

Remote leadership, work supervision and peer support in social and health care

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**Etänä
Enemmän**
– sote-työ uudistuu



Euroopan unioni
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Vipuvoimaa
EU:lta
2014–2020



Background



- In Finland, the reform of the social and health sector and related digitalisation and electronic services are changing work today and in the future.
- In the reformed social and health sector, many leaders will work in a decentralised organisation, where the work units under a manager are located in physically different places. This emphasises the need for remote management and remote management skills.
- As work and working conditions change, it is important to take care of the wellbeing of staff, which is supported by work supervision and peer support. Digitalisation makes it possible to implement these remotely.

More Remotely – Work in Social and Health Care Is Changing

1.1.2019-31.12.2022



A national EU-funded project

The overall goal of the project is to increase wellbeing, work management and work productivity.

In this project, we are developing

- remote leadership,
- remote professional work supervision,
- remote peer support



Project management and participants

The national project is administrated and coordinated by Tampere University of Applied Sciences (TAMK) and the other participants are

- the University of Eastern Finland,
- the University of Lapland
- Satakunta University of Applied Sciences
- Local government employers in Finland

Concepts



- **Remote management** means that the manager and employee work at physically different places. (Laaksonen 2019). Remote management can be implemented as 1-100% remote management.
- **Professional work supervision** is regular, planned and goal-oriented activity that can address work and related expectations, feelings and roles (Juuti 2016, 145–147). Remote work supervision is implemented digitally.
- **Peer support** is mutual support and comparison of experiences. Peer support should always be confidential and voluntary (Latostenmaa 2017, 61). Remote support is implemented digitally (e.g. Zoom platform)



Methodology

- The project uses digital and interactive methods to **innovate** and **test** possibilities and implementation manners of remote leadership, supervision and peer support in decentralised organisations.
- Preliminary findings have been collected at coaching workshops and thematic interviews

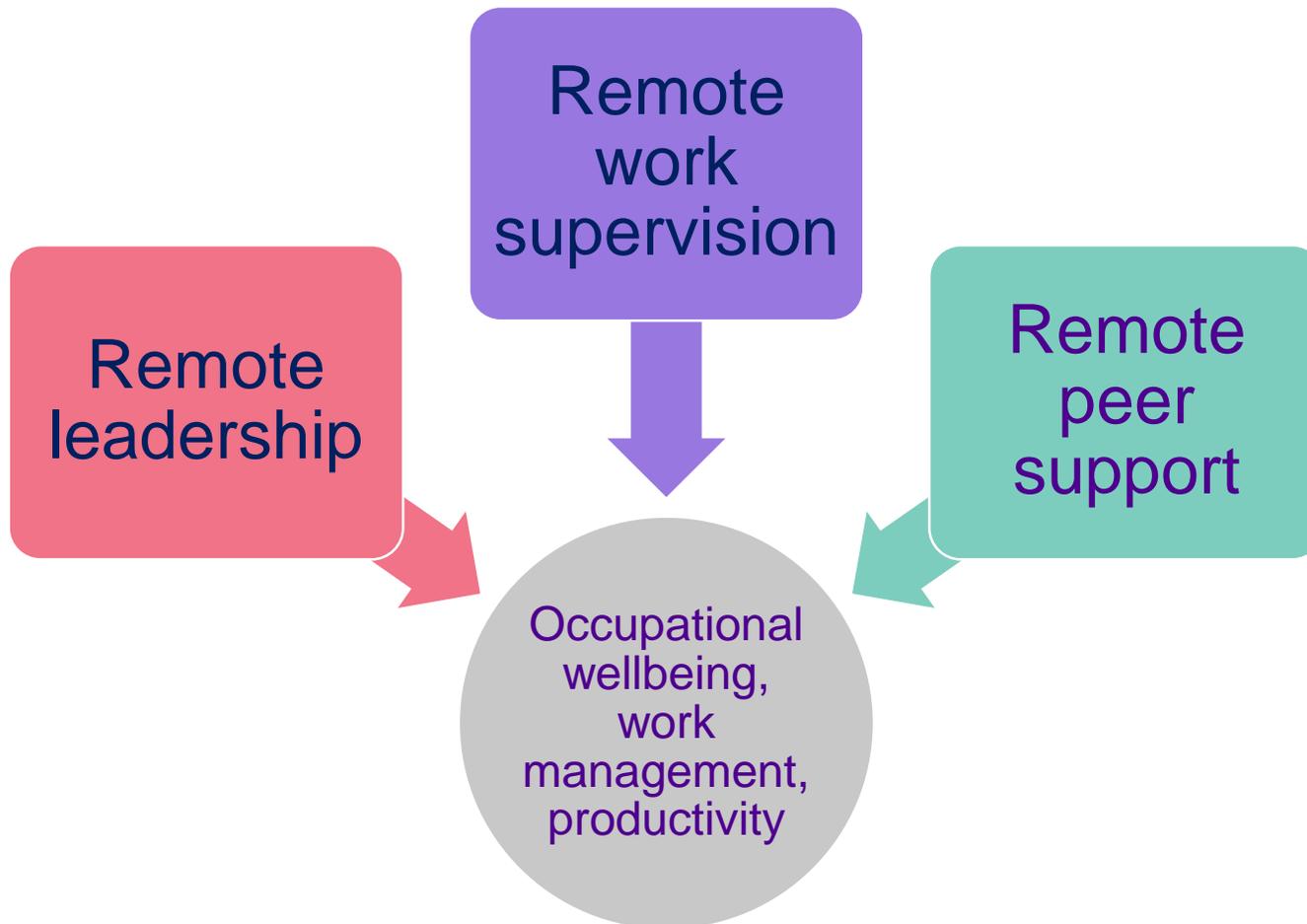
Target groups and coaching model

Participants

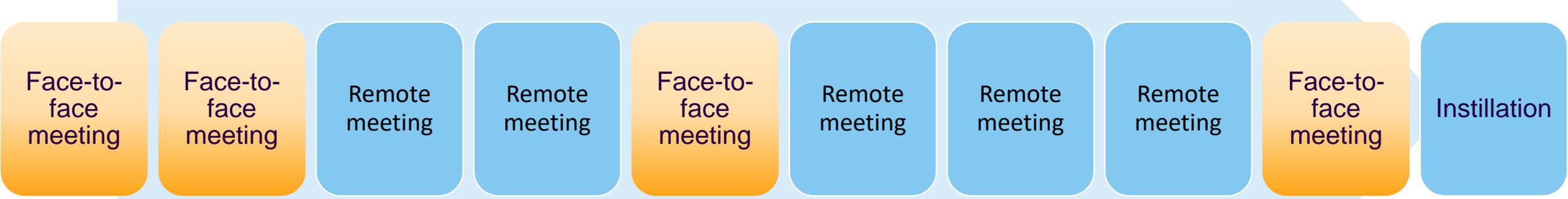
- 84 leaders/managers
- 54 employees

Implementation of the coaching model

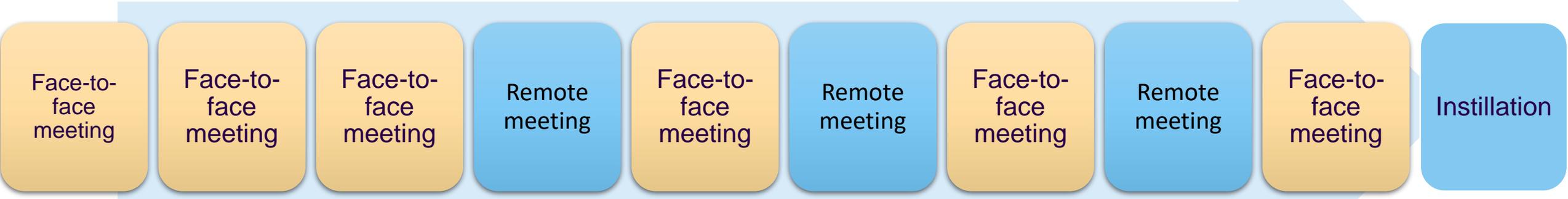
- 6 groups, 9 coaching sessions per group
- Face-to-face meetings and remote meetings
- The workshops covered the project topics and modified activities
- Online course on wellbeing at work
- In addition to workshops, regional and national seminars and webinars on project themes.



Coaching process of managers



Coaching process of employees



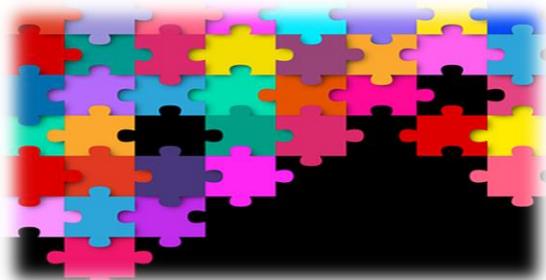


Some preliminary findings

Preliminary solutions to practical challenges of remote leadership

How is the leader reachable?

- agreement by email when available
- busy matters by phone
- agreed regular meeting times
- the leader informs about his/her absence
- other means of communication are also used (WhatsApp / chat)
- video meetings on Zoom / Teams
- the manager's electronic calendar



How does the leader monitor the well-being of employees?

- monitoring of sick leaves
- tracking of customer numbers
- staff turnover
- regular team meetings
- regular development discussions
- occupational wellbeing surveys annually
- monitoring of working hours for overtime
- good to ask from time to time: are you in a hurry? how are you?
- hardware and software changes quickly and related education

Leaders need work supervision and peer support

(Kemppainen, Nurminen & Laaksonen 2020)



Discussion



- Remote leadership has previously been studied from the perspective of leading virtual teams and international organisations.
- In Finland, remote leadership has become a research topic in recent years
- Remote work supervision and remote peer support have not yet been studied at all from the viewpoint of remote implementation, these are therefore completely new perspectives

Conclusions

- 3 coaching groups have finished
- 3 coaching groups will finish by the end of 2020

The phase of coaching and model design

- Thematic interviews on remote supervision have been carried out and the material is being processed
- Thematic interviews on remote leadership and peer support are underway

Final results of these thematic interviews will be published in spring 2021.

In 2021, models for remote leadership, remote supervision and remote peer support will be finalised and distributed nationwide in 2022.



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Hannele Laaksonen

Thank you!



Pirkko Kivinen



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