Management of Nursing Homes and Sheltered Housing in Finland

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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

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

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Public</td>
<td>Public</td>
<td>Public</td>
<td>Non-profit association</td>
<td>Private</td>
</tr>
<tr>
<td>The type of the care home</td>
<td>Nursing home</td>
<td>Nursing home and sheltered housing (24/7 care available)</td>
<td>Sheltered housing (24/7 care available) +Senior center</td>
<td>Sheltered housing (24/7 care available)</td>
</tr>
<tr>
<td>Number of beds</td>
<td>138</td>
<td>Sheltered housing 219</td>
<td>Sheltered housing 150</td>
<td>128</td>
</tr>
<tr>
<td>Number of short-term beds</td>
<td>23</td>
<td>10-12</td>
<td>1-2</td>
<td>0</td>
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<tr>
<td>Number of patients/customers</td>
<td>138</td>
<td>219/450</td>
<td>260</td>
<td>128</td>
</tr>
<tr>
<td>Occupancy</td>
<td>100%</td>
<td>100%</td>
<td>98-99%</td>
<td>98%</td>
</tr>
<tr>
<td>Sex</td>
<td>67% female</td>
<td>70% female</td>
<td>90% female</td>
<td>90% female</td>
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</tbody>
</table>
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?

<table>
<thead>
<tr>
<th>Subcategory</th>
<th>Parent category</th>
<th>Main category</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interpersonal skills</td>
<td></td>
<td></td>
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<tr>
<td>General knowledge</td>
<td>Interaction and general knowledge</td>
<td></td>
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<tr>
<td>Legal expertise</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identification of customers needs</td>
<td>Management of customer relationships</td>
<td>Management of customers relationships, development</td>
</tr>
<tr>
<td>Management of change and development</td>
<td>Management of development</td>
<td>Management of development and well-being</td>
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<tr>
<td>Management of knowledge and well-being</td>
<td>Management of well-being</td>
<td></td>
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<tr>
<td>Empowerment of the staff</td>
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</tbody>
</table>
The content of the job

- Power and responsibility issues
- Preparing and getting things done
- Participation in meetings

Responsibility for:
- Economy
- Operation and development
- The staff
- Preparing agendas for meetings
- Immediate care of unexpected issues
- Dialogue with stakeholders
- 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

- 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

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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
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.