



Case Management Mentorship Program Mentorship Handbook

A Guide for Mentors and Mentees



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Welcome



Welcome to the Case Management Mentorship Program! We are pleased to have you join this meaningful journey of professional growth, knowledge sharing, and collaborative learning.

Whether you are serving as a mentor or participating as a mentee, your role is essential to the success of the program.

Mentors bring valuable experience, insight, and guidance, while mentees contribute curiosity, fresh perspectives, and a commitment to professional development. Together, mentors and mentees create a supportive environment that encourages meaningful dialogue, skill development, and mutual growth.

This handbook serves as a resource for navigating the mentorship experience. It outlines program expectations, roles and responsibilities, mentorship best practices, communication guidelines, and tools to support productive and respectful mentoring relationships. It is intended to help participants establish clear goals, maintain effective communication, and maximize the benefits of the mentorship experience.

We encourage all participants to approach the mentorship relationship with openness, professionalism, respect, and a willingness to learn from one another. By investing time in these conversations and connections, you contribute not only to your own development but also to the growth and strength of the case management profession.

Thank you for your commitment to learning, leadership, and professional excellence. We look forward to supporting you throughout your mentorship journey and building a lasting community of learning and professional excellence.

Warm regards,

The Case Management Mentorship Program Team

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Program Overview

Program Goals and Objectives

The Case Management Mentorship Program connects IRCC-funded case management practitioners with experienced mentors to strengthen case management practices through knowledge sharing and peer learning. Through meaningful mentor-mentee partnerships, the program aims to foster learning, enhance professional confidence, and promote best practices in case management.

The objectives of the program are to:

- ✓ Support the professional development of both mentors and mentees.
- ✓ Facilitate the sharing of knowledge, skills, and practical experience.
- ✓ Strengthen core case management competencies and professional practice.
- ✓ Encourage reflective learning, critical thinking, and continuous improvement.
- ✓ Foster professional connections and a supportive community of practice.
- ✓ Promote effective communication, collaboration, and leadership skills.
- ✓ Support participants in achieving individualized learning and career development goals.



By participating in this program, mentors and mentees contribute to a culture of learning and professional excellence that benefits individuals, organizations, and the communities they serve.



Program Overview

Guiding Principles

The Case Management Mentorship Program is guided by a set of principles that support meaningful learning, professional growth, and respectful collaboration. These principles provide the foundation for all mentor-mentee interactions and help create a positive and productive mentorship experience.



Mutual Respect: Mentors and mentees value each other's experiences, perspectives, knowledge, and contributions. All interactions should be characterized by professionalism, courtesy, and respect.



Open Communication: Honest, respectful, and constructive communication fosters understanding, strengthens relationships, and supports professional development.



Collaboration and Shared Learning: Mentorship is a partnership that encourages the exchange of knowledge, ideas, and experiences. Both mentors and mentees contribute to and benefit from the learning process.



Professionalism and Integrity: Participants are expected to demonstrate ethical behaviour, maintain professional boundaries, and uphold the standards and values of the case management profession.



Trust and Psychological Safety: A successful mentorship relationship is built on trust. Participants should feel comfortable asking questions, sharing experiences, discussing challenges, and seeking guidance in a supportive environment.



Confidentiality: Information shared within the mentorship relationship should be treated with discretion and respect, while adhering to organizational policies, privacy requirements, and professional standards.



Accountability and Commitment: Mentors and mentees share responsibility for the success of the mentorship relationship by honouring commitments, preparing for meetings, and actively engaging in the process.



Continuous Learning and Growth: Mentorship promotes lifelong learning, reflective practice, and continuous professional development. Participants are encouraged to embrace opportunities for growth, feedback, and skill enhancement.



Program Overview

Expected Outcomes

Through participation in the Case Management Mentorship Program, mentors and mentees will strengthen their knowledge, skills, and confidence in case management practice. Participants will develop a deeper understanding of the National Case Management Framework, ethical and professional standards, assessment and service planning approaches, trauma-informed and strength-based practices, and systems navigation. The program will support the application of effective documentation, goal setting, monitoring, and outcomes measurement strategies while fostering reflective practice, collaboration, and continuous learning. By the conclusion of the program, participants will have developed practical tools, enhanced professional competencies, and established meaningful professional connections that contribute to improved case management practice and positive client outcomes.

Program Timeline

The Case Management Mentorship Program spans five months, with one mentorship session held each month. Participants will progress through a structured learning journey focused on developing case management knowledge, skills, and professional competencies. Each session includes guided discussions, reflection activities, and practical applications that support ongoing professional growth.

Mentorship Model and Structure

The Case Management Mentorship Program is offered annually as a national virtual cohort. Over five months, participants take part in five structured mentorship sessions led by experienced sector leaders and subject matter experts, fostering professional growth, peer learning, and knowledge exchange. To support participant learning and program effectiveness, the program includes ongoing monitoring and evaluation activities, including progress check-ins, a midpoint evaluation, and a final reflection. Participant feedback is used to assess outcomes, identify opportunities for improvement, and strengthen future program delivery.



The Mentorship Relationship

The mentorship relationship is the foundation of the Case Management Mentorship Program. Built on trust, mutual respect, open communication, and a shared commitment to learning, the relationship creates opportunities for professional growth, knowledge exchange, and reflective practice. While mentors and mentees have distinct roles, both contribute to a collaborative learning environment that supports the development of case management knowledge, skills, and confidence.



Becoming a Mentor

Mentors are experienced case management professionals who are committed to supporting the growth and development of others. They serve as guides, coaches, and role models, offering practical insights, encouragement, and perspectives gained through professional experience.

Mentors participating in this program typically:

- Have practical experience delivering case management services under an IRCC contribution agreement for at least three years.
- Are in good standing within their organization.
- Demonstrate strong communication, coaching, and interpersonal skills.
- Are willing to share knowledge, experiences, and promising practices in a supportive and non-judgmental manner.
- Are committed to client-centered, ethical, and professional practice.
- Have the support or endorsement of their supervisor, where applicable.

Becoming a Mentee

Mentees are case management professionals who are committed to strengthening their knowledge, skills, and confidence through mentorship and professional development. Successful mentees approach the mentorship relationship with curiosity, openness, and a willingness to learn from the experiences and insights of others.

Mentees participating in this program typically:

- Are involved in delivering case management services within an organization that has a case management contribution agreement with IRCC.
- Have obtained supervisor approval to participate in mentorship sessions.
- Demonstrate an interest in developing their case management knowledge and skills.
- Are open to receiving guidance, coaching, and constructive feedback.
- Show a commitment to continuous learning and professional growth.



The Mentorship Relationship

Roles and Responsibilities

A successful mentorship relationship is built on shared commitment and accountability. Both mentors and mentees contribute to creating a positive and productive learning experience.

Mentors are expected to:

- Share knowledge, experiences, and practical insights.
- Support goal setting and professional development.
- Provide constructive feedback and encouragement.
- Foster critical thinking and reflective practice.
- Maintain professionalism and appropriate boundaries.
- Promote a respectful and inclusive learning environment.
- Promote diversity, inclusion, and cultural responsiveness by valuing diverse perspectives, facilitating respectful dialogue, and creating a safe and welcoming space for all participants.

A mentor's role is to guide and support rather than supervise or evaluate. Effective mentorship is grounded in collaboration, curiosity, and a commitment to helping others succeed.

Mentees are expected to:

- Take an active role in learning and development.
- Prepare for mentorship meetings.
- Communicate goals, challenges, and learning needs.
- Remain open to feedback and new perspectives.
- Follow through on agreed-upon action items.
- Demonstrate accountability and professionalism.

The most successful mentees actively engage in the mentorship process and take responsibility for their continued growth and development.



The Mentorship Relationship

Establishing Goals and Expectations

Clear goals and expectations contribute to a productive mentorship experience. At the start of each session, mentors and mentees should discuss what they hope to achieve from the session and how they will work together.

Goals may focus on:

- Strengthening case management competencies.
- Increasing confidence in practice.
- Enhancing leadership and professional skills.
- Applying new approaches and promising practices.
- Achieving individual professional development objectives.

Participants are encouraged to revisit goals regularly and adjust them as learning needs evolve throughout the program.

Communication and Collaboration

Effective communication is essential to a successful mentorship relationship. Open, respectful, and consistent communication supports trust, strengthens collaboration, and creates meaningful learning opportunities.

Mentors and mentees should:

- Communicate honestly and respectfully.
- Practice active listening.
- Ask thoughtful questions.
- Share perspectives and experiences openly.
- Provide and receive feedback constructively.
- Address challenges or concerns in a timely manner.

Regular communication helps maintain momentum, strengthen the relationship, and support progress toward learning goals.



The Mentorship Relationship

Confidentiality and Professional Conduct

Trust is fundamental to the mentorship relationship. Participants are expected to maintain confidentiality and demonstrate professionalism in all interactions.

Mentors and mentees should:

- Respect the privacy of discussions and shared experiences.
- Protect confidential client, organizational, and personal information.
- Adhere to organizational policies and professional standards.
- Maintain appropriate professional boundaries.
- Demonstrate integrity, respect, and ethical conduct.
- Foster an inclusive and psychologically safe learning environment.

Any information shared within the mentorship relationship should be treated with discretion and handled in accordance with applicable privacy and confidentiality requirements.

Tips for Success

The most effective mentorship relationships are built on trust, engagement, and shared commitment. To maximize the mentorship experience:

- Be open to learning and new perspectives.
- Come prepared for meetings and discussions.
- Honour commitments and agreed-upon timelines.
- Communicate regularly and respectfully.
- Seek and provide constructive feedback.
- Celebrate progress and learning achievements.
- Remain flexible and adaptable as goals evolve.
- Approach the relationship with curiosity, professionalism, and mutual respect.

When mentors and mentees actively invest in the relationship, they create a meaningful learning experience that supports professional growth, strengthens case management practice, and contributes to positive outcomes for the individuals and communities they serve.



Mentorship Roadmap:

Five-Session Framework



Session 1: National Case Management Framework and Standard Practices



Duration: 1.5 hours



Note: The activities and discussion prompts provided under this roadmap are intended to guide mentorship conversations. Facilitators are encouraged to adapt the content, add relevant examples, and tailor discussions to the needs, experiences, and interests of participants while ensuring the learning objectives for each session are achieved.



Learning Objectives

By the end of this session, participants will:

- ✓ Understand the National Case Management Framework.
- ✓ Review ethics and professional responsibilities.
- ✓ Identify key case management competencies.
- ✓ Explore promising practices.
- ✓ Complete an organizational self-assessment



Session Output

- ✓ Completed Organizational Self-Assessment
- ✓ Identified Learning Priorities
- ✓ Established Mentorship Goals and Expectations for the Program



Session 1 Activities

1

Welcome and Introductions (15 minutes)

- Introduce mentors and mentees.
- Discuss mentorship expectations and learning goals.
- Review the session objectives and structure.



Discussion Prompts

- What motivated you to join this mentorship program?
- What are your goals for the next five months?
- What strengths and experiences do you bring to the group?

2

Framework, Ethics, and Competencies (35 minutes)

- Overview of the National Case Management Framework.
- Review ethical and professional responsibilities.
- Discuss core case management competencies.



Discussion Prompts

- How does the framework guide your practice?
- Which competencies are your greatest strengths?
- Which areas would you like to develop?

3

Promising Practices and Self-Assessment (30 minutes)

- Explore effective and promising practices in case management.
- Complete and reflect on the organizational self-assessment.



Discussion Prompts

- What practices are working well in your organization?
- What opportunities for improvement have you identified?
- How can this mentorship program support your development goals?

4

Reflection and Next Steps (10 minutes)

- Identify key takeaways.
- Confirm individual learning priorities for Session 2.



Mentorship Roadmap:

Five-Session Framework



Session 2: Assessment Methods and Service Planning



Duration: 1.5 hours



Note: The activities and discussion prompts provided under this roadmap are intended to guide mentorship conversations. Facilitators are encouraged to adapt the content, add relevant examples, and tailor discussions to the needs, experiences, and interests of participants while ensuring the learning objectives for each session are achieved.



Learning Objectives

By the end of this session, participants will:

- ✓ Review assessment methodologies used in case management.
- ✓ Explore alignment with the NAARS approach.
- ✓ Develop effective service planning skills.
- ✓ Enhance case documentation practices.
- ✓ Strengthen client-centered goal-setting approaches.



Session Output

- ✓ Reflection on current assessment and service planning practices.
- ✓ Identified opportunities for improving case documentation.
- ✓ One professional development action item to implement before Session



Session 2 Activities

1

Welcome and Introductions (15 minutes)

- Introduce mentors and mentees.
- Review progress on individual learning goals.
- Review the session objectives and structure.



Discussion Prompts

- What was your key takeaway from Session 1?
- What strengths and challenges have you observed in your current assessment and service planning processes?
- What would you like to learn or explore further during today's session?

2

Assessment Methods and NAARS Alignment (30 minutes)

- Review key assessment principles and methodologies.
- Explore how assessments inform service planning.
- Discuss alignment between case management assessments and NAARS.



Discussion Prompts

- What tools or approaches do you currently use to assess client needs?
- How do you identify client strengths, barriers, and priorities?
- What challenges do you encounter during the assessment process?

3

Service Planning and Goal Setting (25 minutes)

- Examine elements of an effective service plan.
- Discuss collaborative and client-centered goal setting.
- Explore strategies for monitoring progress and adapting plans.



Discussion Prompts

- What practices are working well in your organization?
- What opportunities for improvement have you identified?
- How can this mentorship program support your development goals?



Session 2 Activities

4

Case Documentation and Reflection (15 minutes)

- Review documentation best practices.
- Discuss the importance of accurate, objective, and timely case notes.
- Reflect on examples and lessons learned from practice.



Discussion Prompts

- What documentation practices work well within your organization?
- What challenges do you face with case documentation?
- How can documentation better support client outcomes and continuity of care?

5

Reflection and Next Steps (5 minutes)

- Identify one area for improvement in assessment, service planning, or documentation.
- Establish an action item to implement before the next session.



Mentorship Roadmap:

Five-Session Framework



Session 3: Trauma-Informed and Strength-Based Practice



Duration: 1.5 hours



Note: The activities and discussion prompts provided under this roadmap are intended to guide mentorship conversations. Facilitators are encouraged to adapt the content, add relevant examples, and tailor discussions to the needs, experiences, and interests of participants while ensuring the learning objectives for each session are achieved.



Learning Objectives

By the end of this session, participants will:

- ✓ Apply trauma-informed principles in case management practice.
- ✓ Strengthen culturally responsive approaches to service delivery.
- ✓ Use strength-based approaches when working with clients.
- ✓ Improve engagement with vulnerable newcomers.
- ✓ Review and reflect on case studies from practice.



Session Output

- ✓ Trauma-Informed Practice Checklist
- ✓ Engagement Action Plan
- ✓ Identified strategies for strengthening culturally responsive and strength-based case management practices.



Session 3 Activities

1

Welcome and Introductions (15 minutes)

- Introduce mentors and mentees.
- Reflect on learning and action items from Session 2.
- Review the session objectives and structure.



Discussion Prompts

- What was your key takeaway from Session 2?
- What challenges have you encountered when supporting clients with complex needs?
- What do you hope to gain from today's trauma-informed, strengths-based discussion?

2

Trauma-Informed Practice (25 minutes)

- Review the principles of trauma-informed care.
- Explore the impact of trauma on client engagement and service delivery.
- Discuss strategies for creating safe, respectful, and empowering interactions.



Discussion Prompts

- What does trauma-informed practice look like in your role?
- How can case managers promote safety, trust, and client choice?
- What challenges have you encountered when supporting clients with complex needs?

3

Strength-Based and Culturally Responsive Practice (25 minutes)

- Explore approaches that recognize client strengths, resilience, and capacity.
- Discuss cultural humility and culturally responsive service delivery.
- Share strategies for building effective relationships with diverse newcomer populations.



Discussion Prompts

- How do you identify and build on client strengths?
- How does culture influence client goals, decisions, and service needs?
- What practices help foster trust and engagement?



Session 3 Activities

4

Case Study Discussion (20 minutes)

- Review a case scenario involving a vulnerable newcomer.
- Apply trauma-informed and strength-based approaches to case planning and engagement.
- Discuss lessons learned and promising practices.



Discussion Prompts

- What strengths can be identified in this case?
- What barriers or challenges may affect engagement?
- How would you apply trauma-informed principles in this situation?

5

Reflection and Next Steps (5 minutes)

- Identify one practice or strategy to implement before the next session.
- Reflect on key takeaways and opportunities for growth.



Mentorship Roadmap:

Five-Session Framework



Session 4: Wrap-Around Services, Self-Sufficiency, and Systems Navigation



Duration: 1.5 hours



Note: The activities and discussion prompts provided under this roadmap are intended to guide mentorship conversations. Facilitators are encouraged to adapt the content, add relevant examples, and tailor discussions to the needs, experiences, and interests of participants while ensuring the learning objectives for each session are achieved.



Learning Objectives

By the end of this session, participants will:

- ✓ Coordinate multi-sector services to meet complex client needs.
- ✓ Address social determinants of health affecting client outcomes.
- ✓ Strengthen community partnerships and referral networks.
- ✓ Support service delivery in rural and remote communities.
- ✓ Enhance newcomer self-sufficiency planning.



Session Output

- ✓ Community Resource Map
- ✓ Partnership Action Plan
- ✓ Identified strategies for strengthening service coordination and supporting newcomer self-sufficiency.

Session 4 Activities

1

Welcome and Introductions (15 minutes)

- Introduce mentors and mentees.
- Reflect on learning and action items from Session 3.
- Review the session objectives and structure.



Discussion Prompts

- What was your most significant learning from Session 3?
- What barriers do clients commonly face when accessing services in your community?
- What community partnerships or resources have been most valuable in supporting client outcomes?

2

Wrap-Around Services and Systems Navigation (25 minutes)

- Explore coordinated approaches to addressing complex client needs.
- Discuss effective referrals and service integration.
- Examine the role of case managers in helping clients navigate multiple systems and services.



Discussion Prompts

- What barriers do clients commonly face when accessing services?
- How do you coordinate services across sectors?
- What strategies support effective systems navigation?

3

Social Determinants of Health and Self-Sufficiency Planning (25 minutes)

- Review factors that influence newcomer well-being and integration.
- Discuss approaches that promote client independence and self-sufficiency.
- Explore strategies for empowering clients through goal-setting and resource planning.



Discussion Prompts

- Which social determinants most impact the clients you serve?
- How do you support clients in developing self-sufficiency goals?
- What strategies have been effective in fostering client independence?



Session 4 Activities

4 Community Partnerships and Rural Service Delivery (20 minutes)

- Identify opportunities to strengthen community partnerships.
- Explore challenges and promising practices in rural and remote service delivery.
- Discuss strategies for expanding access to services and supports.



Discussion Prompts

- Which community partnerships have been most valuable to your work?
- What gaps exist in your local service network?
- How can organizations improve support for clients in rural or remote communities?

5 Reflection and Next Steps (5 minutes)

- Identify one partnership or resource-building opportunity to explore before the next session.
- Reflect on key learnings and opportunities to strengthen systems navigation practices.



Mentorship Roadmap:

Five-Session Framework



Session 5: Outcomes Measurement, Follow-Up, and Promising Practices



Duration: 1.5 hours



Note: The activities and discussion prompts provided under this roadmap are intended to guide mentorship conversations. Facilitators are encouraged to adapt the content, add relevant examples, and tailor discussions to the needs, experiences, and interests of participants while ensuring the learning objectives for each session are achieved.



Learning Objectives

By the end of this session, participants will:

- ✓ Develop case management outcome measures.
- ✓ Strengthen monitoring and follow-up processes.
- ✓ Apply quality improvement approaches to service delivery.
- ✓ Identify and share promising practices.
- ✓ Provide feedback for future program development.



Session Output

- ✓ Organizational Action Plan
- ✓ Outcome Measurement Tool
- ✓ Promising Practices Summary



Session 5 Activities

1

Welcome and Introductions (15 minutes)

- Introduce mentors and mentees.
- Reflect on learning and action items from Session 4.
- Review the session objectives and structure.



Discussion Prompts

- How do you measure client progress and success in your case management practice?
- What challenges have you experienced with outcome measurement, monitoring, or follow-up?
- What promising practice or key lesson would you share with others to improve client outcomes?

2

Outcomes Measurement and Monitoring (25 minutes)

- Explore methods for measuring client and program outcomes.
- Discuss indicators of successful case management interventions.
- Review strategies for ongoing monitoring and follow-up.



Discussion Prompts

- How do you currently measure client progress and outcomes?
- What indicators best demonstrate client success?
- What challenges do you face in monitoring outcomes?

3

Quality Improvement and Promising Practices (25 minutes)

- Review approaches to continuous quality improvement.
- Share effective practices, tools, and lessons learned.
- Discuss strategies for embedding promising practices into service delivery.



Discussion Prompts

- What practices have had the greatest impact on client outcomes?
- What improvements would strengthen your organization's case management services?
- How can promising practices be shared across organizations?



Session 5 Activities

4

Reflection and Program Feedback (20 minutes)

- Reflect on learning and professional growth throughout the mentorship program.
- Identify key takeaways, achievements, and future development priorities.
- Provide feedback to support program enhancement and future guideline development.



Discussion Prompts

- What has been your most significant learning from this mentorship experience?
- How has your practice evolved over the past five months?
- What recommendations would you make for future mentorship cohorts?

5

Closing and Next Steps (5 minutes)

- Celebrate accomplishments and contributions.
- Discuss opportunities for continued professional development and networking.
- Conclude the mentorship relationship.



Program Completion

As participants approach the end of the mentorship program, it is important to reflect on accomplishments, celebrate growth, and plan for future success. Program completion marks the conclusion of the formal mentorship while opening the door to continued professional development and connections.

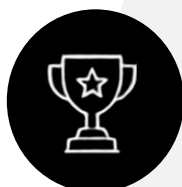
Reflection and Evaluation

As part of program completion, all mentors and mentees will be invited to participate in a post-program survey. The survey provides an opportunity to reflect on the mentorship experience, assess progress toward goals, and share feedback on the program's strengths and areas for improvement.



Participant feedback is essential to evaluating the overall impact of the mentorship program and identifying opportunities to enhance future mentorship experiences. Honest and thoughtful responses help ensure the program continues to meet the needs of participants and supports meaningful professional growth.

In addition to completing the survey, participants are encouraged to take time to reflect on their accomplishments, key learnings, challenges overcome, and the skills or knowledge gained throughout the mentorship journey. This reflection can help reinforce learning, recognize growth, and inform future professional development goals.



Celebrating Achievements

Take time to recognize milestones, accomplishments, and personal growth achieved during the mentorship. Celebrating successes reinforces confidence, highlights progress and acknowledges the commitment of both mentors and mentees.



Continuing Professional Connections and Growth

While the mentorship program may come to an end, the connections, knowledge, and insights gained throughout the experience can continue to support ongoing professional growth. Mentors and mentees are encouraged to maintain professional relationships where appropriate, through networking, occasional check-ins, and future collaboration opportunities.

As the program concludes, individuals should consider how they can build on what they have learned by pursuing additional training, expanding their professional networks, setting new career goals, or seeking out new opportunities for leadership and development. For some, this may also include becoming a mentor and sharing their experience to support the growth of others.



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Note: This document may be updated periodically to reflect program changes. Participants will be notified when a revised version is published.

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