



**For better health**

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**The strategy 2020 ▶**

## For better health

The social and healthcare operating environment is constantly changing. A demand for health services is growing due to population aging and increasing morbidity. People have higher expectations from healthcare providers, including better quality services delivered without delay. Advances in medicine are also contributing to the recent increase of these demands, which causes congestion in hospitals.

Service production and service network are also being challenged by higher population density in both provincial centers and largest population centers. Moreover, many skilled personnel are moving to larger cities or retiring.

Healthcare legislation is currently undergoing changes, and there are also voluntary shifts happening in the field. Because patients have freedom of choice with regards to their place of care, the competition for both patients and healthcare professionals has increased.





*Our new strategy, which is constantly being updated, strongly emphasizes:*



**Customer orientation**



**Securing operations within both changing society and social and healthcare legislation**



**Strengthening integration**



**Improving the professional competence of personnel and their sufficient knowledge capital**



**Exploring the potential of new technologies and the possibilities they bring**

**The strategy 2020** ► drives our financial as well as operational planning, development and management. The goal of this strategy is to ensure that the entire population of the region and in northern Finland will receive equal and high-quality services. For example, all six hospitals that provide emergency services in northern Finland are needed. In addition, the organization's strategic choices must be communicated correctly and understandably.

## Our values

- **Human dignity**  
We treat everyone fairly and equally
- **Responsibility**  
We develop a public service that functions responsibly at all levels of our organization and for the needs of our society
- **Justice**  
We work together and appreciate one another
- **Renewability, transparency**  
We operate innovatively and transparently

## Our vision and strategic goals

We are an innovative, developing and efficient service producer, as well as a highly valued employer. We ensure this by continuing to develop our organization, modernizing our facilities and service processes, as well as by collaborating with our owners, the university, and other stakeholders.

**We implement our services in seamless cooperation with municipalities and other organizations providing social and health services in our area.**

**Our operations are efficient, productive and based on a balanced economy.**

**We offer effective and patient-oriented services in a timely manner.**

**We are a major actor of northern society.**

## Our mission and operating principles

We provide specialized medical care, developmental disability care, as well as other services and tasks assigned to public university hospitals. Together with the University of Oulu and the region's central hospitals, OYS trains many medical professionals to answer the needs of northern Finland. In addition to medical trainings, we also provide other social and healthcare training programs. It is important that we have been successful in engaging medical professionals to work in our specialized area of responsibility.

Our scientific research and development generate new knowledge and expertise that help us to ensure the effectiveness and timeliness of our services. We actively participate in the development of social and health services and implementation of service integration.



## The owners create the framework

We look at social and health services in Northern Ostrobothnia comprehensively, considering people's needs, as well as available resources. Specialized medical care generates significant costs for municipalities. Both the framework and the ownership strategy guidelines created by the owners are of great importance for the operations.

## Organization and management

The organization of OYS is changing, for example, with the establishment of a cooperative group in OYS' special area of responsibility. The organization of our operations and provision of services we offer will continue to be assessed through larger consortia and structures. These include, for example, the incorporation of the Esko patient information system, a biobank and medical helicopter operations. Advances in medicine and customer- and patient-oriented operations support the organization of specialized care based on a centre of expertise, rather than the current model of specialization-specific organizations. In addition, the administration needs reform in order to better serve the Association of Municipalities and the entire organization.

## Patient-centred, effective treatment

Our patients receive appropriate, high-quality, effective, and evidence-based care. We treat patients without delay, and no later than within the national reference periods. The patient can actively influence the place and time of his or her treatment. In addition to the quality of content and immediate access to services, the service experience must also be positive. The shift to a truly patient-centered approach is also necessary. The new hospital design of the OYS 2030 renovation program pays special attention to the comfort and clarity of the facilities, including guidance and optimal positioning of the hospital's functions in relation to one another. Moreover, specialized care can be brought closer to patients also in sparsely populated areas of northern Finland, for example, by utilizing electronic services. Digital services are being developed in cooperation with other university hospitals and municipalities under the Terveysylä concept as part of our own Esko patient information system program development, as well as national UNA cooperation. We develop the quality registers in collaboration with other university hospitals and the Finnish Institute of Health and Welfare (THL). We also involve patients in the evaluation of treatment outcomes.





## Operations and economy in balance

We plan our operation and finances in close cooperation with our member municipalities. It is strategically important that the operating costs of specialized care do not exceed the financial capacity of our member municipalities. The increase in expenditure on specialized care must be measured correctly for the entire municipal economy. We apportion our personnel, machinery, equipment and business premises to meet both the expected service demand and the deadlines that have been set for service production. The OYS 2030 program, allows for the reformation of the operating methods, improvement of productivity and increase in efficiency. We encourage our employees to think cost-effectively and act responsibly to achieve common goals.

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## High-quality and effective services through cooperation and partnerships

For our part, we take care of the integration of social and health services so that the patient will be treated at the right time, in the right place and in the right way in the future. We started an operational integration project in 2018 in cooperation with the City of Oulu, and we are now expanding it to all member municipalities. The cooperation in OYS' special area of responsibility will be strengthened. In addition, the Esko patient information system was incorporated in early 2020.



## **Attractive workplace and skilled personnel – “the workplace of your life”**

We are a high-level expert organization. Competent, committed and properly apportioned personnel are our most important resource and a critical success factor. Retirement, shrinking age groups, and competition for experts are great challenges for us, to which we are required to be able to react proactively and adequately. Empowering management, confidential collaboration, and the operational planning of the Future hospital create opportunities for staff to influence the development of their own work, as well as that of operations. All strategic choices in the organization must be communicated correctly and understandably.

## **High-quality education, research, development, and innovation**

Close cooperation is needed with the University of Oulu, the University of Applied Sciences and other research communities in the region. Together, we can develop new practices, technologies, and processes, promote safe and high-quality patient care, create better health and functioning to the people of our region, and reconcile the needs of service production, research, business and education. Training, research, development and innovation activities, as well as a wide range of competences, are our essential competitive strengths.

Cooperation with other university hospitals, including the Helsinki and Uusimaa Hospital District (HUS), and companies in the field of health technology will increase our attractiveness and strengthen our national competitive position. With participation in international research and development projects as part of our operations, our strategic goal is to improve the effectiveness of our research and help our research teams be successful in international research.

## Information systems and technology support operations

We are developing information management services that both meet operational needs and provide value for users. Understanding customer needs and involving users will ensure that services evolve to meet future needs as well. Furthermore, incorporating Esko software development into a joint in-house company will enable the system to be used in all municipalities both in the province and beyond it. We are cooperating nationally, between university hospitals, in the area of special responsibility, and with the municipalities in our area. Achieving the goal of OYS 2030, “The smartest hospital in the world”, requires significant development of information and communications technology services and systems, as well as the utilization of new technologies.

## The future hospital – for us all

The cost estimate for new construction of the OYS 2030 project is approximately EUR 900 million, with the total costs, excluding customer and patient information systems, estimated at EUR 1.6 billion. The investment is significant, but it is reasonable to secure specialized care services in northern Finland. Companies in the area and other actors on campus are involved in the development and renewal of processes.

In addition to improving patient care and safety, we are paying special attention to productivity and effectiveness by improving service processes, developing division of labor and expertise, and making greater use of new technology. Centralizing operations opens up the possibility of sharing resources, which is even more necessary as care shifts to primarily outpatient. We are increasingly moving from treating illnesses to promoting health and increasing citizens’ responsibility for their own well-being. We are planning and building centers of excellence, which will focus on the expertise from different fields of specialization needed for the care and diagnostics of different patient groups.

## Strategic indicators

*We evaluate the implementation of the strategy by various indicators, such as:*



### Assessment of patient orientation

Service experience, i.e. number of satisfied clients, number of remote transactions to replace physical visits, time of access to treatment, number of treatment-related infections, and decrease in the proportion of unplanned return visits from outpatient treatments



### Monitoring of cooperation and partnerships

Expansion of the service chain project to provincial areas, number of expert pools



### Operational and economic balance

Costs in euros per patient treated, number of outpatient visits, and treatment days in relation to work input



### Attractive workplace and skilled staff

Attractiveness of work based on the well-being at work survey, cost of sick leave, turnover and reasons for resignation, and number of training days



### Research, development, and innovation activities

Quality of student guidance, student satisfaction, and quality of research





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