

Preparation, Development and Readiness

2017-2018 Focus on
Case Manager Workforce



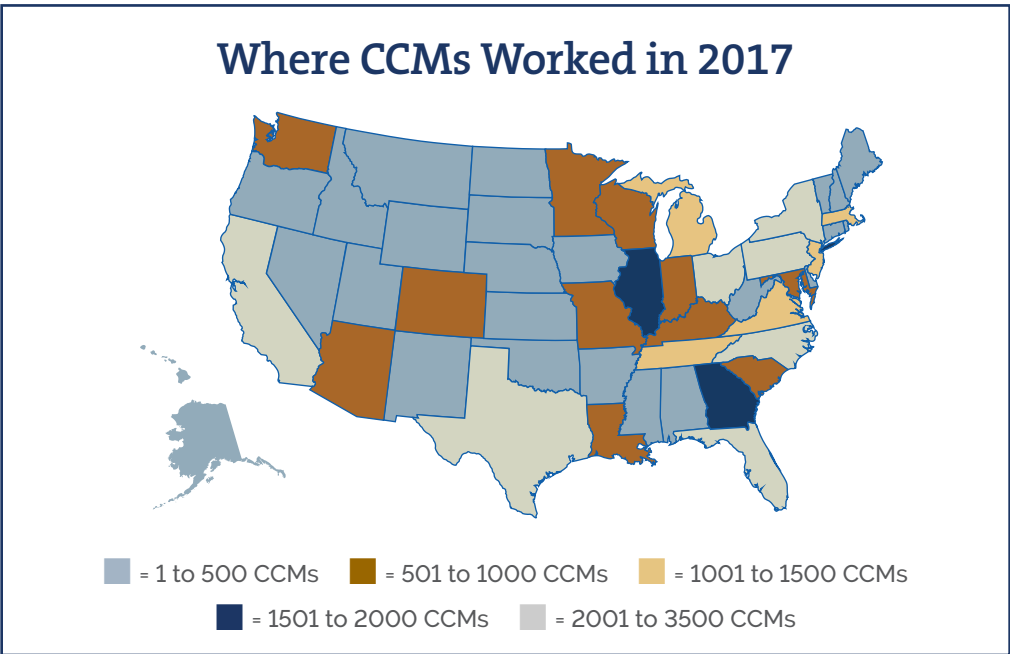
A CALL TO ACTION

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“Expert insight ties the latest practice demands and knowledge requirements to the CCM[®] credential; it ensures ongoing development and professional readiness.

—MaryBeth Kurland, CAE,
Chief Executive Officer, CCMC

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Preparing the Workforce for Astonishing Possibilities

MARYBETH KURLAND, CAE, CHIEF EXECUTIVE OFFICER, CCMC

Researchers are using machine learning—artificial intelligence—for early detection of heart arrhythmias. In-home “smart sensors” enable adult children to remotely monitor their parents’ health and safety. Telemedicine consultations connect clients to providers 1,000 miles away. Cutting-edge advances offer a glimpse of astonishing possibilities for better, more efficient health care delivery.

Case managers work at the center of this complex landscape as the hub of care coordination and resource management. No matter what advances technology achieves, clients and organizations need the knowledge, expertise and ethical commitment the case manager brings to the team.

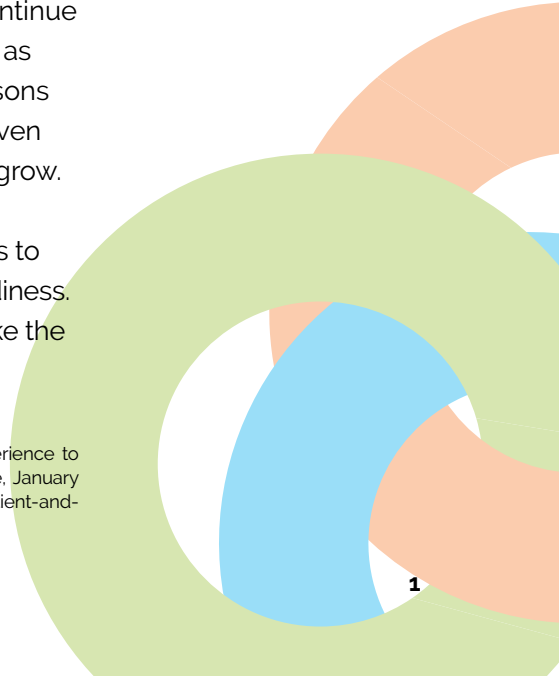
With an emphasis on patient-centered care, case managers are fueling an information- and engagement-centered evolution in health care. Client engagement is not a new role for case managers, but research and new payment structures point to its power. There’s a strong correlation between engagement and reduced rates of hospitalization, lower ER use and shorter length of stay. Patient and family engagement in care is also connected to improvements in staff experience and retention, as well as greater job satisfaction and lower burnout rates.¹

That’s important for the future of case management. As Baby Boomers move into their retirement years, we hope the Commission’s earliest classes of board-certified case managers—many Baby Boomers themselves—will continue their commitment to case management. We encourage them to reach out as mentors to a diverse pool of younger colleagues. They have important lessons to teach them, because the need for qualified case managers with the proven ability to interface with culturally diverse populations will only continue to grow.

Expert insight ties the latest practice demands and knowledge requirements to the CCM® credential; it ensures ongoing development and professional readiness. That current-cy, if you will, is *currency* for case managers to leverage and take the lead as health care delivery evolves. The drive to stay relevant, ahead of the

“ Now more than ever, we must work together to develop the next generation of certified case managers while striving to keep qualified case managers active, energized and evolving in their careers.

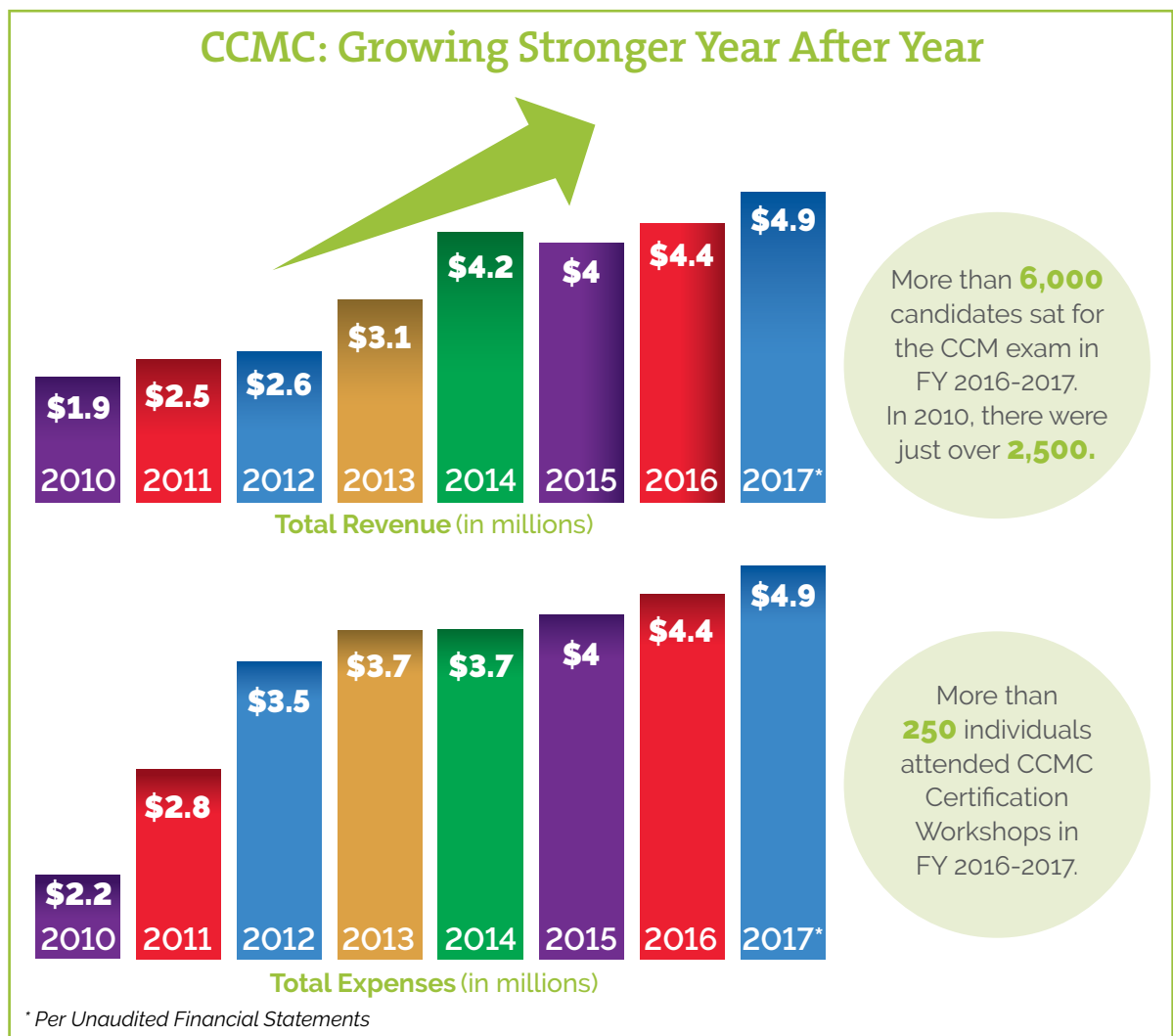
¹ Frampton SB, Guastello S, Hoy L, Naylor M, Sheridan S, Johnston-free M. Harnessing Evidence and Experience to Change Culture: A Guiding Framework for Patient and Family Engaged Care. National Academy of Medicine, January 2017. <https://nam.edu/harnessing-evidence-and-experience-to-change-culture-a-guiding-framework-for-patient-and-family-engaged-care/>



“ Since late 2010, the number of board-certified case managers has grown from 27,000 to more than 42,000.

trends, is why we invest in and draw upon the results of the Role and Function Study² every five years. It's what makes the CCM the industry standard for certifying excellence.


And it's what inspires the Commission's strategic focus to clear as many barriers as possible—so today's professional case manager is able to get certified, stay certified, and, eventually, develop others. The Board of Commissioners and my executive team know that certification is the means to prepare and validate an ethics-driven, qualified workforce; it's the onramp to lifelong learning and professional development. Now more than ever, we must work together to develop the next generation of certified case managers while striving to keep qualified case managers active, energized and evolving in their careers.



² CCMC 2014 Role & Function Study, <https://ccmcertification.org/about-ccmc/role-function/role-function-study-key-findings>

We share a vision to promote, advance and advocate for quality case management practice. We emphasize the value of an inter-disciplinary credential, acknowledging the agility it offers individuals and organizations in an increasingly integrated health care landscape. Our Board of Commissioners and executive team proactively work to keep the CCM exam up-to-date, relevant, recognized and strong.

Our efforts have yielded measurable results: Since late 2010, the number of board-certified case managers has grown from 27,000 to more than 42,000. The CCM is the mark of excellence in case management. Our inclusive governance structure is representative of nursing, social work, behavioral health, allied health and varied practice settings—recognizing the reality that, from the client's perspective, care happens across the continuum, not just in the acute care setting. That's a very attractive position from which to leverage the value of CCM certification.

It's our goal to draw a straight line for employers and other health care leaders so they connect case manager competency with the CCM credential. Those three little letters—the CCM behind the board-certified case manager's signature—represent preparedness to meet today's challenges and leverage tomorrow's breakthroughs for better health, better patient care, lower costs and greater professional satisfaction. 

2 credentials, 1 Commission

Beginning July 1, 2016, the Certification of Disability Management Specialists Credential® (CDMS®) came under the management of the Commission for Case Manager Certification (CCMC). The CDMS Certification remains a separate certification program and credential with management and governance provided by the CCMC Board of Commissioners. That board has expanded to include two members of the former CDMS Commission Board of Directors.

Like the CCM, the CDMS is an exam-based credential for the disability case management specialty. In fact, nearly one in four of those holding the CDMS credential also hold the CCM. The CDMS credential distinguishes the professional practice of integrated disability management in much the same way the CCM distinguishes the broader practice of professional case management.

As a leader in advancing professional certification, we are excited about this opportunity to build upon our platform and further strengthen both these credentials. We are committed to preserve the CDMS's value and to plan for its future. We proudly administer the exam and renewal process for this credential, as well as maintaining CDMS's Core Knowledge Curriculum as an asset for professional development

Acquiring the CDMS credential advances CCMC's mission and vision to be the global leader committed to the advancement and evolution of case management through the addition of interrelated programs and services. We are now stewards of two gold standard credentials under one brand name, the Commission for Case Manager Certification.



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Charting the Path for a Ready Workforce

CHARLOTTE SORTEDAHL, DNP, MPH, MS, RN, CCM
COMMISSION CHAIR

History has its eyes on you. As the Commission celebrates its 25th anniversary, that line from the hit Broadway musical, *Hamilton*, echoes in my mind. History has its eyes on us, because the same driving force that first created the Commission—and the first exam to test case manager competency—propels us to achieve even more.

Our roots go back to a steering committee of professionals from across the health care industry. They envisioned the CCM as means for case managers to easily demonstrate readiness and job competency to employers and to the clients they serve. The Commission recognized the fundamental need for a research-based exam for certifying case manager excellence. Building upon this solid ground, the Commission has been the leader in articulating the expertise, value, and importance of the certified case manager. More than 60,000 case managers have taken this exam and become board certified.

Today's Commission, much like our founders, is keenly focused on preparation, development and readiness of a clearly differentiated workforce—identifiable through CCM certification. As a leadership group, the Commission seeks to address a gap in workforce preparation emphasizing case management principles applied across all health care settings.

Why is that important? Consumers, payers and health care professionals are savvy. They value a competent, ethical case manager workforce. Furthermore, despite uncertainty in national health reform, private and public payment models continue the march towards value-based reimbursement. Organizations look to care coordination and well-managed care transitions across the continuum of care as key linchpins to successful client outcomes. The inter-disciplinary focus of the CCM enhances every CCM's ability to negotiate solutions in concert with others on the care team. That's important for problem solving as care settings become more integrated.

The CCM works in favor of today's case manager. It validates professional readiness and competency. It underscores allegiance to ethical practice—that's important to employers, clients and other members of the health care team.

Continuing education, required for renewal, ensures every CCM stays up-to-date and demonstrates commitment to lifelong learning.

Organizations recognize the value of the CCM as well. As we move towards integrated payment models, we need case managers with agility. Today's case manager must have a 360-degree view of health. The physical, mental/emotional and social needs of individuals demand a big-picture mindset and knowledge of community resources.

Case managers work well in inter-disciplinary teams and also as specialists. In our most recent trend survey, almost nine out of 10 board-certified case managers told us they had one or more areas of specialty training.³ But they also tell us that the CCM prepares them to work across settings—and is the on-ramp to leadership and advancement.

The need to prepare more case managers with CCM-validated competency motivates the Commission to remain visionary about the future and the forces remodeling health care. To make our commitment more public, we continue to add workforce development tools to the CMLearning Network Resource Center. Two years ago, we began the CCMC New World Symposium to raise awareness of the comprehensive, unifying strength of the CCM among a range of audiences: employers, policymakers and health care thought leaders.

Today, the Commission and its executive leadership reach proactively to employers and likeminded partner organizations. We invite them to become Partners in Excellence—our collaborators in support of skill validation and lifelong learning through professional development. We challenge our Partners in Excellence to champion case manager board certification in that most historic sense: as a differentiator—a clear mark of excellence.

As CCMs, you are a community and agents of this same mindset. What is your role in ensuring a prepared workforce for 2018, 2020 and beyond?

First, **stay certified**. As a population, we're living longer. Life expectancy today is 76 for men and 81 for women in the U.S.—that's a decade longer than it was in 1950! Lifelong learning and professional relationships—whether full-time, part-time or volunteer—enrich our lives and help fulfill the need for exemplary case managers. Many CCMs from the first classes of certificants maintain their credentials to this day.

³ Health2 Resources and CCMC, Professional and Demographic Characteristics of CCMs, January 2017.



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Second, **stay energized and excited about certification**. Be ready to tell students, clients and colleagues about the importance of comprehensive and rigorous certification. Use your credential when you sign your name in practice. Be proud of your profession and the work you do. Never underestimate the impact you can make; you'll inspire others as you elevate your practice.

Finally, **develop others**. Proactively examine your professional relationships and connections—and then make a few new ones. Identify up-and-coming case managers in professional organizations, online discussion groups, or at events like the CCMC New World Symposium. Share your experiences, ideas and inspiration. Commit to mentor one or more, and help us ensure the next generation of well-prepared board-certified case managers.

History does have its eyes on us. But vision requires the courage to examine our past, evaluate the present and plan for the future. As a Commission, we're ready to move ahead together with confidence, firmly building on a strong foundation and shared values. 🌍

Promoting the Benefits of Certification

The core of the Commission's work is accomplished through certification and the programs that support professional case management excellence. The research-driven, robust CCM validates the competence of board-certified case managers. The CCM is recognized as the standard for case manager knowledge, skill and readiness in health plans, hospitals, physician offices, workers' compensation organizations, rehabilitation and everywhere care is managed and coordinated.

Every five years, the Commission spearheads an independently conducted Role and Function Study. This job-task analysis of what professional case managers do helps clarify the knowledge, skills and activities required in case management practice.

The results of the last Role and Function Study (2014) informed the Commission's item-writing process and development of the updated CCM exam blueprint.

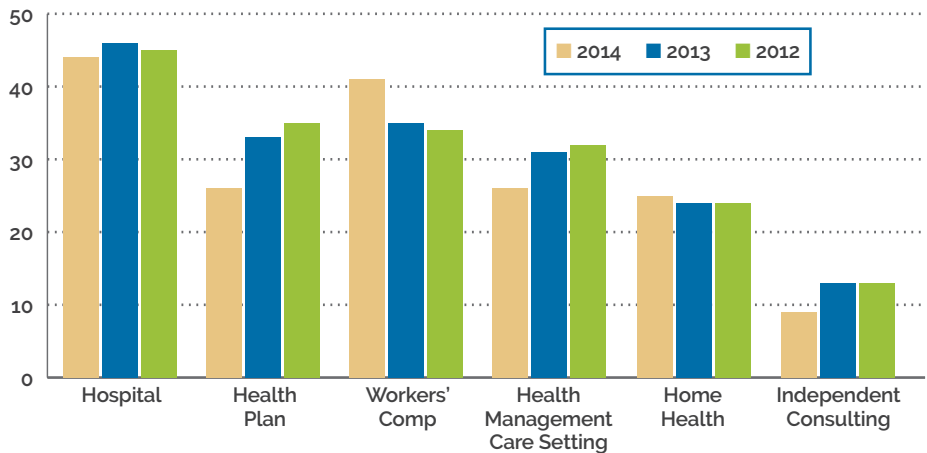
Beginning with the August 2016 exam, revised Essential Activities Domains were incorporated into test specifications. Those seeking certification today are tested for knowledge within these areas:

- Case Management Process
- Communication
- Health Literacy
- Behavioral Health
- Ethics
- Legal & Regulatory Issues
- Healthcare Models
- Case Manager Self-Care & Safety

“Through this collaborative, two premier organizations in the case management field are now working together to establish a roadmap for the future of case management education, certification and recognition.”

— *Case Management Society of America Executive Director Kathleen Fraser, MSN, MHA, RN-BC, CCM, CRRN, in CCMC-CMSA collaborative announcement, June 15, 2017.*

Board-Certified Case Managers: Care Settings Ever Worked



SOURCE: 2014 CCMC Role and Function Study; N=7,668

These 2014 Role and Function Study findings revealed an increase in emphasis on ethics and quality measurement as core competencies for professional case managers. This represents a major shift in workplace importance for these activities—well beyond previous studies. This emphasis in the field was the impetus for the Commission’s decision to designate a portion of the 80 continuing education credits required every five years for CCM re-certification to be for ethics. The ethics-designed CE requirement will gradually increase until it reaches eight in 2018—one-tenth of the total required for recertification. The Commission supports CCMs in this effort to stay certified and earn professional development

“NASW is proud to work with CCMC to give social workers credentials and certifications that will make them even more attractive to health care employers.”

—National Association of Social Workers CEO Angelo McClain, PhD, LICSW, in CCMC-NASW collaborative announcement, June 21, 2016.

The case management team is maturing



- ✓ Case management roles are becoming more defined, specialized.
- ✓ The next generation case management team will include professionals dedicated for training & education and quality management roles.

FUTURE FORECAST:
A sophisticated team, clearly defined roles.

SOURCE: 2014 CCMC Role and Function Study; N=7,668

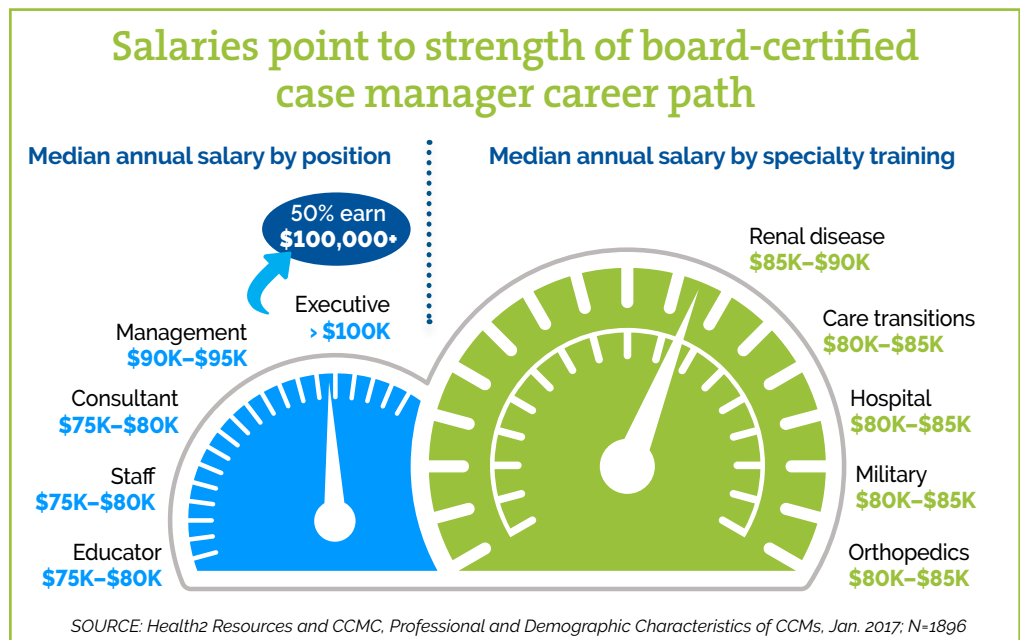
CEs. Certificants may earn two ethics CE at no cost by reviewing the Code of Professional Conduct for Case Managers on the Commission's website.⁴ CEs in a wide range of topics may be earned via CCMC's Case Management Body of Knowledge®, the CCMC New World Symposium®, PACE™-approved ethics courses and Commission-sponsored webinars.

Another key finding from the Role and Function Study points to the expansion and growing sophistication of the case management department in all settings—expanding to include specialized, defined roles for an educator and quality evaluation professionals to support the case management team.

Rapid changes in health care motivate us to continuously evaluate trends and anticipate where they will lead. We see a rich, broad future on the horizon for board-certified case managers. The CCM—the certification of choice—translates into flexible potential to advance within organizations, to work across teams, and to tackle new terrain with confidence and spirit.

Recognizing the Value of Certification

The financial and professional benefits of certification are well documented. For many, certification is a requirement of employment. Organizations that accredit hospitals, health plans and other health care providers recognize board-certification as a proxy for case manager excellence. Others offer a bonus or increase in pay with certification. But it's impossible to put a price tag on the impact of certifications with peers on the care team, or the flexibility certification offers for tackling new professional opportunities.



⁴ See the Code and take the post test at <https://ccmcertification.org/about-ccmc/code-professional-conduct/ccmc-code-professional-conduct-ce-posttest>



Partnerships Worth Celebrating

MARYBETH KURLAND, CAE, CHIEF EXECUTIVE OFFICER, CCMC

Case managers are the connectors—often the diplomats—on the health care team. They engage other members across settings, negotiating the terms and terrain to help clients meet their goals.

Our Board of Commissioners, recognizing the urgent need to make available a prepared and ready workforce, is serious about building relationships with organizations that share our goals. Our expanded CCMC executive team works deliberately to form an external “team of partners” to advance the profession and encourage certification. We proactively work to forge partnerships with allied health membership organizations and those that employ case managers.

In June 2016, we announced a **partnership with the National Association of Social Workers (NASW)**, which agreed to recognize our CCM exam as the proxy for board-certification in health care case management. We are meeting with NASW members at chapter and regional events to encourage certification as a professional pathway for social workers in the health care setting. The Commission’s first Chief Industry Relations Officer, Vivian Campagna, leads this effort.

In June 2017, we were excited to make another announcement about a **partnership with the leading case manager membership organization, the Case Management Society of America (CMSA)**. CMSA now supports and promotes the CCM certification as a career pathway for their members and, in turn, CCMC encourages membership in CMSA’s case manager community. Vivian also leads outreach to CMSA chapters and their members.

While important, these efforts are not enough. That’s why we launched our Partners in Excellence program in 2017—to freely promote the profession with diverse allied health membership organizations and large employers committed to encouraging case managers to get certified, stay certified and develop others.

Great things can happen when we unite the largest, oldest membership organizations with the largest, oldest credentialing body and commit to work together to advance case management. By also bringing those who employ case managers into this partnership, we set a course to achieve excellence, ensure ethical practice and create career pathways for a diverse case manager workforce.

The Commission does this because it’s who we are; team-building is what we do.

We invite you to join us as a Partner in Excellence. *We invite you* to commit to support and promote the CCM certification as the mark of case manager excellence. *We invite you* to unite with our vision for a vigorous, board-certified case manager workforce—ready to serve far into the future. 🌍

“Great things can happen when we unite the largest, oldest membership organizations with the largest, oldest credentialing body and commit to work together to advance case management.”

Commitment to Knowledge Development

The Commission's leadership contributes to peer-reviewed journals focused on case management knowledge development. Published articles from 2016-2017 highlighted case management preparation and development as well as current topics affecting the field.



PROFESSIONAL CASE MANAGEMENT JOURNAL

Educating Case Managers: Will On-the-Job Training Be Enough?
Charlotte Sortedahl, DNP, MPH, MS, RN, CCM
 (March/April 2016)

End-of-Life Discussions: A Tool for the "Difficult Conversations"
Patrice V. Sminkey, RN
 (May/June 2016)

The Case Manager's "Touchstone": The Code of Professional Conduct
Patrice V. Sminkey, RN
 (July/Aug. 2016)

Case Management Ethics: High Professional Standards for Health-care's Interconnected Worlds
Patrice V. Sminkey, RN
Jeannie LeDoux, RN, BSN, MBA, CCM, CPHQ
 (July/Aug. 2016)

Meeting People "Where They Are": Case Managers Empower and Motivate Clients to Pursue Their Health Goals
Jane Harkey, RN-BC, MSW, CCM
Charlotte Sortedahl, DNP, MPH, MS, RN, CCM
Michelle M. Crook, RN, BSN, CRRN, CCM
Patrice V. Sminkey, RN
 (Jan./Feb. 2017)

The Statement that Can Change Things: "I'm a Case Manager, and I'm Here to Help"
By Jane Harkey, RN-BC, MSW, CCM
 (Jan./Feb. 2017)

Lessons Learned from Serving Wounded Warriors: Assessing and Meeting the Needs of Specialized Populations
Jeannie LeDoux, RN, BSN, MBA, CCM, CPHQ
 (March/April 2017)

The "Human Side" of Care Coordination: A Whole-Person Approach
Charlotte Sortedahl, DNP, MPH, MS, RN, CCM
 (March/April 2017)

Addressing the Needs of the Support System
Jared Young, Psy.D., LCSW, CCM
Commission for Case Manager Certification (CCMC)
 (July/Aug. 2017)

Supporting the Support System: How Assessment and Communication Can Help Patients and Their Support Systems
Jane Harkey, RN-BC, MSW, CCM
Jared Young, Psy.D., LCSW, CCM
Jolynne "Jo" Carter, RN, BSN, CCM
Michael Demoratz, Ph.D., LCWS, CCM
 (July/Aug. 2017)

A Personal and Professional Milestone: 25 Years of Practice as a Certified Case Manager

Vivian Campagna, MSN, RN-BC, CCM
(Sept./Oct. 2017)

Telephonic Case Management and Multistate Licensure

Chikita Mann, MSN, RN, CCM
(submitted for Nov./Dec. 2017)

CARE MANAGEMENT JOURNAL

Focusing on the Case Management Process

Patrice V. Sminkey, RN
(Feb./March 2016)

Understanding Motivational Interviewing

Jane Harkey, RN-BC, MSW, CCM
(Feb./March 2017)

CDMS Update: Joining Forces: CCM and CDMS Credentials Under the Same Umbrella

Patrice V. Sminkey, RN
(Aug./Sept. 2016)

CDMS Update: Disability Management and the Care Continuum

Stan Scioscia, M.Ed., CDMS
(Oct./Nov. 2016)

Education and Information: Preparing the Case Managers for the Future

MaryBeth Kurland, CAE
(Oct./Nov. 2016)

CDMS Spotlight: Supporting Millennials in the Workforce

Ed Quick, MA, MBA, CDMS CRC
(Dec./Jan. 2017)

More Social Workers Seeking Board Certification as Case Managers

Jane Harkey, RN-BC, MSW, CCM
(Dec./Jan. 2017)

CDMS Spotlight: 5 Things CM Should Know about Return to Work

Lisa Scotton
(April/May 2017)

Bringing the 'Quadruple Aim' Into Case Management Practice

MaryBeth Kurland, CAE
Vivian Campagna, MSN, RN-BC, CCM
(April/May 2017)

CCMC Survey: Higher Salaries, More Specialties among CCMs

MaryBeth Kurland, CAE
CEO, Commission for Case Manager Certification
(June/July 2017)

CDMS SPOTLIGHT: Aging Population Needs CCM and CDMS Expertise

Ed Quick, MA, MBA, CDMS CRC
(June/July 2017)

SOCIAL WORK TODAY MAGAZINE

Case Management at the Intersection of Social Work and Health Care

Jane Harkey, RN-BC, MSW, CCM
(Nov./Dec. 2016)

JOURNAL OF INTERPROFESSIONAL EDUCATION & PRACTICE (JIEP)

Formal Interprofessional Education Needed To Prepare Professional Case Managers of the Future

Charlotte Sortedahl, DNP, MPH, MS, RN, CCM
Annette C. Watson, RN-BC, CCM, MBA
Patrice V. Sminkey, RN
(March 2017)



Promoting a Culture of Continuous Learning

VIVIAN CAMPAGNA, MSN, RN-BC, CCM
CHIEF INDUSTRY RELATIONS OFFICER, CCMC

It's a beautiful thing when a career and a passion come together.

I recently discovered my original Certified Case Manager certificate—now 25 years old. I'm going to frame it with my current CCM, a visual binding of a career with an ongoing passion. Board certification was a milestone for me, an impetus to continue to learn and develop professionally. As a Commission volunteer, supporting certification became my passion, a means to help shape the future of case management. Today, that passion fuels my encore career as the Commission's first chief industry relations officer.

When you toss a pebble in a pond, the ripples multiply and expand. I see the work of the Commission to equip and certify knowledgeable, skilled case managers in much the same way. Consider the importance of a robust, meaningful credential and a culture of continuous learning when it's multiplied by more than 42,000 case managers over the course of their careers. With the rapid expansion of health care treatments and technology, it's an incredible value for organizations and for consumers when there's a capable case manager, ready to help identify needs and to efficiently, effectively help each client reach personal health goals. A culture of continuous learning keeps the ripples expanding.

That's because certification is just the beginning of the lifelong-learning journey. Case managers must invest in continuous learning to keep current. Ongoing certification elevates the importance of ethical practice, quality care and a safe, person-centered experience for everyone—clients, clinicians on the team and employers.

The Commission takes each CCM's commitment to earn and retain the credential as an investment in a valuable commodity. We are fierce defenders of the value and lasting relevance of the CCM credential. Educators use our knowledge domains to create professional training curricula, and follow our exam blueprint to ensure that those they train to enter the workforce will have current knowledge to support their case management practice. They recognize the Commission as the steward of certification for qualified case managers, and the credential as the mark of excellence.

“We are fierce defenders of the value and lasting relevance of the CCM credential.”

In the same way, the Commission's accreditation by the National Commission for Certifying Agencies (NCCA) testifies to our ongoing commitment to uphold the highest standards for board certification in the country. NCCA is the same accreditation agency that recognizes the rigor of agencies like the Joint Commission, URAC and the National Committee on Quality Assurance. Like each candidate who takes the CCM, we must "pass" NCCA accreditation to demonstrate we meet national and international credentialing industry standards. It's an elite group of health care certification organizations that can claim NCCA accreditation—a status that, in turn, adds value to every CCM certificant's status.

We are reaching out to new partners to facilitate an industry-led talent management strategy that will drive and facilitate professional case management as a career pathway. We seek academic and membership organizations, as well as large employers who, like us, acknowledge—and seek to advance—the critical value of case managers. These forward-thinking organizations are willing to expend resources to get case managers certified. They require case manager certification at hire or soon thereafter, recognizing it as a marker for best practice. They pay for most or all the cost of the CCM exam. They reimburse for continuing education and renewal as an incentive to individual case managers to go the extra mile. When they join us as Partners in Excellence, we can listen together to what professional case managers need to become a better case manager on a better team.

The Commission stands ready to meet the workforce demand for trained and qualified professional case managers, but we cannot do it alone. This is an exciting, transformative time for health care, challenged to care for increasingly more diverse populations across the care continuum. It's also a critical juncture for the Commission as we build partnerships meant to last. Only by working together can we develop and advance the next generation of case managers, ready to meet these challenges with innovative solutions. That's what reignites my passion for certification—to mentor, to guide, to develop and to partner for a culture of continuous case manager learning. 🌍

“The Commission stands ready to meet the workforce demand for trained and qualified professional case managers, but we cannot do it alone.”

CMLearning network[®]

A Resource Center for Today's Case Manager

We often refer to case managers as the hub of the health care team—the axis where settings, providers and community services connect and communicate. The Commission created the CMLearning Network Resource Center as a learning hub, a central access point where case managers can find professional development resources. After surveying board-certified case managers to ask how they prefer to learn and what topics hold the most interest, the Commission acted by offering a wide array of its own educational content and channels: **CMLearning Network webinars (both live and on-demand), Certification 24/7 on-demand webinars, issue briefs, online learning through CCMC's Case Management Body of Knowledge[®], self-study with every issue of the *CareManagement* journal, and face-to-face opportunities through our Certification 360[™] workshops and the CCMC New World Symposium[®].**



PACE[™]

The CMLearning Network Resource Center also includes the PACE program, which evaluates and approves educational offerings from qualified external education providers through PACE—pre-approved continuing education. Finding approved courses to maintain board certification has never been easier. The Commission's online, searchable directory of pre-approved education offerings includes more than 8,000 courses offered by 1,517 education providers, such as webinars, on-site events, journal articles, home-based learning courses and web-based education specifically designed for the case manager.

The PACE directory also serves as a workforce development guide for case manager employers and educators, because it enables planning for case management educators in a single, simple-to-navigate platform. We know the case management team is maturing to include professionals dedicated to training and education. The PACE directory is a ready resource as they design curricula to meet the needs of more than 42,000 board-certified case managers.

PACE makes professional development easy for case managers, who need only to look for the PACE seal on educational offerings. But PACE also makes it easy for course providers, who can apply for PACE status online and, with just a few clicks, renew multiple courses at once.

CM Learning Network Webinars 2016-2017

Since 2011, the Commission's CM Learning Network webinars have featured national thought leaders presenting leading-edge topics in case management. From care transitions to ethical issues and effective communication, the Commission's webinars consistently attract capacity audiences of 500+ for live events, with thousands more downloading the archived recordings from the CM Learning Network Resource Center.

Among CCMs, a majority (51%) prefers online learning and webinars for continuing education.

—H2R/CCMC Trend Survey 2017

Date	Session Topic	Faculty	Faculty Title	Faculty Organization	Webinar downloads in the first 60 days
10-Mar-17	Empowered, engaged, equipped and enabled: Enabling the power of e-patients	e-Patient Dave (Dave deBronkart)	Patient Engagement Advocate, Author	Co-founder and chair emeritus of the Society for Participatory Medicine	3701
22-May-17	Do the right thing: Excellence and ethics in case management	Savitri Fedson, MA, MD	Associate Professor	Center for Medical Ethics and Health Policy Baylor College of Medicine	8458
10-Nov-16	Assessment for social determinants of health: CDC's ACE question set	Allison Sampson-Jackson, Ph.D., LCSW, LICSW, CSOTP	CEO	Integration Solutions, Inc.	3564
18-Oct-16	Demystifying certification for health care case management	Jane Harkey, RN-BC, MSW, CCM Veronica Brothers, BSN, RN, MSW, LGSW, CCM	Chair Nurse Case Manager	Commission for Case Manager Certification	4133
20-Sep-16	The Triple Aim for case management: Population health	Janet Tomcavage, RN, MSN	Chief Population Health Officer	Geisinger Health System	4849
14-Jun-16	Trends and challenges: Case managers tackle the opioid epidemic	Robert LoNigro, MD, MS	Chief Clinical Officer	ENVOLVE PeopleCare	4378
30-Mar-16	From hospital to community: Changes, challenges and solutions in case management	Amy Smith, RN, MSN, CCM	Director of Care Management	Dartmouth-Hitchcock Medical Center	5922
2-Feb-16	The latest on patient privacy rights: Consumers and electronic access to health data	Christine Bechtel, MA	Coordinator	GetMyHealthData	5722
TOTAL					40,727



Certification 360 Workshops

As part of the CMLearning Network Resource Center, the Commission has amplified its efforts to prepare the case manager workforce of the future through intensive, face-to-face workshops designed for case managers to prepare for the CCM exam. We're inspiring professional case managers to be bold, take charge and boost their career through certification.

The new Certification 360 workshops are the Commission's only official case manager workshop. It's a ramped-up, highly interactive two-day immersion in foundational principles case managers should master. Certification 360 workshops are conducted in locations across the country, and are often sponsored by employers or education organizations.

Over two full days, CCMC-authorized facilitators guide participants in a 360-degree overview of content approved by the CCMC Board of Commissioners and based on the CCM exam blueprint.

This intensive workshop is designed to prepare case managers for the comprehensive, practice-based certification exam. But Certification 360 workshops are also appropriate for case manager educators and supervisors as a means to reinvigorate their case manager training programs. In fact, Certification 360 is a prime experience for anyone who wants a thorough overview of current case management practice.



Certification 24/7 On-Demand Webinars

Online learning remains the most preferred mode among today's board-certified case managers. To enhance online offerings, the Commission is developing online, on-demand Certification 24/7 webinars. Each one-hour webinar will focus on a topic critical to the knowledge included in the CCM exam, such as communication, behavioral health, health literacy and the case management process. Certification 24/7 on-demand webinars are PACE-approved for continuing education credit.

CCMC's Case Management Body of Knowledge Enhancements

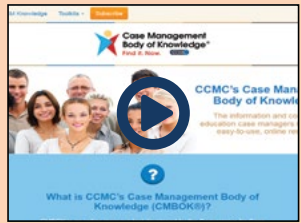
CCMC's Case Management Body of Knowledge is an evergreen education resource for case managers. Knowledge Editor Hussein Tahan, Ph.D., RN, and the CMBOK® editorial team regularly add new content modules and review materials to ensure the CMBOK remains fresh and ahead of the latest trends in case management. In the last two years, new modules on the social determinants of health and workers' compensation were added, and a new domain on legal issues will be available in fall 2017.

Today, CCM certifiants can log on to CMBOK 24/7 to refresh case management knowledge or to select content for continuing education. It's easy to select a continuing education activity, complete it, and take a test to earn immediate credit, automatically posted to an individual's CCM online dashboard.

This unmatched resource now includes the potential to earn more than 95 CEs, plus case manager-specific resources that anyone can access, with or without a subscription: the Diabetes Case Manager Toolkit (sponsored by AstraZeneca) and the Diabetic Macular Edema Toolkit (sponsored by Regeneron). A third module is a collection of resources from The Conversation Project, designed to help case managers guide end-of-life planning with clients.

Seven years ago, the Commission invested in development of the CMBOK with foundational information for case managers. Today, 60+ groups and thousands of individual CCMs subscribe to the CMBOK, demonstrating its value as a workforce development resource for both seasoned case managers and those new to the field. Our vision to create an online, evergreen resource, easily accessible 24/7 to meet the needs of all case managers, continues to blossom with fresh and vibrant content.

*In the last fiscal year, users accessed CMLearning Network Resource Center pages **387,497** times at www.ccmcertification.org. The largest group of users—with an impressive **245,552** page views—looked for CCM exam-oriented materials. Nearly **34,000** CMLearning webinar page views and another **8,768** issue brief views attest to the interest and engagement in professional development and learning activities—all offered to the industry for workforce development and to advance the field of case management.*



See the new toolkits on CMBOK
<http://cmbodyofknowledge.com>



More than **90%** of CMBOK surveyed respondents would recommend the CMBOK to a colleague.

—CCMC CMBOK User Survey





Charting the Path for a Ready Workforce

JEANNIE LEDOUX, RN, BSN, MBA, CCM, CPHQ, CTT+
COMMISSION CHAIR-ELECT

“*Agile* is the new byword for case managers. It denotes a quick, resourceful and adaptable character—essential qualities for success in a rapidly evolving health care landscape.

Agile is the new byword for case managers. It denotes a quick, resourceful and adaptable character—essential qualities for success in a rapidly evolving health care landscape.

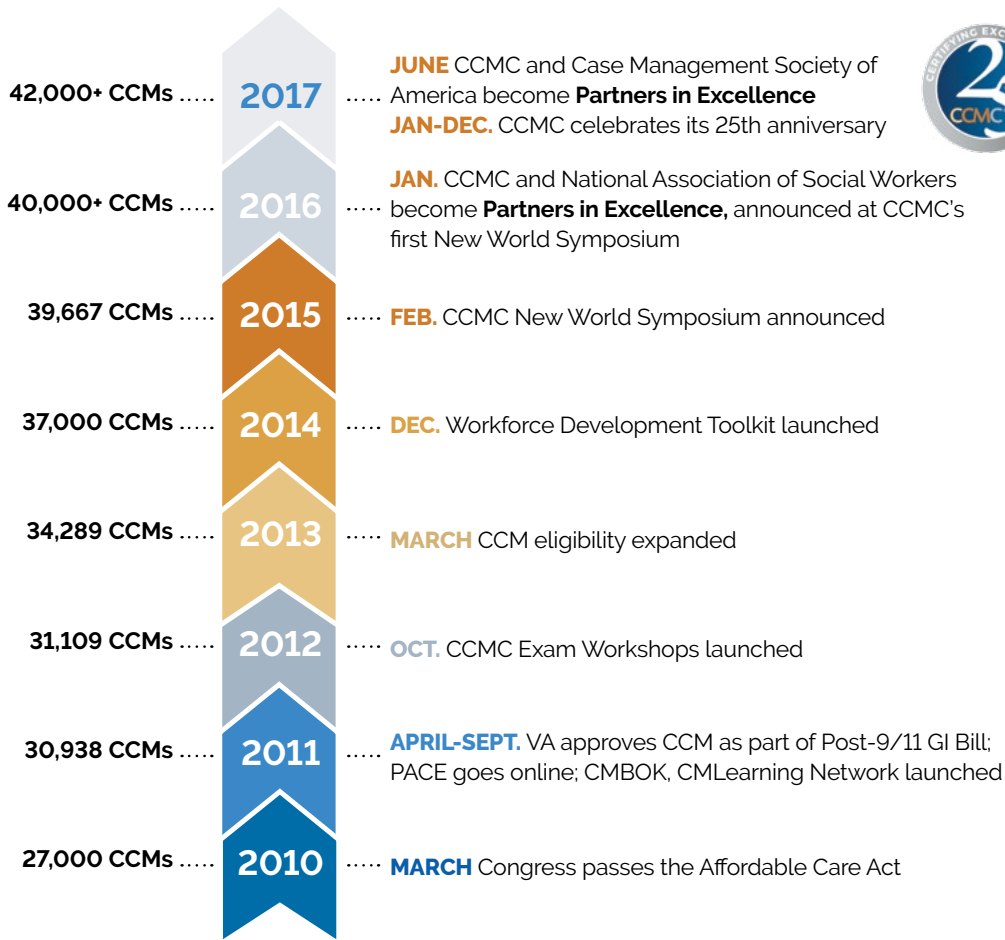
Agility brings to mind the dancer—fully immersed in the moment, yet always anticipating the next. Interestingly, “agile” has also been adopted by software designers as a process that breaks down big projects into bite-sized, navigable pieces.

Agility applies to your Commission, too. Like the dancer, 95 percent of the work to support the professional readiness and ongoing development for board-certified case managers is done behind the scenes. It requires ongoing trend monitoring, research-based job skills analysis to ensure the exam reflects best practices, product and service development that will support our growing case management workforce, development of new alliances, and careful resource management.

Health care has undergone significant change in the last decade, and the odds are there's more change to come. Provider payment incentives for care coordination and better population health management are here to stay, and the corresponding risk-sharing arrangements that result from those changes demand greater accountability for all. This is good news for case managers as we work to overcome barriers to care on behalf of clients and their families, delivered across the care continuum.

Patient-centered care has evolved from an aspiration to a measured performance indicator. Improving client experience requires a personal touch—active listening, compassion and the ability to build rapport. At the same time, clients aren't staying at one care setting for very long; professional case managers are tasked to return them to normal routines faster, and to judiciously use community-based resources and outpatient care delivery whenever possible.

Milestones Mark Our Journey



Our clients' demands are changing, too. Millennials, steeped in online shopping and crowd-sourced decision making, are now the largest living generation. They're savvy consumers, and won't wait for their doctors to make health care decisions for them. They will act independently and, often, on-line, to fulfill their care needs.

When considered together, these population and care delivery changes require agility among well-prepared, knowledgeable case managers.

Like agile software designers, case managers break the client's health care journey into small, navigable steps. We anticipate the challenges on a journey

“In a real sense, case managers are puzzle masters, fitting the pieces together to meet whole-person needs.”


that may cross multiple settings and involve coordination with a wide-ranging inter-disciplinary provider team.

In a real sense, case managers are puzzle masters, fitting the pieces together to meet whole-person needs. Excellence in team communication within the context of well-developed peer relationships is one of the greatest assets we bring to today's health care landscape, and our role as team communicators will only expand in the coming years. We work with clinical colleagues and independent community organizations with humility, as client advocates, identifying solutions to issues surrounding social determinants of health and collaborating for better outcomes. It's about professionalism, collegiality and the art of compromise. Expert communication connecting both clinical and community services will be key to the future of health care delivery.

Case managers work creatively on behalf of clients, embracing innovative resources—like telemedicine visits for those who live and work in health care deserts, or medical transportation solutions using Uber and Lyft for non-emergency transportation needs.

Today our clients reflect a much more diverse population as well. This requires case managers to be sensitive as we communicate treatment options, end-of-life care and a range of other factors. In support of this reality, the Commission will continue to seek greater diversity among those who are certified to ensure we better reflect the country's working-age population. Direct efforts to recruit new case managers from among the growing Latina and African American populations will raise awareness of case management as a career offering faster-than-average job growth and abundant opportunity.

As a Commission, we reflect the diversity of our cross-setting, cross-discipline case manager credential. I'm proud to serve with these colleagues; the level of engagement and expertise they bring is extraordinary as we plan together to ensure a healthy future for the Commission.

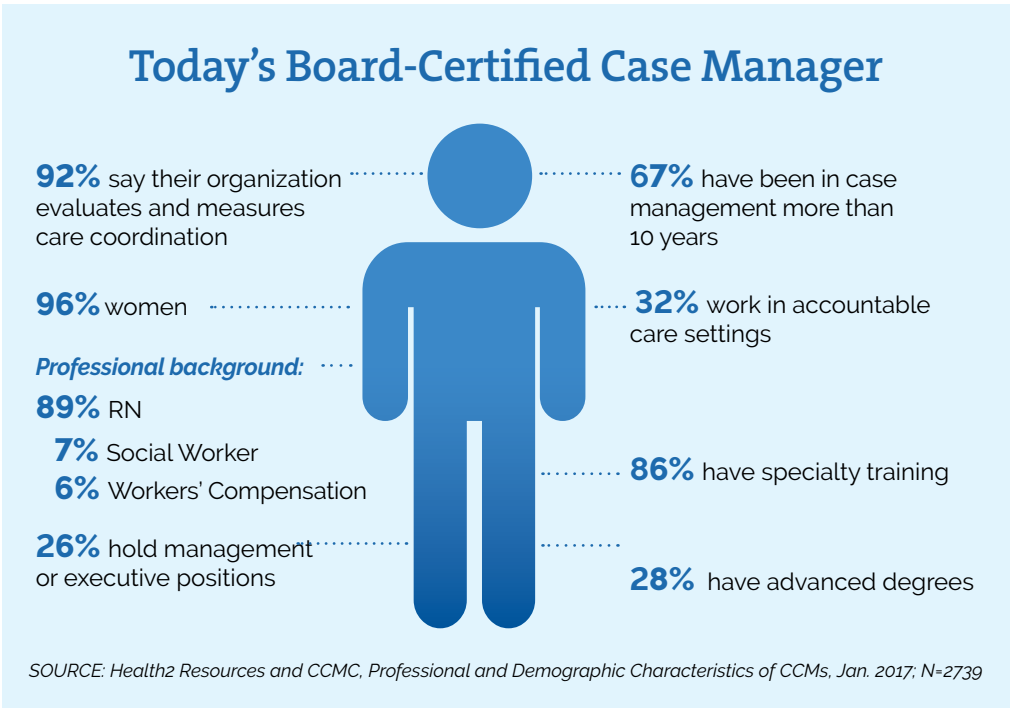
Health care industry profit margins grow slimmer, our population is living longer and growing more diverse, and the demand for coordinated, high-quality care is on the rise. But case managers and your Commission are agile. Together, we're ready for what comes next. 

“The Commission will continue to seek greater diversity among those who are certified to ensure we better reflect the country's working-age population.”

2017 Case Manager Trend Survey and CMCoordinates

Nearly 3,000 board-certified case managers responded to the fourth Health2 Resources and CCMC trend survey. The 2017 report reveals a profile of the typical board-certified case manager. Nearly half were certified since 2010, indicating a growing interest in certification as a positive career choice.

The survey findings inform our CMCoordinates®, used to raise awareness about the profession with employers, policymakers, case managers and potential case managers. We encourage you to tweet, post and share them, too—you'll find them all on the Commission's website, www.ccmcertification.org.





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