



ESPERI CARE

“LOISTE” LEADERSHIP PROGRAMME

Founded in 2010, the Esperri Care Group has a nationwide network of over 80 facilities offering continuously evolving social and health services to senior citizens, people recovering from psychological problems or substance abuse and the disabled. Esperri aims to provide a humane touch in the care of its target groups, as well as well-functioning solutions to the growing needs of such services in Finland. Esperri employs more than 3,000 professionals in social services and healthcare. The Esperri Group's net sales in 2013 were some EUR 120 million.

ASSIGNMENT

HIGH-QUALITY MANAGEMENT AND IMPROVED PROFITABILITY

Esperri and Trainers' House launched their two-year co-operation, dubbed the “Loiste” programme, in 2011. Esperri wanted to be better equipped to provide its customer base with improved levels of care with high-quality management methods, as well as to improve the Group's profitability by adopting consistent management and leadership methods. The “Loiste” programme provided a comprehensive cover for the different aspects of management in business and care. Success was measured by monitoring results development and conducting a well-being at work survey.

Esperri's organizational structure is typical in the care industry: it is a flat organization where supervisors also work with customers. At the start of the project, supervisors found their role very challenging as the working communities were relatively tight-knit and small. As the business grew, the Group needed to specify the leadership roles and tasks in more detail, as well as establish common leadership practices and a Group-wide management system.

Esperri took its time to find the right change management organization before choosing Trainers' House. “All along, we considered it very important that the persons who came to pitch the offer to us would also be training our supervisors. We saw this as an indication of commitment to the project,” says **Juhana Olkkola, Director, Personnel and Law** at Esperri Care.

ESPERI CARE'S “LOISTE” LEADERSHIP PROGRAMME

The “Loiste” programme consisted of the specification of Esperri's management culture and practices in management workshops and four two-day supervisor training sessions. Before the sessions, Trainers' House interviewed Esperri's employees and observed work in different units as well as reviewed the work of all supervisors.

“The supervisors at Esperri have clearly benefited from the training. The training consultants had taken the time to

familiarise themselves with our operations in different sectors and truly spoke our language,” says **Marit Telin, Group HR & HRD Manager** at Esperri Care. Every supervisor from all Esperri units and support functions took part in the training, including Group Management.

“We were well impressed by the training consultants, they were professional and a great inspiration to us all. The topics covered were relevant to the challenges our supervisors tackle in their daily work. Networking and peer support among the supervisors were also important during the two-day sessions,” Telin says. “Esperri's management system was complemented by other tools such as a leadership SWOT analysis and implementation of weekly, monthly and yearly timetables. With these new tools, management is more structured. Much to our delight, this has been noticed by external auditors, too.”

RESULTS

Feedback from the “Loiste” programme participants has been very positive all-round. They were happy with the expertise and enthusiastic attitude of the training consultants, and felt that the training provided them with practical support and leadership tools. “According to our annual well-being at work survey that is conducted by an external party, **the leadership practices of direct supervisors have improved continuously since 2011,**” Telin says. “We also reached the profitability goals.”

“We are more than happy to recommend the Management Training Programme provided by Trainers' House. The training consultants are experts in sparring and motivating others and have a great attitude. The training sessions were genuinely tailored to meet our needs,” Olkkola and Telin say.

“THE LEADERSHIP PRACTICES
HAVE IMPROVED... **WE'VE
REACHED OUR PROFITABILITY
GOALS”**



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