



Creative Case Management Staffing Solutions...

**Fill the Gaps to Patch Up Your Staffing Crisis:
A Case Study**

Workshop Leader:

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Keystone Mercy Health Plan

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Goals

- This program is designed to help current managers explore a creative approach to the human resource challenges in today's health care shortage on the long path to getting the right resources in place.
- The focus of this presentation is to introduce an innovative mentoring program that has been used to integrate clinically experienced registered nurses into entry-level case management positions in an insurance environment.

Objectives

- Define three key attributes to look for in the selection of candidates for the mentoring program.
- Identify at least three key components of implementing a mentoring program.
- Recognize and articulate the impact that different organizational climates have on the program and how to address these variations.

Outline

- Background
- State of the Union
 - Nursing Shortage/Competition/Salaries
- Attributes of a Case Manager
 - Build a Case Manager
- Selecting the Right Candidate
 - Behavioral Interviewing
- Recruitment and Retention

Outline (cont.)

- Case Mgt. Orientation Model # 1
- Case Mgt. Orientation/Mentoring Model # 2
- Satisfaction Results
- Opportunities for Improvement
- Outcomes/Audits
 - Sample case management audit scores
 - Sample case management productivity reports
- Summary
- Questions

Brief Overview of Keystone Mercy

- Largest Medicaid Plan in SE Pennsylvania
- Responsible for over 270,000 lives
- Over 100 FTEs coordinating services for members
 - RROT
 - Episodic/SN
 - WeeCare Maternity Program
 - ICM (Blended Model)

State of the Union

- Nursing shortage impacts all of us
- Aging workforce
- Nurses have multiple options
- Job offers are fast and numerous
- Competition with hospitals for the same pool of nurses
- Salaries are increasing rapidly

Attributes of a Case Manager

- What attributes are you looking for in a potential candidate for a case management position in your organization?
 - Case Management Experience
 - 3 to 5 years of Clinical Nursing Experience with or without CM Experience
 - Clinical Home Care Experience
 - Good Customer Service
 - Good Communication
 - Team Player

Selecting the Right Candidate

- Behavioral Interviewing
 - A process of collecting useful information about a candidate's specific past experiences, actions and accomplishments by probing for behavioral evidence of what the candidate has said or done in the past. [\[1\]](#)
 - Elicits specific, detailed information and behavioral data.
 - Gets candidate to reveal “true self” through storytelling.
 - Research proves this is the best predictor of future performance.

[\[1\]](#) MAT Consulting

Competencies

- Competencies are skills, things you can do or can acquire through work experience, life experience, study or training.
- Key competencies to assess for:
 - Action Oriented
 - Boss Relationships
 - Compassion
 - Customer Focus
 - Ethics and Values
 - Integrity and Trust
 - Learning on the Fly
 - Peer Relationships
 - Understanding Others

Boss Relationships

- Responds and relates well to bosses; would go out of his/her way to work hard for a good boss; is open to learning from bosses who are good coaches and who provide autonomy...
 - Describe a time when you and your boss had a difference of opinion on a particular policy.
 - Describe a time when you gave your boss corrective feedback.
 - How did you articulate to your boss that your workload was excessive and you needed guidance?

Customer Focus

- Is dedicated to meeting the expectations and requirements of internal and external customers; gets first hand customer information and uses it for improvements in products and services; talks and acts with customers in mind...
 - Describe a situation where you were able to help a peer through a difficult member interaction.
 - Describe a situation where you had to interact with multiple departments to arrive at a solution.
 - Describe your approach in how you handled an “irate” member on the phone.

Learning on the Fly

- Learns quickly when facing new problems; a relentless and versatile learner; open to change; enjoys the challenge of unfamiliar tasks; adapts to change...
 - Tell me about a time there was a policy change and how you adapted to that change.
 - Describe a situation in which you demonstrated flexibility within a changing environment.
 - How did you motivate your team to change within the department?

Peer Relationships

- Can quickly find common ground and solve problems for the good of all; can represent his/her own interests and yet be fair to other groups; is seen as a team player...
 - Explain a situation when working together as a team had a positive effect on a peer relationship.
 - Describe the steps you took to encourage a peer to collaborate in a high profile initiative.
 - Describe how you handled a negative employee's constant complaining.

Remember...

- Plan and write down questions to help gain meaningful information about the candidates' ability to do the job.
- Take and review your notes.
- Treat all candidates professionally.
- Ask work related questions only.
- All candidates should have the same interview.

Participation

- Handout
 - Test your interview savvy
 - Can we ask that?

Can We Ask That?

- Are you pregnant?
- Have you ever been arrested?
- What do you like to do in your spare time?

NO !

Recruitment

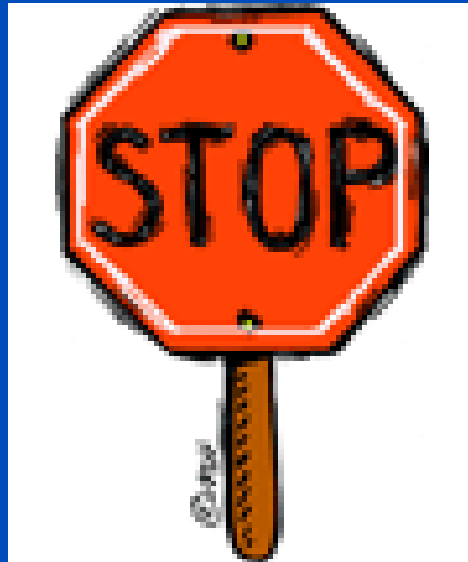
- Advertising/Job Fairs
- Competitive Salaries
- Alternate Work Schedules (9/10 Hrs)
- Job Sharing
- Tele-Commuting
- Sign-on Bonus
- Company Membership to National Organization
- Free CEUs

Retention

- In addition to the list for recruitment, in order to retain staff
 - Referral Bonus
 - Reimbursement for a certification exam (\$300)
 - Bonus for passing the certification exam (\$600)
 - Recognize and celebrate Case Managers during Case Management Week
 - Tools
 - Professional Tiered Ladder
 - Performance Incentive Program
 - Communicate

Lessons Learned

# Staff	TRAIN \$20,000	SIGN-ON BONUS \$7,500	# Staff KMHP	# Staff Separated from KMHP	\$ Spent	\$ Lost
14	\$280,000	\$105,000	6	8	\$385,000	\$220,000



When We Come Back...

- Case Mgt. Orientation Model # 1
- Case Mgt. Orientation/Mentoring Model # 2
- Satisfaction Results
- Opportunities for Improvement
- Outcomes/Audits/Productivity Reports
- Summary

Case Mgt. Orientation Model # 1

- Timeframe - 4 to 6 weeks
 - Core Orientation (Weeks 1 and 2)
 - Overview of company, mission and values, policies and procedures completed within a self-paced learning module
 - Review URAC Standards
 - Medicaid 101
 - CM 101
 - Review audit tool
 - Systems training, overview of HRA and tools
 - Development of care plans in a classroom setting, applying newly learned systems
 - Completed by the trainer and self-learning

Case Mgt. Orientation Model # 1 (cont.)

- General Orientation (Weeks 3 and 4)
 - Placed with a Case Manager (Preceptor)
 - Listen to the engagement/enrollment and assessment processes and observe all documentation
 - Classroom lecture on assessments, templates, procedures, documentation
 - New employee performs an outreach, assessment and care plan while being observed by the preceptor
 - Completed by the trainer, preceptor and new employee

Case Mgt. Orientation Model # 1 (cont.)

- Concluding Orientation (Weeks 5 and 6)
 - New employee continues to outreach to members, completing assessments and care plans
 - Trainer reviews all documentation and audits cases
 - Caseload is gradually increased over time
 - Performance Goals are reviewed
 - Both preceptor and trainer available for questions

Case Mgt. Orientation Model # 1 (cont.)

- Orientation (Weeks 7 and 8)
 - These weeks are used if necessary to complete orientation if the new hire needs it
 - Performance Goals are reviewed and monitored on a daily basis
 - Identified issues are discussed between the Clinical Preceptor/Auditor and the supervisor/manager to strategize about the next step (s)

Case Mgt. Orientation Mentoring Model # 2

- Timeframe - 4 to 6 weeks and beyond...
 - In addition to all that was outlined in Case Mgt. Orientation Model #1
 - Case Mgt. Orientation Mentoring Model #2 employs a daily... active... visible... interactive... presence by the Clinical Preceptor/Auditor
 - Unconditional availability during orientation and beyond
 - New employees have immediate feelings of
 - Value
 - Belonging

Case Mgt. Orientation Mentoring Model # 2

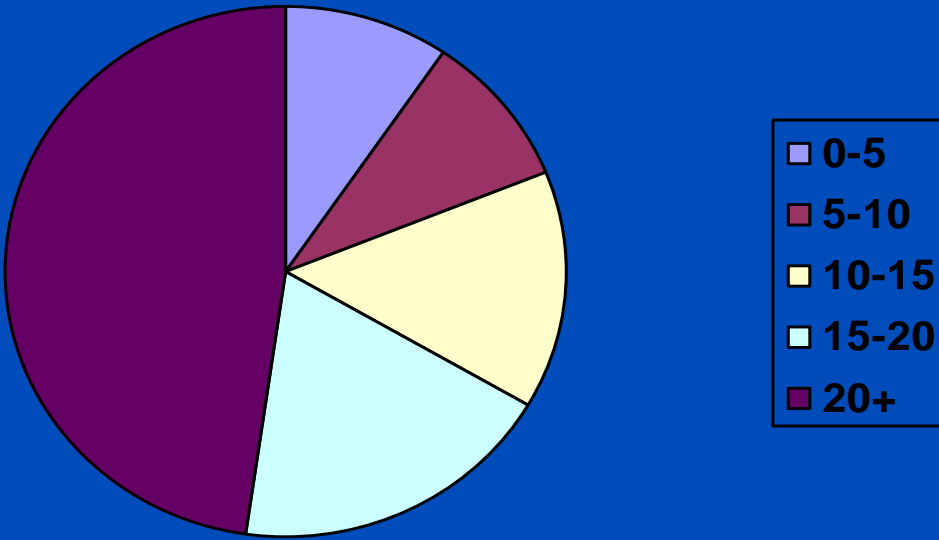
- Mentor is identified for the new employee
 - Staff is assigned
 - New employee has sense of feeling “part of” the unit
- Mentoring is a commitment
 - 2 hours dedicated everyday
 - Coordinating classroom learning in a train environment with actual application in the live environment
- Mentors include
 - Staff
 - Trainer (Systems)
 - Clinical Preceptor/Auditor
 - Supervisor/Manager/Director/Others

Case Mgt. Orientation Mentoring Model # 2

- New Employees are not left “unchecked” or without a mentor for lengths of time throughout their “new” status
- Flexibility, mentoring, and the accessibility of the Clinical Preceptor/Auditor is the key to our success in educating, training and mentoring new employees

Orientation Evaluation Outcomes

Years in Profession



Experience

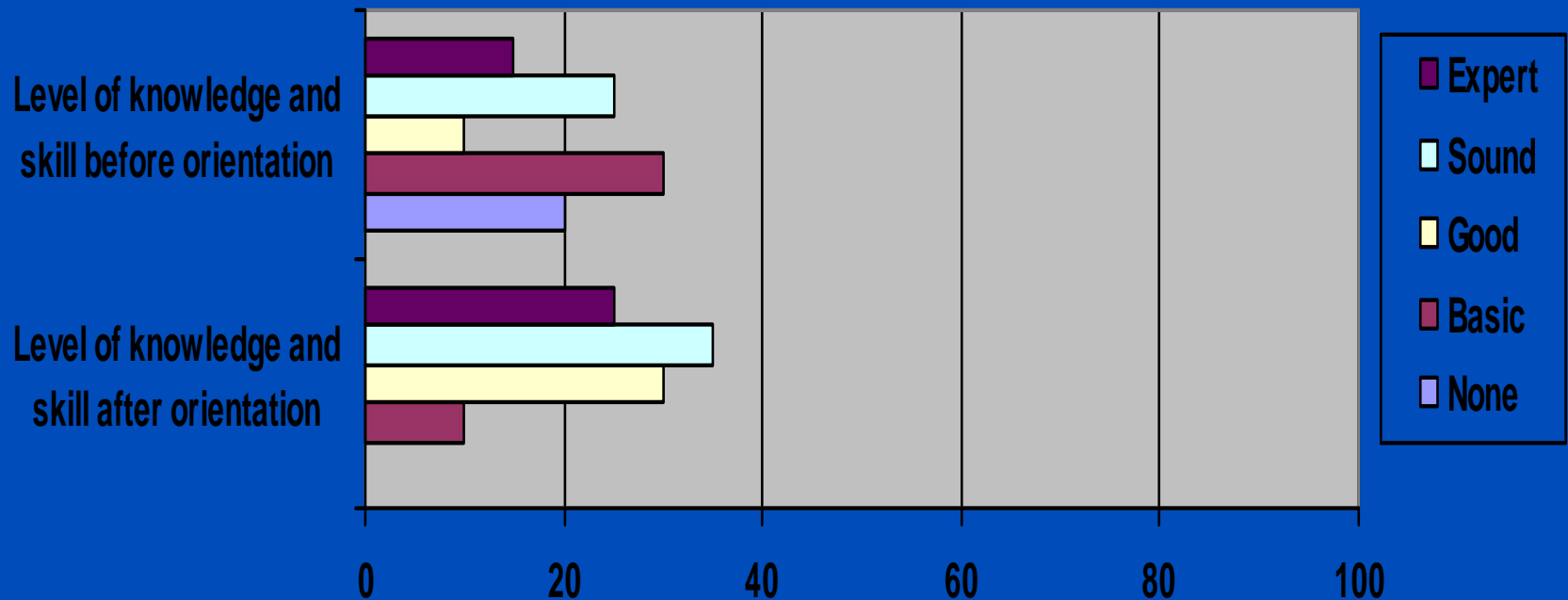
Clinical Background	# nurses	Total Years
Medical Surgical	13	68.5
Home Care	10	52
Hospice	3	6
Case Management	11	62
Critical Care	5	45
Management	7	19.5
Other	17	141

Certifications

- Maternal-Child Care
- CCM (4)
- CRRN
- CCRN
- LCSW
- QCSW
- Telemetry
- Trauma
- CLNC
- Gerontology (2)
- RAC-C
- RNAC
- PICC Line

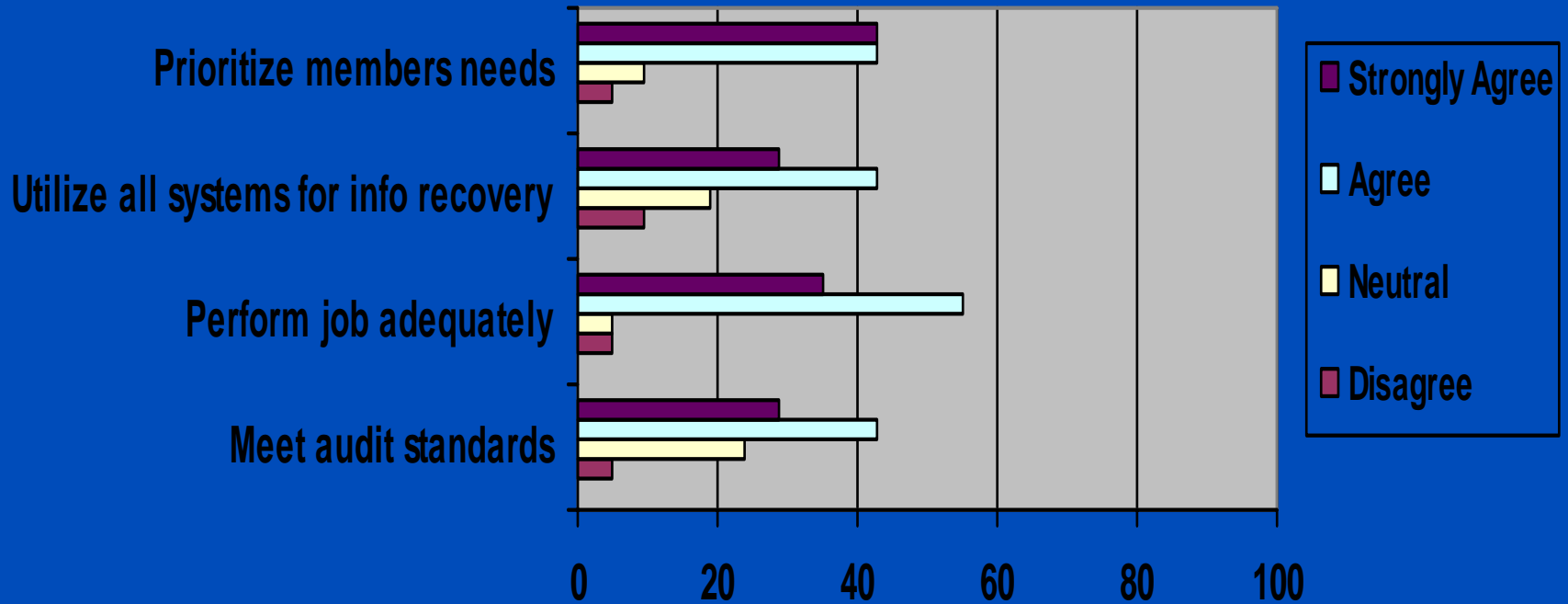
Orientation Evaluation Outcomes

Knowledge Increase



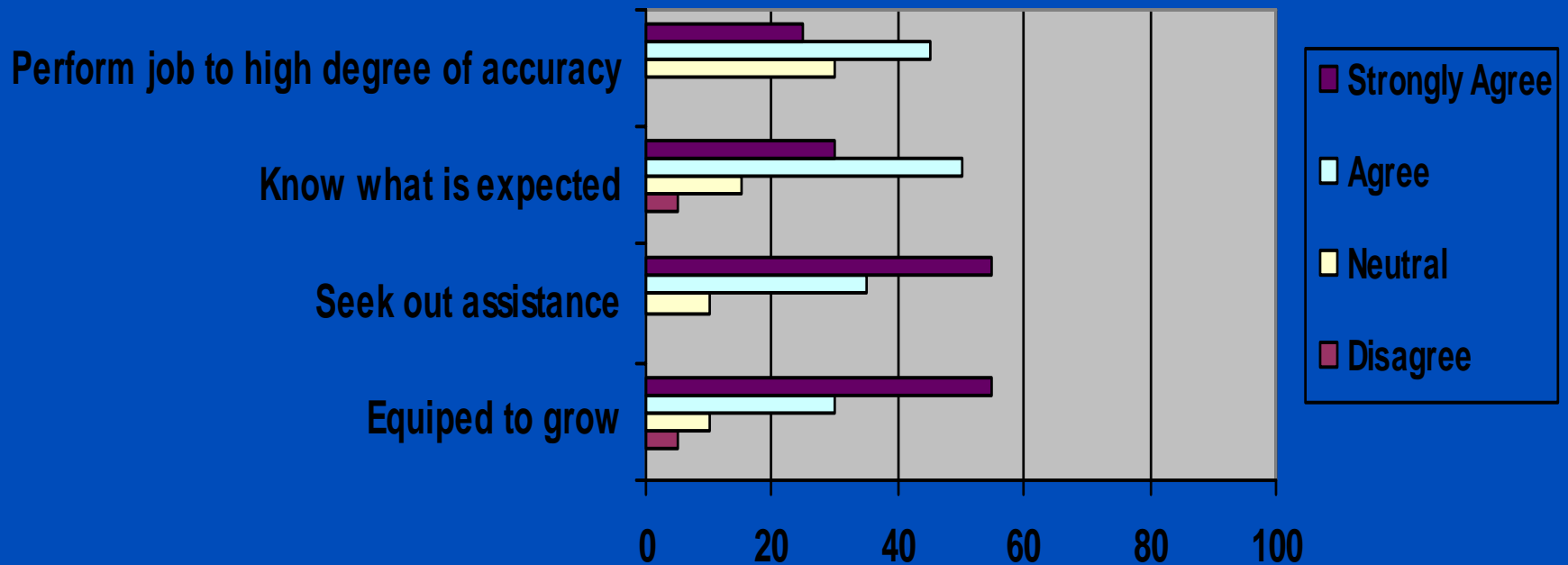
Orientation Evaluation Outcomes

Learning Objectives



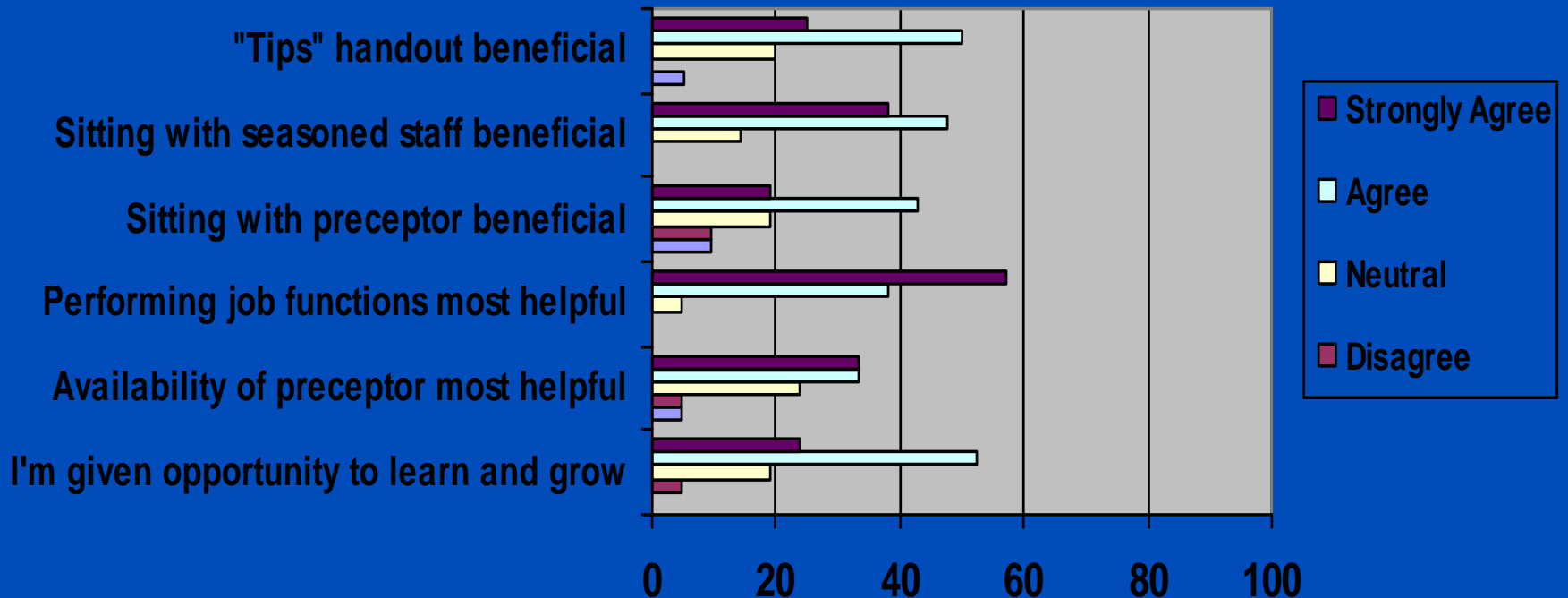
Orientation Evaluation Outcomes

Confidence Level



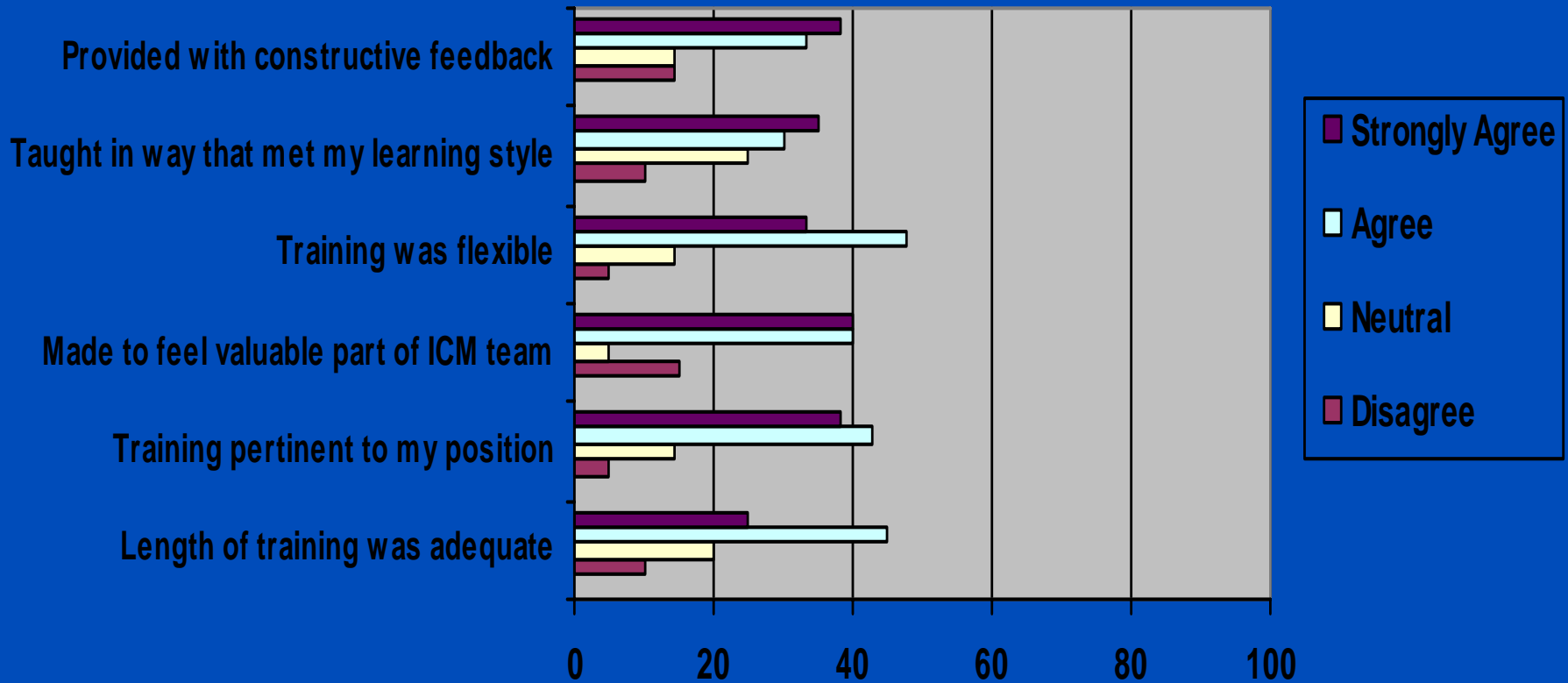
Orientation Evaluation Outcomes

Effectiveness of Materials & Methods Used by Preceptor



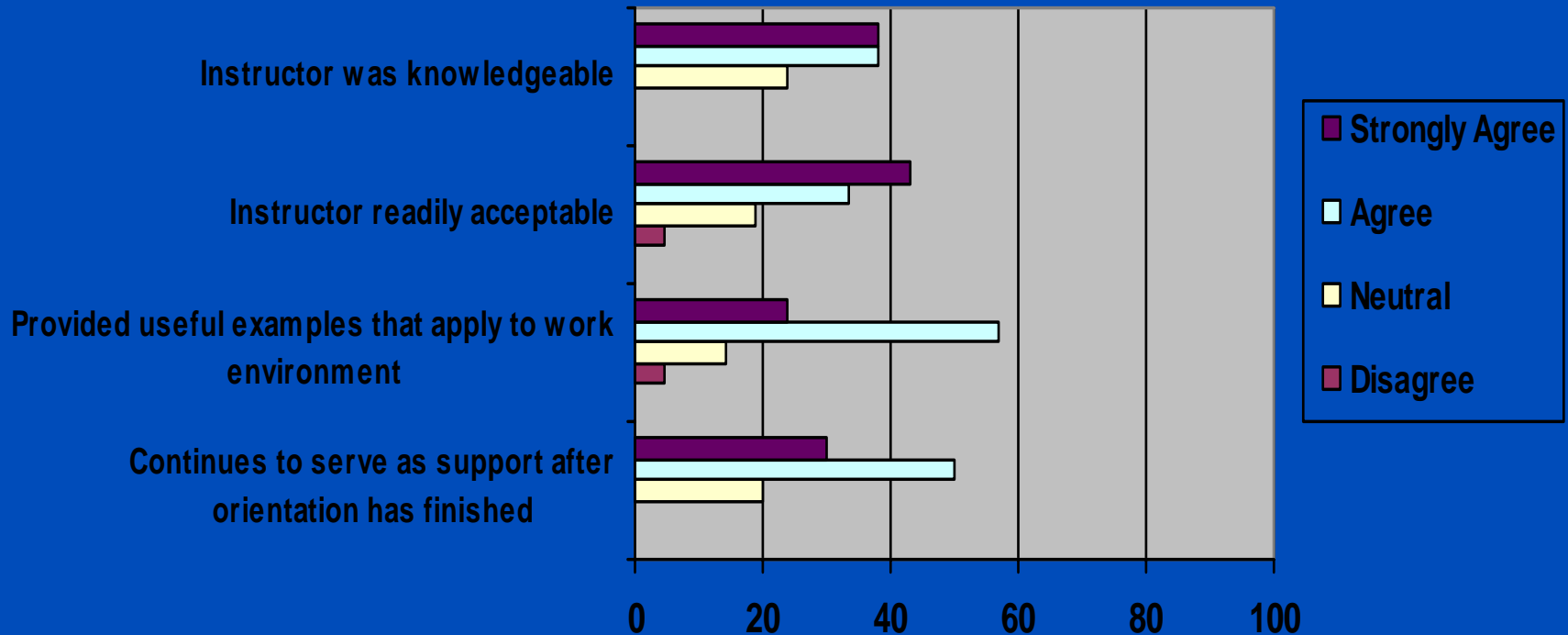
Orientation Evaluation Outcomes

Training



Orientation Evaluation Outcomes

Instructor/Preceptor



Opportunities for Improvement

- “Spending too much time reading vs. hands on practical application of what is needed to do the job.”
- “Sitting through reading so many policy and procedures all at once.”
- “There needs to be a formal orientation process to include a course on what case management is and how to do it .”

Positive Feedback

- “Welcoming attitude of co-workers.”
- “The way the trainer/preceptor was available and positive when I asked questions.”
- “Friendly, positive spirit of most Keystone Mercy staff encourages you to act in best interest of our members.”
- “I truly believe that my mentor motivated and encouraged me to look forward.”

Audit Tool

- Case Opening
 - Verify Eligibility/HIPAA/Explain CM Services/Obtain Consent/Review Benefit Information
 - Referral Source/CM Trigger Documented
- Case Management Standards
 - HRA/Develop Plan of Care/Member Specific STGs and LTGs
 - Timeframes Met (Policy)
 - Comprehensive CM Note
 - Outreach, Communicate and Collaborate with PCP on Plan of Care and Interventions
 - Follow-up Interventions Appropriate to Member's Level of Intensity

There are many more elements in the Audit Tool

Case Management Audit Scores

Case Manager	Audit Score 2Q06	Audit Score 3Q06*	Audit Score 4Q06	Audit Score 1Q07	Audit Score 2Q07
#1	57%	37%	84%	94%	93%
#2	95%	85%	74%	88%	91%
#3	96%	73%	83%	100%	100%
#4	64%	42%	62%	79%	78%
#5	87%	87%	78%	95%	96%
#6	90%	96%	90%	90%	95%
#7	69%	87%	86%	80%	96%

*At the end of the second quarter of 2006 a change was made to the audit tool by the Internal Auditor in QM. The scoring mechanism for the timeliness issue was adjusted to meet current practice and policy. This is reflected in some of the higher scores during 2Q06 and the drop in 3Q06.

Case Management Productivity Reports

TELEPHONE STATS				MY TASKS			GOALS			UNIQUE MEMBERS	COMMENTS
DATE	Day	Total # Calls	Total Duration	# 3 Minute Calls	Total No.	Total Wkly No.	Oldest Date	LTG	STG	Case Load	VAC/PTO/TRAINING
23-Apr	Mon	33	1:01:54	3	445	88	24-Apr			142	
24-Apr	Tue	23	0:53:24	3							2 hr Grand Rounds
25-Apr	Wed	23	1:37:18	7							
26-Apr	Thu	25	1:32:06	7							
27-Apr	Fri	21	1:00:48	7	485	5	27-Apr			152	2 hr Staff Mtg./Case Rounds
Total Wk.		125	6:05:30	27		83					

Case Management

Productivity Reports (cont.)

TELEPHONE STATS				MY TASKS			GOALS			UNIQUE MEMBERS	COMMENTS
DATE	Day	Total # Calls	Total Duration	# 3 Minute Calls	Total No.	Total Wkly No.	Oldest Date	LTG	STG	Case Load	VAC/PTO/ TRAINING
16-Apr	Mon	17	1:31:12	7	679	178	16-Apr			219	
17-Apr	Tue	8	0:53:24	5							1 Hour Recipient Restriction Meeting
18-Apr	Wed	22	1:15:06	6	664	73	17-Apr			216	
19-Apr	Thu	17	1:21:12	6							
20-Apr	Fri	4	1:48:42	3							
Total Wk.		68	6:49:36	27		105					

Case Management

Productivity Reports (cont.)

TELEPHONE STATS				FULLY ENGAGED MEMBERS	COMMENTS
DATE	Day	Total # Calls	Total Duration	Assessments	VAC/PTO/ TRAINING
4-Jun	Mon	28	1:20:12	5	
5-Jun	Tue	28	1:20:30	3	Home inspection
6-Jun	Wed	37	1:41:12	5	
7-Jan	Thu	28	0:41:30	4	
8-Jun	Fri	17	0:43:06	2	staff meeting
Total Wk.		138	5:46:30	19	

- Objectives...re-visited
 - Define at least three key attributes to look for in the selection of candidates for the mentoring program.
 - Case Management Experience
 - 3 to 5 years of Clinical Nursing Experience with or without CM Experience
 - Clinical Home Care Experience
 - Good Customer Service
 - Good Communication
 - Team Player
 - Referral from a “star” performer

Wrap-up (cont.)

- Identify at least three key components of implementing a mentoring program
 - Careful Selection (Behavioral Interviewing)
 - Resources (Mentor)
 - Organized Orientation
 - Time (Support and Coaching)
 - Commitment and Investment
 - Tools

Wrap-up (cont.)

- Recognize and articulate the impact that different organizational climates have on the program and how to address these variations.
 - Limited financial resources to support a mentoring position.
 - Paradigm shift – orientation as a standardized program may end in 6 to 8 weeks... mentoring continues.

Summary

- Our Orientation/Mentoring Program in its totality works across the board for the majority of those who come to work for us.
- The results validate that we have a successful Orientation/Mentoring Program - and that the use of non-experienced Case Managers can be and has been successful.

Questions?

Thank You!