

RN Case Manager Behaviors

DOMAIN: Clinical Thinking and Judgment

Ability of nurses to use their clinical knowledge to affect patient outcome. It incorporates clinical reasoning, which includes clinical decision-making, critical thinking, and a global grasp of the situation, coupled with nursing skills acquired through a process of integrating formal and experiential knowledge.

	Competent	Expert	Mastery	Mastery+ for Master's prepared RNs
Clinical Assessment and Analysis	Practice is guided by policies, procedures, and standards and is driven by theory and experience	Practice relies on previous experience for focused analysis of problems and solutions with individual patient modification in order to meet outcomes	Practice is driven by an intuitive base and is self-directed, flexible, and innovative	
	Within department guidelines, assesses multi-dimensional factors (physiological, psychological, social, economic, and spiritual) of the patient/family for anticipated needs post point of service	Independently and consistently performs goal-focused and individualized assessment when planning for discharge, including those with complex pathophysiological and psychosocial needs	Exhibits highly developed assessment abilities that exemplify a comprehensive understanding of the patient/family situation and discharge needs	Demonstrates mastery of advanced assessment with diverse populations. Is able to coach and teach advanced assessment
	Identifies and recognizes actual and potential needs for care transitions	Incorporates population-specific needs related to care transitions	Able to readily identify discharge needs of even most complex and/or catastrophic patients	Incorporates the perceptions and understandings of the distinct health needs of vulnerable and at risk patients and families in planning when applicable
	Identifies and assures that the patient meets criteria for current patient classification	Proactively responds to the need for reclassification (i.e., observation to inpatient status) and appropriateness of level of care	Based on depth of knowledge with system and patient populations, utilizes processes to secure needed changes in patient classification	
Development of Discharge Plan	Identifies expected outcomes and interventions needed to meet identified discharge needs and maintain standards of practice	Accommodates unplanned events and evaluates /responds appropriately with speed, efficiency, flexibility and confidence	Is consistently effective in creating a holistic discharge planning that ensures quality outcomes even in the most challenging discharge situation	Understands the unique and cumulative effects of care (setting, circumstances, contexts, environments) and care delivery processes on outcomes --- with a goal of improving the health and safety of patients through the provision of quality healthcare
	Demonstrates basic recognition of barriers to effective and timely discharge	Recognizes barriers to effective discharge and proactively addresses them	Anticipates and prevents potential barriers	Based upon patient story, mutually identifies needs and optimizes solutions through mobilization of resources
Facilitation/ Implementation/ Evaluation of Discharge Plan	Develops, coordinates, and evaluates a safe and effective plan of care with resources available	Proactively monitors progress toward the goals of the plan and makes revisions in response to changes in patient needs and condition	Refers facets of the care plan beyond the control or influence of the team to the appropriate level of authority	Practice is driven by evidence and patient outcomes based on the patient population and allows for critical evaluation of work in the field
	Utilizes inter-professional rounds to facilitate discharge plan	Facilitates and coordinates case conferences to manage challenges with discharge plan of care	Utilizes Health System resources to resolve conflict or challenges regarding treatment decisions, if they occur	

DOMAIN: Systems Thinking

Appreciating the care environment from a perspective that recognizes the interrelationships that exist within and across health-care settings.

	Competent	Expert	Mastery	Mastery+ for Master's prepared RNs
Utilization Review and Management	Has current knowledge of utilization management: Patient classification, level of care, length of stay, insurance, regulatory bodies, and CMS Guidelines	Advocates for the patient while balancing stewardship for the organization and prudent management of resources	Teaches/coaches others related to utilization review process (e.g., making calls, UR process, Physician Advisor group, roles related to UR)	Understands policy, organization and economics of health care
	Recognizes and collects data related to avoidable days/delays	Proactively prevents medical necessity denials through education of physicians, staff, and patients, interfacing with payers and documenting relevant information	Participates in the development of performance improvement activities relevant to avoidable days/delays	
Discharge Planning	Learns patient/family story, goals, resources, and the meaning of illness/health care episode in the life of the patient	Identifies inconsistencies or gaps in patient/family story and utilizes internal and external resources to verify and/or complete story	Recognizes situations that require referral to risk management (Office of Clinical Safety), Protective Services and assures referrals are made in a timely manner	Builds and leads collaborative inter-professional groups in designing and implementing innovative solutions that address system problems and patient care issues***
	Collaboratively develops and implements transition plan with patient/family and inter-professional team***	Participates in policy, procedure, and process development or change for care management	Leads/participates in the development of standards for care management	
	Identifies, addresses, communicates, and documents actual and potential safety issues during and post transition of care, including patient referrals***	Ensures that patient story and goals are adequately communicated through telephone calls and/or electronic referrals***	Highly individualized understanding of actual and potential needs post-discharge even in most complex cases, addressing needs in multiple, creative ways with***	
		Recognizes need for onsite education of and/or evaluation by the external providers and case managers, as appropriate***	Educates external providers and case managers, as appropriate, and engages them in case conferences and/or care coordination***	
	Knowledgeable about cost, payer sources, and system resources	Negotiates with payer sources and hospital finance to achieve effective plan within resources***	Utilizes escalation processes (i.e., contracting) as needed***	
Care Coordination	Identifies patients who are at risk for readmission***	Applies interventions to proactively prevent re-admission***	Intuitively identifies patients and populations at risk for readmission, and implement strategies for improvement (e.g., Complex Case Management, Insurance Case Manager)***	Works both autonomously and collaboratively as a primary nurse to promote: <ul style="list-style-type: none"> • Care coordination • Evaluation of care Builds and leads collaborative inter-professional teams

DOMAIN: Advocacy

Working on another's behalf, representing the concerns of the patient/family/community, and serving as an agent in identifying and helping to resolve ethical and clinical concerns within the clinical setting.

	Competent	Expert	Mastery	Mastery+ for Master's prepared RNs
Patient/Family Involvement in Decision-making	Recognizes, respects, and supports patient/family rights and maintains confidentiality	Promotes patient's self-determination in all decisions, honoring that right even when decisions differ from recommendations of the healthcare team, and assists the health team's understanding of and respect for the patient's decisions	Advocates and facilitates on behalf of patients and families for service access or creation, and for the protection of the patient's health, safety, and rights***	Same expectations as Mastery Level
	Aware of UMHS patient rights and responsibilities		Recognizes limitations to patient's autonomy preventing imminent danger to the patient or others	
Goal Setting	Knows, understands, and honors patient's goals for discharge plan	Identifies critical elements of patient story in order to collaboratively and optimally facilitate patient/family goal setting for transitions of care	Evaluates patient/family's level of understanding and comfort with progress towards goals and potential need for goal revision	Focuses on patient/family behavioral change; evaluates effectiveness of behavioral change/modification
	Develops a plan for the day and plan for the stay that is based on patient goals		Identifies multidimensional (physiological, social, and spiritual) factors and integrates into ongoing goal setting and individualized plan of care	
Advocacy with Payers	Assures that patient receives information on benefits and costs related to current stay and post-discharge care and services***	Negotiates with payers regarding available options for transitions of care and informs patient of risk/cost/benefit of all options***	Identifies trends and issues in payer coverage that impact patient service delivery and works to resolve them at individual and system levels***	Same expectations as Mastery Level

DOMAIN: Therapeutic Relationships/Engagement

A constellation of nursing activities that are responsive to the uniqueness of the patient and family and that create a compassionate and therapeutic environment with the aim of promoting comfort and preventing suffering.

	Competent	Expert	Mastery	Mastery+ for Master's prepared RNs
Therapeutic Communication	Individualizes communication based on assessment of patients and families	Consistently role models individualized therapeutic communication based on patient and family needs	Intuitively uses therapeutic communication with patient/family	Intuitively uses self in the therapeutic relationship as a means to enhance care
	Possesses clarity on one's own values and how they affect interactions, relationships and boundary setting, incorporating that understanding into patient/family interactions	Identifies when peers and team members' values and beliefs affect their clinical judgment and patient/family care	Challenges and moves to resolve team biases utilizing appropriate resources (i.e., Ethics Committee) as needed***	Provides consultation/leadership with the healthcare team. Has collaborative mentoring relationships that actively engage others
Caring Practice and Engagement	Demonstrates empathy in interactions with patients and families	Plans and provides care management actions that promote intentional caring	Proactively anticipates patient/family response and provides creative approaches to optimize comfort and support	Same expectations as Mastery Level
Empowerment	Invites patients and families to actively participate in plan of care to foster growth, competence, and self-efficacy***	Maximizes patient/family participation in decision-making and goal setting along the continuum to ensure and advance the plan of care to support successful transition to the next level of care (e.g., care conferences and other practices) ***	Identifies and actively engages patient/family strengths and expertise and motivates them to implement the plan towards a successful transition***	Actively empowers and advocates for patients and families in decision-making and goal-setting***

DOMAIN: Collaboration/Communication, and Professional Relationships

Working with others in a way that promotes and encourages each person's contributions. It involves inter- and intra-disciplinary work with colleagues and ability to negotiate and resolve conflict.

	Competent	Expert	Mastery	Mastery+ for Master's prepared RNs
Valuing Teams/ Teamwork	Engaged, active team member and leader	Fosters mutual regard, respect, and trust within the team	Demonstrates team values that motivate people to care about the performance and success of others	Actively works to establish a healthy work environment
	Recognizes role of each member of the inter-professional team	Is sought out by members of the inter-professional health care team	Through shared values and a clear professional identity, demonstrates and role models an inter-professional collaborative approach to patient care	
	Demonstrates empathy and compassion in interactions with team members	Creates conditions and relationships that promote creative, innovative, and positive processes and outcomes		
Negotiation/ Conflict Resolution	Approaches conflict situations in a constructive manner	Fosters other's development of conflict resolution skills	Recognizes value of conflict in individual and organization learning and growth	Mentors others in conflict resolutions skills
	Provides and accepts feedback with a positive approach	Employs conflict resolution skills in maintaining relationships and resolving challenging situations (i.e., Crucial Conversations)	Employs negotiation skills in building and maintaining relationships and resolving challenging situations (e.g., mutual gains, interest-based)	

DOMAIN: Facilitator of Learning and Professional Development

The competency in facilitating patient, family, and staff learning. This includes supporting a learning environment characterized by safe discourse, mentoring, and team development. Teaching, along with patient and family learning, is embedded in care.

	Competent	Expert	Mastery	Mastery+ <i>for Master's prepared RNs</i>
Patient/Family	Identifies patient/family level of understanding of their disease process, and care needs			Constantly evaluates policies/procedures/protocols, related to patient/family outcomes for effectiveness
	Identifies patient and family ability and willingness to learn and considers preferred way to learn	Incorporates preferred learning style/ way to learn in order to maximize patient/family education	Evaluates responsiveness to education, including understanding and psychomotor skills	
	Assures individualized educational plan is in place	Monitors progress toward goals of educational plan and work with appropriate team members to modify as necessary***	Mobilizes resources for learning needs in order to address even the most challenging situations post discharge***	
	Ensures that education regarding disease process and care needs has been provided by the appropriate members of the health care team***	Identifies inconsistencies in education provided, and works to clarify and resolve for patient/family prior to discharge***	Serves as expert resource and facilitates other staff in improving patient education Collaborates with other disciplines to develop and/or implement patient/family educational materials and teaching programs	Serves as a consultant and facilitates other staff efforts to improve patient education
Nurse/Inter-professional Team	Provides basic information regarding level of care, resources, insurance, and community resources	Provides information to the inter-professional team regarding available resources and insurance benefits for acute and post-acute services***	Able to share comprehensive in-depth perspective on level of care, resources, insurance and community resources from pre-admission to discharge, including the most complex patients***	Contributes to the knowledge base of the healthcare system. Assumes the role of working collaboratively or supporting and guiding colleagues
		Conducts and provides inservices and/or participates in orientation of new staff members	Able to provide just in time teaching as needed for complex cases and/or unanticipated outcomes Creates staff education tools	Constantly evaluates policies/procedures/protocols, related to patient/family outcomes for effectiveness
			Mentors and develops the leadership qualities of others, including advancement in the Role Specific Advancement Model	Builds and supports a mentoring culture

Facilitator of Learning and Professional Development continued on next page...

	Competent	Expert	Mastery	Mastery+ for Master's prepared RNs
Self	<p>Maintains current knowledge of case management, utilization management, and discharge planning, as specified by federal, state, and private insurance companies</p> <p>Identifies own learning needs and sets goals for knowledge/skill enhancement within the practice setting</p> <p>Attends inservices, department continuing education, and staff meetings</p> <p>Participates in department continuing education offerings</p> <p>Completes all mandatory programs</p>	<p>Attends conferences and other CE offerings in order to educate self regarding current practices and trends</p> <p>Sets goals for knowledge/skill enhancement within and beyond the practice setting</p> <p>Holds departmental and/or hospital wide committee membership</p>	<p>Demonstrates evidence of advancing professional identity (at least one):</p> <ul style="list-style-type: none"> • Certification (i.e., ACM; CCM, other specialty) • Advancing education (i.e. Master's Degree) • Active participation in professional organization (i.e., ACMA, MNA) • Active membership/leadership role in institutional groups related to nursing or patient care • Speaking, media exposure, publishing, policy making 	<p>Evidence of advancing professional identity at state, regional, national, international levels***</p> <p>Pursues learning as a journey of ongoing personal development and excellence in and beyond chosen discipline</p> <p>Maintains certification in area of specialty</p>

DOMAIN: Response (responsiveness; sensitivity) to Diversity

The sensitivity to recognize, appreciate, and incorporate differences in the provision of care. Differences may include, but are not limited to, individuality, culture, spiritual beliefs, gender, gender expression, sexual orientation, race, ethnicity, family configuration, lifestyle, socioeconomic status, age, values, etc.

	Competent	Expert	Mastery	Mastery+ for Master's prepared RNs
Patient/Family	<p>Aware of and values the diversity in patients and families, incorporating diversity considerations in patient care</p> <p>Seeks to learn about and optimize the unique contribution inherent in the diversity and culture of each individual</p> <p>Assures all communication is non-judgmental and sensitive to cultural differences within the environment</p>	<p>Demonstrates actions that incorporate the rich traditions, beliefs, and values of patients and families in relation to transitions of care</p> <p>Advocates for culturally competent plan of care</p>	<p>Embraces visible and invisible diversity; seeks out perspectives from those of different backgrounds and cultures</p> <p>Integrates understanding of populations into patient care</p> <p>Models and teaches responsiveness to diversity and holistic care</p>	<p>Same expectations as Mastery Level</p>
Professional Relationships	<p>Aware of and values diversity in all members of the health care team</p> <p>Recognizes own biases and demonstrates empathy as a member of the health care team</p>	<p>Promotes group norms that demonstrate valuing of all health care team members</p>	<p>Depends on and utilizes the diversity of workforce to enrich and build highly effective teams</p>	<p>Same expectations as Mastery Level</p>

DOMAIN: Advancing Evidence Based Practice through Innovation and Research

Demonstrates ongoing innovation by reviewing, critiquing, and applying evidence to practice by applying performance improvement methodologies.

	Competent	Expert	Mastery	Mastery+ for Master's prepared RNs
Evidence Based Practice Research	Demonstrates an awareness of current literature in care management	Independently seeks out opportunities to share and influence evidence based practices in care management (e.g., Journal Club, Staff Meeting, Newsletter, forums)	Evaluates effectiveness of Evidence Based practice changes	Applies logical, critical & creative thinking to a range of clinical challenges modeling this behavior to colleagues. Routinely utilizes evidence based practice databases, monitoring data
	Collects data to support quality initiatives and concerns	Participates in Continuous Quality Improvement projects relevant to care management and/or clinical specialties Identifies trends and areas for quality exploration	Leads CQI projects from initiation through conclusion	Leads unit/area based and/or institutional CQI projects Consistently role models and infuses evidence based knowledge into practice Leads change in practice, based on best practices/evidence, to improve quality outcomes Fosters intellectual inquiry and knowledge development

DOMAIN: Contribution

For all levels - Designated by **bolding** within domains.

DOMAIN: Coordination

For all levels - Designated within domains with ***