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'Freedom of choice': A case study of internal communication strategies and practices on marketing in the health care sector

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The planned healthcare and social services reform (SOTE) has resulted in a legislation that increases the patient's freedom of choice when deciding their health care service provider. This has opened new possibilities for public operators in Finland and the Pirkanmaa Health District (PHD) was among the first to react to this change in their operational environment. The Freedom of Choice (FoC)-project was launched in 2013 and the goal was to raise awareness of the organization's services and increase brand recognition. As a result, the number of patients outside PHD's catchment area was increased.

The purpose of this qualitative case study was to explore PHD's internal communication strategies related to external marketing measures and how these strategies have been implemented in the past few years. The aim of the thesis was to survey the strategic internal communication processes PHD uses to communicate internally with their personnel and how these processes have developed in the context of external marketing measures. The focus of the thesis is in the marketing practices related to the FoC-project. Data was collected by conducting seven in-depth, qualitative interviews and document analysis. Data was analysed by using Thematic Content Analysis.

The results showed that the marketing measures have had an impact on PHD's internal communication strategies. PHD invested heavily on internal training during the FoC-project and this focus in communication practices has had an effect. The employees' attitudes towards marketing have become more tolerant. As expected, the internal communication strategies have evolved through the years as they are based on the organizational strategy which has been revised on regular intervals. Internal communication is one target for continuous improvement in PHD and the communication culture, the size of the organization and the communication channels were revealed as the main challenges in PHD's staff communication.

The results led to the conclusions that the FoC-project was an example of a strategy where communication and marketing were effectively applied when introducing services for new target audiences. The study helps to identify the main challenges and biggest targets for development in internal communication of PHD as well as aids to clarify the internal strategy process of a large public health care operator.

Keywords	public health care marketing, internal communication, strategic communication, patient's Freedom of Choice

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1 Introduction

The restructuring of healthcare systems is a phenomenon recognized worldwide (Berkowitz 2006: 27). The exact future and scope of the Finnish national regional government and healthcare and social services reform (SOTE) are at the moment unclear, but the main focus of the thesis relates to the legislation granting patients more freedom when choosing their healthcare service provider. The legislation was issued in 2014, and within a few years' time it has created new competition to the Finnish public healthcare market (Ministry of Social Affairs and Health 2010; Tuorila 2018: 17).

Freedom of choice has been previously characterised by mainly the services provided by private healthcare operators, but during the last few years, the public sector has faced changes, and the gap between private and public operators has narrowed in this regard (Tuorila 2018: 11). With increasing competition, organizations need strong and trustworthy brands that are communicated to the consumers through marketing.

According to Ekroos (2004: 106), the marketing of healthcare services to the end users has traditionally been quite scarce. Private operators have marketed themselves following the ethical guidelines and regulations laid out by the government and the Finnish Medical Association (FMA). Occupational health providers have used more business-to-business marketing. The public sector has been quite careful with marketing communications, emphasizing educational messages for public health. These traditional ways and views of marketing are changing as the market is evolving. With increasing competition, marketing becomes more important in producing and using healthcare services (Tuorila 2018:9).

The concept *"Freedom of choice"-marketing campaign* used in this thesis refers to the marketing measures of the Pirkanmaa Health District which have been targeted at consumers who were affected by the 48§ of Health Care Act, the so called "Freedom of choice"-act. The act allows the patient greater freedom when choosing his or hers preferred healthcare service provider (Ministry of Social Affairs and Health 2010).

PHD started their “Freedom of choice”-marketing campaign in 2013, preparing for the new freedom of choice that opened for hospitals in 2014. One goal of the campaign was to increase citizens’ knowledge about their freedom of choice, but it also provided a head start in the competition for patients. Preceding their campaign, PHD surveyed their target groups and optimized communication and customer service. This created results and from 2014 to 2016 the value of patients using their freedom of choice has increased from 4 million to 15,3 million euros per year (Pirkanmaa Hospital District 2017b).

With their campaign, the Pirkanmaa Hospital District has been a forerunner in Finland. Marketing campaigns such as these draw questions about the marketing practices of healthcare organizations and how these organizations market and internally communicate services that are accessible and attractive to the general public. This question is the central focus of this thesis.

2 Theoretical background

2.1 Marketing of public healthcare services

Public sector organizations, including healthcare providers, serve multiple markets and this complicates their strategic planning. Both economic and political influences affect public sector strategies significantly. Success of public sector organizations are not always easily measured in financial terms, but the concepts of corporate strategy are still relevant to these organizations. Ultimately, success depends upon the successful planning of marketing activities, giving marketing an essential role in organization’s strategic management. (Chapman & Cowdell 1998: 310.)

2.1.1 The concepts and purpose of marketing

According to Bergström and Leppänen (2009: 20, 22), there are many definitions for the concept of marketing and definitions made in different times describe change in thinking. Earlier, marketing was recognised only as an individual function in an organization, but

it has grown to be a major strategic element for businesses. The most popular definition of marketing is constructed by American Marketing Association (2013):

> Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.

Berkowitz (2006: 2) states that essential to this definition of marketing is the focus on the consumer, whether that is an individual or an organization. In the definition are also remarked the key ingredients of marketing that lead to consumer satisfaction. The relevance of this definition is present in today's healthcare which faces the increasing importance of customer satisfaction, consumers including the likes of patients, physicians and other healthcare professionals or companies. (Berkowitz 2006: 2.)

Marketing can be considered both a strategy and a tactic. This means it is a way to think and a way to act. Customer-oriented marketing strategy controls most of the business decisions and solutions of an organization. Generally, this means that first identifying, and then satisfying the needs and wishes of current and future clients create the base for development of new products and services. Only the products and services which meet the expectations of buyers and users survive in the long run. Therefore, customer satisfaction becomes an important measure for successful organizations. (Bergström & Leppänen 2009: 20; Chapman & Cowdell 1998: 57.)

Tikkanen, Aspara and Parvinen (2007: 25) state that managing these customer relationships is the main mission of marketing. This idea represents the views of relationship marketing. The more traditional view of marketing concentrates on sales and acquisition of new customers (Tuorila 2018: 13). Customer relationships are social structures that evolve and change through time. They direct the contents and results of an exchange between the financial parties involved. Key customer relationships are essential for long-term viability of the business and, as such, an important part of marketing. Strategic marketing is about creating value for customers, other stakeholders and the business itself. (Tikkanen et al. 2007: 25-26; Bergström & Leppänen 2009: 20.)

2.2 Basic elements of marketing

For marketing to be successful, organizations have to understand the needs and wants of their customer. Marketing research is an important tool for gathering data about customers and assessing their needs. After the needs have been identified, the four Ps of marketing help organizations to target their products and services to their customers. The four Ps of marketing strategy are *product, price, place* and *promotion*. These four variables are used to achieve a target level of sales. This process is often referred to as the marketing mix. (Berkowitz 2006: 4.)

In the context of healthcare marketing, Berkowitz (2006: 4) states that a wide range of health care services and ideas can be included in the concept of *product*. In addition to traditional products like medical operations and devices, services like health insurance plans should be included in the concept. *Price* concentrates on finding out how much consumers are willing to spend on a service. The foremost challenge in healthcare marketing is in determining the value of services and a going price for the product. *Place* embodies the availability of the product. How, when and where the product is available for consumers is one key aspect of marketing. Traditionally *promotion* was thought to represent advertising, and advertising represented marketing. The more modern way of thinking sees promotion only as one part of marketing mix. Promotion refers to the ways of informing the consumers that organization has industrialized a product as a response to their needs. Promotion consists of different tactics such as publicity, advertising and personal selling. (Berkowitz 2006: 4-5.)

2.2.1 Marketing of healthcare services

Healthcare services have been marketed as long as they have been offered, but attitudes towards healthcare marketing have changed through decades. Until 1975, the marketing communication in healthcare in the United States of America occurred mainly by word of mouth and advertising or promotions were almost non-existent. Prior to this, the American Medical Association (AMA) even prohibited advertising in their code of ethics. (Berkowitz 2006: 3.)

In the early 1980s the value of communication to consumers was recognized, but the earlier attitudes reflected still in the 1970s and 80s. Active marketing of healthcare was

considered novel and controversial – it could be even seen as a negative course of action. Current attitudes towards healthcare marketing are much more tolerant and it is recognised as a commonplace concept. Still even today, hospitals luring patients from other hospital districts is considered somewhat unethical, especially among healthcare professionals. (Berkowitz 2006: 1-3; Ekroos 2004: 128; Tuorila 2018: 16.)

Marketing has an important role in the production of healthcare services. According to Berkowitz (2006: 11), the perspective of consumer-oriented marketing can be and is achieved also in healthcare. The customer drives the production process and directs the organization's efforts. In healthcare this means that providers allocate their resources and offer services according to the market's needs. Marketing can also fill the gaps in government communication and improve the consumers ability to acquire information (Tuorila 2018: 9).

According to Tuorila (2018: 9), the two important target groups in healthcare marketing are the consumers using the services and the healthcare professionals like doctors. Targeting marketing measures for patients may be challenging, as a sick person's attention is rarely on marketing. Doctors have a crucial role in sending patients to different care facilities and thus need information regarding the facilities and skilled professionals. Other target groups include the customers of occupational healthcare, public sector, insurance companies and foreign customers (Ekroos 2004: 114-128.)

2.2.2 Marketing culture in healthcare

As with any other strategy, a final level of organizational evolution happens when marketing strategy becomes part of the organizational culture. Spreading through all levels of the organization, it is not limited only to the marketing department. In healthcare organizations the development of patient-centred care is the evolvement of a marketing culture throughout the organization. The main responsibility of all employees is to respond to customer needs first. If an organization has achieved this stage, the concept of marketing orientation has taken over. When the members of the organization are accepting and developing a culture of commitment to continuous improvement, the organization has the possibility to develop efficiency and eventually become successful. (Berkowitz 2006: 11-12; Chapman & Cowdell 1998: 310-311.)

Berkowitz (2006: 12) argues that marketing orientation has five distinct elements:

Customer orientation	• Having a sufficient understanding of the target buyers to be able to create superior value for them continuously.
Competitor orientation	• Recognizing competitor's strengths, weaknesses and strategies.
Interfunctional coordination	• Coordinating and deploying company resources in a manner that focuses on creating value for the customer.
Long-term focus	• Adopting a perspective that includes a continuous search for ways to add value by making appropriate business investments.
Profitability	• Earning revenues sufficient to cover long-term expenses and satisfy key constituencies.

Figure 1. Elements of marketing orientation according to Berkowitz (2006: 12).

As opposed to marketing-oriented thinking, many healthcare organizations have been characterized by nonmarket-driven culture and planning process (Berkowitz 2006: 12). Kotler and Andreasen (1991: 46) refer to this phenomenon as organization-centred thinking. To distinguish an organization-centred mindset from marketing-driven thinking, Kotler and Andreasen have defined the characteristics of an organization centred organization followingly:

1. The organization's offering is seen as inherently desirable
2. Lack of organizational success is attributed to customer ignorance, absence of motivation, or both
3. A minor role is afforded customer research
4. Marketing is defined as promotion
5. Marketing specialists are chosen for their product knowledge or their communication skills
6. One "best" marketing strategy is typically employed in approaching the market
7. Generic competition tends to be ignored

(Kotler & Andreasen 1991: 46).

These factors appear most often in organization's long-term planning. The planning sequence typically begins with reviewing the organization's mission and goals. The next step is strategy formulation – often a difficult and time-consuming phase. After a strategy is planned, the organization follows with implementation. If the needs of the market are not met correctly, this stage is often problematic and leads to an attempt to sell the service with marketing. The organization hopes to increase the volume of consumers, with promotions and advertising of the new strategy. Often the process ends in failure though. The strategy does not meet expectations that were set and has to be terminated or altered permanently. (Berkowitz 2006: 12-14.)

The problem with nonmarketing-driven process is that it relies on a group of people having an insight on what the market wants, how it wants the healthcare services arranged, and how much it is willing to pay for them. This kind of an internal-to-external development process often has challenges in finding enough buyers interested in the service or product to make a profit because the real nature of demand has not been sufficiently identified. This approach creates a risk for the organization as it relies on the market knowledge of the people within the organization. This risk can be addressed by introducing a marketing-driven process to planning. (Berkowitz 2006: 14; Chapman & Cowdell 1998: 312.)

Berkowitz (2006: 14) states that marketing-oriented planning sequence differs substantially from nonmarketing-driven process. First step is similar, as every organization needs to determine their goals and mission. In the next step, a marketing-driven organization executes a market research, to assess the needs of the market. Also, existing and potential competing services are examined. If relevant competition is found, the necessary differential advantage for new strategy has to be identified. A differential advantage are the benefits of a product relative to competing products that the buyer considers and perceives important. Differentiation is essential to any organization, also in public sector healthcare and especially in the context of competition. Organizations need to be sensitive to how their services are rated in comparison with their competitors. (Berkowitz 2006: 14; Chapman & Cowdell 1998: 313.)

With a completed market research, the forming of a lucrative strategy becomes easier. Before a planned strategy is implemented, another market research is carried out as a pre-test. With pre-testing, the concept is tested to see if the strategy meets customer expectations. Pre-testing might be a lengthy and resource-demanding process but is

essential as it gives an opportunity to modify the concept if needed. After pretesting the concept is ready to be implemented full-scale. If market research was done carefully and the concept designed accordingly, the marketing operations need only to concentrate on informing the target market of the new service with appropriate promotions. (Berkowitz 2006: 15.)

Some twenty or thirty years ago, the nonmarketing driven process was enough for healthcare organizations because they had stronger financial positions and efficiency - or financial deliberation was not considered an issue. The present healthcare environment is increasingly competitive, and many organizations have decided to adopt a marketing-driven approach where marketing information and recommendations contribute to strategic analysis and planning. With this external-to-internal methodology organizations strive to find a differential advantage against their competition. A marketing-driven planning process does not guarantee success but minimizes the prospect of failure. (Berkowitz 2006: 16; Chapman & Cowdell 1998: 310.)

2.2.3 Regulation of healthcare marketing in Finland

Jointly approved regulation of marketing is essential because competition of market shares in healthcare should be based on factual competition and ethical principles (Tuorila 2018: 9). In Finland, the Consumer Protection Act 38/1978 and Unfair Business Practices Act 1061/1978 defines the general regulations for marketing. In addition to this, the Finnish Medical Association has laid out instructions for the self-regulation of healthcare marketing (Ekroos 2004: 107; Tuorila 2018: 16-19).

2.3 Relevant issues linked to the health and social reform

After many years of planning the preparations for regional government and health and social reform have been terminated when the Government of Prime Minister Juha Sipilä resigned in March 2019. The future of the reform will be decided by a new government that was constituted after elections of 2019. Organizations like National Institute for Health and Welfare state that the need for a reform is still existing as the current system does not provide equality in terms of responding to the service needs of customers.

Moreover, the productivity of the services should be improved. (Finnish Government 2019; National Institute for Health and Welfare 2019.)

Part of the health and social reform has been the decision to expand patients' freedom to choose their healthcare service provider in the public sector. The 48§ of Health Care Act was issued in the beginning of 2014. The purpose of the act is to secure basic level services and guarantee faster access to treatment. When compared internationally, Finland has proceeded with careful steps when increasing the freedom of choice. To achieve the pursued benefits, deep change in both the health and social care politics and the operations of healthcare service providers are required (Junnila et al. 2016: 1; Ministry of Social Affairs and Health 2010).

2.4 Organizational communication

Organizations are a fundamental part of society and have an increasingly important influence on the lives of individuals. Mumby (2013: 3) describes people as "communicating, organizing creatures" who define themselves principally through their network of organizational memberships and communicative connections. Furthermore, organizations fulfil the demand for various products and services. Organizations have a two-way relationship with their members. Every person is part of at least one organization or community and is subject to its influence. At the same time, individuals have influence on the way organizations work. (Rogala & Bialowas 2016: 29.)

2.4.1 The concepts of organizational communication

Due to the wide spectrum of organizations, they are challenging to define by using a one, universal definition. Mumby (2013: 6) uses the theory of W. Charles Redding as a way to describe the most identifiable characteristics of organizations. According to Redding, all complex organizations have four essential features: (1) interdependence, (2) differentiation of tasks and functions, (3) goal orientation and (4) control. Alongside these four features, Mumby views the communication processes of an organization as a fifth defining feature. (Mumby 2013: 6.)

Miller (2012: 11) practices a similar approach, but gives five slightly different features that define organizations of all sizes: the existence of (1) a social collectivity, (2) organizational and individual goals, (3) coordinating activity, (4) organizational structure and (5) the embedding of the organization within an environment of other organizations. Rogala and Bialowas (2016: 33) have drawn a slightly different approach and define an organization as follows:

> … sociotechnical system, where people are brought together to achieve a common goal (or set of goals) and whose behaviour is determined and circumscribed by the organizational structure adopted.

Albeit being slightly different, all these definitions capture the fundamental features that can be found in any organization. Both Mumby (2013: 6) and Miller (2012: 11-12) state that organizations have evolved a lot in the last decades and become increasingly global and complex. They are affected by the surrounding environment, and major changes in our society, like globalization, terrorism, climate change and changing demographics, shape the organizations of today (Miller 2012: 2).

Organizations are also strongly moulded by the systems of interdependence, both internal and external. As all the basic features of organization are linked with each other, a change in one has an effect on the others. Some aspects are more prone to change than others. The element of task and function differentiation has remained identifiable throughout centuries, whereas the organizational structures and goals should be considered in the more complex context of the modern day. The mechanisms of control are essential in organizations and are needed to achieve coordinated and goal-oriented performance. Control mechanisms have evolved from basic forms of hierarchy and rules to more a complex system of mechanisms, which Mumby defines as the mechanisms of direct, technological, bureaucratic, ideological and disciplinary control. (Miller 2012: 11-12; Mumby 2013: 6-12.)

The traditional way of comprising communication in organizations is about transferring information from source to receiver. In this transmission model of communication received information helps the member of organization to achieve personal and organizational goals through coordination, and better understanding of the structures and changes in organizations. Organizational communication provides crucial data in the form of sense-making information. (Kreps 1986: 12-13; Miller 2012: 12.)

Thus, it has been acknowledged for decades that communication is the essence of organization. Influenced by the work of Karl Weick, the multidisciplinary scholars of organizational communication claim that “organizations are communicatively constituted”. (Putnam & Nicotera 2009: 1.) This school of thought is called the Communication Constitutes Organization (CCO), and it perceives communication in organizations as more than just a social activity or a method of processing information. According to the CCO-view, communicational activities are the backbone of an organization. Without them, the organization ceases to function and exist as a meaningful human collective. (Mumby 2013: 14; Putnam & Nicotera 2009: 2.)

Communication is considered to be a complicated phenomenon, which has impacts that are not easily predicted. Alongside the technical process, human relations are essential in communication, meaning that the form of a message is as important as its contents. As stated previously, communication is considered essential for businesses and organizations. Without an effective flow of information, they would not be able to function on the market at all. Robbins et al. (2017: 300) claim that in a group or organization, communication serves four major functions: control, motivation, emotional expression and information. Communication has also a more wide-spread relevance, as it has the power to both build and strengthen different cultures, such as community of a workplace. (Juholin 2009: 20; ProCom - The Finnish Association of Communication 2012; Rogala & Bialowas 2016: 37-38.)

Leaning on the CCO school of thought, Mumby (2013: 14) defines communication as follows:

> …the dynamic ongoing process of creating and negotiating meanings through interactional symbolic (verbal and nonverbal) practises, including conversation, metaphors, rituals, stories, dress, and space.

Also Kreps (1986: 13) and Miller (2012: 12) emphasize the nature of communication where people produce, exchange and respond to messages through shared meanings. Communication is used to gather raw data from people’s surroundings, which is then processed to information. Information is interpreted so that it helps individuals to understand different phenomena in life. This gives predictability to better cope with a person’s environment and society, and to reduce uncertainty about the choices that are needed to achieve personal goals. (Kreps 1986: 13.)

In the complex system of an organization every individual sub-system must work together to achieve the goals of the enterprise. The communication processes occur both inside and outside of the organization and are not limited to employees or customers but concern a large group of recipients. (Rogala & Bialowas 2016: 35.)

Previously the exchange of information was seen as a one-way and one-sided communication: from communities or organizations to different audiences and stakeholders, born from the needs of the community. At the end of the 20th century, the approach changed as it was understood that misunderstandings are not deviations but rather a natural part of communication. At the same time, it became clear that organizations have limited possibilities to control their communications because the operating environment and circumstances affect in many ways. Situations in communication are unique and each individual interprets messages in their own way and from their own perspective. (Juholin 2009: 21-22.)

Adapting from his definition of communication, Mumby (2013: 15) gives a specific definition for organizational communication that describes the dynamic connection between organization and communication:

> …the process of creating and negotiating collective, coordinated systems of meaning through symbolic practises oriented toward the achievement of organizational goals.

ProCom – The Finnish Association of Communication (2012) defines the main missions of organizational communication as the following: organizational communication should promote and be part of *strategic management* where strategies are planned and implemented in a dialogue with different stakeholders. *Probing* is a valuable tool for an organization if it wants to detect and interpret relevant external and internal changes in time. These changes can be then considered in organization's strategic planning and policy-making. Successful communication in organizations can *increase the visibility* of their missions, activities, products and services, decisions and backgrounds. Professional, extensive and interactive communication helps to *create common perceptions* between communities and their audiences.

According to Rogala and Bialowas (2016: 37), organizational communication is an intricate and multidimensional process. Organizations need to consider the interests of a

wide variety of recipients, at the same time adapting the message according to the particulars of a certain interest group. This complicated process makes implementing a coherent organizational communication strategy very challenging.

2.4.2 Strategic communication

Strategy is a somewhat ambiguous concept which has no universally accepted definition. Doherty and Horn (2002: 65) state that essential for a strategy is to identify organization's aims and the precise actions that are needed to realize these goals. Juholin (2009: 99) provides an even more simplified definition: strategy can be determined as a plan which strives to achieve a pre-set goal.

Communication strategy forms of those determinants, selections and targets that an organization or a community applies and executes when they communicate with their stakeholders and operational environment. The purpose for a communication strategy is that all communication supports the organization's strategy and helps the organization to reach its goals. Sometimes the term communication plan is used to point out that there is only one strategy and all other operations are subordinate. (Juholin 2009: 99.)

Common, pre-set goals are important in communication. Every organization and each individual in the organization influence their environment with communication, regardless of the communication being official or unofficial, conscious or unconscious. Thus, setting of the goals is essential for a strategy process. This part of the process is seemingly easy, more difficult is to successfully achieve these goals, because goals are present more often than a will to achieve them. This setting is present also in communication strategy, and this is why communication should be planned together and be discussed in every level of an organization. Top management's commitment to communication strategy is essential, but the strategy should not be defined only by the communication professionals as an "order" from the top. (Juholin 2009: 100.)

Goal-oriented thinking starts from the strategic level, where the communication goals are lined with organization's targets. This definition continues at the operational level so that each action or project can be proved to serve the goals. Communication strategy goals have two functions: they give direction to what should be done on a practical level and, on the other hand, help in estimating if planned actions represent the communication

strategy. When the communication goals are set, it is important to set them apart from whole organization's goals. In some organizations, this might prove difficult. For example, the growth of market shares or revenue might be essential organizational strategy goals, but they are not communication goals as such. Communication influences knowledge, attitudes, beliefs and images. (Juholin 2009: 100-101.)

Goals can be set specifically for different stakeholders. Consumer-related goals could be, for example, strengthening the company's image or brand or increasing stakeholder commitment. Goals for personnel would be, for example, satisfaction for information availability, possibility for influencing and the general atmosphere of the workplace. (Juholin 2009: 101.)

2.4.3 Internal communication

Åberg (1989: 61) writes that internal communication is crucial in every organization and no workplace is able to function without communication between its members. Without communication, the members are not able to perceive their goals, division of workload or performance (Åberg 1989: 61). Due to changes in the structures of the society and workplaces, the importance of internal communication has grown in modern-day organizations. Workplaces are no longer rigid, silo-like hierarchies. Today, work is done in networks, teams and projects in a more horizontal way across organizational structures. Knowledge and knowledge-sharing is becoming more and more important as people want to be informed and share their awareness. (Juholin 2009: 140.)

The world of communication is evolving fast, and definitions made in different times reflect the time they were written in. Åberg (1989: 61) gives a simple definition for internal communication which emphasizes the strategic aspect of organizational communication:

> With workplace communication I mean such exchange of messages between the parts of a workplace that makes possible to achieve the goals of the workplace and its member in different circumstances. Communication as such is a tool for a workplace, a connector, that connects the parts of the workplace with each other and the whole workplace with its environment. (Wiio 1989 in Åberg 1989: 61.)

Juholin (2009: 143) highlights the social aspects of communication and its affects to the legitimacy of an organization:

> Communication happens at forums, of which most important one is the physical or virtual workspace or environment where the members of the workplace act independently or collegially. The purpose of communication is to create prerequisites for working: the joy of work, the supporting, strengthening and development of the workplace. Also, the individual and shared learning of the members which is happening through dialogue and responsible interaction. Members of the workplace shape consciously and unconsciously organization's reputation with their work and communication, reflecting their workplace. (Juholin 2009: 143.)

Internal communication is crucial for the success of organizations. The importance of communication is obvious: managing organizations in constantly changing environments creates the need for continuous improvement. The planning and executing of internal communication should be guided by the basic functions of communication and organization's communication strategies. (Juholin 2009: 153.)

According to Juholin (2009: 21), workplaces are special kinds of organizations. In addition to their goals, strategies and resources, they have responsibilities to stakeholders and society. Work organizations enter into a contract with their employees. Employees contribute inputs like effort, competence, loyalty and time for the organization and, in response, expect various incentives like monetary compensation and fulfilment of their professional and social needs. The organization expects the employees to be productive and dedicated, and employees want to be treated with respect and have an opportunity to learn and develop. This exchange is referred to in the literature as a psychological contract. (Juholin 2009: 21; Rogala & Bialowas 2016: 33-34.)

A violation of the psychological contract has substantial negative consequences and may lead the employee to even leaving the organization. If the contract is judged fair by both parties, the result is mutual satisfaction with the relationship, and this helps to promote the smooth and successful functioning of the organization. Thus, it is essential that people management is based on trust, authority and good communication. (Rogala & Bialowas 2016: 34.)

The social system of an organization consists of people, goals and tasks and is based on the interactions and relationships between individual members. These interpersonal relationships can be described as positive or negative in nature. Positive relationships are very important in the workplace, especially in the context of employee's social needs and their influence on the people's behaviour. (Rogala & Bialowas 2016: 35.)

According to Rogala and Bialowas (2016: 37), communication of the organization's internal environment consists of several areas of needs. The needs and their relations with each other are represented in Figure 2. Four main categories of needs for interaction can be distinguished: "between individuals, between an individual and a social sub-system, within a given sub-system and between social sub-systems" (Rogala & Bialowas 2016: 37.)

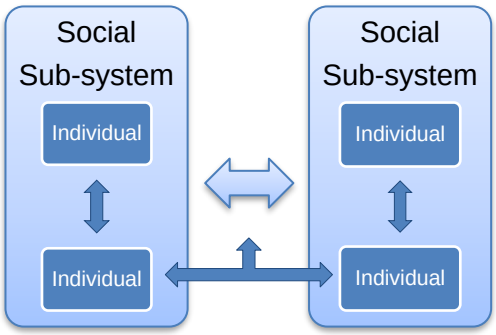

Figure 2. Needs for interaction in organization's internal communication, adapted from Rogala and Bialowas *(2016: 37)*.

Communication in an organization is more than a transfer of messages from sender to receiver. Internal communication is a two-sided process that occurs at every level of an enterprise, striving to accomplish the organization's fundamental goals. Information is generated, transformed and transmitted between individuals, groups and the organization. Internal communication's primary goal is to achieve more effective cooperation between members. The communication processes can be either formal or informal, and expressed either verbally, non-verbally or in writing. (Rogala & Bialowas 2016: 43.)

2.4.4 Internal marketing communications activities

When considering the internal dimension of marketing communications, the organizational activities of internal marketing, public relations and personnel marketing should be seen as essential areas of action. In 1980s, it was pointed out that rather than being separate functions with different target groups, marketing and public relations complement each other. The Integrated Marketing Communication (IMC) concept started to take shape. The concept is not unambiguous, but most definitions of IMC emphasize the need

for looking at an organization's communication activities as a whole, not divided to separate areas such as marketing communication, organizational communication or internal communication. (Rogala & Bialowas 2016: 214-215.)

For their study, Rogala and Bialowas (2016: 219) describe the internal marketing communication as

> …a process of conveying information and influencing the personnel, which aims to increase the level of knowledge about a company's products and the company itself so that consequently they will become favoured by customers.

According to Rogala and Bialowas (2016: 216), customers can be considered as the main target group for marketing communication practices. Employees, on the other hand, have an important role in enabling the organization's goals. Thus, it can be stated that marketing communications should also aim to improve the attitudes of the staff. With better attitude towards the organization, the personnel will improve their performance and are more effective in selling products or services to consumers. (Rogala & Bialowas 2016: 216.)

The IMC approach to marketing communication practices means that employees should be informed and familiarized with changes like new products, services or strategies. This motivates people and helps them to prepare for proper work performance. Figure 3. presents the four stages that are involved when internal communication is incorporated into marketing measures. (Rogala & Bialowas 2016: 218.)

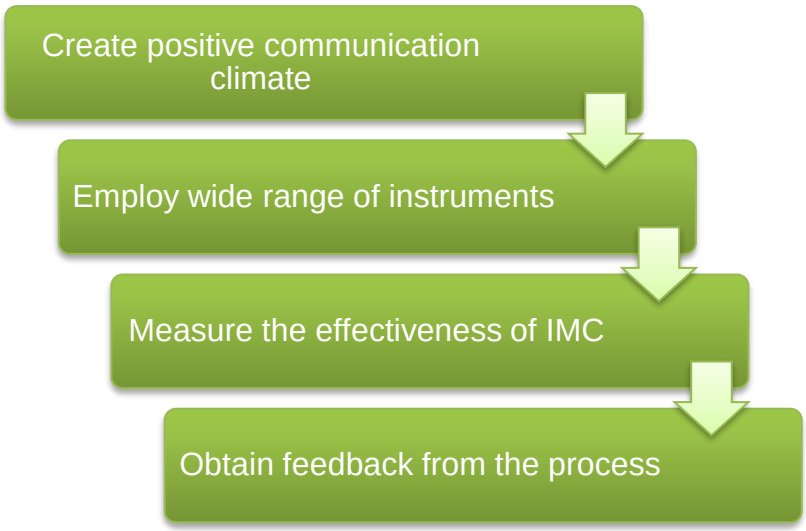

Figure 3. Stages of incorporating internal communication to marketing communication activities *(Rogala & Bialowas 2016: 218)*.

The starting point for successful integration is in creating a positive communication culture in the organization. This supports and encourages a two-way flow of information throughout the organization. This creates a base for building beneficial relationships both among the workers and between the staff and company. When the communication culture in the organization is developed to the appropriate level, different instruments should be employed to achieve organizational goals, like promoting an internal brand and increasing employee engagement and satisfaction. These could include personal selling, advertising within the organization, workshops, awards and incentives. The last two stages in the process are important in providing information about the success of a project and helping the organization to take corrective action if needed. It should be noted that some theories state that the IMC framework of communication is not sufficient in controlling communication. The internal and external communication are seen too complex and meaningful for this method. (Rogala & Bialowas 2016: 218-219.)

In their study of the internal marketing communications Rogala and Bialowas (2016: 220) have analysed a wide range of tasks that were fulfilled on the one hand by external marketing communication and on the other hand by the marketing concepts aimed for the staff. Furthermore, they studied the interrelationships between these tasks. As a result, they created systematization for the objectives of internal marketing communication that are presented in figure 4.

Objectives of internal marketing communication

- conveying to employees specific information about the company
- influencing the behaviour and attitudes of employees in their relations with customers
- creating and consolidating a positive image of the organization among staff
- encouraging employees to take advantage the company's offering

Figure 4. Objectives of internal marketing communication (Rogala & Bialowas 2016: 220).

2.4.5 Interdependence between internal and external communication

Every organization is constantly transmitting signals to their environment, which combine to produce a comprehensive image of the organization and its offering. To build credibility and reputation, these signals should be as consistent as possible. A strong legitimacy translates to stronger performance of an organization. Integrating the external communication activities with those directed at the interior of the organization is essential when constructing and reinforcing the legitimacy. (Rogala & Bialowas 2016: 220-221.)

Rogala and Bialowas (2016: 221) state that the marketing activity of a modern-day organization is a complex process which has its roots in a so-called holistic orientation. The holistic approach to marketing is based on understanding the breadth and interdependencies of different marketing processes and activities. The four basic mechanisms of holistic marketing are relationship marketing, integrated marketing, internal marketing and performance marketing. The holistic approach assumes that for an organization to be able to effectively function in the market, it has to take consistent actions in each of these areas. The set of marketing tool categories in holistic marketing are the 4Ps: people, processes, programmes and performance. A specific emphasis is on people, and the supporters of the holistic view even argue that the employees' competences and way of working decide the success or failure of an organization. (Rogala & Bialowas 2016: 221.)

The complexity of needed communication activities creates a risk for deficits in organizational communication systems. Inconsistence in communication and messages increases the appearance of the deficits, and thus the analysis of communication deficits most often focuses on the gap between internal and external communication. This gap occurs i.e. when employees are not informed of the organization's external communication, or when the messages transmitted are contradictory. Employees' attitudes and customer's expectations are affected by any communicational inconsistencies in the messages, choice of tools or organization's communicational goals. The discrepancies created between the first two negatively affect the image of the organization as a whole. (Rogala & Bialowas 2016: 221.)

Rogala and Bialowas (2016: 222) claim that the interdependence of internal and external communication is so significant that internal communication should be a vital concern for

professionals involved in marketing activities. Communication plays a critical role in motivating employees. Motivation of the employees translates into the quality of the products and services offered by the organization. Motivation and training systems affect the employees' attitudes, and this is important especially when staff is in contact with customers. The relationships with current or potential customers or, in healthcare, patients affect the performance of an organization. (Rogala & Bialowas 2016: 222.)

The internal image of the organization is an essential element in integrating internal and external communication. It has a great impact on the employees' behaviour and attitudes, and thus it is essential in communicating the organization's brand, products and services externally. New strategies and changes in the organization have a direct effect on the personnel but also a direct or indirect effect on the external setting. This means that external communication should be based on an efficient process of internal communication. (Rogala & Bialowas 2016: 222.)

2.5 Summary of theoretical background

In the changing operational environment, marketing has become more important also for public health care operators. Marketing measures of said organizations have been traditionally scarce, but today the organizations acknowledge the need to make their offering desirable and known for the customers. The change has been evident also on a strategic level, as a marketing-oriented mindset has been distinguished from a more organization-centered thinking. In Finland the health and social reform (SOTE) has been one of the factors of recent years accumulating this change in the public health care environment.

Organizational communication is an important part of any organization's strategic management, and a communication strategy consists of elements and targets that are applied when an organization communicates with its stakeholders and operational environment. Like marketing, the communication strategy is one tool in achieving desired organizational goals.

Internal communication is one part of organizational communication, and it is vital for the organization's success. No organization is managed without communication between its internal stakeholders. The organization's function and communication strategy should guide the planning and implementation of internal communication. In literature, a psychological contract is recognized between organizations and their employees. One goal

of internal communication should be to cherish this contract and thus promoting the organization's smooth functioning. To improve an organization's legitimacy and performance, the external communication practices should be integrated with internal communication processes.

3 Purpose, aim & research objectives

The purpose of the thesis is to provide knowledge for the Pirkanmaa Health District about their internal communication strategies related to external marketing measures and how these strategies have been implemented in the past few years.

The aim of the thesis is to map out the strategic internal communication processes the Pirkanmaa Health District uses to communicate internally with their employees and how these processes have evolved in the context of external marketing measures. The main focus of the thesis is the marketing measures related to the patient's freedom of choice and how these practices were and presently are been communicated to the employees of PHD. Object of the thesis is to provide answer to following research questions:

1. In what ways have marketing campaigns influenced the internal communication strategies of the Pirkanmaa Health District?
2. In what ways have the internal communication strategies of PHD evolved during the last few years?
3. Which actors have been involved in the planning of the internal communication strategies of PHD and in what ways have they contributed?

3.1 Previous research related to the topic

There has not been much research focusing on the marketing of healthcare services in Finland. Most publications concentrate more on the marketing and marketing regulations of pharmaceuticals. No statistics or official information about the topic has been published. Some analyses on health care marketing have been made by the media following the marketing industry. (Tuorila 2018: 12.) Internationally, the marketing of healthcare

and other public sector services has been studied more widely, i.e. in publications by Berkowitz in 2006 and Chapman & Cowdell in 1998.

Phenomena in the wider context of organizational communication, like strategic communication and internal communication, have been studied extensively both domestically and internationally (Juholin 2009: 26-30). Communication is a rapidly evolving and changing phenomenon, and the need for new research is constant. Organizational communication strategies of Finnish public healthcare service providers in the context of marketing is not yet widely researched, and the thesis aims to contribute to this topic.

4 Research methods

This thesis is a qualitative case study with an abductive research design. Data triangulation was utilized to increase the reliability of the study and to provide a more comprehensive picture of the studied phenomenon.

The purpose of a research defines the strategy used in the study. The baseline of qualitative research is to describe actual life, and it aims to provide comprehensive information on the subject. (Hirsjärvi et al. 2009: 137-138, 161.) According to Kananen (2008: 24), qualitative studies try not to achieve statistical generalizations like quantitative research. The primary goal of qualitative research is to describe and understand a phenomenon, and to find meaningful interpretations (Kananen 2008: 24).

Qualitative methods focus principally on the evidence that helps the researcher to understand the phenomenon and its meaning (Gillham 2000: 10). Characteristics of a qualitative study include the usage of qualitative methods like interviews and discursive analysis, purposefully selected study group or material and adaptable research proposal (Hirsjärvi et al. 2009: 164).

4.1 Case study

A case study provides detailed and intensive knowledge about a single case or a small group of related cases. For a case study, the researcher selects a case, a situation or a group of cases for closer inspection. A subject for the study may be an individual, a group or an organization. Case studies are often interested in processes, and a case is studied in context with its environment. Most case studies aim to describe one or more phenomena. (Hirsjärvi et al. 2009: 134-135.)

According to Schwandt and Gates (2018: 341), definitions and employment of case studies differ significantly across disciplines and fields of study. There is no single comprehension of “case study” or of “case”, but most often a case is described as an instance, incident or unit of something. It may refer to almost anything: “a person, an organization, an event, a decision, an action, a location like a neighbourhood, or a nation-state” (Schwandt & Gates 2018: 341).

Gillham (2000: 1) states that a case study is “one which investigates the above to answer specific research questions… and which seeks a range of different kinds of evidence”. This definition reveals one common characteristic of a case study, the usage of different methods to reveal and gather data. No single source of evidence is likely to provide sufficient data on its own, and hence a first prerequisite for case study is the use of multiple sources of evidence. Case study can also be described as a research approach which has features from data triangulation. (Gillham 2000: 1-2; Kananen 2008: 84.)

Case studies can be constructed in several ways. Case study designs can be divided crudely to theory- and data-driven studies (Kananen 2008: 85). Different study designs are distinguishable from each other but not automatically mutually exclusive. Theory-driven studies use deductive processes where cases are utilized to test existing theories and hypothesis. Data-driven case studies use an inductive approach and notably lack any priory set hypothesis. (Kananen 2008: 85; Schwandt & Gates 2018: 346.)

The research design for this thesis was constructed as the research problem started to take shape. In their grouping of different qualitative research types, Hirsjärvi et al. (2009: 166) argue that when the study aims to understand and interpret the meaning of a certain function, a case study design could be utilized. As the purpose of the thesis is to study

the internal communication strategies of the Pirkanmaa Hospital District and to produce an interpretation of the analysed data, the method of a case study was chosen for the research process.

As the research topic was largely unknown to the researcher, the process begun by studying theory and familiarizing with the basic concepts related to the topic. This setting directed the whole process and created a natural starting point for using abductive reasoning in the study. The theoretic framework that was constructed before data collection set a logic and a viewpoint for the study. The framework was used along the research process, for example for drafting the interview frame and as a starting point for the analysis.

According to Grönfors (2011: 17), abductive reasoning is based on the idea that the construction of new theories is possible only when a guiding principle is linked to the observations made by the researcher. This guiding principle could be something like a rather vague, intuitive understanding or even a detailed, fully constructed hypothesis. The guiding principle helps to concentrate observations on certain facts or circumstances that are believed to produce new knowledge about the researched phenomenon. When a purely inductive reasoning expects that the constructed theory is based only on observations, an abductive approach accepts and embraces the effect that existing theories have on observations. (Grönfors 2011: 17-18.)

Both Grönfors (2011: 17) and Dubois and Gadde (2002: 559) emphasize the benefits of abductive reasoning in finding new things. Clearly different from deductive and inductive approaches, abductive reasoning is well suited for discovering variables and relationships. Also, the goal of abductive research is more linked to providing refinement on existing theories than discovering totally new ones. Additionally, the use of framework differs in abductive research when compared to deductive and inductive approaches. Abductive approach gives possibility to modify the framework if unexpected empirical findings occur. (Dubois & Gadde 2002: 559.)

As it was inevitable that the theoretical background set a framework for the study and its results, it became clear that the thesis did not follow inductive reasoning. On the other hand, the aim was not to test a certain theory or a model so a deductive study design was not applied. The abductive approach suited best the aim of the thesis: the goal was

to observe the development of communication practises and their relationship with the organizational strategy.

4.2 Triangulation

A basic description of triangulation explains that the subject of research is considered from two or more perspectives. From this approach, the methods of triangulation were developed further by Denzin in the 1970s when he introduced the definition of triangulation as “the combination of methodologies in the study of the same phenomenon”. Furthermore, Denzin distinguished various forms of triangulation. Data triangulation refers to the mixture of different sources of data. Investigator triangulation means that different observers of interviewers are employed to control the subjective bias of a single researcher. In theory triangulation data is approached with multiple perspectives and hypotheses. Methodological triangulation is triangulation within a method, like using different subscales in a questionnaire, or between methods. (Flick 2018: 445-446.)

Triangulation offers a diverse database for the researcher and is a way to increase the reliability of the research. With triangulation researchers aim to gain verification to their interpretations of data by using different perspectives. (Kananen 2008: 39.) Flick (2018: 456) argues that triangulation can be utilized in various points of the research process. It can be used as a research strategy, which then shapes the whole process from planning to presentation of findings. Or it can be exploited in one specific phase of research like data collection if the researcher suspected that a single method of data collection would lead to insufficient information. (Flick 2018: 456; Kananen 2008: 39.)

Triangulation is appreciated in social research as a way to produce good quality research, but it has also faced critique. When researcher is choosing triangulation, the strengths and weaknesses of different methods should be evaluated in the context of research questions. This requires solid methodological knowledge, and inadequate use of triangulation may increase the chances of error. (Kananen 2008: 40-41.)

In qualitative research the most usable forms of triangulation are the data and methodological triangulation. Case and action studies are largely based on the use of these methods. For example, in case studies data is collected using varied methods like observations, interviews and document analysis. Theory triangulation is problematic because

qualitative research is most often data-driven and inductive in nature. (Kananen 2008: 41; Hirsjärvi et al. 2009: 135.)

In this thesis triangulation is used in data collection phase to achieve saturated data. The method of data triangulation was chosen because two perspectives would give a wider understanding of the phenomenon. Interviews were used to reveal the perspective of employees in the context of planning and executing internal communication strategies. Document analysis was used to gather data from an organizational point of view and to find out how the internal communication strategies have been realized in practice.

4.3 Associated organization

The Pirkanmaa Hospital District is a joint municipal authority that is owned by 23 municipalities of Pirkanmaa region in Finland. PHD provides special health care and disabled care services. It also provides the circumstances for health care research and training. Treatment is provided by the Tampere University Hospital (Tays), which comprises of five hospitals as is demonstrated in Figure 5.

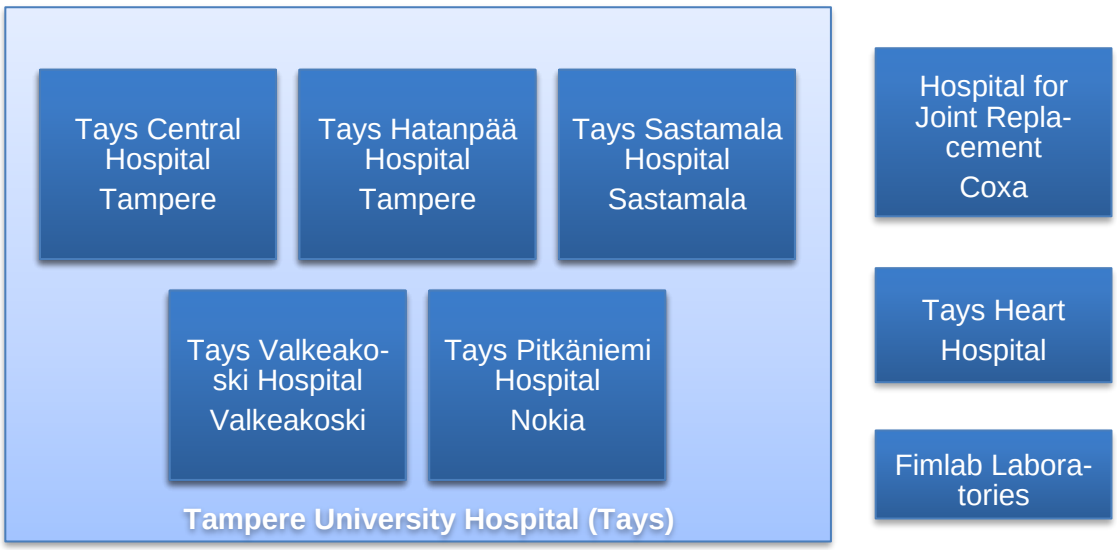

Figure 5. Hospitals and limited liability companies of the Pirkanmaa Hospital District

Some of the services are provided by limited liability companies that are owned by the hospital district. These include Hospital for Joint Replacement Coxa, Tays Heart Hospital and Fimlab Laboratories.

Over half a million people live in the area of The Pirkanmaa Health District. PHD provides special health care services also on its catchment area of Kanta-Häme and Southern Ostrobothnia. About 200 000 patients are treated in the hospital district every year, and it employs approximately 7000 persons. (Pirkanmaa Hospital District 2018).

4.4 Research permit

The research permit process was started in mid-May of 2019, and the permit application and the research proposal were sent for approval to the Director of Nursing Education, Susanna Teuho, in the end of May. The process proceeded smoothly, and after some supplementary information on sampling was provided, the research permit was granted in July 8th, 2019.

4.5 Sampling

In qualitative research, the participants are selected discretionary and in consideration of the data collection. The researcher should choose respondents who will provide best knowledge in the context of the researched phenomenon. (Kananen 2008: 75-76.) Hirsjärvi and Hurme (2001: 59) write that discretionary sampling is used in qualitative studies as they aim to create an in-depth understanding of a phenomenon, as opposed to producing statistical generalizations.

For this thesis, the method of discretionary sampling was chosen as the study's point of view and research questions concentrate on the planning and strategizing phases of an internal communication process. By selecting the interviewees discretionarily, the aim was to ensure that the conducted interviews would reveal relevant data. The interviewees were chosen in co-operation with Elina Kinnunen, who suggested possible participants based on the research proposal and her knowledge as a specialist of the phenomenon and the target organization. First criterion for the participants was that they would be employed by the Pirkanmaa Health District or its limited liability companies. Second criterion was that the they were currently or had earlier been participating on the planning

or operational level of internal communication or the Freedom of Choice-project in the Pirkanmaa Health District.

Eight possible participants were initially contacted by e-mail in mid-December of 2019. The participants were previously unknown for the researcher. The e-mail was comprised of a general description of the thesis, it's aims and the method of data collection. Attached was the Code of Ethics (Appendix 1) which was compiled by following the documentary base and guidelines provided by the Pirkanmaa Health District. After the initial contact some participants were approached also by phone, and this resulted in seven interviewees expressing their interest and agreeing to participate.

4.6 Data collection

The data for the thesis was collected with interviews and document analysis. The first step for data collection was taken on the 29th October 2019, when Elina Kinnunen provided the contact information for possible interviewees. The interviews took place between the January 22nd, 2020 and February 4th, 2020. The transcription and analysis of the data was started immediately to increase the study's reliability.

Semi-structured interviews were the chosen method of data collection for the thesis. In terms of data collection, a decision was made that the interviews would not be fully structured as this would risk framing out data. Hirsjärvi and Hurme (2001: 47) state that there is no absolute definition for the concept of semi-structured interview. In literature, there are different views on how exactly the semi-structured interviews should be executed, but a general description can be constituted from different definitions. Semi-structured interviews are characterised by the factor that some, but not all, aspects of the interview are pre-determined. (Hirsjärvi & Hurme 2001: 47.)

Brinkmann (2018: 579) argues that semi-structured interviews have a good knowledge-producing potential as there is leeway to follow up different point of views disclosed by the interviewees. At the same time, interviewer has a possibility to focus the conversation on issues relevant to the research project.

Hirsjärvi and Hurme (2001: 47-48) introduce a type of a semi-structured interview, *teemahaastattelu*, freely translated as a thematic interview. One of the benefits of the

thematic interview is that it is not limited to a certain methodology, the number or the depth of the interviews. Instead of detailed questions, the interview proceeds alongside predetermined themes. This brings the respondent's voice to the centre, not restricting the interview to the interviewer's point of view. In many other semi-structured interview methods, the same questions are asked form each participant, but the thematic interview method abandons a strictly followed form and order of questions. (Hirsjärvi & Hurme 2001: 48.)

4.6.1 Interviews

The thematic interview method was chosen for data collection as the interviewees were working on different levels and in different positions in the organization. To be able to keep focus on the research questions during the interview, a thematic interview frame was prepared beforehand as suggested both by Kananen (2008: 78-79) and Hirsjärvi and Hurme (2001: 66). The flexibility in the interview frame helped to ensure that relevant and in-depth data was collected from each interview. It was not known in advance how familiar each interviewee was with the subject of internal communication strategies and planning, and thus a predetermined set of questions might have resulted in scarcity and one-sidedness of information.

Kananen (2008: 76) argues that in an interview different level questions can be distinguished, and asking the wrong level questions might lead into a brevity of data or even interruption of the interview process. As suggested by Hirsjärvi and Hurme (2001: 72), this could have been prevented with preliminary interviews which provide a possibility to test the interview frame, order of the themes and formulation of questions. Due to limit of resources and time it was not possible to arrange preliminary interviews, and thus a thematic interview frame with flexible set of questions was used instead.

As the interview frame was constructed, also specific interview questions were drawn within each theme. Thus, the interview frame consisted of questions and sub-questions divided into themes which were then separated by using different colours. The questions and themes progressed from general level to more specific topics. In this case the predetermined questions would support the interviewer in case the flow of the interview would be interrupted. This could be caused for example by the interviewer's relative inexperience with the subject or the interview process.

The interviews were executed individually with the participants, apart from one where there were two interviewees present. The interview frame was used when conducting the interviews to make sure that all themes were included. The frame was used flexibly, meaning that not all questions were asked from all interviewees, and that questions were asked in different form and order in different interviews. With this method, the flow of the interviews was fluent, and the interviewees' point of view came through naturally.

The interviews were arranged on the interviewees' workplaces, in a quiet and disturbance-free space, to ensure good contact and peaceful interaction with the participants. Before starting the interview, the interviewees signed the consent form (Appendix 2). One of the interviews was made by phone, and all of the interviews were recorded for more reliable analysis. Initially there were some technical difficulties with one recording, but in the end all recordings were successfully retrieved for transcription. After each interview notes were written down to assess how the individual process had succeeded. The notes were utilized in the analysis process

The duration of the interviews ranged from 31 to 58 minutes. Total duration of the recordings was 3 hours and 44 minutes. After transcription the data resulted in 45 pages of written text in font Calibri, size 9 and with line spacing of 1. After five interviews recurring themes and topics were noted to emerge from the data and based on this observation it was decided that no new interviewees would be needed in addition to the original seven that were already scheduled.

The level of transcription accuracy was based on the research questions. The data was transcribed using the method where the text is not written exactly word-for-word from the recording, but instead lightly edited. For example, utterances or false starts were not registered as the research questions and analysis did not demand a fully verbatim transcription. Ruusuvuori (2010: 425) suggests that when a study concentrates on a certain sequence of events, a situation or a process, a less accurate form of transcription is adequate. To make sure no data was left out during transcription, the recording was transliterated by using spoken language and dialect words, and also pauses were recorded. Both the interviewer's and the interviewee's speaking turns were transcribed, as this would give a possibility to analyse if the question design had an effect on the answers.

4.6.2 Document analysis

Document analysis was chosen to increase the reliability of the thesis with the method of data triangulation. A document may refer to any printed, written, photographed or recorded material. In principle, any document related to the research topic may be used as material for data collection. (Kananen 2008: 81.) Pirkanmaa Hospital District gave access to following five internal documents: an internal communications guideline, a communication program for years 2016-2020, an entry form for competition of municipalities' marketing in year 2017, a summary of PHD's strategy for specialized medical care for years 2016-2020 and a summary of Heart Hospital's current main strategies. Table 1 presents names and coding of the documents used in the analysis.

Table 1. Names and coding of the analysed documents

Coding	Document
D1	Tays viestintäohjelma 2016-2020
D2	Sairaala viestii – Ohje käytännön viestintätilanteisiin Taysissa
D3	Pirkanmaan erikoissairaanhoidon strategia 2016 - 2025
D4	Havainnekuva Sydänsairaalan strategiasta
D5	Kuntamarkkinoinnin SM-kilpailu 2017: osallistumislomake

4.7 Data analysis

After transliterating was completed the transcriptions were read through to start the analysis phase. This helped in comprising an initial understanding of the themes emerging from the material. A method of thematic content analysis was chosen for the thesis. The content analysis method is well suited for organizing and creating conclusions from different types of data, in this thesis them being transcript interviews and written documents (Tuomi & Sarajärvi 2018: 87).

Hirsjärvi and Hurme (2001: 148) state that categories should be in context with the research task, quality of the material and the theoretical knowledge of the researcher. Thus, the classification of the data in this thesis was based on the themes derived from theory and from the data itself.

The transcriptions were transferred to MS Excel, which was used for the classification and reorganization of the data. Each interview was on a separate worksheet, and first the data was coded with colours. In the interview frame questions were grouped into six categories and each category had a specified colour (Figure 6.). Each question and answer in the data was classified according to a category and the text was coded with a corresponding colour. After the data was divided into categories, it was coded with letters and numbers. Each interviewee and each theme got an individual code.

Figure 6. Categories used to organize and analyse data.

As suggested by Tuomi and Sarajärvi (2018: 92), the transcribed data was then reduced into simplified expressions. Next step was to cluster the simplified expressions according to the categories. The data was filtered and grouped on new worksheets, each category on a separate worksheet. The coding ensured that no data was lost, and that each expression was recognizable even when detached from the original transcript. The data analysis was executed during the spring 2020, starting in February and ending in May. Figure 7. presents the data reduction process in numbers and phases.

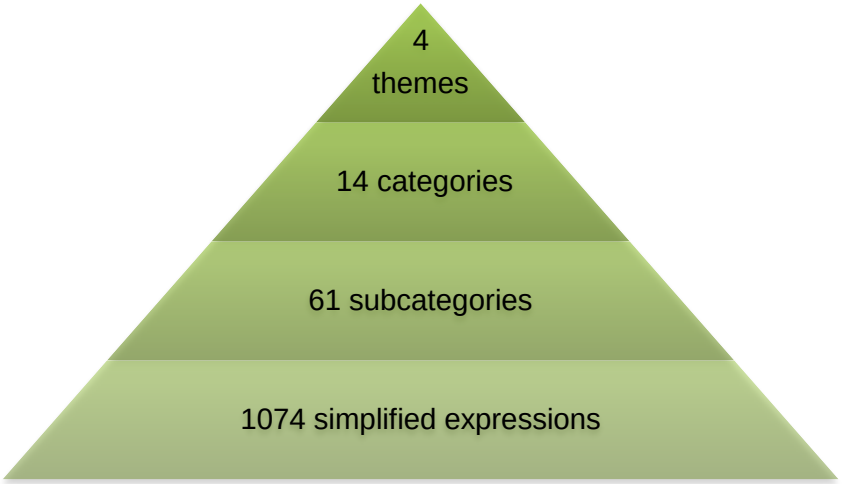

Figure 7. The data reduction process

5 Results

The results are presented in four subchapters, and this division is derived from the data; the chapters are compiled according to the four themes that arose during the data analysis.

5.1 Background information

The first theme is about background information. The aim was to provide an understanding about the position and experience of the interviewees and about their relationship with the research topic. Table 2. provides a specification of the theme and its categories and subcategories.

Table 2. Theme 1: Background information; categories & subcategories

Theme	Background information	
Categories	1.	2.
	Job description	Work experience
Subcategories	Specialist positions	Work experience in PHD
	Middle management	
	Senior management	

The small number of participants and their positions in the organization set challenges for preserving their anonymity. Thus, a minimal amount of background information was collected to ensure that the identity of the interviewees would not be revealed. During the data analysis phase, no personal data was used as an identifier in the coding.

The seven participants had varied positions in the organization. Two of the interviewees worked on specialist positions, one in line management, three in middle management and one in senior management. The length of their employment within Pirkanmaa Hospital District varied from one year to over twenty years. All participants had been working on Tays' or PHD's limited liability companies' internal communications at some point. From all the limited liability companies two were represented in this thesis: The Hospital for Joint Replacement Coxa and the Heart Hospital. The interviewees' level of participation varied according to their seniority level, from working on a daily operational level to conducting higher level strategies. These internal communications operations included staff communications, patient and customer communications and recruitment communications.

Four of the seven interviewees had contributed to the Freedom of Choice project or its communications at the project's initiation phase in 2013-14. The project's goal internally was to institutionalize new practices related to the Freedom of Choice Act as established and uniform practice. Since then the project has transformed into a supporting phase where information is provided to the staff and patients when needed. The patient communications are mainly operated through a dedicated web site and a service center, which both were founded in 2014 as part of the project.

5.2 Internal communication strategies in the organizations of PHD

The categories and subcategories of the second main category are presented in table 3. The chapter concentrates on the planning phase of internal communication; the strategy process, the legislation that is to be noted and the communication goals.

Table 3. Theme 2: Internal communication strategies in the organizations of PHD; categories & subcategories

Theme	**Internal communication strategies in the organizations of PHD**		
Categories	1.	2.	3.
	Communication strategy	Statutory communication programs	Communication goals
Subcategories	Strategy process	Equality program	Assertion of expertise
	Strategic direction of communications	Act on cooperation within undertakings	
	Awareness of the communication plan internally	Equality of the communication channels	
	Strategy outlined by the director of communications		
	Communication derives from strategy		
	"Strategy is always a strategy"		
	Patient-centred mindset in communications		
	Communication stakeholders		
	Building the strategy		
	Limited liability companies' communication strategy		
	Similarities with PHD's strategy		
	Principles of internal communications		
	Principles of staff communications		
	Planning of internal communications		
	Long-term strategy		

5.2.1 Communication strategy

According to the interviewees, the communication strategies of PHD originated from the Hospital District's organizational strategies. The interviewees who had been part of the communication strategy process emphasized that the communication strategy is a way to promote, support and execute the goals of the organization. Those who had not been part of the process did not express the communication strategy as clearly, rather stating that the direction for communication comes from the steering committee or director of communications.

Communication strategy was not seen as a detached design but more as an important tool in converting the organizational strategies to the operational level. This view was evident in all three organizations represented by the interviewees; Tays, Coxa and Heart Hospital alike. Contents of the communication strategy and communication practices are derived from the organizational strategy in all three organizations. This guiding principle is also stated in the documents D1 and D2, where it is written that communication and marketing are guided by the organizational strategy, are used to accomplish yearly objectives and should be developed to support each other.

> No ylipäänsä kaikki tavallaan lähdetään perustelemaan sen strategian kautta. ... Et se tulee sieltä strategiasta se peruste sille, että miksi näin toimitaan. Että tälleen kun viestintästrategiassakin perusteet, että miksi meillä on nämä tietyt kärjet siinä tai miten sitä kehitetään, niin se tulee tuosta strategiasta, ja sitten väkisinkin aina mukana. (Interview 4)

> Well, all in all, everything is sort of justified through the strategy. … From the strategy we get the reason why we act in this way. In the communications strategy we have also justifications to why we have certain leads or how it is developed; they come from the strategy and this way it is always included. (free translation)

> …mun mielestäni ei voi olla mitään kolmea irrallista. Että on yhtiöstrategia, viestintästrategia ja markkinointistrategia. ...jos mietitään palloina, niin ei voi olla palloa yritysstrategia ja sitten on toinen pallo, jossa on viestintästrategia, vaan se täytyy olla semmonen pallo, jossa on yritysstrategia ja sen ympärillä on sitten vähän niinku sipulin kerros. Siinä päällä on viestintästrategia, että miten sitä yritysstrategiaa tuodaan esille. (Interview 3)

> …in my opinion there cannot be three separate things; organizational, communications and marketing strategies. … If they are thought as spheres, there cannot be a sphere for the organizational strategy and another for the communications strategy. It must be a sphere where organizational strategy is in the centre, and

> others are around it like layers in an onion. On top there is communication strategy, which is how the organizational strategy is brought forward. (free translation)

In the larger organization of Tays the strategy process starts with the steering committee, from where the communication strategy is refined and passed on by the director of communications together with her team. One interviewee defined the communication strategy of Tays more as an implementation program for the organizational strategy, rather than a separate, independently crafted strategy of its own. She also stated that Tays's organizational strategy has been drafted all internal and external stakeholders in mind, and thus it is natural to derive communicative content from the strategy itself. The strategy also frames the concepts and emphases that are used in communication.

> Et' viestintä ei sillä tavalla mun mielestä tee meillä erillistä strategiaa, se tekee enemmän sen toimeenpano-ohjelman et' miten [organisaation] strategiaa viedään eteenpäin. Et' mä sanosin, et' se on enemmän sitä toimeenpanoo. (Interview 6)

> In my opinion communications don't draft a separate strategy, rather they do an implementation plan on how the [organizational] strategy is promoted. So, I would say it's more about implementation. (free translation)

Document D2 presents the following communication stakeholders: patients, customers and their close relatives, future and present health care professionals and decision-makers. In internal communication the most important stakeholders are the employees. In addition to these, other stakeholders mentioned by the interviewees are the following: other health care communities and operators, joint municipal boards, patient organizations, trade unions, universities and other educational institutes, pension institutions, municipal employers and ministries. Document D3 presents the goal of reinforcing The Pirkanmaa Health District's role as a desired partner, a pioneer and a benchmarking operator among its stakeholders.

According to document D2 the main mission of communication is to collect, allocate and process information for those who need it. Communication has been part of the organization's long-term strategy which has evolved through decades, the focus progressing by time. One interviewee stated that already in the 1990s communication was acknowledged as part of strategic leadership. The current organizational strategy was born in the beginning of the 2000s. Detailed communication plans and "communication pies" were drawn, which then evolved as the internet and multichannel communication

changed the scene. The strategy has been updated along the way; a larger strategy and brand management work was done in the beginning of the 2010s, smaller refinements have been made more recently. The larger scale strategy work was done inclusively with several representatives from the organization, whereas the less extensive work has been done with a smaller group of people. In the brand management work Tays has utilized also the expertise of external actors.

One leading principle in the strategy work of Tays has been perseverance: a long-term goal is to create a recognisable and established brand. In terms of communication this means that for example changes in pictorial matter or graphic guidelines have been consciously restrained. Document D1 states that the main brand in PHD is “Tays; one hospital”. The goal of brand communication is to promote unity and the importance of each actor’s activity in terms of the whole organization. One interviewee raised an example of the brand guidelines in action: rather than addressing a singular hospital like Tays Hatanpää or Tays Keskussairaala, she always takes care to refer to the units using the designation “Tays; one hospital”.

In the limited liability companies, Coxa and Heart Hospital, the communication strategy was more clearly defined, with an acknowledged developing of the strategy according to the organization’s goals. In both companies, the communication strategy has been drafted to promote the organizational strategy and brand. Surveys and customer research have been used to acquire an understanding about the organizations’ reputation and brand recognition with different stakeholders like customers, professionals and decision-makers. Survey results have been then used to develop the communication strategy and goals in order to achieve a desired result in accordance with the organizational strategy.

In Coxa the process has been inclusive with around 40 participants from different internal stakeholder groups taking part in the strategy process. In addition to this, the hospital has utilized also external communications consultants from a marketing agency. Coxa’s personnel have had a chance to influence on the contents of the strategy, and according to an interviewee this has helped to negate any major deal-breakers. In the Heart Hospital several actors like a communications manager, a development manager, a HR manager, an executive assistant and the CEO are taking part in the strategy work. An inclusive approach is used also in Heart Hospital: another interviewee emphasized that in

order to create successful staff communication, the targeted employee group's representatives are included in the planning process.

> Toki se viimenen kristallisointi täytyy tapahtua johtoryhmän hallitustasolla, mutta sillai että se osallistaminen on riittävää, jotta siitä [strategia] ei tuu ylhäältä annettu vaan se on yhdessä rakennettu. (Interview 3)

> Sure, the last crystallization has to happen within the board of directors but so that the inclusion is sufficient, and so that it [strategy] doesn't become something that is given from the top, but rather built together. (free translation)

The limited liability companies Coxa and Heart Hospital have their individual communication strategy, but some things are in common with the parent company Pirkanmaa Hospital District. Both companies state that as they are part of PHD, their strategy has to follow certain shared guidelines and they have to acknowledge the ownership in their operations. For example, crisis communication practices are similar in all companies as crises tend to cross organizational boundaries. Heart Hospital and PHD have also utilized some joint marketing measures. At the same time both limited liability companies highlighted that they are separate companies and thus have individual goals and strategy.

Document D1 states that in Tays a communication plan is drafted yearly and it is based on the communication strategy. As the communication team is responsible for planning the internal communication practices, there are no other actors involved in the actual planning. According to one interviewee, there has been some discussion whether a multiprofessional team would be useful in the development of main communication channel intra. Previously, there has been a similar team concentrating on the technical and content developing of online communications. While the interviewee viewed positively the possibilities of said group, she raised a concern that the team should not be too bureaucratic, which according to her perception is a challenge in many similar project and steering groups within the organization.

One example of a steering group related to communication is found in the human resources department of the Pirkanmaa Health District. The HR steering group consists of participants working in line management within the different areas of PHD. The group for example analyses HR data such as the number of applicants or which channels are used

to apply and utilizes the results in the planning of HR communication. In addition to planning the contents of internal communication, the steering group also manages the coaching of representatives sent to job fairs to explain what PHDs message is, its themes and content.

When the guiding principles of internal and staff communication in PHD were discussed, the principles of openness, transparency and patient-centred thinking were emphasized. One interviewee also noted that, in internal communication the goal is to get the message moving between organizations: from top management to staff and the other way around. PHD has provided tools like the intra's discussion forum for generating communication between different organizational levels and areas. Inclusion is highlighted in document D3 as one main principal in the organization; employees are given the opportunity to be heard in the development of the hospital operations. According to the documents D1 and D2, communication is an important tool in change management; communication reacts actively to changes in PHD's operational environment and provides information about the changes to customers and employees. The goal is to break news first internally and after that to media and other external stakeholders.

> Mehän pyritään tällaiseen avoimeen viestintään, läpinäkyvään viestintään. Ja tietysti rehellisyys on se, jonka kautta asioita viestitään. Mutta. Me pyritään myös siihen, että me ei viestitä keskeneräisistä asioista. (Interview 7)
>
> We strive towards open, transparent communication. And of course, honesty is the way how we communicate. But. We also try not to communicate unfinished matters. (free translation)

> Tietysti periaatteet on tietysti aika pitkälle tämmönen avoimuus ja pyritty vaikeistakin asioista kertomaan. Yritämme sitä ihan oikeastikin noudattaa. Sitten meillä tietysti strategiaan kuuluu se, että yritetään ajatella potilaslähtöisesti, asiakaslähtöisesti. (Interview 5)
>
> Of course, the principal is this openness; we try to tell people also about difficult matters. This is something we try to do for real. Then of course part of our strategy is the patient-centred, customer-centred way of thinking. (free translation)

> Jos nyt aattelee sisäisiä toimijoita, niin tällä hetkellähän se viestintä menee juuri niin, että se menee organisaatiolta toiselle. Eli se tulee toisaalta sieltä ylhäältä, mutta sitten toisaalta myös sieltä henkilöstöltä. Eli sekä että. Ja meillä on järjestetty henkilöstölle erinäisiä tapoja tuottaa sitä omaa viestintää. Eli tavoite on kuitenkin sitten, että ne kohtaa jossain kohtaa. (Interview 7)

> If we think about internal actors, then the communication goes just like that, from organization to another. It becomes from other hand from the top, and on other hand from the personnel. So, both – and. And we have arranged different ways to generate their own communication. So, the goal is that they meet somewhere on the line. (free translation)

Another principal that was mentioned links to strategic communication. It was noted by two interviewees that it is important that the information is structured and crystallized before communicating it internally to the personnel. The information provided should be timely and comprehensible, and as such the need for editing and consideration was raised, especially when considering the communication of more abstract matters like the organization's strategy.

In all three organizations (Tays, the Coxa and the Heart Hospital) patient-centredness is also a central focus in communication; especially in external communication the patient's point of view is emphasized. In documents D3 and D4 this is evident as promises to the patient; the goal is to guarantee fluent care through cooperation. In internal communication the importance of collaboration is enhanced, and the personnel is given guidance on how to communicate and interact with patients.

It was noted that Tays is a large organization with a very wide variety of different levels and professionals. Internal communication is done a lot on all levels, but the nature of occupations sets often challenges to achieving the desired coverage of communication. One interviewee stated that there is a lot of information, and while the possibilities to acquire this information are plenty, sometimes things are forgotten or not taken in. This might lead to an experience of detachment and lack of knowledge. To counteract this, Tays has introduced a positive working and communication culture. This aims to encourage positive interaction between people and thus enhance the flow of information in the organization.

5.2.2 Statutory communication programs

The subject of statutory and equality in internal communication was raised in two interviews and in the document D2. The interviewees represented Tays, but it may be stated that the same principles are present also in other two organizations, as they too are subject to the prevailing legislation. According to the document, the following legislation

should be considered in Tays' communication: The Act on the Openness of Government Activities, the Local Government Act, the Administrative Procedure Act, the Language Act and the Act on Co-operation within Undertakings. In a public organization like Tays the acts oblige both the employer and the personnel. For example, the employer is obligated to inform staff about certain matters and to implement an equality program. The act on Co-operation within Undertakings regulates internal communication in couple of ways. Firstly, the act dictates the order of communication practices, prioritizing the personnel before external stakeholders. Secondly, the act obliges the employer to arrange committees like the employer-employee cooperation team and the occupational health and safety committee. The committees provide a channel for interaction and communication between the employer and the employees. Selected representatives are given a chance to discuss and present their point of view on common matters. Statutory workplace meetings provide another channel for internal communication.

> …meillä on muutamia politiikkaohjelmia määritelty. Muun muassa yhdenvertaisuus- ja tasa-arvo-ohjelma, jotka ovat lakisääteisiä tämmöisille organisaatioille. Niin, tota, niissä on muun muassa viestintäkanaviin otettu kantaa. Mikä tekee työntekijöistä... Siis kantaa siihen, että minkälainen viestintäkanava tekee työntekijöistä yhdenvertaisia. (Interview 6)

> …we have some policy programs, like the equality program which is statutory to this kind of an organization. Amongst other things, they have taken a stand regarding the communication channels. Like, what makes… what kind of a communication channel ensures equality among employees. (free translation)

The equality program is closely linked to staff communication. The document D2 states that the employees' working conditions, shift work and their access to digital tools should be considered in the planning of internal communication. One interviewee noted that the accessibility of communication practices is not similar to all employees in the organization. In certain positions the possibilities to receive messages are limited due to the basic nature of the job. This is one reason why a central radio is used to inform employees in exceptional circumstances where it is necessary to ensure that the message reaches all personnel quickly.

5.2.3 Communication goals

Documents D1 and D3 list one strategic goal that is linked to internal communication; the assertion of expertise. In practice, this means that examples of competence and success are deliberately published on several channels. Scientific communication is emphasized, and the aim is to communicate also about unfinished researches and researches made elsewhere. The expertise of in-house specialists and collaboration with universities and universities of applied sciences are highlighted. In the document D3 is presented a promise to the employee: the goal is to serve and treat patients better than before, and to give employees a chance to develop their competences as clinical work is combined with top level research and education.

5.3 Internal communication practices and culture in the organizations of PHD

This section focuses on the implementation of the communication: it specifies the internal communication practices used in PHD and analyzes the internal communication culture. Table 4. illustrates the categories and subcategories of the third theme.

Table 4. Theme 3: Internal communication practices and culture in the organizations of PHD; categories & subcategories

Theme	Internal communication practices and culture in the organizations of PHD						
Categories	1.	2.	3.	4.	5.	6.	7.
	HR processes	Need for staff communications	Development of staff communications	Implementation of staff communications	Challenges in staff communications	Assessment of staff communications	Interactivity of communication
Subcategories	Human Resources' processes	Foreign patients	Need for development in communications	Content of Intra	Challenges in internal communications	Measuring the effectiveness of communication	Social media platform "Someseinä"
	Recruiting	Communicating marketing measures to the staff	Development of communications	Content differences in internal and external communications	Coverage of Intra	Assessment of communications	Interactivity in communications
			Multichannel communications	Allocation of communication	Unsystematic communication	Staff survey	
			Multi-professional team	Supporting communication	Challenges in communication culture	Feedback of communication's success	
				Putting communication guidelines into practice	Responsibility of message receivers		
				Social media	Organizational structure		
				Putting communication strategy into practice			
				Communication channels			

5.3.1 HR processes and need for staff communications

One interviewee especially emphasized the role of internal communication in human resources' processes. HR processes in Tays consist of the following components: recruiting, orientation, development of competencies, leadership, well-being at work and occupational health and safety. Internal communication is essential in all these categories. The interviewee stated that rather than perceiving staff communication as a separate process, it is integrated into HR processes and flows through them constantly. Documents D1 and D2 highlight uniformity and positivity in recruitment communication. Recruitment communication is done actively through a variety of channels like the internet, marketing, job fairs, specialist events, videos and social media. In addition to these, the interviewee stated that recruitment communication should be thought on a wider scale; the way the employees talk about their employer in-house or outside their workplace is also part of the recruitment communication.

The need for staff communication was considered in the context of marketing communications and how they are communicated internally to the personnel. All interviewees agreed that marketing measures are communicated internally to the staff, but one interviewee raised a question whether the extent of communication is adequate. There is no pre-determined process linked with the staff communication and it was expressed that the need to communicate marketing measures internally is context-bound; a large campaign demands a different kind of attention than smaller marketing measures. In all organizations the goal is to communicate marketing measures first internally and then externally.

Regarding Tays, the interviewees argued that the Freedom of Choice campaign was exceptional and demanded a lot of resources also in internal communication. The scale of new operations demanded active communication and training. The Freedom of Choice campaign was part of a larger preparation for the health care reform SOTE at the time, and thus it was taken care that the goal of operations and marketing was communicated to the personnel. In most other cases, the information about marketing measures is communicated through Intra. One interviewee described these messages in Intra as story-like and another interviewee expressed that often a similar announcement is published both internally and externally. This lack of focus in internal communication raised a question in the latter interview whether the preferences of the personnel were thought enough

when external marketing communication is planned. She also stated that the means to communicate external marketing to the staff are limited. Another interviewee reflected on whether the managers have conveyed information successfully in this matter as some employees had posed questions about marketing in staff meetings. Marketing communication is part of the communication guidance in Tays' manager training program.

> No mun mielestä se valinnanvapausmarkkinointi oli sellasta että siitä kyllä infottiin tosi paljon. Että jos oli julkisuudessa jotain, niin se sit myös tiedotettiin intrassa. Mutta en mä sitten tästä muusta oikein tiedä, että kuinka paljon sitä sitten enää, vaikka täällä just intrassa, joka se pääviestintäväline on, niin jostain muista. Onhan ne siellä näkösällä, mutta sun täytyy siis mennä ja kaivautua sinne katsomaan niitä… (Interview 2)

> Well, in my opinion the Freedom of Choice-marketing was something that we informed about a lot. If there was something in the media, then it was also communicated in intra. But about these others… I really don't know how much the others were communicated especially here in intra, which is the main communication tool. They are there, yes, but you must go there and dig in to find the information… (free translation)

In Coxa and the Heart Hospital marketing measures are communicated internally in a more strategic way. The interviewees stated that marketing is communicated to the staff to a varying degree, again depending on the context. It was commented that it is important to get also personnel behind the marketing to prevent negative attitudes and comments.

> Kyllä … jos jotakin isompaa kampanjaa, että se tulis näkymään lehdissä tai muualla, niin just se, miten se perustellaan ja miten se lähtee strategiasta, ja miten se taas hyödyttää tätä yhteisöä, miten se hyödyttää meidän hoitoa, näitä meidän tavoitteita. Niin, kyllä, niin se pitää meidän aina myydä, vaikka sitä ei suoraan tänne lähdettäs isommin mainostaan, että miten me saadaan se myytyä näitten just, kun mä tapaan näitä ihmisiä käytävillä tai ruokalassa, niin millä mä perustelen, että meillä on nyt tämmönen kampanja. (Interview 4)

> Yes … if there would be a larger campaign for newspapers or elsewhere, so exactly that: how we validate it and how it comes from the strategy, how it benefits this community, how it benefits our care; our goals. So yes, we have to always sell it here. Even though we might not advertise it here on a larger scale, we have to consider how we sell it to the people I meet in the hallways or in the cafeteria. We have to consider how I validate that we have now this campaign. (free translation)

In Coxa, marketing communication is reported to all personnel groups couple of times a year. Their view is that it is important to recognize and inform staff that their each everyday action is a brand act. Care processes are carefully determined so that it is possible

to achieve the best result for the patient and as such they can be seen as part of the communication chain.

5.3.2 Development of staff communications

All interviewees recognized the need for development in staff communications, and it was stated that the nature of communication is such that constant development is needed. Several interviewees suggested that staff communications would benefit from a more systematic, multichannel and marketing-oriented approach. These needs relate to the acknowledged challenge in PHD's internal communication; how to get a message through to different target groups which consist of large number of professionals in varying positions and work schedules in complex organizations. It was also noted that the level of communication decreases in wards as the personnel is often lacking in communication skills, their main proficiency being elsewhere.

> Ehkä ensinnäkin sen takia että se ei ole hirveän suunnitelmallista, se on enemmän semmosta aika niinku... aika käytännöllistä ja semmosta tilanteen mukaan tyyppistä. … että siellä [henkilöstön keskuudessa] ei tietysti ehkä ole sitä ymmärrystä, niin sitten monet asiat tulee sitten ehkä kummiskin usein ehkä kauheen äkkiä ja siihen viestintätarpeeseen ehkä herätään siinä kohtaa kun olis jo kauan aikaa sitten jotakin jo pitänyt tehdä. (Interview 5)
>
> First of all, it is not very systematic; it's more like… quite practical and done by the situation. … there [among the personnel] is not of course such understanding, and many things come often quite suddenly, and they wake up to the communication need too late; something should have been done a long time ago. (free translation)

> Tietysti se sitten, että kun viestitään, niin sitten se olis suunnitelmallista ja se menis sitten monikanavaisesti se sama viesti mitä halutaan, niinku mennä näin. Et semmosta ei vielä oo, sellasta suunnitelmaa. Eikä tota toimintamalliakaan, että… Mutta ehkä sitten jatkossa vois olla tällä tavalla. (Interview 2)
>
> Of course, that when we communicate, it should be systematic, and the same message should be delivered multichannel. There is no such plan yet. No operations model… But maybe in the future it could be more like this. (free translation)

According to one interviewee, tools provided by the communications department could help in this day-today problem. Ready-made motifs and support form communications could help in developing staff communications to a higher quality and more consistent level. Another interviewee expressed that also face-to-face communication should be

developed and supported more. She stated that this development should be part of the day-to-day management training; in a hospital setting the manager is often a more successful messenger than a computer or a communication system. Regarding the marketing-oriented approach; it was suggested that a message would be delivered more successfully if it was marketed a bit rather than just informed. One example of this was raised by an interviewee who highlighted the importance of stories in organization's brand and reputation. The story-approach to communication is already in use in external communication, for example in Tays's social media, but a similar approach could be successful also in staff communication.

The need for technological improvements was also discussed. In accordance with the multichannel approach, info screens had been piloted in some Tays's wards' staff rooms. The feedback had been positive, and it was recognized that this might be one solution to the multichannel needs. Similar screens are already in use on some wards for patient communications and in the Coxa as part of a supervisory attentional system. The cost of screens was considered as a restrainer in the procurement of the system for staff communications in Tays; it would demand a large investment. To cover all wards, dozens of screens should be installed, and the staff trained to use the screens and create creditable and consistent content. The goal of the info screens would be to provide engaging and easy-to-read news flashes, deeper information would be provided still mainly through the intra. Other needs for technical developments were seen in existing systems like the intra. Also, a need for a mobile system in staff communications was recognized. Like the info screens, a development of a mobile communications system would be a large and expensive investment, as the system would have strict demands for safety and equality.

> ... [isoimmat kehitystarpeet] liittyy näihin meidän järjestelmiin ja verkkoon. Niin yks on se, että pitäis olla mobiilia. Me ei pystytä sitä tällä hetkellä tuottamaan, mutta se ei oo niinkun viestinnän ongelma varsinaisesti, vaan se on enemmän järjestelmän ongelma. Ja verkkoon... liittyvät, meillä on niin vahvat ne turvallisuuteen liittyvät muurit ja rajoitukset siellä … Ja että kaikilla olis samanlaiset mahdollisuudet käyttää. Meillä on ihmisiä työtilanteissa, johtuen sitten tästä varsinaisen perustehtävän luonteesta, että, ettei pysty ottaan viestejä vastaan samalla tavalla sen työpäivän aikana eri tilanteissa. Tai se tavoitettavuus ei ole samankaltaista. (Interview 6)

> … [biggest development needs] are related to our systems and the network. One is that we should have mobile. We cannot produce it at the moment, but this is not because of communications but the system. And the network… we have such strong safety-related walls and restrictions there … And so that everybody would have similar opportunities to use. We have people in work situations who don't have possibilities to receive messages during the workday due to their type of assignment. The coverage is not equal. (free translation)

The document D1 touches the development of communication on a general level. It enlists goals in the development of patient, change and science communication. Staff communication is not listed separately, but it is mentioned that the goal is to engage the whole personnel in the development of the hospital and success will be measured with an internal reputation survey. The multichannel approach is mentioned in the documents D1 and D2. Different channels are acknowledged for staff communication. Service and recruitment marketing are done in both print and digital media, web and events.

When discussed development work done in the past regarding staff communications, it was mentioned that it is constant and new tools are considered and implemented regularly. As an example, a CEO's newsletter was started in the Heart Hospital as a new tool to provide staff a possibility to hear information directly from the top management. In Tays attention has been paid specifically to the management training; the line management's responsibility in the staff communication is emphasized and strived to improve. In Tays's communications department the staff roles have been defined more closely, each employee now having their own main responsibility like science or staff communication.

> Sitä [kehitys] tapahtuu koko ajan, ja siihen on mietitty uusia työkaluja. Koska se on joka vuosi tullut esille, että henkilöstö kokee, että he eivät saa riittävästi tietoa asioista. … Eli esimiestyön kautta ja sitä parantamalla ja kehittämällä on pyritty lisäämään sitä, että jokainen työntekijä, joka tuolla kentällä on tietäisi niistä omaan työhönsä ja työnantajaansa liittyvistä asioista. Mutta se on sitten se esimiesvastuu, on se tärkein. Että siellä hoidetaan se viestintä sitten niille työntekijöille. (Interview 7)

> It [development] happens all the time, and we have considered new tools. Every year it has come forward that the staff experiences they don't get enough information about things. … Through management work and its improvement and development we have strived to increase each employee's knowledge of their work and employer. But the management's responsibility is the most important; they have to look after of the communication with the staff. (free translation)

5.3.3 Implementation of staff communications

The Pirkanmaa Health District utilizes a variety of channels in their internal communications. The following table presents the channels mentioned by the interviewees and in the documents.

Table 5. Current internal communication channels in PHD's organizations

Tays			Coxa	Heart Hospital	
Staff communication	Patient & customer communication	Recruitment communication	Staff communication	Staff communication	Patient & customer communication
Trainings	Social media	Job fairs	Intra	Staff magazine	Earned media
Briefings	Info screens	Vocational events	Briefings	Intra	Customer magazine
Intra				Info screens	
Social media				CEO's newsletter	
Y & M - drives				Briefings	
E-mail					
Lync					
Staff magazine					
Skype					
Unofficial hallway conversations & break room talks					

In Tays the communication team is mainly responsible for content creation in the internal communication channels. Recruitment communication and marketing measures are compiled in cooperation with the Human Resources team. In the Heart Hospital, the communications manager is mainly responsible for the producing content for staff communication, but occasionally also external communications agencies are employed. Also, in the Heart Hospital, the HR-department is utilized in staff communications. In Coxa, the internal communication is executed mainly by the chief marketing officer and a communication specialist.

In all organizations, the Intra is mentioned as the main internal communication tool. It is a platform that holds a large amount of information, for example news, current affairs, announcements, internal communication and HR related information. There are also memos from PHD's steering committee, board and council meetings. Organizations' communication team provides content and maintains the intra. As a platform that is open for all employees, the communication is not particularly targeted although generally this is a goal in the organization. Interviewees had somewhat different opinions on the Intra's functionality; on the one hand a common platform ensures an equal opportunity and access for all regardless of their position in the organization, on the other hand pieces of information drown in the information flood, meaning that employees have to go and search for their desired piece of knowledge.

> … tietysti kaikki esimiehet eivät viesti ihan samalla tavalla. Että senkin takia sen intran merkitys on esimerkiks tosi tärkee, että kaikista asioista ne tiedotteet ja asiat, ohjeet löytyy sitten sieltä. Että kuka tahansa pystyy sieltä sitten löytämään millon tahansa. (Interview 4)

> … of course, not all managers communicate in the same way. This is why Intra is so important, one can find all the announcements, affairs and instructions from there. So that anyone can find them from there anytime. (free translation)

One important aspect of internal communication that was highlighted by the interviewees and in the documents was so called maintenance communication. This relates to development projects and to the establishment of new operational models. After a project is completed, it transfers into a maintenance phase where internal communication acts as a tool in providing support and information to the staff even though the more active phase of launching and training is over. One example of such a project is the Freedom of Choice-project, where the focus has now changed from active training and informing towards a supporting phase.

When the differences of internal and external communication were discussed, the interviewees pointed out that that often the as the communication is conducted from the organizational strategy, the themes in communication are similar regardless of the target group. At the implementation phase the message is tailored to suit each target group, with different leads and execution depending on the desired outcome. On a general level, internal communication of PHD tends to be more informative, whereas external communication is more varied from public announcements to advertising.

> …jos me halutaan potilaita tai meidän asiakkaita lähestyä tietyillä teemoilla. Ja näin on strategiaa viety eteenpäin. Niin niillä samoilla teemoilla me lähestytään meidän työntekijöitä myös. … Totta kai, ne ammattilaiset tarvii erilaisia asioita tiedokseen, tai heillä on intressejä toisenkin tyyppisiin. Mutta ne isot asiat, joita me halutaan kertoo, niin ne on aivan samoja. (Interview 6)

> …if we want to approach our patients or customers with certain themes. And this we have done to advance our strategy. Then we approach also our employees with the same themes. … Of course, the professionals will need to know different kind of things, or they have interest also to other kinds of… But the big issues we want to narrate, they are just the same. (free translation)

One interviewee emphasized that when the implementation of the communication strategy is concerned, it is important to note that many of the work positions in the hospital

are on a performing level. In these positions the employees' performance should be encouraged; this is their way of executing organizational strategies. Part of this performance is to stay informed and the ability to convey this information to patients and customers. According to the document D2, the organizations' communication guidelines have been written to support the management. According to one interviewee, employees with managerial and development duties are more familiar with these guidelines and as such are an established part of their work process. On the other hand, some interviewees expressed a need for development: to educate employees more on the communication. They experienced that the current training is only aimed to certain groups and tends to stay on a too general level. They commented that communication training would benefit from a more targeted point of view: what are Tays's operational models and themes rising from these.

5.3.4 Challenges and assessment in staff communications

The challenges in staff communications can be divided roughly into two categories: operative and cultural challenges. Operational challenges relate mostly to the size of the organization and to the channels available for staff communication. The interviewees expressed that there is always room for development in the quality and quantity of the staff communications. Thus, there has been a constant effort to develop staff communication channels, i.e. the Intra. One interviewee stated that change in situations is recurring, and this fluctuation affects the content creation for intra and other channels. Changing situations require sometimes quick and reactive communication, and this makes planning ahead challenging. Regardless of the efforts to develop staff communications, in the yearly staff surveys internal communication is repeatedly seen as a problem. One interviewee suggested that this might be because in the surveys communication is under the category of "informing" (tiedottaminen) and informing in an organization is always experienced as lacking.

> Mä voin sanoo, että meillä vuosittain aina pohditaan henkilöstökyselyissä tätä meidän toimivuutta, ja siellä aina tulee viestintä. Se on aina. Tiedottaminen ja viestintä on aina sellanen ongelma. Ja tehtiin me mitä tahansa, niin se on aina silleen. Et siihen ei oikein pääse pureutuun, siihen asiaan. (Interview 7)

> I can say that we assess our functionality yearly in staff surveys, and communication resurfaces always. Always. Informing and communication is always a problem. Whatever we do, it is such. We haven't really managed to get to the bottom of it. (free translation)

The structure of the organizations in PHD set certain challenges to internal communication. The whole organization of PHD consists of nearly 8000 employees, and according to the interviewees the organization is quite hierarchical, and the culture is much shaped by the role of a public operator. Communication through the organization is structured and organized, from different operating areas through the line organization to the employees. The interviewees stated that this chain of communication is well organized, but forepersons have a great responsibility in conveying a message to the staff. The intra holds lots of information, as for example all the memos of different work groups are published there.

One specific problem that is linked to the size of the organization is the transferring of messages between people. As is characteristic to health care operations, the organizations are filled with diverse and busy events and this puts a strain to the communication chain from one person to another. A similar problem is with the intra; people with different roles in the organization have different possibilities to read the intra due to the nature of their work assignments. A nurse or a doctor on a busy ward has fewer possibilities throughout the day to read different communication channels than for example an HR or IT specialist.

Several interviewees pointed out that the intra has its limitations and challenges. The basic concept of the intra is that it is a communication channel that is open and equally accessible for every employee, offering a platform for all information provided to PHD's employees. The intra also encourages interaction, as there is a possibility for commenting and conversation within each topic. But according to the interviewees, there are some professional groups who don't actively follow the intra. Some might not have a possibility to check the intra daily, and thus miss news that are not anymore on the front page. Others might not have the motivation to read the channel and thus miss information. On a positive note, on interviewee stated that the problem notifications in the intra seem to reach the personnel quite well. The intra's challenges raised conversation about the content and channels provided for the staff communication. One interviewee pointed out that if some professions are not motivated to read the intra, maybe the contents should be made more relevant to them. Another pointed out that people who have limited possibilities to access the intra might benefit from other channels like info screens.

Regarding the cultural challenges, it was considered that the communication climate in the organization is narrow and conservative. Plenty of information is provided for the staff, but the organizations' culture presents challenges due to its diversity and humanity. One interviewee stated that health care professionals are often sensitive about their expertise, and thus for example right wording is crucial in communication. Another interviewee suggested that it would be good if the importance of communication would be highlighted, and it would be more visible and present in the organizations' operations.

> …palloa heitän siis ihan tonne muille ihmisille. Täällä on ammattikuntia, kokonaisia ammattiryhmiä, jotka niinku tuntuu että ei esimerkiks koe tarpeelliseksi intraa lukea, mutta silti pahoittavat mielensä siitä kun, eivät kuule asioista. … Että se on aikamoinen haaste, se tavottaminen. (Interview 5)

> … I throw the ball to other people also. Here are some professions, whole group of professionals, who don't regard reading the Intra necessary but then get upset when they don't hear about things. … So that is quite a challenge, reaching people. (free translation)

Two interviewees stated that the responsibility of the receiver of the messages should be highlighted. This was also underlined in the document D2. The point was that among the employees, it should be made clearer that each individual is responsible for searching and receiving information. Ideally, this would be realized through self-direction rather than managers. The interviewees argued that if the problem is in the receiving end, it does not help if the number of channels or quality of communication is enhanced.

> …jokainen työntekijä on vastuussa tiedon hankkimisesta, jakamisesta ja välittämisestä omassa työssään… (Document D2)

> … each employee is responsible for searching, sharing and conveying information in their own work… (free translation)

When the assessment of internal communication was discussed, the interviewees listed few tools that the operational units of PHD use in the assessment. First one was the yearly staff survey, where the supporting operations like ICT, HR and management work or the internal employer reputation are evaluated. According to the interviewees, in these surveys staff communication is not a topic as such, but it and its effectiveness is measured through the questions about management and interaction. The survey results are processed on several levels of the organization, from the operational units to the line management and employees. One interviewee pointed out that a few years ago there

was a large staff survey that concentrated on the service ability of the general administration. Communication was part of this certain survey, but the interviewee experienced that the results of the survey were not processed and utilized sufficiently. When asked if the interviewees wished more surveys or data about staff communication specifically, especially the people in charge of the communication welcomed this possibility.

> … on aktiivisia ihmisiä, ja ehkä ne aktiivisemmat antaa palautetta, niin sitten jos sillä semmosella nimettömällä kyselyllä saa sitten ehkä vaikka laajemmalta joukolta palautteen, niin se on ainakin... mä ainakin toivon että semmonen järjestetään. Et se olis hirveen hyvä saada. Ja sitä kehittämistä; mitä toivotaan, et onks ne nykyset kanavat hyviä, pitäiskö joku niistä poistaa? (Interview 4)

> … there are active people who give feedback, but maybe with an anonymous survey we could get feedback from a larger group… I personally hope that we would do that. It would be really good. About the development; what is wished for, are the current channels good, should we remove some of them? (free translation)

Other assessment tools include yearly performance reviews and projects' communication plans. In the employees' performance reviews the staff communication is not a topic as such, but the discussion gives employees the possibility to give feedback about the internal communication and flow of information. In PHD it is customary that with each project a communication plan is drafted, and in this plan is also considered the assessment of communication in each project. One interviewee also pointed out that in a smaller organization lots of assessment is done in direct interaction with people, as the staff gives direct feedback about the communication "in the hallways and cafeteria". In another organization they are launching a digital training system for employees where it is possible to measure for example how messages are conveyed to the staff.

5.3.5 Interactivity of communication

According to the interviews and the documents D1 and D2, the importance of interactivity in staff communication is acknowledged but the ways used to create real interaction are limited. The goal in the organization's management is to listen what works and what doesn't, and to encourage open discussion among personnel. Examples of this are forums like open discussion events for the staff and the intra's comment fields where it is possible to interact with other employees and specialists. It is acknowledged that messages are conveyed more effectively through discussion, interaction and inclusion. One interviewee pointed out that the communication tools used are quite old-fashioned in this

regard, and do not provide a pliable channel for interaction. In the intra the comments are often negative, except when there are content like interviews or profiles of people.

One example of interactive communication that is in use is linked to social media. For PHD social media is one tool for external communication, but it can also be observed as a channel for staff communication. Many members of the staff follow PHD's social media accounts and the content that is provided there. In the intra there is a section for social media: a social media wall, "someseinä". The communications team moderates the messages in this section, but the main idea is that it shows the messages from patients and employees published in social media.

> Joo, no meillähän on esim. intrassa someseinä, johon meillä pystyy lähettämään ehdotuksia ja viestintä sitten kattoo sen et mitä sinne menee ja tulee. … no on se varmaan ollu jo yli vuoden. Et tietysti sitten nää kaikki facebookit ja tän tyyppiset, että myös asiakkaat laittaa aika paljon sinne meidän someseinälle ehdotuksia. Nyt varsinkin kun nää muutot on ollu, on otettu uudet rakennukset käyttöön ja vuoden ensimmäiset ja toiset lapset syntyy ja ne on ollu ihan piristäviä ja mukavia. (Interview 1)

> Yes, in Intra we have for example social media wall ("someseinä"), where one can send suggestions and then the communications view what is published. … this we've had for over a year now. Then of course there are Facebook and others; also, customers send quite a lot of suggestions to our social media wall. Especially now that we've had all these relocations, we have opened new buildings and the year's first and second children are born, these have been quite nice and refreshing. (free translation)

5.4 Marketing communications in the context of internal communication in the organizations of PHD

The final theme considers why marketing communications are practiced in PHD and how the Freedom of Choice-project was acknowledged in staff communications. Table 6. presents the categories and subcategories of the theme.

Table 6. Theme 4: Marketing communications in the context of internal communication in the organizations of PHD; categories & subcategories

Theme	**Marketing communications in the context of internal communication in the organizations of PHD**	
Categories	**1.**	**2.**
	Marketing of the public specialized health care services	Freedom of Choice (FoC)-campaign
Subcategories	Attitudes towards marketing in public health care	Freedom of Choice-campaign
	Brand management	A new issue: FoC
	The number of patients limits marketing	Understanding the purpose of FoC
	The purpose of marketing communica-tion	FoC communication team
	The goals of marketing communication	
	The results of marketing communication	

5.4.1 Marketing of the public specialized health care services

When the attitudes towards marketing in PHD was discussed, several interviewees expressed that the attitudes of both PHD's employees and other external operators are much determined by PHD's status as a local public operator. The juxtaposition between this status and the Freedom of Choice-legislation that has enabled more wide-spread operational areas has created discussion both internally and among the industry about the need and execution of marketing. When PHD started the Freedom of Choice marketing, it was experienced as a bold act and the employees and representatives of PHD got lots of feedback, sometimes even negative or confrontational. As years have passed by, the marketing of public health care services has become more common and many other hospitals and hospital districts have started their own practices.

> Mä luulen että kun se on julkisen terveydenhuollon organisaatio. Että kyllähän tuolla muilla yksityisillä on ilman muuta markkinointihenkisempää ja muuta. (Interview 2)

> I think that as it is a public health care organization. As other private [operators] have without a doubt more marketing oriented and such. (free translation)

When examined the issue internally, the interviewees pointed out that there are differences between the main organization Tays and its limited liability companies the Coxa and the Heart Hospital. The limited liability companies have been practising more agile and marketing-oriented communication. Regardless of this, it came out that actors suggesting marketing measures have faced resistance inside the organizations and have had to validate the reasons behind them at least in some point of their work. In Tays the resistance and discussion for marketing operations has been experienced more prolonged, but one interviewee stated that a good balance between the public hospital's status and marketing measures have now been established.

All PHD's organizations in question have practised brand management. Each organization is in charge of their own brand work. The brand work has been long-term, and a common view was that the brand has been established through organization's identity and performance; it has been acknowledged that the employees' performance is one important factor in the foundation of a health care operator's brand. As the brand management work has been a conscious effort, there are also examples where there have been active practices to re-design and repurpose the brand when needed. These have not been any fast or radical turns, but the brand has been refined as the organizations have developed.

> ... Heidän [henkilöstöryhmien] kohdallaan tärkeintä on oikeestaan se, että... heille viestiä se, että jokainen muistaa, että jokainen teko minkä he tekee on bränditeko. Jokainen teko on myöskin viestintää, koska meillä on hyvin määritellyt prosessit, ja niiden prosessien täytyy toimia kuten on suunniteltu jotta se lopputulos sille potilaalle on semmonen kun toivottu. Ja ylipäätänsä brändinrakennus ei oo pelkkää viestintää, eikä pelkkää viestinnän johdonmukaisuutta, vaan se on kaikkien toiminnallisten prosessien hiomista sellaiseksi kuin se haluttu brändimielikuva on. (Interview 3)

> … The most important thing when they [personnel groups] are regarded is actually… to communicate them that each action what they do is a brand action. Each action is also communication, because we have very specified processes, and those processes have to function as planned so that the outcome for the patient is successful. And all in all, brand management is not communication only, nor coherence in communication, but rather refining all operational processes so that they measure up the wanted brand image. (free translation)

In the documents D1 and D2 PHD has listed the goals and purposes for marketing communication. The aim is to establish marketing communication in clinical operation areas

and in service and recruitment communication. The goal has also been to establish active culture and operation in marketing communication, but at the same time remain sensitive to the nature of the organizations. One interviewee pointed out that in their organization there is a fine line between communication and marketing. This view became apparent also in other organizations, as marketing measures are not limited only to direct consumer marketing and are more often other actions such as lobbying or marketing towards health care professionals.

> Taysin markkinoinnin tavoitteena ei ole maksimoida terveyspalvelujen kysyntää… tähtäämme hyvään maineeseen, palvelujen tarkoituksenmukaiseen kohdentamiseen ja toimivaan työnjakoon… markkinointimme on lähempänä vastuullista viestintää kuin myynnin edistämistä (Document D2)

> The goal of Tays' marketing is not to maximise the demand for health care services… we aim towards good reputation, appropriate allocation of services and functional division of labour… our marketing is closer to responsible communication than sales promotion. (free translation)

One aspect that restricts the promotion of PHD's services is the number of existing patients. Several interviewees pointed out that some operators have had to limit their marketing as there have been a surplus in patients. This was reinforced also in the document D2 which stated that any marketing measures should be focused on those services where it is possible to increase number of patients without causing long waiting lists.

When the results of passed or existing marketing measures were discussed, the interviewees raised few examples. A prominent raise in patient numbers has been perceived in the Coxa, with a raise in patients both from and outside of the Pirkanmaa area. Another one has been an increased visibility in both consumer and professional media. PHD's specialists have acquired exposure in both free and earned media. Also, the number of international research publications has increased.

5.4.2 The Freedom of Choice (FoC)-campaign

Along with the new legislation of 2014, PHD launched the VHV-project in 2015. The abbreviation VHV comes from the Finnish words "vapaan hoitopaikan valinta", freely translated as "freedom to choose one's place for care". According to the document D5,

the entitlement for the project was in PHD strategy from 2012, in which the hospital district decided to aim for growth in patients from outside the hospital district. Already in 2012, the limited liability companies had measured their brand recognition in their own surveys, and Tays followed in 2013 by executing a market analysis. They carried out a national brand recognition survey and also measured how well the Freedom of Choice-legislation was known and which focus groups would need most educating. The change in patients' rights had not yet been communicated on a national level, and as there had been interest in the services Tays and the limited liability companies could provide, PHD decided to survey the possibilities of the new legislation. The survey results were utilized when the target groups for the FoC-marketing were selected. Currently the FoC-marketing is made as a group-wide collaboration, and the focus of Foc-communication is selected yearly. The last few of years the marketing and informing has been more restrained as the project has evolved into a maintenance and supporting phase.

A planning group for the FoC-communication was established and it consisted of following members: The Director of Communications, the FoC-project worker, a representative of the Coxa and the hotel manager of the time. There have been also other actors from different operational areas involved.

> VHV-kampanjan viestinnässä on käytetty monipuolisesti eri viestinnän ja markkinoinnin keinoja … koulutuksia, messuständejä ja muita tapahtumia ammattilaisille; mukaan lukien omalle henkilökunnalle yhdenmukaisen viestinnän varmistamiseksi … on viestitty myös potilasjärjestöille ja väestölle (Document D5)

> In the communication of the FoC-campaign there have been a versatile utilization of different communication and marketing tools … trainings, fair stands and other events for professionals; including the own staff to ensure uniform communication … we have communicated also to patient organizations and the population (free translation)

A project worker was employed for five years, and during this time, she marketed internally and externally for example in municipalities. Internally, the training and informing was extensive, and the project worker went around the organizations; in different operational areas and in ward and doctor meetings. The intra was utilized for informing the employees what was going on in the project and how it was marketed. Externally the most visible practices were the site valinnanvapaus.fi, which is an informative website targeted to possible patients, and a counselling service where customer service advisers answer the customers' questions about choosing their health care provider. One interviewee stated that the FoC-legislation and the following marketing campaign was a big

change which needed lots of organizing, and it had to be made sure that there was a proper readiness to receive the FoC-patients.

> Sehän on tottakai oleellinen osa, että … jokaisen työntekijän täytyy tietää … Että minkälaisia potilaita täällä hoidetaan. Ihan juuri senkin takia, että sieltä se suhtautuminen näihin potilaisiin, jotka tulevat niinsanotusti ulkopuolelta, olisi asianmukaista. Tämmönen sairaalaorganisaatio on kohtuullisen vanhakantainen edelleen ja laiva kääntyy hitaasti. … Senkin vuoksi, että se hoito ja se potilaiden kohtaaminen on sit asianmukaista ja laadukasta, niin ilman muuta pitää täällä sisäisestikin kaikkien tietää, että mistä on kyse. (Interview 7)

> Of course, it is essential that … each employee have to know … that what kind of a patients we are treating here. Exactly so that the attitude towards patient coming from “outside” would be appropriate. This hospital organization is quite old-fashioned still and the ship turns really slowly. … So, that the care and encounters with patients would be proper and of good quality, every person here internally have to know what’s all about. (free translation)

6 Discussion

The thesis process started in the December of 2018 and was finished in the December of 2020. During this time there were changes in the context of the topic, as the prepared healthcare and social services reform (SOTE) was shut down in 2019. During the summer and fall of 2020, the Government of Prime Minister Sanna Marin has started again the preparations for the reform. In their reform, the Prime Minister Sipilä’s Government emphasized extended patients’ rights such as the Freedom of Choice, but the exact scope and structure of the Prime Minister Marin’s Government’s reform are not yet decided. Regardless of this, it can be stated that the subject is still topical, as the reform is an example of a factor in the organizations’ operational environment that has an affect also internally. The purpose of this thesis is related to the effects that this kind of a factor has or could possibly have on internal communication.

The researcher does not work for or is otherwise associated with the Pirkanmaa Hospital District and had no previous experience of PHD’s internal communication practices, so it was necessary to study also the fundamentals of internal communication. This ensured that the researcher would be able to create a reliable overall picture of the phenomenon. The researcher’s lack of first-hand experience helped to sustain a neutral view of the

studied phenomenon, and the risk of producing subjectively biased results was diminished.

6.1 The Pirkanmaa Hospital District's internal communication strategy

In the communication of PHD the four bases of organizational communication stated by ProCom – The Finnish Association of Communication (2012) can be recognized. Communication is part of the hospital districts strategic management and has been part of the strategy for a long time, its role evolving and reflecting the surrounding society and operational environment. PHD has been probing actively; one example of this is the FoC-project which was launched as a strategic measure during the preparation phase of the Freedom of Choice-legislation. With strategic communication, PHD has been able to increase visibility and awareness of the FoC-services, with proven results in the grown number and financial worth of the FoC-patients. By the means of extensive and consistent communication, the role and the significance of the FoC-patients was established throughout the organization.

Juholin (2009: 100) emphasizes the importance of strategy in communication, but also states that the communication strategy process should be inclusive, not just something that is given "from top to bottom". Strategic thinking is strongly present in the communication of PHDs organizations, as the communication is seen as a tool to promote and achieve organizational goals, and the communication practices are derived from the organizational strategies. When the three organizations of Tays, Coxa and the Heart Hospital were considered, it became apparent that the organizations have individual strategies and thus different processes. All three organizations have been implementing the inclusive approach to some extent in their strategy work, but the most extensive in this regard was Coxa, where people from all levels of the organization have been part of the strategy process. One aspect that needs to be considered when compared to their approach is the size of the organizations; Coxa and the Heart Hospital are significantly smaller organizations than Tays. It raises the question if the smaller organizations have had a leaner organizational structure that enables the more inclusive process.

In the organizations of PHD, the goal has been to create a positive communication culture and to encourage interaction between people and the flow of the information. The organizations strive towards open and trustworthy communication with their employees.

As a public organization, PHD is regulated with legislation, and the internal communication practices must obey certain regulations. The legislation sets a frame for internal communication, but it can be said that in PHD, the internal communication fulfils the fundamental goal that is to enhance the cooperation among the organization's members (Rogala & Bialowas 2016: 43). From the data could be identified features from Rogalas' and Bialowas' (2016: 37) view about the social sub-systems and the flow of information between them. The need for interaction between the members of the organization is acknowledged in PHD and the existing communication channels try to offer possibilities for discussion, but it seems that there could be a need to increase the amount of positive interaction. The current communication channels received mixed reviews: some interviewees suggested that the number of current channels was sufficient, and they should be developed further. Others stated that the organizations would benefit from new channels but perceived the technological and financial issues that slow down the progress.

The main challenges that are perceived in internal communication are linked to the communication culture, the size of the organization and the current communication channels. It seems that these problems are also partly overlapping, as the hierarchical culture of a large health care organization and the large variety of different professionals have a negative effect on the coverage of internal communication channels. As part of their strategic management PHD gathers information from their employees about their performance in the yearly staff surveys. The communication challenges are portrayed also in these surveys, as the communication is a function that the employees experience as deficient regardless of the employer's efforts to develop communication processes constantly. Many interviewees highlighted the individual employees' responsibility to stay informed and to actively search information. To better engage employees to actively follow internal communication channels, the internal marketing communication (IMC) approach suggested by Rogala and Bialowas (2016: 216) could be one possibility when considering the means to develop internal communication towards a more active and inclusive direction. The IMC approach highlights the importance of creating a positive communication culture which supports a double-sided flow of information in the organization. The communication is then supplement by utilizing new instruments that increase employee engagement. These could be for examples workshops or a more marketing-oriented way of communication.

6.2 The FoC-campaign and its influence on the internal communication strategy

When PHD's communication strategy is examined in the context of marketing-oriented (Berkowitz 2006: 12) vs. organization-centred (Kotler & Andreasen 1991: 46), it can be stated that the current strategy in the context of this thesis is more marketing-oriented. The figure 8 presents how the discovery can be established from the data. As the Freedom of Choice-campaign has been the focus of this thesis, the examples are centred on the campaign and its preparations, but the data did not indicate that this view would be limited only on the project in question. On the other hand, it should be noted that some interviewees expressed that they had experienced initially opposition when presenting marketing measures in the organization and that they had had to carefully validate the demand for marketing communication.

That said, the attitudes towards marketing have shifted in PHD over the last few years. The data indicates that the current attitude towards marketing is more tolerant, as the members of the organization have learned that marketing as a concept is more than loud commercials or empty promises. Instead, PHD's marketing communication strives to highlight the positive customer experiences and the expertise of the hospitals' health care specialists, thus creating value for customers and increasing the desirability of the organizations' offering.

Customer orientation	• A strategy from 2012, in which the hospital district decided to aim for growth in patients from outside the hospital district. • A market analysis in 2013 about brand recognition and the focus groups of the FoC-legislation.
Competitor orientation	• The situation was evaluated in 2014 and no comprehensive communication practices from the goverment or other hospital districts were observed. -> PHD decided to survey the possibilities of the new legislation more closely.
Interfunctional coordination	• Resources were coordinated and deployed in a manner that focused on creating value for the FoC-patients: www.valinnanvapaus.fi, a counselling service.
Long-term focus	• The preparations were started couple of years before the legislation, and the possibilities were reviewed in long-term.
Profitability	• From 2014 to 2016 the value of patients using their freedom of choice has increased from 4 million to 15,3 million euros per year.

Figure 8. Examples of a marketing-oriented communication strategy in PHD; case Freedom of Choice-campaign

Furthermore, the case of a marketing-oriented communication strategy is reinforced when the FoC-campaign process is compared to the marketing-oriented planning sequence presented by Berkowitz (2006: 14-15). Figure 9 presents the results of the comparison. The only step that was not established from data was the pre-test before implementation. It has to be stated that it is possible that this step was not executed at all or that it only was not discovered by the researcher. Regardless of this, all the other steps of the process can be recognized and thus it supports the finding of a marketing-oriented strategy.

Figure 9. A comparison between Berkowitz's *(2006: 14-15)* marketing-oriented planning sequence and the Freedom of Choice project

It can be stated that in the FoC-project PHD has been partially utilizing the IMC-approach. When the Freedom of Choice-campaign and its influences on internal communication was examined, the practices that were used manage the change in operations and in marketing resemble the phases of the IMC presented by Rogala and Bialowas (2016: 218-19). As the campaign and active reaction to the changed legislation was seen controversial, special care was taken and resources were utilized internally so that the change was explained and validated to PHD's employees. As patient-centred care is a focal point in PHD's operation, the goal was to inform the employees about the meaning and needs of the FoC-patients. The investment in the internal FoC-communication was substantial and there was a conscious effort to spread the information on all levels of the organization.

6.3 The evolution of the internal communication strategies in recent years

Communication and internal communication have been part of the Pirkanmaa Health Districts' strategy for years. From the data it could be derived that the meaning and perspective of communication has evolved through the years, reflecting the changes in society and operational environment. Juholin (2009: 153) emphasizes the importance of continuous improvement as a tool to manage an organization successfully in a constantly changing environment.

This view was strongly represented in the data as it shows that the persons who are responsible for the planning and execution of communication practices have acknowledged the need for constant development. It can be argued that the view is also evident in top management, as there has been a conscious effort to develop the internal communication practices and processes. New tools and channels for communication have been considered, and the existing channels and management training has been developed. This can be seen as an effort to reinforce the psychological contract presented by Rogala and Bialowas (2016: 34).

In the recent years internal communication has been developed towards a more multichannel approach. New tools like info screens have been piloted, and social media is utilized also in staff communication. The legislation and statutory communication programs have an impact on the implementation of communication, as they set certain demands for the communication channels in organizations like Tays. Equality, coverage and the correct direction of the information flow have to be considered in the execution of internal communication practices. This is one reason why tools like Intra are still in a significant role in the staff communication. According to data the technical development in communication channels has been slow, the main reason for this relating to the size of the investments and the organizational culture.

6.4 The actors and their role in the planning of the internal communication strategies

In all three researched organizations the communication strategy was closely related to the organizational strategy of each organization. The main goals and practices of both external and internal communication originate from the organizational strategies. From

the data two groups of actors could be distinguished in the internal communication process; a strategic and an operational group of actors. First group consists of the actors participating in the strategy organizational or communication strategy processes. These processes are partly interlaced with each other as the organizational strategy covers also communication as one part of the strategy. The operational group of actors includes communication, marketing and HR specialists who are in charge of the planning and implementation of communication practices. Figure 10 presents the group of actors and their makeup in the three researched organizations.

	Strategic	Operational
Tays	Steering committee Outside communication operators Representatives of personnel	Communications team HR department
Coxa	Steering committee Chief marketing officer Outside communication consultants Representatives of personnel	Chief marketing officer Communication specialist
Heart Hospital	Steering committee Communications manager HR manager Executive assistant CEO Representatives of personnel	Communications manager HR department Outside communications agencies

Figure 10. Groups of actors in internal communication

6.5 Ethical issues

The thesis was an overt research where information about the researcher and the purpose and aims of the study was available for all who take part in the research. Information gathered from people or organisations was treated with anonymity and confidentiality (Dawson 2002: 148, 151).

Any personal information and data gathered from the participants was handled in compliance of the relevant legislation. Personal data was only recorded on the consent form. The transcripts of data are coded, and participants are not recognisable from the data without access to the code. The code itself did not include personal data like names due to the small number of participants. The final report was concluded and presented so that the identity of participants is not recognisable. The researcher is the data collector of this thesis and thus responsible for the proper handling, keeping and disposal of the recorded data.

The individuals taking part in the research were informed with a Code of Ethics. They had a possibility to familiarize themselves with the Code of Ethics before deciding if they participate. Participants have stated their consent by signing a consent form and they had a possibility to drop out at any phase without consequences. The Code of Ethics and the consent form are presented in the appendices of this report.

6.6 Reliability and validity

To improve the reliability of the thesis, the process was reported accurately at every phase. When the study material was compiled, the circumstances were described clearly and truthfully. (Hirsjärvi et al. 2009: 232.) The Pirkanmaa Hospital District has as an associating organization a right to access and utilize the results of the thesis if needed.

The topic of this thesis was relatively unknown for the researcher, and this may be observed as a negative impact on the reliability. The researcher had first use lots of resources to familiarize herself with the topic, before it was possible to immerse oneself more deeply with the literature and data. This might lead to the possible one-sidedness

of the thesis, as the researcher might not be able to acknowledge all relevant theory and viewpoints.

As the literature review was composed, the goal was to find as current literature as possible. As many of the literature are more than 10 years old, the reliability of the thesis could be negatively affected. Some definitive, classic works constitute an exception as is stated by Tuomi and Sarajärvi (2018: 136). Another critical observation is linked to the interviewees. The topic of the thesis is mainly related to the Freedom of Choice-project and its effects on internal communication but at the time of thesis a few years had already passed the since the execution of the project. Thus, many of the project workers had already moved to other responsibilities and were not available for interviews, and some of the interviewees were not familiar with the project as it was done before their time in PHD. After finishing the report, the thesis's authorship was verified by using the Turnitin-service.

7 Conclusions

The purpose of the thesis was to deliver insight for the Pirkanmaa Health District about how their internal communication strategies have been implemented and developed in the context of external marketing measures over the last few years. The aim was to form a perception of the strategic internal communication processes that PHD uses in their staff communication and how these processes have developed or changed. The main focus was in the marketing measures related to the Freedom of Choice-project and how they are currently and have previously been communicated to the employees of PHD.

In all the studied organizations (Tays, Hospital for Joint Replacement Coxa and Heart Hospital) internal communication is part of their organizational strategy. All organizations have their separate strategies which are in line with their mission and responsibilities. The Freedom of Choice-project was an example of a strategy where communication and marketing were successfully utilized in introducing services for new target audiences and it could be stated that PHD has been utilizing a marketing-oriented communication strategy. All three organizations had been exploiting an inclusive approach at least to some extent in their internal communication strategy processes.

Regardless of constant efforts, the main challenges and biggest targets for development in internal communication were related to the communication culture, the size of the organization and the current communication channels. The need for constant improvement in internal communication was recognized, and in the recent years a more multichannel approach has been utilized. The strategies and implementation of internal communication in PHD are regulated by the legislation and these statutory guidelines have to be considered when the internal communication is developed.

A natural extension for this thesis would be a study focusing on the employees' viewpoint of the subject. Another study could be concentrating on the experiences and needs of different professional groups regarding the implementation and development of internal communication and marketing measures. The employees' viewpoint would be especially important when considering the internal communication's challenges and how they could be resolved. This kind of a study would complement this thesis and would provide a full picture of the phenomenon.

Another topic for further research could be linked to the internal communication channels. In the October of 2020 Tays published a story about how they had developed their knowledge-based management by introducing info screens that provide visual reports for the personnel (Pirkanmaa Health District 2020). A study could be focusing for example on the implementation of the new information system and how the personnel experiences the new flow of information as part of their daily work.

A third suggestion for additional research concentrates on the marketing-oriented vs. organization-centred thinking in the organizational strategy. To create a more reliable picture of PHD's strategy, the marketing processes should be studied more closely and from a longer period, as this thesis only had the resources to concentrate on a single case.

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Code of Ethics

TIEDOTE OPINNÄYTETYÖSTÄ 15.12.2019

Opinnäytetyö – How marketing should be approached in the internal communication of a healthcare organization

Pyydämme sinua osallistumaan tähän opinnäytetyöhön, jossa tutkitaan kuinka julkisen terveydenhuollon organisaation harjoittamia ulkoisia markkinointitoimenpiteitä tulisi huomioida organisaation sisäisessä viestinnässä työntekijöille.

Perehdyttyäsi tähän tiedotteeseen sinulle järjestetään mahdollisuus esittää kysymyksiä opinnäytetyöstä. Jos päätät osallistua opinnäytetyöhön, sinulta pyydetään suostumus opinnäytetyöhön osallistumisesta.

Opinnäytetyön tarkoitus

Tämän opinnäytetyön tarkoituksena on tuottaa tietoa Pirkanmaan Sairaanhoitopiirin (PSHP) ulkoisiin markkinointitoimenpiteisiin liittyvistä sisäisen viestinnän strategioista ja miten nämä strategiat on toteutettu ja kuinka ne ovat kehittyneet organisaatiossa muutaman viime vuoden aikana. Opinnäytetyön aineistonkeruun toteuttamiselle on Pirkanmaan sairaanhoitopiirin opetusylihoitajan lupa.

Opinnäytetyön kulku

Tutkimuksen tavoitteena on kartoittaa Pirkanmaan Sairaanhoitopiirin käyttämiä sisäisen viestinnän toimenpiteitä ja kuinka nämä toimenpiteet ovat kehittyneet organisaation markkinointitoimenpiteiden kontekstissa. Opinnäytetyö kohdentuu Valinnanvapaus-markkinointikampanjaan liittyviin sisäisen viestinnän toimiin.

Opinnäytetyö on laadultaan kvalitatiivinen tapaustutkimus. Aineisto kerätään dokumenttianalyysin ja haastattelujen keinoin. Aineistonkeruu keskittyy Pirkanmaan Sairaanhoitopiirin valinnanvapauspotilaille suunnattuun markkinointikampanjaan ja siihen liittyviin sisäisen viestinnän aineistoon.

Aineistonkeruu suoritetaan kesän ja syksyn 2019 aikana ja opinnäytetyön on tarkoitus valmistua keväällä 2020.

Opinnäytetyöhön osallistumisesta ei makseta palkkiota.

Opinnäytetyöhön liittyvät hyödyt ja riskit

Opinnäytetyöhön osallistumisesta ei ole sinulle välitöntä hyötyä, mutta opinnäytetyön tuloksista on mahdollisesti hyötyä Pirkanmaan Sairaanhoitopiirin sisäisen viestinnän suunnittelussa ja toteutuksessa tulevaisuudessa.

Luottamuksellisuus, tietojen käsittely ja säilyttäminen

Sinusta kerättyä tietoa ja opinnäytetyön tuloksia käsitellään luottamuksellisesti. Tulokset analysoidaan ryhmätasolla, jolloin yksittäinen henkilö ei ole tunnistettavissa.

Vapaaehtoisuus

Opinnäytetyöhön osallistuminen on vapaaehtoista ja voit keskeyttää osallistumisen koska tahansa syytä ilmoittamatta.

Voit keskeyttää osallistumisen missä tahansa opinnäytetyönvaiheessa ennen sen päättymistä ilman, että siitä koituu sinulle mitään haittaa. Voit myös peruuttaa tämän suostumuksen. Jos päätät peruuttaa suostumuksesi, tai osallistumisesi keskeytyy jostain muusta syystä, siihen mennessä kerättyjä tietoja käytetään osana aineistoa.

Opinnäytetyön tuloksista tiedottaminen

Opinnäytetyön tuloksista julkaistaan kirjallinen raportti keväällä 2020. Tulokset ovat myös Pirkanmaan Sairaanhoitopiirin käytettävissä.

Lisätiedot

Pyydämme sinua esittämään kysymyksiä opinnäytetyöstä ensisijaisesti opinnäytetyön tekijälle ja tarvittaessa ohjaajille. Opinnäytetyön ohjaajina toimivat:

Tricia Cleland Silva (xxxxxxxxx@metropolia.fi)
Elina Kinnunen (xxxxxxxxx@pshp.fi)

Opinnäytetyön tekijän yhteystiedot

Sara Pohjalainen
xxxxxxxxx@metropolia.fi
040-xxx xxxx

Consent form

How marketing should be approached in the internal communication of a healthcare organization

Minua on pyydetty osallistumaan yllä mainittuun Metropolia ammattikorkeakoulun opinnäytetyöhön ja olen saanut sekä kirjallista että suullista tietoa opinnäytetyöstä ja mahdollisuuden esittää siitä opinnäytetyön tekijöille kysymyksiä.

Ymmärrän, että opinnäytetyöhön osallistuminen on vapaaehtoista ja että minulla on oikeus kieltäytyä siitä sekä perua suostumukseni milloin tahansa syytä ilmoittamatta. Voin keskeyttää osallistumiseni missä tahansa opinnäytetyön vaiheessa ennen sen päättymistä ilman, että siitä koituu minulle mitään haittaa. Jos päätän peruuttaa suostumukseni tai osallistumiseni opinnäytetyöhön keskeytyy jotain muusta syystä, siihen mennessä kerättyjä tietoja käytetään osana opinnäytetyön aineistoa. Ymmärrän myös, että tiedot käsitellään luottamuksellisesti.

Tampereella ___.___.2020	Tampereella ___.___.2020
Suostun osallistumaan opinnäytetyöhön:	**Suostumuksen vastaanottaja:**
_____	_____
osallistujan allekirjoitus	opinnäytetyöntekijän allekirjoitus
_____	_____
nimenselvennys	nimenselvennys

Interview Frame

Haastattelukysymykset

Kiitos kun osallistut haastatteluun!

Haastattelussa puhutaan PSHP:n sisäisen viestinnän strategioista, joilla viitataan yksinkertaisesti sisäisen viestinnän suunnittelutyöhön ja tavoitteisiin.

Markkinointitoimenpiteet puolestaan liittyvät konsernin harjoittamaan mainontaan, yhtenä esimerkkinä tästä on Valinnanvapauskampanja mutta myös printtimainonta, asiakaslehti, some ymv.

1. Kuvailisitko asemaasi Pirkanmaan Sairaanhoitopiirin organisaatiossa ja kuinka työsi liittyy organisaation sisäiseen viestintään?
2. Kuinka pitkään olet työskennellyt PSHP:ssa
    a. Onko sinulla aiempaa aiheeseen liittyvä työkokemusta?

3. Onko asiakkaille suunnattuja, ulkoisia markkinointitoimenpiteitä huomioitu PSHP:n sisäisen viestinnän suunnittelussa?
    a. Voisitko lyhyesti, vaikka muutamalla sanalla, kuvailla näitä strategioita?
    b. Millainen on ollut sinun roolisi näiden strategioiden suunnittelussa tai toteutuksessa?
    c. Voisitko nimetä sidosryhmiä, jotka liittyvät sisäisen viestinnän suunnitteluun?
4. Miten sisäisen viestinnän strategiat ovat mielestäsi toteutuneet käytännössä?
    a. Miksi näin?
    b. Voisitko antaa esimerkkejä?
5. Miten PSHP:n sisäisen viestinnän strategiat ovat muuttuneet muutaman viime vuoden aikana?
    a. Miksi näin? Voisitko antaa esimerkkejä?

6. Miten ulkoisia, asiakkaille suunnattuja, markkinointitoimenpiteitä huomioidaan PSHP:n sisäisen viestinnän suunnittelussa ja toteutuksessa?
    a. Tiedotetaanko konsernin työntekijöitä markkinointitoimenpiteistä tai niiden mahdollisista vaikutuksista? Miten?
    b. Onko tämä sisäisen viestinnän osa-alue muuttunut? Miten?
    c. Jos ei, niin miksi ajattelet, että näin on? Onko mielestäsi tarvetta kehitykselle?
7. Onko markkinoinnin tavoitteita tuotu esiin sisäisessä viestinnässä?

8. Miten kuvailisit sisäisen viestinnän ilmapiiriä organisaatiossanne?
    a. Esimerkkejä?
    b. Miksi ilmapiiri on nykyisenlainen?
    c. Onko ilmapiiri muuttunut muutaman viime vuoden aikana?
    d. Millaisia kehitystarpeita näet?
9. Minkälaisia työkaluja on käytetty sisäisen viestinnän suunnittelussa ja toteutuksessa? Osaatko nimetä jotain erityisesti markkinointitoimenpiteisiin liittyen?
    a. Ovatko nämä työkalut olleet käytössä jo aiemmin vai hankittu/kehitetty tähän kyseiseen tarpeeseen?
    b. Ovatko nykyiset työkalut riittäviä vai tarvitaanko uusia/kehittyneempiä?

10. Miten sisäisen viestinnän tehokkuutta on mitattu?
    a. Jos ei ole, niin miksi? Olisiko sille tarvetta?
    b. Jos kyllä, niin onko tuloksia hyödynnetty sisäisen viestinnän suunnittelussa?
11. Onko PSHP kerännyt palautetta sidosryhmiltä, jotka liittyvät sisäisen viestinnän suunnitteluun?
    a. Jos ei, niin miksi?
    b. Jos kyllä, niin onko tuloksia hyödynnetty sisäisen viestinnän suunnittelussa?

12. Miten sisäinen viestintä on huomioitu, kun on suunniteltu ulkoisia markkinointitoimenpiteitä (kuten valinnanvapauskampanja)?