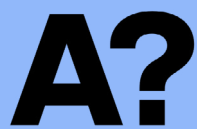


Lapinlahden Lähde Reach for Social Impact

Lapinlahti Community Network:
Capstone Project Report



Aalto-yliopisto

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1.0 Introduction

Mental health issues and loneliness are recognised as wide societal problems. According to one study every fifth person in Finland suffers from mental health problems each year (Mieli ry, 2021). Despite the fact that taking care of one's mental health has been losing its stigma and becoming widely accepted and understood, and while mental health issues as a society-wide issue is well acknowledged, there are still insufficient measures to address this problem. At the moment, only half of those struggling with their mental health are being treated. Simultaneously, current mental health services are inclined to increase inequality, as those with higher incomes are getting needed care more effectively (Mieli ry, 2021).

"We had one person who used to come here every week; an older man who would sit by the piano and play. I think it might have been the only activity he had outside from home, but during the COVID pandemic he stopped coming. There are many people who used to come but who now have vanished."

The above recollection came from one of our key contacts who work at Lapinlahti. It was the first meeting our project group had with them, and we listened to this story while we took a tour around the Lapinlahti premises. Our group was still fresh to the challenge – how to reach out to all the people who might be in need of a place to go or someone to talk to?

As the nature of Lapinlahti's services and the unique atmosphere of the area itself started to define in our heads, it became clear that we would want to tackle the issue of loneliness and mental health problems with a solution that supports and strengthens the existing services and community at Lapinlahti. While we wanted to appreciate the fact that Lapinlahti is a place for anyone and everyone, we wanted our work to especially support the participation of those who have the hardest time to join. It is crucial that mental wellbeing services remain accessible to all, and that the discussion around the state of mental health services promotes voices of grassroots actors, users of the services, and diverse communities. This led us to our solution proposal of the Lapinlahti Community Network.

2.0 Problem Framing

2.1 Recap on the brief

Lapinlahti is a community that creates societal impact by means of arts, culture, sustainable entrepreneurship and supporting mental wellbeing. Lapinlahti community employs 400 people annually and serves at least 130 000 customers per year. The organisation hosts events, provides services, enables volunteering opportunities and improves people's ability to work. The services and events provided by Lapinlahden Lähde target especially vulnerable and marginalised groups and individuals.

The Lapinlahti community has had successes in reducing loneliness, improving mental wellbeing and life management skills of its target groups through guided workshops and services (30% of the participants in the open groups and working groups reported a significant reduction in the experience of loneliness, 39% some, and 16% little). Furthermore, the activities of Lapinlahti have a good outreach in Helsinki (65% of the target, despite coronavirus). The partners of Lapinlahden Lähde evaluated the operations to be useful and the organisation has proven to be safe, inclusive, and collaborative. Therefore, one key goal for this project is to continue on the same work. (Pro Lapinlahti mielenterveysseura , 2021.)

Our project brief can be divided into two parts. First, the aim of our project is finding ways to reach more people who would benefit from Lapinlahti's activities. This means that in addition to the wider audience, we want to put particular emphasis on attracting people who are in various vulnerable life situations. Secondly, once those people are reached and become aware of Lapinlahti's activities, we want to make the threshold to participate as low as possible. Thus, we aim to eliminate some of the current obstacles that might prevent some individuals from going to Lapinlahti. In addition to these two parts, it must be guaranteed that our solution ensures continuity of the service value.

2.2 Key themes

At the beginning of our project, when defining the problem, we identified some key themes. Regarding our solution, the issues we are specifically addressing are the challenges related to various target groups, communication and accessibility.

The first issue we discovered was the identification and reachability of the various target groups. Lonely people and people suffering from mental health issues are hard to define or group, as these issues are very complex. This issue in addition to communicating with these various target groups has become more prominent during the COVID pandemic. Our second issue deals with the multiple communication channels of Lapinlahden Lähde. These channels are scattered and not optimised which makes it harder for people to understand what Lapinlahti's key goals, offering and services are. Partially related to this topic is the issue of multiple actors. There is a large group of actors in Lapinlahti which makes it confusing to understand the organisational structure and the relations between the actors.

Additionally, through our research, a narrative around crucial funding and support from the City of Helsinki emerged. This additional underlying concern was somewhat of a missing puzzle piece, revealing a motivation behind the project itself. Speaking with our client, they verified that this was indeed a key insecurity of the community and organisation but were clear that despite its importance it still came secondary to the primary goal of reaching their target vulnerable groups. In reaching these groups, we would not only continue to expand and improve their service, but would also help Lapinlahti to evidence their value to the City of Helsinki. This might subsequently lead to a continuation of funding and backing as a by-product of continuing to support and serve the community. This is illustrated in Figure 1.

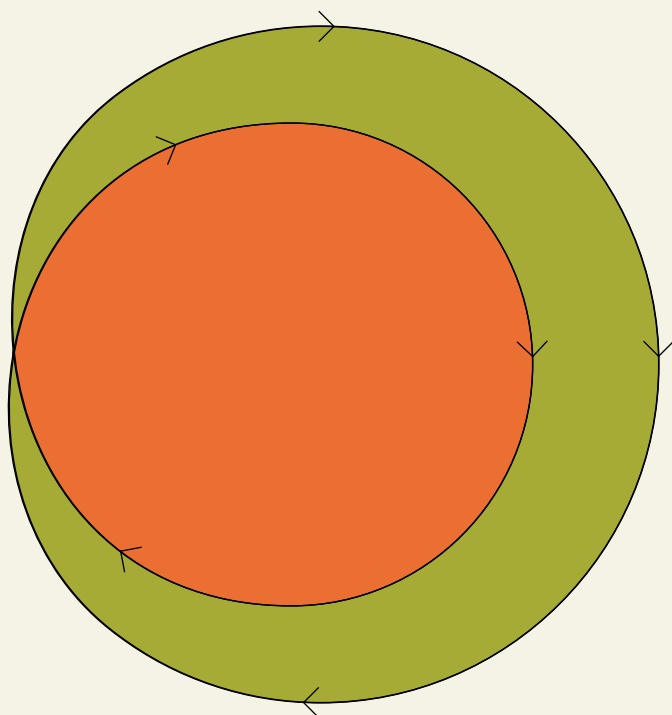


Fig. 1 Defining the Goal:

- **Key Goal:**
Continuity and expansion of service value
- **Secondary function:**
Funding and support from the City of Helsinki

Finally, regarding accessibility Lapinlahti is physically difficult to access because there are no public transport stops nearby, and because it's located in an area where rents are high, making it less accessible to vulnerable groups.

2.3 Goals and values

As the main goal for our project, we decided to focus on solving the issues related to the visibility and connectivity of operations, services, and the community. To address these challenges, we propose strengthening and creating new internal and external networks which would help Lapinlahden Lähde reach vulnerable groups but also increase its visibility to the broader public. The network would focus on strengthening the relationship with existing actors and create new relationships with other actors in Helsinki that work with vulnerable groups.

We want our solution to highlight the fundamental values of our client, so our solution focuses on being safe, collaborative and inclusive. These principles must be highlighted in all current and future operations. With our solution we want to make sure we are reaching vulnerable groups, especially those who can't be reached by social media or standard campaigns. We also want to strengthen active participation and co-development.

3.0 Project Process

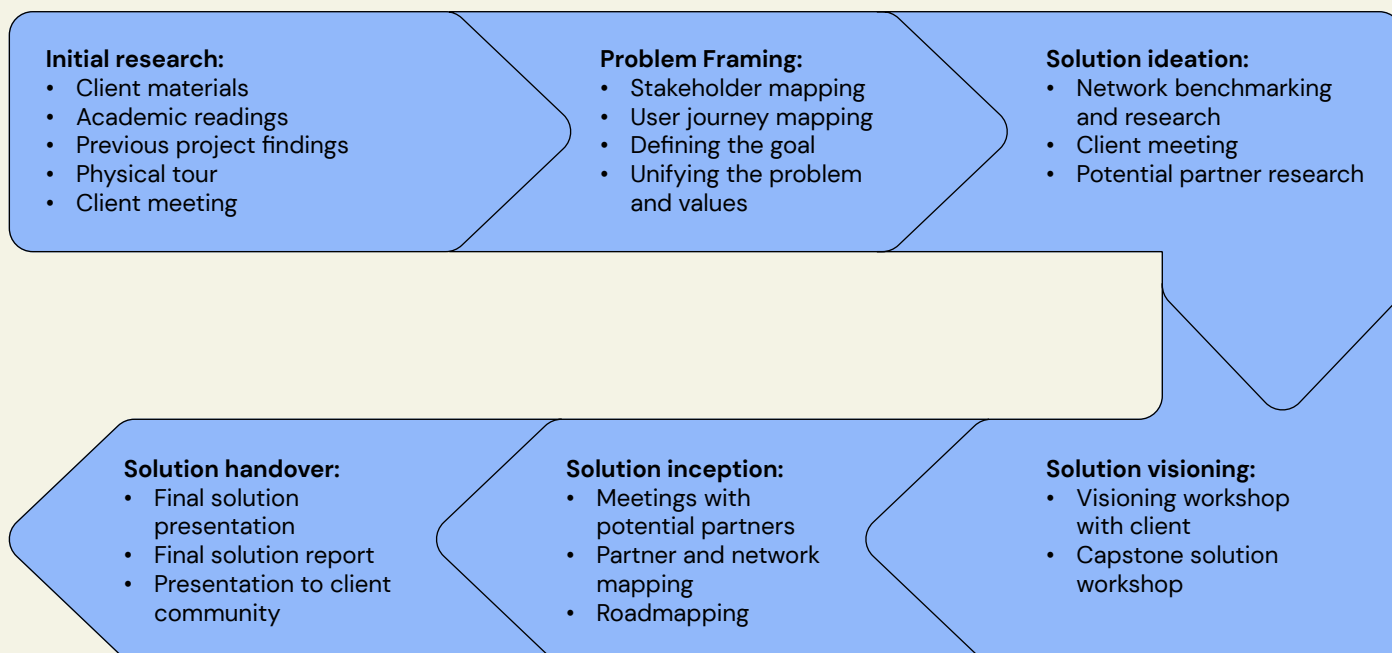


Fig. 2 Project process

During this project, we have worked through various phases. We started with initial research to fully understand the brief and identify the needs of our client. We read client materials, academic papers, met with the client and had a tour of Lapinlahti. Next, we started the problem framing stage during which we created various maps to understand the case context as well as defined goals and values. We then moved on to the solution ideation, where in order to recognise possible solutions, we researched and benchmarked similar organisations around Europe. This marked the first draft of a list of potential partner organisations with similar objectives as Lapinlahden Lähde, the final version of which can be seen in [Appendix A](#).

After ideation, we started visioning our solution through a client workshop which explored a network concept, followed by a presentation to the other Capstone groups where we received feedback on our solution idea. Our penultimate stage was the solution inception during which we met with potential partners, did partner and network mapping and started designing a

roadmap for our client. Our final stage was the solution handover. We had our final presentation in class where we presented our brief and solution to our client and the other Capstone groups and mentors. After this report we will present our solution idea to the Lapinlahti community together with the other Lapinlahden Lähde group.

3.1 Research

Several research methods were undertaken to provide additional context from user and service perspectives.

Understanding users and stakeholders

To better understand the needs of vulnerable groups and general users, as well as recognise existing service provision within the central Helsinki area, we generated both a User-journey map (Figure 3) and a wider stakeholder map (Figure 4).

Through the user-journey map we were able to identify points of interaction with the current

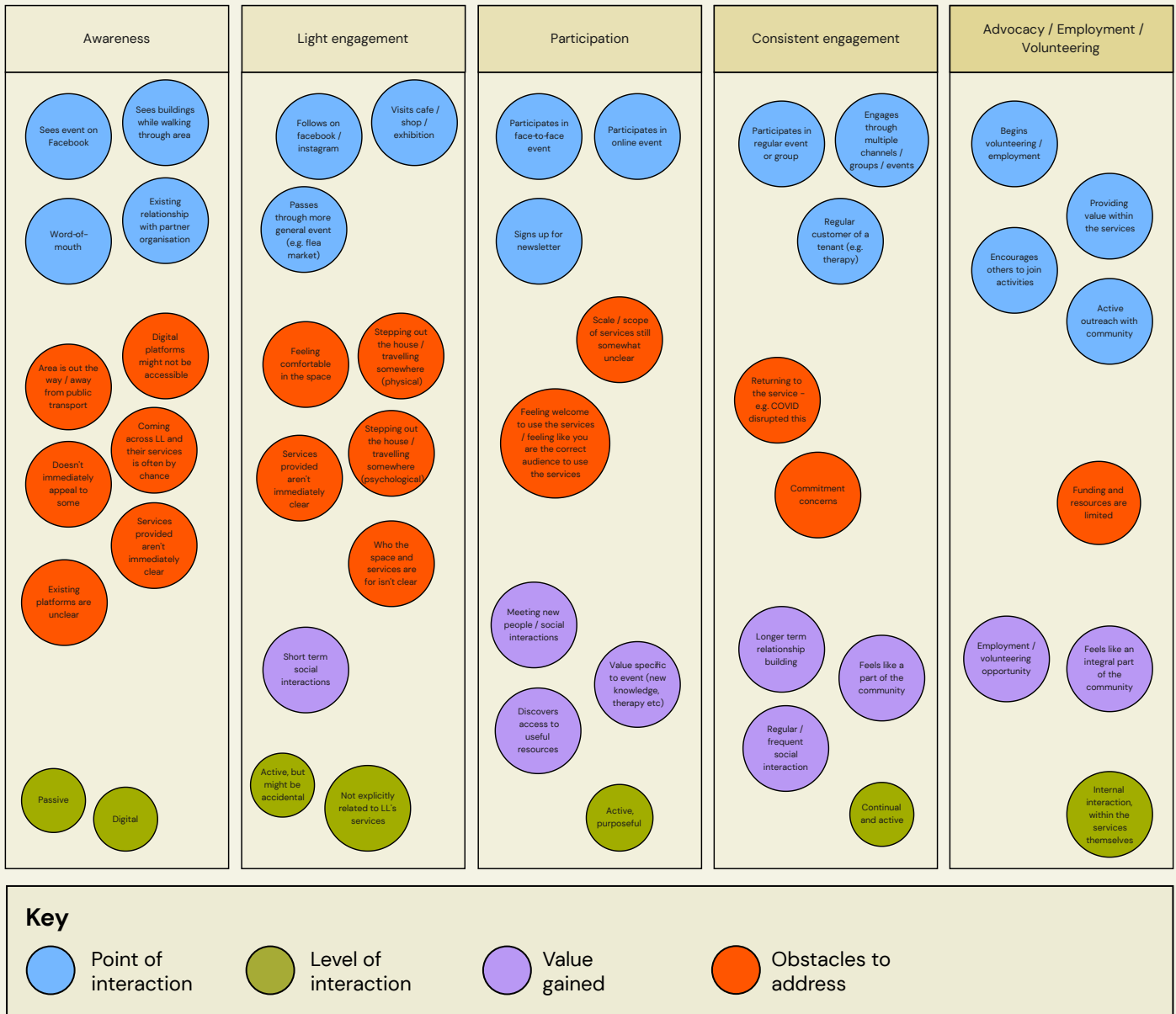


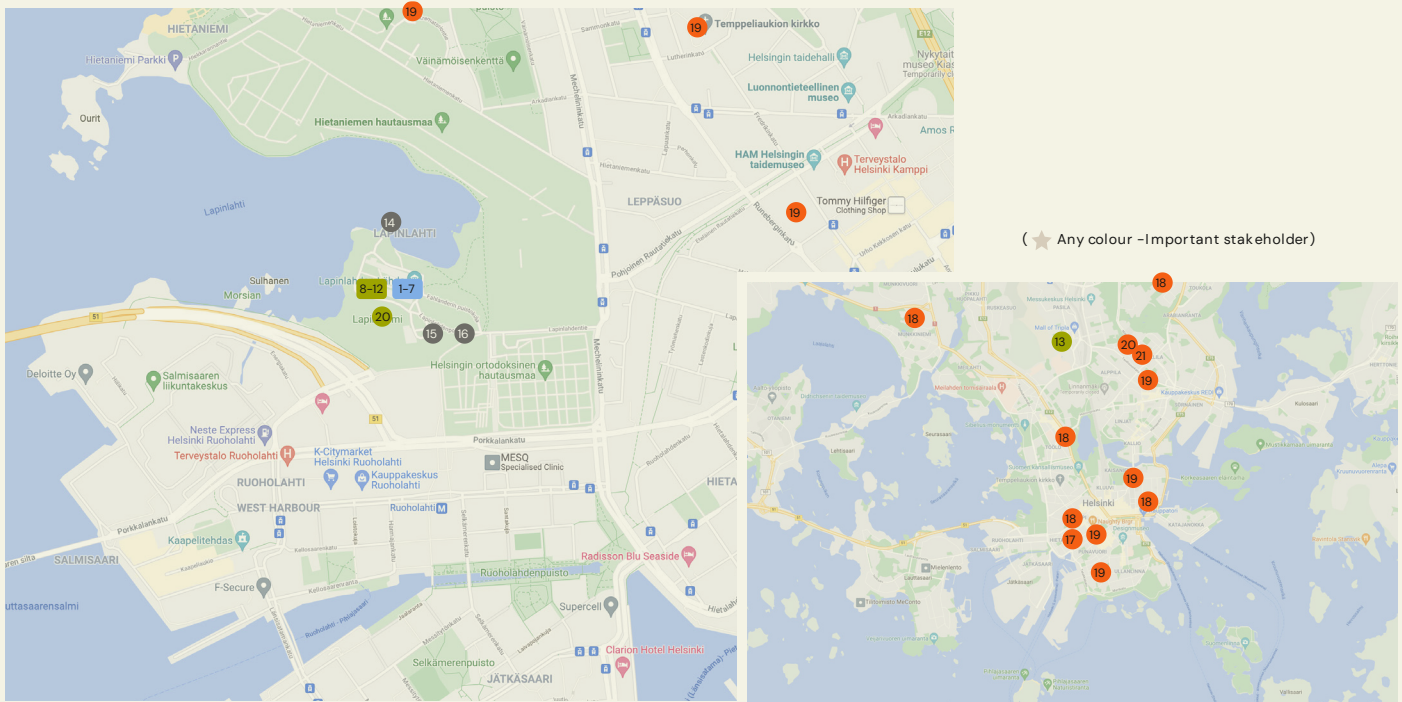
Fig. 3 User Journey Map

Lapinlahden Lähde service model, as well as the value gained by users and the potential obstacles stopping access or continuation with services. This highlighted that a lot of the obstacles sat in the initial stages of engagement, in visibility of services and feeling ease to engage initially.

By mapping different relevant organisations and vulnerable groups in the central Helsinki area, we were able to see that a large spectrum of vulnerable groups are already represented or

connected with very niche services, specific to certain groups' needs. This map therefore highlighted an already diverse network of wellbeing organisations, but connected only through ideology and field of work.

From a geographic / location point of view, this map also highlights the potential remoteness of Lapinlahden Lähde's location, especially when the vulnerable groups represented through other organisations are very scattered.



- 1 Kahvila Lähde
- 2 Mental Museum
- 3 Source Sauna
- 4 Lapinlahden Lähde Urban Nature Centre
- 5 Tenants:
Helsinki Chess Club
Lauttasaari Finnish Chess club
Metsätuokio
Saara Kantele (Architect)
Janne J. Salavaara (Doctoral student)
Kamran Cafe
Krista Pellikka (Musician)
Kaarina Helenius (Artist)
Kasper Muttonen (Artist)
Arja Renko (Craftsman)
Lapinlahti Art School
Lapinlahti Lab
Lapparin Singing Lessons
Armonia
Inartes Institute for Expressive Art Therapy
Evipro
Helmi & Toivo (Care Service)
Ilo Elää-Klinikka (Pleasure Live Clinic)
Anne Himberg (Masseur)
Lupala Creative Services
Lyhytterapia keskus Helsinki (Therapy)
Anneli Talvitie (Osteopath)
Pyskat (Psychologist)
Anu Tevanlinna (Psychologist and coach)
Satu Pihlaja (Psychologist, coach)
Verbatim (Literary therapy service)
Seishin Shiatsu (Osteopathic treatment)
Minna Hujanen (Art therapist)
Visit Peace (Recovery centre)
- 6 Lähteen Puoti (Store)
- 7 Lähteen Patina (Charity store?)
- 8 Pro Lapinlahti Mental Health Association
- 9 Miitti project
- 10 Lapinlahden Lähde Oy (social enterprise)
- 11 Cooperative Lapinlahden Tilajakamo (repurposing old buildings for artists)
- 12 Kakspäy Palvelut Oy (enhanced service housing for mental health patients)
- 13 Finnish Mental Health Association (Mieli)
- ★ City of Helsinki, elected officials and political decision makers*
- 20 Influencer communications working group
- [EU Cultural Heritage actors](#)
- 14 Cafe Metsäpahtimo
- 15 Hävikikukkakauppa Kukkis (florist)
- 16 Kammio Gallery
- HSL
- 17 [Helsinki Missio](#)
- 18 Social services and healthcare division service centres (offering [Friendship Circle Groups](#), [Peer support groups](#))
- Kela
- 19 Helsinki parishes
- 20 EHYT ([Finnish Association for Substance Abuse Prevention](#))
- Deaconess Foundation ([HDL](#))
- 21 Monaliiku ([Welfare and Exercise Association for Multinational Women](#))

- Key**
- Partners and connected projects
 - Tenants / other collaborators
 - Target groups / individuals
 - Existing engaged groups
 - Local community and businesses
 - Potential collaborators / spaces

Fig. 5 Geographical Stakeholder Map

Social Value and Civic Ecosystems

During the research phase of the project, we have found some relevant research, which has been useful as academic references throughout the problem framing and research phase. Firstly, one of the main theories applied considers ecological livelihoods, including Ethan Miller's 2014 paper on rethinking "development" beyond the economy, society, and environment, as well as the author's 2019 book called "Reimagining Livelihood". As suggested by Miller (2014), life is the negotiation of multiple, overlapping, distinct, co-constitutive habitats. It results in a complex mesh of intersecting and overlapping entity clusters with various relations of conflict, synergy, and indifference. Thus, it supports the idea of network building, as we catalyse and harness the relationships between not only individuals but also organisations.

We were also inspired by J.K. Gibson-Graham's diverse economies framework, which illustrates how alternative, non-monetary forms of value, like care, sustains us even though it is not accounted for in current metrics (Miller, 2019: p. 174).

Furthermore, the book *The Power of Civic Ecosystems: How community spaces and their networks make our cities more cooperative, fair and resilient* (Polyak, Bod & Brody, 2021) played an important role, especially during the solution phase of the project. It compiles innovative best-practices from multiple organisations and networks, delving into methods of stakeholder mapping and ecosystem-building. Moreover, the book offers different frameworks for access to public and private spaces, economic resilience models, systems of participatory governance, and capacity-building procedures.

We highly recommend the client to look into these documents and make use of them in practices.

Benchmarking

Stakeholder mapping, user journeys and researching civic ecosystems led us to benchmark both different network systems and outreach methods.

In benchmarking network systems, we identified a number of different models. UK-based mental health charity Mind, for example, have formed regional networks which connect organisations supporting mental and physical health. These networks are then visible and accessible through the central Mind website, allowing potentially vulnerable users to easily find small local services and support groups, via the visibility of a well known national charity.

We also held a meeting with Citizen Network, a cooperative focused on wellbeing and culture. The organisation links various change makers, mainly NGOs, together to create social impact which is why we wanted to hear their views on our network concept. We received practical advice on how to ensure active participation from partner organisations and how to provide opportunities for marginalised people and reach more vulnerable groups. The meeting also provided information on a donation model for individuals and the funding of cooperatives.

With regards to outreach methods, we conducted research around reaching groups who are not easily reached by standard campaigns (e.g. on social media). Learning from disaster response strategies, community engagement companies and specialised NGOs working with vulnerable groups, we compiled a glossary of different digital and physical outreach methods (See [Appendix B](#)).

4.0 Visioning Workshop

4.1 The Workshop

As a part of the visioning stage, we held a workshop with our client to co-create a vision around the network concept. We wanted to conduct a workshop to ensure our client and the Lapinlahti community would be active collaborators throughout the process. The basis of the workshop was to co-create a vision of how the network might practically look, and also from value-driven and experiential perspectives. The workshop was run on site in Lapinlahti. We had a total of five participants from the organisation, including our two key contacts. The workshop took 2 hours during which a recap of the project process was given, alongside 2 activities which focused on visioning and mapping. The workshop concluded with a final discussion around potential concerns and next steps.

The first key activity focused on collectively envisioning what the network would look like, how it would work, how it would feel like and who could be a part of it. This activity prompted interesting conversations amongst the participants. Topics arose around the practical structure of the network, how different physical and digital spaces would be used and how/how often partner organisations would communicate and coordinate with each other. There was discussion about finding a balance between an official 'union' type network and a freer structure that supports Lapinlahden Lähde's values of being low-hierarchy and open to all. Emotionally and experientially, the workshop participants talked a lot about the ambience of Lapinlahti and how to capture the safety of the space to bring to other locations. The participants wanted Lapinlahti to be a safe place for experimentation and learning, where it is OK to try new things and fail. We talked again about openness and self awareness of who can access, and the need to create a continuous conversation around widening reach and impact – especially in creating continuous mutually beneficial partnerships, rather than ones which last for single events or seasons. Finally, we also spoke about partner exchange – of the knowledge and resource



sharing that Lapinlahti might be able to offer, and of the expertise they would like to tap into from other organisations, such as links to niche vulnerable groups that they are currently not reaching.

For the second activity we took a more pragmatic look at the network possibility, and discussed potential partners in more detail. Here, we created a matrix exploring different types of partnership based on the likely activity or passivity of partner involvement and mapped the resources, visibility and influence that a partner might be able to offer. In advance of the workshop, we had researched a list of potential partners ranging from other mental health organisations or those working with specific vulnerable groups, to neutral and accessible



were plotted towards the “active partnership” side of the X axis – which of course might prove to be somewhat optimistic. However, we did have some discussion around different partnership types within this, such as those focusing on resource and funding support, and those which would focus more on public outreach.

After the break we then moved onto a discussion on the potential pros and cons of the co-created network vision that we had generated during the workshop. There was a lot of positive sentiment that discussed resource, funding and knowledge pooling, as well as increasing visibility of Lapinlahti and raising awareness on the conversation around mental health. Likewise, it was felt that a network would help demonstrate the value in Lapinlahti and would eventually help to improve the overall reputation and trustworthiness. Challenges on the other hand focused on the existing issue of scattered messaging and goals, and whether additional actors might only add to this issue. With partners there were concerns about continuity, commitment and maintaining momentum after the initial excitement. And finally, there were some practical concerns about communicating the goals of the network and also turning ideas into implementable solutions.

spaces such as libraries, to other support networks such as community or faith groups. In addition to these, we encouraged the client to add other organisations or potential partners (Please see [Appendix A](#) for the finalised version of this list). Overall, this generated very useful conversation around desirable partners, and making sure the network would be as diverse as possible to represent many different voices. Included additions from the client were local school groups, environmental organisations and international cultural heritage centres. Whilst we gained a lot of insight into the types of partners Lapinlahti might be interested in working with, there was a tendency to map them as the “best-case-scenario” partnerships, meaning that the majority

4.2 The Vision

The co-created vision of the network would support Lapinlahden Lähde’s values of openness and low hierarchy whilst also being an official ‘union’ type network. The focus would be on ensuring openness and accessibility to all, but emphasising the importance of reaching the most vulnerable groups and individuals in society. The network would support partner exchange of knowledge, expertise, spaces and resources and therefore improve the reachability of these typically hard-to-reach groups. Finally, there would be a continuous dialogue on how to widen the reach and impact of the network and how to ensure its continuity and legacy.

5.0 Solution Proposal

Our solution concept is the Lapinlahti Community Network (Kulttuurihyvinvointiverkosto) which centres around building and maintaining long-lasting partnerships with different mental health and wellbeing focused organisations in Helsinki.

We see the network as an opportunity for Lapinlahden Lähde to achieve key goals by partnering with organisations working with specific vulnerable groups, ensuring outreach to those hard-to-reach people through these existing niche channels, whilst keeping Lapinlahden Lähde itself as a space open to reaching a Helsinki-wide audience which is open to everyone. Visibility would be increased through other organisations and shared channels, and accessibility would also be increased through a potentially physical network of spaces across the city.

Prior to deep-diving into the various layers of our solution concept, we want to give an overview of our solution which is a network focused on culture, mental wellbeing and supporting vulnerable groups. From this vision we have prepared a solution package which looks to continue the initiation of the network. We present the following set of actions and ideas which would help Lapinlahden Lähde initiate and maintain the network:

- Roadmap with timeline and needed actions as well as an internal and external communications strategy
- Network map with 4 partnership types and a mapping of partnership value
- Ideas on Initiating relationships and change. This includes initial buy-in meetings and facilitating collaborative visioning

We present these as a set of recommendations of how the network might look, feel and behave. However, we have designed opportunities for collaboration and democratic participation across all partner levels throughout, recognising that these recommendations are open to interpretation and organic change based on the needs, goals and values of the eventual actors within it.

5.1 Partner types

With existing information on the sizes, locations, and target groups of organisations could possibly interact with the network, we estimated their possible level of engagement, as well as the resources that can be shared with the network. From here, we have developed a partner typology to help with building new relationships and outlining the network's form. There are 4 different types of partners, and they are: Sponsor, Co-partner, Limited partner, and Citizen ambassadors.

Sponsor

The first partner type is the Sponsor. As the term suggests, these are businesses and organisations that can support the Lapinlahti community financially or with other monetary means. In exchange, the Sponsor would want to gain visibility and accessibility to some of Lapinlahti's resources, such as physical premises or the know-how of the network. The terms of relationship would be agreed separately with each sponsor, as the sponsors have a variety of ways to assist the network. For example, they can support specific targets by covering the costs of an event, which would be more appealing to businesses that want to know exactly where their money is going.

Co-Partner

Co-partners can be considered as the most vital relationship type for the network. Co-partners form the core of the Lapinlahti Community Network, as they should be all active and equal members of the network. Any organisation that can contribute to the network similarly might become a co-partner, but a typical organisational profile that would fit into this category would be organisations that work with mental wellbeing on a grassroots level. Ideally, co-partners would work directly with people from vulnerable groups, as the primary aim of the network is to find synergies among co-partners and improve the reach of the network's services to these specific groups.

Co-partners should support each other and share resources such as spaces, contacts, skills, knowledge, and more. We suggest that the network will be directed by a board that consists of representatives from co-partners. The board members have to be elected democratically by the co-partners. Moreover, the board can also have members who are active users of the network's services. Co-partners are responsible for recruiting these "end-user members".

Limited Partner

Limited partners are small-scale actors who work with similar target groups as the Lapinlahti Social Reach Network Co-partner, but do not have many resources, particularly financially. These organisations can be schools or other public facilities, not-for-profit organisations, or social enterprises that do not want or are not able to play an active and ongoing part in the network.

Nonetheless, limited partners can act as advocates of Lapinlahti Community and the Network, which help increase awareness of Lapinlahti to the target groups and general public. Moreover, limited partners can contribute to the network with their expertise on different subject matters, if applicable. In return, they can also use the network's resources such as spaces or communication channels on limited terms.

Citizen Ambassador

We also propose a partnership type for individuals, which can be called Citizen Ambassadors. This is introduced for individuals who want to either give back or be a contributive part of the Lapinlahti community. They can make a one-time pay-what-you-can donation to Lapinlahti (via Pro Lapinlahti ry) and get a subscription to the newsletter, invites to events, first informed of upcoming events and news, and other small perks.

Nonetheless, it is important to emphasise that the Lapinlahti community and its network are open to everyone and therefore anyone can be part of it, with or without donation. The aim of this partnership type is not to make the Lapinlahden Lähde community become more exclusive but to harness the existing hype of those who are already engaged and make them even more committed to the community.

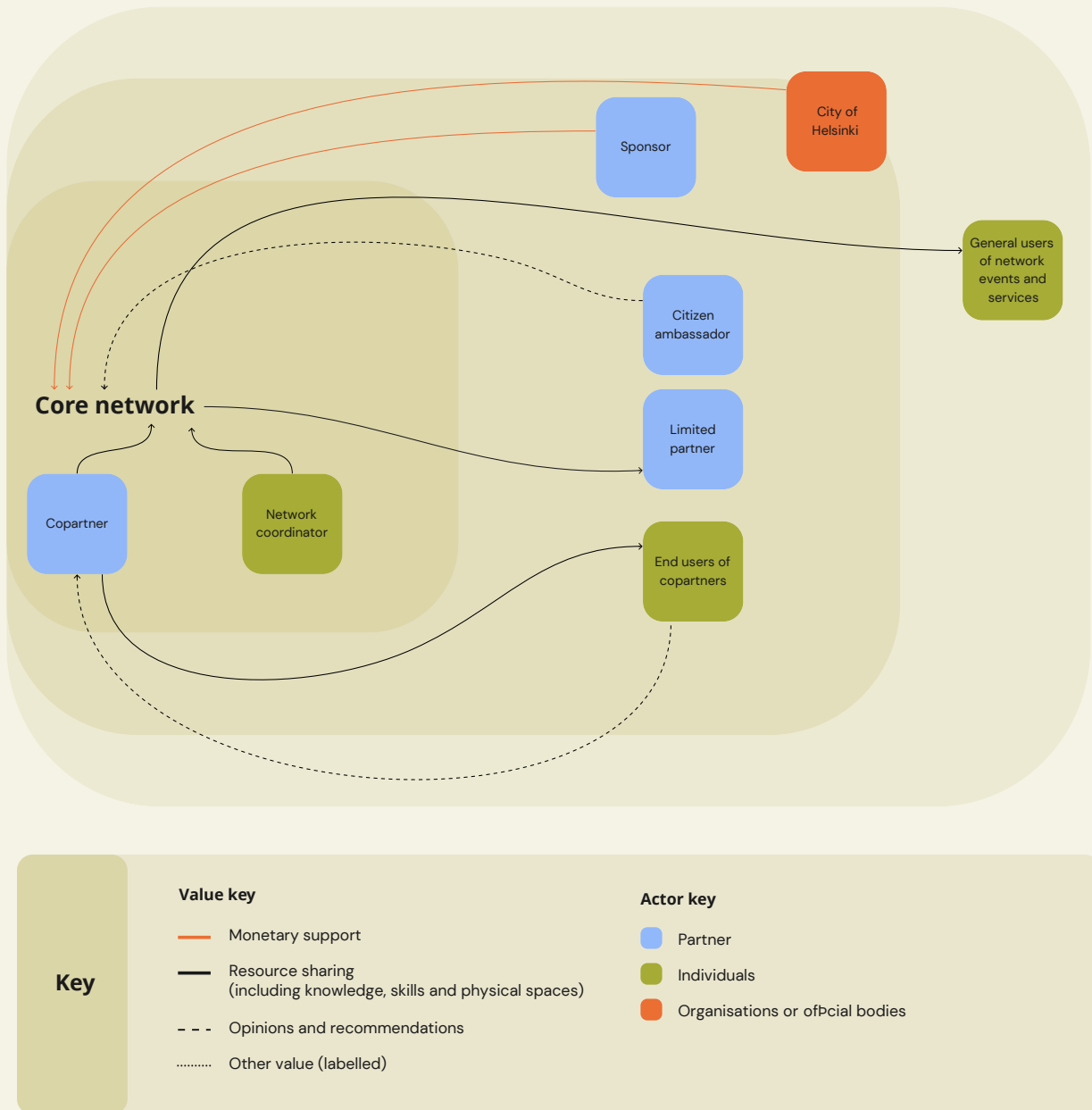


Fig. 6 Simplified Network Map

5.2 Network Map

Network building relies on the ability to identify and communicate with stakeholders to engage and move them to action in the most effective way possible. Network mapping is a useful tool to identify and discuss stakeholders' roles and beyond. This network map visualises the interlinked relationship of stakeholders. Moreover, it can be used as the first step in designing the stakeholder engagement process together with the actors themselves. There are 3 stakeholder

categories: partners of the network, individual citizens, and other organisational bodies.

Here in the preliminary and simplified network map (Figure 6), we have proposed grouping the stakeholders by their level of initial involvement. The first level is the Core Network itself, including Lapinlahti Community, its Co-partners, and the Network Coordinator. The main relationship type that connects actors in the Core Network would be resource sharing, which includes human

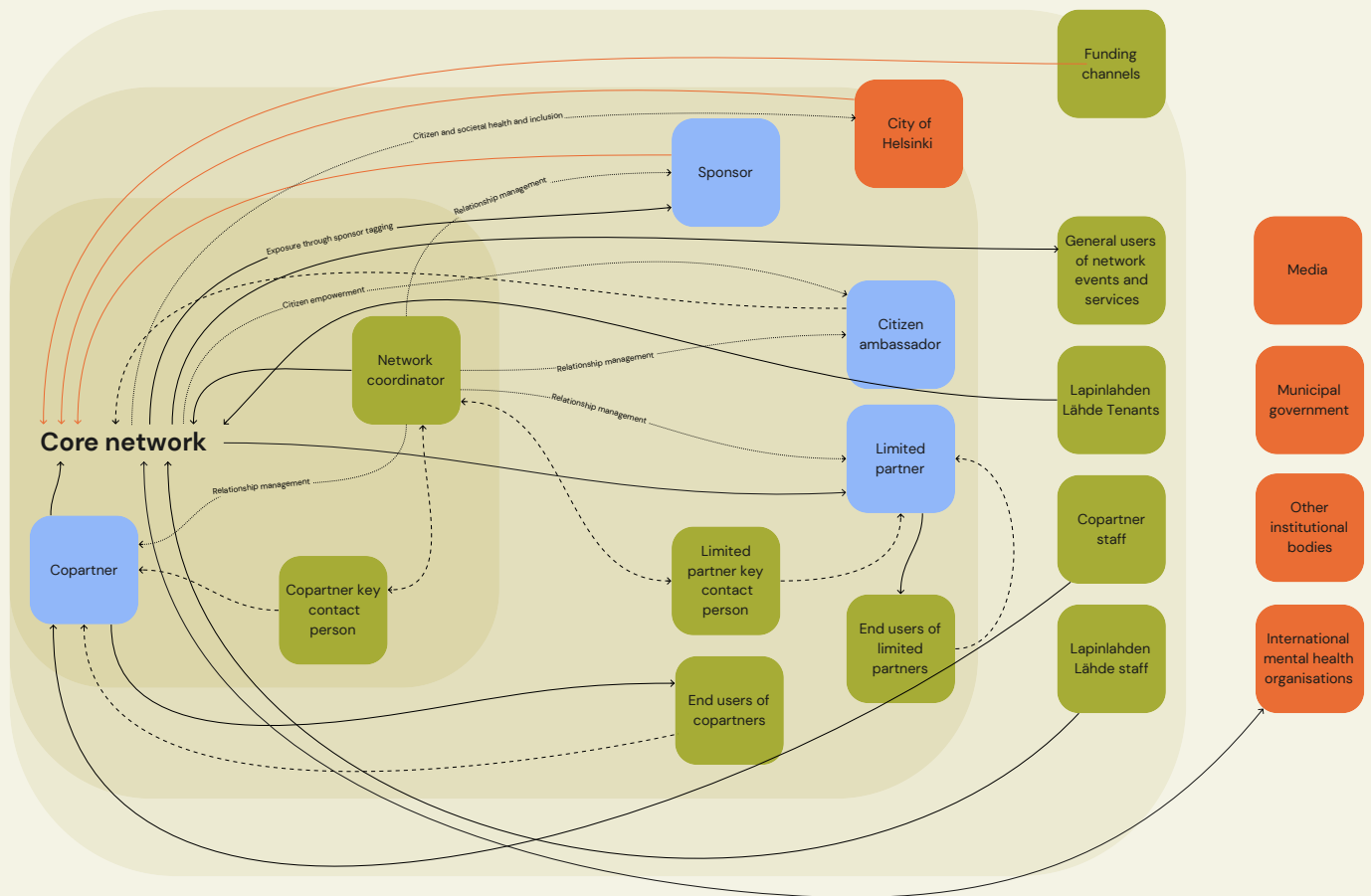


Fig. 7 Complex Network Map

resources, skills, know-how within organisations, citizen databases, and physical premises.

In the second and third levels of the map, the key values can vary from resource-sharing and financial support to giving recommendations. The second level of interaction is between the Core Network and the other partner types as well as the end-users of co-partners. In the lowest level of interaction in this simplified network map, we have the general users of network events and services. We have initially identified that the City of Helsinki may have either moderate or limited interactions with the core network in this ecosystem. However, this has changed due to the City's interests in the network's purposes and missions. More details on this would be further elaborate in the [Handover section](#).

While we have explored how the major value exchanges will look, we recognise that the

network will likely catalyse the organic exchange of skills, language, knowledge, expertise, and resources across many different levels and in many different ways. The key aim of this project has always been to begin to form relationships and meaningful momentum which will fuel this pool of interconnecting and collaborative actors. Therefore, through time, we envision the network map can gradually turn into a more complex system with interconnected give-and-take relationships. This more detailed network map not only has more interactions amongst the actors, but we also added some other possible stakeholders and allies. That would include the municipal government and parties, the media, and the other international organisations for mental wellbeing. Ideally, this network of stakeholders, initiated by the Lapinlahti community, will not only thrive together but also can use the strength of their masses to advocate for the interests of both end-users and key organisational partners.

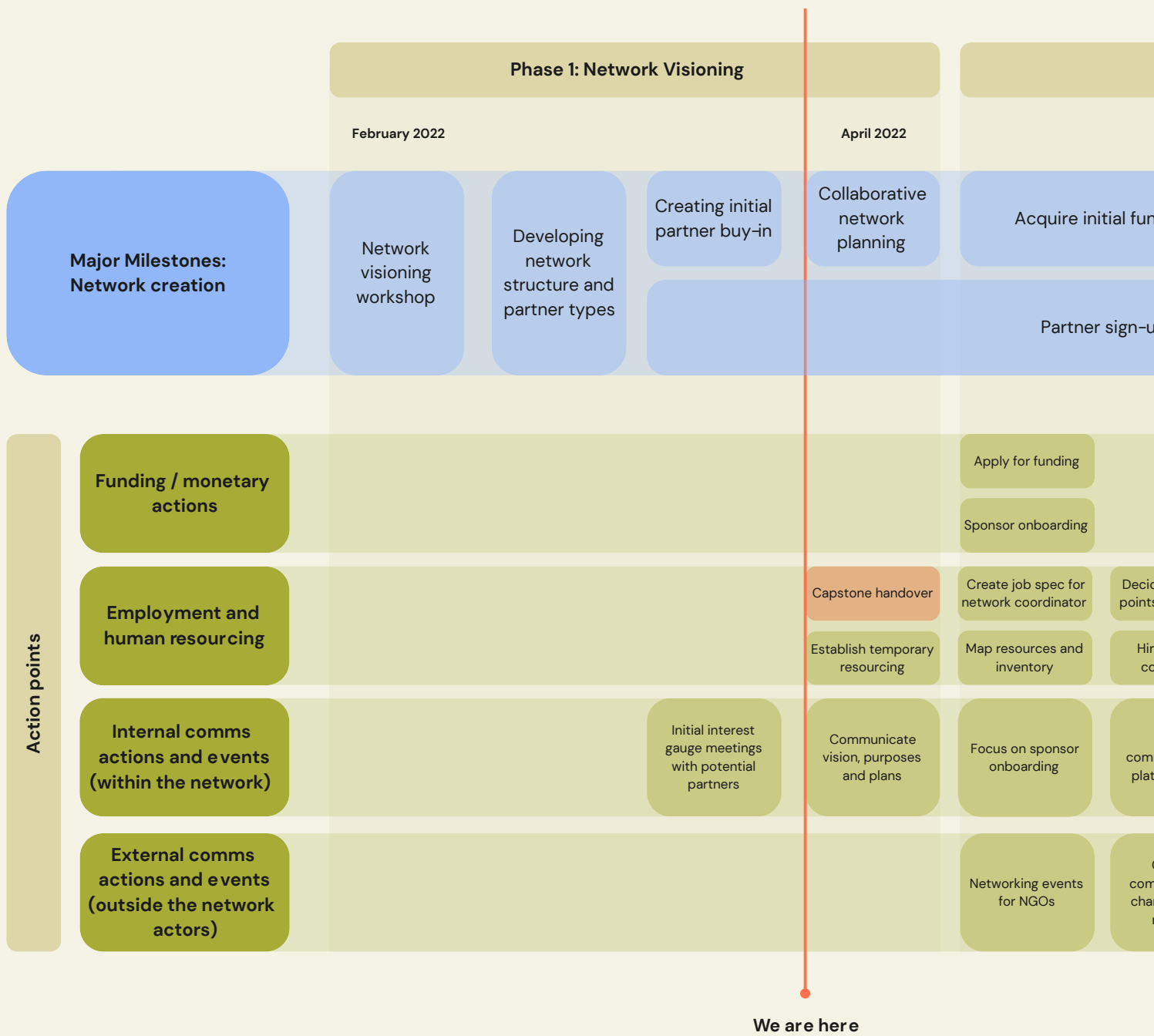
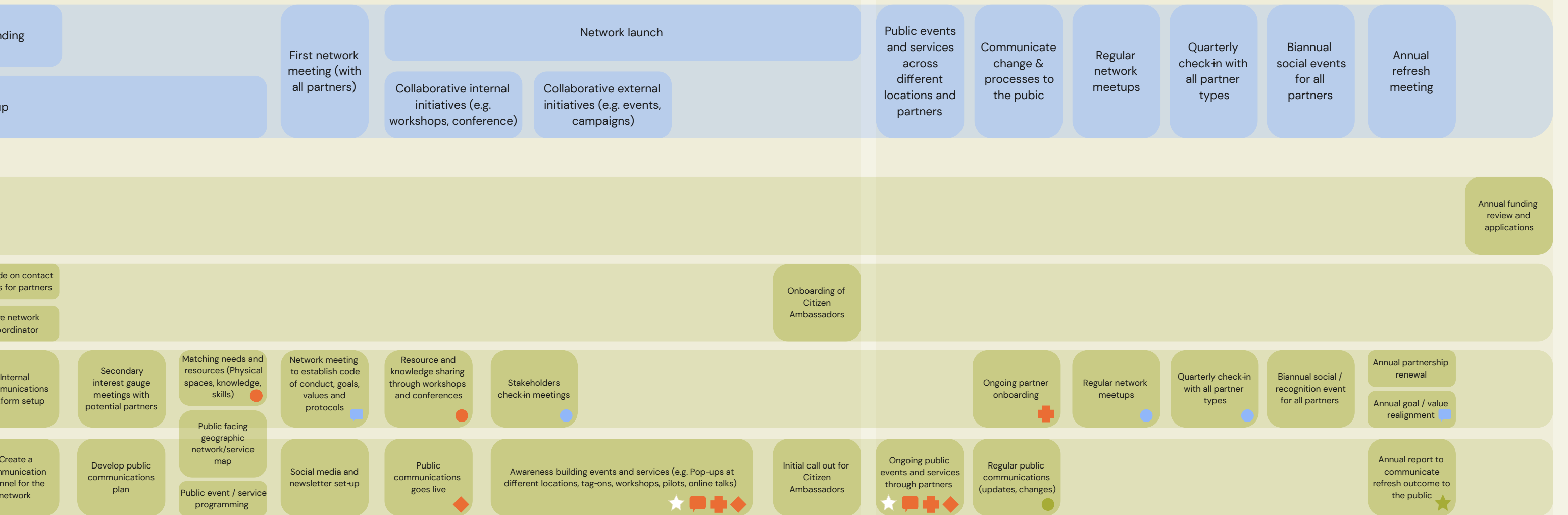


Fig. 8 Solution Roadmap

Phase 2: Network Building and Launch

Phase 3: Network Continuation



5.3 Roadmap

The second component of the solution package is a Roadmap detailing our recommendations for initiating the network. This tool is a detailed timeline which maps key milestones above branching actions in terms of funding and monetary actions; human resourcing; internal communications and external communications. These different actions have additionally been sorted into 3 major phases:

- Network visioning
- Network building and launch
- Network continuation

Figure 8 shows the entire roadmap with corresponding milestones and actions. However, the following section of the report will go through each phase in more detail.

Phase 1: Network Visioning

The first phase covers the collective visioning of the network, in terms of establishing key goals and values, developing conceptual models and generating momentum and collaboration amongst key founding actors of the network.

As highlighted in Figure 9, this phase is inclusive of the visioning and initiation steps taken within the scope of the Capstone project, with the co-creative visioning workshop ([Section 4.0](#)); the initial network modelling of preliminary partner types and structure ([Sections 5.1 and 5.2](#)); and initial partner buy-in meetings with Taiteen sulattamo and Aalto University Wellbeing services ([Section 5.1](#)).

The final actions included within this stage focus efforts on signing up sponsors, co-partners and limited partners into the network funding, and establishing modes of collaboration, as well as completing the handover between the Capstone team and Lapinlahden Lähde. In order to do this, temporary resourcing will need to be agreed on between initial network actors, and the communication of the network concept will need to be agreed on for speaking to potential partners.

At this point, we recommend that Citizen Ambassadors are not yet included in the design and planning of the network structure, in order for the currently limited resourcing to focus on collaboration with relevant organisations first. This also removed the need for external communications to be agreed before the network is fully realised.

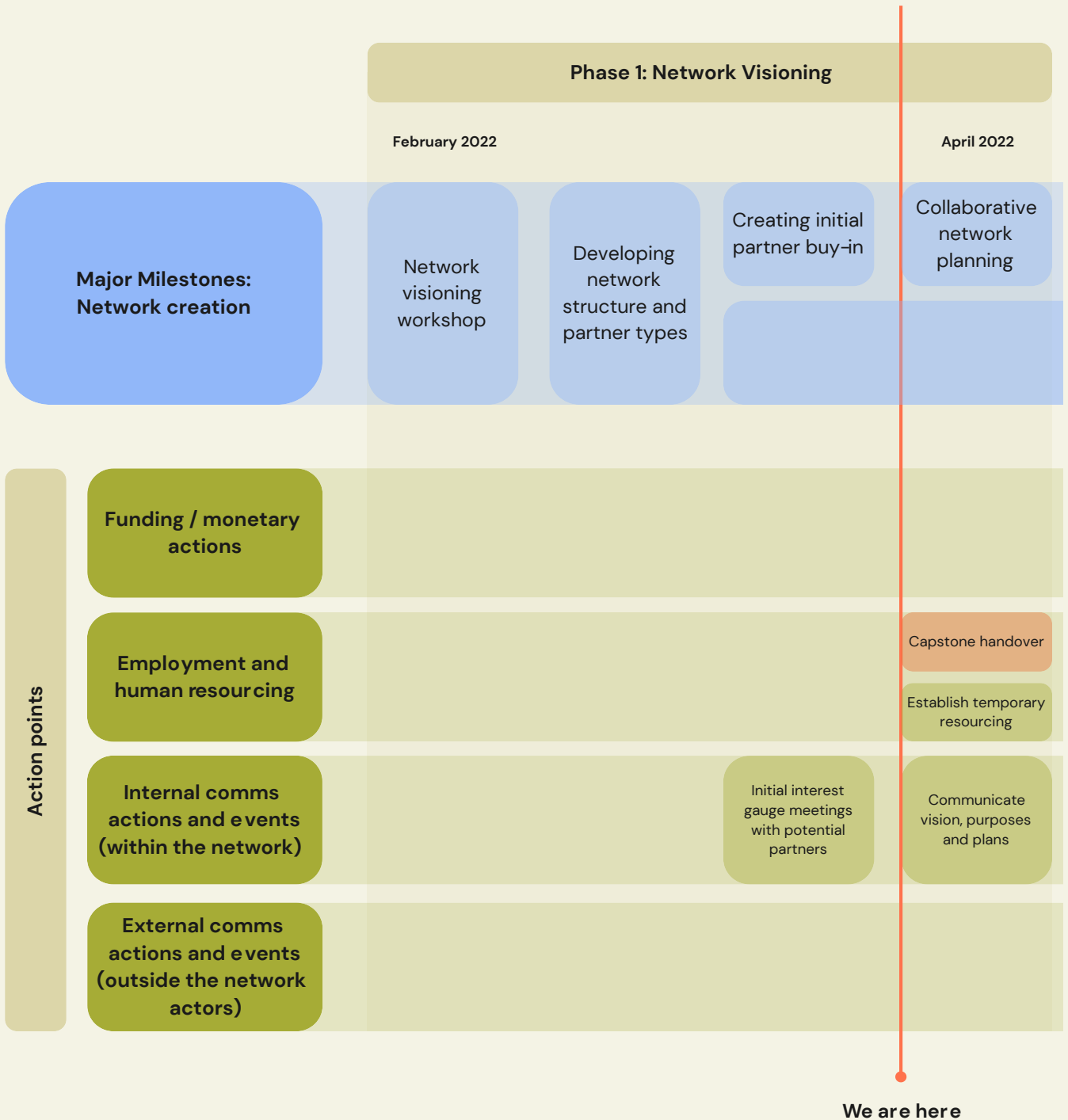


Fig. 9 Phase 1, Network Visioning Roadmap

Phase 2: Network Building and Launch

In Phase 2, we provide recommendations on building and subsequently launching the network amongst internal actors and end users.

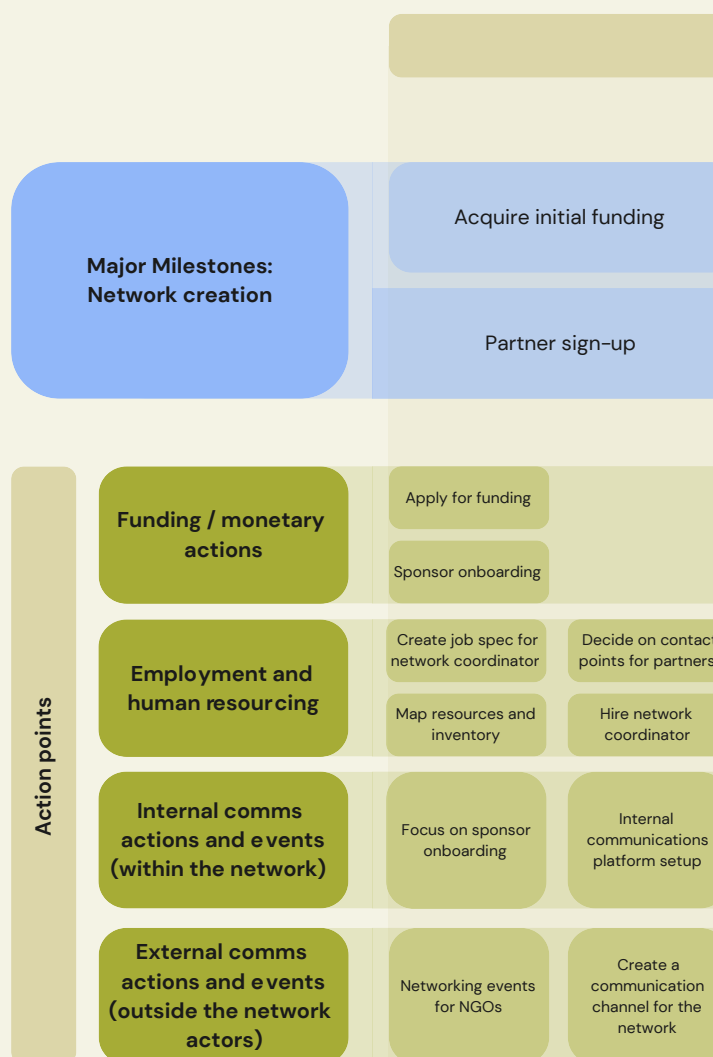
Following the collective vision, we recommend an initial funding effort is pushed in order to support the first stages of network creation. This funding can be one or a combination of applying for public funding and grants, and the sign-up of Sponsor partner-types. Should funding be acquired, we recommend the hiring of a dedicated network coordinator or team – the job specification of which would include coordination of partner types and maintenance of relationships with different relevant actors, so as to ensure momentum and clarity within the network. We advise that the coordinator(s) also be responsible for setting up an internal communications platform, such as Slack, to allow for easy and transparent communication between various partners under one roof.

Partner sign-up would continue through from the Visioning phase, hosting additional buy-in meetings with potential partners to gauge interest. These would then be followed by secondary meetings to discuss the value exchange potential of partners and to draw up partner contracts. From here, we recommend that the network coordinator(s) keep a network map to track relationships and value transactions between different actors.

As mentioned in [Section 5.2](#), this would include knowledge sharing, skill sharing, physical premises, outreach platforms and other value/resource types.

With an initial pool of partners has been engaged, we suggest an initiation meeting to agree on values, codes of conducts and protocols of the network and its various actors and discuss the programme for launching the network internally and publicly. This will establish the democratic and inclusive goal of the network from the very beginning, as well as introduce all partners to each other.

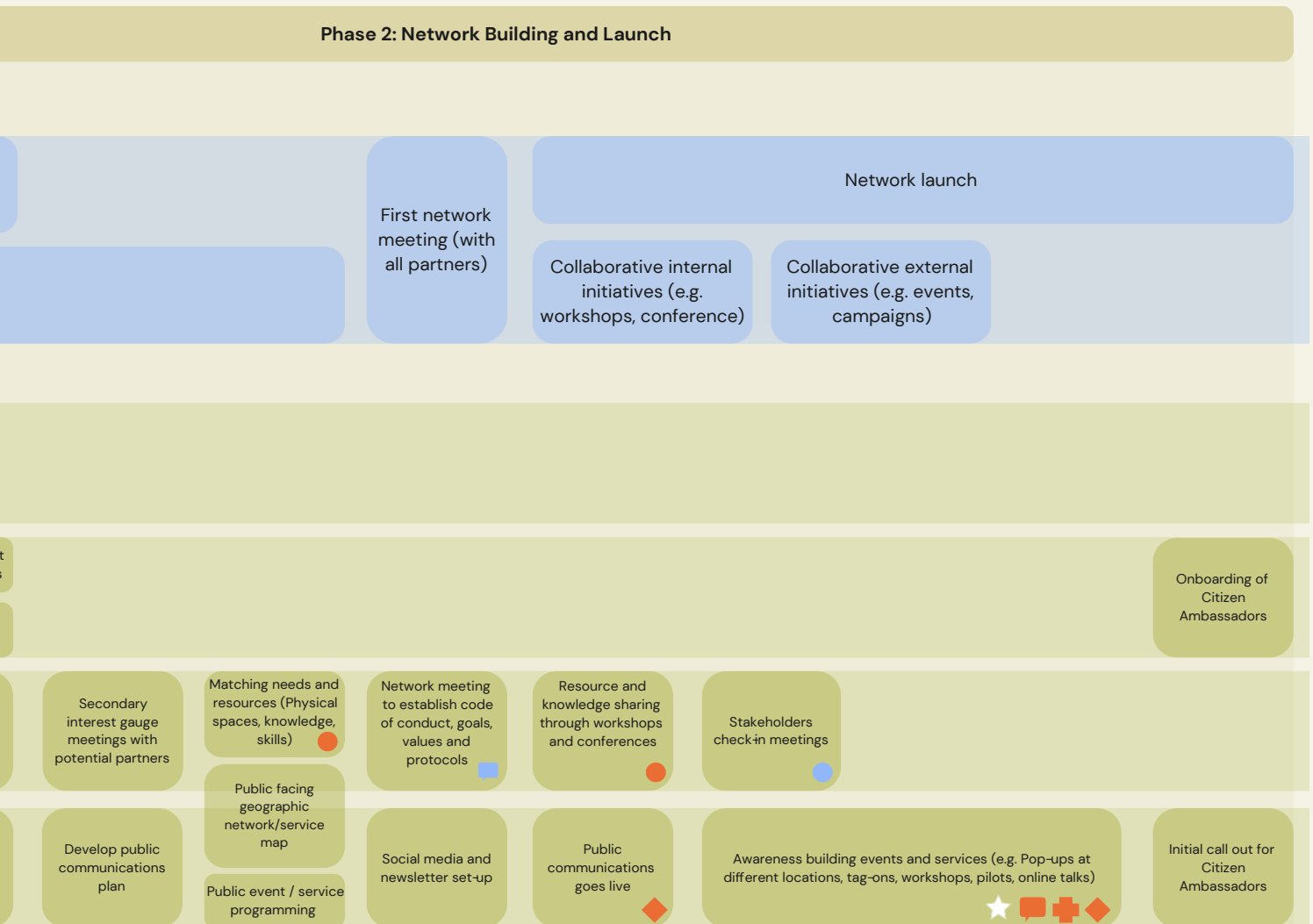
This would then lead into the network launch, which would initially start with the internal network



partners. Working from the network value map, we recommend a programme of workshops, conferences, talks, skill and knowledge sharing events and physical location tours amongst partners. The goal of the internal launch is to create communality and further establish connections amongst network actors, whilst more actively and visibly sharing resources.

From a public-facing perspective, we recommend that communication channels are set up under a clear overarching network name and identity, following a cohesive public communications plan. This should reflect the diversity of the network and its actors, but present a clear face for the network

Fig. 10 Phase 2, Network Building and Launch Roadmap



so as to avoid further fracturing of communications. Within the public-facing materials, we suggest a geographic visual map plotting the different actors, locations and services of the network in a clear and accessible way.

Once the public-facing communications channels have been set up, and the internal network launch is complete, this phase would conclude with the public launch of the network. Here, we suggest a Helsinki-wide programme of events and pilot services to create awareness, visibility and engagement with the network. Events might include public talks, workshops, festivals, pop-ups, exhibitions, skill/service demonstrations, skill

swapping afternoons, in both digital and physical locations. This programme should be supported by a strong communications campaign on social media, a website and printed materials such as posters and flyers.

This publicly established image and introduction will introduce users of the different partners to services and locations across the city. Taking advantage of the fresh image and the buzz generated from the event programme, the launch can also advertise the first call-out for Citizen Ambassadors amongst the general public and within the specific vulnerable groups connected via different partners.

Phase 3: Network Continuation

Finally, we have also made some recommendations on how to continue the network after initial launch. These recommendations address the concern raised by participants in the visioning workshop around continuing momentum and open dialogues between partners.

We suggest regular meet-ups and check-ins with partner types to facilitate collaborative improvements on the network model and offerings. This would include meetings, social events and an annual refresh meeting followed by a public facing annual report. The intention through these actions is to build collaboration and democratic decision making into the bones of the network, whilst advocating for inclusivity and transparency. Regular meetings, with the annual refresh in particular, will also allow the network to revisit and update its goals, recognise vulnerable groups that are/are not being reached successfully and adapt to changing conversations and dialogues around mental wellbeing.

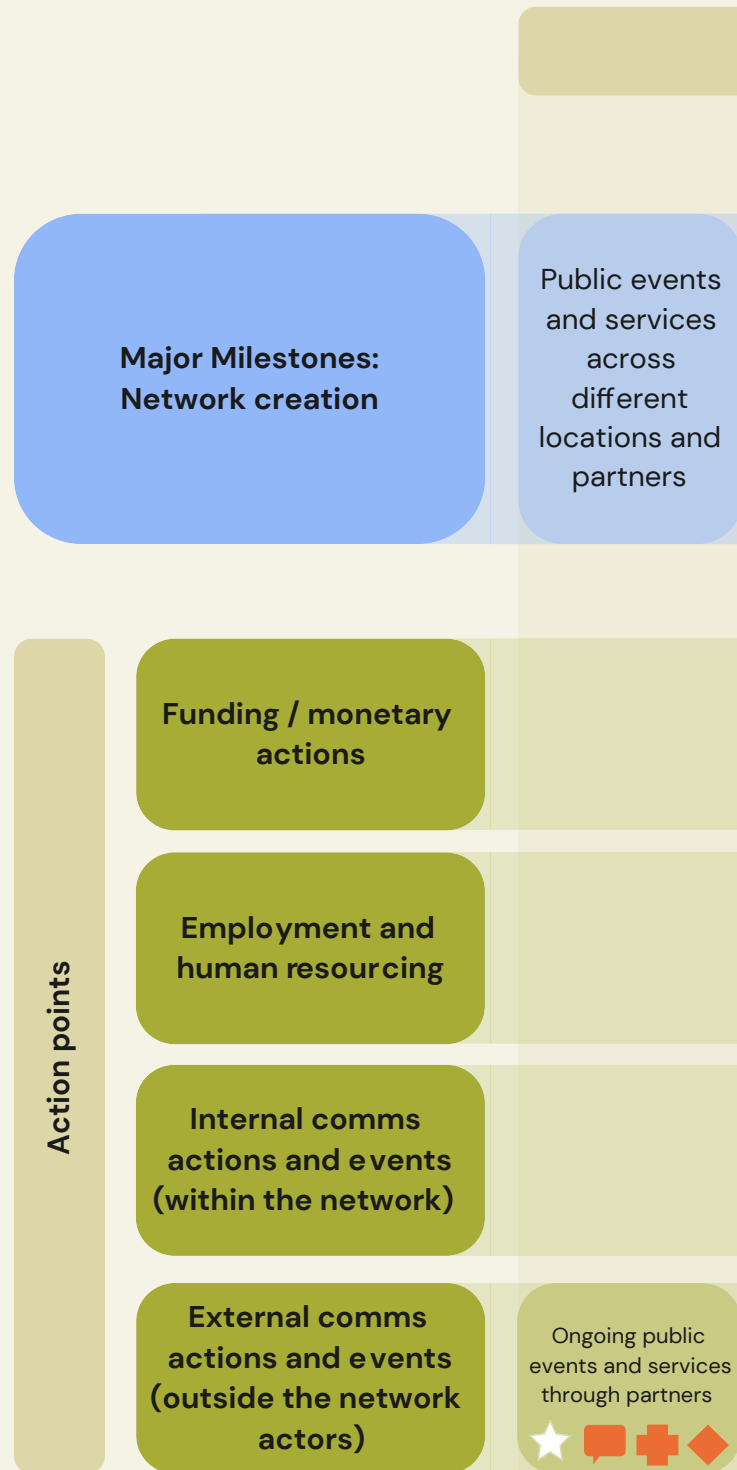
This continuous open dialogue will also keep the network feeling open to change in general. We anticipate that partners will shift within the network, and that as the network organically grows new partners will be easily onboarded.

Throughout all this, public facing network services and events would continue, making use of the different locations and resources of partners. Event programming and new initiatives would be discussed in partner meetings, and Citizen Ambassadors will be able to give end-user viewpoints and suggestions for change and improvement,

Roadmap Goals and Values

In the roadmap, we have also highlighted specific actions which touch on the key goals of the project – reaching both vulnerable groups and a Helsinki-wide audience; increasing conversation around mental wellbeing, and demonstrating the

value of Lapinlahden Lähde’s services. These can be seen marked by the different colour shapes on specific actions.



Phase 3: Network Continuation

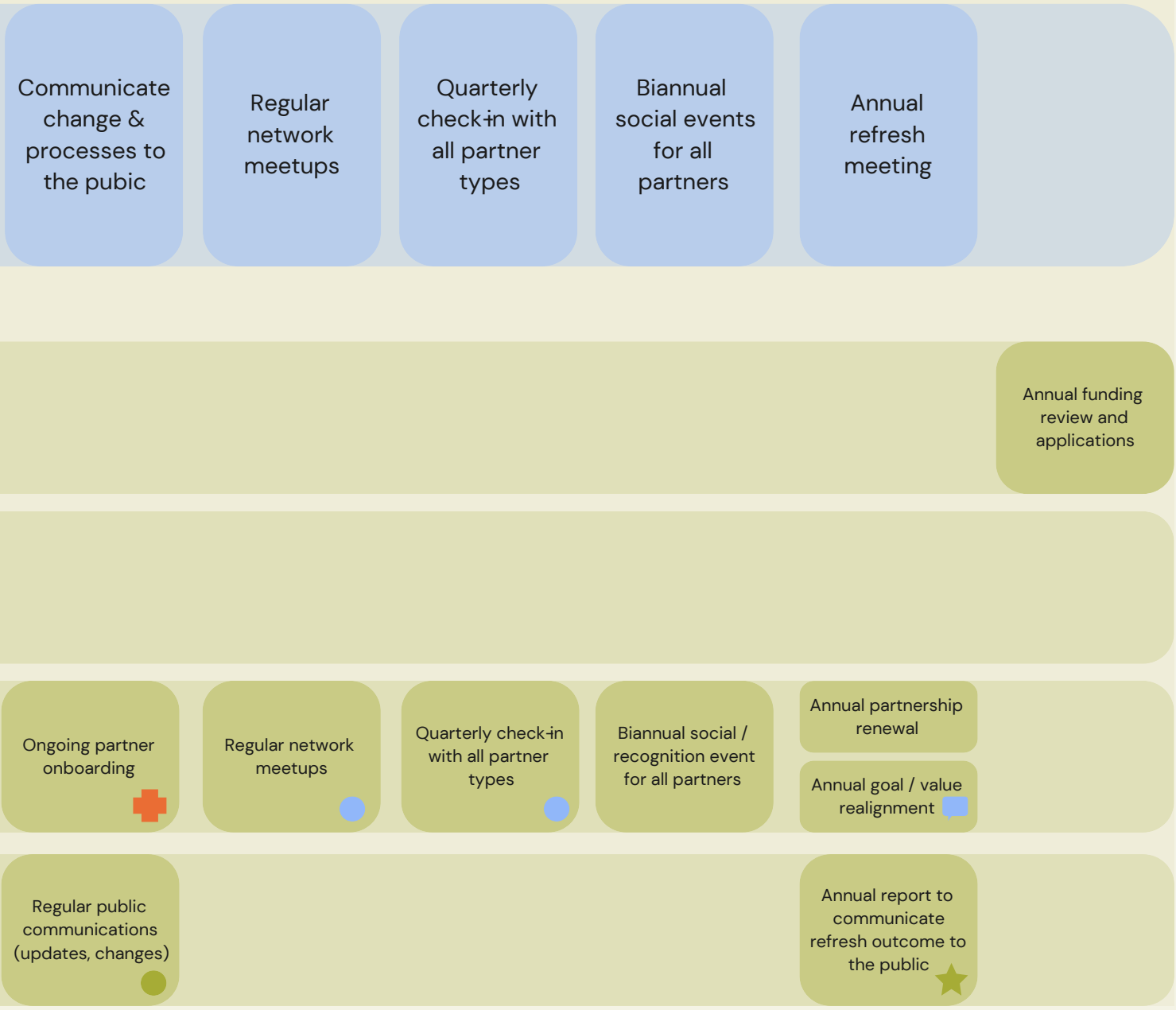
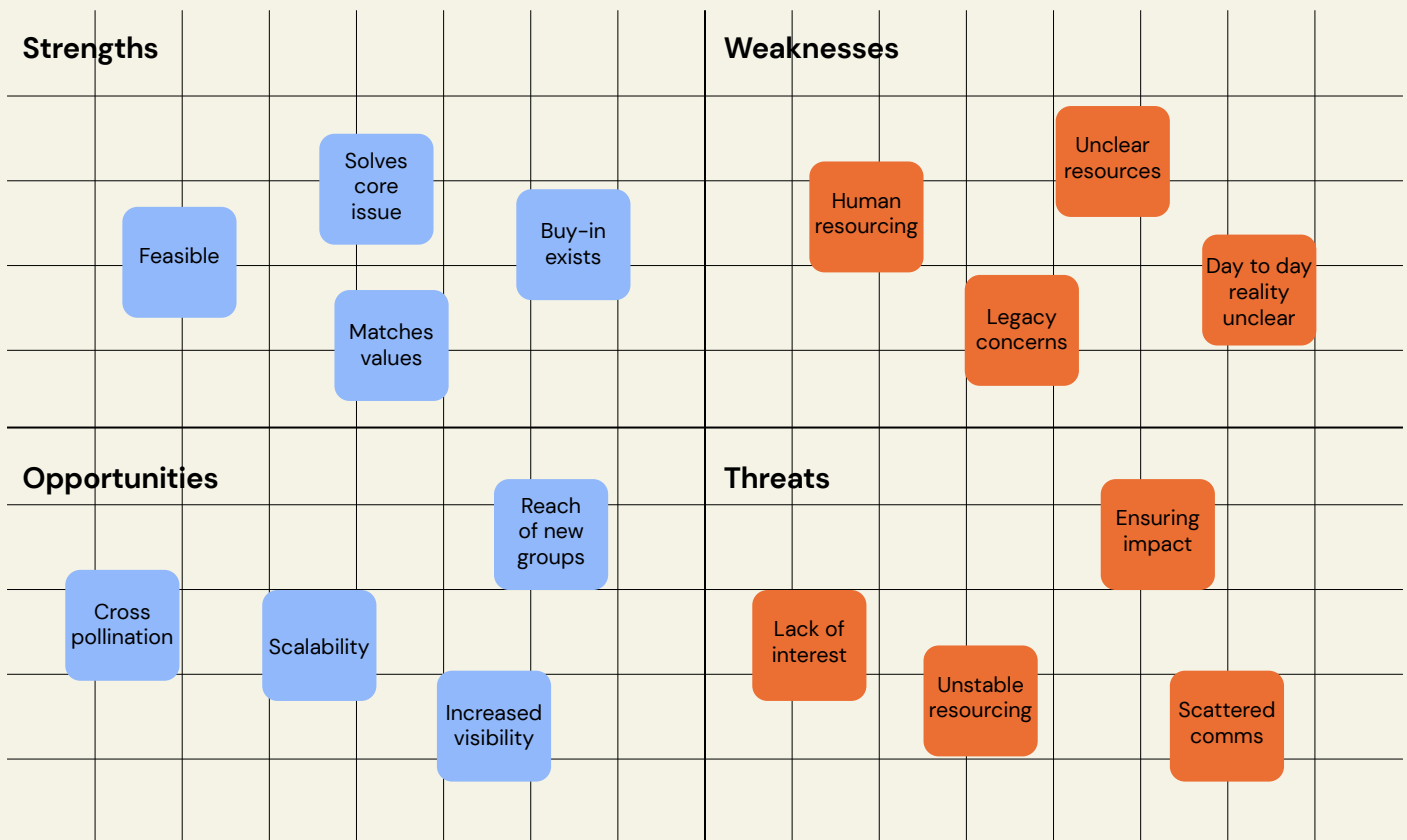


Fig. 11 Phase 3, Network Continuation Roadmap

Fig. 12 SWOT Analysis of solution



5.4 Analysis

We designed our solution concept to tackle the various obstacles identified in the problem framing section. Here we depict the pros and cons of our solution in the form of a SWOT-analysis.

Strengths

Our solution proposal directly addresses the core problem: visibility and connectivity of operations, services, and community. An active network of organisations who are on the same mission, sharing resources and committing to a streamlined communication plan will optimally improve all aspects of the problem: visibility (both among public audiences and within the network), connectivity of operations and services (within the network and between the service provider and user), and ultimately reaching an increasing number of people.

Weaknesses

We recognise potential weaknesses in the as-

of-yet unclear goals and reality of the network. Time will need to be spent creating a shared understanding and specific aim for the network, as well as to create lasting relationships which will ensure legacy and continuity of the network and its offerings.

Opportunities

There is existing momentum and willpower to initiate this network: once established, there is room for new initiatives, ideas, and ways of working to emerge. Some potential lies in the unpredictability that is inevitable when new people are brought together.

Threats

At the same time, the unpredictability of the plan poses some risks in the way of successful execution. If sufficient resourcing and committed partners are not found and on-boarded, success might depend on individuals to champion the network in order to keep it going.

Goals met

Reflecting back to the initial goals set out by the brief and problem framing phase of the project, we believe that the network:

Increases visibility of services and community:

- Will increase visibility through the combined channels, streamlined communications plan, outreach and existing engagement of partner organisations

Reaches vulnerable groups and a Helsinki-wide audience

- Existing pools of vulnerable groups will be connected to the network through partner organisations, and will be provided with targeted events and services. Through a wider visibility, the network will also reach a more general Helsinki-wide audience. Both individuals within vulnerable groups and the general audience will have the opportunity to be a part of the network through the citizen ambassador partner type

Increases the conversation around mental wellbeing

- Through this increased visibility and outreach, the network will increase the conversation around mental wellbeing. Combining the knowledge and resources of different expert organisations with shared visions, values and goals, it is possible for the network to actively take part in the public conversation and bring up voices of grassroots organisations and communities.

Demonstrates the value of Lapinlahden Lähde

- Finally, through all the above, value will be regularly reported and also demonstrated in events organised through the network, of increased reach to groups in need as well as the general Helsinki population

Values met

As well as key goals, we have also made sure to embed our client's values into this solution proposal, alongside broader values from the social value and systems thinking dialogues for sustainability.

Collaborative and democratic

- By its very nature, the network is collaborative and democratic. Decisions will be made collectively amongst co-partners, and will draw on the opinions, knowledge and expertise of limited partners and citizen ambassadors.

Inclusivity and transparency

- The network board includes people from "vulnerable groups" i.e. people who will be using the services to ensure inclusivity, and opportunities for participation across the network community. In addition, through reporting and open communications, all activities and decisions are fully transparent.

Systems thinking

- The network looks to utilise existing nodes of knowledge and reach to pool resources and connect vulnerable groups. By its nature it takes a systems approach to building social value into the Helsinki society and community

Prioritising social value

- Through all the above, the network initiates bottom up momentum and creates social value by design.

6.0 Handover

6.1 Handover process

Since the solutions were co-created with the Lapinlahti Community team, we were able to hand over the solution seamlessly. This process was supported by collaborative buy-in meetings we facilitated with future partners of the network and Lapinlahti staff, where they were able to agree on next steps and enable the project to take off.

The first meeting was with Taiteen Sulattamo, a mental health association which organises various art workshops and engages in development projects using art methods in wellbeing and mental healthcare. We found common goals and needs for the network, which included resource sharing and a centralised communication channel to reach various actors in the sphere of mental health services. There was a common belief that the whole is greater than the sum of its parts, and that all actors could benefit from further, more systemic collaboration via this network. There was also an agreement on the need to include members of the target groups in decision making processes. During the meeting we agreed that Taiteen Sulattamo would join Lapinlahti in the process of bringing the network to life and applying for funding.

Our second buy-in meeting was with Aalto Wellbeing, a mental health and wellbeing service for students, staff and alumni of Aalto University. We were able to identify that, given the uncertainty of the wellbeing services' future resourcing, the Limited Partnership model might be most applicable to Aalto's wellbeing services, including Aalto Wellbeing and Oasis of Radical Wellbeing. As a limited partner, international students and those who have been away from the university might be better connected to the wellbeing services both within Aalto and in the wider Helsinki area. Connecting students with peer support in relation to loneliness and isolation would also help promote wellbeing, and the opportunity to cooperate with other NGOs and services would help better respond to students' wellbeing needs. Aalto Wellbeing showed an interest in also organising and/or promoting events and groups in

collaboration with the future network to connect the Aalto community with others. The potential network partnership will be discussed internally at Aalto, and an invitation would be extended again to meet and discuss potential contracts once initial funding has been acquired by the network.

We will present the project outcomes to the Lapinlahti community on April 26th alongside the other Capstone team that worked simultaneously on Lapinlahti's future vision for circularity and developing a sustainable community culture.

6.2 Client's progress and steps made so far

Moving forward, Lapinlahti ry, Pro Lapinlahti and Taiteen sulattamo will be spearheading this project. They will write a funding application for STEA (Funding Centre for Social Welfare and Health Organisations), which will also be presented to the city of Helsinki. If the application is successful, the network is expected to launch by the end of 2022. This is also when the process of officially inviting organisations to join the network will begin.

One of the key network aims is to maintain information about services and events around the city. The plan is to build the Kulttuurihyvinvoinnin verkosto (culture and wellbeing network) on top of the existing Taikusydän (national Arts & Health Coordination Centre) network, with a physical contact point called Kulttuurihyvinvoinnin yhteyspiste (contact point for culture and wellbeing), which will employ 2-3 people as coordinators. This enables partner organisations working with mental health patients to direct them to various services through one point of contact, instead of having to scan the whole sphere of services each time. The City of Helsinki has already expressed an interest in forming a collaboration with the network and the city's psychiatric services to help patients transition from inpatient care to living more independently.

The governance model of the network will adhere to the values of Lapinlahti, and hence will be a low-

hierarchy, participatory, and democratic model that allows for organic development and change. This being said, some ownership is necessary for the project to move forward, which is why Lapinlahti and Taiteen Sulattamo will take responsibility in the initial phase of driving the project. In order to avoid the power being centred around Lapinlahti and the City of Helsinki, the co-partners will form a steering

group who will meet regularly (as described in [Section 5.1](#)). In addition to this, there is the aim to form a citizen forum which would consist of citizens representing the target groups from diverse backgrounds. This would ensure transparency of operations, as well as enable citizens to have a strategically meaningful say in the network.

7.0 Conclusion

Starting with a wish to maintain a place where anyone can go and have a feeling of ease and acceptance, we managed to initiate momentum among other actors of the field, who shared the same vision and goals. Now the Lapinlahti Community Network is waiting in the wings for funding and next steps. We hope that this initiative of building a network – where resources, inspiration and knowledge are shared – will lead to a repertoire of operations and services which reach a high number of people looking out for mental wellbeing care.

We believe that the network will provide a platform for experimentation and fruitful discussion, and that it will uphold an atmosphere of safety and acceptance which will radiate positive impact to all of its members.

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9.0 Appendices

Appendix A:

List of wellbeing organisations in Helsinki

| Organisation | Target Group | Location |
|--|--|------------------------------|
| Addiction recovery centres | People suffering with / recovering from addictions | |
| Allwell and Oasis of Radical Wellbeing | Wellbeing services for Aalto students, staff and alumni | Otaniemi |
| Deaconess Foundation | Children & Family, Youth, Elder, Immigrants, Homeless people and Substance users | Kallio |
| Eskot | People with mental health issues | Kallio, Myllypuro |
| Faith Centres | General public | |
| Helsinki Mission | People who experience loneliness, families, youth & seniors | Albertinkatu, 00180 |
| Hilma | Immigrant Persons with disabilities and long-term illnesses | Itäkeskus |
| Hyvän mielen pelit | People who have part of their ability to work | Maria 01 |
| Inkerikeskus | Russian speaking organisation for immigrants from former Soviet areas | Malmi |
| Inklusiiv | Businesses (DEI) | Maria 01 |
| IWWOF | International working women of Finland | No location |
| Jade | Over 50 non-EEA immigrants | Töölö |
| Kaupunkiolohuone Kohtaus | Youth experiences loneliness | Vallila, Malmi |
| Lähiö olkkari | Helsinki residents | No location |
| Libraries | General public | |
| Local schools | General public | |
| Mielenterveyden keskusliitto | People with mental health issues | Malmi |
| Mielenterveysyhdistys Helmi | Adults, the chronically ill and the mentally ill | Vallila |
| Mieli maasta | People suffering with depression | Itä Pasila |
| Mieppi | Mental wellbeing for over 13-year-olds | Myllypuro, Haaga, Kalasatama |
| Monaliiku | Multicultural Women (sport & wellness) | Vallila |
| Moniheli | Immigrants | Hermannin Rantatie |
| MONIKA | Multicultural Women | Hermannin Rantatie |

Appendix A:

List of wellbeing organisations in Helsinki (continued)

| | | |
|-------------------------------|---|---------------------------|
| Musikantit | Families with children, youth | Myllypuro |
| Nyyti | Mental health for students | Itä Pasila – Vallila |
| Pride Helsinki | LGBTQIA | Kaapelitehdas, Ruoholahti |
| Sateenkaariseniorit | LGBTQ+ elderly people | Kallio |
| Service centres | General public | |
| Seta | LGBTI | Länsi-Pasila |
| Sports centres / clubs | General public | |
| Taiteen Sulattamo | Everyone who wants to improve mental health being using art | Malmi |
| The Shortcut | (International) Job seekers in Finland | Maria O1 |
| Think Africa | African people in Finland | No location |
| Tukiyhdistys Majakka | Adult mental health rehabilitation | Pohjois Haaga |

Appendix B:

Outreach and engagement methods glossary

| Method | Digital / Physical | Description | Recommended use for Lapinlahti Community Network |
|---|---------------------------|---|---|
| Pop-ups | Physical | Events which utilise a space temporarily in order to reach a new audience or target demographic. These can be in neutral and accessible locations with high footfall, such as shopping centres or high-streets. | Partners could swap physical locations and host events / services to reach new potential users. |
| Tag-ons | Physical | Utilising existing meet-ups and gatherings to introduce a predetermined group to a new service or dialogue. | Regular meet-ups might host a demonstration or talk by a relevant partner organisation. |
| Walkabouts | Physical or digital | Walking tours of a location. Can be done either digitally or physically to introduce people to a new space and/or encourage discussion around the location. | Walking tours to showcase different partners and services in a specific location. Walking tour of a larger partner premises (e.g. Lapinlahden Lähde) |
| Print (flyers, posters, programmes, newsletter) | Physical | Printed materials such as flyers, posters, programmes and newsletters which are either distributed to addresses or to locations around a community. | Public event programmes, geographic network maps, posters and flyers could be distributed and visible in all partner locations to increase network visibility. Materials could also be hosted in non-network locations, such as on-street. |

| | | | |
|--------------------------------|-----------------------|--|--|
| Pilot events | Physical or digital | Trial events held as a one-off demonstrative session of what a larger event series or continual service might look like. Allows service providers to gauge interest, and for the public to try something new without commitment. | Pilot events could be held as collaborative events between organisations, seeing which formats are successful. |
| Exhibitions | Physical (or digital) | Physical spaces can be used to showcase artwork, projects, historical stories and research. | Opportunity for end-users to share work, or for partner organisations to share their stories and backgrounds. |
| Festival | Physical (or digital) | Celebratory event, combining multiple event types such as live music, arts workshops, food and drinks. | Could provide a good launch opportunity to host multiple organisations and therefore services under one umbrella event. |
| Workshops | Physical (or digital) | One-off or series of events in which participants gain new skills. Can be artistic, knowledge sharing, practical skills. | Opportunities for partner organisations to combine skills and knowledge bases to form new workshops. |
| Skill-swaps | Physical | Events where individuals or organisations take turns to showcase and then teach specific skills. | Good internal opportunity for organisations to skill and knowledge share. |
| Skill / service demonstrations | Physical (or digital) | Events where a specific skill or activity is demonstrated to a larger audience and then taught by one skilled individual to said audience. Could include things like cooking skills, life skills, creative pursuits etc. | Good internal opportunity for a specialist to share knowledge with other organisations. Public facing demonstrations could be around mental wellbeing practices, for example. |
| Public talks | Physical (or digital) | One-off or series of informative talks and discussions around interesting topics. Option to have online for increased accessibility, as well as in person (e.g. recorded or live streamed sessions) | Good opportunity to build on the network goal of increasing conversation around mental health. Would be able to create panels and speakers from different partner organisations |
| Drop-ins | Physical (or digital) | Casual events where a specialist is available for non-appointment sessions, where participants "drop-in" to access their services, skills or knowledge. | Opportunity to share different service types with end users without commitment as taster-sessions or clinic formats. |
| Digital mailing list | Digital | Digital mailing list, which people can opt to sign up for. Can publish bi-weekly, monthly or quarterly news, for example. | Network-dedicated mailing list for end users, to keep them in touch with the different partners within the network, as well as ongoing events highlights and programming. |
| Social media | Digital | Instagram, Twitter, TikTok, Facebook accounts to help increase outreach, advertise events and share the goals and values of the organisation. | Recommend a clear unified set of social media channels for the network, which could host take-overs from partner organisations, for example. |
| Signage | Physical | Signage either in neutral locations pointing to specific spaces or in dedicated spaces to highlight their use. | Could have signage around Lapinlahti or the wider Helsinki region to signpost events and partner locations. Could also have signage within windows and entrances of partner organisations with public premises to demonstrate physically their part in the network. |



Aalto-yliopisto

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