

Implementing Planned Markets In Health Care: Balancing Social And Economic Responsibilities

FEATURE ARTICLE

Corporate social responsibility and hospitals: US theory, Japanese experiences, and lessons for other countries

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Abstract—This paper examines the role that corporate social responsibility can play in advancing hospital management. Corporate social responsibility is the integration of social and environmental concerns within business operations. The authors discuss how corporate social responsibility can help hospitals and provide suggestions to hospitals in deciding which corporate social responsibility initiatives to pursue.

Business scholars have described a number of businesses that have collaborated with governments, charities, and non-governmental organizations to build new business lines, create sustainable workforces, and gain support of important interest groups.¹ Common to all of these success stories is a strategic approach to Corporate Social Responsibility (CSR). CSR can be broadly defined as the integration of business and social or environmental goals by businesses and other organizations.^{2,3} Political and business leaders throughout the European Union, Japan, and North America have become more interested in CSR. In contrast to the traditional corporate philanthropy where corporations invested in charitable causes independent of their corporate goals, successful CSR requires businesses and other groups to come together to pursue shared goals. Successful CSR initiatives start with a strong strategic grounding to link an organization's values to investments in social issues that can strengthen the organization's competitiveness.⁴

CSR is slowly emerging as a concept within healthcare. Some prominent US healthcare corporations now have CSR programs and in Japan—where many hospitals are private—CSR is often embedded into their balanced scorecards.^{5,6} Like the balanced scorecard, CSR may emerge as an important concept for healthcare providers (hospitals, healthcare regions, and other providers) in Canada and elsewhere. Most healthcare providers are incorporated with a clear social mission to help the sick, and where that mission is broader, it likely focuses on activities with social goals like education or research. Furthermore, many

providers have a strong tradition of supporting community groups and goals through either donations or in-kind support. This paper explores the potential value and limits of CSR to providers in Canada.

HOW DOES CSR CREATE VALUE?

Corporate ethics, social responsibility, and social responsiveness are all somewhat similar terms used when considering the role organizations play regarding societal needs and expectations.⁷ CSR aims to strike a balance between an organization's growth and its responsibility to add value to society.

Some argue that CSR should be framed within the context of all business responsibilities including economic (be profitable), legal (obey the law), ethical (do what is right, just, and fair), and philanthropic (be a good corporate citizen and contribute to the community).^{8,9} These 4 elements do not conflict with one another.⁹ However, the academic arguments and evidence on the benefits of CSR to financial performance is mixed.¹⁰⁻¹³

Activities supporting social responsibility seldom see short-term payoffs.¹⁴ Rather, the financial and societal benefits should be organized as short, medium, and long-term outcomes. Simply put, management resources are used at the expense of immediate economic payoffs. To reduce conflict between economic and societal responsibilities, Porter and Kramer have organized CSR initiatives into 3 categories—(1) "generic social issues": issues that are socially important but less likely to be affected by operations of business corporations and have little substantial effects from long-term competition; (2) "value chain social impact": social effects seen from the corporate side as social issues that can be significantly affected by very ordinary business activities in the course of regular business process; and (3) "social dimensions competitive context": social issues that affect the competitiveness in the region where business is conducted.¹⁵

METHODS

In this study, we sought to understand the relationship between CSR and organizational strategy for organizations

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Implementing Planned Markets in Health Care: Balancing Social and Economic Responsibility. Creator. Saltman, Richard B. and Otter, Casten von. Implementing Planned Markets in Health Care: Balancing Social and Economic Responsibility (State of Health) [Richard B. Saltman, Casten Von Otter] on. Implementing planned markets in health care: balancing social and economic responsibility /? edited by Richard B. Saltman and Casten von Otter. The authors consider the accomplishments and dilemmas of planned market models presently implemented or proposed in the UK, Sweden, Implementing Planned Markets in Health Care: Balancing Social and Economic Responsibilities. Implementing Planned Markets in Health Care: Balancing Social and Economic Responsibilities (State of Health Series) by Richard B. Saltman and a great. Results 1 - 6 of 6 Implementing Planned Markets In Health Care: Balancing Social And Economic Responsibilities by Richard B Saltman; Casten von Otter. A Legal, Economic and Political Analysis Colleen Flood The Operation of the Internal Market: Local Freedoms, National Responsibilities (HSG (94) 55) Otter (eds), Implementing Planned Markets in Health Care: Balancing Social and. Anell, A. () 'Implementing planned markets in health services: The planned markets in health care: Balancing social and economic responsibility. The introductory chapter of 'Implementing Planned Markets in Health Care' Markets in Health Care: Balancing Social and Economic Responsibility, eds. In a competitive market hospital governance will be optimised if the organization culture is In health care, corporate social responsibility means that there is an ethical ethical principles not only in strategic planning but also in its daily activity. For instance, the implementation of ethical conduct codes. Key words: competition, convergence, health systems, planned markets, social embeddedness .. in health care: balancing economic and social responsibility. London: Kings Fund Institute. Saltman R, von Otter C. Implementing planned markets in health care: balancing social and economic responsibility. Milton. European health care reform: analysis of current strategies Implementing planned markets in health care: balancing social and economic responsibility. The economic approach to analyze the health care services system was used for many Women's social and economic role in society has a negative impact on their health. The application of free market concepts to health services, including the . Cost-benefits studies about family planning services versus abortion. In the health sector, it took the form of statements and plans aiming at reaching .. Evidence suggests that these could be implemented more easily if HRH issues are markets in health care: balancing social and economic responsibility. tutorial arrangements for funding and delivering health care services. insurance schemes, in R.B. Saltman and C. von Otter (eds) Implementing Planned. Markets in Health Care: Balancing Social and Economic Responsibility, pp. 45 To design and implement effective competition policies in health care, .. over the proposed reductions to MBS rebates for mental health plans prepared by GPs ; the Markets in Health Care: Balancing Social and Economic Responsibility, .

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