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Espoo Social Workers' perspective for A future collaboration With the Kutsu-Project

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Degree Programme in social services
Bachelor's Thesis
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Abstract

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The purpose of the research is to collect innovative development suggestions from social workers in Espoo regarding a collaboration between both adult social service office and Kutsu-Project in promoting clients' rehabilitation through activities and services. This thesis is the stepping stone of the developmental process in the future of this collaboration.

The working life partner is Kutsu-hanke, which is a project operating under Espoo Mental Health association EMY ry. This project received a three year fund from STEA, which ends in December 2018. Kutsu-project aims to alleviate the loneliness of people between the ages of 29-69, by offering various activities and services for this target client group.

In addition to discussing the public and 3rd sectors in general and analyzing the topic of collaboration through the co-production of services, our theoretical framework also includes loneliness. The data was gathered using focused group interview method. The interview included a client situation and four open ended interview questions. The main respondents were three social workers representing Espoo adult social work. Participants also included two Kutsu-project workers.

The findings brought forward the public sector social workers' perspective on a future collaboration with the Kutsu-project. The results could be summarized in three major themes: An undeniable benefit in a constructive collaboration; existing client rehabilitation services which use is not being optimized due to an inability to reach the target client group and series of innovative new approaches to implement this reach.

Keywords: Third Sector, Public Sector, Development, Loneliness, Co-production

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1 Introduction

This thesis looks for new and innovative development ideas for an integration of rehabilitative services and activities from the public sectors' social work and the organizational sector.

As a representative sample of the third sector, the working life partner is Kutsu-Hanke (Kutsu-project) which is operating under Espoo's Mental Health Association EMY ry. This project targets people suffering from loneliness and consequently isolation, which effects their ability to lead a fulfilling social life.

This thesis will be formed around the theoretical framework of the rehabilitative services and activities of adult social work; from the public and organizational sectors. This however, is experiencing a major change, which can mainly be observed through the health, social services and regional government reform. Therefore, the reform and rehabilitative social work will both be referred to in the theoretical framework. Since the Kutsu-project is officially our partner, the main focus will be on loneliness, which is the target client group for the Kutsu-Project.

As this thesis addresses collaboration, it is also important to mention dialogue, which is key for a successful co-operation.

The purpose of this thesis is to gather information about forms and means of the co-development of rehabilitative services and activities between the Kutsu-project and the Adult Social Work office in Espoo. This thesis aims to provide Kutsu-project with the public sector's point of view and ideas for an operational and reciprocal collaboration in providing services and activities in the social rehabilitation sphere. Both the aim and purpose of this thesis are meant to answer the research questions: What developmental needs and ideas do the workers in the adult social work office have, regarding a collaboration with Kutsu-Project? What do they see as beneficial in such a collaboration?

Historical qualitative research method would be used during the course of this thesis. Qualitative research is usually employed when dealing with behavioral or humanistic sciences where there is a need to study and understand the human reasoning, thoughts and opinions. Data will be gathered by conducting an interview. The latter will be directed towards the workers of the social welfare office. These will consist of four brief questions that aim to shed light on the expectations and the needs of the social welfare office from a future collaboration with the third sector. The reasons behind using interview as a method for gathering data, is to increase the reliability of the research. A social workers point of view is essential to creating a functioning co-operation between the two sectors and developing the social services and activities in the future.

Data analysis will be done using the 'Thematic Method of Data Analysis'. In this method, the researchers look for themes or patterns in the answers of their respective respondents. Common themes are used to deduce conclusions.

2 EMY ry

EMY ry is a third sector organization based in the city of Espoo. The basic source of information for EMY ry has been their own website. EMY stands for Espoon Mielenterveys Yhdistys' (Espoo's mental health association). It is a non-profit organization that is funded by multiple organizations: STEA (sosiaali JA terveysjärjestys avustukeskus, formerly known as RAY), city of Espoo and churches of Espoo, Kirkkoonummi and Kauniainen.

EMY ry aims to help people suffering from mental health problems, raise awareness and does preventative work in the mental health area. "To achieve this goal, EMY ry organizes meetings and rehabilitation activities, provides psychiatric patient reports, informs the authorities about the needs of the members, carries out publishing, arranges discussion and education events, club and study activities, and trips and journeys to their members. The association's values are membership-orientation, equality, communality, self-determination, openness and functionality." (Pajula, T. 2017. <http://emy.fi/yhdistys/>).

3 Kutsu-Project

Kutsu-project is a project founded by Espoo's Mental Health Association EMY ry. It is also our working life partner. This project started in the year 2016. It is a three-year long project and has been funded by STEA. "The aim of the project is to reduce loneliness by inviting socially isolated people to mental health support activities. The project develops a new approach to finding lonely people." (Pajula, T. 2016).

It targets the age group of 29-65 years and people living in the city of Espoo. The key objective is to involve/include anyone who feels lonely or isolated or knows someone who does, to come and participate in this project. Events and activities are organized in collaboration with the city of Espoo, HUS - The Hospital District of Helsinki and Uusimaaⁱ, substance abuse services and the local churches. Participants are ensured with confidentiality and they do not need to provide any sort of membership card to be a part of Kutsu-Project. It is free for all respondents.

Kutsu-Project includes social activities, discussion groups, courses and work activities etc. This project aims to bring out the socially isolated people from the confines of their homes and take part in what Kutsu-Project has to offer. This is to ensure that people will be part of these activities, which might produce a positive impact by socially rehabilitating them back into the circle of society. Participants are encouraged to meet with peers, new people, and make friends or can otherwise spend their time productively by merely participating in the events. One of the challenges Kutsu-Project faces, is reaching out to their target audience due to the fact that individuals experiencing loneliness seldom leave their homes. One of the proposed solutions is to advertise on EMY ry's Facebook page and website, so those participants with access to internet media will get the information. Other than that, Kutsu-Project has been advertised with help of network organizations such as the adult social work of the City of Espoo and the HUS, as well as several organizations in the Espoo.

ⁱ Helsingin ja Uudenmaan sairaanhoitopiiri

4 Theoretical Framework

To carry out this research, a variety of theoretical texts has been consulted. The choice of literature has been based on relevancy to thesis topic, authenticity of the references and the year of publication.

As mentioned above, the Kutsu-project activities aim to reintegrate individuals into society and eventually the work force after an extended period of inhibition due to either a mental illness or unemployment. This process is considered rehabilitative work and thus, rehabilitation will be defined, in order to understand its value and the need for multiple parties to be involved in this service provision to participants.

Dialogue challenges should be taken into consideration when researching the possibility of a collaboration between different parties in order to anticipate any issues that might arise and come up with methods to deal with them.

Lastly, theoretical framework will be relying on various sources and references to bring forth the sum of research on the history of the evolution of social services and to emphasize the importance of an alliance between the two main rehabilitative service providers in Espoo through the concept of co-management.

4.1 Finnish public sector

In this section, the Finnish welfare system will be briefly introduced. The focus however, will be on the social services (sosiaalipalvelut) provided by the state and cities to the Finnish citizens and people residing in Finland.

Finnish Social Welfare can be defined from the Social welfare act 1301/2014 as including "... social services, social assistance, social allowance, social loans and related measures intended to promote and maintain the social security and functional capacity of the individual, the family and the community". (Ministry of Social Affairs and Health, Finland SOCIAL WELFARE ACT 1301/2014. Chapter 1 - Scope of the Act Section 1 (amended 1134/2002)

“The Ministry of Social Affairs and Health is responsible for general planning, guidance and supervision concerning social welfare, while The Regional State Administrative Agencies are responsible for planning, guidance and supervision concerning social welfare within their area of operation” (Chapter 2 - Administration Section 3 (1541/2009)). Thus, municipal authorities as stated by law provide the functions mentioned above. However, municipalities can provide these services through third sector organizations or by buying services from private corporations. (<http://stm.fi/sosiaalipalvelut>. Ministry of social affairs and health. Social services. 2017)

In addition to the service aspect of the social welfare system and since its foundation in 1937, The Social Insurance Institution of Finland “Kela” (Kansaneläkelaitos) has been responsible for the social security aspect of the social welfare system. It grants pensions, disability, maternity and housing allowance, unemployment protection and various other monetary assistance. As of 1.1.2017, Kela has been given the task of granting the basic living allowance, (Kela.Fi. Operations. History. 2017) that had been up to the date, the responsibility of the municipality the client resides in.

By definition, social services are “services, usually in the form of activities, which municipalities provide for the residents and of which the state has regulated responsibilities to these municipalities” (Rauhala, P.L. Miten sosiaalipalvelut ovat tulleet isaksi suomalaista sosiaaliturvaa? 1996. P10). The implementation of these services by the appointed authorities is referred to as social work. Thus, 'Social work' means guidance, counselling and investigation of social problems by professional social welfare staff and other support measures intended to maintain and promote the security of individuals and families, their ability to cope and the functionality of communities.” (SOCIAL WELFARE ACT 710/1982. Chapter 3. - Municipal social welfare. Social services. Section 18)

The approach of the government went from treating existing conditions into also attempting to prevent the latter from accruing. This preventive approach included health services, childcare services, and services to assist caretakers of relatives. (Niemelä, H & Salminen, K. 2006. P16-17).

4.2 Third Sector

The term 'Third sector' was first time used in 1972-1973 by two different writers in the United States. By Amitai Etzioni, a sociologist and by Theodore Levitt, an economist and a professor in Harvard Business School.

Etzioni's idea of third sector stems from the fact that there was a slow convergence of the capitalist and socialist systems for running the economies. This leads them to a different third model and this third model was becoming the main way of delivering the services (which were previously undertaken by public care).

Levitt, on the other hand, put his focus on the rise of a new and particular form of social activism, which aimed to attain a more responsive society. (Hull, R. et al., 2011). Both writers tried to draw the attention of policy makers and economists to the economic importance of this new sector. In 1978, a group of economists, researchers and policy makers related to UK Labour party met to discuss the idea of a 'co-operative economy'. It is from this context that Clare (1980) coined the term 'third-sector enterprise' to define organizations that are self- managed or worker-owned or both above (Hull, R. et al. 2011).

In a broader meaning, 'Third sector' is said to be a non-for-profit and non-governmental organizations that serves the society and its citizens. They can also be of different legal nature. Some are simple association, while others operate as Not-for-profit companies, with charitable status. Third sector encompasses a wide range of organizations. List includes community organizations, social enterprises, mutual co-operatives and voluntary organizations.

'Community organizations' involves activities at community level, aimed at wellbeing and development of communities. They can exist as civil non-profit societies or as a branch of other communities organized by a common cause. e.g. shared concerns or intentions. Donations and funds raised by such organizations are usually invested back to benefit communities in different ways. Main goal of community organizations to empower communities so that they can exercise their power for their betterment and improved decision making (Vesagus, R. N., 2016). While 'Social enterprises' tackle social and community issue in an entrepreneurial way. They generate revenue by utilizing opportunities and man power of communities and funneling back the outputs to the community for further benefits. They are commercially viable businesses working for community progress (Social Enterprise UK, 2016). Whereas, 'Mutual cooperatives'

are legal institutions, consisting of various types of members, ranging from paid employees, beneficiaries, volunteers, financial investors and public institutions. Decisions are made by voting as one-member-one-vote principal. Mutual cooperatives provide social, health and educational services, and serves a variety of clients, including, elderly, children and disabled (Social Cooperative, 2017). 'Voluntary organizations' (VO) are based on voluntary work. Members provide services on voluntary basis and pool in with their time and expertise. These are non-profit and focused on philanthropic activities, usually funded by charity and donors. As with other kinds of third sector, VOs impact can be social, educational, environmental, economic, etc. and is a self-governing entity (Knowhownonprofit, 2018).

4.3 Social Rehabilitation

Rehabilitative services and activities aim to improve chances of disabled people or those with mental health issues to succeed in their working lives, to improve their chances to return to work and/or to lead active and independent social lives (Niemelä, H & Salminen, K. 2006. p39-p40).

In Finland, rehabilitative work is a cross-organizational and a multi-sectoral responsibility (p39). Therefore, rehabilitative services are provided by both the third sector and municipal authorities. The latter has the main responsibility by the law issued in 2001ⁱⁱ(p40). During the past century, the government has done little for preventive and rehabilitative action against individuals' social and health issues. (Niemelä, H & Salminen, K. 2006. p39). It is only in recent years, that rehabilitative work has been given importance. In fact, the law on rehabilitation has only been issued as early as the beginning of this millennium. According to the report addressing the status and the plan of the mental health and substance abuse clients issued by the social and health ministry, mental health rehabilitees are still marginalized when it comes to service access compared to other service users. (Sosiaali- ja terveystieteiden tutkimuskeskuksen raportteja ja muistioita 2016:3. Kansallisen mielenterveys- ja päihdesuunnitelman toimeenpanon ohjausryhmä MIELENTERVEYS- JA PÄIHDESUUNNITELMA 2009-2015 Suunnitelman loppuarviointi ja ohjausryhmän ehdotukset)

ⁱⁱ This law came into force on 1 January 2002.

As previously stated, it is the responsibility of the municipal authorities to make sure that there are rehabilitative services available for the citizen that may need them. The city of Espoo has some broad and multi-spectral rehabilitative service providers. The Espoo adult social work office however, the main service provider by organizing and creating workshops centers such as Soukka's Work Centre (Soukan työkeskus) and the workplace-training centre (Työhönvalmennuskeskus). The latter for example offers "...various workshops [...] where clients work and learn about working life skills." These usually do not require any previous work skills or specified training certificates. Examples of the provided workshops are construction work, logistics and mechanical work.

In addition to providing its own services, the city of Espoo also buys these services from other service providersⁱⁱⁱ. The latter can be religious organizations such as the diaconal Foundation or mental health associations such as the Autism foundation that provides various activities such as cleaning, handcrafts and kitchen work. (Sipilä, M. Kuntouttava työtoiminta Espoossa 2013. Koppi-hanke)

Moreover, and perhaps one of the most important agents in the Espoo city rehabilitative work field, are the organizations. Some of the more active ones are Emy ry, (rehabilitation work for mental health sufferers) Askel (rehabilitative work for drug abusers) and Hyvä Arki (volunteer work in free food distribution.). These have been active in rehabilitative work in Espoo for decades. Although most independent organizations do not require a referral from a third party to accept participants into its organized activities, an official rehabilitative work agreement usually goes through the local social office channel. This however, does not hinder the Walk-In nature of these organizations to those who desire to do so.

During the conduct of this research, the role of both the public and organizational sector in this rehabilitative sphere was clarified by both sector's workers. (See findings)

ⁱⁱⁱ Services purchased from the private sector are included in the services provided by the public sector.

4.4 Loneliness

In her book, “The psychology of loneliness”, Sarah Benvinn states that everyone has experienced the feeling of loneliness in some part of their lives. Benvinn describes this feeling as “a deeply distressing experience”. She refers to DiTommaso and Spinner (1997) and states that loneliness is the result of a “discrepancy” between a current and an ideal “level of satisfaction with [their] social network” (Benvinn, S. J. The psychology of loneliness. 2011. Page 2). Therefore, “psychological well-being is determined by whether social needs are satisfied”. (Coplan, R. J., & Bowker, J. C. (Eds.). 2013. Handbook of solitude: psychological perspectives on social isolation, social withdrawal, and being alone. Page 7)

There can be a number of reasons why individuals may experience loneliness. These reasons stem from personality traits, personal experiences and mental health issues such as anxiety, stress, depression and low self-esteem etc. (Benvinn S.J. 2011. Page 3). According to the statistics of National Institute of Health and Welfare, 1 in every 10 Finns suffers from loneliness. (Pajula, T. Espoo Mielenterveys Yhdistys EMY ry-Kutsu-hanke). This being said, loneliness remains an individual experience and cannot be stated as a direct consequence of being physically alone. Benvinn compares a person who has a big social network and still feels lonely to one that has a feels content with a smaller network and yet does not have this same experience. (Benvinn S.J. pages 3-4) This fact is importance to remember when working with clients within this target group. The latter might seem well-off with a large social network, while still experiencing a lack of understanding and emotional support.

In the book “Social World of Older People: Understanding Loneliness and Social Isolation in Later Life”, the authors draw attention to the fact that older people are just as in need of support when it comes to dealing with various life situations as any other age group. This is to contest the idea that older people are just in need of “the other” to provide passive care. (Victor, C. R., Scambler, S., & Bowling, A. 2008. Page 9) But instead, people from all different ages have a need to fulfil a sense of belonging. This is what various organisations aim for. Activities such as the ones offered by the Kutsu-project will allow these adults to build meaningful relationships in order to combat loneliness.

4.5 Co-production

Non-profit organizations with a social agenda have existed before there was a third sector concept. They specialize in their field of work due to less bureaucracy which makes it easy to make decisions and are more focused (they work to serve a certain clientele, for example, one NGO might work with jobless clients whereas the other with mental health and so on). Both public sector and third sector have their own pros and cons but when they collaborate, all is for the betterment of service provision. In the book, *Policy, People and the new Professional*, the author makes a valid point by saying that “the classic model of the welfare state is the thing of the past”. In the classic model, there was bureaucracy (uniform provision of service and benefits) and professionalism (specialized professionals who made decisions for the clients, which were best for them in that situation). Now the government wants its role to be minimized. Hence, in new welfare models state, the government has a more facilitative and supervisory role. The specialized social or health activities are given to the third-sector (Duyvendak et al, 2006, 8-19).

In the US, co-production started with Jane Adam's hull-house around 20th century. However, many now relate the term 'co-production' as pioneer work of Elinor Ostrom due to her work on urban studies in 1975. She broadly defined co-production as "inputs that produce goods or services that are contributed by individuals who are not in the same organization". Her work specifically points to 'citizens' inputs to produce goods and services provided by the government'. Ostrom says "client" connotes a rather passive participation. In her opinion, clients are acted upon. Whereas, citizens can play an active role altogether using governmental resources to produce. (Pestoff, Brandsen and Verscheure. 2012, *New public governance, the third-sector and the co-production*).

Pestoff et al (2012) give valuable and ample information on the topic of future of social work. Explaining the reasons why we see the changing trends by European governments in their policy of health and social services, they elaborate that firstly, it is due to the aging population challenge. The baby boomers pose a demanding role from health and social services in the near future. In order to tackle this situation, efficiently, there is a need to develop an innovative approach. Secondly, we find a democracy deficit in the European institutions. The policy decisions that are made to

serve citizens are felt to exclude the say of those very people. The hierarchical nature of the government institutions makes even a minor policy change go through a lot of bureaucracy and hence requires a great deal of time. Resulting in people feeling rather distant and disconnected. Lastly, the co-development in the future of social services is also the result of economic recession by trying to gain cost-efficiency. (Pestoff, Brandsen and Verscheure. 2012, 13)

<i>Public service Provision</i>	<i>Old public administration model</i>	<i>New public management model</i>	<i>New governance model</i>
<i>Organizational values</i>	Hierarchy, control and Bureaucracy	Market orientation, focus on performance, contracting in-out	Networks, inter-organizational relationships and multi-actor policy-making processes
<i>Role of the population</i>	Client	Consumer	Co-producer

Figure 1 Public provision in the three main models of public administration

Sometimes, the terms co-production, co-management or co-governance could be interchangeably used and understood. However, in professional life, their meanings and functions vary greatly from each other. In simple terms, we could say that co-production means the involvement of citizens to produce their own services. As defined by Pestoff et al. co-production is “The mix of activities that both public service agents and citizens contribute to the provision of public services. The former are involved as professionals, or “regular producers”, while “citizen production” is based on voluntary efforts by individuals and groups to enhance the quality and/or quantity of the services they use”. The citizen involvement in the policy making process is underlined in the table above. The role of the citizen changes depending on the model of public administration. In the new governance model (Which the health, social services and regional reform represents in this case), the service users become a co-producer and thus and co-policy maker of the services he himself uses. This involvement is essential in all stages of the service production process. (Fugini, M., Bracci, E., & Sicilia, M. (Eds.). (2016). Co-production in the public sector: experiences and challenges. 3)

Co-management takes place when public, private and/or third sector organizations collaborate to provide services. Whereas, co-governance implies the third-sector and for-profit organizations coming together not only to provide services but also to participate in the process of decision making with the public sector. (2012, 1-18).

In this thesis, for the sake of clarity, co-production would be used in the same sense as co-management because when we talk about citizen participation in services, it could also mean to include citizen owned non-profit/governmental organizations (mainly third-sector). Therefore, from above knowledge it could be concluded that there are two ways for third sector to participate in public policy. By co-producing (in application/delivery of services) and by co-governing (also being able to design the policies with public sector. Also referred to as co-creating in new texts). (2012, 94)

By co-development, the monopoly of professionals is lessened because they are to be more accountable and transparent in their work. In fact, the monopoly of both the sectors keeps in check. This means that the public sector by making sure that public means are being used efficiently according to the policy objectives (Duyvendak et al, 2006, 8-19) and third-sector by providing its services to the target audience. This co-operation is also cost-saving. While public sector manages, the third sector can cater the clients in a more innovative and modern way. Clients have a better chance to get more attentive care by this co-operation.

In the article 'A drop in the ocean?' author Jon Glasby highlights the discussion of collaboration in England, United Kingdom, which took place as the result of a statutory agreement in 2001. He claims that public sector's behavior had been short-sighted in its service provision in health and social care. It had failed to consider long term benefits for short term cost cuts. The public sector could have very efficiently made use of services that were being expertly provided by the independent/voluntary sectors. Considering this, the department of health made a working agreement between the public and private health, housing and social sectors. While these changes were underway, the government took an active part in bringing such measures into the scene as would solidify the positive relationship of such a collaboration. Under this agreement, both the sectors' service providers were expected to meet the needs of individuals and their caregivers while providing services based on high quality information about these needs. A strategically planned shared vision to achieve their goals is required in addition to working together as equals.

The approach of service/commission providers had been under the limelight for being adversarial. This policy of cost saving in opinion of experts is ineffectual because the quality of service provision and stability of client relationship is challenged for short-term cause. (Glasby, J. A drop in the ocean? 2002) However, in Finland's health, social services and regional government reform, the issue of cost saving has been rendered an asset due to the future collaboration between the public and third sectors. On one hand, it is a distributing, facilitative public sector and on the other, is it an outreaching, non-profit, specialized third sector. Both of which are promising to an effective service provision in the social and health fields.

The health, social services and regional reform (Sote ja maakuntaudistus) is a project initiated by the ministry of social affairs and health in association with the ministry of finances in 2016.

This reform comes following a global trend of rethinking social and health care governance models. It can be referred to as a stakeholder governance model, as it aims to involve a diverse multitude of parties in decision making processes due to a more pressing demand to address global, social and economic changes. (Odugbemi, S., & Jacobson, T. L. (Eds.). (2008). Governance reform under real world conditions: citizens, stakeholders, and voice. 204)

Odugbemi and Jacobson (2008) have stated "Stakeholder governance models offer the potential to provide social and economic benefits to broader populations while increasing the viability of existing organizations".

In this context, the upcoming reform projects freedom of choice when it comes to clients choosing their service providers. Therefore, organizations will gain a new role and a new importance in the freedom-of-choice services and as social and health service providers. In fact, the new reform suggests that the social and health centers can rely on up to 40% of its activities from other businesses and third sector organizations. (Sote- ja maakuntaudistus. Pienten tuottajien asema valinnanvapausmallissa. Faktalehti. 2017)

4.6 Dialogue and challenges

Effective communication plays a vital role in any interactive relationship that aims to establish a constructive dialogue. In fact, getting the point across is a skill in itself as "Talk in dialogue aims at exploring how the world makes sense to each participant."(Odugbemi, S. Jacobson, T. 2008. 209). In professional life, when working with numerous people, the latter try to communicate in ways as to avoid misunderstandings and vagueness. Miscommunication can result in disagreements or dissensions affecting the organizational output and productivity.

Communication and dialogue is just as important when addressing government reforms that include many different parties. In fact, some actors in this case (people/organizations) benefiting from existing policies may resist the changes proposed. Other actors who see benefits from this change also have just lukewarm feelings towards it due to uncertainty in change being successful. (25) In their book, Odugbemi and Jacobson describe this saying that "The presence of fixed positions and choice options that are limited to ones that preceded the discussion rather than an orientation to mutual invention reduces creativity and the possibility of mutual satisfaction. A collaborative interaction process reverses these tendencies by using difference and mutual search as a means of invention."(210). Thus, collaboration can feel as a risky process because everyone should feel in accordance and agreement with each other's point of view or at least respect it, in order to make co-production successful. Having a co-productive inter-organizational dialogue might carry certain challenges enumerated below:

Improper use of language (e.g. wrong words, informal, unprofessional) by participants of the dialogue can cause misunderstanding. Language is a fundamental tool that human beings use to communicate with each other. It is not a solo process. Language is used to communicate with others making it an action-reaction process. (Feller, S. 2010. 2). Therefore, any ambiguity on either side of the equation (sending or receiving) causes confusion.

Perceiving the conveyed message by the receiving audience is the second stage where misunderstandings might arise. Miscommunication is not always the fault of the speaker; the listener may altogether be in a different frame of mind and inter-

pret the meaning differently. Following is a very basic diagram depicting the communication process, which happens at all levels; intrapersonal, interpersonal, group or organizational, intercultural etc.

This figure shows the flow of the communication process. The message is not just sent unexpectedly. For a good communication to take place, the message should be connected to a context (situation). The sender selects the channel of communicating the message, whether by word of mouth, via phone call, conference, texting etc. Message is sent and received by the receiver (a person, group of persons or

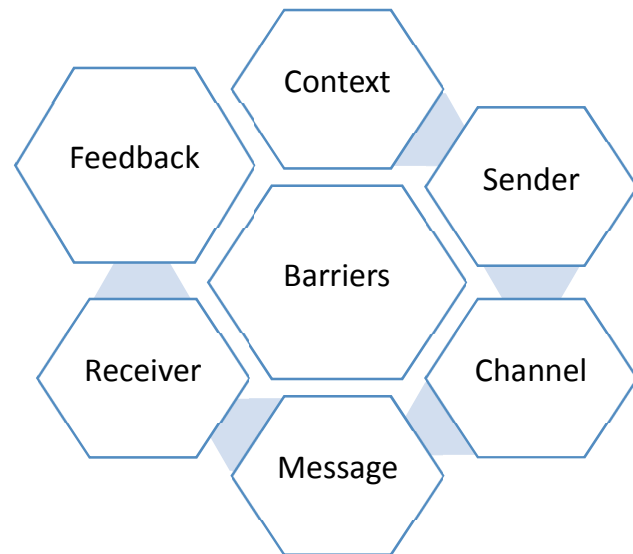


Figure 2 Communication process

masses). The receiver reacts to the message and gives feedback (like a reply) to the received message. All the while, there is a possibility that there are barriers to a sent message like language problems (body or verbal), distractions, cultural or perceptive differences or physical barriers etc. (Skills you need. 2017. Accessed 23 November 2017)

Moreover, if the communicator only intends to convey problem talk then the process has slim chances of achieving any goal, but if they take on outcome talk then there is a possibility of good communication and dialogue.

When discussing the importance of dialogue, it is not enough to mention "talk" without describing the quality and kind of talk needed. 'Talk' can be referred to in a dialogue situation by being "problem talk" or "outcome talk". In their book, Odugbemi and Jacobson (2012) emphasize on the fact that collaborative talk can only truly happen through outcome talk. In fact, "Outcome talk provides collaborative possibilities and opportunities that are lost in problem talk. (21) [...] Outcome talk keeps us focused on what we wish to achieve together and opens up multiple ways of reaching that goal." (212) This is especially important in developmental collaborative projects that aim to find a common ground such as government reforms in the social and

health sector. In fact, with the right collaborative communication methods, these collaborations can produce a far more effective and creative efficiency that enables the common goal achievements. It also facilitates mutual engagement and variation in services. Any collaboration based on a constructive interaction that welcomes differences is able to reach further in its goals. (214)

Constructive communication is however dependent on the dialogue situation. In the case of a cross-sectorial dialogue, the emphasis is on collaborative communication and not strategic. The aim in this interaction is not for different parties to implement and enforce their own ideas and agendas, but to find a common working ground that can be developed into an efficient policy. (212) Again, in their book “Governance reform under real world conditions”, Odugbemi and Jacobson (2012) elicit the difference between these two concepts in a table attached below.

Strategic Communication	Collaborative Communication
Members are adversaries.	Members are joint problem solvers.
Speaking comes from a position or outcome to be accomplished.	Speaking comes from an outcome to be accomplished.
Interaction becomes polarized around positions.	Interaction focuses on identifying complex interests.
Continued interaction narrows available options.	Continued interaction broadens available options.
Facts are used to support positions.	Joint search is used to discover facts.
Participants seek winning arguments.	Participants seek workable options.

Figure 3 Strategic and Collaborative communication

Therefore, it is equally as important to make sure that the exchange between parties attending the developmental dialogue does not drift away from the right kind of communication. It is the job of the interviewer, research conductor or policy maker to see to it that the talk, communication and dialogue serve the topic at hand.

5 Study design

This section deals with the practical implementation aspect of this thesis. It consists of describing the purpose, aim and research questions of this thesis and justifying the

used method in collecting the data i.e. the interview and analyzing data i.e. transcribing and coding the interview. The analysis method relied on Historical qualitative research method.

5.1 Purpose of the research

The purpose of the research is to collect innovative development suggestions from social workers in Espoo regarding a collaboration between both adult social service office and Kutsu-Project in promoting clients' rehabilitation through activities and services. This thesis is the stepping stone of the developmental process in the future of this collaboration.

Since the importance of the public sector is well established by being the main service provider and the one with this responsibility, the main objective of the thesis would be better achieved by shedding light on the important role that the associations' and organizations' play in the social rehabilitative work field. To study this, the thesis asks two questions: What developmental needs and ideas do the workers in the adult social work office have, regarding a collaboration with Kutsu-Project? What do they see as beneficial in such a collaboration?

5.2 Historical qualitative research method

Research in the field of social sciences is usually conducted using qualitative research methods. In this study, the research can be defined according to Bob Matthews and Liz Ross as "a process or practice by which we can extend our knowledge or find the answers to our questions" (Research methods: A practical guide for the social sciences. 2010. Page 8). This thesis is an "investigation" into the assumption that the development of rehabilitative social work needs an innovative approach that brings previous and new techniques together. To achieve this, historical qualitative research method is used since its purpose is to observe and research patterns from past events to make sense of the present and "anticipate potential future effects". (Qualitative research designs. Comparison of qualitative & quantitative research. 2018. Curators of the University of Missouri.)

Qualitative research is especially effective in obtaining culturally specific information about the values, opinions, behaviors, and social contexts of particular populations.” (Mack, N. Woodsong, C. Macqueen, K. M. Guest, C. Namey, E. Qualitative Research Methods: A Data Collector’s Guide. 2005). In fact, this thesis is researching workers’ opinions and thoughts regarding the fusion of the activities and services of both organizations and the city social welfare office.

5.3 Interview

An interview will be conducted with the workers of the Espoo’s Social Work Office. “Interviews are one of the main data collection methods used by social researchers, providing the opportunity for direct interaction between researcher and research participants” (Matthews, B. & Ross. L. 2010. Page 219). Because this interview has a smaller number of interviewees, confidentiality becomes less of an issue and participants are more likely to openly discuss their opinions.

The interview method used is a “focused group interview”. This refers to a method where a small group of people usually reaching from six to ten are interviewed at the same time about the same topic. The discussion is guided by the interview conductor, “[...] the topic of research and research questions” (Edwards, R., & Holland, J. (2013). *What is qualitative interviewing?* 36-37). According to Edwards and Holland (2013), this method allows interaction between group members that might lead to disagreements. The latter could lead these members to “defend their views and provide further explanation”. (37)

As professionals, workers would themselves be able to assess which information is acceptable to share with the thesis conductors. More crucial information should be gathered by conducting an interview and keeping it semi-structured. This type of interview is mostly used when conducting qualitative research in a social context and collecting data regarding people’s thoughts, experiences and action and the reasons behind the latter. (Matthews, B. & Ross. L. 2010. Page 221). This method would allow the ESWO social workers some freedom in expressing their opinions on the topic at hand.

Interviewers' words can be used as 'on the record' and 'for the record', meaning those words can be kept and quoted/used later as well (by permission from the respondents and keeping the ethics of confidentiality in mind). In addition, Answers received reflect the interviewers' thoughts and opinions. This direct link thins the chances of misunderstanding and misinterpreting the data (Denscombe, 2004, 158-163).

In order to make this method creative and innovative, the interview would not be conducted in a strictly verbal question/answer manner. Instead, the interview tool would involve creating a client situation and asking the social workers to imagine different ways the situation can proceed.

The interview is scheduled to start with an introduction of ourselves as research conductors and an introduction of the thesis. The latter includes introducing the purpose, aim and research questions. Participants will also be informed of the ethical consideration and about recording the interview.

As for the Interview method, participants will be presented with a client situation and four questions.

In addition to the social workers of the Espoo adult social work office, also present would be two of Kutsu-project workers.

5.4 Data analysis

The analytical step of the historical method entails a summary of all data; picking the appropriate information and insure consistency in findings. (Qualitative Research Designs. 2018.) In general, "Analysis... involves breaking down data into bits, and then beating the bits together...The core of the qualitative analysis lies in these related processes of describing phenomena, classifying it, and seeing how our concepts interconnect. In doing so we transform the data into something it was not". (Shaw, I.& Holland, S. 2014. Page 224).

A way of comprehending social behaviors is by trying to find patterns/ recurrence in human thoughts and actions. Therefore, the purpose of data analysis is to show and conclude what have been learnt from the research. Like many ways to do research,

there are many ways to analyze data. The best methods should be chosen wisely suiting the requirements of the research. The ‘Thematic Method of Data Analysis’ was chosen for this thesis. ‘Theming’ the data means phrasing the data using sentences that shows recurring patterns in research and making it to a conclusive information. (Saldana, J., 2014). Answers given by the social workers during the interview were compared and scrutinized to derive common themes and patterns from them. In this case, the interview was recorded audibly while the interviewers also took written notes. Both data collection methods were then revised and analyzed. This entails transcription of the interview recording including respondents’ emotional and tonal status. The transcribed data was then carefully studied, coded, reduced and three major themes that are aligned with the thesis’s research questions were extracted.

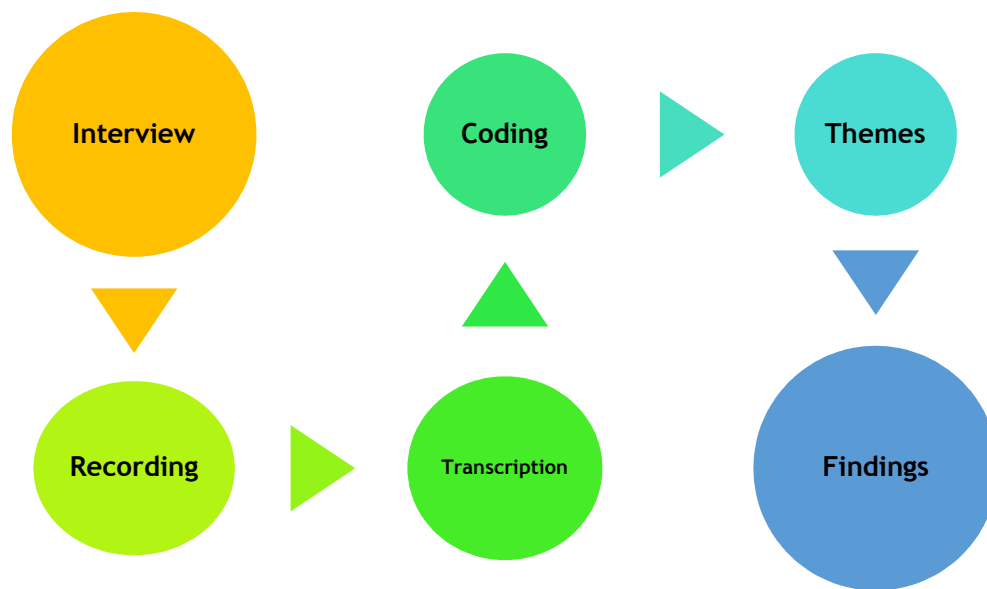


Figure 4 Data Analysis Process

As shown in the figure above, analysing the gathered data was a step by step process. During the interview, the respondents kept on shifting from English to Finnish and back. Hence, the recorded data was first translated completely into English language and later transcribed. Coding was done by highlighting the useful pieces of information. The highlighted sentences were later studied and attributed a word defining

the broader sense of that data. Coded data was reduced/narrowed down even further based on main themes. Patterns were observed and extracted which were in concurrence with our research questions. Findings were then given a simplistic data display for a better understanding.

6 Findings

The interview day was scheduled on the 24th of January 2018, from 9 am to 10:30 am at the Adult Social Work office. All the respondents were active in answering the interview questions.^{iv} There was a total of five respondents on the interview day. Two of which were Kutsu-Project workers and three from the adult social work office

The participants were presented with the client situation followed by four questions that were discussed among themselves. The client situation was a graph of the daily routine of a married thirty-year-old stay at home mother of a five-year-old. The woman suffers from loneliness and lack of an active social life, despite countering many possible situations during the day that could facilitate her interaction with others.

While analyzing the interview transcript, three recurring themes emerged, which displayed the respondents' perspectives.

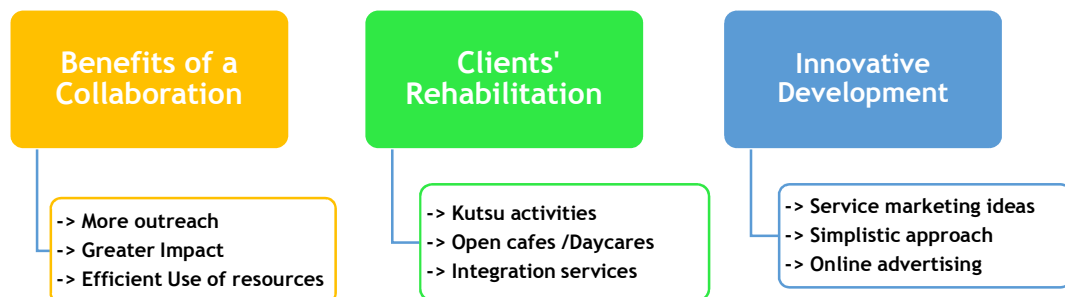


Figure 5 Findings

^{iv} See appendix 1 Interview. Sub-heading 2 questions

6.1 Benefits of Collaboration

Collaboration between two organizations in the public sector and third sector, brings forth significant impact. During this interview, interviewees unanimously agreed that collaboration between public and third sectors is beneficial in many aspects.

Naturally, the public sector receives a significantly larger share of clients. Being part of a governmental structure and having well-established links, it is a preferred destination for most clients. However, resources on its disposal are always constrained. Therefore, quality and speed of their service may get effected by the number of clients they must deal with.

On the other hand, third sector is agile and lean. The spectrum of services, activities and events in its offerings are diverse and frequent. It gives clients more choice to select from. Client worker relationships are less formal and more creative with little or no bureaucracy. Innovation is easily adaptable as less hierarchy is involved. Moreover, third sector organizations are more flexible in terms of time slotting, having a more positive effect on the customer experience. The benefits of using a third sector organization are undeniable.

With both of above mentioned arguments in mind, there was a consensus among the participants of interview, that improved collaboration between the two sectors will create new opportunities and services. It will also increase overall efficiency of the system, with resources being utilized in an optimized way. Clients will have more places to go and their options will grow.

Participants also gave their suggestion as how to implement this collaboration. Most believed that if the third sector becomes an equal participant in the client's service package, the work can be divided between two partnering sectors and thus relieve some of the load off both, providing better load balancing.

One of the social workers argued, that Group activities organized by the social office have limited occurrence time, usually happening between 10 and 12. Third sector can alleviate this constraint by pooling in its own resources.

“[Group activities] ... continue in the third sector and that is very important “-Espoo social adult social worker

Moreover, a creative and practical approach would be to develop emotional awareness and creativity through activities. e.g. theatrical story telling (Tarina Teatteri), groups about emotion handling (Tunneryhmä) and activities including pets. This should be done in collaboration with both sectors, with everyone merging their expertise. In addition to this, a well-designed collaboration will also offer a new perspective on clients' condition. Selecting state-of-the-art methods and processes and using them in timely fashion can be carried out through third sector involvement.

In third sector organizations clients and worker enjoy a more interactive and peer-like relationships, compared to the vertical connection between clients and social office workers. Clients may show reluctance in discussing their situation with public sector workers. Involving third sector will help bringing down this barrier and identifying issues with clients faster. However, public sector has the experience and connections that are unmatched by third sector organizations. Therefore, this is where they can contribute and provide guidance. This can also help initiate new projects and reach untapped segments of clients.

In summary, alliance of two sectors is way forward. If properly planned and implemented, it will reap rewards that cannot be achieved single handedly by individual sector.

6.2 Client's Rehabilitation

Social work facilitates a rehabilitation process for its clients by assisting to identify problems and maximize autonomy in identified areas. When looking into developing

new rehabilitative services, it is important to take a step back and both list and assess the already existing services that benefit the target client group. The same idea is valid when considering developing a collaboration with another sector. This is especially crucial to avoid overlapping services.

During the interview, respondents provided valuable input and pin-pointed ways to cater to clients' needs in situations under scrutiny. Based on discussion, there can be distinct approaches. In the following text, they are handled separately.

6.2.1 Language-based approach

In Finnish context, a variety of services available in the Finnish language surpass those present in all other languages, including English and Swedish. For Finnish speakers, interviewees indicated that there are a lot of options to choose from such as Kutsu-project activities, open cafes and open daycares.

From non-Finnish speakers' perspective, both public and third sectors are doing a commendable job. This is evident from the list of services that are existing in other languages to clients. Participants cited the example of integrational activities for immigrants, Language courses and open international daycares.

6.2.2 Mental Health-based approach

Activities geared towards client rehabilitation can be classified and based on the mental situation of clients. 'Normal' clients, who do not display any signs of social anxiety, can be catered to by offering activities arranged by the third sector as well as the public sector. Both sectors provide ample opportunities, which are already discussed above and in previous sections.

Clients with social anxiety and those suffering from loneliness or certain social disorders can use Internet forums for help and advice and use active third sector organizations to enjoy more diverse and frequent services.

In addition, since the social office has a limited number of workers compared to the vast number of customers, clients can participate in projects such as “Kutsu” activities that are run by social counsellors, volunteers and other group members.

6.3 Developmental needs

Identification of development needs in any kind of social work is vital. Participants found that proper advertising is imperative in order to successfully reach the targeted client group. During the discussion, following suggestions were put forward, as how to improve advertising. These include according special attention to advertising. For each service, a broader level approach is required to reach targeted clients. There should be a holistic view of situation and then strategy should be made according to master plan charted out as result of high level brain storming. There should be a uniform approach to advertising. Moreover, with changing life landscape, advertising must also be adopted likewise.

The client situations inspired the idea that social workers could be present in parks where parents spend time with their children, to attract these parents into social service system. One of the respondents drew attention to the fact that some clients are isolated within their homes and their only interaction with the outside world is when they order Pizza. Despite the humoristic nature of this comment, respondent suggested whether the social office should advertise their services on pizza boxes.

While designing brochures and pamphlets for client services, layouts should be simple and eye catching with little jitter, highlighting main points that can be read in a glance. Details should be on inner pages of brochures, while simple pamphlets should have an executive summary of targeted services. Traditional sources of advertisements should also be strengthened and adopted as time moves forward. Public places e.g. parks and market notice boards should be targeted more.

With general population shifting to online life style, new frontier of advertising is not offline real-world advertising. This is especially true for millennials and younger generation. Therefore, more efforts should be concentrated on online social media e.g. Google Ads, Facebook etc.

7 Conclusion

Finland is globally ranked as one of the top nations in the social and welfare sector. There is little doubt that the variety and accessibility of these social services and programs are hard to replicate. (Finland. Social Policies. Bertelsmann Stiftung. 2017). However, there is always room for improvement.

This research work has identified issues present in the system and their solutions with respect to present circumstances. Collaboration between public and third-sector organizations is of utmost importance. Innovative load sharing and co-operation between the two sectors is essential nowadays. In fact, regardless of language barriers and cultural backgrounds, the Finnish welfare system provides numerous services and activities that facilitate client's rehabilitation in the mental health field.

The fundamental idea about doing this thesis was to help develop and provide ideas to improve this co-development between Espoo's Social Work Office and EMY ry in order to make their service package for the clients, based on the information provided by the clients themselves. However, the clients' perspective was left out, since the questionnaire originally aimed at clients was excluded from the data gathering method-because the results were expected to represent a perspective of the social workers on an organizational level.

This research and its findings demonstrate that for social rehabilitation and integration to be positively effective, a client needs to be motivated. The Figure below demonstrates this idea. Among other factors, timing is essential when approaching a client for service offering. However, this process is nearly unforecastable and require deep experience on the side of organizations. A client might be offered numerous services but would not be motivated to commence the process of shifting his status

quo. “The right timing”, (in Finnish “Oikeaaikaisuus”) is a factor that affects the client situation sometimes more than offering the right service. In this situation, a client cannot be helped forcefully. Therefore, lending a listening ear is sometimes all workers can do. In fact, No one can instill motivation in someone who does not desire to change his/her situation.

Furthermore, findings showed a dire need for marketing the already existing services to reach masses. Incidentally, new and state-of-the-art methods should be considered for advertisement.

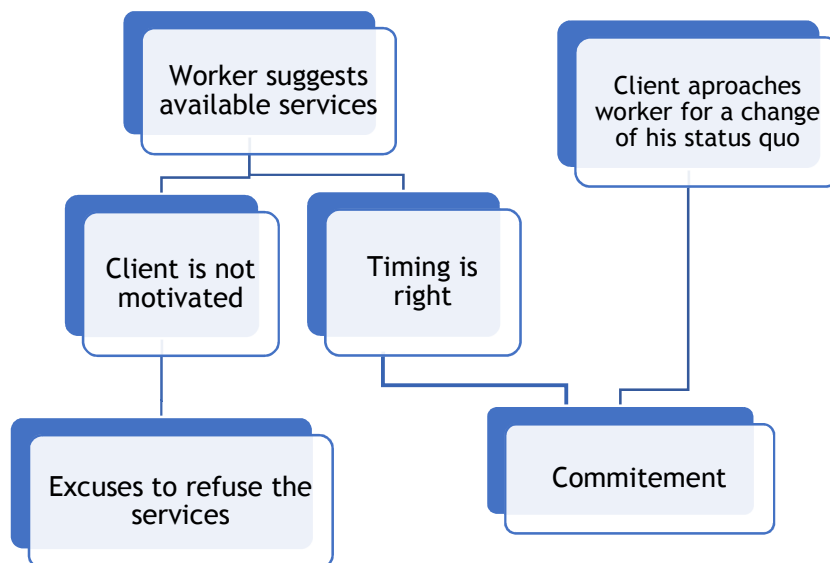


Figure 6 Correlation service offering and client commitment

This focused group interview discussion between the two organizations entailed the risk of dialogue failure and miscommunication. The respondents present in the interview session had a disproportionate interference rate. This was caused by misunderstanding of the client situation, the question or the English language. Even though the interview was supposed to be conducted in English, we offered to translate sentences or explain these in Finnish. The interviewees ended up using Finnish for the most part when answering our questions.

The interview failed the concept of “collaborative talk” and thus, did not achieve the desired results.-The session debuted with a heated criticism of the client situation. Two of the respondents were of the opinion that the client situation did not portray the client as actually wanting to shift her situation and lead a more active life. They argued that the client was presented with an abundance of opportunities that could allow her to overcome her problem, yet instead, she was not actively attempting to do something constructive about it.

This discussion led to an argument made by these two respondents that a discussion on how to reach out for clients who are not outgoing enough to do it themselves should precede a discussion on means of helping the latter.

This study has attempted to respond to various ethical considerations by taking matters pertaining to confidentiality of the workers interviewed seriously. In fact, ethical research dictates that the interest and safety of people involved in the study are not compromised by the latter. (Hugman, R. Social work research and ethics. 2010).

While conducting our interview, It was made sure that it is aligned with “The Six Key Principles from ESRC (Economic and Social Research Council) Framework for Research Ethics mentioned in Hugman’s book. (2010. P102). These principles emphasize that the research should ensure “integrity, quality and transparency”.

As stated in the second principle, interview respondents were informed about the purpose of the thesis, data gathering methods, intended use of the research and publication platforms. In this thesis, the respondents will not be named or referred to personally insuring their anonymity and confidentiality.

The forth principle of volunteering and having the research subjects participate in our interview free of coercions, was also used. This was applied through an invitation letter that was addressed to the social work office. Those who were then interested in participating in our study were then asked to make contact themselves.

Our research was conducted in an impartial manner that allowed the respondents to express their perspective without being influenced by the interviewers’ opinion. (Hugman, R. 2010). Our interferences were merely to bring the respondents back to point, if they would go off topic.

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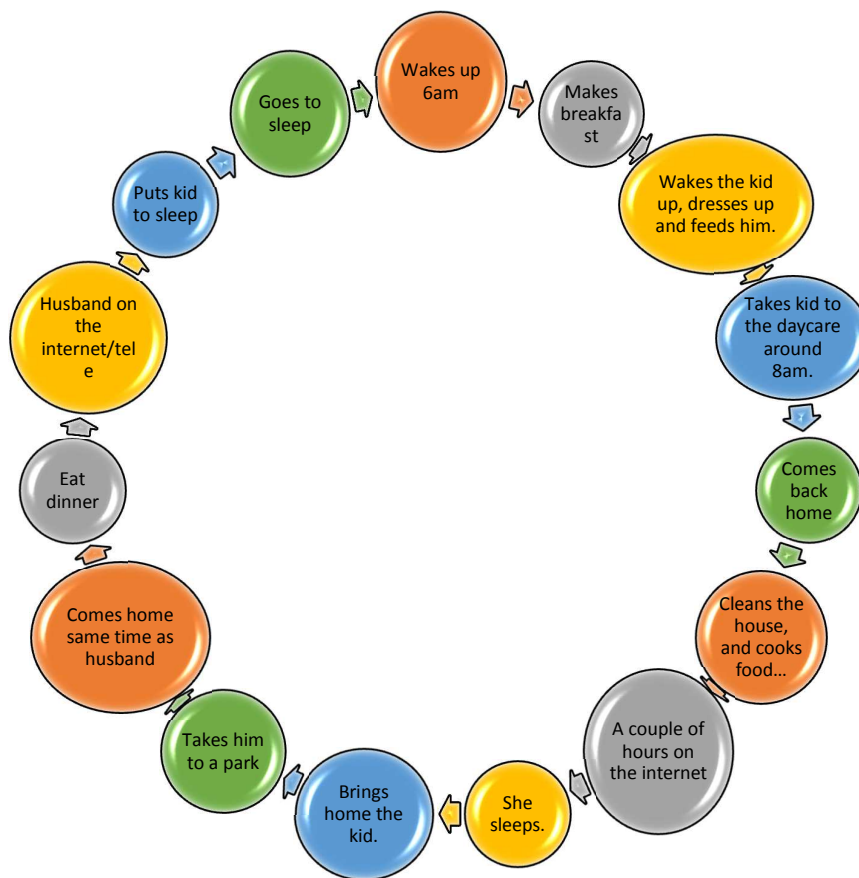
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Appendix 1: Interviews

1) Client situation

A thirty-year-old married woman, a stay at home mom who has a five-year-old. She feels lonely and desires a more active social life.

Her daily routine is:



2) Questions

If there were no policy, financial or time restrictions, from a social worker perspective:

- What services/activities can she benefit from?
- Which possible service/activity providers can meet her needs?
- What benefits do you perceive from using Kutsu-Project activities?
- Do you see it as an advantage to have a reciprocal co-production between third-sector organizations and the social office?

Appendix 2: Research permit



TUTKIMUSLUPA

1 (1)

**TUTKIMUSLUVAN MYÖNTÄMINEN**

Espoon kaupungin sosiaali- ja terveystoimen esikunta / Kehittämisen tulosalue Ketterä
27.6.2017 saapuneen tutkimuslupahakemuksen ja alla olevien ehtojen mukaisesti.

Hakija / yhteyshenkilö: Emna Sofia Bouzaiane, Omama Syed

Tutkimuksen aihe / nimi: "The importance of The Third and Public Sectors' Co-operation In The Future of Adult Rehabilitative Social Work"

Edellytyksenä on, että tutkimuksen suorittaja tai suorittajat eivät käytä saamiaan tietoja asiakkaan tai potilaan tai hänen läheistensä vahingoksi eivätkä luovuta saamiaan henkilötietoja ulkopuolisille, vaan pitävät ne salassa.

Tutkimustulokset tulee esittää niin, ettei niistä voida tunnistaa yksittäistä henkilöä tai perhettä. Lisäksi on noudatettava henkilötietolaissa ja muualla lainsäädännössä olevia tutkimusregistreitä koskevia säännöksiä.

Tutkimusluvan myöntäminen ei velvoita tutkimuksen kohteita osallistumaan tutkimukseen. Tutkijan on neuvoteltava aina erikseen tutkimuskohteena olevien organisaatioiden kanssa tutkimukseen osallistumisesta. Tutkimuksen teko ei saa häiritä tutkimuskohteen toimintaa.

Edellyttämme, että tutkija / yhteyshenkilö lähettää sosiaali- ja terveystoimen kehittämissyksikön sähköpostiosoitteeseen sotet_tutkimusluvut@espoo.fi lopullisen tutkimusraportin.

Espoossa 30.6.2017

Pirjo Huttunen
kehityspäällikkö
kehittämisjohtaja Tuula Heinäsen estyneenä ollessa
Sosiaali- ja terveystoimi
Espoon kaupunki

Appendix 3 Invitation letter

Subject: Invitation letter for conducting an interview

Dear social workers/advisors!

We, Omama and Emna, are Laurea students. We are doing our thesis on the topic of “Espoo Social Workers’ perspective for a future collaboration With the Kutsu-project”. Our research question is as follows: What developmental needs and ideas do the workers in the adult social office have regarding a collaboration with the 3rd sector organizations in Espoo; specifically, EMY ry and the Kutsu-project. This research would be published in Theseus.fi and EMY ry’s own web page.

For our research, we would like to conduct focus group interview. We are hoping to get a number of respondents ranging from 3 to 6. The interview is meant to last around 1, 5 to 2 hours.

We would present the respondents with a case study followed by 4 questions in English. The answers will be analyzed using the thematic method of data analysis. We will ensure that the identity of the interviewees is kept anonymous. We have already received a research permit and signed a Thesis Agreement. We will also make sure that the gathered data is handled carefully.

We understand the time restriction dictated by your jobs and highly appreciate the time you are willing to accord us for our research.

Please feel free to suggest any dates that suit you within the next 2 months.

Also, please find attached our interview case story and questions.

We thank you in advance!

Sincerely,

Emna Bouzaiane and Omama Syed

Contact information:

