



Case Consultation and Skill Building: Case Management

SPE, SSPE, and Supervisors



Case Consultation and Skill Building: Case Management

Workshop Training Objectives

As a result of this training, participants will be able to:

- Identify an approach for supervisor consultation that effectively supports safety decision making;
- Identify the process for supervisor consultation that targets key safety decision making points;
- Identify areas of competencies that influence supervisor consultation;
- Identify the focus and steps for supervisor consultation;
- Practice consultation skills and competencies.



Notes

Case Consultation and Skill Building

Office of Child Welfare In-Service Training

Agenda

Day 1: 9:00-4:30

Introduction-

Pre-Test

Learning Objectives for Training

Session 1: Supervisor Consultation: Philosophy of Supervisor Consultation

Break

Session 2: Supervisor Consultation: Focus and Influence

Lunch 11:45-1:00

Session 3: Supervisor Consultation: Framework

Session 4: Supervisor Consultation: OFFA During Preparation Stage

Break

Session 5: Supervisor Consultation: OFFA During Introduction

End of Day Take Away and Plan for Day 2

Day 2: 9:00-4:00

Welcome Back

Thoughts or Questions from Yesterday

Review and overview of day

Session 6: Supervisor Consultation: OFFA During Exploration Stage

Break

Session 7: Supervisor Consultation: OFFA During Case Planning

Lunch 11:45-1:00

Session 8: Supervisor Consultation: Progress Evaluation and Safety Management

Questions and Review

Wrap Up of Two Days

Post Test and Training Evaluation Complete



Session 1

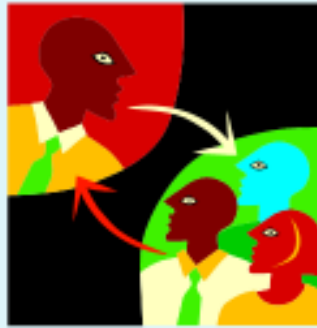
Supervisor Consultation Philosophy



*“Keeper of the Culture...focus on
productivity and people...”.*

David Barrett

Leadership and Fundamental Perspective



Notes

Humanistic Supervisor Consultation Model



47

Notes

Reflection: My Supervisor Experiences

- ▶ Individual Activity
- ▶ Consider Previous Supervisor(s):
 - Where would you rate them?
 - What were they like?
 - How did it make you feel?



Notes

Considering Your Supervisor Style

"Maybe even the discovery of identity of self is helped along more by being given feedback from a group of other people of how I affect them, what influence I have on them, how they see me and so on."

-Abraham Maslow



Notes

Considering Your Supervisor Consultation Style

What has been the most significant influence on your approach to supervision?

What do you perceive to be your primary role as a supervisor?

How would you describe your style of supervision?

What are the strongest skills that you possess that enable you to provide effective supervisor consultation?

What personal qualities do you possess that enable you to be an effective supervisor?

What would your staff say is the most important thing that they receive from you as their supervisor that contributes to their ability to effectively conducting the Ongoing FFA?

What are your expectations from casework for completing the Ongoing FFA?

What do you do to promote professionalism and accountability on the job?

What We Know....



- ▶ Expertise
- ▶ Knowledge and Skill
- ▶ Performance Expectations
- ▶ Accountability
- ▶ Process Orientated
- ▶ Coach-Mentor
- ▶ Analytical
- ▶ Collaborator
- ▶ Accessible
- ▶ Approachable
- ▶ Empathetic
- ▶ Respectful

Notes



Session 2

Supervisor Consultation: Focus and Influence



Why Consultation is Important

- ▶ “Tenured employees do not always perform better than novices in unstructured problem areas such as psychology, psychiatry and (social work).”- E.J. Johnson, 1988
- ▶ “Depends on the nature of the judgmental task...People, whether familiar with a domain or not, have difficulty integrating diverse sources of information in clinical judgments and tend to make certain kinds of errors...” (Gambrill, 1990)



Notes

Common Decision-Making Errors that occur during the Ongoing FFA

- ▶ Initial Impressions;
- ▶ Drawing premature conclusions;
- ▶ Overconfidence in judgment;
- ▶ Selective information gathering;
- ▶ Not adhering to systematic processes;
- ▶ The phenomenon of “The Need to Not Know”



Notes

Enhancing Worker Skills and Competencies



“It is the responsibility of the supervisor as a case consultant to the worker to prevent the premature commitment to a position, point of view, judgment and prevent staff from becoming unwilling to consider alternative interpretations based on further information.”

Gambrill, 1990

Critical Thinking in Clinical Practice



Notes



Session 3

Consultation Framework



Defining Supervisor Consultation

- ▶ Expert, guided discussion at specific points/critical junctures in the FFA process that apply safety intervention criteria focused on promoting effective practice and decision making related to safety assessment, safety management, and determining the need to serve a family.



Notes

Consultation Process



- ▶ Five Supervisor Consultation Reference Points:
 - Preparation in Completing the Ongoing FFA;
 - Introduction;
 - Exploration;
 - Case Planning;
 - Evaluation of Family Progress.



Notes



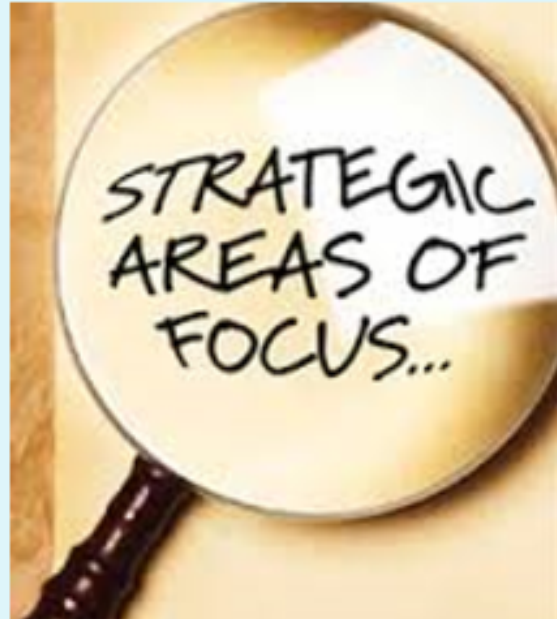
Session 4

Consultation Process: Supervisory Consultation During the Ongoing Family Functioning Assessment Preparation Stage



The Consultation Focus

- ▶ Assist Case Managers in preparing to complete the Ongoing Family Functioning Assessment;
- ▶ Anticipate safety management concerns;
- ▶ Prepared to facilitate the case transfer meeting/staffing;
- ▶ Prepared for introduction meetings with the family.



Notes

Preparation for Case Transfer

- ▶ Review of FFA and case material;
- ▶ Analysis of information to inform questions to assist in the introduction with the family;
- ▶ Completed prior to the case transfer meeting.



Notes

Case Transfer Meeting

- ▶ Purpose of Case Transfer Meeting/Staffing:
 - Sufficiently inform CM and Supervisor regarding the safety decision;
 - Safety management;
 - Ensure seamless management of safety and work with the family.



Notes

Practice: Preparation for Case Transfer Meeting

Working in Small Groups:

1. Review case information;
2. Identify questions for CPI and Supervisor to be addressed at case transfer.



Notes

Instructions for Ongoing Supervisor Consultation: Preparation

Purpose:

The purpose of this exercise is to provide a practice opportunity that allows participants to practice reviewing case information for preparation for CM Intervention; in particular the case transfer meeting.

Materials Needed:

- Supervisor Consultation Guide for Case Management
- Safety Methodology Reference Guides
- Case Management Practice Guidelines

Instructions:

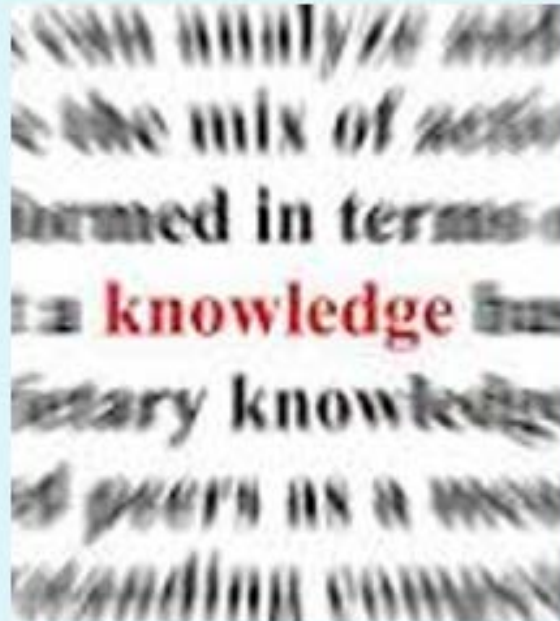
1. Working in pairs, each participant is to review the provided case information: Hotline, Present Danger Assessment, Present Danger Safety Plan, FFA, Impending Danger Safety Plan.
2. Following each participant's review of the case information, working in pairs, will complete the worksheet for the large group report out.

Worksheet for Ongoing Supervisor Consultation: Preparation

1. Based upon review of the case information, what specific questions will you have for your CM and for the case transfer staffing to assess their understanding of the current safety concerns with the family and the prior history, to include involvement with the agency?
2. Is it clear to you what the impending danger safety threats are in the family and why the impending danger threats identified were selected? What questions regarding the identified danger do you want your case manager to raise during case transfer?
3. Is the Impending Danger Safety Plan least intrusive? Does Safety Analysis seem to confirm the use of a particular type of safety plan? What questions need to be asked during case transfer regarding the safety analysis? (level of intrusion or level of effort)
4. Do safety services and/or safety service providers match up with the way that safety influences exist in the family?
5. Does there appear to be a need to make adjustments to the Safety Plan?
6. What else should be considered for your case managers' assignment to this case?

Post Case Transfer Consultation

- ▶ Information obtained during the case transfer meeting;
- ▶ Best way to proceed with introduction;
- ▶ Challenges that may arise during introduction;
- ▶ Worker competency and skill for introduction.



Notes



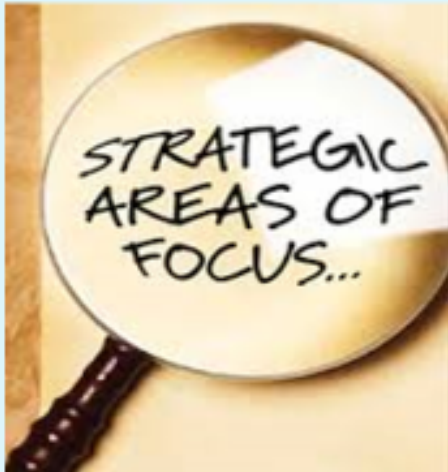
Session 5

Consultation Process: Supervisory Consultation During the Ongoing Family Functioning Assessment Introduction Stage



Notes

The Consultation Focus



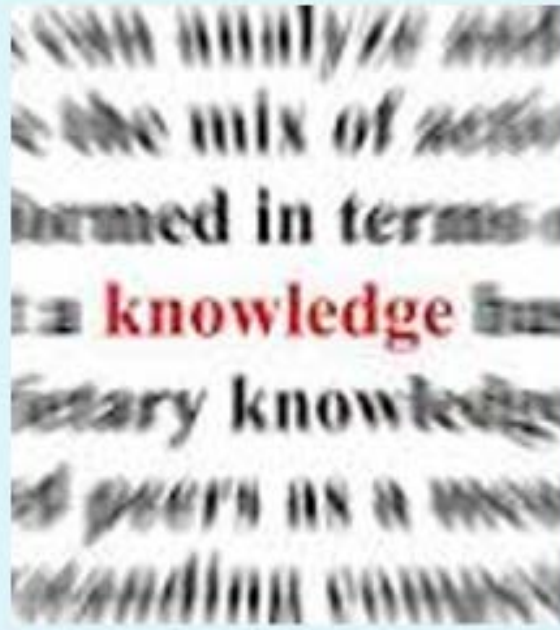
- ▶ Assist the case manager in conducting and completing the introductory meeting, debrief introduction stage meetings, and plan for exploration stage meetings.



Notes

Introduction: Key CM Process Points

- ▶ Clarify and differentiate the role of the CM versus CPI;
- ▶ Seek feedback from the family;
- ▶ Safety management;
- ▶ Review and agreement for process of working together.



Notes

Observation and Feedback: Introduction

- ▶ Observation of CM conducting introduction with Angela Russell;
- ▶ Observe the key introduction process points;
- ▶ Identify areas for feedback to CM regarding engagement and achievement of process points.



Notes

Instructions for Ongoing Supervisor Consultation: Debriefing Introduction

Purpose:

The purpose of this exercise is to provide a practice opportunity that allows participants to observe a CM contact with a family and then to practice consultation regarding the introductory meetings.

Materials Needed:

- Supervisor Consultation Guide for Case Management
- Safety Methodology Reference Guides
- Safety Methodology Practice Guidelines for “Family Engagement Standards for Introduction”

Instructions:

1. We will observe two videos of a CM conducting introductory meetings with a caregiver.
2. As you observe the videos, review the consultation prompter questions for notes regarding the observation.
3. Following the video we will be working in pairs, to practice consultation regarding the introductory meetings with Angela Russell.
4. You will be utilizing your notes from the videos to guide your consultation with the CM.

Consultation Prompter Questions for Exercise:

1. What introductory objectives did the CM accomplish during introduction?
2. What feedback/guidance would you provide to the CM regarding their next meeting with the family?
3. What were skills or competencies did you see the worker do well?
4. What skills or competencies did you identify that the worker needs to improve?
5. How will you support the worker in improving those skills and/or competencies?
6. How will you address the workers need for improvement?

Resistance During Introduction

- ▶ Natural response from family members;
- ▶ Not personal;
- ▶ Identify common areas for agreement;
- ▶ Continue to engage;
- ▶ Avoid defensiveness.



Notes

Practice: Rolling with Resistance

Working in pairs each will practice providing consultation to the case manager for working with Angela:

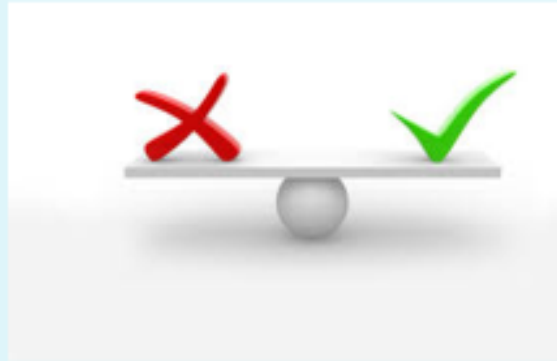
1. Clarify the concerns of the worker;
2. Seek to de-personalize the reaction;
3. Provide guidance for engagement strategies.



Notes

Consultation: Ready for Exploration?

- ▶ Strategies for engagement with family;
- ▶ Strategy for assessing/scaling the caregiver protective capacities;
- ▶ Strategy for assessing/scaling child needs;
- ▶ Competency regarding key safety concepts;
- ▶ Safety management.



Notes

Practice: Consultation at Conclusion of Introduction

Working in pairs each Supervisor will complete a practice consultation.

1. Utilizing the Russell case;
2. Each supervisor will practice consultation focused on concluding introduction and preparing for exploration.



Notes

Day 1: Take Away from the Day



- ▶ Take Away from today:
 - What did you find helpful?
 - Questions that still need to be answered?
 - More time spent on...?



63

Notes



Day 2: Case Consultation and Skill Building





Session 6

Consultation Process: Supervisor Consultation During the Ongoing Family Functioning Assessment Exploration Stage



The Consultation Focus

The supervisor consults with the Case Manager throughout the exploration stage to remain informed regarding the status of the Ongoing Family Functioning Assessment and to provide guidance related to effective caregiver engagement and identification of what must change.



Notes

Consultation Objectives for Exploration

- Ensure ongoing interaction with family;
- Analyzing information related to the impending danger and caregiver protective capacities;
- Formulating strategies for raising self-awareness;
- Safety management.



Notes

Observation of Exploration: Points for Consultation

- ▶ Observation of CM conducting exploration with Angela Russell;
- ▶ Observe the key exploration process points;
- ▶ Identify areas for feedback to CM regarding engagement and achievement of process points.



87

Notes

Instructions for Ongoing Supervisor Consultation: Exploration

Purpose:

The purpose of this exercise is to provide a practice opportunity that allows participants to practice providing consultation during exploration.

Materials Needed:

- Supervisor Consultation Guide for Case Management
- Safety Methodology Reference Guides

Instructions:

1. Working in pairs, each participant is to complete the worksheet based upon the review of the case information-provided in earlier exercise-and the observation of the exploration demonstration.
2. Following each participant's review of the case information, working in pairs, will complete the worksheet for the large groups report out.

Part I:

1. What were areas that the worker demonstrated engagement skills? Such as reflective listening, re-focusing, etc.

2. What were some areas that you identified as areas for improvement?

Practice: Consultation During Exploration

Working in pairs each Supervisor will complete a practice consultation.

1. Utilizing the Russell case;
2. Each supervisor will practice consultation focused on discussing the caregiver protective capacities and continued exploration.



Notes

Worker Errors During Exploration

- ▶ Pre-mature conclusions
- ▶ Pushing for agreement
- ▶ Fighting the service focus paradigm



101

Notes



Session 7

Consultation Process: During the Ongoing Family Functioning Assessment Case Planning Stage



The Consultation Focus

The supervisor reviews CM's conversations that occurred with caregivers during exploration, consults to confirm what must change, and finalize the establishment of criteria based outcomes and the consideration of options for service delivery.



Notes

Ongoing Family Functioning Information Collection

- ▶ Contacts thorough;
- ▶ Domains reconciled;
- ▶ Status of Impending Danger;
- ▶ Caregivers understanding/perceptions;
- ▶ Stage of change;
- ▶ Caregiver protective capacities identified and supported;
- ▶ Child needs identified and supported.

**NECESSARY
&
SUFFICIENT**



Notes

Practice: Reviewing the Ongoing Family Functioning Assessment

- ▶ Working in small groups;
- ▶ Review ongoing family functioning assessment for Croft Case;
- ▶ Identify key points where information is supported;
- ▶ Identify points for further clarification;
- ▶ Identify potential CPC's for focus of case plan.



Notes

Instructions for Ongoing Supervisor Consultation: Case Planning

Purpose:

The purpose of this exercise is to provide a practice opportunity that allows participants to practice reviewing case information to inform case planning.

Materials Needed:

- Supervisor Consultation Guide for Case Management
- Safety Methodology Reference Guides

Instructions:

1. Working in small groups, each participant is to complete the worksheet based upon the review of the case information.
2. Following each participant's review of the case information, groups will complete the worksheet for the large group report out.

Part 1

1. List the impending danger threats you believe exist based on the documentation.

2. List what you believe are the existing caregiver protective capacities based upon the documentation.

3. At this point, what do you believe are the key, and defining diminished caregiver protective capacities that specifically correlate with the identified impending danger? List them here:

Part 2

In order for your CM to be successful, they will need to have accomplished the Part 1 critical thinking steps. Your role as supervisor is to ensure CM has completed exploration, with diligence and sufficient information and to prepare for case planning. Take a few minutes to think through how you will prepare them by answering the following questions:

1. How will I know they have a clear understanding of the impending danger? What questions should I ask and what do I want to be sure they know?

2. How will I explore their understanding of the existing and diminished protective capacities? How will I know they are ready to talk to caregivers about the relationship between the impending danger and the diminished protective capacity to inform the case plan outcomes?

3. By the end of consultation focused on preparing workers to complete exploration and to begin case planning, it should be clear which protective capacities the CM will be talking about with the caregiver. Describe how you will consult with them through discussing the diminished protective capacities with their caregivers.

Describe your strategy for helping your worker consider how to raise caregiver self-awareness and build discrepancy regarding the identified diminished protective capacities.

SMART Criteria for Outcomes

- ▶ **S**pecific
- ▶ **M**easurable
- ▶ **A**ttainable
- ▶ **R**easonable
- ▶ **T**imely
- ▶ Clearly Worded



117

Notes

Consultation Focus for Outcomes



- ▶ Focus on enhancing caregiver protective capacities;
- ▶ Target individual caregiver thinking, feeling, and behaving;
- ▶ Understandable;
- ▶ Specific behavioral change;
- ▶ Individualized;
- ▶ Measurable.



Notes

Examples of Outcomes

- ▶ Ms. Croft will understand the significance of putting her children's needs above her own. Focused discussions will occur with Ms. Croft about stages of child development on specifics of how each stage relates to the current needs of her children while interacting with her children.

Consultation Questions:

1. What could be a task associated to this outcome?
2. How would the CM measure this outcome?
3. What is the outcome targeting for change?



125

Notes

Practice: Consultation for Outcomes



- ▶ Working in small group:
- ▶ Review worksheet scenarios;
- ▶ Develop responses/approach to consultation as a large group;
- ▶ Prepare to share your approach/response during large group debrief.



Notes

Instructions for Ongoing Supervisor Consultation: Case Planning

Purpose:

The purpose of this exercise is to provide a practice opportunity that allows participants to practice developing strategies for consultation regarding insufficient case plan outcomes.

Materials Needed:

- Supervisor Consultation Guide for Case Management

Instructions:

1. Working in small groups, each participant is to review the worksheet for discussion within the small group.
2. Following each participant's review of the scenarios and discussion, groups will complete the worksheet for the large group report out.

Supervising outcome development with your caseworkers can be challenging. A couple of likely scenarios are described below. Discuss in your groups how you will handle them.

Scenario 1.

CM submits to a copy of the family case plan, the outcomes that are identified are all service oriented, "Complete parenting classes. Complete drug and alcohol treatment". You call the CM into your office and he's confused thinking the case plan is great – ".but it's obvious these people need both parenting classes and drug treatment...what's the problem?"

How do you respond?

Scenario 2.

Your CM comes to your office excited about an outcome she has written, "Ms. Smith will have adequate energy, and put her child's needs ahead of her own." Glad that she's included the protective capacity language she's confused when you tell her the outcome is inadequate. Why is it inadequate and how do you coach her to a better outcome?

Your response...

Scenario 3.

Your CM while working on the case plan comes to you with questions; “How many outcomes do I need to write? Is it one outcome per protective capacity?”

Your response:

Scenario 4.

Your CM says the following, “The Mom in this case is obviously in the ‘Action’ stage of change, she said she will do whatever services we tell her to complete.”

Your response:



Session 8

Consultation Process: Supervisor Consultation During the Evaluation of Family Progress



The Consultation Focus

The supervisor reviews the CM's conversations, observations and assessment that occurs with the family (caregivers and children) while facilitating change focused intervention and managing for safety. Supervisor consults with CM to ensure timely progress evaluation and changes to case plans and safety plans are achieved when necessary.



Notes

When is Change Needed?



Threats unmanaged; New threats; No progress; Not adequate progress;



Conditions for return achieved;

CPC's increasing as threats decreasing; Acceptable or Excellent Progress.



Notes

Practice: Reviewing Progress Evaluations

- ▶ Working in small groups;
- ▶ Review ongoing family functioning assessment for Croft Case;
- ▶ Identify key points where information is supported;
- ▶ Identify points for further clarification;
- ▶ Identify potential CPC's for focus of case plan.



Notes

Instructions for Ongoing Supervisor Consultation: Progress Evaluation

Purpose:

The purpose of this exercise is to provide a practice opportunity that allows participants to practice reviewing case information to inform case planning.

Materials Needed:

- Supervisor Consultation Guide for Case Management
- Safety Methodology Reference Guides
- Safety Methodology Practice Guidelines for Case Management, Evaluating Family Progress

Instructions:

1. Working in small groups, each participant is to complete the worksheet based upon the review of the case information.
2. Following each participant's review of the case information, groups will complete the worksheet for the large group report out.

Part 1

1. List the status of the impending danger threats you believe exist based on the documentation.

2. List what you change has occurred regarding the caregiver protective capacities based upon the documentation.

3. At this point, what do you believe are the key, and defining diminished caregiver protective capacities that specifically correlate with the identified impending danger that still need to be addressed? List them here:

Part 2

In order for your CM to be successful, they will need to have accomplished the Part 1 critical thinking steps. Your role as supervisor is to ensure CM has engaged with the family, sought collateral information, observed family interactions, and has accurately assessed change with diligence and sufficient information and to prepare the progress evaluation. Take a few minutes to think through how you will prepare them by answering the following questions:

1. How will I know they have a clear understanding of progress the family has demonstrated or not demonstrated? What questions should I ask and what do I want to be sure they know?

2. How will I explore their understanding of the changes (positive or negative) in caregiver protective capacities?

3. How will I explore their understanding of the changes (positive or negations) in the child's needs?

4. How will I explore the sufficiency of the safety plan and if conditions for return have been achieved?

5. By the end of consultation focused on preparing workers to complete the progress evaluation and potentially amend safety plans and/or case plans, it should be clear which protective capacities and child needs the CM will be talking about with the caregiver. Describe how you will consult with them through discussing the diminished protective capacities with their caregivers and child needs.

Describe your strategy for helping your worker consider how to raise caregiver self-awareness and build discrepancy regarding the continued need for change.



Session 9

Consultation Process: Application



Practice: Putting it All Together

- ▶ Working in pairs, you will review both OFFA, Case Plan, and Progress Evaluation brought to training.
 - Review information domains; determine if information is or is not sufficient;
 - Consider consultations questions or concerns that may arise based upon the review of the case review.



Notes

Instructions for Application: Putting it All Together

Purpose:

The purpose of this exercise is to provide a practice opportunity that allows participants to practice reviewing a case for consultation, through analysis of case information and reconciliation of information collection and case practice.

Materials Needed:

- Supervisor Case Consultation Guide: Case Management;
- Case Brought to Training by Participants;
- Safety Methodology Practice Guidelines.

Instructions:

1. Working within your small groups, each participant is to review the ongoing family functioning assessment, case plan, and progress evaluation brought to training by each participant.
2. When reviewing the cases, each participant should be considering:
 - a. Information that supports each information domain as being sufficient or insufficient;
 - b. Rationale for decision regarding sufficiency for each domain;
 - c. Information that supports the identified caregiver protective capacities;
 - d. Justification of the danger threat;
 - e. Justification regarding the stage of change;
 - f. Justification regarding the case plan outcomes-in particular are they SMART;
 - g. Justification regarding the demonstrated change-progress evaluation;
 - h. Analysis of safety plan sufficiency.
3. Following each case review, the pair will complete the worksheet for the large group report out.

Domain	Sufficient: Yes or No	Justification
Maltreatment		
Nature of Maltreatment		
Child Functioning		
Adult Functioning		
Parenting General		
Parenting Discipline		

Safety Threat(s) Identified: Yes or No	Threat(s):	Justification:

Caregiver Protective Capacities:

Are caregiver protective capacities and their scaling, supported by the case information?

If so, how? Demonstration of worker competency-Strength

If not, why? Demonstration of worker competency-Area for focused consultation.

How will you approach consultation with the worker to address the strengths and areas for focused consultation?

Case Plan Outcomes:

Are the case plan outcomes SMART?

If so, how? Demonstration of worker competency-Strength

If not, why? Demonstration of worker competency-Area for focused consultation.

How will you approach consultation with the worker to address the strengths and areas for focused consultation?

Progress Evaluation:

Does the progress evaluation reflect change focused interventions, safety management, and progress?

If so, how? Demonstration of worker competency-Strength

If not, why? Demonstration of worker competency-Area for focused consultation.

How will you approach consultation with the worker to address the strengths and areas for focused consultation?

Safety Plan Sufficiency and Management

Is the current safety plan managing for safety and is the safety plan sufficient?

If so, how? Demonstration of worker competency-Strength

If not, why? Demonstration of worker competency-Area for focused consultation.

How will you approach consultation with the worker to address the strengths and areas for focused consultation?