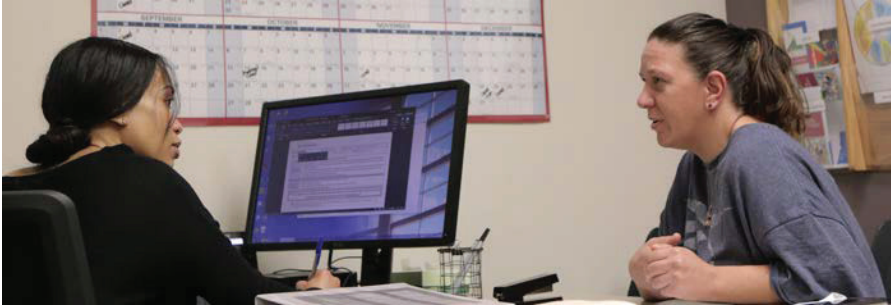




## Case Management



Case management is a service delivery approach in which staff meet with clients to provide direct, personalized one-on-one support to assess needs related to employment, education, housing, health, or public benefit receipt, and to provide or refer clients to services to address the identified needs. The combination of services delivered as part of case management can differ across interventions but often includes a needs or skills assessment, career counselling, job search assistance, and education or training. The Pathways Clearinghouse classified interventions as providing case management if the study authors used the term “case management” when describing the intervention. Because the Pathways Clearinghouse relied on the authors’ definitions, the services implemented might differ across interventions.

Many human services agencies, nonprofits, and social services providers use case managers, who are staff who assess clients’ needs and establish goals for employment, training, or education. Clients might work with one or more case managers at a given time. Interventions that feature case management often rely on a network of program staff, including case managers, career counselors, and education and training specialists. As part of many case management interventions, staff make referrals for supportive services that could include child care, transportation, and other incidental work costs.

Case management interventions can take various forms depending on the needs of specific types of clients. For example, case management for people with disabilities might include supports for transitioning to independent living, benefits planning (for example, support for understanding the application for Social Security Administration waivers to increase the amount of earnings that can be disregarded when calculating benefits), and financial education, whereas case management for people with prior justice system involvement might include supports to help clients before they are released from prison. Some case management interventions provide highly specialized services, such as home visiting services, mental health services, or parent education meetings (for example, meetings with parents to discuss self-sufficiency and educational plans).

### What is case management?

The Pathways to Work Evidence Clearinghouse defines case management<sup>1</sup> as meeting one-on-one with an employment specialist or counselor who helps assess needs and refers clients to other available services. Case management can take place before or during employment and could focus on employment or on other topics, such as mental health or a substance use disorder.

### What are Evidence Snapshots?

Evidence Snapshots are short briefs on the effectiveness of programs that use a specific approach to service provision. These briefs draw on interventions that the Pathways Clearinghouse has reviewed. They summarize what we know about programs that use a specific service (such as case management) or a common service-delivery strategy (such as career pathways).

### What is the Pathways Clearinghouse?

The Pathways Clearinghouse identifies interventions that aim to improve employment and earnings outcomes for populations with low incomes, especially public benefits recipients. The Pathways Clearinghouse conducts a transparent, comprehensive search for studies of such interventions, rates the quality of those studies to assess the strength of the evidence they provide, and determines the evidence of effectiveness for the studied interventions.

For more information, visit the Pathways Clearinghouse website: <https://pathwaystowork.acf.hhs.gov/>.

State and county government agencies, local nonprofits, and workforce agencies provide case management. Case management interventions serve clients who are seeking work or education, as well as clients who are employed. Many clients are enrolled in or currently receive public benefits, such as Temporary Assistance for Needy Families (TANF) (formerly Aid to Families with Dependent Children [AFDC]) and Supplemental Security Income.

## What does the evidence say?

The Pathways Clearinghouse identified 21 interventions in which case management was the primary focus of the intervention, or the primary service.<sup>2</sup> These interventions were each examined in at least one high- or moderate-rated study that reported employment, earnings, public benefit receipt, or education and training outcomes.<sup>3</sup> This Evidence Snapshot summarizes 27 studies of these 21 interventions reviewed by the Pathways Clearinghouse. These studies were conducted between 1987 and 2011, and were published through May 2022.<sup>4</sup>

For this snapshot, the Pathways Clearinghouse considered earnings, employment, public benefit receipt, and education and training findings in the short term (18 or fewer months) and long term (between 18 months and 5 years). Across these studies, we observe the following:



**Short-term annual earnings increased by \$410, and long-term annual earnings increased by \$490, on average, across 18 case management interventions for which effects on these outcomes could be calculated.**<sup>5</sup> One intervention increased earnings in the short term, and three interventions increased earnings in the long term.<sup>6</sup>



**On average, employment did not change in the short term, and long-term employment increased by 1 percentage point across 18 case management interventions for which effects on these outcomes could be calculated.**<sup>7</sup> One intervention increased employment in the short term, and two interventions increased employment in the long term.



**The proportion of people receiving public benefits did not change in the short term and decreased by 1 percentage point in the long term, on average, across the 16 case management interventions for which this outcome was examined. The amount of annual public benefits received decreased by \$167 in the short term and \$120 in the long term, on average, across the 12 case management interventions for which effects on this outcome could be calculated.** Across the 16 case management interventions that measured whether people received public benefits, no interventions reduced the proportion of people receiving public benefits in the short term, and 3 interventions reduced the proportion of people receiving public benefits in the long term. Two interventions reduced the amount of public benefits people received in both the short and long term, and three interventions reduced the amount received in the long term only.<sup>8</sup>



**Education and training attainment increased by two percentage points, on average, across the six case management interventions for which these outcomes were examined.**<sup>9</sup> Only one case management intervention increased education and training attainment.



One case management intervention had positive effects on three outcome domains examined by the Pathways Clearinghouse. [Integrated Case Management](#) increased earnings and employment, and reduced public benefit receipt. This intervention served single parents who had applied to or received AFDC. This intervention provided personalized case management to help single parents improve educational and vocational skills in preparation for securing a job. Two interventions improved outcomes in two domains. These interventions were [Broadened Horizons Brighter Futures \(BHBF\)](#) and [Traditional Case Management](#).

## How does the Pathways Clearinghouse assess if an intervention is effective?

The Pathways Clearinghouse assigned an evidence of effectiveness rating to each intervention in each of four outcome domains: earnings, employment, public benefit receipt, and education and training. Most of the domains are broken into short (18 or fewer months) and long (between 18 months and 5 years) term because we expect the interventions might have different effects in different time periods. The education and training domain is not broken into time periods because after you obtain a degree, you cannot lose it in the future. The evidence of effectiveness rating describes the extent of support that the intervention is likely to produce favorable results in that domain if faithfully replicated with a similar population. If an intervention had no evidence to assess support in any domain, we excluded it from this brief.

### There are six ratings:

- ★ *Well-supported* means there are at least two moderate- or high-quality studies with statistically significant favorable findings.
- ⬆️ *Supported* means there is one moderate- or high-quality study with statistically significant favorable findings.
- ⚖️ *Mixed support* means there are some statistically significant findings from moderate- or high-quality studies both that the intervention improves outcomes and that it worsens outcomes.
- ✖️ *Not supported* means that we have the strongest evidence that the intervention is unlikely to produce substantial favorable results in a given outcome domain. Studies of these interventions have found only a pattern of null and/ or unfavorable findings. We only consider impact studies of at least moderate quality in determining this rating.
- ⚪️ *Insufficient evidence to assess support* means there are moderate- and high-quality studies but we cannot assign one of the other ratings.
- ⚪️ *No evidence to assess support* means there are no moderate- or high-quality studies.

Full definitions of each rating are located in the [Pathways Clearinghouse protocol](#).

No case management interventions received the well-supported rating in the outcome domains of interest to the Pathways Clearinghouse. Nine case management interventions received a supported rating in at least one outcome domain.

Evaluations compared the outcomes of study participants in the intervention group to the outcomes of participants in a comparison group who were not offered the intervention but who might have received alternative services. For studies examining case management, people in the comparison group had access to (1) a less intensive version of services (10 percent of the studies), (2) other services provided by the organization or available in the community (71 percent of the studies), or (3) a different set of intensive services (19 percent of the studies).<sup>10</sup>

## How does the Pathways Clearinghouse calculate the average effect of an intervention?

For this brief, the Pathways Clearinghouse calculated the average effect for each domain by averaging effects within moderate- and high-quality studies, then within interventions, and then across interventions that use case management. The average includes all studies, not just those with a supported rating or statistically significant findings, because these studies still provide useful evidence in considering the overall effectiveness of case management. We show the average and not the median because, for the most part, there are no outliers skewing the average.<sup>11</sup> For more information, visit the Pathways Clearinghouse website [Frequently Asked Questions](#).

## What makes an effect large?

The Pathways Clearinghouse classifies an effect as large if its corresponding effect size is more than 0.25 standard deviations. The effect size is the strength of the effect measured in standard units (that is, standard deviations). In 2018, an increase in annual earnings of \$5,229 would have an effect size of about 0.25.





















## What interventions provide case management as their primary service?

The Pathways Clearinghouse defines an intervention as a specific bundle of services or policies implemented in a given context. Exhibit 1 alphabetically lists and describes the 21 interventions that offered case management as the primary service. This exhibit includes information about the populations





















served by each intervention, the setting where the intervention was provided (whether it was in urban, rural, or mixed settings), and when the evaluation was conducted. It also contains the highest effectiveness rating for each domain.

**Exhibit 1.** Case management interventions and their effectiveness by domain<sup>a</sup>

Intervention description	Populations and employment barriers <sup>b</sup>	Settings <sup>c</sup>	Year evaluation began	Increase earnings	Increase employment	Decrease public benefit receipt <sup>d</sup>	education and training
★ well-supported ↑ supported ⚡ mixed support ✖ not supported ⚪ insufficient evidence ○ no evidence							
<b>Broadened Horizons, Brighter Futures (BHBF)</b> Aimed to improve economic self-sufficiency among youth receiving disability benefits from the Social Security Administration through person-centered planning, employment and education services, case management, financial work incentives, work-based experiences, and job development.	People with disabilities, Young adults (ages 16 to 24)	Urban only	2008	↑	↑	⚪	⚪
<b>Career Builders</b> Provided team-based case management and career planning, job development, and education and training services to help TANF recipients gain and maintain employment.	Cash assistance recipients, Parents, Single parents	Urban only	2002	⚪	⚪	⚪	○
<b>Enhanced Early Head Start (EHS)<sup>e</sup></b> Provided core EHS services, including intensive early childhood development services, family support, and health and mental health services, plus program enhancements to families with low incomes, with the aim of addressing parents' employment and self-sufficiency needs.	Parents	Tested in multiple settings	2004	⚪	↑	⚪	⚪
<b>Future Steps</b> Provided employment-focused case management to people who received TANF or Supplemental Nutrition Assistance Program benefits and other individuals with low incomes to help them move rapidly into full-time employment.	People with low incomes	Rural only	2001	⚪	↑	⚪	⚪

Intervention description	Populations and employment barriers <sup>b</sup>	Settings <sup>c</sup>	Year evaluation began	Increase earnings	Increase employment	Decrease public benefit receipt <sup>d</sup>	Increase education and training
★ well-supported    ⬆ supported    ⬇ mixed support    ✗ not supported    ⚪ insufficient evidence    ○ no evidence							
<b>Integrated Case Management</b> Provided personalized case management to single-parent AFDC applicants and recipients to help them improve educational and vocational skills in preparation for securing a job.	Cash assistance recipients Parents, Single parents	Tested in multiple settings	1992				
<b>Integrated Case Management (ICM) (as compared with Traditional Case Management [TCM])</b> Provided personalized case management to single-parent AFDC applicants and recipients to help them improve educational and vocational skills in preparation for securing a job. This evaluation directly compared ICM to a separate intervention, TCM, to better understand which of the two interventions might be more effective. The distinctive features of ICM were the assignment of a single case manager for employment and welfare services and more personalized attention from their case manager.	Cash assistance recipients, Parents, Single parents	Tested in multiple settings	1992				
<b>Intensive Case Management (IntCM) for Women with Substance Dependence Receiving Temporary Assistance for Needy Families (TANF)<sup>f</sup></b> Provided case management services and participation incentives to women who were experiencing substance dependence. It intended to support participation in substance use disorder treatment and ultimately improve employment outcomes.	Cash assistance recipients, Women, People with substance use disorders	Urban only	1999				
<b>Michigan Opportunity and Skills Training (MOST) Followed by Work First</b> Provided case management and training to single-parent AFDC recipients to improve participants' educational and vocational skills before applying for jobs. MOST was followed by Work First, which emphasized job search and placement.	Cash assistance recipients, Parents, Single parents	Urban only	1992				
<b>Moving Up—South Carolina</b> Provided case management and tailored employment services to help former TANF participants find and maintain employment and advance into better jobs.	Parents, Single parents	Rural only	2001				

Intervention description	Populations and employment barriers <sup>b</sup>	Settings <sup>c</sup>	Year evaluation began	Increase earnings	Increase employment	Decrease public benefit receipt <sup>d</sup>	Increase education and training
★ well-supported ↑ supported ⊖ mixed support ✗ not supported ⊘ insufficient evidence ○ no evidence							
<b><u>Progress Towards Retention, Opportunities, Growth, Enhancement and Self-Sufficiency (PROGRESS)</u></b> Aimed to help recent TANF recipients maintain their employment and advance in their careers through intensive team-based case management designed to help them successfully navigate the challenges of employment and access education, training, and supportive services.	Employed people, Parents, Single parents	Urban only	2002	⊘	⊘	⊘	○
<b><u>Project-Based Transitional Housing (PBTH) (as compared with Permanent Housing Subsidy [SUB])</u></b> Gave families temporary, subsidized housing and case management, with the goal of helping them obtain permanent housing. They also received comprehensive case management and supportive services. These services were mainly intended to help them find permanent housing but included financial management, help coordinating public benefits, and employment and training services.	Parents, People experiencing homelessness	Tested in multiple settings	2010	⊘	⊘	⊘	○
<b><u>Project NetWork Case Management</u></b> Waived Social Security Disability Insurance and Supplemental Security Income program rules. Case managers helped participants find work by arranging for necessary assessments, developing individual employment plans, and identifying and arranging for rehabilitation and employment services that the participants needed to achieve the goals in their plans.	People with disabilities	Tested in multiple settings	1992	⊘	○	○	○
<b><u>Reach for Success</u></b> Aimed to help TANF recipients maintain their current employment, secure higher-paying jobs, or rapidly resecure employment after job loss through an individualized case management approach that counseled participants in overcoming challenges to work and connected them to supportive and employment services.	Cash assistance recipients, Employed people, Parents, Single parents	Urban only	2002	⊘	⊘	⊘	○
<b><u>Re-Integration of Ex-Offenders (RExO) Program<sup>9</sup></u></b> Aimed to promote employment and reduce recidivism by providing case management, mentoring, and other employment services to people recently released from prison.	People who were formerly incarcerated	Tested in multiple settings	2010	⊘	⊘	⊘	○

Intervention description	Populations and employment barriers <sup>b</sup>	Settings <sup>c</sup>	Year evaluation began	Increase earnings	Increase employment	Decrease public benefit receipt <sup>d</sup>	Increase education and training
★ well-supported    ⬆ supported    ⬇ mixed support    ✗ not supported    ⚪ insufficient evidence    ○ no evidence							
<b>Second Chance Act (SCA) Adult Demonstration</b> Aimed to reduce recidivism among adults who were recently incarcerated and were assessed as being at medium or high risk of recidivism. The program provided reentry services, including case management, education and training, employment assistance, treatment for substance use disorders, and mental health services.	People who were formerly incarcerated, People with prior justice system involvement	Tested in multiple settings	2011				
<b>Success Through Employment Preparation (STEP)</b> Provided TANF recipients with intensive case management and other supports to help them overcome barriers to employment and secure jobs.	Cash assistance recipients, People who were unemployed	Urban only	2004				
<b>Success Through Employment Preparation (STEP) (as compared with Transitional Jobs Program at the Transitional Work Corporation (TWC))<sup>b</sup></b> Provided TANF recipients with intensive case management and other supports to help them overcome barriers to employment and secure jobs. This evaluation directly compared STEP to a separate intervention, TWC, in order to better understand which of the two interventions might be more effective. The distinctive feature of STEP when compared to TWC was a focus on intensive case management to address specific barriers to employment. Clients were referred to other services to address the specific barriers.	Cash assistance recipients, People who were unemployed	Urban only	2004				
<b>Teenage Parent Demonstration (TPD)</b> Provided education, training, and supportive services to teenage first-time parents who were recipients of AFDC. Case managers assessed participants' needs and developed individualized self-sufficiency plans for participants to access education, training, and employment services.	Cash assistance recipients, Parents	Urban only	1987				
<b>Traditional Case Management</b> Provided case management to single-parent AFDC applicants and recipients to help them improve educational and vocational skills in preparation for securing a job.	Cash assistance recipients, Parents, Single parents	Tested in multiple settings	1992				

Intervention description	Populations and employment barriers <sup>b</sup>	Settings <sup>c</sup>	Year evaluation began	Increase earnings	Increase employment	Decrease public benefit receipt <sup>d</sup>	Increase education and training
★ well-supported   ↑ supported   ⊖ mixed support   ✗ not supported   ⊕ insufficient evidence   ○ no evidence							
<b><u>Traditional Case Management (TCM) (as compared with Integrated Case Management [ICM])</u></b> Provided case management to single-parent AFDC applicants and recipients to help them improve educational and vocational skills in preparation for securing a job. This evaluation directly compared TCM to a separate intervention, ICM, in order to better understand which of the two interventions might be more effective. The distinctive feature of TCM was the assignment of separate case managers for employment and welfare services.	Cash assistance recipients, Parents, Single parents	Tested in multiple settings	1992	⊕	⊕	⊕	○
<b><u>Youth Villages LifeSet (YVLifeSet)</u></b> Served youth formerly in state custody and aimed to provide case management services and training to improve outcomes in employment, earnings, education, housing, justice involvement, health, and benefit receipt.	Young adults (ages 16 to 24)	Tested in multiple settings	2010	↑	⊕	✗	⊕

Table notes:

- <sup>a</sup> To make the results easier to view in this exhibit, the effectiveness ratings represent the highest rating given to the short-term, long-term, or very long-term outcomes for that intervention. For example, if an intervention has a supported effectiveness rating in the long term for earnings, but not in the short term or very long term, we will display the ↑ supported icon for the earnings domain.
  - <sup>b</sup> Populations and employment barriers are listed if authors described all intervention participants as having the characteristic or if the characteristic was an eligibility requirement.
  - <sup>c</sup> The settings indicate whether the study or studies of an intervention were conducted in urban, rural, or multiple settings.
  - <sup>d</sup> The decrease public benefit receipt ratings in this table are from the [Pathways Clearinghouse](#) website and combine outcomes related to public benefit receipt and amount. Later in this report, we break out the outcomes by public benefit receipt and public benefit amount. That means the ratings listed in this column might or might not line up with data presented in the text and graphs in this report.
  - <sup>e</sup> EHS reported four effects on long-term employment that are included in the Pathways Clearinghouse. At least one of these effects was statistically significant and favorable, and none were statistically significant and unfavorable; therefore, EHS is shown as a supported intervention in Exhibit 1. However, when the average effect on long-term employment is calculated using the four relevant outcomes, the average effect size is negative, as shown in Exhibit 4.
  - <sup>f</sup> Intensive Case Management (IntCM) for Women with Substance Dependence Receiving Temporary Assistance for Needy Families (TANF) measured effects on employment but did not include enough information for us to calculate an effect size. Therefore, ICM for Women with Substance Dependence Receiving TANF is not included in the average calculation or the employment graphs in this report.
  - <sup>g</sup> Re-Integration of Ex-Offenders Program measured effects on the amount of public benefits receipt but did not include enough information for us to calculate an effect size. Therefore, this intervention is not included in the average calculation or the graphs of the amount of public benefits received in this report.
  - <sup>h</sup> Success Through Employment Preparation (STEP) (as compared with Transitional Jobs Program at the Transitional Work Corporation [TWC]) measured effects on earnings but did not include enough information for us to calculate an effect size. Therefore, STEP (as compared with TWC) is not included in the average calculation or Exhibit 3 in this report.
- AFDC = Aid to Families with Dependent Children; TANF = Temporary Assistance for Needy Families.



## How were the interventions implemented?

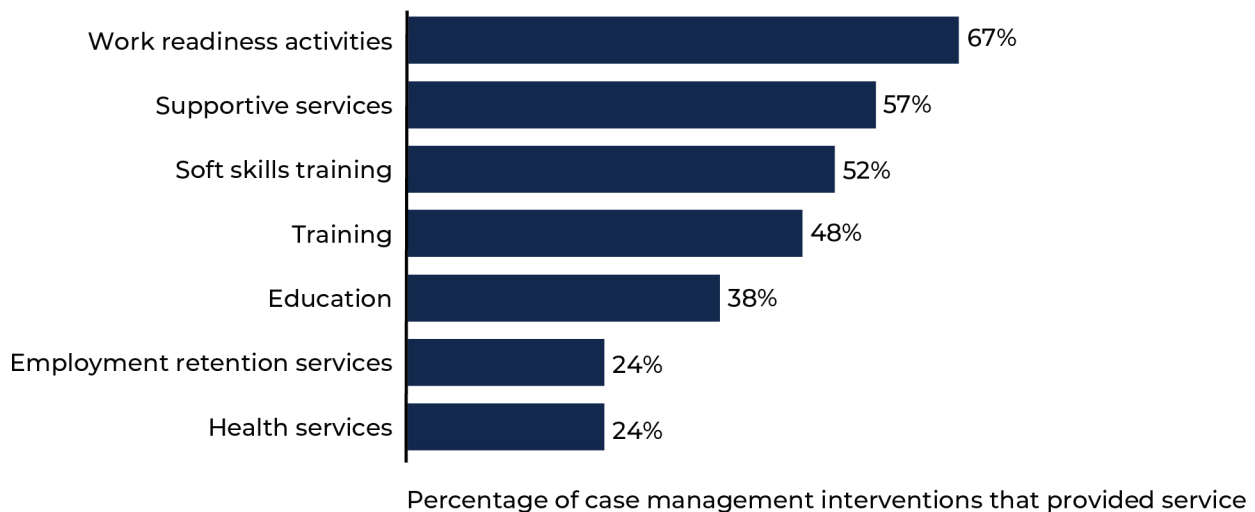
Understanding how interventions were implemented is crucial to deciding whether an intervention is likely to have a similar effect in another community. Public-sector organizations, such as human services or TANF agencies, often implemented case management interventions in collaboration with local nonprofits, workforce agencies, or community-based agencies. The 21 case management interventions we examined used various combinations of policies or services (see Exhibit 2). Most case management interventions offered services through work readiness activities (67 percent) related to finding or maintaining employment, such as career planning, job development, job search assistance, specialized job training, and coaching. The majority provided supportive services (57 percent), such as child care or transportation subsidies, and soft skills training (52 percent), or both. Ten interventions mandated participation in some services. Many interventions required program participation with the risk of sanctions on public benefits payments, including Career Builders, Future Steps, Michigan Opportunity and Skills training (MOST) followed by Work First, Success Through Employment Preparation (STEP), STEP (as compared with Transitional Jobs Program at the Transitional Work Corporation), and Teenage Parent Demonstration. Evaluations of these interventions began between 1987 and 2004.

Interventions offered various combinations of services to support clients receiving case management. Most

case management interventions had a broader focal population, such as AFDC or TANF recipients, but a few interventions provided services to address the needs of more specific populations, such as housing search assistance and a housing subsidy, substance use disorder treatment, and individualized case management tailored for those who were currently or recently incarcerated.

The length of the interventions ranged from 2 months to 2 years, but most interventions lasted for at least 12 months. The populations, settings, and timing of the studies of case management interventions also varied (Exhibit 1). Most interventions served parents, and although all served people with low incomes, about half served cash assistance recipients specifically. The majority of clients were female and in their early 30s. Ten case management interventions have been tested in multiple settings, nine have been tested in urban settings, and two have been tested in rural settings. Studies of case management interventions were most common in the early 2000s: four evaluations began in the early 2010s, nine began in the 2000s, seven began in the 1990s, and one began in the 1980s. Evaluations of case management interventions that are ongoing or that released findings after May 2022 are not included in this snapshot. The Pathways Clearinghouse website (<https://pathwaystowork.acf.hhs.gov/>) includes more detail about each intervention.

**Exhibit 2.** Other services offered with case management, out of 21 interventions<sup>12</sup>



## Do case management interventions increase earnings?



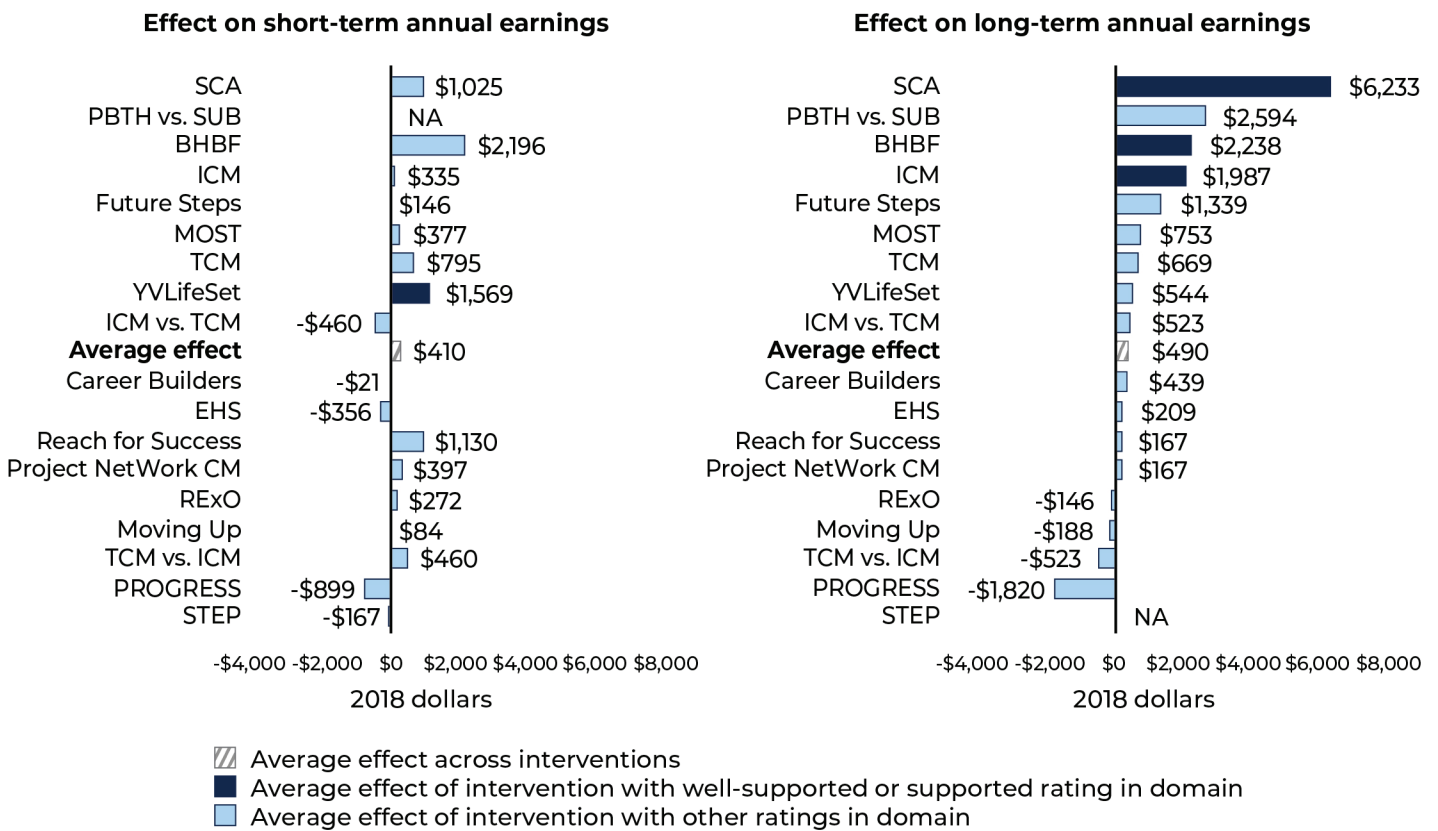
**Short-term annual earnings increased by \$410, and long-term annual earnings increased by \$490, on average, across 18 case management interventions that measured an effect on earnings (Exhibit 3), compared with comparison group earnings.**

**Four of the 18 case management interventions increased clients' annual earnings in the short term or long term, compared with comparison group earnings.** Three of these interventions increased earnings in the long

term: the Second Chance Act (SCA) Adult Demonstration, BHBF, and Integrated Case Management. The SCA Adult Demonstration Program had the largest effect on long-term earnings, increasing earnings by \$6,233. BHBF and Integrated Case Management increased long-term earnings by \$2,238 and \$1,987, respectively. Youth Villages LifeSet only increased earnings in the short term, by \$1,569.

Exhibit 3 shows the average effect on earnings for each intervention. Significant and favorable effects are noted in darker blue.

**Exhibit 3.** Case management interventions, on average, increased short-term and long-term annual earnings



Interventions are sorted according to the size of the long-term effects because long-term effects better represent sustained increases in economic self-sufficiency. Supported interventions, meaning interventions with research indicating significant and favorable effects, are noted in darker blue.

NA means an intervention did not measure outcomes at the specified time period.

STEP (as compared with TWC) did not include enough information for us to calculate an effect size. Therefore, STEP (as compared with TWC) is not included in the count of 18 interventions that measured an effect on earnings, the average calculation, or Exhibit 3.

BHBF = Broadened Horizons, Brighter Futures; Enhanced EHS = Enhanced Early Head Start; ICM = Integrated Case Management; ICM vs. TCM = Integrated Case Management (as compared with Traditional Case Management); MOST = Michigan Opportunity and Skills Training followed by Work First; Moving Up = Moving Up—South Carolina; PBTH vs. SUB = Project-Based Transitional Housing (as compared with Permanent Housing Subsidy); PROGRESS = Progress Towards Retention, Opportunities, Growth, Enhancement and Self-Sufficiency; Project NetWork CM = Project NetWork Case Management; RExO = Re-Integration of Ex-Offenders Program; SCA = Second Chance Act Adult Demonstration; STEP = Success Through Employment Preparation; TCM = Traditional Case Management; TCM vs. ICM = Traditional Case Management (as compared with Integrated Case Management); YVLifeSet = Youth Villages LifeSet.

## Do case management interventions increase employment?

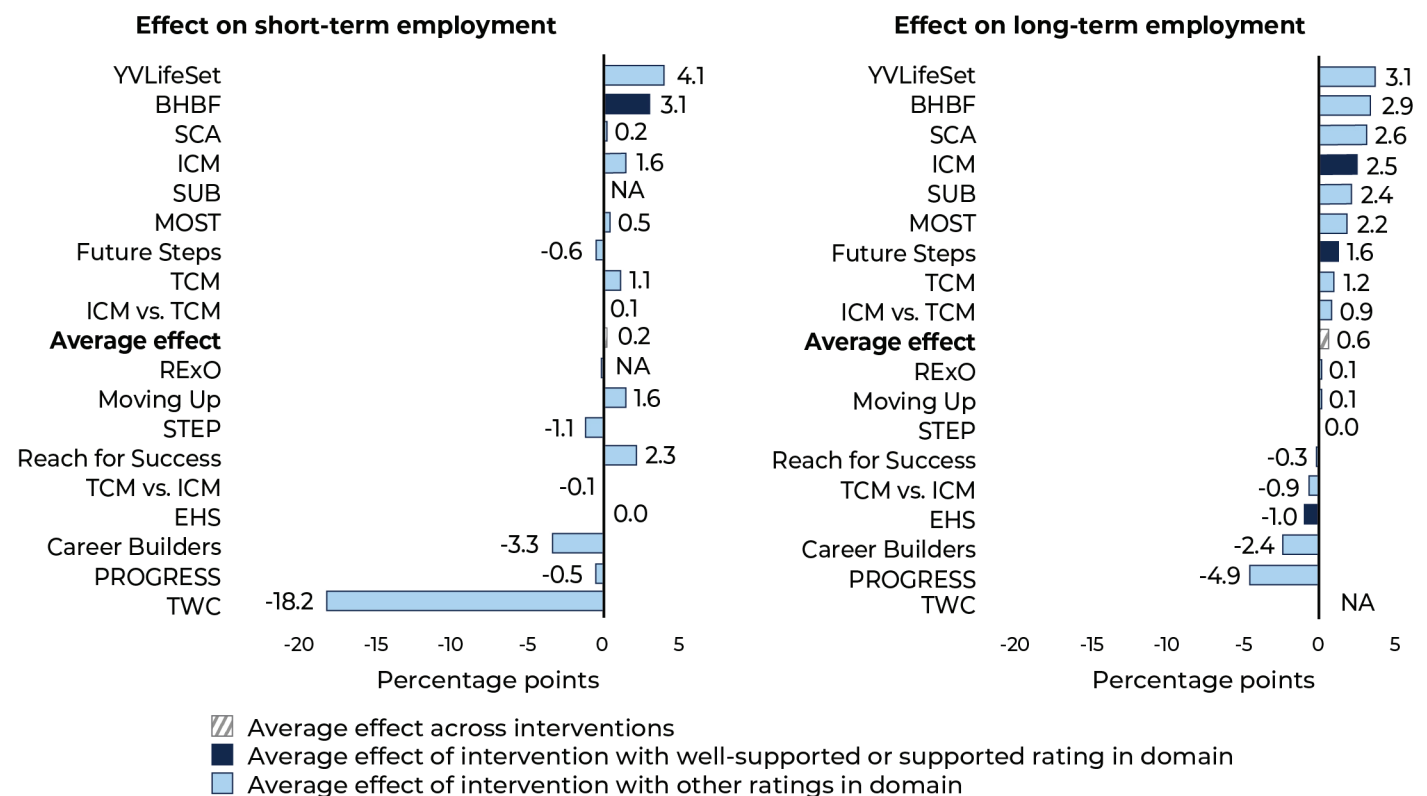


Employment did not change in the short term, and the percentage of people employed in the long term increased by 1 percentage point, on average, across 18 interventions that examined employment outcomes (Exhibit 4), compared with comparison group employment.

One intervention increased employment in the short term, and two interventions increased employment

in the long term, compared with comparison group employment.<sup>15</sup> BHBF had a short-term effect, and Integrated Case Management and Future Steps had significant long-term effects. Specifically, BHBF increased employment by 3.1 percentage points in the short term, and Integrated Case Management and Future Steps increased employment by 2.5 and 1.6 percentage points in the long term, respectively. Exhibit 4 shows the effects of each intervention.

**Exhibit 4.** Case management interventions, on average, had little effect on short-term and long-term employment



Interventions are sorted according to the size of the long-term effects because long-term effects better represent sustained increases in economic self-sufficiency. Supported interventions, meaning interventions with research indicating significant and favorable effects, are noted in darker blue.

NA means an intervention did not measure outcomes at the specified time period.

Intensive Case Management (IntCM) for Women with Substance Dependence Receiving Temporary Assistance for Needy Families (TANF) measured effects on employment but did not include enough information for us to calculate an effect size. Therefore, IntCM for Women with Substance Dependence Receiving TANF is not included in the count of 18 interventions that measured an effect on employment, the average calculation, or Exhibit 4.

EHS reported four effects on long-term employment that are included in the Pathways Clearinghouse. At least one of these effects was statistically significant and favorable, and none were statistically significant and unfavorable. Therefore, EHS is a supported intervention. However, across domain outcomes, the average effect was negative.

BHBF = Broadened Horizons, Brighter Futures; EHS = Enhanced Early Head Start; ICM = Integrated Case Management; ICM vs. TCM = Integrated Case Management (as compared with Traditional Case Management); MOST = Michigan Opportunity and Skills Training followed by Work First; Moving Up = Moving Up—South Carolina; PROGRESS = Progress Towards Retention, Opportunities, Growth, Enhancement and Self-Sufficiency; RExO = Re-Integration of Ex-Offenders Program; SCA = Second Chance Act Adult Demonstration; STEP = Success Through Employment Preparation; SUB = Project-Based Transitional Housing (as compared with Permanent Housing Subsidy); TCM = Traditional Case Management; TCM vs. ICM = Traditional Case Management (as compared with Integrated Case Management); TWC = Success Through Employment Preparation (as compared with Transitional Jobs Program at the Transitional Work Corporation); YVLifeSet = Youth Villages LifeSet.

## Do case management interventions decrease public benefit receipt?



**The proportion of people receiving public benefits did not change in the short term and decreased by one percentage point in the long term**, on average, relative to

the comparison group. Studies of 16 case management interventions estimated effects on the proportion of people receiving public benefits (Exhibit 5).<sup>14</sup>

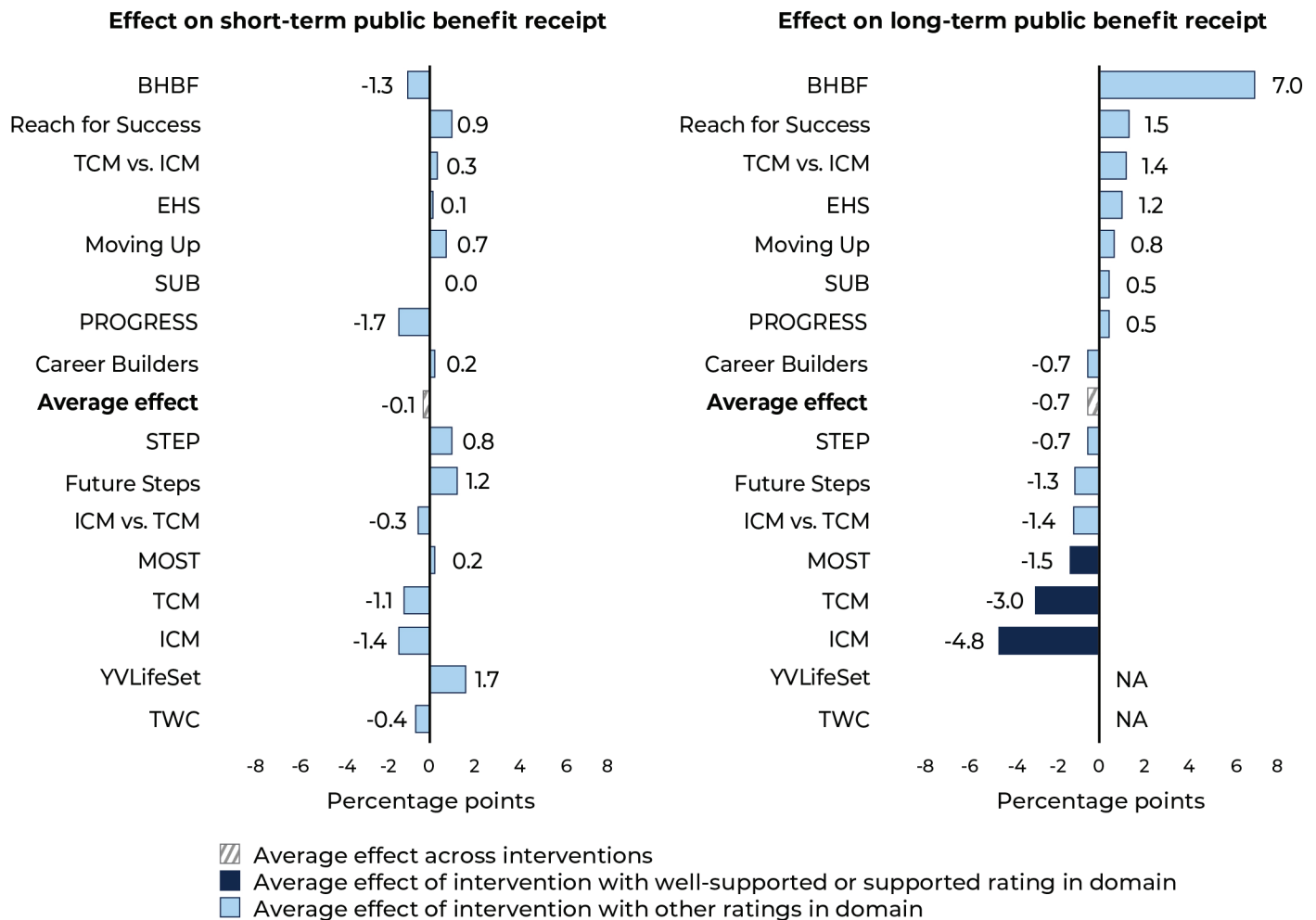
**No interventions decreased the proportion of people receiving public benefits in the short term, and three interventions decreased the proportion of people receiving public benefits in the long term, relative to the comparison group.** The Pathways Clearinghouse examined participation in and the amount of annual benefits received from public programs such as TANF, the Supplemental Nutrition Assistance Program, Supplemental Security Income, and unemployment insurance. Across the research on interventions that measured the proportion of people receiving public benefits, three found effects in the long term. Integrated Case Management reduced the proportion of people receiving public benefits by 4.8 percentage points, Traditional Case Management reduced the proportion of people receiving public benefits by 3.0 percentage points, and MOST reduced the proportion of people receiving public benefits by 1.5 percentage points.

**The amount of annual public benefits received decreased by \$167 in the short term and \$120 in the long term**, on average, across 12 case management interventions for which this outcome was examined (Exhibit 6).

**Two interventions reduced the amount of public benefits received in the short term and long term, and three interventions reduced the amount of public benefits received in the long term only, relative to the comparison group.** The two interventions that reduced the amount of public benefits received in the short and long term were Integrated Case Management and Traditional Case Management. Both interventions provided case management to AFDC applicants and recipients to help them improve educational and vocational skills in preparation for obtaining a job. Integrated Case Management and Traditional Case Management reduced the amount of public benefits received in the short term by \$564 and \$448, respectively. Integrated Case Management and Traditional Case Management reduced the amount of public benefits received in the long term by \$545 and \$371, respectively.

The three interventions that reduced the amount of public benefits received in the long term only were Integrated Case Management (as compared with Traditional Case Management),<sup>15</sup> MOST, and Teenage Parent Demonstration. All these interventions served AFDC recipients.

**Exhibit 5.** Case management interventions, on average, had little effect on the proportion of people receiving public benefits in the short or long term

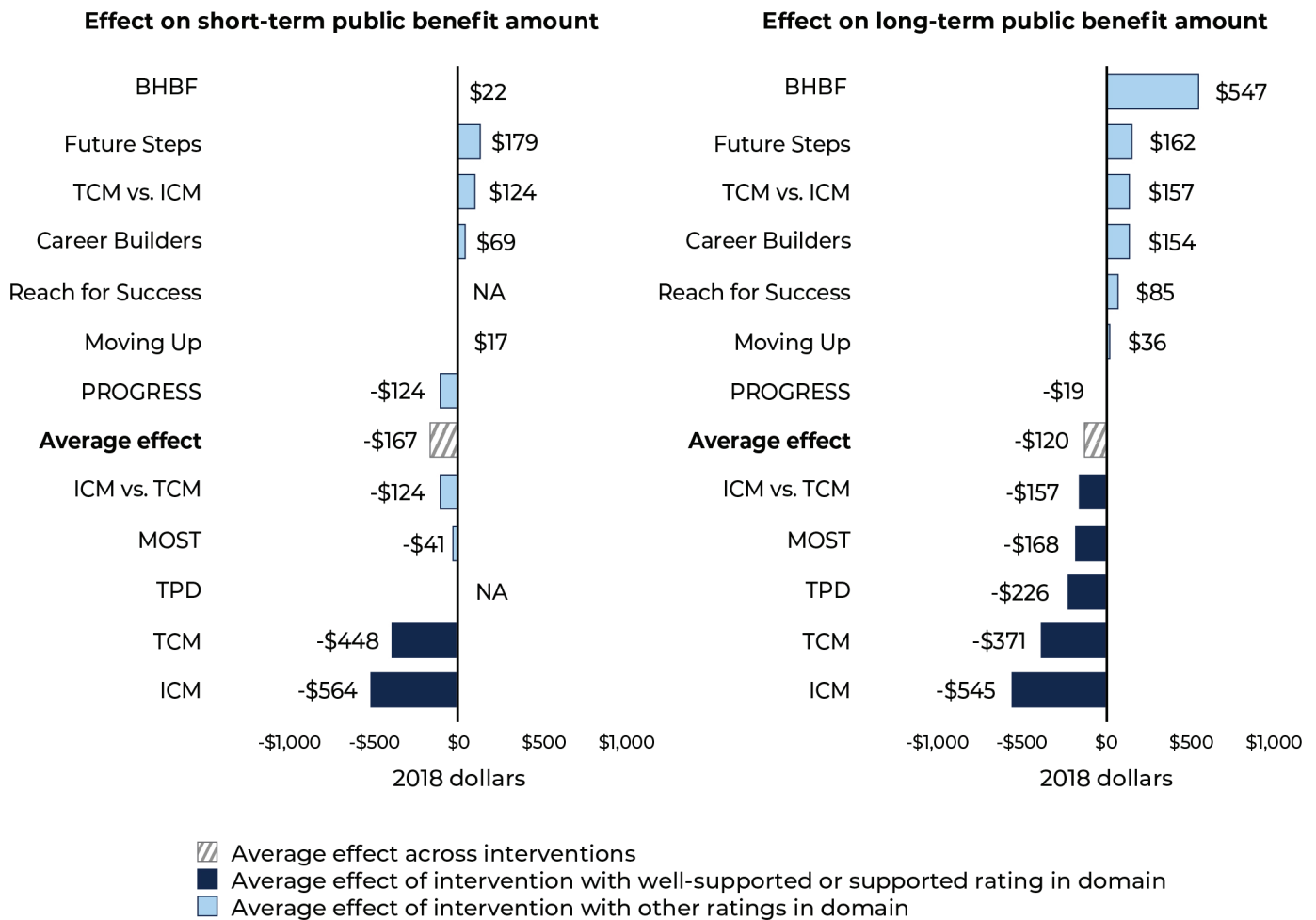


Interventions are sorted according to the size of the long-term effects because long-term effects better represent sustained increases in economic self-sufficiency. Supported interventions, meaning interventions with research indicating significant and favorable effects, are noted in darker blue.

NA means an intervention did not measure outcomes at the specified time period.

BHBF = Broadened Horizons, Brighter Futures; EHS = Enhanced Early Head Start; ICM = Integrated Case Management; ICM vs. TCM = Integrated Case Management (as compared with Traditional Case Management); MOST = Michigan Opportunity and Skills Training followed by Work First; Moving Up = Moving Up—South Carolina; PROGRESS = Progress Towards Retention, Opportunities, Growth, Enhancement and Self-Sufficiency; RExO = Re-Integration of Ex-Offenders Program; SCA = Second Chance Act Adult Demonstration; STEP = Success Through Employment Preparation; SUB = Project-Based Transitional Housing as compared with Permanent Housing Subsidy; TCM = Traditional Case Management; TCM vs. ICM = Traditional Case Management (as compared with Integrated Case Management); TWC = Success Through Employment Preparation (as compared with Transitional Jobs Program at the Transitional Work Corporation); YVLifeSet = Youth Villages LifeSet.

**Exhibit 6.** Case management interventions, on average, had a small effect on the amount of public benefits received in the short or long term<sup>16</sup>



Interventions are sorted according to the size of the long-term effects because long-term effects better represent sustained increases in economic self-sufficiency. Supported interventions, meaning interventions with research indicating significant and favorable effects, are noted in darker blue.

NA means an intervention did not measure outcomes at the specified time period.

Re-Integration of Ex-Offenders Program measured effects on the amount of public benefits received but did not include enough information for us to calculate an effect size. Therefore, this intervention is not included in the count of 12 interventions that measured an effect on the amount of public benefits received, the average calculation, or Exhibit 6.

BHBF = Broadened Horizons, Brighter Futures; ICM = Integrated Case Management; ICM vs. TCM = Integrated Case Management (as compared with Traditional Case Management); MOST = Michigan Opportunity and Skills Training followed by Work First; Moving Up = Moving Up—South Carolina; PROGRESS = Progress Towards Retention, Opportunities, Growth, Enhancement and Self-Sufficiency; TCM = Traditional Case Management; TCM vs. ICM = Traditional Case Management (as compared with Integrated Case Management); TPD = Teenage Parent Demonstration.

## Do case management interventions increase education and training attainment?

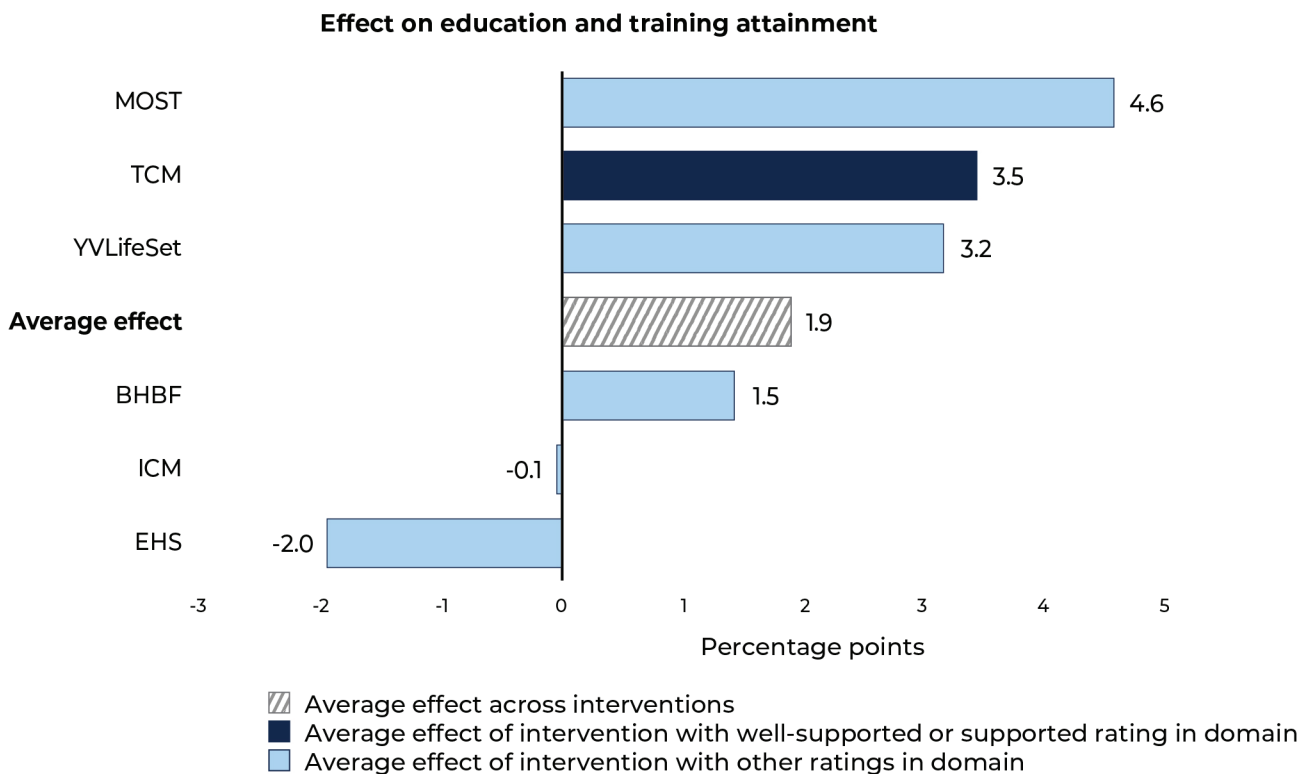


### Education and training attainment increased by an average of two percentage points for the six case management interventions that measured this outcome, compared with comparison group education and training attainment.

One intervention, Traditional Case Management, increased the proportion of people enrolled in education and training by 3.5 percentage points. This intervention provided case management to help clients improve education and vocational skills and provided supportive services. Services were offered until clients left AFDC.

Only 10 case management interventions provided training, and only 8 provided education as additional services. Most studies of these interventions did not assess the effect of the interventions on education and training attainment, possibly because these outcomes were not a focus of the intervention. Therefore, we do not know whether most of the 21 case management interventions in this Evidence Snapshot affected these outcomes.

**Exhibit 7.** One case management intervention increased clients' education and training attainment



Supported interventions, meaning interventions with research indicating significant and favorable effects, are noted in darker blue. BHBF = Broadened Horizons Brighter Futures; EHS = Enhanced Early Head Start; ICM = Integrated Case Management; MOST = Michigan Opportunity and Skills Training Followed by Work First; TCM = Traditional Case Management; YVLifeSet = Youth Villages LifeSet.





## Which are the most effective case management interventions?

Integrated Case Management is the only case management intervention that had a favorable effect on three outcome domains examined by the Pathways Clearinghouse: earnings, employment, and public benefit receipt (Exhibit 8). More specifically, Integrated Case Management increased long-term earnings (\$1,987) and long-term employment (2.5 percentage points). Integrated





Case Management also had favorable effects on public benefit receipt, as the intervention reduced the proportion of clients that received public benefits in the long term (-4.8 percentage points) and reduced the amount of annual public benefit receipt (-\$564 in the short term and -\$545 in the long term).

**Exhibit 8.** Effects in 2018 dollars for the case management intervention that improved outcomes in three domains





### Increase earnings

	<u>Integrated Case Management</u>
Short-term	  \$356 per year
Long-term	  \$1,987 per year

### Increase employment

	<u>Integrated Case Management</u>
Short-term	  2% (in percentage points)
Long-term	  3% (in percentage points)

### Decrease public benefit receipt<sup>a</sup>

	<u>Integrated Case Management</u>
Short-term	  -\$338 per year
Long-term	  -\$465 per year

 well-supported  supported  mixed support  not supported  insufficient evidence  no evidence

 Direction of the average effect is favorable  Direction of the average effect is unfavorable

<sup>a</sup> The Pathways Clearinghouse considered the proportion of people receiving public benefits and public benefit amount together based on effect sizes and assigned them a single, combined effectiveness rating. As a result, the effects shown here represent a combined effect in dollars across the proportion of people receiving public benefits and public benefit amount.



Two case management interventions (BHBF and Traditional Case Management) had a favorable effect on two outcome domains examined by the Pathways Clearinghouse. BHBF increased short-term employment and long-term earnings, whereas Traditional Case Management reduced the proportion of people receiving public benefits in the long term and reduced the amount of public benefits received in the short and long term. Traditional Case Management also increased education and training attainment (Exhibit 9).

These interventions share some characteristics, but they also differ in interesting ways. Integrated Case Management and Traditional Case Management served single-parent AFDC applicants and recipients, who were 32 years old, on average. These interventions provided personalized case management to help clients improve educational and vocational skills in preparation for securing a job. Integrated Case Management and Traditional Case Management were evaluated beginning in 1992, while BHBF was evaluated beginning in 2008. BHBF focused on person-centered planning with youth ages 16 to 22 who received disability benefits from the Social

Security Administration. BHBF provided a combination of employment, education services, financial incentives, and job development. These three interventions also varied in their approach to case management. Integrated Case Management provided a single case manager who worked to improve education and vocational skills and provide support related to benefits coordination. BHBF and Traditional Case Management included multiple case managers that coordinated with clients. The Ohio Department of Human Services implemented Integrated Case Management and Traditional Case Management, and a nonprofit, now known as ServiceSource, implemented BHBF. The duration of services varied across the 3 interventions (3 months for Integrated Case Management, 2 months for Traditional Case Management, and 18 months for BHBF). The interventions were also tested in multiple types of settings (urban, suburban, and rural).

As with many of the case management interventions, both Integrated Case Management and Traditional Case Management offered case management services focused on career planning and development. However, other services differed across the interventions.

**Exhibit 9.** Case management interventions with favorable effects on more than one outcome domain

Intervention	Increase earnings		Increased employment		Decrease public benefit receipt		Increase education and training
	Short-term	Long-term	Short-term	Long-term	Short-term	Long-term	All time periods
<b>Integrated Case Management</b>		↑		↑	↑	↑	
<b>BHBF</b>		↑	↑				
<b>Traditional Case Management</b>					↑	↑	↑

BHBF = Broadened Horizons, Brighter Futures.

## Interventions with the greatest effect size

Another way to assess intervention effectiveness is to examine the greatest effects by domain. Across all case management interventions:

- Youth Villages LifeSet had the biggest effect on short-term earnings (\$1,569). Second Chance Act Adult Demonstration had the biggest effect on long-term earnings (\$6,233).
- Broadened Horizons, Brighter Futures had the biggest effect on short-term employment (3.1 percentage points), and Integrated Case Management had the biggest effect on long-term employment (2.5 percentage points).
- Integrated Case Management and Traditional Case Management were the only interventions that reduced the proportion of people receiving public benefits and the amount of public benefits received. Integrated Case Management reduced the proportion of people receiving public benefits in the long term by 4.8 percentage points, and Traditional Case Management reduced the proportion of people receiving public benefits in the long term by 3.0 percentage points. Integrated Case Management had the biggest effect on the amount of public benefits received in the short term (-\$564) and in the long term (-\$545).
- Traditional Case Management was the only intervention to increase education and training attainment (receipt of a high school diploma or GED was 3.5 percentage points higher for intervention participants than the comparison group).

## Needs for future research

This Evidence Snapshot summarizes the effects within 27 studies of 21 interventions reviewed by the Pathways Clearinghouse in which case management was the primary service. Among these, the effects on earnings, employment, public benefit receipt, and education and training were modest. There are important limitations across the studies included in this review. Currently available evidence is limited, as most studies of case management interventions took place in the early 2000s or before and might not reflect current approaches to case management. Evaluations of case management interventions that are ongoing or that released findings after May 2022 are not included in this snapshot. Two of the most effective interventions were implemented with AFDC recipients. New studies of more recent cohorts of clients can add to the body of evidence and reflect current working conditions and trends. Furthermore, though many case management interventions focus on improving education and training outcomes, only 6 of 18 interventions examined that outcome. Additional research can determine whether education and training services provided in the context of case management interventions improve education and training attainment.

In addition, despite the number of interventions that used case management as a primary service, few studies found favorable effects on employment or earnings. These findings might arise because there were usually small differences in the amounts, types, or intensity of services received by the intervention and comparison groups. For example, most case management interventions offered multiple services, but those services did not always differ substantially from those the comparison group received. In addition, the reports for some studies had high rates of participation in employment and education activities not offered as part of the intervention. Small differences in services received by the intervention and comparison groups might have made it more difficult for evaluators to detect differences in outcomes. Further research should evaluate the effectiveness of services delivered in combination with case management and should clearly differentiate the services each group receives. This additional research might also clarify what combination of services are most effective when delivered with case management.

## Endnotes

- <sup>1</sup> Case management interventions differ from employment retention services, which are designed for clients that already have employment and focus more explicitly on skills to help maintain employment. In contrast, case management programs serve clients who already have employment, as well as clients that are seeking work or education. Case management interventions are also distinct from employment coaching, which is intensive, collaborative assistance focused on helping clients address barriers to employment whereas case management focuses on assessing needs and referring clients to other available services. [Employment retention services](#) and [employment coaching](#) are also discussed in separate Evidence Snapshots.
- <sup>2</sup> An intervention's primary service is the principal service of the intervention. The primary service is (1) a component that a large proportion of intervention group members received and a large proportion of comparison group members did not and (2) the component that was described by the study authors as most integral to the theory of change tested by the study. Interventions may provide multiple services, but only one service is designated as primary.
- <sup>3</sup> A high rating means there is strong evidence that the study findings are solely attributable to the intervention examined. A moderate rating means that readers can be somewhat confident that the study findings are attributable to the intervention, but other factors not accounted for in the study might also have contributed to the findings. Some case management interventions might have been examined only in low-rated studies. These interventions were not included in this Evidence Snapshot. For more information, see the section "How does the Pathways Clearinghouse calculate the average effect of an intervention?"
- <sup>4</sup> Evaluations of case management interventions that are ongoing or that released findings after May 2022 are not included in this snapshot. The Pathways Clearinghouse continues to review new studies and might produce updated snapshots as additional evidence becomes available.
- <sup>5</sup> Studies of 19 interventions measured earnings in the short or long term; however, the study of one intervention, Success Through Employment Preparation (STEP) (as compared with Transitional Jobs Program at the Transitional Work Corporation [TWC]), did not include enough information for us to calculate an effect size. Therefore, STEP (as compared with TWC) is not included in the average calculation or Exhibit 3 in this report.
- <sup>6</sup> Earnings data were reported in various timeframes, including quarterly and annual. The Pathways Clearinghouse converted all the earnings estimates to annual estimates.
- <sup>7</sup> Studies of 19 interventions measured employment in the short or long term; however, the study of one intervention, Intensive Case Management (IntCM) for Women with Substance Dependence Receiving Temporary Assistance for Needy Families (TANF), did not include enough information for us to calculate an effect size. Therefore, ICM for Women with Substance Dependence Receiving TANF is not included in the average calculation or the employment graphs in this report.
- <sup>8</sup> Eighteen interventions had studies measuring the effector the amount of public benefits received. Studies of on the proportion of people receiving public benefits or the amount of public benefits received. Studies of 16 interventions measured effects on the proportion of people receiving public benefits in the short term, and studies of 14 interventions measured effects on the proportion of people receiving public benefits in the long term. Studies of 11 interventions measured effects on the amount of public benefits received in the short term, and studies of 13 interventions measured effects on the amount of public benefits received in the long term. However, the study of one intervention—Re-Integration of Ex-Offenders Program—did not include enough information for us to calculate an effect size on the amount of public benefits received in the short or long term. Therefore, this intervention is not included in the average calculation or the graphs of the amount of public benefits received in this report. In contrast to considering public benefits amount and receipt separately, the Pathways Clearinghouse considered public benefit amount and receipt together and assigned them a single, combined effectiveness rating. That means the ratings listed in this report might or might not line up with summary ratings in Exhibit 1 and on the website.

- <sup>9</sup> The Pathways Clearinghouse includes measures of the attainment of educational degrees and other credentials of potential value in the labor market (for example, acquisition of a GED, associate’s degree, bachelor’s degree, or another certificate or credential). Studies might include other measures of education and training outcomes, such as decompositions of measures over time (for example, earned a GED within one year of service receipt) and measures of credit attainment, but the Pathways Clearinghouse does not include such measures in its review.
- <sup>10</sup> The comparison group varies by study, so in this section we present the statistics by percentage of studies and not the percentage of interventions.
- <sup>11</sup> The Pathways Clearinghouse considers statistical significance to be support for the existence of an effect of an intervention. The Pathways Clearinghouse considers an effect estimate statistically significant if the p-value of a two-sided hypothesis test of whether the effect is equal to zero is less than 0.05. A p-value is the probability of observing an effect estimate as large or larger than the one observed, if there was no actual effect.
- <sup>12</sup> Specific definitions of these services are available in this glossary: <https://pathwaystowork.acf.hhs.gov/glossary>. Services were included if provided to the intervention group but not the comparison group, or if the services were provided more intensively or differently to the intervention group than the comparison group.
- <sup>13</sup> The study of EHS reported four effects on long-term employment that are included in the Pathways Clearinghouse. The first effect showed that a higher percentage of EHS participants than comparison group members were employed for eight consecutive quarters during year three of the study. This effect is statistically significant, meaning that the effect is unlikely to be due to chance. The second effect showed that a higher percentage of EHS participants than comparison group members were ever employed during year three of the study. That finding is not statistically significant. The third effect showed that a lower percentage of EHS participants who were mothers than comparison group members were currently employed during the 42-month follow-up of the study. That finding is not statistically significant. The fourth effect showed that the longest job spell between random assignment and the 42-month follow-up of the study was longer for EHS participants than the comparison group. That finding is not statistically significant. Following the effectiveness rating requirements in the [Pathways Clearinghouse protocol](#), EHS earns a supported rating for long-term employment because there is one statistically significant favorable effect and there are no statistically significant unfavorable effects. The supported rating for employment is shown in Exhibit 1. However, when the average effect on long-term employment is calculated using the four relevant outcomes, the average effect size is negative and statistically significant. The Pathways Clearinghouse calculates an intervention’s average effect in a given outcome domain and converts it to a percentage point change in rates of employment, public benefit receipt, or credential attainment; or to a dollar-value change in annual earnings or public benefit amount. The Pathways Clearinghouse uses three steps to do this. First, we average the standardized effect sizes of all high- and moderate-rated outcomes in the domain in each high- or moderate-rated study, weighting by the total sample size for each outcome. Next, we average the effects across studies into an intervention effect, weighting by the maximum sample size for each study. Finally, we convert the average effect size into percentage points or dollars. Following these calculations, EHS’ average effect for long-term employment is negative, as shown by the dark blue bar in Exhibit 4. Additional details on how the Pathways Clearinghouse selects outcomes to review is described in the Pathways Clearinghouse protocol. Further information on how the Pathways Clearinghouse calculates effect sizes and assigns effectiveness ratings is located in the Pathways Clearinghouse [Frequently Asked Questions](#).
- <sup>14</sup> We report the proportion of people receiving public benefits and the amount of public benefits received separately in these exhibits for graphing purposes. When reporting intervention effectiveness ratings for the public benefit receipt outcome domain, the Pathways Clearinghouse considers these outcomes together based on effect sizes and assigns them a single, combined effectiveness rating.

<sup>15</sup> This evaluation directly compared Integrated Case Management with a separate intervention, Traditional Case Management, to better understand which of the two interventions might be more effective. The distinctive features of Integrated Case Management were the assignment of a single case manager for employment services and welfare services, and more personalized attention from case managers.

<sup>16</sup> The Pathways Clearinghouse adjusted the various estimated effects to account for inflation and other changes over time. This adjustment accounts for changes in the maximum amount of public benefits available because of the Great Recession and other policy changes.

## Goals of the Pathways Clearinghouse

The Pathways Clearinghouse systematically evaluates and summarizes the evidence on the effectiveness of interventions that aim to improve employment outcomes, reduce employment challenges, and support self-sufficiency for populations with low incomes. It has several goals::

- Conduct a transparent, comprehensive search to identify studies of employment and training interventions designed to improve employment, increase earnings, support self-sufficiency, or advance education and training for populations who have low incomes.
- Rate the quality of those studies to assess the strength of the evidence they provide on the different interventions.
- Determine the evidence of effectiveness for those interventions.
- Share the results, as well as other Pathways Clearinghouse products, on a user-friendly website to help state and local TANF administrators, policymakers, researchers, and the general public make sense of the results and better understand how this evidence might apply to questions and contexts that matter to them.
- Synthesize the overall state of evidence in the field by creating and disseminating a variety of reports, briefs, and other products.

For more information, see <https://pathwaystowork.acf.hhs.gov>.

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