



## ***Wharton Health Care Management HCMG – 855***

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### ***An MBA Mini-Course “Management of Health Care for the Elderly” Fall 2017 JMHH F45***

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 various responses our health care system has developed in reaction to the needs of this rapidly growing cohort of our population. Specific programs and services along the continuum of care will be examined with an emphasis on nursing homes, senior housing, community based services and the use of acute care services. 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, the use of nurse practitioners and long-term care insurance will be explored. The ongoing malpractice crisis in the long-term care industry will also be addressed. 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.

Course objectives are:

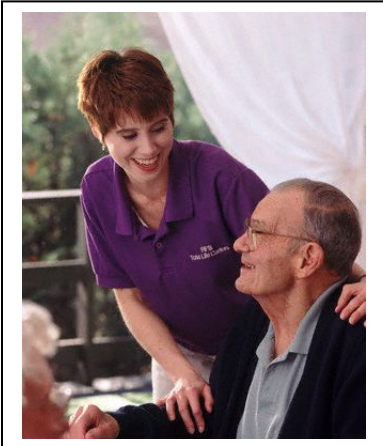
- **To enlighten students as to the complexities of and the significance of caring for our nation’s elderly within our overall health care system.**
- **To present students with the current and future challenges facing our healthcare system with respect to the elderly, especially the reality of its complex, interdisciplinary, and financially demanding 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 provide students an opportunity to investigate a specific area of interest, selected by the student and approved by the instructor, that involves some aspect of senior care.**

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

**Instructor:** John Whitman, MBA, NFA  
484-557-6980  
jwhitman@wharton.upenn.edu

**Readings:** Selected materials provided by the instructor however students are expected to identify materials of relevance for each class as well as 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
- ❑ Entrepreneurial

Students will prepare for each week’s class with special focus on the area in which they selected or were assigned. (i.e. legal, consumer, provider, etc.) Students can provide current articles from their respective category for extra credit.

**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 independent onsite experience.

**Classroom:** All classes held on campus will take place in Room JMHH 245 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 11, 2017)***  
6:00 to 9:00 PM  
**Huntsman Hall F45**

***Introduction/Overview***

***Class #2 (September 18, 2017)***  
6:00 to 9:00 PM  
Penn Center for Rehabilitation  
36<sup>th</sup> & Chestnut Street  
Philadelphia, PA 19103

***The Nursing Home Industry***

***Class #3 (September 25, 2017)***  
Kearlsey Retirement Community  
2100 North 49<sup>th</sup> Street  
Philadelphia, PA  
6:15 to 9:00 PM

***Nursing Home & Senior Housing  
Alternatives to Consider***

***Class #4 (October 2, 2017)***  
6:00 to 9:00 PM  
**Huntsman Hall F45**

***Community Based Aging Service:  
This class will examine a wide variety of  
community based services essential for  
seniors to remain in the community***

***Class #5 (October 9, 2017)***  
6:20 to 9:00 PM  
Watermark at Logan Square  
Two Franklin Town Blvd  
Philadelphia, PA 19103

***Retirement Communities & CCRCs***  
A review of the business of retirement  
communities and continuing care retirement  
communities (CCRCs)

***Class #6 (October 16, 2014)***  
6:00 to 9:00 PM  
**Huntsman Room F45**

***Entrepreneurial Opportunities to serve  
the Senior Market***



**Class #1 Introduction / Overview****(9/11/2017)**

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:****(9/18/2017)**

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 industry. 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 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 (9/25/2017)***

This class will be held at Kearsley Retirement Community in West Philadelphia, the oldest retirement community in America. It offers multiple levels of care including nursing home services, assisted and independent living and low income senior housing.

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



**Class #4: Community Based Aging Services (10/02/2017)**

This class will focus on non-institutional services for the elderly including home care, meals on wheels, nurse practitioner services, and a host of other health and social services allowing seniors to live in their homes as long and as independently as possible. The use of technology will also be discussed in length because it will be such a significant factor in providing home care services.

**Preparation Required:** Students are asked to reach out to their parents, grandparents or friends over 65 and seek their opinions on the need for community based programs vs institutional care in their futures.

**Class #5: High End Retirement Communities: The Watermark (10/9/2017)**

This class will be held at the Watermark Retirement Community, a high-end retirement community located in Center City Philadelphia with independent, assisted living and nursing home care services available to all residents. The class however will discuss various senior housing levels as well as the need for low income housing for seniors.

**Preparation Required:** Each student should select an area within the senior housing market (i.e., high end retirement communities, CCRCs, assisted living, low income housing, personal care, etc.) and come to class prepared to share details about the level they have selected... How many are there? What costs are involved? Regulatory issues? Etc.



***Class #6 Entrepreneurial Opportunities in Serving the Senior Market (10/16/2017)  
and The Future of Long Term Care.***

This final class will focus on the concept of entrepreneurial opportunities in serving the many needs of the senior market. The senior market represents a broad array of creative, 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. Several 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.



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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. If you do not have a specific area you wish to explore, a list of possible projects to select from will be provided during the first class. 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**

Students are required to gain new knowledge about the topic they have selected through interviews, surveys, or any method they deem effective in bring them new knowledge about the subject they have selected.

**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 in length and 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 24, 2017. Papers should be submitted electronically if possible. If a paper contains support information that cannot be emailed, please leave then materials in the Program Office.

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 22<sup>th</sup> 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: \_\_\_\_\_

Desired Research Title:

Description of Research:

Approach to be used:

Date submitted: \_\_\_\_\_