

Department of Human Services

Intensive Case Management

Service Model Description

January 2006

Intensive Case Management

Overview

Intensive case management is a component of the new approach to family violence service delivery and should be read in conjunction with the Integrated Family Violence Services for Women and Children specification. Intensive case management attempts to address the issues faced by women who are extremely vulnerable, are at highest risk of lethal violence being perpetrated against them, have experienced numerous barriers to services, have had multiple attendances by police and have had a crisis family violence service response. To enable these women to successfully leave a life of long-term chronic abuse services need to respond in a different way.

The intensive case manager is a senior worker who has experience in working with highly complex issues that demand sophisticated practice skills and the ability to plan and coordinate multiple service interventions. It requires a person with maturity, an open mind, self-awareness about their values, and specific education and training in a range of areas.

Service will be required to identify clients for referral to intensive case management services. It is critical that services incorporate a service delivery model that focuses on the 'services required' and places emphasis on service linkages and referrals within an integrated service system.

Service Screening

As part of the risk and needs assessment processes* and in collaboration with clients services are encouraged to identify which (level of) service would be most appropriate, for example, whether intensive case management is required. To assist services in placing intensive case management within a framework that differentiates services required the following information is provided as a guide (see Table 1). The model identifies specific indicators for support services required. These indicators differentiate between type, level, duration, intensity and complexity of needs, and/or support requirements.

Table 1 Level of Service

Support Service Type	Specific indicators may include	Family Violence Service Mode
Casual Support Service Level	Clients may have a variety of support needs but request one-off service.	This may be provided through <ul style="list-style-type: none">▪ telephone-based support information and referral provided through either Women's Domestic Violence Crisis Service (WDVCS) or local regional outreach services.▪ location based support information and referral provided by domestic violence outreach services at Magistrates Courts and specialist family violence services located at Magistrates Courts.
Low Support Service Level	Clients require minimal, time limited, non-intensive support to achieve safety from further violence and remain in, or move to safe independent housing.	Support services are likely to be provided through local regional outreach services (community based case management) and/or women and children's counselling services to assist in recovery processes.

* The Victorian family violence risk assessment framework and common assessment tool for family violence services, to be introduced in late 2006, will assist in this process.

Moderate Support Service Level	Clients have multiple needs. These needs may be intense. Client needs will be time limited. Clients have sufficient living skills to meet their basic needs. Clients can make informed decisions (with support), and are capable of being supported to a safe independent living arrangement within a reasonable time frame.	Service types include WDVCS (risk assessment, crisis/ immediate safety & intake activities) Refuge (accommodation based case management), outreach (community based case management) and women and children's counselling services to assist in recovery processes.
High or Complex Support Service Level	Clients have complex needs which require intensive support before they can move to, and maintain independence and live free from further violence. This Service Type provides intensive ongoing support and assistance to clients within FV service response system, as well as through the involvement of external agencies, with the aim of: <ul style="list-style-type: none"> -Achieving long term safety outcomes -Accessing appropriate services -Accessing appropriate social networks -Overcoming barriers to service -Addressing the issues resulting from exposure to chronic and extreme violence and abuse. 	While a number of service types may be involved in the intensive case management service plan the intensive case manager is likely to be provided through domestic violence outreach services as these services are specialist community based family violence services. It is likely that other family violence services are part of the case plan including refuge and WDVCS. Importantly other government and non-government services are likely to be involved including police, child protection and other specialist community based services.

Approaches to Case Management

Intensive case management will follow the SAAP case management guidelines as described in the Case Management Resource Kit For SAAP Services (available at www.dhs.vic.gov.au/integratedfamilyviolence). In addition, intensive case managers will be senior staff who are able to undertake an assessment that considers the whole of a person's situation and addresses their complex needs. Intensive case management will engage the client by building trust and developing shared goals, and work towards outcomes that will produce positive and long lasting change in the client's circumstances. The case manager will advocate on behalf of the victim while ensuring their safety and promoting empowerment.

The case manager will also be required to act on behalf of the client, network with other services, facilitate case conferences, critically analyse the workings of the service system, identify barriers to service access, negotiate local solutions where possible, monitor and evaluate service delivery, identify issues that require broader systemic change and provide input arising from all of this to the regional (or sub-regional) committee.

Agreement will need to be reached regarding responsibility for the case management role in circumstances where a range of agencies are working together with the client (eg drug and alcohol services, mental health services, family services or child protection). The service responsible for intensive case management will usually be the service that has most contact with the client. In most circumstances this will be the regional/local domestic violence outreach service.

Problem Solving Complex Issues

Working with survivors of domestic and family violence requires workers to make careful considerations of the ethical, legal and practice issues before any strategies are implemented for those who need help. Family violence is often described as a

continuum of behaviours used to gain power and control over women. The severity and nature of violence that some women are exposed to will create additional complexity which will require workers to consider ethical issues. Due to the chronic nature of the violence women may exhibit a range of behaviours and be in situations that defy easy solutions. 'Whether the activity is counselling, community, group or family work, practitioners make decisions about the "right" course of action for the client, the agency, women and themselves'.¹

Incorporating into practice decision-making models that assist people in thinking about relationships and institutions allow workers to unravel these complex issues. 'Workers are encouraged to consider values (including professional values), human rights and ethical principles and to try to put themselves in others' shoes'².

Target Group

Intensive case management will be provided to adult women who experience family violence:

- who have complex and multiple needs and where the threat to safety is such that issues cannot be addressed through usual case management processes;
- for whom a high level of risk has been identified in assessment;
- who have been the subject of multiple repeat attendances by police;
- who have limited other supports (formal and/or informal); and/or
- where multiple agencies are likely to be involved owing to the complexity of the issues.

The purpose of intensive case management is to:

- Actively involve the client in planning and decision making, to encourage their engagement with service systems necessary to address their own safety and other needs.
- Provide continuity of service to women and women with children who are repeat clients of the family violence service system.
- Provide a high level coordination function.
- Identify key changes necessary to enable the victim to live safely and have their individual needs met.
- Identify the activities and tasks necessary to bring about the key changes.
- Identify those responsible for the specific activities and tasks.
- Ensure that the intervention is targeted and tied to timelines.

Intensive case management incorporates and builds upon general case planning processes:

- Development, monitoring and evaluation of the professional relationship between the woman and the intensive case manager are critical. Staff must be cognizant of the fine line between being helpful and offering services proactively, and being too controlling or rigid in their expectations.
- The client and case manager develop a written plan, which is developed from the assessment, and list the goals that the client wishes to work on. It is also important to incorporate and build upon the client's strengths, as a support plan based upon the client's strengths is more likely to succeed.

¹ L. Cooper (2004) SAAP Service and Regional Research Project: Dilemmas in working with women with Complex needs. Aust Govt, Dept

² ibid.

- It is important that the case plan contains achievable goals. If the goals are too broad, break them down into smaller steps. Develop contingency plans so that if one goal cannot be met there are alternatives.
- Each goal is broken down to actions or tasks that are allocated to the case manager or client to do within a time frame.
- The outcome of each task or action is noted on the support plan.
- Where a referral to another service is needed this is also noted.
- Where another worker or service becomes involved in the support plan processes this is also noted. The client has control over which services are involved with the case planning. Information is shared between agencies only with the consent of the client or where there are identifiable safety concerns (eg police).
- All meetings including case conference meeting minutes and resulting actions become a part of the support plan and are recorded with the support plan.
- The case manager will meet with the client at least once a week to assess current status of case plan, to provide feedback on agreed task or actions.
- Clients should be given a copy of the support plan therefore the plan should be written in language that the client will understand. If the client does not understand or read English a translated copy of the plan should be provided to the client.
- Coordination of service delivery will reside with the nominated case manager.
- It is the responsibility of the case manager to monitor and review the case plan to determine and address any barriers to achieving the agreed case plan.
- It is important that the case manager formalises the case closure phase by ensuring that an exit plan is developed and client follow up is undertaken.

Case Conferences

A case conference is a meeting of service providers and the client to coordinate case management. The client must have agreed to share this information with the other services before a case conference can be arranged.

A case conference can be used for:

- Information gathering to assist assessment and planning.
- Assisting client decision making especially where police decide to seek an Intervention Order on the client's behalf or lay criminal charges against the wishes of the client.
- Interagency planning and coordination, review, and monitoring of the plan.

The intensive case manager should chair the case conference and be responsible for the coordination of services to the client.

Attendance at Case Conference

It is important to determine attendance by balancing two issues:

- The need for sensitivity, bearing in mind that the meeting can involve discussion of private and painful family matters, and that women can be intimidated by large meetings dominated by professionals.
- The importance of ensuring the woman and case conference chairperson are clear about the critical issues involved in the woman and children's safety and ways of addressing these.

There will be occasions where the woman will not want a particular person to attend but the person's attendance is critical to understand the safety issues, and the

intensive case manager will have to exercise sensitive judgements in these instances. There may be alternative ways to gather information for presentation at the meeting to keep numbers down, such as written reports from professionals who have previously been involved, phone contact or interviews outside the meeting. These strategies should only be undertaken with the client's knowledge and permission.

Others who may be invited to attend meetings include significant members of the woman's extended family (only with her permission). This may be especially important for women from Indigenous communities.

It is preferable that an interpreter attends the meeting if anyone attending the meeting has difficulty in communicating in English. A member of the appropriate ethnic community may attend if chosen or agreed to by the woman.

Other women from particular minority groups may wish to include specific advocacy workers for example disability workers.

Role of the Case Conference Chairperson

The role of the case conference chair is to:

- Facilitate participation of all members.
- If necessary assist the client to put forward her views.
- Summarise the agreed outcomes.
- Check with everyone that they agree with the outcome and understand what their role is.
- Make sure that the plan is written down.
- Arrange for further meetings if required.
- Follow-up with participants to make sure that they undertake the tasks they have agreed to.

Case Conferences Convened By Police

The Victoria Police Code of Practice (4.3. 4) states that police will convene a case conference when a victim requests no further action in either of the following circumstances:

- There is sufficient evidence to proceed but criminal charges have not been laid
- Criminal charges have been laid.

In these circumstances a case conference will generally be called by the investigating police officer in charge and may be requested by the victim or their intensive case manager, the investigating police member or their supervisor or a police prosecutor.

As discussed above, the purpose of calling the case conference will be to provide the victim with support and be involved in the decision making on whether or not to continue with criminal proceedings when they are unsure, reluctant or do not want to proceed. Its purpose is to identify reasons for the victim's concerns, discuss the prosecution and court processes and seek to relieve any concerns or fears the victim may have so that legal proceedings can continue.

This process is important as research shows that when victims are supported and involved in the decision-making processes they are more likely agree to engage with the justice system and report better safety outcomes over time.

Staff Qualifications and Competencies

Specialist Knowledge

The intensive case manager will need knowledge and experience of dealing with domestic and family violence and an understanding of the gendered nature of family violence. The intensive case manager will also need knowledge and experience in several of the following areas: sexual violence, dealing with disclosures, dealing with people with challenging behaviours, working with children, working with diversity including women from CALD and Indigenous communities, working with women with disabilities, and knowledge of the service delivery system and some experience in one or more of the following areas: working with children, mental illness, Post Traumatic Stress Disorder, sexuality, drug and alcohol abuse.

Specialist Skills

Intensive case managers will need the capacity to collaborate and negotiate with a variety of specialist agencies including police, sexual assault services, child protection and mental health. They are also expected to be able to discuss a wide range of 'taboo topics', including common and not so common relationship and sexual mores. Thus they need a high level of training for interviewing, conducting risk and needs assessments, safety planning and case management processes regarding domestic violence including sexual violence.

Supervision

Intensive case managers will also need the intellectual sophistication to separate personal values from workplace issues, and clinical supervision to help them create a distance from the trauma of client issues, to work effectively with women, to deal with disclosure and to cope with vicarious re-traumatisation. It is expected that the intensive case managers' supervisors will have a high level of training.

Educational Qualifications

Intensive case managers are required to have tertiary qualifications in Social Work, Psychology or a related field with particular expertise in comprehensive case management and advocacy.

Data Collection and Evaluation Requirements

It is imperative that delivery of intensive case management is effectively monitored and evaluated to assist future program development and to ensure that the aims and expected outcomes for the client occur.

Intensive case managers and their auspice agencies must provide information via:

- The SAAP National Data Collection - SMART
- Six monthly agency reports on services provided and client outcomes including client feedback (Sample See Attachment1)
- The whole of government integrated family violence evaluation process.

Attachment 1 – Sample Client Feedback Form

1. How helpful was the service?					
Overall, how much did the service help you with your current situation?	No help at all <input type="checkbox"/>	A little bit of help <input type="checkbox"/>	A reasonable amount of help <input type="checkbox"/>	Quite a lot of help <input type="checkbox"/>	A great help <input type="checkbox"/>
Overall, how much do you think the service has helped you with your domestic violence situation in the longer term?	No help at all <input type="checkbox"/>	A little bit of help <input type="checkbox"/>	A reasonable amount of help <input type="checkbox"/>	Quite a lot of help <input type="checkbox"/>	A great help <input type="checkbox"/>
How helpful and supportive was your case manager?	No help at all <input type="checkbox"/>	A little bit of help <input type="checkbox"/>	A reasonable amount of help <input type="checkbox"/>	Quite a lot of help <input type="checkbox"/>	A great help <input type="checkbox"/>
2. Amount of support and contact with the service					
Over the time the service has been supporting you, about how many times per week would you say you spent with the case manager?	_____ Times a week				
For roughly how long each time?	_____ Hours				
Would you like to have spent more time with the worker, or was this time you spent about right?	Much less time <input type="checkbox"/>	A bit less time <input type="checkbox"/>	About Right <input type="checkbox"/>	A bit more time <input type="checkbox"/>	A lot more time <input type="checkbox"/>
3. Satisfaction with services					
If you were to tell a friend about the assistance you received from the service, what 3 things would you say were most useful?					
a)					
b)					
c)					
What 3 things would you say could be improved?					
a)					
b)					
c)					
If you have children, how satisfied were you with the approach taken by the service, regarding your children?					
If you were to advise the Government on how to improve services for people who have similar experiences to you, what would your advice be?					

**Are there any other comments you would like to make? Please write on the back.
Thank you very much for your time.**