

**Syllabus GEY 5935 (Summer C 2020)**  
Ethical, Legal, and Business Aspects of  
Geriatric Care Management

**Course Overview**

**GEY 5935 Ethical, Legal, and Business Aspects of Geriatric Care Management** provides the student with an overview of the ethical and legal issues encountered in the practice of geriatric care management including informed consent, decision-making capacity, advanced directives, and the regulation and financing of long-term care. The course addresses issues associated with starting or advancing a geriatric practice including potential marketing entities, fees, billing, demographics and related topics.

**Course Objectives**

1. Identify business and professional ethics associated with geriatric care management;
2. Understand the legal structure of a business and risk management issues collaborative with the provision of geriatric care;
3. Explore the types of Geriatric Care Management businesses with respect to structure, location, and method of service delivery;
4. Examine the steps in a business planning paradigm including starting a new business or adding geriatric care management services to an existing practice, agency, or facility;
5. Investigate the aspects of a business plan for a new or existing geriatric care management practice with a focus on marketing, referral opportunities, insurance concerns, etc.;
6. Procure first-hand knowledge of working and practicing care managers for insight and feedback as to the approaches of geriatric care for consideration in joining a firm or becoming a private practitioner.

**Required Textbooks**

Handbook for Geriatric Care Management (4th Edition) by Cathy Jo Cress.  
Jones and Bartlett, 2017  
(ISBN 978-1-284-07898-5)

Legal Aspects of Elder Care by Marshall Kapp  
Jones and Bartlett, 2010  
(ISBN 13:978-0-7637-5632-1)

# Course Organization

*This Course will utilize a Cloud-based, file-sharing system for uploading and reviewing recorded PowerPoint projects and Assignments.*

## **Five Discussion Forums (two are 10 points and three are 15 points) 65 Points**

The course **Discussion Forum** provides a venue to increase interaction and is used to replicate a traditional class (face to face) discussion. **Students are expected to participate in four required Discussion Forums** for which there will be an initial question(s) or topic posted on the **Discussion Forum** by the course instructor. Students are required to review all five **Discussion Forums** as they are presented. Students then should post their initial response to the forum discussion topic for the assigned week by the due date and time listed on the course website and as indicated on the course syllabus schedule (see below). Once you have posted your initial response to the opening question, you should then proceed to review the postings of your classmates and to respond to the postings of your classmates, just as you would in a traditional (face to face) class discussion. During the allotted time for each Discussion Forum topic, you should monitor the Discussion Forums in order to respond to the postings of the course instructor and of your classmates. All responses to the discussion questions among students will close on the day and time indicated on the course schedule (see below). The five **Discussion Forum** questions/topics are worth a maximum of 65 points or 65% of your total score.

Each Discussion Forum topic and instructions are different so it is important to review each Discussion Forum posting instructions as there are examples and samples for some of them. We will be using the shared file system provided by the University of Florida to upload and review the larger, recorded PowerPoint projects. Please refer to the Discussion Forum homepage on the course website for more detailed information.

There is no set number of posting responses for each Discussion Forum. Both the Quality of the post and the Quantity of posts overall to the Discussion Forum will be considered in your participation score together with your initial presentation or post.

**Quality:** Posts should reflect thoughtful consideration of the material assigned as well as thoughtful responses to others' postings that extend or expand on the conversation and/or a personal or professional experience that furthers the discussions in some meaningful way.

**Quantity:** Credit for full participation will be awarded to those who post both an initial individual response and adequately respond to others' postings in a timely manner for every discussion forum.

***For each Discussion Forum, you must post an initial response in the Discussion Forum by clicking on the Reply button and leaving a simple message. We will observe and review the work in the Discussion Forums through our Shared Files and Zoom Conferences but you still have to make an initial notation in each Discussion Forum to get credit for your work.***

**Geriatric Care Manager Interview Assignment****15 points**

For the purpose of this assignment, students are required to interview **two different** Geriatric Care Managers within a reasonable distance of the student's residence. It is encouraged that a face-to-face interview be conducted whenever possible. If a care manager is not within a reasonable distance, then a telephonic interview will be accepted. Instructions and guidelines for the interview are posted on the course homepage/start page. More information can be found on the course homepage under Geriatric Care Manager Interview Assignment. **Due date is listed on the course website and Important Dates page.**

**Two Open Book Quizzes (ten points each)****20 points**

There will be two **Open Book Quizzes**. The quiz will be all the chapter material covered through all weeks of both text books used in the course. Each quiz consists of 10 multiple choice questions and 90 minutes is allotted to complete the quiz. Once your time is up, you will not be able to change any responses. You will have one opportunity to complete the quiz and you should use your text books as references and sources. The quiz date is listed in your syllabus. Please go to the **Quizzes** section of the course website. The quiz will be available during the time frame listed on your syllabus and in Important Dates and within Course Materials.

**NOTE:** The instructor can always be reached by the course email system. It is encouraged that this venue be used for questions specific to the student. There will be an open Q & A forum for any general questions regarding anything related to the course content, dates, assignments, etc. I encourage this format so that others might benefit by your questions and responses

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| <b>Grading Scale</b> |
|----------------------|

|           |               |           |                |
|-----------|---------------|-----------|----------------|
| <b>A</b>  | <b>93-100</b> | <b>C</b>  | <b>73-77</b>   |
| <b>A-</b> | <b>90-92</b>  | <b>C-</b> | <b>70-72</b>   |
| <b>B+</b> | <b>88-89</b>  | <b>D+</b> | <b>68-69</b>   |
| <b>B</b>  | <b>83-87</b>  | <b>D</b>  | <b>63-67</b>   |
| <b>B-</b> | <b>80-82</b>  | <b>D-</b> | <b>60-62</b>   |
| <b>C+</b> | <b>78-79</b>  | <b>E</b>  | <b>&lt; 60</b> |

# Course Schedule

## **Week 1 May 11 - May 17**

### **Topics**

Legal status of older persons

Does the law accomplish its goals?

Looking to the future, law and social values

Informed consent, risk management implications

Decision-making capacity

### **Assigned Reading**

Legal Aspects of Elder Care - Chapters 1 & 2

### **Additional Reading**

Policing Ourselves: When a Colleague Violates Professional Standards of Ethics - Amy Abrams - Inside GCM - The goal of this article is to provide some guidelines for addressing the behavior of a colleague that is in violation of a documented professional standard or ethical principle, but is not a blatantly abusive or criminal behavior or activity' (which should be immediately reported to law enforcement and/or adult protective service entities). Examples might include a geriatric care manager who fails to act judiciously when sharing confidential client information, condones a family's non-payment of a caregiver's payroll taxes, or does not fully disclose to their client a business relationship they may have with a recommended service provider.

On Competency and Capacity of Older Adults to Make Decisions - Donald Freedman, JD - Inside GCM - Maintaining personal autonomy is important for most elders. We exercise autonomy through making decisions. For decisions to have personal or legal significance, however, the individual must have the capacity to decide. This article provides guidance to geriatric care managers working with elders whose capacity for decision-making is to some extent diminished by cognitive or emotional factors, in the making of informal determinations of capacity in the course of their work. It also suggests ways to enhance the capacity of persons with diminished capacity to participate in the decision-making process.

How Do We Balance Autonomy and Risk for Older Adults? - Dan Browning - Next Avenue - Next Avenue - The question is not, 'What do I let her do?,' but rather, 'How do I support her?' He says good things can happen when older people are allowed to live more autonomous lives, "but it takes guts." Often, it presents risks not only for care recipients, but for caregivers, who may be blamed when things go awry.

Autonomy and Quality of Life for Elderly Patients - Jeanne Lee, MD - AMA Journal of Ethics - How can physicians justify limiting a patient's independence in the interest of his or her "own safety," when independence and the ability to continue living at home are essential for most older patients' quality of life?

### **Presentations**

Ethical Issues in Health Care - another look at ethical considerations from a medical perspective

Elder Law - What Is A Loss Of Capacity? - Bridget Mackay - Attorney at Law

Elder law attorney Bridget Mackay discusses what "loss of capacity" means to you or a loved one.

Finding the Balance: Person-Centered Supports that Honor Safety and Dignity of Risk - Image result for

NCAPPS logo- Person-centered supports must ensure that people have opportunities to make informed choices and to be supported in managing the risks that come with those decisions. Direct support providers have a role in helping people to live lives of their choosing and often face the challenge of balancing the individual's choice with the provider's 'duty of care'. The National Center on Advancing Person-Centered Practices and Systems (NCAPPS) presents a webinar on finding the balance.

## **Discussion Forum**

Please click on Week - 1 Discussion Forum "Welcome" and provide a brief summary as to how you became interested and involved in aging and adult services.

### Welcome Conference

You are invited to the Welcome and Orientation Conference - Thursday, May 14, from 7 to 8 pm ET. We will review the syllabus, course content, assignments, due dates, required participation conferences, Canvas navigation and any questions or issues regarding the course. Please click the Conferences button to the left on the day and time listed and proceed to Welcome Conference. Click on the Welcome Conference tab and follow the directions to join. This would be a good time to review your audio capabilities as you will need to present information in a live conference throughout the semester.

## **Online Content**

Making an Ethical Decision: A practical tool for thinking through tough choices - Markkula Center for Applied Ethics - Making and ethical decision: A practical tool for thinking through tough decisions - Markkula Center for Applied Ethics - Take a look at this and try out the app for yourself

Calculating Consequences: The Utilitarian Approach to Ethics - Markkula Center for Applied Ethics - Markkula Center for Applied Ethics - Utilitarianism offers a relatively straightforward method for deciding the morally right course of action for any particular situation we may find ourselves in. To discover what we ought to do in any situation, we first identify the various courses of action that we could perform. Second, we determine all of the foreseeable benefits and harms that would result from each course of action for everyone affected by the action. And third, we choose the course of action that provides the greatest benefits after the costs have been taken into account.

Ethical Issues and the Elderly: Guidance for Eldercare Providers - Mark R. Ensign, JD, CPA - This paper is intended to propose an ethical framework in which to discuss ethical issues that are likely to arise and the means to deal with ethical dilemmas involving the elderly and those who provide eldercare, whether professionals or family members. To provide the highest level of care, the entire caregiving team needs to form a partnership having the best interest of the elder as their focal point while providing loving, appropriate care to enhance their quality of care, their quality of life and their happiness in the latter days of their lives.

Capacity and Competency Assessment in Older Adults: A Case Study Approach - 1:05 - Peter A. Lichtenberg, Ph.D., ABPP

Guardianship - Good discussion on Guardianship

Abuse and Exploitation - Aging Matters | NPT Reports - It is estimated that one in ten adults over the age of 60 is a victim. But the truth is we don't know for certain how many older adults are suffering from abuse. In the eighth edition of Aging Matters, Nashville Public Television explores the issues behind elder abuse, neglect and exploitation.

**Next Week** - Readings, Presentations, First Discussion Forum, Online Content

## **Week 2 May 18 - May 24**

### **Topics**

Putting legal risks in perspective

Futile treatment  
Artificial nutrition and hydration  
Advanced health care directives  
Assisted death  
Euthanasia  
Legal interventions for incapacitated older persons

### **Assigned Reading**

Legal Aspects of Elder Care - Chapters 3 & 4

### **Additional Reading**

Do You Hear the Alarm Bells? - Jonathan D. Rubin, Esq. - Inside GCM

Informed Consent - American Cancer Society - If you are an adult and you're able to make your own decisions, you are the only person who can choose whether to get treatment and which treatment to get. This is done through a process called informed consent. Pretty good overview of medical informed consent.

The Legal Issues of Death - Thomas Rudy - Lawyer.com - Actually, it is the legal issues after death that they present and often not thought of by survivors.

Artificial Nutrition and Hydration at the End of Life: Beneficial or Harmful? - Cheryl Arenella MD, MPH - American Hospice Foundation - This article will define and describe in a straightforward manner what each treatment is, when each treatment might be useful, when each treatment is not likely to be useful, and the known burdens, side effects and complications of each treatment.

Even In An Emergency, Doctors Must Make Informed Consent An Informed Choice - Cindy Brach - Health Affairs - When a stroke is suspected, a daughter is pressured to consent to her father's treatment without fully understanding the risks.

### **Presentations**

Risk Management [Lecture slide notes ]

Legal Aspects of Incapacity - 28 mins.

### **First Discussion Forum**

Please click Week 2 - First Discussion Forum. Read and respond to the topic or questions provided. Initial responses are due by Friday, May 22 at 11:00 pm ET. Comments to other posts continue through Sunday evening. Please refer to your Discussions Forum section in your syllabus for suggestions for appropriate responses. This is a graded Discussion Forum.

### **Online Content**

2019 Florida Statutes Title XLIV - Chapter 765 - These are the Florida statutes as they pertain to the issues of advanced directives, surrogate and proxy.

What is Informed Consent and What does it Mean? from <http://www.cancer.org/index>

The Death Problem? - Alan Watts, Jason Silva

A rather unique perspective on life and death

Legal Link Eldercare Crisis Strikes

**Next Week** - Readings, Presentations,, Online Content

## **Week 3 May 25 - May 31**

### **Topics**

Organizational principles

State practice acts

Reporting medical conditions

Older individuals and the right to privacy

Family care giving and confidentiality

Family caregiver legal concerns

Family medical leave act

Elder mistreatment

Grandparents' rights

Kinship care

### **Assigned Reading**

Legal Aspects of Elder Care - Chapters 6 & 8

### **Additional Reading**

Family Care Contracts - Opportunities for Geriatric Care Managers and Our Clients - Deborah Liss Fins - Inside GCM

How HIPAA Interferes with Caregiving for the Elderly - Carol Levine - The Hastings Center - Here is what the Health and Human Services' Office of Civil Rights, responsible for monitoring HIPAA, says: "The HIPAA Privacy Rule at 45 CFR 164.510(b) specifically permits covered entities to share information that is directly relevant to the involvement of a spouse, family members, friends, or other persons identified by a patient, in the patient's care or payment for health care." The only exception is if the patient objects.

Privacy Framework for Older Adults - Garg, Vaibhav & Camp, L & Connelly, Katherine & Shankar, Kalpana & Lesa, Mae & , Lorenzen-Huber. (2018). Privacy Framework for Older Adults. - The challenges of an aging population require the adoption of in-home and medical technologies to complement the traditional caregiver model. Adoption of such technology is, however, mediated by privacy concerns. (scroll down one page to get to narrative)

### **Presentations**

These two videos might be a bit lengthy and not very exciting but I think they offer a good background to privacy law and perhaps the genesis of what might be know as HIPAA today. Take a listen and see if you find anything useful.

Information Privacy Law - 1 Origins of Privacy

Script by Professor Randy Dryer, design by Aaron Dewald, University of Utah S.J. Quinney College (c) 2013

Information Privacy Law - 2 Reasonable Expectation of Privacy

Script by Professor Randy Dryer, design by Aaron Dewald, University of Utah S.J. Quinney College (c) 2013

271 Elder Abuse and Domestic Violence Awareness and Prevention

Counselor Toolbox - Dr. Dawn Ellise-Snipes

## **Online Content**

Grandparent Rights (State by State) - American Grandparents Association

National Center on Elder Abuse - - The NCEA provides the latest information regarding research, training, best practices, news and resources on elder abuse, neglect and exploitation to professionals and the public. First established by the U.S. Administration on Aging (AoA) in 1988 as a national elder abuse resource center, the NCEA was granted a permanent home at AoA in the 1992 amendments made to Title II of the Older Americans Act.

Grandfamilies.org - - serves as a national legal resource in support of grandfamilies within and outside the child welfare system. Our goals are to:

educate individuals about state laws, legislation and policy in support of grandfamilies

assist interested policymakers, advocates, caregivers, and attorneys in exploring policy options to support relatives and the children in their care

provide technical assistance and training

Family and Medical Leave Act

An Age for Justice: Confronting Elder Abuse in America - 16 minutes

Next Week - Readings, Presentations, Second Discussion Forum, Online Content

## **Week 4 June 1 - June 7**

### **Topics**

Entrepreneurial risks

Types of geriatric care management businesses

Creating a business plan

Types of GCM businesses

Financing a care management business

Professional consultants

Developing procedures and forms

Business insurance

Setting up an office

Hiring good staff

Financial planning, cash flow analysis, billing

Integrating a GCM business into another practice

### **Assigned Reading**

Handbook for Geriatric Care Management - Chapters 13

### **Additional Reading**

Integrating Care Management in Corporations - Jennifer Elizabeth Voorlas - Inside GCM

Care Manager as Guardian: Ethical Dilemmas of Dual Practitioners - Julie Gray - Inside GCM

Who Is The Client?- Nancy Avitabile & Jennifer Voorlas - Inside GCM - ICAA's Guidelines for effective communication with older adults - International Council on Active Aging -

<http://www.changingthewayweage.com/> - The association is focused on active aging—an approach to aging that helps older adults live as fully as possible within all dimensions of wellness (i.e., physical, social, environmental, vocational, intellectual, emotional and spiritual)—and provides its members with education,

information, resources and tools.

## **Presentations**

Definition of a Geriatric Care Manager

Aging Life Care Association - - Welcome to the Aging Life Care Association (ALCA) YouTube Channel provided by members of the Association. Everything you wanted to know about ALCA.

## **Second Discussion Forum**

Please click Week 4 - Second Discussion Forum. Read and respond to the topic or questions provided. Initial responses are due by Friday, July 3 at 11:00 pm ET. Comments to other posts continue through Sunday evening. Please refer to your Discussions Forum section in your syllabus for suggestions for appropriate responses. This is a graded Discussion Forum.

## **Online Content**

What is a Geriatric Care Manager? - Senior Magazine Online - This is a short article of their perspective of what a GCM is or does.

U.S. Small Business Administration - Small Business Administration - <https://www.sba.gov/>

Small Business Development Centers - America's SBDC - America's SBDCs - Small business owners and aspiring entrepreneurs can go to their local SBDCs for free face-to-face business consulting and at-cost training, on topics including business planning, accessing capital, marketing, regulatory compliance, technology development, international trade and much more. SBDCs are hosted by leading universities, colleges, state economic development agencies and private sector partners, and funded in part by the United States Congress through a partnership with the U.S. Small Business Administration. There are nearly 1,000 local centers available to provide no-cost business consulting and low-cost training to new and existing businesses.

Risk Management for a Small Business - Small Business Administration - Small Business Administration - Welcome to the Risk Management for a Small Business training. By taking this training, you are taking an important step toward building a better business. This guide accompanies the Risk Management for a Small Business PowerPoint Presentation.

Risk Management Basics: What Exactly Is It?

**Next Week** - Readings, Presentations, Online Content

## **Week 5 June 8 - June 14**

### **Topics**

Public not-for-profit and private settings

Critical success factors in adding a care manager to a nonprofit

Financial modeling

Fee-for-service in a not-for-profit setting

Billing, costs, and rates

Branding

Defining your customer base and referral source

## Assigned Reading

Handbook for Geriatric Care Management - Chapter 15

## Additional Reading

Creative Care Management in a Non-Profit Setting - Kate Granigan - Creative Care Management in a Non-Profit Setting -Inside GCM – Summer 2013 -

Managing Inquires and Intakes, Where Do We Start? - Miriam Oliensis-Torres - Inside GCM - Volume 24, Number 1 – Spring 2013 - Geriatric care managers (GCMs) practice in a variety of agency settings and structures, each with its unique set of characteristics and business practices. These vary from solo practices based in the GCM's homes or small offices, to larger care management-only practices, or integrated care management and home care agencies. They may be privately owned, programs which are one component of larger nonprofit agencies & institutions, or large privately or publicly held corporations.

## Presentations

Personal Histories: Models of Individual and Group Markets [Lecture slide notes ]

Starting and Expanding a Care Management Practice [Lecture slide notes ]

Make a Timeline To Start Your Profitable Geriatric Care Management Business - Jeff Bettencourt

## Online Content

What Is A Case Manager? - - Case Management is a collaborative process of assessment, planning, facilitation, care coordination, evaluation and advocacy for options and services to meet an individual's and family's comprehensive health needs through communication and available resources to promote patient safety, quality of care, and cost effective outcomes.

Customer Development and the Business Model Canvas

Stanford University

How Geriatric Care Management Can Save You Money

Linda Fodrini-Johnson - MA, MFT, CMA

The New Idea Entrepreneurs - John Butman runs the firm Idea Platforms, based in Cambridge Massachusetts. He is the author of the new book, Breaking Out: How to Build Influence in a World of Competing Ideas .

**Next Week** - Readings, Lectures, Quiz, Online Content

**Week 6 July 15 - July 21**

## Topics

Home care

Assisted living

CCRC or Life care communities

Hospice

Adult day care (Adult Care Services)

Nursing homes

Nonprofit nursing homes

## Financing long-term care

### Assigned Reading

Legal Aspects of Eldercare - Chapter 5

### Additional Reading

The Long-Term Care Poll - The Long-Term Care Poll - The Associated Press-NORC Center for Public Affairs Research, with funding from The SCAN Foundation, is undertaking a series of major studies on the public's experiences with, and opinions and attitudes about, long-term care in the United States. The AP-NORC Center's 2018 survey of long-term caregivers asks Americans about the types of challenges and costs they face providing care. Good articles regarding the attitudes of future long term care in the US.

Introduction to health care services - Bernard J. Healey, Tina Marie Evans, Daniel J. Amorino, Francis G. Belardi, Jeremy Cantor, Larry Cohen, Jeffrey R. Helton, Jeff Kile, Joseph J. Marrone, Leslie Mikkelsen, Rea Pañares, Janani Srikantharajah, Erica Valdovinos, Denice Yanchik - - The cost of health care delivery has become one of the major problems confronting the United States as its health care system seeks to achieve reform. Forty years ago a typical American family spent approximately \$450 per year on health care delivery, which at that time represented 8 percent of the gross domestic product (GDP) (Fuchs, 1998). In 2010, an average American family spent \$8,402, representing over 17 percent of GDP. Carroll, Chapman, Dodd, Hollister, and Harrington (2013) argue that health care costs will continue to rise and, by the year 2020, will total \$4.6 trillion, representing almost 20 percent of GDP. I apologize for all of the ads but there is a lot of good information in this lesson.

Long-term Care Providers and Services Users in the United States, 2015–2016 - Harris-Kojetin L, Sengupta M, Lendon JP, Rome V, Valverde R, Caffrey C. Long-term care providers and services users in the United States, 2015–2016. National Center for Health Statistics. Vital Health Stat 3(43). 2019. - Data from the National Study of Long-Term Care Providers - This report presents the most current national results from the National Study of Long-Term Care Providers (NSLTCP) conducted by the National Center for Health Statistics (NCHS) to describe providers and services users in five major sectors of paid, regulated long-term care services in the United States.

### Presentations

Palliative Care vs. Hospice: How Are They Different? - Dr. Amy Newton

Palliative care and hospice are similar medical disciplines that both seek to alleviate the medical symptoms and emotional impact of a serious diagnosis. But there are key differences between the two. In this post to HealthConnection.TV, UT Health Northeast palliative medicine expert Dr. Amy Newton answers questions about palliative care vs. hospice.

Being Mortal - FRONTLINE follows renowned New Yorker writer and Boston surgeon Atul Gawande as he explores the relationships doctors have with patients who are nearing the end of life. The film investigates the practice of caring for the dying, and shows how doctors are often remarkably untrained, ill-suited and uncomfortable talking about chronic illness and death with their patients. Aired: 2/10/2015 | 0:54:11  
There is a 30 second commercial before the segment.

### Midterm Quiz

The Midterm Quiz consists of 10 multiple choice and true/false questions. You will have one attempt in 90 minutes to complete the Quiz. The Quiz will open on Monday morning, June 29 and close on Friday evening, July 3. The questions are taken only from the Assigned Reading chapters from both textbooks

through Week 5. The Quiz will be monitored throughout the week and please use the course email system for any issues or questions. To access the Quiz, click on the Quiz tab on the left or click [HERE](#).

### **Online Content**

What Is Adult Day Care? - FamilyCare America, Inc - Normally, adult day care is used to relieve the caregiver or his or her duties for the day while ensuring that the care recipient will still receive the proper care in a safe, friendly environment. These centers usually operate during normal business hours five days a week, and some centers also offer additional services during evenings and weekends. Currently, there are more than 4,000 of these programs operating in the United States.

Adult Day Care: What Family Caregivers Need to Know - AARP Real Possibilities, select to return to the AARP.org homepage - Evidence shows that older people who attend these centers have a better quality of life. A 2017 review of research on adult day care programs published in the journal *The Gerontologist* found they provided health, psychological and behavioral benefits for participants, particularly those with dementia and other cognitive impairments.

Nonprofit Versus For-Profit Senior Care – Is There a Difference? - Michael O. Schroeder - U.S. News & World Report Homepage - When it comes to senior care – whether trying to discern what level of care is needed, or picking a specific nursing home – there's no shortage of considerations for individuals and their loved ones. So, it could be easy to overlook ownership status: namely, whether a facility is for-profit or nonprofit. While there's plenty of nuance, and ownership structures vary beyond simply the profit question, experts say this is still a worthwhile distinction to take into account.

**Next Week** - Readings, Lectures, Third Discussion Forum, Online Content

### **Week 7 July 22 - July 28**

#### **Topics**

Private revenue sources for the fee-based care manager

Need versus demand in the private elder-care market

Is the demand for eldercare large enough to support fee-based eldercare professionals?

Basing a private elder care business model on demographics: The reality of a need vs. demand-based revenue model

Funding sources for long-term care

Targeting specific groups and resources to grow a professional practice

#### **Assigned Reading**

Handbook for Geriatric Care Management - Chapter 18

#### **Additional Reading**

Life Care Planning: Future Potential For GCMs - Lori Lomahan & Shay Jacobson.

Using a Person-Centered Approach to Improve Care Coordination Opportunities Emerging from the Affordable Care Act - Kathryn G. Kietzman, PhD, MSW - *Journal of GCM* - *Journal of GCM* - Fall 2012.

Giving Time Away & Marketing Your Practice - Carol S. Heape - MSW, CMC, practices care management in

Placerville, CA. - If you were asked what you want for your care management practice or agency, I would bet everyone would say financial success and acceptance in the community where you are a care manager. When I began Elder Options almost 18 years ago, those were my initial goals; and years later, they continue to be at the top of the list.

GCM: Business Current Trends - By Jennifer Elizabeth Voorlas - Jennifer Voorlas, MSG is a geriatric care manager in the Southern California area working for Geriatric Care Management Solutions Inc, and the Brain Longevity Center. - A beginning trend is now happening in the workplace that could help make a huge difference in the lives of senior citizens and those who care for them. As provocative an issue as child-care in corporations, elder care is now taking lead. Employers are utilizing the expertise of Geriatric Care Managers to assist their employees with elder care issues. Corporate productivity may depend upon it. Businesses are paying attention to the kinds of issues their employees face, and how this detracts from work performance, affecting overall corporate efficiency.

Technology Managing Your Business? - By Lisa Moody - Lisa Moody is the Founder and President of JewelCode Corporation, which is a provider of professional care management software and associated technology services to members of NAPGCM.

### **Presentations**

Future of Care Management [Lecture slide notes ]

Market Size and Competition - Key Aspects of a Business Plan - docstock TV

### **Individual Conference Reports**

The intention for this assignment is for the student to present their PowerPoint interviews with APS in an interactive, conference-style format. These informal presentations serve as an exercise in expressing your thoughts and ideas to friends and colleagues within an interactive and dynamic conference setting. The assignment is to review with the class your PowerPoint summary of your Adult Protective Services interviews on the evening you chose.

Individual Conference Reports begin on Monday, June 22 and continue on Tuesday, June 23, and Wednesday, June 23 (All Conference evenings start at 7 pm ET). To join, click on Conferences tab to the left and click on the corresponding evening.

Please refer to Week 7 - Third Discussion Forum for additional information about posting and responding to your presentations. Immediately after you complete your Individual Conference Report, please go to the Week 7 Discussion Forum and post a simple note stating your presentation is ready for us to review. This post ensures that your presentation has been recorded as "on time" in the Grade Book.

Contact your instructor should you have questions or concerns regarding this assignment.

### **Third Discussion Forum**

Elder Abuse 2020 Assignment

This Discussion Forum is part of the Stop Elder Abuse investigative assignment. More information and instructions to this discussion forum can be found [HERE](#). This discussion forum requires a Individual Conference Report based on the information you have gathered and presented as a PowerPoint presentation to the rest of the class. You will have choices of evenings by going to the Stop Elder Abuse Sign-up page and selecting an evening for your presentation. All presentations will be recorded. Once you have presented your Adult Protective Services interview, you are to use the remainder of this discussion forum to attend, review, and respond to other presenters' conference reports which can be found by

clicking on the Shared Files link on the course Homepage.

Please note that your presentation is designed to replicate a written report. Information contained in your presentation should represent the information contained in a written, narrative report. You are to supplement your presentation with additional audio information to inform and educate the viewer of a complete assignment. Simple reading your information on the slide will result in a less than maximum score for this assignment.

Once you have presented your Conference Report, please post a response to the Week 7 - Third Discussion Forum stating that your presentation is ready for review. Posting your comment to the Discussion Forum informs the Grade Book that you have met that part of the requirement. Failure to post some statement as an opening post will be flagged as late or missing. Use the remaining time to comment on and review other presentations.

### **Online Content**

Geriatric Care Management: 10 Points to Consider - After Fifty Living

How to Start a Non-Medical Home Care Business - Antony Cirillo - VeryWell Health - With an increased desire to age in place, more and more services are being delivered straight to the home. One of the fastest growing businesses is non-medical home care. Learn the basics of how to start a non-medical home care business.

Is it worth paying an expert to help you navigate the health-care system? - Joseph F. Coughlin, PhD - Published: Aug 12, 2016 2:59 p.m. ET - MarketWatch, Inc.

Starting A Profitable GCM Business - Cathy Cress

Cathy has a number of videos on YouTube regarding the business of Geriatric Care Management. Cathy Cress YouTube Page

**Next Week** - Readings, Presentations, Online Content

### **Week 8 June 29 - July 5**

#### **Topics**

Branding and Brand Development

Creative and promotional strategy

Creating a marketing strategy

Developing a strategic marketing plan

Lead sources

Targeted audiences

Sales and marketing objectives

Positioning strategy

Selling and lead generation tactics

Communication strategy

Setting yourself apart from competition

## Assigned Reading

Handbook for Geriatric Care Management - Chapters 17 & 18

## Additional Reading

Who, what, why, and where? Your target audience definition - Steve Harvey - Fabrik - There's a common saying in the world of digital marketing that goes a little something like this: "If you try to sell to everyone, then you'll end up selling to no-one."

Differences Between B2B and B2C Marketing - By Laura Lake - Image result for the balance logo - Marketing business-to-business (B2B) is different from marketing business-to-consumer (B2C). Although you still are selling a product to a person, experience shows that the difference between these two types of markets runs deep. Explains the difference between marketing to physicians, attorneys, trust officers, that have a logical attachment (b2b) as opposed to marketing to family members or the clients, or to some extent Hospice or other businesses that might have an emotional attachment (b2c).

Niche Marketing - Small Business Encyclopedia - Definition: A portion of a market that you've identified as having some special characteristic and that's worth marketing to

## Presentations

Formally, National Association of Professional Geriatric Care Managers - now Aging Life Care Association™  
Marketing & Target Market Segmentation - Tanya Hertz - Nov 3, 2019: 14:34

Why Developing a Strong Brand is Essential for Business Growth - Shana Haynie is the Inbound Marketing Manager for Hearst Bay Area - San Francisco Chronicle - Your brand story should not be contrived, but it should be told in a way that appeals to your audience. Pick apart the interesting quirks of your business and shine light on the things that make you different. Home in on your vision, mission, and unique selling proposition to define what you will and will not stand for as a company.

## Online Content

Marketing Plan Goals & Objectives for Small Businesses - Emily Weisberg -- When planning a road trip, what's the first thing you do? You consult a map. Similarly, before embarking any marketing initiative, you should create a marketing plan—your virtual "road map." But how does a small business create a marketing plan, and is having one really all that important?

GCM: Business Customer Relationship Management - Marlene Dube - Inside GCM

Find Your Customers With A Target Market Analysis - Mike Kappel - Image result for forbes logo - Whether you're just starting or growing your business, you need to know who your customers are and how to attract them. Without customers, your business has no chance of surviving. Where are you going to find your customers? You need to know about something called a target market

Small Business Branding 101: How to Brand Your Business - Priyanka Prakash, JD - Image result for fundera logo - Your business branding is one of the keys to the success of your marketing efforts, no matter what type or size business you run. Creating an implementing a clear business brand will help your business earn credibility, set customers' expectations, make the purpose and values of the business clear to customers, help your business stand out from the competition, and more.

Working Cooperatively: Geriatric Care Managers and Elder Law Attorneys - Shannon Martin

Startup Business Plan - Marketing Strategy Section - Kathy VerEecke

Branding Your Business - Panel Discussion - Connect to Buy

**Next Week** - Readings, Lectures, Fourth Discussion Forum, Online Content

## **Week 9 July 6 - July 12**

### **Topics**

Strategic planning

Strategic planning: Defining your niche

Establishing working relationships with key organizations

Marketing and business development

Model of care management

Planning growth

Being an employer

Joining organizations and networking nationally

Accreditation

### **Assigned Reading**

Handbook for Geriatric Care Management - Chapter 14

### **Additional Reading**

Managing Your Business with Technology - Lisa Moody - Journal of GCM

Care Coordination Under the Affordable Care Act Opportunities and Challenges for Geriatric Care Managers - Susan Emmer, Esq. - Journal of GCM

The Senior Care Index - Surveying the ups and downs of family caregiving - Care.com - And while the largest share of caregivers is in their 40s and 50s, a growing number of Millennials are responsible for the care of an older loved one. More than one in five caregivers are caring for more than one family member. Fully 24% of family caregivers have children living at home with them, meaning they're part of the Sandwich Generation. And, while previous research has shown 90% of older Americans prefer to remain in their homes, our research shows less than half of care recipients are aging in place, suggesting there's a considerable gap between expectations and reality.

Section 4. Segmenting the Market to Reach the Targeted Population - "Segmenting" is a marketing term for dividing up your audience into groups according to particular criteria. The members of each group have at least one important factor in common with the other members of the same group, and that factor sets them apart from all the other groups.

### **Presentations**

marketing 101, understanding marketing basics, and fundamentals

selfLearn-en - Marketing 101, understanding marketing basics, and fundamentals. marketing refers to the activities of a company associated with buying and selling a product or service. it includes advertising, selling and delivering products to people. people who work in marketing departments of companies try to get the attention of target audiences by using slogans, packaging design, celebrity endorsements and general media exposure. - Sep 16, 2018/1:30:32

### **Fourth Discussion Forum - Marketing Presentation**

Please click Week 9 - Fourth Discussion Forum. Read and respond to the topic or questions provided. Initial responses (uploaded recorded files) are due by Friday, July 10 at 11:00 pm ET. Comments to other posts continue through the remainder of the discussion forum. Please refer to your Discussions Forum section in your syllabus for suggestions for appropriate responses.

This is a graded Discussion Forum. Immediately after you upload your presentation, please go to the Week 9 Discussion Forum and post a simple note stating your presentation is ready for us to review. This post ensures that your presentation has been recorded as “on time” in the Grade Book.

### **Geriatric Care Manager Interview Assignment**

Instructions: Please click on Inbox to go to the Canvas email system. Start a new email to the instructor and attach your written GCM Interview Assignment to the email. Should there be any issues, please inform your instructor.

**This assignment is due by Friday, July 10 by 6:00 pm ET.**

### **Online Content**

Eight Predictions on the Future of Senior Care - <http://www.aplaceformom.com>

Hot Market Alert: Start A Senior Business - Rieva Lesonsky - AllBusiness - Are you ready to start your own business? Today's hottest market, seniors, is ready to buy. Trendy millennial and Generation Z consumers, move aside. There's a new consumer in town (well, not so new): senior citizens. Yes, the demographic incorporating the baby boomers is still a force to be reckoned with. Here's what you need to know about starting a senior business.

More start-ups are targeting baby boomers - Lauren Thomas, Aditi Roy - Published 11:06 AM ET Thu, 11 Aug 2016 Updated 11:56 PM ET Thu, 11 Aug 2016 - contributing Jill Silvestri - CNBC

Millennials stand out for their technology use, but older generations also embrace digital life - Emily A. Vogels - Pew Research Center - Millennials have often led older Americans in their adoption and use of technology, and this largely holds true today. But there has been significant growth in tech adoption since 2012 among older generations – particularly Gen Xers and Baby Boomers.

SWOT Analysis - Definition, Advantages and Limitations - MSGMANAGEMENT STUDY GUIDE - SWOT Analysis is the most renowned tool for audit and analysis of the overall strategic position of the business and its environment. Its key purpose is to identify the strategies that will create a firm specific business model that will best align an organization's resources and capabilities to the requirements of the environment in which the firm operates.

**Next Week** - Readings, Presentations, Online Content

### **Week 10 July 13 - July 19**

#### **Topics**

The regulatory landscape

What is the relevance of a person's age?

Age discrimination in employment

Disability discrimination

Housing

Health care rationing

Voting

Discrimination in favor of older persons

## Assigned Reading

Legal Aspects of Elder Care - Chapters 9 & 10

## Additional Reading

Protecting Older Consumers 2017-2018 - A Report of the Federal Trade Commission - Image result for FTC logo - The FTC's last fraud survey found that 10.8 percent of adults in the United States—an estimated 25.6 million people—were victims of one or more of the frauds included in the survey. That same research demonstrated that, contrary to popular thinking, older Americans are not necessarily defrauded at higher rates than younger consumers for the surveyed frauds. Nevertheless, certain types of scams are more likely to affect certain groups. For example, older adults in the survey (ranging in age from 55 to 74) were more likely to be victims of fraudulent prize promotions than were younger consumers. The FTC is currently working on an updated fraud survey to provide additional analysis and insights on the prevalence of certain consumer frauds on various demographic groups.

Financial Capacity and Financial Exploitation of Older Adults: Research Findings, Policy Recommendations and Clinical Implications - Wood, S., & Lichtenberg, P. A. (2017). Financial Capacity and Financial Exploitation of Older Adults: Research Findings, Policy Recommendations and Clinical Implications. *Clinical gerontologist*, 40(1), 3–13. doi:10.1080/07317115.2016.1203382 - Financial exploitation (FE) of older adults is a social issue that is beginning to receive the attention that it deserves in the media thanks to some high profile cases, but empirical research and clinical guidelines on the topic are just emerging. Our review describes the significance of the problem, proposes a theoretical model for conceptualizing FE, and summarizes related areas of research that may be useful to consider in the understanding of FE. We discuss structural issues that have limited interventions in the past and make specific public policy recommendations in light of the largest intergenerational transfer of wealth in history. Finally, we discuss implications for clinical practice.

Financial Exploitation of the Elderly in a Consumer Context - Kristy Holtfreter, Ph.D., Michael D. Reisig, Ph.D., Daniel P. Mears, Ph.D., Scott E. Wolfe, Ph.D. - The goal of this research was to provide researchers, practitioners, and policy makers with an empirically-based understanding of financial exploitation of elderly consumers. This study focused on Arizona and Florida, two states with significantly higher proportions of older residents. This study sought to identify risk and protective factors for fraud victimization and to evaluate the elderly's awareness and use of state-based programs.

Aged-Based Health Care Rationing - Claire Andre and Manuel Velasquez - Markkula Center for Applied Ethics - Has the time come when we decide that prolonging the lives of the elderly who "no longer serve the land" is truly a burden on the youth of society? Is the day of rationing our nation's health care services on the basis of age close at hand? As the ranks of the elderly swell, and demands on the nation's scarce health care resources increase, the once whispered suggestions that health care should be rationed by age are now growing audible.

Beyond Housing: Perceptions of Indirect Displacement, Displacement Risk, and Aging Precarity as Challenges to Aging in Place in Gentrifying Cities - H. Shellae Versey, Serene Murad, Paul Willems, and Mubarak Sanni - *J. Environ. Res. Public Health* 2019, 16(23), 4633; <https://doi.org/10.3390/ijerph16234633> - Neighborhoods within age-friendly cities and communities are an important factor in shaping the everyday lives of older adults. Yet, less is known about how neighborhoods experiencing change influence the ability to age in place. One type of rapid neighborhood change occurring across major cities nationally and globally is gentrification, a process whereby the culture of an existing neighborhood changes through the influx of more affluent residents and businesses. Few studies have considered the impact of gentrification on older adults, who are among the most vulnerable to economic and social pressures that often accompany gentrification.

## Presentations

Ashton Applewhite: Let's end ageism | TED Talk - Ashton Applewhite - Image result for ted talks logo- It's not the passage of time that makes it so hard to get older. It's ageism, a prejudice that pits us against our

future selves -- and each other. Ashton Applewhite urges us to dismantle the dread and mobilize against the last socially acceptable prejudice. "Aging is not a problem to be fixed or a disease to be cured," she says. "It is a natural, powerful, lifelong process that unites us all."

### **Online Content**

Protecting older adults from fraud and financial exploitation - Consumer Financial Protection Bureau - Losing money or possessions to scams, fraud, and exploitation can be especially devastating to older adults, who may be not be able to earn back what they've lost.

Should older people lose the right to vote? - Daniel Munro - Image result for maclean's magazine logo - The idea is that once citizens reach a certain age, they will be less concerned with our social, political, and economic future than younger generations and much less likely to bear the long-term consequences of political decisions and policies. In that case, their votes ought to be discounted, or eliminated altogether, to ensure that the future is shaped by those who have a real stake in how it turns out. But would disenfranchising older citizens be fair?

Does the United States Ration Health Care? - Roosa Tikkanen and Robin Osborn - Home - To The Point - As recent congressional hearings on Medicare for All proposals have illustrated, members of Congress and presidential candidates are looking outside the United States to find ways to achieve universal coverage. Some have suggested that other countries are able to provide universal coverage because they "ration" care — a term rife with negative connotations. This post examines the extent to which healthcare is rationed in Germany, the Netherlands, Sweden, Switzerland, and the United Kingdom — as compared to the U.S.

Rationing healthcare: More than half of US doctors say no to clinical services - Springer. (2016, July 20). Rationing healthcare: More than half of US doctors say no to clinical services: Practice setting, political leanings influence how doctors go about rationing treatment options. ScienceDaily. Retrieved December 11, 2019 from [www.sciencedaily.com/releases/2016/07/160720125525.htm](http://www.sciencedaily.com/releases/2016/07/160720125525.htm) - ScienceDaily - More than half of US physicians included in a national survey have withheld certain medical interventions with small benefits from their patients because of the cost-implications these hold. Such rationing behavior is more prevalent among physicians in solo practice, and less so among doctors with liberal leanings.

**Next Week** - Readings, Presentations, Fifth Discussion Forum, Online Content

### **Week 11 July 20 - July 26**

#### **Topics**

Motivat

ion for Care Management Credentialing

What is Credentialing?

History of Care Management Certification

#### **Assigned Reading**

Handbook for Geriatric Care Management - Chapter 19

#### **Additional Reading**

What Does the GCM Do When Payment Becomes an Issue Without Abrogating Responsibilities to the Client? - Dorothy Fried - Inside GCM

Termination Viewed Through an Ethical Lens - Stephanie Swerdlow - Stephanie Swerdlow has her Masters degree in Social Work and is a Fellow Certified Care Manager.

Care Management: Implications for Medical Practice, Health Policy, and Health Services Research - Timothy W. Farrell, MD; Andrada Tomoia-Cotisel, MPH, MHA; Debra L. Scammon, PhD; Julie Day, MD Rachel L. Day, BA; and Michael K. Magill, MD. - Care management is a promising team-based, patient-centered approach “designed to assist patients and their support systems in managing medical conditions more effectively.” It also encompasses those care coordination activities needed to help manage chronic illness.

De-mystifying geriatric care managers - Tracy Stewart, CPA/PFS/CFF - Editor: Theodore J. Sarenski, CPA/PFS - The Tax Adviser - A geriatric care manager (GCM) can become a valuable partner to the practitioner and his or her clients. GCMs are experts at navigating the medical system. They can serve as advocates inside and between care facilities. They can also step in to supervise care if adult children live elsewhere. By partnering with a GCM, the practitioner gains an ally in ensuring that care decisions align with financial goals and the family's resources.

## **Presentations**

How to Become a Certified Care Manager: Step-by-Step Career Guide -Study.com- So you think you might like to become a certified care manager... A care manager assesses a patient's long- and short-term needs and works with professional caregivers to plan a program that addresses those needs. Care managers' job duties cover five main areas: assessing and identifying client strengths and needs, establishing a plan of care, implementing a care plan, monitoring a patient's progress, and acting professionally. Travel to meet with clients is often necessary.

## **Fifth Discussion Forum**

Please click Week 11 - Fifth Discussion Forum for the presentation instructions and the initial posting times and requirements for this Discussion Forum. This Discussion Forum is in conjunction with your Care Manager Interview Assignment Individual Conference Reports. Comments to other posts continue through Friday of Week 12. Please refer to your Discussions Forum section in your syllabus for suggestions for appropriate responses. This is a graded Discussion Forum.

### **PowerPoint Example and Slide Information**

I am anticipating that each presentation will take about 30 minutes. We will not have much time for questions and answers during our Conference Reports so I suggest that you reserve your questions and comments for the Week 8 through 9 - Fourth Discussion Forum written posting and response section. Please note that this Discussion Forum ends on a different day than previous ones.

## **Individual Conference Reports**

The intention for this assignment is for the student to present their PowerPoint interviews in an interactive, conference-style format. These informal presentations serve as an exercise in expressing your thoughts and ideas to friends and colleagues within an interactive and dynamic conference setting. The assignment is to review with the class your PowerPoint summary of your Geriatric Care Manager interviews on the evening you chose.

Individual Conference Reports begin on Monday, July 20 and continue on Tuesday, July 21, and Wednesday, July 22 (All Conference evenings start at 7 pm ET). To join, click on Conferences tab to the left and click on the corresponding evening.

Please refer to Week 11 - Fifth Discussion Forum for additional information about posting and responding to your presentations. Immediately after you complete your Individual Conference Report, please go to the Week 11 Discussion Forum and post a simple note stating your presentation is ready for us to review. This post ensures that your presentation has been recorded as “on time” in the Grade Book.

Contact your instructor should you have questions or concerns regarding this assignment.

## **Online Content**

International Commission on Health Care Certification (ICHCC)

National Academy of Certified Care Managers (NACCM)

Aging Life Care Association (ALCA)

This is Not Your Parents' Aging Experience How Geriatric Care Managers Can Leverage Their Knowledge and Know-How and Network to Respond to Baby Boomer Trends - Claudia Cook Journal of GCM Fall 2012

What is an aging life care manager — and should you hire one? - Care.com - An aging life care manager is a trained professional who specializes in the field of geriatrics, or older adults and aging. According to the National Institute on Aging, they are often a licensed social worker or nurse who can act as a kind of “professional relative” to help you and your family identify needs and solutions to make life easier. Their professional organization is known as the Aging Life Care Association (ALCA), a non-profit group of over 2,000 members that focuses on providing help for older adults or others facing long-term health problems.

With certification, Geriatric Care Managers hold a credential aimed at evoking confidence, confirming competence - June Saunders - SeniorsMatter.com

Next Week - Quiz, Wrap-up Conference, Online Content

## **Week 12 July 27 - July 31**

### **Sixth Discussion Forum Continues**

We will continue to respond and comment in the Week 11 - Fifth Discussion Forum. Make note of the short week for this Discussion Forum and regular and usual response posting criteria applies to this Discussion Forum the same as previous forums. Comments to other posts continue through Friday evening. Please refer to your Discussions Forum section in your syllabus for suggestions for appropriate responses. This is a graded Discussion Forum.

### **Open Books Quiz**

The Open Books Quiz is from all chapters in the Assigned Reading sections within the weekly modules. Quiz will be available starting Monday, July 27 and conclude on Friday, July 31 at midnight ET. You will have 90 minutes to answer 15 multiple choice and true/false questions. Click on the Quizzes button on the left or use Open Books Quiz to access the quiz.

### **Semester Wrap-up Conference**

Everyone is invited to the last Wrap-up Conference to review course content and materials covered, ease of use and quality of information, and any other aspect to the course you wish to share. All suggestions are welcome and attendance in this Conference is not mandatory and does not count in your overall grade but I do hope you get a chance to stop in. Conference will be held on Thursday, July 30, from 7 to 8 pm ET. Click on the Conferences button on the left to join the Wrap-up Conference.

## **Online Content**

Eight Predictions on the Future of Senior Care - <http://www.aplaceformom.com>

Geriatric Care Manager Job Description - Anthony Cirillo - [verywell.com](http://verywell.com)

Reimagining Elder Care in the United States

The Aspen Institute - The US is aging – between 2012 and 2050, the number of adults over age 60 will jump from 43 to 84 million, representing about 20 percent of the population. Meanwhile, smaller and more scattered families will mean greater numbers of people growing old alone. Fostering the social connections

and cross-generational interactions that are so essential to healthy aging has become a national struggle.

### Steve Jobs Explains the Rules for Success

Steve Jobs is one of the best Entrepreneurs of all Time. He found the biggest electronic company, Apple in his garage. And he creates two more company Pixar and Next in his career. In this video, you find his best 7 rules of success. 1. Work With Passion 2. Believe in Teamwork 3. Don't Wish Keep Moving 4. Don't Live Limited Life 5. Everything happens for good 6. Make a Quality Product 7. Appreciate your competitor work & Learn

### Recommended Readings:

- Gross EB, Johnson LF. The development of a case management business: The changing paradigms. Presented at: The National Association of Professional Geriatric Care Managers Conference; October 22-24, 1998; Chicago, IL.
- Certification: How we got here and what does it mean? Journal of Geriatric Care Management. Entire issue. Fall 2009, Chicago, IL.
- Ellenberger, D and Ellenberger, C. Do you have the right to copy? The Journal of Legal Nurse Consulting, 2009;20.2 3-7.
- McAllister, M and Rhodes, S. Clinical Documentation: More than a cumbersome chore. *Patient Safety & Quality Healthcare*. January/February 2010. 36-38.
- Kraus A. Before you leap: A start-up guide for the beginner. Part I: Do you have the soul of an entrepreneur? *GCMJ*. 1993; 3, 2-10.
- Brostoff, P and Stewart H. Basic components of private geriatric care management, Part II. Presented at: The National Association of Professional Geriatric Care Managers; October 14-17; Tucson, AZ.
- Dolen, L, Rubin E, Charnow, J, Cress M. The business of becoming a private geriatric care manager. Presented at: The National Association of Professional Geriatric Care Managers, October 17-19, 1992; Tucson, AZ.
- Marks W. Partnerships: The good, the bad, and the ugly. Why do they succeed or fail? *GCMJ*. 1996; 6: 6-9.
- Burstiner, I. *The Small Business Handbook: A Comprehensive Guide To Starting and Running Your Own Business*. New York: Prentice Hall; 1989.
- Zoss, M. Data Management & Security

### Academic Integrity

Please review the University's honor code at the following website:

<http://www.dso.ufl.edu/judicial/honorcode.php>

### Copyright Information

Please also review the use of copyrighted materials, which can be found on the Health Science Center Library's web page:

<http://www.library.health.ufl.edu/services/copyright.htm>

### Make-up Exams or Other Work Policy

Students are expected to submit a written request to the instructor for any work not completed.

### Accommodation Policy

Students requesting classroom accommodation must first register with the Dean of Students' office, 202 Peabody Hall, 392-1261. The DSO will provide documentation to the student who must then provide this documentation to the instructor.