

Chapter 31

Corporate Social Responsibility of Long-Term Care Service Enterprises

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ABSTRACT

This chapter attempts to construct a framework for Long-Term Care (LTC) service providers to utilize Corporate Social Responsibility (CSR) concepts as the guiding principles for improving management and operations in a socially responsible manner. The framework adopts selected dimensions of the ISO 26000:2010 standard and the Triple Bottom Line framework in the economic, social, and ethical perspectives. LTC service providers need to understand CSR and can benefit from adopting best practices of CSR. Application of the proposed framework for LTC service providers are discussed. This chapter concludes by proposing future research directions on the relation between LTC and CSR.

INTRODUCTION

Many countries are facing serious problem of aging population in the recent decades. This opens opportunities to the private healthcare sector, in particular Long-Term Care (LTC) service providers. LTC services are complex and may vary with characteristics of customers, content of services, and the physical environments. Corporate social responsibility (CSR) is a popular but evolving concept. Based on the socioeconomic view, private enterprises should also serve public or social purposes; managers need to go beyond profits and improve the society's welfare. LTC service providers need to understand CSR frameworks and their application in the industry, as well as learning from best practices of CSR for sustainability.

This chapter aims at constructing a CSR framework for LTC service providers and providing recommendations to the government and LTC service enterprises in the CSR context.

DOI: 10.4018/978-1-5225-6192-7.ch031

LONG-TERM CARE SERVICES

What Are Long-Term Care Services?

From the individual perspective, long-term care (LTC) is associated with physical and/or mental deficits that limit the recipient's ability to do regular daily tasks (Singh, 2016). LTC serves the most vulnerable individuals in the society (Singh, 2016) and can be provided in a range of environments (Applebaum et al., 2013). With an increasing attention to quality of care in LTC and demographic change of LTC consumers (Pratt, 2010), best practices are established to help address ethical issues regarding LTC services (Hirst et al., 2015). Service delivery under the LTC system often incorporates competing values which share some similarities with CSR, such as autonomy, justice, beneficence, and non-maleficence (Gamroth et al., 1995).

Components of Long-Term Care Services and Common Problems

Using Hong Kong as an example, it was found that service providers of LTC include public organizations, non-governmental organizations (NGOs), and private providers (Chung et al., 2009). Services cover community care and support (i.e. non-residential care) and residential care (Table 1).

Institutional care for LTC services in Hong Kong has traditionally been mostly provided by the public or non-profit sector, the latter being directly subvented by the former (Cheng & Chan, 2003; Chung et al., 2009). Residential facilities are preferred because they provide 24-hour care with multi-disciplinary professionals (Lou, 2014). The private sector also provides residential care services for the elderly on either self-financed basis or through Enhanced Bought Place Scheme (EBPS) of the government to provide the same on subsidized rates (Kwong & Kwan, 2002; Chan & Pang, 2007). However, the enormous

Table 1. Long-term care services for the elderly in Hong Kong

| | |
|--|---|
| Community Care and Support Services | Community Care Services |
| | <ul style="list-style-type: none"> • District Elderly Community Centre(s) • Neighborhood Elderly Centre • Social Centre for the Elderly • Holiday Centre for the Elderly • Day Care Centre/ Unit for the Elderly • Enhanced Home and Community Care Services • Integrated Home Care Services |
| | Community Support Services |
| | <ul style="list-style-type: none"> • Support Teams for the Elderly • Carer Support Service • Opportunities for the Elderly • Home Help Service |
| Residential Care Services | <ul style="list-style-type: none"> • Hostels for the Elderly • Homes for the Aged • Care and Attention Homes for the Elderly • Nursing Homes (and the Nursing Home Place Purchase Scheme) • Contract Homes • Private Homes (Bought Place Scheme and Enhanced Bought Place Scheme) |

Source: Social Welfare Department (2016a).

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