



Preparation, *Development* and Readiness

2016 FOCUS ON WORKFORCE



A CALL TO ACTION



Preparing the workforce for astonishing possibilities

PATRICE V. SMINKEY, RN, CEO,
COMMISSION FOR CASE MANAGER CERTIFICATION

The health care stage is set for astonishing possibilities. Individualized stem cell therapy, 3-D printing and synthetic hormones may grab the headlines, but we've only begun to operationalize new care models designed to improve care coordination and transitions between settings—models that start with a whole-person focus. The case manager's role as patient-centered guide and hub for the interdisciplinary care team is clear: Case managers live and work at the center of the health care (r)evolution.

A large part of the Commission's work concerns preparing an ethics-driven workforce to successfully navigate new terrain and evolving case management practice. It's a primary driver for our first national conference, and workforce preparedness is our focus every day.

“Your Commissioners have looked beyond the here and now to create a readiness strategy for success five and 10 years into the future.

Like the potter who spends hours softening and kneading clay, we recognize the importance of preparation for lasting value and strength. The same concept applies to case manager certification. Validation of knowledge and skills through an exam-based credential relies on objective job analysis research and requirements that cut across care settings. Research and expert insight tie the latest practice demands and knowledge requirements to the CCM® credential, and ensure ongoing development and professional readiness. That development and readiness are essential for case managers to adapt and take the lead as health care delivery changes. That's why we invest in and draw upon the results of the Role and Function Study every five years.

The Commission's efforts to enhance professional development go beyond certification. Our vision, mission and values point to an ongoing commitment to promote, advance and advocate for quality case management practice. We must keep the credential relevant and strong. As a credentialing body, we must support board-certified case managers by helping them articulate how they make a difference. We must continuously build awareness of the benefits of case management and board certification and work to ensure this message is reaching the right audiences; our recent trend survey results show that employers increasingly favor the CCM credential when hiring case managers.

The Commission created a readiness strategy for future success; stewarded by Charlotte Sortedahl, secretary, it uses our mission and vision as beacons for strategic growth, focusing on brand awareness as the largest, oldest case manager credentialing body, and emphasizing the value of a cross-disciplinary credential with employers and policy makers.

These efforts to strengthen and sustain the CCM credential have yielded measurable results: We've seen the number of board-certified case managers leap to nearly 40,000 since the beginning of 2010. We are the voice of the professional and board-certified case manager, with governance representative of nursing, social work, allied health and varied practice settings. That's a very attractive position to leverage intentional partnerships with likeminded organizations as we all embrace an inter-disciplinary team approach to leadership in health care.

As you read this report, my hope is that you experience a new awareness of our sameness across health care disciplines, practice settings, and membership and professional organizations. We share an unwavering focus on advancing case managers through professional development and a comprehensive certification. It's an inclusive mindset your Commission actively practices.

Our focus on workforce preparation, development and readiness means top health care leadership connects case manager competency to the CCM. Those three little letters—the CCM behind the board-certified case manager's signature—represent preparedness to meet today's challenges and to leverage tomorrow's breakthroughs for better health, better care and lower costs. 🌐

“We've seen the number of board-certified case managers leap to nearly 40,000 since the beginning of 2010.



Contents

Preparing a ready workforce	1
Partnerships Worth Celebrating	4
Promoting the Benefits of Certification	5
Recognizing the Value of Certification	7
Commitment to Knowledge Development	8
Certification Workshops	10
Case Manager Development	11
Promoting a Culture of Continuous Learning	11
CMLearning Network	13
PACE Directory	13
CMLearning Network Webinars 2014-2015	14
CCMC Case Management Body of Knowledge Enhancements	15
Workforce Readiness	16
Charting the Path for a Ready Workforce	16
Case Manager Trend Survey and Role and Function Study	19
CCMC: Growing Stronger Year after Year	19

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Preparing a ready workforce

JO CARTER BSN, RN, CCM, IMMEDIATE PAST-CHAIR
COMMISSION FOR CASE MANAGER CERTIFICATION

Several years ago, a group of actors hatched a glorious prank in tandem with a U2 concert in New York: Stage a fake rock-n-roll video shoot, posing as U2, on the rooftop across from the concert venue. When the first notes rang out, an enthusiastic crowd gathered on the street below. The lead singer looked nothing like the genuine Bono of U2, but the improv actors attacked the four-song set with gusto. It was all good fun until the police accessed the rooftop; a disappointed crowd watched the fake Bono hauled off in handcuffs while he, still in character, repeatedly asked the officers why they didn't know who he was.¹

This well-documented prank reminds me that the best of the best make everything look easy. But wearing sunglasses while singing on a rooftop doesn't transform you into Bono. The notes aren't quite right, you only know a handful of songs. You're not the real thing, and you're not prepared to face the audience.

Likewise, there are well-meaning health care organizations striving to improve care coordination or enhance care transitions through team-based care. Unless these teams include professional case managers who are prepared, knowledgeable and who understand the importance of a robust, comprehensive process, they won't achieve their goals. They will not be ready to meet the long-term needs of the new models of care.

CCMC's Board of Commissioners realized several years ago that case management as a thriving, career-boosting profession was one of the best-kept secrets in health care. But the profession was settling into silos to fit new regulations and the demands of health reform. As a leadership group, we saw a gap in workforce preparation for comprehensive case management. There were education forums and certificate programs for subspecialties and settings such as workers' compensation, hospital and rehabilitation. But these focused on the narrow nuts and bolts, rather than the cross-cutting principles of case management.

¹To view the shenanigans, go to <http://improveverywhere.com/2005/05/21/even-better-than-the-real-thing/>

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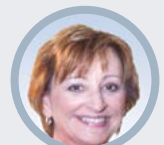
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The need to prepare more case managers with CCM-validated competency motivated your Commission to focus intently on workforce development, and our decision in 2015 to launch the Workforce Development Toolkit and the 2016 New World Symposium.

Although one in four case managers currently serves in a hospital setting, 44 percent worked as case managers there at some time in their careers. Likewise the two percent currently in the home health setting are a shadow of the 25 percent who have been home health case managers.² Board-certified case managers tell us that although subspecialty or setting-specific certification is helpful, the CCM credential prepares them to work across settings and is the on ramp for leadership and advancement.

As your Commission, we are charged to advance the profession of case management. That involves preparing, developing and making ready the workforce of the future. It also means elevating the profession and offering forums to generate ideas, discuss challenges and successes, and focus on how we make a difference in health care.

We have strengthened the elements in our Workforce Development Toolkit. Certification workshops prepare you for certification. CMLearning Network offerings give participants national thought leader insight into the regulatory, reimbursement and client-management challenges across the industry.

The New World Symposium in 2016 will be a forum for sharing and a call to action to prepare the next generation of board-certified case managers. The event would not have been possible without the leadership of Commissioner Sue Jensen, a tireless advocate for education and advancement. As founding Symposium chair, Sue took on a herculean role and built on the board's vision, listening to CCMs and staff and masterfully setting a tone that would lead to the successful planning and execution of our first national conference. Sue is an educator in her career and in her heart, passionate about advancing knowledge and understanding of case management.

How can you help us ensure that we have a prepared workforce? Be proud of your profession and the work you do; you'll inspire others as you elevate your practice. Second, step back, re-energize and think about your work holistically, outside the day-to-day routine—and use education opportunities to find new ways to approach challenges. Third, make a few new connections. Identify people—

²Health2 Resources and CCMC, Professional and Demographic Characteristics of CCMs, September 2015.

in professional organizations, online discussion groups, or at the CCMC New World Symposium—with whom you can share ideas and inspiration.

Success rarely occurs without preparation. We are seeing the fruit of our efforts, and I'm encouraged that the vision of a career path that can take you many places is coming into clearer focus. That's something real to shout from the rooftop. 🗣️

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The Commission's Workforce Development Task Force

The role of the Workforce Development Task Force is to provide a forum that facilitates information sharing and promotion of effective workforce initiatives that address the growing professional case manager workforce gap. For the 2015-2016 fiscal year, Jane Harkey, Commission chair-elect, leads the task force; membership includes commissioners Vivian Campagna, Sue Jensen, Sandra Zawalski and Nina Mottern.

Among the task force's goals:

- Position the Commission as the leader in case management workforce development efforts.
- Review certification workshop for succession planning and future development.
- Review opportunities with master-level and bachelor-level university and college programs for earlier identification of workforce and brand awareness for CCMC and the CCM credential.
- Review opportunities with industry partners and strategic alliances regarding content and resources that can provide continuous career mobility for the allied health professionals that can progress into case management.



Have you seen the workforce development video?

<http://ccmcertification.org/workforce-development-video>

Partnerships worth celebrating

PATRICE V. SMINKEY, RN, CEO,
COMMISSION FOR CASE MANAGER CERTIFICATION

One of the challenges of the team-based approach to health care delivery is overcoming cultural differences among disciplines so the team acts as a single, effective unit. It's not a new phenomenon; at the birth of the Mercury space program, there was fierce competition between Navy, Air Force and Marine astronaut candidates. In health care, traditional training emphasized the value of the individual role, differentiating the value of each discipline's capabilities and accomplishments. But when everyone on the team shares the same goal—what's best for the patient—we know team members will collaborate professionally.

Q: Why do you work as a case manager?


A: “It's the satisfaction that you've touched someone's spirit at the time when they need it most.”

—H2R/CCMC Trend Survey 2015

For several years, the Board of Commissioners recognized the need for more collaboration and less competition with likeminded organizations. Since our inception, we have been increasingly and warmly received by multiple organizations in our effort to build appropriate collaboration. One of these organizations, the National Association of Social Workers (NASW), has agreed to operationalize our collaboration in a bold fashion. **Beginning in 2016, NASW will recognize our CCM exam as the proxy for board-certification in case management.** This is a true partnership between the oldest and largest case manager certification body, and the oldest and largest social work membership organization.

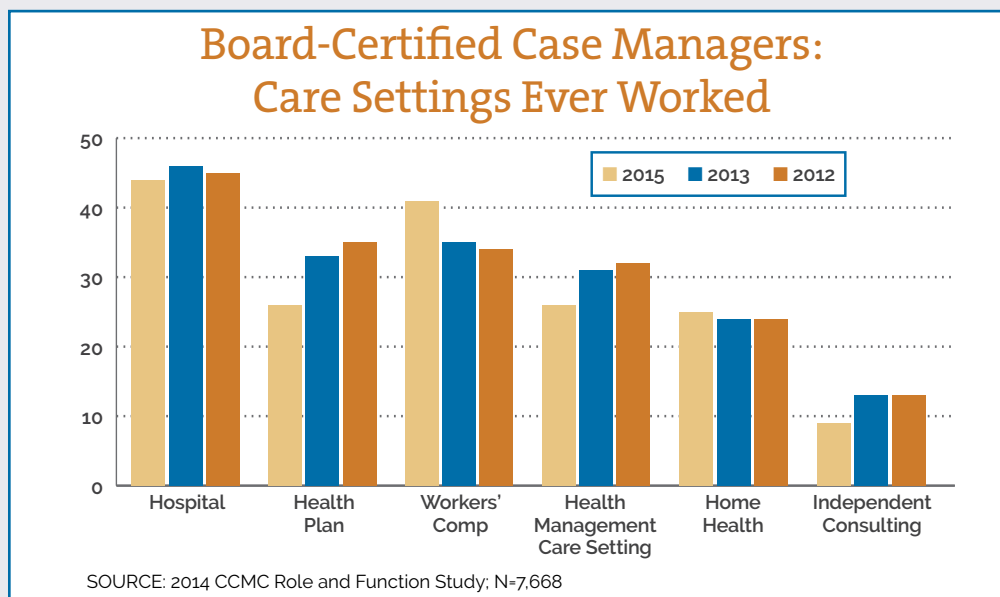
The CCM credential is a cross-cutting certification that validates quality and ethical practice, whether one comes to board certification from nursing, social work or another allied health field.

Our CCMs are meeting the needs of patients and organizations that are evolving to keep up with health care reform, new payment models and new requirements. The Commission's board recognized this as a critical opportunity to prepare the workforce that is changing and expanding.

Today's inter-disciplinary care team includes physicians, nurses, social workers, pharmacists, psychologists, occupational and physical therapists, and non-clinical staff in the community. The Commission's dedication to partnering with like-minded organizations is an example of our commitment to illuminating the roles and responsibilities of the health care team to optimize patient-centered care. 

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.



In 2015, the Commission released the latest Role and Function Study results, identifying knowledge required for competency in case management. This analysis of case managers' work, conducted every five years, was led by Annette Watson, treasurer and Role and Function Study Taskforce chair. This helps clarify the knowledge, skills and activities required in case management practice, informs the CCM exam and keeps its content relevant.

The results informed the Commission's volunteer item-writing process and development of the updated CCM exam blueprint. Beginning with the August 2016 exam, revised Essential Activities Domains will be incorporated into test specifications. Moving forward, question sets for those seeking certification will test for knowledge within these areas:

1. Delivering Case Management Services
2. Managing Utilization of Healthcare Services
3. Accessing Financial and Community Resources
4. Evaluating and Measuring Quality and Outcomes
5. Delivering Rehabilitation Services
6. Adhering to Ethical, Legal and Practice Standards

Q: Why do you work as a case manager?

A: "I love helping make sure the journey is a little smoother in a scary place."

—H2R/CCMC Trend Survey 2015

The recent 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. It is the role of board-certified case managers to protect the public interest and the rights and dignity of clients, and to call for honor, integrity, objectivity and fidelity in case management practice. With that in mind, in 2016 two of the 80 continuing education credits required every five years for CCM re-certification will be earmarked specifically for ethics courses. That number will gradually increase until it reaches eight in 2018—one-tenth of the total required for recertification. The Commission will support CCMs in ongoing learning and development through ethics continuing education found in the CCMC Case Management Body of Knowledge®, the CCMC New World Symposium™, PACE™-approved ethics courses and Commission-sponsored, no-cost education opportunities.

The case management team is maturing

*The study showed a significant increase in emphasis on **ethics** and **quality measurement** as core competencies for professional case managers.*



- ✓ 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

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 horizon ahead for board-certified case managers, where every day is a new day filled with professional stimulation and satisfying possibilities. The CCM—the certification of choice—translates into flexible potential to advance within organizations, to work across teams, and to tackle new terrain with poise and spirit.

Q: Why do you work as a case manager?

A: “No other job is as challenging or as rewarding as this.”

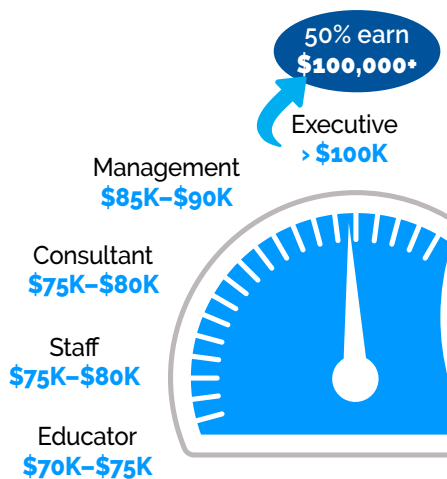
—H2R/CCMC Trend Survey 2015

Recognizing the Value of Certification

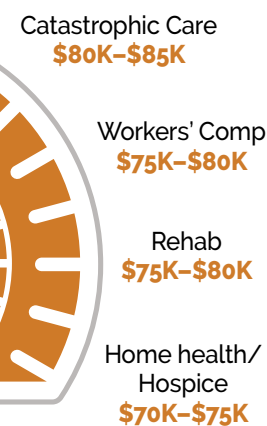
The financial and professional benefits of certification are well documented. For many, certification is a requirement of employment. Organizations that accredit hospitals, health plans and other health care providers recognize board-certification as a proxy for case manager excellence. Others offer 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.

Salaries point to strength of board-certified case manager career path

Median annual salary by position



Median annual salary by specialty training



SOURCE: Health2 Resources and CCMC, Professional and Demographic Characteristics of CCMs, Sept. 2015; N=2,732

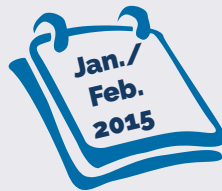
Commitment to Knowledge Development

The Commission's leadership contributes to peer-reviewed journals focused on case management knowledge development. Published articles from 2015 highlighted findings from the CCMC 2014 Role and Function Study and enhanced understanding of current topics in case management.

Q: Why do you work as a case manager?

A: "I believe I can participate in changing the way health care is delivered in the United States."

—H2R/CCMC Trend Survey 2015



PROFESSIONAL CASE MANAGEMENT

"Taking a Multidisciplinary Approach to Workers' Compensation Case Management"

Sandra Zawalski, RN, BSN, CRRN, CCM, ABDA, MSCC

CMSA TODAY

two columns: **"Board Certification Attests to Expertise in the Broad Field of Case Management"** and **"Realizing the Broad-Reaching Benefits of Board Certification"**

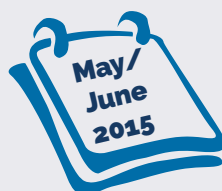
Jolynne "Jo" Carter, BSN, RN, CCM



PROFESSIONAL CASE MANAGEMENT

"Shared Decision Making and Self-Management Support: Tools for Empowering Individuals to Manage Their Health"

Annette C. Watson, RN-BC, CCM, MBA



"Big Think" article, "Bringing Together Mental and Physical Health With a Holistic, Person-Centered Case Management Approach"

Jolynne "Jo" Carter, BSN, RN, CCM; Sandra Zawalski, RN, BSN, CRRN, CCM, ABDA, MSCC; Patrice V. Sminkey, RN; Bruce Christopherson, M.Ed., CRC, LCPC, MAC, CCM

"The 'Whole-Person' Approach: Understanding the Connection between Physical and Mental Health"

Patrice V. Sminkey, RN

(News and Views Column accompanying the "Big Think Article")



PROFESSIONAL CASE MANAGEMENT

"Giving 'Holistic' Answers to the Question of 'Why': Educating and Empowering Individuals at Care Transitions"

Sandra Zawalski, RN, BSN, CRRN, CCM, ABDA, MSCC



NEW SOCIAL WORKER

"Social Workers on Transdisciplinary Teams: Pursuing the 'Triple Aims' with a Holistic Approach"

Jane Harkey, RN-BC, MSW, CCM and Michael Demoratz, PhD, LCSW, CCM

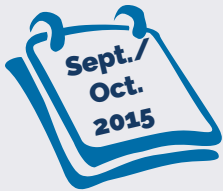


READMISSION NEWS

Thought Leader Response

"What role does medication management have in reducing readmissions?"

Patrice V. Sminkey, RN



PROFESSIONAL CASE MANAGEMENT

"Why 'One' Is the Most Important Number in Case Management"

Patrice V. Sminkey, CEO, Commission for Case Manager Certification



PROFESSIONAL CASE MANAGEMENT

"What Case Managers Should Know about Their Roles and Functions: A National Study from the Commission for Case Manager Certification"

Certified Case Manager Role and Function Study Reveals Strong Demand For Professionals in Multiple Settings; Care Coordination Emphasized

Hussein A. Tahan, PhD, RN; Annette C. Watson, RN-BC, CCM, MBA; Patrice V. Sminkey, RN

PROFESSIONAL CASE MANAGEMENT

"What the CCMC Role and Function Study Tells You about Changes in Case Management"

Patrice V. Sminkey, RN

PROFESSIONAL CASE MANAGEMENT

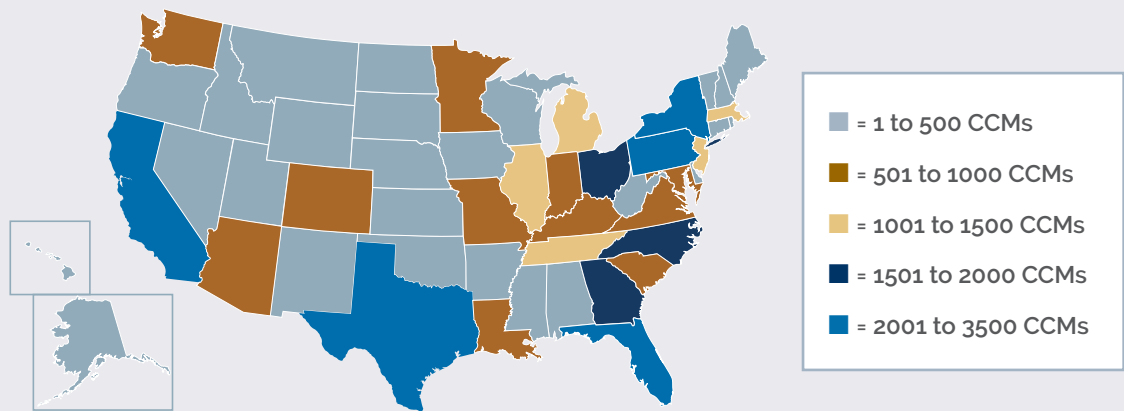
"What Case Managers Should Know about Their Roles and Functions: A National Study from the Commission for Case Manager Certification" – PART I

Hussein A. Tahan, PhD, RN; Annette C. Watson, RN-BC, CCM, MBA; Patrice V. Sminkey, RN

Certification Workshops

There are board-certified case managers in every state in the U.S. and Puerto Rico. The CCM exam has also been administered internationally, with case managers taking the exam in Europe, the Caribbean and the Middle East to date.

Where CCMs Worked in 2015



Recognizing the growing demand for board certification, the Commission has amplified its efforts to prepare the case manager workforce of the future. Since 2012, the Commission has conducted two-day, intensive certification workshops designed to prepare case managers for the comprehensive, practice-based certification exam. These face-to-face workshops can be conducted at the worksite and more employer-sponsored workshops are envisioned for 2016. As workforce needs expand, frequency of offerings and class size continue to grow.

Workshop dates

Oct. 17 & 18, 2012 »»

Feb. 26 & 27, 2013 • Oct. 9 & 10, 2013
Feb. 25 & 26, 2014 • June 3 & 4, 2014 »»

Oct. 9 & 10, 2014 »»

Oct. 21 & 22, 2014 • Feb. 5 & 6, 2015
June 4 & 5, 2015 • Oct. 5 & 6, 2015 »»

Jan. 19 & 20, 2016 »»

Workshop locations

Westin Hotel in Mount Laurel, NJ

CCMC office in Mount Laurel, NJ

Catholic Health Administrative &
Regional Training Center in Buffalo, NY

CCMC office in Washington, DC

Planet Hollywood in Las Vegas, NV



Case Manager Development

SANDRA ZAWALSKI, RN, BSN, CRRN, CCM, ABDA, MSCC,
COMMISSION CHAIR

Promoting a Culture of Continuous Learning

What does it mean to own something that's valuable? A piece of treasured jewelry, or a work of art—what precautions do you take to protect it and to ensure its value grows rather than diminishes over time?

We talk a lot about the research behind the exam. Why is that important to those who are already board certified? Because a robust, meaningful credential keeps your certification relevant to employers and policymakers. This is why, even after the exam, the Commission emphasizes a culture of continuous learning with an eye toward credential renewal. The educators who use our exam knowledge domains to create professional training curricula follow our lead to ensure workforce development content stays relevant for case managers. You'll see the results when you peruse CCMC's own continuing education materials—the CMLearning Network webinars and issue briefs that reflect current trends and cutting-edge practice; the ever-growing content and 75 CE credits available through the CCMC Case Management Body of Knowledge, and the higher profile we've given PACE-approved courses with employers and education providers.


As Commissioners, we are stewards of a professional certification for qualified case managers that reflects a standard of excellence the industry recognizes and appreciates. The Commission's re-accreditation by the National Commission for Certifying Agencies (NCCA) in 2015 underscores 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 (NCQA). NCCA accreditation means your Commission "passed" its own rigorous assessment process, and is recognized for meeting national and international credentialing industry standards for development, implementation and maintenance of the certification program. It's an elite group of health care certification organizations that can claim NCCA accreditation—a status that adds value to your board certification every day.

“The educators who use our exam knowledge domains to create professional training curricula follow our lead to ensure workforce development content stays relevant for case managers.

“As Commissioners, we are stewards of a professional certification for qualified case managers that reflects a standard of excellence the industry recognizes and appreciates.

We take your commitment to earn and retain the CCM through continuing professional development as an investment in a valuable commodity. We are fierce defenders of the ongoing value of the CCM credential. In the pages that follow, we report on the return for your investment in certification and recertification by offering insight into the numbers that have joined your ranks. This expansion allows us to not only continuously enhance certification, but also to elevate the importance of ethical practice, quality care and a safe, person-centered experience. Yes, we are growing the resources case managers can access for workforce development. But more importantly, we are creating a culture of continuous learning and professional advancement.

As a person who hires case managers myself, I keep an eye on the career ads. More often than not, the words “CCM required” or “CCM preferred” appear. It’s an honor to represent the nearly 40,000 board-certified case managers who personify what is so much more than a test and a piece of paper. Like the Joint Commission, URAC and NCQA accreditation standards that health care organizations strive to meet and exceed, the CCM is the credible stamp of excellence that every individual board-certified case manager can proudly claim. The Commission works to ensure the credential and everything it represents—a research-based exam, commitment to ongoing professional development and allegiance to a code of professional conduct that protects the general public—remain relevant and valuable.

Development and advancement of the case manager go hand in hand to ensure the value of the credential for many years to come. 

CMLearning network™

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 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 with a wide array of educational content and channels: **webinars, issue briefs, online learning through the CCMC Case Management Body of Knowledge, and face-to-face opportunities through our Certification Workshops and the CCMC New World Symposium.**

PACE™

Finding approved courses to maintain board certification has never been easier. The Commission's online, searchable directory of pre-approved education offerings continues to grow, with more than 8,000 courses offered from 1,322 education providers—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 education leaders 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 nearly 40,000 board-certified case managers.

In 2015, a streamlined technology enhancement made renewing education offerings much simpler for education providers. With just a few clicks, providers can renew multiple courses at once. PACE also introduced a new seal so board-certified case managers can quickly identify which programs are pre-approved for continuing education credit.



Have you seen the PACE Directory Tutorial?
<http://ccmcertification.org/pace-directory-tutorial>

90% of board-certified case managers say their organization evaluates and measures care coordination.

—H2R/CCMC Trend Survey 2015

CMLearning Network Webinars 2014-2015

Since 2011, the Commission's CMLearning Network webinars have featured national thought leaders presenting leading-edge topics in case management. From care transitions to effective communication, the Commission's webinars consistently attract capacity audiences of 500+ for live events, with thousands more downloading the archived recordings on the CMLearning Network web page.

Session Topic	Faculty	Faculty Title	Faculty Organization	Webinar downloads in the first 60 days
Four Years post-ACA: The evolving role of the case manager	Adam Zolotor, MD, Dr.PH	Interim president of the North Carolina Institute of Medicine and an associate professor of family medicine	North Carolina Institute of Medicine	2489
Care Transitions: Evidence-based best practices for case managers	Mary D. Naylor, PhD, FAAN, RN	Marian S. Ware professor in Gerontology and director of the New-Courtland Center for Transitions and Health	University of Pennsylvania School of Nursing	2976
Healthy in mind, body and spirit: The case manager's role in behavioral health care integration	Benjamin F. Miller, PsyD	Director of The Eugene S. Farley, Jr. Health Policy Center and assistant professor in the Department of Family Medicine	University of Colorado, Denver	2794
	Robert J. Fortini, PNP	Chief clinical officer	Bon Secours Medical Group	
Collaborating for Care: Embedded case managers extending care management value	Randall Krakauer, MD, FACP, FACR	Vice president, national medical director, Medicare Strategy	Aetna	2893
Engage, empower, enhance, enable: Tools for measuring quality in case management	Cheri Lattimer, RN, BSN	Executive director, CMSA and NTOCC	CEO, president Consulting Management Innovators	1844
Patient engagement strategies: Getting to "yes" in patient engagement	Alaina Fournier, PhD	Health communications specialist	Office of Communication and Knowledge Transfer, Agency for Healthcare Research and Quality (AHRQ)	3073
Effective communication: Navigating delicate conversations	Harriet Warshaw	Executive Director	The Conversation Project	Not available

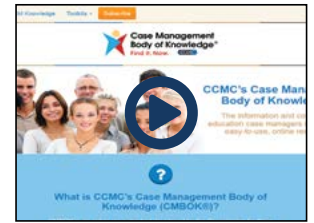
Case Management Body of Knowledge Enhancements

The CCMC Case Management Body of Knowledge added significant new content and implemented enhanced technical capabilities in 2015, making it easy for board-certified case managers to log in, select a continuing education activity, complete it, and take a test to earn immediate credit that is posted to an individual's CCM online dashboard. Two advanced ethics learning modules, based on the revised Case Manager Code of Professional Conduct, were added as well. The CMBOK finished 2015 with 75 potential CEUs, plus case manager-specific modules that anyone can access, with or without a subscription.

Those modules contain resources for the case manager as well as information to give the patient and caregiver. They include the Advanced Breast Cancer Case Manager Toolkit (sponsored by Novartis) and the Diabetes Case Manager Toolkit (sponsored by AstraZeneca). A third module is a collection of resources from The Conversation Project, which was added after the Nov. 10, 2015 webinar, "Effective communication: Navigating delicate conversations," featuring The Conversation Project's Executive Director Harriet Warshaw. And in December, we added the Diabetic Macular Edema Toolkit (sponsored by Regeneron).

Five years ago, the Commission invested in development of the CMBOK with foundational information for case managers. Today, we're showcasing the CMBOK's value as a workforce development resource for both seasoned case managers and those new to the field. Subscribers tell us they use CMBOK to both expand current knowledge and to earn continuing education credit—and more than 90 percent would recommend the CMBOK to a colleague. 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 past 12 months, users accessed **343,779 pages** to find CMLearning Network resources at www.ccmcertification.org. The largest number of users—with an impressive **165,600 page views**—looked for CCM exam-oriented materials. Nearly **20,000 CMLearning webinar page views** and another **2,262 issue brief downloads** attest to the interest and engagement in professional development and learning activities—all offered free to the industry as a workforce development tool 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

JANE HARKEY, RN-BC, MSW, CCM, CHAIR-ELECT

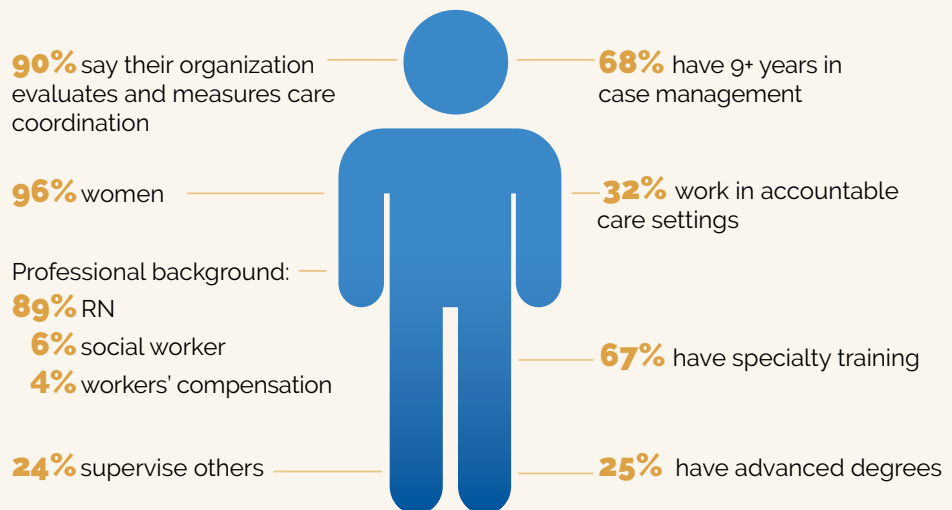
Ready for what comes next.

That description applies to both board-certified case managers and your Commission. Like the backcountry guide who carefully anticipates the trail ahead, we gear up so we're ready to tackle the terrain ahead. As a Commission, that translates into scouting (ongoing trend monitoring and analysis), nurturing strategic partnerships and alliances, and careful resource management.

“By 2018, half of Medicare’s direct payments to providers should come from new models of care that include incentives for care coordination, programs that reward providers who deliver the care under budget, and good outcomes for patients.

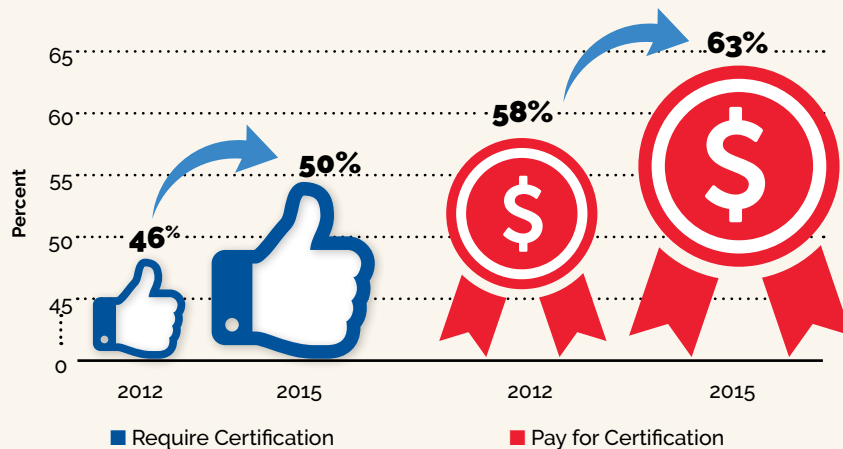
Health care hot topics in 2015 point toward more change ahead. By 2018, half of Medicare’s direct payments to providers should come from new models of care that include incentives for care coordination, programs that reward providers who deliver the care under budget, and good outcomes for patients. This is good news for case managers, whose history as advocates for patient-centered care positions them to play an expanded role in the future.

Today’s Board-Certified Case Manager



SOURCE: Health2 Resources and CCMC, Professional and Demographic Characteristics of CCMs, Sept. 2015; N=3976

A majority of employers require and pay for board certification



SOURCE: Health2 Resources and CCMC, Professional and Demographic Characteristics of CCMs, Sept. 2015; N-2994

2015 also saw major merger announcements from health plans (Centene and Health Net; Aetna and Humana; and Anthem and Cigna) as well as health systems (Kaiser Permanente and Group Health Cooperative). Among physician practices, nearly a third are now owned (at least in part) by hospitals. This reconfiguration of how care is delivered and paid for ties directly to the accountable care organizations endorsed by the Affordable Care Act. Case managers are central players in care continuity, care coordination and a whole-person mindset; our 2015 Health2 Resources and CCMC board-certified case manager trend survey found that 90 percent of case managers' organizations already evaluate care coordination. You can expect more scrutiny of case management's value proposition to health organizations in terms of patient satisfaction, outcomes and reduction in avoidable readmissions. The trend toward team-based care delivery has brought diversity to the care team; as a social worker, I have seen mutual respect for everyone's perspective and skill sets contribute positively to the transdisciplinary team. That diversity is reflected in the varied work settings, education and backgrounds of your Commission's Executive Committee; as we share what's happening in one another's professional spheres, we gain insight to stay current. The Commission will continue to seek greater diversity in terms of gender, race and age cohorts so we better reflect the country's working age population. Direct efforts to recruit 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.

“The trend toward team-based care delivery has brought diversity to the care team.”

“As a Commission, we are careful to build up resources that will support case managers far into the future.

The Commission's strategic partnerships and alliances will introduce more professional case managers than ever to the many benefits of certification. The trust and common ground we've nurtured in recent years puts the Commission on solid footing to build on these partnerships. It paves the way for the Commission to work alongside other likeminded organizations to advocate, advance and inspire case manager excellence. Case managers who join an organization or pursue certification are invested in improving themselves and their profession. From our patient-oriented focus in the Code of Professional Conduct to our commitment to quality case management practice, we anticipate the future holds more opportunities to collaborate.

As a Commission, we are careful to build up resources that will support case managers far into the future. We have an enthusiastic cadre of volunteers who work with us in focus groups, surveys and our item writing workshops, which alone account for more than 5,000 volunteer hours annually. We don't take this commitment to helping us maintain the highest standards in our exam and program development lightly; our content for professional advancement is only as good as our volunteers. I'm very proud to serve with my colleagues on the Commission; the level of engagement and expertise they bring is phenomenal.

After five tumultuous years in health care and a challenging economy overall, the Commission enters 2016 with more professional advancement resources and healthy finances that align with our stunning growth trajectory. Today, nearly 40,000 case managers in the U.S., Europe and Asia have earned the CCM credential, a tremendous leap in our number in just five years.

As I scan the horizon, I see board certification becoming even more important. People are living longer, support systems are leaner, and the global economy pulls many in different directions. Case managers are the trusted guides, ensuring a loved one gets the services needed, ensuring better care, better health and efficient, effective care delivery.

Together, we're ready for what comes next. 

Case Manager Trend Survey and Role and Function Study

Nearly 4,000 board-certified case managers responded to the third Health2 Resources and CCMC trend survey in 2015. The results create a profile of the typical board-certified case manager. Nearly half were certified within the past five years, indicating a growing interest in certification as a positive career choice. We are excited to see that, among those certified in the past three years, more than a third are under age 45. It is encouraging to see younger case managers join our board-certified ranks.

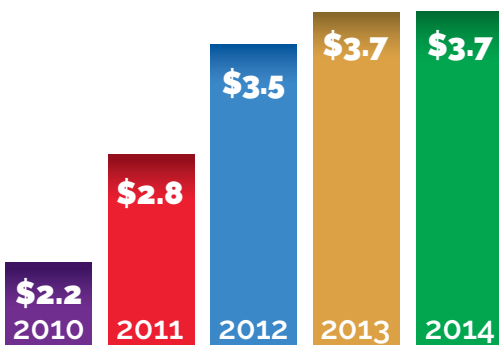
The survey findings inform our CMCoordinates, used to raise awareness about the profession with employers, policymakers, case managers and potential case managers. We encourage you to tweet, post and share them, too—you'll find them all on the Commission's website.

CCMC: Growing Stronger Year After Year



Total Revenue (in millions)

» More than **6,000** candidates sat for the CCM exam in FY 2014-2015. In 2010 there were just over **2,500**.



Total Expenses (in millions)

» More than **250** individuals attended CCMC Certification Workshops in FY 2014-2015. That's up **66%**.



Commission for Case Manager Certification

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