



Wharton Health Care Management HCMG – 855

An MBA Mini-Course “Management of Health Care for the Elderly” Fall 2011

This course is designed to provide students with an appreciation of the many issues surrounding care of the elderly in America. The past, present and future of caring for one of this nation’s greatest resources, the elderly, will be explored. This course will examine the overall aging process and the various responses our health care system has developed in response to this growing cohort of elderly. Specific programs and services along the continuum of care will be examined with particular emphasis on senior housing and the nursing home industry. The new explosion of technological devices expanding care opportunities will also be reviewed as well as the impact of pharmaceuticals, home health care, hospice care, adult day care, managed care, case management and the use of nurse practitioners and long-term care insurance will be explored. The current malpractice crisis in the long-term care industry will also be addressed in a significant manner. In true Wharton style, the final class of the semester will offer a detailed discussion of entrepreneurial opportunities within the senior market with participation from several outside entrepreneurs to respond to opportunities raised by students. This final class will be open to all Wharton students

Course objectives are:

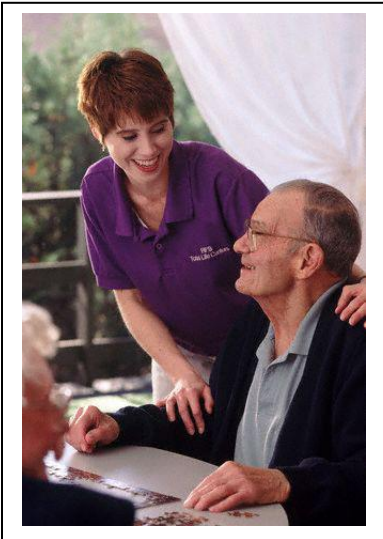
- **To enlighten students on the complexities of and the significance of caring for our nation’s elderly within our overall health care system.**
- **To present students with the current and future challenges facing our healthcare system with respect to senior, especially the reality of its complex, interdisciplinary, and financially challenging characteristics.**
- **To provide students with a wide range of entrepreneurial opportunities surrounding the senior market both here in America and from a global perspective.**
- **To investigate a specific area of their choosing within the long-term care continuum, thereby providing a better understanding of healthcare reimbursement, staffing, regulatory and legal issues as well as entrepreneurial opportunities in serving the senior market.**

This course is designed to provide students with the real story as it relates to care of the elderly in America. To assure a learning opportunity that goes beyond the traditional “academic learning experience” a number of classes will be held off campus at local nursing and senior housing facilities. In addition, outside speakers will be incorporated into many of the weekly classes.

Instructor: John Whitman, MBA, NFA
484-557-6980
jjw19006@aol.com

Readings: Materials provided by the instructor through the class’s web café
However students are expected to find materials of relevance to their area of interest through independent research

Weekly Assignments: Because healthcare of the elderly encompasses so many different players, students will be equally divided into the following categories:



- Providers
- Consumers
- Government (regulatory)
- Legal
- Reimbursement
- Entrepreneurial

Students will prepare for each week’s class with special focus on the area in which they are assigned. (i.e. legal, consumer, provider, etc)

Course Requirements: Attendance, participation, preparation and final course project will be the areas in which final grades will be determined. In addition, each student is required to submit two jokes or comics related to the elderly. Please include the source of these materials.

Site Visits: To enhance the student’s opportunity to learn, several classes will be held on location at local nursing homes or senior housing facilities. Attendance at these site visits is important to appreciate the full scope of the course. If you are unable to attend, please contact the instructor in advance so that alternate arrangements can be made to secure an onsite experience.

Classroom: All classes held on campus will take place in Room JMHH F-38
Please look at the syllabus each week to assure you are at the right location (site visit or class room)

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Class #1 (September 12, 2011)
 6:00 to 9:00 PM
 Huntsman Hall

Introduction/Overview

Class #2 (September 19, 2011)
 6:15 to 9:00 PM
 Penn Center for Rehabilitation
 36th & Chestnut Street
 Philadelphia, PA 19103

The Nursing Home Industry

Class #3 (September 26, 2011)
 LIFE UPenn (PACE Program)
 4508 Chestnut Street
 Philadelphia, PA 19139-3608
 6:15 to 9:00 PM

The Nursing Home Industry
Alternatives to Consider

Class #4 (October 3, 2011)
6:30 to 9:00 PM

Senior Housing

Location: The Water Mark at Logan Square
 2 Franklin Town Blvd
 Philadelphia, PA 19103

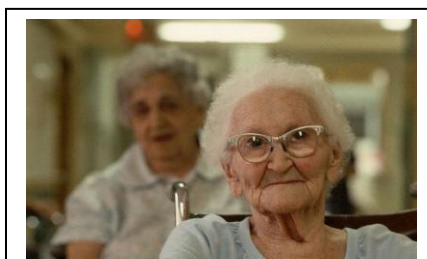
Note: No Class on October 10th

Class #5 (October 17, 2011)
 6:00 to 9:00 PM
 Location: Huntsman Hall

Selected Aging Programs along with
 discussions of health care reform and
 changes needed to improve quality of care
 while reducing costs for the System

Class #6 (October 24, 2011)
 6:00 to 9:00 PM
 Location: Huntsman Hall

Entrepreneurial Opportunities in serving
the Senior Market and the Future of
Long Term Care in America.



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Class #1 Introduction / Overview

(9/12/11)

This first class will provide the basic overview of the realities of “Aging in America,” and the Long Term Care Continuum and how it has changed over the years into today’s broad and complex array of services. Given the complexities of the American HealthCare System, this class will discuss the good, the bad, and the ugly of our current process of caring for one of our nation’s greatest resources...our senior citizens! One of the complexities of the current system is the wide range of viewpoints surrounding each issue. To emphasize this factor, students will be divided into the following categories and asked to approach future classes from that specific viewpoint. The categories are as follows:

- ❑ Providers
- ❑ Consumers
- ❑ Government (regulatory)
- ❑ Legal
- ❑ Reimbursement
- ❑ Entrepreneurial

This course has a paper requirement and the specific details and requirements of that paper will be discussed and clarified during this first class.

Class #2 The Nursing Home Industry:

(9/19/11)

This class, held at a local skilled nursing facility, will include a tour of the facility and a discussion with the administrator with time for questions and answers. Immediately following the administrator, the class will continue to meet at the facility and discuss industry wide issues affecting the Nursing Home Business. With over 15,000 nursing homes and 1.6 million residents across the country, one can imagine the tremendous variations that exist within the nursing home industry. What makes one facility better than other? What are the key quality indicators of a nursing home? As a regulator, how do you assure quality across the board? As a government reimbursement specialist, how do you assure that the right level of reimbursement is being paid for the services provided? What’s the difference between non-profit and for profit facilities? Is LTC a good investment opportunity? Where is the industry going? **DO NOT BE LATE!**

Preparation required: Preliminary background research of the nursing home industry in general and specifically, Penn Center for Rehab. Be prepared to ask the administrator questions comparing his facility to the industry as a whole and his personal thoughts on key issues affecting the future of long term care and his ability to offer his residents good quality care.



Class #3 The Nursing Home Industry: Alternatives to Consider***(9/27/10)***

LIFE is a Program of All-Inclusive Care for the Elderly (PACE). This model of care is centered on the belief that it is better for older adults and for their families if their chronic care needs are provided in the community whenever possible. This is an innovative program in that it provides services to those who would otherwise need nursing home care while they remain in the community in their own home or the home of loved ones. It is also

an attempt on the part of the government to promote best level of care at the best cost to the system. This will be an introduction to the “alternatives to” nursing home care.

Preparation required: Research the PACE Model of Care.

Class #4 Housing Options for the Senior Market***(10/3/11)***

This class will be held at The Watermark, a local senior housing complex located in Center City Philadelphia. A tour will be provided by the facility’s administrator followed by questions and answers. The remainder of the class will then be held at the facility.

DO NOT BE LATE!

Preparation Required: Research on the senior housing industry differentiating between independent living, assisted living and retirement communities (CCRC’s and Life Care)

***Class #5******Selected Aging Programs******(10/11/10)***

This class will focus on an array of gerontological programs and services, such as:

- Geriatric Assessment/Case Management
- Long Term Hospitals
- Home Health Care
- Rehabilitation Programs
- Incontinence Programs
- Balance Programs
- Adult Day Care
- Long Term Care Insurance

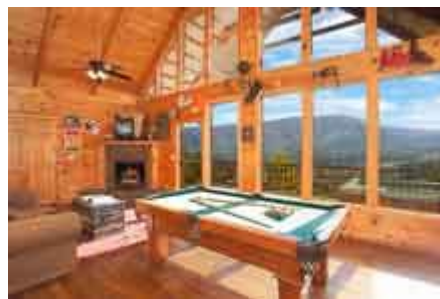
Additional Programs will be added as requested by students. Specific characteristics of each of these programs and services will be discussed along with the regulatory, financial and the patient care ramifications they offer. In addition, this class will focus on health care reform needed within our system to help improve the quality of care provided to seniors while reducing cost and improving operational efficiencies.

Preparation Required: In preparation for this class, students will be divided into small groups each researching one of the topics above and present to the class their findings including a complete definition of the service, the size of the service within the industry, regulatory and reimbursement considerations and a conclusion as to its relative contribution to caring for our nation's seniors in a quality and cost effective manner. Recommendations for improvement will also be required.

***Class #6 Entrepreneurial Opportunities in Serving the Senior Market (10/25/10)
and The Future of Long Term Care.***

This final class will be open to the entire Wharton School and focus on the concept of entrepreneurial opportunities in serving the many needs of the senior market. The senior market represents a broad array of entrepreneurial opportunities beyond health care. With more disposable income than any other age group, seniors represent a significant target market for many new and expanded business ideas covering almost any category one can imagine. Three experienced entrepreneurial guests will participate in a panel discussing their views on entrepreneurial opportunities in serving the elderly but more importantly respond to your thoughts, ideas and questions as a class participant. This is a wonderful opportunity to discuss ideas and concepts that have been floating in your mind!

Preparation Required: Each student will come to this final class with an entrepreneurial idea in mind and be prepared to discuss the concept with the class and the panel of experts. In addition, because this class will be open to all Wharton Students, each student may bring at least one guest.



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Course Requirements:

The primary requirements of this course are class attendance, participation, and a research paper evaluating a specific aspect of the long-term care industry in which the student has interest. Each project is required to have the following components:

Step One: Identification and Approval of Research Topic or Business Plan

Each student will identify an area within the long-term care continuum in which they have some interest. The student will then create a research topic and discuss his/her topic and proposed research methodology with the instructor for final approval. The purpose of this research is to give the student an opportunity to evaluate a component of the long-term care system in which they have interest. Topics in which the student already has a significant knowledgebase will not be approved.

Step #2: Background Research:

Literature search on the selected topic is required to secure a solid base of understanding of the selected area.

Step #3: Research

At this step, the course can be separated between half credit and a full credit. In addition to the literature search, students seeking a half credit are required to gather first hand details and information on their topic from telephone interviews, surveys or other light research as approved by the instructor.

Students seeking to take the course for a full credit are required to conduct personal interviews, site visits or other approved activities to gain the information they need to complete their more in-depth papers.

Step #4 Conclusions and Recommendations:

Students will develop a response to their research question based on their background review and individual research. Specific recommendations or conclusions from their perspective that respond to the initial research topic must be provided and supported.

Papers should be approximately 12 to 15 pages for a half credit and 20+ pages for a full credit. Graphs and other visuals are encouraged whenever possible to enhance the understanding of the information being presented.

There is no exam for this mini course however; papers are due by December 31, 2010. Papers should be submitted electronically if possible. If a particular paper contains support information that cannot be emailed, please mail the paper and materials to:

John Whitman
105 Thatcher Court
North Wales, PA 19454

Note: Each student is required to email the instructor by end of the day Friday, September 17th with their desired research topic and research approach along with confirmation of their wish for either a half credit or full credit for the course. This should be no more than one page. Please use the attached format at the end of this document for submitting this email. Each student will receive a response by noon on Monday, September 20, 2010. Additional questions can be addressed following the end of class #2.

Group projects are acceptable and encouraged. Naturally, the depth of the research effort will need to be expanded beyond the expectations of a single student project.

In addition, it is each student's responsibility to assure that their final paper was received by the instructor. If you do not receive an email confirmation of receipt by the instructor within two days of submission, please contact the instructor directly to assure receipt.

Any papers received after December 31th will be graded as an incomplete. Once the paper is submitted, the incomplete grade will be replaced with the actual grade received.

PLEASE NOTE: Because of University grading requirements, it is important to follow the steps outlined above and follow the format outlined. Grades for papers varying from the required format will be impacted. Please contact the instructor directly with any questions.



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Desired Research Topic
Submission Sheet

Name: _____ Email Address: _____

Course Credits Desired: _____ .5 Credit _____ 1.0 Credit

Desired Research Title:

Description of Research:

Approach to be used:

Date submitted: _____