| Title: Case management service standards<br>Program: Ryan White Part B<br>Section: Core medical and support services | Last review: 2024.02.13<br>Next review: 2025.02.01<br>Origination: 2019.08.06 |
|---|---|
| Sponsor: Utah Department of Health and Human Services<br>Policy owner: Ryan White Part B administrator<br>Approved by: HEART program manager | |

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# Section 1.0 Introduction

## 1.1 Acronyms

ART: Antiretroviral therapy
BS: Benefits specialist
CC: Care coordination
CD4: Cluster of differentiation 4
CM: Case manager/case management
CP: Care plan
DAP: Data assessment, plan
DHHS: Utah Department of Health and Human Services
DLA-20: Daily living activities-20
HRSA: Health Resources and Services Administration
MCM: Medical case manager/medical case management
NASTAD: National Alliance of State and Territorial AIDS Directors
NMCM: Non-medical case manager/non-medical case management
PCN: Policy clarification notice
PLWH: People living with HIV
PSA: Psychosocial assessment
QPR: Question, persuade, and refer
ROI: Release of information
RWB: Ryan White Part B program
SMART: Specific, measurable, achievable, realistic, and time-bound

## 1.2 Definitions of terms

Action step: a plan with steps listed to achieve a specific goal in the CP to clarify the required resources to reach the goal, formulate a timeline, and identify the responsible person to complete the task(s).

BS: works in conjunction with CM to make sure clients receive and/or maintain eligibility for the RWB. BS assists clients in accessing medical and support services and educates clients on RWB benefits.

CC: supports RWB eligible and potential clients by connecting them to the appropriate resources and point person(s) (support services, case management, medical, health insurance needs, etc.). The CC is the bridge of communication and reference between the contracted provider and the program.

CM agency: agency contracted by DHHS for the RWB to provide CM services.

Client record: location where protected client information and documentation is located, this includes ClientTrack and others as identified.

ClientTrack: the data system which contains Utah RWB client records, which is administered by the DHHS and is accessible to authorized users.

CM: a social worker, social service provider, care coordination, nurse, or health provider who focuses on MCM, NMCM, or CC. The CM is involved with a collaborative process of assessment, planning, facilitation, care coordination, evaluation, and advocacy for options and services to meet client needs based on their circumstances.

HRSA: the federal entity that administers Ryan White funding.

MCM: includes all types of MCM encounters (face-to-face, phone contact, and any other forms of communication). MCM provides a range of client-centered activities focused on improving health outcomes along the HIV care continuum. Activities may be prescribed by an interdisciplinary team that includes other specialty care providers.

NMCM: provides client guidance and assistance to access medical, social, community, legal, financial, and other needed services.

Re-engagement: clients who re-establish care through a CM agency or HIV provider after a period of not receiving HIV primary care.

Service standards: establish the minimal level of service or care that an RWB funded agency or provider may offer within a state, territory, or jurisdiction. Each RWB funded service category includes service standards.

Transition: a change in level or location of service.

### 1.3 Service category and standards

CM activities consist of a collaborative process to assess, plan, facilitate, coordinate care, evaluate, and advocate for needed services based on client circumstances. CMs work with the client to identify appropriate resources and services to assist in meeting their medical, socioeconomic, and psychosocial needs. CM service

standards established by the RWB describe the minimum service delivery standards to ensure consistent, quality care is implemented.

According to NASTAD, HIV/AIDS program service standards ensure high quality care and improve client and public health outcomes. NASTAD emphasizes service standards are essential to clients, service providers, RWB, and quality management personnel. Service standards establish minimum service provision expectations for the client and define core components of each funded service category.

The RWB ensures benefits to the client and the CM agency through:
- a consistent process to develop service standards.
- access to clearly defined CM service expectations.
- a framework to measure performance, improve quality of care, client satisfaction, and health outcomes.
- practices that support CM self-care (see Appendix A).
- promoting high quality CM services using evidence-based practices such as chronic disease management, which supports clients in maintaining independence and optimum health through early detection and effective management of chronic conditions (see Appendix B).

To make sure PLWH in Utah receive the highest quality of care, service standards are developed through collaboration with other states, HRSA, NASTAD, the RWB, and CM agencies.

### 1.4 Applicable RWB Universal Service standards

- Access to care
- Records management
- Billing
- Staff requirements/personnel qualifications
- Eligibility determination/screening
- Client-related policies
    - Rights and responsibilities
    - Privacy and confidentiality
    - Grievance
    - Client retention
    - Re-engagement
    - Transition
- Quality management

- Fiscal
- Monitoring

## Section 2.0 Case management service delivery

Not all PLWH need CM or ongoing services to manage and maintain medical care. The focus of CM is to advocate, support, educate, and help the client access community resources to meet current needs, decrease barriers to care, and move toward self-sufficiency. (see Appendix C)

The CM:

- Provides proactive, holistic, RWB client-centered services (see Appendix D).
- Uses a client-centered approach (see Appendix E). Three elements are key to effectively practicing a client-centered approach:
  - Be unconditionally positive.
  - Be genuine.
  - Practice empathetic understanding.

The RWB is currently funded to provide CC, NMCM, and MCM services (HRSA PCN #16-02).

CC:

- Work with the assigned MCM to help clients most at risk of falling out of medical care, new diagnoses, and/or those who have detectable viral load.
- Assist in applying for RWB program and/or Medicaid/Medicare, program education, and viral suppression education.
- Refer the clients to RWB benefits specialists.
- Connect the clients to appropriate services.

NMCM:

- Work with clients who have one-time/short-term needs.
- Improve health outcomes through access to support services, adherence-related needs, psychosocial services coordination, and referral/follow-up based on the client's unique needs.

MCM:
CM follows service standards to coordinate access to appropriate levels of medical and support services. Ongoing reassessment promotes continuity of care. Interactions with clients may be face-to-face (in an office and/or clinic setting or in the field such as in a client's home or other public space), via telephone, or other form of communication tailored to client circumstances.
The level of CM is separated into 3 categories based on client evaluation during the assessment process. CM may be provided on a short or long-term basis.

| | Level of CM | | |
|---|---|---|---|
| Assessment/evaluation | NMCM | MCM | CC |
| Self-management | ✓ | | ✓ |
| Engaged in care | ✓ | | ✓ |
| Adherent to HIV treatment | ✓ | | ✓ |
| DLA-20 score less than or equal to 6.0 | ✓ | ✓ | ✓ |
| Barriers to care identified | ✓ | ✓ | ✓ |
| Needs education regarding HIV disease, risk reduction, and how treatment impacts positive health outcomes | ✓ | ✓ | ✓ |
| Multiple co-morbidities and health conditions | | ✓ | ✓ |
| New HIV diagnosis | | ✓ | ✓ |
| HIV viral load greater than 200 copies/ml or unknown | | ✓ | ✓ |

## Section 3.0 Expectations and requirements

### 3.1 Policy and procedure expectations

Each agency that provides CM services develops written policies and procedures pertaining to RWB clients. Policies are reviewed and updated as needed annually. See the RWB Universal Service Standards for more information on the following:

- Access to care
- Records management
- Billing
- Staff requirements/personnel qualifications
- Eligibility determination/screening
- Rights and responsibilities
- Privacy and confidentiality
- Grievance
- Client retention
- Re-engagement
- Transition

### 3.2 Caseload expectations

A caseload consists of a number of clients served under a professional provider (social worker, CM, nurse, teacher, etc.). The assigned caseload may vary depending on the setting, acuity, workload, expanded roles, and holistic view of the client. The average caseload expectation for MCM is between 20-30 clients, between 40-80 clients for NMCM, and between 80-100 for CC. An appropriately sized caseload supports effective communication with clients to assess, evaluate, and provide CM services to meet client needs. A workload refers to direct and indirect services provided to and on behalf of the client to ensure compliance and quality of service. Services include, but are not limited to, travel, documentation, reports, research on resources, consultation and collaboration with interdisciplinary team, and family, etc.

### 3.3 Education requirements

| Role | Minimum requirements |
| --- | --- |
| MCM/NMCM | One year of paid employment/professional experience providing CM services, excluding internships, AND one of the following:<br>● Bachelor of Social Work<br>● Bachelor's degree in health or human services<br>OR<br>Five years of paid employment/professional experience providing CM services, excluding internships. |
| MCM/NMCM supervisor | One year of paid employment/professional experience providing CM services, or other comparable experience in a social service or health associated field, working with PLWH or persons who have a history of mental illness, homelessness, or chemical dependence, excluding internships (one year of supervisory or clinical experience preferred), AND one of the following:<br>● Master of Social Work (MSW).<br>● Master's degree in health and human services. |
| CC | ● Must have 2 years of paid employment/professional experience providing customer services, |
| CC supervisor | ● Must have 1 year of supervisory and 1 year of paid employment/professional experience providing comparable experience in social services or health-associated fields, working with PLWH. |

## 3.4 Training

| Requirements |
| --- |
| • Agencies awarded RWB funding for MCM and CC to complete training within 6 months of hire, then as specified or as needed for a refresher.<br>• NMCM will need to complete training within 6 months of hire by the Department of Health and Human Services, then as specified or as needed for a refresher.<br>• Potential training opportunities are approved through the RWB administrator. |

| Training expectations | | |
| --- | --- | --- |
| Frequency | Topic | Responsibility |
| One-time and as needed | HIV testing and counseling | CM agency |
| | Harm reduction | |
| | HIV medication 101 | |
| | Motivational interviewing | |
| | Question, persuade, refer (QPR) suicide prevention | |
| | Antiretroviral therapy (ART) | |
| | Self-care | |
| | Trauma-informed care | |
| Annual | ClientTrack | RWB |
| | RWB eligibility | |
| | RWB manual | |
| | RWB service standards | |
| | Clinical management plan | |

| Measure |
| --- |
| Documentation of:<br>● Staff training (this can be demonstrated through certification and/or attendance roster/sign-in sheets).<br>● Training in the employee personnel file. |

## Section 4.0 Care coordination

| Standard |
| --- |
| ● Assist MCM to help clients who may need assistance with case management. |
| **Expectation** |
| ● Assist clients by appropriately assessing their needs and referring them to appropriate services.<br>● Assist clients with RWB application and complete a warm handoff to the BS.<br>● Assist clients in completing Medicaid/Medicare applications.<br>● Provide education on the RWB program and Medicaid/Medicare services.<br>● Provide education on the importance of viral suppression, medication adherence, and retention in care. |
| **Measure** |
| Documentation in DAP format reflecting the services and assistance provided to the client. |

## Section 5.0 Medical case management

### 5.1 Assessment

Prior to completing DLA-20 and PSA:

- Ensure appropriate ROI is obtained and in client record.
- Gather information from client's self-report and a variety of sources, including providers who serve the client and others identified in the ROI.

### 5.2 DLA-20

A validated functional assessment tool used to assist in the planning and coordination of services for PLWH. It reliably assesses a client's functioning in 20 different areas of daily living. It guides the prioritization of client needs, and determines the:

- Appropriate level of CM (see table Level of CM).

- Need for PSA and/or CP.

**Standard: DLA-20**

- The initial DLA-20 is completed within 30 business days after the client is assigned to the MCM caseload.
- An updated DLA-20 is completed a minimum of every 6 months after the initial DLA-20 is completed.

**Expectation**

- Complete the DLA-20 assessment face to face or through telehealth.
- Use the DLA-20 to:
  - guide MCM caseload to ensure even workload distribution.
  - prioritize client needs when creating a CP.

**Measure**

Documentation of:

- Initial DLA-20 completed within 30 business days after the client is assigned to the MCM caseload.
- Completed and updated DLA-20 a minimum of every 6 months after the initial DLA-20 is completed.
- All interactions, correspondence and overall progress summary related to the DLA-20 within 24 business hours.

MCM planning and coordination

| DLA-20 score | Client contact | CM |
|---|---|---|
| ≤ 2.0 = extremely severe | weekly | • initial PSA<br>• initial CP<br>• update DLA-20<br>• update CP<br>• update PSA |
| 2.1 – 3.0 = severe | twice monthly | |
| 3.1 – 4.0 = serious | monthly | |
| 4.1 – 5.0 = moderate | quarterly | |
| 5.1 – 6.0 = mild | quarterly | Non-adherent:<br>• initial CP<br>• update DLA-20<br>• update CP |
| > 6.1 = adequate | self-management | close case |

## 5.3 PSA

A comprehensive evaluation of the psychosocial, medical, physical, mental, and emotional health. It is used to gather current and past events to determine the needs and ability of the client to function within the community. The PSA provides a framework to guide discussion to identify needs and barriers and understand the

client's situation. It is used to assist with CP development including appropriate interventions and referrals.

| Standard: PSA |
| --- |
| For clients with a DLA-20 score ≤ 5.0:<br>● Complete the initial PSA within 30 business days after the initial DLA-20.<br>● Annual PSA update. |
| Expectation |
| ● PSA face to face or through telehealth.<br>● The PSA identifies client resources and strengths, including family and other support, and assists with CP development. |
| Measure |
| Documentation of:<br>● Initial PSA within 30 business days after the initial DLA-20.<br>● Annual PSA update.<br>● All interactions, correspondence, and overall progress summary related to PSA within 24 business hours. |

### 5.4 CP

Directs services based on prioritization of needs identified in the DLA-20 and the PSA. This process supports client self-determination and empowers them to actively participate in the planning and delivery of services.

| Standard: CP |
| --- |
| ● For clients with a DLA-20 score ≤ 5.0: complete the initial CP within 30 business days after the initial PSA.<br>● For clients with a DLA-20 score 5.1 to 6.0 and who are non-adherent: complete the initial CP within 30 business days after the initial DLA-20. |
| Expectation |
| ● Collaborate with client to:<br>  ○ identify and prioritize needs based on results of the DLA-20 and/or the PSA.<br>  ○ strategize activities to achieve optimal adherence, for example: medication management, medical appointments, and lab tests as applicable.<br>  ○ create SMART goals and action steps.<br>  ○ provide support services and referrals consistent with the goals outlined in the CP.<br>  ○ monitor and modify CP until goals are met or discontinued.<br>● communicate plans with the medical team and mechanism of feedback to ensure adherence as applicable. |

- educate on relevant topics (medication, side effects, general health literacy, and risk reduction).

**Measure**

Documentation of:

- Initial CP within 30 business days after the initial PSA or DLA-20.
- All interactions, correspondence, and progress related to CP within 24 business hours.
- A CP progress summary completed a minimum of every 3 months.
- CP updated a minimum of every 6 months.
- SMART goals and action steps.

### 5.5 Treatment adherence

It's important to take medications as prescribed to achieve optimal outcomes in health and viral load suppression. Client barriers for HIV treatment adherence vary, and may include, but are not limited to, challenges related to new diagnosis, trauma, age, health education, psychosocial, neurocognitive issues, mental health, and substance use.

**Standard: treatment adherence**

A client receiving MCM services has:

- a medication/treatment adherence goal(s) in the CP based on needs identified in the DLA-20 and/or PSA.
- An interdisciplinary team case review every 6 months at minimum for clients who:
    - don't adhere with medication/treatment.
    - are not virally suppressed.
    - require special considerations due to management complexity.

  The team may include a physician, case manager, pharmacy, or other care provider as indicated to coordinate care and facilitate treatment success for the client.

  Documentation of case review includes:
    - Date
    - Name of participants and interdisciplinary representation
    - Issues and concerns
    - Identification of a treatment adherence goal in the CP
    - Adherence barriers identified for the client with high viral load levels
    - A plan for strategies and interventions
    - Verification of plan implementation

| Expectation |
| --- |

- Work with the client on treatment adherence to:
  - develop the CP based on client needs, barriers, and readiness to engage in treatment.
  - Identify and offer available tools to support adherence such as pillboxes, pocket-sized medication records, reminder sheets, text reminder systems, ART delivery, etc.
  - Establish linkages and relationships.
  - Schedule appointments and case review with providers and send appointment reminders.
- Communicate with the medical provider as needed (with appropriate ROI).
- Provide education on:
  - Undetectable = Untransmittable (U=U).
  - Medical appointments, and how to access appropriate support services.
  - Disease management and treatment adherence including:
    - Information and expectations for medications, and lab results (CD4, viral load).
    - Medication side effects, challenges, and barriers.
    - Importance of adherence and consequences of missing doses.

| Measure |
| --- |

Documentation of:

- Treatment adherence goal(s) as part of the CP.
- Interdisciplinary team case review every 6 months at a minimum.
- Interactions, correspondence and progress summary related to treatment adherence within 24 business hours.

## Section 6.0 Non-medical case management

### 6.1 Assessment

Prior to completing DLA-20 and PSA:

- Ensure appropriate ROI is obtained and in the client record.
- Gather information from client's self-report and a variety of sources, including providers who serve the client and others identified in the ROI.

## 6.2 DLA-20

A validated functional assessment tool used to assist in the planning and coordination of services for PLWH. It reliably assesses a client's functioning in 20 different areas of daily living. It guides the prioritization of client needs, and determines the:

- appropriate level of CM (see table Level of CM).
- need for PSA and/or CP.

**Standard: DLA-20**

- Complete the initial DLA-20 within 30 business days after the client is assigned to the NMCM caseload.
- Update the DLA-20 a minimum of every 6 months after the initial DLA-20.

**Expectation**

- Complete the DLA-20 assessment face to face or through telehealth.
- The DLA-20:
  - guides NMCM caseload to ensure even workload distribution.
  - prioritizes client needs when creating a CP.

**Measure**

Documentation of:

- Initial DLA-20 within 30 business days after the client is assigned to the NMCM caseload.
- DLA-20 updated a minimum of every 6 months after the initial DLA-20 is completed.
- All interactions, correspondence, and overall progress summary related to the DLA-20 within 24 business hours.

NMCM planning and coordination

<table>
<tr><th>DLA-20 score</th><th>Client contact</th><th>CM</th></tr>
<tr><td>≤ 2.0 = extremely severe</td><td>weekly</td><td rowspan="4">• initial PSA<br>• initial CP<br>• update DLA-20<br>• update CP<br>• update PSA</td></tr>
<tr><td>2.1 – 3.0 = severe</td><td>twice monthly</td></tr>
<tr><td>3.1 – 4.0 = serious</td><td>monthly</td></tr>
<tr><td>4.1 – 5.0 = moderate</td><td>quarterly</td></tr>
<tr><td>5.1 – 6.0 = mild</td><td>quarterly</td><td>• initial CP<br>• update DLA-20<br>• update CP</td></tr>
<tr><td>> 6.1 = adequate</td><td>self-management</td><td>close case</td></tr>
</table>

## 6.3 PSA

A comprehensive evaluation of the psychosocial, medical, physical, mental, and emotional health. It is used to gather current and past events to determine the needs and ability of the client to function within the community. The PSA provides a framework to guide discussion to identify needs and barriers and understand the client's situation. It is used to assist with CP development including appropriate interventions and referrals.

| Standard: PSA |
| --- |
| For clients with a DLA-20 score ≤ 5.0:<br>● Complete the initial PSA within 30 business days after the initial DLA-20.<br>● Update PSA annually. |
| **Expectation** |
| ● PSA is face to face or through telehealth.<br>● PSA identifies client resources and strengths, including family and other support, and to assist with CP development. |
| **Measure** |
| Documentation of:<br>● initial PSA within 30 business days after the initial DLA-20.<br>● PSA updates annually (at a minimum).<br>● all interactions, correspondence and overall progress summary related to PSA within 24 business hours. |

### 6.4 CP

Directs services provided based on prioritization of needs identified in the DLA-20 and the PSA. This process supports client self-determination and empowers them to actively participate in the planning and delivery of services.

| Standard: CP |
| --- |
| For clients with a DLA-20 score ≤ 5.0:<br>● Complete the initial CP within 30 business days after the initial PSA.<br>For clients with a DLA-20 score 5.1 to 6.0:<br>● Complete initial CP within 30 business days after the initial DLA-20.<br>● Complete CP progress summary a minimum of every 3 months.<br>● Update CP a minimum of every 6 months. |
| **Expectation** |
| ● Collaborate with the client to:<br>  ○ identify and prioritize needs based on results of the DLA-20 and/or the PSA.<br>  ○ strategize activities to achieve optimal adherence, for example: medication management, medical appointments, and lab tests as applicable. |

- create SMART goals and action steps.
- provide support services and referrals consistent with the goals outlined in the CP.
- monitor and modify CP until goals are met or discontinued.

- Communicate plans with the medical team and mechanism of feedback to ensure adherence as applicable.
- Educate on relevant topics (medication, side effects, general health literacy, and risk reduction).

| Measure |
| --- |
| Documentation of:<br>• Initial CP within 30 business days after the initial PSA or DLA-20.<br>• All interactions, correspondence, and progress related to CP within 24 business hours.<br>• A CP progress summary a minimum of every 3 months.<br>• A CP update a minimum of every 6 months.<br>• SMART goals and action steps. |

## Section 7.0 Referrals

Referral and follow-up may be indicated to meet client-specific needs and eliminate barriers.

| Standard: referrals |
| --- |
| • Initiate referral when the client's needs and barriers are identified.<br>• Referral follow-up within 14 business days. |
| **Expectation** |
| • The CM agency maintains a current list of internal and external providers and community services to support clients.<br>• Identify and facilitate client access to referrals appropriate to client's situation, lifestyle, needs, and barriers.<br>• Follow-up to monitor completion and outcome of referral. |
| **Measure** |
| • A current and comprehensive list of internal and external providers and community services to support clients.<br>• Documentation of referral:<br>  ○ Initiation when the client's needs and barriers are identified.<br>  ○ Follow-up within 14 business days.<br>  ○ Related interactions, correspondence, and follow-up within 24 business hours. |

## Section 8.0 Re-engagement

In addition to the Universal service standards, CM expectations related to re-engagement are outlined below.

| Standard: re-engagement |
| --- |
| If the client transitioned out of RWB and returned to CM services. |
| Expectation |
| Complete initial DLA-20 to determine needs and services.<br>(see tables: Level of CM and MCM and NMCM planning and coordination) |
| Measure |
| Documentation within 24 business hours of interactions and correspondence related to re-engagement and related assessments. |

## Section 9.0 DAP

The standard below is specific to CM (see Universal service standards for general documentation guidelines and expectations).

| Standard: DAP |
| --- |
| Use DAP format for case note documentation pertaining to the client including activities and interactions (in-person, emails, or phone conversations) with client, providers, or community agencies. |
| Expectation |

| | |
| --- | --- |
| *Data* | • What did the client say? |
| *Assessment* | • What is the presenting situation?<br>• What is the client's mental/physical state?<br>• Include CM's educational conclusion about the client's situation. |
| *Plan* | • Intervention to the overall presenting situation.<br>• Identify the next visit date (any topic to be covered by the next visit).<br>• What are your and/or the client's responsibilities?<br>• What is your follow-up plan with the client? |

Types of client-related interactions or activities:

- assessment
- treatment progress

| | |
|---|---|
| • problem<br>• prognosis<br>• interventions<br>• application/recertification<br>• CP | • interdisciplinary team case review<br>• referrals and follow-up<br>• transitions of care (case transfer, closure, and termination)<br>• pertinent social, economic, and health factors |

| Measure |
|---|
| Documentation:<br>• Use of the DAP format.<br>• Within 24 business hours of client interactions, information, correspondence, or activities. |

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## Section 11.0 Appendices

### Appendix A: Self-care

Working in a stressful environment can create burnout for CMs. It is important for the CM to practice physical, emotional, and social self-care. Recognizing stress and implementing effective coping mechanisms improve self-care. Below are some coping mechanisms from the Substance Abuse and Mental Health Services Administration (SAMHSA) to consider when you experience burnout.

Time management:

- Make a daily plan of tasks.
- Prioritize the list. Identify tasks that have to be done today (As), from those which could be done tomorrow (Bs), and tasks which are not that important (Cs). You may need to adjust and revise your list. There may be times when reviewing your list with your supervisor is beneficial.
- Be sure to do your "A" tasks first.
- Keep your list simple and realistic.
- Carry your list with you—consult it often.
- Let your list be your guide.
- Set appointments with clients to provide CM services and stick with it. If they are not there for the appointment, reschedule. They will learn they can rely on you and they are responsible to be there on time.
- Be on time.
- Treat clients the way you want to be treated.
- Always ask "what is the best use of my time right now?"
- Do not always work on other people's "A" tasks at the expense of your own.

Stress management:

- Talk with staff and your supervisor about your experience and feelings.
- Share with others to reduce the tension and find humor in difficult situations.
- Learn how to use relaxation exercises.
- Use humor appropriately.

Recognize the burnout stages:

- Stage I—Early warning signs: vague anxiety, constant fatigue, feelings of depression, boredom with one's job, apathy.
- Stage II—Initial burnout: lowered emotional control, increasing anxiety, sleep disturbances, headaches, diffuse back and muscle aches, loss of energy, hyperactivity, excessive fatigue, and moderate withdrawal from social contact.

- Stage III—Burnout: skin rashes, generalized physical weakness, strong feelings of depression, increased alcohol intake, increased smoking, high blood pressure, ulcers, migraines, severe withdrawal, loss of appetite for food, loss of sexual appetite, excessive irritability, emotional outbursts, irrational fears (phobias), rigid thinking.
- Stage IV—Burnout: asthma, coronary artery disease, diabetes, cancer, heart attacks, severe depression, lowered self-esteem, inability to function on the job and personally, severe withdrawal, uncontrolled crying spells, suicidal thoughts, muscle tremors, severe fatigue, over-reaction to emotional stimuli, agitation, constant tension, accident proneness, and carelessness, feelings of hostility.
- Act quickly to deal with your burnout if you recognize it.
- Talk to your supervisor for assistance.
- Take time-outs. These can be mini time-outs, such as taking the afternoon off, or longer vacations.
- It is okay to say you are having a difficult time. We all do at times. It is not okay to ignore the stress symptoms and do nothing about them.
- Cultivate pleasurable activities and hobbies to offer you balance and peace.
- Develop a positive, nurturing support system.
- Set limits with yourself and others. Know your own boundaries.
- Exercise regularly.

## Appendix B: Chronic disease management

Chronic disease management is an approach to health care which supports clients in maintaining independence and optimum health through early detection and effective management of chronic conditions. This approach prevents deterioration, reduces risk of complications, prevents associated illnesses, and enables people living with chronic conditions to have the best possible quality of life. A client's ability to follow medical advice, accommodate lifestyle changes, and access appropriate support are all factors that influence successful management of an ongoing illness. PLWH need support and information to become effective managers of their own health. Chronic conditions require both medical and behavioral interventions. Clients play a large role in managing chronic conditions such as HIV. Each client is unique, and appropriate interventions are customized to influence the client's desired outcomes. The following are essential to meet the needs of the client:

- Early access to and maintenance of comprehensive health care and social service
- Involvement in and optimal use of the health and social service systems
- Integration of services provided across a variety of settings
- Enhanced continuity of care
- Agreement on medical treatment goals for effective adherence
- Basic information about HIV and treatment
- Prevention of HIV transmission
- An understanding of medication adherence to control HIV and sustain viral suppression
- An understanding of, and assistance with, self-management skill building
- Ongoing support from members of the health care/CM team, family, friends, and the community
- Personal empowerment

## Appendix C: Why is case management important for people living with HIV?

Current treatment has changed HIV significantly from what was once a perilous, terminal condition to a chronic, manageable disease. PLWH have the potential to live long, productive, fulfilling lives; however, many people experience significant barriers, which prevent them from accessing or receiving the benefits of available treatment options. The barriers and challenges present in the lives of many PLWH indicate that optimum HIV care requires a comprehensive approach in which CM services are of significant importance, as the CM links clients to services and treatment, and monitors delivery of care.

Not all PLWH need CM or ongoing services to manage and maintain medical care. The focus of CM is to advocate, support, educate, and help the client access community resources to meet current needs, decrease barriers to care, and move toward self-sufficiency.

Regardless of educational background, CMs can provide effective CM to PLWH. This is enhanced through training in the following areas:

- CM process (intake, assessment, CP development and implementation, service coordination, monitoring, evaluation, and documentation)
- Motivational interviewing
- Oral, written, and general communication skills
- Professional rapport and maintaining relationships
- RWB services and standards
- Community organization/resources
- Basic working knowledge of HIV/AIDS
- Basic understanding of ART
- Record keeping and documentation
- Knowledge of current HIV/AIDS standards of care
- Setting boundaries
- Self-care
- Trauma-informed approach

## Appendix D: What is holistic case management?

CM uses a multi-step holistic approach to focus on mental, psychosocial, and physical aspects of health. This approach ensures timely access to services and resources needed to alleviate barriers.

CMs may be social workers, social service providers, nurses, health providers, or other professionals who work with clients to support them in accessing care, removing barriers, and bridging gaps to meet client needs. CM's core emphases consist of:

Service: CM applies knowledge and skills to support bio-psychosocial well-being, and to address challenges faced by clients. CM prioritizes services to clients beyond professional or personal self-interest.

Human dignity and worth: CM works with clients in a caring manner, respecting their self-determination, and valuing their strengths. CM strives to increase client capacity to improve situations and accomplish goals.

Integrity: CM acts in accordance with the mission and values of the organization and practices ethical principles and standards. They use the power inherent in the professional role responsibly. CM embarks on all actions with respect for clients' goals, exercising judicious use of self, avoiding conflicts of interest, and applying professional judgment in presenting resource options and providing services to clients.

Competence: CM practices within areas of competence and persistently strives to develop knowledge and skills related to CM and the population served. CM recognizes self-care is essential to being present for clients and attends to self-care accordingly.

## Appendix E: Client-centered approach to HIV case management

Carl Rogers is considered the founder of the client-centered approach, which he developed in the 1940s and 50s.

Three elements are key to effectively practicing a client-centered approach:
1. Be unconditionally positive.
2. Be genuine.
3. Practice empathetic understanding.

The essential principle of the approach is that all people have an innate inclination to strive toward growth, self-actualization, and self-direction. Comprehending how the client identifies resources and priorities for using services to meet their needs is crucial for a client-centered CM relationship. One of the most difficult challenges for a CM is to see a client make a choice which may result in negative outcomes, and which are in conflict with the CM's best guidance. In these situations, the CM continues to nurture and encourage as the client experiences the consequences of their choices. This builds a trusting relationship between client and CM and provides a non-judgmental environment where the client feels safe to return when support is needed.

It is the CM's responsibility to:

- offer accurate information to the client.
- assist the client in understanding the implications of the issues facing them and of possible outcomes and consequences of decisions.
- present options to clients from which they select a course of action or inaction.
- offer direction when it is asked for, or when withholding it would place the client or someone else at risk for harm.
- set appropriate boundaries and expectations.
- advocate for the client.
- show respect and dignity.
- promote self-efficacy and self-sufficiency.
- value and follow guidelines of privacy and confidentiality.

| Revised | Title | Change description or location |
|---|---|---|
| 2023.12.05 | RWB administrator | Review and update all sections.<br>Update approval name. |
| 2024.01.30 | RWB administrator | Review and update all sections. |
| 2024.01.31 | Quality consultant | Review and change formatting for consistency. |
| 2024.01.31 | RWB administrator | Review all the sections and update.<br>formatting, grammar, and punctuation. |
| 2024.04.02 | RWB administrator | Update changes to the suggested feedback. |
| 2024.04.03 | RWB administrator | Update changes provided by PAE. |

| Approval group | Reviewed |
|---|---|
| RWB administrator: Seyha Ros | 2024.01.31 |
| Senior RN quality consultant: Vinnie Watkins | 2024.01.31 |
| RWB fiscal analyst III: Anna Packer | 2024.02.27 |
| Financial manager I: Derrick Blomquist | 2024.02.27 |
| HEART program manager: Tyler Fisher | 2024.03.21 |
| Office of Communicable Diseases, director: Jeff Eason | 2024.03.27 |
| PAE Representative: Charla Haley | 2024.04.03 |