

Description of the operating models:

This is how the models would work in three different scenarios

Natural disaster in Finland

	The 'From community to community' model	'Expertise based on needs' model
Aid recipient	"The Red Cross is part of my local community and I am familiar with it. I am contacted in a timely and sensitive manner, perhaps even before I know to ask for help. Help comes from people I know, who know my situation and can react quickly. I feel that I am taken care of without having to actively seek help."	"I can get professional and organised help quickly. I am referred to someone who can help me or I receive direct help from a competent volunteer or worker. I can be confident that the system works and that the help is of high quality and provided at the right time."
Volunteer	"I wanted to get involved in helping when I realised my neighbours needed help after the disaster. I signed up as a volunteer and was immediately able to help. We work together as part of a community and new volunteers join every day. I will continue to volunteer as long as I can in terms of my circumstances. If help is needed for longer, I will volunteer again and perform tasks that seem interesting and for which my skills and experience are needed."	"I am a volunteer trained by the Red Cross. I have maintained my skills, and when the operation started, I was available and ready to help. In addition to basic tasks, my volunteer role involves welcoming new volunteers and providing them with high-quality orientation and briefing."
Society / general public	The Red Cross is seen as part of the local community. Help is perceived as human, present and accessible. The public feels that help comes from within the community and that the Red Cross supports the community's own capacity to act.	The Red Cross is seen as a competent and effective crisis actor. Aid is rapid, coordinated and visible and comes in the form of e.g. a tent hospital or a mobile unit. The public feels that the system works and that the Red Cross is part of a crisis management system that works alongside the authorities.

Serious violent incident at a school

	The 'From community to community' model	'Expertise based on needs' model
Aid recipient	"The local Red Cross community is present in or around the school. I know the volunteers or employees from before. They offer low-threshold support and know how to approach me with empathy. I also feel listened to and supported by my peers."	"I am referred to an emotional support professional or trained volunteer quickly. I can get support through online help, for example. The support is professional and safe. I can be confident that I will get the support I need."
Volunteer	"I was deeply shocked by the incident and wanted to do something to help the victims and their families. I volunteered for a few hours at the school the day after the incident and felt I could help by being present and listening. Volunteering reduced my own anxiety considerably. I learned that my community is strong in the face of adversity and it made me less concerned about the future."	"I regularly volunteer on an on-call basis. Immediately after the incident, the number of users of our service increased dramatically and we alerted more trained volunteers to help. We also welcomed a large number of new volunteers and trained them to respond to similar situations in the future."
Society / general public	The role of the Red Cross is seen as part of the school community and the everyday life of young people. Help is perceived as empathetic and communal, and peer support and emotional support, for example, are readily available. Parents and teachers feel that the Red Cross supports the community in recovery. The presence of the Red Cross brings security and continuity.	The Red Cross acts quickly and professionally, and help is provided by crisis workers or online helpers. The aid is targeted, expert and effective. The public feels that the Red Cross is part of the authorities' support network and that the organisation lends additional resources to the situation.

Widespread infrastructure disruption

	The 'From community to community' model	'Expertise based on needs' model
Aid recipient	"In my neighbourhood, there is a Finnish Red Cross relief community that knows I need help with things like medicine or heating. They contact me or come and visit me. I feel supported by the community and that I am not alone."	"I am told that the Red Cross has set up a support point or mobile unit in my area. I can go there for help. The support is effective and well-organised. Everyone knows where to go, what to do and where to get help."
Volunteer	"I have been following the situation with concern for a long time from various sources. Many people in my community are already suffering and I am concerned about what the future brings. My own situation is good at the moment and I have the resources to help, so that is what I am focusing on."	"My activity group is trained to help in exactly these types of aid situations. If the need for help grows, we will develop our own skills and bring in new volunteers who have completed the training path. I know what my job entails and what kind of commitment is expected of me."
Society / general public	Red Cross volunteers are recognised as neighbours and local actors. Aid, such as the delivery of medicines or checking in on people, is perceived as natural and confidential. The public feels that the Red Cross is part of community resilience and that it strengthens the ability to act locally.	The Red Cross is a prominent actor in the media and in the communications of public authorities. The aid is centralised and effective, and the Red Cross has prepared for the situation in advance. The public feels that the Red Cross brings order and clarity to the situation.