



TOPIC: DEVELOPING SELF MANAGED TEAMS THROUGH SERVICE DESIGN METHODS.

LONG TERM SERVICE HOUSING NURSES EXPERIENCES ON SELF
MANAGED TEAMS AND ITS IMPACT OF WORKERS
SATISFACTION

AGENDA



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INTRODUCTION

- A project close to heart
- Nurses are “super heroes”
- Familiar with the commissioner as an employer Helsinki city Social and health care sector.
- Must have for thesis; an organisation who could benefit from the work
- Open, honest and raw communication with the commissioner.
- The topic is a combination of leadership and service design hand in hand.
- Good service is has to be an Experience.

Background.

- Social and health care sector are facing a reform. This reform are based on the goals and vision of prime Minister Sanna Marin's government program for Finland for the year 2025.(VALTIONEUVOSTO) (Hallitusohjelma_toimeenpanosu page 5/37). Municipalities are responsible for providing healthcare to their residents.
- What does this imply?, This means digitization will be introduced and bureaucracy will be reduced.
- According to Prime minister Sanna Marin, the focus of the healthcare and social welfare system will be shifted towards basic-level services and prevention. Services will be integrated, care chains will run smoothly and people will get sufficient and effective services when they need them
- The City of Helsinki's social and health care sector has evaluated the reform of social services and concluded that its process needs to be reorganized as service processes are reformed.
- How is Helsinki social and health care sector reorganizing its processes so as for its clients to get effective services when they need them?
- Renewable services require many forms of development. The industry has decided to focus on developing organizational culture, service culture, branding, core processes and leadership. (City of Helsinki 2016, 4-7).
- The social and health care industry strives for better accessibility and customer experience, as well as productivity and effectiveness
- Employees are expected to achieve the defined objectives through management. which is why, the goal of management has been to add a good personnel experience
- The unified management of the renewed services consists of joint work, self-managed teams and internal motivation



PROBLEM AREA

INVESTIGATE NURSES EXPERIENCES ON SELF MANAGED
TEAMS AND ITS IMPACT ON WORKERS SATISFACTION

AWAHNDE MAGDALENE MASTERS THESIS FINAL DRAFT
06.3.2021

THE COMMISSONER.

- ❖ Helsinki city but the work for the thesis is done in kustaankartano E/block. Senior service center. an elderly home located in Helsinki Oulunkylä, in beautiful park-like surroundings.
- ❖ The ward is made up of 45 long term service housing clients. 26 nurses, one ward manager, one lead nurse, a physiotherapist, social service, geronome and a doctor.



Research questions

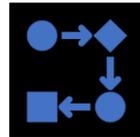
- What are the experiences and challenges involved in self managed teams and how could those challenges be improved.
- supportive question.
- How does self managed team overcome challenges and improve work status.



Process model and timeline



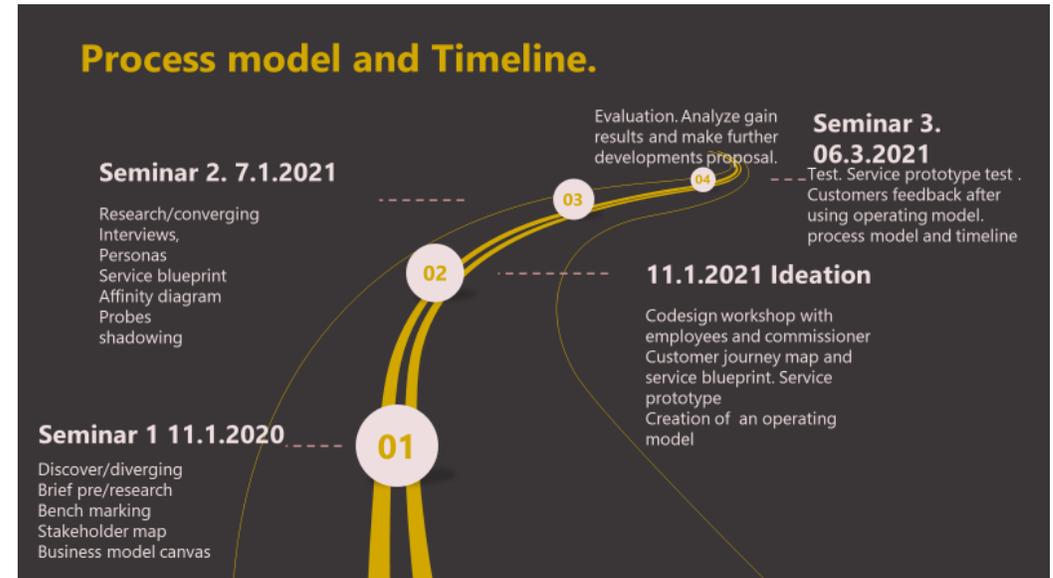
All steps concerning this process is done in real life occasions. This study will be done modifying a service design process.



Service design process follows creative problem solving principles as expounded by Juha Tuulaniemi Palvelumuotoilu (2016).



The essence of service development is to create new and unique services.



Theory

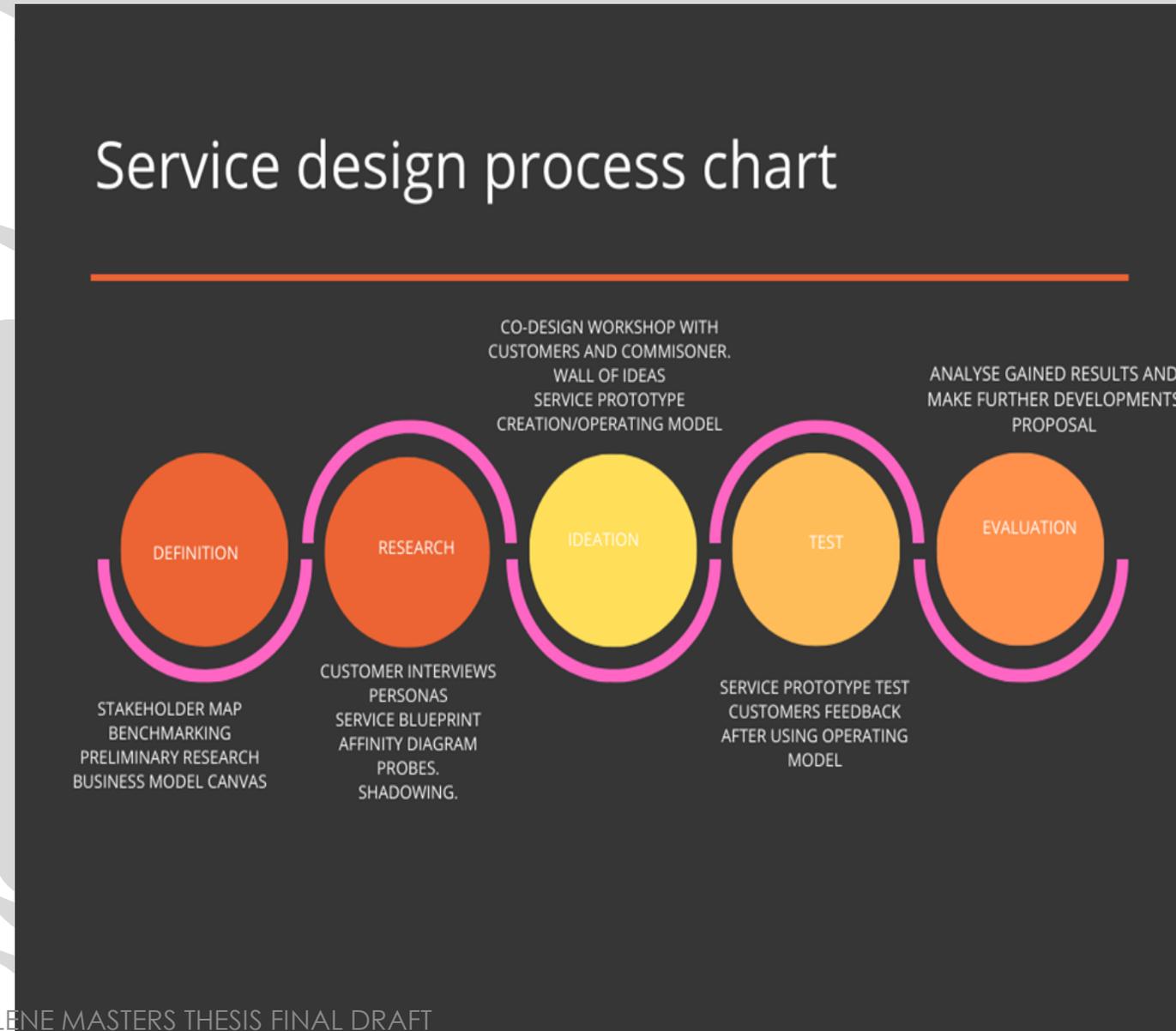


- 1) Self managed teams.
- 2) motivation which is a direct factor that will enable a nurse to want to self manage, when the nurse is motivated, he or she will enback of self improvement that will better her as a team member,
- 3) team support and organizational support cannot be left out when handling a self managed team. Workers constantly needs support from the team through immediate colleagues and from the organisation through ward mangers, lead nurse, and upper bosses in a bigger picture.
- 4) The environment where this self managed team of health professeionals are working > serviced housing environment. Understanding the vison, mission and goals for the organisation will enable the workers to execute their task with ease
- 6) Lastly service design will be elaborated explicitly theories behind that substantiate my field of work.



Service design process chart

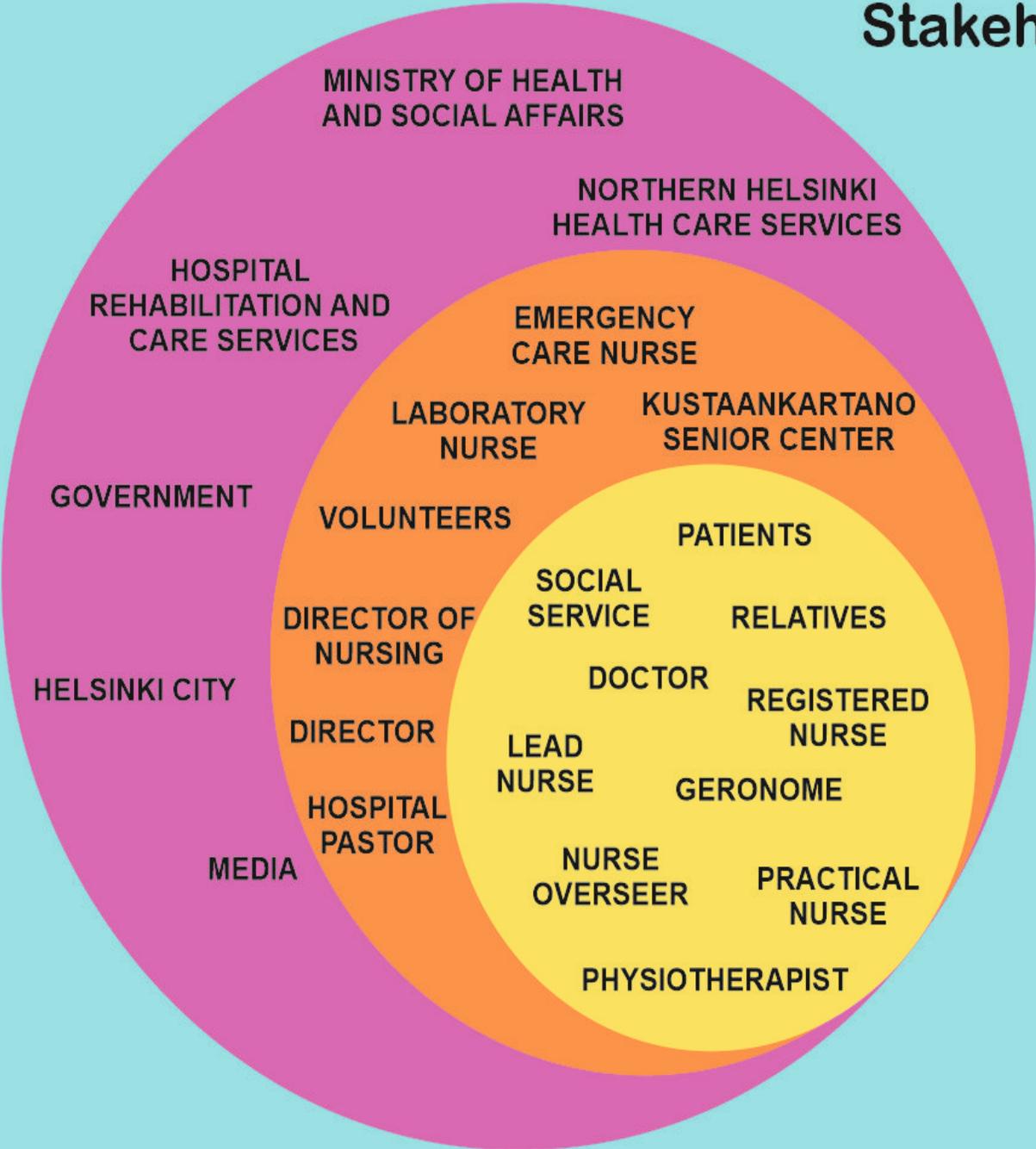
- This study was done modifying a service design process as expounded here by Juha Tuulaniemi in his book *Palvelumuotoilu* (2016).
- All steps concerning this process was done in real life occasions.



Stakeholders Map

Stakeholder map

- The project focuses on internal stakeholders, external stakeholders identify cooperation on the smooth flow of internal affairs for self-managed teams.



Benchmarking-key learnings,clear cut best practices.

- Three companies were benchmarked
- Vincit service design company of self managed team turku
- CS Automated soft wear IT company Self managed team Espoo.
- Self managed teams of nurses Ward h1 Geropsychiatric ward Helsinki.
- Open professional communication culture/external help an expert to tackle some internal issues..work coach.
- Team work during doctors round for unanimous understanding of doctors orders. “don’t work alone” Nurse communicates Doctors orders to team communication channels(Microsoft teams) in other for everyone to be informed about any recent changes. “virheitä ei pelätä”
- Cultural issues-more recreation and wellbeing activities “after work” sponsored by the organisation. Team decides on activities to do. Yt vastavat roolit vahvistuu” corporation between employer and the staff.
- One documentation system, every specialist and external stakeholders are also updated.
- Continuous education of role functions.

Business model canvas.

The canvas is drawn from the inputs, interviews and discussion from the internal stakeholders during the research phase. This was done at this to get a holistic view

lists the unique selling proposition of an organisation product or service and how the offerings distinguishes them from the competitors . Show this to the commissioner.

Business Model Canvas for a self managed team of nurses and health professionals.



<http://www.businessmodelgeneration.com>

Designed by : Business Model Foundry AG
The makers of Business Model Generation and Strategyze

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Value proposition canvas.

Value proposition canvas of a self managed team.

Organization that knows how human resource can be of great value to achieving their goals and resources. Kustis E/block

Gain creators

- General ward meetings
- Frequent feedbacks
- Earlier care interventions
- real time evaluation of goals.
- Recommendations through weekly team meetings.
- Frequent team meetings.

Products and services*

- Work Engagement
- Attraction of best nursing talents
- core cordination
- quality care
- Diversity, respect and inclusion

Pain relievers

- .Intergrated meetings, all meters reported in one platform during weekly team meets,
- faster communication tools,
- microsoft teams, whatsapp
- clearer strategy to achieve goals.

Pains. ☹️

- Inability to make proffessional decisions
- .Decreased job motivation
- Increased sick leave
- cost to the organisation
- Customer relatives not having ontime information

Gains ☺️

- .Saving cost, faster reactions
- .Customer centeredness
- .Empowered nurses
- .Enhances nurses self leadership
- .Job satisfaction
- .Creation of multifunctional teams.

Customer job. Ensuring smooth operation within nurses with less interference from authorities



This was made with a particular customer in mind.



On one hand, it helps to understand better the users' needs and motivations while on the other hand, it helps to think what the company or business can offer to the customers, which would help to solve the customer needs..

Execution of the research and results





Nurse KEMI

I value clear goals for my role as a team lead for the day.

Challenges

AGE: 30
 OCCUPATION: Practical Nurse
 EDUCATION: Diploma in Nursing

Uncertainty with the new model not sure what to do. Seen as the one who always see the wrong things in the team. "Kokee olevansa työyhteisössä "nipottaja" tuo esiin konkreettiset puutteet työyhteisössä ja nostaa ne asiat ääneen esille koko työyhteisöön.

Behaviour, motivation

Belle is a practical nursing working in Eiblock. Has strong clinical, assessment, communication and observational skills. Is a leader who can take the initiative, make tough patient care decisions, and accept accountability for outcomes. Likes learning from others, as well as teaching. Thrives on change and works as a change agent. Can serve as a manager, policy maker or strategic planner, but also is a Type A personality who wants to be where the action is and where she is most needed. Is a confident self-starter with strong critical thinking skills. Is always vigilant, responsive, efficient and organized. Can think and act autonomously, but also functions well on an interprofessional team. Is passionate about the job and compassionate and empathetic with patients and families.

RESPONSIBILITIES.

- Defining clear goals and schedules for the day
- Receives report acute changes from night nurse and inform the rest of team members
- Delegate work

Communication channels with team .

- Face to face
- Microsoft teams
- WhatsApp



Nurse JUKKA

Challenges

AGE: 40
 OCCUPATION: Gerontome
 EDUCATION: Bs in Nursing

Juka value a feedback or follow up session on self-managed team model.

Behavior, motivation

Juka is a gerontome who is sociable in nature, he has a work experience for 10years, A very positive mind set and team spirit, jovial in nature. Juka believes in the "strength in differences" Juka has a philosophy that multicultural teams are more productive. He sees everything from positive lens.

RESPONSIBILITIES.

Elderly care, promote the well-being, social participation, health and functional ability of the elderly

Communication channels with team .

- Face to face
- Microsoft teams
- WhatsApp



Nurse Belle

I value support from the team and responsibilities should be introduced gradually.

Challenges

AGE: 60
 OCCUPATION: Registered Nurse
 EDUCATION: Bs in Nursing

Belle is afraid of mistakes exhausted and does not have energy for anything. Recently divorce. Just want to do her own job when he feels like, avoid others and confrontation. sometimes does not understand doctors order and feels like asking for help from others is a burden because everyone has their own job too to do.

Behavior, motivation

Belle is a registered nurse who loves her job and is passionate about her position/ She is timid, reserved and does not like confrontation or bringing things that are not working in the team. Kemi is afraid of change because she does not like learning new things, she feels she is too old to learn.. she works on routines. It is safe and efficient.

RESPONSIBILITIES.

- Defining clear goals and schedules for the day
- Steering wheel driver, over the smooth functioning of the team
- Delegate work
- The job of a registered nurse

Communication channels with team .

- Face to face
- Microsoft teams
- WhatsApp

Identifying service Users.

Interview Findings/ Starting point of E /block self managed team healthcare professionals

Gains

- Motivation and implementation of self-managed team
- Empowerment and Trust
- Job satisfaction
- Job ownership
- Self-improvement
- Team cohesiveness
- Work culture and cultural diversity
- Satisfied clients and relatives

Pain points

- fear for change
- • Boldness to speak out on difficult issues
- • Discernment to understand workers different strengths
- • Information breakage
- • Overwhelmed with role change, no clear goals or guide.
- • Cultural issues
- • Uncertainty
- • Lots of medication mistakes; not understanding doctor's order
- • Work culture and global pandemic. Interviewees felt that the concept is innovative but solving these issues will help nurses to render their duties effectively.



Co-design workshop/virtual meeting

The first workshop was done on the 12.1.21 through Microsoft teams , virtual meeting.

The aim was to present the results of the employees' interviews executed in October 2020 to the commissioner, nurse director and superintendent.

Feedback of the audience was positive regarding the results of the research and the quality with the thesis authors' work.

First virtual meeting presentation to the commissioner. Nurse director and superintendent

Business Model Canvas for a self-managed team of nurses and health professionals



The second workshop was held on the 18.2.2021 through Microsoft teams virtually

- The audience of the meeting was the nurse overseer, the lead nurse and most of the employees of Kustaankartano E-block. The researcher presented the results of the interview.
- After the presentation and discussion, the workshop started. The workshop aim was to process further, some of the development suggestions which arose during the employee interviews in October 2020
- The workshop was carried out based on online co-creation using Jamboard where employees can write down solutions on the problem areas. Employees also used chat to write solutions to pain points.

Personas were formulated based on problem areas from employees' interviews. These personas were formulated with speech bubbles and picture cards to describe situations that came from the interviews



Mitä arvostan

Arvostan selkeitä tavoitteita minun uusi rooli, kun vuoron vastaava

Hei! Minä olen...

Lähihoitaja E-talossa, minulla on vahvat kliiniset, arviointi-, viestintä- ja havainnointitaidot. Olen sellainen joka uskaltaa tehdä omia päätöksiä kokemuksia perustella. Kukoistan muutoksesta ja toimi muutosagenttina. Haluan olla siellä missä on toimintaa ja missä olen eniten tarvittu. Olen itsevarman, aloitekykyinen joilla on vahvat kriittisen ajattelun taidot. Olen aina valpas, vastaanottavainen/ reagoiva, tehokas ja järjestelmällinen

Minun työvastuutta

- Otan vastuun päivystys tilanteita
- Delegoidan päivän työ
- Määrittelen selkeät tavoitteet ja aikataulut päivälle.
- "Ohjauspyörä" ajan tiimin sujuvan toiminnan yli

Minun haasteetta

- Olen epävarma uusi itseohjautuva tiimi työmalli, ei ole varmuutta, miten toimia.
- Koen, että minua pidetään aina sellaisena, joka näkee aina asiat, jotka eivät mene hyvin työyhteisössä.
- Koen olevansa työyhteisössä "nipottaja", tuon esiin konkreettiset puutteet työyhteisössä ja nostan ne asiat ääneen esille koko työyhteisöön.

KEMI - 30v - lähihoitaja - 10v työkokemus

Employees were given these task to analyse and solve

Mitä arvostan

Arvostan työyhteisöstä tukea ja vastualueet tulisi ottaa käyttöön asteittain

Hei! Minä olen...

Sairanhoitaja E-talossa. Pelkkään muutoksia, koen olevansa liian vanha oppimaan uutta toimintatapoja. Pelkkään tehdä virheitä, koen olevansa uupunut eikä on energiaa mihinkään, vastikään eronnut, haluan vain tehdä työnsä sen mistä pitää, välttää muita sekä kaikenlaista vastakkainasettelua.

Minun työvastuutta

- Sairanhoitaja työkuva
- Koordinoidan päivätyö
- Otan vastuun koko osaston
- Delegoidan päivän työ
- "Ohjauspyörä" ajan tiimin sujuvan toiminnan yli



Minun haasteetta

- Joskus on tilanteita, että on väärin ymmärrys lääkärin määräyksiä.
- Minusta tuntuu, että on taakka muille, enkä uskalla pyytää apua.
- Toisillahan on omatkin tehtävänsä.
- Olen luonteltani ujo, ja varautunut

BELLE - 60v - sairaanhoitaja - 20v työkokemus

Employees were given these task to analyse and solve

Mitä arvostan

Arvostan yhteistyötä tiimin jäsenten ja ulkopuolisten sidosryhmien kanssa.

Hei! Minä olen...

Luonteltani sosiaalinen. Olen hyvin positiivinen työntekijä joka näkee kaiken positiivisesta linssistä. Olen lupsakka persona ja uskon että monikulttuurinen työ teamia ovat tuottavia ja rikas.

Minun työvastuutta

- Edistän vanhusten hyvinvointia, sosiaalista osallistumista, terveyttä ja toimintakykyä.



Minun haasteetta

- Arvostan palautetta tai infotilausuis itseohjautuva tiimi työskentely tapa.
- Koen, että työyhteisössä on informaatio katkoksia, jonka seurauksena tulee joskus lääkinta virheitä.

JUKKA - 40v - geronomi - 10v työkokemus

The employees were also asked to Ideate the service concept for E-block, the pilot processing plan, how to execute the plan in day-to-day working life. Result in the next slide.

Service concept and pilot processing plan for E/block Employees

TESTING PHASE



TESTING PHASE

Results of the workshop
A PLAN OF ACTION WAS MADE

Results of workshop

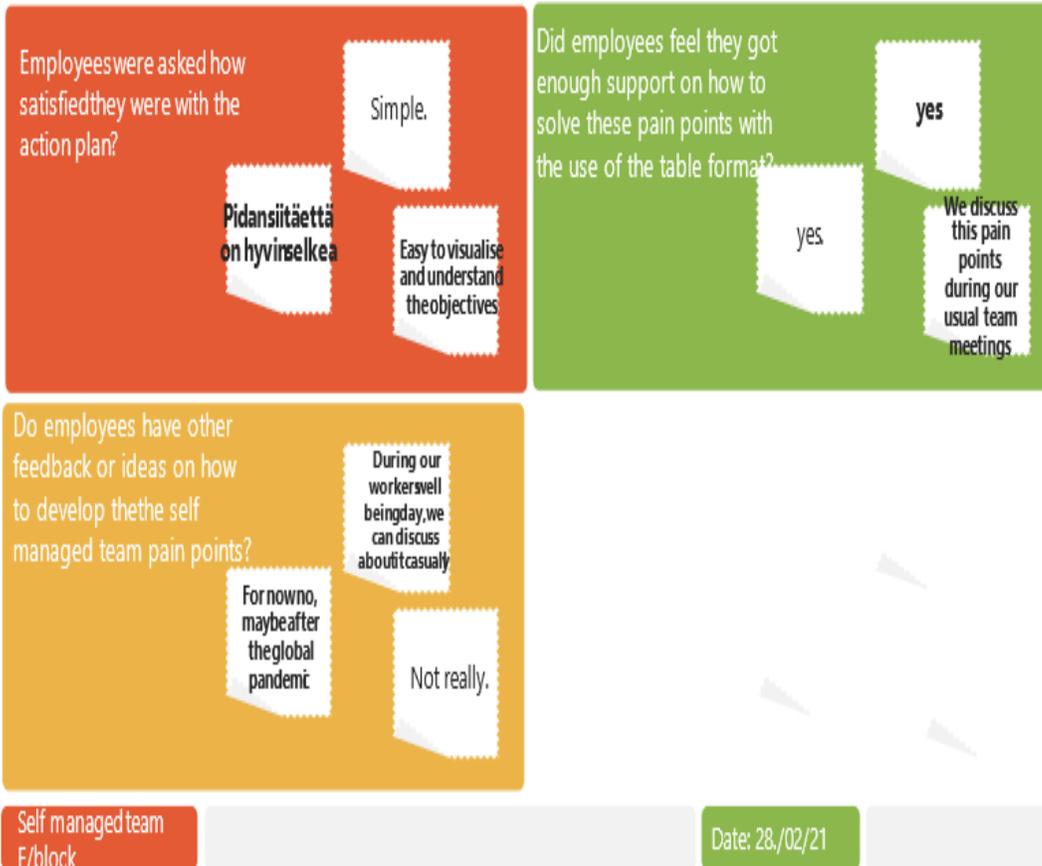
- Concrete suggestions on how to solve the pain points that came up during the interviews.

A formation of short customer journey and service blue print of a new nurse during doctors round

 <p>Belle Single, no children Nurse in E-block service home for elderly in Kustaankartano senior center. Likes to spend her time with friends, among other things, for shopping. Tries to follow fashion tendencies and trends.</p>	<p>Employees actions</p>	<p>Seeing a hospital ad</p>	<p>Gathering info</p>	<p>Scheduling an appointment</p>	<p>At the ward</p>	<p>Preparing to accomplish the orders</p>	
		Nurse Belle got informed by the team that she will be in charge of the doctors round tomorrow morning	Nurse Belle has a team meeting with the rest of the staff and clarifies what she has to do because it is her first time on doctors round	Gathering investigation results and evaluating and setting order of urgency informing and preparing clients for the upcoming doctors round Encouraging clients to think about any questions they may have, which may help to avoid forgetting what is important to them Seek eventual perspectives of care from the multidisciplinary team to be discussed during the doctors round	Review of unstable or deteriorating clients Decision-making and documenting of care Review of client's medication plan Convene multidisciplinary team meetings with the client and relatives as need be (hoitoneuvottelu)	Nurse Belle realizes that there are some prescription orders that the doctors gave to the client and she does not understand She runs into panic but calls the doctor back and asks for clarification Health professional team organization, clear communication of the doctor's orders and motivation of the ward team on the plan of care Progression of tasks, accomplishing doctor's orders Repetition of information to the clients Ordering client's medication from pharmacy strictly according to doctor's orders	
		Get informed on time	Unanimous understanding of expectations Clarification and team work and learn about what it entails as a nurse with the doctors during doctors round	Learn more about what to take note of as the doctor is with her Asks questions Reminds clients that the doctor will be visiting soon, so they can prepare their questions	Be attentive, help to engage the client to ask questions to doctor if need be Explain further Clients case to the doctor in case the client is unable to communicate	Accomplishing doctors orders and making sure every member of the team is informed of the said changes, make sure the right medication is administered to the right client, right dose, right time	
		Storyboard					
		Process and channels					
		Think and feel	“ this is my first time, I am the nurse in charge during doctors round as a practical nurse I have mixed feelings I feel overwhelmed with this role during this self-managed team working style, although I have had orientation I am still not sure, will I understand the doctors medical language? ”	“ Well, shifts during doctors rounds are usually very busy, I hope I will have enough employees so that I do not overwork myself ”	“ I think I can handle this, I have had lots of help and guidance and orientation ”	“ Why didn't they tell me it will be this challenging, I have so many client cases to remember ”	“ I hope everything went as planned ”
		Experience					
		Problems	I do not remember what to do, I am nervous	No information in printed paper, what to do during doctors round, I have to rely only on what my colleagues tell me by mouth	What if the doctor says something I do not understand, would I embarrass myself or feel dumb if I have to ask for clarification? But I do not know the doctor's working style	I have to remember many client cases. Some of the clients are not cooperating	The nurse cannot guarantee that she accomplishes the doctors orders correct all by herself
		Ideas / Opportunities	Release a copy of things to do before, during and after doctors round. • Encourage nurse she is not alone • Remind her not to be afraid of mistakes • Make sure there is a registered nurse on shift that day to clarify and help • Emphasize on team work • Explain that she can always ask the doctor for clarification if anything unclear	Print a report on what to do before, during and after doctors round in paper form and give to nurse Belle	Encourage nurses never to assume. Encourage nurses to ask and ask if anything unclear, this is human life we are talking about. Motivate nurses, before doctors round, if it's a new doctor, encourage to break the ice with telling the doctor how they feel. Tell the doctor that this is their first time on doctors round. It usually relieves the pressure to be open about feeling. Work with a colleague, not alone	Have patient file with you during doctors round with up-to-date vital signs Remind clients that the doctor is coming, help put them in position ready for doctor's procedure, if needed Ask for help from colleagues if client is not cooperating. Remember it's a team work.	Double check with colleague, print doctors orders into patients files so every member of the team can read again! Work together with an experienced practical nurse or a registered nurse

Service design evaluation feedback

Key findings of the feedback interview



KEY FINDINGS OF THE RESEARCH

SERVICE DESIGN PROPOSAL

Table 3. Summary to the development proposals of the pain points

PAIN POINTS	SERVICE DEVELOPMENT PROPOSAL
Information breakage within the team and connected stakeholders.	Use internal processes already in place to make communication clear. Open professional communication culture.
Medication Error due to misunderstanding of <u>doctors</u> order.	<p>Ensure the five rights of medication administration. (Right patient, right medication, right dose, right <u>time</u> and right route)</p> <p>Follow proper medication reconciliation procedures.</p> <p>Double check—or even triple check—procedures.</p> <p>Have the physician (or another nurse) read it back.</p> <p>Document everything.</p> <p><u>Teamwork</u>, ask questions when unclear.</p> <p>A new unified documentation system called APOTTI to avoid any misunderstanding in situations where the doctor makes a verbal prescription.</p>

Service design proposal

<p>How to encourage workers to embrace change that comes because of the self-managed working style.</p>	<p>The team needs to be patient and encourage workers who are afraid of change. Turn negative vibes to positive. Help each other and encourage employees to know when to ask help.</p>
<p>Overwhelmed with role change</p> <p>Discernment to understand workers different strength.</p>	<p>Make clear goals for the whole team what is expected at every given role. Write down in paper form. Work with a colleague. <u>Team work!</u> change roles.</p> <p>Giving responsibilities and Changing roles amongst employees, by so doing, it will enable the team to identify workers different strengths and weaknesses.</p>

Service design proposal

<p>No follow up on the team on how they have implemented the learned skills of self-management.</p>	<p>Follow up sessions to be done during summer because presently the organization is going through a lot of other internal changes.</p>
<p>Global pandemic. Hindering the full functions of self-management because the leadership must give instructions from the government to safely work with the clients.</p>	<p>Teamwork and general understanding of the situation at hand.</p>
<p>Cultural diversities, interpersonal communication issues.</p>	<p>Import a third party to organize work guide, more social gathering when possible for example workers wellbeing day, workers decide on how to spend the day, get to know each other.</p>

Limitations of the research.

- Global pandemic-Double stress
- I want to work with focus groups, because certain dynamics can be nicely exposed when engaging in a conversation.
- Benchmarking IT companies.
- Having most of my research participants native fins, I had to do double work with always translating the work.
- The organization is presently going through huge internal changes with the implementation of a new documentation system called APOTTI. Most of the nurses time and energy and commissioner resources are geared towards accomplishing these change. This made the design proposals for this work to be kept on a hold till summer after they are done with APOTTI.

conclusion

- The researcher succeeded well in achieving the thesis goals.
- New path was set on how to seamlessly navigate the “sailing waters” of a nurse's experience in a self managed team.
- The interviews gave the researcher insights into strengths of the team and areas of further development based on the concrete development suggestions generated from this research,
- The health care team together with other stakeholders will be able to develop their experiences and ease navigation of workers while operating under this model.
- Concrete suggestions were also made in the form of a table format and a timeline how to realistically achieve and solve these pain points.

Future project considerations

- External Stakeholders perception about the service concept/action plan
- Designing customer journey map and service blueprint for a new nurse/healthcare professional into this self managed team
- Investigating the leaders/coaches' experiences of the new self management working model



THANK YOU!
QUESTIONS, COMMENTS,
FEEDBACK

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