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Case management technology: the best practices

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Introduction

In modern conditions, one of the promising technologies of working with the client is the case management technology (engl. Case management, work with a case, social support). Based on the definition of «Case Management Society of America», it is possible to define its essence as a process, which provides support services for client through communication and the identification of accessible resources to achieve quality and cost-effectiveness. This process combines assessment, planning, monitoring of activities that meet the needs of both the client's health and social well-being¹.

Using this technology, information can be obtained on the situation of people in need of some assistance in situations of risk to physical health or their social potential, or the condition in which they find themselves. Case management technology is implemented by including the client in the planning process to solve their own problems, but with the advice of a social worker. This makes

¹ Official website «Case Management Society of America», <https://www.cmsa.org/> [access 08.12.2020].

the recognition of case management technology as a forward-looking tool in the client plan for the development of a set of guidelines, which contribute to the enhancement of their resources in order to solve their social and life problems. Given the universal nature of case management technology and its main function of accompanying the client from the beginning of communicating with the social worker to the solution of his problem, its relevance can be noted, especially in times of pandemic.

The purpose of the article is to describe the leading characteristics and successful practices of using case management technology in social work.

1. Case management technology: essential characteristics and content of social services

Analysis of scientific sources shows that there are different options for translating the case management technology. For example, case-management is translated as individual management, case management, interdisciplinary case management, coordinated case management, individual case management, etc.² However, almost all interpretations contain a case and emphasize the individuality of the client's situation³. The purpose of case management technology is to provide social services to clients in the most efficient way⁴. Potential clients of such programs are people with multiple psychosocial or health problems⁵. In social work practice clients are individuals or families whose needs, objectives and resources are the subject of case management.

For example, in Ukraine it is common understanding of the concept of «client» as someone who receives social services. The Law of Ukraine «On Social Services» (Statements of the Verkhovna Rada (WSR), 2019, 18, Art. 73) has been enacted now. The Law defines social services as actions aimed at preventing, overcoming or minimizing the negative effects of difficult life circumstances on individuals/families. A person/the family may be provided with one or more social services. The procedure for organizing the provision of social services is approved by the Cabinet of Ministers of Ukraine⁶. Providers and

² M. Mirowska, *Education management based on the case management: theory and practice*, Kyiv 2018.

³ Case management, <https://qala-project-2.gitbook.io/roboty-z-kl-ntami-pos-bnik/dodatki/1.-keis-menedzhment> [access 08.12.2020]; Case management – an efficient and effective method of working with employment clients, <https://mik.dcz.gov.ua/novyna/keys-menedzhment-efektyvnyy-ta-diyevyy-metod-roboty-z-kliyentamy-sluzhby-zaynyatosti> [access 08.12.2020]

⁴ Case management in social work at the local level. A handbook for health, education and social workers. United Nations Children's Fund (UNICEF) in Kazakhstan, Astana 2012.

⁵ Internally displaced persons case management: guidance, ed. by N. Husak, Kyiv 2015.

⁶ Law of Ukraine «On social services». <https://zakon.rada.gov.ua/laws/show/2671-19#Text> [access 08.12.2020].

recipients of social services are also identified. The providers of social services are, firstly, institutions/institutions providing social services (residential, rehabilitation, temporary stay); secondly, other institutions/institutions providing social support (services) including specialized support services for victims of domestic and gender-based violence.

It should be noted that, in accordance with the legislation in force in Ukraine, social services are divided into services aimed at: social prevention (prevention of difficult life circumstances and/or the occurrence of a person/families in such circumstances); social support (assistance in coping with difficult life circumstances by the person/family) social services (minimization of negative consequences of difficult life circumstances for the person/family, maintenance of their livelihood, social status and inclusion in society).

2. History of case management technology and model characterization

With urbanization, industrialization, immigration, and population growth in the late 19th century, the United States is believed to have been the first to use this technology by charities. At the beginning of the 20th century, case management technology became one of the most common in the practice of social worker activity, it was based on a psychodynamic approach, but with the development of social work methodology, from the beginning of the 1960s, various case management models are being actively implemented⁷. In Ukraine, the concept of case management is just beginning to be used. It was first introduced in Ukraine in 1998 during the social experiment on the institution of foster families. The technology of working with the family, taking in the upbringing of an orphaned child, is in fact implemented in the form of social support, was published in 1999 by the Ukrainian Institute of Social Research (since 2005 – State Institute for Family and Youth Development)⁸. Today, however, an increasing number of social service organizations are beginning to use the term “case management”.

Based on methodological recommendations on the casemanagement of internally displaced persons, we note that today such case management models have been used⁹: Brokerage and Generalists Case Management Model, Assertive

⁷ K. Vitsukaeva, *Social support for the client*, Odessa 2017.

⁸ A. Savchuk, A. Galai, *Case Management for internally displaced persons*, http://ekmair.ukma.edu.ua/bitstream/handle/123456789/10815/Savchuk_Halai_Keis-menedzhment.pdf [access 08.12.2020].

⁹ Effectiveness of Different Models of Case Management for Substance-Abusing Populations, <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1986794/> [access 08.12.2020]; 3 Unique Case

Community Treatment and Intensive Case Management Model, Strengths-Based Case Management Model, Clinical Case Management Model. Each of these models has a universal characteristic and they are client oriented. The general characteristics include: the main focus; the attraction of clients by the case manager; the importance of the «client-case-manager» relationship; coordination or provision of services; liability of individual employees involved in case management or team; multi-disciplinary team; client development or stabilization; paternalism or nuisance; average number of cases/case-manager load. For example, by characterizing such a case management model as Assertive Community Treatment and Intensive Case Management Model, we note that it is based on an integrated approach. This model is oriented towards the provision of services by a multidisciplinary team and ensures the development of the client. In the course of using this model, the client assumes less responsibility as a result of the work of a multidisciplinary team, which in turn contributes not only to the optimal functioning but also to the development of the client. Considering the use of a certain case management model, it should be noted that in the course of the provision of services, the social worker performs a wide range of duties to assist vulnerable groups of the population (social supervision). We believe, however, the most important task is to establish a professional multidisciplinary team of specialists working on the case and to further coordinate its work. In this context, the social worker acts as the case manager. It is important to note that social care is provided not only by the social work specialist who serves the individual or the family, but also, if necessary, by the staff of the social institution: nurse, lawyer, psychologist. For example, if there is a need in the family to solve psychological problems, the psychologist provides psychosocial care and so on. We can use the Assertive Community Treatment and Intensive Case Management Model intervention at the first stages when crisis intervention is needed and the basic needs of the client are met.

The Clinical Case Management Model is used mainly in the health sector. Its main objectives are to obtain positive experience in obtaining services, to improve the general health of the population and to reduce the cost of health services. This model favors the therapeutic work of the case manager, the relationship with which is important for the client. The Case Manager assumes responsibility for the client and contributes to its stable functioning in society. This model is used when the client has certain addictions, mental health problems, etc.

The Strengths-Based Case Management Model aims to develop these strengths. The Case Manager analyses the advantages that can be used in working with the client and focuses on their development. These benefits can be recovery motivation or torque drive, experience, support networks, and so on. Usage of this model involves coordination by the case manager, and at the same

time attracting the necessary expertise from any industry to provide their services. We stress that these specialists are responsible for the results of their work, but do not work in a multidisciplinary team. This model can be used at any stage of work with the client.

The Brokerage and Generalists Case Management Model is used in later stages of work with the client. It provides for coordination in the provision of services to the client to solve his problem. The peculiarity is that this model is used only if the case manager does not attract clients personally, but works with those who have asked for help. Accountability for performance rests with the client and specific service providers, not with the team as a whole. The model is characterized by the fact that the relationship between the case manager and the client is leading and very important. The model provides for a client to be hired to achieve stable operation.

Considering the universal brokering model of the case management and the model, we have focused on the strengths of the client, that they involve the empowerment. The concept of empowerment (engl. empowerment) – is the leading concept of social work, as it provides for the distribution of power between the provider and the user of social services¹⁰. This concept is based on the principles, namely: recognition of the priority of all people having certain abilities and skills; inadmissibility of using negative «labels» in relation to clients; attentive to the client's point of view, free to choose the form and extent of intervention in their life by specialists; planning services taking into account the social, economic, cultural and political context of the client's life, cause of such problems like poverty, unfavourable living conditions, social exclusion; taking into account the role of the empowerment in the group (people, act together, become stronger); prevention any discrimination¹¹. This implies that the client is involved in the process of solving his own problem due to planning and decision-making in order to enhance his strengths and develop the ability to positively influence the circumstances. As a result of such involvement, the client becomes capable of solving his own problems. A comprehensive approach to client problems based on motivations for change and activation of the client's position is needed. Only under these conditions the empowerment can be realized. It includes: general development of personality and certain skills, practical support of the client in difficult circumstances, support of equal opportunities, emotional support, etc.

We reviewed four main case management models, but it is necessary to emphasize that the models have similarities and some differences, but they

¹⁰ A. Boyko, *Implementation of the principle of empowerment as a guarantee of the effectiveness of social services*, https://www.researchgate.net/publication/305650475_Realizacia_principu_nasnazenna_ak_zaporuka_efektivnosti_socialnih_poslug [access 08.12.2020].

¹¹ *Internally displaced persons case management: guidance*, ed. by N. Husak, Kyiv 2015.

include a professional and integrated approach to assessing, planning, implementing, coordinating, monitoring and evaluating client performance.

3. Successful practices in the usage of the case management technology

Today there is an intensive introduction of case management technology in the practical activities of social workers in many countries of the world. For example, the United States of America holds the leading position. On the basis of the authors' work as A. Galai, N. Savchenko, A. Savchuk and other scientists, it can be stated that in the United States there is sufficient research on the use of case management in social work. For example, the most common factors influencing this are: large number of clients with multiple problems; deinstitutionalization and development of services in society; recognition of the importance of social support and development of support networks. In the United States, the effectiveness of case management in working with people at risk, people with chronic diseases, people with addiction, etc. It describes in the scientific research of authors like Lim, J. Stokes, W. Vanterplasschen, J. Wolf, de R. Vet etc. That is, the research covers almost all categories of social work clients. Research results are the development of appropriate case management models, under what conditions its use is effective, how a multidisciplinary team works, and how to create an effective team through feedback channels, etc.

As part of our research, the experience of the study on the impact of case management in profiling the unemployed population is interesting. Such studies are being carried out in Denmark, Ireland, the Netherlands, Germany, Slovenia, Sweden.

The Republic of Poland is actively implementing and researching the efficiency of case management in the practice of social services. These are researchers like T. Kaźmierczak, M. Rymsza¹², M. Mirowska¹³, A. Smrokowska-Reichmann¹⁴. Experience in the use of case management technology in the higher education

¹² T. Kaźmierczak, M. Rymsza, *Case management as a formula for the coordination of social services and other activities of public services – a case of professional and social activation of people with disabilities*, [in:] *Professional social work. A new paradigm or an unfinished task?*, ed. K. Piątek, K. Szymańska-Zybertowicz, Toruń 2011.

¹³ M. Mirowska, *Case management in the field of social work as an example of a modern model of student education and the transition from education to the labor market*, [in:] *Vocational guidance in the transition process*, ed. W. Duda, J. Górna, M. Nowacka, Częstochowa 2017.

¹⁴ A. Smrokowska-Reichmann, *Case management – Case Management (CM) in social work*, [in:] *New directions and tendencies in the organization and management of social assistance*, ed. by A. Skowrońska, Warsaw 2013.

institutions' activity is also scientifically sound and promising¹⁵. There is a development of the higher education applicants' potential that is properly managed with an individual approach, and the student can achieve satisfactory results in many aspects of his or her actions, not only in educational. In this case, the management of a student's affairs is a method of professional intervention with maximum involvement of the client of educational services in the decision-making process on his or her own development. The proposed technology for managing the case of its use at the university ensures the independent development of the higher education applicant and contributes to the successful life of the graduate in society and to be competitive in the labour market, as well as striving for a high quality culture in higher education. Ukraine is also investigating the use of case management technology by educational institutions¹⁶.

In the Czech Republic, for example, case management technology is used in work with the homeless children. Czech programmes to combat homeless children are comprehensive and receive a high level of social assistance. The main difference between the Czech Republic and European countries is that the work with the homeless children is mainly aimed at preventing the phenomenon, while in the Czech Republic it is aimed at solving the problems arising from this issue. Czech experience in the fight against homelessness including the opening of so-called «halfway houses». Houses located somewhere between the dormitory and the shelter on the one hand and independent life on the other. The peculiarity of the briefcase manager's work is that he controls the situation, keeps in contact with the homeless child, but intervenes only in the event of a problem that the homeless person cannot solve on their own¹⁷.

The documents published by UNICEF «Violence against children in State residential institutions of the Republic of Kazakhstan» and «Vulnerability of children to risky behaviour, sexual exploitation and human trafficking in Kazakhstan»¹⁸. They contain the manual stating that one of the major causes of neglect and homelessness is the decline in the role of the family in the upbringing of the child. In addition, it is noted that various factors need to be taken into account when determining appropriate measures for social work with a child in

¹⁵ Report on the implementation of the in-depth study "Diagnosis of the needs of universities, students and graduates in the field of building lasting relationships university – student – graduate based on mutual exchange of knowledge and experience" under the innovative project „Model of lifelong learning based on a lasting relationship with the university: ideAGORA – graduates as the capital of the university” Human Capital Operational Program, Warsaw 2013.

¹⁶ G. Bevz, T. Vizhanska, A. Dovganiuk, etc., *I am ... Happiness! A child in educational space: a method of case management: a benefit*. [under the general edition G. M. Bevz], PE Ivanyuk V.P., Volodymyr-Volynskyy 2016.

¹⁷ Social work with the homeless in the Czech Republic. <https://present5.com/socialnaya-rabota-s-bezdomnymi-v-chexii-cheshskie/> [access 08.12.2020].

¹⁸ *Case management in social work at the local level. A handbook for health, education and social workers. United Nations Children's Fund (UNICEF) in Kazakhstan*, Astana 2012.

difficulty situation. First, the social vulnerability of the child must be assessed. Second, it is necessary to assess the situation of the parents (or if there are no other parents), determine their ability to protect and care for the child, third, it is necessary to consider the availability of material resources. Any measure taken must be based on the needs of the child as identified in the assessment, taking into account the views and wishes of the child. The manual also provides an essential description of the case management technology recommended for working with such families. For example, the application of technology emphasizes certain case management principles, the justification of the purpose and the establishment of a case management plan. It is recommended that a preliminary assessment be carried out immediately upon receipt of information on a socially vulnerable child. The purpose of the pre-assessment is to facilitate decision-making on the need for urgent measures for the protection of the child; a full and comprehensive assessment is carried out carefully over several weeks to form the basis for an appropriate social assistance plan; risk assessment – an ongoing process, assessing the risk factors that the child is or may be exposed to. In view of the above, it can be stated that Kazakhstan is successfully using case management technology.

The technology of case management in social work is being effectively introduced in Ukraine. Today, there are many studies investigating the problems of different categories of social workers' clients. Almost all studies recommended the use of case management technology when studying problems and needs. For example, research on internally displaced persons has been relevant over the past five years. Based on sources, we note that, according to the international definition, internally displaced persons are persons or groups of people who have been forced to flee or to flee their homes or places of residence, through or in order to avoid the effects of armed conflict, generalized violence, human rights violations or natural disasters/man-made disasters, and which have not crossed the internationally recognized State border of the country¹⁹. Under Ukrainian law, an internally displaced person is a citizen of Ukraine who is permanently resident in Ukraine and who has been forced or has left his residence as a result of or in order to avoid the negative effects of armed conflict, temporary occupation, widespread violence, massive human rights violations and natural or man-made emergencies²⁰.

¹⁹ I. Basova, *Internally Displaced Persons and Their Legal Status: The Ukrainian Context*, <https://www.juridicainternational.eu/index.php?id=15702> [access 08.12.2020]; Guiding Principles on Internal Displacement, [https://www.un.org/ruleoflaw/files/guiding_principles\[1\].doc](https://www.un.org/ruleoflaw/files/guiding_principles[1].doc) [access 08.12.2020].

²⁰ On the internal and external situation of Ukraine in 2015. Information of the President of Ukraine to the Verkhovna Rada of Ukraine. https://zaxid.net/pro_vnutrishnye_ta_zovnishnye_stanovishhe_ukrayini_v_2015_rots [access 08.12.2020].

A study of the phenomenon of displacement and the needs of displaced persons began in 2014 and was conducted by international (UNHCR) and civil society organizations (Institute for Development and Social Initiatives, Yaremko Ukrainian Institute for Social Research). Consider some aspects of the use of case management technology in dealing with this category of clients. For example, there are practical tips for communication with internally displaced persons. There is a primary assessment that involves ascertaining the person's basic information, their basic needs, assessing the risk to her/his life and health and determining the need for case management. Duration of up to one day. In addition, there is a needs assessment, which can last up to three weeks. During the initial assessment the following tasks are carried out: establishing contact with the client; obtaining basic information about the client; ascertaining the basic needs of the client; ascertaining risks and threats to the client's life, the need for immediate action; making a decision on the need to provide separate services/case management/on refusal to provide services; agreeing on the date of the first meeting with the client to assess the needs in case of a decision on the necessity of the case management. In assessing needs, a number of tasks are carried out: establishing and maintaining contact with the client; informing the client in detail of his rights, duties, possibilities and conditions of providing assistance, motivating interaction, overcoming resistance; identification of needs and problems to be addressed, clarification of the client's situation; identification of his strengths and resources, discussion of the organization's capabilities; formulation of the findings of the needs assessment and their agreement with the client. It is further recommended that all stages of case management technology be implemented consistently. We stress that the peculiarity of the work of such clients is that during the execution of the individual activity plan it is necessary to promote the client's independence with periodic meetings with the case manager or with other specialists involved in case management. In addition, the individual plan should be monitored (reviewed and corrected if necessary).

We will give a successful example of the use of case management technology, such as the work of the All-ukrainian PLH network. It is recommended that every PLH case is unique and requires a case-by-case approach. In addition, the stages of technology implementation are described in detail. Finally, the criteria for stabilizing the situation and improving the situation are given: acceptance of the diagnosis of the disease (HIV infection) and its life prospects; registration in the AIDS Centre, examination and treatment; elimination of the risk of abandonment of the child (if the woman is pregnant); examination of the child and final determination of his or her status (HIV infection or no HIV infection); motivation and skills of the client for self-service, childcare, etc.; availability of all necessary documents (passport, policy, registration, etc.) stable and sufficient financial income, employment; permanent residence; awareness of one's own desires, goals and plans for the future; availability of family

and external support; stability of emotional state; confidence in their ability to cope with the difficulties encountered, independence from the services provided by the organization; long-term (more than a year) and successful therapy regular visits and tests etc²¹.

Conclusions

An analysis of scientific sources leads to certain conclusions. First, the case management technology has evolved and is being used to provide social services to a client in an efficient way, it is a universal means of addressing certain issues of his/her hardship. The second is that the main characteristic of the definition of its use is the recognition of the individuality of the client's situation, and for its solution it is necessary to create conditions for the use of the client's own potential and to attract the necessary resources. Stress that scientific and practical sources treat case management as a case or situation that requires situation analysis and the planning of a complex set of actions to obtain a planned result and to support the client in difficult circumstances. Also, examples of successful use of case management technology in the social work of different countries suggest that scientific research into the use of case management, this technology covers all categories of social work clients and deals with clients with multiple problems. It should be noted that social services are available in all countries and provide support (social support) to persons (families) in difficult circumstances. In our further research we will consider the leading role of the case manager, his functions and professional qualities.

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Summary

The article discusses the essential characteristics of case management technology, which includes the provision of services to the client through its support through communication and the search for available resources to achieve high-quality and cost-effective results. The contents of social services aimed at social prevention, social support and social services for clients have been disclosed. Case management models are described: universal brokerage model; intensive intervention model, clinical model of case management. Examples are given of their successful practices in the use of case management technology in different countries of the world.

Technologia zarządzania przypadkiem: najlepsze praktyki

Streszczenie

W artykule omówiono podstawowe cechy technologii zarządzania przypadkiem, która obejmuje świadczenie usług na rzecz klienta poprzez wsparcie komunikacyjne oraz poszukiwanie dostępnych zasobów w celu uzyskania wysokiej jakości i opłacalnych wyników. Opisano treść usług społecznych ukierunkowanych na profilaktykę społeczną, pomoc społeczną i usługi socjalne dla klientów. Opisano modele zarządzania przypadkiem: uniwersalny model brokerski; model interwencji kryzysowej, kliniczny model zarządzania przypadkami. Podano przykłady ich skutecznych praktyk w zakresie wykorzystania technologii zarządzania przypadkiem w różnych krajach świata.

Słowa kluczowe: zarządzanie przypadkiem, usługi społeczne, klient.