

Department of Public Health Sciences
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Experiences of marketized welfare organizations among addiction treatment staff in Sweden

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New Public Management (NPM)

- **1980s → Restructuring** towards lean, market-oriented, business-like health & welfare organizations:
 - Competition, public procurement, purchaser-provider splits, performance management, private-sector style management practices, decentralization/specialization into smaller units
 - calls for documentation/control
- **Market logic may challenge** important treatment system values and features (e.g., equity, continuity), yet neglected in research
- **Variations:** Binding EU Directives on procurement – but regulations/practices differ across the Nordic countries
- **Tension: professional autonomy – administrative control**



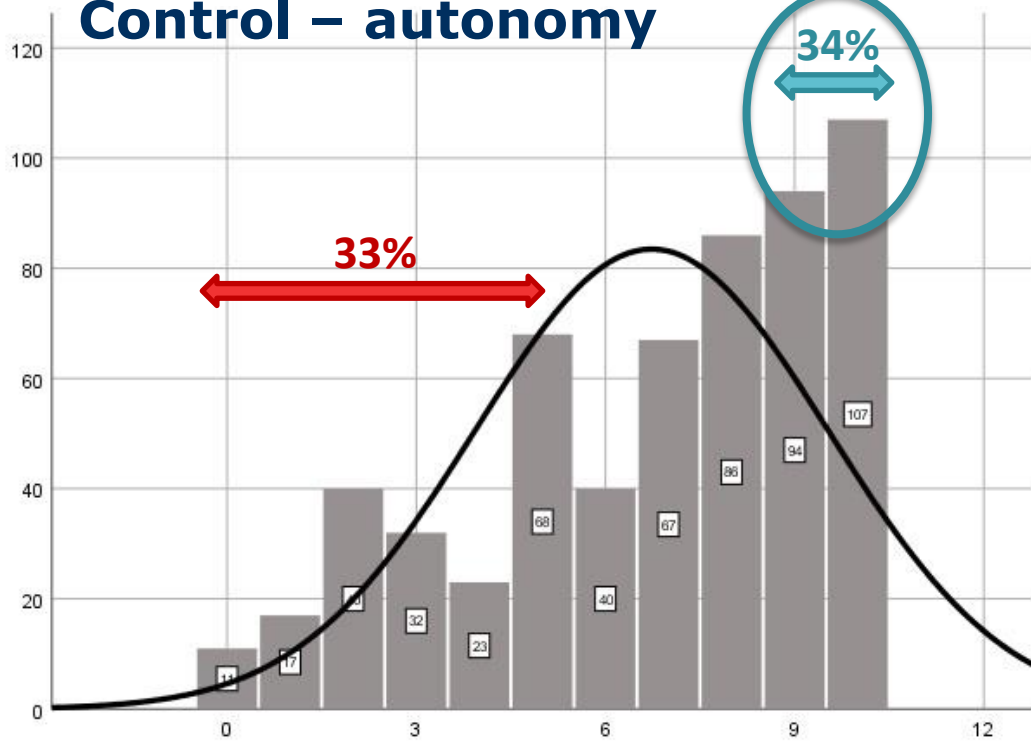
Methods & data

- Public statistics on care providers, purchases of care
 - Shift towards for-profit providers
- Qualitative in-depth study 2017-2018, sampled public/private treatment organizations with varying degrees of NPM
- **WEB SURVEY to professionals in Sweden 2019 (n=606)**
 - Respondent characteristics; NPM features in the organization; **daily practice (experiences of autonomy–control;** pros/cons about the unit, strategies for handling tensions); general attitudes to NPM.

“Benefits, tensions and inconsistencies in the health and welfare system: The case of New Public Management in Swedish substance abuse treatment” funded by *Riksbankens jubileumsfond*; www.rj.se



Control – autonomy



Mean = 6,73
Std. Dev. = 2,796
N = 585

Q *On the whole, can you base your client/patient work on your professional knowledge and expertise or do you feel overly governed and controlled?*

LOGISTIC REGRESSION: Most free (OR:s)

	VARIABLES	<u>UNADJ.</u>	p.	<u>ADJUSTED</u>	p.
NPM index	Customer/user-orientation	1.957	.000	1.868	.000
(low→ high)	NPM steering	1.108	.205	1.000	.999
	NPM organization	.508	.074	.343	.031
Provider	Social services <i>[ref: statutory soc work]</i>	3.217	.000	2.271	.003
	Health care	1.462	.189	1.401	.332
	Private/NGO	4.442	.000	2.164	.050
Budget	Unit has good financial situation	1.317	.000	1.236	.000
Area/pop.	Small city/rural <i>[ref: big city]</i>	1.730	.033	1.823	.071
	In between	1.121	.556	1.317	.243
Wealth	Poorest area <i>[ref: richest]</i>	.816	.339	.576	.034
	In between	1.026	.907	1.000	.999
Sex	Male <i>[ref: female]</i>	1.484	.046	1.364	.184
Boss	Management position [ref: not boss]	1.201	.411	.756	.296
Worked	3–5 yrs <i>[ref: 0-2 yrs; new]</i>	1.374	.332	1.213	.602
	6–15 yrs	2.342	.003	2.138	.022
	16+ yrs	2.294	.004	1.645	.147

	PROVIDER				NPM IN ORGANIZAT.		
<i>Means * = p<.05</i>	SOC: statutory	SOC: tx	Health care	Private / NGO	Low	Mid	High
+Procurement	2.23	1.57	1.34	2.03*	1.56	1.82	1.91*
- Focus on volumes	1.63	1.47	1.92	0.96*	1.49	1.44	1.82*
- Too specialized tasks	1.16	0.98	1.17	0.65*	0.90	1.02	1.23*
-Focus look good	1.29	0.74	1.05	0.47*	0.71	0.99	1.11*
+Focus client needs	2.70	3.19	2.88	3.36*	3.14	2.96	2.92*
- Conflicting demands	2.42	1.79	2.04	1.34*	1.77	2.03	2.09*
- Not good org for SUT	2.23	1.91	2.07	1.65*	1.72	2.03	2.38*
+Flexible org	2.17	2.51	2.20	3.33*	2.63	2.44	2.22*
- Org hypocrisy	0.56	0.56	0.42	0.40 ^{ns}	0.37	0.56	0.65*
- Work as told, despite thinks it's wrong	1.93	1.41	1.65	1.04*	1.41	1.60	1.68*
- Try justify the work	1.99	1.38	1.63	1.06*	1.38	1.67	1.63*
- Look for other jobs	1.55	1.22	1.19	0.82*	1.09	1.29	1.41*



Conclusions

- **NPM matters!**
- Perhaps **not suitable for Substance Use Treatment (SUT)?**
Appears to influence...
 - ...the **prerequisites for a well functioning SUT system** (become fragmented, less flexible, more focused on volumes, etc.)
 - ...**professional autonomy** – for the better or the worse?
- What are the **effects on service user/treatment outcomes?**
- **Research should pay attention** to marketization of service systems!

Open access publications

Storbjörk, Antonsson, Stenius 2019. The Swedish addiction treatment system: Government, steering and organization. Technical report. RRPHS 2019:1. Stockholm University;

<https://doi.org/10.17045/sthlmuni.9906542.v1>

Storbjörk, Stenius 2019. The new privatized market: a question of ideology or pragmatism within the Swedish addiction treatment system. Social Policy & Administration, 53(5), 776-792; <https://onlinelibrary.wiley.com/doi/10.1111/spol.12414>

Storbjörk, Stenius 2019. Why research should pay attention to effects of marketization of addiction treatment systems. Journal of Studies on Alcohol and Drugs, s18, 31-39; <https://doi.org/10.15288/jsads.2019.s18.31>

Stenius, Storbjörk. Balancing welfare and market logics: Procurement regulations for social and health services in four Nordic welfare states. Nordic Studies on Alcohol and Drugs, in press.

*Thank
you!*