Using Case Management for Vulnerable Populations

November 30 – December 1, 2017

REFUGEES
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Executive Director

INTERNATIONAL RESCUE COMMITTEE

Salt Lake City, Utah
Missoula, Montana
What is a refugee?

A refugee is any person who is unable to return to his or her own country because of a well-founded fear of persecution on account of:

- Race
- Nationality
- Political Opinion
- Religion
- Social Group

IRC
Factors impacting well being

- **Triple Trauma Paradigm**
  - Pre-Flight (Country of Origin)
    - Harassment
    - Fear
    - Torture
    - Separation from Family
  - Flight (Country of Asylum, Refugee Camp(s))
    - Hiding
    - Loss of Home
    - Lack of Basic Necessities
    - Fear of Unknown
  - Post-Flight (Resettlement)
    - Socioeconomic Status
    - Transportation
    - Loss of Identity
    - Culture Shock
Some of the challenges facing refugees

- Language barriers
- Education
- Housing
- Transportation
- Health needs
- Employment
- Financial
- Unrealistic expectations

- Culture shock
- Family structure and responsibilities
- Bi-cultural identity
- Lack of friends and social interactions
- Discrimination
- Bullying (youth)
Some of the Assets of Refugees

- Increase diversity
- Bring new perspectives & experiences
- Cultural ambassadors (language, religion, food, clothing, etc.)
- Eager to learn; education appreciation
- Multi-Lingual and Bi-cultural social skills
- Perseverance and resilience through adversity
- Hard working and loyal employees
- Smart, special skills, family values
- Welcoming, kind, and appreciative
- Seeking hope and providing inspiration
CASE MANAGEMENT
ITS ROLE
IN THE RESETTLEMENT
AND
SUCCESSFUL INTEGRATION
OF
REFUGEES
IN THE UNITED STATES
Resettling Refugees
Considerations

- **Housing**: affordable, safe, welcoming landlords/neighbors
- **Employment**: entry level positions, wages, health benefits, accessibility
- **Healthcare**: accessible, cultural competence, trauma informed, mental health services
- **Education**: early education, primary and secondary, ESL support, adult education
- **Language**: ESL classes, interpretation, tutoring
- **Transportation**: public transport accessibility to employment, services, community resources (schools, grocery stores, etc.)
- **Religious Freedom**: access to Mosques, Hindu Temples, churches and other places of various denominational worship
- **Community Support**: community leaders, institutions, volunteers, donations, welcoming, inclusive, cultural exchange,
The IRC SLC EXPERIENCE

24-MONTH CASE MANAGEMENT FOR ALL REFUGEES RESETTLED

ONGOING OUTCOME BASED ASSESSMENTS

COMMUNITY INTEGRATION FOCUS

SUPPORTIVE PROGRAM DEVELOPMENT
BASIC CASE MANAGEMENT CONSIDERATIONS

- Time Limited
- Intervention Specific
- Crisis management

Meeting basic needs
- Supporting Self-determination
- Dependency vs. independence
- Client vs. provider vs. funder driven
- Deficit vs. strengths model approach
- Resource prioritization
- Informed consent
- Training

Case management support
- Monitoring and adjustment
- Accelerating the trajectory for success
<table>
<thead>
<tr>
<th>Short term</th>
<th>Long term</th>
</tr>
</thead>
<tbody>
<tr>
<td>(3 mos, 6 mos, crisis)</td>
<td>(24 month)</td>
</tr>
<tr>
<td>Check list/output</td>
<td>Goal setting/outcome</td>
</tr>
<tr>
<td>Send off/referral</td>
<td>Hand off/partnering</td>
</tr>
<tr>
<td>Close cases</td>
<td>Graduating cases</td>
</tr>
</tbody>
</table>
ROLE OF EXTENDED CASE MANAGEMENT (24 Months)

Building a bridge to integration

Time sensitive (short and long term)
Outcome based vs. output based
Strengths based
Trauma informed
Client driven
Reciprocity between client/community
Culturally appropriate
Sustainable
Integrative

Bridge to Integration

R&P=Reception and Placement     MG= Match Grant (employment)  ICM = Intensive Case Management
Program management

- Caseload: 30 cases maximum per caseworker (actual 30-45)
- Caseworkers with refugee experience and language abilities
- Weekly individual caseworker supervision
- Regular reviews of case notes and assessments
- Weekly casework team meetings
- Quarterly Assessments
- Casework service plans
- Weekly within-agency staffing regarding challenging cases
- Use of protocol manual to guide training and service delivery
OTHER AGENCY SERVICE/SUPPORT

- Employment search and support
- Immigration orientation, application, and documentation assistance
- Community, transportation, and education orientation
- Interpretation for medical and other appointments
- Limited emergency financial assistance
- WIC (Women, Infants, and Children) Program assistance
- Latent Tuberculosis Infection (LTBI) monitoring
- Economic Empowerment—IDA, SPICE Kitchen, micro-loans, credit building
- Timely and comprehensive response to client concerns and complaints
- Medical appointment scheduling
- Family mentor program
- Youth program
How it started

• IRC Pilot project (2008): privately funded
  • ECM for 25 most vulnerable households (past 6 months)

• Collaboration with State and local partners, including other resettlement agency (Catholic Community Services) to start ECM

• Supportive Governor (Jon H. Huntsman, Jr.) for State to utilize TANF funding.

• ECM established for all refugees resettled in Utah (2010)—4 year contract
FUNDING

PRIVATE $ 75,000
TANF 800,000
ORR RSS 50,000

TOTAL: $925,000

COST/PERSON: 1050 REFUGEES/$925K = $881/REFUGEE/YR
COST/HOUSEHOLD: 460 HOUSEHOLDS/$925K = $2,010/HH/YR
IRC STUDY FINDINGS

Extended Case Management Program Evaluation Report

- 2012 snapshot using quarterly assessments
- 434 Households/1111 refugees

Article: Findings from and Extended Case Management US Refugee Resettlement Program (Shaw, Poulin) International Migration and Integration and Integration (Sept. 2014)
Change in Services Needed Over Time

Quarters (9 = 24 months)

Source: ECM evaluation (Shaw, Poulin 2012)
ECM SLC Client Adjustment Scores

Quarters (9 = 24 months)

Source: ECM evaluation (Shaw, Poulin 2012)
ECM SLC Client Wellbeing Scores

Quarters (9 = 24 months)

5 = Very good
4 = Good
3 = Okay
2 = Bad
1 = Very bad

Source: ECM evaluation (Shaw, Poulin 2012)
EXTENDED CASE MANAGEMENT (ECM) REVISED OUTCOME AREAS ASSESSED

EMPLOYMENT

HOUSING

EDUCATION

HEALTH

COMMUNITY FAMILY SUPPORT

LANGUAGE AND CULTURAL KNOWLEDGE

LIFE SKILLS
## Extended Case Management Employment Assessment Example

<table>
<thead>
<tr>
<th>Client (PA):</th>
<th>PA Alien #:</th>
<th>DOA:</th>
<th>Case Number:</th>
<th>Employment Size:</th>
</tr>
</thead>
</table>

### EMPLOYMENT OUTCOMES

<table>
<thead>
<tr>
<th>Score</th>
<th>Vulnerable</th>
<th>Thriving</th>
<th>Overall Score</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3</td>
<td>5</td>
<td></td>
</tr>
</tbody>
</table>

#### Employability

<table>
<thead>
<tr>
<th>Score</th>
<th>Employment</th>
<th>Thriving</th>
<th>Overall Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Unable to work</td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>

#### Employment Readiness

<table>
<thead>
<tr>
<th>Score</th>
<th>Employment</th>
<th>Thriving</th>
<th>Overall Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>No employment history</td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>

#### Job Placement

<table>
<thead>
<tr>
<th>Score</th>
<th>Employment</th>
<th>Thriving</th>
<th>Overall Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Unemployed</td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>

#### Wage

<table>
<thead>
<tr>
<th>Score</th>
<th>Employment</th>
<th>Thriving</th>
<th>Overall Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Making less than $10 per hour</td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>

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### Employment

- **Score:** 5
- **Count:** 0 0 0 0 0 0 0 0
- **Average:** #N/A #N/A #N/A #N/A #N/A #N/A #N/A #N/A #N/A

Data Validation: 1 3 5 NA
### Employment Outcomes

<table>
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<tr>
<th>Score</th>
<th>Vulnerable</th>
<th>Striving</th>
<th>Thriving</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unable to work</td>
<td>Work ready</td>
<td>Actively applying for full time work</td>
</tr>
<tr>
<td></td>
<td>Non excused medical/health barrier to employment</td>
<td>Working part-time but able to work full-time</td>
<td>Working part-time and meeting all needs</td>
</tr>
<tr>
<td></td>
<td>Eligible for SSI but not approved yet</td>
<td>Not working at full capacity</td>
<td>Receiving SSI and meeting all needs</td>
</tr>
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</table>

### Housing Outcomes

<table>
<thead>
<tr>
<th>Score</th>
<th>Vulnerable</th>
<th>Striving</th>
<th>Thriving</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No housing or lease in place</td>
<td>Lease/housing in place</td>
<td>Stable, permanent housing in place and able to handle shelter needs as they arise</td>
</tr>
<tr>
<td></td>
<td>Unable to negotiate with landlord for releasing or repairs</td>
<td>Able to negotiate terms of lease and have landlord make repairs</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Evicted/homeless</td>
<td></td>
<td></td>
</tr>
</tbody>
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**Outcome examples**

- Unable to work
- Work ready
- Actively applying for full time work
- Non excused medical/health barrier to employment
- Working part-time but able to work full-time
- Working part-time and meeting all needs
- Eligible for SSI but not approved yet
- Not working at full capacity
- Receiving SSI and meeting all needs
- No housing or lease in place
- Lease/housing in place
- Stable, permanent housing in place and able to handle shelter needs as they arise
- Unable to negotiate with landlord for releasing or repairs
- Able to negotiate terms of lease and have landlord make repairs
- Evicted/homeless
Outcome mapping - ECM

Score

Time:
- 30 Day
- 3 Month
- 6 Month
- 9 Month
- 12 Month
- 15 Month
- 18 Month
- 21 Month
- 24 Month

Categories:
- Assessment
- Employment
- Housing
- Education
- Health
- Community Family Support
- Language Cultural Knowledge
- Life Skills
- Average
Thriving in the United States
QUESTIONS/COMMENTS

THANK YOU!
RESCUE.ORG/UNITED-STATES/SLC-UT
RESCUE.ORG/UNITED-STATES/MISSOULA-MT

Patrick.Poulin@rescue.org
A Somali man sits with his family after fleeing his homeland filled with violence and drought.
In 2016 the number of displaced persons is 65.3 million, including 21.3 million refugees.

If the 65.3 million people were a nation, they would make up the 23rd largest in the world—about the population of Italy.

Half of the world’s refugees are children.

Previously, the majority of refugees lived in camps; today the majority live in urban areas.

US resettled just under 85,000 refugees in 2016.

Refugees remain extremely vulnerable.
Refugee Numbers Worldwide

21.3 Million

- Middle East: 46%
- Africa: 19%
- South and Central Asia: 19%
- East Asia and Pacific: 7%
- Americas: 5%
- Europe: 4%

World Refugee Survey
Third Country Resettlement

Argentina
Australia
Brazil
Canada
Chile
Denmark
Finland
Iceland
Ireland
Italy
Japan
Netherlands
New Zealand
Norway
Sweden
United Kingdom
United States
Resettlement Core Services

- Airport pickup, hot meal, housing
- SS cards, food stamps, Medicaid, enrollment in financial systems
- 1st day safety and home orientation, 1st week intake and orientation, 1st month cultural and life skills orientations
- Enrollment of children in schools, early education
- 1st month health screening, follow up appointments
- 1st month intake, create employment plan, follow up assistance, ongoing support
- Language acquisition
- Transportation orientation
- Medical home established and follow-up
- 12 months green card, 5 years citizenship
- Extended month case management support (goal)
Services offered through IRC

**Resettlement:** meeting the basic needs for food, shelter and legal rights in the early critical stages of resettlement, including 24 month case management support.

**Economic Empowerment:** Protecting, supporting and improving household livelihoods and financial security—e.g. financial literacy, small loans business development, IDA accounts, credit building, SPICE Kitchen Incubator, New Roots Refugee Farm and Sunnyvale Farm Stand, East African Refugee Goat Project.

**Community Integration and Development:** Strengthening communities and preparing individuals to participate fully in America life—e.g. Family Mentoring Program, citizenship classes.

**Health & Wellness:** Promoting holistic well-being by providing culturally and linguistically appropriate services—e.g. health promotion classes, health fair, centering classes, Bridge to Safety program.

**Children, Youth & Education:** Providing educational and developmental opportunities that build the essential academic, personal and social skills needed to succeed—e.g. New Americans In Action pilot; college readiness, youth mentoring program.
Refugee Admissions Process

UNHCR, embassy or NGO referral or AOR through resettlement agency

RSC conducts prescreening interview

Immigration (DHS) interview

Approved applicants go through multiple security checks

Approved applicants receive a medical screening (IOM)

Approved applicants receive cultural orientation

The refugee case is allocated to a resettlement agency by the Refugee Processing Center

National resettlement agency completes verification of placement (VOP) with local field office

National resettlement agency assures case

Approved applicants who successfully complete all screenings are scheduled for departure to US (IOM)