



# Working With our Families

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# Facilitator

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- Masters in Counseling and Rehabilitation
- 10 years of Tribal TANF experience

# SPIPA

## South Puget Intertribal Planning Agency



SPIPA was formed in 1976 as a 501(c)(3), tribally chartered intergovernmental agency.

From the beginning, SPIPA responded to the needs and directives of the member tribes.

Today the consortium includes five western Washington Tribes: Confederated Tribes of the Chehalis, Nisqually, Shoalwater Bay, Skokomish, and Squaxin Island Tribes.



Squaxin Island Tribe Arcadia Pt.

# Tribal TANF History

- Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) of 1996.
- PRWORA instituted Temporary Assistance to Needy Families (TANF) replacing Aid to Families with Dependent Children (AFDC) which had been intact since 1935.
- Fundamental shift in both the method and goal of public assistance.
- TANF was reauthorized in the Deficit Reduction Act of 2005.



Skokomish Tribe located at the bottom of the Hood Canal

# Who are we?

## Small Group Activity

On one piece of flip chart paper share a little about your program.

- Program name
- Location?
- Urban vs Rural
- Number of clients served?
- Average case load size?
- Activities offered to the clients?



Nisqually Tribe Tidal Flat Lands

# Clarifications

- Case Management – Our families are not “cases” and they do not need to be “managed.”
- A more accurate reflection of what is meant by that terms are the services or resources that are managed in order to help our families reach their goals.
- Always remember the “Golden Rule”
  - *Do NO Harm.*



# Purpose of Case Management

- Help increase competence and enhance problem solving & coping abilities.
- Help people obtain resources.
- Facilitate interactions between individuals and other .
- Influence interactions between organizations and institutions.
- Build communities..
- **How does your Tribe's values impact your Case Management?**



# Characteristics of our families...



# Overview of Crisis Theory

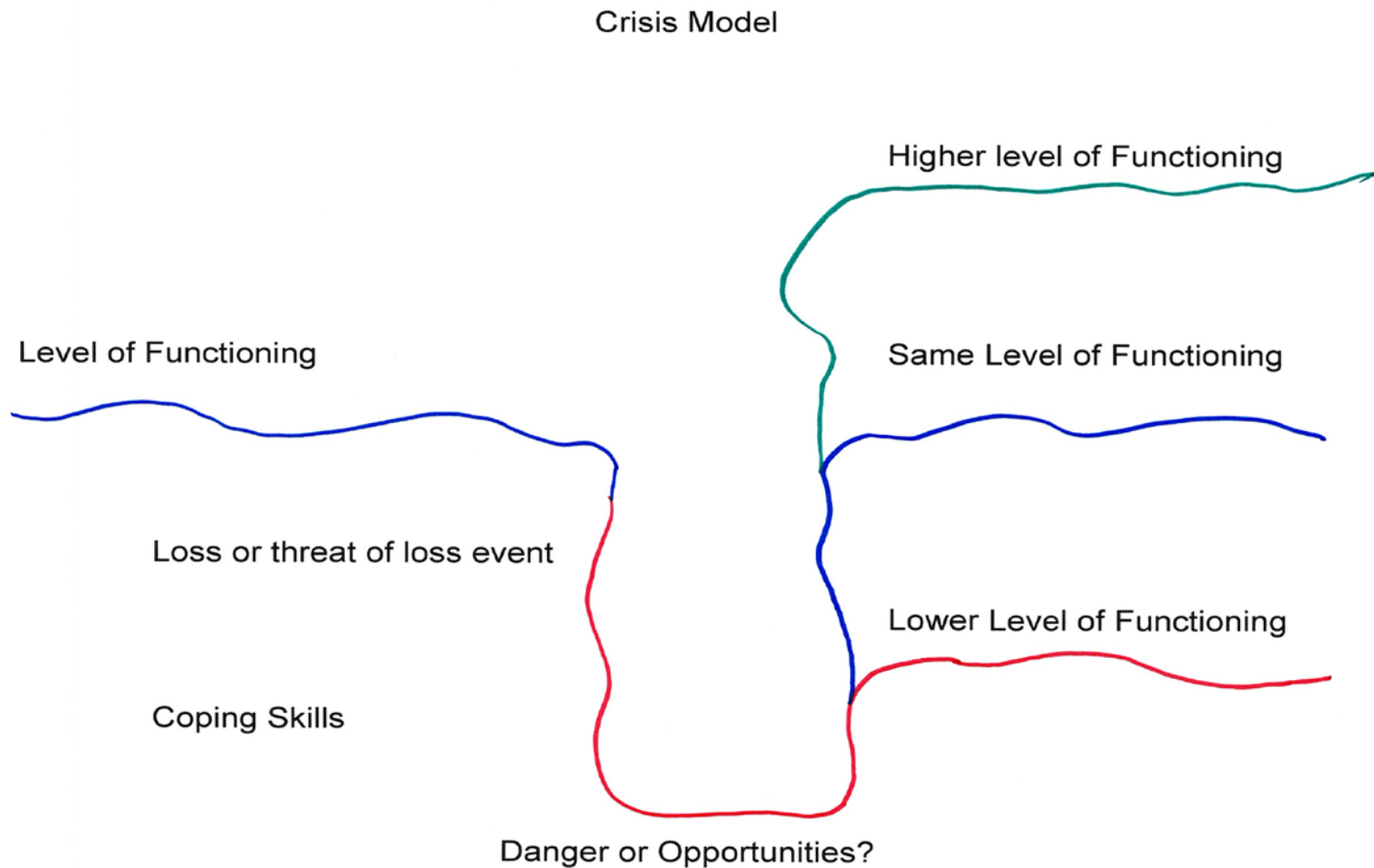
- Why should we understand the basics of Crisis Theory?



# What is a Crisis?

- A turning point in a person's life. Good or bad.
- A stressful life experience affecting the stability of an individual and impacts their ability to cope or function.
- It is a hazardous situation in terms of the individual's perception.

# Crisis Model (Caplan)





# Case Management

# Key Case Management Concepts

1. Is comprehensive & client-centered.
2. A person should have only one service strategy.
3. Must be a relationship of mutual respect between the person & the case manager.
4. Requires partnership at the client level.

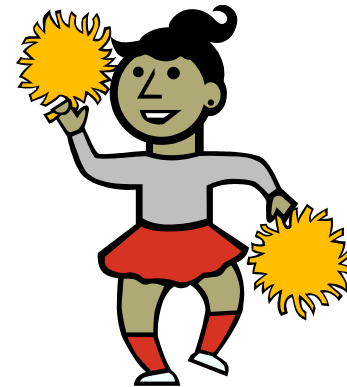
# Key Case Management Concepts

4. Involves the person's family & significant others while maintaining confidentiality.
5. Relates the person's actions to outcomes.
6. Is integrated & coordinated.
7. Involves flexibility & creative problem solving.



# Roles of the Case Manager

- Advocate
- Broker
- Coach
- Coordinator
- Collaborator
- Consultant
- Evaluator
- Expediter
- Planner
- Record Keeper
- Teacher
- Cheerleader

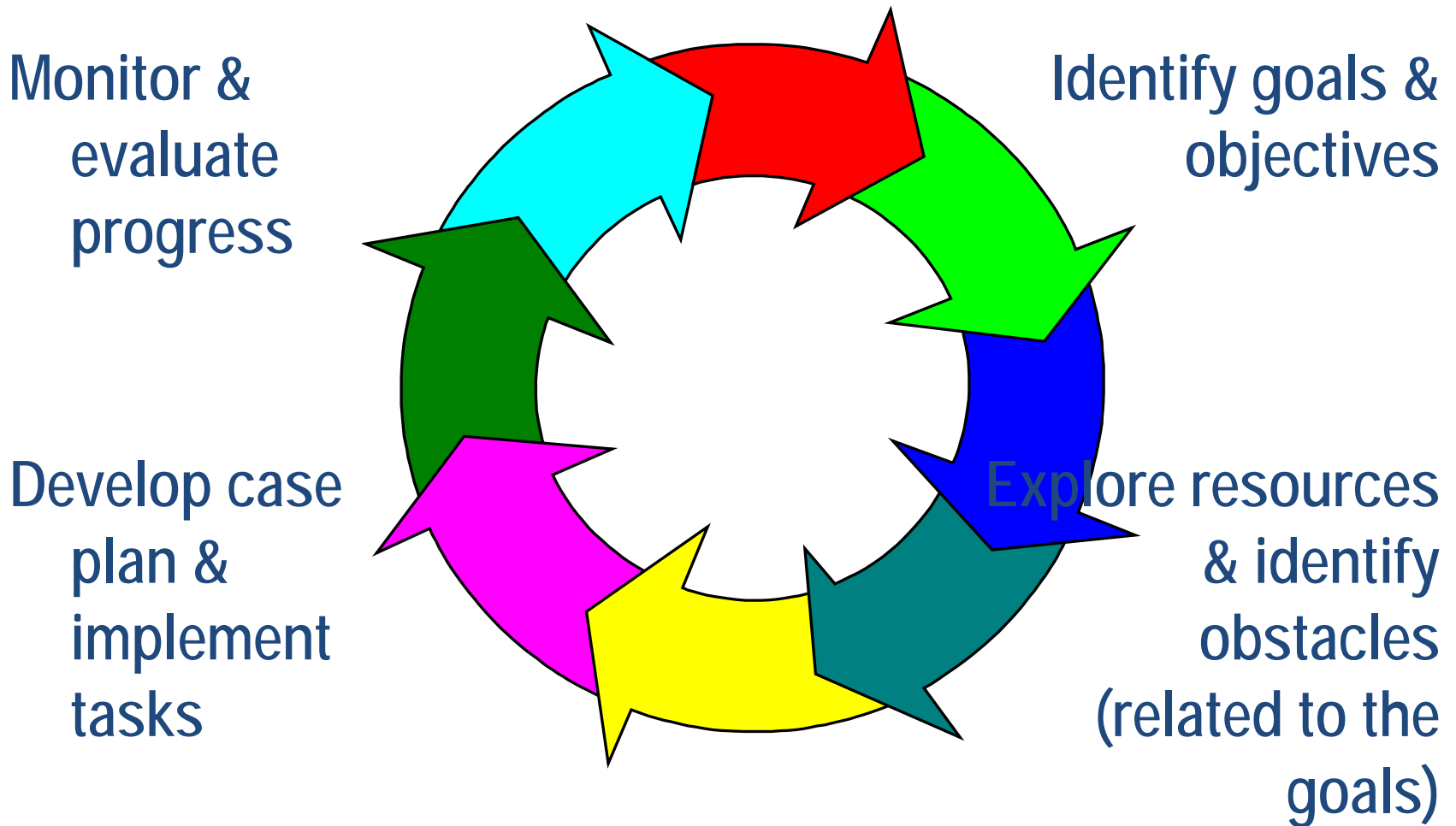


# Case Management Tasks

- File Maintenance
- Initial interview
- Gather data
- Assemble and guide discussions and decision-making with key stakeholders
- Monitor plan
- Manage flow of information
- Provide follow-along
- Counseling (non Provide therapeutic) and conflict resolution
- Provide ongoing support
- Complete paperwork
- Act as a liaison
- Establish and maintain credibility
- Develop and modify policy as appropriate
- Secure and maintain respect

# The Case Management Process

# Case Management Cycle



# Intake

- The Intake Interview has been called the most challenging of all interviews.
- Must establish a foundation and climate for an effective working relationship, or a working alliance.
- Starts with communication skills.
- Develops through listening.

# General Objectives of the Intake Interview

- Gather data on the individual and family.
- Create a trusting relationship.
- Develop a greater understanding of potential client's concerns or question regarding TANF.
- Provide direction and support in dealing with those concerns.
- Others?????

# Types of Communication Skills

- Verbal communication
- Nonverbal communication (Handout)
- Active Listening Skills (Handout)
  - Active listening is all about building rapport, understanding, and trust.
  - Are you a good listener?

# Listening

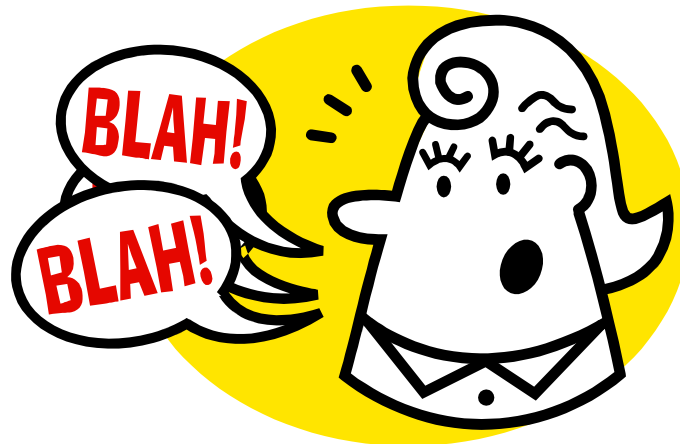
“Listening is a rare happening among human beings. You cannot listen to the word another is speaking if you are preoccupied with your appearance, or with impressing the other, or are trying to decide what you are going to say when the other stops talking, or are debating about whether what is being said is true or relevant or agreeable. Such matters have their place, but only after listening to the word as the word is being uttered.”

William Stringfellow



# Communication

- Communication Blockers
  - Handout
- Tips for enhancing communication
  - Handout



# The Art of Questioning

The four main types of questions are:

- **LEADING**

For example, “Would you like to talk about it?” “What happened then?”  
“Could you tell me more?”

- **OPEN-ENDED**

Use open-ended questions to expand the discussion — for example, lead with: “How? What? Where? Who? Which?”

- **CLOSED-ENDED**

Use closed ended questions to prompt for specifics — for example, lead with: “Is? Are? Do? Did? Can? Could? Would?”

- **REFLECTIVE**

Can help people understand more about what they said — for example, someone tells you, “I’m worried I won’t every be on my feet again .”  
Reflective Q: “It sounds like you are ready to make changes in your life? Where would you like to start?”

# One more thought....

“It is always better to ask questions than to make assumptions. Have courage to ask questions until you are as clear as you can be. Once you hear the answer to a question, you won't have to make assumptions because you will know the truth.”

Don Miguel Ruiz The Four Agreements

# Assessment of Need

## Areas of Assessment

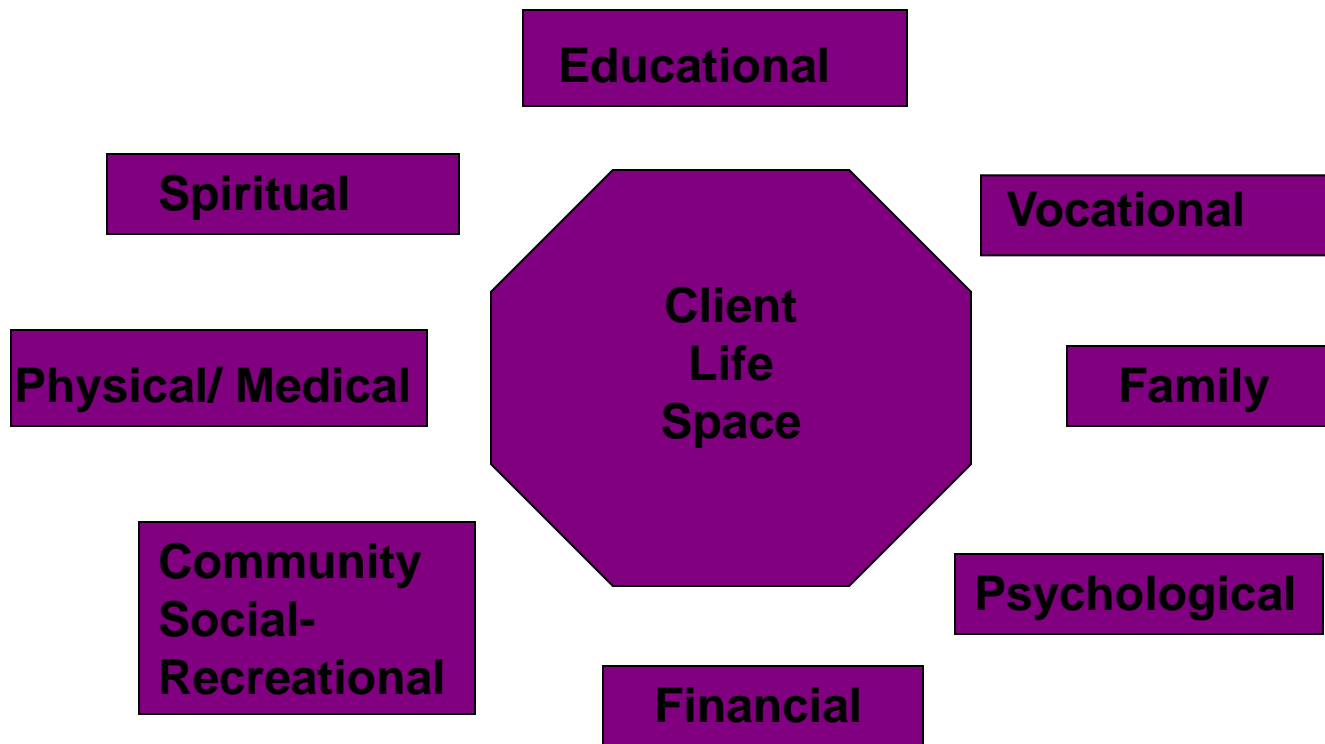
- Housing
- Employment
- Education
- Transportation Support
- Health (physical, emotional, mental)

## When assessing remember ....

- 1. What do I know?
- 2. What don't I know that I need to know to provide services to this family?

# What are you assessing or who are you assessing?

## Life Space Model



# Other Specialized Assessments

- Personal Assessment
  - Barrier Assessment
  - Literacy and other educational testing;
  - Substance abuse screening;
  - Vocational, aptitude, or personality traits testing;
  - Domestic violence screening;
  - Mental health screening;
  - Vocational counseling; and
  - Vocational rehabilitation services.
- MBTI and the Strong Interest Inventory



# Creating a Plan

- “Where is the TANF client now?”
- “Where does the client want to go?”
- This is done in partnership with the client.
- The Plan will be the guide on how to get there.
- Identification of services
  - Service type
  - Service timeframe
  - Service provider
  - Service duration

See handouts.



# Listen

If you listen to your clients stories and situations it will help you discover what linkages need to occur.





# Implementing the Plan – Linkage

- What is linkage?

Service Coordination – When clients are connected to the services that will assist them in becoming self sufficient.

- What are some of those services?

Community Agencies/ Partners

Don't forget some of your in house linkages – E&T and DV Specialist

# Monitoring

- Overseeing client services and support services
- Work Participation Logs
- Case Manager tasks
  - Review progress
  - Schedule and attend meetings with service provider and client
  - Maintain regular contact with the consumer
- Refer back to Plan to check progress or update as needed.

# What is advocacy?

- Advocacy is one of case management's hallmarks.

While a professional conducting therapy may speak out on behalf of a client, case management is dedicated to making services fit clients, rather than making clients fit services.

# Others who work with our families.....

- There are many others who work with our families too.
- The Program Manager, Coordinators, Drivers, Accounting, Activities Specialist.....all play rolls in assisting our families to become successful..
- Name some other partners?

# Cliff Effect



What happens  
when a client  
exits TANF due  
to employment?

# Active Ingredients of Case Management

- University of Kansas, School of Social Work
- Study conducted to determine what methods show a statistical significant positive out come for people receiving services.



# Active Ingredients of Case Management

- Case load sizes should be small enough to allow for a relatively high frequency of contact.
  - 30:1 maximum when using all the other ingredients presented
  - 40:1 to 100:1 is average of most programs
  - Types of families (minimal, low, high contacts)

How many families are you working with?

How often do you meet with your families?

# Active Ingredients of Case Management

- Individual versus team case management.

## Team

- ◊ Reduces burnout
- ◊ Enhances continuity of care
- ◊ Increased availability of someone who knows the person
- ◊ Lack of accountability
- ◊ \*Most useful as a back up model.

## Individual

- ◊ Single point of accountability
- ◊ More efficient use of time
- ◊ One person develops professional relationship

Do you use team or individual case management approaches? Or a combination?



# Active Ingredients of Case Management

- Natural community resources are the primary partners.
  - Case managers working directly with landlords, employers, school, community colleges.

Who are your natural partner?

What is your process for making the referral?

# Active Ingredients of Case Management

- Case managers are seen in the community.
  - Removes generalizations.
  - More complete assessments.
  - Allows CM to see client in natural setting and gather individual and community strengths.
  - Outreach should be the norm.

Do you meet your families in their home or other out-of-office places?

# Active Ingredients of Case Management

- Case Managers have primary responsibility for a person's services.
  - Case management integrated rather than fragmented.
  - This does not mean referrals to other programs don't occur but authorization is not delegated.

Do you follow up with your client's once referrals have been made both client and outside agency?

# Active Ingredients of Case Management

- Case managers should be Para-professionals. Supervisors should be experienced and fully credentialed.
  - Case managers should have undergraduate degrees.
  - Multiple interdisciplinary areas on a team is useful (education, social work, substance abuse, vocational counseling).

Are you able to send Case Managers for professional development?

# Active Ingredients of Case Management

- Case Managers should foster choice.
  - Forming partnerships with the client.
  - Client directed services.

How do you foster choice?

What happens when you disagree with the choice a client is making?

# Active Ingredients of Case Management

## Strengths-Based Approach

*Definition:* An approach of first determining the strengths, skills & resources a client currently has. Once the strengths are determined, they are used to help the client achieve goals. Strengths include what the individual can do, as well as family & community supports.

# Active Ingredients of Case Management

## Strengths-Based Approach

- Begin session with comments on strengths
- Emphasize strengths periodically
- Use listening skills to bring out strengths: “Tell me how you solved that problem before....”
- Take negative thinking & reframe it
- Concentrate on strengths that will help the person obtain their goal
- Assess their family & community strengths
- Identify what they value to find strengths
- Focus on the specific skill the client used to accomplish something in the past

# Active Ingredients of Case Management

## Building Relationships

- Give power, control & choices whenever possible
- Be honest & direct
- Give clear information on the program, its rules, resources & any mandatory requirements
- Expect to see clients change
- Set firm, clear limits & stick to them
- Follow through on all tasks you agreed to
- Model good professional behavior



# Active Ingredients of Case Management

## Reducing Resistance

*Here are some tips for reducing normal resistance:*

- **Recognize that resistance is normal.**
- Don't expect it to go away on its own.
- Identify the freedom the client thinks he or she may lose.

# Active Ingredients of Case Management

## Reducing Resistance

- Directly aid client to restore freedom, if possible
- Emphasize specific rather than global changes
- Avoid labeling or judgments
- Note values expressed by the client
- Suggest more than one alternative

# Active Ingredients of Case Management

## Reducing Resistance

- Identify choices & available options
- Support choices
- Be clear about non-negotiable items
- Express empathy for pressure experienced by the client
- Plan small, feasible steps
- Reward efforts & progress

# Active Ingredients of Case Management

## Dealing with Non-Compliance

1. Call the client. Check to see if basic needs are being met or if any emergencies have occurred.
2. Schedule an appointment to reassess goals and timetables.
3. Break tasks into smaller steps.

# Active Ingredients of Case Management

## Dealing with Non-Compliance

4. Ask the client if there are other issues that are interfering with the ability to comply with the TANF process (i.e., substance abuse, learning disabilities, domestic abuse, child care, transportation, mental illness, illness of a family member, etc.). Further assessment may be necessary.

# Active Ingredients of Case Management

## Dealing with Non-Compliance

5. Remind the client about his/her motivations for becoming self-sufficient.
6. Develop a plan with the client for resolving the issues or develop a plan for complying even though the issues still exist.

# Active Ingredients of Case Management

1. What would you add to the list of “ingredients?”
2. Which “ingredients” do you do well?
3. Which “ingredients” do you need to work on?
4. How will you improve your practice to the standard of “ingredients?”

# Success Stories

- “tribal TANF programs are able to offer programs that are culturally appropriate and more directly responsive to specific community circumstances and needs, and experience with such tribal programs suggest that tribal agencies can serve Indian people better than state (or federal) programs.”  
(Brown-Cornell, 2001)



# Celebrate our Successes



Shoalwater Bay, Tokeland WA

# Parking Lot



Confederated Tribes of the Chehalis

# Wrap Up & Questions

- Re-visit Parking Lot
- Contact Information
  - Geene Felix (360)462-3233
    - Felix@spipa.org