National Veterans'
Technical Assistance Center

Homeless Veterans' Reintegration Program (HVRP): Standard Operating Procedures for HVRP Case Management

Community of Practice

May 22, 2025

Reminder

HVRP best practices will be shared during this session. The National Veterans' Technical Assistance Center (NVTAC) encourages all grant recipients to utilize best practices that may improve their service delivery. Before implementing a practice discussed during this session, please review your award statement of work and contact your Grant Officer's Technical Representative (GOTR) to discuss if it is an allowable cost or activity or if it requires an amendment to your approved plan.

Refresher

What is a Standard Operating Procedure (SOP)?

➢ An SOP is a document that outlines steps, processes, and expectations of different aspects of an organization's everyday operation.

➢ SOPs are essential for uninterrupted, continuous service provision in the event of staff turnover, leadership changes, or other instances in which HVRP operational details may need to be passed to new individuals without direct training.

Define Case Manager

➤ Case management is a collaborative process of assessment, planning, facilitation, care coordination, evaluation, and advocacy for options and services to meet an individual's and family's comprehensive needs through communication and available resources to promote quality, cost-effective outcomes.

➤ Clarify that this role may look different program to program or go by different names.

➤ Role

  ➤ Conduct outreach, assess eligibility, perform intake, develop individual employment plans (IEP), referrals/support service connections, job development, supportive services, case coordination (other case managers, employers, training providers, etc.), documentation/data collection, retention and follow-up.

SOPs and Case Management

➢ Purpose – ensure high-quality, consistent service delivery

➢ Importance – compliance with U.S. Department of Labor (DOL) policy, meeting program goals, avoiding problems (poor performance, audits, unlawful/unethical behavior)

  ➢ Review core SOP categories covered in the presentation

SOP – Eligibility Assessment and Intake (1 of 4)

➢ Elements:

  ➢ Assessing for veteran status and homelessness

  ➢ Assessing for job readiness

  ➢ Collecting required documentation

  ➢ Completing intake forms

  ➢ Collecting data

SOP – Eligibility Assessment and Intake (2 of 4)

➢ Considerations:

  ➢ How are questions asked?

  ➢ i.e., "Are you a veteran?" versus "Have you ever served?"

  ➢ i.e., "Are you a veteran?" versus "Have you or someone in your family served in the military?"

➢ What tools are used?

  ➢ Job assessment questionnaires, motivational interviewing, conversational questions

SOP – Eligibility Assessment and Intake (3 of 4)

➢ What questions are asked?

  ➢ Do you have all the information you will be required to include in quarterly reports?

➢ How/Where is the data collected?

  ➢ Excel spreadsheet, physical documents

    ➢ Where can you find them and how are they accessed?

SOP – Eligibility Assessment and Intake (4 of 4)

➢ What message does the process send clients?

  ➢ Does the process respect their time, history, goals, and intentions?

➢ How do you communicate the purpose of HVRP, client's role, and case managers role?

  ➢ Example, Participant Agreement

SOP – Referrals and Wrap Around Services

SOP – Referrals and Wrap Around Services: Elements

➢ Needs assessments

➢ Partnerships (housing, Veterans Affairs [VA], legal, mental health, food access, etc.)

➢ Memorandum of Understanding (MOU)

➢ Release of Information (ROI)

➢ Case conferencing

SOP – Referrals and Wrap Around Services: Considerations

➢ How will needs be assessed?

➢ How will referrals be sent?

➢ How are referrals tracked?

➢ How are relationships with key partners established and maintained?

➢ How often do case managers meet with other stakeholders (i.e., housing case managers, social workers, etc.)?

SOP – Job Development

SOP – Job Development: Elements

➢ Developing the IEP

➢ Defining goals and methods of the job search

   ➢ "SMART" Goals

      ➢ Specific

      ➢ Measurable

      ➢ Achievable

      ➢ Realistic

      ➢ Timely

➢ Job Training

➢ Soft Skills (resume writing, interview preparation, life skills)

➢ Documentation of placements

SOP – Job Development: Considerations (1 of 3)

➢ How does your agency format your IEPs and assessments?

➢ How will you assess for training needs?

➢ Are the questions asked capturing all the information required for quarterly reporting?

➢ How is the job search conducted, and how much influence/support will the case manager provide?

 ➢ Do job developers/case managers assist with applications or job leads, and how is the level of support determined?

SOP – Job Development: Considerations (2 of 3)

- ➢ What elements are being considered during the job search?
  - ➢ Match to experience, location, transportation options and limitations, maximum commute times, pay, benefits, flexibility with histories of substance use or justice-involvement, culture?
    - ➢ Placements are more than the right skills meeting the right job description!

- ➢ What are important checks to conduct?
  - ➢ Professional email address and voicemail? Income limitations due to disability or social security benefits?

SOP – Job Development: Considerations (3 of 3)

➢ What are the approved methods/documents required to confirm placements or retention of employment?

 ➢ Does your program require direct contact with the employer? Can the participant provide a check stub or earnings statement? Do you utilize other third-party verification services, such as [The Work Number](#)?

➢ How should case managers establish and maintain relationships with employers?

 ➢ Ongoing communication efforts.

SOP – Follow-Up and Retention

SOP – Follow-Up and Retention: Elements

➢ Frequency and consistency of post-placement communication with participants and/or employers that hire our participants

➢ Tracking employment retention and wage data

➢ Collection of required documentation or employment verifications

➢ Policies and procedures for retention activities

➢ Continuation of support for placed veterans

SOP – Follow-Up and Retention: Considerations (1 of 2)

➢ How does your agency determine the check-in schedule for participants?

    ➢ Standard, as-required by reporting? Individual basis?

➢ How are employment verifications collected?

    ➢ Procedure for collecting pay stubs or earnings statements from participants, documenting direct verbal or paper documentation from employers, or third party (The Work Number)?

SOP – Follow-Up and Retention: Considerations (2 of 2)

➢ Are incentives utilized to obtain proof of retention?

 ➢ How are these documented? Are they approved in your budget narrative?

  ➢ REMEMBER: ALWAYS consult your Grant Officer's Technical Representative (GOTR) prior to providing any financial services to ensure that the expense is approved.

➢ What supports are allowed post-placement?

 ➢ What does HVRP funding allow after placement for financial assistance?

➢ How can the case manager support success?

 ➢ Conflict resolution, continued assistance with referrals to external resources (housing, food, transportation assistance, etc.)

 ➢ Direct supports for employers.

SOP – Documentation and Compliance

SOP – Documentation and Compliance: Elements

➢ Records of activities

    ➢ Case notes, activity logs, supportive services, referrals, financial supports

➢ Storage of information

➢ Confidentiality of data

➢ Audit preparedness

SOP – Documentation and Compliance: Considerations (1 of 2)

➢ How are ALL activities tracked?

- ➢ Where are tracking documents located and how are they accessed by staff? Paper files? Digital Files?

➢ Are documents stored appropriately to ensure data is secured?

- ➢ What standard does your organization adhere to?

  - ➢ Health Insurance Portability and Accountability Act (HIPAA)

  - ➢ U.S. General Services Administration (GSA) Directive CIO P 2180.2, Rules of Behavior for Handling Personally Identifiable Information (PII)

SOP – Documentation and Compliance: Considerations (2 of 2)

➤ How does your organization define a complete client case file?

  ➤ Utilizing case file checklists to ensure all documents are present, complete, and updated.

➤ How are case files audited?

  ➤ Frequency? Method? Random or complete audits?

SOP – Other Specific Topics

SOP – Other Specific Topics: Crisis Management (1 of 2)

➢ Definition of roles and responsibilities during situations in which there is a participant in crisis.

> ➢ Example: A case manager's primary role is not to manage a participant's mental health, but it is everyone's responsibility to respond if a person is a danger to themselves or others.

> ➢ Utilize training resources through the U.S. Department of Veterans Affairs (VA) S.A.V.E. program, PsychArmor, or other training resources to assist program staff with crisis management skills.

SOP – Other Specific Topics: Crisis Management (2 of 2)

➢ List available resources, such as community mental health, the VA Crisis Line, VA health facilities, or social workers in a highly visible and easily accessible place.

➢ Define key contacts for each client, such as mental health counselors, peer support resources, addiction counseling, etc., and establish permissions and limitations for contact between the case manager and those resources in the ROI form.

SOP – Other Specific Topics: Financial Support Tracking (1 of 2)

➢ Define organization-specific procedures for providing, and documenting, direct financial services and supports to program participants, according to each grant recipient's approved budget narrative.

  ➢ Limitations – Standardized, or case-by-case depending on need.

  ➢ Recording of provided supports – receipts, case notes, tracking sheets. If it is NOT documented, it DID NOT happen.

SOP – Other Specific Topics: Financial Support Tracking (2 of 2)

➢ Identify and establish procedures for ensuring compliance.

  ➢ Example: Purchasing gas cards only to ensure gift cards to gas stations cannot be used to purchase alcohol or tobacco products.

➢ Identify a place for data and records of financial support to be tracked.

  ➢ Example: policy and timeline for collecting receipts for services/purchases.

  ➢ Example: using an Excel spreadsheet with information on purchases, categories or expenditures, etc.

SOP – Other Specific Topics: Conclusion

➢ Each organization and case manager will encounter specific challenges and best practices in providing services to program participants. Create SOPs as appropriate to address difficulties that arise and are managed.

Do you have any examples and/or tips on how you have created SOPs for case management purposes?

Questions?

Thank you!

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