



THE ROLE OF CASE MANAGERS IN HOSPITALS: SCOPING REVIEW

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ABSTRACT

Patient-centred care' refers to an approach to healthcare that is caring and responsive to patients' preferences, needs and values, where patients are involved in discussions about their health condition. Experts have endorsed a case management-based nursing model to fulfil patients' preferences and rights to make care choices that meet their needs and expectations. One of the solutions developed to create more patient-centred care is the appointment of a case manager. This study aims to determine how case managers have implemented their role in hospitals in Indonesia and abroad. This study used a scoping review method. Articles were collected from online databases including ScienceDirect, PubMed, and Garuda with the keywords 'role' AND 'case manager' OR 'nurse case manager' OR 'case management' AND 'hospitals'. Article selection was based on the PRISMA Extension for Scoping Review (PRISMA-ScR) guidelines. The results showed 11 articles that met the inclusion criteria. The results concluded the weaknesses and advantages of the case manager role. This study concluded that the roles of case managers both in Indonesia and abroad have similarities, but still have weaknesses and advantages of each.

Keywords: case management; case manager role; hospital; indonesia; overseas

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INTRODUCTION

'Patient-centred care' refers to an approach to healthcare that is caring and responsive to patients' preferences, needs and values, where patients are involved in discussions regarding their health condition. Problems often encountered in hospital care include too much focus on technology (technology-centred), doctors (doctor-centred), institutions (hospital-centred), or disease (disease-centred). (Yuliati et al., 2019), (Aeni, 2014; Aini et al., 2021) Experts have endorsed a case management-based nursing model to fulfil patients' preferences and rights to make care choices that meet their needs and expectations. (Aeni, 2014) One of the solutions developed to create more patient-centred care is the appointment of case managers. (Wangi & Sundari, 2023) Case managers are hospital professionals responsible for managing patient care and working with health professionals to ensure quality outcomes. (Aeni, 2014; Gde et al., n.d. Health Advancement affirms that nursing has an important contribution to healthcare reform and the demand for safe, quality, patient-centred, accessible, and affordable healthcare. Nurses are ideally positioned for this role, as nursing consistently embraces an approach to care that is holistic, inclusive of patients, families, and communities and oriented towards empowering patients in care, they assume responsibility for self- and disease management. (Cheng et al., 2018; Salmond & Echevarria, 2017; Unsworth et al., 2024).

The role of the case manager has become more important in the United States over the last decade with healthcare reform and changes in insurance and reimbursement strategies 'Medicare/Medicaid'. (Frankel et al., 2018) According to the Case Management Society of America (CSMA), case managers are healthcare professionals who act as patient advocates,

providing support, and guidance and coordinating care for patients, families and caregivers as they navigate the health and wellness process. They serve as the primary liaison, bringing patients/caregivers together with the healthcare team and the community to optimise acute and chronic disease management and improve public health.(Perez & CCM, 2023) Meanwhile, according to the Hospital Accreditation Commission (KARS), the role and function of case managers are to facilitate the fulfilment of patient care needs, optimise the implementation of patient-focused services, optimise the reimbursement process, case manager assessment, case manager planning, communication and coordination, education and advocacy, quality control and cost of patient services.(SAKIT, 2018; Sakit, 2018; Sunaringtyas et al., 2015) In this context, it is important to know the extent to which case managers have implemented their role in hospitals both in Indonesia and foreign. This study aims to map the scientific evidence on case managers in their role in hospitals in Indonesia and foreign.

METHOD

This research applied the scoping review method, which was chosen for its ability to explore the research topic in greater depth. The research stages included formulating research questions, setting keywords for article searches, searching for articles using these keywords, analysing and compiling the results of the reviewed articles, and producing a research report. In identifying various topics related to the role of case managers in hospitals, this research used the PRISMA Extension for Scoping Review (PRISMA-ScR) approach.

Stage 1: Identifying Research Questions

The first stage of this study was to identify the research questions using the PICO framework, which includes population, intervention/exposure, comparison, and outcome. The population studied was case managers, with a focus on the exposure to their role in the hospital. No comparators were used, and the expected outcome was a description of the case manager's role in the hospital. Thus, the research question raised was, ‘Is there a difference in the role of case managers in Indonesian and foreign hospitals?’

Stage 2: Determining keywords

The scoping review sourced articles from ScienceDirect, PubMed, and Garuda. The search used keywords such as ‘role’ AND ‘case manager’ OR ‘nurse case manager’ OR ‘case management’ AND ‘hospitals’.

Stage 3: Determining inclusion and exclusion criteria

The inclusion and exclusion criteria are determined in Table 1.

Table 1.

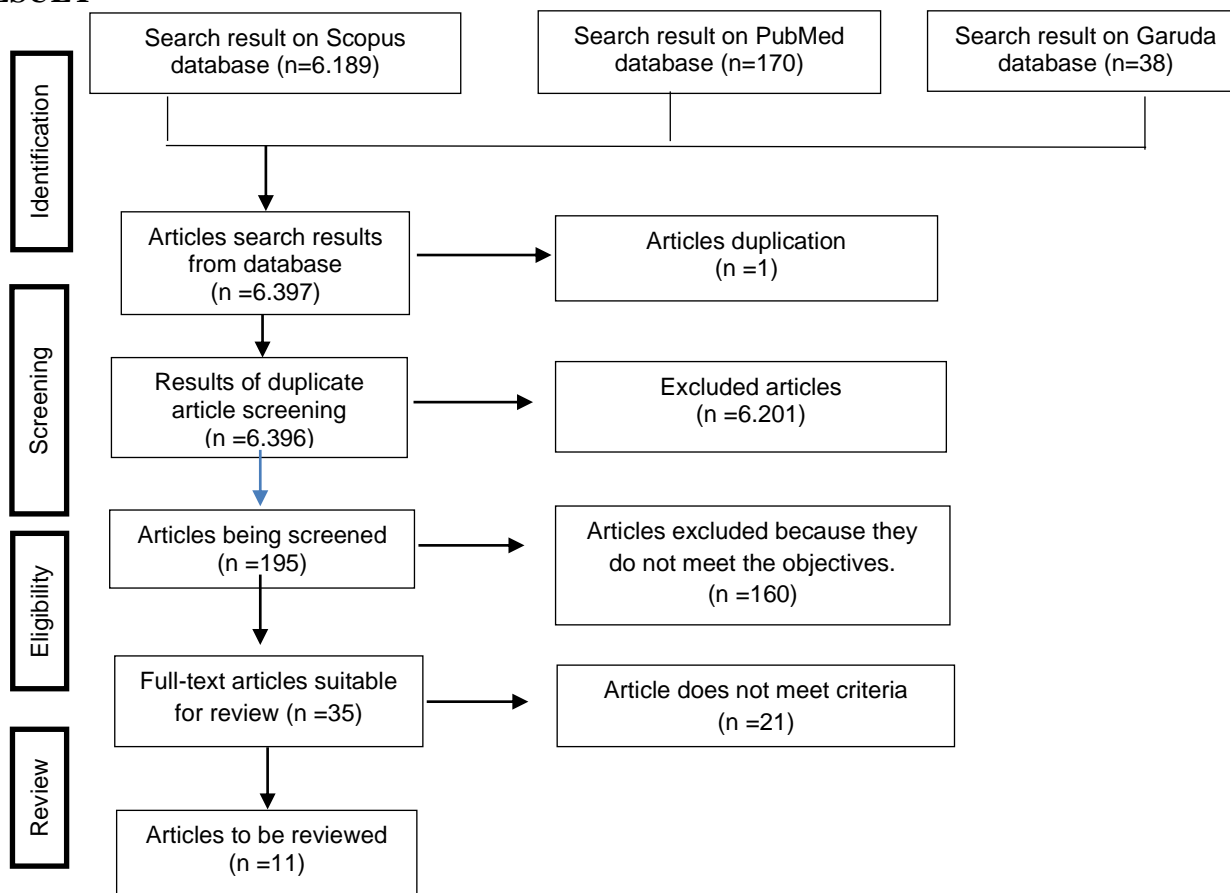
Inclusion and Exclusion Criteria

Inclusion criteria		Exclusion criteria	
1.	Articles published in English and Indonesia	1.	Not published in a journal
2.	Articles published in 2014- 2024 (last 10 years).	2.	The result is that there is no case manager role in Indonesian and overseas hospitals
3.	Original Research	3.	This article is a review of existing research
4.	Qualitative and quantitative design	4.	Full text not available
5.	Free full-text available		
6.	The research subjects were case manager		
7.	The article states the results of research into the role of case managers in Indonesian and foreign hospitals		

Stage 4: Articles collection and studies selection

Articles were collected through online databases, namely Scopus, PubMed, and Garuda. Article selection followed PRISMA-ScR guidelines as the standard. The results of this process are shown in Figure 1.

RESULT



The articles selected from these journals were mainly research articles on topics such as ‘The role of case managers in hospitals,’ which were available in full-text and open-access format. The data sources for this study were ScienceDirect (n=6,189), PubMed (n=170) and Garuda (n=38). The article selection process included the following outcomes: duplicates (n=1), exclusions (n=6,201), pre-screened articles (n=195), articles excluded for irrelevant purposes (n=160), full-text articles eligible for review (n=35), articles that met the review criteria (n=11), and articles that were reviewed (n=11). The articles included in the study are listed in Table 2.

The results of the scoping review process are shown in Figure 1. Of the 6,397 eligible studies, eleven studies focusing on the role of case managers in hospitals were included in this review. The studies included in the review were distributed in Korea (n=1), the United States (n=1), Italy (n=2), and Indonesia (n=7). The studies included in the review process had different research designs: Thematic analysis (n=1), cross-sectional (n=3), qualitative (n=5), retrospective (n=1), and pre-experimental (n=1).

Table 2.
Analysis of the Results of Selected Articles

No.	Title and author, year of publication	Country	Design and sample	Results	Conclusion
1.	Nurse Case Managers' Experiences on Case Management for Long-term Hospitalization in Korea. Jinjoo Oh, Ph.D., RN, GNP, Seieun Oh, Ph.D., RN. 2017 (ScienceDirect).	Korea	Thematic analysis, data were collected through in-depth interviews. 23 participants	The case manager's position is often unclear, accompanied by work-related emotional distress. Eleven subthemes were identified: chasing potential patients; dealing with hostility; dealing with discharges without a destination; national welfare policies increasing the cost of care; encouragement from the Medical Assistance Programme for hospitalisation; misuse of inpatient facilities; feeling restricted; working without authority; meeting set role expectations; being disturbed by social criticism; and feeling indifference and lack of protection.	Describes the complex challenges faced by case managers, including issues related to public health and welfare policies, conflicts of interest among stakeholders, and the personal and social vulnerabilities of beneficiaries.
2.	Relationship between nurse case manager's communication skills and patient satisfaction at hospital in Jakarta. Imelda Avia, Hanny Handiyani, Dewi Gayatri. 2020 (ScienceDirect).	Indonesia	Cross-sectional study. 110 participants	The case manager's communication skills are the factor that most influences patient satisfaction. Factors that hinder communication are environmental and personal characteristics. Environmental factors include high workload, inappropriate timing, lack of privacy, and noise. Personal characteristics include a lack of communication skills	There is a significant relationship between communication skills and patient satisfaction
3.	The effect of diabetes case management and Diabetes Resource Nurse program on readmissions of patients with diabetes mellitus. Andjela Drincic, Elisabeth Pfeffer, Jiangtao Luo, Whitney S. Goldner. 2017.(ScienceDirect).	United States	Retrospective analysis. 34,472 participants	Analysed 34,472 discharged patient records from the 18-month pre-intervention period, and 32,046 records from the 18-month post-intervention period. The overall 30-day readmission rate for diabetic patients decreased significantly from 20.1% (before) to 17.6% (after) the intervention ($p < 0.0001$). Patients seen by diabetes educators had the lowest 30-day readmission rate (15% during the study), a rate close to the overall hospital readmission rate in patients without diabetes.	The role of case managers in diabetic patients reduces readmissions in hospitalisation.

No.	Title and author, year of publication	Country	Design and sample	Results	Conclusion
4.	Peran case manager dalam mendukung patient centered Care di rumah sakit umum daerah tobelo study:Henomenology eksploratif. Christian Mailoa, Blacius Dedi, Shindi Trihapsari. 2023. (PubMed).	Indonesia	Qualitative with phenomenological approach. 12 participants	thematic analysis results as follows: 1) Qualifications and Competences: The case manager is appointed by a decree from the Director and has participated in workshops and training, 2) SOP of Task Implementation: Case managers have carried out their role but not yet optimal 3) Completeness of Documents: documents, policies and SPOs related to the implementation of case managers have not all been made and disseminated to relevant units. 4) Reporting System: the implementation of implementation of the case manager, for the flow of implementation of the case manager has been implemented which involves finding the criteria for patient cases managed by the case manager and how the screening has been carried out by the case manager, although it has not been done optimally, 5) Integrated Services: that the role of the case manager supports the implementation of Patient Centre Care, 6) Obstacles to Task Implementation: not yet playing an optimal role, namely related to ethical legal, multiple roles of case managers and socialisation that has not been evenly distributed to all units.	The role and implementation of the Case Manager at RSUD Tobelo has supported the Patient Centered Care approach, with the main emphasis on effective communication and coordination functions, although the implementation has not been optimal.
5.	Multidisciplinary team perceptions of the Case/Care Managers' role implementation: a qualitative study. Enrico De Luca, Chiara Cosentino, Stefania Cedretto, Anna Lisa Maviglia, Janis Bucci, Jessica Dotto, Giovanna Artioli, Antonio Bonacaro.2022. (PubMed).	Italy	Qualitative descriptive methodology with a phenomenological approach. 21 participants	As a person who is transforming from case management to case/care management. The themes underline how the case/care manager represents the facilitator of the clinical-therapeutic pathway while acting as a reference figure, supporting the patient, family and multidisciplinary team.	Case/care managers as professionals who manage care pathways through an integrated, interdisciplinary and personalised approach, placing the patient at the centre of care and thus overcoming the disease-centred approach.

No.	Title and author, year of publication	Country	Design and sample	Results	Conclusion
6.	The Case/Care Manager in Eating Disorders: the nurse's role and responsibilities.2019. (PubMed).	Italy	Qualitative study. 25 participants	Nurses evaluate the patient's care needs and organise multi-professional care with an empathetic attitude. 'Professionalism, skill, sensitivity, and the ability to build relationships with patients and their families' are expectations shared by other professionals. However, when it comes to interprofessional collaboration, professionals' actions often lack coordination, decisions are not always shared, and connections between units in the hospital are not always realised. The CCM will inform this process for all interviewees.	Nurses have an important role in the recovery process through their participation. Their engagement with patients is done by ensuring the adequacy and appropriateness of care, thus establishing a good therapeutic relationship.
7.	Determinan persepsi perawat tentang peran <i>case manager</i> . Ni Luh Putu Lusiana Devi, I Ketut Swarjana, Ni Putu Ayu J. Sastamidhyani, I Gusti Agung Tresna Wicaksana. 2021. (Garuda).	Indonesia	Cross-sectional. 399 participants	This study showed that the majority of nurses, 205 (51%), had a positive view of the case manager's role. Factors such as knowledge and job satisfaction were associated with nurses' perceptions of the case manager role (p=0.002 and p=0.006, respectively). Knowledge was the main factor influencing this perception, with an Adjusted Odds Ratio of 2.36, 95% Confidence Interval between 1.30 and 4.26, and p=0.005.	Positive views on the role of a case manager indicate that nurses fully understand the role of a case manager, including the aspects of initial screening, planning, facilitation and advocacy, service coordination, evaluation, and follow-up after discharge. This positive perception is essential to strengthen effective coordination and communication between nurses, PPAs, and management supported by the case manager.
8.	Efektivitas <i>Case Manager</i> dalam Upaya Kendali Mutu dan Kendali Biaya Pelayanan Kesehatan Di RSUP Dr. Hasan Sadikin. Salas Auladi, Sidik Priadana, Priyo Kuncoro. 2022. (Garuda).	Indonesia	A qualitative descriptive study. 20 participants	The role of the case manager in the intensive care unit of Dr Hasan Sadikin Hospital was considered suboptimal in integrating patient care and strengthening interprofessional collaboration, as well as meeting patient care needs and support for families or caregivers. Case managers are also considered less effective in improving the	Efforts to optimise case manager implementation were made by considering internal factors and broader managerial factors. Internal factors include the competence of case managers and ensuring that they do not have multiple jobs. On the other

No.	Title and author, year of publication	Country	Design and sample	Results	Conclusion
				quality of health services and controlling costs. These limitations are influenced by internal factors, such as case manager competence and workload. Broader management factors, including incentivisation, task assignment and regular evaluation, also play a role. In addition, adequate socialisation of the role of case managers is expected to optimise their performance.	hand, managerial factors include incentivising case managers and developing effective systems and periodic evaluations to support the case manager's role.
9.	Pengaruh case manager terhadap tingkat kepuasan Pasien rawat inap (studi kasus dan implementasi). Riski Dwi Prameswari, Mono P. Gustomi, Anis Suhariati.2020. (Garuda).	Indonesia	Pre-experimental with a one-group pre-post test design.30 participants	The study shows that the presence of a case manager has a significant effect on patient satisfaction, with a significance value of 0.034 which is below the threshold of <0.05.	The role of the case manager has an impact on the level of satisfaction of patients undergoing inpatient care.
10.	Peran Serta Manager Pelayanan Pasien (Mpp) Dengan Tingkat Kepuasan Perawat Di Intalansi Pelayanan Infeksi Terpadu (IPIT) RSUD Dr. Saiful Anwar Malang. Dwi Nurhayati, Reny Tri Febriani, Andi Surya Kurniawan.2024. (Garuda).	Indonesia	Cross-sectional. 20 participants	The results of Spearman's rho analysis indicated a significant p-value of 0.000 ($p < 0.05$), indicating a relationship between MPP/case manager participation and nurse satisfaction, with a strong positive correlation ($r = 0.762$).	The more frequently nurses engaged in the case manager role, the higher the level of satisfaction they felt.
11.	The role of case manager in efforts to improve the image Of general hospital rokan hulu's services at 2020. Reni Herlina, Jon Piter Sinaga, M. Dasril Samura. 2020. (Garuda).	Indonesia	A qualitative descriptive study. 13 participants	The results showed that case managers at Hulu Regional General Hospital were considered less effective in carrying out their duties. There is no interprofessional collaboration in fulfilling patient needs, and case managers are not optimal in their advocacy and assistance roles during treatment. Internal influencing factors include the dual role of the case manager, while external factors include the lack of rewards for case managers and the weak coordination and evaluation system from hospital management	The role of the case manager at Hulu Regional General Hospital has not been running optimally. From internal factors the role of the case manager still plays a dual role and external factors lack of support from management.

The results of the scoping review process are shown in Figure 1. Of the 6,397 eligible studies, eleven studies focusing on the role of case managers in hospitals were included in this review. The studies included in the review were distributed in Korea (n=1), the United States (n=1), Italy (n=2), and Indonesia (n=7). The studies included in the review process had different research designs: Thematic analysis (n=1), cross-sectional (n=3), qualitative (n=5), retrospective (n=1), and pre-experimental (n=1).

Two categories emerged from the analysis of the studies included in this review:

Weaknesses of the case manager role in the hospital:

The case manager's role is sub-optimal due to internal and managerial factors.(Auladi, 2022; Herlina et al., 2020; Oh & Oh, 2017)

Advantages of the case manager role in the hospital:

- a. Good communication skills by the case manager will affect patient satisfaction.(Avia et al., 2021; Mailoa et al., 2023; Nurhayati et al., n.d.; Prameswari et al., 2020)
 - b. Reducing readmissions.(Drincic et al., 2017)
 - c. Serving as patient centre care (De Luca et al., 2022; Foà et al., 2019)
- The case manager's role as communication and coordination (Devi et al., 2021)

DISCUSSION

With only eleven articles, the limited research evidence focused on the role of case managers in hospitals. Most of the studies were found in Indonesia. Most research designs used are qualitative. This type of research emphasises processes and meanings that are not measured quantitatively but explained through descriptive data. This research focuses on describing events that are experienced or felt directly, then poured into narrative or descriptive form. This research is natural, with a setting that matches the actual situation in the field, and emphasises quality and in-depth understanding of the phenomena observed.(Strauss & Corbin, 2003)The weakness of the case manager role in the hospital is that it is less than optimal due to internal factors and managerial factors.

a. Internal factors include :

1. The competence of case managers and ensuring that they do not have double jobs.
2. The control function in the service reporting and evaluation system at Type A Hospitals in Jakarta is still not running optimally(Mardean et al., 2021)
3. The findings show that the role of the case manager in the intensive care unit of Dr Hasan Sadikin Hospital has not been effective in maximising integrated patient care and supporting interprofessional collaboration. In addition, case managers have not been successful in facilitating the fulfilment of patient care needs, including support for families and caregivers. Case managers have also not played an optimal role in efforts to control the quality and cost of health services for JKN programme participants.(Auladi, 2022)
4. Grandmed Hospital Lubuk Pakam in case manager utility assessment has not been running well because there is no clear format for initial patient screening. Patient care planning by case managers has not been maximised. Case manager facilitation and advocacy has not been maximised. Evaluation of case managers has not been done well because there is no instrument format for case manager tasks so evaluation cannot be done. Follow-up of post-discharge planning by case managers has not gone well because case managers have never conducted follow-up post-discharge planning.(Panjaitan et al., 2023)
5. The research was conducted at the Regional General Hospital dr Kanujoso Djatiwibowo Balikpapan factors affecting delayed claims are incomplete medical resumes which are

dominated by the absence of Patient Responsible Doctor (DPJP) signatures due to the double duty of the case manager as a functional room doctor resulting in delays in the completion of electronic medical resumes.(EP, 2018)

b. Managerial factors include :

1. Incentivising case managers and developing effective systems and periodic evaluations to support the case manager's role.(Auladi, 2022; Herlina et al., 2020; Oh & Oh, 2017).
2. Jakarta hospitals do not have case manager competency guidelines and there is no case manager competency development plan.(Avia & Handiyani, n.d.)
3. Challenges in implementing case management at Gajah Mada University Hospital occur at three levels: organisational, provider and patient. At the organisational level, obstacles included a lack of support from leadership, a lack of technical guidelines or policies, and limited resources. At the provider level, barriers arose from reluctance regarding the time required for implementation, discomfort with the new system, resistance to change, and lack of belief in the benefits of the system. Meanwhile, at the patient level, difficulties in maintaining a healthy lifestyle and controlling risk factors were the main challenges.(Alfajri et al., 2018)

The advantages of the case manager role in the hospital are

- a. Good communication skills by the case manager will affect patient satisfaction.(Avia et al., 2021; Mailoa et al., 2023; Nurhayati et al., n.d.; Prameswari et al., 2020). in the Inpatient Room of PKU Hospital Muhammadiyah Sekapuk Hospital which was taken in September - October 2019. After the role of the Case Manager, more patients stated that they were very satisfied.(Prameswari et al., 2020)

There are several reasons why effective communication is so powerful:

1. Build Trust: Clear and empathic communication can help patients feel heard and valued, which strengthens trust between patients and medical staff.
2. Reduces Confusion: Effective communication helps reduce misunderstandings regarding the treatment process and medical actions.
3. Increases Patient Engagement: With good communication, case managers can more easily engage patients in the decision-making process regarding their care, which can increase patients' sense of responsibility for their own health and improve their satisfaction.(Julietta et al., n.d.).

b. Reducing readmissions.(Drincic et al., 2017) The steps a case manager can take are:

1. Initial Patient Assessment: The case manager conducts a comprehensive assessment of the patient to identify possible readmission risks.
2. Individualised Care Planning: They develop an individualised care plan appropriate to the patient's condition, facilitating more structured treatment and services that reduce the likelihood of re-visits due to unstable conditions.
3. Interdepartmental Coordination of Services: Case managers coordinate various healthcare teams, such as doctors, nurses, and other specialists to ensure that all parties understand the patient's needs and are involved in making decisions that best reduce the risk of readmissions.
4. Patient and Family Health Education: By providing adequate education, case managers help patients and their families understand how to manage health conditions at home, including warning signs to contact health professionals immediately. This reduces unnecessary visits to the hospital.
5. Evaluation and Monitoring: After the patient is discharged from the hospital, the case manager evaluates and monitors the patient's condition, such as through phone calls or home visits.

c. Serving as patient centre care.(De Luca et al., 2022; Foà et al., 2019) Case managers provide detailed information, helping patients and their families to understand the

diagnosis, treatment, and follow-up care required. As such, the case manager supports the patient to be actively involved in decision-making regarding their health.

- d. The case manager's role is communication and coordination.(Devi et al., 2021) The case manager's role in communication and coordination is to ensure that all parties involved in the patient's care including doctors, nurses, and family have an aligned understanding of the patient's treatment plan and progress. Through clear and effective communication, the case manager provides information about the patient's condition, diagnosis, and the stages of treatment that need to be carried out.

CONCLUSION

This research explains the role of case managers in hospitals both in Indonesia and abroad. The role of case managers in Indonesia and abroad is the same. However, some factors make obstacles and not the optimal implementation of the case manager's role, namely internal factors including the competence of case managers and ensuring that they do not have double jobs and managerial factors including providing incentives to case managers and developing effective systems and periodic evaluations in supporting the case manager's role.

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