



Change-oriented organizational citizenship as a key factor in promoting client-safety in service integration
– health and social care professionals as undervalued advocates?

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Background

- Client-safety in health and social services is a 'hot' topic in Finland
 - What client-safety means in practice and especially in the context of health and social service integration?
 - How client-oriented work, evaluating client's rights and service needs are implemented?

Please remember during this presentation that the context of inspection is Finland.

Client-safety means...

in the context of social services

- Organizing, producing and implementing social services that do not compromise the physical, mental, social, and economic safety of the clients.¹
- Professionals who work with clients following the law and ethically sustainable principles and practices.
- Professionals are responsible for the quality of work with clients and family, work community, co-operation network and society (micro, meso, and macro levels).

¹Social Welfare Act 1301/2014; Act on Status and Rights of Social Care Client 812/2000; Special Social Welfare Laws

... Professionals need to identify the conditions (and raise flaws) for doing the job, such as the amount of work or resources involved, and report to the others (colleagues, managers) if necessary for sake of ensuring client-safety.

Professionals are expected to act as an 'advocates' of clients
-> expectancy of change-oriented organizational citizenship

Change-oriented organizational citizenship (OCB)

Represents good profitable members of a work organization

Professional as 'a promotor', 'a facilitator'

→ active critical voice (behavior), taking charge, personal initiative, proactive, and 'out-of-the-box' thinking
(e.g. Van Dyne & Le Pine 1998; Vigoda-Gadot & Beerli 2012)

→ challenging and changing the status quo
(e.g. Choi 2007; Seppälä et al. 2010)

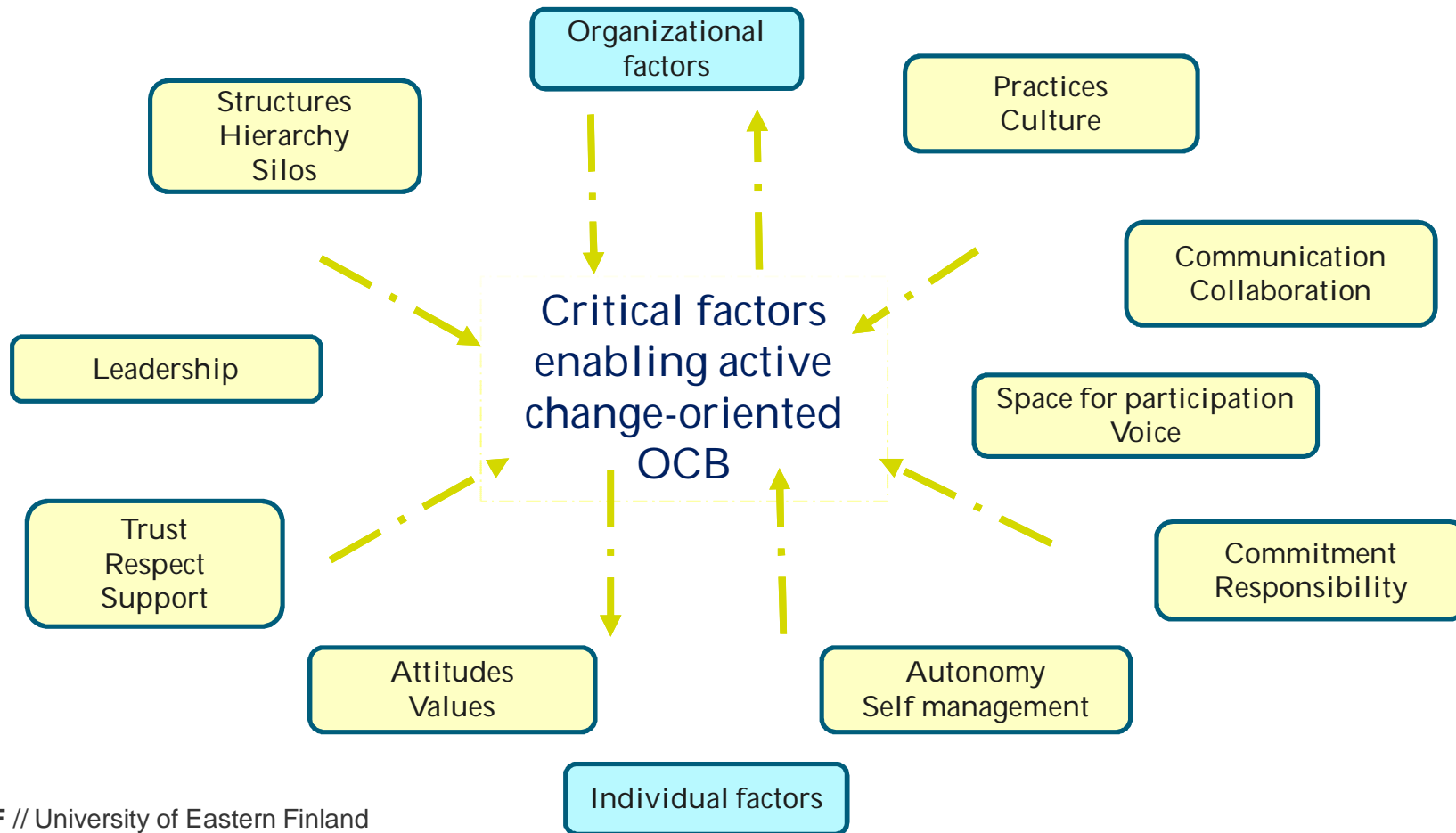
... novel 'leader' virtues e.g. individuality, activity, boldness, criticality, initiativeness, involvement, cheerleading, self-development, 'backbone'

Data and methods

- Data is gathered in the project entitled *Competent workforce for the future (COPE)* funded by Strategic Research Council at the Academy of Finland (during 2016-2019)
- Semi-structured interviews (n= 102)
 - health and social care professionals and managers from 3 health and social care districts that have implemented large regional reforms of integration in Finland
- Content analysis

What are the critical factors affecting on health and social care professionals' possibilities to carry out change-oriented OCB and promoting client-safety?

Professionals as 'advocates' of client-safety



Conclusions

Integration of health and social services requires

- cross-boundary, non-hierarchical, and open discussion of client-safety, and
- common procedures and practices for it.

Important to question

- a self-evident premise of client-safety in conducting service integration
- professionals' prospects to deliver the role of 'advocates' of clients as active change-oriented organizational citizens in service integration.

The professional activity regarding to client-safety is based on the knowledge and ethical principles of the profession and active change-oriented organizational citizenship.

*Critical thing is how to boost and enable it in practice,
and in an integrative way.*

Thank you!

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