

# PÄIJÄT-HÄME SOCIAL AND HEALTH CARE GROUP'S STRATEGY 2009–2015

THE HAND OF HUNDREDS OF PEOPLE  
IS VISIBLE IN FUTURE POLICIES

Päijät-Häme social and health care group started operating on 1 January 2007.  
This is the first strategy of the new group.

The main idea behind the preparatory work for the strategy has been that true commitment is only generated through extensive and interactive cooperation.  
Preparation of the strategy began in the summer of 2008 with a survey for member municipalities' management and complementing interviews. After that the strategy has been prepared in seminars by the board and representative body, in management group meetings and municipal management seminars. The views of the personnel were determined with an electronic survey and by arranging workplace meetings.  
Special attention was paid to providing the personnel with sufficient information about the preparatory work and its progress.

In addition to this overall strategy, service strategies for special health care, basic service centre and environmental health care have been drafted.

The council of the municipal federation approved the strategies on 18 May 2009.

The strategies will govern the preparation of future budgets and plans as well as the federation's productivity programme. The actual importance of the strategies depends on how well they control planning, decision making and practical operations in the daily work on the frontline.

## MISSION STATEMENT

Päijät-Häme social and health care group produces special health care services for all inhabitants of the member municipalities, basic health care services and social services for the inhabitants of the basic service centre's member municipalities, as well as health protection and veterinary services for the inhabitants and companies of the environmental health centre's member municipalities.

The group sees sufficient and cost-efficient health care and social service that promote the customers' capacities, promotion of health and wellbeing as well as supporting citizens' own responsibilities and good cooperation between member municipalities is important.

The social and health care group is responsible for statutory development, control and authority tasks as well as other such tasks agreed upon with the member municipalities.

The group has a central task as a developer and coordinator of health care and social services and environmental health care service, as well as a trainer of personnel.

The group is a good employer that values skills, offers its employees an opportunity to develop themselves, as well as partake in career development and research activities.

The group's high-quality services promote Päijät-Häme's competitiveness.

## CHANGE IN OPERATING ENVIRONMENT

### POPULATION

When developing services one must prepare for an increase in population and in particular in a considerable increase in the number of people over the age of 75.

### NEEDS

The demand for health care, social and environmental health care services increases. The growth is in particular directed at care services for old people and basic health care services, as well as statutory and preventive services in environmental health care. If the marginalization development continues pressure for e.g. child protection services and welfare for intoxicant abusers increases. The expectations and needs of different customer groups are becoming more differentiated.

### WORKFORCE

Competition for the workforce tightens and will slow down the operations of both private and public service organisations. Part of the health care and social service tasks can be carried out with personnel that have less language skills and lower levels of education than what we are used to. The ageing of the workforce and the individual requirements of workers require flexible work time arrangements.

Päijät-Häme's good location in terms of traffic connections can be a strength in acquiring workforce. It can also be a weakness if the Helsinki region strengthens its competitive position in recruiting.

### TECHNOLOGY

The tension between the treatment possibilities and needs in health care and financing possibilities are growing. Treatment decisions are becoming more challenging and the pressure to prioritise is increasing. In order to ensure the competitiveness of services new technology must be developed and new service concepts must be utilised. The importance of regeneration and innovativeness increases.

### LEGISLATION

The group must, in its own operations and in cooperation with municipalities and basic service centres focus more determinedly on promoting health and wellbeing.

We must carefully prepare for an increased freedom of choice among patients and ensure that the quality and availability of our services support competitiveness. Successful competing also requires active communication and a good in-house reputation among the patients and the doctors that make referrals.

### SERVICE STRUCTURE

It is very likely that the municipal structure will change in Päijät-Häme. The group must be able to flexibly adapt to possible changes. The institutionalisation in elder-care must be reduced. Home care and intensified sheltered housing must increase. Maintaining workability among old people must be supported in cooperation between public services and the third sector.

### FINANCING

The capital base of municipalities will not allow for considerable cost increases in the longer run either. Pressure to increase productivity and ensure moderate cost development is increasing.

## VISION 2015

We produce effective and cost efficient health care and social services that promote equality between different social groups, as well as environmental health care services. Good service quality and fast availability ensure our competitiveness.

We are a reliable and valued partner as a promoter of health and wellbeing. We build a service system that emphasises the priority of basic services and the activity of customers, in cooperation with the member municipalities and other interest groups.

We are not afraid to reorganise ourselves when the needs of the society and the customers changes, and do so proactively.

We are an attractive and well-managed work community.

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# STRATEGY MAP: FUTURE GUIDELINES

## STRATEGIC GOALS

**Productivity and affectivity best in the nation**

**Values the customer, preventive, rehabilitating and responsibility sharing operations**

**Reliable, takes initiative partner**

**Brave in reorganising, multi-professional experts**

## VIEWPOINTS

**Affectivity, finances**

We ensure balanced operations and finances, we place targets for productivity and affectivity and monitor their materialisation.

Our services promote the health, workability and quality of life of the people living in our region and decrease the marginalisation of the population.

Our financial planning and reporting is based on partnerships.

We create added value and profitability by utilising the expertise of the entire personnel.

**Processes**

We produce services that take into account the customer's overall situation and the customer's/patient's own responsibility as well as the work distribution agreed on with our cooperation partners.

All of our employees are committed to the operating procedures we have developed together.

We are an inspiring partner and are committed to doing things together when developing operations.

Our operations are customer-oriented and our management is interactive and values the personnel's know-how and work.

**Customers (C), patients (P), municipalities (M)**

M: We have a shared view with municipal decision-makers on producing the services.  
C and P: Our services are of high-quality and available at the right time. We ensure that we are competitive as the patients are offered more choices on the markets.

C and P: We listen to our customers and patients and motivate them to take part in their health care and in services that support their life situation.

M and C: We agree on how to do things and do as we have agreed.  
C and P: Our services are flexible and safe, as well as equally available throughout the region.

C and P: Our services are individual, high-quality and functional from the customer's viewpoint and take into account the needs of different population groups.

**Personnel**

We ensure that our personnel are experts and that we have multi-professional cooperation.

Our professional staff acts ethically and values human dignity.

We are a safe and flexible employer.

We are a competitive and encouraging employer.