CMSA 2011 Highlights

2011 was a year marked by numerous accomplishments in terms of carrying out CMSA’s strategic vision and mission.

The CMSA Board of Directors ensured that all projects, programs, and business planning activities were well-aligned with the organization’s designated strategic objectives regarding education and career development, industry partnerships, public policy initiatives, and performance outcomes. By focusing on these four strategic objectives, the Board demonstrated commitment to assuring the continued growth, sustainability, and success of CMSA.

SIGNIFICANT ACCOMPLISHMENTS ACHIEVED DURING 2011 INCLUDED:

- **CMSA Today** — Launched CMSA’s own publication focused on supporting and improving professional case management practice throughout the care continuum.

- **CM Resource Toolbox** — Introduced a dynamic online resource directory providing websites and tools that serve as essential, unbiased, evidence-based references to help case managers in all areas of expertise and practice.

- **2011 Annual Conference in San Antonio, TX** — Over 2,400 attendees, nearly 250 exhibitors, and dozens of top-notch educational sessions and speakers made this one of the most successful conferences ever.

- **Extended Conference Learning Platform** — 47 conference sessions made available online with CE’s provided.

- **New Transitions of Care Certification** — Collaborated with ABQAURP to develop an interprofessional Transitions of Care Certification subspecialty certification under ABQAURP’s Health Care Quality and Management (HCQM) certification. Also completely revised the Case Management sub-specialty certification.

- **Quarterly All-Member Calls with the CMSA President** — Webcast for members to highlight the ongoing activities, events, and projects with which CMSA is involved.

- **Annual Public Policy Summit in Washington, DC** — Engaged members in legislative process, with focus on promoting CMSA’s public policy initiatives.

- **Case Load Capacity Calculator** — Provided access to software that provides comparison data between case manager caseloads in similar settings adjusted for numerous variables that impact workload capacity.

- **Inaugural Case Management Research Award and Case Management Performance Improvement Award** — Two new awards launched to recognize the use of research findings or quality and performance improvement projects to advance case management practice and outcomes.

- **CMSA’s Online Communities** — Switched to new online social platform provided more robust venue for members to network, share ideas, and discuss best practices.

- **National Case Management Week** — Provided CM Week promotion guides, logos, media kit, and promotional products for chapters to plan CM Week celebrations and recognition.

- **CMSA Career and Knowledge Pathways** — Board provided direction and commitment to begin concept development for a customized career pathway structure of learning and mentoring to help individuals progress along the clinical and case management experience continuum.

- **Major Revision of CMAG** — Board provided direction and resources to begin work on the third revision of CMSA’s Case Management Adherence Guidelines.

- **Ongoing Engagement of Industry Partners and Stakeholders** — CMSA continued to collaborate with industry organizations, professional associations, and government agencies—such as CMS, DHHS, AHRQ, NQF, CCA, NCQA, and URAC, among many others—to provide input and direction on the key issues and concerns at hand.
CMSA’s Evolving Strategic Framework

OUR MISSION | WHY WE EXIST
The Case Management Society of America is the leading membership association providing professional collaboration across the health care continuum to advocate for patients’ wellbeing and improved health outcomes through:
1. Fostering case management growth and development
2. Impacting health care policy and
3. Providing evidence-based tools and resources

OUR VISION | WHAT WE SEEK
Case managers are recognized experts and vital participants in the care coordination team who empower people to understand and access quality, efficient health care.

OUR VALUES | WHAT WE DO
CMSA connects case management professionals, employers of case managers, and legislative and regulatory bodies to inspire growth and development of the practice of case management.

OUR PROMISE | HOW WE SERVE OUR STAKEHOLDERS
CMSA provides exceptional experiences, a vibrant case management community and essential tools and resources that enable case managers and case management organizations to be more successful.

Membership Demographics

Number of Members in 2011 ..................10,922
Number of Chapters in 2011.............74

Years of Experience in Health Care*

<table>
<thead>
<tr>
<th># Years</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5</td>
<td>1</td>
</tr>
<tr>
<td>6-10</td>
<td>4</td>
</tr>
<tr>
<td>11-20</td>
<td>13</td>
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<tr>
<td>21-30</td>
<td>30</td>
</tr>
<tr>
<td>30+</td>
<td>52</td>
</tr>
</tbody>
</table>

Years of Experience in Case Management*

<table>
<thead>
<tr>
<th># Years</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-2</td>
<td>7</td>
</tr>
<tr>
<td>3-5</td>
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<tr>
<td>6-10</td>
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<td>11-15</td>
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<td>16-20</td>
<td>18</td>
</tr>
<tr>
<td>20+</td>
<td>16</td>
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</table>

Age of Members*

<table>
<thead>
<tr>
<th>Birth Year</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1931-1940</td>
<td>1</td>
</tr>
<tr>
<td>1941-1950</td>
<td>21</td>
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<tr>
<td>1951-1960</td>
<td>52</td>
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<tr>
<td>1961-1970</td>
<td>20</td>
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<tr>
<td>1971-1980</td>
<td>5</td>
</tr>
<tr>
<td>1981 - present</td>
<td>1</td>
</tr>
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</table>

Work Settings*

<table>
<thead>
<tr>
<th>Setting</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Plans</td>
<td>30</td>
</tr>
<tr>
<td>Hospital / Acute</td>
<td>27</td>
</tr>
<tr>
<td>Other</td>
<td>43</td>
</tr>
</tbody>
</table>

*Data sourced from the 2011 Industry Survey completed by CMSA members
Strategic Objectives

GOAL 1 - Knowledge

CMSA will be the definitive, trusted source for ideas, tools and resources for the case management profession.

Desired Outcomes - CMSA is the first choice for knowledge and information for the case management profession.

- Enhance the quantity, quality and relevance of the case management tools and resources offered by the society.
- Strengthen our capacity to explore new ideas and approaches for the profession, and foster greater innovation within a global business environment.
- Continue to develop and promote professional standards and best practices.

GOAL 2 - Learning

CMSA’s exceptional learning experiences will enable the case management community to consistently produce superior results.

Outcome — Professionals in the case management community attribute their enhanced performance to CMSA’s learning experiences.

- Produce learning experiences that incorporate new approaches and model best practices in adult learning.
- Offer learning options that address the different needs and preferences of a diverse group of participants.

GOAL 3 - Community

CMSA will engage case management professionals, health care professionals and industry partners in an ethical, inclusive, diverse, and welcoming community.

Outcome — CMSA is the preferred community of value for case management professionals and industry partners.

- Help those in the case management community connect with others who share their interests.
- Promote and nurture a culture that supports ethical conduct, transparency, inclusion, and diversity in the health care team.
- Collaborate both inside and outside the community of case managers to extend and enhance CMSA’s value.

GOAL 4 - Advocacy

CMSA’s advocacy and communications efforts will enhance recognition for the professional and result in positive legislative and regulatory climate for the case management community.

Outcome — A legislative and regulatory climate favorable to the practice of case management and the role that case management organizations and professionals play in advancing the effective delivery of health care.

- Increase awareness within the case management community, amongst consumers of health care, policy makers, payors and providers of the critical role case management plans in the effective delivery of health care.
- Identify key public policy priorities for the profession and work to enact legislation and policies that benefit the case management community.
STATEMENT OF ACTIVITIES
YEARS ENDING DECEMBER 31, 2010 AND 2011

Audited

Revenue and Support

<table>
<thead>
<tr>
<th>Description</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership Revenues and Support</td>
<td>$2,070,069.00</td>
<td>$1,956,730.00</td>
</tr>
<tr>
<td>Conference Revenue</td>
<td>$2,250,195.00</td>
<td>$2,093,295.00</td>
</tr>
<tr>
<td>Leadership Revenues and Support</td>
<td>$1,184,392.00</td>
<td>$828,855.00</td>
</tr>
<tr>
<td>Other Miscellaneous Revenue</td>
<td>$15,604.00</td>
<td>$24,351.00</td>
</tr>
<tr>
<td><strong>Total Revenue and Support</strong></td>
<td><strong>$5,520,260.00</strong></td>
<td><strong>$4,903,231.00</strong></td>
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</tbody>
</table>

Program Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chapter and Membership</td>
<td>$1,115,210.00</td>
<td>$1,049,223.00</td>
</tr>
<tr>
<td>Conferences and Education</td>
<td>$1,543,465.00</td>
<td>$1,666,994.00</td>
</tr>
<tr>
<td>Leadership</td>
<td>$1,093,445.00</td>
<td>$905,058.00</td>
</tr>
<tr>
<td><strong>Total Program Expenses</strong></td>
<td><strong>$3,752,120.00</strong></td>
<td><strong>$3,621,275.00</strong></td>
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</table>

Supporting Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>General and Administrative</td>
<td>$1,408,400.00</td>
<td>$1,297,828.00</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$162,155.00</td>
<td>$181,748.00</td>
</tr>
<tr>
<td><strong>Total Supporting Expenses</strong></td>
<td><strong>$1,570,555.00</strong></td>
<td><strong>$1,479,576.00</strong></td>
</tr>
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</table>

Total Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$5,322,675.00</strong></td>
<td><strong>$5,100,851.00</strong></td>
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</table>

Increase(Decrease) in Net Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase(Decrease) in Net Assets</td>
<td>$197,585.00</td>
<td>($197,620.00)</td>
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</table>

Net Assets, Beginning of Year

<table>
<thead>
<tr>
<th>Description</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Assets, Beginning of Year</td>
<td>$1,482,432.00</td>
<td>$1,680,052.00</td>
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</table>

Net Assets, End of Year

<table>
<thead>
<tr>
<th>Description</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Assets, End of Year</td>
<td>$1,680,017.00</td>
<td>$1,482,432.00</td>
</tr>
</tbody>
</table>

Solid Financial Performance in 2011
BY: Jose Alejandro, RN-BC, PhD(c), MBA, CCM, FACHE

As the Treasurer for CMSA, I am happy to be able to report CMSA had a strong financial performance for the Year ending December 31, 2011. Revenues were up from 2010 in all the major areas and expenses remained close to the 2010 level in the results posted in this section. These factors resulted in a solid bottom line and an increase in net assets.

2011 Annual Conference
CMSA's Annual Conference held in San Antonio had results that exceeded both the budget and the previous conference. Revenues were up and expenses were down from the previous year, resulting in a very positive return for CMSA, as you will note in the results in this section.

Membership Revenues
Membership Revenues grew from 2010 to 2011 by over $100,000. This figure is a positive result, especially in a time when many associations’ revenues are declining. The commitment to CMSA by our members is evident in this category.

Reserves
Reserves increased by $197,000 from 2010 to 2011. This number was a reversal of the previous two years, and a trend that should continue. This result is also at a time when many associations are in periods of decreasing net assets. The Board of Directors (in conjunction with CMI) has taken the necessary steps so that CMSA remains positioned for future growth and viability.
CMSA Resource Toolbox

The CMSA Resource Toolbox was launched in 2011 as an online resource for members. The Toolbox was designed to provide case managers in all areas of expertise and care settings with resources to help support and strengthen their individual practice.

Through the Toolbox, members can easily find descriptions and links to valuable case management resources in a wide variety of categories and work settings. Criteria to accept new content into the Toolbox have been defined and implemented to ensure that all resources are credible, accurate, objective (non-biased and commercial-free), current, and easy to navigate.

The Resource Toolbox advances the mission of CMSA by promoting education and awareness, upholding the standards of practice, and supporting exceptional case management practice across the care continuum.

Learning Management System

The new Learning Management System from Peach New Media went live online on August 22, 2011 with 47 sessions recorded at CMSA's 21st Annual Conference and Expo. Extended Conference offerings consisted of slides and synchronized audio of the actual presentations. The courses were reviewed to assure objectives were met, the content was appropriate for online learning, and the audio and video were of good quality. The courses were classified as Basic, Intermediate, or Advanced and listed in 6 categories: Health Care Reform - Policy, Clinical, Career/Leadership, Programs/New Initiatives/Best Practices, Outcomes/Performance/Effectiveness, Tools/Technology.

The Extended Conference was open to members and non-members, with the goal of providing an opportunity for everyone (members, non-members, conference attendees, and non-attendees) to “attend” the virtual conference at their convenience. The sessions were offered in ticket packages of 5, 15, 25, or a full package consisting of all 47 courses. Conference attendees received a 50% discount and members received a 15% discount off the non-member cost. Nursing contact hours from the California Board of Registered Nurses and continuing education units from the Commission for Case Manager Certification (CCMC) were available for all courses.

Based on feedback, the overwhelming majority of participants felt the personal and professional value of the sessions was “very worthwhile”; there were some complaints about use and navigation of the new system, however these have been resolved. In 2011, 144 ticket packages were sold for Extended Conference sessions.

Integrated Case Management Training Program

In 2007, CMSA began developing the Integrated Case Management training program to assist case managers to better address the complex medical and behavioral needs of patients. In conjunction with physicians in the U.S. and Europe, a training manual, training program and assessment tool have been developed and launched to the case management community. Master trainers for the program are Dr. Roger Kathol, Deborah Gutteridge, Rebecca Perez, Teresa Treiger and Sheilah McGlone. To date, over 400 case managers have been trained and 4 health plans have implemented the program. Trainings are conducted by CMSA bi-annually and training is available for organizations outside of the bi-annual training.

CMAG

In 2011, the Case Management Adherence Guidelines (CMAG) Committee was formed at the direction of the Board. The purpose of the Committee is to provide strategic direction and recommendations for CMAG products including the development, evaluation, and refinement of CMAG guidelines, tools, and publications. A major goal of the CMAG Committee is to regularly evaluate CMAG products to ensure that they are:

- Aligned with CMSA’s mission and strategic initiatives;
- High-quality, relevant, and of value to the case management profession; and
- Focused on best practices, industry trends, and practice innovations.

Career and Knowledge Pathwayssm

Career and Knowledge Pathways™, or CKP™, is an interactive education delivery platform which leverages a learning needs assessment to identify user-specific, high priority learning goals and matches those goals to available course content in the Case Management Society of America’s (CMSA) Educational Resource Library. The CKP™ project kicked off in early 2011, with a core team of clinical and technical professionals dedicated to developing the platform, delivery systems and content representing perspectives from across the health care continuum.

The CKP™ educational framework presents content using multiple media modes in order to address the various learning styles a variety of users including case managers, social workers, nurses, health care professionals, caregivers, and patients. Perhaps the most transformational aspect of CKP™ is the underpinning of Contextualized Learning (CL) which forms the basis for its content. CMSA is intent on delivery of meaningful offerings which truly address the needs of the case management and health care community. This approach is decidedly unique in today’s otherwise highly competitive market.

The initial offering to be loaded into CKP™ is the highly respected, most widely accepted practice standards for case management, the CMSA Standards of Practice for Case Management, 2010. Subsequent expansion of the CKP™ library will be based on user recommendations, priorities of the case management industry, and the direction of the CMSA Board of Directors. The CKP™ will be introduced at the 2012 CMSA Annual Conference and Expo in San Francisco, CA at a concurrent education session and will also be featured at the Product Theatre in the CMSA Member Resource Center during the Expo Hall.
Public Policy Activities

In 2011, CMSA continued to move forward and raise the visibility of case managers and the value of case management in health care public policy. CMSA’s expertise in assisting to improve care coordination health policy led to another successful year of advancing the policy initiatives impacting the case management community.

Public Policy Committee (PPC) Actions

• PPC met monthly via conference calls with excellent attendance.
• PPC Liaison Network met bi-monthly via conference calls with excellent attendance.
• Multi-State Licensure (MSL) Task Force (TF) met regularly (usually every 6 weeks) via conference calls with excellent attendance.
• PPC presented a poster on “Taking It To The Hill” at the 21st Annual CMSA Conference.
• PPC Liaison Network increased to 55 members and the number of chapters with public policy committees grew to 23.

PPC 2011 Initiatives

• Congressional support for CM Model Act
• CMSA Annual Public Policy Summit in Washington, DC
• Multistate Licensure Taskforce executive working group
• Expansion of the PPC Liaison grassroots network with regional dialogue meetings
• Improved communications and outreach to chapters and members

PPC Outreach Efforts

The Public Policy Committee worked to organize and streamline the communications from the Committee to the membership and the liaison network. The Committee’s increased outreach efforts included:

• Monthly Public Policy update to the general membership
• Dissemination of action alerts to members on voter engagement issues
• Ongoing notices to the Public Policy Liaison network
• Informational materials sent to chapters on building local public policy efforts
• Creation of an official pin to promote case management public policy advocacy

Top 10 CMSA Supporters

CMSA is able to provide a number of free or low cost tools, resources and benefits to the industry thanks to the generous support of our industry partners. In 2011 alone, companies who value the influence and reach of case managers provided over $1.5 million in funding in the form of Corporate Partnerships, Annual Conference exhibit booths, sponsorships and tool creation. CMSA wants to thank all of its corporate partners for their generous contributions to advancing the profession of case management and CMSA’s mission. A full list of CMSA Corporate Partners can be found on the Association’s website (www.cmsa.org/partners) and we encourage members to support our partners, conference exhibitors (www.cmsa.org/2011Exhibitors) and conference sponsors.

CMSA would like to especially recognize our top 10 partners — those companies who provided the highest levels of financial support to the organization in 2011. We look forward to continuing to build strong relationships with our corporate partners and creating even more exciting and innovative resources for case managers and CMSA members.
2010-2011 CMSA BOARD OF DIRECTORS

OFFICERS

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Teri Treiger, RN-C, MA, CCM, CCP

Immediate Past President
Peggy (Margaret) Leonard, MS, RN-BC, FNP

President-Elect
Mary Beth Newman, MSN, RN-BC, CCP, CCM

Vice President
Betty Overbey, RN-BC, CRRN, CDMS, CCM, CRP, MSCC

Secretary
Melanie Ann Prince, USAF, MSN, CCM, CMAC, CNA, PAHM

Treasurer
Jose Alejandro, RN-BC, MSN, MBA, CCM, ACHE

Executive Director [Non-Voting]
Cheri Lattimer, RN, BSN

Directors
Margaret Chu, RN, BSN, MPA, RNC, CCM, CPHQ
Cristina Walter, MS, RN-BC, CCM, CCP
Kathleen Fraser, RN, MHA, CCM, CRRN
Laura Bachrach, RN, BSN, MSL, CCM, CLL
Becky Perez, RN, BSN, CCM (member at-large)

Chair, Chapter Presidents’ Council
Connie Keene, RN, BSN, CCM, CBIS

2011-2012 CMSA BOARD OF DIRECTORS

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Immediate Past President
Teri Treiger, RN-BC, MA, CHCQM-CM, CCM, CCP

President-Elect
Nancy Skinner, RN-BC, CCM

Secretary
Betty Overbey, RN-BC, CRRN, CDMS, CCM, CRP, MSCC

Treasurer
Jose Alejandro, RN-BC, MSN, MBA, CCM, FACHE

Executive Director [Non-Voting]
Cheri Lattimer, RN, BSN

Directors
Kathleen Fraser, RN-BC, MSN, MHA, CCM, CRRN
Connie Keene, RN, BSN, CCM, CBIS
Becky Perez, RN, BSN, CCM
Carol Smith, RN-BC, MSN
Cristina Walter, MS, RN-BC, CCM, CCP
Laura Bachrach, RN, BSN, MSL, CCM, CLL (member at-large)

Chair, Chapter Presidents’ Council
Cathy Campbell, RN-BSN, MBA, CHC, FACHE
Future

Executive Director Corporate Report

Throughout 2011, the Case Management Society of America continued to take the lead in supporting and representing case managers throughout the health care industry. CMSA is the leading professional case management organization embracing all disciplines, work settings and stakeholders throughout the case management continuum of care. CMSA continues to reach out and work with any organization interested in building a multidisciplinary collaborative practice model of case management embracing the widest swath of qualified professionals. In 2011, CMSA made a commitment to develop, with case managers and other industry partners, career pathways that will shorten the learning curve for nurses, social worker and other professionals seeking to develop and enhance case management practices. As the CMSA Core Curriculum for Case Management and the CMSA Standards of Practice for Case Management are the foundation of the body of knowledge for case management, the Career & Knowledge Pathways is the interactive learning experience for continuing to build and invest in that body of knowledge. CMSA launched extensive resources in 2011 for case managers available to both CMSA members and non-members. Many of these resources were developed in conjunction with industry partners who recognize the value that case managers create for patients and effective health care delivery. Major employers of case managers committed to work force development continue to work with CMSA investing in membership and education to enhance case management effectiveness. CMSA also continued to send a significant message to our Federal and state government officials: “Case Managers are a driving force in health care and health care reform and we stand ready to do what we do best: ADVOCATE for patients and their family caregivers throughout the health care system”.

Our continued growth in membership numbers, community participants and our presence in every aspect of health care serve as testimony to the impact case managers are making and the value CMSA continues to deliver to the profession and the industry. That impact will be the flag we carry into 2012 with the support of our members, subscribers, social communities, corporate partners, company members, state chapters, and the National CMSA Board. We cannot go through the gauntlet of health care change alone, but together we can be the agent for better care to the patients and families we serve.

CMSA in 2012 and Beyond

As we move forward into 2012 and beyond, it will be critical for CMSA to support the growth and development of our members and chapters. Equally important will be the need for CMSA to focus on activities, partnerships, collaborations, and programs that promote the value of case management within a rapidly changing landscape of health care delivery and reimbursement.

CMSA will stay at the forefront of the many transformational efforts and innovations happening within health care by continuing to:

• Build on our partnerships and collaborations with industry organizations, professional associations, and government agencies to provide input and direction on the key issues and concerns at hand.

• Focus on health care public policy initiatives to assure that the value case managers bring to the interprofessional care team remains strong, visible, and viable.

• Ensure that case managers are recognized as key contributors to the successful design, implementation, and outcomes within evolving patient-centered models of care coordination, care transitions, primary care, and patient advocacy.

CMSA will also continue to support the case management profession by providing tools, resources, services, and support to our members and chapters to help ensure that case managers are recognized as skilled and vital practice partners within the interprofessional health care team. In 2012, members can look forward to CMSA’s commitment to:

• An enhanced focus on meeting the educational needs of our members.

• Creating social networking opportunities that offer information regarding developments in health care delivery, reimbursement, and public policy.

• Developing and implementing CMSA’s Career and Knowledge Pathways for health care professionals to enter the profession of case management with the necessary knowledge and skills to meet the needs of their clients.

• Providing opportunities for chapter leaders to receive enhanced education in leadership and the business aspects of chapter management.

• Educating health care consumers regarding the roles, functions and benefits of case management interventions.

All of these will be achieved through implementing a planned business strategy focused on CMSA’s four strategic directives: education and career development, performance outcomes, industry partnerships, and public policy initiatives. In doing so, we will continue to promote CMSA’s mission and vision and bring value to our members and the case management profession at large.