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Excellence in Social Worker Case Management: Attending to Legal and Ethical Challenges

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Objectives

- Discussion of social work case management grounded in social work practice approaches
- Reaffirm importance of Code of Ethics and Standards
- Relevance of social work case management in emerging human service approaches
- Introduce concept of behavioral ethics
- Apply ethical and legal reasoning to practice situations

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Case Management Definition

- A process to plan, seek, advocate for, and monitor services from different social services or health care organizations and staff on behalf of a client.
- enables coordination of efforts to serve clients through professional teamwork
- expands the utilization of needed services
- limits problems arising from fragmentation of services, staff turnover and inadequate coordination
- (NASW Standards for Social Work Case Management, 2013)

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Social Work Case Management

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- A component of all social work practice
- Broader focus than other case management professionals
- E.g. Case Management Society of America:
 - Focus is on health care and maximizing cost effectiveness

Case Management History

Social Work's history is founded on principles of case management:

- Meeting individuals needs.
- Advocating for societal change.

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Case Management History

- 1940: Gordon Hamilton: dualism in social work
 - “social and economic security and social relationships are as complete and satisfying as possible.”
 - Argued for approaches that are individualized.
 - Argued for approaches that address system changes as well as individual changes.

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Case Management History

- Societal changes in 1970's resulted in increased vulnerable populations.
 - Case Management first identified as separate modality.
 - Case Management's goal to meet needs of populations with long term, chronic vulnerabilities.
 - Utilizes a holistic approach.

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Case Management History

1980s

- Move from supporting and maintaining in community and protecting to enhancing functioning, recovery
- Chamberlain and Rapp at University of Kansas - origins of strengths paradigm

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1990s to today

- Children and Adolescent Service System Program (CASSP):
- CASSP's principles parallel values of social work.

“Wrap around approach.”

- Recognizes strengths of children and their families.
- Services tailored to meet needs of family.
- Least restrictive environment.
- Plan includes formal and informal supports.

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Practice Developments

Home Based Services:

- Recognizes the importance of children's ties with their families.
- Provides intensive services to families at risk.
 - Assess family's needs.
 - Recognizes family strengths.
 - Services involve intensive case management.

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Practice Developments

Integrated Care:

The Integrated Delivery Systems:

- Aimed at reducing fragmentation and lack of coordination.
- Improve outcomes and reduce costs.
- Role case management is essential to this approach.

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Practice Developments

Money follows the person:

Transitions elders and people with disabilities to community living.

- Supports choice.
- Increases use of home and community based services.
- Funds can be used for things that had not been previously funded.
- Cannot exceed cost of institutional care.

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Practice Developments

Mental Health Recovery Model:

(Consumer initiated movement)

Focuses on:

- Self determination
- Belief in growth potential (hope)
- Holistic approach

Research found that 50% of persons with severe mental health illness can and do recover.

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Practice Developments

Health Care:

Affordable Care Act:

- Refocuses from treatment to prevention.
- Healthcare at home, when possible, not in facilities.
- Focus on community-based case management.

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Practice Developments

Evidence Based programs:

- Influenced the development of new models
- Emphasis on outcomes
- Case Management as a standardized role within many Evidence Based Practice Models

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Core Social Work Values

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- Service
- Social Justice
- Dignity and Worth of a person
- Importance of Human Relationships
- Integrity
- Competence

Social Work Practice Perspectives

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- Person in environment
- Strengths Perspective
- Empowerment
- Cultural Competence

Person in Environment

- Context of family and community
- Interdependence with the multiple systems that form their world
- Looking at larger systems responsiveness to individuals needs
- Individual as a bio-psychosocial and spiritual being: Holistic Approach

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Strengths Perspective

Principles:

- Goal oriented
- People have capacity to grow and change
- Focus on strengths vs. deficits
- Environment has resources
- Client has the authority to direct the work
- Build hope – inducing therapeutic relationship

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Empowerment

Partnering with individuals and families for:

- Assessment
- Determination of goals
- Evaluation of work

Individuals are agents for change in the environment and for self-advocacy

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Cultural Considerations

Cultural competence is emphasized in Code of Ethics and Standards

- a set of congruent behaviors, attitudes and policies that come together in a system or agency or among professionals that allows for effective work in cross cultural situations
- (Cross, Barron & Isaacs, 1989)

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Cultural Considerations

- Culture as life patterns transmitted from one generation to another; is multifaceted, fluid and changing, emerges in a context; multidimensional influenced by simultaneous membership in different context; stable and constantly changing.
- Dimensions: race, ethnicity, gender, sexual orientation, history.

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Cultural Humility

- “How to” approaches to cultural competency workshops can promote stereotyping (Gregg & Saha, 2006)
- Becoming culturally competent is a process, not an end point (APA, 2003; Campinha-Bacote, 2002)
- A central part of working effectively across cultures is becoming aware of our own personal cultural filters (APA, 2003; Arredondo et al., 1996; Sue et al., 1998)

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Cultural Humility

Honor client's knowledge & expertise of their culture.

- Four Primary Skills in Cultural Humility:
 - Active listening
 - Reflecting
 - Reserving judgment
 - Placing oneself in the context of the client's world

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Behavioral Ethics

Psychological Processes:

We see ourselves as moral individuals.

- People predict they will behave ethically:
 - But we don't always.
- Self evaluation leads to belief that we act ethically.
 - Reality tells different story.

Our approach to training ignores the underlying psychological processes that lead to unethical actions.



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Behavioral Ethics

For Existing Social Work Ethical Approaches:

- First workers must recognize /managing personal values.
- Then workers will be able to identify/analyze ethical matters.
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Behavioral Ethics

Ethical Fading:

- Ethical fading is a process of moral disengagement.
- May not immediately recognize ethical dimensions to decisions we make.
- Morally defensible rationale maybe used to explain a behavior that may be unethical.

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Behavioral Ethics

Rationalizations:

- Judgments about what is in the client's best interests.
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- E.g. Padding outcome statistics just a little to ensure that the program continues to be funded.
- Circumstances/organizational contexts may lead to rationalizations.

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Behavioral Ethics

Factors that can influence rational thinking:

- Motivation to please authority.
- Conformity bias.
- Framing.
- Incrementalism or the slippery slope.

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NASW Code of Ethics (2006)

Core Value 1: Service

Social workers have a primary goal to help people in need and to address social problems. Social workers elevate service to others above self-interest.

Case of Judy

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Core Value 2: Social Justice

Social workers are committed to serve vulnerable populations, to support and facilitate empowerment in populations that have faced historic oppression, to counter biases and discrimination and enhance the understanding of cultural factors influencing client situations.

Case of Dan



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Core Value 3:

Importance of Human Relationships

Social workers understand how important human relationships are and are “purposeful” in their “effort to promote, restore, maintain, and enhance the well-being of individuals...”

Case of Joanna

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Core Value 4:

Dignity and Worth of the Person

Social workers treat each person in a caring and respectful fashion and enhance clients' capacity and opportunity to change and to address their own needs (NASW Code of Ethics, 2008). Social workers promote and respect self-determination

Case of Ray



Core Value 5: Integrity

- Social workers behave in trustworthy manner and promote ethical practices within the organizations where they work. Social workers are expected to be honest in their practice and competent and keep accurate documentation. Legally professionals are also required to provide accurate documentation.
- Case of Elisa

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Core Value 6: Competence

- The value of competence requires social workers to practice within their areas of competence. In addition, this value supports both professional development to consistently enhance one's competence, and also to be trained in models of practice that are evidence-based.
- Case of Ruth

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Questions ??? Discussion

