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

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Legal Adviser Merja Hyvärinen, SuPer
Voima = Strength

• 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