

Services & Activities Fee Annual Program Review

Program Name: Case Management

Program Manager: Gretchen Delaford, Director

Fiscal Year: FY2024

1. In what ways does your program support CWU students? Please be specific, yet concise.

As cited in our department's mission statement, the Office of Case Management (OCM) strives to "to identify and connect with students experiencing obstacles to ensure holistic student wellness through access to support and helpful resources."

We accomplish this goal by managing CWU's Concern & Support for a Student (C&S) Form (formerly "Behaviors of Concern"), an online reporting form that is used by students, staff, faculty, and community members to notify CWU when a student may be experiencing challenges during their time at CWU. We review and triage daily referrals and identify a response plan for each referral.

Common referral types include (but not limited to):

- Suicide attempts & suicidal ideation
- Hospitalization and discharge planning
- Non-suicidal self-injury
- Mental health concerns
- Basic needs insecurities
- Academic challenges
- Grief/loss
- Social/interpersonal difficulties
- Family stressors

In most cases, Case Managers conduct outreach to students who are identified through the C&S Form in order to gather additional information about the student's unique circumstances and work with them to create an individualized plan for addressing those barriers. Once connected with a student, Case Managers provide short-term, solution-focused interventions for students, as well as advocacy within CWU and the community to enhance equity and access to resources.

In addition to our oversight of the C&S Form, OCM staff are the university's administrative first responders to all CWU Suicide Concern Reports, which requires that Case Managers also coordinate with emergency responders (police, crisis responders, hospital staff, etc.) in order to ensure the safety of students at risk of suicide and/or self-harm.

Additionally, OCM staff provide valuable coaching to faculty/staff who may be seeking ways of supporting students directly. We also serve as key members on several university initiatives, such as the Wildcat Essentials Coalition, Emergency Funds Committee, Campus Suicide Prevention Team, Behavioral Intervention Team (BIT), and Threat Assessment Team. Although most of our work centers on supporting individual students in distress, we also believe that investing time into improving the processes and systems that CWU students face every day is a way of preventing crisis and supporting student well-being.

2. What are your specific program goals or learning/operational objectives? How are you assessing the effectiveness of your program in achieving those targets?

Learning Objectives

Students receiving Case Management services will:

- Have increased awareness of the various resources available to them as students in all areas of student life and within the surrounding community.
- Receive recommendations regarding academics and other aspects of CWU student living through support from Case Managers and through those supports that Case Managers connect them to for follow up assistance.
- Report improved sense of connectedness to the campus community.
- Increase understanding of student rights, responsibilities, opportunities, and obstacles, regardless of locus of control in each of these areas.
- Receive support emphasizing safety, health, and wellness, which can include revising original plans for educational pursuits and overall quality of life expectations.
- Be supported to advocate for themselves in future processes, communication efforts, etc.
- Experience increased feelings of acceptance, optimism, connectedness, self-worth, hope and self-efficacy for future outcomes, within CWU's higher education framework and for life in general.

Service Evaluation

Effectiveness is evaluated through several methods:

- Individual risk assessments (SAFE-T suicide assessments allow us to track changes in risk over time)
- Individual need assessments (completed at each contact a student has with OCM)
- Student self-report via quarterly assessment survey
- Reporting party self-report via quarterly assessment survey
- Tracking of risk ratings assigned to OCM referrals during weekly BIT meetings

Additionally, there are weekly reviews completed of all incoming referrals, multiple weekly consultation meetings to evaluate needs & outcomes, and quality control actions completed by the OCM Director & SES Executive Director of Health & Wellness.

3. What is the overall purpose of your program and what service(s) does your program provide?
 - a. Are there overlaps or intersections with other university programs who have a similar purpose or service?

The primary purpose of the Office of Case Management Program is to support students facing challenging situations, ensuring they feel connected, safe, and supported throughout their academic journey. The program aims to enhance student well-being, promote academic success, and foster a sense of community within the university.

Specifically, OCM services include:

1. **Triage and Referral Coordination:** Assessing student situations and coordinating referrals to appropriate on-campus and off-campus resources.

2. **Follow-Up and Monitoring:** Maintaining regular follow-up with students to ensure the effectiveness of support plans and making necessary adjustments.
3. **Resource Awareness:** Increasing student awareness of available resources related to all aspects of student life and the surrounding community.
4. **Academic and Living Support:** Providing tailored recommendations and connecting students to additional supports for academic and other aspects of student living.
5. **Health and Wellness Support:** Emphasizing safety, health, and wellness, including creation of student self-care plans.
6. **Self-Advocacy Empowerment:** Empowering students to advocate for themselves in future processes and communications.
7. **Emotional and Psychological Support:** Facilitating increased feelings of acceptance, optimism, connectedness, self-worth, hope, and self-efficacy among students.

These services collectively aim to create a supportive environment that helps students navigate their challenges and succeed both academically and personally.

As a member of the Health & Wellness unit within the Student Engagement & Success Division, Case Management closely collaborates with our peer programs to provide holistic support for student wellness. These areas include: Student Counseling Services (SCS), Student Health Services (SHS), Office of Health Promotion (OHP), and University Recreation. However, while much of our success is intertwined with the success of these other areas, as well as some of our other campus partners, Case Management provides a service that is distinctly unique.

Unlike the areas listed above, we perform cold outreach to students identified through the C&S Form, Suicide Concern Report, and other referrals to provide support to students in distress. While OHP also performs outreach to students identified as experiencing issues related to substance misuse and/or interpersonal violence through their respective AOD and PATH initiatives, the scope of OCM outreach is much broader and encompasses nearly every area of student life.

4. How does your program align with the purpose of S&A funding? *“Supporting cocurricular and extracurricular activities and programs participated in by students in the furtherance of their education.”*

The Office of Case Management has developed and manages the Concern & Support for a Student reporting system that allows Wildcats to let us know when they have reason to believe that a CWU student may be experiencing challenges related to their academic success, personal health or wellness, or both. We then connect students with the right resources to help mitigate these challenges. This system allows us to intervene early so that the impact to students’ cocurricular and extracurricular activities is minimized. In situations where the impact is unavoidable, we work to mitigate those impacts by collaborating with our campus partners (including Financial Aid, Office of the Registrar, Academic Advising, etc.) to develop a comprehensive system of support for the student. In the most extreme circumstances, we also assist students as they transition out of the CWU system, coordinate community resources for them to engage with during their absence, and assist them with transitioning back to campus once their personal needs have been resolved.

5. How does your program support CWU's mission and goals? (<https://www.cwu.edu/mission/>)

OCM supports CWU's strategic plan in the following areas:

Unifying Value: Student Success

- Provide direct, one-on-one support to students identified as experiencing challenges during their time at CWU. Key areas of intervention include academic, health & wellness, and safety.
- Educate students about appropriate resources available to them, at CWU and beyond.
- Core membership on CWU's Emergency Funds Committee, which provides financial support for those experiencing an unforeseen financial burden that impedes students' ability to maintain full engagement with academics.

Core Value 1: Engagement

- Participate in unit-wide strategic planning efforts within Health & Wellness and Student Engagement & Success.
- Refer students to local resources, including non-profit agencies, healthcare providers, off-campus housing establishments, etc. within the Ellensburg and Center-based communities.
- OCM Director serves as the staff advisor of the CWU Happiness Club, providing students with opportunities for wellness education, social connection, and random acts of kindness programming.

Core Value 2: Belonging

- Advocate for inclusive search practices through Chair and Member roles on various search committees.
- Case Management staff are encouraged to increase skillset through on/off campus learning opportunities to support best practices in Case Management. Case Management offers collaboration/partnership with staff who can assist/support/facilitate these opportunities.
- Support and assist with outreach and resources to expand safe and supportive environments, activities, connections, etc.
- Identify university systems that contain unnecessary barriers or roadblocks and work with key partners with a goal of making CWU processes easier to navigate.

Core Value 3: Stewardship

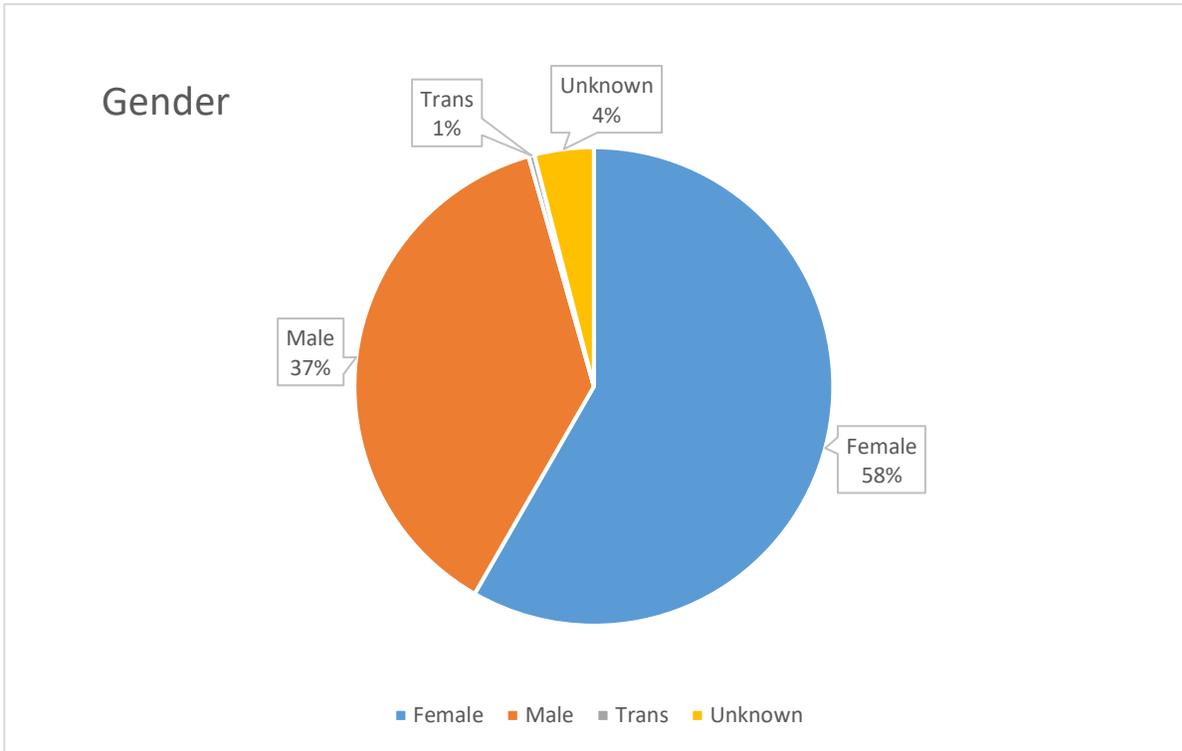
- Advocate for responsible stewardship of existing emergency funding for students, as well as other resources for students experiencing extenuating circumstances.
- Provide group and individual education about mental health, well-being, and other topics, in conjunction with other H&W partners.

6. Please provide detailed information regarding who utilizes your program? (*Students, faculty, staff, community? Specific demographic information? Class standing, gender, ethnicity, transfer, campus location, etc.*)

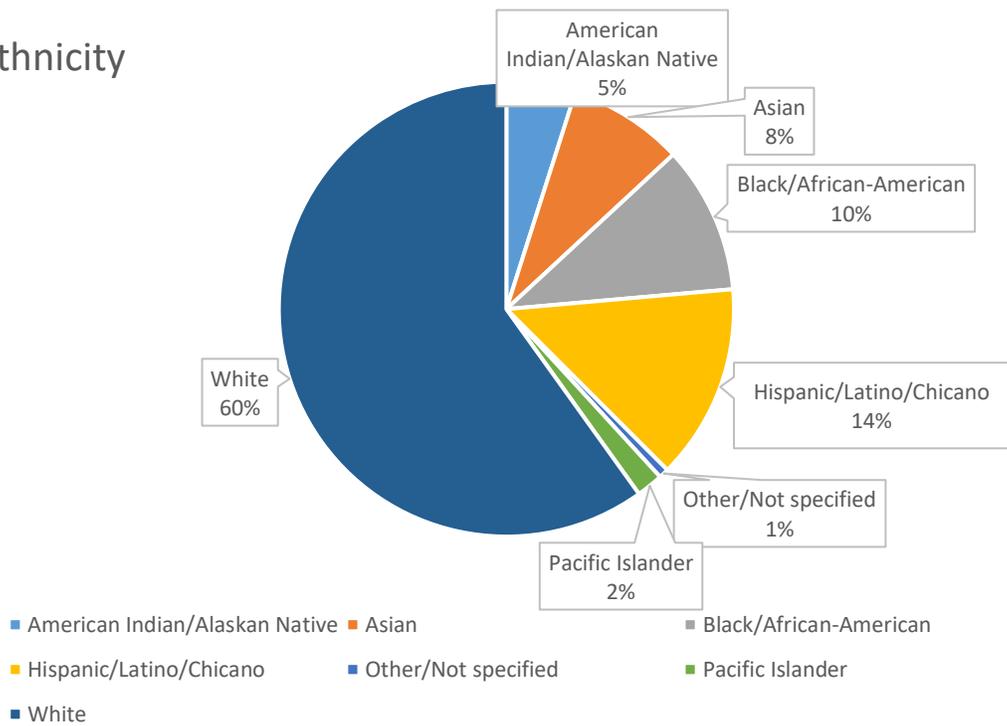
All currently enrolled undergraduate and graduate students are eligible to received services through OCM regardless of class standing, transfer status & campus location. While some exceptions exist, we also attempt to provide support for students transitioning into or out of the CWU system, which often includes Case Management assistance during the quarter prior to a student’s return to CWU and/or the quarter after their departure from CWU.

Between September 16- December 11, 2024 we fielded 458 reports entered into the Concern & Support for a Student workflow, with 372 (or 81.2% of all submitted reports) resulting in referrals to OCM.

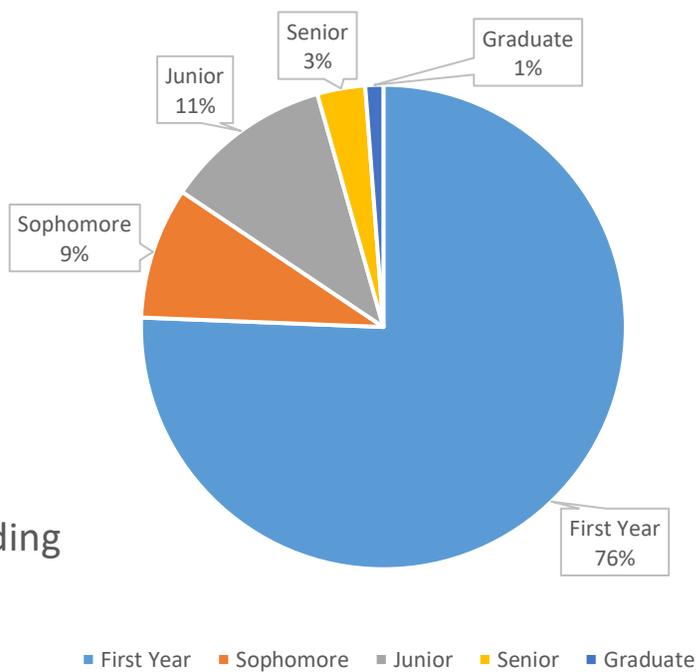
Note: The Guardian/Campus Kaizen system captures data entered into the MyCWU PeopleSoft system and may not be regularly updated to reflect a student’s most accurate demographic data. We acknowledge these limitations of the Guardian/PeopleSoft system.



Ethnicity



Class Standing



7. How many unique CWU students utilize your program or services?

- a. How do you gather these metrics?
- b. If you do not, what is preventing you from getting that data and how are you determining usage by CWU students?

275 unique students were referred to OCM during Fall Quarter 2024 (September 16 – December 11, 2024). This data was collected using data collected within the Guardian/Campus Kaizen software system which is used by OCM and several offices across campus to collect and document case data.

8. Are there any current vacant positions in your program?

At this time, there are no vacant S&A-funded positions in the program. However, we are in the process of exploring options for securing funding necessary to return OCM to full staffing as OCM has been operating without (at least) one FTE position since November 2022 and continuing to ask staff to increase their capacity in order to make up for the lack of adequate staff is not a sustainable solution.

9. Given the budget reductions taking place and continuing for the remainder of the funding cycle, please tell us what specific impacts those reductions have had on your program compared to what was originally planned and including in your initial base funding request.

OCM returned approximately \$37,000 in salary savings to S&A last year. These funds were available due to both S&A-funded Case Manager positions being vacant during Fall Quarter 2024. This year, our team's S&A-funded positions have been fully occupied. Given that our funding consists exclusively of staff salary & benefits and a modest professional development budget, our ability to cut costs without decreasing our staffing is extremely limited.

At this time, OCM staff are continuing to work with the Executive Director of Health & Wellness and the Vice President of Student Engagement & Success to determine how OCM's budget will be impacted by the reductions taking place. We are cautiously optimistic that we will identify solutions supported by leadership that will allow the team of OCM professionals to maintain FTE status, which will be necessary for staff retention.

10. Are there any circumstances or challenges that are currently impacting your ability to use your base funding allocation this year?

None at this time

11. What growth or increases would you like to see in your program in the future?

As stated above, the OCM Director is working with the Executive Director of the Health & Wellness unit to identify funding that would allow for the OCM team to return to full staffing (previously at 4 FTEs). We believe that this is essential to ensuring both the quality of our services and the retention of our staff.

Additionally, the OCM Director and Executive Director of the Health & Wellness unit will be working to identify a resource that could fund a shared administrative support position. Neither OCM nor the Executive Director position currently have access to dedicated office support staff, which requires the OCM Director and Executive Director to take on these responsibilities, often at the expense of meeting the job duties assigned to our own positions. Funding an administrative support position would also provide OCM with a staff person who can greet students upon their arrival to our suite. Without this position in place, OCM cannot maintain an open reception area and therefore has to keep our suite doors locked during business hours.