Good Health Starts at Home: The Promotion of Corporate Social Responsibility Activities for the Community Health Development

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Abstract

The purposes of this qualitative study were to 1) investigate the patterns and operation of activities showing social responsibility provided by the hospital 2) the relationship between activity operation and the concept of community development. Observations of field data, collection of data from documents and interviews of fifteen key informants were employed as research instruments. The key informants were hospital’s executives and staff, and community residents. The results showed that the Strategic Corporate Social Responsibility used by the Bangkok Hatyai Hospital were composed of two essential elements: emphasis on the importance of community’s needs and the use of the organization’s special skills to meet certain social demands. Hence the “Good health starts at Home” project was one approach to enhance and move forward social responsibility of organization. The purposes of the project were to encourage both learning and participation within the community.

In addition, the results revealed that the operation of social responsibility activity was in accordance with the concept of community development through support processes, joint learning, and participation which led to development not only among personnel of organization but also people in the target community. The project aimed to create a good health community and support the potential of its residents. However, these two concepts exhibited certain differences. That is to say, in terms of the concept of corporate social responsibility, certain business organizations lay emphasis on their business survival. Meanwhile, community development concept focuses mainly on the development of a person or a group of people’s potential. Eventually, with economic, social and cultural strength, people can become sustainably self-reliant.

Key words: corporate social responsibility, community development, health, home, Bangkok Hatyai Hospital
Background

In operating businesses no matter big or small, the profits alone are not the indicator of success nor sustainable growth in a long run. In contrast, the social acceptance and trust, directly affect not only the number of customers but also the income. Besides such a good relationship with clients, organization’s success can be determined by colleagues’ faithful confidence. Therefore, corporate social responsibility is essential for business operation

Since the declaration by the U.N. in 2002, the idea of corporate social responsibility (CSR) has been spread worldwide. It is the measure promoting sustainable development which emphasizes being a good corporate citizen. Not only national but also international corporations have become actively alert to include and promote CSR in their business operations (Pipat Nontanathorn, 2010)

In Thailand, the wide spread of CSR has resulted in the assembly of many corporations: Social Venture Network Asia (Thailand), CSR knowledge group of Thaipat Institute, and Business Institution for Society of the Stock Exchange of Thailand. Their purpose is to promote not only the CSR concept but also its process. In addition, “social responsibility” has also been specified in various quality assurance standardizations such as responsibility for social and environmental impacts (ISO 26000 Social Responsibility) of International Organization for Standardization (ISO) and Hospital Accreditation (HA) which is a kind of quality assurance for hospitals and public health services. Indeed, the present Hospital Accreditation is the version which commemorates His Majesty the King’s 60th Anniversary Ascension to the Throne. It has been considered as Health Promotion Hospital (HPH) version. Under this standardization, hospitals which undergo the application process for the quality assurance are required to include the concept of CSR in their public health promotion services. Thus “social responsibility” will be clearly implemented through the specific hospital activities.

The Bangkok Hatyai Hospital is the first private hospital in the South of Thailand which has been awarded Hospital Accreditation with the version of the commemoration of His Majesty the King’s 60th Anniversary Ascension to the Throne (HPH) because of its beneficial activities for community and society. For example, the health promotion project entitled “Good health Starts at Home” aims to promote people’s health in Banja community. A multi-disciplinary team has been assigned to pay regular visits to participants who eventually could change certain behavior affecting their health. In fact, the idea of CSR has
been applied in such a business run by a private hospital which is already based on virtue and ethics. Meanwhile, as being a private organization, both operational results and business survival are essentially taken into account. Although the general concept of CSR seems advantageous towards the development of both business and society, it is noted whether the private hospital has applied CSR in order to create its image, promote its public relations or to really do activities with genuine responsibility for the community and society.

Accordingly, the researchers wondered what patterns and how the Bangkok Hatyai Hospital has promoted such activities showing social responsibility, whether such operation is consistent with principles of community development. Based on data collected from “Good Health Starts at Home” project as guidelines, many concerned units have applied them in their social responsible activities, and this will bring about benefits and greater effective development to not only the organization itself but also the community as a whole.

Research questions

What are the patterns and process of the promotion of “Good Health Starts at Home” project, a social responsibility activity provided by The Bangkok Hatyai Hospital?

Is the operation of such a project consistent with the principles of community development?

Purposes of the study

1. To study both the patterns and procedures in running “Good Health Starts at Home” project, a social responsibility activity by the Bangkok Hatyai Hospital

2. To study if the operation of such a community project by the Bangkok Hatyai Hospital is consistent with the principles of community development.

Research methodology

1. Research areas are composed of two places: The Bangkok Hatyai Hospital with its beneficial and continuous community project, the first private hospital in the South of Thailand that has been awarded Hospital Accreditation with the version commemorating His Majesty the King’s 60th Anniversary Ascension to the
Throne. Banja community, where the hospital is located, is considered as a nearby society\(^1\) according to the concept of CSR

2. Data were based on a literature review and related studies, field data, in-depth interviews, participatory observation by joining activities with key informants in order to obtain deep understanding of their feelings and definition of phenomena that researchers wanted to investigate. Besides, data were also collected on general community condition and activities set by the hospital via non-participatory observation.

3. Fifteen key informants were composed of two hospital executives, three administrators, five hospital staff and five community residents who were participants and non participants in a hospital project.

4. The transcription of interview data recorded on cassette tape and observations of key informants’ gestures during the interview were checked for reliability. All the data collected from literature review and related studies were also synthesized. Both CSR concept and principles of community development were employed as an analytic frame to determine the patterns and operational procedures of social responsibility activity provided by a private hospital to the community. Meanwhile, all the field data were classified into study topics, interpreted and analyzed. In order to determine the reliability, all the data were cross checked with Triangulation with differences in time, places and people during the field data collection.

Concepts employed in study

1. Corporate Social Responsibility (CSR)

According to Thaipat Institute, CSR refers to operation of activity within/outside the organization under the considerations of certain social impacts on nearby and far away society. Resources from both within/outside the organization shall be used to make co-existence peaceful (Thaipat Institute, 2009) This is consistent with the definition given by The World Business Council for Sustainable Development (WBCSD) which stated that social responsibility of an organization means operating the business by keeping long term promises

\(^1\) Nearby society refers to people directly related to the organization such as customers, business partners, staff family, community where organization is located including environment and ecosystem. (Pipat Nontanathon : 2010)
and developing economy, quality of working life, quality of local community including general social conditions (Pipat Nontanathon, 2010)

According to Thaipat Institute, the operation patterns of CSR’s activity can be classified into three types.

1. Responsive CSR consists of two elements: good corporate citizen and the alleviation of any negative impacts or expected effects derived from business activity of an organization. Actually, Responsive CSR is considered as a passive type which mainly focuses on the maintenance of corporate value without creating any social activity.

2. Strategic CSR is considered as a proactive type which is able to start CSR activity related to the demands of outside society. It has the freedom to select social issues. Unlike the limitations in Responsive CSR, it has freedom to select certain social issues. Hence, the integration of CSR activity within or outside the corporation results in the shared values of both a business organization and a society.

3. Creative CSR is, in fact, a collaborative type which provides the opportunities for business organizations and society to work together without separation. Many new approaches including unique innovation of social responsibility operation have been developed. Thus, these make creative CSR automatically different from other types. Besides, this type of CSR also enhances the development of relationship among various groups of stakeholders, resulting in the creation of common values between corporations and society.

Based on the literature review and related studies, in Thailand, CSR has been studied by many academics, for example, according to the study by Jittima Pariyamakintra, “Corporate Social Responsibility of Large Enterprise in Thailand”, a corporation which has been operating its business based on CSR concept will be able to continue its business sustainably. Moreover, both products and services of such a corporation will be widely accepted and noted. Three Divisions of CSR: CSR after process, CSR in process and CSR as process aim to help community and society. Participation among corporation staff, community residents, personnel from other related organizations has been taken into account. Hence, this results not only in the creation of a better life quality of both corporate staff and community residents but also their peaceful co-existence.
In addition, the study on Corporate social responsibility for small and medium business enterprises by Tanyamanastanan Panipak (2007) found that their operation of social responsibility activity was actually on a voluntary basis from within the organization to outsiders. Reduction in capital, increase in reliability and pride among staff and customers as well as the support from executives were advantages obtained from operating CSR. Besides, based on the study by Tassanee Rheungtrakankool (2009) on the management of CSR of companies which have been awarded by the Stock Exchange of Thailand, CSR has been used as a part of their principles to govern both their business and benefits of stake-holders. The support for CSR operation from not only the Board of executives but also the corporate committee was the key factor of success. However, the major problems derived from CSR application were: insufficient budget, and lack of staff’s participation. Additionally, CSR policy which is generally set by leading corporations has been integrated into both visions and missions of such corporations. It is a commitment by the executives to operate CSR by allowing the staff to participate in the activities. Both the survey of community needs or the needs of residents in target areas should be conducted before CSR operation.

2. Concept of Community development

Based on community development philosophy, “man” has ability and strength such as thinking potential, strength, special talents and skills, and if these qualities are discovered and utilized beneficially, community will become successful. Community development, in fact, aims to develop a person to have both positive quality and virtues. Based on material concrete development, a person will becomes qualified, while spiritual development makes that person virtuous. Also, community development encourages an individual or a group to take part in bringing prosperity to their local community by utilizing their ability to its upmost, based on either the real needs or initial thoughts as the operation principles. Therefore, the success of community development depends mainly on the achievement in changing people’s attitudes, skills, knowledge and ability (Sontaya Polsri, 2004) According to the definition given by U.N., community development is a kind of social action when people in such a community jointly plan the activity and put it into action by themselves. Problems and needs of each group or an individual will be determined so as to achieve both the solutions and fulfillment to their demands by using community resources. In case of necessity, services and materials could be requested from other organizations. Based on Community Development Department (Niran Jongwuttiwet, 2007), the philosophy of community development was summarized with the belief that every human being has honor and dignity including ability or potential
which can be developed if given a chance. Hence, basic concepts and principles of community development have been derived from such philosophy as follows:

Basic concept of community development at operational level
1. People’s participation in brainstorming, decision making, planning, operation and maintenance.
2. Self-reliance. People have to be made more self-reliant through the support from the government by assisting what is beyond people’s potential on proper occasions and criteria.
3. Initiative of people must be employed democratically. Opportunities for encouraging education must be provided, so people will be able to create and share beneficial ideas to community.
4. Community’s needs In the work of community development, all the thoughts and decisions must be based on community’s needs which will actually result in further maintenance.
5. Life-long education should be continuously provided to community residents throughout their life

Principles of community development
1. Based on principles of dignity and potential, people should be provided with the opportunities when their potential can be employed the most.
2. With the belief that people have potential to use their knowledge and ability to develop themselves, certain opportunities must be provided to people. Consequently, they will be able to plan and solve the community problems by themselves. Meanwhile the role of developers is to support and provide advice.
3. Regarding self-reliance, people should be encouraged to be self-reliant through the creation of community strength while the government will provide assistance in certain areas beyond its strength.
4. Based on people’s participation, people will take part in brainstorming, decision making, operation planning, and outcome assessing of community activity or projects. Therefore, people’s participation will result in implementation of ownership awareness in certain projects or activities.
5. Based on principles of democracy, people will participate in discussion, meeting, decision making, planning and doing activities together including sharing responsibility and assisting each other by sharing opinions.
According to principles of community development, there are four major strategies (Yuwat Wuthimethee, 1983)

1. Community development as a process requires continuous steps in operation with no one step missing. Meanwhile, people should be provided with opportunity to participate to the utmost. Not only continuity but also problem solving or new ways of operation which enhance certain activities that have already been operating are emphasized in community development as a process. Actually, after operation of a certain activity for a certain period of time, idleness usually occurs. This might cause the already started activity to be suspended if immediate solutions are not found.

2. Community development as a method focuses on the creation of hope or image in operation so as to attract people and their participation in doing the project. Based on this concept, purpose of operation, process and methods to achieve operations’ goal must be clearly specified.

3. Community as a program lays emphasis on both contents and planning. That is, objectives and working procedures which are consistent with community’s needs, suitability of area condition and level of ability of people in community must also be clearly stated. Essential factors enhancing people’s participation in activity within their ability and specialization are as follows 1) planning 2) people’s confidence in taking part in community development activity 3) academic support and promotion 4) co-operation among concerning organizations.

4. Community development as a movement focuses on integration of community development procedures into certain activities. Project, procedures and amount of work must be specified. Importantly, when people are aware of various community problems, they would readily participate in certain development activity.

Based on many studies concerning community development, conducted by various academics, certain aspects have been studied. For instance, according to the study by Prasert Srisuwan (2008) on public participation in social welfare’s management project run by Khohong Municipality, Hat Yai district, Songkhla province, community leaders took part in brain storming, analyzing and decision making in the project of career promotion 83.3%, in assessment 16.7%. Meanwhile, general people participated in brain storming analyzing and doing activity 8.3%, but public participation was not found in the areas neither decision
making nor assessment. In Public Helping Centre Operation Project, community leaders took part in decision making 100%, and in assessment 96.7%, but there was no public participation in decision making and assessment. In the study by Chaiwat Uaprasert (2007) on “Corporations and Charity Organization’s Roles in Community Development in Utraradit Province”, both expected roles and operational roles concerning community development of business and charity organizations in Utraradit Province were investigated. It was found that the committee of these two groups of organizations shared three common expected roles with high levels in social capital, economic capital and environments capital, while their operational roles were moderate. In social capital, provision of scholarship for good but financially disadvantageous students showed the highest mean. In economic capital, the highest mean was found in presenting monetary award to OTOP competition project and construction of public pavilions along community tourist attractions. Meanwhile, the planting trees in commemoration of the National’s Father Day project got the highest mean for environmental development. The results of the study revealed certain problems: lack of personnel with public awareness, a long-term solving problem project, allocation of budget for environmental development. Recommendations were offered into three areas: cultivation of more public awareness should be emphasized in human development, more self-reliant awareness in economic development and more co-operation from Local Administration Organization. The two major concepts: CSR and community development were employed to analyze CSR activity offered by the Bangkok Hatyai Hospital: whether the patterns and operation of such project directly affecting the community were consistent with community development principles, and how both the organization and community can be consistently developed into sustainability as intended by these two important concepts.

Conclusions

1. Strategic CSR, used by the hospital, included offering community various kinds of assistance: provision of scholarships to pupils and students, donation of money and supplies for natural disaster victims in local areas on voluntary basis and construction of various public property for community. These activities have been continuously operating for a long time, especially the community health promotion project which is regarded as CSR of the 6th
type². It is considered as a kind of socially responsible business practice because it is based on several considerations such as participation in solving problems, and promotion of community strength through the hospital business practice. Based on the CSR classification, the operation of such activity is considered as corporate-driven CSR which relies mainly on the usage of organization’s resources, so corporate-driven CSR is also categorized as CSR in process. Based on data collection from observation, interviews and related studies, it was found that the procedures of community health promotion project run by the hospital consist of

1) Policy planning.

The concrete policy planning on health promotion has been set since 2008. Although, previously, some executives had been slightly aware of “social responsibility”, such a concept was not clearly included in visions, missions nor goals of the organization, according to interview given by Nan Wangsiri

“I have been working in this hospital since 1997, it was the first year the hospital started business. Dr. Pong, the hospital executive during that time, always told us that in running business, importance of service receivers must be taken into account, especially as the hospital, virtues and a code of ethics are the most essential. Also, never forget the patient’s right and human right. But after Dr. Pong was transferred, other executives did not clearly consider this policy. Due to economic factors, strategy for marketing competition used by the hospital, social activity became less active” (Nan Wangsiri (pseudonym) interviewed on June 25, 2009)

Based on the interviews, although certain executives realized the importance of virtues and a code of ethics concept in business practice, the concepts were on personal level. They have never been implemented in the visions or mission by the organization. Therefore, CSR operation was not be clearly envisioned. In 2008, after the modification of administrative structure of Bangkok Dusit Medical Services Corporation, The Bangkok Hatyai Hospital was joined in a group of southern hospitals including the Bangkok Samui Hospital and The Bangkok Phuket Hospital, whose director was appointed the president of the southern hospital administration. He was considered as one of the executives who exhibited clear opinion on CSR, according to his interview

² CSR activity can be classified into six types: 1) Cause Promotion 2) Cause-Related Marketing 3) Corporate Social Marketing 4) Corporate Philanthropy 5) Community Volunteering 6) Social Responsible Business Practices
“On the day I was appointed as the chairman of southern hospital Executive Board, I met the Executives director of hospitals in Bangkok Dusit Medical Services, who held the highest position of the corporation, He said during the meeting of Executive Board that our main purpose was to see healthy Thai people. You have seen the commercial on T.V, haven’t you? That is our goal.” (Kobpong Karoon (pseudonym) interview given on November 24, 2009)

“I am not sure if this is a trend or not, but at the Bangkok Phuket Hospital, we have public activity unit which has been responsible for a kind of activity known as CSR since 2006. However, at the moment, there is no such unit in Hatyai. But I guess, social activity is a must” (Kobpong Karoon (pseudonym) interview given on November 24, 2009)

The above interviews reflect executives’ realization of the importance of conducting social responsible activity. They have authority in establishing policy of the organization. When such concept was combined with the hospital goal to apply for the Hospital Accreditations awarded by Development Institution which focuses on the organization leadership standards in practicing business with social responsibility, a concrete and a clear policy concerning social responsible activity such as a community health promotion was then established.

2) From policy to practice.

The first operation started with the project called “Provision of Hygiene to Service Receivers before Going Home” then followed by “Good Health Is Possible” and “60 Day-Visiting Call Project.” All these three projects have been continuously being carried out since 2008 until 2009. However, the objectives of these three projects, to promote community health, were not truly achieved as intended. However, based on the continuous assessment of the three projects, staff gradually realized a learning process which led to understanding in empower, according to a hospital staff who joined the community

“During doing activity session, we discovered one piece of academic information. Empowerment means creation of confidence directly related to the needs. Service receivers have participated and then they can go back home and take good care of themselves with confidence. Therefore, the activity should be in the form of “working with”. In other words, the service receivers can participate, plan, and do it themselves not “working for” like simply giving them hygiene. Therefore, the working staff has come up with the new idea that is make a visit to
the community. It is better go to people’s house” (Boos (pseudonym) interview given on January 15, 2010)

The above interview reflects learning process can lead to development and improvement of work in order to achieve its goal. Hence, “Good Health Starts at Home Project for Banja Community”, in fact, stemmed from such realization. Throughout activity operation session, the joint-learning process, support, participation within the organization and within community including learning and participation between organization and community were employed to drive CSR activity with the purpose of promoting community health.

“I won’t take bread because it is starch. What about some fruit as snack for next time?” (Aunt Porn (pseudonym) interview given on January 15, 2010)

“I must lost weight. I must really do it; otherwise, it would be an insult to the nurses. They often pay a visit to us every week. I stop eating oily or fried stuff. I can do it and then do some exercises. At first, it was uncomfortable, I have to force myself. But now I feel great, I have lost weight and I feel healthy” (Aunt Porn (pseudonym) interview given on January 15, 2010)

“Aunt Porn works out every day, sometimes in the morning, sometimes in the evening. Since I have a company, so I join her. Now, there are many people in community who have followed her.” (Preeya (pseudonym) interview given on January 15, 2010)

Based on different opinions from the interviews, certain concrete outcomes have been achieved such as losing weight, improvement in certain behavior affecting health condition. The index of project success states that 50% of participants must be able to change their behavior in order to daily decrease 500-1,000 kilocalories of energy from food, and they must lose 5-10% weight within 6-12 months. However, what is considered greater than project success index is the satisfaction of both the providers and receivers. It is hard to distinguish who are the providers and who are the receivers between the hospital and the community. In other words, while the hospital has acted as “a service provider”, it is also “simultaneously receiver of knowledge” which is derived from joint-learning with community. Hence, the hospital will get both satisfaction, and appreciation from community.

“It is lucky for our Banja community to have such a private hospital like The Bangkok Hat Yai Hospital in our community.” (Aunt Daeng (pseudonym) interview given on January 15, 2010)
Community trust in organization has been reflected through the interviews of community leaders. That is, both the organization and community can co-exist peacefully. This is regarded as one of the purposes of CSR concept.

3) Assessment

The Bangkok Hatyai Hospital has been continuously assessing its CSR projects to determine if intended objectives have been achieved. During the first two years, after the launch of the three projects, problems could not be solved and questions concerning community health promotion were left unanswered. Therefore, working staff needed to review all the procedures based on related data. After joint analysis of problems, proper patterns and activity procedures were determined; these eventually resulted in the new project entitled “Good Health Starts at Home.” Additionally, based on project assessment and following up the outcomes, “Good Health Starts at Home” project II has been launched in close succession, with the expectation that community health promotion will be a part of enhancing potential of community to be truly on self-reliance.

2. The Consistency between CSR operation by The Bangkok Hatyai Hospital and Principles of Community Development.

The findings show that CSR procedures used by the Bangkok Hatyai Hospital are actually based on principles of community development which were employed as instruments in conducting activity. Firstly, establishment of policy was based on CSR concept and then the policy was transferred into practice by investigating the community in order to determine and analyze the problems. Then a project for community development would be assigned based on the discovered problems. During the project operation, it was noted that the project management, monitoring and follow up were all based on principles of community development. Both participation and learning to develop potential of organization and community are simultaneously reflected in such procedures. Nevertheless, the two concepts are different from each other in terms of community participation. That is, while CSR concept focuses on studying community to determine the issue, it is the organization itself which selects and specifies social issue that the organization wants to investigate. Community will be allowed to participate only during the operation session. In contrast, according to principles of community development, every step in development, participation is required, especially, finding problems, identifying needs, decision making, and planning. Overall, “enhancement process leading to development” is the common feature shared by the two concepts, and based on such consistency, CSR promotion is put into action with the
similar goal of development dimension: corporation and community’s sustainability. According to the CSR concept of social development, people, community and environment are the focus, and more importance is laid on organization sustainability. However, based on the community development, potential of people and groups of people is developed until they are able to be sustainably self-reliant.

To sum up, Good Health Starts at Home project is one kind of CSR which emphasizes on potential development of both the organization and the community. When community residents can change certain daily behavior affecting their health, the goals of the project are achieved, and people’s health becomes better. Therefore, the hospital has fulfilled its function as a hospital promoting health. Moreover, in terms of metaphorical consideration, “community” is like a “home” which comprises of organizations and institutions as members staying together, and the hospital is in charge of taking care of members’ health. Indeed, the launch of the voluntary health promotion project like “Good Health Starts at Home” and the trust from community have proved that it is not only meaningful but also truly valuable for the community as a whole.

Discussions

The discussion focuses on two main aspects: the pattern of CSR and the consistency between CSR concept and principles of community development. Firstly, The Bangkok Hatyai Hospital used Strategic CSR, a type of CSR in process, which relies mainly on organization resources, according to classification of CSR by Thaipat Institute (2008). The CSR promoted by the hospital is based on the executives’ awareness of social responsibility, attitudes and insight. They are the key factors in transforming it into a concrete organization concept and actual promotion. According to the studies by Tassanee Rheungtrakankool (2009) and Tanyamanastanan Panipak (2007), emphasis of importance and promotion from executives are considered as factors of CSR’s success. Both the patterns and CSR procedures of “Good Health Starts at Home” are relied on organization resources in empowering community. This is consistent with the CSR concept of Thaipat Institute (2008) which explains that a certain social issue should be determined from a survey of community problems, a type of outside-in analysis, which is similar to business operation. That is, a survey of a target group’s needs should be conducted before the development or production of any goods into the market. Similarly, CSR promotion with survey of community needs or problems will be more effective than merely offering assistance in the form of supply
distribution. Also, both the potential and specialization of an organization account for the high efficiency of CSR operation. Within participation, there are learning process, relations and interaction from outside to inside. In other words, when awareness of development has been realized among organization personnel, this will lead to promoting efficiency and sustainable growth. Importantly, high responsibility towards patients and strictly ethical practice of the hospital medical personnel have played important roles in establishing awareness among hospital staff, who will readily join CSR activity of the hospital. The results revealed that the development of both organization and community based on organization’s resources, can be done in parallel via community empowerment. In addition, the support between the hospital and community is derived from a learning process, working together and reciprocal enhancement. Therefore, a peaceful co-existence, which is a goal of CSR, has been finally achieved.

Secondly, in terms of consistency, enhancement process for development are common features shared by the CSR concept and community development principles, but not development theory. According to CSR, the emphasis is laid on the business survival of the organization with a few attempts to conduct CSR activity. Unlike CSR, based on the concept of community development explained by Department of Community Development (Niran Jongwutiwed, 2007), people or a group of people are the centre of the development. The development potential is established in the community, so it will be a learning community with the strength in economy, society and culture which eventually lead to self-reliance and freedom in determining its way of life. Nevertheless, both concepts share common features in terms of social and environmental sustainability. The Bangkok Hatyai Hospital has attempted to empower the community via its CSR health promotion project by enhancing learning and participation, but according to community development process, it is not considered completely accomplished, because of budget concerns, management and support from outside. Meanwhile, based on community development concept, the internal power is focused and developed into learning groups including participation in various different dimensions. Indeed, “Good Health Starts at Home”, a CSR activity offered by the Bangkok Hatyai Hospital, is a community development project which aims to promote community health through the hospital business practice by using community development procedures as a tool. Although the two concepts could not be perfectly combined, the balanced integration in accordance with the social and organizational contexts reflects not only social responsibility of the organization but also its efficiency in community development. In
addition, when considered in terms of shared value, the social responsibility conducted by the organization has, in fact, established a value to society, community and organization itself at the same time.

**Recommendations**

1. Recommendations from the study.

1.1 The findings show that “Good Health Starts at Home” a CSR promotion of the hospital, is a health promotion project provided only for Banja community. In order to improve people’s health and to develop the potential and specialization of the hospital, activity areas should be expanded from the near by community around the hospital precinct to other more further communities which are still considered in the areas of close society.

However, there are certain limitations in a remote society affecting the continuity of health promotion activity such as traveling.

Diversity of activities should be arranged based on the community study process by which both the community’s needs and problems are determined. Besides, various bodies of knowledge for community development should also be extensively employed since each community usually has different problems and demands based on various community contexts.

1.2 CSR concept should be applied in business practice, such as taking care of its staff, producing qualified goods and offering good services that are environmentally friendly. To establish strength within the organization, it is the task of the operators or the executives to initiate and drive the ideas and put them into actual practice. After an understanding has been realized, and regular practice has become the culture of the organization, then the operators or the executives roles as initiators will be changed to supporters or promoters who will encourage the staff to continuously run the CSR activity for both the nearby and remote societies.

Besides a long term CSR project which is based on business practice and is consistent with visions and missions of the organization, the short-term CSR project, either in or out of business practice, can also be employed to promote CSR activity depending on organization policy. That is, no matter what patters of activity are, all are regarded as developing for both organization and community.

1.3 CSR concept should be put into real practice in the community by applying community development principles in accordance with activity and community contexts.
Initially, the real community needs and its problems should be analyzed and determined through community study process. Then the social issues, for which CSR activity is intended to be applied, will be assigned. After that, community development process which is based on the community development principles will be employed as conducting activity instruments. Hence, all of these will result in participation, learning to develop potential of both organization and community in parallel to the effectiveness of CSR concept.

2. Recommendations for further studies.

The study of CSR on different contexts should be conducted, particularly, CSR promotion of any business organization whose major business practice directly affects the way of life of the community.

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Samran Athitayakul (pseudonym) Interviewed, Suntharee Thongthip Interviewer, at Bangkok Hatyai Hospital, February 8, 2010

Sawai (pseudonym) Interviewed, Suntharee Thongthip Interviewer, at Banja Community, January 15, 2010

Siree Patima (pseudonym) Interviewed, Suntharee Thongthip Interviewer, at Bangkok Hatyai Hospital, March 17, 2010

Waree Sukhonthiti (pseudonym) Interviewed, Suntharee Thongthip Interviewer, at Bangkok Hatyai Hospital, March 20, 2010