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**IMAGE AND REPUTATION MANAGEMENT OF THE KAINUU REGION**

Thesis

Kajaani University of Applied sciences

The Degree Programme of International Business

Spring 2007

School Business	Degree Programme International Business
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Title Image and Reputation Management of the Kainuu Region	
Optional Professional Studies	Instructor(s) Päivi Malinen
	Commissioned by
Date 18.5.2007	Total Number of Pages and Appendices 115
<p>This thesis aims at discovering the core factors of communication in organizational changes, image and reputation management and the role of media in image and reputation management. The thesis focuses on presenting these themes in relation to the self-government experiment of the Kainuu Region commenced in January 2005 and going on until December 2012.</p> <p>These themes were further researched by a press analysis and a customer satisfaction survey on the Kainuu Region social welfare and health care services. The press analysis is a qualitative research interpreting and observing ten articles on the self-government experiment of the Kainuu Region, published in local news paper Kainuun Sanomat and a Finnish national news paper Helsingin Sanomat. The Kainuu Region Social Welfare and Health Care Services Survey is a quantitative research conducted during autumn 2007 in eight of the nine health care centres in the Kainuu Region. The aim of the research was to measure customer satisfaction as it is one of the factors affecting the image and reputation of the region and an essential element in beginning to improve the image and reputation of the Kainuu Region as an organisation.</p>	
Language of Thesis	English
Keywords	Communication, image, reputation, the Kainuu Region, self-government experiment
Deposited at	<input type="checkbox"/> Kaktus Database at Kajaani University of Applied Sciences <input type="checkbox"/> Library of Kajaani University of Applied Sciences

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## FOREWORDS

During the last semester of my BBA-studies, the support I have received has come to mean a lot. It is time to thank you for your support.

First of all I thank Pohjolan Mylly for an amazing practical training and for the theme of this thesis. A special thank you to the Myllytys mentor, Nic Mepham. I also thank the Kainuu Region and Petra Välkky for an interesting project and thesis theme. A big thank you to my thesis supervisor Päivi Malinen and Erja Karppinen who have been a big support during my last semester of BBA-studies.

A very special thank you to Ollis Leppänen, my sister Marjaana Seppi and my friend Maarit Leinonen, who all shared this last semester of studies with me. It is time for new adventures.

## 1 INTRODUCTION

During autumn 2007 I had the honour to do my practical training at a Kajaani based marketing agency Pohjolan Mylly. Pohjolan Mylly had decided to get together a team of six students from the Kajaani University of Applied Sciences to do their practical training with projects of marketing and sales. Pohjolan Mylly gathered the team of trainees to be an operative part of the company for fall 2007.

During the autumn me and two other trainees of Pohjolan Mylly, Maarit Leinonen and Krista Leinonen, got the opportunity to be involved in an interesting project offered to us by the Kainuu Region. The project included conducting a research for the Kainuu Region. My role in the project was to be one of the three making the research form, interviewing the respondents and making a research report that would represent the research results. I feel this research relates well to my studies and covers interesting and current topics about the Kainuu Region today.

I find myself very interested in the current image of the Kainuu Region and the services it provides. This is why the idea of making my thesis on this topic was born - looking deeper into what image is, what reputation is, how they are built, what factors influence them, how the image and reputation of the Kainuu Region are at the moment and how they could be improved in the future.

As I approached the CEO of Pohjolan Mylly Juha Tanskanen and our client in the Kainuu Region communication manager Petra Välkky, on wanting to make my thesis based on our project, I immediately had their support. They both felt the themes of the project represent a good current topic which would have a lot of interesting points to cover and look into further.

There is an Act on the regional self-government experiment in Kainuu from 2005 until 2012. The Act on the regional self-government experiment in Kainuu was passed in the Finnish Parliament in February 2003. The aim of the self-government experiment is to gain experiences of the effects of the regional self-government enforcement on regional development work, basic services and citizen activity. The experiment will also gain information about the relationship between the regional and the state central government as

well as the municipal government and the state local government. (The Kainuu Region 2006 a.)

With the Act the region has the main responsibility for the social welfare and health care services and a partial responsibility for education. The region is also responsible for the general industrial policy and regional planning and development of the Kainuu region. Health care services include the Kajaani central hospital, local health centres, environmental health inspectorates and veterinary services. Social welfare services include care for the elderly and disabled, municipal home help, children's day care, income support, etc. (The Kainuu Region 2006 a.)

As I will later present in the empirical part of my thesis there has been plenty of discussion in the Kainuu Region and especially in the media, about the citizens of the region not being satisfied with the self-government experiment and the changes it has brought to the services it provides to them. The image that the media has presented of the Kainuu Region over the past few years is not all positive.

Based on this situation the communication manager of the organisation of the Kainuu Region, Petra Vällky, gave us the project on the Kainuu Region social welfare and health care services survey. The starting point for this project is that in order to fix anything you must know what is broken. This is why we have to find out what people really think about the Kainuu Region and its services offered in order to begin improving them. What do customers see as the core problems resulting in the negative image of the Kainuu Region? How could we begin to solve these core problems and how would this affect the image and the reputation of the Kainuu Region?

The problem area behind the research gives an interesting theme for further research. In my thesis I will analyse the problem area and the themes related to it. These themes include image, reputation, managing image and reputation and managing change in an organisation. These topics relate well to my field of studies. I hope to also bring up some possible solutions for the development of the image and the reputation of the Kainuu Region in the future.

A subtext is attached to introduce the theory covering the problem area. The theory will begin with background information on the self-government experiment in the Kainuu Region and continue with insight into communication methods in organisational changes. To go deeper into what needs to be communicated and why, image and reputation management and the role of media in image and reputation management will be covered.

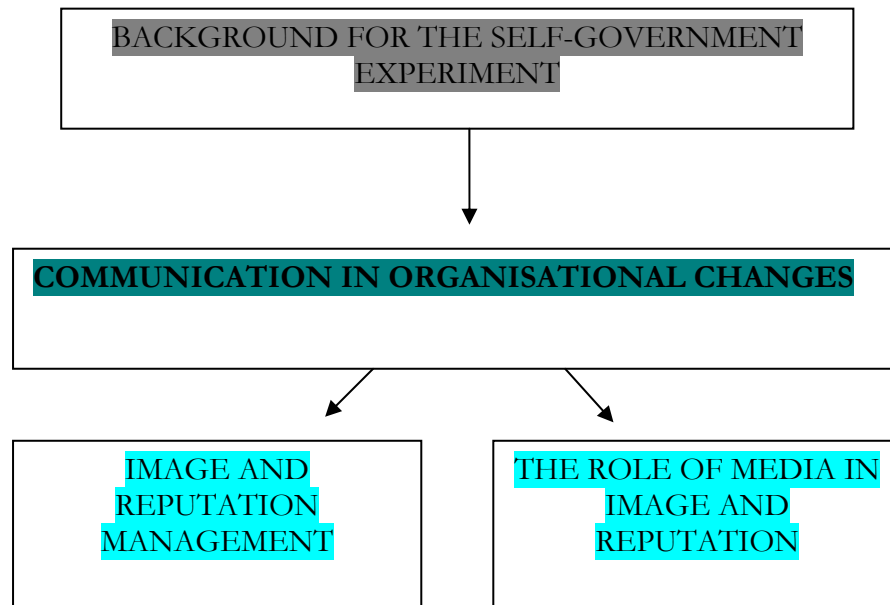


Figure 1. Theory subtext

## 2 BACKGROUND FOR THE SELF-GOVERNMENT EXPERIMENT

The proposals ”Sininen Kainuu - ajatuksesta toiminnaksi” for the self-government experiment of the Kainuu Region were given to the Ministry of the Interior on 26th of June 2002 by liquidator Juhani Perttunen, the Chancellor of the Finnish Internal Ministry. In these proposals Perttunen concludes the idea of the self-government, its financing and the structure of services, among other proposals. (Ministry of the Interior 8/2002.)

Prime Minister Paavo Lipponen motioned the Kainuu self-government experiment on the 16th of October 2001 at the Northern Finland strategy seminar. The preliminary contract on the self-government experiment was signed on the 28th of February 2002. The goal of the self-government experiment is to create the opportunities for the Kainuu Region to survive and succeed. The role of the liquidator Perttunen was to propose the measures needed to meet the goal. (Ministry of the Interior 8/2002.)

The main reasons for setting up the experiment were the declining population and associated increase in the older age groups, declining entrepreneurial activity and employment and weakening municipal economy. In addition, existing administrative and budgeting practices were not considered to provide sufficient support to the initiation of major, effective industry and business development projects in the region. Kainuu was seen as the kind of region that would be suitable for the experiment. Supported by these arguments, the Act on the regional self-government experiment in Kainuu was passed in the Finnish Parliament in February 2003, and it was planned to take force on January 1, 2005. (Ministry of the Interior 8/2002.)

### 2.1 The proposals of the liquidator

Perttunen (2002, 11) proposed that a self-government experiment would be tried out in the Kainuu Region. The experiment should have enough decision-making power and it should be in charge of welfare and health care services. The starting point for the self-government experiment should be that all the existing structures will be utilized as well as possible. This way the existing expertise can be taken use of and unnecessary costs can be avoided.

The highest authority at the local level should reside with the municipal council, which would be elected for a four-year term by the enfranchised members of the community. Councillors would be elected by secret and direct ballot, in accordance with the principles of proportional representation. (Perttunen 2002, 11.)

The Kainuu Region should have the main responsibility for the social welfare and health care services and a partial responsibility for education. The region should also be responsible for the general industrial policy and regional planning and development of the Kainuu region. Regional industrial policy, regional planning and development would fall under regional authority. Regional administration would also apply expediency consideration to pass decisions on the use of significant national development funds and EU structural funds. (Perttunen 2002, 14.)

Perttunen believes (2002, 14) that the future of Kainuu relies on the competitiveness of its economic life and jobs born in it. This is why it should be ensured that companies in Kainuu reach skilled labour and can develop their business by utilizing the latest findings in research and development. The networks that have been created in Kainuu between companies, research organisations and education providers should be widened further in the future. With the help of these networks, some significant companies have been born in Kainuu in the field of tourism, the electronic industry and wood processing. Perttunen emphasizes that this kind of cooperation should be continued.

To develop industrial and commercial activities, liquidator Perttunen proposed (2002, 15) that industrial and commercial development and strategies such as directing capabilities, creating networks, plotting and recognizing possibilities, should be done within the Kainuu Region.

Before the implementing of the self-government experiment of the Kainuu Region, there was no such experiment anywhere else in the state of Finland. There is wide and versatile cooperation between the different regional organs in the Kainuu Region, enabled by the physical close location to one another, the small size of the region and good personal contacts. This cooperation enables the organs to coordinate their functions but still it is difficult for them to target their resources because in most cases decision making takes place in central government. The citizens of the Kainuu Region have very little influencing power on the affairs of the region because decision making is scattered over the region. This means

there is not a decision making organ in the region where the decisions made could be seen as the will of the citizens. (Perttunen 2002, 18-19.)

Though cooperation in the Kainuu Region is at a good state, it cannot replace the importance of one single unified and wide-spread decision maker. The Kainuu Region lacks of an aggregate of decision makers. There is a need in the Kainuu Region to set up unified decision making on a regional level and make the citizens of the region a part of it. (Perttunen 2002, 19.)

As a solution, Perttunen suggests that (2002, 20-21) the highest authority at the regional level will reside with the regional council, elected for a four-year term by the enfranchised members of the communities. 39 councillors will be elected by secret and direct ballot, in accordance with the principles of proportional representation and with regard to the population of the municipalities. The first election was planned to be arranged at the same time with the municipal councillors' election in October 2004.

This solution would rationalize the government of municipal cooperation within the Kainuu Region a great deal. Several decision making organs would be replaced by one decision making system. This system would also enable municipalities of different resources to all be responsible for the development of the region. (Perttunen 2002, 23.)

## 2.2 Reorganisation of social welfare and health care services

As request of liquidator Perttunen (2002, 35) a group of representatives from each of the municipalities in Kainuu was gathered to develop the idea of the reorganisation of social welfare and health care services in the Kainuu Region.

In the Kainuu Region, the biggest problems facing social welfare and health care services are related to weakening municipal economy, increase in the older age groups, unemployment, the increase of expectations among the citizens of the Kainuu Region, the development of technology in the field of health care and the lack of expertise in the field. Several municipalities are facing difficulties in providing social welfare and health care services adequately. (Perttunen 2002, 35.)

The costs of social welfare and health care services in the municipalities of the Kainuu Region vary greatly. If the municipalities that are exceeding the average value of costs would remain at the average value of costs, about 2 700 000 € would be saved per year. If these municipalities would reach the level of costs of the municipalities of the lowest costs, the annual savings would amount to 5 500 000 €. These savings could be a significant resource in developing the services. (Perttunen 2002, 35.)

The lack of expertise, for example doctors, can easily lead to competition between the municipalities. There are very little possibilities for one municipality to provide jobs and development opportunities. In one bigger unit competition would decrease and the possibilities of transferring personnel and expertise would be better. (Perttunen 2002, 35.)

In small service units there is not enough demand for social welfare services and this is why the arrangement of the services becomes questionable. Another problem in social welfare services is that there is an increasing demand of services of the elderly and for small municipalities it is difficult to arrange long-term treatment of the elderly. (Perttunen 2002, 35.)

According to Perttunen (2002, 36) the arrangement of social welfare and health care services in the Kainuu Region is standing still and seeing no development. The Kainuu Region of about 90 000 inhabitants does not have a common definition of policies in the development of these services and most of the municipalities do not have the resources for development. The resources of the Kainuu Region are scattered around the region.

The centralisation of social welfare and health care services would provide unified services to the citizens of the Kainuu Region, regardless of their home municipality. This would promote democracy within the region and ensure the accessibility of the services also in the future. The opportunities of the employers to provide more attractive job possibilities for personnel would be better. Special services and development in the field would have a better opportunity to be sustained. The governing and development of the services would have a more stable ground. (Perttunen 2002, 36.)

The Finnish Government took the proposals of liquidator Perttunen under discussion on 25th of September 2002. The Government decided that the proposals of the liquidator would be prepared further as planning of their future implementation. The Finnish Government gave its proposal of the implementation of the Act on the Self-government

Experiment of the Kainuu Region to the Parliament of Finland 18th of October 2002. The Act would take force 1st of June 2003 and the experiment would begin 1st of January 2005. (A file of the Ministry of the Interior, 2002.)

The project manager of the preparation of the reorganisation of social welfare and health care services of the Kainuu Region was Marita Pikkarainen from Regional Council of Kainuu and other representatives gathered an announcement of the social welfare and health care services on 28th of October 2004. The announcement says that the social welfare and health care services sector is responsible for providing social welfare and health care services in the Kainuu Region excluding children's day-care consumer services, economical and liabilities services and custodial services. (Pikkarainen 2004, 2.)

Social welfare and health care services will together with the citizens of the Kainuu Region promote the independency, health and social security and livelihood of the citizens. The services will be carried out with quality, economically and efficiently. Leadership will be centralized and services will be produced in a distributed manner. (Pikkarainen 2004, 3.)

The board of social welfare and health care services will act as the legal organ of the services. The board will function as the developing organ of the functions, financial issues and the organisation. It will also set objectives, follow and assess results and guide and guard planning and implementing in the field. (Pikkarainen 2004, 4.)

### 2.3 The proposals of the Finnish Government to the Finnish Parliament

In its announcement of 6th of August 2002 to the Finnish Parliament, the Finnish Government proposes the Act on the regional self-government experiment in the Kainuu Region. It states as the purpose of the experiment to gather experiences on the affects of a regional self-government to developing the region, arranging services, including the citizens of the region in the government, the relationship between the state and the region and the regional government of municipalities and the state. (The Finnish Government 2002.)

As the main justification for the regional self-government experiment the Government assesses the current state of the region. The increasing number of the elderly and the decreasing number of the population are mentioned first. As an estimation the number of inhabitants is expected to decrease by 16 000 people by the year 2020 which would account

for a percentage of 18 % of the current population (88443 in 2001). This percentage accounts for a one fourth of the regions population. (The Finnish Government 2002.)

The unemployment rate of the Kainuu Region was in 2000 the highest in the country 19, 4 %. The number for the whole country was at the same time 9, 8 %. The number of degree programme graduates in the Kainuu Region was below average in the end of 1999. (The Finnish Government 2002.)

Many of the municipalities of the Kainuu Region are facing big problems in providing basic services for their citizens. There is very little regional cooperation in the arrangement of these services. Cooperation is necessary in order for the productivity of providing, planning and financing services to rise. As the main purpose of the self-government experiment in the Kainuu Region, the Government sets to create a structure that will enable sustainability to the providing of basic services of the Kainuu Region in the future. The current state proposes a threat to the region and the sustainability of the services. (The Finnish Government 2002.)

The main objectives of the Act on the regional self-government experiment of the Kainuu Region are (The Finnish Government 2002):

- transferring decision making on a regional level,
- unification of providing and producing basic services and the decision making and financing related to it, on a regional level,
- the gathering of other regional decision making under one decision making organ,
- the experimenting of a self-government experiment in the Kainuu Region,
- enabling the solving of the social and societal problems in the Kainuu Region,
- increasing the coordination and influencing of decision making in the Kainuu Region,
- increasing the opportunities for the citizens of the Kainuu Region to be involved in the development of the region,

- ensuring the quality and sustainability of services in the Kainuu Region and the equal rights of the citizens in the Kainuu Region related to the services and
- increasing productivity in educational institutions and services.

The Finnish Government proposed that the regional self-government experiment will be established to take place between 1st of January 2005 and 31st of December 2012. The proposals of the Finnish Government were drawn together with the officials of the Ministry of the Interior. Also the Ministry of Justice and the Ministry of Social Affairs and Health have been involved in the preparation of the proposals. The effects of the proposals of the Finnish Government are listed under financial effects, organisational and personnel effects, environmental effects, effects on citizens and regional development effects. (The Finnish Government 2002.)

The establishment of the regional self-government experiment in the Kainuu Region will be expected to increase governmental costs in a short period of time on a regional level. However, transferring functions from the municipalities to the region will cut costs for the municipalities themselves, which will compensate for the emerging costs. (The Finnish Government 2002.)

The municipalities will be responsible to take part in the costs of social welfare and health care services of the region. At the same time however, municipalities will be free of the costs of the services gathered under the Kainuu Region. State aid for these services will go the organisation of Kainuu Region, responsible for the services. (The Finnish Government 2002.)

Transferring decision making and governing all with one organ will mean essential changes both on a regional and municipal level. The highest authority at the local level will reside with the Regional council. The 39 councillors will be elected by secret and direct ballot. A chairman and a needed number of vice-chairmen are elected in a polling. (The Finnish Government 2002.)

The region's general administration, preparation and implementation will be run by Regional Board that will be elected by Regional Council. In addition to the Executive Director, also the Chairman of the Board, the board will have ten primary members and ten personal vice-members. The Social Welfare and Health Board will have 11 members elected by Regional Council for their term. The Board of Education will also have 11 members elected by

Regional Council. The Auditing Committee will set the necessary auditing divisions among its members and confirm their duties. (The Finnish Government 2002.)

The environmental effects will be indirect. The Act on the regional self-government in the Kainuu Region will effect the organisation of environmental governing and its position in the region but not directly in the contents of the environmental governing. The effects will relate to the regional environmental centre, financing of environmental protection and municipal environmental health care. (The Finnish Government 2002.)

The Act on the self-government experiment will affect the opportunities of citizens to influence and take part in the decision making in the Kainuu Region. The development of decreasing or increasing of the population and economical development will effect how big the changes in the citizens' influence will be. The Act will also give better and more equal opportunities for the citizens of the Kainuu Region in terms of basic services. (The Finnish Government 2002.)

Regional development effects will be based on the decision making power of the Kainuu Region on regional development matters. The new decision making arrangement will provide the region with a more rationalized use of resources and an arrangement that considers the current circumstances of the region better. A collective decision making system will allow for the setting of unified objectives for the region. (The Finnish Government 2002.)

#### 2.4 An insight into the year 2006 and 2020

The annual report 2006 of the Kainuu Region looks into the essential developments and the course of events in the year 2006, the second year of the regional self-government experiment in the Kainuu Region. The future of industry and commerce in the Kainuu Region looks positive. Tourism will see a number of investments. Unemployment rates are expected to decrease. (The Kainuu Region 2006, i)

The essential development indicators of regional economy show that the development of the Kainuu Region has been positive. Especially different barometers describe a positive faith in the future - unemployment rates have gone down and the organisational results have improved. The turnovers of the essential industries in the Kainuu Region have grown.

However developments in terms of population have been negative. (The Kainuu Region 2006, 4.)

The organisational structure has not seen significant changes during year 2006. New solutions have been planned to managerial support and training and they will be implemented in the beginning of 2007. A strategic plan for 2007-2015 was conducted and the plan will direct and support regional leadership and development work. The aims of the strategy are for the region to react to changing circumstances and demands, improve the quality and effectiveness of its functions and meet the objectives set. (The Kainuu Region 2006, 4.)

In the field of social welfare and health care services functional changes were carried out according to plans in terms of health centres, laboratories and x-rays services and reorganising the work of health centre doctors. Ensuring that the citizens of the Kainuu region get treatment within the agreed period of time was reached excluding daily surgery. (The Kainuu Region 2006, 4.)

Customer feedback systems were developed and three different customer satisfaction researches were conducted. The citizens taking part in the researches that had used social welfare and health care services graded the services with a higher average value than those taking part in the researches that had not used the services. According to the responds, negative images had risen from other factors than personal experiences. (The Kainuu Region 2006, 5.)

The number of deficit from year 2006 summed up to 7, 2 million euros. The total number of deficit from years 2005 and 2006 is 10, 1 million euros. The exceeding of resources was mainly in the field of social welfare and health care services. The economic year 2007 of the Kainuu Region does not look good. The expected deficits mean that during the upcoming years big changes have to be made in the organisation of services and work. (The Kainuu Region 2006, 11.)

The rate of unemployment in the year 2006 was under 8 %. The rate is expected to decrease by half a percent during year 2007. The rate of employment has increased during the last few years and it is expected to increase again during year 2007. The estimated number of inhabitants in the Kainuu Region in the end of year 2006 was 84 352. The population saw a decrease of 951 inhabitants from year 2005. (The Kainuu Region 2006, 13.)

In The Kainuu Region Personnel report 2006, the personnel manager Aaro Rönkä states that the unification of the management and processes has been tried to be solved by unified definitions of policies and directions related to them. A managerial training started in the autumn 2006. However the disintegrated processes of management and processes is still a huge strain. (The Kainuu Region 2006, 3.)

Differences in wages have been started to be equalised. The evaluation of personal job performance was started in the beginning of autumn 2006. The bonuses according to the results of the evaluations will be paid in the beginning of 2007. Personnel benefits were began in the beginning of 2006. (The Kainuu Region 2006, 3.)

Personnel strategy work began during spring 2006. A work satisfaction research was implemented in the beginning of 2006. There were 1667 respondents. The results will be handled by the end of February 2006 and actions to improve well being at work will be taken. (The Kainuu Region 2006, 3.)

The Kainuu Region regional plan 2020 (Kainuun liitto 2003, 26) gives an insight into where the Kainuu Region is headed, with among other the regional self-government experiment. The vision of the Kainuu Region 2020 is as followed: “The Kainuu Region is quality of living, achieved through work, entrepreneurship and cooperation“. The messages aiming to achieve the vision 2020 are creative entrepreneurship, pure, safe and versatile nature and environment, networks of expertise in industry and commerce and the Kainuu Region as a region of cooperation.

The goals for the Kainuu Region in 2020 in the field of wellbeing are to develop the basic services and secure the accessibility of the services. One goal is also to increase the accessibility of cultural and free-time activities that support mental wellbeing. The vision for wellbeing (2003, 45) is that the Kainuu Region guarantees renewing wellbeing services for its citizens by cooperation of different organisations, technology and innovations. The people of the Kainuu Region will have the possibility to choose the wellbeing services they need among a versatile offering, based also on entrepreneurship. Wellbeing research, education and development are a natural part of the wellbeing services system. (Kainuun liitto 2003, 27.)

This vision for wellbeing will support the goal of good living among the citizens of the Kainuu Region. Elements defining good living include the accessibility, versatility, quality

and reliability of services. Freedom and the ability to choose among the services offered are very important. Interaction between individuals and communities increase quality of life. (Kainuun liitto 2003, 45.)

The elements of wellbeing in the Kainuu Region in 2020 are of utmost importance. It is very important to enable the elderly to live on their own independently for as long as possible. Services of wellbeing must be produced more efficiently and affordably than in the rest of the country. Know-how, research and development and education in wellbeing must be of utmost importance. The circumstances for families must be well considered in political decision making and dividing of resources. Organisational cultures must be developed and the region must be prepared for lack of labour. The services of wellbeing must be made a part of tourism. (Kainuun liitto 2003, 45-46.)

### 3 COMMUNICATION IN ORGANISATIONAL CHANGES

According to the official website of the organisation of the Kainuu Region “The regional self-government experiment in Kainuu will be a landmark in Finnish history: for the first time on the Finnish continent, a democratically elected regional council is granted administrative power that has traditionally been the domain of the state administration and its regional representatives. In other words, the region will have increased responsibility for its own development”. (The Kainuu Region 2006 b.)

Everyone says that change is difficult. It is difficult to conceive because one must inevitably deal with people issues and an uncertain future. The more so to implement because consequences can be difficult to predict, harder to track and therefore can create a dynamic all of their own. (Carnall 2003, 1.)

There are three core problems that must be faced when managing change and these are dealing with the problem of power and politics, dealing with individual anxiety, and maintaining control during transition periods. If these factors are carefully considered, the changes can be successfully implemented. (Tushman & O’Reilly 1997, 189.)

In the case of the changes seen in the Kainuu Region, dealing with individual anxiety is the core problem represented by Tushman and O’Reilly that most affects the image and reputation of the organisation. Both individuals inside and outside the organisation can experience anxiety for the organisational changes. According to Tushman and O’Reilly (1997, 200) the solution for managers in diminishing this anxiety is to “convey both a credible reason for the change and offer a constructive channel for the release of the anxiety”.

According to Carnall (2003, 22) “change creates stress and strain both for those who support change and for those who are either indifferent, opposed or fearful of change. This is why the disciplines of image and reputation management need to be kept in mind with organisational changes - because also your customers are facing change. Also Kotler (1999, 206) suggests a new demand for managers in our time of organisational changes. “In the future marketers will need to rethink fundamentally the processes by which they identify, communicate, and deliver customer value. They will need to improve their skills in managing individual customers and allies.

### 3.1 Municipal changes and communication

The official website of Finnish municipalities, the Local Finland website, has a wide selection of guidelines for municipal communication in different kinds of situations. Open communication supports the citizens' ability to take part in and influence the management of the municipality. Some of the methods of municipal communication are: direct citizens' communication, media communication, electric communication and marketing communication. (The Association...2006 c.)

Big changes in the organisation and the organisation of services within a municipality cannot be done without leading the change with a supportive communication. The way the changes are communicated affects the way the changes end up. (The Association...2006 d.)

The guidelines for change communication as a tool for the leaders of the change and the professionals of communication emphasize concentrating on the essential parties which are affected by municipal change: personnel, citizens and media.

- Personnel are the first target group of change communication. Informative meetings, and discussions are necessary
- The citizens of the municipality have the right to know how things are being taken care of and they have a right to participate and influence. Discussions with the citizens are necessary but also the Internet and other communication channels should be taken use of.
- The media has to be served actively. The media is always an important forum of public discussion and a significant opinion maker. (The Association...2006 e.)

Municipal changes have to be justified to these target groups and the alternative future prospects have to be taken under discussion. All the parties affected by the change must be involved in discussions and they must be provided with adequate information to support their participation. This kind of communication can decrease the level of insecurity, guide the existing resistance into a positive resource and encourage people to see the upcoming change as a new possibility. (The Association...2006 f.)

The Municipal communication research 2005 - a research done on the communication of Finnish municipalities - gives new information about the state of communication and the

principles and implementation of municipal communication strategies in Finland. The questionnaire form was sent to one representative of each of the 433 municipalities in Finland. The percentage of response was 45 %. (The Association...2006 g.)

In the research 62 % of the respondents stated that their municipality supported the communication strategy planned and the objectives set by the strategy on a satisfactory level. A number of 39 % of the respondents stated that no communication strategy had even been made in their municipality. 78 % of the respondents stated that no annual communication strategy is made or used in the municipality. (The Association...2006 g.)

Of the respondents of the research 59 % stated that the municipal regulations enabling for the citizens to participate in and influence municipal issues at their preparative stage is being met and the municipal regulations on open communication is being met in the municipality. 59 % of the respondents stated that no communication or marketing training is being organised for the personnel or managers of the municipality. (The Association...2006 g.)

Of the respondents of the research 60 % stated that the communication resources of the municipality have stayed the same ever since 2001. 67 % stated that they expect the resources to remain the same also in the future. 51 % of the respondents stated that cooperation between municipalities is the issue that should be better communicated for the citizens of the municipality. (The Association...2006 g.)

According to the communication manager of the Kainuu Region Petra Väkky, the communication of the changes that the self-government experiment in the Kainuu Region has brought started by gathering a large preparative organisation which involved the employee representatives of the Kainuu Region. This was seen necessary for the commitment of personnel to the new self-government system. All the municipalities were visited and discussion meetings were arranged for all personnel of the Kainuu Region to enable them to ask questions related to the emerging self-government experiment. Managers were prepared for the changes with informative material and electrical forums related to the self-government experiment. (The Association...2006 j.)

Informing the citizens was based on cooperation with the media, with question columns. All municipalities of the Kainuu region were visited and discussion meetings were arranged for the curious citizens. Also different kinds of informative materials were delivered to the citizens' homes. (The Association...2006 j.)

As the challenges of communication of the regional self-government experiment in the Kainuu Region Vätkky lists that: the expectations of the different parties affected by the experiment have to be met, national and regional expectations and challenges are constantly being mixed up and also dealing with the criticism of the media and financial matters are a challenge. (The Association...2006 j.)

As a solution to the challenges communication must be well planned, resourced and implemented. Personnel need training, feedback systems as well as electrical services must be developed and cooperation with the media must be improved. Regional informative road shows could be arranged and the informative material available updated. (The Association...2006 j.)

### 3.2 Municipal communication

According to the Municipal communication guide 2004 the biggest challenge for municipalities today is managing change (2004, 3). Strategic work for the good of the municipality requires cooperation between different parties. Media's role as the leader of the discussion has become more and more significant. Attitude is what counts, if there is a will there is a way. The citizens and the media must be enabled to participate in the communication of the municipality. (The Association...2004, 3.)

The vision of communication is to sustain the wellbeing and communality of the citizens of the municipality. Decision making is visible and the participation of the citizens active. Citizens, organisation, managers, personnel and the media are informed in time and understandably. The reputation of the municipality supports the development of the region and creates vitality for it. According to the municipal law, a municipality has to promote the wellbeing of its citizens and sustainable development in the region. The municipality has to develop its wellbeing services. (The Association...2004, 3.)

The citizens of a municipality have to be informed of how they can present their questions and opinions to decision makers. Cooperation with the media has to be constantly developed. The functioning of municipal services, management and personnel culture of the municipality, the quality of the environment, the influencing opportunities of the citizens and public discussion and the experiences of all of the above create the reputation of the municipality. (The Association...2004, 4.)

The strategy of the municipality defines the communication of the municipality. The strategy should not be too generic. A good vision is a distinct, specific and challenging image of the future. It should include the aspect of every-day-life so that also the citizens of the municipality can commit to it. (The Association...2004, 15.)

Communication should be connected to all significant municipal undertakings from the very beginning. The bigger the undertaking the more important this is. One person should be responsible for the coordination and development of municipal communication. This person should then be regularly in contact with the different units of the municipality. (The Association...2004, 15.)

A municipality has to be in constant interaction with its local media. The media has to be served fast, actively and with reliability. A significant part of all the information related to a municipality is passed forward through the media. They shape the opinions and discussion that are born. (The Association...2004, 25.)

A good organisational culture encourages discussion both inside the work place and the different interest groups. Developing know-how, management, work circumstances and the content of work can only be done in cooperation with the personnel. The personnel of an organisation is an efficient channel of information outside the organisation from within the organisation. Positive employer reputation will be a significant factor in attracting more employees to the region in the future. (The Association...2004, 28.)

The most significant objectives of marketing communication are making the municipality and its services known, influencing attitudes, attracting new inhabitants, supporting industry and commerce and promoting tourism. This kind of profiling is only possible when the management of a municipality has a collective vision on the municipality's future. This profiling must aim at making the strengths of the region known to all of its interest groups. (The Association...2004, 30.)

The objective of change communication is to achieve an understanding on the necessity and objectives of the change. Without understanding the reasons for the change, there will be no commitment to the change. Communication needs to be done actively and proactively. Explaining and commenting after something has taken place is not effective. Plans, schedules and decisions made must be communicated openly and by using as many channels as possible. There has to be people responsible for the communication that set an example

of the commitment needed by unified approaches. The messages sent forward must be parallel. (The Association...2006 i.)

Changes acquire that the situation at hand is followed and reactions must be fast. The main messages must be repeated time after time. Though the respondents of the messages are responsible to acquire the information they need, the provider of the information must make sure that the information is available. (The Association...2006 i.)

### 3.3 The Kainuu Region communication strategy and plan 2006-2008

The Kainuu Region has published a Communication strategy 2006-2008 and a Communication plan 2006-2008. As the objective of the Kainuu Region communication the strategy states that communication supports management of the Region and the wellbeing of the citizens of the region. Communication is a part of all industries in the region and it must be open and active. This encourages people to handle and respond to received feedback rapidly. Measurement of the communication of the Kainuu Region is drawn annually. (The Kainuu Region 2006, 2.)

The Communication strategy 2006-2008 of the Kainuu Region states a fast transfer of information between management and personnel as the objective of personnel communication. The prime ways to achieve this objective are electric communication, personnel meetings and the annual quarter meetings of management. Updating the intranet and training the personnel to use it will be resourced. Personnel services will follow work satisfaction and wellbeing especially from the perspective of succeeding in communication. (The Kainuu Region 2006, 2.)

The objectives of external communication are to promote the opportunities of influencing for the citizens of the Kainuu Region and encourage the citizens to use their opportunities and to increase customer satisfaction. As means to achieve the objectives, electric communication, use of media and face-to-face meetings of the representatives and the citizens of the Kainuu region must be increased. In addition informative guides will be delivered to the citizens' homes. The official website of the Kainuu Region will be kept updated and through the website the citizens can give their immediate feedback to the organisation. (The Kainuu Region 2006, 2.)

Contacts with the local media will be kept active by informing them of significant changes and news in the Kainuu Region. Any essential developments in the organisation of the Kainuu Region, in financial issues or in the organisation of the municipal services will be announced in press conferences. (The Kainuu Region 2006, 2.)

Marketing communication will aim at strengthening the positive image of products, services and tourism attractions of the Kainuu Region. Marketing communication will also aim at bringing new companies, educated labour and tourists into the Kainuu Region. As means to reach the objectives are communication, advertising and networks. The Kainuu Region will be represented on the official website [kainuu.fi](http://kainuu.fi), at fairs, events and with printed materials. Visits to the representatives of industry and commerce will be arranged. (The Kainuu Region 2006, 2.)

The Kainuu Region Communication plan 2006-2008 states (2006, 2) that the communication of the region is interaction, versatile producing of information and receiving of feedback. Interaction is emphasized both in internal and external communication. This kind of interaction aims at increasing the trust of the citizens towards the new reorganised Kainuu Region.

External communication aims at creating a positive image for the Kainuu Region, making it more attractive and known. The strengths of the region as a place of industry, education and free-time activities are being promoted. The communication of the Kainuu Region includes all the communication done within the Kainuu Region meaning that the Kainuu Region supports the marketing and communication of all the industries and communities in the region. (The Kainuu Region 2006, 2.)

The Kainuu Region employs about 3400 people, which makes internal communication and succeeding in internal communication challenging. Electric communication is the fastest and most effective way to inform the employees. The most effective tool of internal communication within the Kainuu Region is its intranet. Also face-to-face communication is important and staff meetings and development discussions are held regularly. (The Kainuu Region 2006, 4.)

Most of the external communication from the Kainuu Region to the citizens of the Kainuu Region is done through the media. The media must be kept updated with events taking place in the Kainuu Region. In addition to good contacts with the local media the Kainuu Region

will create good contacts with national media through meetings with journalists of different fields. (The Kainuu Region 2006, 5.)

Marketing communication will be measured by for example the visibility of the Kainuu Region in the media and transferring of industry and commerce to the Kainuu Region from outside the region. The reputation of the Kainuu Region will be measured by the number of educated labour transferred to the region from outside the region. Marketing communication is carried out through fairs, congresses, events and targeted campaigns both on a national and international level. (2006, 7-8.)

It must not be forgotten that both the visitors and representatives of the Kainuu Region will be ambassadors of the reputation of the region. The reputation of the Kainuu Region must be developed persistently, by not only words but also actions. The experiences of the region's interest groups create the reputation of the region. Mere communication will not be sufficient, the good and right actions will be the key element. (The Kainuu Region 2006, 9.)

Last but not least the Kainuu Region Communication plan 2006-2008 (2006, 10) concludes that feedback and assessment must be used to measure the level of communication. New feedback systems must be implemented, both through the channels of the official website of the Kainuu Region and written feedback systems at different events and meetings with the citizens of the region.

## 4 IMAGE AND REPUTATION MANAGEMENT

One of the starting points for conducting The Kainuu Region Social Welfare and Health Care Services Survey was that if any changes wanted to be made in the image and the reputation of the Kainuu Region, it had to start from within the organisation. In order to implement any changes, we must first know what the problem areas are.

### 4.1 Creating and managing image

The importance of image has been acknowledged in the field of politics a long time ago. The history of politics has seen great leaders as the key elements of creating the desired image. Also for example some of the biggest chains, companies and institutions in Finland have at an early stage been able to take advantage of the importance of a good image. (Uimonen & Itävalko 1996, 19.)

Webster's Encyclopedic Unabridged Dictionary of the English Language (1996, 711) defines the word image as "a mental representation, idea, conception, to reflect the likeness of, to symbolize, typify, to resemble". The concept of image had its breakthrough in the 1950s. Lately image has been often confused to "reputation" which however differs from it. An image can be defined as the picture that a person has on the outer features of an organisation or a community. (Juholin 2004, 147.)

Uimonen and Itävalko (1996, 189) define image as the picture that the respondent gets on an organisation, person, product or service. An image has market-value and is community capital. It is hard to track how an image is born because factors such as the values, knowledge, prejudice and opinions of the respondent affect the outcome.

The image that an organisation sends forth also has to get through the media where the perceptions and values of the journalists affect the image it presents. "An image is born, strengthened, distorted and undone in each of the situations where you give out information about yourself and your organisation". (Uimonen & Itävalko 1996, 190.)

An image is a person's subjective understanding of something. An image is formed by knowledge, experience, attitudes and feelings. One of the most important factors in

marketing is to know what kind of an image your organisation is based on. An external image is the image of those outside the organisation and an internal image is the image those inside the organisation have on the organisation. (Rope & Vahvaselkä 1997, 63.)

An organisational image is realized through actions and words. In organisational communication, actions speak their own language, supported by words. If actions and words are in conflict with each other, the message it creates will cause bewilderment, leaving the image unclear and undefined. (Uimonen & Itävalko 1996, 191.)

According to Uimonen and Itävalko (1996, 181) one of the most important factors in creating an image is knowing your identity. The character and the goals of your organisation need to be clear. The identity of an organisation rises from within.

It is misleading to talk about the creating of an image because you cannot create an image on nothing. Image is created on what you already are. The word image can also be misleading if you think of image as something you can see at one glance. An image is more than you see. (Juholin 2004, 149.)

People can only commit to something if they know exactly what they are committing to. When the community within your organisation is committed, you have a good beginning on your way to building a good image for your organisation. However it is not always easy to know your identity. In an organisation that has several different units working in several different fields it is often difficult to decide whether each of those units should have its own identity or whether the whole organisation can share one. Different persons may have different views on the identity of their work community. (Uimonen & Itävalko 1996, 181-182.)

This is a challenge also in the case of the Kainuu Region. The Kainuu Region is now responsible for several different services in the region and different units are working in different fields with different goals - all under one big organisation. It might be challenging to find one identity for the organisation.

Uimonen and Itävalko (1996, 183) have a few suggestions on how to find your organisational identity. There are a few core questions that will help you do this. Why does the organisation exist, what does it have to give to its environment and its customers, what are its values and special features, strengths and features that distinguish it from others and features it is remembered by. It is essential that especially the communication staff is trained

to answer questions what, why and how. Identity and operation concept form the core of the organisation, of which all members must be aware.

Success in creating your organisational image can be attained by two strategies. The first strategy is to concentrate in improving the weakest attributes of your image. The second one is to concentrate on improving the strongest attributes of your image even further. A goal-oriented strategy is essential in achieving the kind of organisational image you are striving for. Your goal image will lead the whole functioning of the organisation - internal functions, outer functions such as marketing and is also the basis of your evaluation of your current image. Although it is essential that your strongest attributes keep functioning in the everyday life of your organisation, you need to make sure that the weakest attributes of your organisation do not get so weak that they will prevent your organisation to succeed. (Rope & Vahvaselkä 1999, 86-92.)

For those responsible for organisational communication, the goal image is a tool for strategic and practical work. The goal image provides the strong basic messages to various different customers. The goal image is created by profiling. Profiling stands for a strategy, methods or procedures that help to aim for the good. The essential areas for profiling include messages and the visual look. The visual look is important but it should be focused on only after the organisation's verbal messages are defined. (Uimonen & Itävalko 1996, 186.)

In other words the goal of profiling is to keep your words and your actions in balance. Your actions represent your values and goals but you also need to communicate your actions. Good actions will be of no use if they are not brought to the attention of your customers and partners. (Juholin 2004, 149.)

The goal image should be stable and long-lasting and created for a time span of 10-20 years - the organisation may have many somewhat different profiles for different end-users but they should all be based on the basic image of the community (Uimonen & Itävalko, 1996, 186). 10 to 20 years is a long time for an organisation. For organisations such the Kainuu Region that sees societal changes during time, also the image of the organisation might have to see some changes. To have a successful image might need strategic changes in image management to keep up with the rapidly changing management styles of the 21st century.

Uimonen and Itävalko (1996, 191) also remind that a negative experience and image live longer than positive ones. This subject will be further analysed in the press analysis. An image becomes real in the actions of an organisation - the actions you take tell whether you are what you say you are.

All in all an image is the result formed not only by the aims of those sending the messages, but also by several other observations made by the receiver, regardless of those creating the image. Therefore the image can be at best only partly similar to the profile, as the image is not created solely according to the messages sent and the receivers add to the creation of an image. (Uimonen & Itävalko 1996, 189-190.)

The importance of image is based on the fact that all images are more or less biased. Only experience and knowledge are true, attitudes, feelings and beliefs are formed by people. Prejudice is one of the biggest factors affecting the creation of images. People's attitudes, feelings and beliefs affect the way they receive information and how subjective or objective they are about the information received. (Rope & Vahvaselkä 1997, 67.)

#### 4.2 Creating and managing reputation

Everything that an organisation does has to do with reputation management. Reputation changes from market and from field to field. However the building of a good reputation always has to begin in the planning stage of a product or service. (Raninen & Raunio 2003, 24.)

Webster's Encyclopedic Unabridged Dictionary of the English Language (1996, 1218) defines the word reputation as "the estimation in which a person or thing is held, a favourable and publicly recognized name or standing for merit, achievement etc."

According to Aula (2002, 52) there is a distinct difference in image and reputation: "You can build an image but you have to earn a reputation". The reputation of an organisation is not the same as the image of the organisation. These concepts need to be separated and do not mean the same thing. Reputation is the entity built from the stories that are told of the organisation and it gives the organisation its value.

Reputation can be defined by defining the two words the Chinese have for the word face: *lian* and *mien-tsu*. *Lien* means a community's trust and faith - in the case of an organisation trust and faith in the organisation's sincerity and losing which will make the functioning of this organisation impossible. *Mien-tsu* means respect. This respect is obtained by living successfully and not boasting. *Mien-tsu* can also be applied to a western culture. When applied to a western culture you can define *Mien-tsu* as respect and status. (Aula 2002, 25.)

Aula (2002, 36) summarizes reputation as "images, actions and experiences" that grow from the actions of an organisation and as something that is always an interpretation. Raninen and Rautio define reputation as a picture that a person create based on feelings. An organisation with a good reputation is well respected and trustworthy. Though an organisation might have a good image, bad reputation can destroy the good image. On the other hand, an organisation with a good reputation, can deal with big crises and they can even make it stronger. (Raninen & Raunio 2003, 23.)

Reputation is defined as something that is born from words and actions and the quality of them. A reputation can be either good or bad and the more well-known the organisation in question is, the more people will also learn about its reputation. A good reputation is a strategic strength. (Juholin 2004, 148.)

A good reputation creates the immaterial capital of an organisation. A good reputation has positive influence on:

- The justification of the existence of your organisation,
- creating interest,
- differentiation,
- decision making and
- your power and influence. (Juholin 2004, 148.)

Today's cultural, economical and social differences make it a huge challenge for an organisation to build a reputation and to manage it. The future of an organisation is made of stories. These stories need to become reality, otherwise they will turn against the organisation. (Aula 2002, 51)

The reputation of an organisation guides it towards trust and faith for the organisation. A good reputation is earned and controlled by actions, not fairy-tails. Each employee in an organisation is an ambassador of the organisation's reputation". (Aula 2002, 26.)

All the employees of the Kainuu Region are in fact ambassadors of the organisation's reputation. How they feel about the Kainuu Region reflects everyday in their work. If the employee is not proud of his organisation it can be easier for the customer to relate to it.

To manage an organisation's reputation the organisation has to actively aim at influencing the perceptions it creates by not only its actions but by communication (Aula 2002, 37). Media is more involved with building reputation to organisations than ever and this is why also the organisation has to be more involved with the media. Managing reputation should not be confused as only public relations. Managing reputation is what creates the basis for your entire organisation. Public relations is only one of the tools in the management of reputation. (Aula 2002, 146-212.)

It is very important for a municipality to have a good reputation. Good reputation creates trust and appeal and affects the citizens, organisations and employers in it. Reputation is a result of actions. It is an evaluation of actions taken. (The Association...2006 a.)

A good reputation starts within the organisation. There has to be an atmosphere of mutual trust between the management and the personnel of an organisation. Otherwise the building of a good reputation has no leg to stand on. Management has to do all it can to build and sustain trust within the organisation. In an organisation that has a good reputation, employers trust the employees and the employees trust the employers. (Aula 2002, 16.)

Each employee builds, sustains - or weakens - the reputation of their organisation. The employees witness and experience the actions of their organisation and if what they tell outside the organisation is not what is told elsewhere, the story of the witnesses will always win. (Aula, 2002, 108.)

"An organisation that has a good reputation is valued as an employer and that is why it is sought by all the best employees. And when an organisation with a good reputation is entered, people also stay for a longer period time, employees do not change often." (Aula 2002, 110). This defines the importance of the employer reputation. It is not irrelative how people see you as an employer.

How do you build an environment of trust in an organisation? The answer is open communication. But open communication is only a tool and you need contents. Contents come from the values of the organisation and the way the organisation functions. (Aula 2002, 109.)

You can only sell the truth to your employees. Everything else will fall back on you. You can tell your employees a story, but the story needs to be true. The true story is the story of your organisational culture, the culture that you have built. An (organisational) culture is built together, considering where you are, where you want to go, and how you are going to get there. (Aula, 2002, 151.)

Anyone who has ever worked would agree that in order to be motivated in your work you need to be acknowledged as an employee and valued by your employers. One key element in building an environment of trust is the management's respect to the organisation's employees - it is not enough that respect exists, respect has to be shown in words and actions. (Aula 2002, 110.)

One of the core questions in the future of employer-employee relations is the question of rewarding and motivating employees in a work that takes care of the immaterial equity of people. This relates also to the organisation of the Kainuu Region. The people working for the services of the Kainuu Region are mostly working for the good of the immaterial equity of people, i.e. the physical wellbeing of people. (Aula 2002, 113.)

An organisation has to commit its employees with some other way than money. This means that an organisation has to exist to its employees for reasons other than money. As the professor of Stanford Business School Jeffrey Pfeffer has said: "If the reason people come to work for your organisation is money, that is also the reason which will someday make them leave the organisation". (Aula 2002, 113.)

#### 4.3 The role of customer satisfaction in image and reputation management

The Kainuu Region Social Welfare and Health Care Services Survey measures customer satisfaction. The concept of customer satisfaction needs further defining to understand what it is really about. It also needs to be defined how the results of the survey can be applied to the state of the current image and reputation of the Kainuu Region. Customer awareness

plays an important role in customer satisfaction. What is this role and could the Kainuu Region take use of it?

The degree of customer satisfaction depends on the correlation between the customer's expectations of a product, service or organisation and his experience in these. Customers need to be listened to most carefully to find out which factors lead to their satisfaction and delight. Serious efforts need to be made to deserve the loyalty of customers. (Bergman & Klefsjö 1994, 283.)

Customer satisfaction is all about knowing what your customer wants. You cannot meet the needs of your customer if you do not know what they are. One way to analyse the needs of your customer is to begin your analysis by thinking about what it really is that your customer wants to achieve by being your customer. (Havunen 2000, 214.)

Frances and Roland Bee (1999, 6) define a satisfied customer as followed. A satisfied customer:

- Tells other people, which enhances your reputation.
- Takes up less time. Dealing with complaints and problems can be very time-consuming.
- Causes less stress. There are a few of us who, having to deal with a dissatisfied customer, do not know the pressures that such situations can bring.
- Brings job satisfaction.
- In addition, customers are human beings – it is natural to want to provide a service that is courteous, helpful and efficient.

Kotler (1999, 7) summarizes the importance of customer satisfaction this way: "We all want good service. But customers define it in different ways. – Every service breaks down into a list of attributes: speed, cordiality, knowledge, problem-solving, and so on. Each person places different weights at different times in different contexts on each of the service attributes."

Meeting customer expectations will bring customer satisfaction but in order to sustain customer satisfaction you must delight your customers by exceeding your customers'

expectations - delighted customers will remain satisfied in the test of time. One way of achieving delighted customers is customer contact personnel that is competent, courteous, cheerful, credible, reliable and responsive. (Kotler 1999, 9-22.)

If you fail to deliver customer satisfaction there is a way to save the situation. "Ironically, customers whose complaints are satisfactorily resolved often become more loyal than customers who were never dissatisfied". (Kotler 1999, 132.)

For organisations that provide services, the production of you service plays an essential role. A succeeded production of a service is based on three main factors. One is efficient equipment to provide your service. Two, you need qualified personnel to provide it. Three, your organisation constantly needs to improve its services and this among other things improving your work environment and training your staff. (Rope & Vahvaselkä 1999, 108.)

According to Risto Havunen (2000, 64) a lot is dependent on the image that a customer has on a product, service or an organisation - this image influences how the customer in the end feels about the product, service or organisation. Customer satisfaction is highly influenced by such things as the image of an organisation (Bergman and Klefsjö 1994, 283).

Research is an efficient way to find out about image. Questions that measure the customers' expectations for the product or service, opinions on quality and price, and his experience in using the product or service, tell a lot about the image of a product, service or an organisation. (Raninen & Rautio 2003, 25.)

An organisation should also consider a good organisational reputation as one the goals of their organisation and remember that a good reputation has to constantly be delivered to the customer through actions. You cannot expect your customer to automatically share the same view that you have about the reputation of your organisation. "Constantly relying on the reputation of the organisation is one of the biggest mistakes you as a representative of your organisation can do". (Havunen 2000, 65.)

A good reputation increases customer loyalty and the psychological value of the service, a good reputation is a guarantee of the organisation's quality and trustworthiness. The reputation of the service provider is very important to the customer in many ways. It is important for the customer to know the reputation of the provider in cases when the customer needs a psychological assurance that the service is safe and qualified, for instance in the case of needing a dentist or a surgeon. (Aula 2002, 119-225.)

The reputation of the service provider is especially important to the customer in cases where the person has to rely on the organisation and that the organisation provides him with the best service possible (Aula 2002, 119). A good example of this is the case of health care services and the case of the Kainuu Region. The customers of the Kainuu Region rely on the expertise of the service providers.

Based on these definitions customers are the ones that create the image and the reputation of an organisation in everyday life. And also, the public image and the reputation of an organisation lead customers when they are forming their own opinion of the organisation.

Analysing your current situation is a guarantee for a better future. An organisation needs to measure its current state among its customers and apply the information gathered to the organisational strategy. Resources can this way be aimed at where they are most needed. (Aula 2002, 172-174).

#### 4.4 The role of customer awareness in image and reputation management

In order to be really customer-centred, an organisation has to make itself well-known to its customers. In today's world, the end-users want to know more and more about the whole process of creating a product or service. And there is no denying that media plays a bigger role in this than ever before. (Aula 2002, 146.)

The changes that the Self-government Experiment of the Kainuu Region has brought might have left people a little unaware of what the changes it has brought really are. For instance the three trainees making the actual survey were highly unaware of the current structure of the services of the Kainuu Region and what the actual services it now provides even are. Awareness plays a key role in the communication between an organisation and its customers. If the customers are too unaware, it is easy to defend oneself and judge.

If an organisation is well-known, you do not constantly need to emphasize the trustworthiness of your organisation. You need to stay focused on customer awareness. Any misconceptions they might have about your organisation are due to unawareness. (Havunen 2000, 65.)

How do people react to unawareness? According to Aula a human is built to hate change. There is often a strong desire to go back to the way things were. However, a large portion of today's people also want to be involved in creating something new. (Aula 2002, 152.)

Awareness is created by being visible and by interaction in the forums that are accessible to the end-users. The media, advertising, seminars, events and sponsorship are some of the most typical forums. Communication is not the only factor that creates a good image or a good reputation. You also need actions. Good communication is only a tool for bringing your good actions to people's attention. Interaction between an organisation and its customers is not about technique - it is art. (Aula 2002, 226.)

## 5 THE ROLE OF MEDIA IN IMAGE AND REPUTATION

The media has a constant real-time or almost real-time hold on people of the 21st century. Our history knows numerous examples of how organisations cannot control the way they are presented in the media. In this respect, the Kainuu Region is not an exception. All organisations struggle with the challenge of how they are displayed in the media.

### 5.1 Media's role in the image and reputation of an organisation

The media has been defined in many ways: a fourth state power, an entity of great communal influence, a catalyser, a marketing power. The media can form an article based on its own views. The media can reframe the core news and guide the reader with headlines. These factors make it challenging to control your publicity as an organisation. (Uimonen & Itävalko 1996, 171.)

Raninen and Rautio (2003, 116-117) state that news papers remain to be the most used media in Finland. Over 90 percent of all Finnish people begin their morning by reading either a local or national paper. In these papers readers search for information about what is happening in the world at the moment. Papers are considered reliable sources of information. The advantage of a local paper is that it reaches local people better than national papers.

News papers have a high value among readers. Most papers are published daily and they provide fresh information. Papers are a flexible media because of their timing, size, location and coverage. (Rope & Vahvaselkä 1999, 185.)

An organisation has limited resources in influencing the way they are presented in the media. It is difficult to claim justice from the media, though journalism idealizes it. The media is no department of justice. It does not give justice though it does sometimes correct the wrong. (Uimonen & Itävalko 1996, 45-46.)

Media is a double-edged sword - on the other hand the media presents the stories of the organisation but on the other hand it is eager to cling to any possible faults. Today nobody

can avoid the power of the media, not even the President of the United States. (Aula 2002, 144).

The main role of media is to provide information and to watch over societal decision making. In addition the media makes it easier for the people to understand the world and life around them. For an organisation media is a tool for influencing its customers and partners and informing them about the organisation. Publicity in the media gives an organisation the opportunity to:

- inform,
- raise discussion on the topics it considers important,
- try influence their image and
- achieve free publicity and use media as one of their marketing tools. (Juholin 2004, 184.)

Publicity in the media is always a risk. The messages delivered to the media might come out different than intended. When publishing information about something, a journalist always chooses his side - is he on the side of the audience, the organisation or both. When doing this he also chooses arguments that attract the side chosen. (Juholin 2004, 185.)

According to Juholin (2004, 23) organisational goals need to be represented to the consumers and partners of an organisation in order to manage the complexity of today's communication and turn the way your organisation is represented in the public to your advantage. Publicity is however very important - it is not just about being in the media, but being visible and interacting with all the parties in your field (Aula 2002, 150).

An organisation should remain stable in its relationships to the media. A constant re-profiling may create negative feedback. There needs to be conformity in the way an organisation presents its image or profile in the media in order to be taken seriously and state that the organisation itself knows what it stands for. (Uimonen & Itävalko 1996, 187.)

## 5.2 Research methods of press analysis

Helsingin Sanomat and Kainuun Sanomat have both published articles on the The Act on the regional self-government experiment in Kainuu, how it has began, how it has affected the services the Kainuu Region provides and the customers, i.e. the people of Kainuu. I will take into closer look five articles published in Helsingin Sanomat during 2006 and five articles published in Kainuun Sanomat during 2005 and 2006.

According to the official website of Helsingin Sanomat their circulation in the year of 2006 was 1 046 000 in the whole country, 491 000 of which belong to the capital city Helsinki. According to the official website of Kainuun Sanomat their circulation was 22 465 in the year 2006 most of which belong to the Kainuu Region.

I have selected these articles by searching for articles with the search words “Kainuun maakunta” (the Kainuu Region) and “hallintokokeilu” (self-government experiment). I searched the Helsingin Sanomat articles from the Kajaani University of Applied Sciences electronic database of Helsingin Sanomat articles. To search for the Kainuun Sanomat articles I visited the Kajaani city library and searched for articles in the microfilm database because Kainuun Sanomat does not have an electronic database available for the public. I chose the ten articles on the basis on interesting views related to my thesis topic. I chose Kainuun Sanomat articles from two years because they have covered the beginning of the self-government experiment of the Kainuu Region more widely than Helsingin Sanomat.

The method of research used in the press analysis is qualitative research. The researcher interprets the sources chosen and takes a rational approach to the sources by making observations from them. The research is subjective and there is an insider view and closeness to the data. The researcher explores the data and takes a holistic perspective on the sources. The sources are generalised by comparison of the contexts within the sources. (Ghauri, Gronhaug & Kristianslund 2000, 84.)

A typical example requiring qualitative research is when you want to uncover and understand a phenomenon about which little is known or when a social process is difficult to study with quantitative methods. Qualitative research provides detailed information and understanding and a good method for understanding human behaviour and functions. Qualitative research only provides a limited reality because it cuts reality into discrete pieces.

Qualitative research offers a precise way to assess causality in organisational affairs. (Ghauri, Gronhaug & Kristianslund 2000, 85.)

From qualitative research methods the method of press analysis can be described as a case study method. This means a study of selected samples and it is very useful in gaining insight into the subject at hand. The main focus is on seeking insight rather than testing. The case study method is often used when we want to study a single organisation and want to identify factors involved in a smaller unit of the organisation. If we want to study some specific characteristics of a rare or extreme situation in which an organisation finds itself we can use the case study method. (Ghauri, Gronhaug & Kristianslund 2000, 89.)

### 5.3 Helsingin Sanomat and Kainuun Sanomat articles on the Kainuu Region

In the 7th of March 2006 issue of Helsingin Sanomat writes that the beginning of the regional self-government experiment of the Kainuu Region has been encouraging. However, financially it has been a challenge to get the experiment balanced. One of the pitfalls of the experiment has been in democracy. The municipal election saw a very low voting activity. In addition to a very low turnout percentage most of the chosen municipal representatives are from Kajaani which does not serve for a democratic representation for the Kainuu Region.

This is however not true. Helsingin Sanomat has obviously not taken the time to get familiar with the Kainuu Region self-government experiment. Every municipal in the Kainuu Region has their own representatives in the self-government experiment and this is according to the law of the Act on self-government experiment. Democracy cannot be claimed as a pitfall of the experiment.

In the 29th of April 2006 issue of Helsingin Sanomat, Leena Sandström writes that "Patients are bounced around all over in the Kainuu Region". Sandström states that though the regional self-government experiment in Kainuu has got a lot of positive attention, it has led to patients being moved around all over the region. A patient will be placed anywhere he fits and that it not always his own local health centre.

Sandström says the people in Kainuu are furious about the arrangement. Long distances make it harder for people to visit their friends and family at health centres and especially the elderly would wish to be treated in their own local health centres. Sandström closes her

article with a quilt trip on the people in charge of the arrangement: the arrangement saves millions of euros per year.

Also in the 29th of April issue of Helsingin Sanomat, Sandström writes that what the organisation of the Kainuu Region saves in the new arrangement, the patients pay when they are bounced around the region for treatment. There is a rule of choice in the Kainuu Region social welfare and health care services that patients can choose within the region where they wish to be treated but this rule has not been realized.

Sandström concludes again that millions of euros are being saved per year with the new arrangement of social welfare and health care services. According to some doctors of the Kainuu Region, the transferring of patients from one health centre to another is always short-term and is done to ensure the patients' well-being and safety. Sandström concludes that the first year of the regional self-government experiment in the Kainuu Region saw a three million euros worth of financial loss for the region.

In the 13th of September 2006 issue of Helsingin Sanomat Sandström writes that "In three regions, the Oulu Region, Central Finland and the Kainuu Region, there are over 2000 patients waiting in line for service". According to Sandström's article these regions have promised to provide service to all these people by the end of the year. The Ministry of Social Affairs and Health has demanded from these regions an elucidation on how they are going to deblock these lines of patients waiting for service. However new people are lining up all the time so it is a question of resources to provide services without long lines and waiting periods.

The Kainuu Region gets defended in the Helsingin Sanomat issue of 27th of November 2006. A former Kainuu Region citizen Mikko-Pekka Heikkinen, now working for Helsingin Sanomat, reminds of the good in the Kainuu Region. "We rarely get good news from the Kainuu Region. This is naturally a problem for the image of the region." Heikkinen states that if you only see what is presented in the news about the Kainuu Region, you might think the region is a developing country.

Heikkinen reminds the readers that there are plenty of positive things in the Kainuu Region. He brings up as one them the municipality of Sotkamo and describes it as "divine lake and shore, beautiful hills, a nice village, natural riches, active companies, new jobs – and an airport half an hour away". Heikkinen writes that in Sotkamo, you make science out of snow

and money out of nothing. Sotkamo should be set in the spotlights in the Kainuu Region and market the region with it. That is how things are done elsewhere – you find something positive and make that known to the rest of the world.

In the Kainuun Sanomat issue of 25th of April 2005, Tanja Nuotio's headline says "Hope lives that the self-government experiment will start to make some sense". In the Sotkamo health centre the self-government experiment is described as "a boat without a captain". The beginning of the self-government experiment for Sotkamo has meant chaos, worry and trouble.

One of the nurses Arja Muranen states that the saddest thing is that a work community of over a hundred employees was torn apart and will never be the same. Muranen says the atmosphere in their health centre is very difficult - problem after problem with no solutions easily leads to this. Doctor Marko Karppinen fears that the new self-government experiment will not attract new doctors to the area suffering from lack of doctors because the wages are not competitive enough.

Again the headline of the article is very edgy. It suggests that the self-government experiment has not made any sense so far. The expressions of the faces of Muranen and Karppinen are worried or even desperate. However the article does suggest that there is increasing hope in the system beginning to work.

In the Kainuun Sanomat issue of 3rd of December 2005 the self-government experiment of the Kainuu Region gets thanked, writes Raimo Viirret. The results so far for the Kainuu Region are positive. However, it will not be until 2008 when the end-users of the Kainuu Region services will be heard. The article states that the biggest challenges for the experiment lie in the financial aspects of the experiment.

The article is all in all one of the extremely positive articles in my selection of articles on the self-government experiment of the Kainuu Region in Kainuun Sanomat during 2005 and 2006. However, for example in the comments gathered from the The Kainuu Region Social and Welfare Services Survey, not even one of the respondents mentioned reading positive articles on the self-government experiment in the local papers. On the contrary, a number of respondents stated they had read a lot of negative coverage on the local papers. It seems people remember the negative issues easier.

In the Kainuun Sanomat issue of 22nd of January 2006 Tanja Nuotio wonders the state of the regional self-government experiment in the Kainuu Region. Doctor Marko Karppinen and nurse Maila Moilanen of the Sotkamo health centre say that things are moving towards the better but there is still a lot that is not functioning. For instance the lack of resources and all the savings cause insecurity.

However, Nuotio's article paints a good picture on the development of the experiment and especially the development of the experiment at the Sotkamo health centre. This article does list a number of challenges for the self-government experiment but also defend the new system with positive and hopeful adjectives. Also the pictures featured in the article have a much more positive impact on the reader than for example the pictures of the article mentioned above, published in the Kainuun Sanomat issue of 25th of April 2005.

In the Kainuun Sanomat issue of 29th of January 2006 Marjukka Väisänen writes about "the chaos of the regional self-government experiment in the Kainuu Region". Väisänen covers the topic of municipal mergers and that the stabilization of the self-government experiment is enough for the Kainuu Region at this stage and that municipal mergers will have to wait for their turn. There has been discussion about for instance a Kainuu Region as one big municipality, but for now all the focus has to be on the self-government experiment.

The chosen phrase "kuntamylläkässä", roughly translated as municipal chaos, can be listed in the negative headlines of the self-government experiment press coverage. However, some hopeful and positive aspects of the experiment are mentioned later in the article. It can be seen in the articles that have covered the self-government experiment in the last couple of years in local papers that they often feature negative headlines. The articles themselves do also represent the positive news related to the experiment. However, strong headlines do have a tendency to make a big impression, so the question is do the readers remember the headlines better than the actual content of the articles?

Maria Kalliokoski writes in the Kainuun Sanomat issue of 1st of March 2006 that there are still some difficulties in the regional self-government experiment of the Kainuu Region and differences of thousands of euros in the employees' wages. The first follow-up seminar of the self-government experiment saw plenty of critical comments about the beginning of the experiment.

municipal borders in the experiment, neither are there guidelines for the experiment. This results in insecurity and humiliation among the patients being bounced around for treatment. Hurskainen states that the development of social and health care does not have enough resources and that the experiment has not done all it can to promote efficient practice. The Personnel Manager of the Kainuu Region Aaro Rönkä admits that we are still living in the middle of chaos with the experiment.

The picture of the article features some worried faces and the headlines featuring the words “difficulties” and “differences of thousands of euros in the employees’ wages” give the article a negative outlook. The comments featured in the article are however mostly positive. Again, the question is, which ones do the readers remember better? Rönkä’s chosen words of “still living in the middle of chaos” also catch the eye when glancing the article. The beginning of the article states that of course nobody even expected that the self-government experiment would begin without any problems and this is in my opinion very important and should be remembered when assessing the experiment. The experiment is a huge change and unique in Finland - a rough could be expected so why make such a big deal about it when it actually becomes reality?

There were 177 references to the self-government experiment in the Kainuu Region in the chosen Helsingin Sanomat and Kainuun Sanomat articles that can be categorised as clearly positive or negative references. I have categorised the references based on positive or negative adjectives or choice of words used to describe the self-government experiment. A reference in this case stands for one sentence where these kind of adjectives or choices of words have been used.

#### 5.4 Conclusion of press analysis

From 177 references, 68 i.e. 38, 4 % were positive and 109 i.e. 61, 6 % were negative. From the 50 Helsingin Sanomat references, 32 i.e. 64 % were negative and 18 i.e. 36 % positive. From the 127 Kainuun Sanomat references, 77 i.e. 61 % were negative and 50 i.e. 39 % were positive. From the positive references 50 i.e. 73, 5 % were from Kainuun Sanomat and 18 i.e. 26, 5 % were from Helsingin Sanomat. From the negative references 77 i.e. 70, 6 % were from Kainuun Sanomat and 32 i.e. 29, 4 % were from Helsingin Sanomat. The chart below

shows the percentage values of negative and positive references to the Kainuu Region self-government experiment in the chosen articles.

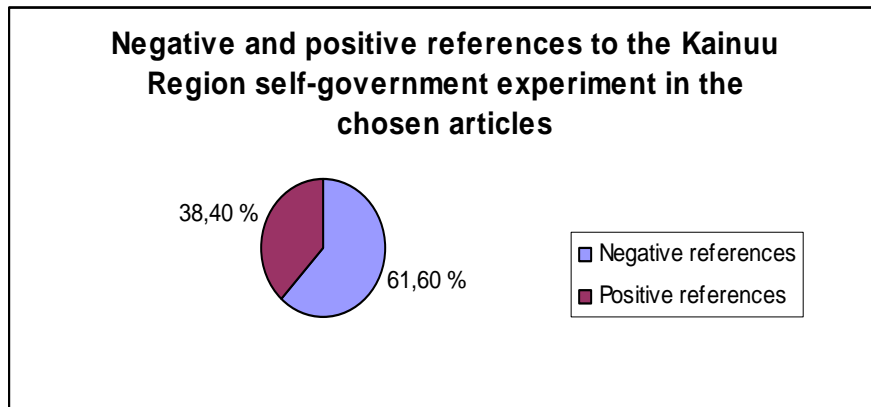


Figure 2. Negative and positive references to the Kainuu Region self-government experiment in the chosen articles

In the selected articles Kainuun Sanomat used more both positive and negative references to write about the self-government experiment in the Kainuu Region and had the distinct majority of both positive and negative references. Both Kainuun Sanomat and Helsingin Sanomat have used strong negative headlines but Kainuun Sanomat has used more negative adjectives and choices of words in the actual texts. The chart below shows the comparison between negative and positive references in Kainuun Sanomat and Helsingin Sanomat articles.

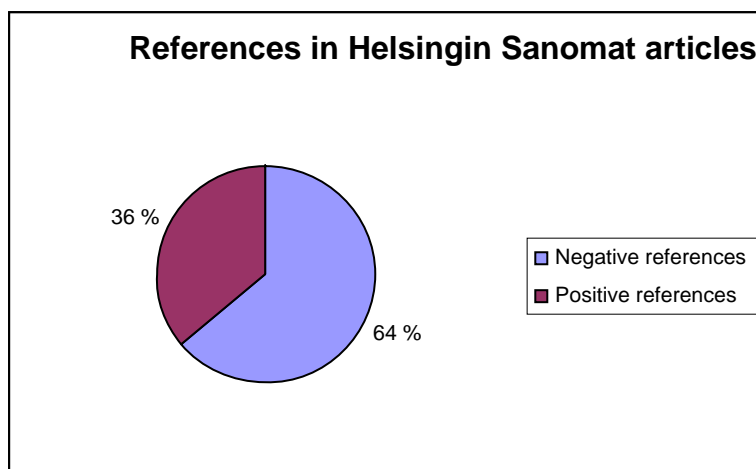


Figure 3. References in the Helsingin Sanomat articles

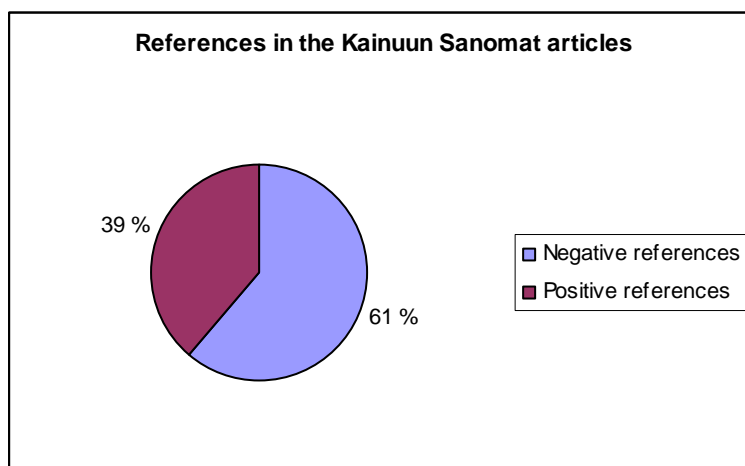


Figure 4. References in the Kainuun Sanomat articles

When comparing the percentages of the negative and positive references of the Helsingin Sanomat articles and those of the Kainuun Sanomat, it shows that the percentages for both negative and positive references are almost the same. Helsingin Sanomat has 36 % negative and 64 % positive references when Kainuun Sanomat has 39 % negative and 61 % positive references.

The negative references of the Helsingin Sanomat articles deal with:

- News of the Kainuu Region only always being negative,
- patients being bounced around all over in the Kainuu Region and how furious the citizens of the Kainuu Region are about the arrangement,
- patients that are not given the possibility to choose within the region where they wish to be treated though they should be,
- millions of euros being saved per year with the new arrangement of social welfare and health care services at the customers' expense,
- the election system of the self-government experiment being complicated and not democratic
- and the budgets of the self-government experiment not being met though some articles state that they are.

The positive references of the Helsingin Sanomat articles deal with:

- How much potential there is in the Kainuu Region and how beautiful the region is,
- how the self-government experiment is such a new system that it will take time to get it working properly,
- how the beginning of the experiment has had a lot of positive attention and it is hoped to be the solution of the future of the Kainuu Region
- and how the beginning of the self-government experiment is encouraging.

The negative references of the Kainuun Sanomat articles deal with:

- The complications in the self-government experiment,
- the gaps of thousands of euros in wages,
- the problems of the new system in social welfare and health care services getting started and how much there is still to do,
- the doubts that the ministries have had concerning the success of the self-government experiment
- and the lack of resources and doctors.

The positive references of the Kainuun Sanomat articles deal with:

- The hope there is in the Kainuu Region that the self-government experiment will be the solution for a better future for the Kainuu Region,
- how much progress has happened in the implementing of the new system of social welfare and health care services,
- the improvement of cooperation between the social welfare and health care services and the hospital,
- the promising beginning of the self-government experiment

- and the thank yous that the Kainuu Region has got from creating the self-government experiment in the Kainuu Region.

The way news papers and journalists will continue to present the self-government experiment of the Kainuu Region will have a huge impact on the future reputation of the self-government experiment and the Kainuu Region. The adjectives and the choices of words used to describe the experiment will make a difference - as stated earlier 90 % of all Finnish people begin their morning by reading a local or national news paper.

## 6 THE KAINUU REGION SOCIAL WELFARE AND HEALTH CARE SERVICES SURVEY

The Kainuu Region Social and Welfare Services Survey was conducted in cooperation with the Joint authority of Kainuu Region and Pohjolan Mylly during autumn 2006. The actual survey was done between 15th of November and 22nd of November 2006 in eight Kainuu health centres by Krista Leinonen, Maarit Leinonen and Marita Seppi from the Pohjolan Mylly practical training team Myllytys, by order of Pohjolan Mylly. The eight municipalities where the survey was conducted are Hyrynsalmi, Kajaani, Kuhmo, Paltamo, Puolanka, Ristijärvi, Sotkamo, Suomussalmi and Vuolijoki. Vaala is not involved in the survey as it is not involved in the Kainuu Region self-government experiment.

The survey was conducted because of the need to survey customers' opinions of the Kainuu Region social and welfare services. At the same time there was a need to create a new kind of feedback system for feedback from the customers to the service providers. There were 254 respondents in the survey, from eight health centres in the Kainuu Region. The Kainuu Region Social Welfare and Health Care Services Survey was a feedback channel for customers of the Kainuu Region social welfare and health care services. By taking part in the survey the customers could also take part in conveying their opinion on the current image and reputation of the Kainuu Region.

How do the image and the reputation of the Kainuu Region and the areas studied in the Kainuu Region Social Services and Health Care Services Survey relate to each other? The survey itself does not measure the image and the reputation of the Kainuu Region, but it measures the opinions of the people interviewed who create them in their minds.

As presented in the theory part (Havunen 2000, 64) "A lot is dependent on the image that a customer has on a product, service or an organisation. This image influences how the customer in the end feels about the product, service or organisation". As also discussed in the theory part: "Customer satisfaction is highly influenced by such things as the image of an organisation" (Bergman and Klefsjö 1994, 283). This theory provides a justification for measuring customer satisfaction as a way to also find out about image and reputation.

## 6.1 Research methods

Quantitative research was chosen as the research method of the survey. In quantitative research the emphasis of the research is on testing and verification. It focuses on facts and reasons of social events. The measurement is controlled and the approach critical and logical. There is an objective outsider view that is distant from the data. The results are often generalized by taking a sample of the whole population of the research and particularistic and analytical in its assessing. (Ghauri, Gronhaug & Kristianslund 2000, 84.)

The customers were personally interviewed at eight of the nine health centres in the Kainuu Region right after they have experienced the service provided. The interviews were done for two or three hours at each centre, stopping each customer after they had come from an appointment and asking whether they would like to take part in our survey. Most of the customers agreed to take part in the survey, however there were some customers that were too busy to stop and participate. In the case of this survey, the whole population of the survey was the customers at the health centre at the time of the interviews.

Surveys and questionnaires are the most popular data collection method in business studies. Surveys are concerned with identifying the population, i.e. the object of the study. The population provides the responses which help answer the research questions at hand. A sample is drawn from this population that is the representative. In postal surveys there is a high rate of non-response, in interviews there is a risk of interviewer bias. The length of questionnaires and its effect on the response rate and responses is important. The idea is that a respondent gets tired and loses interest in answering as the length increases. (Ghauri, Gronhaug & Kristianslund 2000, 60-61.)

The sample of the research had a probability i.e. judgment sample of 254 citizens of the Kainuu Region. The total number of citizens i.e. the whole population of the research in the Kainuu Region is 84 352. Our goal for the size of the sample was 200 citizens which we met. In the opinion of the client of the survey, the Kainuu Region, 200 respondents was a valid and reliable enough to draw conclusions from the results collected though as a number it does not cover a large enough portion of the population to be scientifically accurate.

The starting point for the survey was to get an idea of how people feel about the subject researched. According to Cooper and Schindler (1998, 216) the basic idea of sampling is that by selecting some of the elements of the population we may draw conclusions about the entire population. The economic advantages of taking a sample rather than a census (the whole population and object of the research) are massive.

According to Ernvall, Ernvall and Kaukkila (2002, 101) a sample of the whole population is chosen as the object of a research when the whole population is too big or too expensive to be researched. Conclusions can be this way drawn of the whole population though only a sample of it is researched. According to Cooper and Schindler (1998, 216) It has been claimed that taking a sample is even more efficient than taking a census. Sampling possesses the possibility for better interviewing, thorough investigation, a better supervision and processing than is possible with complete coverage. Sampling also provides faster results than a census.

A survey questionnaire should always be of simple and concise language and drawn so that everybody understands the questions in the same manner. Each question should deal with only one dimension or aspect. The questions should not be of a suggestive nature and should be formulated in a polite and soft language. The layout should be neat and tidy and with easy-to-answer questions placed first and open questions last. (Ghauri, Gronhaug & Kristianslund 2000, 63-64.)

The actual research questionnaire form was made by Pohjolan Mylly trainees Maarit Leinonen, Krista Leinonen and myself. We drew the questionnaire on the basis of the instructions and wishes given to us by the communication manager of the Kainuu Region, Petra Välkky. Välkky had a clear picture of what she wished to be asked in the questionnaire. Välkky wanted to keep the questionnaire short and simple and measure customer satisfaction with a few questions that were most important to the analysing of the service provided in the health centres. As discussed in the theory part (Bergman & Klefsjö 1994, 283) “Customers need to be listened to most carefully to find out which factors lead to their satisfaction and delight. Serious efforts need to be made to deserve the loyalty of customers”. This is why the questionnaire aimed at measuring customer satisfaction.

The questionnaire was made short and simple so that it would not take a lot of the customers' time to take part in the survey. The questionnaire consists of three demographic

questions and seven multiple choice questions related to the services and how the customer experienced the service provided. The last question is an open question for ideas of improvement concerning the services provided by the Kainuu Region.

The demographic questions of the survey are "Gender", "Age" and "Municipality". The seven multiple choice questions are "How often do you use health centre services?", "How friendly was the service you were provided with?", "What was the level of expertise of the service you were provided with?", "How well were you listened to during the service provided?", "How did you make the appointment?", "How effortless was it to make the appointment?" and "Evaluate the social and health care services of The Kainuu Region". The last and open question is "We want to develop our services offered to you. Tell us how we could develop them".

Most of the questions measure only the service the respondents have been provided with right before taking part in the survey. However, the two last questions measure also the actual social welfare services in addition to the health care services. In question number ten respondents evaluate the social and health care services as a whole. In question number eleven respondents share their ideas of development for the social welfare and health care services. When asking question number eleven, it was emphasized that the customers should give development ideas concerning all of the services organised by the Kainuu Region.

Why are these development ideas important? As presented in the theory part by Aula (2002, 172-174) analysing your current situation is a guarantee for a better future. An organisation needs to measure its current state among its customers and apply the information gathered to the organisational strategy. Resources can this way be aimed at where they are most needed.

As presented in the theory part Kotler (1999, 7) the importance of customer satisfaction as followed: "Every service breaks down into a list of attributes: speed, cordiality, knowledge, problem-solving, and so on". Kotler (1999, 22) also states that delighted customers will remain satisfied in the test of time and one way of achieving delighted customers is customer contact personnel that is competent, courteous, cheerful, credible, reliable and responsive. These are factors that were also taken into consideration when designing the questionnaire form. Especially the speed of service and the knowledge and competence of the personnel were measured.

As also presented in the theory part, “For organisations that provide services, the production of you service plays an essential role. A succeeded production of a service is based on three main factors. One is efficient equipment to provide your service. Two, you need qualified personnel to provide it. Three, your organisation constantly needs to improve its services and this among other things improving your work environment and training your staff“ (Rope & Vahvaselkä 1999, 108). The questions chosen on the questionnaire form measure the skills of the personnel in the health centres with questions of friendliness, level of expertise and level of listening of the personnel. The customers’ opinion on the efficiency of the equipment was not measured.

In survey research interviews a standard format of interview is used with an emphasis on fixed response categories and systematic sampling, and leading procedures combined with quantitative measures and statistical methods. Interviews refer to face-to-face verbal exchanges where the interviewer acquires information, opinions and beliefs from the interviewee. Interviews are often difficult to interpret and analyse. The interviewers’ background may highly influence the interpretations and cause problems of objectivity. (Ghuri, Gronhaug & Kristianslund 2000, 65.)

A personal interview is a two-way conversation initiated by an interviewer to obtain information from the respondent. The two are typically strangers and the interviewer controls the topic and patterns of discussion. The respondent does not receive immediate or direct benefit from this cooperation. However if the interview is carried out successfully it is an excellent data collection technique. (Cooper & Schindler 1998, 291.)

A personal interview can collect objective and subjective information. Objective information includes information such as demographical information. Subjective information includes information such as opinions, beliefs, attitudes and behaviour. In a personal interview the interviewer should control the interview and also fill in the questionnaire. This method of research is highly popular among customer satisfaction research. (Kallio, Korhonen & Salo 1999, 66.)

The method of interview in conducting the survey was chosen because fresh feedback was needed on customer satisfaction in the social welfare and health care services. Through the method of interview it was made as easy as possible for the customers to tell us their opinion. The health care and social services are not allowed to use their customer data

because they are confidential so it would have been impossible to send questionnaires to the customers' homes. Interviewing the customers at the place of the service, right after the service has been provided, gives the customers an easy way to get their opinion heard, without having to deal with papers and posting. However most of the customers reached at the health centres had only experienced health care services, not social welfare services.

Finally it is necessary to prepare a report and transmit the findings and recommendations of the research. The style and organisation of the report will differ according to the purpose of the research. Research reports are sometimes shelved without action. This is often due to the organisational and environmental forces beyond the researcher's control to affect the implementation of the research results. (Cooper & Schindler 1998, 79.)

The results of The Kainuu Region Social Welfare and Health Care Services Survey were processed with SPSS programme and a research report was written based on the percentages, charts, testing and mean values drawn with SPSS. The municipalities where the research was conducted were divided into three districts based on their location and the districts were compared to each other in order to find out whether there is variation in the results based on the part of the Kainuu Region in question. District one includes Suomussalmi, Hyrynsalmi and Puolanka, district two includes Kuhmo and Sotkamo and district three includes Kajaani, Paltamo and Ristijärvi.

## 6.2 The Research report

### **Demographic information**

#### **Gender**

According to the SPSS output 144 people, i.e. 56, 7% of the respondents were female. 110 of the respondents, i.e. 43, 3%, were men. On the whole, there were 254 respondents.

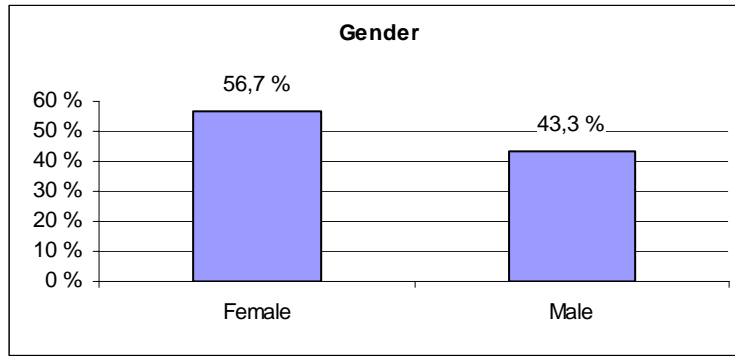


Figure 5. Gender

### Age

Of the respondents 15, i.e. 5,9 %, were 25 or under 25-year-olds. 24 i.e. 9,4 % were from 26 to 40 years old. 56 i.e. 22 % were from 41 to 55 years old and 78 i.e. 30,7 % were from 56 to 70 years old. 81 i.e. 31,9 % of the respondents were over 70-year-olds.

According to the Statistics Finland the age distribution of the citizens of the Kainuu Region (updated 23 rd of March 2007) there are 84 350 inhabitants in the Kainuu Region. 29 % are 25 or under 25 years old, 14 % are from 26 to 40 years old, 24 % are from 41 to 55 years old, 20 % are from 56 to 70 years old and 13 % are from 71 to 100 years old. (Statistics Finland, 2007.)

Compared to these figures, the people interviewed represented the categories of 56 to 70 years old and 71 to 100 years old, better than the category of the biggest percentage of inhabitants, people 25 or under 25 years old.

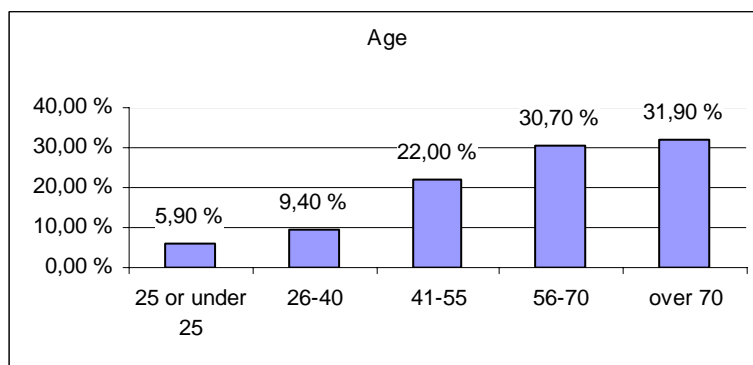


Figure 6. Age

## Municipality

When asking for municipality, there were 254 respondents from nine different municipalities. 34, 6% i.e. 88 respondents were from Kajaani. 19, 3 % i.e. 49 respondents were from Sotkamo. 14, 6% i.e. 37 respondents were from Kuhmo. 12, 2 % i.e. 31 respondents were from Suomussalmi. There were 13 respondents from Paltamo, Puolanka and Hyrynsalmi which means from each municipality there was a response of 5, 1%. 3, 5 % i.e. 9 persons were from Ristijärvi and 0, 4 % i.e. 1 person was from Vuolijoki.

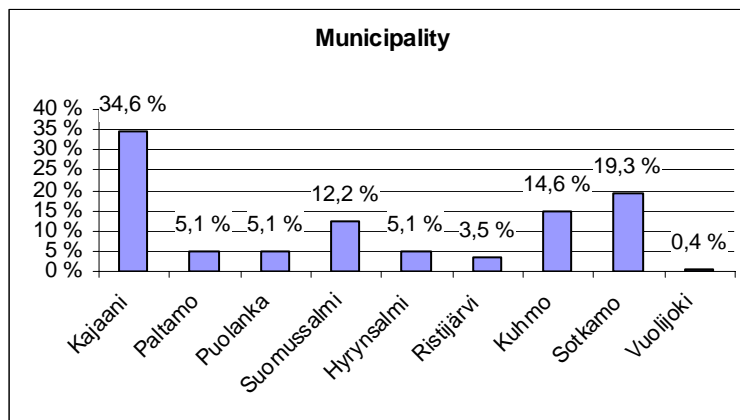


Figure 7. Municipality

## District

Of the respondents 43, 7 % i.e. 111 persons were from district one, which consists of Kajaani, Paltamo, Ristijärvi and Vuolijoki. A little over a third i.e. 33, 9 %, that is 86 respondents were from district two, which includes Sotkamo and Kuhmo. From district three which includes Suomussalmi, Hyrynsalmi and Puolanka there were 22, 4 % i.e. 57 respondents.

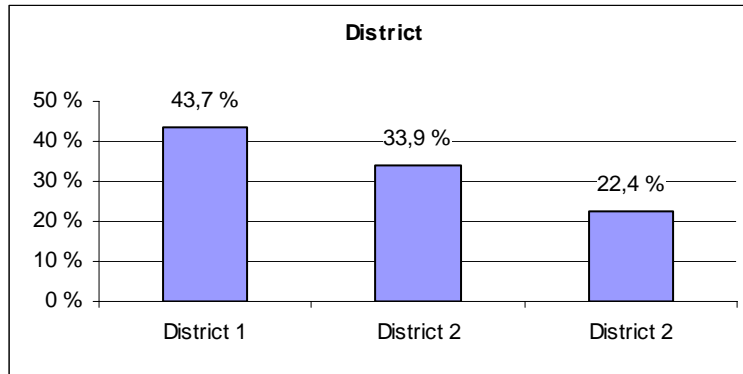


Figure 8. District

## The Kainuu Region social welfare and health care services

### How often do you use health centre services?

When asked how often the respondent uses health centre services, 71,3 % of the respondents i.e. 181 persons stated that they use the services less than monthly. 19,7 % of the respondents i.e. 50 persons said they use health centre services monthly. 7,5 % of the respondents i.e. 19 persons use health care services on a weekly basis. 4 persons i.e. 1,6 % of the respondents did not answer the question.

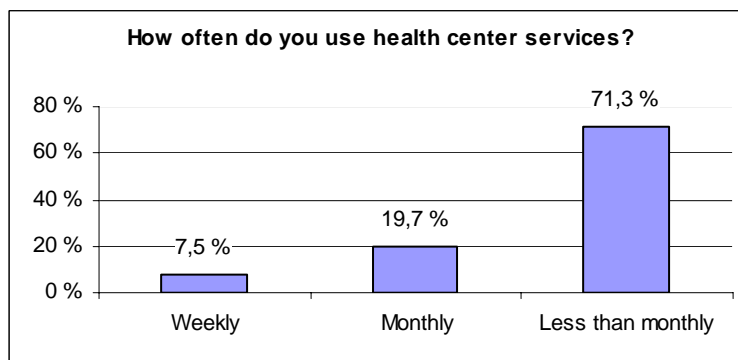


Figure 9. The usage of services

### How friendly was the service that you were provided with?

When asked how friendly the service provided had been, 52 % of the respondents i.e. 132 persons stated they had been provided with excellent service. 32,3 % of the respondents i.e.

82 persons stated the service as good. 10, 2 % of the respondents i.e. 26 persons stated the service as satisfactory, 3, 5 % i.e. 9 persons stated it was mediocre. 2, 0 % of the respondents i.e. 5 persons stated the service they had been provided with, was poor. The friendliness of the service provided got a mean value of 4, 29 on the scale of 1 to 5.

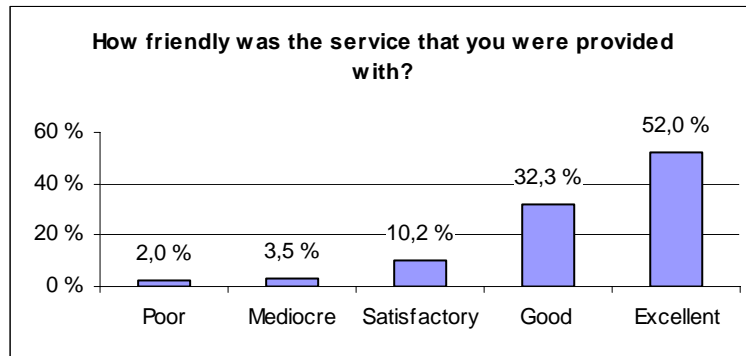


Figure 10. Friendliness of service

### **The friendliness of the service provided by district**

The friendliness of the services provided by district could not be tested. In chi-square tests the following rule applies:  $p < 0,05\%$ . If this value comes true, there is variation. The required value of the sample of the chi-square test is 20%. In 20% at the maximum the expected value is under five. These values did not come true.

### **What was the level of expertise of the service you were provided with?**

When asked what was the level of expertise of the service provided, 45, 3 % of the respondents i.e. 115 persons stated the level as excellent. 38, 2 % of the respondents i.e. 97 persons evaluated the level as good. 11, 0 % of the respondents i.e. 28 persons stated the level of expertise as satisfactory, 4, 7 % i.e. 12 persons as mediocre. 0, 4 % of the respondents i.e. 1 person stated the level of expertise of the service provided as poor. The level of expertise of the service provided got a mean value of 4, 24 on the scale of 1 to 5. 0, 4 % i.e. 1 person did not answer the question.

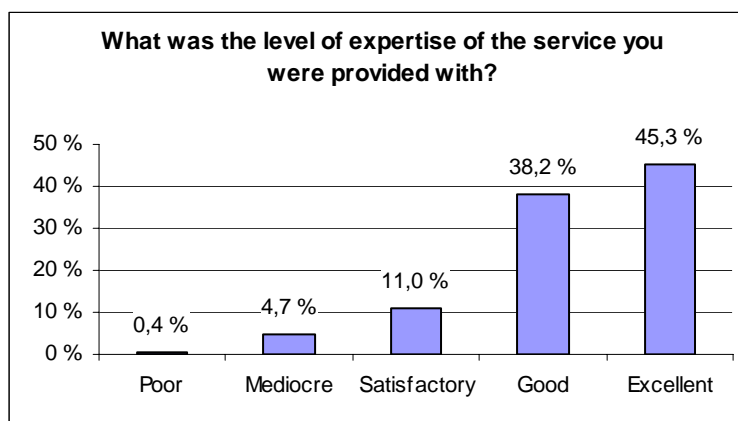


Figure 11. The level of expertise

### **The level of expertise of service provided by district**

The level of expertise of service provided by district could not be tested. In chi-square tests the following rule applies:  $p < 0,05\%$ . If this value comes true, there is variation. The required value of the sample of the chi-square test is 20%. In 20% at the maximum the expected value is under five. These values did not come true.

### **What was the level of listening during the service provided?**

When asked how well the respondent was listened to during the service he had been provided with, 55,9 % of the respondents i.e. 142 persons stated the level as excellent. 31,1 % of the respondents i.e. 79 persons stated the level as good. 6,3 % of the respondents i.e. 16 persons stated the level as mediocre. 5,9 % of the respondents i.e. 15 persons stated the level as poor. 0,4 % of the respondents i.e. 1 person stated he had been listened to very poorly during the service he was provided with.

The level of listening during the service provided got a mean value of 4,37 on the scale of 1 to 5. One person i.e. 0,4 % of the respondents did not answer the question.

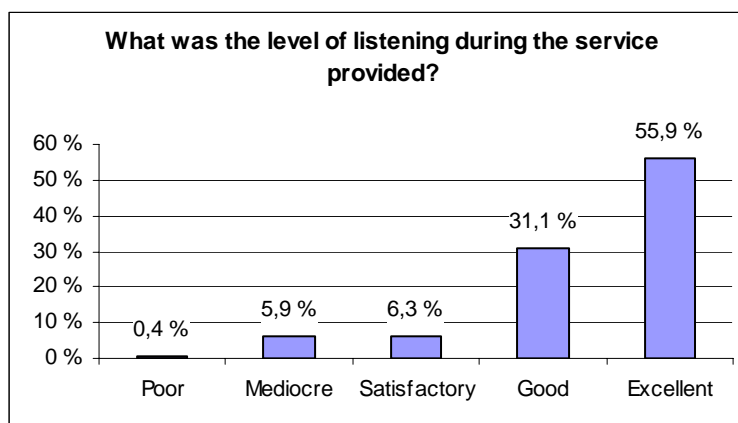


Figure 12. The level of listening

### **Listening during the service provided by district**

Listening during the service provided by district could not be tested. In chi-square tests the following rule applies:  $p < 0,05\%$ . If this value comes true, there is variation. The required value of the sample of the chi-square test is 20%. In 20% at the maximum the expected value is under five. These values did not come true.

### **How did you make the appointment?**

When asked how the respondent had made his appointment, 40, 6 % of the respondents i.e. 103 persons stated they had made their appointment by phone. 23, 6 % of the respondents i.e. 60 persons had made the appointment at the reception, 14, 2 % i.e. 36 persons on their last appointment. 9, 1 % of the respondents i.e. 23 persons made an appointment by a referral. 11, 8 % of the respondents i.e. 30 persons told they had made an appointment in other ways than mentioned above. Most of these respondents had not made an appointment at all because they were at the health centre for tests that do not require an appointment. Two persons i.e. 0, 8 % of the respondents did not answer the question.

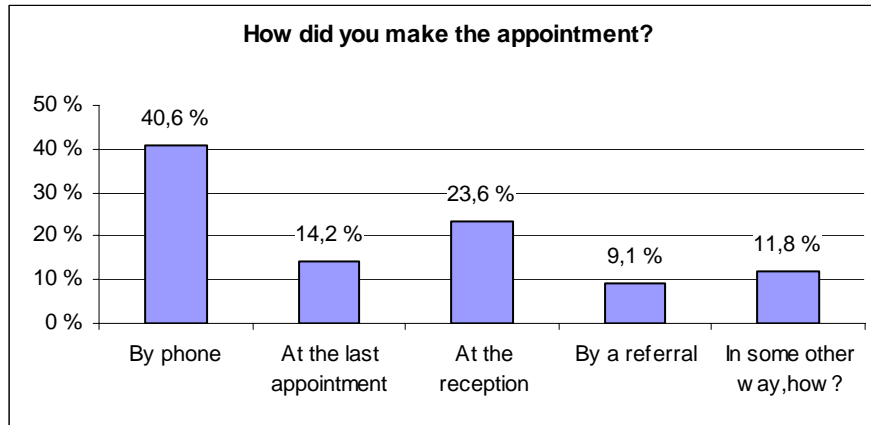


Figure 13. Making the appointment

### How effortless was it to make the appointment?

When asked how effortless it was to make the appointment, 32,3 % of the respondents i.e. 82 persons stated it as very easy. 20,5 % i.e. 52 persons stated it as easy, 16,5 % i.e. 42 persons stated it as mediocre. 11,4 % of the respondents i.e. 29 persons stated that it had been difficult to make the appointment. 9,8 % i.e. 25 persons stated it had been very difficult. 24 persons i.e. 9,4 % of the respondents did not answer the question. Most of the persons who did not answer this question were the ones that had not made an appointment.

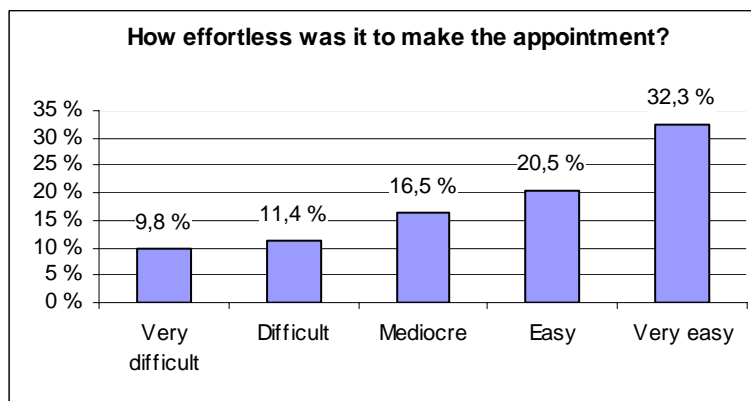


Figure 14. Effortlessness of making the appointment

### Making the appointment by phone

When asked about making the appointment by phone there was more variation in the answers than with other ways of making the appointment. 103 persons had made their appointment by phone. 23,3 % i.e. 24 of these 103 respondents stated that making the appointment by phone had been very easy and 21,4 % i.e. 22 persons stated it had been easy. 19 % i.e. 19 persons stated it as mediocre, 22,3 % i.e. 23 as difficult and 14,6 % i.e. 15 persons as very difficult.

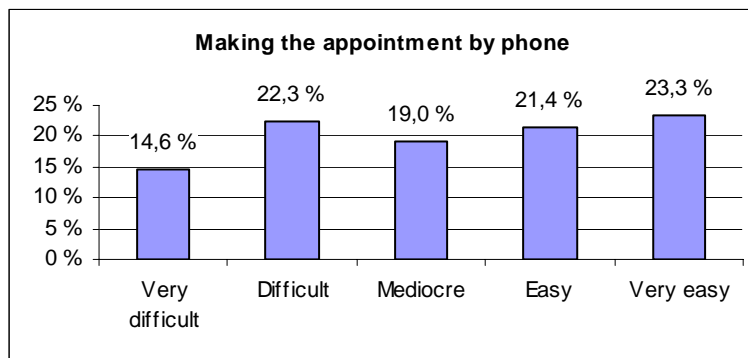


Figure 15. Making the appointment by phone

### Effortlessness of making the appointment by district

In chi-square tests the following rule applies:  $p < 0,05\%$ . If this value comes true, there is variation. The required value of the sample of the chi-square test is 20%. In 20% at the maximum the expected value is under five. These values came true.

There is a significant difference between districts when looking at the effortlessness of making the appointment ( $p=0,004$ ). The biggest difference is in district one where the answers were divided evenly between all alternatives. In district one 28 % i.e. 28 persons stated making the appointment as very easy, 19 % i.e. 19 persons as easy, 20 % i.e. 20 persons as mediocre, 14 % i.e. 14 persons as difficult and 19 % i.e. 19 persons as very difficult.

In district two 34,1 % i.e. 28 persons stated making the appointment as very and 29,3 % i.e. 24 persons as easy. Combined these two count for 63,4 % i.e. 52 persons. In district three over a half of the respondents, 54,2 % i.e. 26 persons stated making the appointment as

very easy and 18, 8 % i.e. 9 persons as easy. If you combine these numbers they sum up to 73 % i.e. 35.

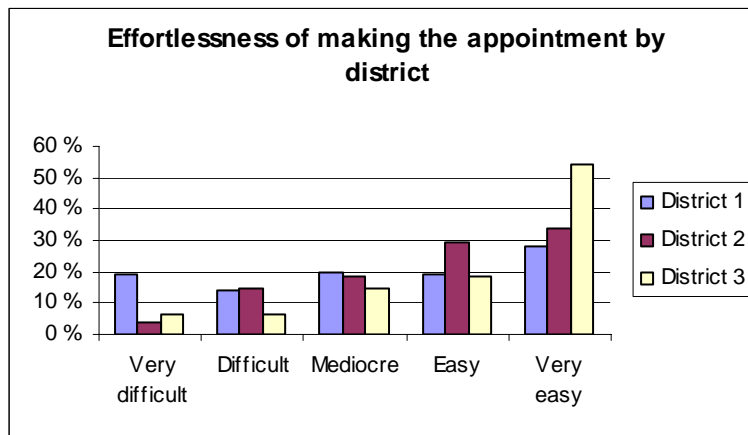


Figure 16. Effortlessness of making the appointment by district

### **The Kainuu Region social welfare and health care services as a whole**

#### **Evaluate the social welfare and health care services of the Kainuu Region as a whole**

When asked to evaluate the social and welfare services of the Kainuu Region as a whole 35, 8 % of the respondents i.e. 91 persons stated it as mediocre. 29, 5 % i.e. 75 persons stated it as good, 16, 5 % i.e. 42 persons as poor, 8, 7 % i.e. 22 persons as very good and 7, 9 % i.e. 20 persons as very poor. The social and welfare services of the Kainuu Region got a mean value of 3, 15 on the scale of 1 to 5. 4 persons i.e. 1, 6 % of the respondents did not answer the question.

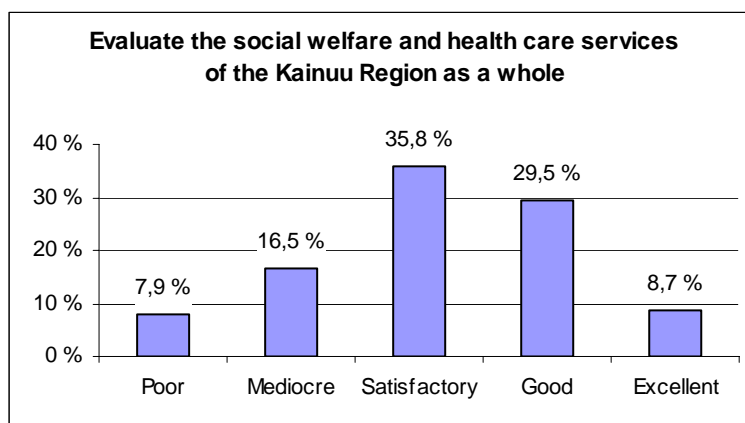


Figure 17. The services as a whole

### **Evaluation of the Kainuu Region social welfare and health care services as a whole by district**

Evaluation of the Kainuu Region social welfare and health care services as a whole by district could not be tested. In chi-square tests the following rule applies:  $p < 0,05\%$ . If this value comes true, there is variation. The required value of the sample of the chi-square test is 20%. In 20% at the maximum the expected value is under five. These values did not come true.

**We want to develop our services offered to you. Tell us how we could develop them.**

#### **District one: Suomussalmi, Hyrynsalmi and Puolanka**

The same problem was found in Suomussalmi as in other municipalities of the Kainuu Region. The respondents felt that it is very difficult to make an appointment to their local health centre by phone. They felt it is hard to get through and the lines are always busy. Then when you finally get through you might not even get a doctor's appointment. Several respondents felt that the process of getting treatment is difficult. Special health care and control check-ups of the long-term patients are not working and the customers are not cared for.

Some of the respondents stated the service they had got personally was good but that they had read from bad experiences from local papers. In other words personal experiences seem to be good but the publicity the Joint authority of the Kainuu Region has had, has led people to think it must not be functioning well.

Respondents in Suomussalmi gave feedback on difficulties in getting from Suomussalmi to Kajaani. In Suomussalmi the respondents have been satisfied with visiting doctors from other health centres. Some of the respondents also stated that their on-call duty should not be transferred all the way to Kajaani but should be kept in their local health centre. A couple of respondents stated that the step into Joint authority of the Kainuu Region has not been a good one.

In Hyrynsalmi one patient had been falsely diagnosed which had made him think that doctors do not know what they are doing. He stated there are a lot of interns as doctors in Hyrynsalmi. Several respondents called for more resources in elderly care. Respondents in Hyrynsalmi do not want to see their health care services transferred to Kajaani, they want service at their local health centre.

Also in Puolanka making an appointment by phone and getting an appointment are seen as difficult. Some of the respondents stated this was easier before the Joint authority. Most of the respondents however stated that their personal service experiences are good though papers tell another side of the story.

#### **District two: Kuhmo and Sotkamo**

The same problems occurred in Kuhmo and Sotkamo as did in Suomussalmi, Hyrynsalmi and Puolanka. It is difficult to make an appointment, there is not enough doctors, lines are long and it is also difficult to get laboratory and hospital appointments.

Both in Sotkamo and Kuhmo several respondents stated that the Joint authority of Kainuu Region had made social welfare and health care services more difficult. A couple of respondents do not consider doctors as qualified. In Sotkamo some of the respondents stated that doctors do not listen to their patients and that the staff at the reception is not very friendly.

In Kuhmo several respondents thank occupational health care and health centre staff. In Sotkamo the respondents thank the Sotkamo health centre and think it functions better than the Kainuu Region social and welfare services as a whole.

Both in Sotkamo and in Kuhmo a big part of the respondents stated the service they had got was good but that they had read from bad experiences from local papers. In other words

personal experiences seem to be good but the publicity the Joint authority of Kainuu Region has had has led people to believe it must not be functioning well.

### **District three: Kajaani, Paltamo and Ristijärvi**

In Kajaani, Paltamo and Ristijärvi respondents stated that the lack of doctors and the difficulties in making appointments are the biggest problems in social welfare and health care services of the Kainuu Region. Over a half of the respondents in Kajaani stated the above. As a solution to the lack of doctors some of the respondents suggest the same kind of testing that was done in Ostrobothnia. This means giving more responsibilities from doctors to nurses so that nurses could for example prescribe antibiotics to their patients.

Respondents in Paltamo would like to have a personal doctor and they felt that getting appointments with specialists is difficult. Visiting doctors from other health centres are not seen qualified enough and the few doctors and nurses that are available are busy and therefore sometimes rude and do not listen to their customers well enough.

In Paltamo several respondents stated that they had been bounced around the Kainuu Region because of the lack of doctors in Paltamo. When they had been sent to Kajaani for a doctor's appointment they had not felt welcome. Some of the respondents had even been asked rudely why they did not make a doctor's appointment at their local health centre and other customers had felt that customers coming outside of Kajaani are taking the few appointments they have to offer in their health centre.

In Kajaani several respondents stated that dental care does not function well and long waiting periods for surgery. Due to the lack of doctor's and on-call appointments a couple of customers rely only on private health care services. Especially waiting around in the health centre with little children was seen difficult. A couple of respondents however stated that you do get service when you ask for it.

A couple of respondents felt that it created a sense of insecurity when the Kainuu Region tries to save money in all sectors. A big part of the respondents stated the service they had got personally was good but that they had read about bad service experiences from local papers. In other words personal experiences seem to be good but the publicity the Joint authority of Kainuu Region has had has led people to believe it must not be functioning well.

In Kajaani several respondents stated that insufficient consideration has been paid to the elderly. The elderly care is regarded as weak as they must be transferred to too distant locations for treatment. Some respondents asked for a bus stop right in front of the health centre because the current bus stop is too far away for old people and there are too many crossings on the way to the bus stop.

In Kajaani several respondents also hoped that care giving relatives and friends should be taken into consideration better. Being a care giving relative or friend was seen as difficult and support would be needed.

In Kajaani several respondents thank the reception of the health centre. Some of the respondents also thank for the survey and that their opinions are being asked. In Paltamo several respondents thank dental care, maternity clinic and on-call. In Ristijärvi several respondents thank the health centre reception and on-call for friendly service.

## 7 CONCLUSION

The human mind can sometimes seize on the negative and steer clear of change. As long as we do this instead of seeking for what good change can bring, big changes will continue to meet great opposition. Big changes will also continue to acquire big leadership. As an organisation faces change, good plans on how to manage the change are of no use if nobody takes them to heart and sees the process through.

Based on The Kainuu Region Social Welfare and Health Care Services Survey, there are some main problems customers face in each municipality in the services of social welfare and health care services. The biggest problems in each of the municipalities are the difficulties in making appointments and lack of doctors. The survey gives an insight on what needs to change in order to make the services of the Kainuu Region social welfare and health care services function better, according to the experiences of the customers themselves.

In addition to having information on the core problems as seen by the customers, The Kainuu Region Social Welfare and Health Care Services Survey shows that the respondents have had positive personal experiences in health care services but according to the open questions have read a lot of negative feedback on the regional self-government experiment of the Kainuu Region in local papers. This might be one reason for the low mean value that the respondents gave to the Kainuu Region social welfare and health care services as a whole.

The fact that the respondents might not have had very high expectations to start with might have influenced them when they experienced the services provided highly positive. If expectations concerning the services provided have been low, the quality of the services does not have to be high in order to exceed the low expectations. However, expectations were not measured in our survey.

This underlines the importance of the media in creating and managing the image and reputation of the Kainuu Region. It also underlines the importance of how the image and reputation of an organisation are represented in the public, as it influences the perceptions of the organisation's customers a great deal. As the survey shows, the negative issues read in news papers can have a bigger influence on the opinions of a customer than his personal

experiences. Though most of the respondents have had positive personal experiences, most stated the self-government experiment has had a negative impact on the Kainuu Region - or so they have read. The citizens of the Kainuu Region and the journalists that write about the Kainuu Region have an enormous influence on how the reputation and image of the Kainuu Region will look in the future.

It is also possible that the citizens who are unhappy with what the self-government experiment of the Kainuu Region has brought so far, imagined that all the promises that were made by the implementing parties of the experiment would come true immediately. However, only two years have passed with the experiment and all the positive results are not yet visible - it is a much longer process to see all the results of a change as big as this experiment.

Some of the promises made were for example the promise of The Act on the self-government experiment: "The Act on the self-government experiment will affect the opportunities of citizens to influence and take part in the decision making in the Kainuu Region. The Act will also give better and more equal opportunities for the citizens of the Kainuu Region in terms of basic services" (The Finnish Government 2002). If the citizens of the Kainuu Region expected these promises to be met in a short period of time, it is no wonder why they are unhappy if they feel they are not met. Several of the articles of the press analysis suggest that especially "better and more equal opportunities for the citizens of the Kainuu Region in terms of basic services" are not accessible.

The Kainuu Region is an organisation we as the citizens of the Kainuu Region are all a part of. In my opinion, there is a gap between the organisation of the Kainuu Region and its customers that should be diminished. For me the Kainuu Region was a very distant organisation and I had only little knowledge about what it really does before getting involved in the project given to us by communication manager Väkky. Now that I know more I see how the organisation is a part of our daily lives in the Kainuu Region and I know that the people working for it are not only trying to cut back on costs with the implementation of the self-government experiment but really trying to make a better future for our region.

Does more openness result in more trust? As stated on the website of Local Finland: "The citizens of municipalities often experience the structure of their municipality strange. The situation could most likely be fixed by putting more emphasis on the communications and public relations of the municipality and on the way issues are discussed with the citizens". I

believe increasing the awareness on the Kainuu Region as an organisation and its current structure is necessary and could result in more belief and trust in the organisation and the self-government experiment.

The organisation and the customers need to pull together, as they did during our survey. Several customers actually thanked us for asking their opinion. This is how I think we can improve the future of the self-government in the Kainuu Region and find a solution that works for everyone. There needs to be constructive discussion. There needs to be communication between the Kainuu Region and its customers.

However, communication is not as simple as it might sound. The organisation of the Kainuu Region employs over 3 000 people and there are almost 90 000 inhabitants in the Kainuu Region. This imposes a challenge on the organisational communication of the Kainuu Region. It requires a detailed strategy and without implementing the strategy - though how many fancy strategies the organisation has - they are of no use. The fancy visions, plans and guides drawn for the future of the Kainuu Region and the self-government experiment cannot only be put on shelves as proof that they exist - they need to become reality as proof that they exist. No matter how big of a cliché it might be, the cliché applies here: you need to practise what you preach.

The process of making this thesis has been full of surprises and it has required a lot of patience, hard work and discipline. I am very happy that I had the possibility to be involved in the project of the survey together with two other trainees, Pohjolan Mylly and the Kainuu Region. Interview as a research method was very efficient and I believe the survey gives a reliable insight into the opinions of the customers interviewed.

In addition to learning about the process of making a research I have learned a lot about the self-government experiment of the Kainuu Region, image and reputation management and the role of media in it, and especially about the role of media in the case of the image and reputation of the Kainuu Region.

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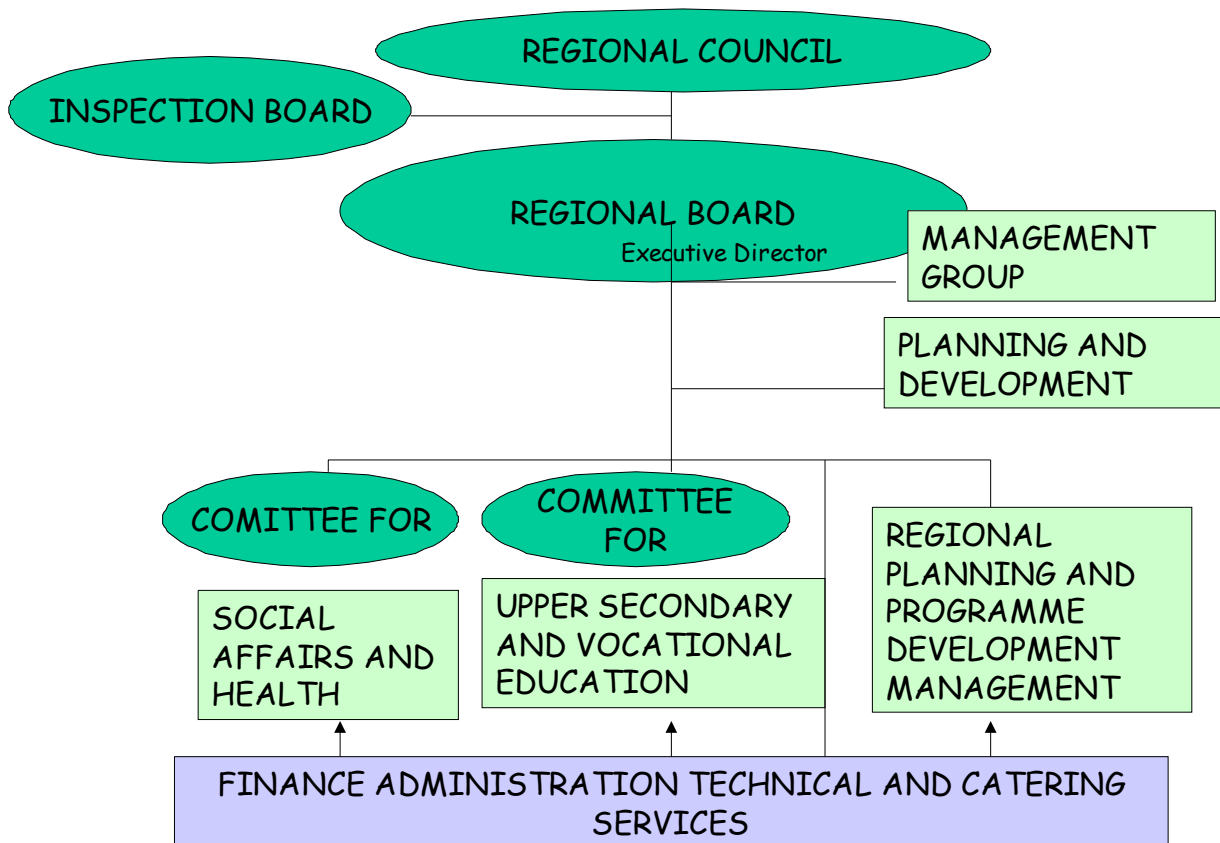
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ATTACHMENT 1: ORGANISATION OF KAINUU REGIONAL AUTHORITY

ORGANISATION OF KAINUU REGIONAL AUTHORITY



## ATTACHMENT 2: THE PRESS ANALYSIS - HELSINGIN SANOMAT ARTICLES

**Kuulkaa korpeimme kuiskintaa!****MIKKO-PEKKA HEIKKINEN**

Viime tiistain sanomalehtiutiset pohjoisesta Kainuun maakunnasta olivat niin synkkiä, että homma menee melkein huumorin puolelle. "Talo räjähti, nainen sairaalaan", otsikoi Iltasanomat. Vaalalaisen naisen omakotitalon lämmityskattila räjähti. Nainen joutui romuttuneesta kodistaan Oulun sairaalaan asti palovammojaan parantamaan.

"Maakuntahallinnon työntekijä löi toista nyrkillä Kainuussa", otsikoi Helsingin Sanomat. Esimiesasemassa ollut työntekijä hivautti toista, koska oli tullut riita kokoustilojen varauksesta.

"Susilauman ajamia poroja pelastettiin tarhoihin Hyrynsalmella", kertoi toinen Hesarin otsikko tiistaina. Sudet ovat tappaneet ennätysmäärän poroja pohjoiskainuulaisen paliskunnan alueella. Raatoja on tullut viime aikoina sen verran, että sikäläisten poromiesten leipä on jo uhattuna.

Tiistaina tuli myös oikeuden päätös viimevuotisen pizzeriakahakan seurauksista Kajaanissa. Tappelijat saivat sakkoja, mutta ikävintä on se, että maakunnan pääkaupunki on selkkauksen takia leimattu rasistiseksi.

Kainuusta tulee harvoin hyviä uutisia. Maakunnan imagon kannalta se on luonnollisesti pulma. Kainuussa käymätön voi edellä mainituista uutisista saada vaikutelman kehitysmasta, jossa ilman kaukolämpöä riutuvat korpien asukit räjähtelevät taloihinsa, kun talvisodan aikainen lämpökattila posahtaa.

Jos pannuhuone ei tapa, hyökkää piha-aidan takana vaaniva susi ja vie hengen. Tai ainakin elinkeinon. Poliittinen koneisto on voimaton, koska virkamiehet ovat nahistelevia idiootteja, ja pizzanhakureissulla saa turpaansa.

Olen kotoisin Kajaanista ja Suomussalmelta, joten tiedän että Kainuussa on paljon hyvää. Iso valopilkku on esimerkiksi Sotkamon kunta. Siellä on jumalaista järvenrantaa, komeita vaaroja, kiva kylä, luonnonrikkauksia, vireitä yrityksiä, uusia työpaikkoja - ja lentokenttä puolen tunnin ajon päässä. Sotkamossa tehdään tiedettä lumesta ja rahaa tyhjistä. Paikasta näkee jo auton ikkunasta, että siellä ryhdytään hommiin eikä kitistä. Kainuussa tehtäisiin viisaasti, jos Sotkamo nostettaisiin maakunnan veturiksi ja markkinoitaisiin koko aluetta sen avulla. Näin muualla maailmassa toimitaan. Löydetään yhdessä jotain myönteistä ja lykätään se valokeilaan.

Tällaista saattaa ehkä tapahtua Kainuussakin, jos maakuntahallinnossa päästään sopuun kokoushuoneen varaamisesta. Siihen asti tunnetuin kainuulainen asia on maakuntalaulu. Sen nimi on tietenkin Nälkämaan laulu.

Helsingin Sanomat 27.11.2006

**Kolmessa sairaanhoitopiirissä yhä yli 2000 potilasta jonossa  
Pohjois-Pohjanmaa, Keski-Suomi ja Kainuu lupaavat purkaa hoitojonot vuoden  
loppuun mennessä**

**LEENA SANDSTRÖM**

Kolme heikoimmin hoitotakuuta toteuttanutta sairaanhoitopiiriä eli Pohjois-Pohjanmaan, Kainuun ja Keski-Suomen sairaanhoitopiirit ovat luvanneet purkaa jonot vuoden loppuun mennessä.

Sosiaali- ja terveysministeriö vaati kesällä näiltä sairaanhoitopiireiltä syyskuun alkuun mennessä selvitystä siitä, kuinka ne aikovat tilanteen korjata. Selvitysten käsittely on vielä kesken, ja ministeriö neuvottelee sairaanhoitopiirien kanssa lähiaikoina.

"Suurin osa sairaanhoitopiireistä on toteuttanut hoitotakuuta aivan kohtuullisesti. Vain näillä muutamilla on ollut suuria ongelmia. Heillä on ollut neljä ja puoli vuotta aikaa hoitaa asia kuntoon, sillä asia tuli julkiseksi huhtikuussa 2002", lääkintöneuvos Jouko Isolauri huomauttaa. Heikoin tilanne on edelleen Pohjois-Pohjanmaalla, jossa nyt noin 1400 ihmistä on jonottanut yli puoli vuotta kiirettömään erikoissairaanhoidon. Toukokuussa jonossa oli runsaat 2300 potilasta.

Keski-Suomessa jonossa on nyt 600 potilasta, kun keväällä heitä oli yli tuhat. Sairaanhoitopiiri jatkaa lisätyöleikkauksia omalla henkilökunnalla. Lisäksi se ostaa hoitoa ja tiettyjä toimenpiteitä. Operaatioon on varattu noin miljoona euroa.

Kainuussa jonossa on nyt 270 potilasta, kun toukokuussa heitä oli vielä 520. Jono aiotaan purkaa etupäässä oman henkilökunnan lisätyöllä. Lisäksi tekonivelleikkauksia ostetaan.

"Kainuussa erityinen ongelma on se, ettei ortopedin virkoja ole saatu täytettyä. Koko maakunnassa on vain yksi ortopedi", Isolauri huomauttaa. Pohjois-Pohjanmaan sairaanhoitopiiri hoitaa tilanteen etupäässä niin, että MedOne-yhtiö tekee leikkauksia ostopalveluna Oulun yliopistollisen sairaalan (Oys) tiloissa.

"Ratkaisu on aika omintakeinen, sillä MedOnen työntekijöistä ainakin osa on Oys:n omia työntekijöitä", Isolauri huomauttaa. Vaativia leikkauksia ostetaan lisäksi sairaala Coxasta Tampereelta ja Ortonista Helsingistä.

"Tilanne on paranemassa, ja meillä on vahva usko, että vuoden loppuun mennessä saamme hoidettua yli kuusi kuukautta odottaneet, vaikka läheteiden, päivystysten ja kiireellisten tapausten määrän lisääntyminen sitovat omia voimavarojamme", Oys:n johtajaylilääkäri Lauri Nuutinen sanoo.

Jono-ongelman pohjalla ovat hänen mukaansa vuoden 2001 lääkärilakko sekä vuonna 2004 tehdyt väärät säästöpäätökset. Jonojen purkua on vaikeuttanut myös se, että palkkaerimielisyyksien vuoksi hoitohenkilökunta on kieltäytynyt tekemästä ylityitä, mikä on estänyt leikkausten tekemisen omana lisätyönä.

"Tilanteen saaminen kuriin on vaatinut poikkeuksellisen kauan, ja uhkasakko on ollut keskusteluissa esillä useita kertoja, mutta nyt suunnitelma vaikuttaa hyvältä", Oulun

lääninlääkäri Hannele Havanka arvioi. Hän muistuttaa, että jonoihin tulee kuitenkin koko ajan lisää ihmisiä, joten perustoiminnan resurssit pitäisi saada sellaisiksi, ettei jonoa synny.

Helsingin Sanomat 13.9.2006

**Kainuussa pompotellaan potilaita terveyskeskuksesta toiseen  
Hallintokokeilun myötä potilas laitetaan sinne, missä on tilaa  
Päättäjät: Asiakkaan vapaan valinnan periaatetta ei rikota**

**LEENA SANDSTRÖM**

SOTKAMO. Kainuussa ihmisiä suututtaa hallintokokeilun myötä lisääntynyt potilaiden siirtely kunnasta toiseen. Potilaita kuskataan sinne, missä tilaa sattuu olemaan välimatkasta ja vastalauseista huolimatta. Monen mielestä omaiset maksavat matkakuluissa sen, mitä maakunta siirroissa säästää.

Maakunnan sosiaali- ja terveydenhuollossa on vapaan valinnan periaate, jonka mukaan asiakkaalla on oikeus vapaasti valita hoitopaikkansa Kainuun yhdeksän kunnan alueella. Esimerkiksi laitoshoidossa olevat voivat siirtyä kunnasta toiseen, kun yleensä se ei ole mahdollista. Kokeilun alussa luvattiin, että vastoin tahtoa siirtoja ei tehdä. Asukkaiden mukaan näin kuitenkin nyt toimitaan. Omaishoitaja Eeva Leinonen, 81, saapuu Kajaanista ystävänsä Maija Vuorelan kanssa tapaamaan miestään Sotkamon terveyskeskussairaalaan 42 kilometrin päähän kotoa. "Onko sinulla ollut yhtään ikävä?" Eeva Leinonen kysyy ja sipaisee miehensä kättä. "No vähän", Veikko Leinonen tunnustaa.

Alzheimerin tautia sairastava Veikko Leinonen joutui kovien vatsakipujen vuoksi sairaalaan. Eeva Leinonen tyrmistyi, kun sairaalasta soitettiin pian, että mies siirretäänkin Sotkamoon. "Eikö Kajaanista todella löytynyt paikkaa veteraanille? Tämä tuntuu aivan nurinkuriselta. Tutkimuksetkin aloitettiin vasta täällä", Leinonen huokaa. Pitkä matka vie voimia ja pakostakin vähentää vierailuja.

"Minulla on ajokortti ja auto, mutta en ole enää vuoteen ajanut. Nyt pitää aina pyytää ystävä tai poika käyttämään Sotkamossa", Leinonen kertoo. Myös käytävällä makaava ristijärveläinen Jouko Heikkinen, 69, ihmettelee siirtelyä. "Kävin lääkärissä Paltamossa. Minut lähetettiin Kajaaniin ja sieltä tänne Sotkamoon. Monen pitäjän kautta kierrätetään ja vielä yöllä ja kovissa tuskissa", Heikkinen kertoo.

Hän oli ensimmäiset kolme yötä televisiohuoneessa, nyt edellisillasta asti käytävällä. Ristijärveläisten tilanne on erityisen hankala, sillä kuntaan ei ole saatu edes lääkäriä. "Uudet käytännöt ovat aiheuttaneet aikamoisen ambulanssi- ja taksirumban. Meillä on vaikeuksia saada edes koulukyydit toimimaan, kun kaikki taksit kuskaavat potilaita ympäri maakuntaa", Ristijärven kunnanjohtaja Reijo Fredriksson huomauttaa.

Päättäjien mukaan potilaiden siirtely ei sodi vapaan valinnan periaatetta vastaan. "Päivystystilanteissa voidaan joutua siirtämään ihminen toiseen pisteeseen, eikä siinä ole mitään uutta. Tosin kajaanilaisille on uusi asia, että he voivat joutua jatkohoitoon vaikkapa Kuhmoon, ja he protestoivat sitä ankarasti", sosiaali- ja terveysjohtaja Tuomo Pääkkönen sanoo.

Tilastoja siirtojen määrästä ei vielä löydy. Pääkkösen mukaan siirrot ovat aina lyhytaikaisia, ja niillä taataan potilaiden hyvä hoito ja turvallisuus. Toiminnan keskittämällä ja tehostamisella säästetään vuosittain noin miljoona euroa. Yhteispäivystyksessä menossa olevien järjestelyiden ja remontin vuoksi tilanne on nyt hankala, ja siirtojen luvataan vähenevän selvästi ensi vuonna. Suurin osa siirroista tapahtuu neljän ison terveyskeskuksen - Kajaanin, Sotkamon, Kuhmon ja Suomussalmen - välillä.

"Siinä on vielä ontumista, että potilaalla on tullen menen oikeat tiedot mukana. Myös atk-ohjelmat ovat vielä erilaiset", osastonhoitaja Anika Meriläinen Sotkamon terveyskeskussairaalasta kertoo. Potilaiden ja omaisten kritiikin saavat usein vastaanottaa hoitajat. Varsinkin vanhuksille oman kunnan hoitopaikka olisi tuttu ja turvallinen. "Mutta tämä on uusi käytäntö, johon pitää tottua. Sattumanvaraista siirtely ei ole, vaikka potilaasta se ehkä siltä tuntuukin. Potilaiden suuri vaihtuvuus työllistää kyllä paljon hoitajiakin", Meriläinen kertoo.

Helsingin Sanomat 29.4.2006

### **Hallintokokeilulla etsitään ratkaisua ongelmiin**

#### **LEENA SANDSTRÖM**

Viime vuoden alussa käynnistyneen Kainuun hallintokokeilun myötä Kainuu toimii tavallaan yhtenä suurena kuntana. Kainuun maakunta -kuntayhtymä tuottaa sosiaali- ja terveydenhuollon palvelut lasten päivähoitoa lukuun ottamatta. Maakunta vastaa myös ammatillisesta ja lukio-opetuksesta, yleisestä elinkeinopolitiikasta, suunnittelusta ja alueen kehittämisestä.

Mukana ovat Hyrynsalmi, Kajaani, Kuhmo, Paltamo, Puolanka, Ristijärvi, Sotkamo, Suomussalmi ja Vuolijoki eli kaikki Kainuun kunnat lukuun ottamatta Vaalaa.

Kokeilusta etsitään ratkaisua ongelmiin, joita vähenevä väki ja lisääntyvät sosiaali- ja terveydenhuollon kulut ovat Kainuun pienille kunnille aiheuttaneet.

Kokeilu on saanut paljon myönteistä huomiota ja sen kokemuksista toivotaan ratkaisua myös muiden vastaavien alueiden ongelmiin. Asioista päättävät vaaleilla valittu maakuntavaltuusto, jossa on edustajia kaikista alueen kunnista asukasluvun mukaisesti, sekä maakuntahallitus ja -johtaja.

Tampereen yliopiston yhteiskuntatieteiden laitoksen arviointiraportissa kokeilun alkua pidetään onnistuneena. Kokeilussa on arvion mukaan onnistuttu vastaamaan niihin haasteisiin, joita maakunnan vaikea tilanne on asettanut. Sen sijaan vaalijärjestelmää moititaan monimutkaiseksi. Vuoden 2008 vaaleissa siirrytäänkin suoraan vaaliin ilman kuntakiintiöitä. Kainuu on yksi kuudesta maakunnasta, jotka pystyivät viime vuonna parantamaan vuosikatettaan. Ensimmäisenä vuonna kokeilun tilinpäätös jäi kolme miljoonaa euroa miinukselle, mutta Kainuun kuntien menojen kasvu saatiin tippumaan aiemmasta 6-7 prosentista vuodessa 1,9 prosenttiin. Keskimäärin kuntien menot kasvoivat yli 5 prosenttia. Maakuntahallinnon tämän vuoden budjetti on 241,5 miljoonaa euroa. Kokeilu jatkuu vuoteen 2012 asti.

Helsingin Sanomat 29.4.2006

## **Potilaita siirrellään Kainuussa ympäri maakuntaa**

### **LEENA SANDSTRÖM**

Paljon myönteistä huomiota saanut Kainuun hallintokokeilu on johtanut siihen, että potilaita siirrellään ympäri Kainuuta. Potilas laitetaan sinne, missä tilaa sattuu olemaan, eikä oman terveystieteiden vuodeosastolle.

Kainuulaisia tilanne suututtaa. Etenkin vanhukset haluaisivat oman kunnan tuttuun hoitopaikkaan. Lisäksi pitkät välimatkat vaikeuttavat omaisten vierailuja. Hallintokokeilun periaatteiden mukaan asiakas saa sosiaali- ja terveystoimessa vapaasti valita hoitopaikkansa, mutta päättäjien mukaan se ei koske akuuttihoitoa. Lyhytaikaisessa hoidossa siirtoja pidetään välttämättömänä. Toiminnan tehostamisella ja keskittämällä säästetään miljoona euroa vuodessa.

Helsingin Sanomat 29.4.2006

### **Kainuun kokeilun alku rohkaiseva**

Kainuun hallintokokeilun ensimmäinen vuosi on takana. Yhden vuoden perusteella ei vielä ole eväitä kovin varmoihin johtopäätöksiin, mutta siitä huolimatta alkua voi pitää rohkaisevana. Kainuun maakunta-kuntayhtymän menot kasvoivat viime vuonna vain 1,9 prosenttia, kun niitä verrataan vastaaviin kuntien yhteenlaskettuihin menoihin. Alueen kuntien menot nousevat normaalisti vuosittain 6-7 prosenttia.

Yhdeksän kunnan yhtymän talousarvio ei aivan pysynyt suunnitelluissa luvuissa. Tilinpäätös kertoo kolmen miljoonan euron alijäämästä. Se syntyi tutusta syystä: sosiaali- ja terveystoimen kuluja on vaikea ennakoida niin pääkaupunkiseudulla kuin Kainuussakin. Ensimmäistä talousarviota on ymmärrettävästi vaikea saada kerralla kohdalleen. Seuraavalta sitä voidaan jo vaatia.

Kainuun mallia on jo ehditty sovitella yhdeksi kuntauudistuksen esikuvaksi. Kuntauudistuksen yksi iso tavoite on palveluiden järjestäminen riittävän suurissa yksiköissä. Kainuun kokeilualueella asuu 84500 ihmistä, joiden palveluista valtaosan maakunta on ottanut hoitaakseen. Maakunta näyttäisi olevan palvelutuotannon kannalta sopivan kokoinen. Kokeilun yksi kompastuskivi liittyy demokratiaan. Kainuulaiset eivät innostuneet kunnallisvaalien yhteydessä syksyllä 2004 pidetyistä maakuntavaaleista. Äänestysvilkkauksen kipusi nipin napin 50 prosentin paremmalle puolelle. Kaksien äänestyslippujen täyttäminen osoittautui hankalaksi, ja hylättyjä ääniä oli runsaasti.

Kuntakiintiöiden varaan rakentuva vaalijärjestelmä ei muutenkaan ollut kovin demokraattinen. 39 valtuutetusta suuri osa on Kajaanista, kun muutamalla kunnalla on vain yksi tai kaksi edustajaa valtuustossa. Seuraavissa maakuntavaaleissa 2008 käytössä on suora vaali ilman kuntakiintiöitä, mikä on selkeä parannus.

Kainuun hallintokokeilu kestää vuoden 2012 loppuun.

Helsingin Sanomat 7.3.2006

**HS Kainuun hallintokokeilusta**

Lehden pääkirjoituksessa todetaan, että Kainuun hallintokokeilun alku on ollut rohkaiseva. Mallia on ehditty jo esittää yhtenä kuntauudistuksen esikuvana. Kainuun kokeilualueella asuu 84 500 ihmistä, joiden palveluista vastaa pääosin Kainuun maakunta, joka näyttäisi olevan kooltaan sopiva palvelutuotannon järjestämiseen. Yhdeksän kunnan yhtymän talousarvio ei pysynyt vuonna 2005 suunnitelluissa luvuissa. On kuitenkin ymmärrettävää, ettei ensimmäistä talousarviota saada heti kohdalleen. Seuraavalta talousarviolta sitä sen sijaan voidaan jo vaatia. Kokeilun kompastuskivi on kuntakiintiöiden varaan rakennettu vaalijärjestelmä, joka ei ole kovin demokraattinen. Vuoden 2008 maakuntavaaleissa on kuitenkin käytössä suora vaali ilman kuntakiintiöitä, joten parannusta on luvassa.

Helsingin Sanomat 7.3.2006

## ATTACHMENT 3: THE PRESS ANALYSIS - KAINUUN SANOMAT ARTICLES

Keskiviikkona 1. maaliskuuta 2005

A-sivu (toimitusohjeet):  
Jari Heikonen

Kainuu

## Kainuun mallin käytännöissä on vielä hankaluuksia

Lisäksi suuret, jopa tuhannen euron erot kuukausipalkassa hiertävät työntekijöitä

MARIA KALLIOKOSKI  
Kajast

Kainuun hallintokoneilla ei ole alkaneet kirkkasta. Ei kuitenkaan kyllä niin kai olettautukaan; kysy on melko nopeasti valmistellusta ja isosta asiasta.

Ensimmäisen seurantaseminaarin ei seurauksia haluttu kutsua mukaan, ja alun pohjenvuorot smoothin päätettiin sijaan järjestöjen ja henkilöstön edustajille. Maakuntavaltuuston puheenjohtaja Timo Korhonenkin (kesk.) kannusti kertomaan epäonnistumisista ja etsimään niihin ratkaisuja.

Sydänyhdistyksen toiminnanjohtaja Erja Hurskainen oli tervetulle kutsuttu. Kuntarajojen etäisyydet olivat, joihin ei myöskään selkeitä toimintalinjoja. Se näkyy turvattuun. Ikäihmisiä kokevat pöyryttäväksi, etteivät he tiedä, missä kunnassa odottaa paikka jatkotoimoon, Hurskainen kertoi.

"Se voi olla sotaveteraanille kova paikka."

Hän myös pelkasi, että pitkäaikainen takana olevat palvelut aiheuttavat ajan mittaan tilanteen, jossa sairast joutuvat mememättä hoitoon. Myös oman tutun hoitajan menettämisen voi olla monelle kova juttu.

Hurskaisen mielestä hyvien käytäntöjen hakeminen jui puolelleen, eikä terveyden odotukseen ole riittävästi voimavaroja.

Kuntarajojen tilalle ovat tul-

leet tuloyksikköjen rajat, sanoi Heidi Laurila, terveydenhuollon järjestöjen Superin ja Tebyn 1 500 työntekijän luottamusmiehen. Esimiehet ovat toisella paikkakunnalla, eivätkä kaikki edes tiedä, kuka on oma esimies. Hän ihmetteli, miksei uudesta organisaatiorakenteesta järjestetty koulutusta.

"Lisäksi on koettu, että esimiespörrasta on kasvatettu. Toisaalta kriittistä luulimatta esimiehiä koetaan olevan joissain paikoissa liian vähän ja heidän työmiäränsä valtavaa."

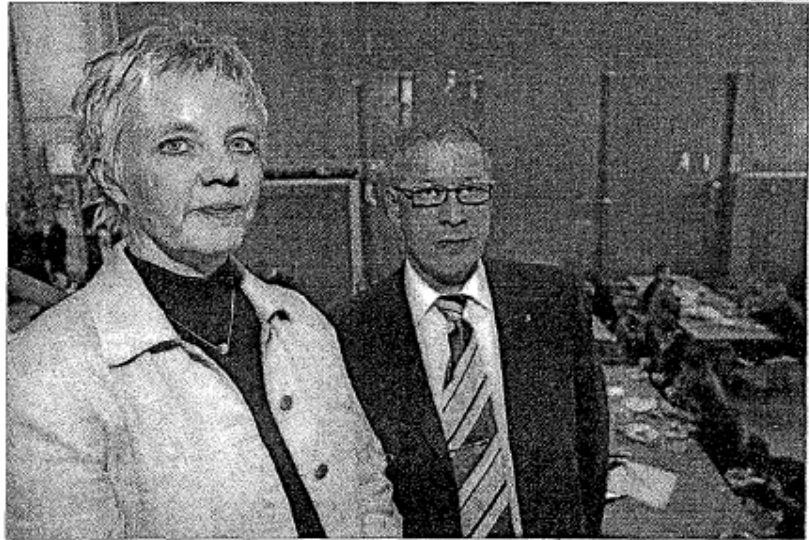
"Elämme vielä kaoksen keskellä"

Palkkerot hiertävät. Samanlaisen hoitotyön kuukausipalkassa voi olla 100-250 euron ero ja toimistotyön useita satoja euroja, Laurila kertoi.

Henkilöstöjohtaja Aaro Rönkä tehtiin koulutuksen kuukausipalkoissa on jopa tuhannen euron eroja.

Epäoikeudenmukaisuutta ei voi oikein Rönkän mukaan kukaan nopeasti, kun ei myöskään ylipäätään yhdenolosta eri työnantajan henkilöstö- ja palkkapolitiikan yhdenmukaistamista. Käynnissä on työn vaatavuuden arviointi, jonka perusteella epäkohtia korjataan syyskuun alun palkkasuunnitelman.

Henkilöstöväjät on pitkittynyt ja monimutkaistunut työelämän uudistuksia, kertoi JUKOn eli Julkisten koulutettujen neuvottelujärjestön puheenjohtamies Matti Piikinen. Aika on



Luottamusmiehen Heidi Laurila toi viestiä muun muassa palkkerotista. Viereessä maakuntajohtaja Hannu Leskinen.

kulunut välttämättömyyksiin hoitoon. Hän otti esimerkiksi työmatkojen pidentymiseen sovellettava virkaehtosopimus on tehty yhdessä kunnassa eikä ko-

ko maakunnassa työskentelyä varten.

"Tässä kuulit kovaa kritiikkiä, mikä kertoo siitä, että elämme vielä aikamoisen kaoksen

keskellä", Aaro Rönkä sanoi Laurilan ja Piikisen puheenvuoroista. Näkymät ovat sikäli helpot, ettei irtisanomisia tarvita vuoteen 2012 ulottuvan ma-

kuntakokeilun aikana. Toisaalta odottaa on työvoimapolitiikka, Rönkä lauski ja kysyi, kuinka Kainuu yrittää parhain osajajansa ja saa vielä uusia.

## Elinkeinpolitiikasta tullut toiveiden tynnyri

MARIA KALLIOKOSKI  
Kajast

Kainuulaisten elinkeinopolitiikasta puuttavat selkeät tavoitteet. Sitä on rakennettu kuitenkin toiveiden tynnyriä, luonnosti Kajaanin kaupunkamarkkinat puheenjohtaja, päätöksentekijä Matti Pirainen.

Hän tähden, etteivät maakunnan voimavarat riitä kaikkeen. Klusteriteita – toimialojen ja yritysten ryppäitä – on liikaa. Erityisesti häntä ihmettyi elintarviketeollisuuden liittäminen liian.

"Funktionaaliset elintarvikkeet ovat yksi vahva tulevaisuuden ala, mutta tämän maan maan resurssit eivät siihen riitä. Eihän täällä ole edes alalla toimivia riittäviä suuria yrityksiä." Pirainen kaipasi huomiota erityisesti Vuokatin seaman

valvostamiseen, joka on hänen mielestään maakunnan matkailun suurin haaste.

Paperitehdasta puolistamaan

Hän myös ihmetteli, ettei Tishenninmenen perusteella uhkatekijöitä ole elinkeinopolitiikassa luotu eikä maankunta ole puennut suojeluvälineiden jatkuvaa kasvattamiseen.

"Kajaanissa tuotetaan Euroopan syrjäisimmässä tehtaassa kallista raaka-aineesta halpaa paperia. Tämä ei voi jatkua pitkään, kun samalla paperia raaka-ainetta, havukuidun, saattavus käy entistä vaikeammaksi."

Elinkeinopolitiikan mahdollisuutena Matti Pirainen näkee idän, Kostamuksen, joka tarjoaa Kainuulle ainoan mahdollisen globaalien kilpailuedun.

Kainuun TE-keskuksen johtaja Alpo Jokelainen oli samaa mieltä klusteriteiden kasvun tarpeesta. Hän epäili, että ympäristöklusteri jo koitutele ovelta.

Elintarviketeollisuuden mukanaolon hän perusteli EU:lla. "hau-telu lähtee EU-rahoista, ja muutos on vaikea. Sallisin sen olla, sillä se on osa EU:n maatalouspolitiikkaa. EU on ollut Kainuun maatalouden pelastus."

Jokelainen pitää klusterin sopivana kokonaan noin 300:aa yritystä. Mistä tekniikan muuttama kymmeniä yrityksiä ovat hänen mielestään liian vähän omaksi ryhmäkseen; mukaan se tarvitsee "puuta tai joutain".

Myös Pirainen muut näkemykset saivat tukea Jokelaiselta. "Ehdottomasti Vuokatti. Nyt matkailuhankkeet hajoavat kuin vaarparvi."

## Sanottua

"Meillä ei tällä maakunnassa ole mitäänlaisia muuta välttö-erinto. Maakunnaksi on saatava toiminnan. Sen on onnistuttava."

Maakuntavaltuuston puheenjohtaja Timo Korhonen (kesk.)

"Tässä olosuhteissa kaikki hajuavat, että kokolu onnistuu. On pikku-osen sellainen riski, että meillä ikä-vaalei kukaan uusia vaikkakaan. Töiden kasahtamisen ja pilottointia, mutta on oltava mahdollisuus astua tasapainoon."

Kaupunginjohtaja Eira Valtanen

"Onko koko systeemiä byrokraattinen ja liian hallittokasainen? Onko asioita unohdettu?"

Sydänyhdistyksen puheenjohtaja Erja Hurskainen

"Byrokraattinen on tietoinen valinta. Halu on toteuttaa näin maanpuolustuskäytännöllä tavalla, että sitä ei sekoiteta. Matkassa organisaatiossa muutosta ei ole tapahtunut, kaikki olivat toimineet kuten nyt."

"Oli myös henkistä byrokraattia, mikä ei huomattu. Monessa osastoi- ja terveysalan yksikössä johtaminen oli kadonnut, ja tuok-

set olivat sen mukaisia."

Sosiaali- ja terveysjohtaja Tuomo Paakkonen

"Löydä ei ole. Työskälyt kirkkuvat ja uupuvat. Määräaikainen osaaminen ei mielestäni heikennyt. Palkkerot semoo työtä tekemään väliä hiertävät."

TN:n luottamusmiehen Heidi Laurila

"Toiminta pelokuntaperiaattella näin asiain taruttuaan, mitään pitää. Ennen ole siinä päässyt pitkäjänteisellä henkilöstötoimintaa vauhtiin."

JUKOn puheenjohtamies Matti Piikinen

"Kun tuossa puhuttiin jaksamisesta ja loppunäpäläisestä, niin sairauspoissaolot ovat ylittävän pientä, 3,3 prosenttia työvuosista."

Henkilöstöjohtaja Aaro Rönkä

"Olemme onnistuneet kolmivaiheisen hyvien, ja olemme menossa hyvään suuntaan."

Talousjohtaja Asta Tolonen

"En tiedä Suomessa muuta maakuntaa, jossa sisäinen yhteistyö olisi niin vahva kuin Kainuussa. Tämä hetkellä muualla vöhräytel-

lään ja seutu istutaan – lukkaa sanat erikseen – kun pitäisi tehdä töitä. Täällä on peritty rehdus lähe väästuhannalle ja otettu käyttöön eurooppolainen aluerahat."

Valtuustoasiain Antti Mykkänen

"Matkailu on ohjelmassa lähtökäytännön laajasti. Huomiota ei kuitenkaan kiinnitetä riittävästi Vuokatin kaupunkiseuran Rukan, Levin ja varsinkin Torhon kanssa."

"Tähän varustusta on tullut pohja Golfvirran käynnistämisen mahdollis- sista vaikutuksia elämäntapa-

le, kun ohjelmien mukaan vinta ei näytä kääntävän suuntaansa seuravain sadan vuoden aikana."

Kaupunkamarkkinat Matti Pirainen

"Golfvirrasta: kun ohjelmien kirjoitusasuun jätetään, pitää sormenjätkä olla. Tehtäviä pitää pel-

TE-keskuksen johtaja Alpo Jokelainen

"Kun Pirainen määrättää seminaarin aikataulun, niin jätetään tämä keskustelu."

Puhetta johtanut sisäasiainministeriön ylläjohtaja Silla Hirvonen



# Kainuun mallista voi kasvaa mallikelpoinen lapsi

## Sotkamon terveysasemalla on menty vuodessa paljon eteenpäin

RAINA NISÄNEN  
Sotkamo

**K**un Kainuun Sanomat viikkua käy Sotkamon terveysasemalla, Kainuun hallintomallilla on sekä joku asia kysyttävää. Sitä on työntekijät kysyneet tutuista, että saatiinko oltua kuka selvitettiin vatsasta jonne ei ole kysyttyä.

Kun hallintomalli oli nähtävissä Kainuun lausunnossa 2005, lausunnossa raportoitiin kysymyksiä, tärkeitä ja olivia kysymyksiä. Kainuun mallia alattiin jo valmistaa toteutuskannan.

Teräsmatkapöytä yhteistyömallin on innoittanut elämänsä vuoden aikana elämänsä. "Olen hyvin tyyliä tulla", onsoitohoitaja Arja Niemi toteaa kiertävästä puhekirjeestä lausunnossa 2006. Hän on tyyliä kysymyksiä siitä, että vuodeksi postitettiin joulukuun eteenä.

Ilmapiiri kirkki, kun työntekijät joutuivat ottamaan selvää selvitettiin, mistä joku olivat toisen vastauksia aikamäärin.

### Yhteistyö Mallin kanssa parantunut

"Terveystyössä on yhä tulla kukaan ei onnellisiksi on enää sekaisin. Kainuun lausunnossa on ollut. Paljosta hoitokäytännöstä pitää terveydenhuollossa olla, se on jo välttämätöntä ja poliittista kysymystä", Sotkamon ja Kainuun tulosalueen johtaja, erikoislääkäri Marko Karpainen poliitti.

"Terveystyössä on yhä tulla kukaan ei onnellisiksi on enää sekaisin. Kainuun lausunnossa on ollut. Paljosta hoitokäytännöstä pitää terveydenhuollossa olla, se on jo välttämätöntä ja poliittista kysymystä", Sotkamon ja Kainuun tulosalueen johtaja, erikoislääkäri Marko Karpainen poliitti.

Sotkamon ja Kainuun alueiden neuvotteluja ja kysymyksiä on opiskelijaterveyskeskuksissa. Terveystyössä on yhä tulla kukaan ei onnellisiksi on enää sekaisin. Kainuun lausunnossa on ollut. Paljosta hoitokäytännöstä pitää terveydenhuollossa olla, se on jo välttämätöntä ja poliittista kysymystä", Sotkamon ja Kainuun tulosalueen johtaja, erikoislääkäri Marko Karpainen poliitti.

Yhteistyö palaverit on ensimmäinen kerran aikamäärin. Perusterveydenhuolto ja erikoissairaanhoito ovat lähentyneet toisiinsa ja yhteistyö on yhä tulla kukaan ei onnellisiksi on enää sekaisin. Kainuun lausunnossa on ollut. Paljosta hoitokäytännöstä pitää terveydenhuollossa olla, se on jo välttämätöntä ja poliittista kysymystä", Sotkamon ja Kainuun tulosalueen johtaja, erikoislääkäri Marko Karpainen poliitti.

"Miten terveydenhuolto on tulla kukaan ei onnellisiksi on enää sekaisin. Kainuun lausunnossa on ollut. Paljosta hoitokäytännöstä pitää terveydenhuollossa olla, se on jo välttämätöntä ja poliittista kysymystä", Sotkamon ja Kainuun tulosalueen johtaja, erikoislääkäri Marko Karpainen poliitti.

Hänen mielestään on tulla kukaan ei onnellisiksi on enää sekaisin. Kainuun lausunnossa on ollut. Paljosta hoitokäytännöstä pitää terveydenhuollossa olla, se on jo välttämätöntä ja poliittista kysymystä", Sotkamon ja Kainuun tulosalueen johtaja, erikoislääkäri Marko Karpainen poliitti.

Marko Karpainen mukaan on tulla kukaan ei onnellisiksi on enää sekaisin. Kainuun lausunnossa on ollut. Paljosta hoitokäytännöstä pitää terveydenhuollossa olla, se on jo välttämätöntä ja poliittista kysymystä", Sotkamon ja Kainuun tulosalueen johtaja, erikoislääkäri Marko Karpainen poliitti.

### Ohjelmassa on petraamista

Muokkaan yhteistyömallin on tulla kukaan ei onnellisiksi on enää sekaisin. Kainuun lausunnossa on ollut. Paljosta hoitokäytännöstä pitää terveydenhuollossa olla, se on jo välttämätöntä ja poliittista kysymystä", Sotkamon ja Kainuun tulosalueen johtaja, erikoislääkäri Marko Karpainen poliitti.

"Laboratoriotyössä on tulla kukaan ei onnellisiksi on enää sekaisin. Kainuun lausunnossa on ollut. Paljosta hoitokäytännöstä pitää terveydenhuollossa olla, se on jo välttämätöntä ja poliittista kysymystä", Sotkamon ja Kainuun tulosalueen johtaja, erikoislääkäri Marko Karpainen poliitti.



Kirsti Korhonen on saanut hyvää neuvoloitusta tulla kukaan ei onnellisiksi on enää sekaisin. Kainuun lausunnossa on ollut. Paljosta hoitokäytännöstä pitää terveydenhuollossa olla, se on jo välttämätöntä ja poliittista kysymystä", Sotkamon ja Kainuun tulosalueen johtaja, erikoislääkäri Marko Karpainen poliitti.

### Lääkärineuvoloista jouduttu tinkimään

■ Sosiaali- ja terveysministeriön raportin mukaan on tulla kukaan ei onnellisiksi on enää sekaisin. Kainuun lausunnossa on ollut. Paljosta hoitokäytännöstä pitää terveydenhuollossa olla, se on jo välttämätöntä ja poliittista kysymystä", Sotkamon ja Kainuun tulosalueen johtaja, erikoislääkäri Marko Karpainen poliitti.

■ Kainuun terveyskeskuksissa on tulla kukaan ei onnellisiksi on enää sekaisin. Kainuun lausunnossa on ollut. Paljosta hoitokäytännöstä pitää terveydenhuollossa olla, se on jo välttämätöntä ja poliittista kysymystä", Sotkamon ja Kainuun tulosalueen johtaja, erikoislääkäri Marko Karpainen poliitti.

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Kainuun tulosalueen johtaja, erikoislääkäri Marko Karpainen on Sotkamon ja Kainuun tulosalueen johtaja, erikoislääkäri Marko Karpainen poliitti.

### "Vene ei enää ajalehti"

Viime keväänä Sotkamon terveyskeskuksissa on tulla kukaan ei onnellisiksi on enää sekaisin. Kainuun lausunnossa on ollut. Paljosta hoitokäytännöstä pitää terveydenhuollossa olla, se on jo välttämätöntä ja poliittista kysymystä", Sotkamon ja Kainuun tulosalueen johtaja, erikoislääkäri Marko Karpainen poliitti.

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Fregan Living



# Maakuntakokeilun luomisesta kiitokset

## Tampereen yliopiston tutkijatkin yllättyivät kokeilun alkuvaiheen menestyksestä

KAANO VIERRE

Käynnin hallintakokoukseen, toisena päivänä käytiin työryhmäkokous, kun Kaunumaan alueella keuhkokuumeen leikkauksen alkuvaiheen menestyksestä. Tampereen yliopiston tutkijoiden kanssa käynnin alkuvaiheen tulokset olivat erittäin myönteisiä. Käynnin alkuvaiheen tulokset olivat erittäin myönteisiä. Käynnin alkuvaiheen tulokset olivat erittäin myönteisiä.

### ”Alku on lupaava, Kaunumaan kokeilu on kaikki mahdollisuuksien omissa.”

Käynnin alkuvaiheesta, kun malli ei ole toiminnassa vielä vuorokauden kuluessa. Käynnin alkuvaiheesta, kun malli ei ole toiminnassa vielä vuorokauden kuluessa. Käynnin alkuvaiheesta, kun malli ei ole toiminnassa vielä vuorokauden kuluessa.

”Kivijalka on valettu ja rakennus pystytetty, mutta vielä emme tiedä, onko talossa hyvä asua.”

Vuosi vuodelle 2008 tehdään toinen seuranta- ja tutkimusraportti, jossa käsitellään kokeilun alkuvaiheen tuloksia ja vaikutuksia. Vuosi vuodelle 2008 tehdään toinen seuranta- ja tutkimusraportti, jossa käsitellään kokeilun alkuvaiheen tuloksia ja vaikutuksia.

Tuoksu on erittäin hyvä. Käynnin alkuvaiheesta, kun malli ei ole toiminnassa vielä vuorokauden kuluessa. Käynnin alkuvaiheesta, kun malli ei ole toiminnassa vielä vuorokauden kuluessa.

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Maakuntakokeilun alkuvaiheesta. Kuva: Kaunumaan alueen kehittämisyhtiö.

Käynnin alkuvaiheesta, kun malli ei ole toiminnassa vielä vuorokauden kuluessa. Käynnin alkuvaiheesta, kun malli ei ole toiminnassa vielä vuorokauden kuluessa.

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### Kokeilu kestäi vuoteen 2012

Käynnin alkuvaiheesta, kun malli ei ole toiminnassa vielä vuorokauden kuluessa. Käynnin alkuvaiheesta, kun malli ei ole toiminnassa vielä vuorokauden kuluessa.

”Kivijalka on valettu ja rakennus pystytetty, mutta vielä emme tiedä, onko talossa hyvä asua.”



## ATTACHMENT 4: THE SURVEY - QUESTIONNAIRE FORM

**THE KAINUU REGION SOCIAL WELFARE AND HEALTH CARE SERVICES SURVEY****DEMOGRAPHIC INFORMATION**

1 Gender

 male female

2 Age

 under 25 25-40 41-55 56-70 over 70

3 Municipality \_\_\_\_\_

**THE KAINUU REGION SOCIAL WELFARE AND HEALTH CARE SERVICES**

4 How often do you use health center services?

 weekly monthly less than monthly

5 How friendly was the service you were provided with?

poor

excellent

1

2

3

4

5

6 What was the level of expertise of the service you were provided with?

poor

excellent

1

2

3

4

5

7 How well were you listened to during the service provided?

very poorly

very well

1

2

3

4

5

8 How did you make the appointment?

 by phone last appointment at the reception by referral some other way than mentioned? \_\_\_\_\_

9 How effortless was it to make the appointment?

very difficult

very easy

1

2

3

4

5

10 Evaluate the social and health care services of the Kainuu Region.

very poor

excellent

1

2

3

4

5

11 We want to develop our services offered to you. Tell us how we could develop them.

## ATTACHMENT 5: RESEARCH REPORT - SPSS MATERIAL

**Gender****Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	110	43,3	43,3	43,3
	female	144	56,7	56,7	100,0
	Total	254	100,0	100,0	

**Age****Age**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	under 25	15	5,9	5,9	5,9
	26-40	24	9,4	9,4	15,4
	41-55	56	22,0	22,0	37,4
	56-70	78	30,7	30,7	68,1
	over 70	81	31,9	31,9	100,0
	Total	254	100,0	100,0	

**Municipality****Municipality**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kajaani	88	34,6	34,6	34,6
	Paltamo	13	5,1	5,1	39,8
	Puolanka	13	5,1	5,1	44,9
	Suomussalmi	31	12,2	12,2	57,1
	Hyrnsalmi	13	5,1	5,1	62,2
	Ristijärvi	9	3,5	3,5	65,7
	Kuhmo	37	14,6	14,6	80,3
	Sotkamo	49	19,3	19,3	99,6
	Vuolijoki	1	,4	,4	100,0
	Total	254	100,0	100,0	

## How often do you use health centre services?

How often do you use health centre services?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	weekly	19	7,5	7,6	7,6
	monthly	50	19,7	20,0	27,6
	less than monthly	181	71,3	72,4	100,0
	Total	250	98,4	100,0	
Missing	System	4	1,6		
Total		254	100,0		

## How friendly was the service you were provided with?

Statistics

How friendly was the service?

N	Valid	254
	Missing	0
Mean		4,29

How friendly was the service you were provided with?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	poor	5	2,0	2,0	2,0
	mediocre	9	3,5	3,5	5,5
	satisfactory	26	10,2	10,2	15,7
	good	82	32,3	32,3	48,0
	excellent	132	52,0	52,0	100,0
Total		254	100,0	100,0	

## What was the level of expertise of the service you were provided with?

### Statistics

What was the level of expertise?

N	Valid	253
	Missing	1
Mean		4,24

### What was the level of expertise?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	poor	1	,4	,4	,4
	mediocre	12	4,7	4,7	5,1
	satisfactory	28	11,0	11,1	16,2
	good	97	38,2	38,3	54,5
	excellent	115	45,3	45,5	100,0
	Total	253	99,6	100,0	
Missing	System	1	,4		
Total		254	100,0		

## What was the level of listening of the service you were provided with?

### Statistics

What was the level of listening?

N	Valid	253
	Missing	1
Mean		4,37

### What was the level of listening?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	poor	1	,4	,4	,4
	mediocre	15	5,9	5,9	6,3
	satisfactory	16	6,3	6,3	12,6
	good	79	31,1	31,2	43,9
	excellent	142	55,9	56,1	100,0
	Total	253	99,6	100,0	
Missing	System	1	,4		
Total		254	100,0		

## How did you make the appointment?

How did you make the appointment?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	by phone	103	40,6	40,9	40,9
	at the last appointment	36	14,2	14,3	55,2
	at the reception	60	23,6	23,8	79,0
	by a referral	23	9,1	9,1	88,1
	another way, how?	30	11,8	11,9	100,0
	Total	252	99,2	100,0	
Missing	System	2	,8		
Total		254	100,0		

## How effortless was it to make the appointment?

How effortless was it to make the appointment?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very difficult	25	9,8	10,9	10,9
	difficult	29	11,4	12,6	23,5
	mediocre	42	16,5	18,3	41,7
	easy	52	20,5	22,6	64,3
	very easy	82	32,3	35,7	100,0
	Total	230	90,6	100,0	
Missing	System	24	9,4		
Total		254	100,0		

## Evaluate the Kainuu Region social welfare and health care services as a whole?

### Statistics

Evaluate the Kainuu Region...

N	Valid	250
	Missing	4
Mean		3,15

### Evaluate the Kainuu Region..

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	poor	20	7,9	8,0	8,0
	mediocre	42	16,5	16,8	24,8
	satisfactory	91	35,8	36,4	61,2
	good	75	29,5	30,0	91,2
	excellent	22	8,7	8,8	100,0
	Total	250	98,4	100,0	
Missing	System	4	1,6		
Total		254	100,0		

## Frequencies

### Districts

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	District 1	111	43,7	43,7	43,7
	District 2	86	33,9	33,9	77,6
	District 3	57	22,4	22,4	100,0
	Total	254	100,0	100,0	

## Friendliness/districts

### How friendly was...? \*Districts Crosstabulation

Count

		Districts			Total
		District 1	District 2	District 3	
	poor	4	0	1	5
	mediocre	7	1	1	9
	satisfactory	15	7	4	26
	good	30	34	18	82
	excellent	55	44	33	132
Total		111	86	57	254

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12,487 <sup>a</sup>	8	,131
Likelihood Ratio	13,978	8	,082
Linear-by-Linear Association	4,828	1	,028
N of Valid Cases	254		

a. 6 cells (40,0%) have expected count less than 5. The minimum expected count is 1,12.

**Expertise/districts**

**What was the level of expertise..? \* Districts Crosstabulation**

Count

	Districts			Total
	District 1	District 2	District 3	
poor	1	0	0	1
mediocre	9	3	0	12
satisfactory	12	14	2	28
good	39	32	26	97
excellent	50	37	28	115
Total	111	86	56	253

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13,483 <sup>a</sup>	8	,096
Likelihood Ratio	16,768	8	,033
Linear-by-Linear Association	4,251	1	,039
N of Valid Cases	253		

a. 5 cells (33,3%) have expected count less than 5. The minimum expected count is ,22.

## Listening/districts

### What was the level of listening...? \* Districts Crosstabulation

Count

	Districts			Total
	District 1	District 2	District 3	
poor	1	0	0	1
mediocre	13	1	1	15
satisfactory	12	4	0	16
good	21	37	21	79
excellent	64	43	35	142
Total	111	85	57	253

### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	30,818 <sup>a</sup>	8	,000
Likelihood Ratio	35,468	8	,000
Linear-by-Linear Association	7,442	1	,006
N of Valid Cases	253		

a. 5 cells (33,3%) have expected count less than 5. The minimum expected count is ,23.

## Effortlessness/districts

### How effortless was...? \* Districts Crosstabulation

Count

	Districts			Total
	District 1	District 2	District 3	
very difficult	19	3	3	25
difficult	14	12	3	29
mediocre	20	15	7	42
easy	19	24	9	52
very easy	28	28	26	82
Total	100	82	48	230

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	22,238 <sup>a</sup>	8	,004
Likelihood Ratio	22,425	8	,004
Linear-by-Linear Association	14,145	1	,000
N of Valid Cases	230		

a. 0 cells (,0%) have expected count less than 5. The minimum expected count is 5,22.

**Evaluation as a whole/districts**

Evaluate... \* Districts

**Crosstabulation**

Count

	Districts			Total
	District1	District 2	District 3	
poor	12	3	5	20
mediocre	16	16	10	42
satisfactory	41	28	22	91
good	33	30	12	75
excellent	7	7	8	22
Total	109	84	57	250

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9,170 <sup>a</sup>	8	,328
Likelihood Ratio	9,512	8	,301
Linear-by-Linear Association	,434	1	,510
N of Valid Cases	250		

a. 1 cells (6,7%) have expected count less than 5. The minimum expected count is 4,56.

## The level of expertise/gender

Crosstab

		Gender		Total
		male	female	
poor	Count	1	0	1
	% of Total	,4%	,0%	,4%
mediocre	Count	5	7	12
	% of Total	2,0%	2,8%	4,7%
satisfactory	Count	8	20	28
	% of Total	3,2%	7,9%	11,1%
good	Count	46	51	97
	% of Total	18,2%	20,2%	38,3%
excellent	Count	50	65	115
	% of Total	19,8%	25,7%	45,5%
Total	Count	110	143	253
	% of Total	43,5%	56,5%	100,0%

### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4,462 <sup>a</sup>	4	,347
Likelihood Ratio	4,938	4	,294
Linear-by-Linear Association	,185	1	,667
N of Valid Cases	253		

a. 2 cells (20,0%) have expected count less than 5. The minimum expected count is ,43.

## The level of expertise/age

Crosstab

		Age					Total
		under 25	26-40	41-55	56-70	over 70	
poor	Count	0	0	0	0	1	1
	% of Total	,0%	,0%	,0%	,0%	,4%	,4%
mediocre	Count	1	4	3	1	3	12
	% of Total	,4%	1,6%	1,2%	,4%	1,2%	4,7%
satisfactory	Count	1	3	9	7	8	28
	% of Total	,4%	1,2%	3,6%	2,8%	3,2%	11,1%
good	Count	6	11	25	33	22	97
	% of Total	2,4%	4,3%	9,9%	13,0%	8,7%	38,3%
excellent	Count	7	6	19	37	46	115
	% of Total	2,8%	2,4%	7,5%	14,6%	18,2%	45,5%
Total	Count	15	24	56	78	80	253
	% of Total	5,9%	9,5%	22,1%	30,8%	31,6%	100,0%

## Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	23,806 <sup>a</sup>	16	,094
Likelihood Ratio	22,406	16	,131
Linear-by-Linear Association	6,037	1	,014
N of Valid Cases	253		

a. 12 cells (48,0%) have expected count less than 5. The minimum expected count is ,06.

## The level of expertise/municipality

## Crosstab

		Municipality									Total
		Kajaani	Paltamo	Puolank	Suomussal	Hyrnsal	Ristijär	Kuhmo	Sotkamo	Vuolijoi	
poor	Count	1	0	0	0	0	0	0	0	0	1
	% of Total	,4%	,0%	,0%	,0%	,0%	,0%	,0%	,0%	,0%	,4%
mediocre	Count	8	1	0	0	0	0	2	1	0	12
	% of Total	3,2%	,4%	,0%	,0%	,0%	,0%	,8%	,4%	,0%	4,7%
satisfactory	Count	10	1	0	1	1	1	8	6	0	28
	% of Total	4,0%	,4%	,0%	,4%	,4%	,4%	3,2%	2,4%	,0%	11,1%
good	Count	34	4	6	16	4	1	12	20	0	97
	% of Total	13,4%	1,6%	2,4%	6,3%	1,6%	,4%	4,7%	7,9%	,0%	38,3%
excellent	Count	35	7	6	14	8	7	15	22	1	115
	% of Total	13,8%	2,8%	2,4%	5,5%	3,2%	2,8%	5,9%	8,7%	,4%	45,5%
Total	Count	88	13	12	31	13	9	37	49	1	253
	% of Total	34,8%	5,1%	4,7%	12,3%	5,1%	3,6%	14,6%	19,4%	,4%	100,0%

## Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	26,085 <sup>a</sup>	32	,760
Likelihood Ratio	30,540	32	,540
Linear-by-Linear Association	1,486	1	,223
N of Valid Cases	253		

a. 32 cells (71,1%) have expected count less than 5. The minimum expected count is ,00.

## How friendly/gender

Crosstab

		Gender		Total
		male	female	
poor	Count	2	3	5
	% of Total	,8%	1,2%	2,0%
mediocre	Count	3	6	9
	% of Total	1,2%	2,4%	3,5%
satisfactory	Count	7	19	26
	% of Total	2,8%	7,5%	10,2%
good	Count	39	43	82
	% of Total	15,4%	16,9%	32,3%
excellent	Count	59	73	132
	% of Total	23,2%	28,7%	52,0%
Total	Count	110	144	254
	% of Total	43,3%	56,7%	100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3,938 <sup>a</sup>	4	,414
Likelihood Ratio	4,093	4	,394
Linear-by-Linear Association	1,309	1	,253
N of Valid Cases	254		

a. 3 cells (30,0%) have expected count less than 5. The minimum expected count is 2,17.

## How friendly/age

Crosstab

		Age					Total
		under 25	26-40	41-55	56-70	over 70	
poor	Count	0	0	3	0	2	5
	% of Total	,0%	,0%	1,2%	,0%	,8%	2,0%
mediocre	Count	1	4	2	1	1	9
	% of Total	,4%	1,6%	,8%	,4%	,4%	3,5%
satisfactory	Count	3	3	5	10	5	26
	% of Total	1,2%	1,2%	2,0%	3,9%	2,0%	10,2%
good	Count	4	10	24	26	18	82
	% of Total	1,6%	3,9%	9,4%	10,2%	7,1%	32,3%
excellent	Count	7	7	22	41	55	132
	% of Total	2,8%	2,8%	8,7%	16,1%	21,7%	52,0%
Total	Count	15	24	56	78	81	254
	% of Total	5,9%	9,4%	22,0%	30,7%	31,9%	100,0%

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	37,006 <sup>a</sup>	16	,002
Likelihood Ratio	33,589	16	,006
Linear-by-Linear Association	11,762	1	,001
N of Valid Cases	254		

a. 13 cells (52,0%) have expected count less than 5. The minimum expected count is ,30.

**How friendly/municipality****Crosstab**

		Municipality									Total
		Kajaani	Paltamo	Puolanka	Suomussalmi	Hyrnsalmi	Ristijärvi	Kuhmo	Sotkamo	Vuolijoki	
poor	Count	3	1	0	1	0	0	0	0	0	5
	% of Total	1,2%	,4%	,0%	,4%	,0%	,0%	,0%	,0%	,0%	2,0%
mediocre	Count	5	2	0	0	1	0	0	1	0	9
	% of Total	2,0%	,8%	,0%	,0%	,4%	,0%	,0%	,4%	,0%	3,5%
satisfactory	Count	14	1	1	3	0	0	3	4	0	26
	% of Total	5,5%	,4%	,4%	1,2%	,0%	,0%	1,2%	1,6%	,0%	10,2%
good	Count	26	3	3	13	2	1	17	17	0	82
	% of Total	10,2%	1,2%	1,2%	5,1%	,8%	,4%	6,7%	6,7%	,0%	32,3%
excellent	Count	40	6	9	14	10	8	17	27	1	132
	% of Total	15,7%	2,4%	3,5%	5,5%	3,9%	3,1%	6,7%	10,6%	,4%	52,0%
Total	Count	88	13	13	31	13	9	37	49	1	254
	% of Total	34,6%	5,1%	5,1%	12,2%	5,1%	3,5%	14,6%	19,3%	,4%	100,0%

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	35,124 <sup>a</sup>	32	,322
Likelihood Ratio	39,030	32	,183
Linear-by-Linear Association	7,982	1	,005
N of Valid Cases	254		

a. 32 cells (71,1%) have expected count less than 5. The minimum expected count is ,02.

## The level of listening/gender

Crosstab

		Gender		Total
		male	femlae	
poor	Count	1	0	1
	% of Total	,4%	,0%	,4%
mediocre	Count	5	10	15
	% of Total	2,0%	4,0%	5,9%
satisfactory	Count	7	9	16
	% of Total	2,8%	3,6%	6,3%
good	Count	33	46	79
	% of Total	13,0%	18,2%	31,2%
excellent	Count	64	78	142
	% of Total	25,3%	30,8%	56,1%
Total	Count	110	143	253
	% of Total	43,5%	56,5%	100,0%

## Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2,169 <sup>a</sup>	4	,705
Likelihood Ratio	2,551	4	,636
Linear-by-Linear Association	,267	1	,605
N of Valid Cases	253		

a. 2 cells (20,0%) have expected count less than 5. The minimum expected count is ,43.

## The level of listening/age

Crosstab

		Age					Total
		under 25	26-40	41-55	56-70	over 70	
poor	Count	0	0	0	0	1	1
	% of Total	,0%	,0%	,0%	,0%	,4%	,4%
mediocre	Count	2	3	5	1	4	15
	% of Total	,8%	1,2%	2,0%	,4%	1,6%	5,9%
satisfactory	Count	2	2	5	4	3	16
	% of Total	,8%	,8%	2,0%	1,6%	1,2%	6,3%
good	Count	3	8	19	30	19	79
	% of Total	1,2%	3,2%	7,5%	11,9%	7,5%	31,2%
excellent	Count	8	10	27	43	54	142
	% of Total	3,2%	4,0%	10,7%	17,0%	21,3%	56,1%
Total	Count	15	23	56	78	81	253
	% of Total	5,9%	9,1%	22,1%	30,8%	32,0%	100,0%

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	18,947 <sup>a</sup>	16	,271
Likelihood Ratio	19,396	16	,249
Linear-by-Linear Association	6,731	1	,009
N of Valid Cases	253		

a. 15 cells (60,0%) have expected count less than 5. The minimum expected count is ,06.

**The level of listening/municipality****Crosstabs**

		Municipality									Total
		Kajaani	Paltamo	Puolank	Suomussal	Hyrnsal	Ristijärvi	Kuhmo	Sotkama	Vuolijoki	
poor	Count	1	0	0	0	0	0	0	0	0	1
	% of Total	,4%	,0	,0	,0%	,0%	,0%	,0%	,0%	,0%	,4%
mediocre	Count	10	3	0	1	0	0	1	0	0	15
	% of Total	4,0	1,2	,0	,4%	,0%	,0%	,4%	,0%	,0%	5,9
satisfactory	Count	11	1	0	0	0	0	0	4	0	16
	% of Total	4,3	,4	,0	,0%	,0%	,0%	,0%	1,6%	,0%	6,3
good	Count	18	2	4	14	3	1	19	18	0	79
	% of Total	7,1	,8	1,6	5,5%	1,2%	,4%	7,5%	7,1%	,0%	31,2
excellent	Count	48	7	9	16	10	8	17	26	1	142
	% of Total	19,0%	2,8%	3,6%	6,3%	4,0%	3,2%	6,7%	10,3%	,4%	56,1%
Total	Count	88	13	13	31	13	9	37	48	1	253
	% of Total	34,8%	5,1%	5,1%	12,3%	5,1%	3,6%	14,6%	19,0%	,4%	100,0%

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	48,694 <sup>a</sup>	32	,030
Likelihood Ratio	55,780	32	,006
Linear-by-Linear Association	6,418	1	,011
N of Valid Cases	253		

a. 31 cells (68,9%) have expected count less than 5. The minimum expected count is ,00.

## How did you make the appointment/how effortless

**Crosstabulation**

		How effortless...?					Total
		very diffic	difficult	satisfactory	easy	very easy	
by phone	Count	15	23	19	22	24	103
	% of Total	6,6%	10,0%	8,3%	9,6%	10,5%	45,0%
at the last appointment	Count	2	4	10	8	12	36
	% of Total	,9%	1,7%	4,4%	3,5%	5,2%	15,7%
at the reception	Count	4	1	9	18	26	58
	% of Total	1,7%	,4%	3,9%	7,9%	11,4%	25,3%
by referral	Count	1	0	2	4	15	22
	% of Total	,4%	,0%	,9%	1,7%	6,6%	9,6%
another way, how?	Count	2	1	2	0	5	10
	% of Total	,9%	,4%	,9%	,0%	2,2%	4,4%
Total	Count	24	29	42	52	82	229
	% of Total	10,5%	12,7%	18,3%	22,7%	35,8%	100,0%

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	41,027 <sup>a</sup>	16	,001
Likelihood Ratio	46,961	16	,000
Linear-by-Linear Association	17,957	1	,000
N of Valid Cases	229		

a. 11 cells (44,0%) have expected count less than 5. The minimum expected count is 1,05.

## How effortless/gender

**Crosstab**

		Gender		Total
		male	female	
very difficult	Count	7	18	25
	% of Total	3,0%	7,8%	10,9%
difficult	Count	9	20	29
	% of Total	3,9%	8,7%	12,6%
mediocre	Count	20	22	42
	% of Total	8,7%	9,6%	18,3%
easy	Count	22	30	52
	% of Total	9,6%	13,0%	22,6%
very easy	Count	41	41	82
	% of Total	17,8%	17,8%	35,7%
Total	Count	99	131	230
	% of Total	43,0%	57,0%	100,0%

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6,002 <sup>a</sup>	4	,199
Likelihood Ratio	6,153	4	,188
Linear-by-Linear Association	4,612	1	,032
N of Valid Cases	230		

a. 0 cells (,0%) have expected count less than 5. The minimum expected count is 10,76.

**How effortless/age****Crosstab**

		Age					Total
		under 25	26-40	41-55	56-70	over 70	
very difficult	Count	1	4	7	4	9	25
	% of Total	,4%	1,7%	3,0%	1,7%	3,9%	10,9%
difficult	Count	2	1	8	12	6	29
	% of Total	,9%	,4%	3,5%	5,2%	2,6%	12,6%
mediocre	Count	4	4	9	13	12	42
	% of Total	1,7%	1,7%	3,9%	5,7%	5,2%	18,3%
satisfactory	Count	5	7	10	14	16	52
	% of Total	2,2%	3,0%	4,3%	6,1%	7,0%	22,6%
very easy	Count	3	7	14	30	28	82
	% of Total	1,3%	3,0%	6,1%	13,0%	12,2%	35,7%
Total	Count	15	23	48	73	71	230
	% of Total	6,5%	10,0%	20,9%	31,7%	30,9%	100,0%

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12,792 <sup>a</sup>	16	,688
Likelihood Ratio	13,479	16	,637
Linear-by-Linear Association	1,244	1	,265
N of Valid Cases	230		

a. 7 cells (28,0%) have expected count less than 5. The minimum expected count is 1,63.

## How effortless/municipality

**Crosstab**

		Municipality								Total	
		Kajaani	Paltamo	Puolank	Suomussal	Hyrynsal	Ristijär	Kuhmo	Sotkamo		Vuolijö
very difficult	Count	14	4	0	3	0	1	3	0	0	25
	% of Total	6,1	1,7	,0%	1,3	,0%	,4	1,3	,0%	,0	10,9
difficult	Count	10	3	1	2	0	1	7	5	0	29
	% of Total	4,3%	1,3%	,4%	,9%	,0%	,4	3,0%	2,2%	,0	12,6%
mediocre	Count	20	0	1	3	3	0	7	8	0	42
	% of Total	8,7%	,0%	,4%	1,3%	1,3%	,0%	3,0%	3,5%	,0%	18,3%
easy	Count	16	2	2	5	2	0	9	15	1	52
	% of Total	7,0%	,9%	,9%	2,2%	,9%	,0%	3,9%	6,5%	,4%	22,6%
very easy	Count	17	4	7	11	8	7	11	17	0	82
	% of Total	7,4%	1,7%	3,0%	4,8%	3,5%	3,0%	4,8%	7,4%	,0%	35,7%
Total	Count	77	13	11	24	13	9	37	45	1	230
	% of Total	33,5%	5,7%	4,8%	10,4%	5,7%	3,9%	16,1%	19,6%	,4%	100,0%

### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	51,652 <sup>a</sup>	32	,015
Likelihood Ratio	62,079	32	,001
Linear-by-Linear Association	10,449	1	,001
N of Valid Cases	230		

a. 31 cells (68,9%) have expected count less than 5. The minimum expected count is ,11.

## Evaluate the social welfare and health care services of the Kainuu Region as a whole/gender

**Crosstab**

			Gender		Total
			mies	female	
poor	Count	5	15	20	
	% of Total	2,0%	6,0%	8,0%	
mediocre	Count	16	26	42	
	% of Total	6,4%	10,4%	16,8%	
satisfactory	Count	36	55	91	
	% of Total	14,4%	22,0%	36,4%	
good	Count	41	34	75	
	% of Total	16,4%	13,6%	30,0%	
excellent	Count	10	12	22	
	% of Total	4,0%	4,8%	8,8%	
Total	Count	108	142	250	
	% of Total	43,2%	56,8%	100,0%	

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7,702 <sup>a</sup>	4	,103
Likelihood Ratio	7,831	4	,098
Linear-by-Linear Association	5,251	1	,022
N of Valid Cases	250		

a. 0 cells (,0%) have expected count less than 5. The minimum expected count is 8,64.

### Evaluate the social welfare and health care services of the Kainuu Region as a whole/age

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	17,593 <sup>a</sup>	16	,348
Likelihood Ratio	19,962	16	,222
Linear-by-Linear Association	,809	1	,368
N of Valid Cases	250		

a. 9 cells (36,0%) have expected count less than 5. The minimum expected count is 1,20.

### Evaluate the social welfare and health care services of the Kainuu Region as a whole/municipality

**Crosstabs**

		Municipality									Total
		Kajaan	Paltam	Puolank	Suomussa	Hyrynsal	Ristijär	Kuhmc	Sotkam	Vuolijo	
poor	Count	10	2	1	3	1	0	2	1	0	20
	% of Total	4,0	,8	,4%	1,2	,4%	,0	,8	,4%	,0	8,0
mediocre	Count	13	3	0	8	2	0	10	6	0	42
	% of Total	5,2	1,2	,0%	3,2	,8%	,0	4,0	2,4	,0	16,8
satisfactory	Count	34	5	3	13	6	2	10	18	0	91
	% of Total	13,6%	2,0%	1,2%	5,2%	2,4%	,8	4,0%	7,2%	,0	36,4%
good	Count	25	3	6	4	2	4	12	18	1	75
	% of Total	10,0%	1,2%	2,4%	1,6%	,8%	1,6%	4,8%	7,2%	,4%	30,0%
excellent	Count	6	0	3	3	2	1	3	4	0	22
	% of Total	2,4%	,0%	1,2%	1,2%	,8%	,4%	1,2%	1,6%	,0%	8,8%
Total	Count	88	13	13	31	13	7	37	47	1	250
	% of Total	35,2%	5,2%	5,2%	12,4%	5,2%	2,8%	14,8%	18,8%	,4%	100,0%

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	31,762 <sup>a</sup>	32	,479
Likelihood Ratio	36,414	32	,271
Linear-by-Linear Association	3,199	1	,074
N of Valid Cases	250		

a. 31 cells (68,9%) have expected count less than 5. The minimum expected count is ,08.

**Evaluate the social welfare and health care services of the Kainuu Region as a whole/how often do you use health centre services**

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6,443 <sup>a</sup>	8	,598
Likelihood Ratio	7,105	8	,525
Linear-by-Linear Association	,607	1	,436
N of Valid Cases	247		

a. 5 cells (33,3%) have expected count less than 5. The minimum expected count is 1,38.

**Evaluate the social welfare and health care services of the Kainuu Region as a whole/how effortless was it to make the appointment**

**Crosstab**

		How effortless...?					Total
		very diffic	difficult	satisfactory	easy	very easy	
poor	Count	10	0	3	1	1	15
	% of Total	4,4%	,0%	1,3%	,4%	,4%	6,6%
mediocre	Count	8	11	7	4	10	40
	% of Total	3,5%	4,9%	3,1%	1,8%	4,4%	17,7%
satisfactory	Count	5	17	21	20	23	86
	% of Total	2,2%	7,5%	9,3%	8,8%	10,2%	38,1%
good	Count	2	0	8	25	30	65
	% of Total	,9%	,0%	3,5%	11,1%	13,3%	28,8%
excellent	Count	0	1	2	2	15	20
	% of Total	,0%	,4%	,9%	,9%	6,6%	8,8%
Total	Count	25	29	41	52	79	226
	% of Total	11,1%	12,8%	18,1%	23,0%	35,0%	100,0%

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	108,558 <sup>a</sup>	16	,000
Likelihood Ratio	98,275	16	,000
Linear-by-Linear Association	56,893	1	,000
N of Valid Cases	226		

a. 9 cells (36,0%) have expected count less than 5. The minimum expected count is 1,66.

**Evaluate the social welfare and health care services of the Kainuu Region as a whole/how friendly was the service you were provided with**

**Crosstab**

		How friendly					Total
		poor	mediocre	satisfactory	good	excellent	
poor	Count	3	3	3	5	6	20
	% of Total	1,2%	1,2%	1,2%	2,0%	2,4%	8,0%
mediocre	Count	2	1	9	19	11	42
	% of Total	,8%	,4%	3,6%	7,6%	4,4%	16,8%
satisfactory	Count	0	4	9	35	43	91
	% of Total	,0%	1,6%	3,6%	14,0%	17,2%	36,4%
good	Count	0	1	3	20	51	75
	% of Total	,0%	,4%	1,2%	8,0%	20,4%	30,0%
excellent	Count	0	0	1	3	18	22
	% of Total	,0%	,0%	,4%	1,2%	7,2%	8,8%
Total	Count	5	9	25	82	129	250
	% of Total	2,0%	3,6%	10,0%	32,8%	51,6%	100,0%

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	62,783 <sup>a</sup>	16	,000
Likelihood Ratio	54,635	16	,000
Linear-by-Linear Association	41,044	1	,000
N of Valid Cases	250		

a. 13 cells (52,0%) have expected count less than 5. The minimum expected count is ,40.

## Age

Age 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	underai 55	95	37,4	37,4	37,4
	56-70	78	30,7	30,7	68,1
	over 70	81	31,9	31,9	100,0
	Total	254	100,0	100,0	

## How friendly/districts

How friendly...?\* Districts Crosstabulation

Count

		Districts			Total
		District 1	District 2	District 3	
	poor	4	1	0	5
	mediocre	7	1	1	9
	satisfactory	16	10	0	26
	good	33	47	2	82
	excellent	64	58	10	132
Total		124	117	13	254

### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15,402 <sup>a</sup>	8	,052
Likelihood Ratio	17,635	8	,024
Linear-by-Linear Association	4,202	1	,040
N of Valid Cases	254		

a. 8 cells (53,3%) have expected count less than 5. The minimum expected count is ,26.

## The level of expertise/districts

The level of expertise...? \* Districts Crosstabulation

Count

		Districts			Total
		District 1	District 2	District 3	
	poor	1	0	0	1
	mediocre	9	3	0	12
	satisfactory	12	15	1	28
	good	45	48	4	97
	excellent	56	51	8	115
Total		123	117	13	253

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6,555 <sup>a</sup>	8	,585
Likelihood Ratio	7,494	8	,484
Linear-by-Linear Association	1,565	1	,211
N of Valid Cases	253		

a. 6 cells (40,0%) have expected count less than 5. The minimum expected count is ,05.

**The level of listening/districts****The level of listening...? \* Districts Crosstabulation**

Count

		Districts			Total
		District 1	District 2	District 3	
	poor	1	0	0	1
	mediocre	13	2	0	15
	satisfactory	12	4	0	16
	good	25	51	3	79
	excellent	73	59	10	142
Total		124	116	13	253

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	27,062 <sup>a</sup>	8	,001
Likelihood Ratio	29,531	8	,000
Linear-by-Linear Association	5,233	1	,022
N of Valid Cases	253		

a. 6 cells (40,0%) have expected count less than 5. The minimum expected count is ,05.

**Crosstabs****How effortless was it to make the appointment?/How did you make the appointment?****Crosstab**

Count		How did you make the appointment?					Total
		by phone	at the last appointment	at the reception	by referral	another way how?	
very difficult	15	2	4	1	2	24	
difficult	23	4	1	0	1	29	
mediocre	19	10	9	2	2	42	
satisfactory	22	8	18	4	0	52	
very easy	24	12	26	15	5	82	
Total	103	36	58	22	10	229	

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	41,027 <sup>a</sup>	16	,001
Likelihood Ratio	46,961	16	,000
Linear-by-Linear Association	17,957	1	,000
N of Valid Cases	229		

a. 11 cells (44,0%) have expected count less than 5. The minimum expected count is 1,05.

**How effortless...?/districts****Crosstab**

Count		Districts			Total
		District1	District 2	District 3	
very difficult	19	6	0	25	
difficult	15	14	0	29	
mediocre	21	18	3	42	
easy	21	29	2	52	
very easy	35	39	8	82	
Total	111	106	13	230	

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15,110 <sup>a</sup>	8	,057
Likelihood Ratio	17,709	8	,024
Linear-by-Linear Association	9,593	1	,002
N of Valid Cases	230		

a. 5 cells (33,3%) have expected count less than 5. The minimum expected count is 1,41.

**As a whole/districts**

As a whole/districts

**Crosstabulation**

Count

		Districts			Total
		District1	District 2	District 3	
j	poor	13	6	1	20
	mediocre	16	24	2	42
	satisfactory	44	41	6	91
	good	39	34	2	75
	excellent	10	10	2	22
Total		122	115	13	250

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6,469 <sup>a</sup>	8	,595
Likelihood Ratio	6,581	8	,582
Linear-by-Linear Association	,013	1	,909
N of Valid Cases	250		

a. 5 cells (33,3%) have expected count less than 5. The minimum expected count is 1,04.