

THE OFFICIAL MAGAZINE OF THE CASE MANAGEMENT SOCIETY OF AMERICA

CASE IN POINT

Coordinating Care, Changing Lives



2008 SALARY & TRENDS SURVEY

WHERE DO
YOU
STAND?

SALARY SURVEY

Where Do You Stand? 2008 Salary and Trends Survey

Today, case management is in a unique position to deliver the proper resources to facilitate patients through the occasionally tortuous corridors of our health care system. By and large, the population of case management consists of seasoned professionals, who are able to work with a variety of individuals and systems to coordinate care and enhance the patient experience.

It seems, though, that the future will bring changes to health care. For case management to achieve continued success, it will need to adapt to new situations. And to know where it's headed, it must know where it's been. The 2008 Salary and Trends Survey provides a snapshot of the practice's inner mechanisms, and in doing so helps portray the opportunities of the present and of the future.

This year's respondents totaled just short of 700 professionals representing the broad range of the care continuum. The objective data presented in the 2008 Salary and Trends Survey allows you to reflect on your practice and gain insight into the direction in which the practice is heading.

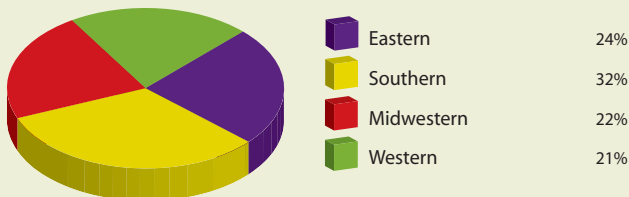
AN OVERVIEW OF THE RESULTS

This year a higher percentage of men responded to the survey, though women, at 92 percent, still predominate the practice. Nearly 80 percent of all respondents fall between the ages of 46 and 65. Alarming, just 5 percent of respondents are under the age of 35 — a figure that, while likely exaggerated in these results, speaks to a growing concern over the aging of practitioners and a void in the younger ranks.

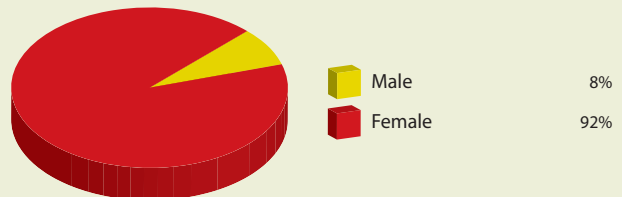
Case managers, it turns out, form a well-educated group. Two-thirds of respondents hold a graduate degree, while another 18 percent are in the process of obtaining one. Eighty percent of respondents have at least one of the nine major CM certifications.

Other results are just as encouraging. More than 35 percent of respondents said that their organization is currently increasing the size of its case management department, compared to just 9 percent of organizations that are actively decreasing it.

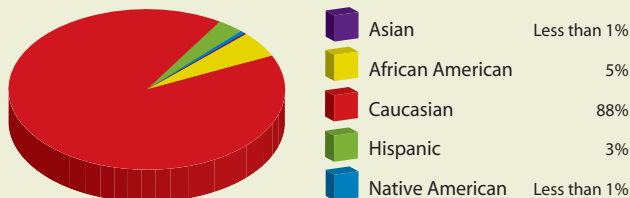
Region



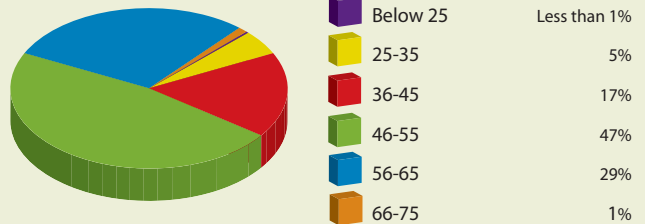
Sex



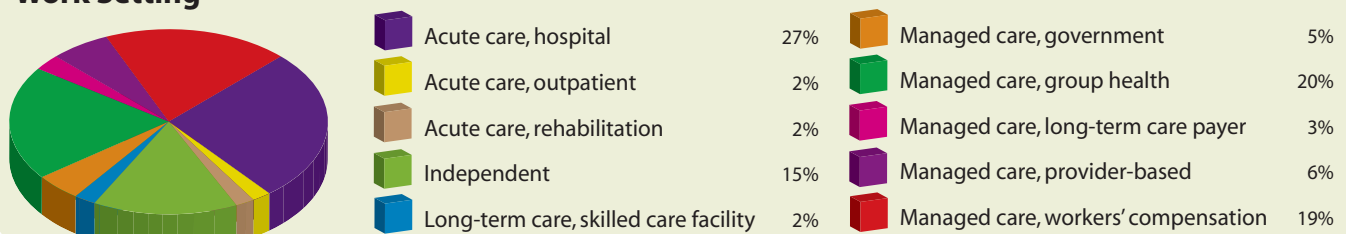
Race



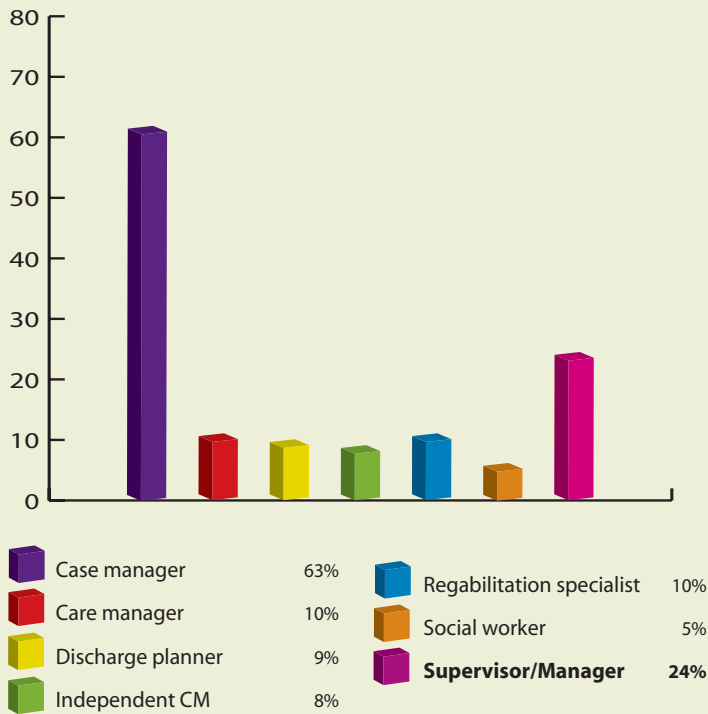
Age



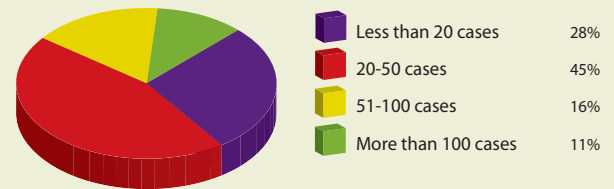
Work Setting



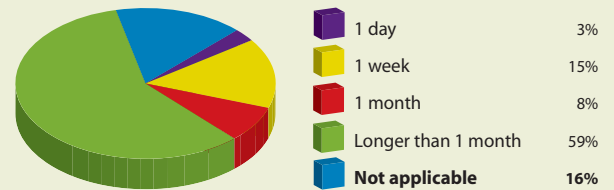
Position within Your Organization



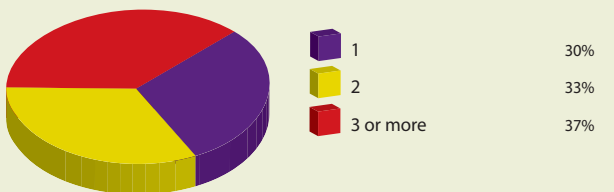
Average Case Load



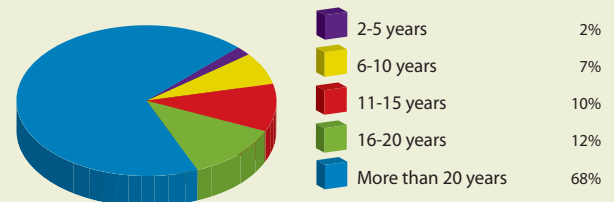
Length of Time Per Case, On Average



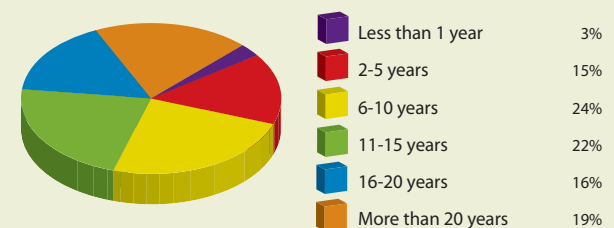
Number of Health Care Settings You Transition Patients, On Average



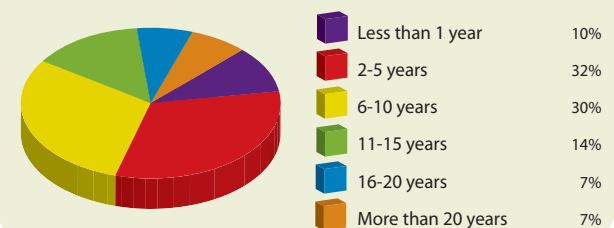
Years in the Health Care Industry



Years in the Field of Case/Care Management



Years with your Current Employer



Furthermore, 11 percent are currently planning expansion, while 2 percent are planning a contraction. It is heartening to hear that greater than 40 percent of organizations have or plan to establish a formal mentoring program.

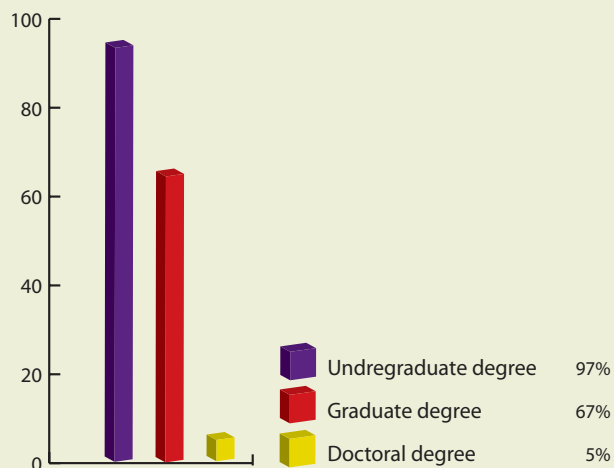
Finally, it appears that individual case managers are making good wages. More than 70 percent of respondents report that they earn upward of \$60,000 per year. Inside these pages you will find out the average wages of practitioners as they relate to age, locale and education level.

A LOOK AT SPECIFIC INDICATORS

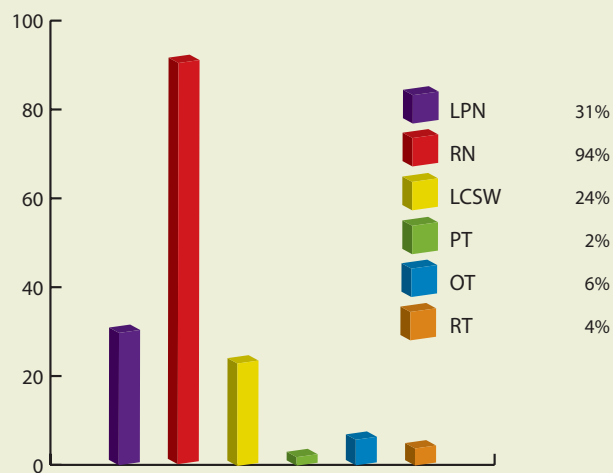
- There are a growing number of professionals who are moving toward independent practice. This is in line with the fact that consumers are responsible for the cost of care and are willing to pay for professionals to assist them in navigating the health care system to make informed decisions.
- The acute care setting took the lead as the work setting where case management is viewed as an essential tool for ensuring access to appropriate health care services, along with quality, safety and cost containment. With Medicare and Medicaid withholding payments for "never events," early identification of patients at risk will continue to be of utmost importance.
- How to determine appropriate case loads continues to be the million dollar question facing all managers and department heads. The average case load is reported at 20-50 cases.
- Case managers are keeping cases open longer. The average length of time you work with a patient/keep the case open was longer than one month.

SALARY SURVEY

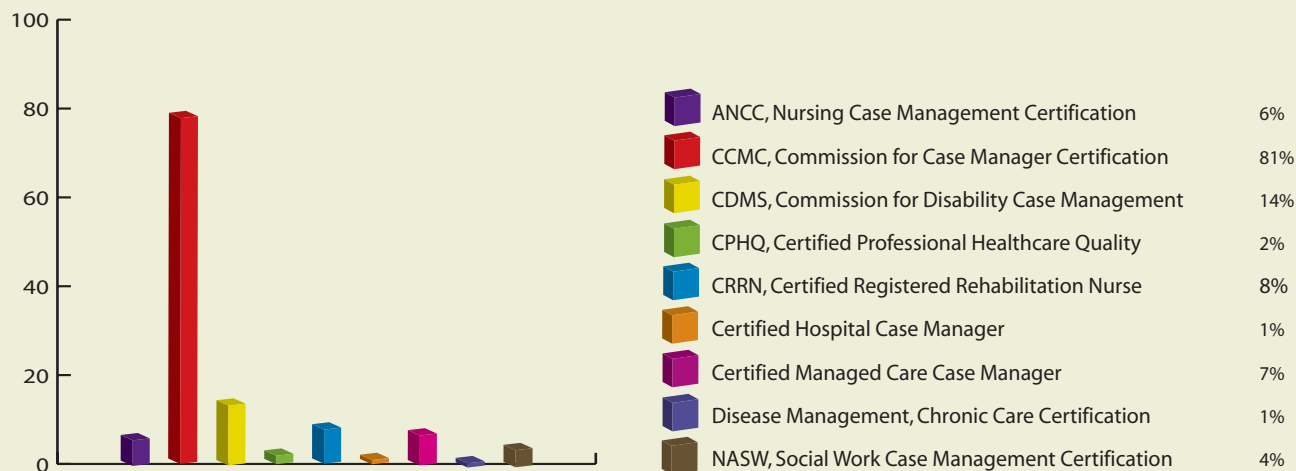
Current Education Level



Professional Degree



Certifications



Salary by Region

Median Range

Eastern	\$70,001-\$75,000
Southern	\$60,001-\$65,000
Midwestern	\$60,001-\$65,000
Western	\$70,001-\$75,000

Salary by Experience

Median Range

Less than 1 year	\$55,001-\$60,000
2-5 years	\$60,001-\$65,000
6-10 years	\$60,001-\$65,000
11-15 years	\$65,001-\$70,000
16-20 years	\$65,001-\$70,000
More than 20 years	\$70,001-\$75,000

Salary by Age Range

Median Range

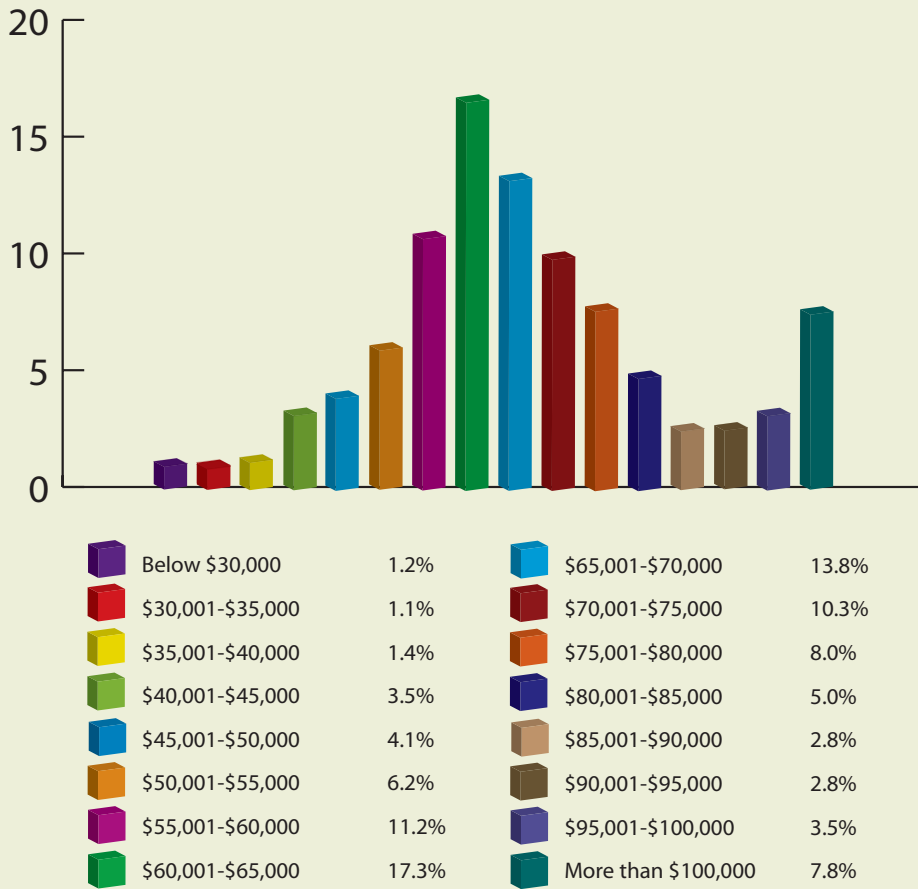
Below 25	\$40,001-\$45,000
25-35	\$60,001-\$65,000
36-45	\$60,001-\$65,000
46-55	\$65,001-\$70,000
56-65	\$65,001-\$70,000
66-75	\$65,001-\$70,000

Salary by more than 20 years of experience.
\$70,001 - \$75,000

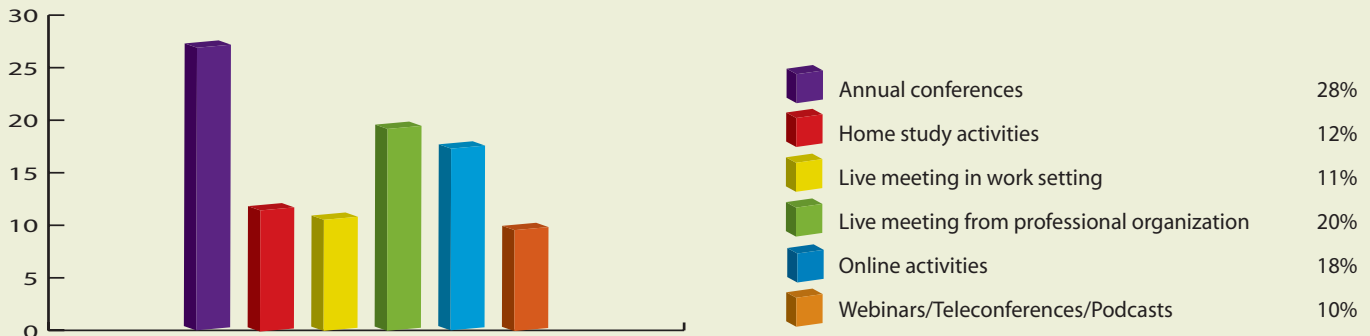


17.3% of respondents' salary range was between \$60,001-\$65,000

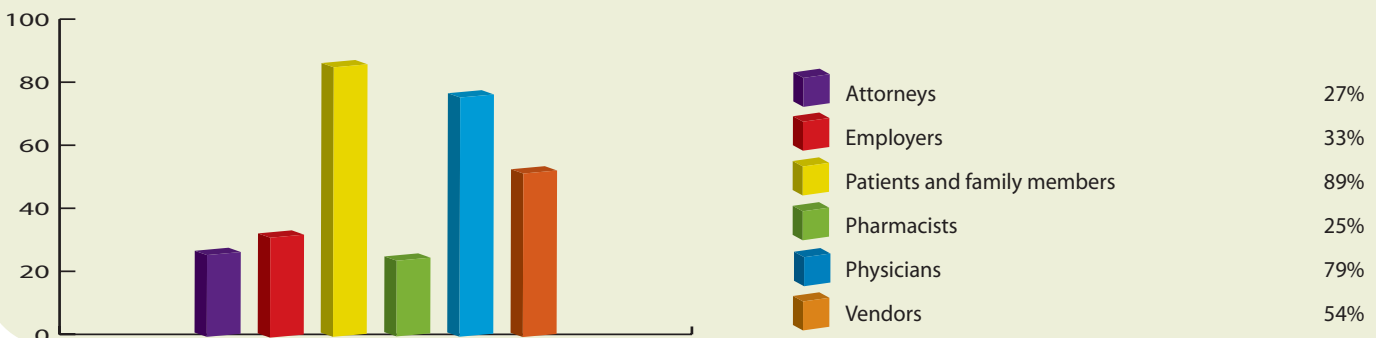
Salary Range



Preferred Method of Receiving Professional Education



What Groups Do You Interact with Most Frequently



SALARY SURVEY

On the following pages you will find trends as they relate to health care transitions, experience and workforce specifications like quality improvement, responsibilities and staff tendencies.

MORE THAN NUMBERS

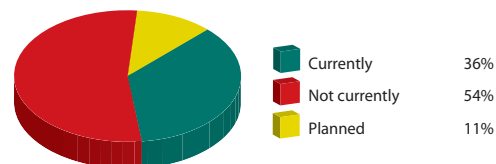
There were three open-ended questions posed in the survey that allowed respondents to share 1) what they like best about their jobs, 2) what they like least, and 3) what constituted their most significant contributions as a case manager. What follows is a summary of these comments.

What do case managers like best about their current position?

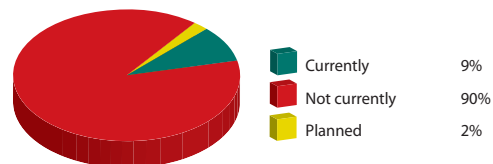
The answers provide a wide range of topics, but it is clear to say that many case managers love what they are doing.

- Flexible hours.
- Autonomy, especially for those who are independent or have the ability to telecommute.
- The fact that there is always something new and challenging in the work.
- Working in-depth with clients and helping them cope with catastrophic injuries and illnesses.
- Clinical counseling with clients from different educational backgrounds and work experience.
- Being able to make a difference.
- The ability to see change and improvement in a patient's choices.
- Training and mentoring, especially for seasoned professionals.
- Making a difference in the lives of members and helping them achieve quality health care and positive clinical outcomes.
- The opportunity to change systems and processes that do not work and implement new programs and services that meet unmet needs.
- The satisfaction that comes with discharge planning and collaborative effort with physicians, nurse practitioners, physician assistants and other members of the health care team.
- Constantly learning new things about the latest treatments.
- Assisting clients in starting a new road toward a productive lifestyle.
- Working in an environment that supports the daily use of knowledge, skills and experience in providing case management for people diagnosed with rare, orphan diseases, their families, and health care professionals.
- The sense of accomplishment from helping patients negotiate the system to arrive at the best possible plan that provides the quality and choice the patient desires.

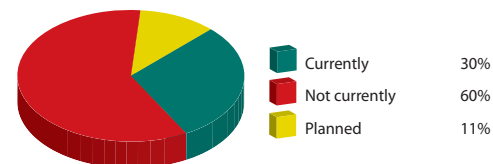
Is Your Organization Increasing the Size of its Case Management Department



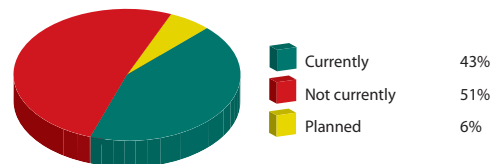
Is Your Organization Decreasing the Size of its Case Management Department



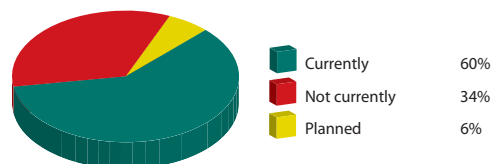
Is Your Organization Establishing a Mentoring Program



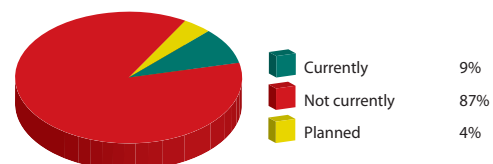
Is Your Organization Establishing a Work from Home Program



Does Your Organization Use Web-based Technology for In-services



Is Your Organization Moving to 24/7 Staffing



What do case managers like least about their jobs?

Have you encountered one of these problems in your organization? If so, what have you done to improve or change the situation?

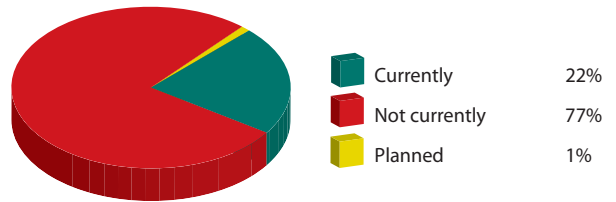
- Paperwork, lack of resources, time to do everything that is expected.
- The disregard of one's case management skills and expertise by upper management.
- The problems that occur due to lack of communication and effective communication between everyone involved in a client's recovery.
- Separating work from personal affairs, especially for those in independent practice.
- The frustration of working in a system that has built-in disincentives to return to work.
- Non-compliance of patients.
- Having to be firm when the patient and or family is being unreasonable in their requests.
- The lack of understanding of the role case managers play.
- Situations where independent judgment is neither wanted nor appreciated.
- The inability to secure needed resources.
- The multiple responsibilities case managers have, with more being added all the time.
- Performing work that could be done by an administrative assistant.
- Dealing with providers and office staff that feel all health care management companies are out for "the dollar."
- Mounting dual documentation that seems to be occurring because of numerous systems that do not interface, and the requirements of multiple entities.
- The constant influx of new members and unequal distribution of case loads.

What has been your most significant contribution(s) as a case manager?

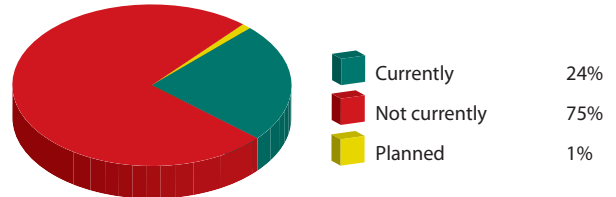
Here are some of the answers we received. It is plain to see that case managers are making a difference in the settings where they work.

- Being objective and looking at the goals of all players.
- Affecting change, standing with and assisting injured workers in their move from disability to return to work and return to life.
- Educating patients, families and providers on how care managers can help.
- Decreasing the pain and improving the efficiency of the workers' compensation system by contacting the "right people" to get answers quickly.
- Professional recognition through leadership positions in professional associations.
- Providing fair evaluations of earnings and vocational potential on personal injury claims.

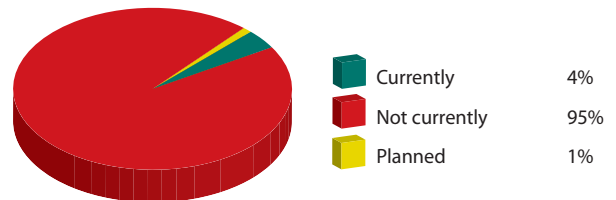
Does Your Job Include Coding Duties



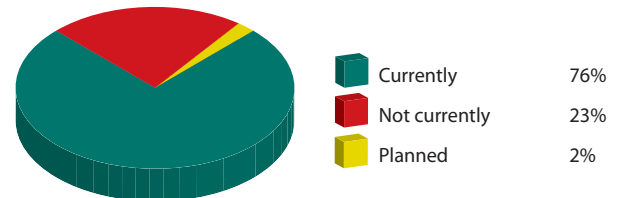
Does Your Job Include Working on Holidays



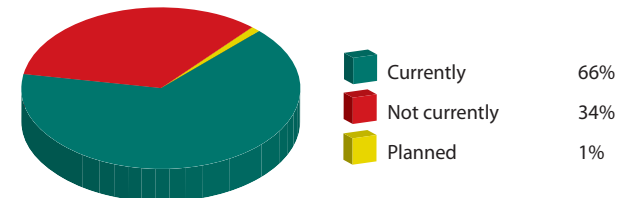
Does Your Job Include Rotating Shifts



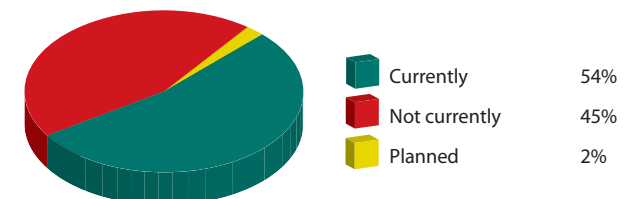
Does Your Job Include Quality Improvement Activities



Does Your Job Include Participation in Policy Decisions



Does Your Job Include Involvement in IT Decisions or Development



SALARY SURVEY

- Helping attorneys and juries understand the ramifications of serious injuries.
- Developing studies that show that insurance coverage is not identified on admission, and seeing it implemented hospital-wide to increase revenue.
- Helping people rebuild their lives.
- Helping children with life-altering diseases and congenital anomalies toward a greater quality of life and assisting the caregivers of these children.
- Developing health and wellness education sessions, including lunch and learns.
- Streamlining and improving efficiency of duties for time-management purposes.
- Fostering integration between nurse case management and behavioral health.
- Helping someone that was thought a lost cause.
- Finding community resources for patients who are in need of assistance and allowing them to stay in a home environment.
- Designing and implementing a clinical documentation management program.
- Helping the hospital build relationships with local employers and assisting patients with their needs.

We hope this survey helps effect positive change within your organization or personal practice. Through its snapshot of the industry, we hope you can achieve an augmented coordination of care and enhanced changes in the lives of your patients.

Acknowledgement

The Salary and Trends Survey is brought to you by Dorland Health, a Contexo Media Company, the publisher of *Case In Point*, the *Case Management Resource Guide* and the e-newsletter *Case In Point Weekly*. All rights reserved.

Reprints

This 2008 Salary and Trends Survey is an important tool that can be used for corporate meetings and strategic planning retreats or as a training tool for case management departments. Reprints can be ordered in quantities of 500 or more. To obtain reprints, contact Bernadette Poiesz, National Sales Manager, at 801.365.2211 or via email at bpoiesz@contexomedia.com.

If you have questions, comments or suggestions regarding the 2008 Salary and Trends Survey, please email the editor in chief at allewellyn@contexomedia.com. Furthermore, questions regarding permission of use should be directed to the editor in chief.