Integration and Intermediation: Case Management in SSN Programs and Social Services

SSN Course – May 2018

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Integration of social services

Context
Context 1: Countries have a variety of benefits, social programs and social services

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<tr>
<th>Different scope</th>
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<tbody>
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<td>Very specific target population</td>
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<td>New priority (problem) – new program</td>
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<td>Different providers for the same clients (institutions and government levels)</td>
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<td>Each one with their own entry rules, exit???, delivery rules</td>
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<td>Sometimes programs are competing for the same clients – complementarities??</td>
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<td>Social programs in “non-social sectors”</td>
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Some examples of benefits, programs and services

- Different programs for different individuals
- No relation to one another (facilitating duplication)
- Some of them with large coverage and others very small
- Some programs territorially extensive and others only in one specific territory
- It is likely that different programs serve individuals from the same family, but it is not known
- In general, programs tend to work more by demand than supply of services

It is likely that every vulnerable family has the support of something, but none of them have the support for everything they need.
Clients of social services must navigate through this diversity of supply. Without enough information, limited abilities to navigate in the social services network, costly navigation (money, time, energy), frequent users (“flyers”) = those with more abilities, better information networks, more and better connections = NOT THE MOST IN NEED.
Context 3: Usually lower quality services for poor clients

- Bad infrastructure (offices, computers, environment, waiting rooms, client bathrooms, etc.)
- Few resources (staff, budget, vehicles, etc.)
- Low salaries
- Low status within the government
- Crowded front desk
- Complex and frustrated clients (difficult to handle)
- Stressed staff, without self-care strategies
- Fieldwork is "suspicious"
- Quantity versus quality

Quantity versus quality
A connector is needed

Networking as a key to bring clients closer to social services

Clients

Social Services

MEDIATOR NETWORKER

LINKAGE MODEL
Linkage function

Connecting clients to complementary benefits, programs and services, as part of an integrated provision of services, based on results to beneficiaries.

Requires ...

- Well-established inventory of programs
- Appropriate information on programs capacity and enrolment conditions
- Deep knowledge on clients needs, motivations, drivers
- Well-developed relationship with service providers
There are progressive options for integrated service provision

Territorial coordination: Different services provided in the same locality

Supply coordination: Different services focused in the same families

Intersectoral management: Different agencies working with the same intervention strategy

Network management: Different agencies working through a “single entry” for clients

CASE MANAGEMENT: LINKAGE MODEL FOR CONNECTING FAMILIES AND SERVICES
Case Management

What do we mean?
Case Management within the Delivery Chain

Assess
Potential Eligibility

Decide
Transactions for Payments & Services

Implements
Case Management

Outreach
Intake & Registration
Assess Needs & Conditions
Enrollment
Benefits & Service Package

Program Case Management
- Manage case activity
- Manage client participation
- Monitor progress and/or compliance with conditions of participation or behavioral requirements.
- Update/revise service strategy
- Inform clients, make referrals
- Close case as needed
Case Management

• Is a collaborative process that assesses, plans, implements, coordinates, monitor and evaluates the options and services required to meet the client’s needs.

MAIN PROCESSES
1. Needs assessment
2. Planning and implementing services
3. Advocacy
4. Making appropriate linkages with service providers
5. Monitoring the delivery and use of relevant services
Case Management

• A comprehensive approach to addressing the complex challenges faced by SP clients, which usually cannot be addressed through a single program or intervention.
• Personalized relationship.
• Client-oriented.
• Outcome-driven.

Case Management seeks to make service delivery ...

✓ Integrated
✓ Coordinated
✓ Accountable
✓ Sequenced
✓ Sustained
✓ Client-oriented
✓ Goal-oriented
✓ Flexible
✓ Cost-effective
✓ Comprehensive
When to use it?

- As a *complementary intervention* of a key one, focused on a selected group of beneficiaries.

- Examples: Families with working children (Nicaragua), Families not complying with co-responsibilities of a CCT (Peru, Panama), Families in a graduation process from a CCT program (Jamaica).
Same social worker (mediator)..... Different roles

- Information and dissemination
  - Program rules
  - Services offered
  - Educational community workshops

- Special follow up to non-compliers
  - Home visits
  - Follow up plan

- Referral of complex cases to specialized intervention
  - Referral protocols
  - Specialized network activation

Red de Oportunidades – Panama CCT
Juntos - Peru
Case management as a selective service within a program

Beneficiary families of Bolsa Familia

Non compliers families

Municipal staff of Bolsa Familia

Municipal Social Assistance Team

Social Assistance Referral Center (CRAS)

Social Assistance Specialized Referral Center (CREAS)

Bolsa Familia - Brasil
Families with children under 18 vulnerable to risks

Families with children under 18 at risk

Families with children under 18 under child protection system

Family counselling
Community Facilitator
Group work (workshops)

Psychosocial support
Social Workers
Home visits

Specialized intervention
Social Worker
Long-term casework

Different social workers (mediators)..... Different roles

Family and Community Integrated Intervention Model - Nicaragua
Different social workers (mediators) ..... Depending on cases complexity

### Types of Social Work Interventions for MLSS

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<tr>
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<th>Level 1: Basic Information and Referral</th>
<th>Level 2: Short Term Intervention (6 months)</th>
<th>Level 3: Long Term Intervention</th>
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<tr>
<td><strong>Type of Intervention</strong></td>
<td>Orientation, provide comprehensive information, enrollment in PATH Program, Referrals</td>
<td>Application of TCP Approach combined with methodology of Bridge Program; monitor referrals; frequent follow-up</td>
<td>Application of TCP Approach; work closely with client over long term to ensure link with other MLSS programs (StW)/institutions (MOUs); participation in clinical team (with other ministries) and learning circle to ensure efficacy of intervention. Follow-up</td>
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| **Knowledge and Skills required to Intervene** | • Basic social worker training (para-professional)  
• Front desk management skills  
• Knowledge of referral programs and their eligibility requirements within the MLSS and other relevant ministries  
• Interpersonal skills  
• Interview skills  
• Basic IT knowledge | • Trained in the development of Individual Development Plans (IDPs)  
• Problem analyzer and solver  
• Knowledge on crisis intervention  
• Ability to investigate and observe situations among clients  
• Basic family counseling knowledge and skills  
• Networking | • BSc in Social Work Knowledge and experience with case management  
• Basic knowledge of clinical psychology/mental health issues  
• Recognition and observation of social dysfunctions, maladjustment)  
• Family counseling knowledge and skills  
• Case recording and record keeping  
• Evaluation |
| **Profile of Person to work with Client** | SSA 1                                                                                                  | SSA 2/PS1                                                                                                  | PS1/PS2                                                                                          |
| **Type of Referral**     | Internal and External                                                                                  | Internal and External                                                                                     | Internal and External                                                                            |
When to use it?

• As a **program itself**, providing family support and social intermediation services – integrated package of services.
  • Examples: Outreach Program (Jordan), Chile Solidario, Unidos (Colombia), Puente al Desarrollo (Costa Rica). All examples related to extreme poor families.
Social Worker as connector – information and referrals

5 months cycle

Jordan – Outreach Program
At the follow up phase: preferent access to social services and guaranteed cash transfers are operating. Families bond with the social network spontaneously.

At the psychosocial support phase: a family counselor works with the family (in their homes) making an assessment, defining priorities and making contracts to achieve the 53 minimum conditions.
Key features for Case Management
Adequate financial resources – appropriate legal framework – atmosphere of client trust and satisfaction

- Well-designed intervention
- Linkage function
- Referral mechanisms
- Staffing and caseload
- Information system
MAIN CHALLENGES

To decide on the intervention strategy: target group – expected results – methodology – tools for the intervention.

WELL-DESIGNED INTERVENTION

• Results-oriented (for both, clients and staff)
• Clear framework for client accompaniment (from initial screening to completion)
• Tailored to client’s needs and local context
• Client goals are achievable and not burdensome
• Complementary to existing programs and services
• Specific timeframe
MAIN CHALLENGES

To have a detailed and updated knowledge of available programs and services – select and prioritize those services related to the expected results of the intervention – identify the packages of services to provided to the same beneficiaries – formal institutional arrangements with service providers.

LINKAGE FUNCTION

• Connecting clients to complementary programs and services, as part of an integrated service provision to beneficiaries.
• Well-established inventory of programs.
• Appropriate information on programs capacity and enrolment conditions.
• Deep knowledge on clients needs.
• Well-developed relationship with service providers.
• Well-established protocols for referring clients to complementary programs and services.
• Referral and counter-referral.
• Agreements on granted preferential access for case management clients.
• Timely and clear reporting, monitoring and evaluation of effectiveness of referral processes.

MAIN CHALLENGES
To have formal agreements with service providers – budget mechanisms to finance provision of services – clear and specific agreements on preferential access for referred clients – a common dashboard for monitoring results.
• Well-trained (in-job training) and certified staff.
• Staff with strong interpersonal and communication skills.
• Caseloads are not burdensome.
• Appropriate supervision mechanism in place.

MAIN CHALLENGES

To optimize current human resources – adjustments in actual functions – identify gaps in skills and training – new staffing as complement.
Social Workers need a Toolkit

For Information & Orientation

Opportunities Map
(catalog of programs/benefits/services available at Parish level – internal (MLSS) + external (public, private, NGO’s, others))

Application Forms

For Interventions

Social screening (manual & forms)

Social Assessment/investigation (manual & forms)

Home visits (manual – guidelines)

Individual/Family Development Plan /Treatment plan (guidelines & forms)

Protocols (by case type – including inter-agencies treatment sessions)

Referral Manual – MOU’s

Supporting SW’s Practice

Practice Analysis Circles (methodology & tools)

Self-care techniques

Prepared with/for MLSS of Jamaica
• Well-designed MIS in place to support all processes
• Clear distribution of roles among users
• Trained staff to manage the system
• Sufficient resources to finance its regular maintenance and troubleshooting
• Interoperability among related information systems

MAIN CHALLENGES
Definition of differentiated roles and access privileges (data collection, data entry, data quality control, data cross-checking, reporting function, accountability procedures, regular data audit).

Effective use of information for decision-making.
thank you!