

Mental Health Case Management Framework

CENTENNIAL COLLEGE
CAMPUS MENTAL HEALTH PARTNERSHIPS

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Introduction

This document provides a framework for the case management approach being implemented at Centennial College as part of the 2014 – 2015 Campus Mental Health Partnerships project. As such, it reflects both the current state and the envisioned future state of operational structure and processes.

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Why a Case Management Approach?

The Centennial College Campus Mental Health Partnerships model promotes the creative collaboration of campus and community support services to ensure students achieve their personal, educational and career goals. This holistic case management approach has been adopted in order to meet the following objectives:

- To foster an integrated care approach to student mental health and wellbeing through:
 - Integrated screening, triage, assessment and treatment (centralized intake¹, standardized tools, common forms, and a needs-specific level of care)
 - Electronic record management
 - Inter-departmental and interprofessional teams (Case Management Working Group, Care Coordination Team)
 - Interprofessional peer clinical supervision and professional development opportunities
- To forge closer links with the community and leverage the strengths of our community resources to better support a diverse student body
- To make more effective and efficient use of existing staff resources while building needed capacity in a sustainable and fiscally responsible manner
- To enhance departmental and organizational policy and planning by identifying and addressing gaps in services or support structures

Figure 1: Centennial College case management approach



¹ Centralized intake, electronic record management, the Care Coordination Team and peer clinical supervision all represent proposed future state elements of this framework.

Essential to fostering an integrated care approach is a clear understanding of how employees, divisions and departments and the College each contribute to supporting student health and wellbeing. The table below highlights the roles and responsibilities of various campus actors in the Centennial Campus Mental Health Partnerships model.

Table 1: Roles and responsibilities by campus actor²

	Roles and Responsibilities
Centennial College	<ul style="list-style-type: none"> • Developing policy to support students with mental health concerns • Regularly reviewing policy through a mental health equity lens • Educating staff on policy that impacts mental health and wellbeing • Supporting training opportunities for administrators, faculty and support staff that increase awareness of mental health issues and enhance intervention skills
Student Life Enhancement Division	<ul style="list-style-type: none"> • Coordinating processes to support students with mental health concerns • Regularly reviewing processes to ensure coordinated support to students with mental health concerns
Schools	<ul style="list-style-type: none"> • Making reasonable accommodations for students with disabilities • Providing clear and timely information about courses and assessment procedures • Providing clear information about accessing supports (advising, counselling, etc.) • Providing clear information about fitness to practice requirements • Ensuring internal procedures and practices are non-discriminatory and equitable
Individual Faculty and Staff	<ul style="list-style-type: none"> • Taking a pastoral/supportive role with students while maintaining healthy boundaries • Respecting students' right to confidentiality and acting in accordance with personal health information legislation • Recognizing and responding appropriately to students experiencing a mental health crisis or emergency • Contributing to a non-stigmatizing community
Counselling Centre & Centre for Students with Disabilities	<ul style="list-style-type: none"> • Assessing and counselling students experiencing mental health concerns • Coordinating internal and external supports for students with mental health concerns • Providing guidance and educating faculty, staff and students on matters related to mental health and wellbeing • Advocating for students with mental health concerns • Maintaining the integrity of students' personal health information in accordance with privacy legislation and professional standards of practice • Collaborating with colleagues to support students with mental health concerns
Other Support Services	<ul style="list-style-type: none"> • Offering guidance and advice to students and staff • Collaborating with other staff and services

² Adapted from Table 1: Roles and responsibilities by campus actor from *Policy Approaches to Post-Secondary Student Mental Health* by M. Olding & A. Yip. 2014. Adapted with permission.

Mental Health Case Management

Overview

The **Case Management Working Group** coordinates high risk student situations

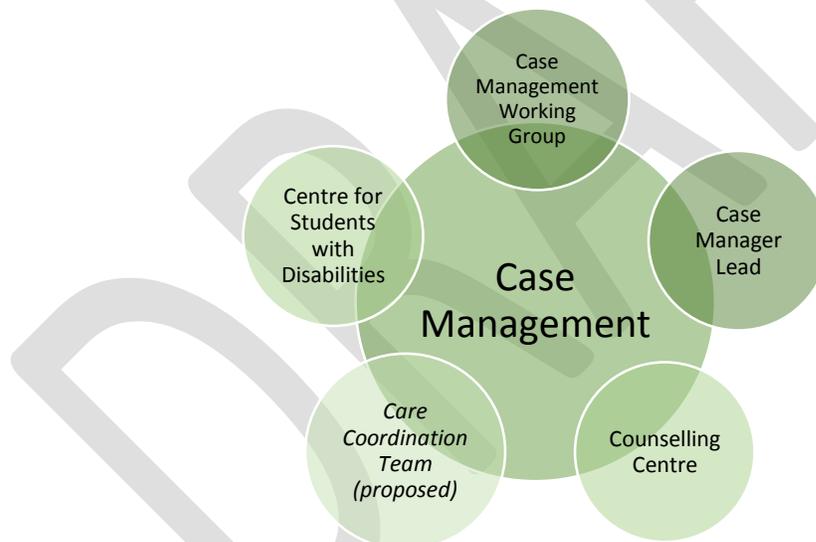
The **Case Manager Lead** intervenes in high risk student situations with a mental health component

Counsellors, Disability Counsellors and **Learning Strategists** address low-to-moderate risk student situations

The **Counselling Coordinator, CSD Coordinator** and **Case Manager Lead** are standing members of the Case Management Working Group and provide consultation on cases with a mental health or disability-related component

Counsellors intervene in crisis situations

Figure 2: Mental health case management at Centennial



Proposed Future State Elements:

- Centralized intake system for Counselling, CSD and Case Management with same-day consultations completed by assigned staff during designated consultation/drop-in hours³
- Care Coordination Team comprised of the Case Manager Lead, Counselling Coordinator and CSD Coordinator for consultation and triage⁴
- Monthly inter-professional clinical meeting/group peer supervision with Case Manager Lead, Counselling and CSD teams

³ Contingent upon the consultation model ultimately adopted

⁴ Composition and function of this team to be determined

Case Management Working Group

Co-chaired by the Director of Student Life and the Manager of Life Safety and Security, the Case Management Working Group is the official College decision making group for cases meeting the criteria established in the Student Case Management Protocol.

Standing members include:

- Director of Student Life (co-chair)
- Life Safety & Security Manager (co-chair)
- Student Relations Officers
- Counselling Coordinator
- CSD Coordinator
- Case Manager Lead⁵
- Academic Managers/Chairs
- International Education Student Services Manager
- Residence Manager

Within the context of this framework, the Case Management Protocol is used to manage cases where the student poses a risk of harm to self or others; the student's behaviour involves multiple touch points or College areas; or a coordinated and collaborative response is required to address issues related to a student's behaviour.

Essential Functions:

- Risk assessment and planning
- Case coordination
- Case resolution

Responsibilities:

- Conducting suicide risk and violence threat assessments for students whose behaviour indicates a risk of harm to self or others
- Assigning a Case Management Lead and Follow Up Coordinator
- Developing an intervention plan and determining the resolution process to be used
- Liaising with relevant campus stakeholders to coordinate the intervention plan and resolution strategy
- Consulting with the designated subject matter experts during the assessment, planning, resolution and follow up processes, as required

⁵ Mental Health Case Manager, per the Student Case Management Protocol

Case Manager Lead

The Case Manager Lead provides transitional support and support with transitions to Centennial students. Under the supervision of the Director, Counselling Services, the Case Manager Lead facilitates the coordination of care and individual support for students experiencing significant mental health challenges.

Essential Functions:

- Support coordination
- Assessment & planning
- Supportive counselling
- Crisis intervention
- Transitional support
- Advocacy
- Community outreach
- Liaison
- Consultation
- Education and awareness training
- Policy development

Case Management Responsibilities:

- Intervening in acute crisis situations involving students at high and/or imminent risk of suicide
- Coordinating transitions and support for students following hospital admission/discharge, emergency department visit or mobile crisis team intervention for a mental health or substance use-related concern
- Providing transitional case management support to students waiting to receive community mental health and addictions services
- Engaging in systematic follow up with students referred to the Case Management Working Group or Care Coordination Team due to a mental health concern
- Assisting students at risk of voluntary or involuntary withdrawal due to concerns about their mental health
- Providing support to students who are re-entering school following a voluntary or involuntary withdrawal or leave of absence due to a mental health or substance use-related concern

Collaboration and Consultation Responsibilities:

- Liaising with internal circle of care members and internal resources. This includes, but is not limited to, the Counselling Centre, the Centre for Students with Disabilities, International Education, Academic, Community Outreach, the Learning Centre, Athletics & Recreation, Student Relations, Residence, and Campus Security
- Participating in the Case Management Working Group
- Participating in the Student Wellness Committee
- Developing and maintaining relationships with on-campus and community resources
- Serving as a contact point for external mental health providers (eg. hospital discharge planners) seeking to coordinate on-campus supports for students on their caseload

Education and Awareness Training:

- Participating in the development and delivery of mental health-related training for administration, faculty, support staff and students
- Collaborating on the creation of mental health resource material for administration, faculty, support staff and students

Process and Policy Development:

- Liaising with campus stakeholders to review processes and policies through a mental health and wellness lens (i.e. how such processes and policies may impact student mental health and wellbeing)
- Consulting with campus stakeholders to provide perspective and insight on policy development related to students with mental health concerns

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Counselling Centre

The Counselling Centre team provides short-term, accessible, collaborative care within a supportive and safe environment to Centennial College students. Services focus on helping students:

- Identify and address stressors affecting academic performance
- Manage general wellbeing and mental health
- Look at issues from a different perspective
- Explore possibilities and develop new coping skills
- Learn new ways of communicating and developing meaningful relationships
- Persist and complete their academic program

Counselling Coordinator

Reporting to the Director of Career and Counselling Services, the Counselling Coordinator provides leadership and direction to the Counselling team.

Essential Functions:

- Program coordination
- Consultation

Coordinating Responsibilities:

- Ensuring counselling coverage at all times at all campuses
- Acting as principal responder/coordinator for student crisis or emergency situations which arise during colleague absences
- Coordinating the orientation and training of new team members and placement students
- Chairing and coordinating the agenda for monthly team meetings
- Overseeing the completion and submission of counsellor activity reports
- Analyzing and interpreting statistics derived from counsellor activity reports
- Participating on the Case Management Working Group
- Serving as a permanent member of the departmental Leads group

Collaboration and Consultation Responsibilities:

- Providing consultation to the Director of Career and Counselling Services on counselling-related matters and program planning
- Acting as the main contact for the Counselling Centre when collaborating with other departments and Schools for issues requiring a Counselling response
- Responding to departmental and faculty consultation requests related to students with non-diagnosed mental health concerns or counselling needs

Education and Awareness Responsibilities:

- Coordinating the Counselling presence at orientations, school functions and transitions events
- Coordinating the development and implementation of web-based counselling-related resources and of marketing materials

Counsellors

Reporting to the Director of Career and Counselling Services, counsellors provide counselling to students dealing with intrapersonal, interpersonal, daily living, emotional, cognitive or behavioural issues that are impacting their ability to function or cope in an academic setting.

Essential Functions:

- Assessment
- Short-term counselling & psychotherapy
- Crisis intervention
- Consultation
- Psychoeducation

Counselling Responsibilities:

- Providing personal counselling and crisis intervention
- Assessing student needs and suitability for counselling services within a short-term counselling model
- Providing brief counselling for students' personal, developmental, psychiatric and psychological issue
- Creating collaborative, individualized plans with students
- Completing risk assessments and management plans with students presenting with suicide risk; providing timely intervention, safety planning, support and referral, as required
- Facilitating group counselling sessions
- Completing documentation according to professional and department standards
- Maintaining accurate written and electronic records
- Developing and delivering workshops
- Assisting in the development of web-based counselling-related programs and resources

Case Management Responsibilities:

- Facilitating referrals to off-campus supports, professionals and mental health services in the community
- Coordinating referrals and case manage to support a smooth transition to both internal and external care providers
- Assisting students whose needs are outside the Counselling service's scope of practice to identify and access other support services both internal and external to the College

Collaboration and Consultation Responsibilities:

- Ensuring the Director and other College staff involved, and/or who may be directly affected, are aware of students who may be at risk of harm, significant deterioration or otherwise require counselling support
- Consulting with faculty, staff and College administrators around issues relating to mental health and the overall well-being of students in the college community, and at times, advocating on behalf of students

Education and Awareness Training:

- Providing education and leading and/or supporting outreach initiatives within the college community on matters pertaining to mental health and student well-being

Centre for Students with Disabilities (CSD)

The Centre for Students with Disabilities (CSD) provides counselling, support, advocacy and accommodations for students with documented disabilities.

CSD Coordinator

Reporting to the Manager, Centre for Students with Disabilities (CSD), the Coordinator serves as a lead resource for CSD support staff and counsellors.

Essential Functions:

- Program Coordination
- Consultation

Coordinating Responsibilities:

- Ensuring CSD coverage at all times at all campuses
- Acting as principal responder/counsellor for student crisis or emergency situations which arise during colleague absences
- Contributing to the orientation, training and coaching of new team members
- Representing the CSD on the Case Management Working Group and other College working groups, as required

Collaboration and Consultation Responsibilities:

- Supporting counsellors by serving as the first contact for case consultations and cases identified by administration
- Referring to the Case Manager in cases where a student is experiencing significant mental health and/or addictions issues
- Meeting regularly with the CSD Manager, and, on occasion, the Counselling Coordinator, to brief senior administration, identify and address topics, issues and challenges common to both teams

Education and Awareness Responsibilities:

- Coordinating the CSD presence at orientations, school functions and transition events

Disability Counsellors

Reporting to the Manager, Centre for Students with Disabilities, counsellors provide disability counselling support and facilitate the accommodation process for students with a documented disability.

Essential Functions:⁶

- Assessment
- Advocacy
- Case coordination
- Liaison
- Supportive counselling
- Consultation
- Psychoeducation

Disability Counselling Responsibilities:

- Collecting and evaluating documentation to establish eligibility for support services
- Preparing Individual Student Profiles (ISPs) outlining the nature of the psychiatric disability, suggested classroom accommodations, strategies for success and the assistance to be provided by the Centre for Students with Disabilities
- Assisting students in developing self-advocacy skills
- Providing psychiatric disability-related counselling on issues relating to academic, social, interpersonal, and family adjustment
- Completing documentation according to professional and department standards
- Maintaining accurate written and electronic records

Case Management Responsibilities:

- Coordinating referrals for students in need of more extensive services on or off campus
- Assisting students in accessing funding to meet their disability-related financial needs

Collaboration and Consultation Responsibilities:

- Consulting with faculty, staff and College administrators around issues relating to psychiatric disabilities
- Liaising with faculty to ensure supports and services are available in the classroom

Education and Awareness Training:

- Providing education, leading and/or supporting outreach initiatives within the college community on matters pertaining to psychiatric disabilities
- Developing and delivering workshops and assisting in the development of disability-related programs and resources

⁶ Crisis intervention has not been included as an essential function, as Counselling and Security have been designated as crisis responders on campus. Actual practice may vary by campus to accommodate campus needs and available staff resources.

Learning Strategists

Reporting to the Manager, Centre for Students with Disabilities, learning strategists assist students with documented disabilities in the development of academic skills and compensatory learning strategies.

Essential Functions:

- Monitoring
- Psychoeducation

Responsibilities:

- Suggesting strategies that will support and enhance the learning process for the student
- Monitoring and modifying Individual Support Plans, as required

Collaboration and Consultation Responsibilities:

- Consulting with faculty, staff and College administrators around issues relating to learning disabilities

Education and Awareness Training:

- Providing education, leading and/or supporting outreach initiatives within the college community on matters pertaining to the impact of disabilities on the learning process

Supporting the Case Management Approach

The following committees and working groups have been created to support policy development, planning and implementation of various components of Centennial's mental health case management approach.

Health and Wellness Committee

Co-chaired by the Dean of Students, Director of Student Life, and Wellness Coordinator, the Health and Wellness Committee's primary objective is to foster student mental health, wellness and resiliency by creating a culture of understanding, acceptance and inclusion, and an optimal environment for learning and personal growth.

The committee is composed of representatives from various areas of the College including:

- Aboriginal Outreach
- Academic
- Campus Mental Health Partnerships (Case Manager Lead)
- Career Services
- CCSAI (Student Association)
- Centre for Students with Disabilities
- Counselling
- Human Resources
- International Education
- Libraries
- Residence
- Student Relations
- Student Transitions

Essential Functions:

- Consultation
- Planning
- Health promotion

Responsibilities:

- Coordinating the consultation process for the Mental Health and Wellness Framework and Mental Health and Wellness Strategy
- Developing the operational work plan for the Mental Health and Wellness Strategy

Campus Mental Health Partnerships Steering Group and Working Group⁷

The Steering Group and Working Group were established to guide the implementation of the Campus Mental Health Partnerships project.

Steering Group

Comprised of the Case Manager Lead, Director of Career Services and Counselling, Dean of Students, and VP of Student and Community Engagement, the Steering Group oversees the implementation of the project plan and makes final decisions regarding future operations based on recommendations from the Working Group.

Essential Functions:

- Planning
- Project management

Responsibilities:

- Developing the operational work plan for the Campus Mental Health Partnerships project
- Overseeing the implementation of the project plan

Working Group

Comprised of the Case Manager Lead, Director of Career Services and Counselling, Dean of Students and two additional members from Counselling Centre and the Centre for Students with Disabilities, the Working Group provides recommendations and feedback to the Steering Group on the operational plan and implementation process.

Essential Functions:

- Consultation

Responsibilities:

- Reviewing and providing feedback on draft policies and procedures developed for the Campus Mental Health Partnerships project
- Making recommendations to the Steering Group on future state operations
- Updating the Counselling and CSD teams on Working Group recommendations and Steering Group decisions

⁷ Mental Health Innovation Fund Steering Group and Working Group

References

Olding, M. & Yip, A. (2014)/ Policy Approaches to Post-Secondary Student Mental Health. OCAD University & Ryerson University Campus Mental Health Partnership Project. Toronto, ON.

List of Relevant Centennial College Resources

Mental Health and Wellness Strategy (May 2015)

Mental Health Innovation Fund: Project Coordination (October 29, 2014)

The Counselling Centre Operational Procedures Manual (February 2015)

Student Case Management Protocol (May 2015)

Student Health and Wellness Framework (May 2015)

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