

# Inclusion –strategic dilemma for service providers

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# What do we mean by strategic dilemma?

- UNCRPD gives clear direction for service providers on how we should develop services for people with disabilities
- Full inclusion, participation
  - Service providers as enablers of human rights
- Providers are focusing in their strategies on how to develop services which respect and promote human rights, citizenship, participation, involvement of people with disabilities and their families and individual service design.



# What do we mean by strategic dilemma?

- These key issues form the ethical basis and also practical principles for providers for the future when we are formulating our strategies.
- Some of the key questions we must think and answer are:



# How we can support individual life choices and equality?



"we are all equal" Protest march of self advocate organisation Me Itse. Picture: Teppo Moisio

# How to ensure full citizenship of people with lots of support needs?



Minister of Health and Social Affairs Paula Risikko and Chairman of the annual conference Tommi Korhonen



# How to promote meaningful social roles and relationships?



Pentti kurkkan Nimipaivat. Kuva: Pekka Elomaa



# What do we mean by strategic dilemma? Why is this dilemma?

- In many countries social care system is under serious crisis
- Austerity measures, big changes in demographics
  - We have all the time less money and more people who need services, and those services should meet individual needs in better way than before.
- Privatization, public procurement
  - For-profit organisations have arrived, decisions are being made further away from people
  - This development makes it more difficult for people to enjoy their rights



# Where are we coming from

- We as service providers see the paradigm shift (towards more rights-based approaches in organising services) as being very positive.
  - Position of a service user is improving
  - General understanding of how person with disability is seen is increasing; it's more and more widely accepted that there must be development in the planning, provision and evaluation of services.
- Our strategic orientation has long been based on principles of full citizenship and empowerment of a service user. This has been implemented via person centered plans for each individual.





# Where are we coming from

- Our vision is to support the person in a way that he/she can lead a fulfilling life; this has been defined by the person and his/her family
  - They have also been defining the role of a service in their lives; what they see as a good service and how they want to be supported.
- These individual needs and wishes have been the focus of our strategic planning, rather than improving our own preconditions or profits.
- Economical strategic objectives have been strongly related to development and so that any economic gains can be re-invested in further services development.



# Where are we

- In the new market oriented environment the client has a new meaning.
- Payer is the one who is all the time more strongly defining the concept and the content of a service, and in a one-sided way.
- In the best possible scenario service user is seen by the payer as a partner.
- Together with the economical situation those services which are advertised as lower cost are more and more appealing for the payer.
- So even if users see non profit organisations as best choices this is not very often the case with the payer; quite often big multinational companies have lower prices and they are taking over the whole market.



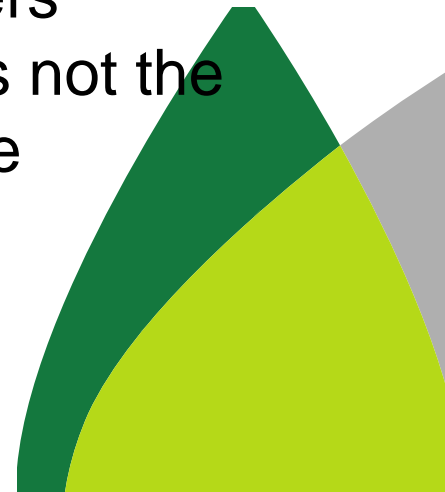
# Example

- In residential care services we used to have an opportunity to plan together holistic services supporting users in different parts of life cycle and in different aspects of life.
- This planning was made together with the user, his/her family, payer (municipality) and service provider
- Flexible services which were able to adapt to the changing needs of users but which were also economically effective.
- Now, when public procurement is applied in circumstances of economic crisis, contract is the focus, not the needs of users.
- From holistic services which took into account the complexity of needs and hopes we have moved to services which fulfil only absolutely necessary or minimum needs.
- Public procurement together with other dimensions has led to very strict interpretations of contracts and contracts being made on a very general, not individual level, but still in very detailed way → service is not meeting needs of anyone anymore



- At the same time for profit companies have taken over the market and their goal is not citizenship or human rights but maximum profit. As a consequence of this resources are always only meeting the minimum criteria of contracts. They are able to push the prices down so it's an appealing choice for the payer but resources are far too low to meet the needs of users.

→ Before profit was used to create value for users (development, training), but in new model this is not the objective but all the profits are going out from the services.



- Value for service provision is defined by euros, not by the well-being it generates. This is quite a fundamental shift.
- Providers who want to see citizenship, involvement of users and human rights as our key principles have to find new models. No matter what, we are anyway playing in this radically changed field.



# What can we do?

- Some ideas in scale of society
  - Political pressure
  - Ideological discussion; how is tax payers money used
  - How we see the role of people who need support, what kind of idea of a person leads us?
  - Political discussions about the future of well-being is concentrated on economical factors. We need to consider factors other than economic ones which to contribute to well being in society.



# What can we do?

- Service-users perspective
  - People themselves are evaluating their support needs and services and pricing is based on this assessment.
  - Self-determination and empowering people themselves to have a life of their choosing.
    - People take the lead in their lives and we must support them in this
  - Flexible, value-oriented providers will be successful when people can make choices about their lives and services.







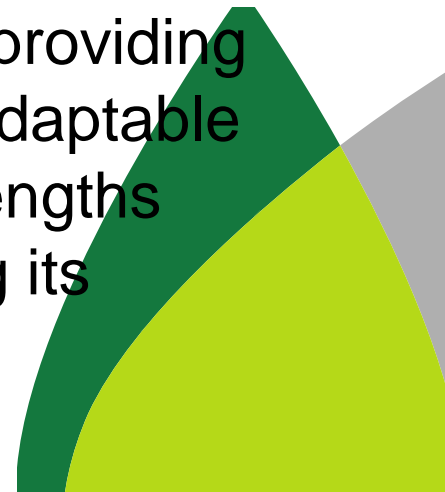
# What can we do

- Providers:
  - To concentrate more clearly to our strengths (very flexible support)
  - Seeing the new, more active role of a service user as an asset
  - Seeing families and circles of support as a resource and working together with them
  - We must find ways to listen to people in a better way; when we can provide services which really meet their needs there will be lot more pressure for payers to accept this. Also probably more cost-effective.



# The way forward in strategic planning

- Recognising the key drivers in the new reality
- Investing in know-how and doing this by respecting the original aims of the organisation
- We must not end up in an either-or situation, but to identify elements in both the past and present that we can build up on.
- The Non-profit sector has long experience in providing services and supports and has proven itself adaptable and flexible in terms of identifying its core strengths and also learning from the past in determining its future direction

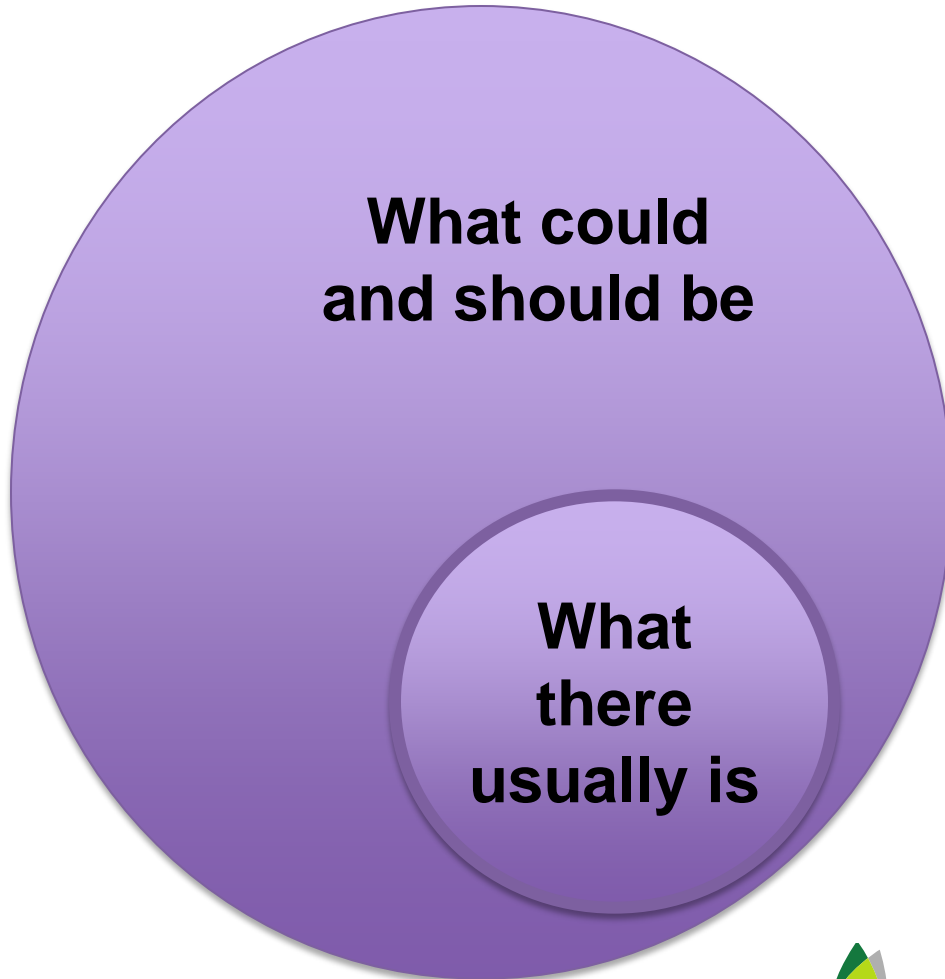


# The way forward in strategic planning

- Ability to question and focus as strategic success factor
- Lobbying is more and more important
- Know how as key success factor
- Strong organisational culture (supports innovation, and creativity, good possibilities for development in whole organisation, shared vision, commitment and motivation).



And most of all, we must find the resources  
from people themselves



**Thanks for your attention and have a good conference!**

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