

New Care-Pension Model under the Background of the Combination of Medical Care and Pension Based on SWOT Analysis

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Abstract. The aging of China's population has led to a surge of the elderly demand, the problem of providing for the aged is becoming more and more serious, especially the imbalance between supply and demand of our country's aged service industry has hindered the rapid development of this industry. The traditional care-pension model has been unable to meet the growing demand for pension. Some profit-making enterprises have set foot in the pension industry to create innovative care-pension model. This new industry is still in its infancy, so this paper chooses SWOT to analyze this new care-pension model, and at the same time to analyze the possible problems and put forward suggestions in order to have a comprehensive understanding of the new care-pension model.

Introduction

By the end of 2017, the number of elderly people over the age of 60 in China exceeded 240 million, accounting for 17% of the total population. China's demographic dividend is disappearing, and the problem of population aging is significant, and the demand for the old-age industry has grown rapidly. There is huge investment space in the pension industry. However, China's pension industry started late and developed slowly. There has been a widespread problem of inadequate management and shortage of professionals in old-age care institutions, and it has become increasingly serious as the elderly population continues to increase. In the past, the small-scale family pension, community pension and other old-age models have been unable to meet the increasingly serious problem of imbalance between old-age supply and demand. Therefore, some enterprises have begun to explore a new model, a high-end old-age community, which is a for-profit commercial care-pension model.

It is an old-age real estate project mainly developed and built by insurance and real estate companies. The old-age community can be described as a social life community of general community residents (mainly including the elderly and service providers) with the purpose of "nursing and maintaining health" established within a certain geographical area. It has a unique geographical scope, relevant interests and sense of belonging, and related elements such as the network of friends. It is a different lifestyle from families, units, villages and streets in the ordinary sense. Compared with the traditional old-age institutions, the old-age community is usually a community with many residential projects suitable for the elderly. The community is equipped with public service facilities that meet the needs of the elderly and has a sound social service system. The residents can get life care and spiritual and cultural enjoyment. At present, the construction of high-end old-age community in China is at the initial stage, so the business model and profit model of this old-age model are not clear.

As a new field, the corresponding theoretical research literature is still relatively few, and the need for policy environment and practical exploration requires progress and breakthrough in theoretical research in this area. Therefore, this paper will mainly focus on SWOT analysis of the old-age community established by insurance companies. SWOT analysis can clearly show the main internal strengths and weaknesses, external opportunities and threats of the research objects, and can draw conclusions systematically. By exploring the new care-pension model under the concept of "the combination of medical care and pension", it provides suggestions for the construction and operation of the old-age community, and provides new solutions to alleviate the pension difficulties faced by China.

SWOT Analysis of The New Care-Pension Model

Strengths

Stable capital investment. Insurance companies have strong economic strength, its nature determines the liquidity of funds is relatively poor. Most enterprises cannot have such long-term and stable capital investment. Hence, the amount of investment funds can be used relatively large, and this part funds also have the characteristics of stable value-added and high safety[1].

The Combination of Medical Care and Pension. The retirement community fully combines the existing care-pension models and pension forms, pays more attention to the needs of the elderly and provides more convenient medical resources for them. In addition to providing regular medical services, the elderly can also enjoy life, psychology, education, entertainment and other aged care services. It solves the problem of the distance between the old-age care institutions and the hospitals in the traditional pension mode. It solves the spatial distance problem between

the old-age care institutions and the hospitals in the traditional old-age care mode. The elderly in one community can enjoy differentiated and diversified aged care services, effectively meeting the individualized needs of them.

Perfect Medical Facilities. Adopt international standard rehabilitation medical system and care system. The old-age community focuses on the construction and operation of pension, nursing and rehabilitation entities, replicates the successful experiences of developed countries, and combines the physical and mental characteristics of Chinese elders to create an international standard medical community. Providing elders with comprehensive services such as life care, functional rehabilitation training, and recreational activities, enabling elders to continue living in a familiar family atmosphere.

Integration of Investment and Operation. The old-age community mostly adopts the developer to set up a specialized management company instead of entrusting a third-party management company to take charge of the professional operation of the community. The advantage is that the company directly provides services to customers and establishes an effective communication mechanism with them. It is convenient for the company to solve the community problems in a timely manner, which greatly reduces the agent problem and improves the company's operational ability.

Weaknesses

Shortage of Professional Talents and High Turnover Rate. First of all, the sustainable development of the old-age community requires a large amount of talent reserves, but the nursing staff in the aged care industry generally have problems of low quality, old age and insufficient professional skills. The high-end pension community has higher requirements for nursing staff qualifications and professional abilities than ordinary pension institutions, and the demand is also greater[3].

Secondly, because the pension industry practitioners generally have problems such as high work intensity, low salary level, limited career development, and thankless occupation. Therefore, their enthusiasm is not high, resulting in a high rate of brain drain. These high demands are very difficult for high-end pension communities to get enough talent reserves. Therefore, the enthusiasm of these employees is not high, resulting in a large loss of talent. These high demands are very difficult for high-end pension communities to get enough talent reserves.

Unclear Business Model. Enterprises investing in the old-age community have high risks. As an emerging industry, the business model is still in the exploration stage, and the profit model is not clear. First of all, the development of the old-age community requires a large amount of upfront investment, such as medical care and nursing. The initial cost is huge, and there are high requirements for the economic strength and scale of the enterprise.

Secondly, the community adopts the long-term leasing model. For enterprises, the rate of returning funds is slow, the payback period is long, and it is difficult to recover costs and realize profits in the short term. At the same time, due to the changes of capital supply and demand market and macroeconomic environment, the community is always faced with liquidity risk in financial activities, which also brings uncertain impact on the purchase and payment of products in all sectors.

Insufficient Experience in Community Operation. The investment and construction of the retirement community in China's commercial companies is basically in the exploratory stage. This old-age model has not been tested by practice. Many retirement communities invested by insurance companies in China have applied the mature model of the "Sun City" pension community in the United States. However, due to differences in national conditions, it is still unclear whether this model can be developed in China, so China's current pension Community construction is still in the trial stage, and future operational development issues need to be dealt with according to the specific circumstances at that time.

High Threshold for Accommodation. The pension community invested by the insurance company has a high threshold for admission. Usually, a certain number of policies are required to obtain the eligibility for accommodation. After the check-in, a large amount of service fee is required to be paid monthly. The average working-class family is unaffordable, while Only a small number of high-income or highly educated elderly people have the ability to enjoy this market-oriented comfortable old-age care service, and cannot fundamentally alleviate the pressure of China's pension demand.

Opportunities

Large Pension Needs. There is huge investment space in the pension industry. However, China's pension industry started late and developed slowly. For a long time, there is a widespread problem of poor management, shortage of positions and professionals in the old-age care institutions. As the number of aging population continues to increase, it has become increasingly serious, leading to an increasingly serious problem of imbalance between supply and demand of old-age pensions[4].

The Traditional Care-Pension Model Impact. The care-pension model of home-based care for the aged is becoming less and less suitable for the needs of the elderly in the new era of China, and it is difficult to resolve the growing pension pressure. The old-age community is a market-oriented old-age service model that has emerged in the new era. These institutions provide modern facilities and services and operate in a market-oriented manner. The new care-pension model can effectively reduce the burden of family pension, improve the quality of life, and make up for the shortcomings of home-based care for the aged.

Broad Market Prospects. A promising industry for the aged. According to the analysis of the Chinese Academy of Social Sciences, the current scale of the pension industry in China has reached 4 trillion yuan, and has become a new rising industry to promote economic development. By 2030, the pension industry market in China can reach 13 trillion yuan. For our country, the pension community is quite new. With the aging population intensifies, the development prospect of the pension industry is very broad.

Increased Government Support. In 2013, the State Council promulgated the “Several Opinions on Accelerating the Development of the Aged Care Service Industry”, pointing out that by 2020, a comprehensive old-age service system with perfect functions, moderate scale and covering urban and rural areas based on home-based, community-based and institutional support will be built[2]. In terms of the construction of the old-age community, the government encourages the new pension mode of combining medical care and pension from the perspective of law and policy.

Under the background of aging, the government has issued a number of measures to promote the development of the work of providing for the aged. Since 2011, the State Council has voluntarily released six documents on healthy aging and promoting the combination of health care and maintenance. Civil affairs departments, health and family planning departments are issuing a number of documents to promote the integration of health care.

Threats

Difficulties in Policy Implementation. Although many policies have clearly defined the direction of the development of the pension industry at the present stage, and the government also encourages enterprises to actively invest in the pension industry, so far, the specific policies on the future development of for-profit pension real estate are not perfect, and lack of long-term. At the same time, the macro-policy overlooks the micro-problems of professionalism and professionalism, which leads to the dilemma of imperfect, unspecified and inefficient operation of old-age real estate.

Secondly, due to the lack of mandatory policies, many policies cannot be implemented at the grass-roots level for various reasons. In addition, due to the restrictions of some policies or the need for complex approval process, institutions that do not meet the conditions or process requirements cannot enjoy the corresponding preferential policies such as support funds.

Intense Industry Competition. The increasingly fierce competition in the old-age community is mainly reflected in two aspects: First, there are more and more subjects entering the pension industry. Many social funds have entered the field of pension industry. In addition to insurance companies, several domestic real estate companies such as Vanke and Country Garden have also added pension elements to their real estate projects and even directly built old-age care communities. In addition, as the main body of the pension industry, the civil affairs department and individual non-profit organizations have also put a lot of competitive pressure to the development and construction of the old-age community. Secondly, in terms of the target market, several insurance companies have also positioned the market as a high-end market and are major competitors.

The Traditional Concept of Retirement. China's long-term traditional concept of old-age care emphasizes “nurturing children and preventing old age”. Older people tend to take care of themselves at home and are used to being cared for by their families. Many elderly people who are sent to an old-age care institution for care often have a sense of loneliness that is “abandoned”. Although this situation has changed in recent years, more than half of the elderly will still choose to stay at home. For the emerging old-age community, there is a natural rejection idea, and the market acceptance of the old-age community is still not high. The renewal of the traditional concept of old-age care will be a long process[5].

Suggestions on the Improvement of the New Care-Pension Model

Establish Sound Regulations and Policies. The government should formulate relevant policies, laws and regulations to supervise, guide and regulate the development of old-age real estate. Enterprise investment in pension industry can help the government alleviate some of the pressure of pension, promote the development of pension-related industries, promote the integration of resources in the pension industry chain, and improve the quality and efficiency of pension products through market-oriented means. Therefore, the government should give sufficient support to enterprises, including land use, financial support, personnel training, financial subsidies, tax relief, etc., to effectively solve the difficulties faced by enterprises in the construction of pension community.

Strengthen the Construction of Talented Personnel. The construction of professional personnel in the pension industry is closely related to the close cooperation and joint efforts of the three parties, namely, the government, enterprises and universities. The government should solve the problem of employment, entrepreneurship and career planning for the elderly service industry as soon as possible. We will speed up the formulation and implementation of specific plans for the construction of talent teams, establish a unified talent management mechanism, and safeguard the basic rights of practitioners in accordance with the law. Enterprises can cooperate with universities to solve the problem of talent supply, encourage universities to set up related pension service specialties, and provide enterprises with supporting practice bases. At the same time, the pension enterprises should establish a talent incentive mechanism to enhance the enthusiasm of employees and reduce the brain drain rate.

Hedge Risks and Improve Operational Capabilities. In view of the characteristics of community products and market externalities, a risk early warning system is established to continuously monitor major risks such as capital risks. According to the consumption level and maturity of the community, we should adjust investment plans flexibly, adopt differentiated market positioning, learn from foreign experience, and combine the actual situation of economic development and population aging in China, implement differentiated marketing strategies in different regions to reduce operational risks.

Accelerate the Implementation of Policies and Standardize Industry Standards. Because the demand in the pension market is expanding, the temptation in the pension market is also increasing. In order to prevent the insurance

company from undermine the market rules, the regulatory authorities need to establish a fair and standardized market order and formulate relevant industry standards. At the same time, the regulatory authorities should clarify their responsibilities and put policies in place in a timely manner to reduce potential problems, and ensure that they do not evade responsibility when solving problems.

Establish a New Concept of Old-age Care. First of all, we must increase publicity efforts and strengthen the national awareness of old-age care; Secondly, it is necessary to abandon the real estate thinking with profit as the core purpose and establish a service thinking with the core purpose of providing aged care services; Finally, we need the cooperation of all sectors of society, especially the government, to analyze the overall situation of politics, economy, culture and social development, formulate relevant systems and corresponding normalization publicity activities, and use the typical cases of success to shape the new awareness of the elderly. It is expected to sweep away cognitive resistance and form a consensus on participation by all.

Conclusions

The continued development of an aging population and growing elderly population aging, will inevitably bring about profound social and economic impact, but also to the traditional concept of retirement, pension mode brings a strong impact. The emergence of high-end pension community provides a new direction for the development of China's pension industry, but whether this new care-pension model can give full play to its advantages, seize the opportunity to flourish, and finally truly alleviate China's severe pension pressure still needs to stand the test of time.

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