CASE MANAGEMENT FRAMEWORK

TOGETHER
BABICM, CMSUK & VRA

Version 1
Foreword

It is the place of every institution that stands for the professionalism of its members to set high standards of aspiration, practice and accountability. This is the way to public trust and the satisfaction of clients. This Case Management Framework may be seen as heralding the further development of a new professionalism. It affirms the duties of people who undertake case management, defining their professionalism and providing a framework of reference to translate that professionalism into action.

I therefore admire and welcome this document. Observance of its tenets should help ensure high standards of care, of professional development and of personal accountability. It will make clear to clients what they should expect of their case manager. It mirrors the duties we have come to expect, and regulatory bodies to require, of members of any profession.

Dame Carol Black
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## Glossary of Terms

<table>
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<tr>
<th><strong>Practice Level</strong></th>
<th>Denotes the experience/skills/knowledge base of a case manager, related to, but independent of, professional experience and years of practice in a professional role outside of case management practice</th>
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<tr>
<td><strong>Stakeholders</strong></td>
<td>Any third party, or relevant other, related to a client with whom the case manager is working, and who may have an interest in or influence on the case management process</td>
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<tr>
<td><strong>Client-focused</strong></td>
<td>Refers to the process of defining and deciding on interventions, in collaboration with the client, to ensure needs are met. This implies the ability to build consensus, and advocate on behalf of the client. The descriptors within each area of practice are aimed to foster client-focused working. All practitioners should read the criteria as a means to ensure a client-focused approach, and should understand much of the activity as a co-construction between the case manager and the client.</td>
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<tr>
<td><strong>Consent</strong></td>
<td>Common to all experience will be the issue of consent. Consent is seen as a Principle of Practice for case managers. In this framework, consent includes explicit statements on the nature of the relationship, and the way in which information is managed. Consent should be documented appropriately to ensure a clear audit trail. It is expected that case managers act in accordance with codes of conduct that are commensurate with professional qualifications, or common practice within the respective area of case management, and relevant legislation.</td>
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<tr>
<td><strong>Evidence-based</strong></td>
<td>Evidence is understood to be both scientifically derived and experientially developed information that can inform good practice of case management.</td>
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<tr>
<td><strong>Contemporaneous</strong></td>
<td>Refers to the need to keep immediate records of case management practice. There should be no delay in recording actions, decisions,</td>
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interventions, etc. Such records should also indicate a clear rationale for decisions/interventions, to ensure usability of records beyond an individual case manager.

Supervision

All case managers should seek appropriate support. Supervision is not solely to be understood in clinical terms, but as a means to reflect on one’s own practice, irrespective of professional requirements.

Risk

Risk includes risk to both the client and to others associated with the client, including oneself. All risks need to be adequately understood and managed.

Legislative framework

Case management constitutes practitioners from different backgrounds. Legislative frameworks refer to the need to look beyond professional codes of conduct/legislation, but appreciates that case management practice may be impacted by a range of legislation, such as how to run organisations, data protection, document management, etc.

Outcome

An outcome should be defined broadly and in relation to the definition of case management. Outcomes may refer to clinical outcomes, humanistic outcomes (i.e. quality of life related outcomes), functional outcomes, and/or economic outcomes (balance between cost-effectiveness and anticipated result).

Outcome measure

Outcomes measures should ensure validity, reliability, and responsiveness. Practitioners should be aware that outcome measures could be both subjective and objective. Where possible, evidence-based outcome measures should be applied.

Innovation

Innovation does not assume development of something new. In case management, innovation may refer to the act of developing alternatives and creating opportunities outside of rigid forms of practice. It denotes an ability to improve and develop processes, and forms of interventions, through tailoring these to client need.
Creativity

Key aspects of creativity and innovation in case management practice would be lateral thinking and problem solving.

SMARTER goals

In addition to Specific, Measurable, Achievable, Relevant and Timely goals, case management goals should also include Evaluation and Review.

Continuous improvement

A quality assurance approach to case management that systematically reviews and monitors all aspects of effectiveness (outcomes, cost, etc.) in order to improve quality.

Cost-effectiveness

Denotes the necessity to work with constrained resources, and an awareness that the best outcomes for clients need to be delivered in a cost sensitive manner, to ensure best value for money.

Leadership

Leadership in this document is not necessarily meant to denote formal roles and positions in organisations, but it reflects behaviours and attitudes towards acting in a leadership capacity.
Case Management Framework

Introduction

This framework aims to define the general skills and knowledge base that any case manager should possess. The framework is about quality case management practice – thus it defines the level of autonomy and scope of practice. The criteria will apply across all different areas of expertise and practice of case management (i.e. clinical, vocational, specialist, etc.). It is important to note that these criteria are not a replacement of any specific requirements that may exist in particular areas of case management, e.g. Brain Injury Case Management or Vocational Case Management, but will complement existing frameworks.

The tenets of these criteria are their universal applicability – the criteria should be read as guidelines that set out expected skills, areas of knowledge, and experiences. As with all criteria-based frameworks, equivalent skills and expertise areas will be accounted for on a case-by-case basis. This framework is not designed, primarily, as an appraisal tool, but to indicate good and best practice in case management.

This document is a working document and does not represent a final product. It is expected that this framework will develop further based on feedback from case managers and others with an interest in case management practice.

Case Management Definition
The definition of case management adopted here is:

“A collaborative process, which assesses, plans, implements, coordinates, monitors, and evaluates the options and services required to meet an individual’s health and wellbeing, education and/or occupational needs, using communication and available resources to promote quality, cost-effective, and safe outcomes”

This definition is underpinned by the historical understanding that “irrespective of who funds the case management, a case manager has a duty of care to the client.”

The Framework

The framework consists of a range of skills and knowledge areas, as defined and developed by a multi-disciplinary group from across three organisations representing a wide range of case managers – BABICM, CMSUK, and VRA. Further refinement has taken place following consultations with a range of case management practitioners. The criteria are representative of the activities and practices that every case manager has to engage with, irrespective of background. Each criterion has been defined in regards to different levels of experience and knowledge, as a means to distinguish the scope of practice and,
potentially, levels of autonomy. The levels are referred to as Case Management Practice Level 1 (CMP1), Case Management Practice Level 2 (CMP2) and Case Management Practice Level 3 (CMP3).

The levels are not discreet categories, but the framework, as a whole, is a continuum. Thus, fulfillment of the criteria may sit alongside this continuum based on evidencing as many of the criteria as possible. This is to say that individuals may not necessarily meet all of the criteria for a Practice Level owing to their job role(s). Once the criteria have been translated into a clear assessment framework, assessors will have to exercise judgement to what extent criteria have been met. In due course, a more detailed assessment framework will accompany this knowledge and skills framework.
Case Management Practice – What is it?
The framework summarises a range of criteria that represent case management experiences, knowledge and skills. To ensure appropriateness for a range of experiences and knowledge, the framework is divided into three case management practice levels – these levels represent increments of experience and expertise. The levels are commensurate with the scope of practice usually exhibited with increased experience and depth of knowledge. The scope of practice is often exhibited in regards to the levels of autonomy practitioners can exercise. Individuals do not have to start at CMP1 and move to CMP3. Some practitioners may already exhibit all necessary skills and experiences and thus could be seen as operating at CMP2 or CMP3. It may also be the case that case managers operate at CMP3 in one area of practice, but only at CMP1 in another area of practice (for instance, a practitioner may have worked for many years as a case manager in Brain Injury, but has since moved the focus of their work to children and young people – this would mean the practitioner operated at CMP3 in Brain Injury, but only at CMP1 in children services).

It is important to re-emphasise that the framework should not be seen as a “tick-box”, but that each level represents a continuum of skills/experience/knowledge. This means that practitioners who operate, for instance at CMP2, may have more experience/skill in one set of criteria than in another. For some lone practitioners, some of the criteria may not apply. When the framework refers to teams, this does not automatically imply line management, but refers to working with a range of stakeholders surrounding a client in order to achieve positive outcomes.

**CMP1** usually denotes the scope of practice for a practitioner who is in the early stages of their career as a case manager. Early stage career is defined in regards to their experience in, and knowledge of, case management, and not a specific professional or vocational qualification.
At CMP1, practitioners are expected to work at a level commensurate with a graduate qualification. This could have been achieved either through the completion of a degree, an equivalent professional qualification (e.g. HND – see Appendix 1 for a clear mapping of education equivalencies), or work experience that demonstrates similar graduate skills.
In addition, practitioners at this level should be able to demonstrate relevant experience of working in health and social care, or vocational rehabilitation. An assumption at CMP1 is that practitioners work under an appropriate level of supervision with a case management professional, and usually that the CMP1 is not working as a sole practitioner.

**CMP2** represents a progression for someone who has been working in case management for a significant period of time, and exhibits an advanced knowledge base and substantial experience in case management. One would usually expect an increased level of autonomy and a wider scope of practice, including, but not limited to, the supervision and mentoring of other case managers.
In addition to the skills, knowledge, and experience at CMP1, practitioners working at this level of case management are expected to have significant experience in their area of practice (i.e. health and social care, or vocational rehabilitation). Furthermore, practitioners at this level ought to demonstrate experiences of operating as a case manager, and where appropriate, to evidence their ability to take responsibility for other case managers. However, practitioners at CMP2 should seek peer supervision in order to further their own practice and ensure adequate levels of support.

**CMP3** denotes, as in many professional frameworks, extensive experiences and knowledge in their respective area of case management practice. This can be portrayed as someone with an extensive scope of practice in case management. This level may also be commensurate with individuals who have taken a managerial pathway, and are leading teams of case managers, and are shaping case management practice more widely.
Case Management Framework Criteria

There are three areas of case management that are referred to in this framework.

Under each of those areas of practice, a number of criteria are defined that assess skills, experiences, and knowledge.
**Professional Practice**
Professional practice, in the context of case management, includes a variety of activities that reflect the role of a professional working with vulnerable clients. This area of practice defines the scope of practice for case managers at different stages in their career. Each area of professional practice includes a number of subcategories. The main areas of practice are:

- Supervision
- Autonomous practice
- Self-awareness
- Continuing professional development

**Ethical Conduct**
When working with vulnerable individuals, it is necessary to ensure all activities are in line with ethical codes of practice, ethical standards, and appropriate legal frameworks. There is no universal approach to ethics, but appropriate conduct within the context of particular areas of practice is expected. The relevant areas of concern are:

- Knowledge of code of practice
- Acting ethically and with integrity
- Advocacy
- Complaints
- Working within legal frameworks

**Communication**
Communication is a pivotal part of any case management role. The areas that are important are:

- Providing information to relevant stakeholders
- Employing appropriate communication strategies
- Developing rapport
- Difficult conversations/negotiation

**Assessment**
There are a number of criteria that indicate an ability to perform assessments to a high standard. The main areas of practice include:

- Gathering information
- Applying relevant measures
- Sharing knowledge and information for the benefit of others

**Goal Setting**
This area of practice ensures that the assessment outcomes are appropriately translated into achievable goals. Areas of practice include:

- Identifying goals
- Setting objectives
- Measuring outcomes

**Planning & Prioritising**
The case management process is inherently about developing suitable interventions, which need careful planning, and require any case manager to understand the need to prioritise. What is being reflected in this set of criteria is...
the need to plan and prioritise, whilst maintaining an open mind to adapt, change, and re-prioritise based on new information. Areas of practice relevant in this section are:

- Evaluating different forms of information
- Organising information
- Identifying priorities
- Producing plans
- Demonstrating creativity and innovation
- Problem solving

**Implementing Plans**
Case managers should have a range of abilities that ensure the effective delivery of plans. In order to facilitate the implementation of services, the following areas of activities are relevant:

- Delivery
- Continuity
- Coordinating activities in support of plans/objectives

**Monitoring and Evaluating**
In order to ensure progress, case managers need to regularly review the interventions in relation to outcomes. The areas of practice relevant here are:

- Monitoring progress
- Identifying effectiveness of interventions
- Applying continuous improvement principles

**Record Keeping**
With the complexity of working across a range of professional boundaries, keeping accurate and accessible records is pivotal in supporting clients and engaging professionally with other stakeholders. Records should reflect the rationale of decisions, in order to ensure that records are usable across a range of professions. The areas of activities relevant in this area of practice are:

- Contemporaneous, objective, and accurate records
- Ensuring confidentiality and usability of information
- Presenting information and reports

**Management**
This area of practice goes beyond working with clients, and looks at the way in which case management practice is organised and managed. The areas of activity, knowledge, and expertise are:

- Referrals
- Team working
- Assessing risk
- Managing resources
- Understanding organisational management principles

**Leadership**
In order to drive some of the plans and objectives forward, case managers often must display leadership skills and act in a leadership capacity. The areas of practice relevant are:
• Making effective decisions
• Acting in a leadership capacity
• Shaping case management practice
Professionalism and Personal Development

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<tr>
<th>CMP1</th>
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<th>CMP3</th>
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<tr>
<td><strong>SUPERVISION</strong></td>
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<tr>
<td>Mentoring/coaching</td>
<td>Actively engage in mentorship opportunities</td>
<td>Mentor and support colleagues, motivating and inspiring others through modelling good case management practice</td>
</tr>
<tr>
<td>Monitor progress against objectives</td>
<td>Participate in appraisal processes to evaluate own progress against personal and professional objectives for case management practice</td>
<td>If you supervise, use supervisory frameworks to support colleagues to evaluate their own case management practice</td>
</tr>
<tr>
<td>Supporting case management practice</td>
<td>Show awareness of what constitutes good case management practice</td>
<td>Ensure individuals maintain high standards of case management practice, identifying key areas for development</td>
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| **AUTONOMOUS PRACTICE** | | |
| Working independently | Work independently on specified tasks, being clear of own scope of practice | Take responsibility for own decisions on cases within the scope of own area of case management practice | Work consistently independently and, where applicable, enable others to work independently and within own scope of practice |
| Professional boundaries | Demonstrate awareness of the need to act within professional boundaries | Act within professional boundaries, and show an ability to manage own emotional well-being | Support the definition of appropriate professional boundaries, if applicable, offering support to case managers in acting within such boundaries |
| Operating in accountability structures | Work within the accountability structures for own profession/area of practice | Know, understand, and work within relevant accountability structures (where applicable, those with relevance to other stakeholders/teams) | Develop accountability structures for own or wider case management practice |
| Accessing support | Identify when, and whom to ask for support | Use appropriate sources of support for own practice | Ensure sources of support are available and accessible |
### SELF AWARENESS

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<tr>
<th>Reflective practice</th>
<th>Actively reflect on, and improve, own case management practice</th>
<th>Reflect on specific and wider case management practices, and their impact on plans and objectives</th>
<th>Develop mechanisms and process for effective reflective practice</th>
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<td></td>
<td>Identify the impact of own behaviour on others</td>
<td>Adjust own behaviour and actions in response to the situation</td>
<td>Support others to behave and act appropriately as a result of reflective practice</td>
</tr>
<tr>
<td>Understanding own limitations</td>
<td>Assess own strengths, weaknesses, and development needs, e.g. through reflection within supervision processes</td>
<td>Support others to assess their development needs, and how to address them</td>
<td>Provide an infrastructure to address development needs</td>
</tr>
<tr>
<td></td>
<td>Demonstrate understanding of own scope of practice in case management</td>
<td>Manage workload, delegate, or seek support, according to own strengths and weaknesses</td>
<td>Enable others to identify needs, and to seek support</td>
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### CONTINUING PROFESSIONAL DEVELOPMENT

<table>
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<tr>
<th>Developing knowledge based practice</th>
<th>Maintain an up-to-date knowledge of the area of practice</th>
<th>Continuously develop own knowledge, as relevant to area of practice, utilising existing evidence bases</th>
<th>Contribute to the knowledge and evidence base in own area of case management</th>
</tr>
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<tbody>
<tr>
<td>Evidencing development</td>
<td>Maintain a log of learning activities and achievements</td>
<td>Clearly articulate own learning and development goals</td>
<td>Develop and share good practice based on best evidence</td>
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<tr>
<td>CMP1</td>
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<tr>
<td><strong>ETHICAL CONDUCT</strong></td>
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<tr>
<td><strong>Knowledge of industry codes of conduct</strong></td>
<td>Follow the relevant codes of conduct in the chosen area of case management</td>
<td>Interpret and integrate the relevant codes of conduct in own area of case management</td>
<td>Contribute to the codes of conducts in own area of case management</td>
</tr>
<tr>
<td><strong>Acting ethically and with integrity</strong></td>
<td>Identify underlying ethical and moral principles, and their implications</td>
<td>Interpret and consistently apply ethical principles across area of practice</td>
<td>If applicable, contribute to national and international debates on morality and ethics in case management and/or health and social care more generally</td>
</tr>
<tr>
<td><strong>Advocacy</strong></td>
<td>Assess where advocacy on behalf of clients is needed and appropriate</td>
<td>Advocate for a range of clients</td>
<td>Facilitate advocacy for clients in a range of situation</td>
</tr>
<tr>
<td><strong>Complaints</strong></td>
<td>Use a documented process, with appropriate timescales, for dealing with complaints and feedback, and ensure that this is available to clients</td>
<td>Monitor the appropriateness of the response to complaints and feedback procedures in own and others’ practice</td>
<td>Develop and shape appropriate complaints and feedback procedures that are based on good practice</td>
</tr>
<tr>
<td><strong>Working within legal frameworks</strong></td>
<td>Identify and work within the key legal requirements relating to case management (including profession-specific frameworks where relevant)</td>
<td>Demonstrate knowledge of, and take responsibility for, working in accordance with the legal frameworks relevant to case management practice</td>
<td>Influence and interpret the legal frameworks pertaining to case management</td>
</tr>
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Advocacy

Assess where advocacy on behalf of clients is needed and appropriate

Advocate for a range of clients

Facilitate advocacy for clients in a range of situation

Complaints

Use a documented process, with appropriate timescales, for dealing with complaints and feedback, and ensure that this is available to clients

Monitor the appropriateness of the response to complaints and feedback procedures in own and others’ practice

Develop and shape appropriate complaints and feedback procedures that are based on good practice

Working within legal frameworks

Identify and work within the key legal requirements relating to case management (including profession-specific frameworks where relevant)

Demonstrate knowledge of, and take responsibility for, working in accordance with the legal frameworks relevant to case management practice

Influence and interpret the legal frameworks pertaining to case management
## Working with clients and stakeholders

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<th>CMP1</th>
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<tr>
<td><strong>COMMUNICATION</strong></td>
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<tr>
<td><strong>Providing information to relevant stakeholders</strong></td>
<td>Identify and assess the type and nature of information a client or stakeholder requires, checking back that information is understood.</td>
<td>Ensure appropriate handling of all information in own (and supervisee’s) practice, ensuring that the information is unambiguous.</td>
<td>Engage with the complexity of managing information flow amongst different stakeholders.</td>
</tr>
<tr>
<td><strong>Employing appropriate communication strategies</strong></td>
<td>Produce written information in different formats, including reports, summaries and assessments.</td>
<td>Adapt information, and the way that it is presented, to meet the needs of different audiences.</td>
<td>Provide specialist information, using appropriate formats, to contribute to strategic decisions.</td>
</tr>
<tr>
<td><strong>Develop rapport</strong></td>
<td>Speak fluently, clearly, and without digression, in language the audience is best able to understand.</td>
<td>Communicate complex information succinctly, and in formats that are suitable to different audiences.</td>
<td>Support the development of communication strategies in support of case management practice.</td>
</tr>
<tr>
<td><strong>Difficult conversations/negotiation</strong></td>
<td>Build a trusting relationship with clients, colleagues, and other professionals.</td>
<td>Mediate (in support of colleagues/team members) to establish working relationships between clients and case managers.</td>
<td>Provide facilitation and brokerage of relationships between relevant stakeholders.</td>
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<tr>
<td></td>
<td>Identify the nature of conversation, and seek appropriate support, in conducting difficult conversations.</td>
<td>Identify appropriate communication strategies to diffuse and handle difficult conversations, to reach consensus.</td>
<td>Facilitate and mediate solution-focused conversations, and build consensus.</td>
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<td>CMP1</td>
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<tr>
<td><strong>ASSESSMENT</strong></td>
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<tr>
<td><strong>Gathering information</strong></td>
<td>Use and understand different methods to gather appropriate information about clients (e.g. case files, interviews, observations).</td>
<td>Use multiple methods to build a holistic understanding of client and stakeholder needs.</td>
<td>Develop new approaches for gathering information</td>
</tr>
<tr>
<td></td>
<td>Understand the need to gather a range of evidence and information</td>
<td>Ensure that only necessary information is gathered, and that it is used appropriately, and with consent</td>
<td>Support the definition of what constitutes good and robust information in support of client need</td>
</tr>
<tr>
<td><strong>Applying relevant measures</strong></td>
<td>Use appropriate measures to assess client needs</td>
<td>Identify and apply appropriate measures in building a picture of client needs</td>
<td>Influence practice by developing and shaping the way in which client needs are assessed, both qualitatively and quantitatively</td>
</tr>
<tr>
<td><strong>Sharing knowledge and information for the benefit of others</strong></td>
<td>Share assessment information with relevant parties, to facilitate effective case management, whilst maintaining professional standards of confidentiality</td>
<td>Facilitate multi-agency working, and information flow, for the benefit of clients</td>
<td>Create frameworks for appropriate information sharing that are driven by client need, and adhere to evidenced good practice</td>
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<tr>
<td></td>
<td>Use appropriate outcome measures that demonstrate the achievement of objectives</td>
<td>Identify and use appropriate outcome measures</td>
<td>Evaluate the effectiveness of outcome measures for case management practice</td>
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<td>CMP1</td>
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<tr>
<td><strong>GOAL SETTING</strong></td>
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<tr>
<td><strong>Identifying goals</strong></td>
<td>Work with the client to identify SMARTER goals</td>
<td>Ensure a transparent and inclusive approach when identifying goals that address client need</td>
<td>Use mediation skills to negotiate goals in highly complex cases</td>
</tr>
<tr>
<td><strong>Setting objectives</strong></td>
<td>Create a set of objectives that support the achievement of goals</td>
<td>Set SMARTER objectives that are client-focused, reflect proportionality, and are flexible in light of new/different priorities</td>
<td>Develop creative alternatives when setting client-focused objectives</td>
</tr>
<tr>
<td><strong>Measuring outcomes</strong></td>
<td>Identify specific outcomes relating to goals and objectives identified</td>
<td>Identify milestones/continuous and measurable outcomes in the pursuit of client goals and objectives</td>
<td>Advocate the use and application of evidence-based practice in own and others goal setting</td>
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<td>CMP1</td>
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<tr>
<td><strong>PLANNING AND PRIORITISING</strong></td>
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<tr>
<td><strong>Evaluating different forms of information</strong></td>
<td>Examine information to identify relevant issues, and to draw conclusions from a range of sources, such as facts, contextual factors, and opinions</td>
<td>Critically analyse information in support of developing a coherent case management plan</td>
<td>Develop analytical tools to support and advance case management practice</td>
</tr>
<tr>
<td><strong>Organising information</strong></td>
<td>Organise information in a way that is coherent, and supports the setting of objectives</td>
<td>Organise complex sets of information into a coherent plan that evidences the objectives for a client</td>
<td>Develop frameworks that enable the organisation of different forms of information within and across cases</td>
</tr>
<tr>
<td><strong>Identifying priorities</strong></td>
<td>Understand the process of prioritisation based on client objectives – including the need to change priorities</td>
<td>Prioritise activities in order to meet objectives, taking into account different sources of information, and the dynamic interplay of different factors</td>
<td>Deal effectively with competing objectives and priorities, balancing cost effectiveness and client need for own and other’s case loads</td>
</tr>
<tr>
<td><strong>Producing plans</strong></td>
<td>Develop plans that reflect chronologies and client need</td>
<td>Develop realistic plans that adequately reflect own (team) capacity and resources</td>
<td>Provide templates and/or procedures for the development of cost-effective and objective-driven plans</td>
</tr>
<tr>
<td><strong>Managing expectations</strong></td>
<td>Understand the need to manage expectations</td>
<td>Ensure plans are transparent and explicit to facilitate clarity of expectations</td>
<td>Ensure clarity and facilitate achievement of different expectations across all stakeholders</td>
</tr>
<tr>
<td><strong>Demonstrating creativity and innovation</strong></td>
<td>Understand the need to think laterally to develop the best possible plan for clients</td>
<td>Employ creative and innovative thinking to develop client-focused plans and solutions</td>
<td>Foster creativity and innovation as a principle of practice for case management; for instance, demonstrate an awareness of trends, such as digital technology or treatment methods</td>
</tr>
<tr>
<td><strong>Problem Solving</strong></td>
<td>Proactively engage with challenges, and seek support in finding optimal solutions</td>
<td>Independently address complex problems, and where applicable, enable others to do so</td>
<td>Facilitate environments for client-focused, creative problem solving in support of good case management practice</td>
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<tr>
<td><strong>IMPLEMENTING PLANS</strong></td>
<td><strong>Delivery</strong></td>
<td>Ensure client-focused delivery of interventions in support of the objectives, coordinating different stakeholders</td>
<td>Monitor delivery of services, and identify areas for change/ improvement</td>
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<td>Deliver interventions in a timely manner, appropriate to client need</td>
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<tr>
<td><strong>Managing stakeholders and relational transparency</strong></td>
<td>Identify the stakeholders that are critical to achieving client outcomes, and keep them informed</td>
<td>Work inclusively with a broad range of stakeholders, ensuring appropriate involvement as and when required</td>
<td>Develop sophisticated methods to engage stakeholders, for the benefit of integrated client-focused interventions</td>
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<tr>
<td><strong>Coordinating activities in support of plans/objectives</strong></td>
<td>Ensure that plans are agreed, including allocation of responsibilities, timelines, and resources</td>
<td>Work with a range of stakeholders to ensure that plans are implemented in a resource efficient way, and allow for the need to reprioritise</td>
<td>Negotiate support across a range of stakeholders in support of plans, by pooling resources</td>
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<tr>
<td><strong>Continuity</strong></td>
<td>Demonstrate awareness of the need to deliver continuity in case of the transition from one case manager to another</td>
<td>Show awareness when case management is no longer required, and ensure maximum continuity and a professional exit</td>
<td>Support others in recognising that at times it is necessary to end a relationship with a client, in a professional manner, and provide appropriate processes to facilitate professional exit</td>
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<tr>
<td><strong>RECORD KEEPING</strong></td>
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<tr>
<td><em>Contemporaneous, objective, and accurate records</em></td>
<td>Keep up-to-date records that are free of bias and exclusive language (such as abbreviations)</td>
<td>Produce information sets that include the reasoning and rationale of decisions/recordings/interventions, ensuring they are relevant and comprehensible to other relevant stakeholders</td>
<td>Develop and deliver frameworks for record keeping that facilitate the use of records, as part of continuous improvement of client outcomes across all relevant stakeholders</td>
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<tr>
<td><em>Ensuring confidentiality</em></td>
<td>Demonstrate understanding of appropriate rules relating to confidentiality and information sharing</td>
<td>Share information whilst maintaining a client’s right to confidentiality</td>
<td>Develop a culture of client confidentiality within case management practice</td>
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<td>Showing awareness of the legal and professional requirements of information storage and management</td>
<td>Take responsibility for the legal requirements relating to sharing information/records and data management</td>
<td>Shape professional practice in regards to data management and data protection</td>
</tr>
<tr>
<td><em>Producing reports</em></td>
<td>Compile reports that are clear and relevant</td>
<td>Ensure records are suitable for use in relevant situations, and fit-for-purpose for the appropriate situations</td>
<td>Contributing best practice reporting in case management</td>
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<th>CMP1</th>
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<tr>
<td><strong>MONITORING AND EVALUATING</strong></td>
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<tr>
<td><em>Monitoring progress</em></td>
<td>Monitor progress in relation to plans and objectives, in a timely manner</td>
<td>Monitor and evaluate progress against the plan, and adjust accordingly</td>
</tr>
<tr>
<td><em>Identifying effectiveness of interventions</em></td>
<td>Be aware of different measures of effectiveness (e.g. achieving outcomes, cost-effectiveness)</td>
<td>Assess how effective plans and objectives are in achieving outcomes, utilising evidence-based practice. This includes an evaluation of what effectiveness means for different stakeholders.</td>
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### Applying continuous improvement principles

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<tr>
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<th>Comply with set frameworks of continuous improvement</th>
<th>Demonstrate regular monitoring, which leads to continuous improvement</th>
<th>Develop and share frameworks that support continuous improvement across case management practice</th>
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### Case Management Practice

#### MANAGEMENT

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<tr>
<td><strong>Referrals</strong></td>
<td>Recognise and use criteria for referral, and ensure transparency of decision to refer with all relevant parties</td>
<td>Monitor referrals for their appropriateness, ensuring all relevant stakeholders are aware of the referral</td>
<td>Set criteria for appropriate referrals</td>
</tr>
<tr>
<td><strong>Team working</strong></td>
<td>Work effectively as a member of a team to provide services to clients</td>
<td>Lead teams, and manage case loads</td>
<td>Establish inclusive teams that are representative of a range of stakeholders</td>
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<td>Identify and respond to team processes and dynamics</td>
<td>Establish team processes, and negotiate priorities</td>
<td>Promote collaborative working across interdisciplinary networks</td>
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<tr>
<td><strong>Assessing and managing risk</strong></td>
<td>Identify the potential risks in working with clients</td>
<td>Demonstrate good risk management practice</td>
<td>Create the frameworks for good risk management practice</td>
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<td>Demonstrate use of risk assessment frameworks and principles</td>
<td>Implement and monitor risk assessments that are evidence based</td>
<td>Combine evidence and experience to implement managed risk mitigation</td>
</tr>
<tr>
<td><strong>Managing resources</strong></td>
<td>Ensure that interventions take account of resource constraints, managing expectations where needed</td>
<td>Implement effective interventions that take into account analysis of costs and benefits</td>
<td>Use resources creatively to maximise client support, including the management of capacity and case loads</td>
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<td>Demonstrate an understanding of different resources that can contribute to meeting client goals</td>
<td>Identify the key resources available for managing cases in own and others’ practices</td>
<td>Advocate for alternative resource plans, where these can be identified</td>
</tr>
<tr>
<td><strong>Understanding organisational management principles</strong></td>
<td>Provide case management within a given budget</td>
<td>Independently provide estimates and costed plans for own and others’ practices, including contingencies</td>
<td>Create and provide protocols for effective resource use</td>
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<td>Identify and act in accordance with legislation relevant to working with people</td>
<td>Uphold and promote relevant legislation and good management practice</td>
<td>Share good management practice</td>
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<tr>
<td><strong>LEADERSHIP</strong></td>
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<tr>
<td><strong>Making effective decisions</strong></td>
<td>Make effective decisions on a day-to-day basis, seeking supervision as appropriate</td>
<td>Make informed decisions based on sound evidence and judgement</td>
<td>Enable and empower individuals and teams to make decisions</td>
</tr>
<tr>
<td><strong>Remain calm and professional under pressure</strong></td>
<td>Act decisively and effectively under pressure</td>
<td>Influence stakeholders in support of case management practice</td>
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<tr>
<td><strong>Acting in a leadership capacity</strong></td>
<td>Take opportunities to develop leadership skills, and seek feedback when working with others</td>
<td>Share good practice within own case management arena</td>
<td>Contribute to education and research for the benefit of wider case management practice</td>
</tr>
<tr>
<td><strong>Demonstrate ability to motivate others</strong></td>
<td>Motivate and inspire others to improve their practice</td>
<td>Define leadership skills and competencies for case managers</td>
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<tr>
<td><strong>Enabling supervision</strong></td>
<td>Seek supervision</td>
<td>Support others in becoming supervisors</td>
<td>Develop governance structures for area of case management</td>
</tr>
<tr>
<td><strong>Shaping case management practice</strong></td>
<td>Maintain up to date knowledge of case management policy, practice, and principles</td>
<td>Contribute to local case management policy</td>
<td>Influence national and international case management policy</td>
</tr>
<tr>
<td><strong>Identify what constitutes good case management practice</strong></td>
<td>Share good practice within own case management arena</td>
<td>Deliver education and/or disseminate research for benefit of wider case management community, ensuring conduct of research and/or education in a robust manner, following appropriate ethical guidelines</td>
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