
6.

An Example of Case Management in a Transitional Accommodation Service for Families

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6.

An Example of Case Management in a Transitional Accommodation Service for Families

AN EXAMPLE - MAYA FAMILY SERVICE

This part describes a comprehensive case management approach. The process has been written for a fictitious service called ‘Maya Family Service’.

Maya Family Service provides transitional (medium-term) accommodation and has six houses which can each accommodate one family. The families are externally supported by a worker who visits each family on a regular basis and is available by telephone in between visits.

When families move to long-term accommodation, the worker may continue to provide some follow-up support.

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.

Maya Family Services uses a manual system for recording client information. This includes:

- a card index system to keep a record of previous and current clients;
- case files to record information about clients, including assessment case plans and the outcome of any work done with the client.

Maya Family Services uses the following client forms:

- *Intake Form*
- *Family Assessment Form*
- *Client Consent Form - Release of Information from Other Services*
- *Support Plan*
- *Action Planner*
- *Client Exit Form*
- *Case Notes*
- *Client Feedback Form*

IMPORTANT!

WHO SHOULD USE THIS EXAMPLE

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

The type of service for whom this part applies include transitional accommodation services and outreach services where ongoing support is provided.

Adopting a case management approach means taking a long term view of working with a family. This includes looking at the history of the family involvement with the service, as well as helping the family to identify things that they want to change and the steps necessary to achieve these 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.

REMEMBER...

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.

ENTRY/SCREENING

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

POLICY

Maya Family Service has the following policy regarding entry/screening:

- Maya Family Service accepts families who are homeless and unable to access/maintain alternative accommodation because of:
 - inadequate income;
 - debts;
 - poor living skills;
 - inadequate support structures.

PROCESS

The entry or screening process is as follows:

1. Take down the family's details and the details of the referring agency.

Find out the ethnicity and language spoken by the client/s. An interpreter or bi-lingual worker may be required, depending on the client/s level of understanding of English and ability to communicate.

If necessary, use the telephone interpreter service.
2. If the service is full, refer the family to a service that will be able to assist and note the details in the Turnaways book.
3. If the service is not full, provide the family with information about the eligibility criteria for Maya Family Service (ensure that consistent information is provided to all people). Explain to the family the case management approach of the service and check that they are willing to work on their issues with the support of the service.
4. Check the Client Index Cards 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 service, discuss with the Coordinator.
5. If the family fits the eligibility criteria and is willing to work with the service to address their issues, arrange an intake interview.

6. At the intake interview, complete the ***Family Assessment Form***.

Consider whether the family issues fit within the scope of the service. If not, a referral may need to be made to another service (see Coordination below).

If request for service is not able to be met:

- provide the family with information regarding alternative services which would be able to assist, and where possible link the family in with the relevant service. Use the ***Referral to Another Service*** form (see Client Information Package at the end of this section). Record this information in the Turnaways book;
- if the family is not satisfied with their treatment by the service, provide them with verbal and written information about the complaints procedures. (See Section 8. Example Policy and Procedures File.)

If request for service is able to be met.

The steps to follow for intake are:

- if the family is new to the service, open up a client file and complete a Client Index Card;
- provide the family with information about the service/s available, explain the service rules, and client rights and responsibilities;
- give the family a copy of the service handbook and explain the grievance procedures. If the handbook is not available in their language, read the handbook to the client, using an interpreter if necessary;
- give the family an opportunity to ask questions;
- introduce the family to the service staff and explain to the family how they will be supported;
- show the family around the accommodation and check with them that it meets their needs;
- make sure the family knows who will be working with them and how they can contact the staff.

ASSESSMENT

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

POLICY

Maya Family Service has the following policy regarding assessments:

- all workers carrying out assessments will be trained in assessment;
- the client's previous records will be used in the assessment;
- a full assessment will be carried out by the worker allocated by the Coordinator;
- where possible, a worker of the same culture or who speaks the same language, will be allocated to work with the family;
- the needs of each family member will be assessed;
- assessments should be written down on the assessment form in easy to read language;
- workers undertaking assessments are supervised by the Coordinator.

The assessment will take into account the particular circumstances leading to homelessness including:

- resolution of any crisis situation;
- the development of living skills including budgeting and financial management;
- financial debts;
- employment/income support;
- special needs of children including education, emotional needs and dislocation from friends;
- the need for a follow-up plan to continue supporting the family once new long term accommodation has been found.

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 family feels comfortable. The assessment process carried out by the allocated worker is as follows:

- make an appointment to meet with the family to carry out a needs assessment. Arrange an interpreter if required;
- take a new client file from the filing cabinet and make sure that it contains all the necessary forms;
- explain the service's case management approach to the family and seek their agreement to participate;
- find out the extent to which the client is/wishes to be linked into their cultural group. What is the role of the extended family? Who does the client get support from?
- commence a separate Section 1 of the assessment form for each adult in the family;
- make sure that the assessment reflects the client's assessment of their needs. Where the worker's assessment differs, the client's assessment is also recorded;
- meet with the parent/s and children to assess the needs of their children. The parent/s may have children who are not living with them and their needs should also be considered. Assessment of the needs of accompanying children should be noted in Section 2 of the Assessment form. Once again the worker and family should discuss their assessments, but the written assessment should reflect the views of the parent/guardian. Older children should be involved in assessing their own needs;
- commence a separate Section 2 for each child;
- 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 family driven and empowering.

POLICY

Maya Family Service has the following policy regarding planning:

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

POLICY REGARDING ACCOMPANYING CHILDREN

The policy which has been developed by the Maya Family Service regarding children is as follows:

- children will be linked into mainstream services where appropriate;
- the family will be referred to the Children's Assessment Service for assessment where children are displaying behavioural/emotional problems;
- the parent's permission will be sought before children are referred to another agency;
- referral to another agency without the parent's permission should only be made where the child is considered to be at risk. This proposed action should always be discussed with the Coordinator beforehand;
- plans for the children should focus on strengthening the family and supporting the parents to care for their children.

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 family to develop priorities and set goals. Goals can include a mixture of short term specific goals and long term broader goals. Goals can also be for the whole family, or for individual family members. Make sure that the needs of each member of the family are addressed in the support plan. If the family has previously used Maya Family

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Service before, build on the existing support plan that was taking into account any achievements or barriers that have occurred;

- explain to the family approximately how long they can expect to stay at the service, and the process for exit planning;
- assist the family to identify and discuss options, taking into account the resources of the service;
- determine whether the client wishes to be linked in with culturally specific services;
- make sure that the client is linked into relevant government services and that they are receiving all the benefits for which they are entitled. Offer assistance with any immigration issues if necessary;
- identify whether the worker or client is going to be responsible for the actions. Encourage the family to take as much responsibility as they can cope with;
- give the family a copy of the Action Planner if it is available in their language, and encourage them to write down the actions they are responsible for, and when they will carry them out;
- identify the goals for which referral to another agency is required;
- obtain the family's consent to make a referral to another agency and to pass on any relevant information to the referral agency. Make sure the family is asked to sign the ***Client Consent Form***. Remember that the family does not have to sign this form. If they do not, no information can be passed on to other services;
- assist the parent/s to develop goals for each child. These can include services that can be arranged for the child and services that can be arranged for the parent/s to assist them with parenting, for example, parent support group. Older children should participate in identifying their own needs and goals;
- the goals the parent sets for their children may be long term. Assist them to develop short term steps or actions which will lead toward meeting these goals;
- write up the ***Support Plan*** to include the services being provided by all providers;
- write down the support plan using language familiar to the family, read it out to make sure that they agree with it. Encourage the client to write out a ***Support Plan*** in their own language using an interpreter service if necessary;
- make sure the family has a copy of the ***Support Plan*** to put in their Action Planner and place a copy on the client's file;
- make sure the family is clear about who is taking responsibility for which aspects of the plan;

- make a time to meet again and review the plan.

IMPORTANT!

The support plan should address the needs of each family member, and should also include goals which support and strengthen the family as a whole.

The support plan should be ‘owned’ by the family. It should identify services and actions that will assist parents to care for their children, and should not diminish their responsibility.

DIRECT SERVICE

Direct service involves work with, and for service users. This includes children accompanying adults.

POLICY

Maya Family Service has the following policy regarding direct services:

- the service holds staff meetings once a fortnight to discuss family issues and staff issues;
- when workers are unsure about how to respond to a situation, they discuss it with the Coordinator at the earliest opportunity.

PROCESS

In Maya Family Service, the allocated worker works with the family as follows:

- provide the service/s that you have undertaken to provide and carry out the agreed tasks within a specified time frame;
- provide encouragement and where appropriate, assistance to the family to carry out the tasks for which they have responsibility;
- make sure that the service/s provided respect the religious beliefs and cultural requirements of the client;

- assist the client to develop skills in using community resources including public transport, shopping, banking, bill paying, accessing health services and English classes;
- note the outcomes of 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 being aware of other services being utilised by the family and sharing information (with the family's consent) where appropriate.

POLICY

Maya Family Service policy regarding case management coordination is:

- the service encourages families to use mainstream services wherever appropriate, in particular for any accompanying children;
- clients will be linked into culturally specific services when appropriate;
- where behavioural problems with accompanying children are experienced, an appointment will be made with the Children's Assessment Service, who have agreed to give priority to referrals from the service;
- the service will send a representative to monthly meetings of the Regional Coordination body whenever possible;
- the Coordinator will chair any case conferences which are arranged by the service;
- 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 Family Service workers is:

- if the client agrees, contact any relevant migrant resource centre or ethno specific agency to assist in providing culturally appropriate services;
- make sure that the family has agreed to the referral for themselves or their children and has signed the *Client Consent Form*;

- check that the family 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 family to another service;
- where a number of services are to be involved, discuss with other services how the services will be coordinated and who will take the lead role in coordination. Make sure you involve the family in the discussion;
- in complex cases, hold a case conference to coordinate services. (See Section 1: SAAP Case Management);
- advocate with services on behalf of the family when requested and appropriate;
- liaise with other services to find out what services they can provide to children;
- 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 ensure that it best reflects the current needs of each family member. The plan is also regularly reviewed to identify on achievements and explore ways of getting over any barriers which have come up.

POLICY

The Maya Family Service has the following policy regarding monitoring/review:

- assessments and support plans will be reviewed regularly, at least every three weeks;
- wherever possible, plans are reviewed by the same worker who developed them with the family.

PROCESS

The monitoring/review process is as follows:

- meet with the family on a regular basis to reassess the family'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 give a copy to the family;
- where appropriate encourage the family to note actions they have responsibility for in the action planner;
- write up case notes as necessary;
- carry out the tasks identified in the revised plan, and where appropriate assist the family to carry out the tasks they have agreed to do.

EXIT PLANNING AND CASE FOLLOW-UP

Exit planning involves planning for when a person might exit the supported accommodation service for stable long-term accommodation. The need for follow-up is assessed and a follow-up plan negotiated.

POLICY

Maya Family Service policy regarding exit planning is as follows:

- when the support plan is developed with the family, 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 family work towards transition to long term stable accommodation and case closure.

PROCESS

At the planning phase, the worker will sit down with the family and identify with them at what point they will be ready to leave Maya Family Service.

When it is approaching time for the family to leave the service, the worker will do the following:

1. Sit down with the family to identify what they have achieved and what goals they are still working on.
2. Assist the family to identify support services in the community and within their own support network which will help them remain independent from Maya Family Service. Encourage them to contact services themselves to build up their self-esteem and confidence.
3. Where appropriate, advocate on behalf of the family with services in the community.
4. Assist the family to identify the ongoing needs of accompanying children and to identify services in the community which can help.
5. Explain to the family that the relationship with the agency and workers will be on a different footing when they leave the service. They should know what kinds of outreach support the service can/cannot provide.
6. Arrange practical assistance to help the family exit the service.
7. Negotiate a follow-up plan if needed. Write this down on the *Client Exit Form*.
8. Complete the paper work.
 - write up any case notes and complete the *Client Exit Form*;
 - using the information on the *Intake and Assessment Forms*, complete the *National Data Collection Agency* form ready for sending to the National Data Collection Agency.
9. If follow up is not being provided, close the client file and store in the Closed Files drawer of the filing cabinet.
10. 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 clients.

POLICY

Maya Family Service has the following policy regarding evaluation of case management:

- all families are given the opportunity to provide feedback on the service either through discussion at the exit planning meeting and/or by completing a ***Client Feedback Form***;
- negative feedback will not affect future services to the family;
- the worker's assessment of the services provided and outcomes for the family 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 family leaves the service meet with them to carry out exit planning and case follow-up process identified above. Ask for their comments on the service and record them on the ***Client Feedback Form***.
2. Where appropriate, give the client a feedback form and self addressed envelope and encourage them to provide written feedback to the Chairperson.

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. Sends off the *National Data Collection Agency* 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. Remove the clients index card and put it in their file.
3. Make a note of these client records and archive them in a labelled box for a further two years.

NOTE!

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

CLIENT INFORMATION PACK

This pack contains:

- Intake Form
- Family Assessment Form
- Client Consent Form - Release of Information from Other Services
- Referral to Another Service Form
- Support Plan
- Action Planner
- Client Exit Form
- Case Notes
- Client Feedback Form

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

Extra sheets should be added as required.

**MAYA FAMILY SERVICE
INTAKE FORM**

Date of assessment: Assessed by:

Parent (1)

1. Surname:
2. Given Names:
3. Date of Birth: Country of Birth:
4. Cultural identity: Aboriginal and Torres Strait Islander
 Anglo-Australian
 Other (describe)
5. Preferred language (if other than English):
Is interpreter required? Yes No

Parent (2)

1. Surname:
2. Given Names:
3. Date of Birth: Country of Birth:
4. Cultural identity: Aboriginal and Torres Strait Islander
 Anglo-Australian
 Other (describe)
5. Preferred language (if other than English):
Is interpreter required? Yes No
6. Address left from: (Number and Street)
- Suburb: Phone:

7. Type of accommodation:

8. Accompanying children:

Surname Given Name Age Date of Birth Gender

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

9. Labour force status:

Parent (1)

- Employed full-time
- Employed part-time
- Employed casual
- Unemployed (looking for work)
- Not in labour force
 - Study
 - Home duties

Parent (2)

- Employed full-time
- Employed part-time
- Employed casual
- Unemployed (looking for work)
- Not in labour force
 - Study
 - Home duties

Details:

10. Main income source: (note pension type)

11. What supplementary government payments do you receive?

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

12. Source of Referral: Name:

Agency:

Phone:

13. Family's view of their situation:

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

14. Social history:

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

15. Reason/s for referral:

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

16. Type/s of assistance required:

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

17. Is the family willing to participate in support planning?

Yes No

18. Is Maya Family Service able to meet the request for assistance?

Yes No

If no, reasons why not:

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

Important: Include a copy of the tenancy agreement for the client (these requirements will vary from State to State).

**MAYA FAMILY SERVICE
FAMILY ASSESSMENT FORM**

Section 1. Assessment of the needs of parents

(Complete one sheet for each adult.)

Name:.....

1. Immediate/crisis needs:

2. Financial/income support:

3. Housing:

4. Health:

5. Living skills

6. Labour market participation:

7. Legal issues:

8. Other relevant needs - cultural, social, emotional (*describe*):

Section 2. Assessment of accompanying children

(Complete one sheet for each accompanying child.)

Name of child:.....

9. Immediate/crisis needs:

10. Health:

11. Education:

12. Social skills:

13. Other relevant needs - cultural, social, emotional:

14. Needs in relation to crisis/trauma associated with entering the services:

15. Child's needs within the broader family context:

Section 3: Client's Consent

Release of Information to Other Services

I give permission for Maya Family Service to provide the following information -

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

to:
(Name of service)

Effective for the period from to (dates).

.....
Signature

.....
Date

MAYA FAMILY SERVICE
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 Family Service. 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 FAMILY SERVICE
REFERRAL TO ANOTHER AGENCY

NAME OF AGENCY REFERRED TO:

ADDRESS:

TELEPHONE: CONTACT PERSON:

Mr/Mrs/Ms is/are being referred by Maya Family Service
(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 FAMILY SERVICE
SUPPORT PLAN

Goal:

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

**Maya Family
Service**

Action Planner

Calendar 1997

Name:

Date action plan begins:

Review date:
.....
.....
.....

Name of Support Worker:

Social Security:

Legal:

Housing:

WHAT IS AN ACTION PLANNER?

Your Action Planner is designed to help you put your Support Plan into action.

Your Action Planner includes a copy of your Support Plan, make a note of the actions you need to do as part of this plan in this Action Planner.

By recording the things you need to do and crossing them off as they are completed, you can see that you are making progress towards your goals.

Use your Action Planner to record the appointments you have made, and any important contacts and telephone numbers or other useful information.

ACTIONS

Action/Task	Date	Tick When Completed

IMPORTANT TELEPHONE NUMBERS AND ADDRESSES

Emergency Numbers:

Counselling Services:

Welfare Agencies:

Community Centres:

NOTES

NOTES

MAYA FAMILY SERVICE
SUPPORT PLAN

Goal:

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

MAYA FAMILY SERVICE
CLIENT EXIT FORM

Family Name:

Reason for leaving SAAP service:.....

.....

.....

.....

Exit point:

- | | |
|-----------------------------------------|------------------------------------------------------|
| <input type="checkbox"/> Homeswest | <input type="checkbox"/> Transfer to another service |
| <input type="checkbox"/> Private rental | <input type="checkbox"/> Moved interstate |
| <input type="checkbox"/> Friends | <input type="checkbox"/> Evicted from service |
| <input type="checkbox"/> Relative | <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 FAMILY SERVICE
CASE NOTES
(Use additional sheets as required)

Date and Worker Signature	Notes

**MAYA FAMILY SERVICE
CLIENT FEEDBACK FORM**

Your feedback is important to help us improve our services. All responses will be confidential, you do not need to put your name on the form.

Please complete this form and place it in a sealed envelope that is provided. Envelopes can be placed in the box outside the office or mailed to the Chairperson at the address on the envelope.

What were the things you liked best about being in Maya Family Service?

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

What were the worse things about being in Maya Family Service?

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

Is there anything you would like to say about the referral process and your initial interviews with the Housing Workers, e.g. things you liked or disliked, suggestions for how it could be done differently?

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

What were your expectations of Maya Family Service, the workers, service and support you would receive when you first made contact or moved in?

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

Did you feel safe here? If you did, what is it that made you feel safe? If not, what could we have done to make you feel safer?

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

What assistance did you get and what assistance did you not get? Are there other ways we could have offered you assistance?

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

If you could change anything about your accommodation, what would you change?

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

What did you think about living in this community? What was good and bad about it?

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

Are there any other comments, suggestions you have?

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

Do you have any comments about this evaluation form?

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