

Student Case Management Protocol (Revised May 2015)

I. Context

The Case Management Protocol is generally used to manage student behaviour cases where:

- the student poses a risk of harm to themselves or others
- harm to the College's image and/or reputation
- poses a legal or civil risk to the College
- in cases where the student's behavior involved multiple touch points or College areas.

In addition, the Case Management Protocol may be used to manage special circumstances cases where ongoing behaviour management strategies are required such as students using multiple services where a coordinated effort is required by the College. The protocol operates in parallel with the policies and procedures of the College. All policies and the process (Student Code of Conduct, Violence prevention etc) for investigation and resolution are to be followed in the respective documents. For the purposes on this protocol and as currently practiced by the College, investigations involving student behaviour remain within the mandates of Life Safety and Security and the Student Relations Offices. This protocol is used to guide the overall response by the College and to address the impact of the individual's behaviour on the community. Based on a perceived threat or any allegations of inappropriate behavior observed either directly or received via a report and that meets the mandate of this protocol, any standing member of the Case Management Team (CMT) can initiate the Case Management Protocol/Meeting in conjunction with the appropriate Academic or Administrative Manager. It is understood that for cases that fit the Case Management Protocol, the CMT is the official College decision making group. In specific cases and when warranted, the CMT will make recommendations to College Executive and other special interest groups as required, when decisions will have a global impact on the College.

II. Membership

The standing members of the CMT are:

- Director of Student Life (Co Chair)
- Manager Life Safety and Security (Co Chair)
- Student Relations Officers (2)
- Coordinator of Counselling (or designate)
- Coordinator of Centre for Students with Disabilities (or designate)
- Coordinator Security Investigations and Training
- Academic Managers/Chairs
- International Education Manager (or designate)
- Canadian Campus Centres Manager (or designate)
- Mental Health Case Manager

Note: From time to time other College officials (staff, Managers, Faculty etc) may be called upon to attend meetings (in person or via telephone conference) in relation to specific issues requiring their attendance and/or expertise.

III. Entry Point

The College community will bring information forward regarding questionable conduct on the part of students. This information will be reported to the appropriate Academic/Administrative Manager or directly to the Counselling Office, Student Relations Office or Campus Security or through any other form of reporting/notification available to the party at that time. If the information was not received through an Academic/Administrative Manager, the receiving member of the CMT will contact the appropriate Academic/Administrative Manager. Once the information has reached a member of the CMT, the Case Management Protocol may be initiated.

It is the responsibility of the member of the CMT and the appropriate Academic/Administrative Manager to collect the initial information and determine if the case can be managed without the full CMT or if the case requires the attention and resources of the full CMT. The member of the CMT will make notification to the Student Relations Administrator for inclusion on the next meeting's agenda.

IV. Initial Assessment

The Initial Assessment will be conducted by the Academic/Administrative Manager in collaboration with a member of the CMT. The goal of the initial assessment is to:

- Determine that a risk exists (level to be determined in a timely manner).
- Determine whether additional resources (i.e. staffing) are required to manage and resolve the behaviour in question.

Note: If there is imminent or immediate threat potential to a person or to the community, the Violence Threat Assessment process can begin without the initial Case Management Conference with Life Safety and Security processes and resources being deployed immediately.

V. Case Management Conference

The Case Management Conference is co-chaired by the Director Student Life and the Manager of Life Safety and Security (or designates). The co-chairs will determine who should be invited to attend the case conference. Some participants may include:

- Counselling
- Student Relations
- International Education
- Canadian Campus Centres
- CSD
- Campus Security
- Academic/Administrative Manager
- Program Coordinator

- Faculty
- Mental Health Case Manager
- Other

The Goal of the Case Management Conference is to determine a case management plan. This plan is to include the appointment of a Case Management Lead, determine intervention strategies (refer to Intervention/Return to School Checklist), and the resolution process to be used.

The intervention strategy will determine if there will need to be contact with students and staff after an incident of violence.

Assigning a Case Management Lead, who will be responsible for the case to the point of resolution and closure; will depend primarily on the type of behavior and/or policy violation. For example, cases of disruptive student behavior or violations of the Student Code of Conduct will be lead by a Student Relations Officer. Cases involving violence or threats of violence will be lead by Life Safety and Security administrator. With cases that intersect policy and behavioural definitions (as many often do) it may be of benefit to have joint case management leadership from the both areas identified above, with an understanding that the formal disposition of the case will be submitted by both parties.

VI. Suicide/Violence Threat Assessment

If it is determined that the subject of the incident(s) is exhibiting risk-type behaviours, a Suicide Risk and/or a Violence Threat Assessment will be conducted. The Suicide assessment will be conducted by a Counsellor. The Violence Threat Assessment will be conducted by the Coordinator of Counselling (or designate) and the Coordinator, Security Investigations and Training (or designate). A confidential report (not for distribution) will be prepared for the CMT and the Case File.

Criteria for Suicide Risk Assessment

In order to conduct a Suicide Risk Assessment, a student must have exhibited specific risk-type behaviours. These include disclosure of:

- Suicidal feelings/thoughts or intent
- “Cutting” and other self harm behavior

This information may be disclosed to a Counsellor, to a faculty or staff member, or to another student. Disclosure can be verbally communicated or in written form.

Below are general guidelines on how to address these issues. However, every situation is unique and every counselor will have his/her own professional judgment in each case.

- When a student discloses that he/she is thinking about or planning suicide, the Counsellor will complete a Suicide Risk Assessment (See Appendix “A”).
- When the Suicide Risk Assessment is positive the Counsellor will indicate to the student that it is necessary to breach confidentiality. The student must be reassured that his/her safety is of primary importance and that the Counsellor is acting in his/her best interest.

- If the student is seeing a doctor and/or psychiatrist, and if he/she agrees, that professional can be contacted. Consent must be obtained in writing.
- If the student is willing to go on her/his own to the hospital, or to go to his/her doctor/psychiatrist, the student can be sent in a cab if considered not to pose a danger to oneself or other during transport.
It is advisable for a friend or family member either to accompany or to meet the student at the hospital. The Counsellor will usually accompany/follow the student to the hospital. College employees are not advised to transport students in their personal vehicles at any time (See Appendix for Staff Hospital Visits).
- Should the situation be considered to be acute and it is the professional opinion of the Counsellor that it is not safe for the student to go alone by cab, the police should then be called to help elevate the situation and arrange transport for the student.
- If the Counsellor believes that the student needs to be assessed at the hospital but he/she is not willing to go voluntarily, it would be appropriate to call Campus Security and 911.
- If the student grants consent, the Counsellor can call a family member, friend or relative to meet the student at the hospital, but otherwise parents/partners will not be contacted unless the risk of harm is imminent.

The Counsellor usually stays with the student until he/she has been seen by the triage nurse in the emergency department. A report by the counselor will be submitted to the Director of Student Life.

In order to conduct a Violence Threat Assessment, a subject must have exhibited specific risk-type behaviours. These risk type behaviours must meet the following criteria:

- The subject must have communicated (in any form) a clear, direct and plausible threat to commit an act of violence. This communication must include specific details (such as: specific act, time, location and method).
- The subject must have demonstrated a specific intent to carry out the threat.
- The subject must have demonstrated some level of planning and/or access to, or acquisition of materials/resources to carry out the threat.

The Violence Threat Assessment will not be carried out in every incident of violence including threats or threatening situations. In order to benefit from the maximum effectiveness of the Violence Threat Assessment tool, the tool should only be used in specific situations as assessed by a standing member of the CMT.

Level 1 Violence Threat Assessment – The level 1 Assessment involves the following elements:

- Interview with the subject of the assessment
- Interview with the target(s) of the threat (if known)
- Interviews with College Community members as required (optional)
- Document search and review within the College Community

Level 2 Violence Threat Assessment – The Level 2 Assessment involves the following elements:

- Interview with the subject of the assessment
- Interview with the target(s) of the threat (if known)
- Interview with College Community members as required
- Document search and review within the College Community

- Signed consent from subject for contact with outside information contacts
- Involvement of outside resources (i.e. Police, Mental Health Professionals, Social Services etc.)

VII. Meeting with Subject Student

This meeting will take place after the investigation, suicide, and Violence Threat Assessment requirements have been met. The purpose of this meeting is to provide the student with the results of the investigation and the resolution process. All options and resources will be discussed and offered. Any return to class process must include a written agreement. Any interim suspension will be documented to the student in writing.

VIII. Meeting with Faculty/Staff Impacted

The purpose of meeting with the faculty and/or staff of the area affected by the threat and/or behaviour is to provide information on the response by the College and to maintain a safe learning and working environment. This meeting will also provide an opportunity for the staff to air any concerns and for the CMT to address any issues. It is also a goal to obtain support from the staff on the intervention and resolution strategy. This meeting will only be conducted with the faculty and staff who need to know and some details discussed may be confidential. Support information available through the College's Employee Assistance Plan may be provided as required.

IX. Meeting with Students Impacted

The purpose of the meeting with the students affected by the threat and/or behaviour is to provide information on the response by the College and the efforts taken to maintain a safe learning and working environment. The information released at this meeting will be filtered to maintain confidentiality regarding any ongoing investigation. The support services available through the College will be discussed as required.

X. Case Management Conference II

The second Case Management Conference is held to review and evaluate the intervention and resolution plan as determined in the first Case Management Conference. If the strategies have proven effective, the case moves forward to the next stage in the process. If the plan has not been successful in the intervention and/or resolution process, the case plan is re-evaluated and a new plan is set into place.

This Case Management Conference can be completed via e-mail, conference call or in person, depending on the circumstances of the case.

XI. Assign Follow up Contact

(1) After the intervention has been carried out; (2) it has been determined by the CMT that it has been effective; and (3) the resolution plan has been set, the CMT will appoint a follow up Coordinator from the CMT or Academic School. The Follow-up Coordinator will ensure that all aspects of follow-up are

conducted by the appropriate person and/or department (i.e. flag on student file, counselling appointment, behavioural contract, College Hearing Committee etc.) and will report back to the CMT at subsequent meetings as necessary.

Follow-up can be conducted through the use of any of the following means (but is not limited to):

Active Monitoring – This is a process of assigning a Follow up Coordinator the role of engaging the respondent in a series of check in meetings. The Follow-up Coordinator is active in ensuring that these meetings take place and seeks out the student if any are missed.

Passive Monitoring – This is a process where the respondent is left to manage their own behaviour and is responsible for engaging a College service on their own. Further action will only occur if the respondent breaches any condition under the resolution process.

If via the follow up process, there is a change in the situation, the case can be referred back into the Case Management Process through holding a Case Management Conference.

XII. Roles and Responsibilities

Director of Student Life

- Overall responsibility for the communication and dissemination of the case management protocol and the mandate of the Case Management Team to the College community.
- Overall responsibility for the management of process for student cases including; providing advice and leadership on issues and making key decisions on case management.
- Provides final decision on student related cases (i.e. sanction and/or formal process)

Manager Life Safety and Security

- Acts as Co Chair for Committee and designate to the Director of Student Life when required
- Provides leadership and point coordinator of resources for process and development of intervention plan.
- Ensures follow and accountability for action points
- Arranges for debriefing of individual cases

Academic/Administrative Manager

- Provides Case Coordination and leadership for student cases in their area
- Provides liaison to department resources for information sharing

Campus Security

- Provides investigative services for issues of safety and violence
- Conduct Violence Threat Assessments

Case Management Lead

- Serves as the key case manager from receipt to resolution
- Carries out case management processes (including mediations, investigations etc) as defined in College policy and procedures to effect resolution

- Makes recommendations to the CMT on appropriate resolutions (including sanctions) and observations of mitigating future risks, policy gaps or any other appropriate information.

Counselling

- Provides mental health consultation
- Conducts Suicide Risk Assessments
- Conducts Violence Threat Assessment

CSD

- Provides advice and consultation on any disability related issues
- Provides recommendation for resolution as warranted when disability issues are present

Student Relations

- Provides investigative services for issues related to the college's *Harassment and Discrimination Prevention* and *Student Code of Conduct* policies.
- Provide resolution consultation
- Keep records of all case management cases including intervention plans

Follow-up Coordinator

- Provides information and follow up on resources engaged

International Education

- Serve as liaison and subject matter experts during the case management process and follow up

Canadian Campus Centres

- Serve as liaison and subject matter experts during the case management process and follow up

Mental Health Case Manager

- Provides expert opinion and advice on mental health issues, liaises internally with counselling and CSD and liaises with external resources such as hospitals and mental health support agencies.