**CCMS Case Management Training – Case Management Process**Training delivered on: 2019.12.02  
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**Objective of this document:** The process outlined in this document is meant to help guide Case Managers with the “on the ground” steps of case management based on my own experience and the processes I use to management my caseload. Before consulting this document, I strongly recommend that the *JHSC ATD CCMS Case Management Protocol* be read front to back. The steps and instructions outlined below are always to be superseded by those found in the *JHSC ATD CCMS Case Management Protocol*.

**Note on forms:** [Red and underlined documents] are the official forms as provided by JHSC and CBSA; the use of these forms is mandatory for CCMS case management. [Blue documents] are questionnaires, checklists & templates that I have created for myself to assist in case management; you are welcome to modify them or make similar tools to suit your own needs.

**Forms, documents and tools referenced in this document (in order of appearance):**

Official forms:  
[BSF801 – CCMS Referral form]  
[[JHS CCMS Eligibility Assessment & Intake Form](http://johnhoward.ca/wp-content/uploads/2019/06/ATD-CCMS-ELIGIBILITY-ASSESSMENT-and-INTAKE-FORM.docx)]  
[JHS CCMS Consent for Release of Information form]  
[BSF802 – CCMS Supervision Agreement]  
[JHS Client Undertaking Agreement]  
[BSF807 – Report of Non-Compliance Form]  
[BSF806 – ATD Change Conditions Form]  
[BSF805 – Case Summary Form]

Personal documents / tools:   
[File synopsis]  
[Client Referral Checklist]  
[Eligibility Assessment Questionnaire]  
[Case Plan and Timeline]  
[Reporting appointment form]  
[Reporting appointment case notes – template]

\*Official forms are all available on the forms repository. My personal documents / tools will be sent via email to training participants.

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**ASSESSMENT PHASE**

* Receive contact from CLO advising about an upcoming referral.
* Referral form received [BSF801 – CCMS Referral form] via email.
* Create the client’s physical file (folder, print forms).
* Create the client’s profile in CAMS.
* *(If your client is a High-risk and referred for housing, give the housing coordinator a quick email or phone call to let them know that a potential resident for their program has just been referred to you).*
* Create and start filling an electronic document that contains a synopsis of the client’s profile and their needs [File synopsis]. Periodically update this document during all phases of Case Management; it will act as a “tombstone” cheat sheet for the client.
* Gather information from CLO and from client’s CBSA file. Use a checklist to go over information that is necessary for all clients and to rule out major impediments to CCMS enrolment [Client Referral Checklist].
  + Ideally, meet with the CLO and Case Officer at the regional CBSA office to discuss the case. If possible, ask to see the physical file and to get copies of important docs, such as a CSC Correctional Plan.
* Review all of the information you have about the client. Then, draft the 1st set of questions you have about this client and send them to the CLO via email.
  + Use your file synopsis notes [File Synopsis] to create a new word document that you can send directly to your CLO which will contain your questions. Keep the topics of your questions separated with the same sub-titles and in the same order as in the [File Synopsis] document.
* Review the answers provided by the CLO and then potentially send a 2nd set of follow-up questions.
* *(If your client is a High-risk and referred for housing, meet / discuss with the housing coordinator at this point; present synopsis of the client to the coordinator.*
  + *Potentially send 3rd set of questions to your CLO that were brought up during your meeting with the housing coordinator.*
  + *From this point forward, keep the housing coordinator up to date on the progress made through the assessment and enrolment phases.*
* Contact who you need to in order to schedule an assessment interview with the client (provincial jail staff, IHC staff or your CLO).
  + If the client is High-Risk / referred for housing, check with the Housing Coordinator to see if they want to sit in on the assessment interview; this is current practice in Ottawa now.
* Prepare for the assessment interview:
  + Review all of the information you have on file about the client so far.
  + Start drafting a list of all 3rd parties you will want to speak to. You will likely need to get names and contact information for these people from the client and/or their counsel or representative.
  + If the client requires secure housing, print a copy of the rules of the residence to bring with you.
  + Make adjustments or additions to your assessment questionnaires [Eligibility Assessment   
    Questionnaire] and [[JHS CCMS Eligibility Assessment & Intake Form](http://johnhoward.ca/wp-content/uploads/2019/06/ATD-CCMS-ELIGIBILITY-ASSESSMENT-and-INTAKE-FORM.docx)] in order to cover as much as possible and not miss important topics when you meet with the client.

● Conduct in-person (ideal) or telephone assessment interview with client on-one-one or accompanied by the housing coordinator. Client’s counsel and/or representative might also be present.

* Have the client sign the Release of Information form [JHS CCMS Consent for Release of Information form].
* Take good, detailed notes in the [Eligibility Assessment Questionnaire] and [[JHS CCMS Eligibility Assessment & Intake Form](http://johnhoward.ca/wp-content/uploads/2019/06/ATD-CCMS-ELIGIBILITY-ASSESSMENT-and-INTAKE-FORM.docx)].
* If applicable, go over the printed copy of the residential rules with the client.
* Get as much contact information as you can regarding any 3rd party contacts.
* Ask the client if they think there’s anyone else you should speak to.
* If you need the client to speak to anyone or obtain any paperwork to assist with their enrolment, give them clear written instructions of what you need.
* Clearly outline the next steps of the process to the client but do not make any promises.
* As soon as possible, type out your handwritten notes into a word document. This process will help you add information or details that you may have forgotten to write or which were too long to fully write out during your assessment interview.
* Review the client’s responses and compare them to the information you already have. Update your [File Synopsis].
* *(If necessary, once again, draft another set of questions. Send them to your CLO.)*
* Contact any 3rd parties to gather more information and/or make plans.
  + Let the CLO know who you will be contacting; CC the CLO in any emails you send out.
* At this point, send **any** unanswered questions or requests for assistance to the client’s lawyer or representative via email and attach a copy of the client’s signed consent form. They are supposed to help you with the legwork to get this client out. Consider any information or steps that may impact the client’s eligibility but also any information that will help guide your interventions.
  + CC your CLO in the email when you send the questions to the client’s lawyer or rep(s).
* Fill in the client’s Need Assessment on CAMS.
* Draft the outline of your CCMS Case Plan (major goals / conditions) and Timeline (timeline of what will happen over the next few weeks) you think would best serve the client. I typically write these in a separate word document [Case Plan and Timeline] that I refer to and attach to the referral form [BSF801 – CCMS Referral Form].
* Before writing the entire CCMS Case Plan and Timeline out (which essentially entails proposing release conditions and a sequence of what will happen post-release), contact your CLO to let them know what you have in mind. Make any modifications to your outline to ensure you’re both on the same page.
* Write out your complete CCMS Case plan + Timeline [Case Plan and Timeline] and fill out the referral form [BSF801 – CCMS Referral Form]. Send everything together in one email to the CLO via encrypted email.

**ENROLMENT PHASE**

* The CLO will let you know if/when the client is accepted for CCMS and send you back an updated version of the [BSF801 – CCMS Referral Form]. Immediately take the information you have in the [BSF801 – CCMS Referral Form] and [Case Plan and Timeline] and fill the [BSF802 – CCMS Supervision Agreement] form. Write out the CCMS Supervision Agreement in *plain English*; make it as easy as possible to read and understand.
* Enrolment interview is scheduled & confirmed by CLO.
  + Stay in touch with your CLO. The enrolment interview will can be scheduled quite rapidly at this stage, notably if CBSA are in a position to release the client immediately or an early detention review is held at the IRB.
* Meet with the client for the enrolment interview at a predetermined location; CBSA will be bringing the client and will have officers remain on-site until the enrolment is done. Complete the following forms with the client:
  + Enrolment form [BSF802 – CCMS Supervision Agreement]
  + Client contract [JHS Client Undertaking Agreement]

At the enrolment interview you should also:

* Ensure that you go over their case plan and timeline [Case Plan and Timeline].
* Get the client’s verbal agreement to work with you and the CBSA, especially with regards to any client specific issues or areas of concern.
* Confirm any upcoming IRB hearing dates and how they will get there.
* Confirm if/when they are to report to the CBSA and how they will do so.
* Confirm if/when they are to meet with any other workers.
* Troubleshoot any immediate needs (housing, clothing, food, medicine, etc.)
* Ensure that CBSA provide the client with contact info for their assigned officer and/or the CLO.
* Write out any specific instructions / tasks for the client to complete.
* Schedule the client’s next appointment with you.
* After the enrolment interview, give a copy of the enrolment paperwork ([BSF802 – CCMS Supervision Agreement], [JHS Client Undertaking Agreement]) to the CLO in person (they are usually present at the enrolment interview, so after everything is signed just make and provide them with photocopies). The alternative is to go back to your office, scan the completed paperwork and then send both forms to the CLO via encrypted email.
* Ensure that your physical and digital files match:
  + Scan and upload all of the BSF forms and other important documents related to the client’s file. Upload these files into CAMS.
  + Print out any BSF forms or other documents you have in electronic format and place them in the physical file.

**ACTIVE CASE MANAGEMENT PHASE**

This phase mainly revolves around client reporting meetings (CBSA calls this “*Routine Compliance Monitoring*”, “*Check-ins*”).

● Conducting client meetings:  
Try to follow the same order of questions each time; use a printed template to guide you [Reporting appointment form]:

* date / time of reporting and if the client was on time
* review release conditions with client
* confirm their current address
* verify if they’ve had any unscheduled contact with the police or CBSA (I say “unscheduled” because client’s can have conditions to report to the CBSA or to attend a police station for other legal reasons; this question is to verify if they’ve had any new charges or are being investigated. In the event that they confirm that they have had any such contact, relay this info to your CLO asap).
* discuss service plan goals (use each goal as a sub-title, e.g., EMPLOYMENT, ADDICTION)
* discuss any other client needs or ongoing issues
* confirm contact with any parties related to immigration matters: counsel, rep, IRB, ICC, CBSA
* if applicable, confirm when/how they will report to CBSA
* confirm next IRB hearing date and arrangements to attend
* if applicable, confirm when/how they will attend their next IRB hearing
* give client clear, concise instructions on any actions they need to accomplish from now until their next appointment
* make arrangements for your next appointment with the client (+ interpreter, if needed)
* provide the client with written info (business card) of their next appointment and any other   
  important information or instructions

● Case notes:

* Use an electronic template to maintain consistency through your CAMS case notes [Reporting appointment case notes – template].
* Be consistent with the format of your case notes (see case management protocol 2.4.1.6).
* Always imagine / assume that they are being read out loud in a court proceeding.
* Avoid initialisms / acronyms, unless they are well known (ex: CBSA, RCMP, CSC).
* Whenever you mention that you or the client went anywhere, called anyone or sent an email, write out the address, phone number or email address in parentheses, e.g.: Called Marc-Antoine (613-789-7418 ext.302). Tip: keep a single page word document in your client’s folder with a master list of all of the places and people involved with their file and copy-paste from that when needed. That document becomes *extremely* useful if/when there is a file transfer or you need to be covered while you’re on vacation or sick.

**In the event of a breach:**

* If you or anyone else communicates to you information outlining behavior of a client which constitutes a breach of their release conditions, you must communicate this information to the CBSA immediately. Call contact your CLO during business hours or the after-hours phone # for your region if the information is obtained during the evening or weekend. If the situation took place in the past and all is stable, simply communicate the information you have and confirm the client’s current whereabouts and state of mind. If the situation is ongoing, ask CBSA staff for instructions on how they would like to proceed for now: they may, for example, ask that no action be taken, send an Inland Enforcement Officer to meet with the client, ask local police for assistance or ask that JHS staff maintain the client under house arrest until further instructions are received.
* *If the client is housed in a high-risk bed (with JHS or other contracted service providers under CCMS), remain in close contact with the residence coordinator and/or staff onsite. In the event of a past or ongoing breach, they must be kept aware of any instructions from the CBSA, as well as your directions for the client as well.*
* After the information is shared with the CBSA, immediately complete [BSF807 – Report of Non-Compliance Form] and send it to your CLO by encrypted email.
* Remain in contact with your CLO to find out what will happen next. CBSA have a lot of options with regards to how they can deal with a breach. They may, for example, pick up the client and return them to custody, give the client a verbal or written warning, amend their release conditions or they may terminate CCMS and make arrangements for another type of release plan. Your CLO will get back to you and confirm the CBSA’s current and next actions.
* As a result of the breach, if your agency believes that the client’s conditions should be varied and/or that their risk level should be changed, then fill out [BSF806 – ATD Change Conditions Form] and send it via encrypted email to your CLO. Your CLO will get back to you with the CBSA’s response RE your request and give further instructions. Note that you can also send this form over when things are going well and you believe that the client’s conditions should be de-escalated; note that it is good practice to contact your CLO prior to submitting the form for this type of request.

**File closure**  
CMMS can terminate for a variety of reasons. The most common are as a result of one or multiple breaches of their release conditions (see prior section), change in status (their immigration matters go through the IRB and they are no longer under detention with the CBSA) or they successfully leave the country. After any of these types of events occur, you must complete [BSF806 – ATD Change Conditions Form] and send it via encrypted email to your CLO. There is a section in the form where you will indicate that you are closing the file. Shortly after your CLO receives the form, they will confirm CCMS termination and you may then proceed with the file closure protocol. On top of the BSF806 form, tt is good practice to put in a detailed “File Closure” report in your casenotes to indicate where / how things were left off with the client; this case note will be of great use to the CBSA and/or JHS if the client is ever reconsidered for CCMS or other alternatives to detention.

**Reports / other forms:**  
See the *JHSC ATD CCMS Case Management Protocol* for instructions on how to complete the following reports. There are examples of fictitious reports available on the JHS CCMS online repository which can give you an idea of what these should look like once filled out.

* Service Plan Report (every 1 month; I send them on the 7th along with stats) [BSF805 – Case   
  Summary Form].
* Compliance Reviews (every 3 months; I send this on the 7th as well) [BSF805 – Case Summary Form].

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**GENERAL ADVICE (THROUGH ALL PHASES)**

**Communication**

* Nurture a collaborative relationship with your CLO; they act as the bridge between you and the  
  CBSA and also play a vital role with clients.
* As a rule of thumb, you should aim to eliminate or minimize any surprises for your CLO regarding CCMS clientele, your agency’s services or your availability.
* Always relay calls from custody back to the CLO via a quick email or phone call.
* Be clear and honest about the services you offer internally and those available in the community to CCMS clients; release plans can fall apart if they’re based on assumptions.
* Develop and maintain good relationships with community partners.
* Have a reference sheet available which clearly outlines your internal services.
* Have a reference sheet of community partners where you frequently refer clients.
* Have partnerships / agreements in place for future referrals.

**General tips**

* When meeting with clients: if possible and available, always bring a few spare bus tickets and a +/- 10$ gift card for groceries. These can help you rapidly troubleshoot many transportation and basic life needs issues with clients in order to focus on case plan objectives.
* Keep a stash of community pamphlets and resources in your office.
* Prepare physical file folders with blank forms in advance of any referrals.
* Maintain designated digital file folders and email inbox sub-folders for each client.
* Digital document naming convention: date (yyyy.mm.dd) + UCI # + document name e.g. *2019.12.02 – 292923 – Case Plan and Timeline.*
* Keep in mind that CCMS clients present quite differently from other typical JHS clients; your   
  colleagues will need to frequently be reminded (they don’t necessarily have any crim  
  background). CCMS clients also typically face major barriers when it comes to their eligibility  
  for many of the services we typically call upon for other JHS clients.