



# Case Voima: A working time pilot /Helsinki City homecare/Vuosaari 1-area

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# Voima = Strenght

- The Voima Pilot 2015-2016
  - Homecare workers (registered practical nurses and nurses) and their managers reorganized homecare work and a new rota system **together**
  - Participation was voluntary / 19 workers + 1 student out of 21 attended the project

<https://dreambroker.com/channel/bq76u59i/3jcr9rqu>



# Why were changes needed?

- Workload in homecare has increased a great deal in recent years
  - More patients/clients
  - More complexed needs
  - Staffing decreased
- → the wellbeing of the workers had weakened, sick leaves had increased



# The objectives of the pilot

- Promoting the quality of services and the quality of life of the clients

AND

- Reducing the workload of homecare workers



# Rearranging the rota system

- Working shift extended from 8 hrs to 9 hrs/day
- Total working time remained the same
  - 116 hrs 15 min/3 weeks
- 2 - 4 working days, followed by 2 - 4 days off
  - 2 extra days off in a 3 weeks' rota



# Reorganizing tasks

- Only the necessary tasks in the mornings and late evenings
- All the not-so-time-critical tasks are taken care of in the afternoons when more staff are present
- Tasks are being distributed more evenly over the entire week
- A new substitute pool to cover any unforeseen need of substitutes



# What were the results?

- New rota enables better recovery from work
- Reorganizing of tasks enabled looseness into the day
- No need for overtime work
- Feeling of control over one's work has increased



# What were the results?

- Wellbeing at work has increased
  - Better recovery
  - Improved work-life balance
  - Meaningfulness of work
  - Less work stress and ethical burden
- Working climate and work motivation were boosted when the constant excessive haste disappeared
- The amount of sick leaves has decreased





# What were the results?...

- Increased customer satisfaction
  - Higher quality of care
  - Higher sense of security/continuity for the client when the same worker visits her/him in the morning and during the day
  - Time to do more than just the basic care work tasks



# How much did it cost?

- In 2015 – 2016 the amount of paid evening and weekend compensations increased by 37 %
- At the same time the total salary expenses increased only 7 % - including the salary expenses of one new homecare worker\*
- → significant reduction of sick leaves compensated almost entirely for the higher salary costs

\* The new homecare worker was not needed because of the increased amount of days off but because of 25% growth of client visits in Vuosaari 1-area during the pilot period



# What now?

- The Voima-pilot ended in 2016 but the new rota and reorganizing of tasks is here to stay at Vuosaari
- The new system was tested and it worked also in exceptional times
  - Summer, flu season etc.
- Voima-pilot has been an inspiration to many other homecare areas elsewhere in Helsinki and in Finland and has encouraged them to do their own development work



# Three key messages

1. Change does not happen by copying or by dictating top down
  - Change is best done together
  - Genuine co-operation between the workers and the managers
2. It pays off to encourage workplaces to re-think their methods of work
3. Investing money into wellbeing of work pays itself back many times over

