Management of Nursing Homes and Sheltered Housing in Finland

Sirpa Salin
Principal Lecturer, Gerontological Nursing, PhD., RN.
Tampere University of Applied Sciences
School of Health Care
Kuntokatu 3, FI-33520 Tampere, Finland
+358 50 591 4540
sirpa.salin@tamk.fi

Hannele Laaksonen
Principal Lecturer, Health Care Management, PhD., RN
HealthServices
Tampere University of Applied Sciences
Kuntokatu 3
FI 33520 Tampere, Finland
tel. +358 40 6613450
hannele.laaksonen@tamk.fi
The Implementation of Elderly Services in Finland

- The municipality is responsible for the care of elderly services
- The public sector is the largest producer of services for the elderly
- The municipality can buy services from the private and third sectors through competition
- The municipality may also provide service vouchers to the customer, who can choose the service provider
Care Models and Contents

**Long-term care**
- Nursing homes
- wards

- more than 90 days
- Includes housing, medicines, treatment and care

**Sheltered housing (with night nurses)**

- Rental agreement
- Includes an apartment, round-the-clock care and treatment, support services

**Sheltered housing (no night nurses)**

- Rental agreement
- Residents can buy services they need
- Night patrol

**Home care**
- Home help
- Home nursing

- Clients can buy services they need
- Night patrol
The Education of the Employees

Sheltered housing (with night nurses) and nursing homes

- 66% Practical nurses
- 10% Registered nurses
- 10% Managers
- 3% Care assistant

- In addition, rehabilitation and other staff
- The same distribution in private and public units
The director of the social and health sectors

Line director

Director of service area

Supervisor

Supervisor

Director of service area

Supervisor

Supervisor
The Research Question

• How do chief managers perceive their work image now and in the future?
Method, Sample and Analysis

- The study was undertaken at Finnish public and private nursing homes during the autumn 2014.
- Data consisted of semi-structured interviews with four (n=4) chief managers, analysed using the content analysis method.
The Results
## Some Outlines of The Institutions

| Institution 1. | Institution 2. | Institution 3. | Institution 4. |
|----------------|----------------|----------------|----------------|
| **Ownership** | Public         | Public         | Non-profit association | Private |
| **The type of the care home** | Nursing home (24/7 care available) | Nursing home and sheltered housing (24/7 care available) | Sheltered housing (24/7 care available) +Senior center | Sheltered housing (24/7 care available) |
| **Number of beds** | 138 | Sheltered housing 219 Nursing home 450 | Sheltered housing 150 Senior center 110 | 128 |
| **Number of short-term beds** | 23 | 10-12 | 1-2 | 0 |
| **Number of patients/customers** | 138 | 219/450 | 260 | 128 |
| **Occupancy** | 100% | 100% | 98-99% | 98% |
| **Sex** | 67% female | 70% female | 90% female | 90% female |
The Chief Managers of the Institutions

- All chief managers are women
- Their average age is about 50 years
- One has a doctor’s degree and the others master’s degrees, one has two master’s degrees
- Experience: from 10 to 25 years
What kinds of skills do chief managers need today?

| Subcategory                              | Parent category                                      | Main category                                           |
|------------------------------------------|------------------------------------------------------|---------------------------------------------------------|
| Interpersonal skills                     |                                                      |                                                         |
| General knowledge                        | Interaction and general knowledge                   |                                                         |
| Legal expertise                          |                                                      |                                                         |
| Identification of customers needs        | Management of customer relationships                | Management of customers relationships, development      |
| Management of change and development     | Management of development                            | and well-being                                          |
| Management of knowledge and well-being   | Management of well-being                             |                                                         |
| Empowerment of the staff                 |                                                      |                                                         |
The content of the job

- Power and responsibility issues
  - Responsibility for economy
  - Responsibility for operation and development
  - Responsibility for the staff

- Preparing and getting things done
  - Preparing agendas for meetings
  - Immediate care of unexpected issues
  - Dialogue with stakeholders

- Participation in meetings
  - Internal meetings of the organization
  - Contacts with buyers of services

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Power and responsibility issues

• Responsibility for economy
  - Economic activity
  - Purchases

• Responsibility for operation and development
  - Operation
  - Implementing decisions
  - Development of activities / business

• Responsibility for the staff
  - maintaining professionalism
  - the adequacy of staff
Preparing and getting things done

Preparing agendas for meetings
- executive board meetings
- board meetings
- quality management meetings

Immediate care of unexpected issues
- staff-related
- customer feedback
Participation of meetings

• Dialogue with stakeholders
  - Co-operation with universities and trade schools
  - Co-operation with national and international partners

• Internal meetings of the organization
  - Meetings for operating the nursing home once per week
  - Negotiations with colleagues and superiors

• Contacts with buyers of services
  - Activities related to tendering
  - The quality of service-related activities
Future challenges in elderly care
The challenges of the future

Future challenges

- The adequacy of resources
- The renewal of the service structure
- The ability to prepare for the future
- Economy
- Human resources
- Legal obligations and their fulfillment
- Constant contracting
- Reputation building
- Internationalization
- Multicultural competence
The adequacy of resources

Economy

• Diminishing financial resources
• The organization operates as a company, but a non-profit one.

Human resources

• The availability of staff that is committed and willing to develop
• Lack of professionals
• Respecting and encouraging the diversity of young carers
• Successful internal transfers
• The arrival of new professional groups
• Registered nurse vs. practical nurse
The renewal of the service structure

Legal obligations and their fulfillment
• The size of the rooms
• Security

Constant contracting
• good quality as cheaply as possible
• large companies provide services that are cheap, but the quality may be low
• Nurse / patient ratio
The ability to prepare for the future

Reputation building

- Management is based on the values that appear in everyday work
- Confidence in their own activities
- Continuous service development so that people are satisfied

Internationalization

- Fully self-paying international customers in the future

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The ability to prepare for the future

Multicultural competence

• multicultural staff recruitment
Conclusion

• The chief managers' work is complex and fragmented.
• The ability to prepare for the future requires considerable attention, as it directly affects the reputation of the nursing home, which can only be lost once.
• Reputation building includes the management, which is based on the values that appear in everyday work.
• Finland's rapid Internalization is a great challenge, for which the country's health care system is not prepared.