Introduction

Readings

Planned Outline of Topics

Expectations

Academic Integrity

Grading Criteria

Course Assignments

Course Instructors
The purpose of this course is to acquaint students with the dynamic and increasingly important field of long term care. The course provides a comprehensive overview of programs, policies, and services and examines the issues, challenges and dilemmas confronting long term care management.

During the past decade the United States and other post industrial nations have experienced unprecedented growth in the demand for long-term care services. Originally long-term care meant nursing home care. Over the last several decades this has changed. Long term care now refers to a variety of health and social services including those provided in community centers, participants' homes, a variety of residential care settings, rehabilitative settings, and sub-acute care. Long-term care is increasingly viewed even more expansively to include the range of acute, primary, skilled nursing, and custodial care services required by persons with chronic illnesses. About 70% of health care dollars in the United States are spent on chronic illnesses. For people aged 65 and older 96% of health care dollars are spent on chronic care.

About two thirds of those who need long term care are older persons. Although on any given day less than 4% of persons aged 65 and over are in long term care facilities, about one in seven older adults require functional assistance of some type. Trends such as population aging technological advances, restructuring of health care services towards less hospital based care, managed care, culture change, and alternative delivery systems are transforming the field of long term care resulting in increased demand for services and expanded efforts to identify and apply effective innovations in a variety of settings.

The course begins by exploring the history and context of current long-term care programs, and examining some of the developments that have led to the current configuration of services. We then move to the policy context of long-term care. As management students, my expectations are that you have a background in managing complex organizations but are not likely to be familiar with state and federal legislation that impacts the management of long-term care organizations. In addition to such programs as Medicare and Medicaid, we will examine efforts to develop organized delivery systems, and managers’ strategic responses to regulatory and funding complexity. We will discuss ethical issues and the conflicting missions managers face to ensure that services comply with regulatory requirements. We will also explore organizational and corporate goals, and strategies to maintain a client centered focus. We will then move to operational issues including organizational design, strategic management and planning, managing change and innovation, quality assurance, measures of effectiveness, leadership and staff management. Toward the end of the course we will examine the various sources of long-term care financing and end with a discussion of where the field is headed.

To ground this work in the practice of long-term care management, the class will include online lectures, cyber-class discussions integrating the reading and the course content, self-directed site visits to innovative long-term care programs, case study team presentations, and a final paper. For your two site visits, you will be able to choose the sites but you will need to submit them to me for approval. We will also examine two case studies, which you will analyze in teams. The case studies incorporate issues from the course sessions and readings. In addition, you will research and write a paper on an innovation in long term care to the class.
Readings

I have tried to assign the relevant reading to each week and spread the load as equitably as possible. Generally the reading and the topics fit/complement each other but sometimes to avoid overloading or under loading you on certain weeks, you might see some disparities between what I have asked you to read and what we are focusing on. By the end of the class you should have the big picture and the parts and we will work to relate and integrate them in what is typically characterized as a fragmented field.

Required Books:


Recommended Books (if you are interested in exploring any of the areas of long-term care further):


***Readings for the following week will be listed at the end of each course lecture.***
Planned Outline of Topics

Week 1 (8/28) Introductions and class overview

- **Key Questions**: What type of health system do we need for the 21st century? If we need a chronic care system why do we have an acute care system and what are the implications of this system? What is your vision of the long-term care system? What is your role in the field now and in the future?
- **Reading**:
  Singh, Introduction

Week 2 (9/4): Overview of Long Term Care

- **Key Questions**: What is the definition of long-term care and how is it operationalized?
- **Reading**:
  Singh, Chapters 1-3

Week 3 (9/11): History of Long Term Care

- **Key Questions**: What are the roots of the United States™ long-term care system and how did it evolve into its current configuration?
- **Reading**:
  Singh, Chapter 6
  Evashwick, Chapters 8-9

**Assignment**: State of the Art Memo Assignment Due at 12:00pm (use your books as resources for this assignment)

Week 4 (9/18): Medicare and Long-Term Care

- **Key Questions**: How does a federally-operated entitlement program impact locally-provided long-term care delivery?
- **Assignment**: Watch the Kaiser Family Foundation™s video on Medicare and Medicaid at http://www.kff.org/medicaid/40yearsvideo.cfm
- **Reading**:
  Singh, Chapter 4, 8

Week 5 (9/25): Medicaid and Long-Term Care

- **Key Questions**: How does the United States âœsafety netâ• system affect long-term care and its consumers? What is the impact of federalism on long-term care service delivery to low income aged and disabled adults?
- **Reading**:
  Evashwick, Chapters 1-7
Week 6 (10/2): Oversight, Regulations, and Quality of Care

- **Key Questions**: What is quality in long-term care and how do you define it? What role does regulation play in quality of care and quality of life?
- **Reading**:
  Singh, Chapter 17
  Start reading Kane and West book “finish by 10/16

Week 7 (10/9): No Class: 1st Self-Directed Site Visit “ Write up due by Thursday 10/16 at 12:00pm

Week 8 (10/16): System Fragmentation and Integration

- **Key Questions**: How are long-term care services organized (organizational approaches)? What are the building blocks to creating an integrated long-term care service delivery system?
- **Reading**:
  Singh, Chapter 5, 12
  Finish Kane & West

**Assignment**: Self-Directed Site Visit “ Write up due by Thursday 10/16 at 12:00pm

Week 9 (10/23): Managing the Internal Organization: Consumers, Family Members, and Staff as Internal Constituents

- **Key Questions**: What are the differences between long-term care and widgets? What management and leadership skill are necessary to effectively run a long-term care organization? What types of challenges might long-term care managers face when working with internal constituents?
- **Reading**:
  Singh, Chapter 9, 10, 14
  Evashwick, Chapters 17-21

Week 10 (10/30): Working with External Constituents: Boards, Advisory Groups, and Community Partners

- **Key Questions**: How can long-term care administrators facilitate positive community relations and what is the benefit of this approach?
- **Reading**:
  Singh, Chapter 13, 15
  Evashwick, Chapters 10-13

Week 11 (11/6): Managing the Physical Plant/Design Issues

- **Key Questions**: How does the physical location of care impact long-term care service delivery? What are the design issues involved in optimizing a long-term care environment?
● **Reading:**
  Singh, Chapter 11
  Evashwick, 14-16

**Case Study Assignment Due by 12:00pm**

**Week 12 (11/13): Financing Long Term Care**

- **Key Questions:** Who pays for long term care, what do they purchase, and how does funding effect service delivery?
- **Reading:**
  Singh, Chapter 16
  Start reading Baker bookâ€”finish by 12/4

**Week 13 (11/20): No Class: 2nd Self-Directed Site Visit â€” Write up due, 12/4 at 12:00pm**

**Week 14 (11/27): No Class: Thanksgiving Holiday**

**Week 15 (12/4): The Future of Long-Term Care: Where Are We Headed? (12/1)**

- **Key Questions:** Where is the field of long-term care headed in the next 30 years and how will you be a part of its development?
- **Reading:**
  Evashwick, Chapter 22
  Finish Baker book

**Week 16 (12/11): Final Paper Due at 12:00pm**

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**Expectations**

This class is a graduate seminar. I expect that most of the class will involve online discussions, debates, and interactions. Therefore, it is important that you complete the assignments and be prepared to discuss the readings as they relate to the cyber-discussion on a weekly basis. I do not assume that everyone has academic or professional background in long term care, although those that do have expertise in this area are invited to share it throughout the class. I do expect that you know how to communicate effectively in writing and that you are able to make an effective and well-organized presentation to the class.
Grading Criteria

Grades will be based on your performance in the following areas:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Percentage</th>
<th>Due Date</th>
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<tbody>
<tr>
<td>Class Participation</td>
<td>15%</td>
<td>(participating in online discussions and email responses)</td>
</tr>
<tr>
<td>State of the Art Memo</td>
<td>10%</td>
<td>(due Thursday, September 11th)</td>
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<tr>
<td>Site Visits</td>
<td>20%</td>
<td>(due Thursday, October 16th &amp; December 4th)</td>
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<tr>
<td>Case Study</td>
<td>20%</td>
<td>(due Thursday, November 6th)</td>
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<tr>
<td>Final Paper</td>
<td>35%</td>
<td>(due by Thursday, December 11th)</td>
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ALL WRITTEN ASSIGNMENTS ARE DUE VIA EMAIL BY 12:00PM ON THE DAY INDICATED ABOVE. NO LATE ASSIGNMENTS WILL BE ACCEPTED.

Note: Any student requesting academic accommodations based on a disability is required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. Please be sure the letter is delivered to me (or to TA) as early in the semester as possible. DSP is located in STU 301 and is open early 8:30 a.m. - 5:00 p.m., Monday through Friday. The phone number for DSP is (213) 740-0776

Course Assignments

Class Participation will consist of weekly “cyber-discussions.” You are expected to offer insightful comments, ask questions, show evidence of familiarity with the readings, and challenge, probe, and analyze information (including information presented by the instructors and your classmates). One component of the cyber discussions will be to prepare a brief (one to two paragraph) write up on the key points that you got out of the week’s reading. Everyone is expected to provide such a write up on a weekly basis. You can also include questions, concerns, or alternative perspectives/disagreements with the readings. Students are expected to respond to each other’s comments to foster an exchange of ideas.

State of the Art Memo: I would like you to choose one of 4 areas listed below and write a memo to decision maker the area. This exercise is a warm up to help you get your head into a long-term care issue. A former student recently e-mailed me to say that she had been at a small dinner with the Governor who asked her opinion on health and long-term care. Assume that this has happened to you and the Governor was so intrigued by your response that he asked you to submit a summary of your ideas to him. Note that this is not a large part of your grade. My intention is to ask you to think about areas that we will discuss. This will give you a glimpse of their complexity and a basis for some of the class discussions.

Write a 4-5 page memo on one of four topics:

1. Designing a Community based Long term Care System
2. Measuring Quality in Long term Care
3. Innovations in the Design of Long Stay Facilities (i.e., nursing facilities, assisted living) to Promote High Quality of Life
4. Nursing Home Reform: What do we know that will lead to Improved care?

The goal of this assignment is for you to examine some of the literature and what is known about the area you have selected and to build on it by offering insightful innovations of your own. The best place to start is to use the readings assigned for the class. You may also use material you find on your own but I want the paper to get you looking through the class readings

Please post your intended memo topic of choice by the end of Week 1. You are free to work with other students (2-3 students only on any particular topic) who have selected this option to brainstorm about your ideas. Each student is responsible to email his/her own memo individually, but you are welcome to discuss proposals for systems design and their components with your classmates using the synergy of your group’s knowledge base.

This assignment will be graded on how well you document your paper (supported by references to the literature), how specific and concrete your suggestions are, how realistic and innovative your approach is, and how well executed your paper is (writing, spelling, grammar). I am particularly interested in seeing evidence that you have read relevant books and articles assigned for this class. To demonstrate this, use parenthetical footnotes to support and document your ideas. For example you might say something like this: “A long term care service delivery system brings together a variety of health and social services and is designed for persons who need assistance over time” (Kane, Kane & Ladd, 1998).

To complete this assignment you may use any resources that you can find. In addition to the assigned readings, feel free to consult with experts. If you do, be sure to document their suggestions (e.g., R. Kane, personal communication, September, 2002).

For the first option “Designing an Organized Long term Care Delivery System,” you are to design a comprehensive service delivery system. Describe the mission, goals, and structure of the system (how the delivery system is organized). Identify the services to be included, the rationale for why you choose the components that you choose, who should be targeted for service, the financing, and how the system will be evaluated.

For the second option, “Measuring Quality in Long term Care,” identify which process and outcome measures you will use and provide a rationale for why they are important. Discuss which programs you will focus on. Describe how information will be collected, by whom, how often, and with what intent. How will quality measures be used to improve long term care services.

The third option is to “Design Innovations to Promote High Quality of Life in Facility Based Care.” For this option you are to design a facility that is focused on providing an environment that promotes quality of life for its residents. Identify the innovations, how they would work, possible barriers to their implementation, and why you believe they would enhance quality of life. Be creative!

The fourth option is: Nursing Home Reform: What do we Know that will lead to Improved Care. During the last several years, there has been tremendous interest in reforming nursing homes driven in part by scandals in California. There has been a report by the General Accounting Office, numerous articles in the media, and legislative efforts at both the state and national level. What do you think the needs are? What do you think will work? Why? If you were nursing home czar, what type of reform would you initiate? Be creative.

The State of the Art assignment is due by e-mail on Thursday, September 11th at 12:00pm.
Site Visits will consist of you choosing two (2) long-term care programs in your community and interviewing key staff to ascertain the core operation, administrative, and fiscal components of the program. Upon completion of the site visit, please submit a 4-6-page report on your experience. You are provided an open class period for each site visit to complete this assignment. Please use your own words. If you take information directly out of a brochure or website please use quotes and reference the material. Keep such direct quotations to minimum. Please describe what you see rather than what the marketing material tells you you will see. Describe the outside, accessibility, how you are greeted, what happens during your visit, and what it suggests to you about the facility.

Report should include:

- Basic and programmatic information about the program—a contact information, location, persons you interviewed, types of services provided, etc.
- Qualities of the clients/patients/consumers they serve (and how do they refer to the people they serve)
- Administrative structure—a roles and responsibilities of different staff types, administrators, and advisory members
- Financing of program—a who pays and how?
- Quality indicators of program—a both in-house quality measures and local/state/federal regulatory requirements

Three suggestions on choosing/arranging site visit locations:

- Schedule your site visits early in the semester. Administrators are busy people and you want them to give you their full attention.
- If you currently work/are affiliated with a long-term care program, please visit a program OUTSIDE of this setting.
- Choose one of the site visits to correspond to your final paper topic of interest.

The first site visit written assignment is due by email on Thursday, October 16th by 12:00pm; the second is due by e-mail on December 4th by 12:00pm.

Case Presentations will consist of performance in two areas: written analyses submitted to the instructor and participation in the class discussion. Prior to writing up a case, students should read, "How to Analyze a Case Study," which you will find at the end of the syllabus. The two cases used in the course will be provided in the first few weeks of the semester. Students prepare the case as a team but each student writes up his or her own paper and submits it for an individual grade.

Case study analyses involve organizing and analyzing the facts and developing a course of action that can be supported and defended. In addition to conducting a good analysis of the factual issues involved in the case and grounding the recommendations that you make in management and long term care theory, case studies will be graded on the extent to which they evidence creativity, innovation, and originality. I encourage you to really get into the cases. I hope you will use various approaches, debates, controversy, and other techniques to make them come alive, enhance your learning, and involve you in the issue. Again, you must document extensively using parenthetical footnotes. Do not use number footnotes or endnotes. Parenthetical footnotes include the author(s) name and the date and if you are using a direct quote the page(s) number. It is important to link your analysis to the readings and weekly online lectures.
The purpose of the case study method is to acquaint you with the complexity of long term care management and to socialize you to a flexible, problem solving approach to management issues. Essentially, while there are a number of theories that can serve as guides, most management problems do not have a specific, easy to identify best solution. Robert Behns (1988) refers to the necessity of learning to manage by "groping along" because each management task is different, providing new challenges and opportunities. Alan Altshuler (1988) refers to management as a "complex craft...with a near infinite variety of unpredictable circumstances" (665).

I believe that a case study approach is well suited to preparing students for the art of managing. Rather than mastering discrete facts, the case study approach forces students to confront conflicting options; juggle organizational, political, ethical, and practical realities; take risks; and make mistakes. In short, it prepares you for the complexities of managerial work. Cases should also promote interesting discussion and dynamic interactions between class participants.

Although learning to deal with ambiguity is beneficial, I think a few guidelines for analyzing the cases are in order.

Case study analysis should be comprehensive, systematic, and rational. Use the following as a general outline for issues to be dealt with. (Adapted from Infeld & Kress, 1989.)

- Essential background information: What are the facts of this case? What are the relevant issues; who are the key players?
- What are the issues in this case: what is at stake? What are the primary problems and their components? If possible, describe these in terms of their priority. How are the problems interrelated? Who controls the solutions? Do the solutions of one problem have implications for other areas? If so what are they and how does this impact the case as a whole?
- What theories are useful in assessing the case? In what way? This part of the analyses asks you to remove yourself from the personalities of the case and to think about the case conceptually. (This often requires supplemental reading and investigation.)
- What else do you need to know and what are your strategies for obtaining needed information (i.e., bring in a consultant, conduct a needs assessment or a budget analysis)? (Generally you will be asked to identify with a specific role in the case, most often the manager.)
- What do you presume to be the possible courses of action? What are the anticipated consequences (i.e., the benefits and liabilities of each)?
- Based on the options that you have delineated, what do you consider to be the best course of action? Ground your answer in theory and also present logical arguments based on the facts of the case. Include a systematic presentation of the strategies that you would pursue.

Case write ups should be between 5 and 7 pages double spaced.

The following criteria will be used to grade your case. In order to receive an A, the analysis should be: comprehensive, logical, justified and well documented, original and innovative, and well executed.

1. Is the analysis comprehensive? Have you clearly delineated all of the issues, players, constraints, and consequences or have you focused only on a portion of the case while overlooking critical components?
2. Is your presentation of options logical and rational? Does it make sense based on the facts that you have presented? Does it make sense based on the facts of the case?
3. In addition to facts from the case, have you supported your arguments with documentation from relevant literature on management theory?
4. Is your analysis innovative? Do you take risks and present unique insights? Do you look at the facts in new ways that may not be immediately suggested from the material?
5. Is your paper well thought out, well written, attractive, and grammatically correct?
Written analyses of your case study is due on Thursday, November 6th at 12:00pm. You are expected to read and prepare both cases for the cyber-discussion. However, you are only required to write up and turn in a paper analyzing one of the cases.

Final Paper Assignment involves an in depth investigation and presentation of a state of the art innovation in long term care. Prior to the first session, you should identify a new or innovative model, program, or service of long term care. For example, you could explore the PACE program, assisted living programs, special care units for Alzheimer's disease residents in nursing facilities and residential care, distinct part units in acute care settings, model(s) of organized delivery systems, a culture change model, hospice care, development of sub acute care, transitional care, AIDS care, pediatric care, respite services, intergenerational day care or international innovations. You can explore a program per se or an aspect of a program of interest to long term care management such as methods for increasing consumer participation in the design and delivery of long term care services, approaches to funding long term care, approaches to complying with the Patient Self determination Act, or techniques for assessing quality of care.

Please email a 1-page preliminary proposal to me by October 16th. The proposal should identify the issue and outline the method you will use to address the questions outlined in the assignment.

The Purpose of this paper is to provide a state-of-the-art overview of a long term care innovation (organization, program, or service). The paper should be no longer than 15 double-spaced pages and include a 1 page executive summary. The paper should be written from the perspective of how the following components affect management issues.

Background

Discuss why you have chosen this topic and why it is important to the field. Give a brief overview of the history of the topic and its current status. Where did it originate? How has it changed over time? What is the state-of-the-art in the field you are looking at?

Regulatory Issues

What are the regulatory mechanisms, if any that affect the program? Are there federal regulations? To the extent that you can, compare and contrast briefly state regulatory issues. For example, if you are looking at assisted living in California, you might want to compare Californiaâ€™s program to more advanced states such as Oregon or Washington. Or, to give the reader a sense of where the field is, you could note that 23 states fund some type of assisted living through their Medicaid programs.

Fiscal Responsibility

The purpose of this section is to examine how funding drives and constrains the program. Describe how the program or service is funded. If there are multiple funding sources, discuss each. What expectations accompany the funding? What efforts are there to contain costs? What are the fiscal constraints that the manager must operate under? What are reasonable strategies to ensure survival and strong financial performance?

Consumers
Who is the program intended to serve? Are there identified target populations that the program is mandated to service? What, if any, are the eligibility criteria? If there are multiple target audiences, how are their interest accommodated? Does the manager need any specific knowledge or experience to work effectively with the target group? What are the key marketing strategies to attract consumers? Are there case mix issues that should be addressed?

Specific Management Issues

Who is responsible for overall management of the program at the organizational level? Is any specific educational background, training, or certification required? What are the key staff and personal management issues involved with running the program? What are the quality control mechanisms? How is the program evaluated? What other management issues does the manager confront?

Strategic Planning

Given your knowledge of long term care and anticipated needs for service during the next decade, briefly describe the process you would initiate to develop a plan for the future of this organization, program, or service. Discuss what key issues you think you should be prepared to confront and present your vision for what you think should be done if you were handed the role of manager of the area you have selected. How would you position the organization to best meet the future?

The Final Paper is due by email on Thursday. December 11th at 12:00pm.