

The voice of the Case Manager

CMASANOW

CMASA Conferences 2024

12TH ANNUAL CMASA CONFERENCE
award winners

FLEXIBLE LEADERSHIP
through executive coaching in the public sector

CASE MANAGEMENT
in home-based rehabilitation

LEADING THE WAY: KZN CHAPTER
journey to excellence in medical case management

NURTURING PROFESSIONAL IDENTITY
The Crucial Role of a Clinical Case Manager (Part 1)

Note from the desk of the NOC Chairperson

Yvonne Bredenhann - South Africa



Good day to all the wonderful Case Managers

Oooh Boy, here we go again, a reflection on conferences, and there are so many exciting events but limited space.

Highlights to share would need to be a successful launch of the ISIG online sessions, this a joint initiative between CMSA and CMASA – and include Kenya, Saudi Arabia and Germany committee members. Sharing of work processes and ideas has really proven to be fruitful as well as a learning to all.

CMASA, once again, had an extremely successful conference and workshop, and we are currently working through your valuable feedback and taking suggestions on how to build and grow in order to make KZN 2025 conference even more memorable.

CMASA has the potential and capabilities to grow and become an association recognised internationally we just need dedication and commitment from the passionate case managers in our industry.

Case managers are the hardest working individuals in my opinion, we are constantly in fight and flight mode, either with Dr's, Funders or hospitals, but in the end we are making a difference to Our patients, funders and Dr's.

Along the way, we often neglect ourselves, we offer up long hours and need more than a few cups of coffee, energy drinks and chocolate just to get through a day. Each and every one of you is appreciated and valued, take time, and look after yourself.

I would like to take this opportunity to thank all our sponsors and the board for all the hard work and planning and arrangement behind the scenes, and we look forward to your continued support.

Regards

Yvonne

12th CMASA Conference - Cape Town April 2024

By CMASA

The 12th Annual CMASA Conference 2024, which was held at Century City Conference Centre in CapeTown, was great and as usual it did not disappoint.

The one day of Workshop and 2 days of Conference was jam-packed with great topics and wonderful speakers and flew by so quickly.

In true CMASA style it was really great to give credit and recognise all the jewels of the industry.

Congratulations to all our winners and we sincerely hope this encourages other Case Managers to sign up for the training offered through DUXAH, submit their case studies, so they too can get recognition for the hard work, dedication and commitment to our industry.

As usual every year after Conference, we have a survey where we ask what your thoughts were of the Workshop & Conference and how we can improve. We received very few responses and we sent it out again but this time with an incentive, we offered a prize. Out of 175 delegates we only received 35 responses. Come on case managers, we need your input. This is YOUR Association.

Congratulations to Nonhlanhla Jaftha from the RAF, Cape Town who won a R500 Takealot voucher.

Our Winners



**Case Manager of the Year
Funder - Winner**

Funeka Ntsundushe



**Case Manager of the Year
Funder - Runner Up**

Award received on behalf of
Lebo Nohiya



**Case Manager of the Year
Hospital - Winner**

Sharona Maipath



**Case Manager of the Year
Hospital - Runner Up**

Xolani Mndebele

Our Winners



**Collaborative Team of the
Year**

Life Healthcare - Cape Town



Chapter of the Year

KwaZulu Natal



**Keith Bonsall Leadership
Award**

Gavin Knell



**Duxah/CMASA Student of
the Year**

Zanap Jattiem

Our Winners



**Caressa Choice Case
Manager of the Year**

Lizbé Knell



**Gala Dinner & Awards Best
Dressed**

Rasheeda Fredericks

In our next edition we will show case some of the Case Studies that got our colleagues awarded. We would like to encourage you to submit entries for these awards when the time comes. Remember this is only for paid up members of CMASA.

Flexible Leadership through Executive Coaching in the Public Sector

By Leonie Meyer, Medical Manager, RAF Cape Town

Public sector organizations in South Africa are under pressure to perform and deliver on their mandates amidst rising costs and limited resources.

Pressures are not only local but also global, which require leaders to adjust their leadership styles to generate success and positive outcomes for all citizens in the country. In the experiences of coaches, who work in the public sector, there are many brilliant courageous leaders with an openness to learning about themselves. These are the leaders who recognize their own limiting assumptions, they are more aware, they understand the challenges in their environment, and they want to lead differently.

The overwhelming feedback from coaches, however, describe public sector leaders with fixed mindsets, autocratic inflexible leadership behaviours and a focus on management as opposed to leadership. Global trends are fluctuating and developing in dynamic and uncertain ways, which require leaders to adjust themselves accordingly. The results from the research presented in this article, provide valuable information for leaders, coaches and public sector organizations in South Africa who desire to see public sector leaders rise above the challenges they face through coaching.

Public sector leaders' ability to adapt their leadership styles are hindered by fixed mindsets

and authoritarian conduct, which in turn reduces their ability to achieve success for themselves, their teams, and organizations. Public sector leaders would benefit from developing flexible leadership, which is described as the ability to modify one's leadership style, method, or approach in response to various and changing settings. Executive coaching offers leaders a coaching partnership, which creates a safe confidential supportive space where leaders may be guided by a coach and helped to overcome individual and environmental barriers.

Coaching helps leaders to deal with the challenges limiting their ability to develop flexible leadership behaviour and unlock self-limiting beliefs. A fixed mindset often limits leaders in how they learn and relate in their teams. A conscious cognition coaching approach guides leaders in opening themselves up to learning, understanding the importance of influence and empathy in relationships. The unconscious cognition coaching approach helps to create awareness of the leader's management behaviours to change their focus from task to include people. A questioning coaching approach guides the leader to shift perspectives, deepening their understanding of themselves, their behaviour, relationships, and the system they operate in. A behavioural coaching approach helps leaders review negative behaviours which inhibit performance and

develop new insight to make the needed changes in how they show up at work. The political and administrative hierarchy in the public sector was found to make those in lower positions feel inferior. Through behavioural coaching leaders can shift their thinking and develop new behaviours which enable junior leaders to speak up confidently and guide senior leaders to adopt a more humane inclusive leadership style. A systemic coaching approach helps leaders to negotiate the often hostile, toxic public sector environment by influencing their behaviour and attitude. Coaching helps public sector organizations to put the leader at the core of the culture empowering them to collaborate bringing out the best in team members.

People are the heart and soul of an organization, and this affords leaders a unique role in caring for team members in their organization. Leaders in the South African public sector require a transformation in existing leadership behavior to guide organizations towards successful service delivery and caring for the South African population. The public sector leadership should establish dynamic capabilities to adapt, learn, and develop capacity to align public services and citizens' needs.

“If we want to change South Africa we should not wait for someone else to do it, or wait for the perfect time. We are the chosen ones, the power is within us and the time is now!”

– Dr Marko Saravanja

Case Management in Home-Based Rehabilitation

By Mr. Leron Hector, Co-founder: Physiotherapy@Home



As healthcare providers, we bear the ethical responsibility to advocate for patients' rights and act as change agents within our market, continuously striving to enhance the quality and accessibility of services. Case management cannot be accomplished in isolation, and this association exemplifies the opportunity to build highly functional, collaborative, and accountable healthcare teams.

Patient's Rights Charter

The Patients' Rights Charter is the cornerstone of healthcare provision in South Africa. Developed by the National Department of Health in 1999, it guarantees every South African's basic human right to access healthcare services, as enshrined in the Constitution. Understanding and adhering to this Charter is crucial for delivering compassionate and effective healthcare in South Africa.

The Charter outlines the rights of every citizen accessing healthcare services and the responsibilities of every patient within the republic. Healthcare providers must be well-versed in the provisions of this Charter to ensure compliance and promote good clinical practice.

Nurturing trust between healthcare providers and patients in line with the Charter is an ethical duty.

Here are two key points from the Charter that are particularly important when considering home-based healthcare and the continuum of care from the acute to the community setting:

1. **Participation in Decision-Making:** Every citizen has the right to participate in developing health policies and decision-making on matters affecting their health.
2. **Continuity of Care:** No patient should be abandoned by a healthcare professional or facility without proper referral or handover.

Challenges in Home Healthcare Service Delivery and Coordination

Home healthcare presents unique challenges shared by clinical and coordinating teams, including:

1. **Limited Resources:** Home healthcare often lacks the resources available in hospitals, such as specialized equipment and medications, leading to disparities in access and outcomes.
2. **Patient/Provider Safety Concerns:** Ensuring safety at home is challenging, particularly for patients with mobility or cognitive issues.
3. **Communication:** Effective communication is essential but can be fragmented due to

- different schedules and locations.
4. **Coordination of Care:** Coordinating multiple healthcare providers can be challenging, risking fragmented or duplicated care.
 5. **Lack of Training:** Family caregivers often lack formal training, leading to uncertainty and anxiety about providing adequate care.
 6. **Compliance:** Encouraging adherence to prescribed exercises and lifestyle modifications can be difficult without proper motivation and support.
 7. **Emergency Preparedness:** Planning for medical emergencies at home requires careful preparation and coordination.
 8. **Documentation and Compliance:** Maintaining accurate documentation is essential for regulatory compliance and reimbursement.

The Need for Greater Self-Efficacy

A substantial knowledge gap exists between healthcare providers and patients. Despite increased access to information, patients rely on healthcare providers for proper education. The Patients' Rights Charter ensures patients can participate in decision-making, and healthcare providers must present all relevant information. Self-efficacy is crucial, as patients with high self-efficacy actively participate in health behaviour changes, improving their recovery and outcomes.

Essential Tools for Effective Case Management

Comprehensive support and coordination throughout the rehabilitation process optimizes recovery, enhances quality of life, and facilitates successful transitions back home.

Tools like Evidence-Based Practice (EBP) and the International Classification of Functioning, Disability, and Health (ICF) framework are essential for effective patient management.

Digital infrastructure is a vital tool for delivering decentralized care by enabling remote monitoring, telehealth, interoperability, care coordination, patient engagement, and self-management.

Leveraging digital tools enhances access to care, improves quality, and optimizes resource utilization.

Daring to Dream

Innovation starts with a vision of what could be, even amid challenges. Home-based healthcare requires creative solutions and a reimagining of the entire care experience. Failure is a steppingstone to success, and daring to dream means envisioning a future where home-based healthcare inspires and empowers patients and providers alike. But dreaming alone is not enough. It requires action – the courage to turn those dreams into reality through innovation and perseverance.

So, I urge you all to dare to dream – to envision a future where home-based healthcare is not just a necessity but a source of inspiration and hope.

Let us harness the power of innovation to transform the way we care for our loved ones and communities, one bold idea at a time.



Leading the Way: KZN Chapter's Journey to Excellence in Medical Case Management

By Tanuja Ranjit, Case Manager, Netcare Limited, Durban, KZN

In a recent announcement that reverberated throughout the healthcare community, the KwaZulu-Natal (KZN) chapter was awarded the prestigious title of Chapter of the Year for case management. This accolade, bestowed upon the chapter by industry leaders, signifies not only a remarkable achievement but also a testament to the unwavering dedication and innovative spirit of the healthcare professionals within the region.

What does it truly mean for KZN to be chosen as the Chapter of the Year for case management? It goes beyond mere recognition; it signifies a commitment to excellence, a dedication to improving patient outcomes, and a relentless pursuit of innovation in healthcare delivery. So, what did KZN do differently to stand out among its peers?

One of the key factors that set KZN apart was its willingness to embrace change and innovation in the field of case management. Rather than adhering to traditional approaches, the chapter dared to think differently, challenge the status quo, and explore new avenues for improving patient care.

For instance, KZN implemented innovative practices and initiatives aimed at optimizing patient care, enhancing interdisciplinary collaboration, and maximizing resource utilization. These efforts not only led to

improved patient outcomes but also positioned the chapter as a leader in the field of case management.

Moreover, KZN prioritized collaboration and teamwork, forging strong relationships with healthcare professionals, administrators, and other stakeholders. By leveraging collective expertise and resources, the chapter was able to amplify its impact and reach underserved populations more effectively.

However, the journey to becoming the Chapter of the Year was not without its challenges. KZN faced skepticism, resistance, and financial constraints along the way. Securing sponsorship for case management proved to be particularly challenging, as some potential sponsors failed to grasp the significance of the chapter's work or doubted its impact.

Nevertheless, through perseverance, resilience, and sheer determination, KZN overcame these challenges, proving that where there is a will, there is a way. The chapter's success serves as a beacon of hope and inspiration for other chapters striving to achieve similar recognition.

Therefore, what helped with KZN's journey to excellence in case management?

- Firstly, set clear goals and objectives aligned with the mission of your

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- organization. Define what success looks like and develop a roadmap to get there.
- Secondly, invest in continuous learning and development. Stay abreast of the latest trends, best practices, and regulatory changes in case management through training, workshops, and conferences.
 - Thirdly, prioritize collaboration and teamwork. Build strong relationships with healthcare professionals, administrators, and other stakeholders to leverage resources and expertise.
 - Fourthly, embrace data-driven decision-making. Utilize data analytics and performance metrics to identify areas for improvement and track progress towards your goals.
 - Lastly, advocate for your cause. Be a vocal champion for medical case management,

and effectively communicate the value of your work to stakeholders, including potential sponsors.

In conclusion, the recognition of the KwaZulu-Natal chapter as the Chapter of the Year for medical case management is a testament to its unwavering commitment to excellence and innovation in healthcare delivery. By sharing their journey and insights, KZN provides a roadmap to make a positive impact on patient care and outcomes.

The KZN Chapter Team

- Tanuja Ranjit - Chairperson
- Farishna Inderlall - Secretary
- Annie Moodley and Maria Caldwell - Marketing and Communications

Recipe

Winter is here, so its time to have some yummy warm soup

Ingredients:

- 15ml soft margarine or butter
- 1 onion, peeled and diced
- 2 cloves garlic, peeled and crushed
- 5ml (1tsp) Robertsons cinnamon
- 1kg butternut squash, peeled and diced
- 750ml (3 cups) water
- 1 Knorr Vegetable Stock Pot
- 250ml (1 cup) fat free yoghurt



Preparation Method:

1. Melt the margarine or butter in a deep pot, then add the onion and garlic and fry until soft.
2. Add the Robertsons Cinnamon and fry for 2 minutes to release the flavour and aroma. Then add the cubed butternut, water and Knorr Vegetable Stock Pot, and stir well.
3. Bring to the boil then reduce the heat and simmer for 25-30 minutes, or until the butternut is tender.
4. Remove from the heat and blend until smooth using a food processor or stick blender. Stir in the yoghurt and season to taste. For a richer, creamier taste, use cream instead of yochurt.
5. Serve hot with bread.



CMASANOW Advertising Opportunity

CMASANOW Magazine is our very own publication, specifically geared towards the Case Manager. This is a quarterly publication packed with interesting articles, the latest international and local industry news, as well as vital information to help you become the best case manager possible.

Should you or your business be interested in featuring and advertising in CMASANOW, please contact **Carol Garner on 010 592 2347** or email **info@casemanagement.co.za**.

Nurturing Professional Identity: The Crucial Role of a Clinical Case Manager - Part 1

By Carol Garner Rn CCMSA

Introduction

In the intricate web of healthcare, where every thread plays a vital role, the position of a clinical case manager stands out as a linchpin. Tasked with coordinating care, advocating for patients, and navigating the complex healthcare landscape, clinical case managers embody a unique professional identity.

Significance of Professional Identity

The professional identity of a clinical case manager is not merely a title; it's a culmination of skills, values, and attributes that define their approach to patient care. A strong professional identity fosters trust among patients and colleagues, enhances job satisfaction, and promotes effective collaboration within interdisciplinary teams. Moreover, it instills a sense of purpose and fulfillment in the role, driving continuous growth and improvement.

Key Components of Professional Identity

1. **Compassion and Empathy:** At the core of a case manager's identity is the ability to empathize with patients and their unique circumstances. Compassion forms the foundation of meaningful patient interactions and fosters trust and rapport, essential for effective care coordination.
2. **Advocacy and Empowerment:** A strong advocate for patients' rights and needs, a clinical case manager navigates bureaucratic hurdles, facilitates access to resources, and ensures that patients

receive the support they require.

Empowering patients to actively participate in their care decisions promotes autonomy and enhances overall outcomes.

3. **Clinical Competence:** Proficiency in clinical knowledge and understanding of healthcare systems are indispensable for effective case management. Staying abreast of advancements in medical practices, treatment modalities, and healthcare policies equips case managers to make informed decisions and provide evidence-based care.
4. **Communication and Collaboration:** Effective communication lies at the heart of successful care coordination. Case managers must adeptly communicate with patients, families, healthcare providers, and community resources, ensuring that everyone is informed and aligned towards common goals. Collaborating with interdisciplinary teams fosters synergy and facilitates holistic patient care.

Challenges and Resilience

Despite its inherent rewards, the role of a clinical case manager is not without challenges.

Navigating fragmented healthcare systems, managing diverse patient populations, and balancing competing priorities demand resilience, adaptability, and problem-solving skills. Case managers often encounter ethical dilemmas, resource constraints, and emotional fatigue, requiring a strong support network and self-care strategies to mitigate burnout and maintain professional integrity.

Caressa Case Managers' Choice Award

We started with the **Caressa Case Managers Choice** awards last year in June, where every month we asked for nominations for a case manager, this should be done by a colleague. The monthly award was a R1000 cash and at Conference one of these monthly winners will get a grand prize of R20 000.

It was great for those who got awards, but disappointing because we got very few entries monthly.

It really is very easy to do and doesn't need to be a long motivation.

Our grand prize winner for 2023/24 was **Lizbé Knell**, see below nomination:

I would like to nominate Lizbé Knell from Netcare Pretoria BOC team, Lizbé always goes above and beyond for her patient's, but this month she went even further, she sat on the phone with the medical aid for more than 40 mins to get auth for ECMO for a dying child, she then went to the ward to personally deliver the news about the auth, when she got to the ward they were doing CPR on the child she assisted and bought energy drinks from her own pocket for all doctors and nurses in the unit as she felt they were tired due to being busy with the resus for so long, she stayed in the unit to answer the phone and get things done for the resus team which was more than 15 people.

She always tries to make people's day better and assist where ever she can.

We hope to see more entries and remember this is only for paid up members of CMASA.

Congratulations to Judy Sayed from Dundee Hospital who is the May 2024 winner.

Please remember to send your nominations directly to casemanageroftheyear@caressa.co.za by the 28th of the month.

Sponsorship Opportunity

Calling All Case Managers

Sponsors are the lifeline of the Association and there is always an opportunity for a sponsor to get involved as a speaker or exhibitor at the chapter meetings or conference.

We need your help to make this the best conference of all time!!

CMASA are lucky enough to have our regular supporters, our sponsors, but we always need more support and more funds.

These sponsors allow us the ability to keep conference fees and membership fees at a minimal. This also allows us the opportunity to be able to offer you a spectacular conference, as well as to be able to do more for you, our members.

If you know of any potential sponsor, please put them in touch with us and you and your chapter will benefit directly from the income generated, even if the sponsor is for conference.

Put your thinking caps on and approach companies such as corporates, insurance, wellness, pharmacies, gyms, equipment suppliers etc. Let us grow our support base together.

Member Challenge

Each member finds one person to join the Association and pay their fees, that will then enter them into a draw for a 50% discount off their conference fee.

Note from the desk of the Exco Chairperson

Carol Garner



Greetings,

Once again, our annual conference did not disappoint, the enthusiasm of the delegates was palpable.

It was awesome to see so many new faces and to see everyone networking and sharing thoughts and ideas.

For me it was concerning to see how we seem to have moved away from patient centered case management and we are in danger of reverting to data capturers, managing data and not patients.

I encourage you to have a good look at the role you are playing and compare it to the definition of our profession and the standards of practice and see where you fall.

It's up to us to take control and go back to basics so we can truly call ourselves case managers, you owe it to yourself and most of all your patients.

Congratulations once again to the stars of the industry on their awards, these were all well-deserved and for me one of the most exciting things was the nonclinical recipients.

Till we meet again

Stay Passionate about your Profession.

Carol