

Department for
Correctional Services



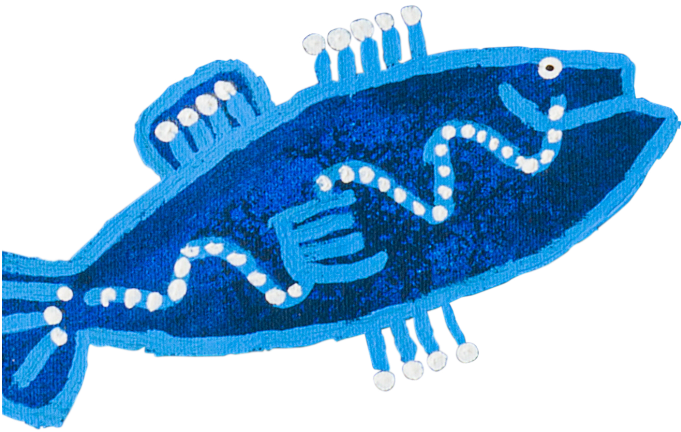
Our Approach



Government of South Australia
Department for Correctional Services

End-to-End Case Management (E2E Case Management): *Our Approach*

establishes the policy direction that applies to all Department for Correctional Services and allied service providers in delivery of case management in prison and community corrections locations. E2E Case Management embeds the requirement for a system-wide, seamless, person-centric, goal and outcome focused approach. E2E Case Management also provides the policy context into which the iSAFE system is delivered.



Acknowledgement of Country

This document was developed on Kurna land. The Department for Correctional Services (DCS) acknowledges the spiritual connection to country and recognises Kurna people as the custodians of the greater Adelaide region. DCS also acknowledges Traditional Owners across South Australia. We recognise the continuing importance of language, land, culture and spiritual beliefs to all Aboriginal people. The Department pays respect to Aboriginal people from all other regions of Australia, particularly those who helped contribute to the development of this paper and who will be involved in, or impacted by, the achievement of its actions.

DCS will enhance rehabilitation outcomes for Aboriginal men and women by recognising their diverse cultures and responding to their complex issues and the high levels of intergenerational trauma (Aboriginal Strategic Framework, 2020-2025).



This painting was created by a group of Aboriginal staff at the 2019 DCS Aboriginal Staff Forum. The two circles represent meeting places, where Aboriginal and non-Aboriginal DCS staff, prisoners and offenders come together, the dots joining the circles are currents of the Murray River, representing flows of information and knowledge. The Pelican and Murray Cod are Ngarrindjeri totems, together with the fire they represent ongoing connection and custodianship. The dots in the corner of the painting represent fish eggs and represent new life, new beginnings and growth.

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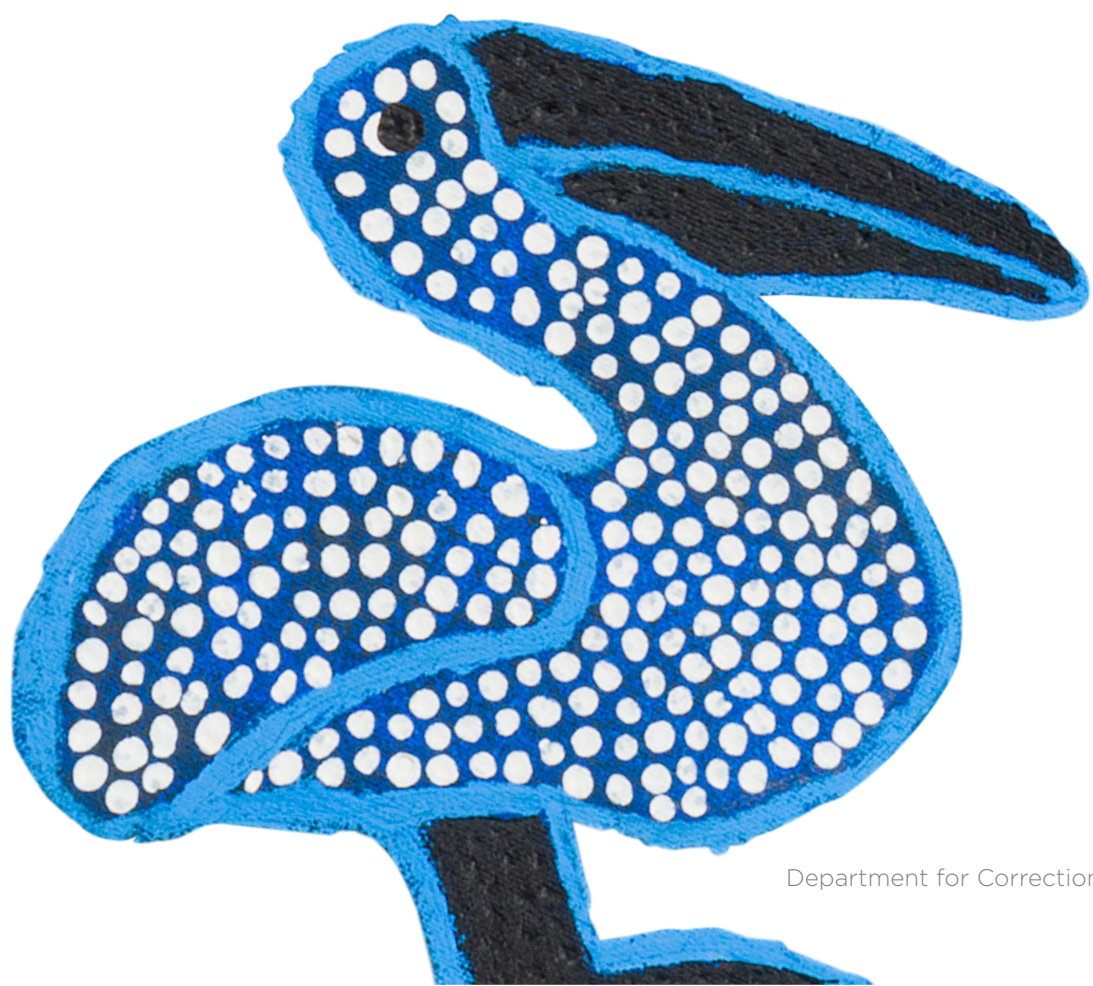
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Foreword



I am pleased to introduce **End-To-End Case Management: Our Approach** which supports the Department for Correctional Services' (DCS) commitment to delivering an offender centric end-to-end case management (E2E CM) service model.

In 2019, through the 10by20 (reducing reoffending 10% by 2020) progress report, the SA Government committed funding to replace the current Justice Information System, and DCS subsequently initiated an End-To-End Case Management Project. Through the introduction of **End-To-End Case Management: Our Approach**, DCS establishes a focus whereby case management is not just about process, but there is a focus on people. Individual experience of case management is very important in considering the overall measures of success DCS is aiming to achieve. In seeking to improve the involvement and experience of people, factors including language, effective coordination of services, and reducing duplication all matter to the person at the centre of the service response.

Effective case management is a critical aspect of the suite of services delivered by DCS.

End-To-End Case Management: Our Approach provides a foundation and guiding principles which will inform how DCS approaches all aspects of our work, including implementation of our new information system – iSAFE.

iSAFE will support and enable **End-To-End Case Management: Our Approach** policy goals including:

- **Transforming** the way that services are provided to men and women who may move through the correctional system under prison or community corrections supervision.
- **Providing** a consistent continuity of service to men and women under DCS supervision that will improve rehabilitation outcomes and reduce reoffending.
- **Supporting** DCS' aims of improving security, reducing reoffending and protecting the community.

End-To-End Case Management: Our Approach represents a renewed direction in ensuring effective case management service delivery.

David Brown
Chief Executive

November 2021



Context

The processes of case management can be likened to the foundation to the bridge that every service user can choose to take as they transition through the correctional system to a prosocial and engaged community life. Case management processes give structure to what we do; assessment, case planning, monitoring of court ordered conditions, provision of criminogenic interventions and programs, facilitation of access to education, work and other life opportunities including services and resources to support desistance from crime and life goals to be achieved.

In the past few years, the Department for Correctional Services (DCS) has conducted a range of research, consultation and review of our case information systems: Green and White JIS and paper-based files, (E2E Case Management Tranche 1 Discovery: Findings and Recommendations, June 2020). A key finding from the analysis is that beyond our process understandings, clarity and a shared understanding is required about the purpose and the principles that guide our case management practice.

End-to-End Case Management: *Our Approach* (E2E Case Management) has been developed to provide this clarity. E2E Case Management:

- Establishes the policy context (purpose) and principles of case management.
- Clarifies what DCS intends to achieve through case management practice.
- Provides the policy context into which iSAFE, our new information system, is delivered.

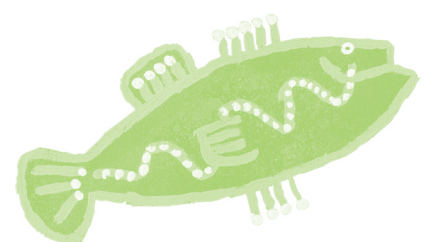


WHAT INFORMED THE DEVELOPMENT OF E2E CASE MANAGEMENT?

There is significant resource investment made in correctional systems in Australia and globally. Perhaps unsurprisingly, over recent decades considerable focus has been placed on ensuring this investment is being placed in 'outcome focused' case management practice. We have drawn on many of the system developments arising from national and international inquiry and evidence to inform our new end-to-end case management approach.

Recent changes to South Australian legislation give greater weight to a requirement for individualised plans for service users that focus on a range of factors including; risk of reoffending, victim and community safety, the needs and developmental opportunities available along with the requirement for a community reintegration focus. Increased emphasis has also been placed on the importance of family and community involvement along with requirement to give consideration to an individual's circumstances and needs, cultural identity and linguistic background along with factors such as their age, gender, gender identity, sexuality or sexual identity, developmental and cognitive capacity, ability or disability, and any special needs.

We found academics hold varying views about the theoretical approaches that ought to underpin the operation of correctional case management. Some examples of models of operation include the Risk, Need and Responsivity Model (RNR) (Bonta & Andrews, 2016) (Bonta & Wormith, 2013), Good Lives Model (GLM) (Ward et al, 2012) (Purvis et al, 2011) and Desistance Theory (Mc Neill, 2006).



Across Australia, the RNR model (or 'what works' approach) is the predominate theory applied to the design of correctional case management processes; however, most jurisdictions deliver services that, to greater or lesser degree, also incorporate elements of the Good Lives Model and Desistance Theory approaches¹.

In South Australia, the RNR approach assists us to target factors that are associated with offending. This approach also assists decision making about allocation of resources (to higher risk individuals) and drives a degree of consistency in decision making and standardised methods of intervention (tiering of response, program allocation etc.).

Our research analysis and consultation found that there is minimal reason to move away from the RNR approach as a process driver of case management.

We heard from stakeholders, staff and identified in the research several areas of our service delivery that requires consideration and monitoring. The weight given to risk management (including compliance monitoring) versus case management (rehabilitation and reintegration) approaches emerged as one area for focus. Stakeholders told us that the community expectation and focus on preventing further offending, community safety and protecting the public, and the resultant emergence of an emphasis on compliance monitoring aspects to correctional work, risk a loss of focus on the service user and their goal to achieve desistance from crime.

We also heard about the importance of adopting 'balanced thinking' which incorporates an understanding of the processes of human change in both the compliance management and case management aspects of our work. We heard of the importance of breaking down siloed practice approaches (e.g. to compliance management and case management) that can arise when we focus on getting one part of the business 'right' at the expense of consistency in all aspects of our work and the bigger picture of continuity in service provision.

Staff told us that caseload size can lead to 'short cuts' in case management practice

which can jeopardise outcome achievement. Staff also spoke about the importance of retaining mechanisms to determine the intensity of intervention to provide to service users (e.g. a tiered approach to supervision).

There is emerging research about the importance of recognising the potential for impact of assessment on certain population groups and that Aboriginal people, women and people with chronic illness (inclusive of mental health conditions) and disability require specific consideration in case management policy. Assessment that does not take account of the cultural, gendered and unique needs of service populations risks missing opportunity to build on an individual and their community strengths and may reduce a practitioner's capacity to design person-centric and effective interventions.

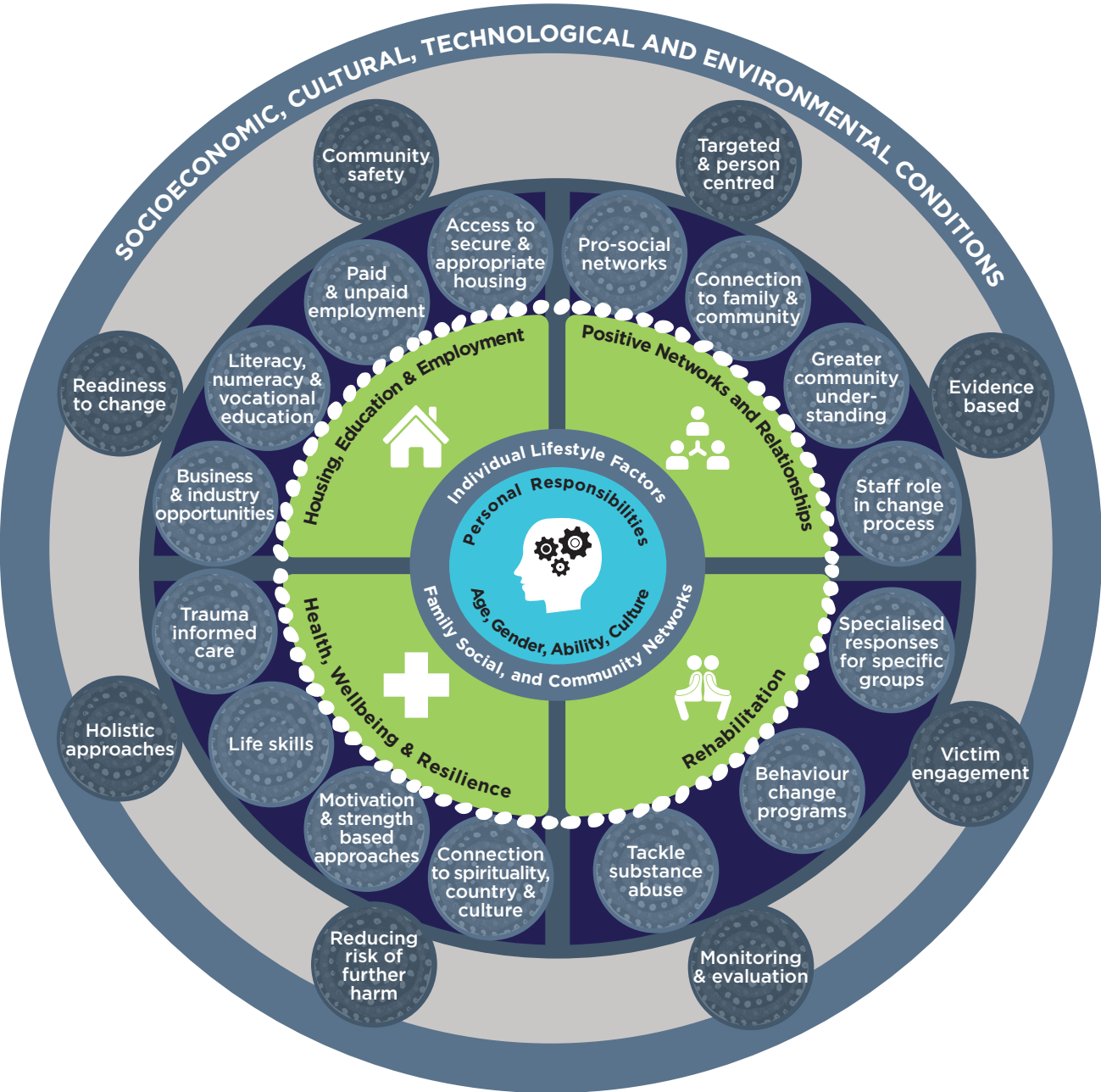
Stakeholders addressed the opportunity to intervene much earlier for certain population groups – such as the long-term remand population who may present administratively as low risk but repeatedly cycle in and out of custody; for whom current eligibility criteria prohibits them from accessing a case management service. We heard of the potential improved wellbeing outcomes, increased community engagement and diversionary pathways which may be possible by expanding services to these population groups.

Both staff and service users told us about the frustration of stop-start service approaches they saw occurring across our service system and the time and workload impact of repeating key elements of case management such as assessment, case plans and goal setting simply because a service user changes a service domain or location. People spoke to the need to break down practice barriers between service domains (prison and community) and between correctional and allied stakeholder and service partners. The requirement for information collected in one location to be available in the next was repeatedly raised, as well as the importance of a service user knowing what to expect from case management, on a consistent basis, as they transition through the correctional system and back to the community.

¹ Good Lives, individual assessment and case formulation; conceptualising a 'good life'; Desistance, a major aim is to enable an individual to develop a life plan that involves ways of effectively securing primary human goods without harming others or doing crime.

The importance of embedding and building on the work DCS has already commenced was also raised. A range of policy and strategy now inform our work. DCS applies research-based understandings (RNR) as a part of case management, along with understandings of the socioeconomic, cultural, technological and environmental conditions that impact or can positively impact on the lives of our service users or where exclusion from mainstream services reduces opportunities to build on protective factors for individuals.

DIAGRAM 1, KEY AREAS OF REHABILITATION FOCUS:



Finally, stakeholders (E2E Case Management Tranche 1 Discovery: Findings and Recommendations, June 2020) identified the requirement for:

- Clarity about the purpose of case management and the roles of staff involved in case management processes.
- Ensuring case management is an individualised (person-centric) and a strengths-based approach.
- Breaking down siloed practice approaches and reducing duplication of services.
- Ensuring Case Management outcomes are the product of shared commitment to good practice, ensure everyone recognises the part they have to play in supporting service populations.
- Clarifying what service users and allied stakeholders can expect from DCS end-to-end case management and how they can expect to be treated.
- Recognising and planning for differences in need among the service population considering characteristics such as gender, culture, physical and mental health, disability, substance use, spirituality, sexuality and the impacts of trauma.
- Ensuring strong linkage to networks of support and the community.

In November 2019, the State Government committed to invest in a new Information and Communication Technology (ICT) system designed to ensure sensitive and important information related to service users is accessible across DCS.

The new system will be designed to enable evidence-based planning, coordinated decision making and responsive action that contributes to crime reduction and reduced reoffending. The new system will be designed to replace the Justice Information System (JIS - Green and White) and paper-based files and will be named iSAFE.

iSAFE design requirements seek to support a new service approach, policy and strategy as described in this policy position paper including:

- An end-to-end case management service model with appropriate indicators.
- A coordinated approach with an individual service user focus, as part of the end-to-end case management service model.
- Functionality to support more effective decision making around individuals and case planning.



At a glance...



Our Approach

End-To-End Case Management (E2E CM) is delivered as a system-wide, seamless, person-centric, goal and outcome focused approach, enabled by iSAFE.



Guiding Principles ►

- | | | |
|--------------------|----------------------------------|--|
| • Community Safety | • Holistic | • Gender and Culture Matter |
| • Rehabilitation | • Person-centric | • Community Focused |
| • Continuity | • Strengths Based and Responsive | • Relationship Based, <i>Every Contact Matters</i> |

Our Policy and Guiding Principles

The release of End-to-End Case Management: *Our Approach* (E2E Case Management) marks an important shift in case management practice. It provides an opportunity for the clarification of where the Department for Correctional Services (DCS) is headed in terms of case management for the women and men involved in our prison and community correctional settings; it also lays the foundation for practice reform made possible by the new iSAFE system.

For the first time, a common understanding will guide case management service delivery system-wide. Concurrently, the new iSAFE system will support our case management approach by ensuring information collected about a service user, including the case plan and goals, will be in a common format and accessible to each service site as the individual travels through the correctional system for greater service continuity, reduce rework and to build on/ recognise progress achieved.

E2E Case Management establishes a new policy direction for DCS and our allied service providers.

Policy Statement	Case management is delivered as a system-wide, seamless, person-centric, goal and outcome focused approach.	
Guiding Principles	<ul style="list-style-type: none">• Holistic• Rehabilitation• Continuity• Person-centric• Community Focused	<ul style="list-style-type: none">• Community Safety• Gender and Culture Matter• Relationship Based, <i>Every Contact Matters</i>• Strengths Based and Responsive

What informs our principles?

The work of DCS can be complex. There are competing demands on staff undertaking case management and associated functions which range from the requirement to ensure community and service population safety (surveillance, supervision and prison placement), through to coordinating service delivery, inclusive of the programing/ treatment elements of our work. The E2E Case Management principles are designed to ensure that from point of entry to point of exit, service users form a central focus of our engagement with them and are actively engaged in case planning, receiving a goal focused, consistent and continuous service.

A service user will know what to expect from our case management practice and how they will be treated irrespective of the service setting in which they are located. The purpose of sharing a common set of principles is to enhance teamwork and

inform and guide the delivery of consistent end-to-end case management services across the system.

COMMUNITY SAFETY AND REHABILITATION

DCS strives to achieve an appropriate level of safety and security and a consistent focus on the rehabilitation goals of our service populations. Teamwork and balanced thinking are key to ensuring the appropriate application of compliance monitoring and case management processes as part of collaborative case management planning, goal development and attainment.

DCS is committed to meeting the rights and needs of victims of crime, and the DCS Victim Services Unit (VSU) continues to play a key role in maintaining and progressing this commitment.

CONTINUITY

Our service populations frequently transition through our service system whether between prison accommodation units or to different prison sites, prison to community or between community sites, prison and programs. Alignment and consistency in our approach to case management is essential to ensure that the work commenced in one location is not lost as the service user transitions through the correctional system.

PERSON-CENTRIC

Case management is tailored to address the service needs of each unique service user.

“Many of us want to be done with this way of life but if a (service user’s) problems are not dealt with on an individual level, the cycle will continue” (Service User, Yatala Labour Prison, 2018).

Because all people are not the same, one size approaches do not fit all. Amongst other things, individuals differ with regard to their ability and functioning, gender, culture, development, age, sexual identity, physical and mental health conditions. These differences have been demonstrated through research to have relevance to the effectiveness of our interventions. Our service users, as individuals, need to be ‘at the centre’ of our service delivery focus.

STRENGTHS BASED AND RESPONSIVE

We focus on each service user’s strengths, unique needs and the dynamic nature of their life experience. By identifying and drawing on the resilience and strengths of our service populations we can avoid inadvertently perceiving them as somehow deficient as individuals or incapable of change. We want each service user to feel enabled through direct engagement in case planning and goal setting and with support to exercise their personal agency, seek inclusion in society and with that a

progressive and positive reframing of their identities. This is needed for them to be able to maintain their broader life and desistance goals well into the future.

HOLISTIC

A shift in mindset toward increased focus on a strengths-based approach in tandem with our risk need responsivity approach underscores the importance of a holistic approach focused on factors most likely to assist and support an individual to achieve their life goals along with, where applicable², their desistance focused goals. We tailor our services to incorporate those factors - thinking, gender, culture, spiritual beliefs, social, health, ability, economic contexts and relationships - most likely to assist a service user to achieve their life and desistance goals. A holistic approach is especially relevant in the context of opportunities made possible through iSAFE for better service coordination:

- Strengthened front-end screening processes and identification of areas of need.
- Increasing the number of individuals eligible to receive a case management response and therefore a Case Plan. Some individuals on long term remand or bail or identified as repeat entry service users (and for whom criminogenic assessment (a re-offence focus) may not be legally appropriate³, or life need appropriate), will become eligible for a case management service.
- Reduced duplication of processes and ‘paperwork’ leading to more streamlined practice and less ‘stop-start’ service delivery.
- A ‘standardised’ Case Plan and other document sets to enable case planning and goal development to occur (and be updated as needed) and carry forward as a service user transitions through the correctional system.
- For the first time, information collected in one service location (e.g. prison) will be available in all other service locations as the service user transitions through the correctional system (e.g. prison to community or community to prison; service area to program area).

² Not all service users who enter the correctional service system have been found guilty of an offence or will be convicted of one in the future. The use of criminogenic assessment linked to case goal planning and programing around the alleged offence is not legally appropriate.

³ An individual on remand and not convicted of the current offence may not, for legal reasons, be treated as guilty of that offence. Other pre-existing issues may however form the focus of intervention.

CULTURE AND GENDER MATTER

We implement gender and culturally responsive strategies to inform our case management, inclusive of compliance management, planning and goal setting.

Aboriginal people are overrepresented in the correctional system. We ensure our service environments, engagement strategies and practice approaches are influenced by the life views, inclusive of the gender, cultural practices and connections of Aboriginal people. We draw on cultural strengths to support and achieve better outcomes.

Similarly, the cultural background of all service users is of relevance to informing practice and service user need and we ensure it forms a central focus in our case management.

If gender played no role in criminal behaviour and correctional system involvement, then more women (around 6% of the prison population and 20% of the community corrections population) would be represented in our service populations. We know that the pathways women take that see them in the correctional system frequently differ to that of men. Women's offending often commences in the context of relationships including with family members, friends and significant others, in contrast with men who more frequently offend in the context of organised crime or peer/gang association. We should draw on women's strength and design gender

informed service approaches taking into account their gendered needs not limited to parenting and safety strategies.

Incorporating gender and cultural lenses into our case management approach raises the importance of understanding the impact of trauma on our service populations.

Trauma informed approaches are of particular relevance to Aboriginal People and women as research (Miller & Najavitis, 2012:3) indicates that there is a significant percentage of our overall service population who will have experienced a high level of past trauma: past child abuse, sexual abuse, domestic and family violence, and physical assault. For Aboriginal people the history of colonisation, deculturalisation and racism is relevant to their life circumstances today.

Incorporating trauma recovery principles into our case management practice requires our understanding of criminal justice priorities, specific approaches to screening, assessment, and programing that unify the goals of Case Managers, Correctional Officers, Aboriginal Liaison Officers, Program Managers, Psychologists, Social Workers and other allied service providers. It is about increasing pro-social skills, creating calm and safe prison environments, reducing adverse events in prison and the community. It's about supporting better rehabilitation outcomes through use of informed practice approaches.



RELATIONSHIP BASED, *EVERY CONTACT MATTERS*

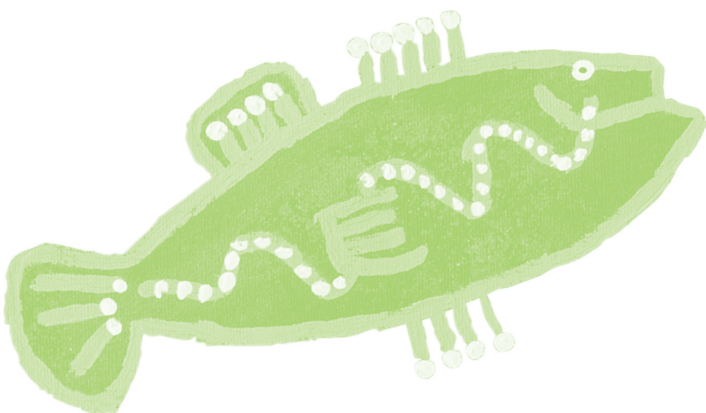
'Every Contact Matters' and our role, on a contact-by-contact basis is to encourage, model and motivate positive interpersonal relationships and pro-social behaviour. We each have a part to play whether we work in administration or direct service roles.

For case management to be effective we must work as part of a team. A teamwork approach, with everyone – service users, leadership, administrative officers, Aboriginal Liaison Officers and other advisors, Case Managers, program and specialist staff (e.g. Psychologists, Social Workers) and allied service providers – playing their part is the best way to ensure a respectful and consistent engagement approach. Teamwork also brings clarity to the roles and responsibilities we share in achieving service goals and safer communities.

COMMUNITY FOCUSED

Most individuals who enter the correctional service system (prison or community corrections) will at some point exit as their authority/order ends. From point of entry to our service system we work to ensure that our service populations receive the level of intervention they need to exit our service system with the knowledge, skills and supports they need to make choices for a better future and desist from crime.

Our focus on community connection requires that we actively form strong relationships with our human service, community and allied partners and that we actively advocate and link our service populations, in a timely way, to pro-social networks (family, community and services) of support to enable their ongoing community connection as they transition through and from the correctional service system back to community life.



Policy Implications

There are a number of implications that arise from the release of End-to-End Case Management: *Our Approach* that are of relevance to all Departmental staff and those contracted to deliver services or who provide services to the men and women who are under prison or community corrections supervision.

E2E Case Management sits within the hierarchy of documents as a guiding foundation for correctional service delivery and practice in South Australia.

E2E Case Management establishes the requirement for seamless, coordinated and continuous service delivery.

iSAFE will be the single authorised 'source of truth' for all service user information inclusive of both case management and offender management components of our work. It replaces all legacy systems (green and white JIS and all paper files). iSAFE will bring DCS in line with state government policy to ensure integrated, secure access to online comprehensive case management information.

Key understandings that underpin this policy include:

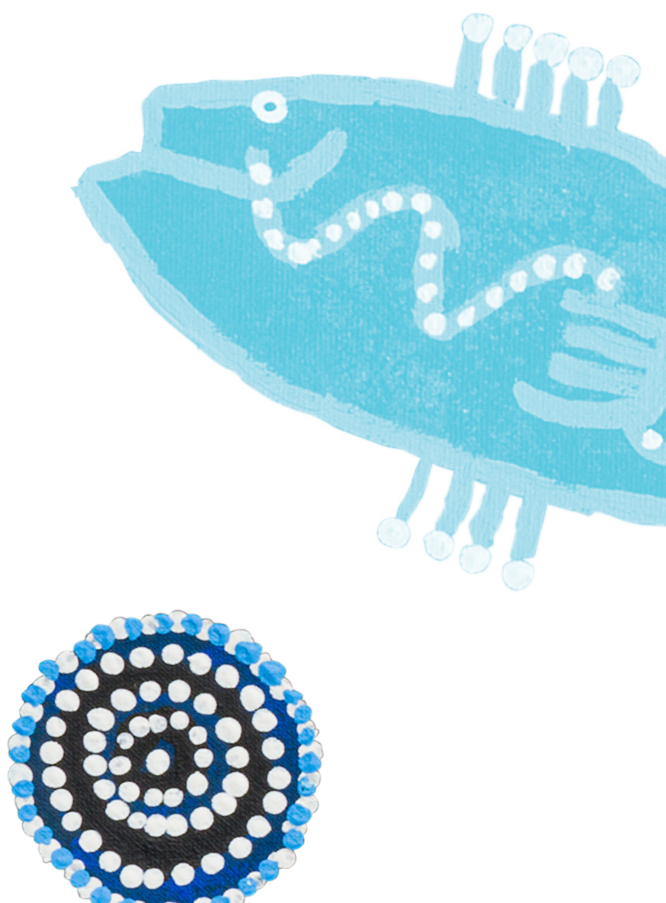
- Case management in a correctional setting represents a rehabilitation opportunity of benefit to our service populations and fundamental to achievement of our rehabilitation outcomes and community safety commitments.
 - Case management brings focus to what each service user intends to achieve and how, with support, they can achieve it.
 - All DCS staff, irrespective of service location, share a common focus with our human service partners in meeting human need; prevention as well as remediation of problems; underpinned by commitment to improving the quality of life and importantly life opportunities and choices open to our service populations.
 - Effective case management is the product of a shared commitment to good practice, *Every Contact Matters*.
- Teamwork is essential to good practice in correctional services and is an enabler to consistency, continuity and consolidation of our practice;
- *Consistency* – positive working relationships is the context in which change can be fostered and supported.
 - *Continuity* – enables an integrated holistic process throughout the duration of case management.
 - *Consolidation* – enables a service user to make connections across all aspects of the case management process in which they actively participate as part of the team.
- Making connections across the correctional service system, and with other sectors, is important to ensure positive case management outcomes.
 - We operate as a single service system; service users are enabled to transition through service locations (prison to prison; prison unit to unit; prison to community; between community sites; and program areas) seamlessly.
 - A service user knows what to expect from case management irrespective of the service location in which they receive the service.
 - A service user can expect to experience case management as a consistent, fair, respectful and engaging process.
 - Teamwork extends beyond what we do together as a Department to the intentional working relationships we form with the service user and the partner agencies and services involved in the lives of our service populations.
 - A service user can expect that the case plan and goals they establish carry forward with them as they transition through the correctional system and that information collected about them in one location is accessible within the location to which they transition.

Monitoring and Evaluation

Introduction of our new policy direction underscores our intention to ensure that we work as a coordinated service system, utilising teamwork to achieve goal and outcome focused case management. We intend our case management interventions to:

- Complement one another.
- Systematically build, one upon the other.
- Incorporate balanced decision making to enable safety and security strategies and rehabilitation and reintegration objectives.
- Avoid duplication and contradiction.
- Resist 'stop-start' approaches irrespective of the current legal status or physical environment in which a service user finds themselves.
- Make linkages across programs, teams and service sites and, importantly, with community.

When monitoring and evaluating the outcomes and effects of E2E Case Management a significant focus will be placed on the achievement of the intended aims, objectives and strategies that support the policy.



Aim 1 Reduce Reoffending

Objectives:

- Enhance outcomes by recognising diversity and individual need.
- Focus on desistance and ensure direct engagement in planning for the future.
- Focus on seamless service delivery.

Outcomes:

- Staff have increased opportunity and clarity in working with diverse populations.
- Aboriginal men and women receive enhanced case management that incorporates recognition of their diverse cultures and the intergenerational impact of the complex issues and the high-level trauma they experience (Aboriginal Strategic Framework 2020-2025).
- Women receive enhanced case management taking into account the context of women's criminal justice involvement and their need (Women's Action Plan 2019-2024).
- Individuals on longer term remand or bail or who are low risk and repeat entry receive case management addressing individual needs that promote more positive and socially integrated lifestyles.

Action Areas:

- 1.1 Deliver approaches that increase the involvement of service populations in case planning, goal development and case review.
- 1.2 Drive approaches that bring focus and respond to the complexity and diverse needs of varied service populations.
- 1.3 Expand provision of case management to longer term remand, bail and low risk and repeat service users.
- 1.4 Deliver training to new and existing staff in the delivery and practice change of end-to-end case management.

Aim 2 Planned and coordinated transition and community resettlement

Objectives:

- Focus on connecting and safely reintegrating with community.
- Promote information sharing and teamwork.
- Promote seamless service delivery.

Outcomes:

- A service user can expect that the Case Plan and goals they establish carry forward with them as they transition through the correctional system and that information collected about them in one location is accessible within the location to which they transition.
- Effective information sharing and teamwork (required and enabled by iSAFE).

Action Areas:

- 2.1 Drive innovative practice and trial methods of coordinating case flow in prison settings and between prison and community settings.
- 2.2 Drive community-connected and interagency initiatives to support service user transition and community reintegration.
- 2.3 Deliver policy and procedure development to streamline practice guidance and embed end-to-end case management requirements.
- 2.4 Deliver mechanisms and procedures to better coordinate and measure the impact of managerial, risk management and case management decision making.
- 2.5 Examine the extent to which there is fidelity across the department in terms of the intent and principles of end-to-end case management.
- 2.6 Develop methods of enquiry to gauge service user and staff experience of implementation impact.

Aim 3 Reduce duplication and streamline case management service delivery

Objectives:

- iSAFE supports a systemwide case management approach.

Outcomes:

- Transparent, seamless and consistent service delivery.

Action Areas:

- 3.1 Increased workforce capabilities through practice, service and electronic recording system (iSAFE) development.
- 3.2 Enhanced data collection to support system review of transition and reintegration outcomes.
- 3.3 Utilise the E2E Case Management policy and principles to guide staff consultation and implementation of iSAFE.



Key Words

End-to-End Case Management (E2E Case Management): Promotes an individualised, seamless, responsive and flexible system wide approach to case management and requirement for goal and outcome focused intervention. The E2E Case Management approach informs and guides all DCS case management practice irrespective of the location of the service delivery. DCS case management is operationally supported by the iSAFE-online integrated offender management system (IOMS).

Case: Is a single service user interface with iSAFE (that is, entry point to iSAFE through a unique name or number identifier); opening a Case on iSAFE enables us to create, disseminate, store and manage information about our service users.

Case Management: A coordinated process involving screening, reoffence risk/need assessment, case planning inclusive of goal setting and compliance management, implementation (direct service, advocacy and brokerage), case monitoring and review. It is goal and outcome focused and promotes application of an individualised service user approach to enable fair decision making especially when developing risk and safety strategies and rehabilitation and reintegration goals.

Criminogenic Needs: The areas of need that show a relationship to criminal behaviour.

Desistance: Is the word for how people with a previous pattern of offending come to abstain from crime. Desistance is a journey. It's influenced by someone's circumstances, the way they think, and what is important to them. Each individual's experience is different.

iSAFE: The single authorised 'source of truth' for all service user information. The IOMS is the new DCS Information and Communications Technologies solution which enables the storing, processing, converting, duplication and receiving of digital information.

Managerial: Refers to the managerial (administrative elements) of service user management such as sentence planning, prisoner movements, supervision and compliance management; it is primarily risk and safety focused.

Service User / Service Population: All individuals irrespective of order/ authority type who enter the correctional service system and receive a service response of any type.

Offence Risk Level: A concept associated with the seriousness of the crime and indicating the level of supervision and intervention required, commensurate with the risk level.

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DCS Existing Strategies

Aboriginal Strategic Framework 2020-2025

Strong Foundations & Clear Pathways2: Women's Action Plan 2019-2024

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DCS Materials

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