

# CASE MANAGEMENT FRAMEWORK

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**TOGETHER**  
**BABICM, CMSUK & VRA**

Version 1

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

Practice Level	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
Stakeholders	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
Client-focused	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.
Consent	Common to all experience will be the issue of consent. Consent is seen as a <i>Principle of Practice</i> 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.
Evidence-based	Evidence is understood to be both scientifically derived and experientially developed information that can inform good practice of case management.
Contemporaneous	Refers to the need to keep immediate records of case management practice. There should be no delay in recording actions, decisions,

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 refers 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 <b>S</b> pecific, <b>M</b> easurable, <b>A</b> chievable, <b>R</b> elevant and <b>T</b> imely goals, case management goals should also include <b>E</b> valuation and <b>R</b> eview
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, fulfilment 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.

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## 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.

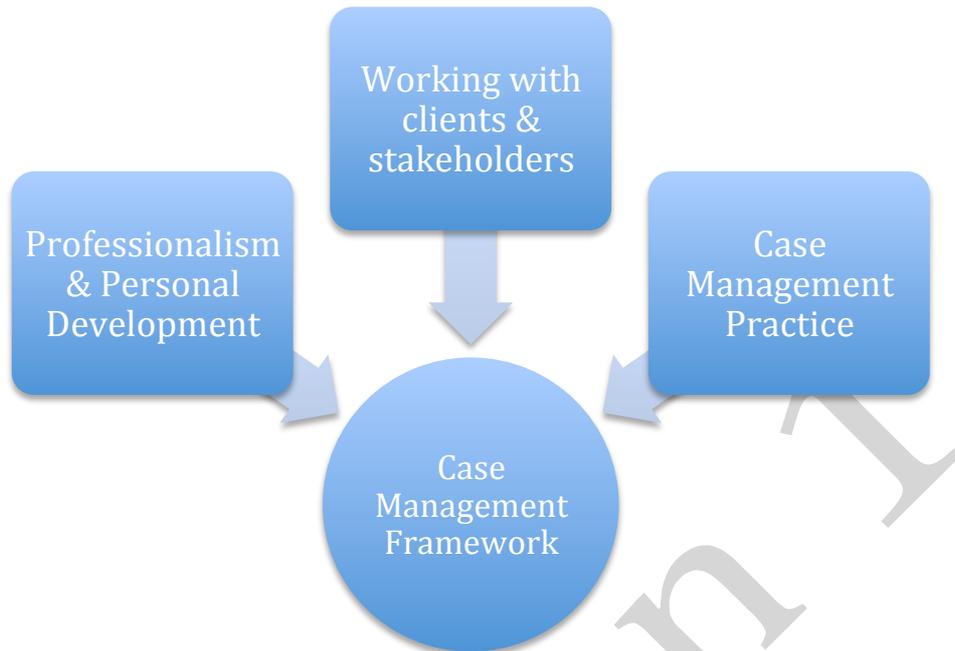
In addition to the skills, knowledge, and experience at CMP1, practitioners working at this level of case management are expected to have significant experience in their area of practice (i.e. health and social care, or vocational rehabilitation). Furthermore, practitioners at this level ought to demonstrate 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.

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## 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

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## Professionalism and Personal Development

	<b>CMP1</b>	<b>CMP2</b>	<b>CMP3</b>
<b>SUPERVISION</b>			
<b><i>Mentoring/ coaching</i></b>	Actively engage in mentorship opportunities	Mentor and support colleagues, motivating and inspiring others through modelling good case management practice	Ensure that mentorship and supervision processes are in place and accessible
<b><i>Monitor progress against objectives</i></b>	Participate in appraisal processes to evaluate own progress against personal and professional objectives for case management practice	If you supervise, use supervisory frameworks to support colleagues to evaluate their own case management practice	Facilitate the implementation of effective supervisory practice
<b><i>Supporting case management practice</i></b>	Show awareness of what constitutes good case management practice	Ensure individuals maintain high standards of case management practice, identifying key areas for development	Define standards of good practice in case management
<b>AUTONOMOUS PRACTICE</b>			
<b><i>Working independently</i></b>	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
<b><i>Professional boundaries</i></b>	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
<b><i>Operating in accountability structures</i></b>	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
<b><i>Accessing support</i></b>	Identify when, and whom to ask for support	Use appropriate sources of support for own practice	Ensure sources of support are available and accessible

<b>SELF AWARENESS</b>			
<b>Reflective practice</b>	Actively reflect on, and improve, own case management practice	Reflect on specific and wider case management practices, and their impact on plans and objectives	Develop mechanisms and process for effective reflective practice
	Identify the impact of own behaviour on others	Adjust own behaviour and actions in response to the situation	Support others to behave and act appropriately as a result of reflective practice
<b>Understanding own limitations</b>	Assess own strengths, weaknesses, and development needs, e.g. through reflection within supervision processes	Support others to assess their development needs, and how to address them	Provide an infrastructure to address development needs
	Demonstrate understanding of own scope of practice in case management	Manage workload, delegate, or seek support, according to own strengths and weaknesses	Enable others to identify needs, and to seek support
<b>CONTINUING PROFESSIONAL DEVELOPMENT</b>			
<b>Developing knowledge based practice</b>	Maintain an up-to-date knowledge of the area of practice	Continuously develop own knowledge, as relevant to area of practice, utilising existing evidence bases	Contribute to the knowledge and evidence base in own area of case management
<b>Evidencing development</b>	Maintain a log of learning activities and achievements	Clearly articulate own learning and development goals	Develop and share good practice based on best evidence

	<b>CMP1</b>	<b>CMP2</b>	<b>CMP3</b>
<b>ETHICAL CONDUCT</b>			
<b>Knowledge of industry codes of conduct</b>	Follow the relevant codes of conduct in the chosen area of case management	Interpret and integrate the relevant codes of conduct in own area of case management	Contribute to the codes of conducts in own area of case management
<b>Acting ethically and with integrity</b>	Identify underlying ethical and moral principles, and their implications	Interpret and consistently apply ethical principles across area of practice	If applicable, contribute to national and international debates on morality and ethics in case management and/or health and social care more generally
			Develop frameworks to support the consistent application of ethical and moral standards to case management
<b>Advocacy</b>	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
<b>Complaints</b>	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
<b>Working within legal frameworks</b>	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

	<b>CMP1</b>	<b>CMP2</b>	<b>CMP3</b>
<b>COMMUNICATION</b>			
<i><b>Providing information to relevant stakeholders</b></i>	Identify and assess the type and nature of information a client or stakeholder requires, checking back that information is understood	Ensure appropriate handling of all information in own (and supervisee's) practice, ensuring that the information is unambiguous	Engage with the complexity of managing information flow amongst different stakeholders
<i><b>Employing appropriate communication strategies</b></i>	Produce written information in different formats, including reports, summaries and assessments.	Adapt information, and the way that it is presented, to meet the needs of different audiences.	Provide specialist information, using appropriate formats, to contribute to strategic decisions.
	Speak fluently, clearly, and without digression, in language the audience is best able to understand.	Communicate complex information succinctly, and in formats that are suitable to different audiences	Support the development of communication strategies in support of case management practice
<i><b>Develop rapport</b></i>	Build a trusting relationship with clients, colleagues, and other professionals	Mediate (in support of colleagues/team members) to establish working relationships between clients and case managers.	Provide facilitation and brokerage of relationships between relevant stakeholders
<i><b>Difficult conversations/negotiation</b></i>	Identify the nature of conversation, and seek appropriate support, in conducting difficult conversations	Identify appropriate communication strategies to diffuse and handle difficult conversations, to reach consensus	Facilitate and mediate solution-focused conversations, and build consensus

	<b>CMP1</b>	<b>CMP2</b>	<b>CMP3</b>
<b>ASSESSMENT</b>			
<b>Gathering information</b>	Use and understand different methods to gather appropriate information about clients (e.g. case files, interviews, observations).	Use multiple methods to build a holistic understanding of client and stakeholder needs.	Develop new approaches for gathering information
	Understand the need to gather a range of evidence and information	Ensure that only necessary information is gathered, and that it is used appropriately, and with consent	Support the definition of what constitutes good and robust information in support of client need
<b>Applying relevant measures</b>	Use appropriate measures to assess client needs	Identify and apply appropriate measures in building a picture of client needs	Influence practice by developing and shaping the way in which client needs are assessed, both qualitatively and quantitatively
<b>Sharing knowledge and information for the benefit of others</b>	Share assessment information with relevant parties, to facilitate effective case management, whilst maintaining professional standards of confidentiality	Facilitate multi-agency working, and information flow, for the benefit of clients	Create frameworks for appropriate information sharing that are driven by client need, and adhere to evidenced good practice
	Use appropriate outcome measures that demonstrate the achievement of objectives	Identify and use appropriate outcome measures	Evaluate the effectiveness of outcome measures for case management practice

	<b>CMP1</b>	<b>CMP2</b>	<b>CMP3</b>
<b>GOAL SETTING</b>			
<b>Identifying goals</b>	Work with the client to identify SMARTER goals	Ensure a transparent and inclusive approach when identifying goals that address client need	Use mediation skills to negotiate goals in highly complex cases
<b>Setting objectives</b>	Create a set of objectives that support the achievement of goals	Set SMARTER objectives that are client-focused, reflect proportionality, and are flexible in light of new/different priorities	Develop creative alternatives when setting client-focused objectives
<b>Measuring outcomes</b>	Identify specific outcomes relating to goals and objectives identified	Identify milestones/continuous and measurable outcomes in the pursuit of client goals and objectives	Advocate the use and application of evidence-based practice in own and others goal setting

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	<b>CMP1</b>	<b>CMP2</b>	<b>CMP3</b>
<b>PLANNING AND PRIORITISING</b>			
<b><i>Evaluating different forms of information</i></b>	Examine information to identify relevant issues, and to draw conclusions from a range of sources, such as facts, contextual factors, and opinions	Critically analyse information in support of developing a coherent case management plan	Develop analytical tools to support and advance case management practice
<b><i>Organising information</i></b>	Organise information in a way that is coherent, and supports the setting of objectives	Organise complex sets of information into a coherent plan that evidences the objectives for a client	Develop frameworks that enable the organisation of different forms of information within and across cases
<b><i>Identifying priorities</i></b>	Understand the process of prioritisation based on client objectives – including the need to change priorities	Prioritise activities in order to meet objectives, taking into account different sources of information, and the dynamic interplay of different factors	Deal effectively with competing objectives and priorities, balancing cost effectiveness and client need for own and other's case loads
<b><i>Producing plans</i></b>	Develop plans that reflect chronologies and client need	Develop realistic plans that adequately reflect own (team) capacity and resources	Provide templates and/or procedures for the development of cost-effective and objective-driven plans
<b><i>Managing expectations</i></b>	Understand the need to manage expectations	Ensure plans are transparent and explicit to facilitate clarity of expectations	Ensure clarity and facilitate achievement of different expectations across all stakeholders
<b><i>Demonstrating creativity and innovation</i></b>	Understand the need to think laterally to develop the best possible plan for clients	Employ creative and innovative thinking to develop client-focused plans and solutions	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
<b><i>Problem Solving</i></b>	Proactively engage with challenges, and seek support in finding optimal solutions	Independently address complex problems, and where applicable, enable others to do so	Facilitate environments for client-focused, creative problem solving in support of good case management practice

	<b>CMP1</b>	<b>CMP2</b>	<b>CMP3</b>
<b>IMPLEMENTING PLANS</b>			
<b><i>Delivery</i></b>	Deliver interventions in a timely manner, appropriate to client need	Ensure client-focused delivery of interventions in support of the objectives, coordinating different stakeholders	Monitor delivery of services, and identify areas for change/ improvement
<b><i>Managing stakeholders and relational transparency</i></b>	Identify the stakeholders that are critical to achieving client outcomes, and keep them informed	Work inclusively with a broad range of stakeholders, ensuring appropriate involvement as and when required	Develop sophisticated methods to engage stakeholders, for the benefit of integrated client-focused interventions
<b><i>Coordinating activities in support of plans/objectives</i></b>	Ensure that plans are agreed, including allocation of responsibilities, timelines, and resources	Work with a range of stakeholders to ensure that plans are implemented in a resource efficient way, and allow for the need to reprioritise	Negotiate support across a range of stakeholders in support of plans, by pooling resources
<b><i>Continuity</i></b>	Demonstrate awareness of the need to deliver continuity in case of the transition from one case manager to another	Show awareness when case management is no longer required, and ensure maximum continuity and a professional exit	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

	<b>CMP1</b>	<b>CMP2</b>	<b>CMP3</b>
<b>RECORD KEEPING</b>			
<b><i>Contemporaneous, objective, and accurate records</i></b>	Keep up-to-date records that are free of bias and exclusive language (such as abbreviations)	Produce information sets that include the reasoning and rationale of decisions/recordings/interventions, ensuring they are relevant and comprehensible to other relevant stakeholders	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
<b><i>Ensuring confidentiality</i></b>	Demonstrate understanding of appropriate rules relating to confidentiality and information sharing	Share information whilst maintaining a client's right to confidentiality	Develop a culture of client confidentiality within case management practice
	Showing awareness of the legal and professional requirements of information storage and management	Take responsibility for the legal requirements relating to sharing information/records and data management	Shape professional practice in regards to data management and data protection
<b><i>Producing reports</i></b>	Compile reports that are clear and relevant	Ensure records are suitable for use in relevant situations, and fit-for-purpose for the appropriate situations	Contributing best practice reporting in case management

	<b>CMP1</b>	<b>CMP2</b>	<b>CMP3</b>
<b>MONITORING AND EVALUATING</b>			
<b><i>Monitoring progress</i></b>	Monitor progress in relation to plans and objectives, in a timely manner	Monitor and evaluate progress against the plan, and adjust accordingly	Establish systems and mechanisms for the implementation of regular reviews of plans and objectives
<b><i>Identifying effectiveness of interventions</i></b>	Be aware of different measures of effectiveness (e.g. achieving outcomes, cost-effectiveness)	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.	Contribute to debates on outcome vs. cost-effectiveness, providing frameworks for quality assurance in own and others' practice

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

	<b>CMP1</b>	<b>CMP2</b>	<b>CMP3</b>
<b>MANAGEMENT</b>			
<b>Referrals</b>	Recognise and use criteria for referral, and ensure transparency of decision to refer with all relevant parties	Monitor referrals for their appropriateness, ensuring all relevant stakeholders are aware of the referral	Set criteria for appropriate referrals
<b>Team working</b>	Work effectively as a member of a team to provide services to clients	Lead teams, and manage case loads	Establish inclusive teams that are representative of a range of stakeholders
	Identify and respond to team processes and dynamics	Establish team processes, and negotiate priorities	Promote collaborative working across interdisciplinary networks
<b>Assessing and managing risk</b>	Identify the potential risks in working with clients	Demonstrate good risk management practice	Create the frameworks for good risk management practice
	Demonstrate use of risk assessment frameworks and principles	Implement and monitor risk assessments that are evidence based	Combine evidence and experience to implement managed risk mitigation
<b>Managing resources</b>	Ensure that interventions take account of resource constraints, managing expectations where needed	Implement effective interventions that take into account analysis of costs and benefits	Use resources creatively to maximise client support, including the management of capacity and case loads
	Demonstrate an understanding of different resources that can contribute to meeting client goals	Identify the key resources available for managing cases in own and others' practices	Advocate for alternative resource plans, where these can be identified
<b>Understanding organisational management principles</b>	Provide case management within a given budget	Independently provide estimates and costed plans for own and others' practices, including contingencies	Create and provide protocols for effective resource use
	Identify and act in accordance with legislation relevant to working with people	Uphold and promote relevant legislation and good management practice	Share good management practice

	<b>CMP1</b>	<b>CMP2</b>	<b>CMP3</b>
<b>LEADERSHIP</b>			
<b><i>Making effective decisions</i></b>	Make effective decisions on a day-to-day basis, seeking supervision as appropriate	Make informed decisions based on sound evidence and judgement	Enable and empower individuals and teams to make decisions
	Remain calm and professional under pressure	Act decisively and effectively under pressure	Influence stakeholders in support of case management practice
<b><i>Acting in a leadership capacity</i></b>	Take opportunities to develop leadership skills, and seek feedback when working with others	Share good practice within own case management arena	Contribute to education and research for the benefit of wider case management practice
	Demonstrate ability to motivate others	Motivate and inspire others to improve their practice	Define leadership skills and competencies for case managers
<b><i>Enabling supervision</i></b>	Seek supervision	Support others in becoming supervisors	Develop governance structures for area of case management
<b><i>Shaping case management practice</i></b>	Maintain up to date knowledge of case management policy, practice, and principles	Contribute to local case management policy	Influence national and international case management policy
	Identify what constitutes good case management practice	Share good practice within own case management arena	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

Version 1

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