

An innovative operation model of care facilities

H. CHENG, Y-C. LU, S-C. CHEN. *An innovative operation model of care facilities for the elderly in Taiwan*. *Gerontechnology* 2014;13(2):182; doi:10.4017/gt.2014.13.02.221.00 **Purpose** An important trend in the operational development of care facilities for the elderly has been the introduction of innovative, service-oriented concepts into residential management. The development of service-oriented models for residential management of elder care facilities has been engaged through the structural analysis of service innovation and operations research, benchmark case studies in elder care facility market research, and innovations in business models and profit strategies. The purpose of this paper is to provide a reference to help direct government policy responses to an aging society, and to guide public and private investment in the elder care industry. **Method** In this study, the case study method for operational model analysis presented by Johnson et al.³ is used to investigate various operational factors in elder care facility management, including the creation of value according to the needs of elderly people, the development of win-win solutions for the elderly, the employees of the facility, and the company itself, and the identification of key resources and the establishment of key processes, such as technology and partnerships. The study analyzes three specific cases from sites in Taipei City, New Taipei City, and Taoyuan County. The analytical framework used to investigate the three elder care facilities collects and examines data in five core areas: basic company information, reasons for entering the elder care industry, service items such as target customers and value propositions, operating profit strategies, and business model innovation drivers such as gerontechnology. **Results & Discussion** The study concludes by proposing eight different types of operational innovation suitable for elder care facilities and the importance of technology application. These eight types are (i) integrated operational development models for elder care facilities and group hospitals, (ii) an emphasis on full-service concepts, (iii) building communications platforms for handling customer comments, (iv) devising mechanisms to incorporate new technical information and to update existing technology, (v) providing full-service medical support systems, (vi) encouraging independent living and self-care, (vii) developing health facilities and cultural activities, and (viii) setting up a 'health care fund' mechanism.

References

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Keywords: housing & daily activities, care home, residential management, innovative driver

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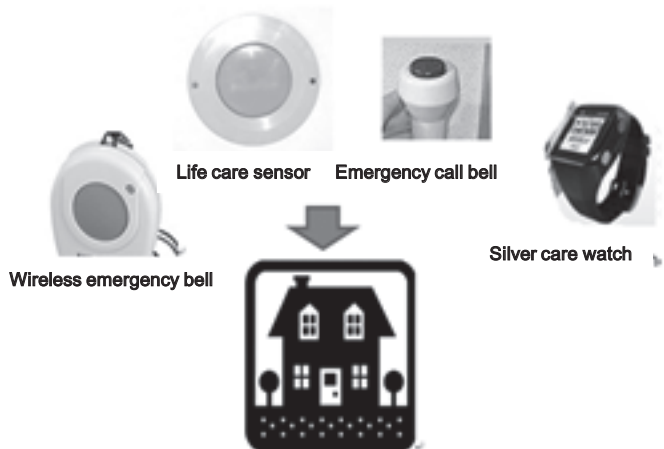


Figure 1. Incorporate new technical information