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NACM 21st Annual Case Management Conference
Case Management Innovation
New Orleans
September 23 2015

- **Review** History of Case Management
- **Discuss** Case Management as a strategy, a process, a role and a profession
- **Explore** the value of a roles based competency framework
- **Clarion Call** for the future of Case Management
- **Celebrate** the power of Case Management in 5 stories

Case Manager Story 1

Bringing It All to Case Management

“You have to be a certain personality to be a Case Manager.”

“You always look at the whole person – cognitive, emotional and physical – and try to help them get back to their work.”

News from the National Case Management Network of Canada
Professional Case Management Journal Vol. 18/No. 4

Part 1

- **Review** History of Case Management



History

- 1863
Board of Charity in Massachusetts
- 1870s
Charity Organization Societies
- 1880s
Settlement Houses

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The First Case Managers

- 1820 – 1910 Florence Nightingale
- 1860 – 1935 Laura “Jane” Addams
- 1861 – 1928 Mary E. Richmond
- 1867 – 1940 Lillian Wald



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History

- Public and Community Health
- Deinstitutionalization/Community Care
mental health, aged care, disability/rehab,
child welfare (Anthony et al 1990; Moore 1990; Goffman 1961; Prior 1993)
- Decentralization

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International

- Spain 
- Netherlands 
- Switzerland 
- France 
- United Kingdom 
- Germany 
- Africa 

Case Management Policy, Practice, and Professional Business
Gursansky et al 2003

Case Manager Story 2



Case Management: A Success Story

“We’re about letting people have lives.”

“But I don’t see them as just “patients,” I see them as the family. It’s managing the caregivers’ needs as well as the clients.”

News from the National Case Management Network of Canada
Professional Case Management Journal Vol. 18/No. 5

Part 2

- **Discuss** Case Management as a strategy, a process, a role and a profession



A strategy?



- A careful plan or method for achieving a particular goal usually over a long period of time
- A high level plan to achieve one or more goals under conditions of uncertainty

The Strategy Book



- Strategy “is something people do”
- “Strategy is about shaping the future” and is the human attempt to get to “desirable ends with available means”

A process?



- A series of actions or steps taken in order to achieve a particular end
- A series of actions that produce something or that lead to a particular result

Definition NCMN 2009

- Case Management is a collaborative, client-driven **process** for the provision of quality health and support services through the effective and efficient use of resources. Case Management supports the clients' achievement of safe, realistic, and reasonable goals within a complex health, social, and fiscal environment.



Definition CMSA 2009

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



CMSA Australia

- Case management is a **process**, encompassing a culmination of consecutive collaborative phases that assist clients¹ to access available and relevant resources necessary for the client to attain their identified goals. Key phases within the case management **process** include: client identification (screening), assessment, stratifying risk, planning, implementation (care coordination), monitoring, transitioning and evaluation. Within the case management **process** the Case Manager navigates each phase of the case management **process** (as applicable) with careful consideration of the client's individual, diverse and special needs, including aspirations, choices, expectations, motivations, preferences and values, and available resources, services and supports.



Definition CCMC

- Case management is a collaborative **process** that assesses, plans, implements, coordinates, monitors, and evaluates the options and services required to meet the client's health and human service needs. It is characterized by advocacy, communication, and resource management and promotes quality and cost-effective interventions and outcomes.



Legal Profession Definition

- Techniques used to **process** cases from one stage of the proceeding to another, such as setting deadlines for discovery or scheduling a series of pretrial conferences. Case management calls for different approaches from one case to the next and is the primary responsibility of judges, assisted by lawyers and clerks' office personnel.



Definition No Industry Bias

- Case management is a coordinative and goal-oriented **process**, to handle cases from opening to closure, interactively between an internal or external client and a case manager or case team.



A role?



- A part that someone has in a particular activity or situation
- The position or purpose that someone has in a situation, organization, society or relationship

Role Definition



- Role: A general, conceptual, or abstract term that refers to a set of behaviors associated with a position in a social structure, such as one's job title.
- It includes theoretical descriptions that guide one's expected behaviors.
- An example is “case manager.”
- Role/Function/Activity/Knowledge

Tahan, H.A. & Campagna, V. (2010). Case management roles and functions across settings and professional disciplines. *Professional Case Management*, 15 (5)

Job Titles



- care coordinator; case manager; care manager; clinical resource coordinator; guided care nurse; health coach; medical home care coordinator; patient navigator; patient motivator; resource coordinator; resource manager; transition coach; utilization manager; discharge planner

Powell, S. K. (2012). The gestalt of case management. *Professional Case Management* , 16 (5), 227–228 .

A profession?



- a paid occupation, especially one that involves prolonged training and a formal qualification
- a calling requiring specialized knowledge and often long and intensive academic preparation
- a principal calling, vocation, or employment
- the whole body of persons engaged in a calling

A profession?



- Adherence to “higher aims” than self-interest or economic benefit
- A specialized body of knowledge that practitioners are obliged to apply in their daily work
- What is important, though, is not the licensing & courses themselves but the overall mindset that effective practice depends on awareness of advances in the field

Harvard Business Review

? Credentialed

Credential	Credentialing Body	Career Point	Longevity	Participation
Certificate	Association/Agency/Educational Institution	Beginner and Advanced	Permanent	Voluntary
Certification	Association/Agency	Advanced	Renewal Required	Voluntary
Licensure/State Certification	Government Agency	Beginner	Permanent	Involuntary Required

Developing Credentialing Program

- Define Practice
- Governance Structure
- Eligibility – Education and Training
- Initial Credentialing – Assessment
- Continuing Competence – Evidence of professional activity

Case Manager Story 3



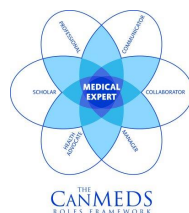
Case Management: A Success Story

“For my clients, I can’t turn the clock back. I can only make problems more manageable or help acknowledge that the track they’re on isn’t a manageable one – and make suggestions for change.”

News from the National Case Management Network of Canada
Professional Case Management Journal Vol. 18/No. 3

Part 3

- **Explore** the value of a roles based competency framework



Competency-Based Approaches

- Competence is a set of defined behaviours that provide a structured guide enabling the identification, evaluation, and development of the behaviours in individual employees (Lundberg 1972)
- 1980 Stages of Competency Development
Novice to Expert (Dreyfus & Dreyfus)
Stages of Clinical Competence (Benner)

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Competency Profile

- “whole individual at work”
- Knowledge
skills
abilities
attitudes
judgment



Competency Profile Purposes

- Job description, classification, evaluation
- Curriculum development, training, evaluation
- Accreditation
- Regulation
- Continuing competency assessment
- Professional development
- HR (personnel selection, promotion, performance evaluation)
- Worker mobility
- Workforce planning
- Research and policy development

Competency-Based Approaches

- 1995 Joint Commission required hospitals to assess, prove, track and improve the competence of all employees
- 2000
Competency used to determine an individual's capacity to perform his or her job functions

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2001 IOM



- 2001 IOM Crossing the Quality Chasm: A New Health System for the 21st Century
- 2003 Health Professions Education: A Bridge to Quality
- Patient-centered care
Interdisciplinary teams
Evidence-based practice
Quality Improvement
Informatics

Canadian Interprofessional Health Collaborative



Common IPE and IPC Competencies



- Problem Solving
- Decision Making
- Respect
- Communication
- Shared Knowledge and Skills
- Patient-Centered Practice
- Collaborative Work

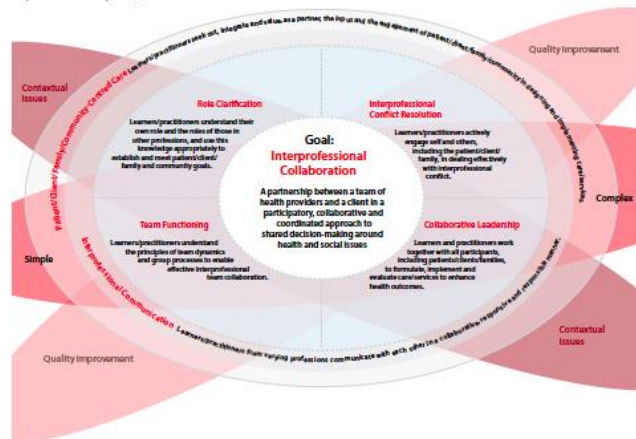
Quick Reference Guide

NATIONAL INTERPROFESSIONAL COMPETENCY FRAMEWORK

The CIHC National Interprofessional Competency Framework describes the competencies required for effective interprofessional collaboration. Six competency domains highlight the knowledge, skills, attitudes and values that together shape the judgments that are essential for interprofessional collaborative practice. These domains are:

- Role Clarification
- Team Functioning
- Patient/Client/Family/Community-Centred Care
- Collaborative Leadership
- Interprofessional Communication
- Interprofessional Conflict Resolution

The following diagram represents the configuration of the six domains and highlights three background considerations that influence how the competency framework may be applied in different situations.



Case Manager Story 4



Passion for My People and for This Work

“On one hand we need to honour the self-determination and identities of the community, and on the other we need to ensure that we are meeting commonly accepted standards of service delivery.”

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Professional Case Management Journal Vol. 18/No. 2

Why is a Roles Based Competency Framework Needed?

- What is Case Management?
- Who needs Case Management?
- Where is Case Management practiced?
- What job title does the Case Management provider go by?
- What functions does the Case Management provider perform?
- What funding formula?

Competency Profile

- Method for arranging competencies into logical groupings for a particular role and setting
- Promotes a common definition and more precise language for users
- Provides a clear understanding for the public about professional roles

Roles Based Framework

- Evidence-based
- Needs-driven
- Outcome-measured



NCMN 2009



NCMN 2012



NCMN Competency Profile Development

Phase 1 September 2010

- Scan of the current practice in Case Management and other health care fields
- Literature Review
- Recommendations
- Approval of general framework



NCMN Competency Profile Development

Phase 2 October 2010 – Feb 2012

- Bimonthly conference calls
- Led by the NCMN Steering Committee
- Core Competency Work Group
- Started developing the competency framework roles and competencies



NCMN Competency Profile Development

Phase 3 May 2012

- Received training in competency development practice



- Created the complete competency profile
- Presented to Steering Committee

NCMN Competency Profile Development

Phase 4 June 2012

- Focus groups provided feedback
- Applicability
- Duplications/Omissions
- Steering Committee reviewed modifications/deletions
- 3 competencies/subcompetencies added
8 competencies/subcompetencies deleted
27 competencies minor revisions to increase concept clarity

NCMN Competency Profile Development

Phase 5 Summer 2012

OPEN
FOR
PUBLIC
REVIEW

- Disseminated for public 40 day review
- Input from broader group of stakeholders
- Online
- Survey questions similar to focus group

NCMN Competency Profile Development

Phase 6 September 2012

- 6th annual NCMN Conference
- Solicit additional feedback from stakeholders
- Ensure reflected practice of providers
- Questions asked similar to focus groups
- 125 participants
- Clickers

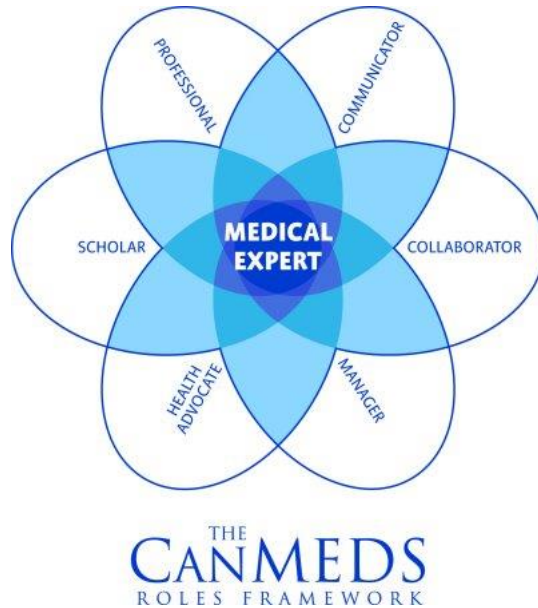


NCMN Competency Profile Development

Phase 7 October 2012

- Steering Committee
- Feedback reviewed
- Feedback integrated into document
- Finalized



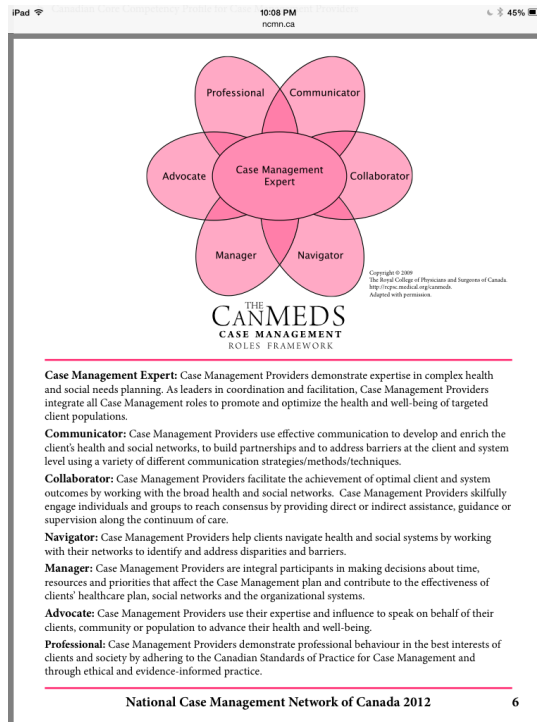


NCMN 2012

Case Management Expert

Demonstrate expertise
in complex health and
social needs planning
Leader in coordination
and facilitation
Integrates all Case
Management roles to
promote and optimize
the health and well-
being of targeted
client populations





Case Management Expert

- Case Management Providers demonstrate expertise in complex health and social needs planning. As leaders in coordination and facilitation, Case Management Providers integrate all Case Management roles to promote and optimize the health and well-being of targeted client populations.

Canadian Core Competency Profile for Case Management Providers
National Case Management Network of Canada 2012

Communicator

- Case Management Providers use effective communication to develop and enrich the client's health and social networks, to build partnerships and to address barriers at the client and system level using a variety of different communication strategies/methods/techniques.



Canadian Core Competency Profile for Case Management Providers
National Case Management Network of Canada 2012

Collaborator

- Case Management Providers facilitate the achievement of optimal client and system outcomes by working with the broad health and social networks.



Case Management Providers skillfully engage individuals and groups to reach consensus by providing direct or indirect assistance, guidance or supervision along the continuum of care.

Canadian Core Competency Profile for Case Management Providers
National Case Management Network of Canada 2012

Navigator

- Case Management Providers help clients navigate health and social systems by working with their networks to identify and address disparities and barriers.



Canadian Core Competency Profile for Case Management Providers
National Case Management Network of Canada 2012

Manager

- Case Management Providers are integral participants in making decisions about time, resources and priorities that affect the Case Management plan and contribute to the effectiveness of clients' health care plan, social networks and the organizational systems.



Canadian Core Competency Profile for Case Management Providers
National Case Management Network of Canada 2012

Advocate

- Case Management Providers use their expertise and influence to speak on behalf of their clients, community or population to advance their health and well being.



Canadian Core Competency Profile for Case Management Providers
National Case Management Network of Canada 2012

Professional

- Case Management Providers demonstrate professional behavior in the best interests of clients and society by adhering to the Canadian Standards of Practice for Case Management and through ethical and evidence-informed practice.

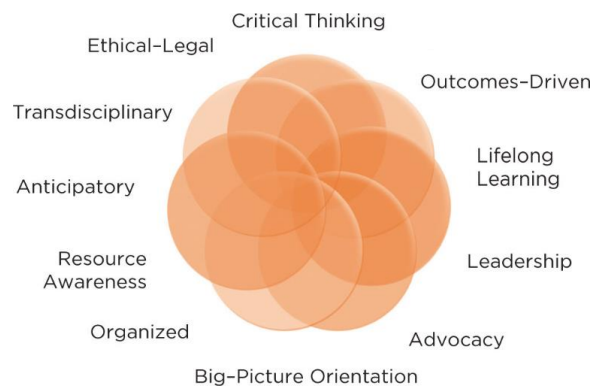


Canadian Core Competency Profile for Case Management Providers
National Case Management Network of Canada 2012

Case Management Body of Knowledge



- Knowledge any Case Manager is expected to possess
- The collective knowledge of Case Management providers
- Key elements reflective of practice
- Associated activities, tasks, skills to be effective
- Includes professional standards



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Case Manager Story 5



Whatever It Takes

“None of us can do it on our own ... we need to work together.”

“It’s so helpful to get all the service providers and members of the team talking – and working – together.”

News from the National Case Management Network of Canada
Professional Case Management Journal Vol. 18/No. 1

Part 4

- **Clarion Call** for the future of Case Management



Case Management Past



- The use of Case Management is a strategy
- Case Management is a process
- Case Management providers share common roles regardless of background
- Case Management is not a profession

**The Past is Good to Learn from
but Not to Live in**

Case Management Future



- We need a foundation
- We need common language/body of knowledge
- We need interprofessional education
- We need curriculum at the undergraduate level

The Future is Ours to Create

The Promise of Case Management

**With an unwavering commitment to quality,
Case Management providers
are at the centre of coordinating care that is
Acceptable Accessible Appropriate
Equitable Efficient Effective**

Joan Park Case Manager 2012