



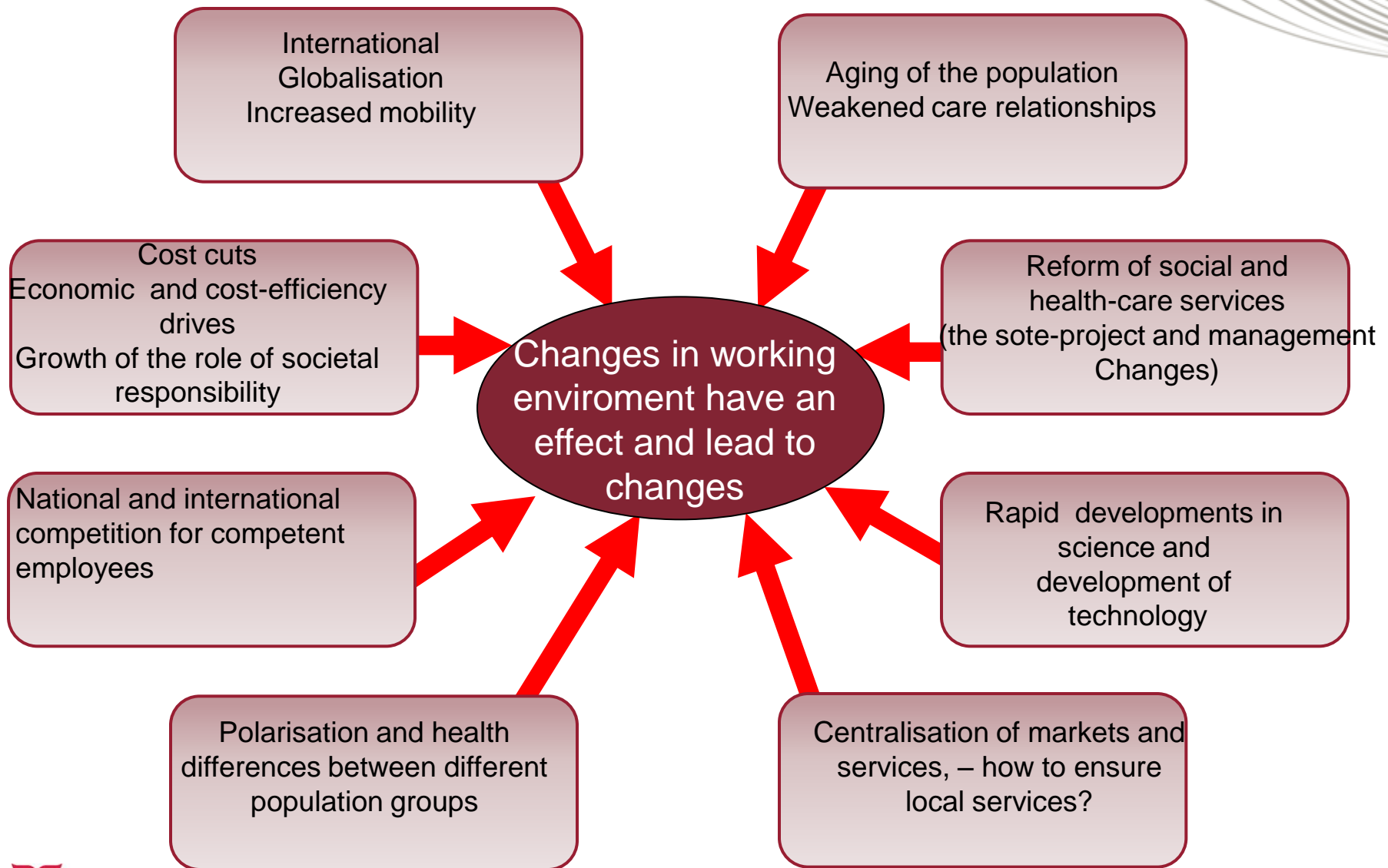
Challenges in the leadership in health and social sector

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Focus of the presentation

- Changes are picking up speed. Which trends are influencing this?
- Do we have attractive work environments in public sector?
- Is the role of nursing leadership central for success in creating attractive work environments?
- Is Finland to become a leading country in leadership by 2020 ?
- The quality standards for good leadership for the public sector have been published on line in Finland.

Which trends have an influence ?



Attractive work environments

- Leadership is transparent, the personnel trust the management and their supervisors, and the staff are proud of their work.
- Nursing management and leadership is valued, and this can be seen also on a higher level, in the forming of organisations.
- The structures enable efficient utilisation of competence and reasonable division of work tasks.
- The personnel have opportunities for continuous learning, improvement, participation, and influence in various stages of their career.
- Taking care of the personnel's occupational well-being is seen as a factor that increases productivity and extends careers.
- The salaries motivate the personnel and are competitive and fair.
- Technology is utilised, and innovations are being developed.

The role of nursing leadership is central for success

- Leadership is a crucial element in the building of an attractive work environment.
- The managers and supervisors in nursing leadership handle the largest personnel group and its expertise. They ensure the availability, permanence, and well-being of the staff and affect the implementation of safe, high-quality nursing.
- Amidst the ongoing changes, it must be ensured that the position of nursing supervisors and managers and **the management of the nursing staff have been clearly specified and that management competence is utilised for the improvement of quality services that are productive and customer-oriented.**
 - **The responsibilities and tasks of nursing supervisors must be specified at various levels.**
- Tehy is involved in creating a strategy for national nursing management and leadership. The goal is to strengthen the position of trained nursing staff by clarifying the tasks of the nursing managers and the management of the nursing staff. The strategy work will be carried out in co-operation with trade organisations, nursing managers, and university representatives.
- Tehy is involved in work to influence the status of nursing work so that it becomes stronger in the health and social sector's reform

Management systems in check – an opportunity for success ?

A well-functioning work community

Organi-
sation
that
supports
work

Leader-
ship
that
serves
the work
well

Clear
work
arran-
ge-
ments

Commo
n
rules

Open
inter-
action

Conti-
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evalu-
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opera-
tions

Clarity as to the basic tasks of the organisation

Is Finland to become a leading country in management and in leadership by 2020 ?

" Now and in the future is needed leadership, which ensures employees experience the significance of their work and gives them the possibility to continuously develop their capabilities"

"With the help of quality control criteria the public sector is ready for the future and the social changes which also demand reform.

"Reform must be carried out with due care for the wellbeing of the personnel. Leadership is more and more about forecasting the future and seeing the bigger picture".

"Separate public leadership criteria is needed, because the working of the public sector is founded on legal compliance , independence, equality and transparency."

Change as the only constant

- Working life is being transformed through changes in the population's age structure, work-related immigration, globalisation, multiculturalism, new professions and the disappearance of others, technological developments, work tasks that are independent of time and place, and the shift from 'work' toward projects.

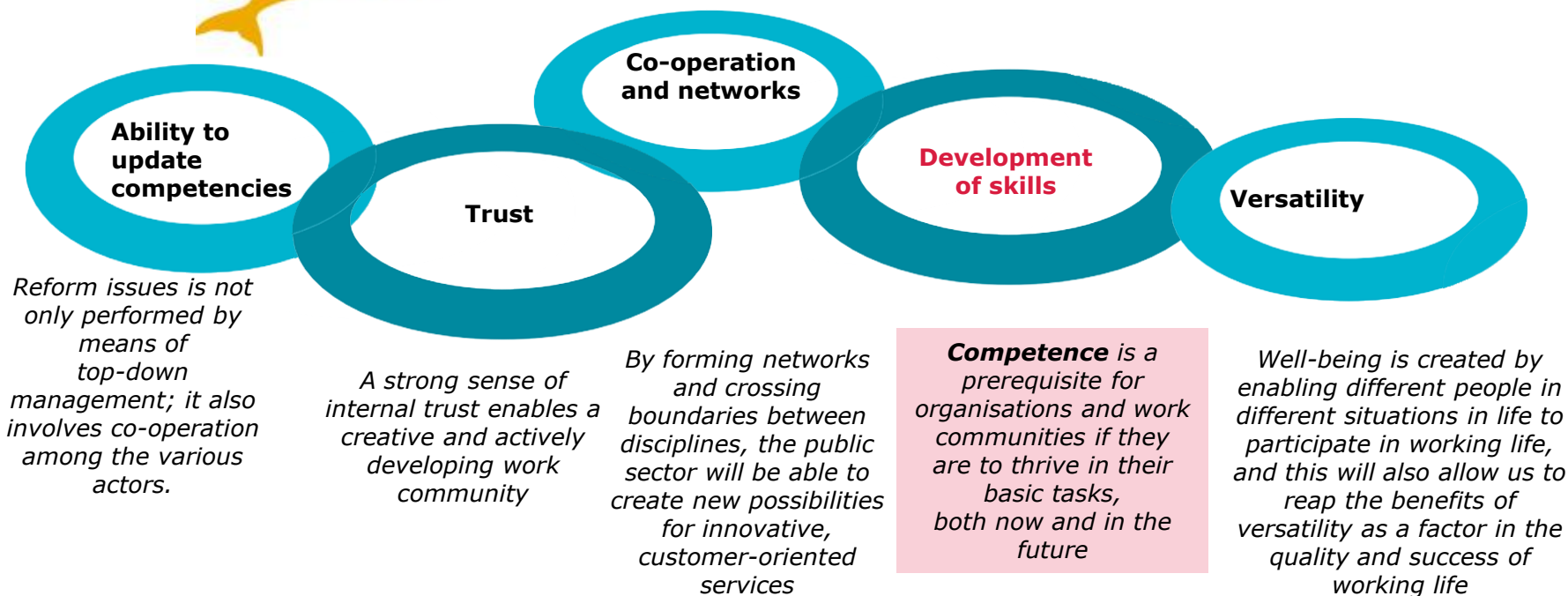
The significance of management and leadership for the changes in working life

- Good management and leadership is about clarifying common goals, valuing and encouraging all employees, aiming for renewal, enabling continuous learning, being interactive in putting the competence of employees – of all ages – to use, and ensuring that the prerequisites for occupational well-being and productivity are met.

The quality standards for good management and leadership in Finland

- The quality standards for good management and leadership in the public sector have been published online. They were developed as a part of the Leadership Development Network, set up by the Finnish government. The standards were drawn up through the collaboration of several public sector quarters and players. The first field tests are in progress.


The quality standards for good management and leadership in Finland



Source: Material (© 2013) from Johtamisen kehittämisverkosto
www.johtamisverkosto.fi

Work should target preventing young employees from leaving the sector

- Emotional fatigue due to the demands of the profession, excessive workloads, and the feeling that one cannot influence the negative elements
- Bullying and mistreatment by more experienced colleagues
- Insufficient support for the growing professional confidence and self-awareness of recently graduated professionals
- Working in an organisation where, on account of excessive workloads and insufficient staff resources, a culture has been created that undervalues nursing. These types of organisations often view new ideas and improvement of nursing work negatively.

A fluffy brown dog is sitting on a white chair. The dog is looking towards the camera. The chair is positioned in front of a window with white blinds. A computer monitor is visible on a desk to the right of the chair. The text "Thank you!" is overlaid on the image in white font.

Thank you!