In healthcare, quality is the end result of many factors. For us at Terveystalo, quality is the combination of different aspects: clinical and functional quality, and the quality of customer experiences. Developing all these areas is important, but they must always be in balance with each other.

The healthcare sector is going through a major transformation, driven by a change in customer behaviour and digitalisation. These shifts both enable and drive us to re-evaluate old processes and production structures. Technology, the utilisation of data and personalised medicine make it possible for us to provide more efficient, high-quality healthcare services. Only by developing new types of services can we respond to, for example, the challenges of an aging population and lifestyle diseases that involve high costs for society.

Terveystalo strives to act responsibly in all its activities and to bring both openness and an individualised approach to the healthcare system. This includes developing the competences of healthcare personnel and systematically monitoring the quality of operations; establishing new services to meet the needs of customers, and extensive and transparent reporting equally. Since 2014, Terveystalo has published an annual tax footprint — becoming one of the first companies in Finland to do so — and since 2016 the company has reported on its quality in the Quality and Corporate Responsibility Book. We have now also defined and published our ethical principles regarding the use of artificial intelligence.

All Terveystalo personnel are responsible for ensuring that our customers receive safe, correct and high-quality care. This is supported by the fact that we always make use of all the essential information available to diagnose and treat the patient, and that the patient is well informed about his or her state of health, illness and treatment plan. Identifying, predicting and preventing illnesses and health risks, as well as timely treatment, are in the interest of both the patient and society.

We are committed to fighting for a healthier life for all Finns.

Yrjö Närhinen
CEO
Terveystalo

The objective of the book is to provide our customers with information that helps them to make conscious healthcare-related choices. The content of the book was produced by a large group of healthcare professionals at Terveystalo.

EDITORS:
In 2018, Terveystalo invested in the development of preventive services, accessibility of services, customer experience, and digital services. The Net Promoter Score® (NPS) for customer experience improved in all the measured areas, and Terveystalo personnel’s job satisfaction level was excellent.
TERVEYSTALO IN BRIEF

Terveystalo is the largest healthcare service company in Finland in terms of net sales and network. We offer a wide variety of primary and secondary healthcare and well-being services for corporate and private customers and the public sector. Our services carry the Key Flag symbol. Our nationwide network consists of approximately 180 clinics across Finland and nearly 10,000 healthcare professionals, approximately half of which are private practitioners. The clinic network is supplemented by 24/7 digital services.

WE ARE FIGHTING FOR A HEALTHIER LIFE

In 2018, we renewed our mission with the help of several of Terveystalo’s experts and clients. Our mission: we fight for healthier life, proves that we want to be an organisation that leads the way for renewals and challenges the Finnish healthcare system.

Terveystalo’s customer-driven high-quality services promote the health of Finns and, thereby, the wellbeing of Finnish society as a whole. Terveystalo’s corporate responsibility policy emphasises the effectiveness of our work in society as a whole, including healthcare services, maintenance of working ability, prevention of diseases, and development of the entire healthcare sector. Our values – know-how and caring – steer our operations at all levels. Our growth is based on six strategic choices:

1. **Superior customer experience**
   A positive customer experience promotes customer commitment and loyalty. We aim to provide a superior customer experience, starting from the first encounter with the customer. It is based on active identification and fulfilment of the customer’s individual expectations and needs. Our digital tools that support customer-oriented service are an integral part of the treatment experience.

2. **The preferred partner to our customers**
   Our objective is to be the preferred provider of healthcare services for all customer groups. We continuously develop our extensive service range and network in order to cater for our customers’ individual needs.

3. **The preferred employer for professionals**
   Our ability to attract and retain competent, motivated healthcare professionals and private practitioners is important in order to achieve the operational efficiency, superior customer experience, and clinical quality that form the core of our strategy. We believe that content employees provide a better customer experience, enhancing customer satisfaction in this way. We have steadily improved job satisfaction each year over the past five years. According to Mediuutiset and Universum, we have been chosen as the most attractive employer among physicians and healthcare students in five consecutive years. Our corporate culture is encouraging and rewards successful performance.

4. **The preferred employer for professionals**
   We participate actively in the development of healthcare services in Finland and the promotion of the well-being and health of Finns. We develop customer-centred cooperation models with the public sector, and we have engaged in active dialogue with healthcare decision-makers. We develop new tools and practices for preventive care, particularly for lifestyle diseases with a significant national economic impact. In terms of revenue and the number of clinics, we are the largest provider of healthcare services in Finland, with a solid position in cities and rural areas alike around the country. In 2018, our share of all physician visits in Finland was approximately 15 percent. Over 25 percent of all employed people in Finland are covered by Terveystalo’s occupational healthcare services. This scale of operations enables us to really improve healthcare results at the national level, particularly with respect to the early diagnosis and prevention of chronic lifestyle diseases, such as type 2 diabetes.

5. **Local quality leader with nationwide scale benefits**
   Our comprehensive network and extensive service stem from a platform that provides efficient, individual, and local services for customers. At the same time, they cater for the needs of large corporate and public-sector customers in Finland. We believe that the extent of our operations enables us to continue investing in state-of-the-art technology to develop new services, enhance the efficiency of processes, and increase the reliability of service through the volume of our business.

6. **Measured effectiveness**
   Clinical quality generates tangible value for each customer group through the medical expertise of healthcare professionals, excellent premises, and efficient training processes. We want to stay on the front line of development in terms of measuring the quality, transparency, and effectiveness of treatment and disclosing the results of clinical quality in Finland.

RESPONSIBLE SOCIAL INNOVATION

We participate actively in the development of healthcare services in Finland and the promotion of the well-being and health of Finns. We develop customer-centred cooperation models with the public sector, and we have engaged in active dialogue with healthcare decision-makers. We develop new tools and practices for preventive care, particularly for lifestyle diseases with a significant national economic impact. In terms of revenue and the number of clinics, we are the largest provider of healthcare services in Finland, with a solid position in cities and rural areas alike around the country. In 2018, our share of all physician visits in Finland was approximately 15 percent. Over 25 percent of all employed people in Finland are covered by Terveystalo’s occupational healthcare services. This scale of operations enables us to really improve healthcare results at the national level, particularly with respect to the early diagnosis and prevention of chronic lifestyle diseases, such as type 2 diabetes.
This is the third version of Terveystalo’s Quality Book. Writing the Quality and Corporate Responsibility Book inspires us to achieve more in quality work. The writing process helps us to concentrate the successes of the past year and to structure our long-term goals. Each year, many new ideas are born during the editing of the book that we take up for further development and that we want to describe in more detail in the following year.

### OUR AMBITIOUS DEVELOPMENT IS REFLECTED IN OUR CUSTOMER SATISFACTION AND IN THE IMPACT OF TREATMENT:

1. **We built medical reporting metrics for Terveystalo’s medical management and started using it parallel to the financial and operational reports.**
   
   In 2018, we developed and launched a medical reporting solution which enables real-time monitoring of the development of diagnoses, prediction of the start of the influenza season (for instance), and management of actions in accordance with the Current Care Guidelines in matters such as the use of antibiotics or coughing medicines.

   [READ MORE ON PAGE 46]

2. **We extended the use of the NPS (Net Promoter Score) index into new services and improved our score.**
   
   2017 was a year of strong growth, which caused momentary congestion and major changes for our customers. This had a negative effect on the NPS index. In 2018, the index improved and we developed ways to even more accurately measure and analyse the valuable feedback we receive from our customers and improve our work on the basis of this feedback.

   [READ MORE ON PAGE 16]

3. **We placed great emphasis on mental wellbeing, and improved our mental health services.**
   
   As part of our quality award, we made a donation of EUR 50,000 to the Finnish Association for Mental Health for the prevention of depression and the promotion of young people’s mental health. The donation was used to establish 12 new peer support groups in different parts of Finland. We have developed new low-threshold services for our customers, such as Meilen Chat (mental chat) and Meilen Sparri (mental sparring).

   [READ MORE ON PAGE 40]

4. **We published our Supplier Code of Conduct.**
   
   Since November 2018, in order to ensure the responsible conduct of suppliers, Terveystalo’s contracted suppliers as well as suppliers participating in tendering processes have been asked to approve Terveystalo’s Supplier Code of Conduct. In just over a month, more than 180 suppliers—including Terveystalo’s most important contractual partners—had logged in to the portal and approved the Supplier Code of Conduct.

   [READ MORE ON PAGE 33]

### WE CHALLENGE OURSELVES FOR CONTINUOUS IMPROVEMENT: CAREFUL USE OF RESOURCES, FIRST-RATE STAFF, ETHICAL AI

1. **Careful use of the environment and resources.**
   
   Raushalat---hospital achieved excellent results when piloting the recycling of plastic packaging of supplies with the waste management supplier. In the latter half of 2018, Terveystalo launched the “Terveystalo muovit kierrään” (“recycling of plastic at Terveystalo”) project with Kassila & Tikanoja. During spring 2019, we will expand this practice to all of our hospital units.

   [READ MORE ON PAGE 18]

2. **Tools for our personnel for the continuous improvement of their work.**
   
   We are strongly following the Lean track. Next, we will introduce the training of Lean philosophy and tools more strongly into supervisor training, deepen our Green Belt skills by training ourselves in the continuous development culture with the help of Kaizen development sprints, and continue Green Belt training.

   [READ MORE ON PAGE 30]

3. **Principles for the ethical use of AI.**
   
   In all of its activities, Terveystalo aims to act responsibly and introduce openness and a patient-driven approach to healthcare services. Therefore, in 2018, Terveystalo specified and introduced ethical principles for the use of artificial intelligence.
   
   In 2019, we will include these principles as part of digital development, as healthcare services will increasingly be produced digitally. Healthcare services are individual and tailored, utilising general medical data and research results as well as a patient’s personal health data. Digitalisation and management by knowledge enable the enrichment and processing of medical data, so that it can be included as part of a patient’s treatment chain in many ways. Customers have an increasing need to participate in their own treatment, to follow the development of their health, and to focus on the prevention of health problems and the maintenance of health, comprising of both healthcare and well-being services. Artificial intelligence provides completely new opportunities for this, and we want to use it in a responsible manner.
GOALS AND ACHIEVEMENTS

In 2018, customer satisfaction and accessibility of services at Terveystalo improved considerably from the previous year. We developed preventive care by way of the revised electronic Oma Suunnitelma plan and by expanding our well-being service range, for example. Terveystalo was chosen as the most attractive employer in the sector for the sixth time in a row. Nearly 93 percent of employees were satisfied with our cooperation. So we decided to ask four stakeholder representatives about their views on our cooperation.

STAKEHOLDERS

A WORD FROM OUR STAKEHOLDERS

Awareness of our stakeholders’ expectations requires regular dialogue, so we decided to ask four stakeholder representatives about their views on our cooperation.

THE NUOREN MIELIEN OLPAPÄÄ SERVICE WAS DEVELOPED IN COOPERATION WITH TERVEYSTALO

The S Group is an important employer of young people. The company wants to make their everyday life smoother, as they are taking the first steps on their career path. This need led to the development of the Nuoren mielin olpapäälä (“Shoulder for the Young Mind”) chat, developed in cooperation with Terveystalo’s psychologists. The chat, accessible round the clock, is a first opportunity for young people to say what is on their mind. During a chat session, it is possible to book an appointment for a video appointment to strengthen one’s mental skills. When necessary, young people are referred from digital channels to occupational health services and brief psychotherapy. Our goal is to make sure that mental health services are quick and easy to reach. The service is currently being piloted. It has received very positive feedback from the youths and their supervisors, says Sanna-Mari Myllynen, Director of Engagement, Health and Well-being at Work in S Group.

OMA SUUNNITELMA ENCOURAGES MONITORING OF PHYSICAL EXERCISE HABITS

At the end of 2016, Terveystalo introduced Oma Suunnitelma, a digital health and treatment plan that is based on a customer’s personal goals. Mauri Usislehto, employed by the National Board of Education, received his Oma Suunnitelma plan through occupational health services. He explains that it has encouraged him to more closely keep track of the time he spends exercising. On the other hand, he has not been so active with blood pressure monitoring, which is also recorded in the plan.

Mr. Usislehto says that it is handy to be able to directly contact a public health nurse through the application. He also has an idea for improvement: it would be great, for instance, if the plan automatically gathered physical exercise data from the Sports Tracker application on the telephone.

PERSONNEL

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The quality and effectiveness of services are at the core of Terveystalo’s strategy and constitute a material part of responsible conduct. The quality triangle describes our uncompromising work to ensure high quality. Good treatment cannot be provided without competent professionals. In addition to quality, our corporate responsibility work emphasises the well-being of personnel, the company’s social effectiveness, and good business management.
Quality is an inseparable part of Terveystalo’s corporate responsibility. At Terveystalo, quality management is based on clinical, operational, and experienced quality supporting each other. By further improving the high quality of treatment and the efficiency of our own operations, we enhance our services, the effectiveness of care, and the customer’s service experience.

**CLINICAL QUALITY**
- Timely and effective treatment
- Patient safety
- Proactive care

**OPERATIONAL QUALITY**
- Efficient operations
- Efficient use of resources

**CUSTOMER EXPERIENCE & QUALITY**
- Customer satisfaction

**SOCIETY**
- Availability of care
- Terveystalo’s social role
- Industry development

**ETHICAL BUSINESS PRACTICES**
- Code of Conduct
- Good business management
- Patient privacy and data security
- Responsible procurement

**EMPLOYEES**
- Well-being of employees
- Recruitment and development

**HOLISTIC WELL-BEING**

**Our Essential Corporate Responsibility Themes are Closely Associated with Terveystalo’s Core Function and Nationwide Reach.**

**Timely and Effective Treatment**
The treatment provided by Terveystalo must always be administered with excellent professional expertise. Treatment is always chosen on clinical grounds to suit the customer’s individual needs.

**Patient Safety**
We promote patients’ health and handle their personal information properly. We continuously develop and monitor our processes to ensure patient safety.

**Health Promotion**
We support our customers in the promotion and monitoring of their well-being. We innovate and create tools that use health data, improve the quality of medical treatment, promote health, and increase interaction between clients and staff.

**Streamlined Procedures**
Streamlined processes ensure the smart allocation of resources and the reliability of operations. In addition, we use our premises and materials efficiently throughout their life cycle.

**Access to Care**
Terveystalo has a nationwide network of clinics with an excellent local reach. In addition to the extensive physical network, digital services provide quick access to care.

**Terveystalo’s Social Role**
As the largest player in our field, we recognise our responsibility in society. We create jobs in Finland and contribute to tax revenue. We apply the principles of sustainable development.

**Industry Development**
Active cooperation with other players in the field improves society’s well-being. We introduce new and cost-efficient methods, shifting the focus from the treatment of illnesses to preventive care.

**Personnel**
We promote a well-organized working life by enhancing our expertise, leadership, and business management. Terveystalo is a good place to come to work every day.

**Ethical Business Practices**
We lead the company profitably, transparently, and systematically. Decision-making is guided by clinical criteria, and we carry out acquisitions in a responsible manner.
CUSTOMER EXPERIENCE QUALITY

We aim to stand out by providing an excellent experience in all customer encounters. We develop our work by listening to our customers and utilizing new technology. Regardless of the channel, we want to provide a customer experience that is characterised by personal contact and efficiency. In our view, easy-to-use services, quick access to care, and an appropriate treatment chain mean respect for our customers’ time.

THE CUSTOMER’S VOICE GUIDES OUR WORK

We strongly focus on listening to our customers and understanding their needs. Each year, we receive nearly 100,000 customer feedback messages through different channels.

The NPS (Net Promoter Score) is our most important indicator for customer satisfaction. In order to use our NPS feedback as efficiently as possible, we invested in the Lumoa analytics service in 2018. Advanced, AI-based analytics convert the received feedback into information that directly supports the development of our operations. The effectiveness analysis of services tells us which factors in our service chain improve, or on the other hand, have a negative effect on customer experience, as well as the weight of each factor.

As indicators and analytics have advanced, we have also been able to expand the NPS measurements into new functions. In addition to traditional physician visits and hospital services, oral health and screening services have been included. In addition to this, we carry out panta-form surveys to measure the success of the digitalised services we introduce. These surveys quickly give an accurate picture of our customers’ opinions on the digitalisation of services.

We have also created new ways of giving feedback on new types of services. For instance, after a remote chat visit with a doctor, customers can immediately assess their experience in the same channel.

Open and spontaneous feedback on different customer encounters is extremely valuable for us. We monitor this feedback systematically at the clinic and Group level. Each feedback message is processed as quickly as possible, and an answer is sent if the customer so wishes or if the feedback calls for discussion. In 2018, we received a total of 21,038 direct feedback messages from customers, which corresponds to 0.7 percent of all visits to the doctor. The number of feedback messages increased by 3,000 from the previous year. As a result of the feedback we have received, we have also been able to better meet our customers’ expectations, and our NPS has improved considerably.

TOWARDS NEW SERVICES AND FRIENDLY ENCOUNTERS

We want to strengthen our service culture and harmonise our practices to ensure a smooth customer experience, regardless of the clinic the customer visits.

Efficiently managed and harmonised practices enable the continuous development of operations, digitalisation, and the introduction of completely new digital services. Our new services, such as chat and video appointments, provide more choice for the customer while constituting part of our consistent multi-channel offering.

Our recognisable service culture provides a clearly defined and safe framework for our services. Our customer service supervisors and coaches have a central role in the development of our service culture. We have arranged joint coaching days in the spring and fall. We have focused on the points that need development in our services and considered how each one of us in their personal role can contribute to the customer experience as well as the workplace atmosphere. This year, responsibility and seamless cooperation between different functions have been the main themes of coaching events and we have also decided to focus on these areas together.

WE ARE ON THE RIGHT TRACK

We have worked hard to provide a standout customer experience. Our work is guided by our aspiration to create a smooth and friendly customer experience in digital and physical channels alike. As a result of the feedback we have received, we have also been able to better meet our customers’ expectations, and our NPS has improved considerably.

High-quality treatment and an excellent customer experience are not possible without hard work and continuous investment. We want to be modest and to learn from other industries. In our internal meetings, we have strengthened our commitment to our customer promise: we want to listen and be better available. We want Terveystalo’s customers to continue being in the best hands.

CUSTOMER SATISFACTION IS MEASURED WITH NPS

TERVEYSTALO’S HOSPITAL SERVICES

ROLLING 90 DAYS, 12/2018

91.0 NPS

TERVEYSTALO APPOINTMENTS

ROLLING 90 DAYS, 12/2018

70.9 NPS

ORAL HEALTH SERVICES

ROLLING 90 DAYS, 12/2018

76.5 NPS

MAMMOGRAPHY SERVICES

ROLLING 90 DAYS, 12/2018

85.8 NPS

CUSTOMER SATISFACTION IS MEASURED WITH NPS

75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92

30 08 09 10 11 12 13 14 15 16


doctor

hospital

appointment

oral

health

mammography
OPERATIONAL QUALITY AND THE QUALITY MANAGEMENT SYSTEM

Certified Quality and Joint Processes

Our customers trust that we provide smooth service and that our way of providing services is jointly agreed, documented, and managed. In line with our efforts to meet our customers’ expectations, Terveystalo has certified according to the standards of the ISO 9001:2015 quality management system, which has been applied to our clinic services, hospital services, occupational health care services, screening services, imaging services, laboratory services, dental care services, customer service, and administration. In addition, some Terveystalo clinics are certified according to ISO 14001:2015 environmental standards. Our central laboratory Synlab Finland Oy is part of Europe’s largest clinical laboratory group and has been accredited in accordance with the international SFS-EN ISO 15189 standard. Synlab acts as the statutory clinical laboratory group and has been accredited in accordance with the international SFS-EN ISO 15189 standard.

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Synlab participates in the Easy on the Planet programme of the office equipment supplier Staples, a programme that aims to reduce the number of small orders, inefficient packaging, and the emissions resulting from chartered transport. With the savings, Staples plants trees on behalf of Terveystalo to reduce emissions. In Autumn 2018, altogether 76 trees were planted.

Systematic Monitoring Ensures Development

In 2018, internal audits were carried out at 34 clinics. In addition, the assessment included peer- and self-assessment. The audit of the customer’s path was piloted as a new audit model. It involves walking through the entire treatment appointment with the customer. Internal audits were carried out on the invoicing process covering the treatment chain and the procurement process. External audits were performed on 24 clinics. Audits were extended to outsourced public healthcare services: the surgery services of Varanka, Haiso, and Elsasso were audited internally and externally. The process to extend the environmental certificate to cover the clinics in Kuopio area was also initiated.

As part of laboratory quality control, we use internal quality control samples to ensure the quality of analyses and the functioning of reagents. External quality control samples are used to ensure the accuracy and comparability of results. More than 1,500 quality control rounds have been ordered for 2018. Each unit investigates the root causes leading to deviations in their external quality control rounds as well as the solutions to rectify the situation and to avoid further occurrences. A digital quality assurance system was introduced for the most common blood tests in 2018. It ensures that analyzers are only used by trained employees with an operation permit and that the samples are analysable.

Taking Environmental Impacts into Account as Part of Operational Quality

Environmental responsibility was one of the key priorities in terms of quality in 2018. Metrics were specified for its monitoring as well as goals for 2019. Effectiveness is assessed by means such as energy and paper consumption, waste of material, utilisation rate of premises, and the quantities of different types of waste. The network’s environmental awareness was promoted by training, and the clinics specified their respective measures in accordance with Terveystalo’s environmental programme. In the latter half of 2018, Terveystalo launched the “Terveystalo muistikiertaus” (“Recycling of plastic at Terveystalo”) with Lasila & Tikanoja. Recycling of plastics and cardboard is launched in all hospital units during spring 2019 and will be extended to all clinics during the year.

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Operational Quality Enables Controlled and Efficient Growth

Terveystalo has a systematic way of integrating new clinics into the joint operating models. New clinics are clinics that have been purchased or clinics engaging in service production for the public sector. As part of the integration process, a quality management visit is paid to the clinic, involving a discussion with the personnel concerning the assurance of patient safety, matters relating to data protection and customer experience, and compliance with law and regulatory obligations. At the same time, information is obtained on established good practices that could also be introduced at other clinics.

After the integration process, the clinic is included within the scope of quality audits as agreed. Regular internal audits ensure that the clinics meet the specified quality criteria and our customer promise. At the same time, the clinics receive guidance, and information is gathered on achievements and needs for development. This information is utilised for nationwide continuous improvement. External audits are carried out by an independent accredited third party to confirm the high quality and effectiveness of our work. Direct customer feedback and customer satisfaction constitute an important indicator for the assessment of our success.

LabQuality Audits

24 Clinics Annually

Quality is ensured at Terveystalo by means of a number of internal and external audits.

Inspections by the Authorities:

• Inspections by the Radiation and Nuclear Safety Authority STUK
• Inspections by the Finnish Safety and Chemicals Agency Tukes
• Inspections by the Finnish Medicine Agency Fimma
• Occupational health and safety inspections by Regional State Administrative Agencies

External Audits:

• ISO 9001:2015 quality audits
• ISO 14001:2015 environmental management system audits
• Clinical imaging audits
• Kela audits

Internal Audits:

• Basic audits
• Follow-up audits
• Self-evaluations
• Peer audits

Other Quality Monitoring:

• Quality Management Steering Group
• Terveystalo’s Quality Network
• Electronic tools, such as Etydi and Paja
• Supplier audits
• Internal audits

Taking environmental impacts into account as part of operational quality

Environmental responsibility was one of the key priorities in terms of quality in 2018. Metrics were specified for its monitoring as well as goals for 2019. Effectiveness is assessed by means such as energy and paper consumption, waste of material, utilisation rate of premises, and the quantities of different types of waste. The network’s environmental awareness was promoted by training, and the clinics specified their respective measures in accordance with Terveystalo’s environmental programme. In the latter half of 2018, Terveystalo launched the “Terveystalo muistikiertaus” (“Recycling of plastic at Terveystalo”) with Lasila & Tikanoja. Recycling of plastics and cardboard is launched in all hospital units during spring 2019 and will be extended to all clinics during the year.

In addition, Terveystalo participates in the Easy on the Planet programme of the office equipment supplier Staples, a programme that aims to reduce the number of small orders, inefficient packaging, and the emissions resulting from chartered transport. With the savings, Staples plants trees on behalf of Terveystalo to reduce emissions. In Autumn 2018, altogether 76 trees were planted.

Operational Quality Enables Controlled and Efficient Growth

Terveystalo has a systematic way of integrating new clinics into the joint operating models. New clinics are clinics that have been purchased or clinics engaging in service production for the public sector. As part of the integration process, a quality management visit is paid to the clinic, involving a discussion with the personnel concerning the assurance of patient safety, matters relating to data protection and customer experience, and compliance with law and regulatory obligations. At the same time, information is obtained on established good practices that could also be introduced at other clinics.

After the integration process, the clinic is included within the scope of quality audits as agreed. Regular internal audits ensure that the clinics meet the specified quality criteria and our customer promise. At the same time, the clinics receive guidance, and information is gathered on achievements and needs for development. This information is utilised for nationwide continuous improvement. External audits are carried out by an independent accredited third party to confirm the high quality and effectiveness of our work. Direct customer feedback and customer satisfaction constitute an important indicator for the assessment of our success.
AN EXTENSIVE AND DIVERSE SERVICE NETWORK ENSURES QUICK ACCESS TO CARE

Terveystalo is easily accessed from anywhere in Finland. Over 70 percent of Finns live less than a 15-minute drive away from Terveystalo. We continuously develop our service range for occupational health services, hospital services, oral health, diagnostics, and well-being services.

With over 180 clinics, Terveystalo has the largest network of any healthcare service company in Finland. The largest clinics are also open on evenings and on weekends. In Kankkujärvi, Terveystalo’s clinic is open 24 hours, seven days a week, throughout the year. In addition, thanks to our expanding remote appointment service, customers can access us round the clock without having to wait.

QUICK ACCESS TO CARE

According to an OECD’s report**, Finns have to wait longer for access to care compared with the EU average. The waiting times are above the EU average in all income categories, but particularly among those who have no access to occupational healthcare services. The availability of services and quick access to care have a significant social effect on many phenomena and areas of life, such as the spread of epidemics and the incidence of sickness absences.

Terveystalo ensures quick access to care. At Terveystalo, an appointment is usually available on the same day, although there are variations between clinics. We monitor the next available appointments for each clinic in order to provide even better service for our customers and to be able to compare our performance with other healthcare service providers.

Terveystalo’s indicators cover all appointments that can be booked through our appointment booking system, as well as the appointments released for customers at 6:00 p.m. on the previous day. We measure the access to appointments with occupational health physicians, occupational health nurses, general practitioners, and nurses. The reading is recorded every day at 10:00 a.m. The result is saved only if an available appointment is less than two weeks away.

The monitoring shows that the average length of time before an available appointment with a physician is 0.6 days, the third available appointment is within 0.7 days, and the fifth within 0.8 days. In most cases (95 percent), an appointment is available within five days. In many cases, the customer only needs to see a nurse. The first appointment with a nurse is available in 0.3 days, the third in 0.4 days, and the fifth in 0.5 days.

According to the statistics of the National Institute for Health and Welfare for October 2017***, approximately 45 percent of non-acute appointments in outpatient care took place within a week of the assessment of the need for care. Non-acute appointments with a nurse or public health nurse took place within three days in 70 percent of the cases.

CLOSE MONITORING OF NEED

In case of a sudden change in the situation, we add extra appointments. We monitor the availability of appointments at the annual, weekly, and daily levels. The situation can sometimes change very quickly during the day, and extra appointments are needed to respond to the demand. This can happen during influenza season or in slippery winter weather, which increase the number of patients in need of treatment.

At the weekly and daily level, it is important to be able to respond to unexpected absences, epidemics, or any other unexpected increases in demand by adding extra appointments. When the number of available appointments is low, the physician partnership manager calls in a physician from the doctor pool and also contacts the physicians at the clinic to ask whether they are available for extra appointments. The tool includes action limits, and the supply of appointments is managed at the unit meetings of the clinics. In 2018, we have piloted an electronic platform to alert the need to add extra appointments. In order to optimise the supply of appointments, we use the Live resource management tool for monitoring and managing the allocation of resources at the hourly and daily levels. This ensures the flexible availability of appointments and the optimisation of our resources to meet demand.

We monitor our supply of appointments especially closely when demand for care is high.

QUICK ACCESS TO CARE: AN APPOINTMENT WITH A GENERAL PRACTITIONER OR OCCUPATIONAL HEALTH PHYSICIAN IS AVAILABLE WITHIN 24 HOURS

**OECD: State in the EU: Finland – Country Health Profile 2017
***THL Statistics: Hoitoon pääsy perusterveydenhuollossa lokakuussa 2017
CLINICAL QUALITY

Measuring and managing clinical quality produces better treatment results. Uniform practices and shared tools ensure that the clinical quality of the treatment provided by Terveystalo is high, and that patient safety is the priority. Clinical quality can also be measured, and the measurement data must be used to manage and continuously develop of operations.

THE STRUCTURES OF CLINIC MANAGEMENT AT TERVEYSTALO

The Chief Medical Officer, in cooperation with the rest of Terveystalo’s clinic management, is in charge of Terveystalo’s services. In addition to national service directors and the Chief Occupational Health Care Officer, Terveystalo’s clinic management consists of an efficient team of regional service directors, specialty directors, and service managers. They ensure that healthcare and medical care services we provide comply with the law and regulations. In addition, their responsibilities include the harmonisation of treatment practices and the development of medical services, as well as the measurement and management of the effectiveness of treatment.

At the clinic level, the chief physician of the unit is in charge of medical management, assisting the unit director and healthcare professionals in clinical questions. In addition, physician partnership managers provide support and induction training for doctors and other private practitioners in the unit. The network of physician partnership managers is efficient in ensuring that private practitioners also follow consistent and uniform procedures. Terveystalo offers specialist training for doctors, mainly in occupational healthcare, but in specific clinics, also in specialties such as general practice and ophthalmology. Physicians specialising in occupational healthcare are supported by the ward physicians.

In addition, Terveystalo organises opportunities for continuous professional development. All healthcare professional groups are trained in uniform treatment practices as well as Terveystalo’s processes and tools with the objective of ensuring uniform clinical quality. With over 500 participants in 2018, Terveystalo’s two-day Medical Convention is the largest annual education event.

REPORTED INCIDENTS IN 2018

Incident reports vs. all visits
0.15%  
N = 5,160

Near misses vs. all incidents
55%  
N = 2,605

CLARIFICATION REQUESTS FROM AUTHORITIES IN 2018

Objections vs. visits to a physician
0.007%  
N = 245

Complaints vs. visits to a physician
0.002%  
N = 51

Patient injury claims vs. visits to a physician
0.011%  
N = 373

TRANSPARENCY OF CLINICAL QUALITY

By publishing medical quality measurements and results, Terveystalo strives to remain a forerunner in its field. This practice also encourages other players to exercise transparency, as it increases the opportunity for patients to compare the results and effectiveness of their treatments.

We aim for continuous development of clinical quality and smooth and continuous treatment chains. Clinical quality must be transparent not only to the medical management but also to the healthcare staff and to individual customers.

Every Terveystalo physician can monitor the results and effectiveness of their patients’ treatment through the Etydi tool. Etydi uses the structured data included in the patient information system, extracting effectiveness indicators and compiling them into one display for specialists. Etydi allows physicians to focus on comprehensive and effective treatment instead of individual detached appointments, examinations, and procedures.

Medical management at Terveystalo is supported at the Group and clinic level by medical reporting, which provides up-to-date anonymised data on diagnoses, prescribed medication, and prescriptions written during appointments. The reports facilitate, for example, the monitoring of progress during influenza season and the development of pharmacologic therapy practices. In addition, they help ensure the appropriateness of sickness absence practices.

Terveystalo customers can view their medical records as well as their treatments or health plans through the Oma Terveys service. Terveystalo’s digital service through which customers can also contact a physician or nurse. In addition, the Oma Terveys service includes the Oma Suunnitelma plan, which is a digital interactive plan prepared in cooperation with a health expert that sets personal goals for health and well-being.

PATIENT SAFETY IN FOCUS

It is vitally important to continuously monitor and develop patient safety. Terveystalo’s nationwide patient safety network aims to identify the processes that are the most critical for patient safety and to develop practices to improve these processes.

The patient safety status of each unit can be viewed in real-time in the management’s reporting tool in the form of the patient safety index. The index is displayed using easy-to-decipher traffic light symbols. The patient safety index consists of the number of incident reports such as adverse events and near misses, the time used for taking the reports into processing, and the percentage of operations resulting in surgical infections.

Since 2013, it has been possible for all Terveystalo employees to create incident reports. In 2018, we introduced the web-based incident report platform for patients. In 2018, a total of 5,160 incident reports were filed in Terveystalo, of which 55 percent of processed cases were near misses.

The number of patient injury cases occurring at Terveystalo decreased in 2016 and 2017. Processing of 2018 cases is still underway in the Patient Insurance Centre. The decrease in the number of injuries requiring compensation demonstrates that systematic development and management using data efficiently improves the safety of treatment for patients.
OUR PERSONNEL’S WELL-BEING AND DEVELOPMENT

Streamlined processes and appropriate, responsible management help ensure the well-being of personnel. Our personnel’s well-being benefits our customers, who as a result receive better care and a positive customer experience. This ensures that we succeed in achieving our targets together.

WE GROW BY GROWING TOGETHER

In 2018, we focused strongly on understanding and building the employee experience at Terveystalo. We have developed a value proposition to strengthen our people’s experience of competence: we grow by growing together. Our culture develops through everyday actions, and among these we consider growth actions, management actions, and the community as the most relevant.

Growth actions:
Through growth actions, we develop our operations and competence. This year we have invested chiefly in supporting self-study by means such as online learning.

We continue to develop our local training with the help of continuous feedback and aim to maintain its high standard. For instance, the average grade participants gave our supervisor training is 9.2/10. In development discussions, we support the achievement of individual level and team level goals along with personal goals for the development of skills.

Management actions:
Through management actions, we manage our own work better, and consequently, contribute to enhancing quality and the customer experience.

At the beginning of 2018, Terveystalo launched a personnel service specifically for physicians. The objectives of these services include providing physicians with help and support and coordinating their recruitment.”

Community:
The community provides professional support and enables the development of the best solutions for customers. Community refers to the entire Terveystalo network as well as the framework in which we operate, such as the team, workplace community, digital channels, or work facilities that promote success with customers.

This year, we established five cross-organisational teams or “tribes” which focus on the development of digital services. The tribes develop services such as online booking, Oma Terveytys, and digital occupational health services. To support development, we have also established the developer community model, in which each tribe or project may invite professionals to collaborate in developing services.

WE AIM TO ELIMINATE ANY BARRIERS THAT COULD HINDER EFFICIENT, HIGH-QUALITY WORK. IN THIS WAY, WE CAN IMPROVE THE QUALITY OF THE WORK AND PHYSICIANS’ JOB SATISFACTION.

Emma Kajander, Chief physician – Medical development

FOR THE SIXTH YEAR IN A ROW, PHYSICIANS FIND TERVEYSTALO THE MOST INTERESTING EMPLOYER IN FINLAND.

According to the personnel survey, 92.4% find that their energy level and fitness for work are good. The personnel’s sickness absence rate is 3.9%, and the accident rate is 26. Terveystalo’s pension contribution category is 3, while the general average is 4.

“CUSTOMERS CAN AVOID UNNECESSARY VISITS, AND PHYSICIANS FIND THAT THEIR WORK IS MORE MEANINGFUL, WORKING IN PAIRS IN CLINICAL WORK HAS TURNED OUT TO BE AN EXCELLENT SOLUTION, WITH PARTNERS HELPING EACH OTHER. WE HAVE A GREAT WORKPLACE COMMUNITY IN KAJAANI.

Sirpa Tampio, Clinic Manager – Terveystalo Kajaani
Ethical guidelines, values and caring create the core of Terveystalo’s sustainability work. We try to achieve our sustainability goals with systematic sustainability management. Our model of constant improving guarantees that Terveystalo will add value to its customers also in the future.
QUALITY AND CORPORATE RESPONSIBILITY MANAGEMENT METHOD

DESCRIPTION & PURPOSE OF THE MANAGEMENT METHOD

• Our mission statement is: We are fighting for a healthier life. At the general level, the responsibility of our work is guided by our Code of Conduct and our values.
• Clinical quality, customer-oriented and proactive treatment as well as continuous improvement of operational efficiency are at the core of our strategy.
• The purpose of the management method is to ensure the implementation of the strategy and the achievement of the business goals as planned.

POLICIES AND COMMITMENTS

Terveytalo’s operating risk, policy management, in-house control, Code of Conduct, and compliance rules. Terveytalo’s operations are governed by the Current Care Guidelines, the Government Decree on the Principles of Good Occupational Health Care Practice 795/2010, the Government Decree on the Protection Regulation (EU) 2016/425, and other laws and regulations governing business operations, the branch, and the work of private service providers as well as customer agreements.

OBJECTIVES

• Clinical quality: effectiveness of treatment
• Operational efficiency: availability of appointments, competitive price, continuous improvement of cost-efficiency
• Experienced quality: improved NPS index

RESOURCES AND RESPONSIBILITIES

• The Chief Medical Officer is responsible for clinical quality at the national level, while regional service managers and specialty directors are responsible at the regional level.
• Business, area, and operational leadership are responsible for operational quality.
• The Group’s customer experience director is responsible for the quality and development of customer experience.
• The efforts to ensure and improve quality are guided by the Group’s quality steering group, information security and safety teams and the regional quality network.

FEEDBACK MECHANISMS

• Incident reports, internal feedback, Customer feedback, and satisfaction surveys. Whistle-blowing channel.

PROJECTS AND INITIATIVES

• Strategic development programs:
  - Provide superior care experience
  - Produce measurable clinical quality
  - Improve and manage operational efficiency
  - Ensure organization and IT infrastructure that support tomorrow’s capabilities
  - Build a centrally-managed platform for growth.

EVALUATION OF THE MANAGEMENT METHOD

• Compliance, internal control, internal audits, ISO 9001:2015 and ISO 14001:2015 audits, assessment of the effects of systems, the Katakri audit.
• The law and compliance department is in charge of the appropriate implementation of compliance matters, reporting to the Management Group and the Audit Committee of the Board of Directors.

QUALITY AND CLINICAL, OPERATIONAL, AND EXPERIENCED SOCIETY

Terveytalo’s is a responsible actor with social influence, always making an effort to bring openness and patient-oriented approach into the healthcare sector. We actively cooperate with other social organizations to achieve healthcare-related strategies. Terveytalo’s services carry the Key Flag symbol, and the company is a member of the Association for Finnish Healthcare.

POLICIES AND COMMITMENTS

Terveytalo’s Group’s equality and non-discrimination policy, Terveytalo’s HR policy.

OBJECTIVES

• Terveystalo’s Code of Conduct, Compliance programme, and Insider Guidelines govern the responsibility of operations. Terveytalo’s Supplier Code of Conduct instructs suppliers and service providers to act ethically in their cooperation with Terveytalo.

RESOURCES AND RESPONSIBILITIES

• The most desirable employer of the branch for professionals, employee satisfaction at least at the level of 2017.
• About 80% of Terveytalo’s suppliers and partners have signed the Supplier Code of Conduct in 2019; ethical guidelines for the use of AI in business defined in 2018.

FEEDBACK MECHANISMS

• Personnel and private practitioner surveys
• Personnel’s incident reports

PROJECTS AND INITIATIVES

• Idiap program: prepared the Supplier Code of Conduct. In addition, as the first company in the sector, Terveytalo defined ethical guidelines for the use of artificial intelligence in its business. (Al Code of Conduct)

EVALUATION OF THE MANAGEMENT METHOD

• The Audit Committee monitors the efficiency of the Company's internal control, internal auditing, and risk management systems, assesses the performance of internal auditing, and supervises compliance with the laws and regulations.

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CONTINUOUS IMPROVEMENT

Terveystalo is on Lean track. The target of our continuous improvement model is to review our work systematically and on an ongoing basis in order to add value for the customer and eliminate waste, which is in other words, work that does not create value for the customer. In 2018, a team of 20 people participated in our third Lean Six Sigma Green Belt course, and the content of the course was also revised. We organized the training completely in-house using the two previous courses and the completed Green Belt projects as a basis.

LEARNING TO BETTER RESOLVE OUR CUSTOMERS’ CHALLENGES

We train our personnel to apply the Lean philosophy and tools in their daily work. In the Green Belt training, participants choose one issue to be improved in their daily work and develop a suitable solution for it. Terveystalo’s third Lean Six Sigma Green Belt course started in January 2018 and continued through the spring. During fall, the results of the work were put into practice in the participants’ respective units or more extensively throughout Terveystalo. There were altogether 20 participants who were selected from 40 applicants, demonstrating great interest in development among our personnel.

TOWARDS MORE EFFICIENT PRACTICES

The purposes of the Lean Six Sigma Green Belt course are to provide tools for improving process flows as well as to train our people to look at our processes through our customers’ eyes. A further objective is to learn ways of working collaboratively and adjust teams’ working practices so as to bring as much value as possible to customers. In a Lean organisation, consistent and standardised practices help ensure the efficiency routines. Standards can continuously be improved on the basis of customers’ feedback and employees’ and observations and ideas. For instance, efficiency can be improved by promoting the flow of information as well as by visualizing work and the agreed joint practices. Visual and routine daily management, which includes reviewing the agreed process indicators, promotes the practices and aids in assessing the necessary steps for development. The objective of the course is to provide participants with change leadership skills, and as a result make more time and thinking capacity available for important matters by taking away the need to examine daily processes, which have already been clearly and efficiently predefined.

INTRODUCING IMPROVEMENTS

As part of the training, a total of 19 Lean Six Sigma projects were carried out during the year. The topics of the projects included, for instance, the development of Finland’s first national guidelines for endoscopy as well as a treatment path for mental health patients that promotes faster access to the services they need, that the services must be appropriate from a medical perspective and must function together seamlessly without unnecessary delays.

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VALUES AND ETHICAL PRINCIPLES

Ethical principles play a vital role in everything we do at Terveystalo. Our work is guided by our values of know-how and caring, as well as by Terveystalo’s Code of Conduct and Supplier Code of Conduct.

Terveystalo’s Code of Conduct
We emphasise values and ethics in our work at Terveystalo. This is, in part, due to the requirements of the sector. For instance, the work of physicians and nurses is guided by specific codes of conduct. In addition, our business is regulated by the legislative and regulatory obligations applicable to the healthcare sector and the work of private service providers.

Terveystalo is committed to complying with international and local legislation and ethical principles, which are binding on all of our employees. In our activities, we emphasise integrity and transparency, value human rights, and support our employees’ well-being. We highlight mutual trust and respect, responding to customers’ needs, innovation, striving for the best result, as well as quality, reliability, and safety. Moreover, our personnel honour the business secrets and confidential information of our partners.

Our Compliance programme is the cornerstone of ethical and responsible conduct at Terveystalo. Compliance training seeks to familiarise Terveystalo employees with our company’s Compliance programme and the related processes to be followed, as well as the ethical guidelines and competition law guidelines that constitute the material content of the programme. In 2018, 31 percent of Terveystalo’s personnel (employed & permanent) had completed the Compliance training, either in a small group or online. The target level is 100 percent.

Monitoring Compliance and Reporting Misconduct
Terveystalo monitors compliance with the Code of Conduct. Failing to comply or breaching the Code of Conduct or Terveystalo’s other business conduct principles may lead to disciplinary action.

Misconduct is reported to the supervisor, the supervisor’s supervisor, Terveystalo’s legal matters and compliance department, or through the whistleblower channel. Any suspected misconduct or breach of the Code of Conduct is investigated and resolved confidentially. A person reporting an incidence of misconduct will not suffer any consequences for reporting the matter. In 2018, the company received no reports on cases related to suspected misconduct or breach.

Patient Safety is One of Our Cornerstones
We see patient safety as the foundation for clinical quality. Everyone working at Terveystalo must comply with our guidance and practices concerning quality and patient safety.

Aiming to be a Leader in Data Security Development
For a long time now, Terveystalo has been developing data security as part of quality and patient safety. The development measures include training our personnel and keeping up-to-date with trends in the sector. As digitalisation accelerates, we pay increasing attention to the functionality and safety of our information systems. We aspire to be a leader in data protection and data security development.

Terveystalo supervises data security with great care. Our data protection team regularly reviews the monitoring and the objectives of the supervision and development. The data security development team consists of Terveystalo’s Chief Medical Officer, a Data Protection Officer, a Quality Management Director, and a lawyer. In 2018, Terveystalo recruited its first Director of Data Protection.

Supplier Code of Conduct Published
Terveystalo buys services, materials, and supplies for its clinics from more than 4,000 suppliers each year. Over 90 percent of the purchases involve Finnish suppliers. Products with a long supply chain may involve risks, and thus the monitoring of global supply chains can sometimes be challenging. Since October 2018, in order to ensure the responsible conduct of suppliers, Terveystalo has requested its existing contracted suppliers as well as suppliers participating in tendering processes to log in to Terveystalo’s eSourcing portal. When logging in to the portal, suppliers are required to approve the Supplier Code of Conduct. In slightly over a month, more than 180 suppliers, including Terveystalo’s most important contractual partners, had logged in to the portal and approved the Supplier Code of Conduct.

A New Mission Leads Our Work in 2019
We articulated Terveystalo’s new mission – We are fighting for a healthier life – in fall 2018. It underlines our aspiration to act as a foreunner who challenges and renews Finnish healthcare.

Our customer-oriented, high-quality services promote the health of Finns, and in turn, foster the well-being of Finnish society as a whole. Our values – know-how and caring – steer our operations at all levels. To implement our new mission, we have arranged workshops at which teams have discussed the direction the new mission leads Terveystalo to, as well as the opportunities and risks associated with the mission. The work will continue this year.
In 2018, 1.2 million Finns visited a Terveystalo physician, nurse, or other expert. In Finland, 15 percent of physician visits were made to Terveystalo. We are responsible for looking after the health of Finns to a great extent. We want to perform this task comprehensively, without forgetting oral health, supporting physical and mental well-being and managing at work.
 Delayed surgery and prolonged rehabilitation increase illnesses and costs. At Terveystalo, patients can usually get access to an appointment with an orthopaedist within three weekdays. A surgical procedure might be performed even less than a week after the decision to operate is made. Quick access to care, a successful surgery, and successful rehabilitation result in effectiveness of treatment and a positive customer experience.

Terveystalo speeds up access to treatment by removing the obstacles that cause delays in seeking treatment, raising the efficacy of the preoperative note process, and harmonizing the practices of prescribing sickness absences. Knee and shoulder surgery patients can return to work sooner, and the median duration of post-operative sickness absences shortened between 2015 and 2017.

Patients score their functional ability before surgery as well as 6 and 12 months afterwards. To assess knee surgeries, we use the Knee injury and Osteoarthritis Outcome Score (KOOS), and the Western Ontario Rotator Cuff (WORC) score is used for shoulder surgeries. Zero is the lowest score and 100 the highest. We aim for our surgery and rehabilitation services’ scores to improve from the year 2016 or 2017 to 2018.

In three years, Terveystalo’s Doctor Chat 24/7 has established its position as a fast, efficient, and high-quality remote general practitioner (GP) appointment service. The Doctor Chat service already handles 6,000–8,000 appointments each month. The Nurse Chat 24/7 service was launched in fall 2017, and was expanded into a round-the-clock service in summer 2018. In fall 2018, Terveystalo expanded the service range of remote appointments by introducing advance booking of video appointments with physicians and psychotherapists, advance booking of telephone appointments, and the new, data-secure Vesiicant asnäyttäjät or “Messages to experts” service pilot for patients. The new services will expand into new specialties, and more services will be included in 2019.

REMOTE APPOINTMENTS MAKE SERVICES AVAILABLE TO PATIENTS REGARDLESS OF TIME AND PLACE

Through Terveystalo’s Doctor Chat 24/7 service, patients can contact a physician round the clock, every day of the year. The chat service is the easiest and fastest way to contact a physician when a physical examination is not necessary, or if the patient needs advice on determining the urgency of the need to seek treatment, or in matters related to advance examinations. Through the Doctor Chat, the customer receives a quick response, with a physician replying round the clock in less than 15 seconds on average.

HIGH-QUALITY TREATMENT WITH A DIVERSE SERVICE RANGE

Symptoms commonly treated by a GP; such as common colds, inflammations of the eye, skin rashes, urinary tract infections, and aesthetic disorders, are among the most common reasons for contacting the chat service out of office hours. On a chat appointment, depending on the circumstances, a physician may also prescribe a short sickness absence if this is possible according to the agreement made with the employer. Non-urgent controls, such as the checking of medication for chronic diseases, vaccination advice for tourists, postponement of menstruation, or the renewal of prescriptions, are also possible in chat appointments. Medication affecting mainly the central nervous system, such as sleeping pills, tranquillisers, or strong painkillers, is not prescribed in remote appointments. The clinical quality of chat appointments is systematically assessed and monitored. The range of remote appointments has expanded widely to cover well-being services, such as low-threshold mental health services.

REMOTE APPOINTMENTS REQUIRE EXPERIENCED PHYSICIANS

The physicians on remote appointments are experienced Terveystalo GPs and specialists. In a remote appointment, the patient’s situation can be assessed if the physician already has strong experience and the skills required for consulting patients remotely. This means that on the basis of experience, the physicians can better assess treatment options even when the patient is far away, possibly even on the other side of the world. At Terveystalo, general practitioners treat patients of all ages through the chat service, from babies to senior citizens. The special characteristics of the work add something extra to the job, and the chat physicians have their own active workplace community on the chat platform. Patient satisfaction with remote appointments is also excellent, and 66 percent of all remote appointment customers also give feedback.

ASSESSING THE NEED FOR CARE — NEW EFFICIENCY THROUGH CORRECT ALLOCATION OF SERVICES

Terveystalo’s Call a Nurse 24/7 service and the Nurse Chat 24/7 service provide patients with low-threshold services from experienced nurses. Our nurses are trained to assess the need for care, and can give instructions for the treatment of many mild illnesses, such as stomach flu and common cold, over the phone on the basis of the symptoms. When necessary, the nurse advises the patient to make a physical or remote appointment with a suitable healthcare professional. In occupational health services, more than half of the assessments of the need for care can be performed by an educated nurse during one phone call or chat session. This also includes providing the patient with treatment instructions. Terveystalo nurses can also consult with the Doctor Chat 24/7 physicians nationwide. This enables the high-quality treatment of many problems through a low-threshold appointment with a nurse.
HEALTH PROMOTION

ORAL HEALTH IS A PART OF OVERALL HEALTH

Good oral and dental health are important for overall well-being. At Terveystalo, we also recognize that oral diseases contribute to the risk of developing one of the conditions considered as a public health problem. They may also complicate the treatment of many other conditions and delay medical treatment and surgery. We focus on oral and dental care with positive health effects.

AN EVER-EXPANDING NETWORK

Terveystalo’s oral health services are provided by 21 dental clinics in 17 locations around Finland, and the network is expanding further. This wide network improves customers’ access to care. In addition, Terveystalo’s certification according to the ISO 9001:2015 standard for quality management systems also applies to our oral health services. Customers’ satisfaction with our oral health services can now also be reviewed through Net Promoter Score (NPS) measurements.

UNIFORM PATIENT INFORMATION SYSTEM AND KAANTA SERVICES

In 2018, all of Terveystalo’s oral health clinics were incorporated into the same patient information system. Terveystalo’s oral health services have also joined the Kaanta Patient Data Repository. To be able to join it, the patient information system’s characteristics must be certified. Our oral health services were required to show consistent operating models, as well as meet the requirements related to privacy protection and data security. The recording practices for examinations and procedures have been harmonized. These measures enhance patient safety and the quality of treatment.

QUALITY IN PATIENT CARE

We treat patients of all ages, and our expertise encompasses all the specialties of dentistry, ranging from orthodontics to extensive implant-supported structures to replace missing teeth. All of our treatments target the prevention of common oral diseases such as cavities and gum diseases, the healing of oral inflammations, and the management of oral diseases. Filling the teeth does not cure cavities; it can only repair the damage caused by the disease. Good self-care is important in the healing and management of oral diseases. Supporting dental tissues have been connected between oral diseases and general diseases, and that they may also complicate the treatment of many other conditions and delay medical treatment and surgery. We work in close cooperation with Terveystalo’s physiotherapists and dieticians, and it is also crucial that they identify the customers who need the services of oral health experts.

An example of the use of quality indicators

We provide oral and dental care that brings health effects, directing care towards reducing the infection load of the mouth. We have created quality indicators which we monitor to help ensure that the care we provide through our network has health effects. Periodontitis or periodontal disease is a disease of the gums that damages and destroys soft tissue. It is the most common oral disease in Finnish adults. More than 60 percent of adults exhibit signs that suggest periodontitis, and over 20 percent of the population suffer from severe periodontitis.

According to research data, this oral disease is the most significantly associated with general diseases such as diabetes, cardiovascular disease, and gestational problems. It is diagnosed by examining the gums and measuring the gingival pockets. As periodontitis is an undiagnosed disease, our oral health services at Terveystalo focus on diagnosing it (quality indicator 1), and on ensuring that the result of the treatment is monitored after four to six weeks in accordance with the Current Care Guideline. We also monitor the use of the control visit code, SAAAr (quality indicator 2). Root canal therapy is a common procedure, and while a tooth treated with root canal therapy does not always recover, it may not necessarily cause symptoms either. The most significant factor contributing to a good treatment result is the use of a rubber dam during root canal therapy. We monitor its use (quality indicator 3) and instruct patients to check the outcome 6 to 12 months after the treatment to prevent unresolved infections from causing problems later.

THREE QUALITY INDICATORS OF ORAL HEALTH

1. The percentage of patients whose supporting dental tissues have been examined during a check-up visit

2. The number of control visits in relation to gingival treatments

3. The percentage of root canal therapies involving the use of a rubber dam

DIGITAL SERVICES RAISE EFFICIENCY IN OCCUPATIONAL HEALTHCARE

Terveystalo’s Health Survey and TyöOptimi surveys are comprehensive questionnaires for identifying risk factors at the individual and workplace community levels. Identifying risk factors early allows them to be addressed promptly. Oma Suunnitelma plans are prepared for customers during appointments to enable them to promote their personal health with a healthcare professional’s support.

The Health and TyöOptimi surveys assist Terveystalo’s healthcare professionals to identify early signs of risk factors by providing augmented intelligence. The combination of the information obtained through the surveys, patient information, and the customer’s self-measurement results provides us with a unique data foundation for promoting health. Strong, knowledge-based augmented intelligence brings excellent opportunities for improving healthcare quality and delivering cost savings.

The TyöOptimi service is a tool for identifying prolonged workload, and more than 17,000 people have already responded to its survey. People in risk groups show a greater chance of recurring or prolonged sickness absence. It is particularly important to support the recovery from work and workload management of people who received the result “At risk and very healthy”.

NEW VERSION OF OMA SUUNNITELMA CREATED THROUGH CUSTOMER-ORIENTED DEVELOPMENT MODEL

An Oma Suunnitelma plan is prepared during an appointment. The measures included in the plan are based on the Current Care Guidelines, patient information, laboratory test results, and survey results. With the Oma Suunnitelma plan, customers can promote their personal health with a healthcare professional’s support. It includes goals that promote health and well-being which are chosen based on the individual’s life situation. It also offers assignments and treatments that support the achievement of the goals. Between appointments, the customer can use the plan on their computer or mobile phone, recording measurements and progress, and, as necessary, communicating with the healthcare professional.

In 2018, we developed a new, more user-friendly version of Oma Suunnitelma. It works as the customer’s digital health plan. We interviewed dozens of customers while developing Oma Suunnitelma to find out how we could best support their everyday health goals. We also gathered comments from healthcare professionals through interviews and questionnaires, receiving over 660 answers, which guided further development and testing.

As a result of the work, in spring 2018, we released a new version of the Oma Suunnitelma plan. Featuring a more streamlined user interface, it quadrupled customers’ evaluation activities. Most of the customers who evaluated their progress are progressing as planned to achieve their health targets.

Oma Suunnitelma helps target measures for efficiently and cost-effectively promoting health and well-being at work. Follow-up of the group with an elevated work ability risk by occupational health services helps reduce sickness absences.

FACTORS AFFECTING WORK ABILITY RISK ACCORDING TO THE TERVEYSTALO HEALTH SURVEY

55% of survey respondents with an identified health risk have used the Oma Suunnitelma digital health plan. They were asked to identify high-risk factors which they considered as the main cause of their high risk. The factors they identified are presented in the graph below.

FINDINGS THAT EFFECT TO WORK-ABILITY

- Obesity 20%
- Diabetes risk 15%
- Problems with mood at work 10%
- Smoking 9%
- Problems with sleeping at work 7%
- Sleep problems or circadian rhythm problems 6%
- Too much sitting 4%
- High risk of osteoporosis 2%

*TheTyöOptimi surveys are validated questionnaires especially designed for organisations engaging in information-intensive work. In its latest, it identifies the mental burden of employees and the factors behind it.

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We are still actively collecting customer feedback for further developing Oma Suunnitelma. We want customers to be able to input their measurement data from any of their devices as they wish.
TIMELY AND EFFECTIVE TREATMENT

Terveystalo measures and improves the effectiveness of the treatment it provides. Here are three examples with an extensive social impact.

EFFECTIVE TREATMENT FOR MENTAL HEALTH ISSUES

One in two Finns suffers from mental health problems at some point in their life. Everyone of us might at some time encounter a situation that is deeply distressing to ourselves or to someone we know. Fortunately, mental health issues can be treated effectively.

According to Kela’s statistics, mental health related sickness absences have increased in all age groups in recent years, particularly in women. Mental health problems are the fourth most common reason for seeking a doctor at Terveystalo, and the second most common reason for sickness absence. In 2018, we recorded approximately 204,000 visits related to mental health problems. Depression was the most common reason, involving 33 percent of the visits. This was followed by anxiety and sleeping disorders. In one-third of disability pension cases, or approximately 7,000 cases per year, the reason is a mental health disorder. Therefore, the problem is a socially significant one.

TREATMENT PATH POSITIVELY IMPACTS WELL-BEING

Mental health problems can be treated successfully, retaining or re-storing an individual’s ability to function and work. According to the Current Care Guidelines for depression, the most efficient treatment is a combination of medication and psychotherapy.

Terveystalo has modelled a treatment path in accordance with the guidelines that seeks to ensure early identification and timely treatment (figure 1). Based on our follow-up surveys, brief psychotherapy treatments have had a positive effect on customers’ experienced well-being. In addition, they have reduced mental symptoms and improved the ability to function (figure 2).

CUSTOMERS’ EXPERIENCES OF BRIEF PSYCHOTHERAPY:

In 2018, we received 4,440 brief psychotherapy treatments at Terveystalo. The therapy was correctly timed and provided great support during a stressful phase in life. It also gave tools for independent progress.

The treatment was efficient. I was actually surprised by the effect of the therapy. Being listened to and asked brief questions opened some of my knots, taking the process forward. I’m very satisfied. I’ll certainly come back if ever I find myself in a situation where I can unravel some mental knots.

I had the opportunity to talk about things that are important to me or are on my mind. The brief therapy helped me find different perspectives and operating models for my challenging situation.

GOOD CARE WITHOUT CHILDREN’S COUGH MEDICINES

Cough or other respiratory tract symptoms account for over.xx percent of children’s visits to a Terveystalo physician. However, if the child does not have difficulty breathing or show symptoms of a bacterial infection, the best solution is to simply wait for symptoms to resolve without medication. Antibiotics are not recommended in respiratory infections caused by a virus.

According to studies, cough medicines do not relieve symptoms in children. Instead, they can cause serious adverse effects, such as cardiac arrhythmia, hallucinations, or even brain damage. In the Finnish Current Care Guidelines on children’s lower respiratory infections, cough medicines are not recommended.

The target of a project launched by Terveystalo in March 2018 is for physicians to stop prescribing cough medicine to children by the beginning of 2021.

We monitor the number of cough medicine prescriptions in real time at the national, regional, and specialty levels. At the same time, we inform both physicians and parents on the inefficacy and adverse effects of cough medicines.

CLOSE MONITORING OF DIABETES

Diabetes is a major public health problem. More than half a million Finns have diabetes, and their number is growing. Terveystalo aims to quickly identify and provide preventive treatment for people with diabetes risks and establish good diabetes control for patients who already have the disease. Once good control is achieved, the amount of sickness absences can be kept in check.

At Terveystalo, we apply the indicators specified in the Current Care Guidelines to monitor diabetes control. In addition, each physician and nurse has access to the Elixyt tool for overseeing the diabetes control of their patients. In 2018, patients’ treatment results related to blood glucose levels, low-density lipoprotein (LDL), cholesterol, and blood pressure improved compared with the previous year.

DIABETES CONTROL OF PATIENTS AT TERVEYSTALO

HBA1C, BLOOD GLUCOSE LEVEL OVER A PERIOD OF TIME

Target level according to the Current Care Guidelines under 7% 78%

Patients with good diabetes control

LDL-CHOLESTEROL LEVEL

Target level according to the Current Care Guidelines under 2.5 mmol/l 53.7%

Patients with good diabetes control

BLOOD PRESSURE LEVEL

Target level according to the Current Care Guidelines under 140/80 mmHg 46.7%

Patients with good diabetes control
TARGETED OCCUPATIONAL HEALTHCARE SERVICES SUPPORT WORK ABILITY

When a workplace is healthy, the work promotes health — and healthy people produce good results. Furthermore, healthy employees make for healthy organisations.

Terveytalo’s Healthy Workplaces is a new concept in occupational health. The model consists of four interacting sub-areas. In 2018, we helped people and organisations thrive by systematically developing these sub-areas. For occupational health to be effective, it is important that companies link it to their own goals and operations. We want to engage in a dialogue with companies on how occupational health services can support their success and business goals.

With open discussion, it is possible to influence the costs of work left undone. Well-functioning occupational health services not only cut costs but also help create revenue.

HEALTH AND ILLNESS ARE NOT TWO SIDES OF THE SAME COIN

It is not enough to simply treat work ability problems as a challenge for the individual. Our Healthy Workplace working model also pays attention to a smoothly functioning workplace and active management. For instance, does the workplace support those with impaired work ability in returning to work? Is the employer willing to adapt the work, and is the employee’s competence and remaining work ability seen as useful? Also, can the supervisor motivate and engage them? Work ability often remains despite illnesses, when motivation and support from those in the environment enable it.

If only completely healthy employees who are fully able to work are accepted in the workplace, the important contribution of those partially able to work is lost. The treatment of employees conveys a message to every member of the workplace community: Am I appreciated as an individual, are we treated equally at the workplace, and do I dare to be weak sometimes?

Work can also act as a remedy, providing support for recovery and rehabilitation.

SICKNESS ABSENCE IS PART OF THE TREATMENT WHEN WORKING WOULD DELAY RECOVERY

The central idea of effective occupational health services is that sickness absences are not simply a public health problem. In fact, on the contrary — all the areas of our Healthy Workplace model very much concern work ability and the threshold for staying home. Work ability is always the result of multiplying the willingness to work by the individual’s health. If either one of the factors is zero, the result is also zero. Willingness to work is strongly influenced by the areas of a smoothly functioning workplace community and active management. What kind of an organisational culture does the workplace have? Which are the accepted models of behavior? Does the employee possess the competence or motivation required for the job?

At Terveytalo, we aim to participate in creating healthy workplaces. Healthy Workplaces are built one at a time, and the work continues in 2019.

COST OF WORK NOT CARRIED OUT PER YEAR AMOUNTS TO EUR 6.4 MILLION

The average cost of work left undone in Finland has decreased over the 10-year review period from EUR 2,954 to EUR 2,735 per person-year. Cost of work left undone refers to the sum obtained by adding up the illness- and accident-related salary costs, occupational accident insurance premiums, disability pension contributions, and investment in occupational healthcare. The most significant savings are related to reduced sickness absence costs, and reduced disability pension contributions.

Despite the positive development, work left undone still constitutes a significant cost item at Finnish workplaces. In the 43 organisations included in the comparison survey in 2017, the cost was approximately EUR 8.4 million per year. If the results are proportional to Finland’s entire private and public sectors, the annual cost is approximately EUR 6.4 billion.

The result of this comparison survey carried out by Terveytalo is based on the information of 235 large companies. The employment effect of these workplace communities is approximately 365,000 person-years. The data for 2017 was gathered from 43 organisations, representing approximately 31,000 person-years.

WHEELS SUPPORTS DEVELOPMENT BY SEEKING CORPORATE CUSTOMERS’ OPINIONS

A total of 838 customers responded to our questionnaire assessing our corporate customers’ satisfaction. The overall grade for our cooperation is 7. The best grades were given to the suitability of the extent of occupational health services in relation to the company’s needs as well as the smoothness of cooperation. Most respondents (85%) are satisfied with our current cooperation, but 94% would like us to engage in more active development.

Feedback from our corporate customers is extremely important to us, as we cannot reach our objectives alone. The joint goals will not be achieved if there is no interaction between occupational health services and a company is apathetic or scattered, or if contact is only made in difficult situations.

EXPERIMENTING TOWARDS FREEDOM OF CHOICE

Terveytalo participate actively in the development of healthcare services in Finland and the promotion of the well-being and health of Finns. Our company emphasizes the development of customer-oriented cooperation models with the public sector and undertakes to engage in active public dialogue with decision-makers and leaders of the healthcare sector. Therefore, we have also been participating in the freedom of choice experiment since 2017.

The freedom of choice involved in the social and healthcare reform means that Finns can choose the provider of their primary healthcare. The public and private healthcare sectors function hand in hand so that Finns receive the best possible care and treatment.

In 2018, Terveytalo was the service provider in five freedom of choice experiments of the Ministry of Social Affairs and Health in the Päijät-Häme, Jyväskylä, Hämeenlinna, Kesk-Istoimaa, Väst-Savo, and Pohjan-Savo regions. Nearly 10,000 people have become Terveytalo customers through these experiments.

In the freedom of choice experiments, customers may choose to use the GP and nurse services of a private service provider instead of the public sector. The freedom of choice model includes the arrangement and production of primary healthcare appointment services. The services are subject to the same customer fee as in the public sector.

CO-LEARNING WITH THE PUBLIC SECTOR

We have participated in the experiments funded by the Ministry of Social Affairs and Health in order to prepare for the new service resulting from the possible law reform. Our objective has been to learn collaboratively with the public service provider to find the best way to organise the services in order to provide customers with prompt, cost-efficient and high-quality treatment.

The most important knowledge gained from the experiments is an understanding of what customers value in public primary healthcare, how patient information can safely be transferred between private and public service providers, and how services can be used more efficiently in matters such as the assessment of the need for treatment.

We are particularly happy that some regions participating in the experiments have used Terveytalo’s advanced Tytyk tool for the management of the effectiveness of treatment. Tytyk helps in increasing the treatment decisions made by utilising data gathered through work with patients and, for instance, also enables the monitoring of compliance with the Current Care Guidelines.

APPROPRIATIVE CUSTOMERS

Many customers participating in the experiment are very conscious users of healthcare services. Terveytalo has received excellent feedback from customers and, at the same time, ideas for the further development of services. Customers have been particularly happy with the easy access to services and the service experience.

We aim to resolve customers’ needs on one visit, making the use of services easier. Referrals to specialised care provided by the public sector have not increased, even though this was suspected in the related public debate. We are developing the service further and also aim to offer our digital services to freedom-of-choice customers.

AN INTERESTING YEAR AHEAD

Terveytalo closely monitors the measures of the social welfare and healthcare reform. If the law is passed, we will continue from the service voucher experiment to the next phase — actual freedom of choice. We have shared our experiences from the experiments with public service providers, and aim to continue to be a reliable partner to the public sector.

WE ARE PLEASED THAT TERVEYSTALO PARTICIPATED IN THE TRIAL AT PÄIJÄT-HÄME. THE AVAILABILITY AND CONTINUITY OF HEALTH CARE SERVICES FOR FREEDOM OF CHOICE CUSTOMERS IS EXCELLENT. TERVEYSTALO’S CUSTOMER ORIENTATION, THEIR OPENNESS IN DIALOGUE AND DESIRE TO WORK TOGETHER HAVE BEEN A POSITIVE SURPRISE.

Risto Raivo, LT, Chief Physician

Project manager, Service voucher trial for open-access healthcare

Päijät-Häme Welfare Association
This report covers the parent company, Terveystalo Plc, and its subsidiaries in 2018. The metrics were chosen on the basis of material responsibility themes, defined with our stakeholders. The reporting of non-financial information, as required by the Accounting Act, is included in the Report of the Board of Directors found in the financials section of the Annual Review.
## REPORTING PRINCIPLES AND INDICATORS

### PERSONNEL’S WELL-BEING AND HEALTH

<table>
<thead>
<tr>
<th>Essential subject</th>
<th>Indicator</th>
<th>Achievement in 2018 (2017)</th>
<th>Target level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job satisfaction</td>
<td>92.7% satisfied with Terveystalo as a workplace (92.4%)</td>
<td>Over 90%</td>
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<tr>
<td>Employee well-being</td>
<td>92.1% were happy to come to work (2019)</td>
<td>Over 90%</td>
<td></td>
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<tr>
<td>Independent practitioners’ well-being</td>
<td>90% were happy to come to work (new indicator)</td>
<td>Over 90%</td>
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<tr>
<td>Health</td>
<td>92.4% felt that their energy level and fitness for work were good (77.9%)</td>
<td>Over 90%</td>
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<tr>
<td>Sickness absence rate</td>
<td>3.9% (3.7%)</td>
<td>Below the general average</td>
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<tr>
<td>Safety</td>
<td>8.1%</td>
<td>Below the general average</td>
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<tr>
<td>Energy and fitness for work</td>
<td>92.8% felt they had enough energy and fitness for work</td>
<td>Over 90%</td>
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<td>PERSONNEL’S WELL-BEING AND HEALTH</td>
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<tr>
<td>Distribution of employment type</td>
<td></td>
<td>Permanent 92.4%, fixed-term 7.6%</td>
<td>No target level</td>
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<tr>
<td>Management: men</td>
<td>45% (5)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>women</td>
<td>55% (6)</td>
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<tr>
<td>Entire personnel: men</td>
<td>31%</td>
<td></td>
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<tr>
<td>women</td>
<td>69%</td>
<td></td>
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<tr>
<td>Gender distribution of entire personnel, management, Board of Directors: men 45%, women 55%</td>
<td></td>
<td>No target level</td>
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<tr>
<td>Board of Directors: men 62.5% (5), women 37.5% (3)</td>
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<tr>
<td>Health and safety</td>
<td>12.5 per audited unit, average 14</td>
<td>No target level</td>
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<tr>
<td>売出報告</td>
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<tr>
<td>Personnel is represented in the highest occupational safety organ</td>
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<td>Nearly 450 physicians and over 160 medical students answered the annual Mediuutiset employer survey. Terveystalo was the most attractive employer among physicians and students alike.</td>
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### PATIENT SAFETY

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<th>Target level</th>
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<tr>
<td>Patient safety</td>
<td>Incident reports</td>
<td>5,160 reports, 0.10% of physician visits (3,876, 0.12%)</td>
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<td></td>
<td>Notifications vs physician visits</td>
<td>0.007% (0.005%)</td>
<td></td>
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<tr>
<td></td>
<td>Patient claim reports vs physician visits</td>
<td>0.011% (0.012%)</td>
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<tr>
<td></td>
<td>Percentage of claim reports leading to compensation vs physician visits</td>
<td>20.1%, 2016 cases (24.3% 2015 cases)</td>
<td></td>
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<tr>
<td></td>
<td>Complaints vs a physician visits</td>
<td>0.002% (0.0009%)</td>
<td></td>
</tr>
</tbody>
</table>

### SURGICAL SAFETY

<table>
<thead>
<tr>
<th>Essential subject</th>
<th>Indicator</th>
<th>Achievement in 2018 (2017)</th>
<th>Target level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surgical safety</td>
<td>Use of the WHO checklist in surgery</td>
<td>95.6% (96.1%)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Infections vs number of surgical operations</td>
<td>0.58% (0.72%)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Complications vs number of surgical operations</td>
<td>0.3% (0.2%)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Average radiation dose</td>
<td>Average radiation doses in sinus imaging and mammography as compared to the national reference levels: 65 (67), 90 (90), 0.7% and 17 (17), 1.05%</td>
<td>Radiation doses significantly below the reference level</td>
</tr>
<tr>
<td></td>
<td>Sinus imaging</td>
<td>Percentage of sinus imaging dose as so called moonlight imaging due to lower doses of radiation: 30% (26%)</td>
<td>Avoid unwarrented imaging as recommended</td>
</tr>
<tr>
<td></td>
<td>Sinus imaging, small children</td>
<td>Avoid unwarrented imaging as recommended</td>
<td></td>
</tr>
<tr>
<td></td>
<td>X-ray examinations for the diagnosis of lower back pain</td>
<td>Lumbar X-ray examinations for women aged 10–50: 3,365 (3,761). The total number of X-ray examinations for the corresponding female group increased by 5% and the number of lumbar magnetic examinations increased by 6%</td>
<td>Avoid unwarrented imaging as recommended</td>
</tr>
<tr>
<td></td>
<td>Results of peer assessment of opinions</td>
<td>92% (95%) have nothing to add or nothing to add of clinical relevance</td>
<td></td>
</tr>
</tbody>
</table>

### IMAGING SAFETY

<table>
<thead>
<tr>
<th>Essential subject</th>
<th>Indicator</th>
<th>Achievement in 2018 (2017)</th>
<th>Target level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Imaging safety</td>
<td>Sinus imaging</td>
<td>95.6% (96.1%)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Average radiation dose</td>
<td>0.58% (0.72%)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Complications vs number of surgical operations</td>
<td>0.3% (0.2%)</td>
<td></td>
</tr>
</tbody>
</table>

### HEALTH PROMOTION

<table>
<thead>
<tr>
<th>Essential subject</th>
<th>Indicator</th>
<th>Achievement in 2018 (2017)</th>
<th>Target level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health promotion</td>
<td>Number of Oma Suunnitelma plans prepared</td>
<td>94,000 (70,000)</td>
<td>No target level</td>
</tr>
</tbody>
</table>