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## 5.

# An Example of Case Management in a Youth Refuge

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An Example - Maya Youth Refuge .....	5.1
<i>Who Should Use This Example</i> .....	5.1
Entry/Screening .....	5.2
<i>Western Australian Family and Children's Services Protocol for     Young People Under 18 Years of Age in SAAP Services</i> .....	5.3
Policy .....	5.4
Process .....	5.4
Assessment.....	5.6
Policy .....	5.6
Process .....	5.7
Planning .....	5.8
Policy .....	5.8
Process .....	5.8
Direct Service.....	5.9
Policy .....	5.9
Process .....	5.10
Coordination .....	5.10
Policy .....	5.10
Process .....	5.10
Monitoring and Review.....	5.11
Policy .....	5.11
Process .....	5.12
Exit Planning and Case Follow Up .....	5.12
Policy .....	5.12
Process .....	5.13
Evaluation.....	5.14
Policy .....	5.14
Process .....	5.14
At the End of Each Week.....	5.15
At the End of Each Month.....	5.15
At the End of Each Year.....	5.15
<b>CLIENT INFORMATION PACK.....</b>	<b>5.17</b>
<i>Client Assessment Form</i> .....	5.19
<i>Client Consent Form - Release of Information to Other Services</i> .....	5.23
<i>Client Consent Form - Release of Information from Other Services</i> .....	5.25
<i>Support Plan</i> .....	5.27
<i>Referral to Another Agency Form</i> .....	5.29
<i>Client Exit Form</i> .....	5.31
<i>Client Feedback Form</i> .....	5.33
<i>Case Notes</i> .....	5.35



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## 5. An Example of Case Management in a Youth Refuge

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### AN EXAMPLE - MAYA YOUTH REFUGE

This part describes an example of a comprehensive case management approach. The process has been written for a fictitious service called 'Maya Youth Refuge'.

The service provides short to medium-term refuge accommodation for up to six young people aged 15 to 21 years. Maya Youth Refuge does not provide outreach but does provide limited follow-up for ex-residents.

Maya Youth Refuge is run by an elected committee who have appointed a Coordinator to take day-to-day responsibility for the service.



#### *WHO SHOULD USE THIS EXAMPLE*

*This part is for SAAP services who work with clients over a reasonable length of time and have the opportunity to develop a trusting relationship.*

*The type of service for whom this part applies includes refuges, medium term accommodation services and outreach services where ongoing support is provided.*

*Adopting a case management approach means taking a long term view of working with clients. This includes looking at the history of client involvement with the service and involves helping the client to identify things that they want to change, and the steps necessary to achieve those changes.*

*Case Management is client driven, the extent to which it is undertaken will depend upon the client's wishes and their level of commitment to the process.*

The case management process described below is based on the model developed by the National SAAP case management project. The model comprises of eight elements. Each element is described in detail and includes:

- example policy and processes which need to be in place;
- example forms for adaptation and use by agencies.



*The material in this section is an example only, and can be used by services to develop their own case management policies and procedures. The information is included on the floppy disk which accompanies the Resource Kit and services are free to copy and adapt the information for their own use.*

Maya Youth Refuge uses a manual case management system, some records are kept on the computer and forms are set up as templates on the computer.

A list of all past and current clients is maintained on a computer database.

Maya Youth Refuge uses the following forms:

- **Client Assessment Form**
- **Client Consent Form**
- **Support Plan**
- **Referral to Another Agency Form**
- **Client Exit Form**
- **Client Feedback Form**
- **Case Notes**

The forms are filled in with the client and the key information is entered into the computer at a later date.

Case notes are entered directly into the computer.

## ENTRY/SCREENING

**The entry/screening process in Maya Youth Refuge is to make sure that the service is able to provide the service/s requested. This means checking that the client and the service requested matches the target group, and the capacity of the**

service. It may also mean consideration of the needs of current clients to ensure compatibility.

**WEST AUSTRALIAN FAMILY AND CHILDREN'S SERVICES PROTOCOL  
FOR YOUNG PEOPLE UNDER 18 YEARS OF AGE IN SAAP SERVICES**

**Under 15 years:**

Any young person under the age of 15 who is homeless or at risk of homelessness is considered by Family and Children's Services as being at risk of significant harm. Family and Children's Services is responsible for conducting an investigation or assessment of the young person and their situation, and ensuring the necessary action is taken to provide for the protection and well being of the young person.

Agencies should take action to meet the immediate needs of the young person and inform Family and Children's Services that the young person has been admitted. This may be to the local district office during the day or to Crisis Care Unit after hours.

Family and Children's Services will coordinate case management.

Family and Children's Services will investigate options for returning the young person to their family or locating an approved voluntary placement (in some circumstances, the agency the youth approaches may be considered appropriate), and to provide casework services.

**15 years:**

A young person aged 15 who does not have the consent of their parent/guardian should be considered at risk of significant harm and the procedures described above should be followed;

**16 to 17 years:**

Family and Children's Services is also responsible for assessing the needs of people under the age of 18 years who are at risk of significant harm and ensuring the necessary protective action is taken.

Where an agency admits a young person who they believe is at risk of significant harm, they will inform Family and Children's Services using the process described above.

**Important**

*This example uses the protocols developed for SAAP services in Western Australia. Other States and Territories will need to adapt the example to meet the requirements of the relevant statutory agency in your State/Territory.*

## **POLICY**

Maya Youth Refuge has the following policy regarding entry/screening:

Maya Youth Refuge will not admit a young person into the refuge if any of the following conditions exist:

- existing residents of the refuge have a highly contagious illness (excluding colds/flu);
- there is a gender imbalance of residents (if young women are accommodated, there should be at least two young women);
- the young person is drug/alcohol affected or displaying violent behaviour.

## **PROCESS**

The entry or screening process is as follows:

1. Take down the client's details and the details of the referring agency.
2. If the refuge is full, provide the client with the number of a refuge that will be able to assist and note the details in the Turnaways book.
3. If the refuge is not full, provide the client with information about the eligibility criteria for Maya Youth Refuge (check that consistent information is provided to all people).
4. Check the database to see if the person has used the service before and if so, check previous records for useful information. If there are important issues arising from a previous stay in the refuge, discuss with the Coordinator.
5. Determine whether the client fits the eligibility criteria and can be accommodated in the service.
6. Let the client or referring service know as quickly as possible whether their request for a service can be met and if not, the reason/s why not.

### **If request for service is not able to be met:**

- provide the client with information regarding alternative services which would be able to assist and where possible link the client with the relevant service. Use the *Referral to Another Service* form (see Client Information Pack at the end of this section). Record this information in the turnaways file;

- if the client or referring agency is not happy that their request for service is unable to be met, provide them with verbal and written information about the complaints procedures. (See Section 8: Example Policy and Procedures File, for more information regarding complaints procedures.)

**If request for service is able to be met:**

1. Attend to urgent needs for assistance immediately.
2. Carry out the intake procedure. The steps to follow for intake are:
  - If the client is new, open up a client file:
    - write the client's name on the sticker in the right hand corner of the file
    - enter the client's name and details on the database and complete Section 1 of the *Client Assessment Form*;
  - provide the young person with information about the service/s available, explain the refuge rules and client rights and responsibilities;
  - give a copy of the refuge handbook and explain the grievance procedure;
  - give the young person an opportunity to ask questions;
  - introduce the young person to the refuge staff who are on roster;
  - show the young person around the service and explain how the refuge operates, and introduce them to other residents;
  - find out if the young person is under guardianship of the State and if so, contact Family and Children's Services. They need to agree to the young person's placement at the refuge and will take responsibility for coordinating case management. Discuss this with the young person so they understand why this is necessary;
  - if the young person is under 18 years of age, suggest they contact their parent/guardian to let them know they are safe and follow the agreed protocol with Family and Children's Services (see above);
  - if necessary, contact the Police Missing Person's Department or check that the state welfare authority has done so;
  - explain to the young person who their key worker is, or when a key worker will be allocated.

*5. An Example of Case Management in a Youth Refuge Service*

3. If the entry into the service is after hours, or if the client is distressed, it may not be appropriate to provide all the above information at the time of entry. Use your discretion and make sure that the client is provided with all the relevant information within the first two days of entry into the service, by liaising with the worker who is allocated the case management role.

## **ASSESSMENT**

**There are two forms of assessment at Maya Youth Refuge: an initial crisis assessment and a more detailed assessment.**

**A crisis assessment takes place as soon as possible after a young person enters the refuge and is used to assess immediate needs. This includes the need for safety, warmth, food, medical attention and personal care.**

**A more detailed assessment, required for case management planning, is ongoing and commences as soon as the young person feels stable enough to begin planning.**

**If the young person is a Ward, then the state welfare authority will have case management responsibilities for that young person. Do not duplicate their role, contact the Case Worker to let them know about the service/s you can provide and offer to be involved in case planning.**

**The assessment should consider the client's social history and history of involvement with the service. It should be a holistic assessment taking into account a wide range of factors which may affect the client's situation.**

## **POLICY**

Maya Youth Refuge has the following policy regarding assessments:

- all workers carrying out assessments will be trained in assessment;
- where possible workers will speak the same language as the client, staff from ethno-specific services will be asked to assist if possible and if the client wishes;
- assessment of crisis needs should be carried out by the worker doing the intake, within two hours of the young person entering the refuge;
- previous client records should be used in the assessment;
- a full assessment will be carried out by the worker allocated by the Coordinator;

### *5. An Example of Case Management in a Youth Refuge Service*

- assessments should commence as soon as possible after a young person enters the refuge, (within three days maximum);

- assessments should be written down on the case notes in easy to read language;
- workers undertaking assessments are supervised by the Coordinator.

## **PROCESS**

The Coordinator allocates a suitably experienced staff member to undertake the assessment. The assessment should be kept as informal as possible and take place in a private place where the young person feels comfortable. The assessment process carried out by the allocated worker is as follows:

- assess whether an interpreter is needed and if so, arrange one;
- make an appointment to meet with the young person to begin needs assessment. This should be when the young person feels settled enough to begin making future plans and must be within the first three days of entering the service;
- take the client file from the filing cabinet and make sure that all the necessary forms are inside;
- explain the service's case management approach to the client and gain his/her agreement to participate;
- read any previous client records, and discuss previous assessments and goals with the client. Build on previous plans and discuss what different steps can be taken to make progress towards achieving goals. Emphasise past achievements;
- complete the client details as fully as possible (Section 1 of the Assessment form);
- gather information on involvement the young person has had with other services. With their permission, contact the services to develop a full picture of their situation;
- details of the needs of the young person should be noted on case notes using the Assessment Checklist as a prompt for areas to be included;
- make sure that the assessment information in the case notes reflects the client's assessment of their needs. Where the worker's assessment differs, the young person's assessment is recorded;
- as needs are reviewed in future sessions, make further notes on the case notes.

## PLANNING

**Planning follows on from assessment of needs. It involves setting goals and priorities and identifying the steps necessary to achieve these. Goals may be small and specific, as well as broad and long term. The planning should be client driven and empowering.**

## POLICY

Maya Youth Refuge has the following policy regarding planning:

- wherever possible the worker carrying out the assessment will also take responsibility for assisting the client to develop and implement a support plan;
- the refuge uses the attached *Support Plan* form for recording the support plan;
- the support plan should reflect the needs and goals of the client, as far as possible. Where this is incompatible with the resources of the refuge, this should be negotiated;
- the plan should be owned by the client. They should have a copy in their own words and language;
- workers undertaking support plans are supervised by the Coordinator.

## PROCESS

Develop a support plan using the *Support Plan* form. In developing the support plan:

- discuss the needs that were identified during the assessment, and assist the client to develop priorities and set goals. Goals can include a mixture of short term specific goals and long term broader goals.
- if the client has used Maya Youth Refuge before, go back to the support plan that was previously developed and build upon that, taking into account any achievements or barriers that have occurred;
- explain to the client approximately how long he/she can expect to stay at the refuge and the process for exit planning;
- assist the client to identify and discuss options, taking into account the resources of the refuge. Where possible identify more than one way of achieving a goal, or alternative goals, to avoid any barriers;

- identify who is going to be responsible for the actions. Encourage the young person to take as much responsibility as he/she can cope with;
- identify the goals for which referral to another agency is required;
- obtain the client's consent to make a referral to another agency and to pass on any relevant information to the referral agency. Make sure the client is asked to sign the ***Client's Consent Form***. Remember, the client does not have to sign this form. If they do not, no information can be passed on to other services;
- write up the ***Support Plan*** to include the services being provided by all providers;
- write down the support plan using language familiar to the young person, read it out to make sure that they agree with it;
- if the client has not completed their own copy of the ***Support Plan***, make a copy, and give one copy to the client and place the other on the client's file;
- make sure the client is clear about who is taking responsibility for which aspects of the plan;
- make a time to meet again and review the plan.

## DIRECT SERVICE

**Direct service in SAAP involves actual work with and for, service users including the provision of services such as information, accommodation and referrals.**

## POLICY

Maya Youth Refuge has the following policy regarding direct services:

- the refuge holds staff meetings once a fortnight to discuss client issues and staff issues;
- refuge meetings are held once a week for residents to discuss their concerns and to organise the housekeeping roster. Interpreters are used at residents' meetings where necessary to ensure all clients have an opportunity to participate;
- workers on roster should note any relevant client information in the day book;
- when workers are unsure about how to respond to a situation, they should discuss it with the Coordinator at the earliest opportunity.

## **PROCESS**

In Maya Youth Refuge, the allocated worker works with clients as follows:

- provide the service/s that you have undertaken to provide and carry out the tasks you have agreed to do, within the agreed time frame;
- provide encouragement and where appropriate, assistance to the client to carry out the tasks that they have responsibility for;
- note the outcomes of your actions on the support plan for discussion at the next planning meeting.

## **COORDINATION**

**Coordination in relation to case management involves having an understanding of the role of other services and developing co-operative working relationships with relevant services. It also means knowing when you have a shared client and who is doing what (with the client's consent).**

## **POLICY**

Maya Youth Refuge policy regarding case management coordination is:

- the refuge encourages clients to use mainstream services and/or ethno-specific services wherever appropriate;
- the refuge will link all clients into education, training and employment opportunities as appropriate;
- the refuge will send a representative to interagency coordination/networking meetings whenever possible;
- the Coordinator will chair any case conferences which are arranged by the refuge;
- the service will establish strong networks with cultural groups and ethno-specific services in the region, and identify key people to provide advice when required.

## **PROCESS**

The process undertaken by Maya Youth Refuge workers is:

## *5. An Example of Case Management in a Youth Refuge Service*

- make sure that the client has agreed to the referral and has signed the *Client Consent Form*;

- check that the client understands why the referral is being made and the service they should receive;
- make a referral to the services listed on the support plan. Complete a ***Referral to Another Agency*** form or write a letter of support when a written referral is appropriate;
- if necessary, accompany the young person to another service;
- where a number of services are to be involved, negotiate with other services how the services will be coordinated and who will take the lead role in coordination. Make sure you involve the client in the negotiations;
- in complex cases, hold a case conference to coordinate services. (See Section 1: SAAP Case Management);
- advocate with services on behalf of the client when requested and appropriate;
- write up the ***Support Plan*** to include the services being provided by all providers.

## MONITORING AND REVIEW

**Monitoring is the process of reassessing needs and revising the plan to keep it up to date with the current needs of the young person. The plan is also regularly reviewed to check on achievements and explore ways of getting over any barriers which have come up.**

## POLICY

The Maya Youth Refuge has the following policy regarding monitoring/review:

- assessments and support plans will be reviewed regularly as required, at a minimum this will be every three weeks;
- wherever possible, plans are reviewed by the same worker who developed them with the client;
- reviews should take place in a private place where the young person feels comfortable.

## PROCESS

The monitoring/review process is as follows:

- meet with the client on a regular basis to reassess the client's needs;
- regularly review the support plan to identify achievements, set new priorities, identify barriers and ways to overcome them, and make new goals to meet additional needs;
- assessments from other services, or feedback from services should be taken into account;
- if necessary change the goals and the actions written on the *Support Plan*, or add to them. If appropriate write up a new support plan;
- put a copy of the revised assessment and plan on the client file and make sure the client has a copy;
- write up case notes as necessary;
- carry out the tasks identified in the revised plan and where appropriate assist the client to carry out the tasks he/she has agreed to do;
- check that the client is happy with the process, and make another time to meet and review the situation.

## EXIT PLANNING AND CASE FOLLOW-UP

**Exit planning involves planning for when a person exits a supported accommodation service for stable long-term accommodation.**

**The need for follow-up is assessed and a follow-up plan is negotiated.**

## POLICY

Maya Youth Refuge policy regarding exit planning is as follows:

- when the support plan is developed with the client, they should be informed about the approximate length of time they can remain in the service, and the process for exit planning;
- as part of the monitoring and review of the support plan, the case worker and client work towards transition to long term stable accommodation and case closure;

## *5. An Example of Case Management in a Youth Refuge Service*

- clients are linked into support services in the community where appropriate.

## PROCESS

### When a young person leaves the service:

- sit down with the young person to identify what they have achieved and what goals they are still working on;
- assist the young person to identify support services in the community and within their own support network, which will help them remain independent from Maya Youth Refuge. It is important to take into account all the other support structures and relationships in the young person's life when developing the exit plan. Linkages to new supports should also be considered when major changes have taken place. Sometimes the old supports may no longer exist, or may be inappropriate or too far away;
- develop a follow up plan to ensure some continuity of care after the young person leaves the service. Write this down on the *Client Exit Form*. Explain to the client that the relationship with the service and workers will be on a different footing when they leave the service. They should know what kinds of support the service can and cannot provide;
- always attempt to leave the relationship positive and open for future contact if services are required again in the future;
- if another agency has case management responsibility for the young person, involve them in exit planning and make sure they know when the young person is leaving.

### If the young person leaves without planning:

- contact the parent or welfare authority to let them know (where appropriate);
- clarify the circumstances under which the young person left. Where appropriate, inform the parent or welfare authority of the situation regarding future admittance;
- if it is felt that the young person is at imminent risk or danger, advise the parent, welfare authority or the police;
- complete the paper work:
  - write up any case notes and complete the *Client Exit Form*
  - using the information on the *Client Assessment Form*, complete the *National Data Collection Agency* form ready for sending to the National Data Collection Agency;

- if follow-up is not being provided, close the client file and store in the Closed Files drawer of the filing cabinet;
- provide follow-up as required.

## EVALUATION

**Evaluation includes feedback from the client on the services provided, and evaluation by the workers of the process of delivering services to a client or group of clients.**

## POLICY

Maya Youth Refuge has the following policy regarding evaluation of case management:

- all clients are given the opportunity to provide feedback by completing a *Client Feedback Form*;
- negative feedback will not affect future services to the client;
- the worker's assessment of the services provided and outcomes for the client are noted at the bottom of the *Client Exit Form* and discussed with the Coordinator at regular supervision sessions.

## PROCESS

The process is as follows:

1. Before the client leaves the service give him/her a client feedback form and an envelope addressed to the Chairperson.
2. Encourage the client to provide written feedback either before or after he/she leaves the service. A self addressed envelope can be provided if required.
3. Envelopes are placed in a box to be opened by the Chairperson.
4. Discuss your own assessment of the services provided with the Coordinator at supervision sessions.

## AT THE END OF EACH WEEK

At the end of each week the Coordinator:

1. Reviews the closed files for the week to ensure that no further follow-up is required and follows up any queries with the relevant worker in supervision.
2. Records the cases on the statistical data sheets as required.
3. Files 'Closed Files' in the Closed Files drawer of the filing cabinet.

## AT THE END OF EACH MONTH

At the end of each month the Coordinator:

1. Totals the number of turnaways for the month from the Turnaways book.
2. Collates the client feedback from the *Client Feedback Forms*.
3. Sends off the *National Data Collection Assessment* forms to the National Data Collection Agency.

## AT THE END OF EACH YEAR

At the end of each year the staff:

1. Check through the one-off requests and closed client files for clients who have not contacted the service for five years.
2. Make a note of these client records and archive them in a labelled box for a further two years.



*For more information regarding the management of client information refer to Section 2: Practising Case Management, Attachment 5.*



# CLIENT INFORMATION PACK

This pack contains:

- Client Assessment Form
- Client Consent Form - Release of Information to Other Services
- Client Consent Form - Release of Information from Other Services
- Support Plan
- Referral to Another Agency
- Client Exit Form
- Client Feedback Form
- Case Notes

Fasten the completed *Client Information* details in a labelled manilla folder.

Extra sheets should be added as required.



**MAYA YOUTH REFUGE  
CLIENT ASSESSMENT FORM**

Admission Date: .....

Date of assessment:..... Assessed by:.....

**Section 1: Client details:**

1. Surname:.....

2. Given Names:.....

3. Date of Birth: ..... Country of Birth:.....

4. Next of Kin: .....  
Guardianship of the State?       Yes       No

5. Address left from: (*Number and Street*).....

Suburb:..... Postcode: .....

Phone:.....

6. Type of accommodation:.....

7. Cultural identity:       Aboriginal and Torres Strait Islander  
                                  Anglo-Australian  
                                  Other ..... (describe)

8. Preferred language (*if other than English*):.....  
Is interpreter required?       Yes       No

9. Source of Referral: Name:.....  
Agency:.....  
Phone:.....

10. Labour force status:  
 Employed full-time  
 Employed part-time  
 Employed casual  
 Unemployed (looking for work)  
 Not in labour force  
                                  Study  
                                  Home duties

Details: .....

11. Main income source:.....(note pension type)

12. What supplementary government payments do you receive?

- None
- Family payment
- DSS rent assistance
- Mortgage/rent relief
- Other.....(describe)

13. Reason for referral?: .....

.....

.....

.....

14. Any drug/alcohol influence? .....

.....

.....

.....

15. Any behaviour/mental health issues?: .....

.....

.....

.....

**Section 2: Checklist Assessment of young person's needs:**

*Use this checklist as a prompt for assessing client needs.  
Record the needs on the Case Notes.*

**Client's view of their situation**

**Social History**

**Other Agency/Professional involvement**

**Immediate/crisis needs**

- Accommodation
- Security
- Clothing
- Food
- Housing
- Medical
- Legal
- Financial/income support

**Housing**

**Health**

- Physical health, sickness or injury
- Mental health issues
- Sexual assault issues
- Domestic violence issues
- Drug/alcohol issues

**Health information**

- Contraception
- Safe sex
- Drugs
- Other

**Living skills**

- Emotional issues
- Interpersonal relationships
- Self esteem, confidence
- Family issues
- Budget/income
- Hobbies and interests
- Employment skills
- Living skills
- Client strengths - what they do well

**Labour Market participation/  
education**

- Employment
- Training programs
- Education
  - numeracy
  - literacy

**Legal issues**

- Guardianship/wardship
- Any involvement with the police
- Other

**Significant relationships**

- Family
- Friends
- Groups
- Courses

**Special Religious or Cultural needs**

**Other**

- Expectations of client whilst in the service
- Any person the client does not want to see and/or have phone contact with
- Any information that the client does not wish to be disclosed
- Does the client have any special request that they would like the service to assist them with?
- Does the client have any additional information that they would like you to know about in order to offer them support?



**MAYA YOUTH REFUGE**  
***CLIENT CONSENT FORM***  
***Release of Information to Other Services***

I give permission for Maya Youth Refuge to provide the following information -

.....  
.....  
.....  
.....

to:.....  
(Name of service)

Effective for the period from ..... to ..... (dates).

.....  
Signature

.....  
Date



**MAYA YOUTH REFUGE**  
**CLIENT CONSENT FORM**  
*Release of Information from Other Services*

I .....  
(Name)

authorise the staff of \_\_\_\_\_ (Name of Service) to release  
information regarding \_\_\_\_\_ (details)  
to the staff of Maya Youth Refuge. This may be done verbally or in writing, whichever is  
most convenient in the situation.

Information may be faxed to the agency's office on 9999 9999 and should be marked to the  
attention: \_\_\_\_\_ (Name of  
Maya Staff Person).

.....  
Signature

.....  
Date



**MAYA YOUTH REFUGE**  
**SUPPORT PLAN**

**Goal:** .....

<b>Priority</b>	<b>Action</b>	<b>Who Is Responsible</b>	<b>Date to Do By</b>	<b>Tick When Done</b>	<b>Progress/Review Notes (relates to Action)</b>

--	--	--	--	--	--



**MAYA YOUTH REFUGE  
REFERRAL TO ANOTHER AGENCY**

NAME OF AGENCY REFERRED TO:.....

ADDRESS: .....

TELEPHONE:..... CONTACT PERSON: .....

..... is/are being referred by Maya Youth Refuge  
(Name of Client)

for the service/s outlined below. If you require further information please ring .....

..... on phone number.....  
(Name of Worker)

NAME OF CLIENT: .....

ADDRESS: .....

TELEPHONE:.....

DETAILS OF SERVICE REQUIRED FROM REFERRAL AGENCY:.....

.....  
.....  
.....

RELEVANT INFORMATION: .....

.....  
.....  
.....  
.....

**This referral has been discussed with the client and they have agreed to the referral.**

Signed (Worker):..... Position: .....

Name:..... Date: .....

Signed (Client):..... Date:.....



**MAYA YOUTH REFUGE  
CLIENT EXIT FORM**

**Client Name:** .....

**Reason for leaving SAAP service:**.....

.....

.....

.....

**Exit point:**

- |   |   |  |
|---|---|--|
| <input type="checkbox"/> Public housing | <input type="checkbox"/> Relative                   | <input type="checkbox"/> Returned home       |
| <input type="checkbox"/> Private rental | <input type="checkbox"/> Transfer to another refuge | <input type="checkbox"/> Evicted from refuge |
| <input type="checkbox"/> Friends        | <input type="checkbox"/> Moved interstate           | <input type="checkbox"/> Not known           |

**Forward address:**

Number and street:.....

Suburb:.....

Phone: .....

**1. What achievements have you made?**

**2. What goals are you still working on?**

**Follow-up support required:** .....

.....

.....







**MAYA YOUTH REFUGE**  
**CASE NOTES**  
*(Use additional sheets as required)*

<b>Date and Worker Signature</b>	<b>Notes</b>

