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AN EXAMINATION OF 115 BRIEF-SERVICE CASES
IN THE FAMILY SERVICE AGENCY OF LANSING
MICHIGAN FROM MARCH 1 1951
TO SEPTEMBER 1 1951

By
Joanne Mary Parsons





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AN EXAMINATION OF 115 BRIEF-SERVICE CASES IN
THE FAMILY SERVICE AGENCY OF LANSING
MICHIGAN FROM MARCH 1 1951
TO SEPTEMBER 1 1951

By

Joanne Mary Parsons

A Project Report

Submitted to the School of Graduate Studies of Michigan
State College of Agriculture and Applied Science
in partial fulfillment of the requirements
for the degree of

MASTER OF ARTS

Department of Social Work

November 1952

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• The first part of the paper is devoted to a review of the literature on the effects of the 1997 Asian financial crisis on the economies of the Asian countries. The second part of the paper is devoted to a review of the literature on the effects of the 1997 Asian financial crisis on the economies of the Asian countries. The third part of the paper is devoted to a review of the literature on the effects of the 1997 Asian financial crisis on the economies of the Asian countries. The fourth part of the paper is devoted to a review of the literature on the effects of the 1997 Asian financial crisis on the economies of the Asian countries. The fifth part of the paper is devoted to a review of the literature on the effects of the 1997 Asian financial crisis on the economies of the Asian countries. The sixth part of the paper is devoted to a review of the literature on the effects of the 1997 Asian financial crisis on the economies of the Asian countries. The seventh part of the paper is devoted to a review of the literature on the effects of the 1997 Asian financial crisis on the economies of the Asian countries. The eighth part of the paper is devoted to a review of the literature on the effects of the 1997 Asian financial crisis on the economies of the Asian countries. The ninth part of the paper is devoted to a review of the literature on the effects of the 1997 Asian financial crisis on the economies of the Asian countries. The tenth part of the paper is devoted to a review of the literature on the effects of the 1997 Asian financial crisis on the economies of the Asian countries.

A C K N O W L E D G M E N T

The writer wishes to express her sincere thanks to Dr. Dorothy Zietz, under whose patient guidance, constant supervision and unfailing interest this investigation was undertaken and to whom the results are herewith dedicated.

Grateful acknowledgment is also due Dr. Ernest B. Harper, Head of the Social Work Department, for his valuable assistance, and to Mr. Manfred Lillifors and Mr. Bernard Ross for their helpful suggestions.

The investigator is also greatly indebted to Mrs. Gladys Spaulding, General Secretary of the Family Service Agency of Lansing, Michigan, for her permission to carry on the study and to use the materials contained therein.

The writer deeply appreciates the help of Miss Elaine Egolf, Casework Supervisor at the Family Service Agency, which made it possible for her to complete this investigation and the secretaries in the office who helped the writer to understand the agency records and who assisted her in getting all the data necessary for the study.

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CHAPTER I

I N T R O D U C T I O N

The number of short-contact cases in private family agencies has increased markedly within the past few years. It has been important that the family agencies recognize what this increase might mean and that they give more consideration to the nature of the short-contact case, so that they would be prepared to make the shifts in concepts and practice that might be indicated. ¹

The increase in the brief-service cases since 1946 caused sufficient concern on the part of the Family Service Association of America that a study was undertaken by them, covering a representative cross section of short-contact cases closed by its member agencies in March, 1948 - those cases closed that had no more than one "in-person interview", regardless of the number of collateral contacts or telephone calls. The study was a significant one but it raised more questions than it answered.

The variety of problems involved and the best methods of helping individuals and families have been studied and analyzed repeatedly in the continuing treatment cases. The brief services have not re-

¹ Dorothy V. Thomas, "The Relationship Between Diagnostic Service and Short-Contact Cases," Social Casework, XXXII (February 1951), P. 74.

ceived the same degree of attention. In fact the intake policies and practices of the private family agencies have been primarily geared to the concept of the applicants need for a period of service covering several interviews. The initial contact has been seen primarily as a method of determining who should be accepted for service within the particular agency, to decide which persons should be referred to other social agencies and to help applicants accept treatment either within the agency or in another agency. In other words the thinking about short-contact cases has been geared to the idea of continued treatment. ²

More information about the nature of the short-contact case and the service it offers is clearly needed. Through local studies, individual agencies can contribute a great deal which will add to the family agencies understanding of people's needs and ways to help meet them, both in the individual agency and within the broader field. ³

The intake process and particularly, the initial direct interview with a client are of such importance in any therapeutic effort that the kind, amount, duration and effectiveness of the casework treatment with an individual or family would inevitably be affected

² Ibid, P. 75-76

³ "The Short-Contact Case in a Family Agency," Highlights, IX (October 1948), P. 124.

by them. For this reason a research project set up to study the various factors involved in the initial interview would also be of value to family agencies in their planning. ⁴

The following study of 115 brief-service cases taken from the Family Service Agency of Lansing, Michigan was undertaken in an attempt to examine the nature of the short-contact cases and to clarify the content of this service.

The study is in no way conclusive but it is hoped that it will contribute to the agency's understanding and focus attention on those areas in which a more detailed analysis would be desirable.

⁴ Margaret Blenkner, J. McV. Hunt, and Leonard S. Kogan, "A Study of Interrelated Factors in the Initial Interview," Social Casework, XXXII (January 1951), P. 23.

CHAPTER II

PURPOSE, SCOPE AND METHODOLOGY OF THE STUDY

In recent years casework as a whole, and family caseworkers in particular, have enriched themselves enormously by their willingness to learn from their own experiences. Through study and research, family agencies have been able to add to their own knowledge, that of their fellow social workers and professional persons in related fields. The wider the knowledge gained by the private family agencies, the more fully they shall understand the feelings and actions of the people they are working with and the better able they will be to offer casework peculiarly fitted to individual needs.

Purpose

It was the purpose of this paper to determine the nature of the brief service cases of the Family Service Agency of Lansing, Michigan which were accepted for service and then closed, for the period of March 1, 1951 to September 1, 1951.

The questions that guided the investigator were as follows:

1. What were the problems that brought new clients to the Family Service Agency?
2. What were the sources of the applications of new clients in the agency?
3. What was the disposition of the cases at the conclusion of the period of service?
4. In the worker's evaluation did the short-contact service enable the client to handle his situation more effectively?
5. Were the majority of cases coming to the agency for brief service new or reopened?
6. How many clients had contact with other social agencies before they got to the Family Service Agency?
7. What were the inter-relationships between these factors?

The project included an examination of those brief service cases which might have been potential continued service cases since the reason for closing did not indicate completion of service.

Scope

The study was concerned with the 115 brief-service cases accepted for service from March 1, 1951 to September 1, 1951 and closed within that same period, in which not more than one "in - person interview" with a client or collateral source was held since the time of the latest opening of the case, regardless of the number of telephone interviews or letters. Those cases in which casework service was given through telephone interviews or correspondence but without an "in-person interview" were also included in the brief-service category. ⁵

⁵ Ann W. Shyne, "Handbook on Statistical Recording and Reporting in Family Service Agencies", Family Service Association of America (1949) Chapter 1.

Methodology

The first step in the research was to select the sample to be studied and define it. In order to include all the cases showing the characteristics under examination, it was necessary to define narrowly the population to be studied. Specifically it was decided by the investigator to explore only those cases classified as brief-service that were active in the Agency during the period from March 1, 1951 to September 1, 1951. Coverage on this basis was still too broad so the population was further limited to brief-service cases accepted for service as intake for the same period. Later, refinement of the sample led to using only those cases classified as brief-service that were accepted for service as intake and eventually closed during the period from March 1, 1951 to September 1, 1951. The findings apply then, only to this particular segment of the case load.

Each case accepted for service in the Family Service Agency has a regulation yellow stack card written up and put on file for it. ⁶ From these cards the sample to be used in the study was drawn, then transcribed on to a master key by case number and proper name.

⁶ See Appendix C, P. 67

The next step in the project was preparation of a schedule since that was the method used to collect the data. The purpose of a schedule is to record the information needed in the most managable form, so the writer again utilized the yellow stack card which employs an abbreviated classification system to record all the factors that are included in the scope of the present study. In making out the schedule it was necessary to abbreviate the classifications still further.

After all the data pertinent to the study was transcribed from the cards and classified into the appropriate categories on the schedule it was edited for completeness, accuracy and consistency.

This required conferring with several workers and checking through monthly statistical reports, because some caseworkers had failed to fill out their yellow cards in correct detail when they closed a case.

After the schedules had been edited and the information checked as completely as possible, the data was tabulated. Later, numbers and percentages were compiled and transferred from the tally sheets to general purpose tables which served to organize all of the statistical data compiled for reference purposes.

All the data to be presented in the report was derived from the general purpose tables and put into summary table form for presentation in the final report. All, that is, except the thirty-seven cases selected for special consideration in which the reason for closing the case did not indicate completion of service.

Where these cases were concerned, a more complicated form of analysis was required. First, it was decided that the classifications; client unwilling to continue, modification unlikely, client did not continue despite plan and no community resource; all indicated that service had not been successfully completed. The next step was to pull each of these thirty-seven case records from the file, read them and abstract the material contained therein. From these abstracts, a schedule was set up and the tabulation, editing and compiling of material proceeded in approximately the same manner as above.

Before all these steps could be taken, or any analysis of the data attempted, it was necessary to make an extensive review of the literature that has been written about the intake process and the short-contact case. The most valuable material was found to be contained in current social casework periodicals and publications put out by the Family Service Association of America. In reviewing the available literature, the investigator obtained a picture of the studies that have been made concerning short-contact cases and the results secured from these studies. The findings did not always agree with the figures resulting from the present study nor with the study done by the Family Service Association of America in 1948 through its member agencies. However, figures from individual agencies might be expected to differ from the over-all agency figures and especially would they tend to vary from agency to agency.

The final and conclusive step in the study was to analyze, evaluate and report on the findings and on the basis of such evaluation to make some conclusions and recommendations as to the implications of the study for further research and practice in the Family Service Agency of Lansing, Michigan.

CHAPTER III

THE FUNCTIONS AND SERVICES OF THE FAMILY

SERVICE AGENCY OF LANSING, MICHIGAN

Along with amazing discoveries in the field of natural science, the twentieth century has witnessed almost equal progress in the understanding of the human personality.

An important conclusion of this new knowledge of human personality is that personality is largely the result of influences playing upon the very young child. Folklore has told us that the tree will grow as the twig is bent and the poets write that, "the child is father to the man", yet until recently we had no scientific proof of this knowledge. Now, we can prove that such things as economic insecurity, emotional disorder, divorce and many other disturbances of family life have a lasting and injurious effect upon the personalities of growing children.

We know that the future of society depends upon the rearing of enough stable individuals to provide necessary leadership in the solution of ever more intricate problems of social organization.

That is why associations exist in many large cities, devoted to promoting healthy, secure family life--associations with personnel who are trained in the technique of treating unhealthy family conditions.

Purpose

The preserving and strengthening of family life is the main purpose of the Family Service Agency of Lansing, Michigan with the end always in view that children may be given the best possible opportunities to develop into responsible and useful adults.

This basic purpose is carried out through two major functions related to individual capacities and to community opportunities:

1. Social casework treatment available to persons who need help in utilizing their strengths and in dealing with handicaps within themselves, their family relationships, and in their environment.
2. Community leadership in the improvement of social conditions directly affecting family life. ⁷

The Family Service Agency believes its greatest contribution to the maintenance of the family is in the field of service. Consequently, it offers to all persons regardless of economic or social status, a program designed to assist them in the use of their own and community resources to achieve the best possible solution to their problems.

⁷ Appendix B, P. 57

Membership

Such a program requires lay as well as professional leadership. The membership of socially minded citizens is the base upon which the agency rests. It consists of all persons whose written applications are approved annually by the Board of Directors. The term of membership is for one year and each member has a right to vote in person upon any proposal affecting the policies of the agency which is presented for decision at any meeting of members. New members for the Board of Directors are elected by the membership at the Annual Meeting. ⁸

Board of Directors

The Board of Directors determines the policies of the agency and directs its program with measured consideration of total community needs through regular monthly meetings, numerous committee meetings and community activities. In the past the Board has had only fifteen members but in May, 1951 the number of directors was increased to twenty-one. ⁹ The increase in the number of board members provided more persons to share the work of the various committees which play an important part in the framework of the agency's over-all program. Space does not per-

⁸ Ibid, P. 57

⁹ Appendix A, P. 53

mit an examination of the work of all the committees of the board but their coverage extends over casework, finance, nominations, personnel, membership and public relations, legal aid, special housing, annual meetings and finally the Executive Committee composed of the President, Vice-President, Treasurer and the General Secretary of the agency.

Staff

The execution of the agency's program is delegated to a staff adequately trained and experienced in contacting and counseling families and individuals. The Family Service Agency staff has positions for five caseworkers. There were two staff vacancies in 1951 which limited the agency's ability to give complete service. However, the agency during that year was able to obtain a Case Supervisor. ¹⁰

The agency accepts responsibility for furthering social work education, by providing field work facilities for Michigan State College and the University of Michigan Graduate Schools. This is a valuable program as it provides training and experience for students who may eventually become part of the agency's casework staff. It is also in accord with one of the purposes as set forth in the Articles of Association. ¹¹

¹⁰ Appendix B, P. 59

¹¹ Appendix A, P. 47

Services

Casework service to individuals and families in trouble takes the major portion of the staff's time. In 1951 nine-hundred twenty-nine families received help from the agency.

The Articles of Association provide for staff member participation in community activities and staff members therefore, serve on various special committees in the community. Staff members also take an active part in Annual meetings, Institutes and Conferences that stimulate their understanding and help to keep their agency program flexible, in order to guarantee adequate service.

The agency renders service to other social agencies and organizations in the community by providing intake and counseling advice and by participating in other joint activities with them.

Part of the agency's program to eliminate causes of social distress centers around the three special services that it has developed during the past few years. These include the Legal Aid Bureau, which gives legal advice to those persons who cannot afford to retain a private attorney; Travelers Aid, which gives assistance to "moving people" in their travels, and the Homemaker program, which gives substitute mother care to children and helps to preserve family life. 12

Such a program as is carried on by the Family Service Agency is characteristic of the privately financed social agency and has made it possible for the Agency to serve its community for over forty years and to face the future confident of its continuing ability to serve.

CHAPTER IV

BRIEF SERVICE FINDINGS

The increase in short-contact cases in family agency case loads prompted the writer to undertake a study of the nature of these cases in the Family Service Agency of Lansing, Michigan. The study was concerned with all of the cases accepted for service as intake in the agency from March 1, 1951 to September 1, 1951 and closed within that same period, in which there were less than two "in-person" interviews.

A total of one hundred-fifteen individual cases of the short-contact classification were studied. These cases comprised approximately 15 percent of the total agency intake for the Family Service Agency for the year 1951 as recorded in the Annual Report. ¹³

Before any analysis of the data was attempted and before inferences were made from the findings, it was kept in mind that this study was made on a sample of persons who came to the agency for help and therefore, it provided no generalization to the population as a whole. It could, however, suggest differences and similarities which by further study might be shown to exist in the larger sample.

Approximately 61 percent of the brief-service cases were new to the agency, and 39 percent were reopened. This distribution corresponds with the overall breakdown of intake figures for family agencies over the past few years.

It is identical with the findings of the study on short contact cases undertaken by the Family Service Association of America in 1948.

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TABLE I
INTAKE STATUS OF 115 BRIEF-SERVICE CASES OF THE
FAMILY SERVICE AGENCY OF LANSING MICHIGAN

	Number	Percent
TOTAL - - - - -	<u>115</u>	<u>100</u>
Intake status		
A. New - - - - -	71	61
B. Reopened - - - - -	<u>44</u>	<u>39</u>
1. Last closed in prior year - -	32	28
2. Last closed within year - - -	12	11

This higher proportion of new cases among the short-contact cases, indicates that a relatively high percentage of new cases are accepted and come to the agency for at least an exploratory period.

14 Information Service, "The Short Contact Case in A Family Agency",
Highlights, (October 1948), P. 122

[illegible]

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Of the 115 cases, 21 percent were closed because the client did not follow through in their contact with the agency. However, in 79 percent of the cases, the client and the worker did not plan to continue.

Service completed accounted for 43 percent of all the cases closed. The next largest number comprise the 25 percent who were referred elsewhere. In 21 percent of the cases, the client either did not follow through or was unwilling to continue despite a plan for continued contact. It is of interest to note that in 6 percent of the cases studied there was no community resource available, as is the fact that in 5 percent of the cases, the caseworker felt that any modification was unlikely.

TABLE II

REASONS GIVEN FOR CLOSING IN 115 BRIEF-SERVICE CASES
IN THE FAMILY SERVICE AGENCY OF LANSING MICHIGAN

	Number	Percent
TOTAL - - - - -	<u>115</u>	<u>100</u>
Client did not follow through - - - - -	24	21
Client and worker did not plan to continue -	<u>91</u>	<u>79</u>
Referral elsewhere - - - - -	29	25
Service completed - - - - -	49	43
Client unwilling to continue - - - - -	10	9
Modification unlikely - - - - -	6	5
Client did not continue despite plan - - -	14	12
No Community Resource - - - - -	7	6

When a comparison was made between the intake status of the brief-service cases and the reason for closing the case, it was discovered that out of 68 percent of the cases in which disposition indicated that the client and the worker did not plan to continue because service had been completed successfully within the period of contact, 43 percent were intake that was new to the agency and 25 percent were cases that had been active in the agency either within the same year of the application or prior to that year.

A division of the 43 percent of new cases showed that only 15 percent were referred elsewhere while in 28 percent, service was considered by the caseworker to have been completed. The same division for those cases in the reopened category showed 10 percent as having been referred elsewhere and 15 percent as having had service completed. From this comparison it can also be noted that when considering new and reopened together only 25 percent were referred elsewhere but in 43 percent service was completed.

Of the remaining 32 percent of the cases classified on the workers information card as those in which service was not completed, the split between new and reopened was quite close together with 18 percent being new intake and 14 percent being in the reopened classification. In 6 percent of the cases which were new to the agency, the client was unwilling to continue, in 3 percent modification was considered unlikely, a plan was made in 5 percent of the cases but the client failed to follow through and in 4 percent of the cases there was no community resource.

The same type of breakdown for the reopened cases gave 3 percent, 2 percent, 7 percent and 2 percent respectively.

Taking both the new and reopened cases together it is significant that in 12 percent of the cases a plan was made, but the client did not continue with the contact, and in 9 percent of the cases the client was unwilling to continue after the first contact.

TABLE III
INTAKE STATUS AND REASON FOR CLOSING: A COMPARISON OF
FACTORS IN 115 BRIEF-SERVICE CASES OF THE
FAMILY SERVICE AGENCY

Reason for Closing	PERCENT OF CASES		
	All Cases	Intake Status New at Opening	Intake Status Reopened
Referred elsewhere	25	15	10
Service completed	43	28	15

Client unwilling to continue	9	6	3
Modification unlikely	5	3	2
Client did not continue despite plan	12	5	7
No community resource	6	4	2
TOTAL	100	61	39

In 32 percent of the cases applications made for service were personal with 68 percent referred by social or health agencies or other organizations and individuals.

TABLE IV
SOURCE OF APPLICATION FOR SERVICE IN 115 BRIEF-SERVICE CASES
OF THE FAMILY SERVICE AGENCY OF LANSING MICHIGAN

	Number	Percent
TOTAL - - - - -	<u>115</u>	<u>100</u>
Personal - - - - -	37	32
Referral - - - - -	<u>78</u>	<u>68</u>
Public and Private Social Agencies - - -	43	37
Interested Individuals - - - - -	17	15
Police and Courts - - - - -	7	6
Junior League Dental Aid Committee - - -	7	6
Churches and Schools - - - - -	4	4

That the sample was not unique in these aspects was evidenced by comparison of the findings with a breakdown of referral sources given in the Family Service Agency's Annual Report for 1951.¹⁵ They found 24.2 percent of their applications made for service during the year were personal and 75.8 percent were referred by other agencies, organizations or individuals. One difference of interest noted in the categories listed

¹⁵ See Appendix B, P. 65

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under "referral" was the fact that in the study sample, referrals from the Junior League Dental Aid Committee, exceeded referrals from churches and schools, but in the overall picture for the Agency for that same year this was reversed.

In so far as the relationship between the source of application and the reason for closing is concerned, 20 percent of the cases in which service was completed were personal applications and 48 percent were formal referrals. Of the 32 percent of the cases in which the reason for closing did not indicate completion of service, 12 percent were personal applications and 20 percent came to the agency by referral.

TABLE V

SOURCE OF APPLICATION AND REASON FOR CLOSING: A COMPARISON OF
FACTORS IN 115 BRIEF-SERVICE CASES OF THE
FAMILY SERVICE AGENCY

Reason for Closing	PERCENT OF CASES		
	All Cases	Personal Applications	Formal Referrals
Referred elsewhere	25	8	18
Service completed	42	12	30

Client unwilling to continue	9	3	6
Modification unlikely	5	1	4
Client did not continue despite plan	12	5	7
No community resource	6	3	3
TOTAL	100	32	68

Among the group of personal applications in which service was recorded by the caseworker as having been completed, only 8 percent were referred elsewhere, while in 12 percent service actually was completed in one "in-person" interview. A greater percentage among the formal referral group has been shown as cases having had no plan made on the part of the worker or client for continued contact, but there the breakdown is somewhat the same proportion, 18 percent having been sent elsewhere for help and 30 percent having received adequate service within the Agency.

For those cases which were closed because of the withdrawal of the client, 9 percent of the clients were unwilling to continue with 3 percent of these personal applications, and 6 percent formal referrals. Where modification seemed unlikely only one percent were from personal applications and 4 percent formal referrals. Twelve percent of the clients did not continue despite the plan that was made for them, 5 percent were personal applications and 7 percent formal referrals. No community resource was the cause of incomplete service in 3 percent of the personal applications and the same percent for referrals from other community sources.

When all applications for service were grouped together and the reasons for closing were examined, it was shown that in 42 percent of all applications service was completed, 26 percent were referred else-

where, in 12 percent a plan was made but the client did not continue, while in 9 percent the client was unwilling to continue and in 11 percent either modification was unlikely or there was no community resource.

Since it might have been easier for a person to discuss a financial problem than an emotional problem, it was thought that economic requests might predominate as the principal problem given consideration in the short-term cases. However, when problems as seen by the caseworker were tallied, it was found that difficulties in family relationships were noted in fifty-five of the 115 cases, while economic problems took a secondary place as being mentioned in forty-eight cases. The remaining problems most often noted by caseworkers were, in order of their frequency; physical illness or handicap, individual personality adjustments in both adults and children, housing, mental illness and included in this category, intellectual retardation, employment, old age and those listed as "other".

When the cases considered by the worker as coming under "other" on the information card were checked, it was found that they comprised certain of the special services offered by the agency to the people in the community. Travelers Aid Service accounted for sixteen of the thirty-five cases, seven cases were undertaken for the Junior League Dental Aid committee, seven clients were interviewed by agency workers on behalf of the Selective Service Board and five clients were seen by staff members

for the hospital aid program set up by the Community Chest. It is interesting to note that the sixteen Travelers Aids that fell within the sample studied were approximately 27 percent of the total Travelers Aid cases for the year of 1951. ¹⁶

The writer planned to include in the study some material on the nature of problems given consideration by the caseworker, in such a manner that the relationships between the particular problems dealt with by the worker and other factors such as source of application, intake status and final disposition of the cases could be examined.

Contrary to expectations it was discovered that this could not be done since nearly all the cases included in the sample had more than one or two problems presented as having been given by the caseworker. There was no indication on the information cards as to the predominance of any one problem over the others.

Since the writer in this study had not planned to examine the interrelationships among the problems of the clients, nothing has been included herein on such findings but there was indication while the data was being collected that certain problems did tend to cluster together in the same cases. Such clusters might be expected to occur but it is possible that further study on this point would be worthwhile to a

¹⁶ Appendix B, P. 61

better understanding of the continued service cases as well as the short-contact cases and the needs these services are meeting.

As has been mentioned in the foregoing material, economic aid was one of the problems occurring most frequently in requests for help from individuals and families, although financial assistance in terms of cash, food or clothing was given in only seven percent of the 115 brief-service cases while 93 percent received no financial help. This does not include articles of clothing given by the agency to clients from its stock of Needlework Guild articles. It does however, include money orders given to clients for groceries and clothing.

TABLE VI

CASES GIVEN FINANCIAL ASSISTANCE AMONG 115 BRIEF-SERVICE CASES
IN THE FAMILY SERVICE AGENCY

	Number	Percent
TOTAL - - - - -	115	100
Financial assistance was given - - - - -	8	7
Financial assistance was not given	107	93

In well over half the cases included in the population of the study, the worker's evaluation of whether the service given enabled the family or individual to handle the situation better was of a positive tone. Specifically in 58 percent of the cases the reply "yes" was marked under this heading, while in only 7 percent was it considered that the case-work service was given by the worker was not sufficient to help the client handle his situation. The remaining 35 percent of the cases fell in the classification showing that the worker was unable to evaluate to what extent the client had been helped.

It was interesting to note in this part of the project that the writer frequently came upon the notation that the service given had helped, not necessarily the family or individual but the community. This occurred frequently in cases referred to the agency by the Selective Service Board and in some of the cases reviewed by the agency for the Community Chest's Hospitalization Aid program.

TABLE VII
EVALUATION OF SERVICE AT CLOSING FOR 115 BRIEF-SERVICE
CASES IN THE FAMILY SERVICE AGENCY

	Number	Percent
TOTAL - - - - -	115	100
Service enabled client to handle situation better - - - - -	66	58
Service did not enable client to handle situation better - - - - -	8	7
Unable to evaluate	41	35

A comparison was made between the reason for closing and the evaluation at closing between the 115 cases studied. It was found that in 50 percent of the 68 percent of the cases in which the client and worker did not plan to continue, the worker evaluated the service as having enabled the family or individual to handle the situation better. Almost two thirds of these were the cases in which service was completed. However, in 4 percent the worker felt the service did not help the client and for 14 percent the worker was unable to evaluate whether the service had been helpful or not.

In the 32 percent of the cases where the reason for closing did not indicate completion of service, 9 percent still felt the agency had enabled the family, individual or community to take care of his problem in a more effective manner. Again 4 percent felt that the service they offered had not been of help, while in 19 percent the worker was unable to evaluate the effectiveness of the service given. It can be seen by the figures given that when the two reasons for closing, client unwilling to continue and client did not continue despite plan, were combined only 4 percent, came under a positive evaluation, 2 percent were negative but in 15 percent the worker felt unable to evaluate the effectiveness of the service. An examination of Table VIII makes this more clear.

TABLE VIII

REASON FOR CLOSING AND EVALUATION AT CLOSING: A

COMPARISON OF FACTORS IN 115 BRIEF-SERVICE

CASES OF THE FAMILY SERVICE AGENCY

Reason for Closing	Percent Of Cases			
	All Cases	Service Enabled Client to Handle Situation	Service did not enable Client to Handle Situation	Unable to Evaluate
Referred elsewhere	25%	18%	2%	5%
Service completed	43%	32%	2%	9%

Client unwilling to continue	9%	1%	1%	7%
Modification unlikely	6%	3%	2%	1%
Client did not continue despite plan	12%	3%	1%	8%
No community resource	5%	2%	0%	3%
	100%	59%	8%	33%
TOTAL				

The findings in the study, taken from a tally of the number of different agency registrations from the Social Service Exchange shown in the 115 cases, followed a definite pattern. In 39 percent of the cases the Exchange had no record of any registrations for that particular family or individual, 31 percent were listed as having only one agency registration, 13 percent had two registrations, there were three registrations in 7 percent of the cases, 5 percent listed four registrations, 3 percent showed five separate agency registrations and only 2 percent had six registrations with the Exchange. There were no cases in which registrations exceeded six.

TABLE IX
NUMBER OF REGISTRATIONS PER CASE WITH THE SOCIAL SERVICE
EXCHANGE IN 115 BRIEF-SERVICE CASES OF
THE FAMILY SERVICE AGENCY

	Number	Percent
TOTAL - - - - -	115	100
No Record of Registration - - - - -	45	39
One Agency Registered - - - - -	35	31
Two Agencies Registered - - - - -	15	13
Three Agencies Registered - - - - -	8	7
Four Agencies Registered - - - - -	6	5
Five Agencies Registered - - - - -	4	3
Six Agencies Registered - - - - -	2	2

This report was not extensive enough to include by name a complete charting and analysis of the various agencies which had been or were active among the 115 cases included in the sample. However, a resume of the agencies with the number of cases that had a registration from each of them in the Exchange is given below for general information. A list of the full names of the agencies is included immediately following the abbreviated form.

A. R. C.	9	P. C.	8
C. S. S.	3	S. A.	2
I. C. C. W. S.	5	F. S. A.	31
C. R. D.	1	V. of A.	3
I. C. D. S. W.	29	V. N. A.	12
B. S. A.	18	V. P. C.	1
J. P.	1	V. R.	1
L. C. G. C.	8	L. V. T.	7
M. C. A. S.	1	V. A.	4

These were the only agencies which had made registrations with the 115 cases used as the population for the study on short-contact cases.

ABBREVIATIONS USED BY CENTRAL CLEARING HOUSE

Lansing, Michigan

ARC	American Red Cross	LCGC LCC	Lansing Child Guidance Clinic
BVS	Boys Vocational School	LAB	Legal Aid Bureau, c/o FSA
MSHE	Home for Epileptics	LSHTS	Lapeer State Home Training School
CSS	Catholic Social Service Bureau	MCI	Mich. Children's Institute
CS ICCWS CWS ICCS ICCW	Children's Services	MCAS	Mich. Children's Aid Society
CA	County Agent	PC	Probate Court
CPD	City Recreation Dept.	SA	Salvation Army
DHC	Detroit House Correction		
ICW, CWD, ICDSW ICERC BSW	Ingham County Social Wel- fare	SSB FSA	Family Service Agency
BSA QAA MP ADC AB	Bureau Social Aid Old Age Assistance Mother's Pension Aid to Dependent Children Aid to the Blind	SC VA	Starr Commonwealth Veterans Administration
ICCC (Prob. - Dept.)	Ing. Co. Circuit Court	V of A VNA GLVNA	Volunteers of America Visiting Nurse Association
MR	Mich. Reformatory, Ionia	VPC	Vets. Psychiatric Clinic
ICTBS TBSan	Ing. County TB San. Rehabilitation Dept.	VR	Vocational Rehabilitation
JP	Jackson Prison	LVT	Lansing Visiting Teacher
KSH	Kalamazoo State Hospital Social Service Dept.	CVT	County Visiting Teacher

One of the findings in the preceeding data which was noticed and recorded as a separate item of interest was that 27 percent of the cases had previously had Family Service Agency registrations with the Social Service Exchange.

Of the thirty-seven cases chosen from the total 115 cases in the sample for further study, 32 percent or twelve cases had been registered at the Exchange by the Family Agency preceeding their present contact with the agency. It was also found that none of the thirty-seven cases had six registrations and only one had as many as five. Ten cases had no registrations at all but 14 clients had had contact with at least one other agency. Those cases with two, three and four registrations comprised six, two and four cases respectively.

As for the group of thirty-seven cases selected for special consideration because the reason for closing did not indicate completion of service, it has already been found that 24 cases or 21 percent of the total sample fell under the two classifications, client unwilling to continue and client did not continue despite plan. The two classifications; modification unlikely and no community resource, were also included in this part of the study and they accounted for 13 cases or 11 percent of the total sample.

The evaluations given for these thirty-seven cases are those of the writer, who made abstracts of each record on the basis of the workers written report and later classified them into various self-determined categories.

It was found that there were approximately six cases in which there was no community resources. Housing was one of these, permanent housekeeper needed accounted for two, while one needed Homemaker service. This service was later added to the Agency's special services. Two of the clients wished financial help but were non-residents of the county.

The second group of cases were those in which referrals were made to other agencies but the client did not follow through. Of these, four were centered around a wish for financial help, one for clothing, two would not accept any referral and two clients failed to follow through on the referral.

There was one case which was noted from the record to have become a continued case at a later date, in which the client was concerned about the marital situation. Two other cases came to the agency by formal referral but it was found that the client did not wish help.

One group in particular which gained the investigator's attention was the four cases in which another agency was active and doing an adequate job, but in one case the referral source was unaware of this and in another the client occasionally used the agency as an intermediary.

In three of the cases the worker felt there was nothing the agency could do since one was completely out of their area of service, in the second case the family left the county and one family wished financial help, but had too much money in holdings to be eligible.

Among the cases in this sample were five cases which had been continued cases in the past with the agency and occasionally contacted Family Service Agency when unusual situations arose which they wished advice or help on. In the final group of cases from this sample of thirty-seven brief-service contacts, there were three cases in which no further contact was desired by the client, in one case the record indicated the person was an anxious individual who repeatedly withdrew but who was serviced through a series of brief services.

All in all the investigation showed that in the majority of the thirty seven cases, the service given to the family, or individual was as adequate as the caseworker was able to provide.

CHAPTER V

RECOMMENDATIONS AND CONCLUSIONS

The current study sheds some light upon the program of the private Family Service Agency in so far as the short-contact case is concerned. It is in no way conclusive and must be regarded as a pilot study. It can however, focus attention on groups of cases needing more detailed analysis and contribute to the agency's understanding of people's needs and ways to help meet them. Extension of research in some other areas by the Family Service Agency has already been suggested in the preceding material.

The study was concerned with 115 brief-service cases accepted for service by the Agency from March 1, 1951 to September 1, 1951 and later closed within the same period. These cases comprised 15 percent of the total agency intake for the year 1951.

Since this was an exploratory study there are limitations in the data on which the findings are based. The only picture that the investigator had of the case was the information recorded by the worker. Although the majority of stack cards contained information on all the factors studied, some did not, which made it difficult to analyze the cases systematically. It was felt that some improvement would be indicated in this area.

Outside of this the classification system used on the stack cards has certain weaknesses. The problem classification did not take into account the predominance, urgency or severity of the respective problems in a particular case. In the classification for evaluating cases, it was noted that in some cases the service had helped not only the family, or individual but the community. The reasons for closing illustrate how much of the thinking about short-contact is related to continued service.

From the data collected it was clear that there are some longer-time cases which occasionally include some short-contacts. Then there are people entering treatment who need recurring contacts before they can accept interviews on a regular basis. In a certain group of cases, treatment is tapering off but the client returns occasionally with his problems. These could be considered planned short contacts.

In some of the short-contact cases, it appeared as if the worker and client were spending an unnecessary amount of time because of an inadequate understanding of the agency's service on the part of the general public and other agencies. In some cases there just were no community resources to meet the problem and some clients failed to accept referral to the agency best suited to meet their need.

There was a particular group of cases in which it seemed to the writer that the service was completed as planned for that interview

but that did not mean that service might not be used again at a later date.

The small percentage of cases in which the worker had not seemed to recognize the client's real problem and keep up a continued contact would seem to show that for the most part the agency staff was alert to the client's need and able to help the client handle the situation in a better manner.

This was also brought out by the fact that in the majority of cases, service was indicated as having been successfully completed within the short-contact period, generally within the agency itself. Concomitant with the above, by far the largest percent of the cases were given a positive evaluation and a small minority were evaluated negatively. When service was considered not completed, the worker found that it was impossible to actually determine the value of their service.

In analyzing the data, it was found that the majority of the brief-service cases were new to the Agency. This is in accord with the figures from other family agencies. Among the cases in which service was considered completed, the largest percentage were new cases.

More than half of the applications for service were formal referrals, which findings corresponded with the overall Agency figures. In the formal referrals, service was completed twice as often as when applications were personal.

From the findings of the study it was discovered that family relationships headed the list of problems bringing a request for service and though financial problems were a close second, an extremely small percent of the total cases actually received aid. The investigator did not make a study of the interrelationships between respective problems in any one case but it did seem noticeable that some types of problems seemed to cluster together. This observation could be of interest for further study.

A definite pattern of special services to the community was shown to be offered by the Family Service Agency of Lansing through the short-contact service. This in itself would verify the need for the type of service that can validly be given through the brief-contact.

An analysis of the registrations from the Social Service Exchange, showed that a majority of the cases had no record at the Exchange and as the number of registrations per case increased the percent of cases decreased. It was significant that 27 percent of the 115 cases had been registered with the Exchange by the Family Service Agency.

The implications of the study then were that most of the short-contact cases studied seemed to have been planned as such by the worker and the client from the time of the first interview. The findings of the study may be more important for research than for practice.

In view of the above it is recommended that:

1. The caseworkers in the Agency give particular consideration to filling out the information card in the most complete manner possible.
 2. The Agency recommends to the National Association, a revision in the Standard Yellow cards, particularly in the areas of problems given consideration so that it would be possible for the worker to indicate specifically the original problems the client presented as his reason for coming to the agency as well as the problems the worker felt the client had; also under reasons for closing, the category "other agency active" be added and the word community be included under the section on evaluation of service to the family or individual at closing.
 3. Further study be undertaken as to what extent brief-service cases represent an unnecessary expenditure of time by the client and the worker, because of inadequate understanding of agency services on the part of other agencies and the general public.
 4. A more extensive study of the records be done on brief-service cases to determine what the client's original request for service was at the first contact and that the interrelationship between their requests and other factors such as intake status of the case, source of application, the source of referral and evaluation of service at closing be examined
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5. An examination be made of what happens to the agency's own referrals which would help to improve and clarify the referral process generally.
 6. A follow-up study be made on the effect of the worker's handling of a case as to whether a client returned for further service.
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A P P E N D I C E S

- A Articles of Association
- B Forty First Annual Report of 1951
- C Standard Casework Stack Cards Issued to Member Agencies
by The Family Service Association of America

A P P E N D I X A

A R T I C L E S O F A S S O C I A T I O N

(As Amended - January 31, 1949)

AND

B Y - L A W S

(Adopted - April 18, 1949)

FAMILY SERVICE AGENCY OF LANSING, MICHIGAN

Member of

GREATER LANSING COMMUNITY CHEST

ARTICLES OF ASSOCIATION

OF THE

THE ASSOCIATED CHARITIES OF LANSING, MICHIGAN

We, the undersigned, being of full age, and desiring to become incorporated under the provisions of Act No. 171, of the Public Acts of Michigan for 1903, entitled "An act for the incorporation of associations not for pecuniary profit," do hereby make, execute and adopt the following articles of association, to wit:

ARTICLE I.

The name or title by which said corporation is to be known in law is, THE ASSOCIATED CHARITIES OF LANSING, MICHIGAN.

ARTICLE II.

The purpose or purposes for which it is formed are as follows:

To promote the general welfare of the poor by social and sanitary reform by industrial instruction, and by the inculcation of habits of industry and self dependence, and to assist and help in a charitable way all persons in need of assistance, and by the establishment and maintenance of any activities to these ends.

ARTICLE III.

The principal office or place of business shall be at Lansing, Michigan in the county of Ingham.

ARTICLE IV.

The term of existence of this proposed corporation is fixed at thirty years from the date of these articles.

ARTICLE V.

The number of trustees or directors shall be fifteen.

ARTICLE VI.

The names of the trustees or directors selected for the first year of its existence are as follows:

Rev. James M. Collins,	Lansing, Michigan
Mr. Ray Potter	" "
H. D. Bennett	" "
Homer W. Coppock	" "
Robert K. Orr	" "
James O'Connor	" "

Oscar F. Jackson	(Lansing, Michigan)
Harry Harper	" "
S. H. Rhoads	" "
Mrs. H. K. Roberts	" "
D. A. Seeley	" "
Mrs. James O. Matthews	" "
Mrs. S. M. Wershow	" "
Mrs. Stowell Stebbins	" "
Ida L. Chittenden	" "

ARTICLE VII.

The qualifications required of officers and members are as follows: The society shall be composed of the following persons: (a) Members of committees and volunteer, friendly visitors, so long as they may continue in actual work, (b) Contributing members (any person who shall contribute a sum of money to the society annually)

IN WITNESS WHEREOF, We, the parties hereby associating, have hereunto subscribed our names, this 16th day of January A. D. 1918.

NAMES.

1 J. M. Collins
3 Harry D. Bennett
5 Robert K. Orr
7 Oscar F. Jackson
9 S. H. Rhoads
11 Dewey A. Seeley
13 Mrs. S. M. Wershow
15 Ida L. Chittenden

NAMES.

2 Ray Potter
4 Homer Coppock
6 James O'Connor
8 H. F. Harper
10 Mrs. H. K. Roberts
12 Mrs. James O. Matthews
14 Mrs. Stowell Stebbins

STATE OF MICHIGAN)
COUNTY OF INGHAM) SS.

On this 16th day of January A. D. 1918, before me, a Notary Public in and for said county, personally appeared J. M. Collins, Ray Potter, Harvey D. Bennett, Homer Coppock, Robert K. Orr, James O'Connor, Oscar F. Jackson, H. F. Harper, S. H. Rhoads, Mrs. H. K. Roberts, Dewey A. Seeley, Mrs. James O. Matthews, Mrs. S. M. Wershow, Mrs. Stowell Stebbins, Ida L. Chittenden, known to me to be the persons named in, and who executed the foregoing instrument, and severally acknowledged that they executed the same freely and for the intents and purposes therein mentioned.

Antoinette E. Kull

Notary Public, Ingham County, Michigan.

My commission expires Feb. 28th 1920.
Recorded Jan. 17th, 1918.

CERTIFICATE OF AMENDMENT TO THE ARTICLES OF ASSOCIATION

OF THE

THE ASSOCIATED CHARITIES OF LANSING, MICHIGAN

P. O. ADDRESS Lansing, Michigan

We, the undersigned, being the president and the secretary of the
The Associated Charities of Lansing, Michigan, a corporation organized
under the provisions of Act No. 171, of the Public Acts of Michigan for
1903, and being a corporation existing under the provisions of Act No.
84 of the Public Acts of 1921, do hereby certify, as required by section
9, Chap. 1, Part II of said act:

That at the regular annual meeting of the members of said corpora-
tion and held at the office of said company on the eleventh day of Octo-
ber, A. D. 1921, it was resolved, by a majority vote of the members of
said corporation, that Article No. 1 of the articles of association be
and the same is amended so as to read as follows, viz.:

ARTICLE I

The name or title by which said corporation is to be known in law
is "Social Service Bureau of Lansing, Michigan."

That in and by the terms of said resolution said change of name was
directed to be effective as of December 28, 1920.

IN WITNESS WHEREOF, we, hereunto sign our names this eleventh day
of October A. D. 1921.

Edwin W. Bishop
President

Sara A. Brown
Secretary

Filed Oct. 3, 1922.

CERTIFICATE OF AMENDMENT TO THE
ARTICLES OF ASSOCIATION
OF THE
SOCIAL SERVICE BUREAU

P. O. ADDRESS Lansing, Michigan

We, the undersigned, being the president and secretary of the Social Service Bureau, a corporation existing under the provisions of Act No. 84 of the Public Acts of 1921, as amended, do hereby certify, as required by section 9, Chap. 1, Part II of said act:

That at a meeting of the stockholders of said corporation expressly the Temple House company on the 5th day of November, A. D. 1930, it was resolved, by a majority vote of the membership present of said corporation, that Article No. VII of the articles of association be and the same is amended so as to read as follows, viz.:

ARTICLE VII.

(a) Any individual who shall have signified his interest in the purposes of the corporation by signing a membership application and paying the membership dues of \$1.00 per year.

(b) All members of the Board of Directors who are regularly elected to the Directorate at any annual meeting of the Bureau, or any member of the Board of Directors elected by the Board of Directors to fill a vacancy on said Board.

(c) Any individual who contributes money directly to the Social Service Bureau shall be entitled to one membership in said Bureau, the sum of \$1.00 from their contribution to be applied on their membership; it being distinctly provided, however, that contributions indirectly received by the Bureau shall not entitle the donor to membership privileges, namely, contributions thru the Community Welfare Fund, unless a special designation on their card to the Community Welfare Fund designates that the money shall be paid directly to the Bureau.

IN WITNESS WHEREOF, We, hereunto sign our names this 15th day of November A. D. 1930.

Charles O. Sprowl President.

Ruth Bowen Secretary.

Filed Nov. 17, 1930.

CERTIFICATE OF AMENDMENT TO THE
ARTICLES OF INCORPORATION

of

SOCIAL SERVICE BUREAU OF LANSING, MICHIGAN

REGISTERED OFFICE:

Lansing, Michigan.

We, the undersigned, being the President and Secretary of the

Social Service Bureau of Lansing, Michigan

a corporation existing under the provisions of Act No. 327 of the Public Acts of 1931, as amended, do hereby certify, as required by said act:

That at a meeting of the Members of said corporation duly called and held on the 31st day of January A. D. 1949, it was resolved by the vote of a majority of the Members of each class entitled to vote and by a majority of the Members of each class whose rights, privileges or preferences are changed thereby, that Articles No. I, II, IV, and VII of the Articles of Incorporation be and the same are amended to read as follows, viz.:

ARTICLE I

The name or title by which said corporation is to be known in law is
FAMILY SERVICE AGENCY OF LANSING, MICHIGAN

ARTICLE II

The purpose or purposes for which it is formed are as follows:

- (1) To offer casework service to families and individuals.
- (2) To make such adjustments and arrange for such care as will serve the welfare of the individual and the best interests of society where normal family life is not possible.
- (3) To accept responsibility for the initiation and development of programs to educate for family living and to prevent family and individual breakdown.
- (4) To help other groups through counsel and service in constructive approaches to problems of individuals and families for which they may feel some responsibility.
- (5) To encourage and promote education and training for social work.

(6) To encourage and participate in the promotion of community programs for social betterment.

(7) To provide legal service under policies jointly approved by the Board of Directors of the Family Service Agency and the Advisory Committee of the Ingham County Bar Association.

(8) To act as Trustee for any funds entrusted to it for the promotion or execution of any of the purposes above set forth or for the promotion or execution of any plan or the administration thereof, of a charitable or benevolent nature. Further to act as an advisor or administrator to any trust fund wherein the purposes set forth are of a benevolent or charitable nature.

ARTICLE IV

The term of existence of this corporation shall be in perpetuity in accordance with Section 64 of Act. No. 327 of the Public Acts of Michigan for 1931.

ARTICLE VII

The qualifications for officers and members shall be those set forth in the by-laws of this corporation.

IN WITNESS WHEREOF, We, hereunto sign our names this 16th day of February A. D. 1949.

Social Service Bureau of Lansing, Michigan

BY Leota Abrams
(President)

Gladys Spaulding,
(Acting Secretary)

STATE OF MICHIGAN) ss.
COUNTY OF INGHAM)

On this 16 day of February, 1949, before me a Notary Public in and for said County, appeared Leota Abrams (President) of the Social Service Bureau of Lansing, Michigan, known to me to be the person named in, and who executed the foregoing instrument, and acknowledged that he executed the same freely and for the intents and purposes therein mentioned.

Dorothy Alice Sweeney
Notary Public, Ingham County, Michigan
My Commission Expires Jan. 15, 1951.

Filed
Feb. 23, 1949
Howard M. Warner, Commissioner
Michigan Corporation and
Securities Commission

BY-LAWS

FAMILY SERVICE AGENCY OF LANSING, MICHIGAN

ARTICLE I

Membership

The membership shall consist of all persons whose written application, therefor, shall be approved annually by the Board of Directors at the second Board meeting following the annual meeting. The term of membership shall be for one year following the approval of the Board. Each member shall have the right in person to vote upon any proposal presented for decision at any meeting of members.

ARTICLE II

Board of Directors

The property and business of this corporation shall be held and managed by the Board of Directors consisting of fifteen (15) members of this corporation, five (5) of whom shall be elected by ballot at each annual meeting hereafter to serve a term of three (3) years from the fifteenth of the month next following their election and until their successors are duly elected. No director who has served two (2) terms shall be elected to succeed himself. The Board shall have power to fill all vacancies occurring in any office and in its own body. The Board may determine when a vacancy exists and shall have power to fill that vacancy.

ARTICLE III

Duties of Board of Directors

The duties and powers of the Board of Directors shall be

- (a) to manage the affairs of the corporation between meetings of the membership,
- (b) to adopt policies, regulations, and by-laws necessary for the attainment of the purposes of the corporation.
- (c) to receive and disburse funds and to accept and dispose of property,
- (d) to employ a General Secretary to carry out the duties assigned to him by the Board of Directors,
- (e) to attend Board meetings and to serve on committees of the Board.

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ARTICLE IV

Officers

Within one (1) month following the annual meeting, the Board of Directors shall elect as officers of this corporation a President, a Vice-President, a Treasurer, and a General Secretary, each of whom, except the General Secretary, shall be members of the Board. The officers shall serve for a term of one (1) year from the fifteenth of the second month following the beginning of the fiscal year and until their successors are duly elected.

ARTICLE V

Duties of Officers

President and Vice-President--The President, or in his absence the Vice-President, shall preside at all meetings of the corporation and of its Board of Directors. The President shall be chairman of the Executive Committee and ex-officio member of all other committees. The Vice-President shall perform the duties of the President in the absence of the President, in case of his resignation, or his inability to perform his duties.

Treasurer -- The Treasurer shall supervise and manage all corporate funds and securities and shall see that a full and accurate account of all receipts and disbursements is given to the Board of Directors.

The General Secretary -- The General Secretary shall be the only paid officer. His salary, condition of employment, and duties shall be fixed by the Board. Subject to the direction of the Treasurer, the General Secretary shall deposit all moneys, securities, and other valuable effects in the name of the corporation in such depository as may be designated for that purpose by the Board of Directors. He shall disburse the funds of the corporation as may be ordered by the Board, take proper vouchers for such disbursements, and shall render to the Directors whenever requested by them an account of all his transactions and the financial condition of the corporation. All written instruments, including checks, drafts, and orders for payment of money shall be signed in the name of the corporation by such officers or agents as the Board of Directors shall from time to time designate.

ARTICLE VI

Committees

The President shall annually appoint the following committees:

An Executive Committee consisting of the President, Vice-president, Treasurer, and chairman of the Personnel Committee. The Executive Committee shall have power to act for the Board in the interim of its meetings. Three (3) members shall constitute a quorum.

A Finance Committee consisting of the Treasurer as chairman and not less than two (2) other members of the Board, which shall

- (a) have supervision of the annual budget and its preparation,
- (b) recommend to the Board action to be taken on all financial transactions,
- (c) Provide for an annual audit of the books of the corporation,
- (d) have direction of entrusted funds.

A Personnel Committee which consists of four (4) members of the Board.

A Nominations Committee of three (3) members of the Board.

Such other committees as the Board shall deem advisable for the proper distribution of the work of the corporation.

ARTICLE VII

Board Meetings

The Board of Directors shall hold regular monthly meetings except during July and August on a day to be fixed by the Board. Special meetings shall be called by the Secretary at the request of the President or of any five (5) members of the Board. At least five (5) days' official notification shall have been given to each Board member specifying the business to be brought forward.

Five (5) members shall constitute a quorum

ARTICLE VIII

Annual Meetings

The fiscal year of the corporation shall coincide with that of the Greater Lansing Community Chest, Inc.

The annual meeting of the corporation shall be held within thirty (30) days following the beginning of the fiscal year at a date set by the Board of Directors and at least ten (10) days' written notification thereof shall have been mailed to each member at his last known address.

Special meetings of the corporation shall be called by the Secretary at the request of the President or of any five (5) members of the Board. At least five (5) days' previous official notification shall have been given to each member specifying the business to be brought forward. Twenty-five (25) members of this corporation shall constitute a quorum.

ARTICLE IX

Amendment of By-Laws

The By-Laws may be amended at any regular meeting of the Board of Directors by a two-thirds vote of the members present, provided the nature of the amendment shall have been given to the Board members in writing at least seven (7) days before the regular meeting of the Board of Directors.

By-Laws Adopted April 18, 1949.

CERTIFICATE OF AMENDMENT TO THE
ARTICLES OF INCORPORATION

OF

FAMILY SERVICE AGENCY OF LANSING, MICHIGAN

REGISTERED OFFICE: 573 Hollister Building Lansing 8, Michigan

We, the undersigned, being the President and Secretary of the

FAMILY SERVICE AGENCY OF LANSING, MICHIGAN

a corporation existing under the provisions of Act No. 327 of the Public Acts of 1931, as amended, do hereby certify, as required by said act:

That at a meeting of the members of said corporation duly called and held on the 30 day of January A. D. 1951, it was resolved by the vote of a majority of the members of each class entitled to vote and by a majority of the members of each class whose rights, privileges or preferences are changed thereby, that Article No. V and Article No. III of the Articles of Incorporation be and the same are amended to read as follows, viz.:

ARTICLE V

The number of directors shall be twenty-one after January 1, 1952. Until January 1, 1952 the number of directors shall be fifteen.

ARTICLE III

The location of the registered office is 573 Hollister Building, Lansing 8, Michigan, County of Ingham. The postoffice address of the registered office is 573 Hollister Building, Lansing 8, Michigan.

IN WITNESS WHEREOF, We, hereunto sign our names this 10 day of May, A. D. 1951.

FAMILY SERVICE AGENCY OF LANSING, MICHIGAN

BY Charles E. Sherry
(President)

STATE OF MICHIGAN) ss. Gladys Spaulding
County Of Ingham) (Secretary)

On this 10 day of May, 1951, before me a Notary Public in and for said County, appeared Charles E. Sherry (President) of the FAMILY SERVICE AGENCY OF LANSING, MICHIGAN known to me to be the person named in, and who executed the foregoing instrument, and acknowledged that he executed the same freely and for the intents and purposes therein mentioned.

Dorothy Alice Sweeney
Notary Public, Ingham County, Michigan.
My Commission Expires Jan. 15, 1955

Filed
May 21, 1951
John R. Lykema, Commissioner
Michigan Corporation and
Securities Commission

BY-LAWS

ARTICLE II (AS AMENDED)

Board of Directors

The property and business of this corporation shall be held and managed by the Board of Directors consisting of twenty-one (21) members of this corporation. At the annual meeting held in January, 1952, eleven (11) Board members shall be elected by ballot, seven (7) for three (3) year terms, two (2) for two (2) year terms, and two (2) for one (1) year terms. Thereafter seven (7) Board members shall be elected by ballot at each annual meeting to serve a term of three (3) years or until their successors are duly elected. No director who has served two (2) terms shall be elected to succeed himself. The Board shall have power to fill all vacancies occurring in any office and in its own body. The Board may determine when a vacancy exists and shall have power to fill that vacancy.

If a Board member misses his third consecutive meeting without reasons acceptable to the Board, he should be conferred with by the Executive Committee regarding his situation. The Executive Committee shall recommend to the Board whether the position shall be declared vacant.

Adopted November 14, 1951.

A P P E N D I X B

FORTY-FIRST ANNUAL REPORT

FAMILY SERVICE AGENCY

January 30, 1952

P R E S I D E N T ' S M E S S A G E

As we enter 1952, we may well pause to note some of the happenings of the Agency in 1951. Family troubles tend to be cumulative in times such as these, and the results of a period of severe strain and tensions are already reflected in instances of family conflicts and family breakdown. A steadily growing number of the problems presented to the Agency in 1951 were directly related to the defense situation. Additional pressures may still be ahead in 1952. During 1951 I have been in close touch with the Agency. The staff of the Agency has given help with all kinds of family problems. Indirect help in community planning has occupied considerable time of the staff and of the Board of Directors.

In addition to casework and community services, the year 1951 was an important one for several other reasons. For instance, a much needed Homemaker Service was added to the Agency. Of momentous importance was the move to the Red Feather Building at 615 North Capitol Avenue. At the 1951 Annual Meeting the membership voted to enlarge the Board from 15 to 21 members. Much thought has been given to preparing a slate of people who will more adequately represent the increased population of this area as well as make a pertinent contribution to the work of the Agency.

At this time I would like to take the opportunity to thank the membership for their support during 1951. A large well-informed membership is the base of a pyramid culminating in a worthwhile community agency.

I would like to thank each of our retiring Board members for the important contribution each has made during his term of office. It is our wish that your interest will continue as you go about your work in this community.

I also want to welcome our new Board members who will be elected tonight. You will find a challenge here at Family Service. It will be your opportunity to become a vital cog in the planning for the alleviation of our community problems.

In closing I would like to thank the 1951 Board and staff as well as other social agencies and our community friends for the fine cooperation we have had as we worked together towards the fostering and strengthening of family life in Ingham County.

Signed: Charles E. Sherry
President

P U R P O S E O F T H E A G E N C Y

The preserving and strengthening of family life is the main purpose of the Family Service Agency with the end always in view that children may be given the best possible opportunities to develop into responsible and useful adults.

This basic purpose is carried out through two major functions related to individual capacities and to community opportunities:

1. Social casework treatment available to persons who need help in utilizing their strengths and in dealing with handicaps within themselves, their family relationships, and in their environment.
2. Community leadership in the improvement of social conditions directly affecting family life.

M E M B E R S H I P

The membership is the base upon which the agency rests. We look to the membership for people to serve as Board members and for people to support and interpret our program because they believe in its value. Each member has a right to vote in person upon any proposal affecting the agency and its policies which is presented for decision at any meeting of members. At the Annual Meeting the membership elects new Board members.

P R O G R A M

CHAIRMAN - Charles E. Sherry

INVOCATION - Rev. Robert J. Baumann

DINNER

ACCORDION SOLO - Judy Spaulding

MINUTES OF THE 1951 ANNUAL MEETING

REPORT OF NOMINATIONS COMMITTEE AND ELECTION OF BOARD MEMBERS

SPEAKER - Mr. Harold Silver, Director, Jewish Social Service Bureau, Detroit

SUBJECT - "Responsibility of Citizens in Community Work"

CLOSING REMARKS - Mr. Sherry

EXECUTIVE'S REPORT TO THE MEMBERSHIP

BOARD AND COMMITTEE ACTIVITIES

The year 1951 has been an active one for the Board of Directors through its regular monthly meetings, usual committee meetings, and also through community activities. Because the Board has had but 15 members, it has been necessary for some members to serve on two or three Board committees at the same time. Board members already have full schedules in their own chosen fields so that so much Board participation was more responsibility than they could easily manage. The 1951 Annual Meeting provided for six additional Board members. The advantages of this change are many, first, it will provide for broader community coverage; second, it will provide more members to share work of committees; third, it will provide more opportunity for interpretation of Agency program by Board members.

At the regular Board meetings the necessary business was transacted. In February, 1951 the staff presented at a special Board meeting an actual case. The staff members took the parts of the family members as well as the casework supervisor, receptionist, etc. Miss Wagle, National Field Representative, attended one meeting at which she talked about the Family Service Association of America. In November a staff member from the Grand Rapids Family Service Association reviewed their Rural Casework Program for Kent County. The Board has given thought to our expansion into Ingham County as soon as possible.

The Casework Committee has been studying financial assistance as given by Family Agency. They hope to propose a policy for Board action early in 1952. Staff members participate in this Committee.

The Executive Committee met several times this year between Board meetings to recommend changes in the by-laws in order to carry out the mandates of the 1951 Annual Meeting. There was also special business between Board meetings.

The Finance Committee presented services of the Agency and anticipated 1951 financial needs at the Chest Budget Hearing in April, 1951. In June the Committee prepared the 1952 budget and presented it to the Board and Chest Committee in July. In December the Committee again appeared before the Budget Committee for final recommendations for the 1952 budget.

The Nominating Committee consisted of six members instead of the usual four because of the important work of enlarging the 1952 Board. Three times the Committee met before the slate to be presented tonight was completed.

The Personnel Committee reviewed and revised the personnel practices of the Agency. This is important as the policies set up the working conditions of the Agency staff. This Committee also makes recommendations to the Board as to salary scale for the staff. A staff member serves on this Committee.

The Membership and Public Relations Committee conducted a membership drive for new members this year and actively participated in plans for the Annual Meeting. Stressing the need for good public relations was part of the work of this Committee.

The Legal Aid Committee was a part of the Ingham County Bar Committee and, as such, participated in the monthly meetings of the Bar Committee, explaining the Family Service Agency's attitude toward situations involving family problems.

A Special Housing Committee was very active in securing for the Family Service Agency very modern and adequate housing in the new Red Feather Building.

A Special Open House Committee planned our part in the Open House Program of October, 1951.

The Annual Meeting Committee prepared for this Annual Meeting. Planning covered a period of several months.

In March the President was able to attend the Board Members Conference in Chicago. This was a valuable experience, and in 1952 it is hoped that three or four Board members will be able to attend the meeting in March.

Space does not permit the inclusion of the other committee work of our Board members. Truly it can be said that each one has played an important part in the framework of the overall social welfare program of Ingham County in 1951.

S T A F F S E R V I C E S

THE STAFF

The staff of an agency has sometimes been called the first line of defense. It is the staff member who actually works with the client and who helps him bring about a more satisfactory solution to his troublesome problems. The Family Agency staff has positions for five caseworkers. In 1951 we had two staff vacancies which limited our ability to give complete service to all who came to us. The demand for qualified caseworkers is such that not enough workers are available to fill all vacancies.

We were fortunate this year in our efforts to obtain a case supervisor. In June from staff promotion Miss Elaine Egolf became our able case supervisor. In May, Mrs. Conway, Caseworker, left the Agency to become head of the Volunteer Bureau. The Family Service Agency feels that part of its responsibility is to provide leadership for other community activities.

CASEWORK

Casework service to individuals and families in trouble takes the major portion of our staff's time. May we say again, troubles can come to anyone in all walks of life, and our services are available to all. In 1951 nine hundred twenty-nine families received help from the Agency. On page seven you will find some pertinent facts about how these families came to us and the problems they had.

COMMUNITY PROGRAM

Our Articles of Association provide for staff member participation in community activities. As in 1950, we continued to screen applications for the Community Nursery, and in many instances gave counseling service to the staff and to the mothers seeking nursery care for their children. Intake for Legal Aid Bureau has been part of our service to the Legal Aid Bureau. Each meeting of the Legal Aid Committee of the Bar has been attended by our Legal Aid Committee and a staff member. In all, 250 persons were given service by the Legal Aid Bureau.

In the summer of 1951 we were able to send 20 boys to the Y.M.C.A. camp through the jointly financed plan of the local Labor Unions, the Community Chest, and the Y.M.C.A. We were active in the Union Committee which made plans for 70 boys to attend camp during the Union camping period of the Y.M.C.A. Through special funds from individuals and organized groups ten other children received camping experiences.

Lake Forest Institute (a ten-day refresher seminar provided by the Family Service Association of America in June each year) was attended by two staff members. Mrs. Spaulding acted as business manager for the Lake Forest Institute and will serve in that capacity in 1952.

There was participation in the Christmas Clearing Bureau by the staff. The Volunteer Bureau provided a staff of 20 volunteers to make a special investigation. This group was supervised by a staff member.

Staff members served on special committees on the Ingham County Council of Social Welfare, and we have continued to take an active part in the Ingham County Community Referral Committee and have been a consultant to the Junior League in conjunction with their Dental Aid Program.

We have carried on an extensive student training program with the Michigan State College and the University of Michigan Graduate Schools. This is in accord with one of the purposes as set forth in the Articles of Association. This is a valuable program as it provides training and experience for students who may eventually become part of our casework staff.

In January, 1951 we started our Homemaker program. This program helps prevent broken homes in that the Homemaker takes the mother's part in the home when, because of illness or other reasons, the mother is temporarily absent from the home.

We have had much help from volunteers on our records' project. On this project as well as others we appreciate the important part volunteers play in our work.

The year 1951 marked a milestone in housing for the Family Service Agency. Not enough can be said about our fine new housing. Space for a playroom for children, as well as private offices so necessary for the casework program, are provided. The offices are ideal for an agency such as ours. The Board and staff wish to express to the community our sincere thanks for these quarters.

In 1952 we will work steadily to improve and extend our services to people in need of help. In times of stress, casework services play an especially important part in the community scheme of social welfare services.

LEGAL AID BUREAU

The Legal Aid Bureau renders legal services to those persons who cannot afford to retain a private attorney. The assistance rendered extends from advice only to active representation in court actions on behalf of those applicants who are in a low income bracket. This service is made available to the community through the cooperation of the Ingham County Bar Association and the Family Service Agency. During the year 1951 the Legal Aid Attorney consulted with 250 clients.

TRAVELERS AID

Travelers Aid service has been part of the program of the Family Service Agency since 1938. This is a service to "moving people" such as children traveling alone, older persons, and persons suffering from an illness that necessitates their having assistance in traveling. Displaced persons, migrants, or any person finding difficulty in traveling may secure help from Travelers Aid.

Travelers become the concern of social agencies when, as a result of encountering a difficulty enroute or of arriving in a strange community without knowledge of the city or without funds, friends, or resources, they require assistance in order to make their own way. All sorts of problems are presented by these persons, from need of special information to essential help with deep-seated problems. The common problem which governs a service program for them is their status as strangers in an emergent situation demanding prompt action.

In 1951 Family Service gave help to fifty-nine travelers.

HOMEMAKER SERVICE

Homemaker service is a way to preserve family life for children in homes where the death of the mother or her absence because of illness has disrupted the normal life of the family and created serious problems in the care of the children. The Homemaker goes into the home each day and gives substitute mother care to the children. Homemaker service was given to six families by the Agency during the year.

A G E N C Y A F F I L I A T I O N S

United Community Chest
Ingham County Council of Social Welfare
Family Service Association of America
Michigan Association of Family Agencies
Cooperating Representative - Travelers Aid Association of America

HISTORY HIGHLIGHTS (1911-1951)

Early Days

Prior to 1911 various groups interested in charity work were loosely banded together. What is now the Family Service Association of America was contacted regarding the organization of Associated Charities which was accomplished in 1911.

Lansing Associated Charities (1911-1920)

1. Free medical clinic established
2. Visiting Housekeeper program started
3. Humane Society and Visiting Nurse Association combined with the Agency
4. Inaugurated a shelter for single and unattached men in 1916. (War lessened need - discontinued in 1918)
5. Established Social Center in 1917 (temporary home for women, children)
6. Incorporated under Michigan laws in 1918
7. Sponsored the development of a public health program (later taken over by city)
8. Sponsored travelling psychiatric clinic from Kalamazoo State Hospital
9. Assisted American Red Cross in reorganizing Home Service Department
10. Helped organize Lansing Chapter of Michigan Children's Aid Society
11. Helped organize Community Chest 1919
12. Fire destroyed records of Associated Charities 12-28-20
13. Agency reorganized as Social Service Bureau

Social Service Bureau (1920-1949)

1. Juvenile protective work begun 1921
2. Role in Depression years
 - Relief measures - Clothing Center
 - Assistance to Olds Motor Works with Employees Relief Plan
 - Loan of staff members to public agencies
3. Became Travelers Aid Society Representative 1938
4. Transferred Social Service Exchange to Community Chest 1933
5. Student training program developed
6. Emphasis on Community Organization functions of agency
7. Legal Aid Bureau established December, 1940
8. Helped in planning for Lansing Child Guidance Clinic
9. Student Scholarship Training Plan adopted
10. Ingham County Referral Committee organized
11. Name changed to Family Service Agency 1949

Family Service Agency (1949 --)

1. Remodeled office quarters of agency
2. Psychiatric Consultation Service added in April, 1950
3. Homemaker Service added January, 1951
4. Moved to Red Feather Building, June, 1951
5. Plan for Expansion of Board of Directors, 1951

A YEAR OF FAMILY SERVICE IN LANSING

CASELOAD FOR 1951

Carried Over from 1950	141
Intake	788
Total Cases Active 1951	<u>929</u>

WHO REFERRED THEM

Personal	24.2%
Interested Individuals	21.3%
Public and Private Social Agencies	34.8%
Police and Courts	8.9%
Churches and Schools	6.2%
Junior League Dental Aid Program	4.6%

PROBLEMS IN 1951

Family Relationships	26.2%
Marital	11.7%
Parent-Child	10.9%
Others	3.6%
Individual Personality Adjustments	13.4%
Old Age	2.2%
Physical Illness or Handicap ,	11.5%
Mental Illness	5.3%
Economic	21.0%
Miscellaneous	14.1%
Employment	6.3%

F I N A N C I A L R E P O R T

Balance on hand January 1, 1951

\$ 5,547.15

INCOME

Community Chest	\$40,933.42	
Special Funds	100.00	
Clients' Refunds	168.58	
Homemaker Service Refunds	<u>465.00</u>	
		<u>41,667.00</u>
		<u>47,214.15</u>

DISBURSEMENTS

Administrative Costs	4,800.00	
Service Costs	19,428.40	
Operating Expenses	11,937.54	
Family Rehabilitation Service	1,838.76	
Legal Aid Bureau	1,234.71	
Special Funds	<u>105.38</u>	
Balance on hand December 31, 1951		<u>39,344.79</u>
		<u>\$ 7,869.36</u>

B O A R D M E M B E R S

Charles E. Sherry - President	Rev. Norman W. Klump
Dr. George R. Thornton - Vice-Pres.	John B. Nelligan
Walter E. McComb - Treasurer	Stephen A. Partington
B. I. Brady	Mrs. Barnard Pierce
Mrs. Gunner Dybwad (resigned)	Morris A. Riley (resigned)
Rabbi Alfred L. Friedman	Mrs. Josef S. Rozan
Harold C. Good	Mrs. Walter A. Schaefer
Mrs. Howard C. Grimes	Mrs. John N. Seaman
Dr. Kenneth H. Johnson	Mrs. Steven Vandenberg (resigned)

S T A F F M E M B E R S

Mrs. Gladys Spaulding, General Secretary
Miss Elaine Egolf, Casework Supervisor
Miss Athlynn Lundberg, Caseworker
William D. Rennie, Caseworker
Mrs. Edith Hendrick, Caseworker
* Mrs. Mary Ford Conway, Caseworker
* Mrs. Anne L. O'Hara, Caseworker
Miss Leona R. Rowden, Homemaker
Miss Dorothy Sweeney, Office Secretary
Mrs. Mary T. Caldwell, Receptionist
* Mrs. Esther Boughner, Receptionist
Mrs. Katharine M. La Haie, Dictaphone Operator
* Mrs. Doris Clark, Dictaphone Operator
* Miss Margaret Bennett, Dictaphone Operator
Dr. David C. Asselin, Consulting Psychiatrist
Charles E. Chamberlain, Legal Aid Attorney

S T U D E N T S

Jean Bukwaz
Joanne Parsons
Alvin Richmond
* Harold Sherman
* Mrs. Asse Sternfeldt

* No longer with the Agency

A P P E N D I X C

Standard Casework Stack Card -- Issued to Member Agencies
by the Family Service Association of America.

FACE SHEET INFORMATION (Figure 1)

SURNAME	MAN'S FIRST NAME	WOMAN'S FIRST NAME	WOMAN'S MAIDEN NAME	ALIAS -- PREVIOUS MARRIAGE	DATE	CASE NO.		
DOE	John	Jane	Dew		8-2-51	32467		
ADDRESS				TELEPHONE NO.	DISTRICT	CASEWORKER		
2110 First Street, Lansing, Michigan				3-8150		JMP		
MAN	BIRTH DATE	OCCUPATION OR SCHOOL OR WHEREABOUTS IF AWAY	BIRTHPLACE	MARRIAGE DATE	COLOR	RELIGION	CITIZEN YES NO	RESIDENT YES NO
John	1-10-1903	Factory	Mich.	10-2-30	W	P.	X	X
WOMAN								
Jane	5-11-1906	Housewife	Mich.		W	P.	X	X
NAMES OF SINGLE CHILDREN				FAMILY STATUS: MC CLC UC UM W WR DES DIV SEP SM SW ORPH				
None				SOURCE OF APPLICATION Write out source REPORT FROM SOCIAL SERVICE EXCHANGE Use Abbreviations				
				CASE OF SERVICE FOR CLIENT INTAKE STATUS: <u>X</u> NEW ____ REOPENED, LAST CLOSED IN PRIOR YEAR ____ REOPENED, LAST CLOSED WITHIN YEAR				
				CASE OF SERVICE FOR OTHER AGENCY ____ CLOSED CASE REPORTED ON ____ O. T. I.				
OTHERS IN HOUSEHOLD				APPLICATION NOT MADE CASE -- DISPOSITION				
				Brief-Service				
PREVIOUS ADDRESSES				DATES FROM TO				

A P P E N D I X C

Standard Casework Stack Card--Issued to Member Agencies
by the Family Service Association of America.

CASEWORKER'S REPORT (Figure 2)

PROBLEMS GIVEN INDIVIDUAL CONSIDERATION BY CASEWORKER		DATE OF CLOSING: 8-30-51	EVALUATION AT CLOSING
A FAMILY RELATIONSHIPS	VI MENTAL ILLNESS	STATUS AT CLOSING <u>X</u> BRIEF SERVICE CONTINUED SERVICE	SERVICE ENABLED FAMILY OR INDIVIDUAL TO HANDLE SITUATION BETTER <u>Y</u> YES <u>N</u> NO <u>U</u> UNABLE TO EVALUATE
	B DIAGNOSED		
B MARITAL DIFFICULTY	VII INTELLECTUAL RETARDATION	REASON FOR CLOSING <u>1</u> REFERRED ELSEWHERE <u>2</u> SERVICE COMPLETED <u>3</u> CLIENT UNWILLING TO CONTINUE <u>4</u> MODIFICATION UNLIKELY <u>5</u> CLIENT DID NOT CONTINUE DESPITE PLAN <u>6</u> NO COMMUNITY RESOURCE	FINANCIAL ASSISTANCE GIVEN <u>X</u> YES <u>X</u> NO
C PARENT-CHILD RELATIONSHIPS	A DIAGNOSED		
C UNMARRIED PARENTHOOD	B SUSPECTED		FEE FOR CASEWORK SERVICE YES NO
D OTHER	VIII ECONOMIC		
E INDIVIDUAL PERSONALITY ADJUSTMENT	IX EMPLOYMENT		
F CHILDREN (UNDER 13 YEARS)	X EDUCATIONAL AND VOCATIONAL ADJ.		
G ADOLESCENTS (13 THROUGH 20)	XI RECREATION		
H ADULTS (21 AND OVER)	XII HOUSING		
I PLANNING SUBSTITUTE CARE OF CHILDREN	O OTHER		
J OLD AGE			
K PHYSICAL ILLNESS OR HANDICAP			

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