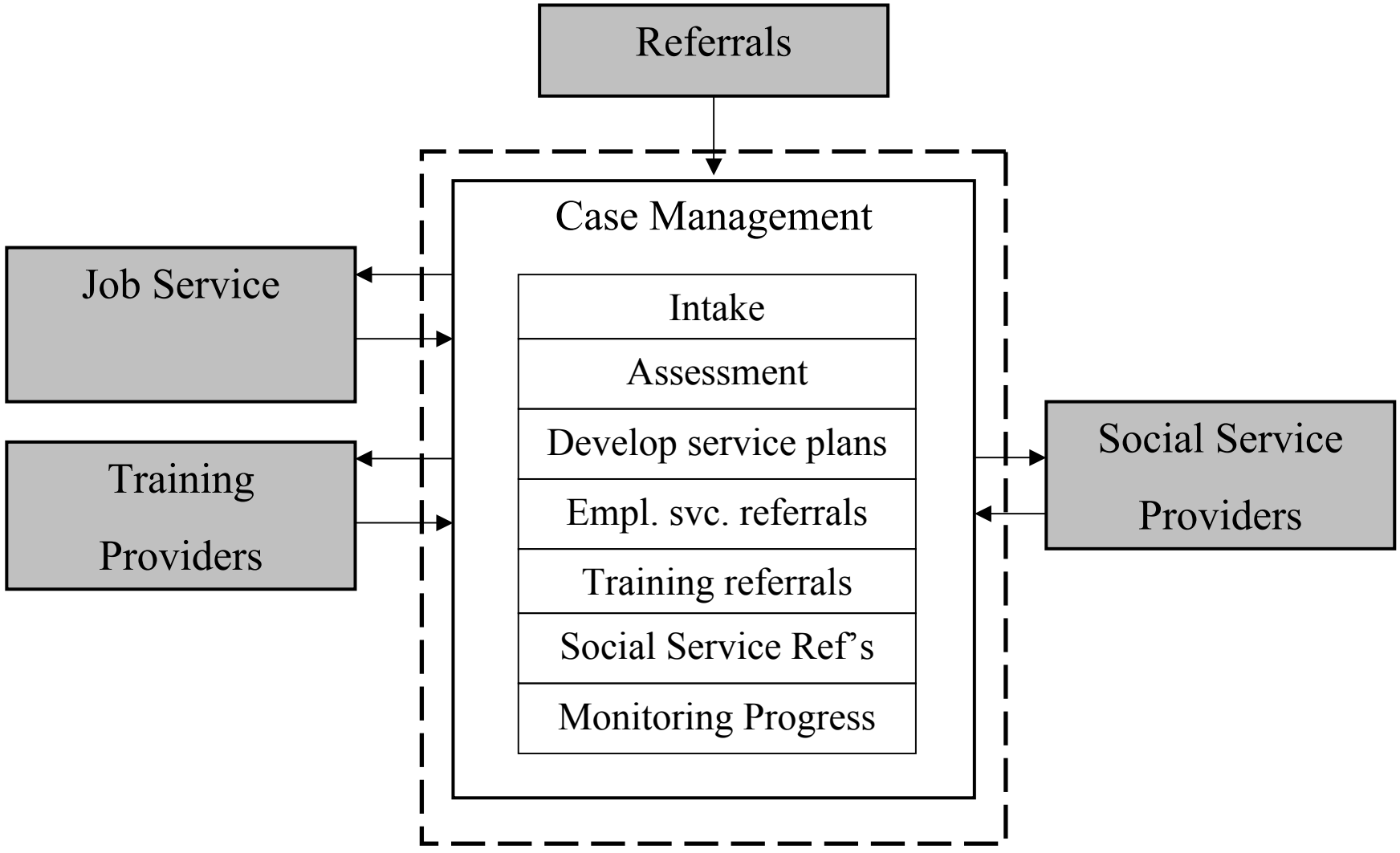


Case Management, Sample #2





Case Management, Sample #3





Developing Program Components

Need	Goals	Design	Implementation	Evaluation
<p><i>Do we know what needs to be done?</i></p>	<p><i>What are we trying to accomplish?</i> <i>(Focus-Step 1)</i></p>	<p><i>What are we going to do?</i></p>	<p>➤ <i>What are our priorities?</i> <i>(Focus-Step 2)</i></p> <p>➤ <i>Are we really doing what we planned?</i></p>	<p><i>What effect are we having?</i></p>



Where are your strengths? Where are your weaknesses?
 What do you want to address? What can you address?



Characteristics of effective case management needs:

- Clear understanding of what clients are expecting/expected to achieve
- Data about issues that block clients from reaching expectations
- Current information if the clients or their environment is changing
- Information about what your clients will respond to / participate in



Characteristics of effective case management goals:

- Realistic
- Clear
- Relevant to the program around them
- Goals are understood and shared by all program staff



Characteristics of effective case management design:

- Case loads in synch with goals
- Clear
- Specific in intent
- Flexible in strategies
- Manageable
- Targeted
- Integrated with the rest of the program
- Includes means of capturing client actions/information



Characteristics of effective case management implementation:

- Follow through
- Monitored
- Reinforced
- Burn out minimized
- Joint staffings
- Includes regular utilization of client information



Characteristics of effective case management evaluation:

- Measures are attainable without huge effort or huge time lags
- Measures relate to the overall program objectives
AND
- Measures are distinct from other program elements

Sample Follow-up Process Steps

During Intake, Assessment & Training

1. Establish relationship with clients
2. Conduct class sessions
3. Conduct one-on-one meetings
4. Provide written information

At Time of Job Offer

5. Review plans for getting ready to start the job
6. Review plans for first day of job
7. Establish learning objectives on the job
8. Mail thank-you note to employer

After Placement

(Note: Actual contacts are increased as needed based on case manager's judgment)

9. Week One: Phone check-in or employer site visit
10. Week Two: Phone check-in
11. Week Three: Phone Check-in or employer site visit
12. Week Four: Phone Check-in
13. Week Four: Congratulations letter
14. End of Month Two: Phone Check-in
15. End of Month Three: Phone Check-in and congratulations letter
16. End of Month Six: Phone Check-in, update resume
17. Develop Career Path Portfolio with Career Counselor, in person

For Re-placements:

18. In-office meeting with Job Developer

MONTHLY ACTIVITY JOURNAL

Name: _____

Month of: _____

Career Goal: _____

Industry: _____

Has career goal changed? Yes No

Education Goal: _____

Is associate currently enrolled in training/education component? Yes No

Has associate completed training/education goal this month? Yes No
(If yes, list program and credential)

Is the associate currently employed? Yes No

Employer: _____

List associate's monthly objectives (action steps) for the month.

<u>Monthly Objectives:</u>	<u>Accomplished</u>
_____	<input type="checkbox"/>
_____	<input type="checkbox"/>
_____	<input type="checkbox"/>
_____	<input type="checkbox"/>
_____	<input type="checkbox"/>

Counselor's notes:

SAMPLE CLIENT CASE NOTE PROCEDURES

A. Purposes for keeping good case notes:

1. Good for finding clients when contact information changes
2. Useful to staff when identifying and addressing client needs
3. Useful for seeing client progress
4. Useful in making decisions about job referrals
5. Important for program monitoring and audits, to demonstrate we have fulfilled program obligations

B. Characteristics of good case notes:

1. Summarize key information from every client contact
2. Include activities and outcomes
3. Capture client goals
4. Include staff interpretation when needed
5. Specify the barriers client is dealing with (child care, substance abuse, drug test results, self-esteem, etc.)
6. Indicate next step as to how to assist clients
7. List recommendations for action
8. Successes (written and acknowledged)
9. Failures—offer supportive services
10. Note new information client may not have disclosed in earlier contacts (such as substance abuse, details of felony convictions, etc.)
11. Maintained frequently and consistently.

C. Procedures for keeping case notes:

1. Read previous note (s) before contacting a client or deciding on action steps. This is especially important for staff who do not work regularly with the client.
2. Document all client contacts: phone contacts, walk-ins, site visits, etc.
3. Document all job leads accepted & not accepted
4. Document all job search activity
5. Include a note for every scheduled follow-up contact
6. Include feedback from employers and service providers
7. Document any resume updates, referral, clothing, transportation, etc.
8. Document change of address, salary, phone numbers, employment, education, etc.
9. Use "Subject" field for the topic of note.
10. Notes should be brief, but include specifics of conversations, especially activities and outcomes.

D. Reviewing the use and quality of case notes:

1. Pre-read the previous case note on the client before entering your information.
2. Make sure your information is thorough and precise.
3. Update contact information, jobs and education in the appropriate screens.
4. Review completed case notes monthly.
5. Project supervisors review case notes quarterly.

Ideas for follow-up call conversations:

Hello, This is _____ from _____. I'm call to see how everything is going.

Allow time for response.

Are you still working?

STILL WORKING: How do you like the job?

What are you learning?

Is it what you expected?

Has this work given you any career ideas?

How are you getting along with your supervisor?

How are you getting along with your co-workers?

Have you had a performance review?

Any feedback how you're doing? (Suggest they ask for it if not)

Can you think of anything that we could have covered in the workshop that would have helped you be better prepared for starting work?

What hours are you working? Are you still earning \$XXX?

How's your supervisor?

Have you missed any days of work yet?

How's the commute?

Child care arrangements okay?

Are you meeting your expenses okay?

Any major changes? (Moved, health, bought a car, kids started school, etc.)

Are you still receiving any cash from public aid? How about health care/child care payments?

6 months: Congratulations. Is this a good place for you to stay for next six months? If not, why do you want to move on? (Support or discourage, depending on reasons. Offer help as appropriate.)

3 months: You know we expect everyone to stay on their jobs at least six months. Are you still planning to do that? What are your goals for the next three months on the job?

(Learn a new responsibility — be specific; have perfect attendance; learn to do X faster or more accurately, etc.)

Talk to you again in a month, call us whenever you want. We're here Tuesday's until seven o'clock if you need to call in the evening.

NEW JOB: Get all employment information.

CAREER PATH PARTICIPANTS: Gather information about school as requested by counselors.

What happens w/information?

Store in "notes"

Update database with new contact information or job information.

Review issues at Placement Staff meetings.

Date:	Code	Subject:	Author
		CSC attempted to contact the client, but she wasn't home. CSC will try again later next week.	
		CSC contacted the client, and she stated that she had gotten my message regarding the new rule that clients need to purchase uniforms with their money, and bring us the receipts for reimbursement. The client stated that she will be at Strive tomorrow to receive reimbursement.	
		The client contacted CSC, and stated that she is ready to quit her job. CSC informed her that if she quits she will not receive any benefits from IDHS, and her tanf clock will continue to run out!!! CSC also stated that if she attempts to get fired, she will not be able to receive unemployment. CSC informed the client to weigh the pros and cons and to think how she is the sole provider for her family. Client appeared to be listening to my advice, and stated that she will think about her decision some more. CSC will continue to monitor the client.	
		The client contacted me, and stated that she will be here at Strive tomorrow with the receipt for the shoes she purchased. The client will be reimbursed the money through our supportive services. The client is doing well on the job, and will continue to be monitored by CSC.	
		CSC attempted to contact, but she wasn't home. CSC did leave a message for the client to contact me regarding her progress.	
		CSC contacted the client to check up on her progress. The client stated that she had gotten laid off her job yesterday. Client stated that she is in need of new employment. CSC will talk with Chris and Marlene about job leads for the client. CSC informed the client to come to Strive to see Marlene and Chris about job leads.	
		Contract Manager informed CSC that the client wasn't laid off, but was in fact terminated from her position at Lawrence's Fisher restaurant.	
		CSC attempted to contact the client, but the phone is disconnected. CSC will follow up with a letter to see how the client is doing.	
		The client made contact with CSC, and stated that she is interested in the Customer Service training next month. CSC will continue to monitor the client.	
		The client stated that she will come to the Walgreen training in March.	
		CSC is happy to report that the client is participating in the retail/consumer training at STRIVE.	

Date:	Code	Subject:	Author
		Client phoned in on Monday 6/19 and spoke with Sharon. She informed her she would not be in because she was ill (she had a boil). On Tuesday, 6/20 client phoned in and spoke with Marie and informed her she was still experiencing her problem and had plans to go to the doctor. Marie informed me of this late Tuesday afternoon. On Wednesday, Client did not phone in or leave me a voice message. No one in the office informed me they had spoken to her. Client will be required to show proof of absence upon returning if she does not submit this, paperwork to her caseworker will be sent informing her of non-compliance. As of today's date, the paperwork is on hold., allowing her an opportunity to show just cause for not reporting for work experience.	
		Client reported for work experience on 6/22 and 6/23. I explained to her that it is important for her to contact me if she will not be reporting for work experience or leave me a voice message. We also discussed the time limit given by the local office and I arranged an interview for her at Lawrence Fisheries for Monday, 6/26 at 5:00.	
		Client went to interview at Lawrence Fisheries as scheduled. She did phone the employer regarding the position and she was informed to call back because the person who interviewed her had not talked to the shift manger. Client also talked to Agenbright Security today however, she was not interested in the positions offered. As of today's date client is actively seeking employment but has not had any job offers from the employers she has interviewed with.	
		Client continues to do work experience here at STRIVE. She has not yet been offered the job she applied for at Lawrence Fisheries. During my last conversation on (7/6/00) with the Shift Manager (Vicki) at Lawrence, they currently had no open positions. There was a possibility something would be available soon and as soon as a position was open, would be the first person she called. Upon speaking with ; she has also been calling every other day for a status on an open position and was given the same information I was given by Vicki. I have spoken to the client's caseworker updating her on our efforts. has made an improvement since beginning her work experience yet she has been unsuccessful with securing employment.	
		Client phoned in today and informed me she has been offered a position at Lawrence Fisheries. Information regarding salary and hours have not been given to the client but she has assured me she will give me that information once she receives it.	
		CSC attempted to contact the client to find out about her employment information, but no one answered the phone. CSC will attempt to call later this evening.	
		CSC contacted the client, and she informed me that she is suppose to start Lawrence Fisher's Thursday from 3:00 to 11:00pm. She stated that she has informed her caseworker about her tentative work schedule. The client informed me that the caseworker stated that if she doesn't get the job, she will have to report to her work first assignment. CSC will continue to monitor the client.	
		The client contacted CSC, and informed me that she has gotten the position at Lawrence Fisher's. She will start work Tuesday, August 8, 2000. She stated that she will be her this Friday to get a thirty-day buss pass. CSC contacted the manager from Lawrence Fisher's, and she stated that the client has the job, and will start next Tuesday. CSC will continue to monitor the client, and obtain an official work schedule from the client as well.	
		The client contacted CSC, and stated that she is scheduled to work all this week, however she is not aware of a permanent schedule until sometime next week. At that time, CSC will do a change progress report regarding the matter.	
		The client contacted me, and had given me her employment information. The client stated that everything is going well for her and her family. CSC will continue to monitor the client.	

Date:	Code	Subject:	Author
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Client reported for work experience but was uncooperative with Work Experience Coordinator regarding duties assigned. Client expressed she did not feel she should have to do the assignment and was unwilling to speak with Ernestine Brewer regarding the matter. She was extremely insubordinate and her attitude toward work experience has been very poor. Client was referred back to her caseworker. Change of progress report was mailed out today.

Client was referred back to STRIVE by case worker. Her appointment date was for 5/22. Due to the problems that occurred regarding poor attitude, insubordination and unwillingness to cooperate with her work experience assignment, it was decided that she go back to the workshop for additional training. Her training would not be repetitious of what she completed in the last workshop but would include her setting goals and using the information being taught in the classroom to assist her in reaching those goals. Marie Averhart spoke with on 5/22 and explained to her our decision. refused to cooperate and Marie suggested she come back 5/23 and speak with me. (Annette)— did come and speak with me on 5/23 her attitude was negative and she refused to go back into the classroom with the special arrangements that were made for her. In addition to her negative attitude, refused to make eye contact with me she sat slumped in the chair with her face in her hands (negative body language). I phoned her caseworker and informed her of lack of cooperation and she instructed me to send her back to the DHS office. In addition, the office LOA and caseworker's supervisor phoned and stated that we should send a 2151 and do a reconcillation because they would be referring back to us to complete the arrangements we have made for her in the workshop. A reconcillation appointment has been scheduled for 5/30 at 9:30. 2151 and a copy of the reconcillation was faxed to the local office and mailed on 5/23. A letter of reconcillation was mailed to on 5/23.

Client's case worker referred her back to our office. A reconcillation agreement was signed however, client is still very resistant to cooperating with me and classroom assignment. I discussed setting goals for her while in the classroom however she states she has no goals and lives from day to day and has no desire to set goals. I then asked what she wanted to do in life. She stated she just wanted to find any job so she can get off of TANF. Because she was still upset with having to come back to STRIVE and participate in the classroom, it was decided to send her out for the rest of the day to find a job. I explained that she could use Thursday and Friday to look for a job and on Tuesday of next week, (5/30) she and I would discuss her job search and I would assist her with following up on any applications she submitted.

Client returned with doctor's statement excusing her for not reporting on 5/30 & 5/31. She has currently been assigned an essay on 3 goals and plans to go to Ammes dept. store to complete an application as well as go to a job fair at the bottomless closet. While in the office today, client did assist Marie with filing.

Client has been participating in work experience here at STRIVE. She has also been on a couple of interviews for jobs. (AMMES and American Liquidations) As of today's date, she is still waiting for a response from the interviews. Client is showing some sign of progress and has maintained a good attitude towards work experience.

During our meeting on Tues. 6/13/00 with Oakland's E&T Liaison Ms. Case was discussed. Ms. wants us to mail a change of progress for regarding her progress. She feels that has been in Work Experience long enough and should be ready to move into unsubsidized employment. We talked about the attitude of and I assured her that is doing a lot better. I asked that we be given two weeks to see if she will find employment before mailing in a report and Ms. agreed, but also stated that she will request that come into her office if her status has not changed and may recommend sanction. I discussed the issue with

left early on Thurs., 6/15 because she had some personal business to take care of regarding custody of her daughter. She did not come in or phone in on Friday, 6/16 or Monday, 6/19. Several attempts to work with have failed. At one point we were getting her to cooperate however, she continues to revert to non-compliance status.

Date:	Code	Subject:	Author
3/2/00			
CSC attempted to contact the client at the secondary number given, but was informed that the client no longer lived there. The person didn't relay any information regarding her present residency.			
CSC conducted the skills assessment on the client. The client represented herself very well. Her appearance was appropriate, and she is eager to secure employment. CSC didn't detect any barriers that need to be addressed at this time. CSC will continue to monitor the client. CSC wants to express that in the beginning of the workshop the client had an outburst, but she calmed down, and hasn't presenting any problems at this time. However, the client needs to continue to brush up on her attitude and approach.			
Client was unable to secure a position with Wells Fargo because she did not have her High School diploma or GED. She has chosen to enroll in Eurest Dinning training and is schedule to meet with Larry Posen on Tues. 4/25.			
CSC wanted to make note that the client didn't follow instructions to make the interview with the Food Service Manager that Ernestine Brewer had set up for her and other students this morning. CSC also wanted to make note that in the class, the client's comments were very hurtful and insensitive to some of the students. CSC will continue to monitor the client.			
The client informed CSC that she has an interview at Walgreens tomorrow, Thursday, April 27, 2000 at 11:00. CSC will continue to monitor the client.			
CSC left a message with the client's mother to contact me and to report to Strive Tuesday, May 2, 2000 to get assigned work experience.			
CSC attempted to contact the client, but was unsuccessful.			
The client contacted CSC, and she informed me that she will be in the office tomorrow to see Annette Mallory, Work Experience Coordinator.			
Client came into the office today for work experience assignment. I explained to _____ that it is important for her to make a serious commitment to doing work experience. She is a little resistant towards doing work experience and has mentioned this on more than one occasion to Marie. I feel at this point it would be best to have her work here a STRIVE until she shows some stability. She is scheduled to begin on Monday 5/8. Because she was in the office today and Sharon needed her assistance we did have her work in the office today.			
Client will be going to O'hare airport with marlene today to sign up for the housekeeping position.			
CSC attempted to contact the client to inform her about the job fair that will be held May 6, 2000, but she wasn't home. CSC did get an opportunity to inform the client's mother about the job fair, and she stated that she would relay the message to the client.			
The client stressed that she didn't want to do work experience, and she called her caseworker. CSC contacted the client's case worker, and she stated that the client is still expected to comply with any work experience. In addition to CSC contacting case worker, Work Experience Coordinator contacted case worker and explained the assignment given to the client. Case worker agreed with STRIVE staff recommendations and stated if the client continued to be uncooperative, we should do a change progress on her and submit it to the office.			