

2026 National Case Management Coordination Meeting

Report Summary



**2026 National
Case Management
Coordination Meeting**

From Policy to Practice: Shaping the
Future of Case Management Together.



**Réunion nationale
de coordination de
la gestion des cas 2026**

De la politique à la pratique: façonner
ensemble l'avenir de la gestion de cas.



Funded by:

Financé par :



Immigration, Refugees
and Citizenship Canada

Immigration, Réfugiés
et Citoyenneté Canada

The 2026 National Case Management Coordination Meeting was held from January 20th to 23rd, 2026, in Calgary. The conference provided an overview of the current Case Management Framework (the Framework) implementation and set the stage for shaping the future of Case Management (CM) through aligned best practices and targeted refinements.

CM Sector Key Consensus Points

Consensus on core principles

There is general agreement on the program's core principles: the Framework guiding SPOs' work is client centered; coordination and continuity are essential to effective settlement support; and consistency in service orientation is required to support equitable access and achieve positive outcomes.

Consensus on pain points

Several persistent challenges emerged throughout the discussions:

- Client journeys are not linear, pathways are often crisis-driven, and progress is iterative. The Framework must account for this non-linear reality to better support both service delivery and client experience.
- Definitions and categories lack nuance. Needs complexity evolves faster than the Framework, compromising case management outcomes.
- The eligibility assessment must be intersectional. Assessments must be completed with these principles in mind such as Gender-based Analysis Plus (GBA+), and be culture and trauma informed to ensure the right service reaches every eligible newcomer at the right time.
- Staff need structured support. Targeted training and ongoing professional development must equip teams with the skills to deliver services reliably while maintaining their own emotional wellbeing.

Consensus on recommendations

Discussions produced agreement on these key recommendations:

- Clarifying key concepts and requirements is essential to operationalizing a sustainable program.
- Streamlining processes (e.g., duplicate assessments and reporting requirements) will improve sector efficiency and client outcomes.
- Strengthening coordination will prevent siloed approaches or competing interests that jeopardize service delivery.
- Professionalizing case management through formal training and recognition (i.e., professional certification) will help build a sustainable system.

Path Forward: Strengthening the Case Management Sector

Identified action items

Reference documentation

- Further defining key concepts and approaches: Concepts such as "Case" or "High Needs" must be further defined to reflect operations and enhance service delivery consistency and quality.
- Establishing clear guidelines: Developing clear guidance for entering data in iCARE will help capture day-to-day case management realities and inform policy refinements.
- Documenting best practices: Documenting what is working well will give the sector a shared foundation to build from across regions.

Tools and framework development

- Standardized tools: High-level guidelines and templates including referral protocols, detailed needs categorization and settlement plan framework are needed to align practices.
- Comprehensive reference guide: A comprehensive case management reference guide will provide orientation for new and experienced SPOs, reducing interpretation gaps across the sector.
- Information transfer system: A system that allows transferring clients' information between providers will close service gaps, reduce client retraumatization, and cut unnecessary administrative work.

Identified required support

The sector identified two priority areas requiring dedicated support to achieve reliable service delivery.

Capacity building

Building practitioner capacity begins with training staff in case management fundamentals to support consistent service delivery. Ongoing professional development will reinforce practitioners' expertise and facilitate the sharing of learnings, ultimately enhancing sector capacity and service quality.

Coordination support

Structured collaborative learning opportunities, through peer learning events, communities of practice, and intersectoral conferences, is recognized as a system for bridging gaps between providers and fostering a more cohesive national approach.

Conclusion

The 2026 National Case Management Coordination Meeting offered a valuable opportunity to reflect on current approaches to Case Management and to exchange perspectives on the implementation of the Framework. Sector organizations indicated general alignment with key principles, including client centered services, coordinated delivery and equitable access to supports.

At the same time, discussions highlighted areas where further clarity and alignment may be beneficial. Sector organizations noted the complexity and non-linear nature of client journeys and identified opportunities to better reflect these realities in service delivery approaches. Considerations were also raised regarding the interpretation of key concepts, coordination practices and differences in organization capacity which may influence consistency across the sector.

Ongoing collaboration and knowledge exchange were identified as important enablers of a more cohesive approach. Training, mentorship and peer learning opportunities were highlighted as ways to support practitioners in responding to evolving client needs while fostering greater consistency in practice.

Overall, the 2026 National Case Management Coordination meeting reflected a shared interest in continuing to strengthen case management approaches across the sector. Continued engagement will help inform future considerations and support efforts to enhance consistency, service delivery and client outcomes over time.