

State of the Industry 2021



CMSA
Case Management
Society of America

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CMSA STATE OF THE INDUSTRY 2021

OVERVIEW

CMSA is pleased to offer this report as a snapshot of the Case Management profession in 2021. 681 professional case managers responded to the *2021 CMSA State of the Industry Survey*. Here are some highlights:

DEMOGRAPHIC

The profession continues to age out, with a majority of case managers 51 years or older. This report did show a slight increase of case managers in the 40 and below categories from what was reported in 2019. The highest level of education was up in most areas except for Master's degrees; fewer case managers have Master's degrees now than in 2019.

PROFESSIONAL

More than half of case managers have been in healthcare for more than 30 years, but there was an uptick in the number of case managers in the 0-10 year categories. The most often coordinated services are home care, care transitions, and medical appointments and most case managers carry the title of either Case Manager or Care Manager. More than 80% receive on-the-job training and maintain varied caseloads, with the more frequent reported number ranging from 11-30 caseloads. Over 70% solely use electronic documentation, and while systems used vary broadly, the most common documentation systems include: Epic, Cerner, Care Advance, and Essette.

EFFECTIVENESS

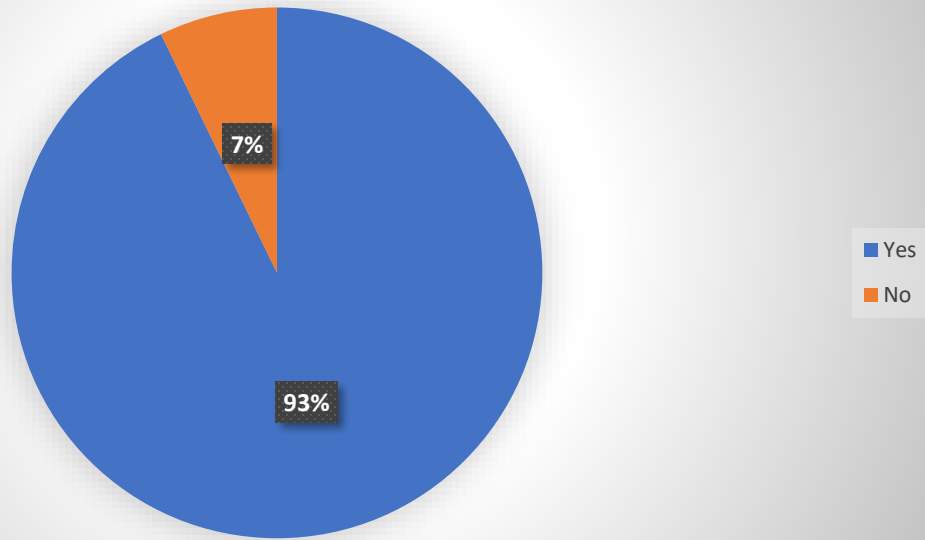
Over 36% do not measure acuity, but for those that do measure acuity, 51% consider acuity when assigning caseloads. In fact, acuity or complexity play a much higher role now than in 2019 in determining caseloads. There appears to be no consistency in how productivity is measured (ranges from number of phone calls made to care plan goal achievement), or overall effectiveness (44% use no metrics to measure effectiveness, almost 38% use no clinical outcomes, over 77% use no function outcomes, almost 37% do not include length of stay, 71% do not use PROMs, and over 50% do not use patient satisfaction surveys).

CASE MANAGER CERTIFICATION/CEs

83% of employers require a Case Management Certification and over 87% of case managers hold a professional certification. Most case managers (over 64%) pay for their own CE's, spending on average \$101-\$250 per year. Prioritized learning topics include Disease/condition specific; Integrated case management; Transition management; Patient engagement; and Communication, i.e. MI.

ATTENDANCE REPORT

ARE YOU A PROFESSIONAL CASE MANAGER?



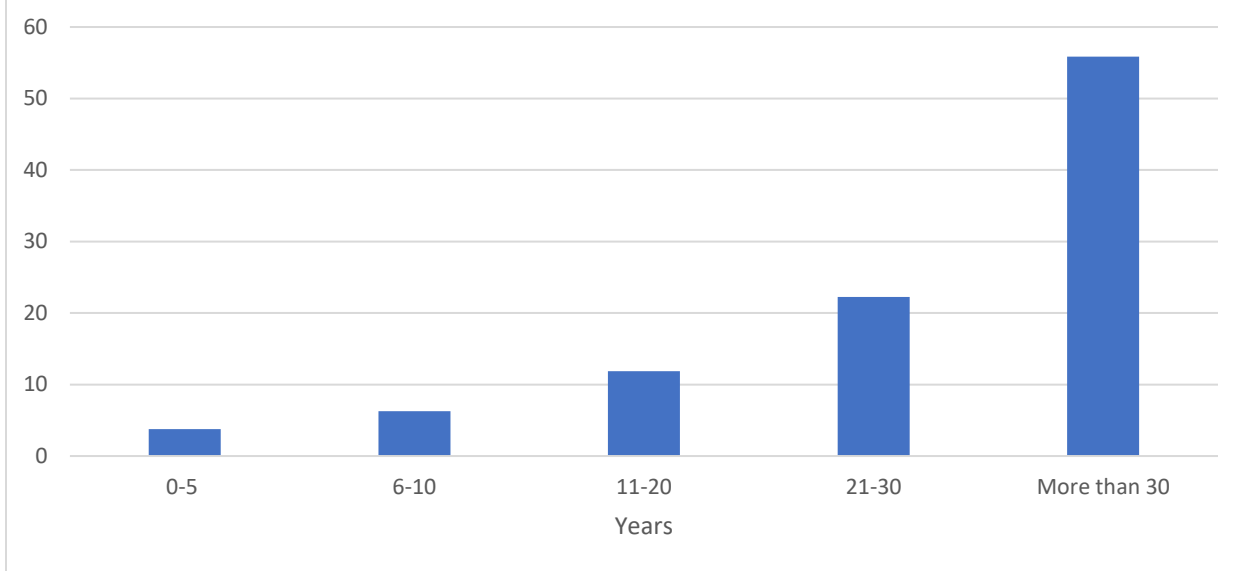
WHAT IS YOUR AGE?

AGE	%
70 or older	7.08%
61-70	36.41%
51-60	30.97%
41-50	13.67%
31-40	9.56%
30 or younger	2.31%

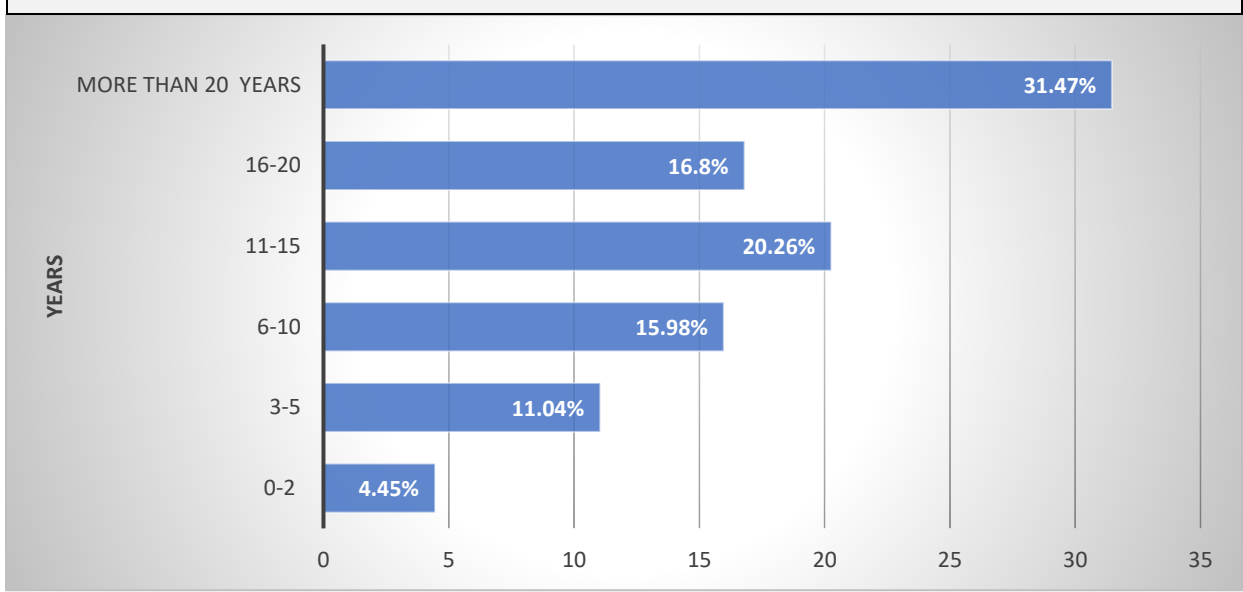
HOW DO YOU IDENTIFY YOUR GENDER?	
<i>GENDER</i>	%
Male	8.73%
Female	90.44%
Non-Binary	0.49%
Prefer not to disclose	0.33%
Prefer to self-describe	0%

HIGHEST LEVEL OF EDUCATION	
	%
Baccalaureate	43.66%
Master's	32.29%
Associate Degree	12.69%
Diploma	5.77%
Doctorate	3.29%
Others (please specify)	1.65%
Post Doctorate	0.66%
Student	0%

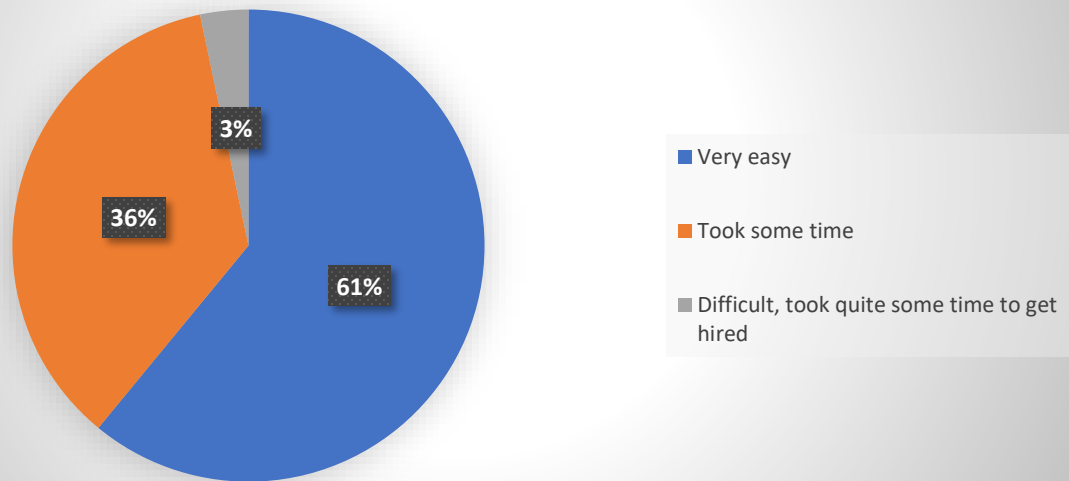
HOW MANY YEARS OF EXPERIENCE DO YOU HAVE IN HEALTHCARE?



HOW MANY YEARS HAVE YOU BEEN IN CASE MANAGEMENT?



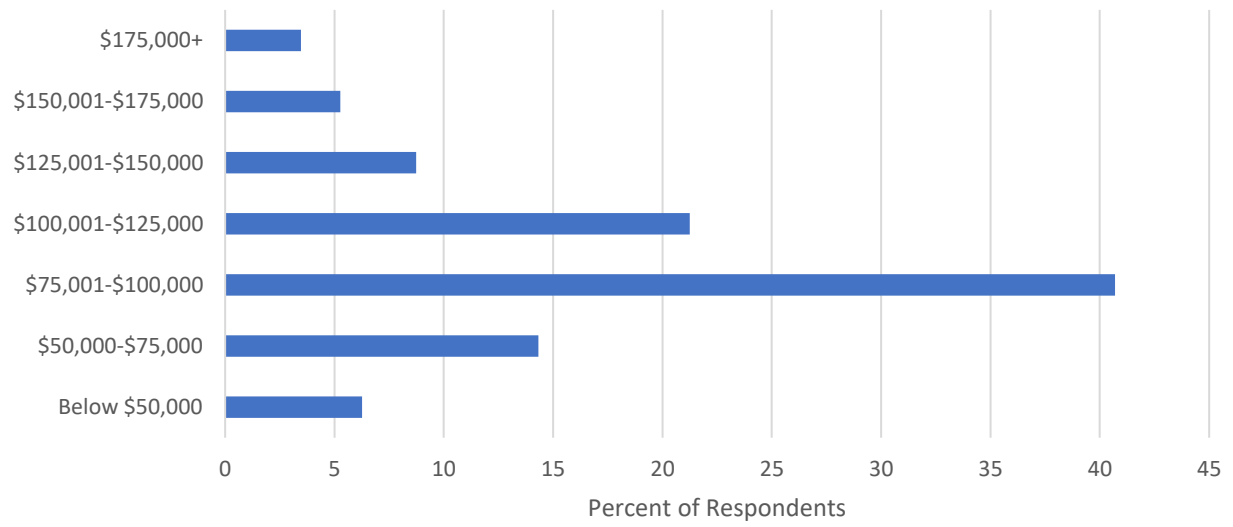
HOW EASY OR DIFFICULT WAS IT TO FIND A POSITION AS A CASE MANAGER?



WHAT TRAINING, IF ANY, DID YOU PARTICIPATE IN TO PREPARE FOR YOUR POSITION AS A CASE MANAGER?	%
No preparation	8.57%
On the job training	84.84%
Academic training	0%
Other (please specify)	19.93%

WHICH OF THE FOLLOWING MOST CLOSELY REPRESENTS YOUR JOB TITLE? (SELECT ALL THAT APPLY)	% OF RESPONDENTS
Case Manager	46.13%
Care Manager	22.08%
Care Coordinator	15.32%
Department Director	11.70%
Other (please specify)	10.71%
Consultant	9.88%
Department Manager	7.41%
Utilization Manager	6.92%
Discharge Planner	6.10%
Government/Military Personnel	3.62%
Department Supervisor	2.97%
C-suite/Vice-President	2.47%
Rehabilitation Counselor	1.48%
Physician	0.16%

WHAT IS YOUR CURRENT ANNUAL SALARY RANGE?

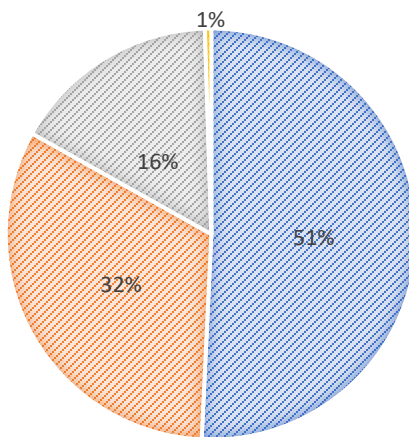


WHAT IS YOUR PRIMARY WORK/PRACTICE SETTING?

	<i>% OF RESPONSES</i>
Hospital/Acute Care	24.21%
Health Plan (HMO/PPO/IPA/Insurer)	16.58%
Other	9.12%
Workers' Compensation	7.13%
Government/Military	5.80%
Managed Care	5.64%
Independent/Private Practice	5.47%
Outpatient/Clinic	5.14%
Accountable Care Organization (ACO)	3.15%
Community-Based Agency/Organization	3.15%
Home Care Agency/Organization	2.49%
Physician/Medical Group Practice	2.16%
Behavioral/Mental Health	1.49%
Rehabilitation	1.49%
Patient-Centered Medical Home	1.33%
Integrated Care Delivery System	1.16%
Long-Term Care Facility/Assisted Living	1.16%
Occupational Health	1.00%
Hospice/Palliative Care	0.83%
Disability Management	0.83%
Disease Management Company	0.66%

IS YOUR ORGANIZATION JOINT COMMISSION ACCREDITED?

■ Yes ■ No ■ Not Sure ■ Seeking accreditation

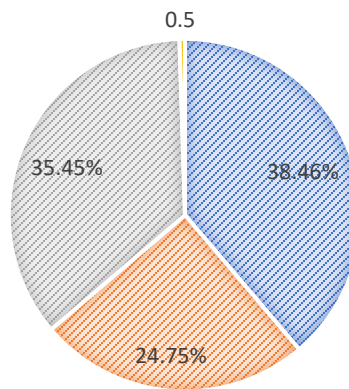


WHAT TYPE OF JOINT COMMISSION ACCREDITATION DOES YOUR ORGANIZATION HAVE? (SELECT ALL THAT APPLY)

	<i>% OF RESPONDENTS</i>
Behavioral Health Care	20.81%
Critical Access Hospitals	12.42%
Hospital	73.49%
Laboratory Services	17.45%
Long-Term Care	10.07%
Nursing and Rehabilitation Center	12.08%
Rehabilitation	12.08%
Other (please specify)	10.40%

IS YOUR ORGANIZATION NCQA ACCREDITED?

■ Yes
 ■ No
 ■ Not Sure
 ■ Seeking accreditation

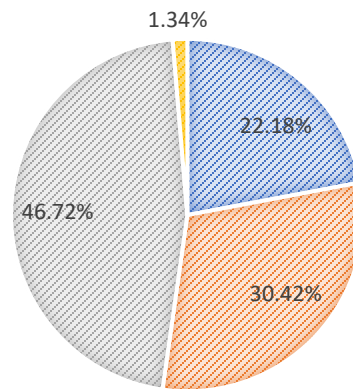


WHAT TYPE OF NCQA ACCREDITATION DOES YOUR ORGANIZATION HAVE? (SELECT ALL THAT APPLY)

	<i>% OF RESPONSES</i>
Accountable Care Organization (ACO)	23.01%
Case Management	46.90%
Disease Management	27.43%
Health Plan	40.71%
Managed Behavioral Healthcare Organization	15.93%
New Health Plan	5.75%
Primary Care Medical Home	14.16%
Wellness Health Promotion	10.62%
Other (please specify)	5.75%

IS YOUR ORGANIZATION URAC ACCREDITED?

■ Yes
 ■ No
 ■ Not Sure
 ■ Seeking accreditation

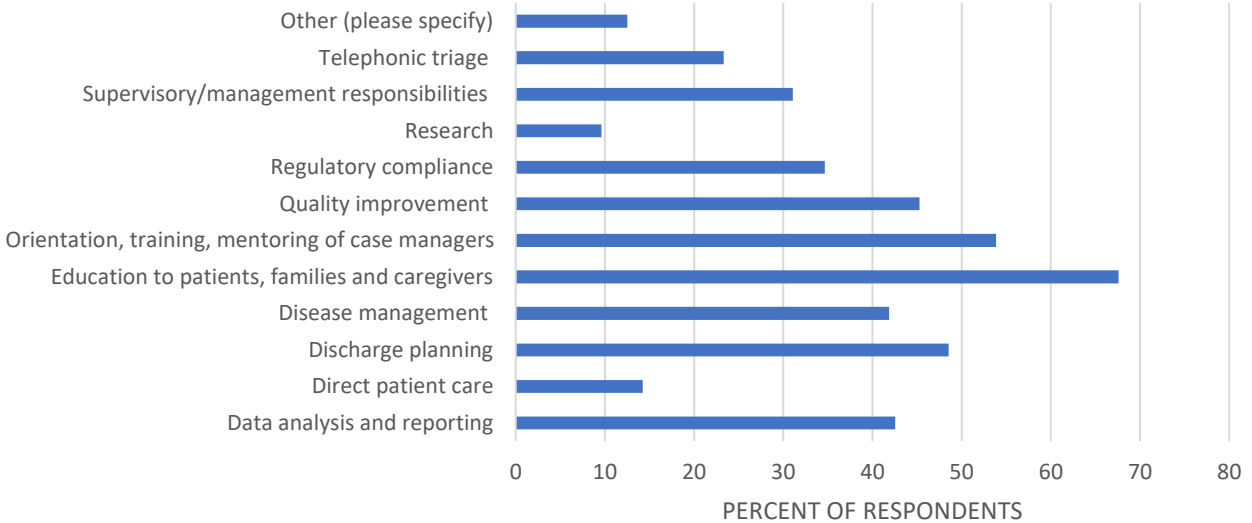


WHAT TYPE OF URAC ACCREDITATION DOES YOUR ORGANIZATION HAVE? (SELECT ALL THAT APPLY)

	<i>% OF RESPONSES</i>
Case Management	52.76%
Disease Management	37.80%
Health Call Center	19.69%
Health Information Technology	18.90%
Health Utilization Management	40.94%
Independent Review Organization: External	14.96%
Independent Review Organization: Internal	11.81%
Independent Review Organization: Comprehensive	9.45%
Patient Centered Health Care Home	11.81%
Pharmacy Quality Management	11.81%
Wellness	8.66%

Workers' Compensation Utilization Management	12.60%
Other (please specify)	8.66%

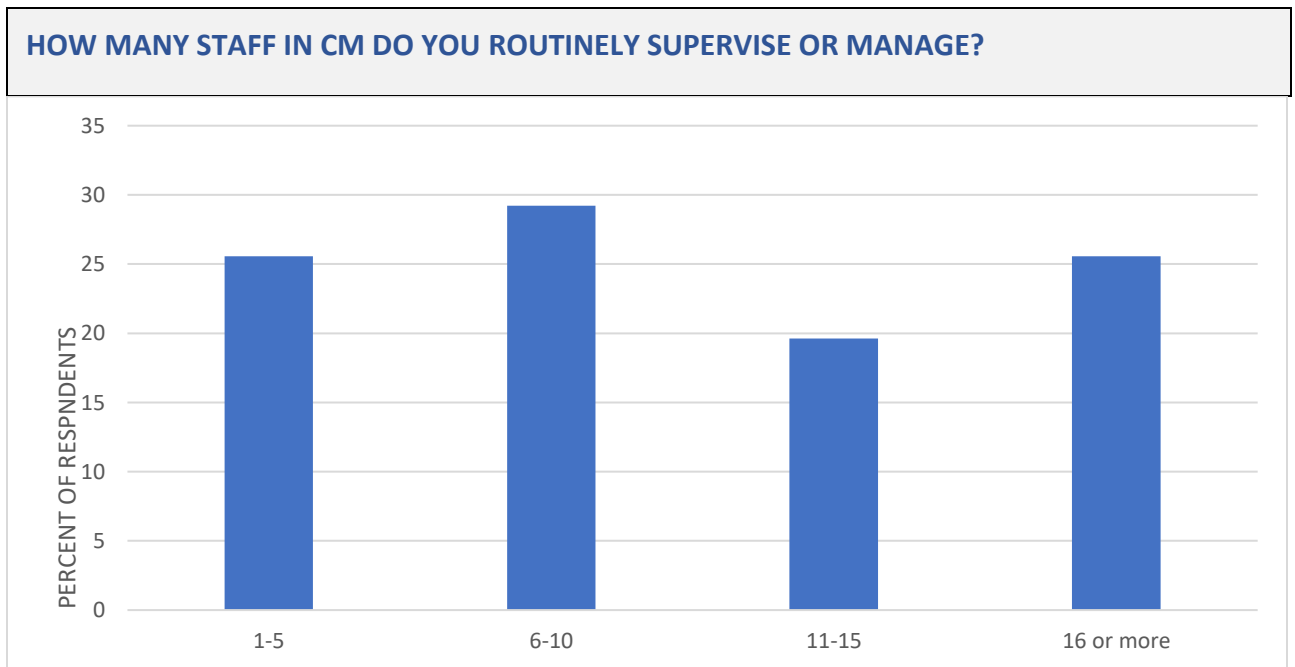
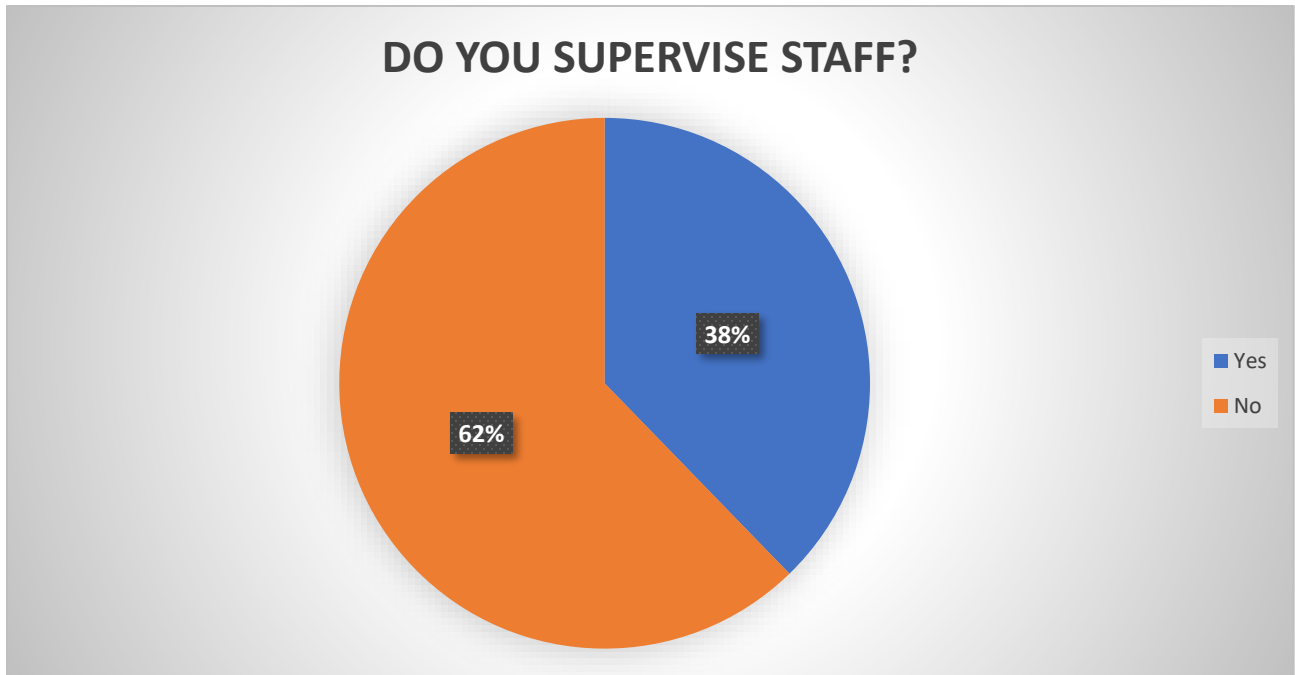
WHICH TASKS ARE CURRENTLY INCLUDED IN YOUR JOB DUTIES, IN ADDITION TO ASSESSMENT, CARE COORDINATION, AND CARE PLANNING? SELECT ALL TASKS FOR WHICH YOU ARE DIRECTLY RESPONSIBLE, TO WHICH YOU CONTRIBUTE, OR IN WHICH YOU PARTICPATE.



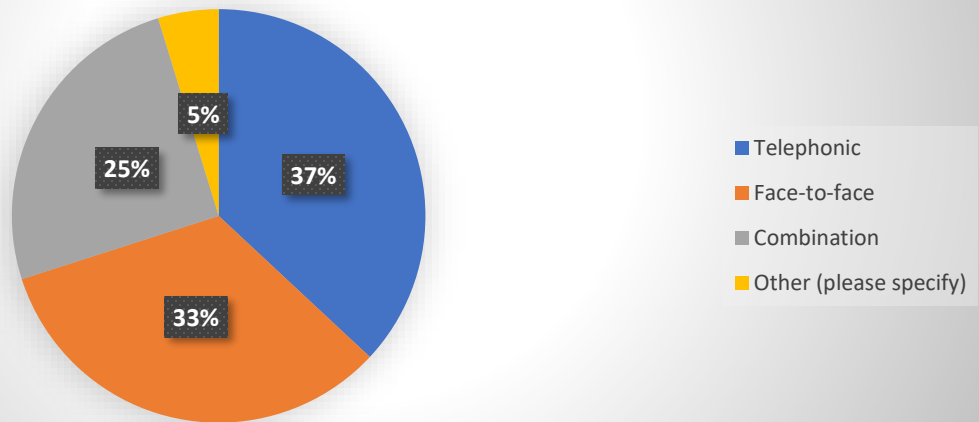
WHAT ARE THE TOP THREE TYPES OF SERVICE YOU MOST OFTEN COORDINATE/FACILITATE? (SELECT YOUR TOP THREE)

	<i>% OF RESPONSES</i>
Transitions from one level of care to another	53.86%
Home care: includes nursing, skilled and unskilled	42.02%
Medical appointments	28.47%
Outpatient therapies	23.84%
Specialty DME: Includes seating, pressure relief, respiratory, etc.	23.84%
Social services: food, housing, utility assistance	19.38%
Other	15.95%

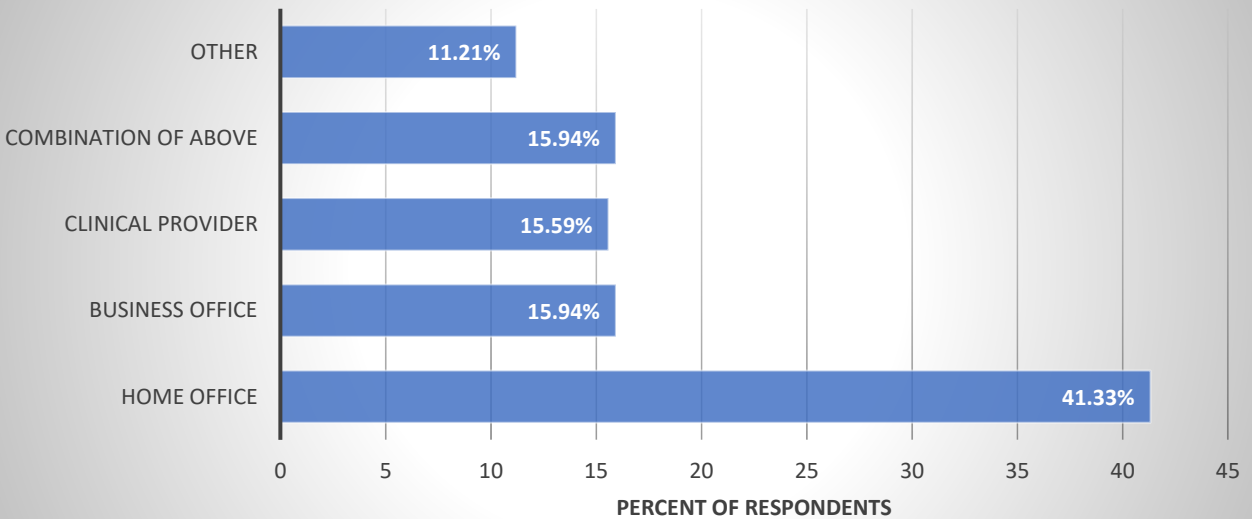
Mental/behavioral health and services	15.09%
Home infusion or home enteral therapy	13.89%
Non-urgent or non-medical transportation to medical appointments	10.12%
Specialty drugs and pharmacy items	7.89%



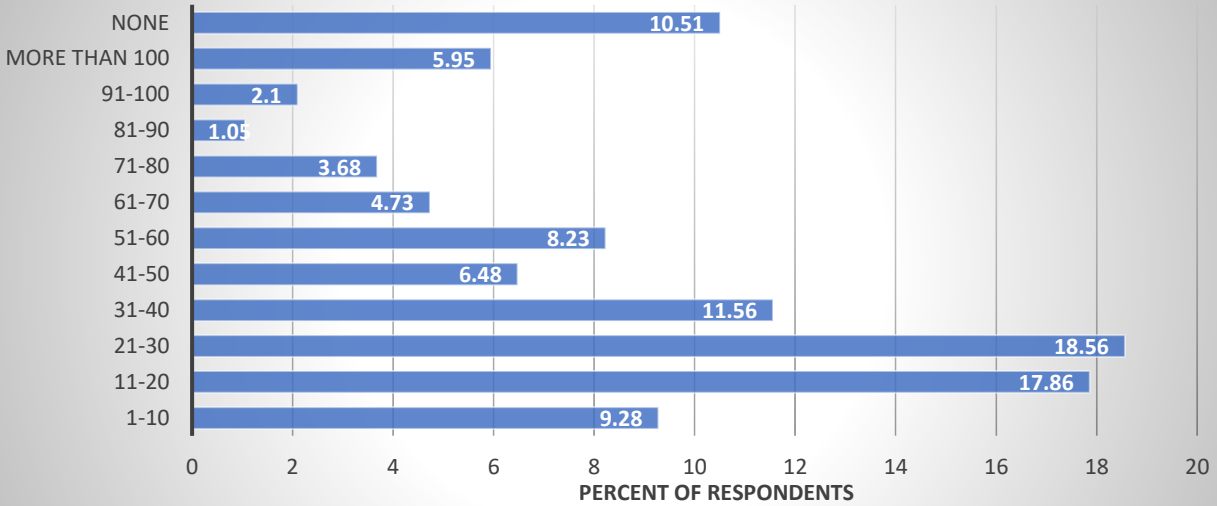
WHAT METHOD OF INTERACTION DID YOU PRIMARILY USE WITH PATIENTS PRIOR TO THE PANDEMIC?



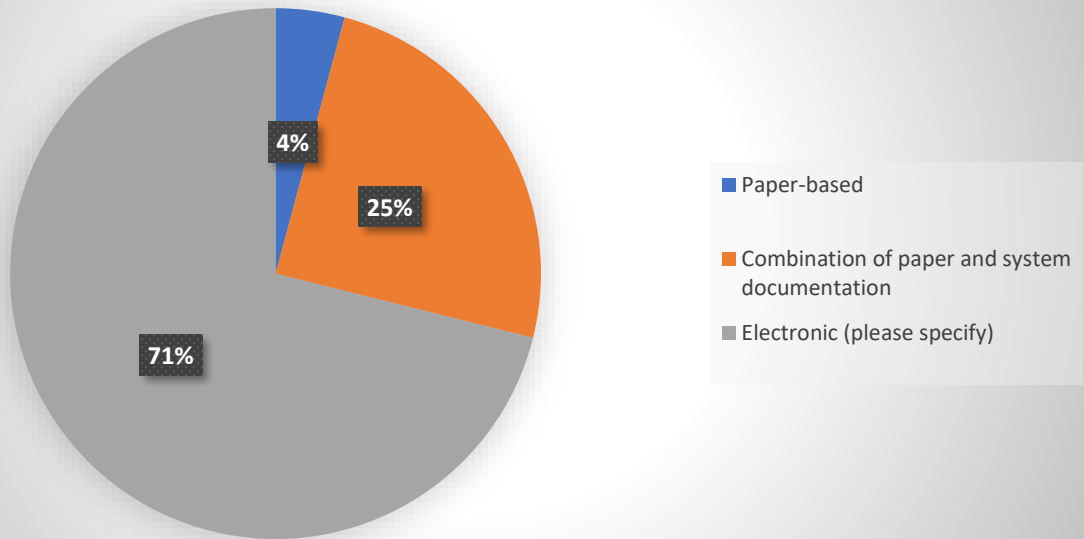
WHAT IS YOUR WORK ENVIRONMENT/SETTING?



WHAT IS YOUR AVERAGE CASELOAD (THE NUMBER OF ACTIVE CASES BEING WORKED AT ANY GIVEN TIME)?

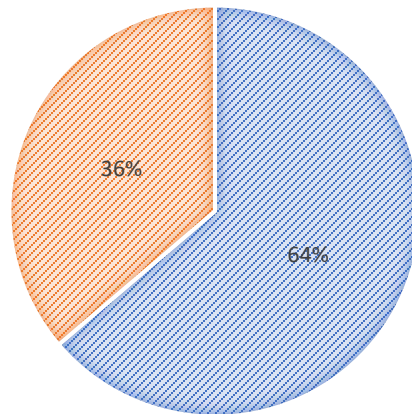


WHAT DOCUMENTATION SYSTEM DO YOU USE?



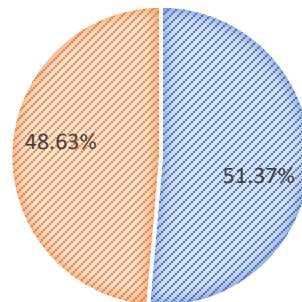
DOES YOUR COMPANY MEASURE ACUITY OR COMPLEXITY OF CASES?

■ Yes ■ No

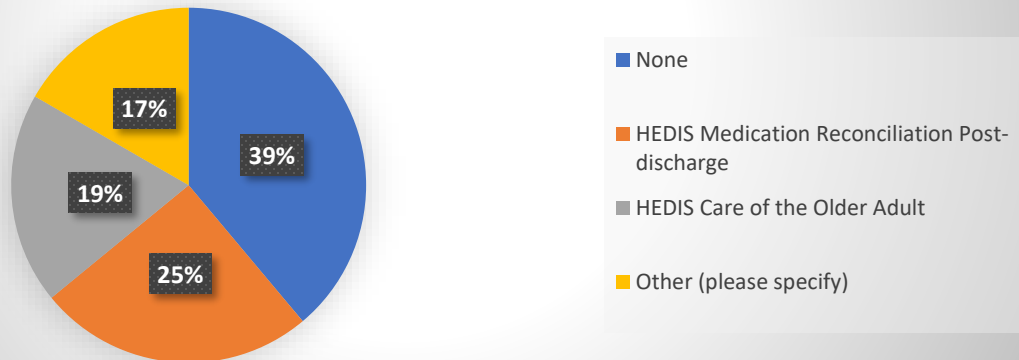


IS ACUITY OR COMPLEXITY OF CASES A FACTOR IN DETERMINING YOUR TOTAL CASE LOAD?

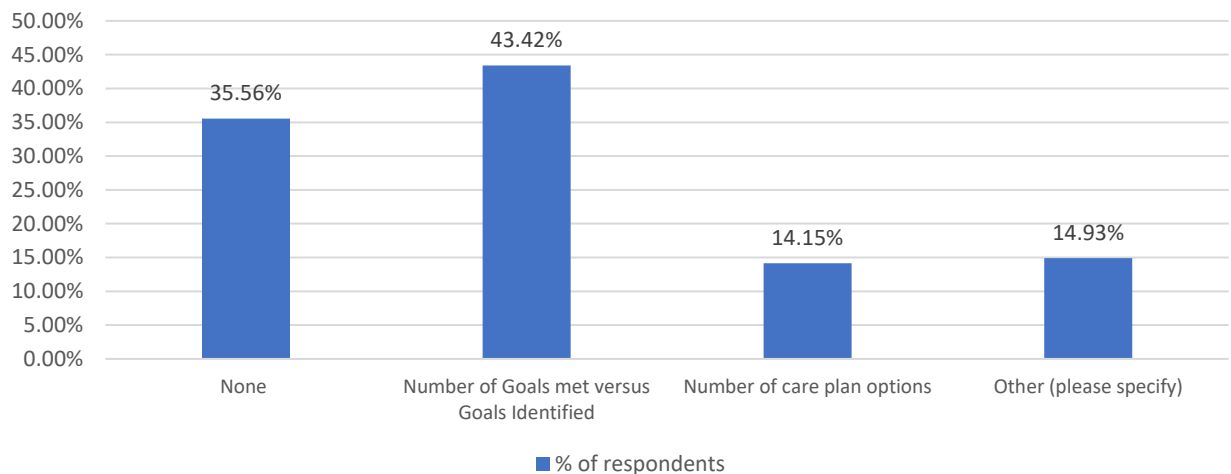
■ Yes ■ No



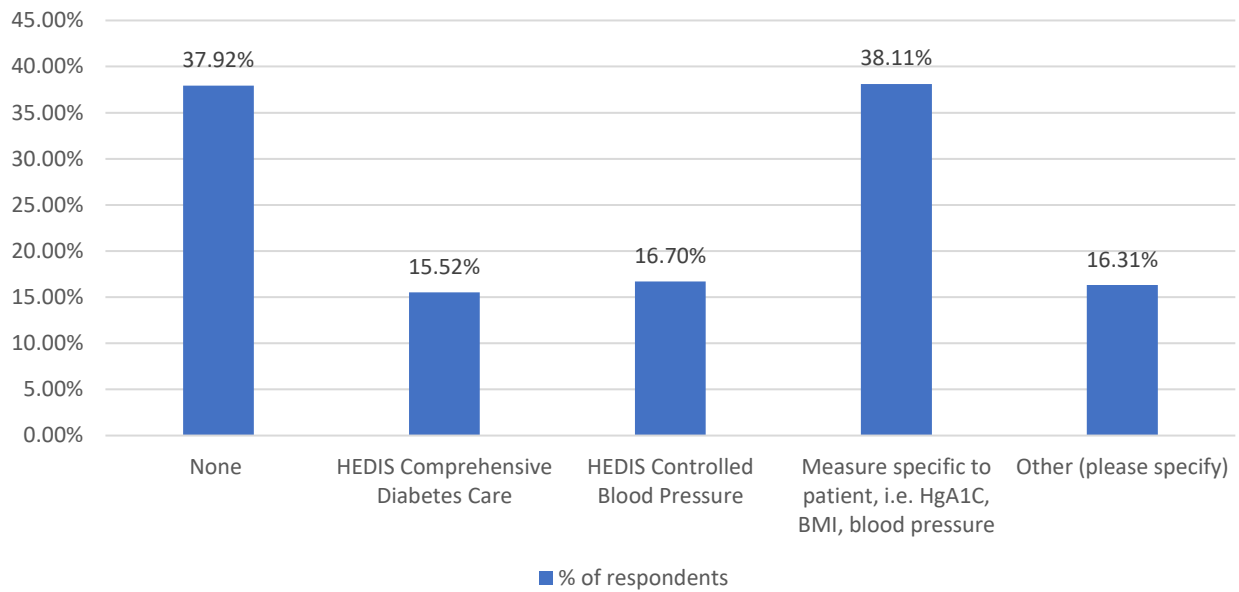
WHICH OF THE FOLLOWING METRICS ARE USED IN YOUR WORKPLACE TO EVALUATE CASE MANAGEMENT EFFECTIVENESS FOR CARE COORDINATION MEASURES?



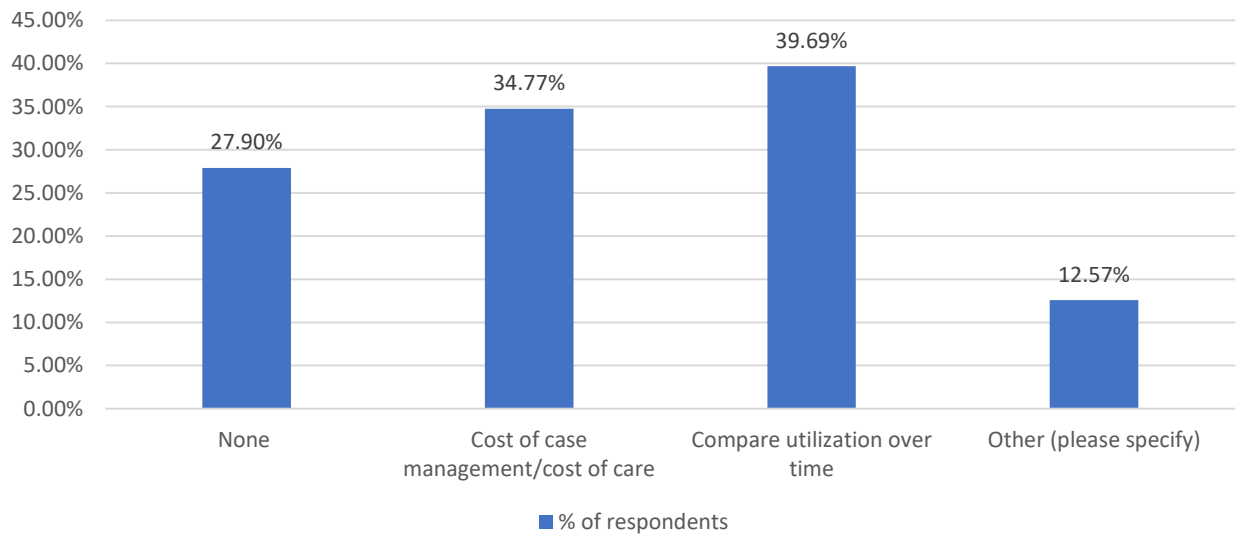
WHICH OF THE FOLLOWING INDICATORS ARE USED IN YOUR WORKPLACE TO EVALUATE CASE MANAGEMENT EFFECTIVENESS FOR CARE PLAN OUTCOMES?



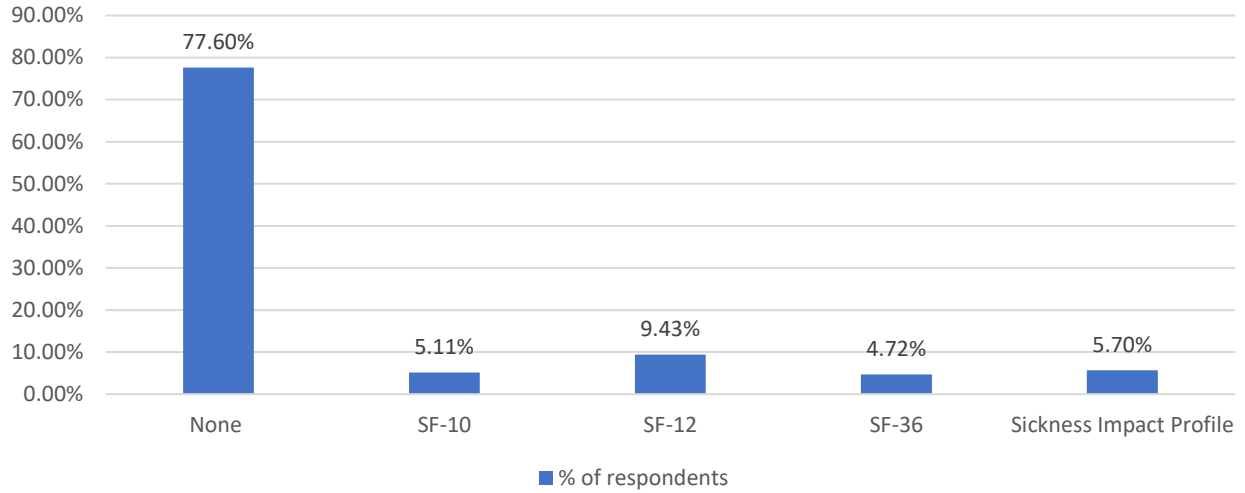
WHICH OF THE FOLLOWING METRICS ARE USED IN YOUR WORKPLACE TO EVALUATE CASE MANAGEMENT EFFECTIVENESS FOR CLINICAL OUTCOMES?



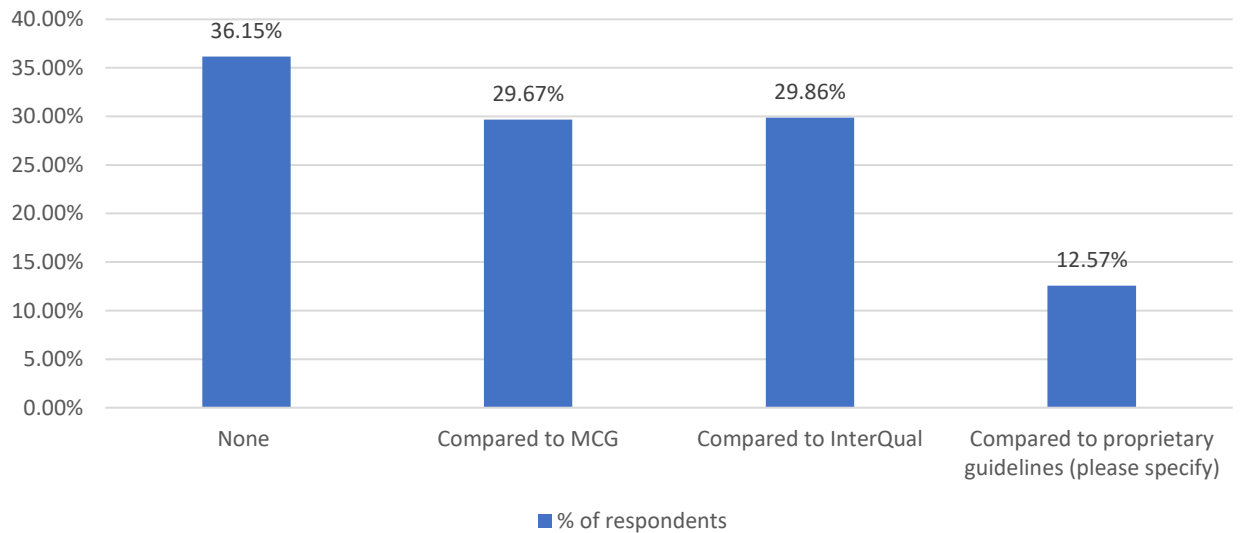
WHICH OF THE FOLLOWING INDICATORS ARE USED IN YOUR WORKPLACE TO EVALUATE CASE MANAGEMENT EFFECTIVENESS FOR COST SAVINGS?



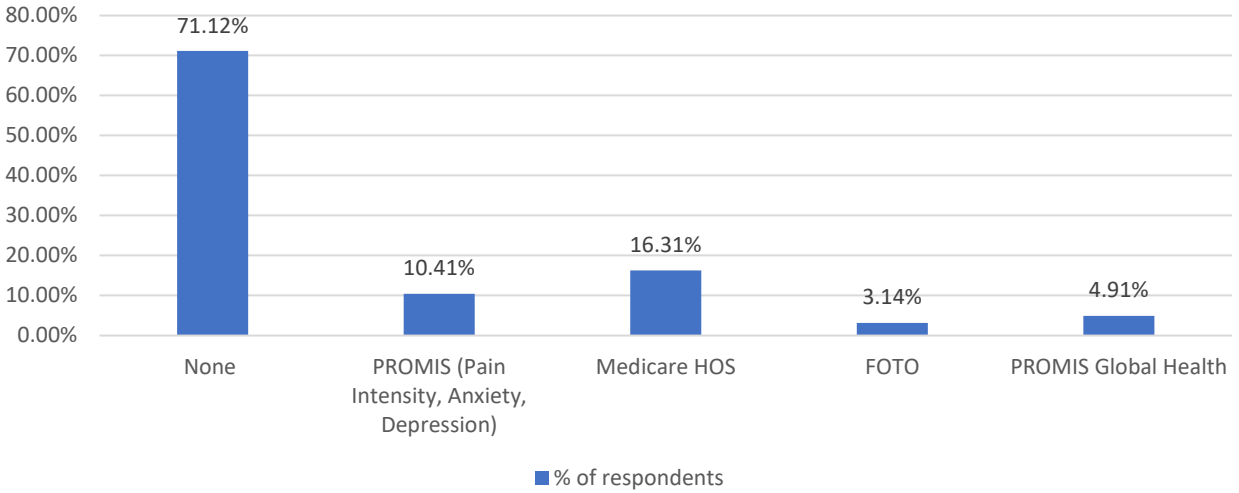
WHICH OF THE FOLLOWING METRICS ARE USED IN YOUR WORKPLACE TO EVALUATE CASE MANAGEMENT EFFECTIVENESS FOR FUNCTIONAL OUTCOMES?



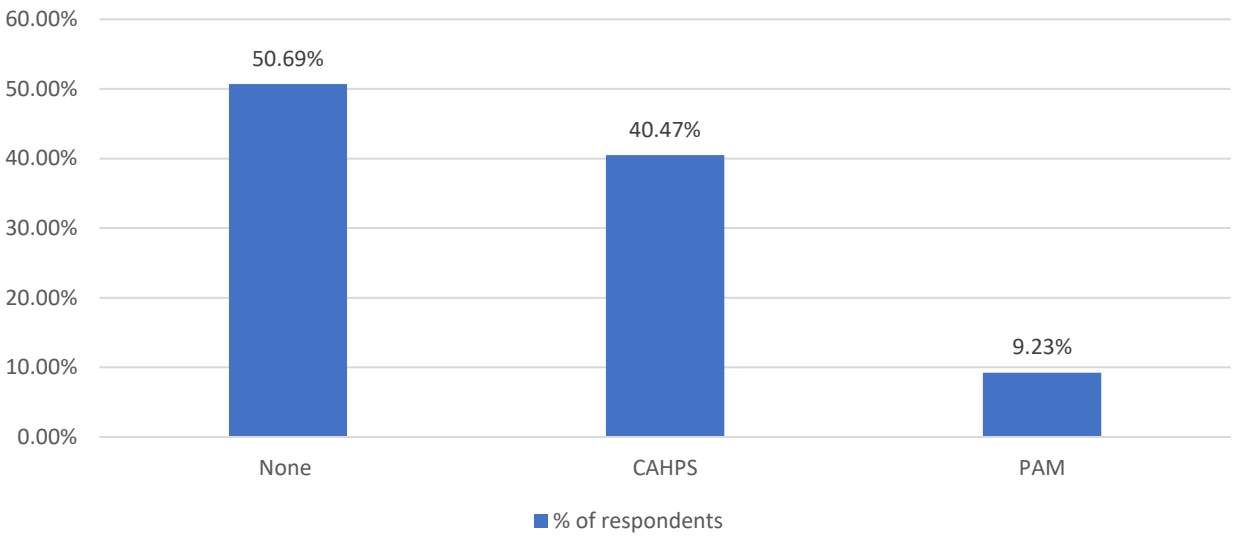
WHICH OF THE FOLLOWING METRICS ARE USED IN YOUR WORKPLACE TO EVALUATE CASE MANAGEMENT EFFECTIVENESS FOR LENGTH OF STAY?



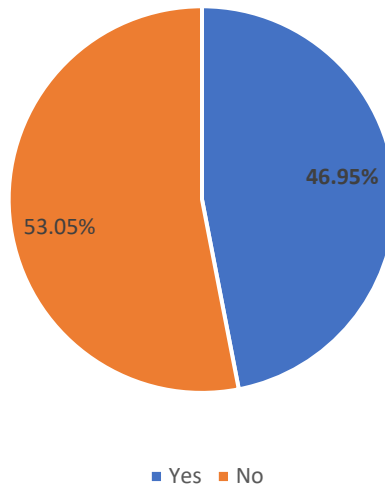
WHICH OF THE FOLLOWING INDICATORS ARE USED IN YOUR WORKPLACE TO EVALUATE CASE MANAGEMENT EFFECTIVENESS FOR PATIENT REPORTED OUTCOMES MEASURE (PROM)?



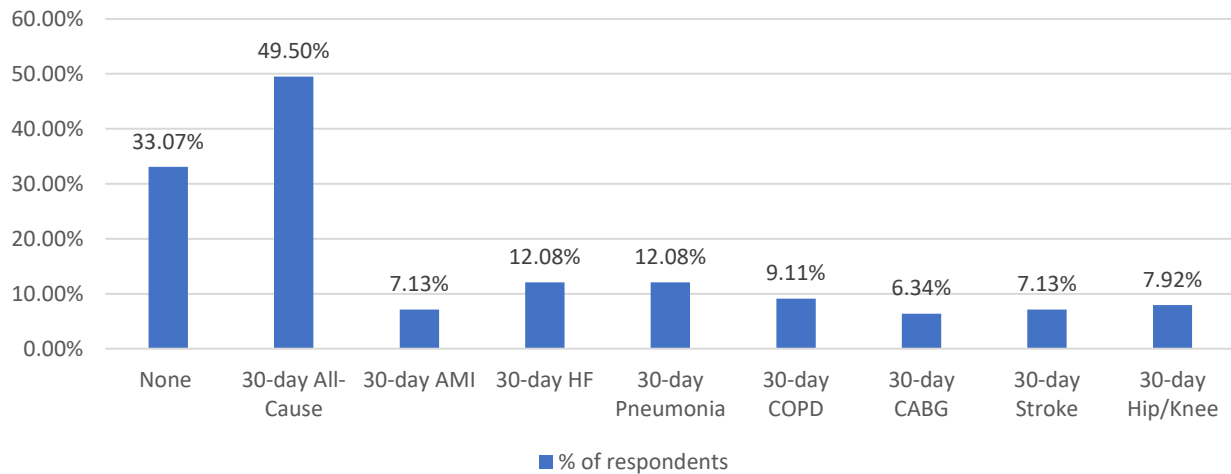
WHICH OF THE FOLLOWING INDICATORS ARE USED IN YOUR WORKPLACE TO EVALUATE CASE MANAGEMENT EFFECTIVENESS FOR PATIENT SATISFACTION?



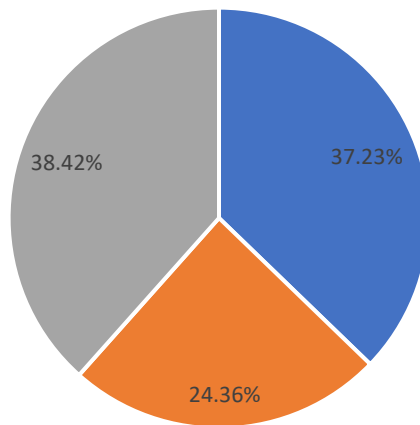
DO YOU EVALUATE CASE MANAGEMENT EFFECTIVENESS FOR PRODUCTIVITY?



WHICH OF THE FOLLOWING INDICATORS ARE USED IN YOUR WORKPLACE TO EVALUATE CASE MANAGEMENT EFFECTIVENESS FOR READMISSION RATES?

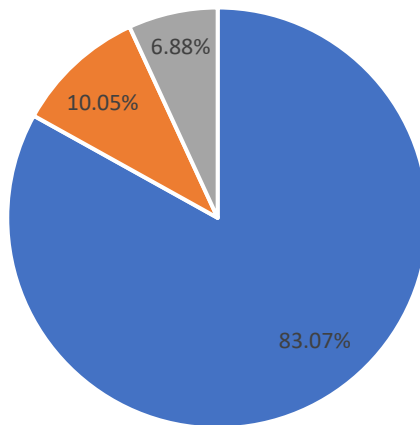


IS PROFESSIONAL CERTIFICATION REQUIRED BY YOUR EMPLOYER?



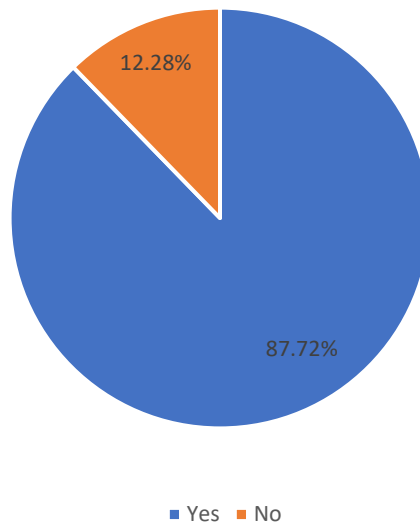
■ Yes ■ No ■ Not required, but encouraged

IS CASE MANAGEMENT CERTIFICATION REQUIRED BY YOUR EMPLOYER?



■ Yes ■ No ■ Not required, but encouraged

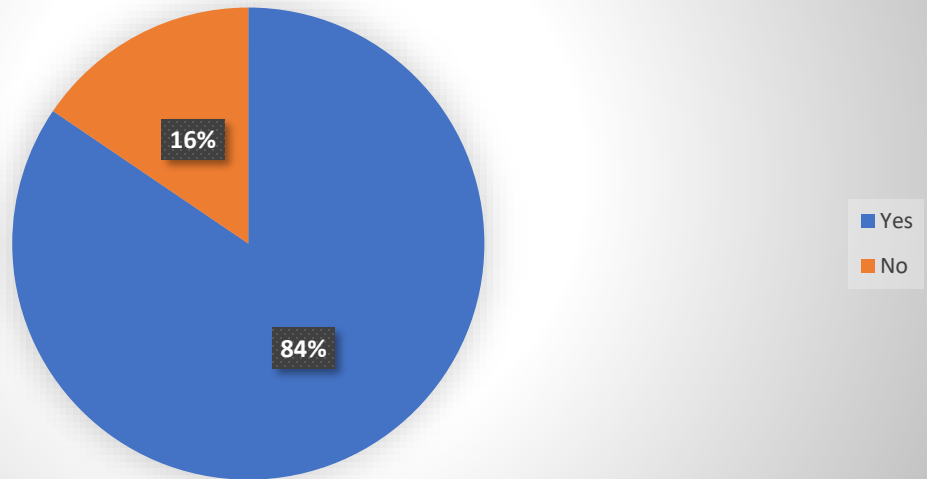
DO YOU HOLD A PROFESSIONAL CERTIFICATION?



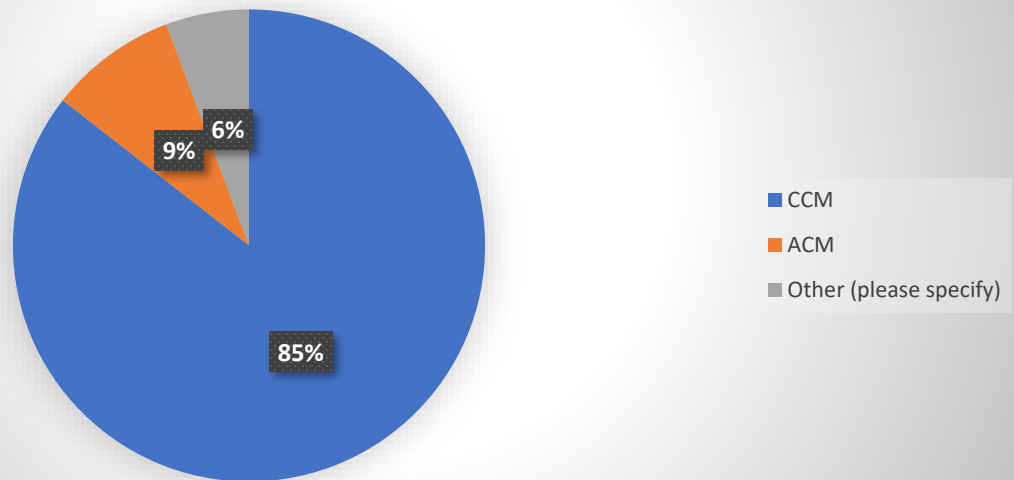
**WHICH OF THE FOLLOWING NON-CASE MANAGEMENT CERTIFICATIONS HAVE YOU EARNED?
(SELECT ALL THAT APPLY)**

	<i>% OF RESPONDENTS</i>
AAOHN	5.69%
ABDA	2.14%
CDMS	7.47%
CHCQM	4.63%
CMCN	9.61%
CPHQ	4.27%
CRRN	8.54%
Disease Management/Chronic Care	12.10%
Social Work Certification/NASW	8.54%
Other (please specify)	59.07%

DO YOU HOLD A CASE MANAGEMENT CERTIFICATION DESIGNATION?



Which Case Management Certification designation have you earned?



CERTIFICATION HAS MADE A DIFFERENCE IN: (SELECT ALL THAT APPLY)

	<i>% OF RESPONDENTS</i>
Obtaining case management positions	49.29%
Gaining advancement in your case management career	44.81%
Maintaining your position	45.99%
Improving your salary	35.85%
Other (please specify)	6.84%
None of the above	16.04%

WHAT ARE THE MOST SIGNIFICANT BARRIERS TO OBTAINING CASE MANAGEMENT CERTIFICATION? (SELECT ALL THAT APPLY)

	<i>% OF RESPONDENTS</i>
Determining which certification is right for me	16.50%
Meeting certification qualifications	17.10%
Application fees	29.98%
Employer does not support	16.70%
Finding or selecting appropriate study resources	31.99%
Passing the exam	24.75%
Other (please specify)	22.33%

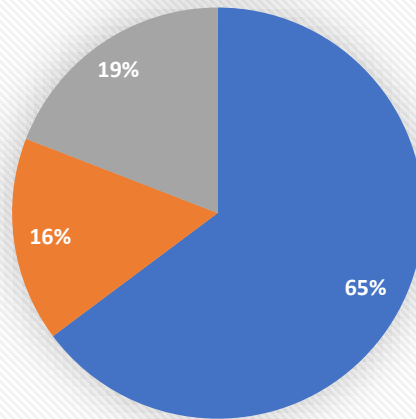
WHAT ARE THE MOST SIGNIFICANT BARRIERS TO MAINTAINING CASE MANAGEMENT CERTIFICATION? (SELECT ALL THAT APPLY)

	<i>% OF RESPONDENTS</i>
Renewal fees	33.80%
Identifying the necessary CEs to maintain	30.99%
Cost of CEs	42.05%
Remembering requirement to maintain it once certified	15.49%
Tracking completed CEs for re-certification	27.97%
Lack of recognition/support from employer	21.93%
Certification has not helped my career	8.45%
Other (please specify)	11.87%

IN WHAT EDUCATIONAL FORMAT DO YOU PREFER TO OBTAIN CEs?

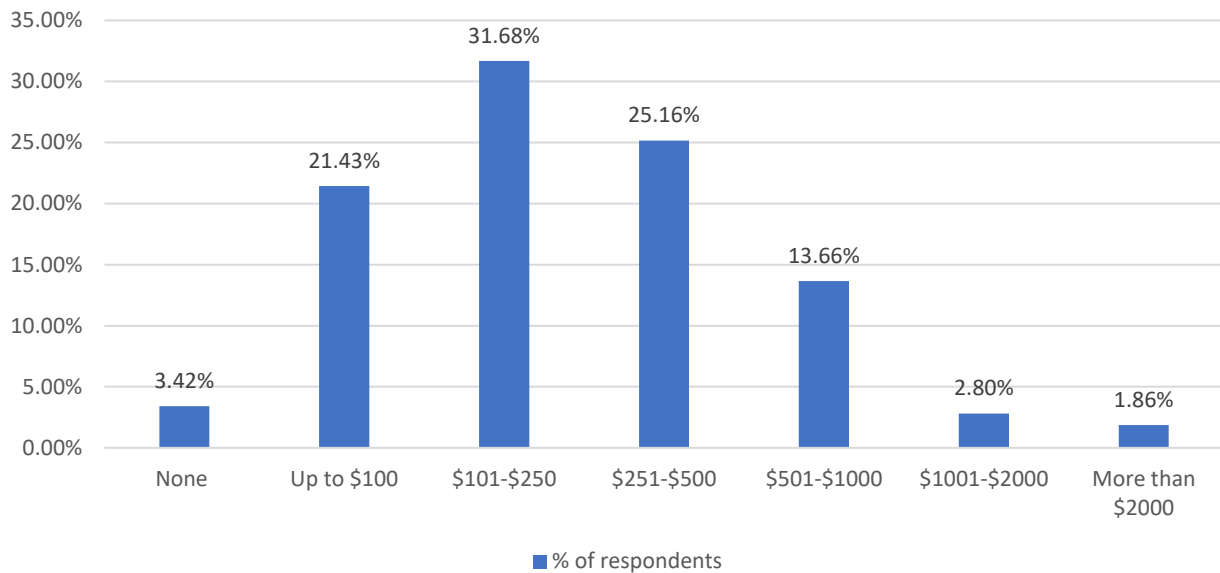
	<i>%</i>
In-person events	20.72%
Webinars followed by quiz/evaluation	28.37%
Print articles followed by quiz/evaluation	16.50%
Recorded programs that can be accessed at my convenience followed by quizzes/evaluations	30.58%
Other (please specify)	3.82%

WHO GENERALLY PAYS FOR YOUR CONTINUING EDUCATION?



■ I pay for my own Ces ■ My company pays for my Ces ■ Some combination of personal and employer payment

HOW MUCH DO YOU TYPICALLY SPEND ON CE THROUGHOUT THE YEAR?



WHAT THREE EDUCATIONAL TOPICS ARE MOST VALUABLE TO YOU? (YOU MUST SELECT 3 CHOICES)

	%
Disease-specific Best Practices and How CM can support	43.33%
Integrated Case Management	28.95%
Transition Management	26.69%
Patient Engagement Strategies	25.87%
Case Management Outcomes	25.05%
Communication: motivational interviewing and other methods	23.82%
Whole-Person and Patient-centered Care	21.15%
Leadership	19.10%
Behavioral Health	15.40%
Regulatory requirements	14.99%
Case Management Benchmarks	14.17%
Understanding Reimbursement	12.53%
Adherence Strategies	11.09%
Trauma Informed Care	10.47%
Other (please specify)	4.11%
Accreditation: preparation and maintaining	3.29%

WHAT VALUE DO YOU FIND IN NETWORKING WITH VENDORS WHO PROVIDE THE SERVICES YOU MOST OFTEN COORDINATE? (SELECT ALL THAT APPLY)

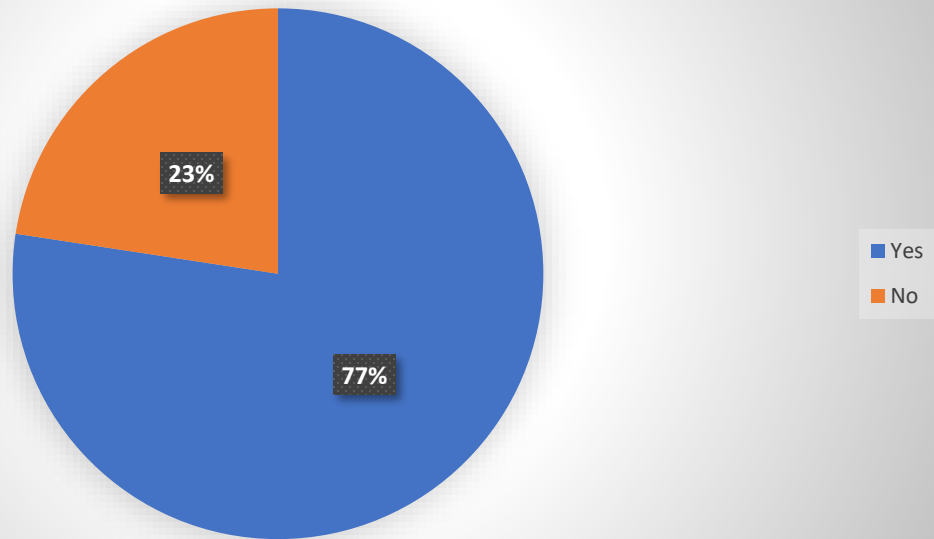
	<i>% OF RESPONDENTS</i>
Better understanding of service provided	66.32%
Cost	28.75%
Where to call for assistance	57.08%
Guarantee of quality	27.52%
Relationship building	64.07%
Other (please specify)	4.72%

WHAT NON-MEDICAL RESOURCES FOR PATIENT SUPPORT ARE MOST IMPORTANT TO YOU? (SELECT ALL THAT APPLY)

	<i>% OF RESPONDENTS</i>
Medication Assistance	62.42%
Transportation	60.99%
Food banks and pantries	45.59%
Support groups	45.38%
Affordable housing	43.12%
Assistance with utilities	34.09%
Protection for the elderly	33.47%
Faith-based resources that can offer food, clothing, and temporary shelter or other supports	26.08%
Shelters for survivors of violence	20.94%
Adult day activities	19.92%
Childcare	14.99%

Employment assistance	13.14%
Other (please specify)	6.78%
GED classes	2.87%
Tutoring	2.67%

ARE YOU A CURRENT MEMBER OF CMSA?



HOW LONG HAVE YOU BEEN A MEMBER OF CMSA?

