

RGC Ref. No.: UGC/FDS11/H06/20 (please insert ref. above)
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**RESEARCH GRANTS COUNCIL  
COMPETITIVE RESEARCH FUNDING SCHEMES FOR  
THE LOCAL SELF-FINANCING DEGREE SECTOR**

**FACULTY DEVELOPMENT SCHEME (FDS)**

**Completion Report**  
(for completed projects only)

<p><b><u>Submission Deadlines:</u></b></p> <ol style="list-style-type: none"> <li>1. Auditor's report with unspent balance, if any: within <b><u>six</u></b> months of the approved project completion date.</li> <li>2. Completion report: within <b><u>12</u></b> months of the approved project completion date.</li> </ol>
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**Part A: The Project and Investigator(s)**

**1. Project Title**

An exploratory study on the institutionalization of a case management model for community care services in Hong Kong

**2. Investigator(s) and Academic Department(s) / Unit(s) Involved**

Research Team	Name / Post	Unit / Department / Institution
Principal Investigator	Prof WONG Yu-cheung/ Professor	Felizberta Lo Padilla Tong School of Social Sciences/Saint Francis University
Co-Investigator(s)	Dr KAN Wing-shan/ Assistant Professor	Department of Social Work/Hong Kong Baptist University
Co-Investigator(s)	Prof LOU Vivian Weiqun/ Professor	Department of Social Work & Social Administration/The University of Hong Kong

**3. Project Duration**

	Original	Revised	Date of RGC / Institution Approval (must be quoted)
Project Start Date	01/01/2021		
Project Completion Date	31/12/2022	31/12/2023	21/06/2023 (Approved by RGC)
Duration (in month)	24	36	
Deadline for Submission of Completion Report	31/12/2024		

4.3 Please attach photo(s) of acknowledgement of RGC-funded facilities / equipment.

## **Part B: The Final Report**

### **5. Project Objectives**

#### 5.1 Objectives as per original application

1. To explore the values, contextual factors and practices of different case management programmes through the document analysis.
2. To examine the processes involved in case management by probing the actual experiences of older service users, family caregiver and professionals through individual interviews and focus group interviews.
3. To examine the interaction between client and case manager to develop a deeper understanding about how the case manager helps the client design a suite of services tailored to her/his needs, using a Bourdieusian model of multiple forms of capital.
4. To develop a case management model which can be adopted for the community care services in Hong Kong.

#### 5.2 Revised objectives

Date of approval from the RGC: N/A

Reasons for the change:

- 1.
- 2.
3. ....

#### 5.3 Realisation of the objectives

*(Maximum 1 page; please state how and to what extent the project objectives have been achieved; give reasons for under-achievements and outline attempts to overcome problems, if any)*

- All objectives of the project have been addressed
- Objective 1 was achieved through the document analyses which was conducted to explore the values, contextual factors and practices of different case management programmes in local and overseas contexts, such as Hong Kong, United Kingdom and Australia, etc. Two hundred fifty (250) documents were reviewed, including academic

journal articles, book chapters, government reports, organization reports, newspaper articles, press releases and so on.

- Objective 2 and 3 were achieved through focus group and individual in-depth interviews. Two focus group interviews were conducted with 10 social workers and 10 health care professionals. Fifty-two individual in-depth interviews were conducted with older service users and family caregivers. The lived experience of service users, family caregivers and professionals related to the case management practices in home care service teams were explored. The interaction and relationship between service users and case managers were examined.
- Objective 4 was achieved through the thematic analysis of document review, focus group interviews and individual interviews. Four core main themes emerged from the thematic analysis: (a) differing perceptions of case management, (b) the challenge of interprofessional collaboration, (c) case management practice and the client-team interface, and (d) organizational barriers to implementing effective case management. Ten sub-themes were generated. All these contributed to the development of case management models.

#### 5.4 Summary of objectives addressed to date

<b>Objectives</b> (as per 5.1/5.2 above)	<b>Addressed</b> (please tick)	<b>Percentage Achieved</b> (please estimate)
1. To explore the values, contextual factors and practices of different case management programmes through the document analysis.	✓	100%
2. To examine the processes involved in case management by probing the actual experiences of older service users, family caregiver and professionals through individual interviews and focus group interviews.	✓	100%
3. To examine the interaction between client and case manager to develop a deeper understanding about how the case manager helps the client design a suite of services tailored to her/his needs, using a Bourdieusian model of multiple forms of capital.	✓	100%
4. To develop a case management model which can be adopted for the community care services in Hong Kong.	✓	100%

## 6. Research Outcome

### 6.1 Major findings and research outcome

*(Maximum 1 page; please make reference to Part C where necessary)*

- Four core main themes emerged from the thematic analysis: (a) different perceptions of case management, (b) the challenge of interprofessional collaboration, (c) case management practice and the client-team interface, and (d) organizational barriers to implementing effective case management. Ten sub-themes were generated.

### Summary of themes and sub-themes

Themes	Sub-themes
Differing perceptions of case management	Lack of understanding from service users/family carers Linkages between resource and systems
Case management practice and client-team interface	Social work-led approach Case manager-service user interaction
The challenge of interprofessional collaboration	Interdisciplinary approach Differential status/roles of professionals Barriers to interprofessional collaboration
Organizational barriers to implementing effective case management	Lack of role clarity and professional identity Insufficient training in case management Lack of organizational support and resources

### 6.2 Potential for further development of the research and the proposed course of action *(Maximum half a page)*

There are some research implications generated by this study.

- **Social work-led case management:** The findings showed that it is a common approach for social workers to take up the role of case managers in the community-based home care in Hong Kong. However, how to equip and empower social workers to be the case managers need further exploration.
- **Medical-social collaboration:** Interdisciplinary case management is found to be an appropriate approach to enhance the quality of life of community-dwelling older people and promote ageing-in-place. However, some relationship issues were identified by this study. These relationship elements may affect the implementation of case management practices and interdisciplinary collaboration. More in-depth exploration is needed, especially on the communication and relationships among health and social care professionals.
- **Education and training:** Hong Kong has no specific training on case management and also lack of interprofessional training for interdisciplinary collaboration. Further investigation into how to improve the professional training is needed.

## 7. Layman's Summary

*(Describe in layman's language the nature, significance and value of the research project, in no more than 200 words)*

This study evaluated the process of case management in home-based aged care in Hong Kong by interviewing older service users, family caregivers, and related professional staff. The findings highlight the importance of social work-led case management practices in enhancing the quality of life for community-dwelling older adults and promoting ageing-in-place. Interdisciplinary case management emerged as an effective intervention model for community aged care in Hong Kong. The study generated several recommendations:

1. Enhance awareness of case management practices among older service users and family caregivers.
2. Improve communication and relationships among older service users, family caregivers, case managers, and related professionals.
3. Equip social workers to lead interdisciplinary case management teams.

This study provides valuable insights into the implementation of interdisciplinary case management in community aged care in Hong Kong.

**Part C: Research Output****8. Peer-Reviewed Journal Publication(s) Arising Directly From This Research Project**

*(Please attach a copy of the publication and/or the letter of acceptance if not yet submitted in the previous progress report(s). All listed publications must acknowledge RGC's funding support by quoting the specific grant reference.)*

The Latest Status of Publications				Author(s) (denote the corresponding author with an asterisk*)	Title and Journal / Book (with the volume, pages and other necessary publishing details specified)	Submitted to RGC (indicate the year ending of the relevant progress report)	Attached to this Report (Yes or No)	Acknowledged the Support of RGC (Yes or No)	Accessible from the Institutional Repository (Yes or No)
Year of Publication	Year of Acceptance (For paper accepted but not yet published)	Under Review	Under Preparation (optional)						
		✓		W.S. Kan*, Y.C. Wong, W.Q. Lou	The challenge of social worker-led case management: A case study in community-based home care for older adults/ The British Journal of Social Work		Yes	Yes	No
		✓		W.S. Kan*, R.P. Lejano, Y.C. Wong	Social Work- led Case Management in Hong Kong: A Relational Analy/ International Social Work		Yes	Yes	No

**9. Recognized International Conference(s) In Which Paper(s) Related To This Research Project Was / Were Delivered**

*(Please attach a copy of each conference abstract)*

Month / Year / Place	Title	Conference Name	Submitted to RGC (indicate the year ending of the relevant progress report)	Attached to this Report (Yes or No)	Acknowledged the Support of RGC (Yes or No)	Accessible from the Institutional Repository (Yes or No)
11/2022/Hong Kong	An exploratory study on institutionalization of a case management model for community care services in Hong Kong	The 29 <sup>th</sup> Annual Congress of Gerontology	2023	No	Yes	Yes
03/2024/ Japan	Case management: Improving integrated home care of older people in Hong Kong	The 10 <sup>th</sup> Asian Conference on Aging & Gerontology		Yes	Yes	Yes

# 10. Whether Research Experience And New Knowledge Has Been Transferred / Has Contributed To Teaching And Learning

*(Please elaborate)*

The findings and new knowledge generated by this study have been included in the course development of social work education in the University. For example, one of the Co-Is, integrated the concepts, experiences and new knowledge on case management into two courses (Social work in Contemporary Society and Social Work with Older People).

# 11. Student(s) Trained

*(Please attach a copy of the title page of the thesis)*

Name	Degree Registered for	Date of Registration	Date of Thesis Submission / Graduation

# 12. Other Impact

*(e.g. award of patents or prizes, collaboration with other research institutions, technology transfer, teaching enhancement, etc.)*

This research study was collaborated with three different universities, including Saint Francis University, Hong Kong Baptist University and The University of Hong Kong. Research findings are integrated into professional social work training to enrich the teaching content and increase students' awareness of case management practices in aged care.

The study team was recently invited by a local large multiservice NGO to conduct case management training for their staff members. Co-I, Dr. Kan will take up the training.

Besides, the PI was a member of the special committee on elderly service during the study period. He took part in a task group on the pilot project on case management in long-term care service, of which another Co-I, Prof. Vivian Lou, is a key member. The pilot project has been negotiating with SWD and Jockey Club on implementing a case management position in the long-term care service.

# 13. Statistics on Research Outputs

	Peer-reviewed Journal Publications	Conference Papers	Scholarly Books, Monographs and Chapters	Patents Awarded	Other Research Outputs (please specify)	
No. of outputs arising directly from this research project	2 (under review)	2			Type	No.
					Course development	2

**14. Public Access Of Completion Report**

*(Please specify the information, if any, that cannot be provided for public access and give the reasons.)*

<b>Information that Cannot Be Provided for Public Access</b>	<b>Reasons</b>