

Seminar on Case Management



the netherlands 31.3. - 1.4.2003

Seminar on Case Management

The Netherlands 31.3.-1.4.2003

the pathways for integration
www.tampere.fi/projekti/tyontiet/pathways

European Social Fund
The Community Initiative Equal

Foreword

The Equal Community Initiative aims to test new ways of tackling discrimination and inequality experienced by those at work and those looking for a job. EQUAL differs from the European Social Fund mainstream programmes in its innovative dimension and in its emphasis on active co-operation between Member States.

The EU Employment Strategy aims at an active society where social policy should also be an activating incentive, not only a safety net. Projects funded under the EQUAL initiative endeavour to combat the problems of long-term unemployment and promote the situation of the most disadvantaged groups on the labour market.

Pathways for Integration is transnational co-operation of four development partnerships (DPs) from four different countries: Finland (**Ways to Work**), France (**Inseco**), Austria (**Arbeitsmarktintegration Obersteiermark Ost**) and the Netherlands (**Samen aan de Slag**). All the DPs are testing and developing better structures, services and methods to reintegrate unemployed people into the labour market.

At the first international meeting in September 2002 in Tampere, Finland, the plan for international co-operation was made. The thematic work in transnational co-operation was scheduled to take place in three thematic work seminars in each of the participating countries. The themes formulated and the countries responsible are

1. Case management – individual and holistic support, The Netherlands (April 2003)
2. Services and methods in employment and reintegration, France (Nov 2003)
3. The Reintegration process, Austria (June 2004)
4. Final seminar, Finland (Nov 2004)

The transnational co-operation also includes other information and personnel exchange.

The first work seminar was held 31.3.-1.4.2003 in Norg, the Netherlands and organised by the Samen aan de Slag Project. The seminar participants included 18 participants from Finland, 5 from France, 3 from Austria and 17 from the Netherlands. The theme of the seminar was 'Case Management', a term which is often used in social work and in health care describing the way of working in a multiprofessional service network where the role of a co-ordinating and advocative case manager is a crucial link between all the service providers.

This publication describes the concept of case management in general and its actual realization in employment services in the partner countries. It also presents the summaries of presentations and workshops of the seminar. The publication is targeted at the project staff and partnership members, employment officials, evaluators and researchers and all others interested in the development of employment services. The collecting and editing of this publication were done in collaboration with Berrie Kuil-

man from the Samen aan de Slag, Luis Frota and Anne Pinet from the Inseco, Erich Weber and Johannes Franek from the Arbeitsmarktintegration Obersteiermark Ost and Tuula Mikkonen from the Ways to Work. The editing team wishes to thank all who contributed to the realization of this publication and all who participated in the Seminar on Case Management in Norg.

Tampere and Groningen, September 2003

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program of the seminar

workseminar on case management norg, the netherlands 31.3. - 1.4.2003

Monday 31 March

- 9.00- 9.05 Welcome speech
Mr. Gerard Bootsman, Workprojects Groningen
- 9.05- 9.15 Introduction and program
Marita Schaaps, Project co-ordinator Get Busy Together / Workpro
jects Groningen
- 9.15-9.30 Presentation Case management in Employment, Example of
Netherlands
- 9.35-9.50 Presentation France
- 9.55-10.15 Presentation Austria
Presentation Finland
- 10.35-11.00 Coffee/Tea break
- 11.00-12.30 Workshop 1: Case Management from the point of view of a client
- 12.30-13.30 Lunch
- 13.30-15.00 Workshop 2: Case Management from the point of view of a
case manager
- 15.00-15.15 Coffee/tea break
- 15.15-16.45 Workshop 3: Case Management from the point of view of an
educator
- 16.45-17.00 Closing

Tuesday 1 April

- 9.00- 9.05 Opening of the second day by Marita Schaaps
- 9.05-10.00 Presentation “Groningen on the Ladder”
Rene Hofman
- 10.00-10.15 Discussion
- 10.15-10.45 Coffee/Tea break
- 10.45-12.30 Cultural differences
Olga Wildshut and Alex Walle, trainers from Workprojects
Groningen
- 12.30-13.30 Lunch
- 13.30-14.45 Assignment for each country “Next step”
- 14.45-15.15 Coffee/Tea break
- 15.15-16.00 Presentations of the assignments
- 16.00-16.45 Evaluation of the program
- 16.45-17.00 Closing the seminar

introduction to case management – an old model in a new context?

Ulla-Maija Koivula
Researcher
Ways to Work Project

Case management has been defined in many different ways. As will be discussed later on in this article the development partnerships in Pathways for Integration also define case management somewhat differently. This article describes the history and models of case management and gives background information for the seminar presentations describing the case management practices in a fairly new application area, employment services.

Case management has become a model for various disciplines and services, in health care, mental health care, substance abuse care, care of the elderly, child welfare and social work. Case management is a response to the complex and fragmented service system that now exists in many fields. One definition of case management is that it is a process of service coordination and accountability, “*a set of logical steps and a process of interaction within a service network which assures that a client receives needed services in a supportive, effective, efficient and cost-effective manner*” (Weil & Karls 1985,2; see also Hall et al. 2002, Newcomer & Arnsberger 1997).

Another definition describes case management as ‘*a systematic problem solving process consisting of a series of sequentially related tasks aimed at delivering a variety of services to a client*’ (Austin & Caragonne in O’Connor 1988, 97).

Rubin (1987, 212) has defined case management as ‘*an approach to service delivery that attempts to ensure that clients with complex, multiple problems and disabilities receive all the services they need in a timely and appropriate fashion*’.

Kane (1984, cit. Leukefeld 1990) defines case management as ‘*a system of locating, coordinating and monitoring a defined group of services for a defined group of people*’.

To put it simply, case management is to ensure that there is a right person, at the right time, at the right place.

Today case management is adapted in various ways by different implementing agencies. Some writers have suggested that the fragmented welfare-mix age will be called 25 years from now the ‘case management period’ (Keigher 2000). Case management has been presented as something new as a working model but is it only an old social casework in a new context?

from social case work to case management

The history of case management goes back to social casework in the late 1800s in the United States. The early history of social work included settlement houses and charity organisation societies that were involved in *case coordination*, which is the early conceptualisation of case management by Mary Richmond. The basic values of case-

work were belief in the worth and dignity of clients and the empowerment of vulnerable populations (Weil & Karls 1985, Hall et al. 2002, see also Netting 1992). Early caseworkers were directly involved with clients but also in developing new resources in the community to provide assistance where it was not available before. Today case management is often less involved in clients' lives and professionals most often work with available resources rather than develop new ones (Hall et al. 2002).

In health care case management or to use the more common term, managed care, emerged with the demand for cost-effectiveness and cutting down social welfare state funding (e.g. in the U.K in the early 1980s) and with the deinstitutionalization of health care, especially in mental health care (e.g. in the US).

The first reports of case management in health care were the descriptions of 'systems agents' in the 1970s, non-clinicians who were responsible for the coordination, but not the provision, of care. (Intagliata 1982) Their role was to arrange appropriate services (medical and psychiatric care, social security, support in finding accommodation etc.) and link the client with service providers. The tasks included assessment of client needs, service plan, arranging service delivery, monitoring, assessment, evaluation and follow up. This 'brokerage approach' (see also Moore 1992) was inadequate with a client group who had multiple and complex needs. Such people were often too debilitated to utilize the services arranged for them. A professional relationship with the client was needed in order to make an accurate assessment of the needs and therefore a clinical staff gradually replaced the administrative staff. (Burns & Perkins 2000).

Two models of case management can be distinguished, as done by Rose and Moore (1995): 'client-driven' and 'provider-driven'. The client-driven model sees clients as agents for their own interests and goals. Work focuses on identifying clients' strengths and obstacles to the attainment of goals, developing social networks and assessing and linking services. Monitoring of progress is done reciprocally between client and case manager. In a provider-driven model work focuses on identifying problems, making referrals and ensuring compliance with service or treatment plans. Many agencies demonstrate both of these model features. (see Keigher 2000).



Market place, Groningen

case management as a system

The use of case management exhibits more diversity than uniformity. Case management can be seen as an administrative activity or as an interaction between case managers and clients. Thus case management can be seen both as a system and as a practice in itself.

Personnel	Status	Functions	Roles	Focus
Administrators	Autonomous practice, full responsibility, high complexity	Develop and coordinate network, administrative program	Manager and resource net worker, class advocate	Macro level
Supervisors	Autonomous practice, full responsibility, high complexity	Link administration and direct practice, oversee work, prepare workers	Work unit/case manager and teacher, class and case advocate	Mesolevel
Social Caseworkers	Autonomous practice, full responsibility, high complexity	Direct practice: service provision and coordination, “Advanced generalists”	Case manager and interpersonal helper, case advocate	Micro-mesolevel
Social service workers	Supervised practice, full responsibility, moderate complexity	Direct practice, service provision and coordination	Case manager and interpersonal helper, case advocate	Micro-mesolevel
Case aides	Supervised practice, partial responsibility, low complexity	Direct practice: service provision only	Interpersonal helper, case advocate	Micro-mesolevel

Figure 1: Case management as a multilevel system (Modified from O’Conner 1988, 99)

Case management as a system involves all levels of personnel within a service. The difference between caseworkers and social service workers lies in the status and complexity of the work. Case managers are so-called ‘advantaged generalists’ compared to social service or social care workers from whom less extensive professional skills are required. Workers on all these levels have some case management functions but only some of them are involved in case management per se: supervisors, social case workers and social service workers.(O’Connor 1988, 105).

case management as a practice – goals and functions

The possible goals of case management are

1. Enhancing the continuity of care
2. Providing access to cross-sectional services
3. Enhancing accessibility by overcoming administrative barriers
4. Enhancing accountability by designation of a case manager as the single point of responsibility for ensuring the overall effectiveness of the system
5. Enhancing efficiency by increasing the likelihood of clients’ receiving timely delivery of appropriate services

(Intagliata 1982, see Hall et al. 2002)

The core functions of the case management are, based on combination of various sources:

1. Client identification and outreach
2. Assessment of clients' needs
3. Development of a service plan based on needs
4. Linkage with services and resources
5. Coordination of services
6. Monitoring client progress
7. Advocacy

(Hall et al. 2002, Williams & Foster 1994, Weil & Karls 1985, Johsons & Rubin 1983, Rubin 1987, Case Management Society of America 1998, White 1996)

Case management involves thus both managerial tasks and service provision. The role of the case manager varies depending on his/her status in the service system. To be able to perform as a good intensive case manager at the micro-mesolevel (with the client and within the service system) demands that the service system itself follows the case management model, meaning that the responsibilities, decision-making power and coordination between different service providers have been agreed.

The core elements of case management as a process are that

1. Cooperation of service providers is called in and organised based on clients' needs
2. There is a contact person who reassures and supports the client through the whole process of selection and purchasing the service
3. There is a follow-up and continuous evaluation of the progress results with a capacity to make necessary changes needed.

This means in practice that there ought to be close cooperation between the managers, supervisors, case management workers and social service providers – all levels of professionals working with the same client. There are problems to be solved such as: Do all the partners involved have the same understanding of the problems and the best solutions? Are they able to work with each other in a productive way (time and financial resources, understanding different professional standpoints)? What is the entry and selection point to the case management procedure? By which criteria and by which methods and by which kind of professional is the identification of clients needs accomplished? What is the budget for the services to be used for one client? What if the client needs and the budget constraints do not match?

case management in reintegration to the labour market

One of the core elements in case management has been a holistic approach, understanding a person, not only his/her problems or symptoms and creating a trustful and open relationship. In client-driven case management this is obvious, but what about provider-driven case management? In many services client needs are rather adjusted the service system in the most cost-effective way than the services used and clients' case advocated to fulfil the clients' needs.

examples of case management in the netherlands, finland, france and austria in employment services

How is it in employment services? In the present 'welfare to work' approach prevalent in the Netherlands and taking its first steps in Finland the case management approach uses both support and control / sanctions in delivering services. In Finland the case management approach is still in its early stages.

In the seminar on 'Case management' in Netherlands the participating DPs prepared a short description of how case management is understood in their country and especially in reintegration services for the unemployed. As stated before, case management in employment services is a fairly new phenomenon. Employment services have generally been organized as state services through local employment offices. The services have been mass-services for the unemployed. Individual counselling and long-term career planning combined with individual supportive services are a new set of services most often provided by nongovernmental organisations and/or projects. Only from the 90's have the long term unemployed or other disadvantaged groups started to receive various kinds of intensive services. Most of these people are simultaneously clients of both social welfare office and employment office. Besides they may have problems in health, mental health, housing, substance abuse, family situation etc. Thus holistic approach and coordination of different services are needed to support their path towards the labour market.

the netherlands *Marita Schaaps*

In the participating DPs the case management model is mostly developed in the Netherlands where case management is applied both in the Centre of Work and Income (assessment of the clients's position in relation to the open labour market) and in the Social Welfare Office, where a case manager makes a detailed assessment of the client's needs on the basis of which to purchase the necessary services from various service providers. The case manager at the Social Welfare Office keeps contact with the client throughout the process of obtaining different services. This procedure is linked to social welfare provision, ABW, the last resort income support for the unemployed and others unable to support themselves by other means, which under the new legislation of 1996 is closely connected to activity on the labour market. The amount of support can be decreased by 10-70% if the client does not take advantage of the services offered. Services may be qualification assessment, motivational and job career training, traineeships, training courses or supported jobs.

The case management at this level can be said to be both individual case management and supervision.

The service providers within the reintegration service, such as the *Werkprojecten Groep* and *Mobiel Project*, also base their work on the model of case management, but work more intensively with the client and work within the resources and services available. The case management at this level is client-driven and a mixture of personal helper and case management. Case managers could more appropriately be called social service workers rather than case managers.

finland

In Finland case management in the reintegration process is being tried out within Front Office services, an experiment started in 2000. In the Front Office social workers, employment counsellors and a nurse work together as a multiprofessional team. The service is targeted at the long-term unemployed who have not benefited from the



Norg

normal services of the employment office (including career planning, training courses, subsidised work schemes etc.) and/or who have multiple problems besides unemployment. The Front Office service will be expanded into the so-called 'Service Centres of Labour Force' in 2004-2006 by the new Government policy for employment. The model resembles the Netherlands strategy, where the employment office or the new development/service centre functions as the assessor and purchaser of services from various public or nongovernmental service providers. In this new model case management will probably be the only solution to ensure that the links between different service providers really function.

The concept used in Finland from the model of work within an integration service and within various reintegration projects, even in Ways to Work, is 'work coaching'. Work coaching can be divided into motivational and empowerment coaching, skill development and mentoring and work training. Work coaches also liaise with relevant officials, social workers, rehabilitation officers, educational organisations and employers in order to further the client's case. Work coaching can be divided into individual coaching and technical work coaching. The same worker may perform these tasks or then two different workers having separate roles and foci in their work.

In Finland the links between different service providers in the employment services are currently undergoing a major development process. One thing that is sure is that the change planned is one of the greatest in recent decades.

In France, case management in the employment field falls primarily under the responsibility of the National Employment Agency (ANPE). From July 2001, local branches of ANPE, enjoying good local autonomy, offer Personalised Action Projects (PAP – *Projet d'action personnalisé*) to unemployed people who have signed an employment reintegration contract with the employment offices (PARE – *Plan de retour à l'emploi*).

However, longer term unemployed people usually fall under the RMI (Minimum Guaranteed Income), pertaining to the social affairs and solidarity element of the system. The main counter is the social services of the '*Department*' which convey the RMI rights and offer reintegration contracts to individuals. The integration element of this pact is currently being reviewed under the new system called RMA (Activity Minimum Guaranteed), to be combined with RMI. It should offer different placement alternatives to very long-term unemployed people and RMI beneficiaries and a better follow up of the clients, being at the core of the real case management in the future.

A number of associations, non-profit or from the social entrepreneurship, offer a range of reintegration tools, namely in the field of integration through partly subsidised temporary work or sheltered work, with the support of the state, the local councils or *départements*. They contract out with the Employment offices or the "*Département*" and propose different alternatives; they try to cover the different needs of clients throughout reintegration processes.

In the French system, social insurance offices also have an important role in welcoming clients who are recipients of RMI or are long-term unemployed. With the agreement of the ANPE, they can propose tools and reintegration devices for these people.

There is increasingly a focus on territorial approaches to reintegration. Structures such as the "*Conseil départemental d'insertion par l'activité économique*" (CDIAE) or the "*comités départementaux de coordination des politiques de prévention*" offer a strategic view of reintegration but not really a single counter for recipients. The employment agencies and social services also still have fragmented views of reintegration processes. Operational integration of services is lacking generally though locally there are good practices. To counter this, experiments are being carried out to offer different public services in one single physical space: the *maisons de la solidarité*, for instance.

MSA – the social protection agency for farmers, offers a unique situation in the French context as it provides workers in agriculture and rural areas with a wide range of social benefits (family, housing, ...). It also works closely with companies, thus having the opportunity to consider individuals holistically and with a view to offering them sustainable integration into the job market. The concept it has developed is called rather "*social intermediation*", and it involves being at the centre of a wide network of partners and programmes co-operating towards the reintegration of people at risk.

All these stages and actors offer different aspects of case management activities in reintegration processes.

To describe the actual situation of case management in the reintegration process in Austria we have to look back to the development in the past 10 years. The reorganisation of the Public Employment Service (PES) and the development of active labour market policy and employment services in the 1990s led to a diversity of highly specialised non-governmental service providers in the reintegration of the unemployed (eg. different socio economic firms and employment companies, special training, retraining and orientation programmes for the unemployed). The facilities and services for the reintegration of (long-term) unemployed people were greatly extended at this time especially in the region of Eastern Upper Styria because of the high unemployment rates. All those different service providers developed and implemented - beside their main tasks - different concepts of “work coaching” with a single institutional character, based on the model of so called “social and job pedagogis”.

The front office service of the PES acts as a purchaser of **one** reintegration service for a (long-term) unemployed person from **one** service provider. A detailed assessment of the individual client’s needs and reintegration problems was mostly done after the decision for a special service. The different “work coaching” concepts were strongly output oriented (reintegration rates to the first labour market) and more or less (technical) skill development and work training based on the institutional resources and services available. The solution of the individual problems of the client such as alcoholism, debt etc. was his responsibility and supported outside / parallel by care services (family advisory centres). This works especially for clients with multiple problems besides employment as a prevention of repeated disruptions.

Two different evaluations of the PES^{1,2} in 2000 clearly showed the necessity for a stronger client orientation of the services and stronger co-operation between the PES, the reintegration and care service providers within the reintegration process with a stronger focus on the client’s individual needs. In the regional project “mediation chains”, started in 2001, a general supporting and steering instrument for the existing regional services and facilities at all stages of reintegration to the labour market was developed and implemented as a first step towards a stronger client orientation.

A multi-professional team consisting of PES employment counsellors, work coaches from service providers and social workers from care organisations is responsible for the assessment of client needs, the definition of the different services needed for labour market reintegration and the monitoring of the reintegration process.

The concept of case management we use in Equal focuses on client-driven work and individual coaching where the case manager, or social service worker, supports and guides the client through the reintegration process obtaining different services. He has to ensure that the needed services are accessible to the clients.

Within the development process of the service provider network case management has the role of drawing attention to the absence of desirable offers and on the functioning of the links between the service providers. In that context case management is

¹ Strategies of labour market reintegration projects in East Upper Styria and the potential of regional co-operation; ARED, Bruck a. d. Mur, 2000

² Controlling methods of the PES and their reaction to labour market service providers on basis of the regional example Upper Styria; Joanneum Research, Graz 2000

the client-oriented centre of the development process and supports the PES within its responsibility for the process.

It must be noted that the development of case management in organisational and functional terms within the pilot project happens in the face of the national background of rising numbers of unemployed and smaller financial resources for active labour market policies, which may have a negative influence on the mainstreaming process.

comparisons

The functions of case management vary according to the goal but also according to the service delivery system and its characteristics. Moore (1992) has described the service delivery matrix as presented in Figure 2.

Level of Service Integration

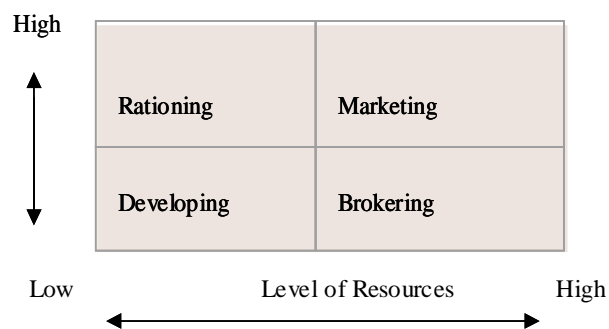


Figure 2: Service Delivery Matrix and Case Management Strategy (Moore 1992, 419)

The service delivery matrix provides a way of classifying four different environments within which case management takes place. When the service environment is highly integrated but resources are scarce, the role of case management is to distribute those resources in the most efficient way possible. The example of the British system, where both social and health resources are highly rationed, describes this system.

In situations in which there are high levels of both service integration and resources, the role of case management is to determine which services match the clients' needs and to arrange the delivery of services. The health care system of Finland resembles this function.

In environments where resources are available but the system is highly fragmented, the role of the case manager is to broker services from a variety of providers and develop a service package. The case manager compensates the lack of integration in the service delivery system. The reintegration services in the Netherlands reflect this approach.

In many delivery systems there is neither adequate organization nor resources. Case managers are put in a desperate position to develop and coordinate resources. (Moore 1992, 420).

The reintegration services for the unemployed are targeted at the most vulnerable groups in the labour force. The service delivery system is fragmented and often lacks coordination, the resources for the services are also variable and often depend heavily on project funding.

the core skills of a case manager

A common phenomenon of case management in practice is that the background education of case managers appears to be very diverse. Case managers in none of the participating countries have a fixed professional qualification criterion. This is understandable in terms of the wide variation of both status and fields of work. In one of the workshops during the seminar the qualification of case managers, caretakers and coaches was discussed and this also showed the difficulty of transnational comparisons in the field of social work.

In the US Williams & Foster (1994) studied the process of case management and what case managers are really doing and their essential characteristics. Based on Community Companion's experience from over 20 years of work with people with serious mental illness they listed the following :

Key characteristics: good case managers

- are motivated to work with target group clients.
- believe in the potential of clients, and value the clients' choices and potentials.
- are open to new ideas.
- are comfortable interacting with people of the target groups .
- are energetic and optimistic, tenacious problem-solvers having a "can do" attitude.
- have a sense of urgency about client needs, act quickly.
- have the ability to work independently but not in isolation, seek consultation and value the perspectives of others.
- have the ability to work cooperatively with other case managers and are willing and able to shift priorities.
- have good public relations and communication skills, maintain good working relationships outside the agency.
- are accountable and willing to report the details of the activities.

This study showed the importance of diverse backgrounds in the personnel and also differing interpersonal styles. The 'soft case manager' is effective in working with clients who are withdrawn and distrustful, but will have difficulty with a client who is demanding or tends to be too dependent. A limit-setting case manager is task oriented, an assertive one advocates and feels comfortable saying no when necessary. (Williams & Foster 1994).

The list above describes the kind of case manager who is actively involved in client work, the more managerial case manager would also need management skills (see e.g. Wolk & Sullivan 1994).

evaluation of case management

Evaluation studies of case management are mixed. Comparison of different evaluation studies is difficult because of the diversity of case management models. The welfare-mix model needs coordination of services and the client-based, holistic approach seems to be the way to ensure continuity and quality of services.

As has been stated above, the goals, functions and roles of case managers differ depending on the service system itself, resources available and the level where case management is realised. Case management as such cannot be compared. To evaluate the effectiveness of the case management model in reintegration services for the unemployed needs piloting in different environments. Pathways for Integration co-operation is one arena of these comparisons whose effects will also be felt in EQUAL's thematic work at the European level.

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Groningen city centre

case management in employment

Example of ‘Samen aan de Slag’ - ‘Get busy together’ –project in Groningen to develop an integrated approach to reintegration process to employment

Marita Schaaps

Project Coordinator of Samen an de Slag

introduction

Despite all the efforts and successes there is always a category of unemployed people for whom it is extremely difficult to mediate on the labour market. These people often have problems in many facets of their lives. We refer to these as **‘leefgebieden’ / ‘segments of life’ or ‘aspects of life’**. These people tend to have problems in areas such as: health, housing, drug addiction and financial matters. Problem areas are often inter-related.

In order to help this target group, it is necessary to chart all the problem areas and to undertake action with the person concerned. This is called an **‘integrated approach’**. A form of management, of control, is necessary in order to provide the specific help that a person needs, and to set the whole social service process in motion. We refer to this as **case management**. The phenomenon of case management is no longer unknown in the various fields of social service organisations.

what is case management?

There is no fixed definition of case management. This is probably because the definitions are formulated by the various practices in which the case management takes place.

In our opinion, a usable definition is the following:

Case management means the organisation of a coherent assistance package around the complex needs of a client.

This not only involves the co-ordination and attunement of action in cases of simultaneous assistance by various sectors, but also the continuity of this assistance if this takes place in various periods.

functions of the case manager

The functions of case management can be divided into direct and indirect functions:

Direct functions

1. Crisis intervention
2. Teaching and instructing: 'It is better to teach the client to fish than to give him a fish'.
3. Being a guide and colleague: Which facilities does the client need and how can he get them?
4. Application of the specific knowledge of the case manager: The case manager functions as a source of knowledge for the client.
5. Provision of information: Making information accessible to the client.
6. Support: Encouraging the client to undertake independent actions as much as possible.

Indirect functions

1. Working on improving the way in which organisations apply their services in real-life practice.
2. Working on improving the client's living environment where necessary.
3. Helping by extending the facilities, not only for one specific client but also for others and for future cases.
4. Aiming at the development of new resources and aid programmes that can support clients in the future.

modus operandi of the case manager

1. Applying a good knowledge of the local social map.
2. Putting clients in contact with other organisations for assistance and social services
3. Co-ordinating the assistance and social services for clients – thus, the management of complex assistance processes.
4. Commitment to the clients' interests (thus insisting that the customer genuinely receives assistance).
5. Building up a good social network for the clients (for example, bringing them into contact with people in similar situations).
6. Provision of technical support and advice.

the link to the national situation

Case management is used in the Netherlands on all fronts and in various ways. Everyone who has had to deal with a client in any field is convinced that there has to be some kind of co-ordination. At this moment in the Netherlands, an evolution is taking place that is filled with *free market concepts*, with a strong emphasis on competition between the providers of every commodity. One of the most important features of current government policy is the privatisation of the **reintegration market**. The reintegration tasks are to be contracted out on the basis of tendering procedures.

The welfare sector is also being urged towards a competitive set-up. One of the starting points here is the fact that clients are emancipated and know what they want. On the other hand, the government has realised that far-reaching decentralisation in the nineteen-nineties has not solved the problems and has not led to savings. If there is no movement towards co-operation and if all there is no coherence in the measures taken, there is no possibility of an **integrated approach**. At the same time, it has also been observed that the willingness to co-operate in offering social assistance has not yet achieved the level required to provide fully integrated social services.

The fact that all kinds of organisations are appointing a case manager does not mean that a solution to the problem will automatically appear. In many organisations, the urge towards autonomy is deeply rooted, and the transition from **'my client'** to **'our client'** will have to be made.

the situation in groningen

The client is looking for a job and must register as a job seeker with the **CWI**, the Centre for Work and Income. Here, the client undergoes an intake interview in which, among other things, the distance between the client and the labour market is determined. The client is subsequently passed on to a personal counsellor. In conjunction with the client, the counsellor draws up an **employment route plan**, which contains the general aims and possibilities for this customer. The counsellor calls in an external organisation for the implementation of the agreed employment route plan.

Werkprojecten and Mobiel

Werkprojecten and Mobiel are examples of these external organisations. They direct their efforts towards job seekers who cannot or are scarcely able to find a suitable job or useful training. In the past few years, Werkprojecten and Mobiel have developed projects and activities on all fronts for various target groups, and with a reasonable amount of success.

Werkprojecten have also started up projects for the most difficult target group, the homeless and the addicted, clients with multiple problems. These projects are primarily geared towards **social activation**.

This is the first step on the long road towards work. Experience has shown that, without extra effort in the field of supervision and methodical treatment, this group soon falls back into its old habits or even drops out completely. It can be said of this group that it is essential to devote much attention to the concept of **care / welfare** in the initial stages. In the stages that the client passes through, the care component gradually decreases while the concept of **work** gradually increases. All this ought to take place as much as possible at the pace and in accordance with the wishes of the client.

To give this group the resources and the attention its needs, on the **'Samen aan de Slag' / Get Busy Together Project'** teamwork between Mobiel and Werkprojecten was initiated.

Project ingredients

1. Development of a method for a comprehensive preparation for the labour market for people with multiple problems, who normally avoid care and social welfare.
2. Improvement of co-operation between social welfare and employment services, by which the central aim is (regular) work for the clients.

The approach and methodology to be developed will be given shape in a two-year pilot project that will result, hopefully, in a new project specifically for this target group. In these two years, we must search for the most feasible form. This will not be practical without giving more substance to the concept of case management.

the approach

In the '*Samen aan de Slag*' / '*Get Busy Together*' project, each client will be assigned his or her own **personal case manager**. Besides his or her employment counsellor, the case manager will be the person who will supervise the entire case of the client.

The integrated approach means that all the client's so-called 'areas of life' will be charted and an attempt will be made to work together with the client on the various problem areas in the proper order.

We make use of an **orientation matrix** as an instrument.

This matrix produces much direct data, including information about the organisations that should be involved as 'missing links' in the network. The nine fields that have to be processed in the matrix are:

Addiction

Work

Contacts in the social services

Health

Housing

Police / Justice

Finance

Education

Social network

A score from 1 to 5 can be allocated to indicate the problem level.

During this first inventory, a clear investigation is carried out to establish which organisations will have any form of contact with the client. At this stage, the social services are activated and the case manager will get to work with the client on the basis of the first matrix.

We have developed a number of criteria that the client must fulfil before we continue with his or her participation, such as:

a. Commitment	The client must come regularly to the <i>Samen aan de slag</i> project – a minimum of 4 half-days a week for a period of at least 3 consecutive weeks.
b. Independence	The client must be able to perform straightforward assignments on his or her own.
c. Motivation	The client has demonstrated that he/she is prepared to make an active contribution to improving his or her own situation.
d. Capacity to learn	The client has demonstrated that he or she is capable and willing to accept advice and suggestions.
d. Social behaviour	The client has demonstrated that he or she takes others into consideration, at least to a certain extent.

Once these aims have been achieved, a comprehensive analysis should follow. This consists of a more detailed analysis that should give an indication of the subsequent procedure.

The analysis of the problems should be done by filling in an analysis matrix of the client **in conjunction with** the organisation(s) with which the client already has contact.

This comprehensive analysis matrix is currently being further developed by *Samen aan de slag*. The analysis matrix is a directive instrument. It is not a final objective, but is intended to uncover problem areas and their underlying relationships. It is a temporary picture that has to be adjusted from time to time. In principle, only one dominant problem area is dealt with at one time. The progress in this area determines the pace of the project.

The analysis will indicate whether or not contact should be established with organisations with which there is no contact as yet. '*Samen aan de slag*' / '*Get Busy Together*' will take the initiative in this matter. The case manager will have to assume the role of 'production manager' in certain cases. This will always be done after consultation with the employment counsellor of the social benefit authority and with other network contacts. This entire process, the methods to be followed, and the most practical forms of co-operation will be formulated in the next two years of the Pilot Project.

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Mobiel, Veendam

case management – the development in social services in groningen

*René Hofman,
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introduction

The Social Welfare Offices (**SoZaWe**) of the municipalities are responsible for the administration of last resort income support called ABW (Algemene Bijstands Wet/ National Assistance Act)

The ABW in the Netherlands has of two main purposes. Firstly to stimulate people to *be able to provide for themselves* and secondly *providing a financial safety net* for people who have no income. People who are not able to provide for themselves are considered for a welfare benefit. The welfare benefit must be justified (no other income sources or financial assets) and effective in the way that it supports the clients highest possible degree of self support. In the past **SoZaWe** was an organisation that only provided income. From 1996 onwards there was a change of policy into the new ABW - stimulating people to get to work. One of the reasons was the economic growth, more vacancies and fewer unemployed people. In the middle of the 80's in Groningen some 17 000 people were living on welfare. By the end of the 90's this number had decreased to some 10 000.

new action policy of social welfare office – sozawe

The mission statement is to help people to reach the highest degree of self support. The vision of SoZaWe is that everyone will be responsible for reaching that degree, and those who can work must work. The values of SoZaWe are respect for customers and taking them seriously. The support is tailored and individual. On the other hand government money is not misused and financial sanctions are used when necessary

In 1999 a delegation of SoZaWe and the municipal council visited YW Works in Milwaukee, Wisconsin, USA, and this initiated an enthusiasm and the conviction that during this period of economic growth there would develop opportunities for people far from the labour market to gain a their place in that market. This meant that a number of changes had to take place in the way SoZaWe worked.

It meant more intensive support by the welfare advisors in order to activate the target groups. More attention had to be paid to the fact that each person has his own responsibility in maintaining or changing his own situation. Moreover, when dealing with clients, the main purpose of our employees should be based on the principle that you take a person's opportunities into account. Their actions should be focused on elimina-

ting possible obstacles that prevent a person from getting to work. When necessary they had to collaborate with other organisations to do so.

the experiment in case management in GOL (Groningen on the Ladder)

The GOL experiment was started on January 2001 for a period of three years. The project is physically located in an old town area where unemployment is especially high among the longterm unemployed. One of the means to fulfil the mission of GOL was to start experimenting on a small scale with case management, at that time an innovation for SoZaWe. In the old situation there was a BC (who granted the benefit), a Bammer (who calculated the benefit) and a CW (who was responsible for a contract – trajectplan – with a client concerning his activities, to help a client find his way to the labour market (education etc.). Every employee had his own responsibilities and his own contacts with the client.

In GOL the case manager manages the whole field of work, income and care. The case manager is the first contact for a client, knows all about the situation and can combine actions based on this knowledge. This means that a case manager can use income as an instrument to stimulate or to correct. Furthermore, there are a contacts with employers and all kinds of care providers.

The approach aims at

- achieving a regular job based on the prospects of the client
- promoting self-support by removing away obstructions or making them manageable
- using incentives as an instrument.



Every case manager has a caseload of 150 clients, including those who have a legitimate exemption from jobseeking, e.g. a single parent family with a child under 5 years old or a person who is older than 57,5 years. Practically about half of the clients need intensive attention. The caseload is administrated by the case manager, and financial and welfare adviser.

When the case manager makes use of other organisations, agreements are made on the quality of their work. The contract is made based on the expected results, time allocated and the frequency of reports is settled. By managing the activities the case manager is an important factor in removing barriers partitions between section and organisations, as all is aimed at one common goal and every section and organisation contributes to this goal from his own field of work.

GOL is an experimental garden from which experiences are passed on to other organisations. Things that have worked well (the ladder of self support and the contract system) have become standard procedure in other departments. On the other hand the other organisation also learn from our mistakes.

the ladder of self support – different steps in progress

The ladder model is used to define and measure progress in the degree of self support. It is based on the diagnosis of all problem areas and aspects of life. The contract of the plan is signed by the case manager and the client.

1. The main purpose is a regular job. For six months after going to work the case manager provides after-care to prevent a client from relapsing.
2. State supported employment. Requirements are that there are no obstacles to a regular job and sufficient working experience
3. Qualification improvement: Gaining sufficient job skills and formulating a realistic choice of profession.
4. Coaching: Orientation to work life, improving communication skills, social skills and presentation skills
5. Participation: Managing obstacles (physical/psychological/social/, building up motivation, subsidised work in a workshop or other social enterprise.
6. Activation: Motivation for reintegration, keeping appointments, actions initiated for managing specific obstacles.

In order to achieve our aim a number of methodical principles have been formulated, which serve as a guideline for the case manager.

Everyone must work. If the client cannot work yet, he/she is placed on the ladder. The aim of the passage is a regular job. The passage is the shortest route to labour market. If short training means that someone can be matched to a job lengthy training is not supported. The employment is more important than the means of achieving it.

contract based co-operation with a client

The contract means that both the client and the case manager have obligations to fulfil. The case manager manages and monitors the process and progress, stimulates and corrects the interventions and supports when necessary.

In GOL every client is provided with a case manager. The case manager determines what the highest possible rung on the self-support ladder is for a client. On the basis of that diagnosis the case manager discusses with the client what a realistic target would be. Looking back on the starting point of the client the case manager determines what activities and steps should be undertaken to reach the target. The activities and responsibilities of the client and the case manager are written down in a 'traject plan', a contract covering all the activities. Appointments are made with organisations that take care of those activities and the case manager monitors the progress of the activities by means of the reports supplied by the external organisations.

In order to make a good start with the activities all possible obstacles are dealt with. It can mean that the financial affairs, the opportunity for children's day care, medical, social or psychological attendance are addressed. Specific arrangements can be made with a number of those organisations.

client satisfaction

There have been a number client questionnaires to ask whether they are satisfied with the quality of our service:

- 95 % consider it important to have a regular case manager. Important items clients are satisfied with: trust; understanding of the personal situation, being taken seriously, fulfilling promises and not having to tell the same story over and over to different people.
- More than 80% are satisfied with the contract. Clients' wishes are taken into account and agreements are written down.
- 60% feel they have a better chance of getting a job by means of the contract
- About half of the clients have the experience that the collaboration between organisations needs improvement. There is a delay on referral to another organisation.
- Clients emphasise the fact that they should be provided with complete information on all the actions and contacts. This is being improved.

Overall more than 80% of the clients have been satisfied with the services of GOL through the new case management process. ■



workshop 1

subject: case management

point of view: the client

workshop leaders: marlieke de jonge and gerard lohuis

Marlieke de Jonge is working at GGZ Groningen (Physical Health Care) as staff co-worker. She sets up projects, gives courses and workshops. She was and still is a client herself. She knows and understands the needs of clients and speaks up for them. In the project “Get Busy Together” she is one of the three Development Partners and a very valuable member of the Steering Committee of the project as well.

Gerard Lohuis has been working for almost 20 years working in social psychiatric care. He is well known in all services in Groningen and also among the people who live on the streets. He gives courses and workshops. Has his own column in the street newspaper “De Riepe” and he shares his knowledge with all kinds of workers in the field of social care.

program

Role-play	Case manager and client
Question	What did you notice and what went wrong?
The 5 step Model	<ol style="list-style-type: none">1) contact2) diagnose in 5 questions3) appointments4) carry out plans5) evaluation, lessons to learn
Discussion	<ul style="list-style-type: none">- client participation- coach model- empowerment

some remarks from workshop 1

Good practice	<ul style="list-style-type: none">- include people who are socially excluded- try to make a shared reality
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Questions you ask the client:

- What bothers you?
- What do you think is going on? (shared reality)
- What does the interviewer think is going on? What do you think we can do together?
- What do you need?
- Where do you start to have success?
- Whom do we need to help?

You need your professional knowledge to work with / help your client, but you leave it behind when you make a contact.

Workshop 2

subject: case management

point of view: case manager

workshop leaders: fini scholtmeijer and johanna van der meulen

Fini Scholtmeijer and **Johanna van der Meulen** are both reintegration consultants in a project of Workprojects Groningen. This project is called “Route”.

Route is a co-operation between the Noorderpoort College and Workprojects Groningen. Fini and Johanna work with people with a (very) long distance to the labour market. They are used to using all kinds of different tools to help the client with his/her search in life and work. They both have a teaching background and support their clients individually as well as in groups.

Route: Route is a way to motivate unemployed people who are a long way away from the labour market to take a step towards work.

The participants of Route

The target group consists of long-term unemployed people who are a long way away from the labour market. Many of the participants have been unemployed for more than five years. It is a richly varied group with levels of education ranging from secondary education up to university. The common factor of all the participants in Route is that they tend to have a negative image of themselves. Most of them have encountered many obstacles in their personal and social lives, involving questions of personal responsibility or more practical financial worries. Furthermore, they hardly have any idea of their own opportunities with regard to work. If they start searching for a job, or start training or education, they receive further support, advice, feedback and often direct advocacy.

the programme and its components

After the admission interview, the participants start, if possible, in a group – 8 sessions in two weeks – in which they try to formulate their personal profile. The participants reflect on their lives, qualities, limitations and capabilities. This also can be done individually if they prefer. Career guidance is the core activity of Route. In principle this guidance begins immediately after these first two weeks. The guidance and supervision supplied by Route focuses on motivation, stimulation and feedback. The participant and the career guide formulate a plan of action together.

This plan of action, the ‘route’ can be:

- . Assessment (about 5 weeks, full-time)
- . Orientation towards professions (this can be either in a group or individually)
- . Doing a work placement
- . Learning the language of the workplace
- . Metamorphosis:
 - improvement of one’s physical condition
 - “dress for success” / “dress to impress”
 - relaxation / recreation
 - tackling financial worries
- . Training in job application

The participants are obliged to take part in two training courses for social competence and for adp skills.

method of work and the materials

The working method has been created specially for the Route target group. From the moment people start participating, they also start their process of transformation. The following starting points are of vital importance when working on this process:

- a positive and respectful approach
- much attention is devoted to confidence building
- a positive image of mankind / society

The method of work is based on a concept much used within career guidance. The following stages form the point of departure:

1. Visualising oneself and vitality
2. Broadening one's horizon and the orientation towards a profession
3. Making choices
4. Plan of action

The materials that are used to achieve the above-mentioned goals: a form for the admission interview, a module of personal profile analysis, a written test on professions, a module covering the value of a career and social competence. Because of Route's tailored approach the participants often formulate their own assignments in conjunction with their career guides.

the workshop programme

- Power point presentation of the project "Route".
- Assignment: Personal profile about achievements related to qualities.

The group was divided into small groups of 4-5 people

- 1) Describe three achievements of your life
- 2) Describe your feelings and pride and satisfaction at each
- 3) Comment about the qualities related to the achievements mentioned

After this assignment each group has to make a "Tableau Vivant" (a live painting) of the core quality of the group.

some remarks on the workshop

How to motivate people? The following starting points are essential:

- a positive and respectful approach
- much attention to confidence building
- a positive portrayal of a man

The first step in case-management/coaching is visualizing oneself, that is the personal analysis in which participants reflect on their lives, their qualities, their impediments and their motivation. In this phase it is of great importance for people to get a positive view of themselves. It belongs to the phenomenon of personal vitality.

In earlier times work was only a source of income. Nowadays people have other expectations of life, also in relation to their work. People want to experience their work life as meaningful. Sense, feeling and perspective are important measures of the quality of life.

workshop 3

subject: case management

point of view: educator

workshop leaders: karin engbers and henk groenhuis

Karin Engbers studied pedagogics at university. She worked in the province of Groningen at a reintegration organisation as a staff member route advisor for unemployed people and as a personnel and organisation advisor. For the last two years she has worked as a careers advisor.

Henk Groenhuis is employed as a teacher of methodological subjects and communicative skills at the Department of *Sociaal Juridische Dienstverlening* (Social Legal Services) at the Hanzehogeschool (University of Higher Professional Education) in Groningen. In addition, he runs a company (BO₃) that provides study and training courses and supervision, particularly in normal and special education. The activities of the company are primarily geared to ‘the professional member of staff’. The mission of BO₃ is: ‘To realise behavioural change by means of improvement in communication and exchange of knowledge’. Prior to this, Henk Groenhuis worked for 19 years in special education for pupils with behavioural problems, the last seven years were devoted to management.

case management from the point of view of the educator

The number of study and training courses turning out ‘case managers’ or ‘reintegration supervisors’ has risen dramatically in the past ten years. However, not all courses are well attuned to the wishes and requirements of the customer. A problem-oriented approach requires organisations and reintegration supervisors to assume consistently different functional roles in order to meet the needs of the customer. This places increasingly higher demands on the competencies of the reintegration supervisor.

What does this actually mean for the competencies (attitude, personality, skills, and knowledge) of the members of staff? Is it possible to define these competencies and develop them where necessary?

the workshop programme

In this workshop, Karin Engbers first explained the situation and context of case management in the Dutch educational spectrum.

In a wider framework, Henk Groenhuis outlined an example of a ‘good practice’ (a school in Groningen for 16-20 year-old pupils with multiple problems).

Together with the workshop members they determined the roles that the reintegration supervisor must be able to assume in order to support the customer adequately (social worker, coach, service provider, teacher, friend?).

On the basis of these roles, they divided the group into three smaller groups to determine the competencies that belong to each role. Each group tried to sort out the skills that are necessary for a worker.

Three different workers as

- 1) The coach
- 2) The care worker
- 3) The case manager

Each group received cards with skills.

- Yellow = knowledge
Red = personal quality
Green = attitude
Blue = personal skills

some remarks on the workshop

The three top ten of the Care Worker

- | | | |
|--------------------------|---------------------------------------|------------------------|
| 1) Result minded | 1) Listening | 1) Social services |
| 2) Psychological methods | 2) Integrity | 2) Client centred |
| 3) Communicate | 3) Client centred | 3) Communicate |
| 4) Self steering | 4) Extrovert | 4) Listening |
| 5) EQ | 5) Humorous | 5) To lead |
| 6) Integrity | 6) Creative | 6) Initiative |
| 7) Laws and regulations | 7) Cooperative | 7) Cooperative |
| 8) To reflect | 8) To work differentiated | 8) Result oriented |
| 9) Organiser | 9) To confront | 9) Deal with conflicts |
| 10) Raports | 10) Knowledge of laws and regulations | 10) Stress persistance |

The two results of the Coach

(these answers are in random order)

- | | |
|---------------------------|------------------------------------|
| 1) Communicate | 1) Communicate |
| 2) Client centered | 2) Analytic |
| 3) Labour market | 3) Stimulate to innovate |
| 4) To work differentiated | 4) Deal with conflict |
| 5) Persistance | 5) Able to delegate |
| 6) Self steering | 6) Be a “guardian angel” |
| 7) Deal with conflicts | 7) Knowledge of surrounding client |
| 8) Laws and regulations | 8) Client centered |
| 9) Rapports | 9) Integrity |
| 10) Social Services | 10) EQ |

The three top ten of the Case Manager

- | | | |
|----------------------------|--------------------------|----------------------------|
| 1) Communicative | 1) Client centred | 1) Analytic |
| 2) Client centred | 2) Analytic | 2) Communicate |
| 3) Stress persistance | 3) Cooperative | 3) Deal with conflicts |
| 4) Project –based approach | 4) Organise | 4) Organise |
| 5) Organise | 5) Communicate | 5) Listening |
| 6) Innovate | 6) Emotional stability | 6) Client centred |
| 7) Cooperative | 7) Humorous | 7) Result oriented |
| 8) To Rapports | 8) Stimulate to innovate | 8) Integrity |
| 9) Result oriented | 9) Creative | 9) Emotional stability |
| 10) Initiative | 10) Social services | 10) Project based approach |

some remarks of the workshop

It was remarkable that it was very difficult for everybody to make a choice and to agree with each other. It is important to define what the function of a care worker, coach or case manager is. Case managers especially work on different levels of the service – some with the client, some rather with other service providers. So the name is not so important but rather the job responsibilities.

LESSONS LEARNED FROM AND ABOUT THE SEMINAR ON CASE MANAGEMENT

*Ulla-Maija Koivula
Ways to Work Project*

The feedback from the participants and the organising project of the seminar was collected by a questionnaire distributed and collected by a staff member (either coordinator or evaluator/researcher) of each participating project. This summary is based on the summaries made by the respective project of the realization of objectives for the seminar, lessons learned and further suggestions to improve the seminars or learning / dissemination impact of the transnational co-operation in the Pathways for Integration.

objectives of the participants and their realization

The participants named the following general and professional objectives for the seminar:

General objectives

As in international co-operation in general the general objectives are exchange of experiences and ideas with professionals from different partner countries. The participants expected to gain a general overview of services and practices in employment issues in the social, economic and political context of the Netherlands. The context is needed to be able to understand the detailed working methods and practices and their realization. Another key objective was obviously “case management” as a concept and practice.

professional objectives – to learn from others, but also to learn about oneself

The main professional objective was learning and comparing working methods and practices in case management and in reintegration methods. The special interests in case management were

- Skills assessment of a client (e.g. such as used in Mobiel)
- Multidisciplinary approach
- Networking with other institutions and the position of the case manager
- The work profile of a case manager
- Cultural differences in case management

In the Finnish group especially there were members who were especially interested in immigrant affairs and language teaching opportunities and methods for immigrants. Another special interest among was social enterprises, on which legislation is in the planning phase in Finland.

In the responses there were not only objectives to learn from and be able to compare but also to learn about oneself and about one’s own project when compared with both

international projects and within one's own group.

realisation of the objectives

Generally the objectives were achieved well. About 75 % of the participants estimated that their objectives were reached at the level of 4 or more (on a scale 1-5). The organization of the seminar, programme with workshops and simulation-type presentations about the methods, discussion groups and visits, was both informative, diverse and interactive.

Still, some participants wished for more opportunities for discussion in small groups of 2-3 persons, e.g. with case managers working directly with clients. Professional experience exchange sessions of this kind could be organised in later seminars.

The participants would have wanted more information about the context and infrastructure of the Dutch employment policy, services, social security system and the finance of the projects. Also, general information about social enterprises was desired. The understanding of services and methods is not fully possible without an understanding of the context in which the services are applied. Understanding the short presentations of case management prepared by each participating country was difficult for the same reason. The preinformation about the infrastructure could be improved in future seminars by either exchanging or providing information beforehand e.g. on the web-page of Pathways for Integration which is to be finalized in August 2003 and/or by preparation of the seminar participants themselves.

Some participants would have wished for more project or site visits to be able to observe activities, directly e.g. language teaching. Some participant wished for an opportunity to discuss with unemployed clients themselves and hear direct comments about their experiences. These suggestions can also be realised by pre-seminar visits or by longer personal exchange either during the seminar or directly after the seminar.

There were some differences in the scope and level of expectation regarding information and experience exchange because of the heterogeneity of the group involving (client/case workers, project coordinators and administration staff and steering committee members from various agencies and interest groups). The professionals working directly with clients expected more focusing on case work issues such as: How to make a good plan, how to interact and communicate with your client, what are the qualifications you need... Other participants were more interested in the general infrastructure and services. Thus, in future seminars, the participants of different interests could have some separate sessions in smaller groups which would also satisfy the need for more opportunities for discussion.

The language problem caused some difficulties in understanding. The terminology linked to the service system is context bound and requires some time to be able to understand. Preinformation about the infrastructure will also help in this respect.

Lessons learned

benchmarking effects

The Dutch participants stated they had gained new insights about the problems clients can have and could see the case management from the position of the client. The various levels at which a case manager works also became clearer. The Dutch par-



Garden of De Heemtuin

ticipants, being caseworkers, gained most by from working methods.

The French participants were particularly impressed by the Route Project and its method of activation and motivation. The French team will continue co-operation with this project in particular to study the possibilities of applying the method in their own project.

The Finnish team (which was the largest and the most heterogeneous) named several lessons learned. The team was impressed by the systematic method of assessment used in Mobiel. In Finland this kind of systematic assessment method is not in general use in employment services. Route's methods for motivation and empowerment also created interest, as did all the methodological tools developed in the project to assess the client's problems and base a step-by-step approach on it. The Finnish team was also impressed by the co-operation between the client and the workers. Somebody wrote that she will in future try to focus more on making a commitment with the client, to empower and give more responsibility. Another person was impressed on the idea of client work without moraliing, "to serve and behave as a person with a person".

For the Finnish team the seminar seemed to provide more clear understanding of case management in general and how it could be realised in employment and within a network of multiple service providers. The seminar gave several ideas to work on both within the project and in developing local/regional services. Because the group was heterogenerous the lessons learned also varied: some gained individually and reported how they are going to change their own way of working in future. Some got an incentive to start to influence his/her working environment to introduce case management as a model of network co-operation in some way. Some gained a general overview of a service network for the long term unemployed and an individual step-by-step guidance process. The social security during unemployment in the Netherlands was also an area of interest. The compensation principle in the Dutch system is

something which is gradually taking its steps in Finland.

There is a common interest to continue with professional exchange with the Dutch partners by inviting some professionals to Tampere, Finland during autumn 2003.

metalearning effects

One participant from the Finnish team stated: “Concrete results remained fragmentary, there does not seem to be “philosopher’s stone” anywhere to remove unemployment”. Still this participant was also very pleased with the seminar which give him an opportunity to learn and enhance his knowledge of employment policy, strategies and services in general.

The participants also named other than knowledge-based learning effects, such as getting to know partners and colleagues from other countries and also to know their own project staff (especially the Finnish team). Creating social contacts is an objective that is easily underestimated in international co-operation. Many participants got interested in having a chance for continuing co-operation with the Netherlands and/or participating in a longer professional exchange period.

further suggestions

Participants made various suggestions for the further development of international co-operation and seminars within Pathways for Integration.

Organisational suggestions:

- Information before the seminar about the employment infrastructure and short presentations, e.g. summaries / abstracts, on the themes in question.
- Visits before the seminar, which was done by the two Finnish project staff member, was “a good practice” and helped both parties.
- Background information on the participants and their work roles would help in organising small groups and creating discussion groups. There could be a division, at least partly, in the seminar programme for client workers and policy workers.

The focus group of the participants was seen somewhat differently: Some were suggesting that there ought to be more participants from the group of the steering committee, such as managers and other decision-makers, who can actually influence on development ideas to be realized. Some were suggesting that the participating group should be smaller and remain more or less the same during the whole period of the co-operation to ensure long-term capacity building.

Project visits and workshops were generally appreciated as were the interactive ways of learning. Some of the requests for visits were transmitted so late before the seminar that it was a problem for the organiser. The programme and the special requests ought to be sent at least six weeks in advance. The special requests for project visits could also be realised before or after the seminars to avoid too many visits during the seminar that fragmentises the programme.

Language interpretation was offered in French. Some of the Finnish team members could have benefited from the interpretation services. The skills in the seminar language, English, should be assessed before the seminars to ensure support when needed.

Is there added value in international co-operation?

The evaluation based on the objectives and feedback from the participants show that international co-operation results at least in

- Information exchange
- Comparing services, practices and methods with professionals
- Creating new ideas and giving a boost for a change at the individual or work community level
- Creating social contacts within and between different groups
- Encouraging further international co-operation and creating new, more deeper learning objectives

The concept of case management in employment reintegration services as realized in the context of Groningen and Veendam in the Netherlands created a challenge to compare local and national services and methods in other participating countries. The theme of Pathways for Integration is its early phase to be continued in France in November 2003 and then in Austria in June 2004.

For the next seminar it would be beneficial to plan a detailed benchmarking tool by which to compare different services and tools (the topic of the next seminar) in the framework of “a good practice”, the buzz word of EU funded development projects. The “good practice” of case management is too general a model still to be introduced as a product. More detailed analysis has to be done on the services and the tools in reintegration. Anyway, as has been stated, good practice is not something you can take out and start to use, it always needs learning process and application to local context. Comparing different practices that have been shown to be effective and well received both by clients, professionals and the community, is the starting point for further development.

There is a proverb “a fish knows that is a fish only when it is taken out of the water”. When comparing your own reality to that of another you learn who you really are. The same applies to comparing methods, tools and services. ■

the participants in the

Seminar

samen aan de slag, the netherlands

Bootsman Gerard	Manager Werkprojecten Groningen
Gall Will	Project leader, Pilot Veendam
Goedegebuur Koos	Communications Consultant
Groenhuis Henk	Trainer and teacher
van Heusden Onno	Case manager/Reintegration consultant “Get Busy Together”
de Jonge Marlieke	Empowerment adviser “Get Busy Together”
Kuilman Berrie	Project leader and case manager “Get Busy Together
Lohuis Gerard	Staff worker of psychiatric care
Meulen Johanna van der	Case Manager Werkprojecten/Noorderpoort College
Pakker Sven‘	Team leader Mobiel Veendam
Schaaps Marita	Project coordinator “Get Busy Together”
Scholtmeijer Fini	Case manager Werkprojecten/Noorderpoort college
Wallé Alex	Case manager/trainer Werkprojecten Groningen
Wildschut Olga	Trainer Werkprojecten Groningen
Marco Roorda	Trainee Werkprojecten Groningen
Karin Engbers	Careers advisor/consultant

ways to work, finland

Hiltunen Tiina	Project Supervisor-in-charge, Masto Sub-project
Koivula Ulla-Maija	Researcher
Koskinen Sanna	Project Secretary
Mäntynen Heikki	Hervanta Association for the Unemployed
Mikkonen Tuula	Project Co-ordinator
Nerg Sari	Teacher of Finnish, Masto Sub-project
Nyrhinen Marja	Head Co-ordinator of Immigrant Issues, City of Tampere
Paloniemi Erkki	Mayor of Vesilahti
Pihlman Tarja	Workshop Trainer, Tampere Sub-region Association
for the Unemployed	
Rantanen Eila	Employment Consultant, Tampere Employment Office
Reinson Maris	Co-ordinator of Immigrant Work, Tampere
Rissa Tiina	Work Coach, On the Same Wavelength Sub-project,
Lempäälä	
Stucki Henry	Employment consultant, Vesilahti/Lempäälä Employment Office

Syvänen Heikki	Director of Tampere Employment Office
Takkunen Heikki	Project Co-ordinator, Lempäälä Multiactivity Centre
Toivonen Jouko	Project Manager, The Central Organization of Finnish Trade Unions -local branch
Tuunanen Marja	Work Coach, On the Same Wavelength Sub-project, Nokia
Uotila Kirsi	Project advisor, Help Counter Sub-project

inseco, france

Armand Nadine	Manager of Social Center Lou Pasquié
Flamend Marie	Case Manager
Bondurent Pascal	Social Worker
Hamon Annick	Head of Social and Health Department
Maa Sylvie	Social worker
Frota Luis	Responsible for European Relations
Pinet Anne	Project Coordinator

arbeitsmarkt integration obersteiermarkt ost, austria

Friese Rita	Manager of the socio economic firm “Buglkraxn”
Franek Johannes	Consultant
Weber Erich	EQUAL Project Co-ordinator / Manager of BIGDi enstleistung GmbH (Employment Company)

austria

title

*Arbeitsmarktintegration Obersteiermark Ost
(Jobmarketintegration East Upper Styria)*

location

The project is located in the area of Obersteiermark Ost, which has 176 910 (31.12.2001) inhabitants in an area of 3 256 km². The area is located in the central part of the country.

unemployment rate and structure of unemployment

The unemployment rate of the region varies from 5.7 % to 7.1 %, in Styria the rate was 6.2%. At the same time, at the end of 2001, the total unemployment rate in Austria was 3.6 %.

dp background

The DP is closely bound to the regional employment pact and is based on the connection between the job market policy care and consulting institutions of the pact. The focus of activities is on the strategy of the regional employment pact.

The first step in analysing the problems of exclusion, is to examine the individual and general social processes leading to its establishment, as well as developing new forms of information access and public relations work, in order to mobilize the target groups in job market policy and to motivate them with regard to long-lasting reintegration into the job market.

Development measurements and instruments as well as building up support structures takes place in connection with the job market policy supporting organisations in the districts of Leoben, Bruck and Mürzzuschlag.

A further step to be taken is reintegration by means of offers of employment and support structures accompanying them that are to lead to landing a regular job in the first job market.

dp activities

subproject 1: introducing people with mental problems and/or psychiatric illnesses to the job market

The target group of the subproject is people with mental problems and/or psychiatric illnesses.

The objective is to raise the permeability of job market policy integration instruments by

- gradually approaching and rehabilitating mentally limited persons for a regular job

- making the integration and consulting offers flexible and more individual
- establishing a network and utilizing synergies between the relevant job market policy support institutions
- strengthening the competence of key people in the job market policy care institutions

subproject 2: easing women's access to the job market for women

The target group of the subproject is unemployed women in rural areas of the region. The project aims at

- researching and documenting the specific problem situation of women far away from the job market and women in job situations that do not actually exist
- developing and testing measures and instruments for improving women's access to jobs which assure their livelihood and social security
- building up lasting support structures

subproject 3: Preventing the exclusion of people in debt from the job market – Preventive measures

The target group of the subproject is people with debt problems. The project aims at

- information and sensitizing work on the topic of debtors
- developing and testing methods and instruments for breaking down the access barriers to the first job market for people in debt
- comparison of the national basic conditions for the reintegration of groups which are excluded from the job market

administrative organisation and partners

The administrative body of the project is Verein Big-Bruck/Mur which is a non-profit organisation founded by all 21 municipalities in the district of Bruck/Mur. The financially responsible partner of the project is "Die Förderagentur" which is a private company owned by several partners.

The development partners include of 15 different agencies, e.g. The Regional Development Agency (a federation of all 54 municipalities of the region), the Public Employment Service, the Chamber of Commerce and a trade union, employment companies, regional employment associations and other NGOs.

duration and total budget

The duration of the project is from 16.11.2001 to 31.8.2005.

The total budget is 709 110 euros.

contact person

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France

title

INSECO - Insertion durable Sociale et Economique dans l'agriculture des chômeurs et publics fragiles, avec les organismes d'intérêt collectif (Sustainable social and economic integration of unemployed and people at risk in agriculture with public interest organisations)

location

The project is located in two pilot areas:

- In Alsace (a region in the eastern France)
- In Vaucluse (*department* in the south of France)

unemployment rate and structure of unemployment

The unemployment rate in France at the end of 2002 was 9.2%. In Vaucluse the unemployment rate was somewhat higher at 10.8 %. The number of recipients of “*insertion minimum income*” (RMI) – minimum integration income - in agriculture is high. Vaucluse is the third *department* in France in number of recipients.

In Alsace, the number of recipients of “*insertion minimum income*” is low but unemployment rate has risen substantially in the last months.

The agricultural activity, more in Vaucluse than in Alsace, is very demanding in manpower because of the specialization of the farms in viticulture and specialized crops. Consequently the proportion of short-term contracts (less than 80 working days in the year) is very important: 65.6 % in Vaucluse and 66.7 % in Alsace, whereas the national average is 55.9 % (data 2001). The share of immigrant workers is much higher than the national average, 25.3 % against 8.4 % in Vaucluse (in 2001).

dp background

The precariousness of employment is a significant part of salaried work in agriculture, e.g. seasonal contracts, part-time work and low qualifications. This makes it difficult to address social exclusion in agriculture. The lack of social services in the rural areas is a major obstacle in this respect.

the aims of the insecos are to

- optimise synergies between the economic and social spheres in order to tackle the problem of social exclusion
- articulate the individual and collective levels when offering people integration pathways.

The scheme of work is:

- to articulate social action with economic integration for better structuration and sustainability of employment in agriculture
- to act for social and sustainable integration by supporting the access and the

dp activities

INSECO acts in favour of a global and sustainable integration in agriculture on a multifactor basis including different activities in each territory:

- employment and training
- access to services
- mobility
- housing
- health
- access to holidays

DP seeks to involve people with difficulties of integration in the organisation, management of these activities and to develop networks between employers and several social actors to improve the integration and to structure coherent pathways.

subproject 1: an alsace

In Alsace, an employment platform will be created by the local members of the DP for the first time, and could be expanded to the employment services.

It will be supplemented with services and tools:

- access to health care,
- escort to the workplaces,
- interculturality
- mobility
- structuration of pathways

subproject 2: in vaucluse

The actions are:

- structuration of partnership between social actors and various agricultural organisations
- work on activation, personal development of people at risk (insecure employees, unemployed people)
- structuration of pathways for sustainable integration in the area
- development of services for families: e.g. child care services
- housing project and access to mobility
- access to health care
- interculturality.

administrative organisation and partners

Caisse Centrale de la Mutualité Sociale Agricole is in charge of administrative organisation.

This is the second largest Insurance Fund in France. *Mutualité Sociale Agricole* (MSA) manages social and family protection for the agricultural community as a whole (farmers and salaried workers) which accounts for 4,300,000 people. Other main national organisations are involved in the project: *Federation Nationale de Producteurs de Fruits et Légumes* (national organisation of the fruit and vegetable produces), *Fédération Nationale des Centres Sociaux* (national organisation of the social centres which work on local activation with proximity network) and *Laser Insertion* (national association of structure of integration by economic activity). The Ministries involved are the Ministry of Agriculture and Fisheries and the Ministry of Employment and Social Affairs.

Local partners involved:

In Alsace: *MSA, Germa AI and Germa ETTI* (structure of integration by economic activity), *FDMJC* (association which works on the local activation), *la Main Verte* (association which works on professional integration in agriculture)

In Vaucluse: *MSA, Présence Verte Service and Laser 84* (structure of integration by economic activity), *FDCS 84* (local social centres)

Duration and total budget

The duration of the project is from 1.10.2002 to 30.9.2004.

The total budget is 800 000 euros.

Contact person

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Finland

title

työn tiet –projekti (the ways to work project)

location

The Ways to Work Project takes place in the Tampere Sub-region, in southern-central Finland. The Tampere Sub-region with its 306 145 inhabitants (31.12.2002) is one of fastest growing regions in Finland. The area is 2 558 km².

unemployment rate and structure of unemployment

The number of unemployed tends to be a slightly higher in the Tampere Sub-region than in Finland on average. This is explained at least partly by the decline of “chimney-pipe” industry in the region in the 1990’s. The people who lost their jobs at that time could not find work matching their qualifications. The unemployment rate of the sub-region was 13.4 % (national rate 12.5 %) at the end of 2001. During 2002 the unemployment rate declined nationally and also in the sub-region, but especially industrial enterprises announced rather extensive layoffs during spring 2003.

dp background

The Ways to Work Project develops and experiments with new action models for transforming unemployment into long-term employment. The Ways to Work Project is a joint effort of the Tampere Sub-region. The project originated in locally identified needs and its action models are the result of extensive co-operation. The Ways to Work Project implements the Employment Strategy of the Tampere Sub-region.

The main objectives of the Employment Strategy, which covers the period 2000 – 2006, are to prevent prolonged unemployment and to ensure availability of labour. The Ways to Work Project comprises three sub-projects which develop novel action models and service systems for unemployed people and for employers. It also sets up co-operation across sectoral boundaries for the care of employment and enables a joint learning environment by involving all interest groups and partners in thematic work during the project cycle.

dp activities

subproject 1: the masto project

Masto’s target group is unemployed immigrants with over 3 years’ residence in Finland, and immigrants coming within the labour policy support measures.

Masto serves as a link between immigrants in the Tampere Sub-region and working life. Masto offers its clients

- the opportunity to learn Finnish in groups of different levels
- courses on how to apply for jobs in Finland
- teaching and counselling in Finnish for immigrants in centres for the unemployed

Development objectives are to develop the services of Unipoint (multicultural meeting point) and to develop working methods with immigrants.

See also www.tampere.fi/projekti/tyontiet/en_masto.html

subproject 2: on the same wavelength

The subproject's target group is people within the labour policy support measures having experience or under threat of prolonged cycles of unemployment and support periods.

Six case managers work in the sub-region supporting participants' jobfinding on the open markets. The case managers

- ascertain the client's work history, skills and wishes
- assist the client in jobseeking or propose training to upgrade skills for working life
- accompany the client to the new job and assist there if necessary

Development objectives are to improve equal services within the sub-region and to develop case management and empowering working methods and co-operation with employers.

See also www.tampere.fi/projekti/tyontiet/en_aalto.html

subproject 3: Helpcounter

Helpcounter's target group is all unemployed people wishing to benefit from it, especially people employed on support through the associations for the unemployed in the Tampere Sub-region.

Helpcounter is a low-threshold advice point maintained by students of social and health care at the Pirkanmaa Polytechnic on the premises of the associations for the unemployed in the Tampere Sub-region. Helpcounter offers clients

- a wide range of social services and counselling on social security
- group activities and individual counselling.

Development objectives are to test new forms of empowering case and group work methods and to develop social and health care education at the polytechnic (establishing a new learning and researching environment)

See also www.tampere.fi/projekti/tyontiet/en_tietoluukku.html

administrative organisation and partners

The administrative organisation of the DP is the City of Tampere. Other partners in the DP consist of total 39 organisations.

The list of signatories to the development partnership agreement can be found at www.tampere.fi/projekti/tyontiet/en_sopimus.html

duration and total budget

The Ways to Work Project is set to run 2002 – 2004.

The total cost of the project is 2.1 million Euro, of which the share of ESF and national funding is 95 % and the share of the municipalities of the Tampere Sub-region is 5 %.

Contact person

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The Netherlands

title

Samen aan de Slag (Get busy together)

location

The project is located in two areas: Groningen, which is an urban centre of 176 000 inhabitants and Veendam, a rural community of 28 300 inhabitants.

unemployment rate and structure of unemployment

The unemployment rate in the Netherlands has decreased impressively since the late 1990s when the government started a more active labour market policy and integrated approach in reintegrating long term unemployed people back to the labour market with various intervention methods. The unemployment rate decreased from 6.8 % in 1994 to 2.4 % in 2001. The long term unemployment rate is one of the lowest in Europe, 0.8 % (2001).

dp background

In 2001 the Work Projects Group in Groningen and Foundation Mobiel in Veendam, both organisations with a long history and experience of working with the unemployed, combined their forces in a partnership for a new pilot project to develop a method for a comprehensive approach. The overall objective is to close the gap in the pathways to work and integration between care institutes, welfare institutes and labour market organisations. The project aims at development of a method for a comprehensive preparation for the labour market for people with multiple problems who often would otherwise miss care and social welfare. The method tried out is case management with holistic and empowerment approach. The descriptions of the organisations Werkprojecten Group and Foundation Mobiel can be found from the following links.

[*groningen - werkprojecten groep \(work projects group\) – \(link 1\)*](#)

Objective and core tasks

Werkprojecten Groep has been active on the re-integration market in the north of the Netherlands for over 20 years and carries out complete re-integration tasks and sub-tasks for people who are far or very far removed from the labour market. Clients are offered the opportunity of tackling the handicaps that hamper their participation in the labour process. They are given the prospect of employment by making them a suitable job offer. *Werkprojecten Groep* aims at an uncompromising commercial approach, yet it distinguishes itself from other re-integration enterprises because it has its target group at heart. *Werkprojecten Groep* is “the road to work” in the Northern Netherlands.

Werkprojecten Groep has incorporated the organisation of its re-integration activities (including intake, supervision and job placement) in the re-integration enterprise

called *BrugnaarWerk* (“Bridge to Work”). The organisation of labour-related interventions has been incorporated in the Operating Unit.

Vision and objectives

The main motive of *Werkprojecten Groep* is its conviction that work offers people the opportunity of participation in society and that employment offers people a better chance of self-fulfilment. An important principle of *Werkprojecten Groep* is that every person has certain qualities and that the search for employment is started on the basis of those qualities. A key element in that approach is that people have their own responsibility in overcoming their handicaps. They hold the direction of their future in their own hands.

Quality assurance

Werkprojecten Groep pays a lot of attention to the quality of its services. Say what we do, do what we say and show that we do what we say. The aim of achieving this requires the implementation of instruments such as working in accordance with work processes, a proper complaints handling management, an active privacy policy and satisfaction research. The results, for instance, of the complaints analysis and satisfaction research constitute the main input for an upgrading procedure for the organisation or for one of its services/products.

BOREA quality mark

The *BrugnaarWerk* re-integration enterprise guarantees the quality of its activities by working in accordance with the quality standards issued by the BOREA trade association. On 21 November 2002, *Werkprojecten Groep* received the BOREA quality certificate. Having the BOREA quality mark indicates that *BrugnaarWerk* works in a transparent and efficient manner. In effect, it is clear to both its clients and to those from whom it receives its commissions that *BrugnaarWerk* goes about its re-integration activities in a professional and client-friendly manner.

The BrugnaarWerk Re-integration Enterprise

BrugnaarWerk carries out its re-integration tasks in the Northern Netherlands. Based on the premise that each organisation has its own expertise, *BrugnaarWerk* works together in a chain of organisations. As the main contractor of re-integration activities, *BrugnaarWerk* hires its chain partners for specific stages of the procedure. This enables the re-integration tasks to be carried out in an efficient way.

The *BrugnaarWerk* re-integration adviser supports clients in their search for employment. The work is based on an honest relationship with equality and mutual respect. Building on that, people are given incentives to start on a process of change.

the BrugnaarWerk working method

BrugnaarWerk re-integration advisers work methodically in clearly recognisable and well-defined steps.

The steps of this methodology are:

- intake and procedural plan / re-integration plan
- procedural supervision during the implementation of supply-reinforcing interventions (products)

- job placement
- placement support & aftercare

The intake gives direction to the procedural plan / re-integration plan drawn up by the *BrugnaarWerk* re-integration adviser. During the implementation of the plan, the client is supervised by the re-integration adviser in a respectful and honest way. Once the targets of the interventions have been attained, job placement takes place and, ultimately, aftercare is provided during the placement period and during the first period in the job.

The Operating Unit

Werkprojecten Groep has incorporated all labour-related interventions of the re-integration procedure in an Operating Unit. Within the Operating Unit, employment is used as a means of making the client discover what his handicaps are and what it is that needs further development in order to be able to take his place on the labour market. Subsequently, the handicaps are tackled so that the subsequent step towards employment becomes possible.

In over 35 enterprises and workshops in the Northern Netherlands, the Operating Unit realises the following products:

- orientation & daily activities
- research and orientation
- qualification training courses
- employment training courses

In addition to this standard supply package, various training courses have been developed that are implemented during the various stages (for instance: language, arithmetic, social skills).

See also: www.werkprojectengroep.nl

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[veendam stichting MOBIEL \(Link 2\)](#)

MOBIEL is an enterprise that works on contract for 10 municipalities, of which Veendam is for us the most important.

Our three most important aims are

- to create “additional” jobs for inhabitants who are unemployed
- to train people who are too long unemployed
- to mediate people who have an “additional” job to a regular job

MOBIEL has a staff of nearly 70 professionals at its her disposal and has her own training school and working projects. Almost all our professional employees have had professional training at university level in teaching, counselling and pedagogy. MOBIEL has a supervisory board that consists of six persons. Four of them are managing directors of different companies and two are experts in our working field. The daily responsibility for MOBIEL is carried by three managers and the managing director.

We finance our activities by means of financial assistance from the Ministry of Social Affairs, the municipalities and the payments that are made for detachment by the organisations and enterprises.

We have a special “MOBIEL-Way” to train people who have been unemployed for a long time and have many problems in several fields.

See also www.stichtingmobiel.nl

DP Activities

Get Busy Together is a pilot project directed at activating long-term unemployed people with multiple problems. These multiple problems are problems in several aspects of life such as: financial problems, addictions or former addictions, psychiatric or mental health problems, homelessness, avoiding care and welfare or having problems with the law. The integrated approach forms the starting point. This means that participants, supervisors and network partners are intensively involved in charting and solving problems in various aspects of life. In this way, a workable methodology has been developed and established for this specific group. Around 40 people will have participated in the project by the end of 2004.

administrative organisation and partners

The development partnership involves Foundation Werkprojecten (Groningen), Foundation Mobiel (Veendam), Municipalities of Groningen and Veendam and Network Client-experts.

duration and total budget

The duration of the project is from 15.5.2002 to 15.11.2004

The total budget is 900 500 euros.

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