

# Health, wellbeing and safety for the residents of Helsinki

City of Helsinki Social  
Services, Health Care and  
Rescue Services Division  
Service Strategy  
2023–2025



Helsinki

# Helsinki

**Publisher**

City of Helsinki

**Design and layout**

Kari Media Group Oy

**Photos**

City of Helsinki Media Bank and  
the MyHelsinki Material Bank

**Cover photo**

City of Helsinki Media Bank

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Photo: Kaisa Sunimento

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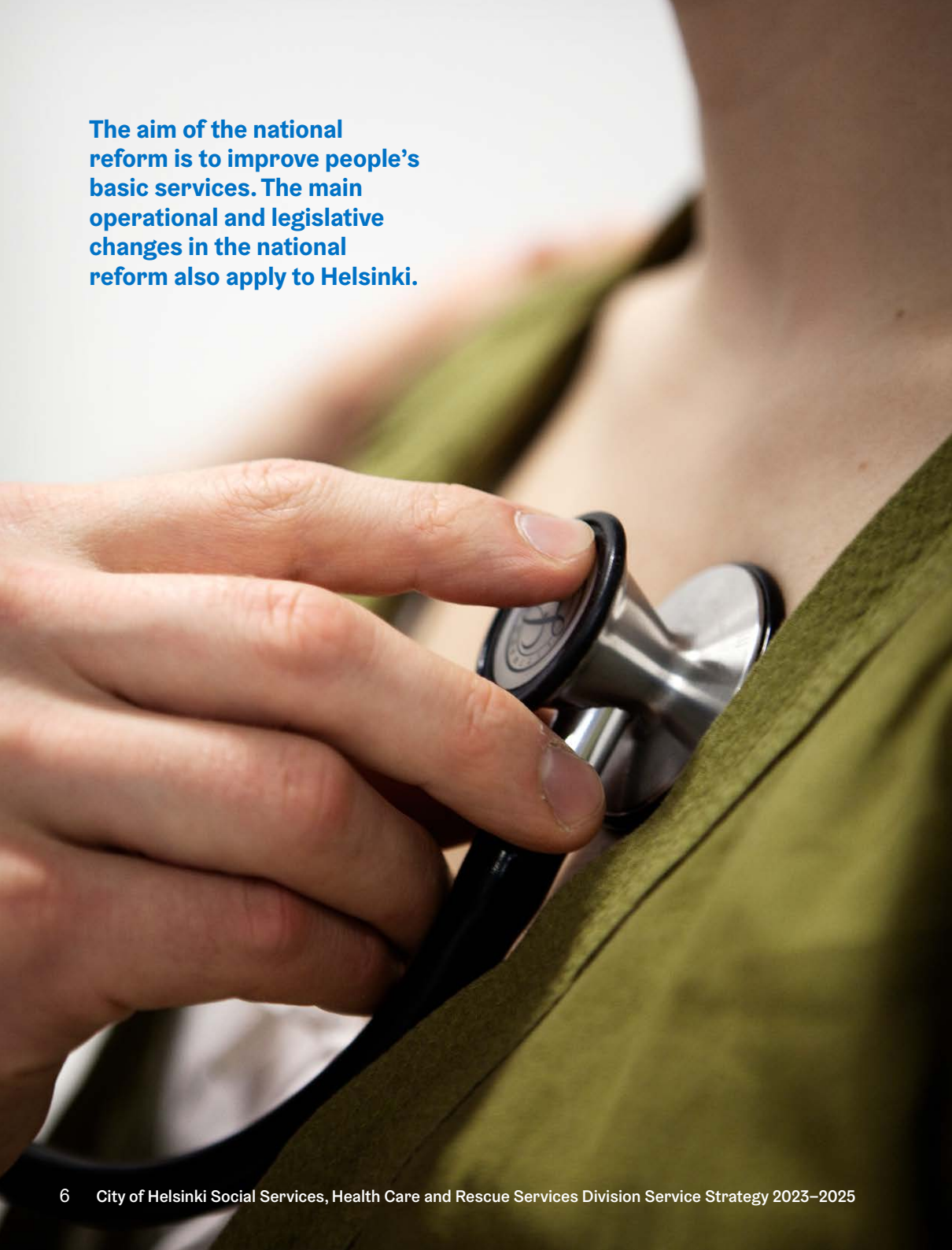
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# Starting point and preparation of the Strategy

**The aim of the national reform is to improve people's basic services. The main operational and legislative changes in the national reform also apply to Helsinki.**



# Starting point and preparation of the Strategy

## Reformed legislation requires developing a service strategy

The national reform of healthcare, social welfare and rescue services will significantly change the Finnish public sector. The aim of the national reform is to improve people's basic services. The main operational and legislative changes in the national reform also apply to Helsinki. The most notable changes include target-oriented guidance and financial steering provided by the central government and strengthening the organisation of services.

The Social Services and Health Care Division of Helsinki will also be transformed with the reform. In the special arrangements for Uusimaa, the organisational change in Helsinki is smaller than in the rest of the country, where the wellbeing services counties compile all services from basic

services to specialised medical care under the same organisation. Helsinki's health, social and rescue services will form a new Social Services, Health Care and Rescue Services Division at the beginning of 2023.

The Service Strategy of the Social Services, Health Care and Rescue Services Division (Act on Organising Healthcare and Social Welfare Services, Section 11) has been prepared for financial and operational planning and management. In parallel, rescue services are guided by the decision on the level and standard of rescue services (Act on Organising Rescue Services, Section 6).

**Helsinki's health, social and rescue services will form a new Social Services, Health Care and Rescue Services Division at the beginning of 2023.**

The new statutory service strategy is the strategy of the service organiser, and it determines the long-term goals of healthcare and social welfare for which the organiser is responsible and the targets for implementing the services. Targets are set based on the needs of residents, local conditions and the availability of and accessibility to services.

In Helsinki, the City Strategy (2021–2025) replaces the wellbeing services county strategy drawn up in each wellbeing services county. The starting point for preparing the Helsinki City Strategy has been the current state of the City’s operating environment and the anticipated changes, based on which targets have been set for the services of different client groups.

The Service Strategy supports the implementation of the City Strategy and focuses on achieving goals set for the services of different healthcare and social welfare client groups. The goals of the City Strategy have been specified and supplemented in the Service Strategy with the division’s common goals, means and promises to the residents of Helsinki. Concrete measures and monitoring indicators for the strategic goals will be drawn up in action plans.

**The starting point for the Service Strategy is that, in the future, Helsinki will respond even better to the service needs of its residents.**

The starting point for the Service Strategy is that, in the future, Helsinki will respond even better to the service needs of its residents. The first service strategy term in Helsinki involves a change strategy of shorter duration and lasts for less than one council term. The change strategy will help us get hold of the key changes of the reform. The following service strategy will be drawn up for a full city council term (2025–2029) and will be prepared in parallel with the City Strategy. In this way, the Service Strategy and the City Strategy will also be better coordinated – as will the statutory decision on the level and standard of rescue services.

The City Strategy, Service Strategy and the decision on the level and standard of rescue services are the starting points for the preparation of the council term’s budgets and action plans.

The preparation of future strategies in Helsinki will be more directly influenced by the central government’s strategic target-oriented guidance of the Social Services, Health Care and Rescue Services Division and the national four-year targets. In preparing the first service strategy, the strategic guidance roles of the central government and the City of Helsinki are still emerging, and no national four-year targets are available. In the future, four-year targets will help define the preparation of strategies and the guidance of the Social Services, Health Care and Rescue Services Division in Helsinki. In addition, the central government funding model, which does not sufficiently consider the specific characteristics of Helsinki’s services, poses challenges to the organisation of services.



# The aim of the health and social services reform is to:

- reduce disparities in health and wellbeing,
- ensure equal and high-quality health, social and rescue services,
- improve the availability of and accessibility to services at the basic level in particular,
- secure access to skilled labour,
- respond to the challenges of societal change,
- curb cost growth, and
- improve safety.

## Participatory preparation

### Preparing the Service Strategy has involved a wide range of contributors

The preparation of the Service Strategy started in 2020 as part of the preparations for the health and social services reform. The health and social services restructuring project funded by the Ministry of Social Affairs and Health also prepared for creating structures and models per the new health and social services solution in Helsinki. The aim was for Helsinki to take on a stronger role as an organiser and to clarify its strategy and goals.

The senior management of the Social Services and Health Care Division has steered the work of a designated coordination group preparing the Service Strategy. The division leadership and the coordination group have met at regular meetings to discuss the preparation process and draft of the Service Strategy.

During 2021, the state of the organisation of services was mapped out through cooperation meetings with experts and their interviews. The results of the survey were compared with the legislative proposals of the health and social services reform. Adopting the legislation was followed by workshops attended by some 200 health and social services experts, managers and directors. The workshops gave concrete expression to the need for developing the organisation of services and clarified the shared will for future services.

The Service Strategy also takes the resident and staff surveys carried out in the summer

of 2022 into consideration. In the resident survey, Helsinki residents were asked what they value in health and social services and what they want from future services provided by the Social Services, Health Care and Rescue Services Division.

The staff survey, on the other hand, asked what the focus of the strategy term should be and what needs to be successful in the coming term. It also asked for opinions on the goals of the draft Service Strategy. At the same time, the staff were given the opportunity to propose concrete measures to achieve these goals.

The draft Service Strategy was presented to the advisory board of staff organisations and the Staff Committee. Members of the Youth Council, Elderly Citizens Council and Council on Disability were given the opportunity to comment on the draft Service Strategy. Since late 2021, the Service Strategy has also been prepared in cooperation with the experts and management of the Rescue Department. The Service Strategy's preparation, structure and content have been presented in the Sub-committee for the Reform of Healthcare, Social Welfare and Rescue Services and the Social Services and Health Care Committee.

**During the strategy term, it will be ensured that service providers, NGOs and staff will have the opportunity to participate in the concrete planning of measures.**

A joint informal evening session on the thematic entities of the Service Strategy was organised for the Social Services and Health Care Committee and the Rescue Committee. City councillors had the opportunity to participate in the preparation by presenting their views on the goals and services of the new division at the City Council's service strategy seminar.

The City of Helsinki consulted non-governmental organisations (NGOs) in the preparation of the health and social services reform's NGO cooperation model. The responses of an online survey, for example, were utilised in the service strategy work. During the preparation, NGO experts on change support for the health and social services reform were consulted.

The Service Strategy has been modified based on discussions, survey results, opinions and feedback, in addition to which the Service Strategy has been refined together with experts from health and social services and the Rescue Department.

The material generated in the participatory work will be used in planning activities in the future. During the strategy term, it will be ensured that service providers, NGOs and staff will have the opportunity to participate in the concrete planning of measures.

## Key factors affecting strategic choices

In addition to the participatory preparation, the preparation of the first service strategy has considered the general target-oriented guidance for the national health and social services reform, the reformed legislation, the Helsinki City Strategy's goals for health, social and rescue services, and the strategic development needs identified in the Social Services, Health Care and Rescue Services Division.

In organising health and social services, specialised medical care and rescue services, Helsinki faces the special challenges of a capital and metropolitan area, which affect the demand for services.

Population growth increases the need for the services of the Social Services, Health Care and Rescue Services Division. Demographic development in Helsinki is characterised by strong fluctuations caused by economic cycles, the housing market and immigration. In recent years, although population growth has slowed down, the population is projected to continue to grow. Although Helsinki is still young in terms of age distribution on a national scale, the city's demographic development in the coming years will see a rapid increase in the number of older people.

Helsinki is more polarised than the rest of the country: on average, Helsinki residents are happy and healthy, but the disparities in health, wellbeing and safety between population groups and city districts are too significant. The COVID-19 pandemic has increased service backlogs, and some of

the consequences of the pandemic may only become visible in the long term.

The population of Helsinki is increasingly diverse, with growing linguistic diversity as well, which must be considered in the provision of services.

Specialised medical care is not a task of the wellbeing services counties in Uusimaa's health and social services reform, unlike in the rest of the country. In accordance with the special arrangements for Uusimaa, the City of Helsinki will retain responsibility for organising health, social and rescue services.

In Uusimaa, a new field of cooperation will be established between the services of the wellbeing services counties, the services of the Helsinki Social Services, Health Care and Rescue Services Division and specialised medical care. The operator of specialised medical care is the new HUS Helsinki University Hospital Group, which has a statutory responsibility to organise certain specialised medical care tasks. The City of Helsinki also has its own specialised medical care services. In the coming years, it will be key to strengthen the cooperation and guidance of basic services and specialised medical care, as well as the integration of services.

The HUS organisational agreement sets out the division of labour, cooperation and integration of activities between the wellbeing services counties of Uusimaa, the City of Helsinki and the HUS Group in order to organise healthcare services.

A critical factor in the implementation of the Service Strategy is sufficient funding. From the beginning of 2023, the funding

of the Social Services, Health Care and Rescue Services Division will be based on imputed central government funding and client fee revenue. The new funding model is disadvantageous from the viewpoint of Helsinki residents, as it does not sufficiently meet the needs of the services of the Social Services, Health Care and Rescue Services Division. The division's expenditure is higher than the central government's imputed model, so the health and social services reform will reduce the appropriations available for services in Helsinki. This difference in the calculation model will be compensated by a transitional adjustment, which will gradually decrease in the coming years. The tightening economy poses challenges for the organisation of services and requires operational changes that can be adapted to the overall funding received by Helsinki. It is also necessary to continue the advocacy work to correct the level of central government funding to the level of the need.

The overall organisation of services must be assessed more systematically, as resources are more limited while the need for services continues to grow. In addition, legislation will bring new obligations to the service organiser at the same time as the strategic guidance of the central government in the services of the Social Services, Health Care and Rescue Services Division increases.

Ensuring that there is enough staff is ultimately the most important shared prerequisite for the success of the upcoming strategy term in health, social and rescue services.

# Population of Helsinki in numbers 2020:

Residents



**656 920**

Swedish speakers  
among the domestic  
language groups



**5,6**  
percent

Foreign-language  
speaking population



**16,6**  
percent

Persons aged 65  
and older



**17,4**  
percent

(Source: Helsingin ja Helsingin seudun väestöennuste 2020–2060  
[Population projection of Helsinki and the Helsinki region 2020–2060])  
[www.hel.fi/hel2/tietokeskus/julkaisut/pdf/21\\_09\\_24\\_Tilastoja\\_11\\_Sinkko\\_Vuori.pdf](http://www.hel.fi/hel2/tietokeskus/julkaisut/pdf/21_09_24_Tilastoja_11_Sinkko_Vuori.pdf)

## **Strengthening the organisation of services to ensure their availability**

The Service Strategy includes long-term strategic goals and guidelines for the organisation and implementation of services. The service strategy work in Helsinki will be carried out in stages. The first short-term Service Strategy (2023–2025) will help us respond to the changes taking place during the strategy term.

The Service Strategy sets common goals for the entire division. The strategy takes a stand on how, by strengthening the organisation of services, we will ensure the availability and equality of services for residents, high-quality and timely services and sufficient funding.

The goals and means of the strategy will enable us to monitor and control the quality of services better, compare costs and anticipate changes in the future. Concrete measures promoting the strategic goals will be described in annual action plans.

Services must be organised equally for all residents. However, equality does not mean that the services are carried out the same way for everyone. Instead, we must ensure that the various client groups have access to services that meet their needs and are of high quality, regardless of who provides them. During the strategy term, we will improve the comparability of services and enhance quality control.

To ensure that the client receives the best possible services in the tightening financial conditions, we will increase the good management of the services during the first strategy term. In the future, we will have an even better understanding of what services Helsinki residents need and benefit from, what our solutions cost and what the costs consist of.

By strengthening the organisation of services, we lay the foundations for the next long-term service strategy, which will be prepared simultaneously with the City Strategy. The next Service Strategy (2025–2029) will consider the national four-year targets set for the Social Services, Health Care and Rescue Services Division, emphasise the future development guidelines for services and set measurable goals for services.

**In the future, we will have an even better understanding of what services Helsinki residents need and benefit from, what our solutions cost and what the costs consist of.**

## Goals set for services in the City Strategy

The starting point for the preparation of the Helsinki City Strategy has been the current state of the City's operating environment and the anticipated changes, based on which goals have been set for the services of different client groups. The Service Strategy supports the implementation of the City Strategy and the achievement of the goals set for the services of different healthcare and social welfare client groups.

The goals of the City Strategy include smooth access to basic healthcare and oral healthcare services, ensuring there is enough staff working in health, social and rescue services, integrated and seamless service packages and service chains for clients, the availability of and accessibility

to services, as well as developing outreach services and services delivered at home. The goals of the City Strategy also include considering the different ages of the client base in planning and service implementation, taking care of the needs of the ageing population in a diverse manner, increasing low-threshold and early-stage services for families, providing substance abuse and mental health services, eliminating homelessness, and expanding digital healthcare and social services. Services and operating models that reduce social exclusion and inequality will be developed together with other actors in the city. The City Strategy also states that a key element of a safe and functioning city is strong rescue services. Synergies between rescue services and emergency medical services are important in promoting the safety of a large city.

Photo: Virpi Vellin



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**Vision**

# Vision

## **We create health, wellbeing and safety for Helsinki residents through cooperation and strong expertise**

The health, wellbeing and safety of Helsinki residents are built on cooperation. The task of the Social Services, Health Care and Rescue Services Division is to increase health, wellbeing and safety by providing timely services that meet the service needs of residents.

The goals set in the City Strategy are summed up in a vision that requires that we are a strong service organiser and a good and reliable partner for all stakeholders. In the coming years, we will improve smooth cooperation.

The wellbeing services counties and HUS are important partners in building residents' service chains and in promoting health, wellbeing and safety. Helsinki's health, social and rescue services will form a new Social Services, Health Care and Rescue Services Division at the beginning of 2023. Smooth cooperation between health, social

and rescue services increases the benefits of integration and improves services for Helsinki residents.

Helsinki will continue to ensure the availability of services using the multi-producer model. Service production will consist mainly of the division's in-house service production, in addition to which the purchased and service-voucher services produced by private and third sector service providers will be utilised. The expertise of external service providers can also be used to assist in designing and developing residents' service packages.

NGOs will play a unique role in strengthening the wellbeing, participation and safety of Helsinki residents. The Social Services, Health Care and Rescue Services Division will also cooperate closely with other city actors, wellbeing services counties and the HUS Group.

# By strengthening the organisation of services, we ensure that in the future

- Helsinki residents will have access to services that meet their needs and are of high quality in a timely, smooth and integrated manner,
- health, social and rescue services form a strategically, systematically and consistently managed, steered and controlled whole, and
- Helsinki organises health, social and rescue services in an effective and economically, environmentally and socially sustainable manner using the multi-producer model.

Photo: Kaisa Sunimento



# What do we promise?

**The organiser's promises are vision-derived goals that will guide our strategic choices and activities in the coming years in organising services that meet the needs of our residents.**

- We lead with quality. Services are provided by happy, healthy, competent and sufficient staff.
- We ensure more effective services through seamless and integrated services, investment in prevention and cooperation between different actors.
- The cost development corresponds to the funding, and the organisation of services is systematic, economical and transparent. We will set monitored and measurable goals for the services.
- The services are of high quality, safe and consistent, and they promote equality regardless of who provides them.
- We identify residents' service needs and listen to our clients.
- In Helsinki, services are available quickly and smoothly.
- Digital services are client-oriented. We consider the different service needs and clients' abilities when developing services. We set out a concrete digital service promise.
- We guarantee equal and high-quality services in Finnish and Swedish. We pay special attention to the functionality of services in Swedish.

Photo: Kaisa Sunimento

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**Thematic entities  
and priorities of the  
Service Strategy  
2023–2025**

# Thematic entities and priorities of the Service Strategy 2023–2025

Based on the vision and the organiser's goals, four thematic entities and priorities have been selected for the Service Strategy, on which we will focus in 2023–2025. Longer-term goals have been set for the selected priorities, as well as the means by which these goals are to be achieved during the strategy term.

The Service Strategy aims to ensure that residents receive the services they need quickly, smoothly and on an equal footing. The content of the strategy progresses from the management and staffing goals towards the targets set for the availability of services.

Good management ensures that residents receive the services they need.

Employee wellbeing and competency contributes to providing successful services.

Increasing cost-effectiveness, the integration of services and utilising and steering external service providers contribute to ensuring both the quality and availability of services.

The goals and means of the Service Strategy will guide decision-making and development work together with the Helsinki City Strategy.



# Thematic entities and priorities of the Service Strategy for 2023–2025

## **Management and staff**

- Management of the organisation of services
- Employee availability, retention and competence

## **Guidance, integration of services and service chains**

- Cooperation in organising specialised medical care
- Cooperation and integration between health, social and rescue services

## **Ways of organising services and cost-effectiveness**

- Service structure, production methods and cost-effectiveness

## **Quality and availability of services**

- Steering and monitoring service providers
- Service needs and client experience
- Availability and accessibility

# Management and staff

## What do we promise?

**We lead with quality. Services are provided by happy, healthy, competent and sufficient staff.**

Management of the organisation of services plays a key role in clarifying the goals and achieving change. Functional service packages and chains require the integration of services. The entire service system will be increasingly managed, monitored and steered as an integrated whole. Integrating management considers basic services, specialised medical care, in-house service production, and purchased services. The client's service chain is managed as a seamless whole, regardless of the service provider.

To act effectively and provide residents with adequate services that meet their needs, we need increasing amounts of up-to-date information on the health and wellbeing of the population, as well as on the costs and effectiveness of different production methods and the services offered. We will learn from one another and share and adopt the best practices developed in the Social Services, Health Care and Rescue Services Division.

Competent staff are our most critical resource, and as an employer, we will do everything we can to ensure the workplace wellbeing and job satisfaction of our employees. In addition to our staff, a good and professional service provider network plays an important role.

Competitive wage levels, control over and ability to influence one's own work, and the possibility to upgrade one's skills at work will ensure our employee retention and attractiveness in the labour market. In addition to leading the organisation, we are committed to good managerial work at all levels of our organisation. In management, we emphasise supporting workflow, workplace wellbeing, safety, competence and cooperative relationships. Through high-quality managerial work, organisation of work and encouragement of self-managed teams, we aim to increase the meaningfulness of work.



Photo: Kaisa Sunimento

# Management of the organisation of services

**Goal: Stronger strategic, financial, contract, and knowledge-based management.**

**Means of achieving the goal:**

- We will coordinate the City Strategy, Service Strategy, decision on the level and standard of rescue services, and financial and operational planning.
- We will strengthen our in-house production management as well as comprehensive, cross-sectoral management of the organisation of services. In managing our in-house

production, we will emphasise good human resource management and developing the quality and cost-effectiveness of services. In the management of the organisation of services, we will emphasise managing client processes and contracts, building goal-oriented cooperation and co-management between different actors.

- We will define the knowledge base for the management of the organisation of services, agree on the responsibilities of knowledge-based management, and identify and describe the key processes of knowledge-based management.

# Employee availability, retention and competence

**Goal: A more attractive division with improved employee retention and availability.**

## **Means of achieving the goal:**

- We will ensure our competitiveness as an employer by investing in salary development and recruitment.
- We are committed to good managerial work, enable continuous learning and competence development, and create a workplace atmosphere that encourages the development of one's own work.
- We will improve workplace wellbeing by enabling flexibility at work and by rationalising the staff structure and division of labour.
- We will ensure that sufficient operating models and structures are in place to enable all employees to participate in the development of services and cooperation between different actors to improve residents' service chains.

# Guidance, integration of services and service chains

## What do we promise?

**We ensure more effective services through seamless and integrated services, investment in prevention and cooperation between different actors.**

The organisational system and the integration of services are at the heart of the health and social services reform. We strive for better interoperability between basic and specialised services by strengthening cooperation and partnership with the wellbeing services counties and HUS. Managing the costs of specialised medical care plays a key role in strengthening the basic level of services. The Uusimaa Region has identified a need to clarify the decision-making processes between basic and specialised medical care.

For a joint client to receive the best services possible, common goals must be set and structures and operating models created to facilitate cooperation.

The HUS Group is responsible for organising emergency medical services in its area. The

Helsinki City Rescue Department provides emergency medical services to the extent agreed with the organiser of the services. Smooth cooperation with HUS in the provision of emergency medical services is important. In the first service strategy term, we will focus on strengthening cooperation between rescue services and health and social services so that residents can benefit from the merger in the best possible way and so that service chains are smooth. Good cooperation is a prerequisite for client-oriented, smooth and sufficient health, social and rescue services.

The importance of civil protection preparedness and rescue services in ensuring the safety of residents has become even more important in the changed security situation in Europe.



# Cooperation in organising specialised medical care

**Goal: Stronger steering and partnership in specialised medical care.**

**Means of achieving the goal:**

- Together with the City of Helsinki, the wellbeing services counties and HUS, we will agree on a division of labour at the basic and specialised level, the modes of cooperation and the integration of services, as well as a common model for steering and cooperation.
- We will ensure that the costs of specialised medical care are predictable and that there are agreed practices for planning and monitoring the activities and finances of specialised medical care.
- Together with other wellbeing services counties in Uusimaa, we will ensure smooth follow-up care to ensure patient safety and the operation of hospital emergency departments.
- The availability of emergency medical services will be developed to meet the growing and developing capital's needs and service level requirements.
- We will decrease the number of non-emergency tasks in cooperation with different actors.



# Cooperation and integration between health, social and rescue services

**Goal: Stronger cooperation between health, social and rescue services to improve residents' health, wellbeing and safety.**

## **Means of achieving the goal:**

- In Helsinki, we will create solutions for the smooth cooperation and integration of health, social and rescue services.
- In cooperation, we will identify service forms and processes to intensify collaboration and create new operating models for organising services and promoting health, wellbeing and safety. We will improve emergency care for acute situations delivered at home.
- We will develop the availability of emergency services to meet the needs and service-level requirements of a growing and developing capital city.
- We will update our municipal civil protection preparedness to respond to identified threats and needs.

# Ways of organising services and cost-effectiveness

## What do we promise?

**The cost development will correspond to the funding. The organisation of services will be systematic, economical and transparent. We will set monitored and measurable goals for the services.**

The transition to need-based government funding will put pressure on productivity as funding becomes tighter. To respond effectively to the future needs of our clients, service production methods must be planned more strategically and systematically. We will aim for cost-effective service packages, meaning that our goal is to have the same or better impact on the client's health or wellbeing at a lower cost. This requires improving the comparability and transparency of the costs and effectiveness of in-house and purchased service production, as well as utilising this comparative information in developing in-house service production. It is also important

to compare the content and quality of services to ensure that residents' services are equal. When assessing the cost impact of various services, the varying needs and starting points of different people must be taken into consideration.

In the future, we will increasingly examine the service network and structure as a whole and take the different client groups and their service needs into consideration. In the future, prevention, digital services, low-threshold services, basic services and special support services will form an integrated whole that meets the different needs of residents.

# Service structure, production methods and cost-effectiveness

**Goal: Stronger strategic planning of the service structure and production methods.**

**Means of achieving the goal:**

- To support decision-making, we will produce an up-to-date overview of the service structure and production methods and their changes.
- We will identify strategic in-house production and purchases, ensure their resourcing and create methods for understanding the overall market situation.

**Goal: Increased availability of comparison data and cost-effectiveness data for services.**

**Means of achieving the goal:**

- We will improve the comparability of the content and costs of our services with uniform service descriptions.
- We will increase strategic staff planning as part of operational and financial management. Best practices will be brought into use at different locations.
- We will define impact indicators and use information on effectiveness as part of the organisation of services.

# Quality and availability of services

## What do we promise?

### **In Helsinki, services are available quickly and smoothly.**

The goals and means defined in the Service Strategy contribute to the smooth and timely availability of all services. Measures to improve employee availability and retention play a key role. Other goals and means to promote the availability of services include strengthening cooperation between different actors, developing management and operating methods, systematic strategic planning of production methods and service structure, better cost management and strengthening the organiser's knowledge-based management.

The statutory deadlines specify the availability goals of the City Strategy and Service Strategy. The means of the Service Strategy and the specification of the annual action plans encourage decisions that support clearing the care backlog caused by the COVID-19 pandemic. They also ensure, for example, the availability of non-urgent care at health stations and in oral healthcare within the deadlines required by legislation.



Photo: Malja Astikainen

# Steering and monitoring service providers

## What do we promise?

**The services are of high quality, safe and consistent, and they promote equality regardless of who provides them.**

It is important to us that Helsinki residents can always rely on the service they receive, regardless of who provides it. We strive for even higher quality and safer services.

Helsinki is a strong service provider but also a significant buyer of services. The organiser steers the service production entity through standard, resource, information and interaction management. In in-house production, the steering is based on line management in accordance with the management system. On the other hand, the steering of external purchased service production is contractual. The starting point for the organiser's activities is the consistency of steering and monitoring, regardless of who provides the service. In the coming years, we will develop the steering and monitoring of in-house and external service production.

**Goal: More efficient and uniform steering of service providers and monitoring practices.**

## Means of achieving the goal:

- We will identify key strategic partners among purchased service providers and in the wellbeing services counties and strengthen interactive steering and joint development of services.
- We will draw up uniform contractual guidance practices that support monitoring service goals and implementing contractual terms and conditions.
- We will develop proactive monitoring methods in cooperation with service providers.
- We will control and monitor the quality and safety of in-house and outsourced service production based on uniform criteria.

# Service needs and client experience

## What do we promise?

### **We identify residents' service needs and listen to our clients.**

The starting point of our operations is the client's life situation and the service needs of the client and their family. We want our clients to be heard and their needs understood. This requires a clear overall picture of the smoothness, need and development of our services. The experiences of clients and their loved ones will increasingly guide the development of our services in the future. Clients' experience of the services and their benefits is a key part of boosting effectiveness. Our clients and different client groups have different needs, and we will target our services and cross-sectional cooperation accordingly.

It is important to us that our services are sufficient and their content meets the needs of the residents. To better understand residents' experiences and service needs in the future, we will develop and build the organiser's systematic knowledge base during 2023–2025.

### **Goal: Clearer overall picture of residents' service needs and increased understanding of the client experience.**

#### **Means of achieving the goal:**

- We will strengthen the identification of service needs and the anticipation of changes in service needs as part of knowledge-based management.
- We will develop consistent and systematic collection of client feedback.
- We will listen to the residents and involve them in the planning and implementation of services.
- We will invest in a good client experience in all our activities.

# Availability and accessibility

## What do we promise?

**Digital services are client-oriented. We consider the different service needs and clients' abilities when developing services. We set out a concrete digital service promise.**

**We guarantee equal and high-quality services in Finnish and Swedish. We pay special attention to the functionality of services in Swedish.**

We consider the different starting points and needs of Helsinki residents and different city districts and ensure that the services are sufficiently close to the residents when developing the service network. We guarantee sufficient and equal services in Finnish and Swedish, for example, by paying attention to the functionality, management,

language requirements, information and data collection of Swedish-speaking service chains. We will also develop our services in other languages. We will strive to meet the client's service needs as early as the first contact and to find solutions that meet their needs.

Helsinki invests in high-quality and safe services for people with disabilities and the elderly and considers informal care as one form of care. Helsinki's goal is for health station visits to remain free of charge during the strategy term.

In addition, we will strengthen the availability of basic services with a functional multi-producer model and by increasing digital services. Digital services enable more and more people to communicate and manage their affairs with us more smoothly. We operate proactively in all services, and basic services play a central role in promoting health, wellbeing and safety. These policies help us ensure the adequacy and timeliness of our services.



## **Goal: Improved availability of basic services.**

### **Means of achieving the goal:**

- We will strengthen the availability of basic services by utilising cooperation and a multi-producer approach.
- We will strengthen low-threshold services and ensure outreach services for clients who need them.
- We will improve communication about services and the different ways clients can manage their affairs with us.
- We will improve accessibility to basic services by increasing employee attraction and retention. Employee retention will also help improve the continuity of care. We will involve staff in improving the availability of services and increase the decision-making power of our care units to develop their own operations. We will disseminate the practices of attractive work communities and well-functioning services to other units.
- We will increase preventive and proactive work and cooperate closely with NGOs and other stakeholders to promote health and wellbeing.

Client orientation in Helsinki means genuine inclusion and opportunities to influence one's own health and social services. Digital services will further increase the client's role in promoting health, wellbeing and safety. Digital services will enable self-care and monitoring one's own health in the future. We will develop our advisory, guidance and digital services to ensure that communicating with us is straightforward and easy. We will also ensure smooth services for clients who do not use digital channels.

## **Goal: Smooth digital and remote services and increased self-service opportunities.**

### **Digital services' service promise:**

- Digital contact channels are available around the clock, and messages received through them are answered within two working days.

### **Means of achieving the goal:**

- We will increase and improve digital services, for example in self-care and self-management, when first becoming a client, in assessing the need for care and services, and in remote services, so that our services are easy to access

In Helsinki, a strong structure and operating method has been created for the promotion of health and wellbeing, which is implemented through active cooperation between all divisions and other partners, such as NGOs. The primary responsibility for promoting health, wellbeing and safety in Helsinki lies with the Municipality of Helsinki, that is, the Culture and Leisure Division, Education Division, Urban Environment Division and City Executive Office. The City Executive Office's Strategy Department

is responsible for coordinating health and wellbeing promotion in Helsinki. Health and wellbeing promotion is managed, guided and implemented by Helsinki's health and wellbeing promotion steering group.

The Social Services, Health Care and Rescue Services Division has the primary responsibility for the work promoting health, wellbeing and safety in the division. The aim is to strive for more extensive preventive and proactive work in the services that fall under the division's organisational responsibility, and to create more systematic preconditions for promoting and maintaining the health, wellbeing and safety of residents. In promoting health, wellbeing and safety, we pay particular attention to vulnerable population groups and those in need of special support. We will take the safety perspective more strongly into account as part of the health and wellbeing promotion work as a whole and intensify cooperation with the Rescue Department.

In promoting health, wellbeing and safety, we will engage in regional cooperation with the wellbeing services counties in Uusimaa and the HUS Group as part of the preparation and implementation of the HUS organisational agreement. The HUS Group will have the primary responsibility of promoting health and wellbeing to the extent that the task is linked to other statutory tasks of HUS and the tasks agreed in the HUS organisational agreement.

**Goal: Activities to promote health, wellbeing and safety are part of all services.**

**Means of achieving the goal:**

- We recognise the importance of interface work in promoting health, wellbeing and safety and support its functionality.
- We will prevent and address health and social problems at an early stage. We will support functional capacity and inclusion.
- We will include the key contents of promoting health, wellbeing and safety in the service descriptions prepared in the services.
- We will cooperate closely with NGOs and other stakeholders to promote health and wellbeing.

Photo: Jussi Hellsten

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# Implementation and follow-up

# Implementation and follow-up

In the longer term, our goal is to obtain measurable and comparable information on client experience, service needs, cost-effectiveness, service quality and the functionality of service chains from all services that fall under our responsibility.

During the first strategy term, we will create a framework for collecting systematic and measurable monitoring data. The implementation of both the Service Strategy and the City Strategy will be projected, the resources for the implementation of the goals will be ensured and a monitoring plan will be drawn up. Qualitative and quantitative indicators, such as the realisation of statutory deadlines for services, will help observe how goals are reached.

To ensure the success and effectiveness of the Service Strategy, we will be monitoring the achievement of the goals. Systematic monitoring and evaluation can be used to specify measures to ensure the goals set in the Service Strategy are met.

The Service Strategy will be implemented as part of the division's daily work.

The implementation of strategic goals will also be monitored in annual negotiations with the Ministry of Social Affairs and Health as part of the monitoring and evaluation of the implementation of organisational responsibility.

The Service Strategy promotes the achievement of the goals of the City Strategy. The goals set out for health, social and rescue services in the City Strategy 2021–2025 ([www.hel.fi/en/decision-making/decision-making/strategy-and-economy/strategy](http://www.hel.fi/en/decision-making/decision-making/strategy-and-economy/strategy)) and the Helsinki Region Decision on the Level and Standard of Rescue Services ([hel.fi/palvelutasopaatos](http://hel.fi/palvelutasopaatos)) will be promoted and monitored as planned. The Service Strategy's implementation will be monitored per the City Strategy's goals and processes for monitoring finances and operations.

A concise presentation of the Service Strategy and related communication material will be prepared for resident and staff communications.

**The Service Strategy's implementation will be monitored per the City Strategy's goals and processes for monitoring finances and operations.**



Photo: Jussi Hellsten

**Helsinki**