



Service Access & Management, Inc.
MASTER CASE MANAGER
PROGRAM

PURPOSE OF THE MASTER CASE MANAGER PROGRAM

- ❖ **To Create the Best Case Managers** in our service area per the goal identified by the Board of Directors in the Strategic Plan
- ❖ **To Articulate the Description of a “Master Case Manager”** in terms of how excellence in case management is demonstrated in the performance of case management functions/activities



PURPOSE OF THE MASTER CASE MANAGER PROGRAM

- ❖ **To Address Feedback from the “Best 100 Places to Work in PA” Survey** regarding employees’ interest in advancement, increased pay, and other opportunities within SAM in terms of...
- SAM clearly telling staff what’s expected for advancement
- The ability to explore other possible opportunities within the agency



PURPOSE OF THE MASTER CASE MANAGER PROGRAM

❖ To Acknowledge Case Managers...

- Without utilizing the opportunity for promotion to a supervisory/management position as an incentive
- Who are uninterested in, or not suited for, promotion to a supervisory/management position



PURPOSE OF THE MASTER CASE MANAGER PROGRAM

- ❖ **To Reduce Turnover by Providing Enrichment, Incentive, and Opportunity** for staff who begin in an entry level position and perform well, then exit the agency for “better” opportunities
- ❖ **To Improve Job Satisfaction**



PURPOSE OF THE MASTER CASE MANAGER PROGRAM

- ❖ **To Insure that Case Managers are Skilled in the Essential Case Management Functions and Able to Work with Various Populations: Mental Health (MH), Intellectual Developmental Disabilities (IDD), Early Intervention (EI), Aging, and Drug & Alcohol (D & A).**
- ❖ **To Increase Flexibility and Opportunity for Company Expansion Relative to Populations Served**
- ❖ **To Improve the Quality of Services**



PURPOSE OF THE MASTER CASE MANAGER PROGRAM

- ❖ **To more fully Integrate other Structures within SAM, such as the “We Believe” values, case management model, performance appraisal process, and training system**
- ❖ **To Later Apply the Concept of “Master” Designation to Fiscal/Clerical/Support staff**



CRITERIA FOR DESIGNATION AS A MASTER CASE MANAGER

❖ INVOLVEMENT IS VOLUNTARY.

- Case managers will not be viewed and/or evaluated negatively if they choose not to pursue designation as a “Master Case Manager”.

❖ MINIMUM MANDATORY, COMPANY-WIDE ELIGIBILITY CRITERIA for designation as a “Master Case Manager”:

- Two (2) years of full-time experience in case management
- Maintenance of at least satisfactory performance/absence of performance problems (as determined by site management staff) for one (1) year prior to application and throughout the course of candidacy



CRITERIA FOR DESIGNATION AS A MASTER CASE MANAGER

❖ **EXEMPLARY/EXCEPTIONAL KNOWLEDGE, SKILL, AND DEDICATION** as indicated by the following criteria to be completed/verified after the acceptance of the Case Manager's application as a candidate:

I. CROSS-TRAINING to Enable Staff to Work with Varied Populations (MH, IDD, EI, Aging, and D & A)

- The training is self-led – presented and scored (pass/fail) via the Learning Management System (LMS), with the estimated time for completion being 8 to 12 hours.



CRITERIA for EXEMPLARY/EXCEPTIONAL KNOWLEDGE, SKILL and DEDICATION

II. ADDITIONAL EDUCATION, TRAINING, and/or CREDENTIALS - beyond the minimum required for current position and as follows:

- **Training:** 16 hours – the majority of which is to be “outside” (non-LMS) training; **and/or**
- **Education:** e.g., Master or Doctoral Degree; **and/or**
- **Professional Credential:** e.g., license as a Social Worker, Counselor, or Psychologist



CRITERIA for EXEMPLARY/EXCEPTIONAL KNOWLEDGE, SKILL, and DEDICATION

III. REFERENCES/RECOMMENDATIONS/FEEDBACK are solicited via survey.

A. Consumers/Families:

- Utilizes Master Case Manager Consumer/Family Survey, which has been created to be congruent with current MH/IDD/EI satisfaction surveys.
- Entire caseload or a percentage of the candidate's caseload is randomly selected to insure that at least thirty (30) consumers are sampled.



REFERENCES/RECOMMENDATIONS/ FEEDBACK

Consumers/Families (Cont'd):

- Survey completion is supported by the candidate's effort, which includes handing a blank (hardcopy) survey with a return (metered) envelope to the identified consumers/families. Instructions for completion of the survey are included to ensure an independent and confidential survey process.
- Data entry is completed by Quality/Training Department (corporate) staff, and data analysis is completed in "Survey Monkey".
- Minimum Criteria: at least three (3) consumers/families and an average rating of at least four (4) on a five (5)-point scale. Respondents will be offered the option of not responding to (a) particular question(s) if they believe that they do not have sufficient information/knowledge to respond. Staff from the Quality/Training Department and/or site management staff may contact consumers/family members in an effort to ensure that at least three (3) persons complete the survey.



REFERENCES/RECOMMENDATIONS/ FEEDBACK

❖ Survey Elements - Data:

- Name of the SAM Case Manager
- Type of Case Management Provided
- Case Management Service County/Joinder
- Date the Survey Was Completed



REFERENCES/RECOMMENDATIONS/ FEEDBACK

❖ Survey Elements - Questions:

- **I am satisfied with the SAM Case Management services that I receive/my child receives.**
- **The SAM Case Manager treats me/my family member with dignity and respect, including respect for beliefs, culture, and religion.**
- **The SAM Case Manager seems knowledgeable about services and resources, and advocates for me/my child's needs.**
- **The SAM Case Manager explains documents and processes and encourages me/my child to offer input.**
- **The SAM Case Manager gives me/my family the opportunity to involve people that are important in my/my child's services and planning.**



REFERENCES/RECOMMENDATIONS/ FEEDBACK

- **The SAM Case Manager provides services, and supports the development of an individual plan that identifies my/my child's strengths, needs, and preferences.**
- **The SAM Case Manager provides services and schedules meetings at times and locations convenient to, and in a flexible manner that is best for, me/my child.**
- **The SAM Case Manager has provided me/my child information on accessing support after regular business hours.**
- **The SAM Case Manager has given me information about my/my child's rights, including filing complaints and grievances.**
- **I would recommend the services of the SAM Case Manager.**
- **Additional comments about the services of the SAM Case Manager**



REFERENCES/RECOMMENDATIONS/ FEEDBACK

❖ B. Peers:

- Utilizes Master Case Manager Provider/Peer Survey.
- All peers within the candidate's unit and/or department unit are sampled via "Survey Monkey".
- Minimum Criteria: at least five (5) peers (unless less than five (5) peers can be identified) and an average rating of at least four (4) on a five (5)-point scale. Respondents will be offered the option of not responding to (a) particular question(s) if they believe that they do not have sufficient information/knowledge to respond. Staff from the Quality/Training Department and/or site management staff may contact peers in an effort to ensure that at least five (5) persons, or at least a majority of the candidate's peers, complete the survey.



REFERENCES/RECOMMENDATIONS/ FEEDBACK

❖ Survey Elements - Data:

- Name of the SAM Case Manager
- Type of Case Management Provided
- Case Management Service County/Joinder
- Date the Survey Was Completed
- Service Provider Representative vs. SAM Case Manager/Peer/Co-Worker
- Title/Area of Expertise (of Person Completing Survey)



REFERENCES/RECOMMENDATIONS/ FEEDBACK

❖ Survey Elements - Questions:

- **The services provided by the SAM Case Manager identified above are satisfactory.**
- **The SAM Case Manager treats consumers/families served with dignity and respect, including respect for beliefs, culture, and religion.**
- **The SAM Case Manager seems knowledgeable about services and resources, and advocates for the needs of consumers and families.**
- **The SAM Case Manager explains documents and processes to consumers/families and encourages input.**
- **The SAM Case Manager provides the consumers/families the opportunity to involve people that are important in their services and planning.**



REFERENCES/RECOMMENDATIONS/ FEEDBACK

- **The SAM Case Manager provides services, and supports the development of an individual plan that identifies the strengths, needs, and preferences of the consumers/families.**
- **The SAM Case Manager provides services and schedules meetings at times and locations convenient to, and in a flexible manner that is best for, consumers/families.**
- **The SAM Case Manager has provided information to consumers/families on accessing support after regular business hours.**
- **The SAM Case Manager has given the consumers/families information about their rights, including filing complaints and grievances.**
- **I would recommend the services of the SAM Case Manager.**
- **Additional comments about the services of the SAM Case Manager**



REFERENCES/RECOMMENDATIONS/ FEEDBACK

❖ C. Providers:

- Utilizes Master Case Manager Provider/Peer Survey.
- A list of at least five (5) key provider agencies is identified for each involved (SAM case management) department/unit. Efforts are made to keep the lists as consistent as possible across sites for each service. All providers on the list are surveyed via “Survey Monkey”.
- Minimum Criteria: at least five (5) provider agencies and an average rating of at least four (4) on a five (5)-point scale. Respondents will also be offered the option of not responding to (a) particular question(s) if they believe that they do not have sufficient information/knowledge to respond. Staff from the Quality/Training Department and/or site management staff may contact provider agencies in an effort to ensure that at least five (5) persons complete the survey.



CRITERIA for EXEMPLARY/EXCEPTIONAL KNOWLEDGE, SKILL, and DEDICATION

IV. EXEMPLARY SKILL IN ESSENTIAL CASE MANAGEMENT FUNCTIONS:

A. Written/Verbal Case Presentation:

- **Demonstrating skills in assessment/conceptualization, service planning, implementation of effective interventions, networking/utilizing resources, and documentation.**



CRITERIA for EXEMPLARY/EXCEPTIONAL KNOWLEDGE, SKILL, and DEDICATION

- **Rating is completed by a standing committee consisting of corporate staff, with site management staff participating as available and appropriate.**
- **Minimum Criteria: demonstration via oral/written presentation that each/every related standard (as delineated on the “CASE PRESENTATION: Outline of Content and Related Standards” document) has been met.**



CASE PRESENTATION: Content and Related Standards

ASSESSMENT/CONCEPTUALIZATION

❖ Content to be Presented:

- Identifying Information
- Presenting Problem/Reason for Referral
- Psychosocial Data/History
- Conceptualization: Interpretive Summary

❖ Standards to be Rated:

- Assessment/Interpretive Summary:
 - Addressed issues identified in the referral
 - Was thorough and complete
 - Provided a concise and focused snapshot of the consumer



CASE PRESENTATION: Content and Related Standards

SERVICE PLANNING

❖ Content to be Presented:

- **Goals/Outcomes**
- **Objectives/Steps to Achievement**
- **Progress:** goals completed, revised, deleted, added
- **Crisis and/or Transition Planning**
- **Involvement/Engagement of Consumer**



CASE PRESENTATION: Content and Related Standards

❖ Standards to be Rated:

- Goals and Objectives were:
 - Based on the results of the assessment/interpretive summary
 - Based on the input of the person served (e.g., expressed in the words of the person served)
 - Concrete/measurable
 - Specific in regard to time frames and frequency
- Crisis Planning was Completed
- Transition Planning was Completed



CASE PRESENTATION: Content and Related Standards

IMPLEMENTATION OF EFFECTIVE INTERVENTIONS

❖ Standards to be Rated:

- Objectives were
 - Manageable/achievable (for the person served)
 - Appropriate/effective in facilitating goal attainment
- Case Management Services were appropriate for the person served
 - E.g., The person served was making progress/maintaining stabilization in the community. If not, adjustments were made to help the person engage more fully/appropriately.
- Consumer's Utilization of (Case Management)services was appropriate
 - E.g., The person served was making progress/maintaining stabilization in the community. If not, attempts were made to help the person served engage more fully/appropriately.



CASE PRESENTATION: Content and Related Standards

NETWORKING/UTILIZING RESOURCES

❖ Standards to be Rated:

- Completed Referrals/Linkages were related to the Goals and Objectives
- Attempts were made to engage the family/significant others



CASE PRESENTATION: Content and Related Standards

DOCUMENTATION

❖ Content to be Presented:

- Service Plans, Progress Notes, and any other reference material presented by the Master Case Manager Candidate

❖ Standards to be Rated:

- Service Plan was Complete
- Progress Notes:
 - Address/reflect the ISP
 - Follow the DAP format appropriately
- Discharge Summary was Completed (when applicable)



CRITERIA for EXEMPLARY/EXCEPTIONAL KNOWLEDGE, SKILL, and DEDICATION

IV. EXEMPLARY SKILL IN ESSENTIAL CASE MANAGEMENT FUNCTIONS (Cont'd):

B. Record Reviews:

- **Three (3) randomly-chosen cases are rated by the Director of Clinical Services and the Director of Program Integrity and Development using the “Quality Records Review” form.**
- **Minimum Criteria: each/every standard must be met for all three (3) cases.**



CRITERIA for EXEMPLARY/EXCEPTIONAL KNOWLEDGE, SKILL, and DEDICATION

IV. EXEMPLARY SKILL IN CASE MANAGEMENT FUNCTIONS (Cont'd):

C. Competency Examination:

- **Created by SAM, Inc. and based on SAM, Inc. training material regarding SAM, Inc.'s model of case management.**
- **18 Question Exam**
- **Pass/fail scoring**



CRITERIA for EXEMPLARY/EXCEPTIONAL KNOWLEDGE, SKILL, and DEDICATION

V. EXCEPTIONAL DEDICATION TO CONSUMERS –

per the judgment of the candidate's Supervisor/Director as communicated in the form of a written endorsement/description from the Supervisor/Director, addressing:

- Exceptional effectiveness of services provided;
- Exceptional adherence to “We Believe” values; and/or
- “Going above and beyond” the minimum duties required – examples including, but not being limited to, volunteering for special projects, making suggestions/researching possible programming, investing time beyond the minimum required, etc.; and possibly including
- Unsolicited verbal/written descriptions of the candidate's efforts, skills, and/or professionalism offered by consumers, peers, and/or providers to the candidate's Supervisor/Director.



BENEFITS FOR THE CASE MANAGER UPON DESIGNATION AS A MASTER CASE MANAGER

❖ **Benefits are Non-Economic and Consistent across Sites:**

- **Award of a Credential from SAM, Inc.**

- Framed certificate
- Recognition in the Case Manager's personnel file

- **Recognition by SAM Administration**

- Luncheon in which Master Case Managers are acknowledged by the corporation leadership
- Announcement on the SAM website and/or newsletter

- **Material Rewards**

- Business cards which annotate the designation of "Master Case Manager"
- "SAM gear" - work-related items (e.g., clothing, tote bags, travel mugs, umbrellas, personal electronic devices, etc.) which display the SAM logo and "Master Case Manager"

❖ **Other benefits may be determined and implemented within the site.**



PROCESS OF APPLICATION, CANDIDACY, AND DESIGNATION AS A MASTER CASE MANAGER

- ❖ **The overall process is completed in yearly cycles (“classes”).**

On/before August 1st of each calendar year:

- Management staff within each individual site determines the maximum number of slots available for candidates within their respective site for the class to be developed over the upcoming fiscal year (10/1 of that calendar year to 6/30 of the next calendar year).
- Management staff informs case management staff of the program activities and parameters.

On/before September 1st:

- Interested Case Managers apply by completing the required application form.



PROCESS OF APPLICATION, CANDIDACY, AND DESIGNATION AS A MASTER CASE MANAGER

On/before October 1st:

- **Management staff within the site determine if the applicant has met the minimum eligibility criteria.**
- **Each/every applicant is notified, verbally and in writing, of their approval or denial as a candidate for designation as a “Master Case Manager”.**
- **After each site has selected any/all candidates, and subject to the permission of each individual candidate, the resulting list of candidates is distributed company-wide in an effort to offer informal opportunities for networking and support among candidates.**



PROCESS OF APPLICATION, CANDIDACY, AND DESIGNATION AS A MASTER CASE MANAGER

- **Upon the applicant's approval as a candidate, the Director of Clinical Services and/or Director of Program Integrity makes him/herself available to meet with each candidate and his/her Supervisor (and/or Director) to review program criteria/expectations, particularly in regard to record reviews, case presentation, provider surveys, and the Supervisor's/Director's written endorsement/description of exceptional dedication to consumers.**
- **During this conversation, several records are discussed in order to offer feedback from the above corporate Director(s) to the candidate relative to his/her meeting quality standards for documentation. This review/discussion of records is also completed on at least one more occasion prior to the completion of the candidate's case presentation and formal record reviews.**



PROCESS OF APPLICATION, CANDIDACY, AND DESIGNATION AS A MASTER CASE MANAGER

October 1st (of that calendar year) to June 30th (of the next calendar year):
The candidate is expected to complete all of the criteria as described above.

- Feedback regarding the status of the Case Manager as a candidate (in terms of meeting/failing to meet specific criteria) is given to the Case Manager on an ongoing basis.

On/before August 1st of the next calendar year:

- Corporate management staff (Quality/Training Department, President/CEO) render the final approval/disapproval for each candidate.
- Given that the candidate has met all of the criteria, the candidate is given the designation of “Master Case Manager” at the earliest appropriate opportunity after August 1st.

In September or October of the next calendar year:

- All case managers who have earned the designation are acknowledged in the ways described above – preferably during National Case Management Week.



MAINTENANCE OF DESIGNATION AS A MASTER CASE MANAGER

- ❖ The Master Case Manager must maintain at least satisfactory performance/absence of performance problems (as determined by site management staff).**
- ❖ The Master Case Manager must complete twelve (12) hours of additional training (beyond the minimum required for his/her current position) within each fiscal year.**



ADMINISTRATIVE REVIEW OF THE PROGRAM

- **Ongoing feedback from stakeholders is accessed and incorporated into the review and revision of the Master Case Manager Program as described below.**
- **An Advisory Board has been established. Membership includes the President/CEO, members of the Board Program Committee, the Director of Clinical Services, the Director of Program Integrity and Development, the Director of Quality and Accreditation, the Director of Training, and, as available, current Master Case Managers (beginning with the introductory (2010/2011) class).**
- **The Advisory Board also considers how to develop opportunities for Master Case Managers as related to their professional development - e.g., mentoring, program planning, presenting at a case management conference.**



ADMINISTRATIVE REVIEW OF THE PROGRAM

- ❖ Feedback from Site Directors, site managers, and Case Managers will be accessed via the attendance of Site Directors and/or their designees in Advisory Board Meetings, Site Directors Meetings, and/or executive meetings.
- ❖ Feedback will be incorporated into yearly revision of the program so that, to the extent possible,...
 - any/all changes in programming will be made prior to implementation at the start of each program year, and...
 - changes within each program year are minimal.

