

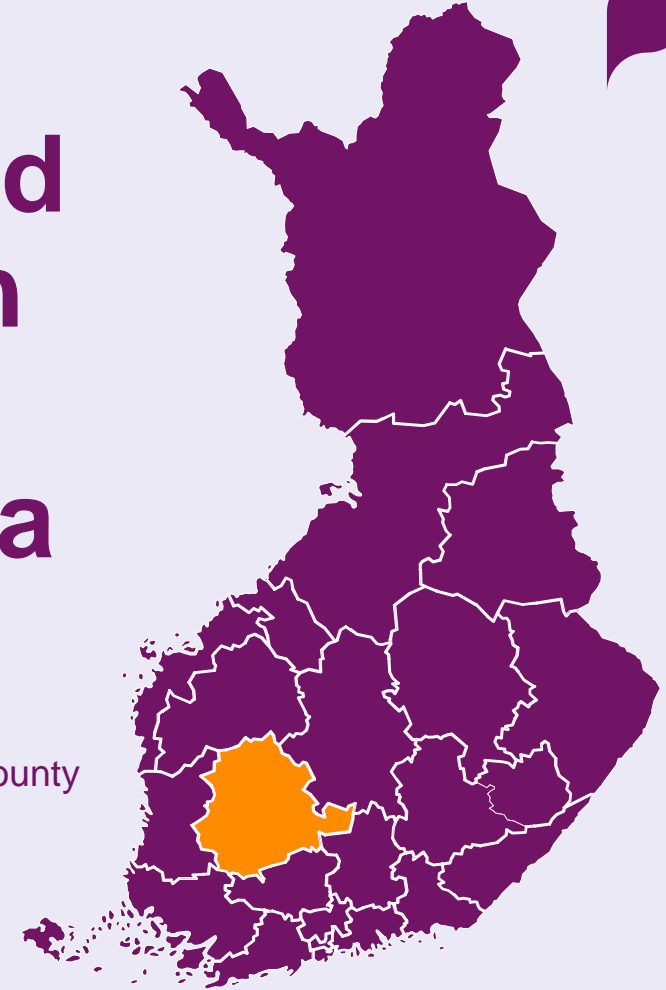
# How to plan an integrated and sustainable social and health services network for 500 000 inhabitants – Case Pirkanmaa

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# National health and social services reform and Pirkanmaa wellbeing services county (Pirha) in a nutshell

## National health and social services reform in Finland

- The legislation on reforming the healthcare, social welfare and rescue services was adopted by Parliament in June 2021
- Before 2023 Finland had 195 health and social services organizations + 22 rescue departments
- These were organized into 22 + 1 regional organizations: 21 wellbeing service counties, City of Helsinki and Hospital district of Helsinki and Uusimaa
- Counties are funded by the state, with their own elected representatives and administration

## Pirha - Pirkanmaa wellbeing services county

- Responsible for health and social care services as well as rescue services and specialized medical care
- Regionally autonomous health authority, with its own elected representatives and administration
- Funded by the state
- Pirha is the largest well-being services county in Finland

### **Note:**

*National health and social services reform* = nationwide reorganization of the health and social services system

***The social and health services network reform*** = reorganizing all public health, social and rescue services in Pirkanmaa – **focus of this study**

# Introduction to the social and health services network reform in Pirha

In this study, we present the **planning process and methodology** used in **reforming the social and health services network** of *The Wellbeing services county of Pirkanmaa (Pirha)*

## Goals of social and health services network reform

- **To create a *unified, integrated, multi-channel and cost-effective*** service network of all publicly funded Health and social services for 500 000 inhabitants of Pirkanmaa
- Improve **customer orientation, availability, and accessibility** to the services
- Address the challenges in forthcoming years

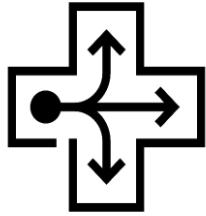
## Background and importance of the reform:

- Pirha was established by joining publicly funded social and health services of **23 municipalities and the hospital district. All organizations had built their own services network**, with some differences in organizational structure & logic, services provided, and resources used
- Due to pressures in the operating environment, the planning of the reform, including extensive analysis, involvement of stakeholders, key decision-making, and the initiation of implementation, had to be completed within approximately a year

# The forthcoming years will be challenging

Socio-demographic change	Lack of personnel	Fragmented ICT structure	Funding deficit
<p><b>Examples:</b></p> <p>Population expected to grow by 4% by 2040, mainly in Tampere urban area.</p> <p>Rapid increase in elderly population, impacting demand for costly health and social services.</p> <p>Predicted 36% increase in people over 75 by 2030, and 57% by 2040.</p>	<p><b>Examples:</b></p> <p>Current personnel around 19,000, but insufficient existing and especially increasing demand</p> <p>Need to recruit 12,500 new professionals in next few years (retirement, turnover, increasing requirements of legislation)</p> <p>National issues with availability, sufficiency, and retention of personnel</p>	<p><b>Examples:</b></p> <p>Several different electronic customer and patient information systems</p> <p>Outdated electronic systems hinder integrated service delivery</p> <p>Preceding organizations had different operating practices, cultures and management models of the technological infrastructure</p>	<p><b>Examples:</b></p> <p>Budget of approximately 2.5 billion euros in 2023</p> <p>Financing deficit exacerbated by long-term construction and ICT investments</p> <p>National funding unlikely to increase with rising demand and costs</p> <p>Urgent need for service provision changes, productivity improvements, and prioritization</p>

# Background and objectives of the service network



## Background of service networks

- Each of 23 municipality and the Pirkanmaa hospital district had built their own service network.
- Specialized healthcare was owned by municipalities but operated semi-independently.
- Significant differences existed between municipalities in service structure, production methods, channels, management model, and service criteria.
- All changes are politically challenging because they affect the local economies (jobs, tax revenue, rental income, vitality) of the municipalities, among other things.



## Objectives

- Four principles of the service network: Availability and accessibility, participation, diversity, and centers of expertise
  - The government requires e.g., restraining the increase in costs and ensuring equal health and social services for future generations.
- **Meeting the needs of the population and requirements of the legislation while being sustainable from both an economic and a personnel availability perspective**

# Anatomy of the *network of services* 1/2

The network of services refers to **all services and service channels organized and financed by the wellbeing services county**

- How do we respond to the population's service needs with services and service entities (e.g., health station services) by using different service channels (physical units, digital and mobile services)

The network of services is planned and managed from **health authority's point of view – what are needs of the population and requirements of the legislation**

- Overall picture: the strategic goals, taking into account not only the populations' service needs, but also legislation, development opportunities, interfaces and the restrictions such as investment capacity

The planning and management of the network of services **compile, evaluate and prioritize different perspectives**, and based on these, **concretize the organization of services as a optimized integrated and manageable service system.**

# Anatomy of the *network of services* 2/2

## Providing the services – generic network

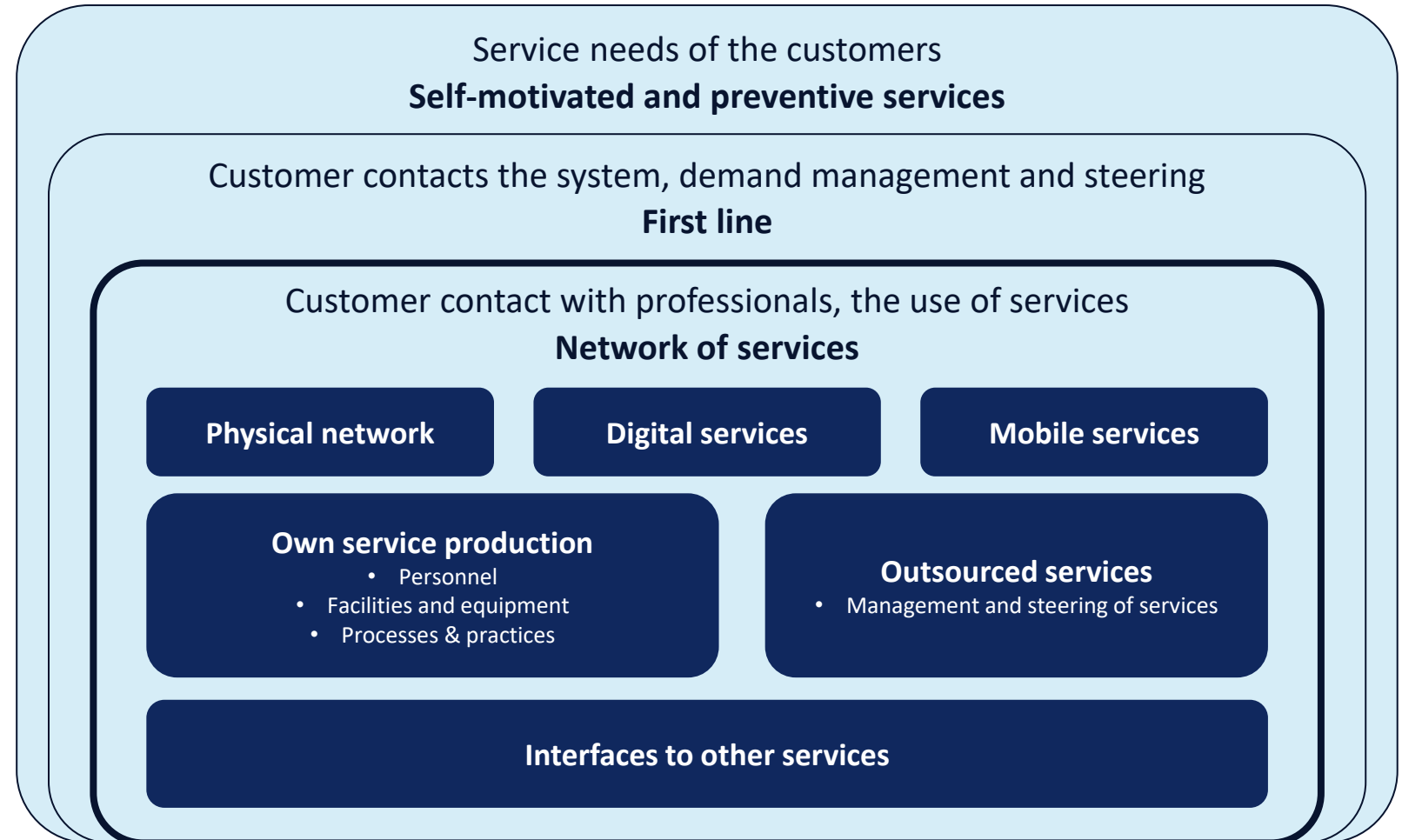
### Organizing the services

Strategic steering incl. principles of service network development

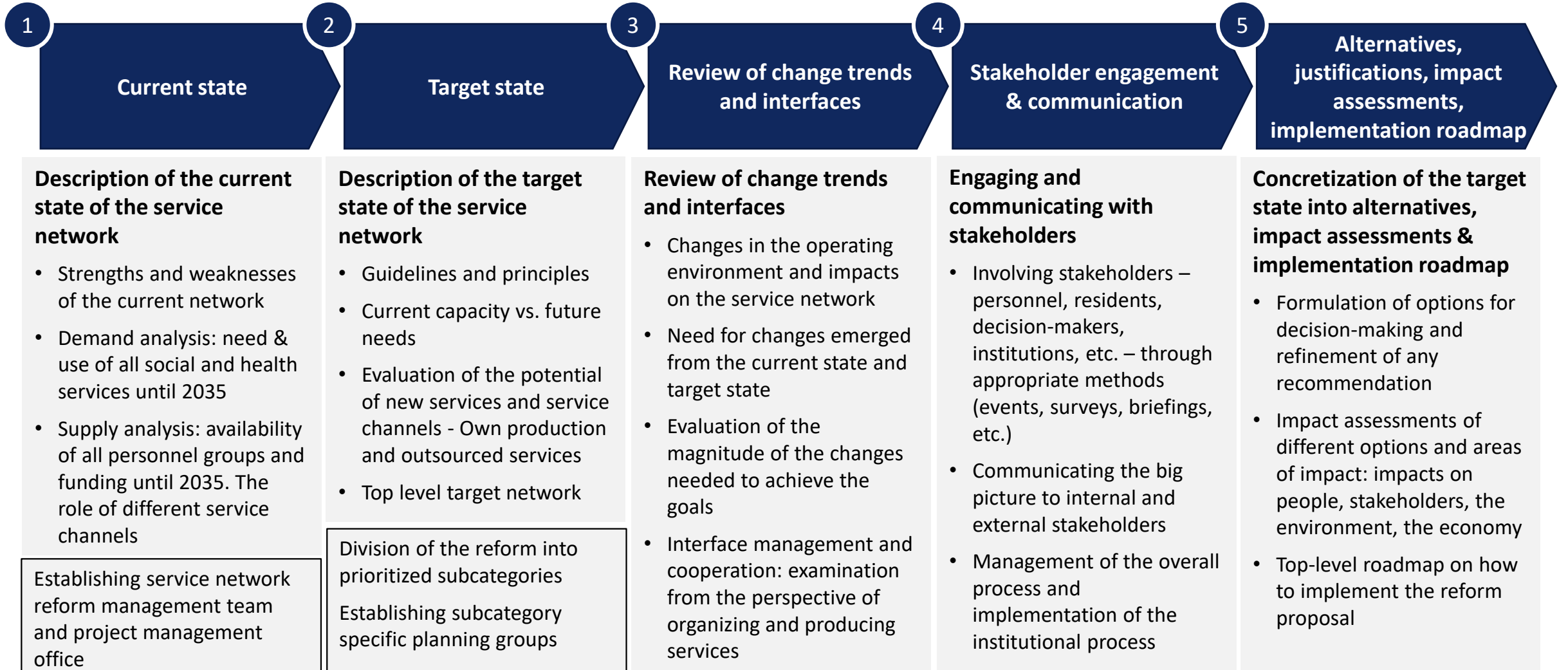
The service needs of the population

Operating environment and perspectives of different stakeholders

Innovations, development work, interfaces and boundary conditions



# Service network planning process



Establishing service network reform management team and project management office

Division of the reform into prioritized subcategories  
Establishing subcategory specific planning groups



# Evaluation of the planning process and the methods

## Evaluation methods

- The evaluation of the service network planning process was done first by subcategory-specific planning groups answering the evaluation questions.
- Second, the top management of Pirkanmaa had a workshop focusing on the same questions.
- Additional evaluation criteria was how the political decision-making progressed and whether the prepared plans were approved.

## Results

- Through the transparent planning process and solid methodology, Pirha was able to carry out the entire planning and decision-making process, to start the implementation, and achieve the first results in 12 months.
- Two key points were highlighted:
  1. The internal and external communication plans should have a stronger emphasis on the methodology
  2. A project management office is essential during planning and execution in order to keep the focus on priorities and to manage the process.

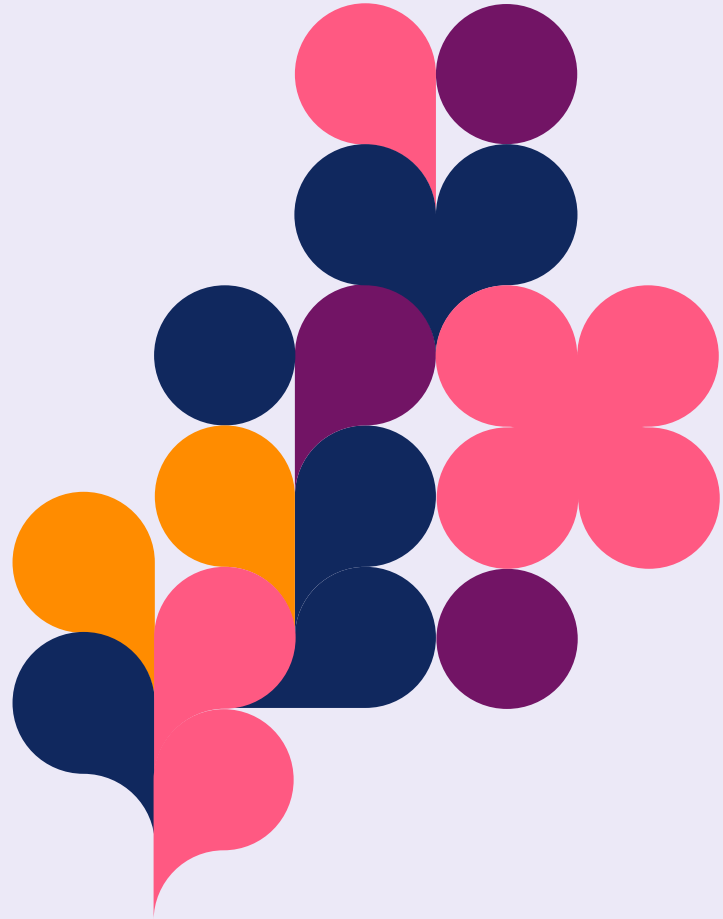
# Discussion

- **Clear planning of the process and responsibilities** defined in the early stages are extremely important; they enable the simultaneous focus on multiple areas.
- Solid methodology and transparent planning process were essential for determined and goal-oriented planning
- Involvement of stakeholders, including inhabitants, personnel, and political bodies
- **Tight schedule is both challenge and advantage – time constraint strengthens focus and fastens the decision-making**
- One of the key success factors in the planning process and involvement of stakeholders was very **comprehensive and wide-ranging background analysis and scenarios:**
  - helped the participants and stakeholders in focusing on feasible solutions and in understanding the need for significant changes
  - was crucial in supporting political decision-making and ensuring the acceptability of changes among all stakeholders

# Some achievements related to the reform so far

- Customer satisfaction has slightly improved
- Availability of low threshold services has improved
- Availability of digital services have improved
- Personnel is committed, despite constant change

In the coming years, the implementation and execution of the reform will define whether Pirha is able to overcome the challenges and at the same time improve the satisfaction of residents and personnel



# Thank you!

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