

FKW Solutions

Strategic case management unit

Process document

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Strategic case management process

1 Purpose

The purpose this document is to detail the strategic case management process adopted by FKW Solutions strategic case management unit.

1.1 What is strategic case management

Strategic case management is a formal process with the goal of expediting closure on an employee absence from the workplace.

The goal is to achieve case closure, ideally facilitating an employee's return to work but if that is unlikely advising this at an early stage so management can determine the next steps.

The strategic case unit team goes through several process steps to fully understand the situation, communicate with various parties to explore options, develop a tailored plan, and facilitate an ongoing collaboration to achieve satisfactory results.

1.2 Our approach

The strategic case management unit focuses on using the best resources at the right time to get results. We adopt the following operating principles:

- Strong governance;
- Evidential information gathering;
- Strategic approach while maintain a strong focus on detail;
- Collaborative approach;
- Focus on value add.

1.3 Strategic case management process

The strategic case management process consists of seven steps as illustrated in figure 1 below.

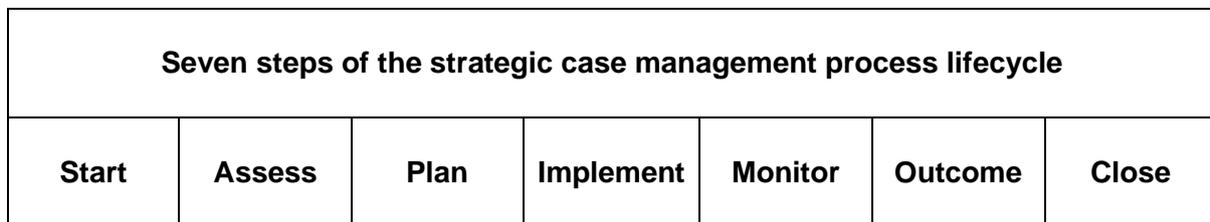


Figure 1

It is important to note that whilst it is useful to describe the activities of case management by categorisation into seven distinct phases, case management is not a linear process and activities and phases often overlap.

1.4 Detailed description of the process applied

Each process step is described in detail in the following chapters.

1.5 Important notes

It is important to note the following in terms the process:

- We do not give legal advice at any time; and
- All medical opinions are provided by Dr Farrelly, a qualified occupational health specialist, who will consult with Dr Sisson, HSE National Clinical Lead for Workplace Health and Well Being.

Seven steps of the strategic case management process lifecycle						
Start	Assess	Plan	Implement	Monitor	Outcome	Close

2 Start

2.1 Case start point

The strategic case management unit formally takes “carriage” of a case upon receipt of a formal written referral to the unit.

2.2 Case recording

Case recording consists of the following steps:

- Date and timestamp;
- Establishment of a file;
- Assignment of a unique case file number; and
- Logging the unique case number on the case tracker.

2.3 Case tracker

The case tracker is a matrix document detailing the cases that the Strategic case management unit have carriage of.

The tracker consists of several headings including

- Case number;
- Case start date/time;
- Case type;
- Status;
- Potential outcomes e.g. Return to work/Retirement on the grounds of ill health; and
- Priority status.

Seven steps of the strategic case management process lifecycle						
Start	Assess	Plan	Implement	Monitor	Outcome	Close

3 Assess

3.1 Preliminary review of the file

The assess phase commences with a preliminary review of the file using a case management check list (see 3.2 below).

3.2 Identify any outstanding data

Information shared with the strategic case management unit needs to be accurate, relevant and with the explicit consent as appropriate. The purpose of the following checklist is to identify any outstanding information.

Checklist

- Name;
- Male/Female/Other;
- Role; Role profile;
- Organisation;
- Line manager;
- Age;
- Service history;
- Contract type;
- Sick absence history;
- Reason for absence;
- If workplace incident, please include the following (as appropriate):
 - Employee incident statement;
 - Witness statement;
 - Line manager statement;
- Legal considerations;
- Industrial/Employee Relations considerations;
- Supporting Medical information;
 - Medical Certificates;
 - Medical reports (Employee); and
 - Occupational Health assessment.

3.3 Case classification

The case is classified in terms of the following:

- Case type;
- Status;
- Potential outcomes e.g. return to work/exit from the organisation; and
- Priority status.

The case tracker is updated accordingly.

Seven steps of the strategic case management process lifecycle						
Start	Assess	Plan	Implement	Monitor	Outcome	Close

4 Plan

4.1 Convene a case conference

The plan phase commences with a case conference which is convened to develop a case plan.

4.2 Case plan

A case plan will typically include the following:

- Preliminary observations;
- Review/commission medical reports by the Occupational Health professional;
- Forensic review of statements;
- Conduct interviews (as appropriate);
- Review legal considerations;
- Develop employee background profile;
- Review industrial relations/employee relations considerations; and
- Develop an employee engagement strategy.

The case file and case tracker are updated accordingly.

Seven steps of the strategic case management process lifecycle						
Start	Assess	Plan	Implement	Monitor	Outcome	Close

5 Implement

Case plan implementation

The case plan actions are implemented at the case plan implementation phase. The case file and case tracker are updated accordingly.

5.1 Review/commission medical reports

Dr Farrelly will carry out a forensic review of the medical reports to determine if there is:

1. A clear Diagnosis;
2. A clear Rehabilitation/Treatment Programme to facilitate early RTW;
3. Provide an opinion re fitness for work as part of a desk top review/this can be included in the HSE appeal process re Fitness for work;
4. Advise on commissioning further medical assessments if required to help facilitate case closure; and
5. Consult with Dr Sisson prior to issuing final recommendation.

5.2 Forensically review statements

An investigative discourse analysis of all statements. Follow-up questions and further investigation and statements can be planned and executed.

5.3 Conduct interviews

Where appropriate interviews should be conducted with line managers, HR Department etc to provide background.

5.4 Review legal considerations

Review any legal considerations and liaise with the appropriate HR/legal representative.

5.5 Develop employee background profile;

Develop an employee background profile to aid closure strategy.

5.6 Review industrial relations/employee relations considerations

Review any industrial relations/employee relations considerations (if any) and liaise with the HR/IR as appropriate.

5.7 Develop an employee engagement strategy.

Building on the detailed case file and leveraging the employee background profile, an employee engagement strategy is developed.

Such a strategy would typically include the following:

- “Gaining entry” by building rapport and trust; and
- Involving employee representative (colleague, Trade Union representative) in the dialogue as appropriate;

The goal is to clarify expectations through candour and honest dialogue.

Seven steps of the strategic case management process lifecycle						
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6 Monitor

6.1 Monitor case progress

The monitor phase involves regular formal and informal case review processes. The review of the progress in the case is important to ensure that outcome goal remains relevant.

As a result of this ongoing review there may be a need to change or modify the plan to prevent the case stalling.

The case progress should be monitored via an individual case conference and/or via case tracker conferences.

6.2 Case Tracker conference

A case tracker conference reviews the progress of cases recorded on the case tracker.

6.3 Governance

Regular updates to stakeholders should be provided and governance sought as appropriate.

Seven steps of the strategic case management process lifecycle						
Start	Assess	Plan	Implement	Monitor	Outcome	Close

7 Outcome

7.1 Identify outcome

The outcome phase commences when the ultimate projected case outcome is identified i.e. return to work or exit from the organisation.

7.2 Outcome strategy

An ultimate case outcome strategy e.g. return to work plan or exit the organisation is then finalised.

7.3 Approvals

Approvals in terms of a case mandate are secured as appropriate.

7.4 Implement strategy

The ultimate case outcome strategy is then implemented to the case closure phase.

Seven steps of the strategic case management process lifecycle						
Start	Assess	Plan	Implement	Monitor	Outcome	Close

8 Close

8.1 Case closure

Upon reaching an outcome of a case, the following is actioned:

- Case file is formally closed, and date stamped;
- All data returned to original source; and
- The case is formally recorded as “closed” on the case tracker

8.2 Key learnings

A review should always be conducted prior to case closure. The key learnings arising from the case are identified, documented and shared with relevant stakeholders.

For further information use our contact form or e-mail

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