Openness
Impact
Innovating
FINLAND'S MOST TRUSTED PRIVATE CLINIC IN 2014
The readers of Reader’s Digest rated Terveystalo as Finland’s most trusted private clinic. The survey is one of the largest consumer surveys implemented in Europe. In Finland, 2,026 subscribers of the Reader’s Digest magazine responded to the survey.

FINLAND'S MOST APPEALING EMPLOYER IN 2013
According to a survey commissioned by Talentum and Mediuutiset, physicians rated Terveystalo as Finland’s most appealing employer among both private and public operators in 2013. In the workplace, physicians value a good working atmosphere, opportunities for development, reasonable working hours, and flexibility.

THE THIRD MOST SIGNIFICANT WELL-BEING BRAND IN FINLAND IN 2012
In the National well-being barometer 2012 study implemented on the Terve.fi website, Terveystalo was rated as the third most significant Finnish well-being brand. It was rated first in the Services category. There were more than 7,000 respondents in the study.

Terveystalo in brief
Terveystalo is the largest healthcare service company in Finland. We offer versatile healthcare, occupational healthcare, medical and examination services in nearly 150 clinics around Finland. Our customers include private individuals, companies and communities, insurance companies and the public sector.

Mission  We promote health
Values   Know-how and caring
Vision   Your first choice – the leader in healthcare services
Themes

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A leader opens up the way p. 22

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More than 10,000 private healthcare service companies operate in Finland. They are a consciously built, integral part of the Finnish healthcare system, and very efficient as well. Private healthcare services play a particularly significant role in occupational healthcare, dental care, patient transportation, rehabilitation services, and clinical services.

Appointments with private physicians financed through health insurance are a functional way of channeling patients’ freedom of choice and eliminating queues to public healthcare. They are also an efficient way of expanding the financial basis, as the service buyers participate in covering the costs with their own money. For example, 50 percent of occupational healthcare is produced privately, and it is almost completely financed by employers and employees. The reimbursement of the services of private physicians only amounts to approximately 0.4% of the total cost of healthcare, and it provides for 3.8 million appointments with a physician, i.e., one-sixth of the annual number of appointments.

More than 80% of healthcare services in Finland are still provided by the public sector, and municipalities have only outsourced 5% of their social and healthcare services, which represents 3% of the total costs of healthcare. Finnish healthcare has been founded on the universal availability of services. However, Finland currently suffers from the longest treatment queues in Europe (79% of Finns have to wait for an appointment with a primary care physician for at least two weeks), even though the private sector already currently manages 30% of all appointments with a physician. At the same time, our society maintains a heated and half fearful debate over whether the health service is being privatized and whether we need any private healthcare services.

At one time, we built an advanced and functional healthcare system, which is now in desperate need of reform. In the next few years, the need for healthcare services will grow radically at the same time as the number of working-age citizens (and thereby taxpayers) decreases. It will be a great challenge to make patients assume more responsibility for their own care and, on the other hand, to be able to allocate treatment and measure its impact through the length of the treatment chain, for example. By adopting technology, for example, we can bring treatment to those patients who have the ability and motivation to use it. At the same time, resources are released for supporting citizens who need support.

Traditionally, Finnish competitiveness and international success have been based on markets that have been opened for free competition, free of regulation and public production. This has spurred operators to be efficient and develop customer-oriented innovations. An excellent example of this in our recent history is the deregulation of the Finnish telecommunications market. It created the preconditions for the development of the telecommunications and telephone markets and all the business operations and financial success that grew out of them.

Finland needs private healthcare for such development. Customers and patients seek private companies through their free choice, and that choice has to be redeemed again every day. This forces operators to create customer-oriented services and treatment processes, look for cost-efficient operating models, and develop technology, while at the same time maintaining high clinical quality.

We have many unique national features in healthcare that have been successful on an international scale, such as the occupational healthcare system. Finnish healthcare and health technology may become our next international success story if we guide healthcare from the starting points of cost-efficiency and effective care, while respecting patients’ freedom of choice and the transparency of the market.

Healthcare is always based on trust. The responsibility and transparency of our operations as a company provide us with the right to operate in the healthcare service market. Quality and impact are tools through which we can show what fine work we achieve at Terveystalo. We believe that through our own example we can spur the whole industry to operate in the best interest of patients, taxpayers, and the entire Finnish society.

Yrjö Närhinen
CEO
In a decade, Terveystalo has grown into the leading healthcare service provider in Finland. The conglomerate of four private clinics has quickly grown into a healthcare service group which covers the whole of Finland and plays a significant role in the development of Finnish healthcare services.

In its industry, Terveystalo is a young company built through a number of corporate acquisitions. Terveystalo operates on a nationwide scale engaging the services of 6,500 healthcare professionals with extensive professional expertise and long-term experience. In 2013, there were more than 4 million patient visits and close to 2.5 million physician appointments, which amounts to 10% of the total number of appointments conducted annually in Finland.

**TERVEYSTALO’S STRATEGY**

*Cornerstones for well-being and growth*

Our high-quality and customer-oriented services promote the health of Finnish people and thereby the well-being of Finnish society as a whole. Our values – know-how and caring – steer our operations at all levels. Our growth is based on six strategic choices:

**Superior service experience**
Each encounter with the customer during the care process contributes to the customer experience. We provide swift access to care, and we invest in customer-orientation in all of our operations. Our uniform processes ensure that care is of high quality at all of our clinics.

**The preferred partner to our customers**
We offer our customers the broadest range of healthcare and well-being services and the most extensive service network in Finland. We cater to our customers’ individual needs.

**The most desirable employer for professionals**
Our corporate culture is encouraging. We provide healthcare professionals with the best opportunities for professional development and training, and we offer a vantage point into the development of Finnish healthcare.

**Local quality leader with nationwide scale effectiveness**
An encounter with a patient is always individual and local. Due to our nationwide reach, we also have the opportunity to invest in the development of personnel and new technology, develop new services, and build cost-efficient processes which ensure uniform quality.

**Measurable medical outcome**
The clinical quality and impact of treatment are a competitive advantage for us, helping us to reach our other objectives. As a leading company in the field, we are developing the measurement of quality, transparency, and impact of treatment, and the publication of related results. Our goal is to be a Nordic leader in terms of quality.

**Responsible social innovator**
We want to be extensively involved in developing healthcare in Finland and promoting the well-being of Finnish people. We are a leader in developing electronic solutions and building customer-oriented cooperation models with the public sector. We also engage in an active social debate with the decision-makers and leaders in the healthcare industry.
The quality of our operations and service is based on the expertise of our professional staff

Terveystalo provides a uniquely extensive personnel training and development program. An interesting, expertise-deepening training path is tailored for each employee from the point of view of their own position. In addition to vocational healthcare training, the company provides coaching related to supervisory work, customer service, and working ability. The valued quality of Terveystalo’s operations and service is based on the expertise of our professionals. Opportunities for continuous, diversified training and development of professional expertise are among the reasons for Terveystalo being a sought-after workplace. In 2013, Terveystalo organized a total of 164 training events to support professional expertise, supervisory skills, and working community skills. There are a lot of applicants for the training events every year.

Occupational health nurse Anne Lång has participated in the occupational healthcare qualification training provided by Terveystalo and the Finnish Institute of Occupational Health and the joint Future Leaders Program provided by Terveystalo and the Aalto Executive Education unit. “When I started at Terveystalo, I wanted to complete the occupational healthcare qualification training as soon as possible. When I was admitted to training, I was happy to notice that the training was customized just for us Terveystalo employees,” says Anne, who works at the Otaniemi clinic.

Anne also sees many other benefits in training, besides the development of professional skills. “Through the training, I have been able to network with employees working at other clinics and I have gained more confidence for my work. Developing working methods and sharing knowledge with colleagues has been rewarding. I have received many good practical tips, which I have utilized at work.”

General practitioner Ville-Mikko Mattila started on Terveystalo’s training path in 2013. “For the past year, I have been involved in the Future Leaders Program, which is a coaching module customized for people aiming for supervisory duties.” After the first leg of the journey, the next goal on the path is already in view. “JET training aiming for a specialist qualification in management will start in March. I applied for the program and was pleased to be chosen,” he says.

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For office manager Tatjana Pihlajamäki, maintaining previously acquired expertise and adopting new skills is a natural way to behave. “I have maintained my professional skills as a laboratory technician by participating in both in-house and external training. My interest in supervisory work grew gradually, and I was immediately admitted to the Future Leaders Program.”

For Tatjana, who works at the Tampere Hervanta clinic, training path thinking most of all represents a way of developing oneself. Updating one’s expertise in the end benefits the customer. “When I have a vision of the direction in which I want to develop myself, it is easy to select training that supports and promotes that goal from among the training options. By absorbing and applying what we have learned, we can offer our best expertise to customers, which brings great joy to me at least,” says Tatjana, justifying her approach. She has a clear view of the significance of training for the employee. “It’s all about caring for the employee. The opportunity for training alongside work is a sign that the employer cares about the development and expertise of its employees.”
Measuring quality and impact spurs on the entire industry

Terveystalo has made a strategic decision to invest in the monitoring of medical quality and the publication of quality data. Terveystalo also monitors quality and patient safety more strictly than the authorities require. Our goal is to be a national forerunner and a Nordic quality leader in improving the efficiency of the treatment chain, continuously developing the efficacy of treatment and the comparability of treatment results.

The experience of health and the outcomes of treatment have to be examined from the points of view of the individual, the community, and society. Its nationwide chain, uniform operating models and systems, the most extensive patient database in the country, and a network of more than 3,000 physicians provide Terveystalo with unique opportunities for active participation in these examinations.

In 2013, we launched three pilot projects concerning outcomes, which were related to mammography screening, orthopedic surgery (endoprosthesis and endoscopic surgery), and the treatment of diabetes. In these services we have been able to combine high quality, cost-efficiency, and local service by means of centralized control, remote diagnostics, and distributed production.

Measurement and the transparency of treatment results improve the quality of treatment, and open up the opportunity for patients to compare the results of different clinics. They also help to allocate treatment in a cost-efficient manner. The measurement of quality and outcomes encourages all operators in the industry to develop their operations and healthcare professionals to achieve even better treatment. At the same time, it leads the entire industry to a cultural change and the creation of shared indicators.
During 2013, Terveystalo’s hospital units adopted BCB Medical’s ArtuX treatment chain quality monitoring system. ArtuX system allows monitoring the progress of a patient coming for orthopedic endoscopic surgery from seeking treatment to recovery and reporting on the results of treatment to physicians, employers, and partners.

The system offers patients an opportunity to actively participate in the assessment of their own ability to function at the different stages of treatment. In addition to the patient, information in the system is recorded by the professionals participating in treatment, such as the surgeon and the physiotherapist. The information collected at different stages of treatment allows the parties to assess the efficiency and impact of the treatment process. During a year, close to 3,300 shoulder and knee surgery patients have already been recorded in the system.

“Due to the huge costs of major national diseases, even small improvements in their treatment are socially significant steps forward.”

Juha Tuominen
Chief Medical Officer

“Systematic management of treatment chains

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“A key factor promoting patient safety and the success of treatment is the customer’s own knowledge of and experience in their own treatment.”

Päivi Metsäniemi
Chief physician, medical development, occupational health physician
Patients belong at the center of their own treatment

A key factor promoting patient safety and the success of treatment is the customer's own knowledge of, and experience in, their own treatment. It must be ensured that patients know and understand their diagnosis, why and how they are treated, what the treatment plan is, and who will participate in the treatment. Patient’s active participation and utilization of everyday experiences promote the success of their treatment. In order for patients to shoulder the responsibility for their own health, they must be provided with access to, and the means of, monitoring information concerning themselves.

Terveystalo has developed a number of practices improving patient safety and the care experience. By means of the electronic Oma Terveys (My Health) service, customers can at any time review their own health and information related to their treatment. The service also enables and encourages patients to participate in treatment, and offers an interactive channel between the patient and the physician. At the end of 2013, the Finnish-language “Asiakkaana” (As a customer) section of our website published a practical customer’s “Checklist for an appointment”, which helps the patient to prepare for an appointment or procedure.

Accidents and dangerous situations are reported on in anomaly monitoring. We encourage our staff to report even minor anomalies and near miss situations. This means that dangerous situations are paid attention to and the occurrence of accidents can be prevented effectively. In 2013, we launched the production of a patient safety risk map which allows estimating risk levels at group, area, and unit level and taking proactive measures. In addition, we are developing patients’ dangerous situation notifications so that we can also discover potentially dangerous situations observed by patients. In proportion to the number of appointments, the number of patient injuries associated with Terveystalo is below the national average for the industry.

In the Best Hands builds the best service experience for the customer

In the Best Hands is Terveystalo’s operating model for customer encounters, which supports our aim of being a superior provider of a service experience. In 2013, the program focused on the service path of the treatment encounter and the customer encounters at its different stages. The aim is to provide patients with a feeling of warmth and ensure that they understand the treatment, the necessary measures, and the patient’s own role. Greeting the customer, providing a welcoming encounter, going through the diagnosis in a dialog with the customer, and offering guidance for follow-up treatment are practical acts which make the customer’s service experience more pleasant and appropriate.

Occupational health specialist Merja Augustin values the In the Best Hands operating method, which focuses on applying what one has learned to daily work. “I have noticed that greeting the patient as early as their reaching the lobby has a positive impact and at the same time, it also relieves the tension of the next customer. I have trained myself to read my customer more and invested in the distribution of written follow-up instructions, which customers clearly seem to appreciate.”

Attempts are made to distribute the offering of the In the Best Hands coaching forward in the entire working community. A successful service experience is not just in the customer’s interest, but it also increases the well-being at work of the healthcare staff. “The customer’s service experience is a material part of patient work. When the quality of patient work increases and one’s own well-being at work improves, everybody wins,” says Merja, crystallizing her view.

Last year, 200 In the Best Hands coaching events were organized, and a total of 2,500 people from different professional groups participated in them.
Our quality development and measurement toolkit

The SFS-EN ISO 9001:2008 quality certificate granted by Labquality Oy covers clinic services, hospital services, occupational healthcare, screening services, imaging, laboratory operations, customer service, and group activities.

In 2013, internal quality audits were performed at 37 clinics and external audits at 25 clinics. Twenty-three internal auditors were trained.

Our self-monitoring plan has been prepared in compliance with the laws and guidelines governing the industry, and it is supplemented by the operating handbook and the process map with its working instructions. The plan is updated annually, and its implementation is supervised by audits.

Through anomaly monitoring, we compile statistics on accidents and dangerous situations. Terveystalo publishes information on anomalies more extensively than recommended in the official requirements.

We monitor customer satisfaction through various feedback systems and more extensive annual questionnaires. In 2013, we adopted an international NPS recommendation index that measures the immediate service experience of the customer. It is implemented by means of a text message. We are monitoring the development of NPS with regard to our every clinic by means of a rolling three-month recommendation index.

The Efecte feedback system makes the customer feedback handling process more efficient. The system was adopted by the entire organization in 2013, and more than 100 people were trained to use it.

Physician partnership managers take care of the smooth flow of the daily routines of physicians and other people doing consultation work so that they can fully concentrate on their own work and patients. A total of 60 people trained for such managerial duties are employed at all of Terveystalo’s clinics.

The quality organization was strengthened by appointing a quality coordinator for each area. Each of our clinics has a person responsible for quality.

Terveystalo finds a quarter of Finnish breast cancers

Four out of five 50–69-year-old women in Finland participate in breast cancer screenings, while the average in OECD countries is 62%. The screening system in our country is both very efficient and of a high quality on an international scale. Approximately 75 percent of the screening tests, i.e., approximately 210,000, are done at Terveystalo. A total of approximately 4,800 new breast cancer cases are found in Finland annually, of which approximately 1,300 are discovered at Terveystalo.

The aim is that participating in screening is as easy as possible. The person invited to participate can select the time and imaging place best suited to her. Imaging can be performed at almost all of Terveystalo’s clinics. The screening service also has its own mobile mammography screening unit, the “mammography truck” which performs imaging at approximately one hundred localities.

Half a million reasons to make the treatment of diabetes more effective

There are already approximately half a million diabetics in Finland, and their number is expected to be doubled during the next decade. The treatment of diabetes alone accounts for 15% of the total costs of healthcare. Even 70% of these costs is caused by comorbidity, which could be avoided through prevention and good treatment.

Duodecim’s Current Care guidelines are not currently realized very well in general, and close to half of type 2 diabetics suffer from the disease without knowing it.

To improve the situation, Terveystalo has developed a globally unique electronic monitoring tool, Etydi. Etydi allows physicians an opportunity to monitor their patients’ diabetes data in a more comprehensive manner and recognize people who have a risk of falling ill.

Through Etydi, physicians can view the diabetes risks of their own patients and the treatment balance of their diagnosed patients at one glance. The information is generated automatically from the patient data system, and it can be compared with the average of the entire customer base of Terveystalo. The indicators also facilitate the monitoring of how well the Current Care guidelines have been complied with. In the long term, it is possible to see how the treatment prevents the additional diseases developed over the years that are typical of diabetes.

The impact of Etydi when used by Terveystalo alone is significant, as there are, in total, over 40,000 people who either suffer from diabetes or are included in the risk group among Terveystalo’s 500,000 occupational healthcare customers. A similar tool is being developed for the monitoring of hypertension, asthma, and coronary artery disease.
Our quality development and measurement toolkit

Teija Häkönen
Diabetes nurse
“Our duty is to promote health, and for this, we also need social insight.”

Susanna Kinnari
Senior Vice President, Communication

In 2013, we remitted a total of EUR 75.5 million in government tax revenue. Terveystalo has not distributed its profits to its owners, but invests all of its operating profit in the development of the company. Terveystalo is also the 15th largest employer. The number of our employed personnel has increased by 35% over the past five years.
The changes in society also force healthcare to reform

The active social debate is an important phase in the reform of Finnish healthcare. We must dare to question the familiar models to be able to build something new. The challenges for healthcare require cooperation between, and investments from, all operators. As the largest operator in the industry, we wish to introduce solution models based on our extensive research data and experience into the debate.

The starting point for the functionality of healthcare is the availability of services. The private sector plays an important supplementary role in providing Finnish society with healthcare and well-being services. Functional cooperation facilitates distributing resources and expertise cost-efficiently. Profitable operations ensure the development of services and investments, as well as high-quality and competitive services for patients.

The operations of Terveystalo have an important social impact, not only given the company’s role as a developer of healthcare, but also as a promoter of health and working ability, while also being an employer in the industry. Presently every tenth appointment with a physician in Finland takes place at Terveystalo. The most extensive patient database in the country offers a unique databank into the health of Finnish people, and our national network of clinics provides a vantage point into the treatment of national health. It is our duty to bring the insights, expertise, and knowledge accumulated therefrom to bear on the resolution of the challenges for healthcare.

Exercising social influence means not only participating in the debate, but also taking practical action. The change in the dependency ratio, the growth in the number of older people, and the changes in technology and working life force both the public and the private sector to create new ways of providing healthcare services. When the need for services increases, we also need means through which people may assume more responsibility for their own health.

We continuously strive to produce new technological tools to be used by both healthcare professionals and patients. As a partner of the public sector we produce a nationally significant number of screening and imaging services. For example, presently more than four out of five statutory mammography screening tests are made at Terveystalo.

We also proactively distribute health-promoting information through, e.g., open public lectures, produce health-promoting material, and train hundreds of physicians in the fields of both medicine and customer service. In addition, we actively meet with decision-makers and act as experts in social development projects and working groups.
Openness strengthens responsible development in the industry

Healthcare is an industry bound by strong ethical principles. The starting point for health services is to secure the well-being and functional ability of citizens and thereby the functional ability of the entire society. The operations of healthcare service companies are therefore founded on responsibility. In addition to acts, decrees, and authorities’ regulations, the industry is subject to requirements of responsibility and openness that are stricter than in many other industries. Another factor that encourages openness is pan-European development, where the freedom of choice of patients is increasing.

In Finland, there is currently no comprehensive information that would facilitate the comparison of the expertise of operators in the industry. We believe that productive healthcare, both in the private and the public sectors, can only grow out of increasing transparency and measurability. This is why we aim to introduce openness and customer-orientation into healthcare. We strive to promote national health by distributing and analyzing statistical information on healthcare in our registers and systems for socially beneficial purposes. As the first healthcare service industry company, we also published our tax footprint describing the impact of Terveystalo’s operations on society.

“Health-related matters are at the same time very personal and very broadly relevant to society. In order to genuinely compare services with each other, precise information on the quality and impact of treatment and its costs must be provided more openly.”

Sports services helping exercising people from enthusiasts to top athletes

Terveystalo’s Sport service helps exercising people to intervene in the causes of health problems preventively and avoid injuries. This also includes our sports club cooperation, which provides clubs with high-quality services and world-class sports medicine to support coaching and club work.

Through us, club and individual athletes receive their own treatment chain which includes preventive care, appointments with a physician, laboratory and imaging services, and emergency service, surgery, and rehabilitation, as necessary. Our partnerships range from individual sports to team sports, from top athletes to enthusiasts, from juniors to seniors. We cooperate with more than one hundred sports clubs. During 2013, 125 physicians participated in the medical examinations for athletes training at Terveystalo.

A uniform and swift treatment chain

In 2013, Terveystalo developed the treatment chain for knee and shoulder patients with, for example, the City of Raisio. The aim for the development work was to support the operation of basic health care physicians in the treatment of an orthopedic patient, achieve a diagnosis quickly, and implement treatment and rehabilitation measures without delay. Quick recovery of the working and functional ability of the patient reduces unnecessary health service visits and prolonged sick leaves, while also preventing, in the case of older people, the permanent loss of functional ability.
Hannu Lähteenmäki
Specialist in orthopedics and traumatology
The price tag of work not done is shocking

The rapid changes in working life also challenge occupational healthcare to reform. An occupational healthcare partner is required to have increasingly extensive expertise and knowledge of the customer’s industry and work both in practice and at the strategic level. It is crucial for a society to keep people at work and maintain good working ability. The attempts to increase the retirement age will also flounder if people do not have the ability to work. Finnish occupational healthcare is a unique example of a functioning division of labor between public and private healthcare, and the ability to measure the impact of care both clinically and in terms of costs.

The joint benchmark project for working ability management of Terveystalo, the Finnish Institute of Occupational Health, the Confederation of Finnish Industries (EK), SAK, PwC, and the employment pension insurance companies Elo, Varma, and Veritas has investigated the total cost level for Finnish companies made up of the sick leaves of personnel, the statutory disability and employer’s liability insurance contributions, and the deductible of occupational healthcare payments. According to the survey, the cost of work not done is annually approximately EUR 4–5 billion in Finland as a whole. The survey suggests that efficient working ability management would be able to diminish these costs by an average of 27%, in which case the annual cost savings would be as much as EUR 1.3 billion.

Successful working ability management requires that it is understood which factors affect well-being at work in a company, and thereby productivity. This allows input in working ability to be seen as an investment, and measures will be directed more extensively at preventive operations by screening risk groups, for example. As a strategic partner, occupational healthcare is able to recognize any problems and prolonged absences in the case of an employee and the working community at an early stage. Alongside traditional occupational healthcare services, we currently need an increasing number of well-being at work services, such as supervisor coaching.

Keeping employees healthy until retirement

Terveystalo has been a partner of Mainpartner Oy since 2007. The aim is to preventively support the health of employees by reducing sick leaves and risks to working ability. At Mainpartner, working ability management is part of the entire company’s strategy.

“The majority of our employees perform physically intensive work. That is why the identification, anticipation, and management of risks to working ability play a significant role in our company. Our aim is to keep our personnel healthy and productive and maintain their working ability throughout their working careers. We strive to keep our employees healthy enough to be able to enjoy their retirement after their working career,” says Jari Syrjälä, Director, HR, at Mainpartner.

At Mainpartner, the working ability of each employee is assessed individually and supported through a personal well-being plan. The aim is to prevent musculoskeletal diseases, for example.

“We aim to identify employees who have a working ability risk as early as possible before any sick leaves and support their coping at work and quick rehabilitation after falling ill. Close cooperation and seamless flow of information between the employee, occupational healthcare, and human resources administration play a key role here,” adds Hannu Rytkönen, manager, personnel development.

“By means of long-term cooperation, we have succeeded in reducing sick leaves and diminishing the number of employees with a working ability risk to one-half during the past three years,” confirms Syrjälä.
Terveystalo invested more than EUR 400 million in the development of Finnish healthcare services during 2009–2013.

“Healthcare must be made more productive, and it takes place through increasing comparability and transparency. The opportunity to compare the costs and impact of treatment is the patient’s and the payer’s right.”
Me & My City is a learning environment for society, working life, and entrepreneurship directed at sixth-graders. The aim of the Me & My City is to help pupils to integrate better in society by offering positive experiences in working life and entrepreneurship.

Terveystalo is involved in a Me & My City project coordinated by Economic Information Office TAT in Helsinki, Eastern Finland, and Varsinais-Suomi. Each Me & My City is visited by more than 5,000 students during the year.

In Terveystalo’s stand, students can familiarize themselves with the work of a physician, occupational health nurse, and a physiotherapist. Students spend a day in the role of an adult, work, are paid, and act as both consumers and active citizens. Before the visit, pupils practice filling out a job application at school and go to a job interview, on the basis of which they are selected for their “profession.”

“Students visiting Me & My City are the employees of the future. Familiarity with the functioning of society and the promotion of readiness for working life are important,” says Juha Impila, Terveystalo’s commercial director, Western Finland.
The multi-annual Innovations in social and healthcare services program of Tekes – the Finnish Funding Agency for Innovation promotes the development of service production in social and healthcare services and the leading position and internationalization of companies in the industry.

The national identification service project of the Ministry of Finance was launched as a part of the National Architecture for Digital Services Program that collects together the electronic services of government, municipalities, and private sector. As a leading provider of electronic services in the healthcare service industry, Terveystalo is involved in developing the system. A key part of the service is the joint identification solution offered by the government, which we will adopt as soon as possible.

Terveystalo was involved in social projects and events in 2013

**The Children’s Medical Science Expo** at Heureka – the Finnish Science Centre on February 9–10 2013 provided visitors an opportunity to browse the exhibitions of the science center free of charge during the weekend. Close to 4,500 visitors participated in the event. At Terveystalo’s stand, children could try the work of a physician in practice, and four expert lectures directed at the whole family were also organized free of charge.

**Heureka Goes Crazy** is the world’s first science center exhibition dealing with mental health. Terveystalo is one of the partners in the exhibition, which will continue until October 2014. In a series of lectures dealing with mental well-being, our experts tell the public about the joy of work, the significance of exercise and sleep for mental well-being, and the management of depression and stress.

**The Terve Seura award** is a joint award conferred by Terveystalo and Suomen Urheilugaala (Finnish Sports Gala). The annual award was this time presented to Suunta Jyväskylä, which is known for its work with children and young people. The award criteria emphasized the comprehensive management of an athlete’s health. The award is part of Terveystalo’s sports club cooperation, which focuses on supporting junior sports and developing health services directed at athletes.

Syöpäsäätiö’s annual Pink Ribbon campaign and Tukikummit-säätiö were the objects of our charity work in 2013.

**Main illnesses in Finland in 2013**

In 2013, there were a total of 2.5 million physician appointments at Terveystalo. The most common reasons for appointments were various influenza and upper respiratory tract illnesses, such as bronchitis. The second most common reason for an appointment was back pain.

In occupational healthcare, various forms of back pain are the most common ailment forcing people to take sick leave. They were the reason for approximately eight percent of all sick leaves. The second most common reason for a sick leave was a sudden upper respiratory tract infection, i.e., common cold. Recurring depression and generalized anxiety disorder also cause a lot of sick leaves.

**TOP 5 REASONS FOR AN APPOINTMENT WITH A PHYSICIAN IN 2013**

1) Common cold/bronchitis
2) Back pain
3) Chronic shoulder problems
4) Hypertension
5) Sudden knee injuries

**TOP 5 REASONS FOR SICK LEAVES**

1) Back problems
2) Common cold/bronchitis
3) Depression
4) Knee problems
5) Shoulder problems

The information is based on Terveystalo’s patient data register, where information on the health of more than 3.5 million Finnish people is collected.

**TOP 5 REASONS FOR SICK LEAVES**

1) Back problems
2) Common cold/bronchitis
3) Depression
4) Knee problems
5) Shoulder problems

**TOP 5 REASONS FOR SICK LEAVES**

1) Back problems
2) Common cold/bronchitis
3) Depression
4) Knee problems
5) Shoulder problems

**TOP 5 REASONS FOR SICK LEAVES**

1) Back problems
2) Common cold/bronchitis
3) Depression
4) Knee problems
5) Shoulder problems

The information is based on the sick leave information of approximately 500,000 working-age Finnish people included within the sphere of Terveystalo’s occupational healthcare services in 2013.
“Development of new solutions for healthcare is an attitude issue.”
Tuomas Otala
CIO

Electronic prescriptions adopted in the vanguard

Terveystalo was the first national healthcare service company to adopt electronic prescriptions (in October 2013). During the first three months, Terveystalo provided more than half a million electronic prescriptions, and already more than 80 percent of prescriptions written at Terveystalo are electronic.

Electronic prescriptions are in the interest of both the customer and the physician providing treatment. With its more extensive use, medication prescribed in private and public healthcare is better known to the physician treating the patient. Patient safety and the comprehensiveness of care also improve when the physician can obtain an overall view of the customer’s medication history. Patients can monitor their own prescriptions using the Kanta (National Archive of Health Information) service.
People’s interest in their own health is continuously increasing, and a huge amount of health-related information is available. Well-being is monitored, and means for improving it are also actively sought elsewhere than in personal meetings with healthcare professionals.

Customer-orientation guides all Terveystalo’s activities, particularly service development. It includes listening to customers and understanding their needs, management and integration of health information, efficient processes, and a high quality of care. We strongly believe in digitization and the development of electronic services as part of modern healthcare. Our service development is built around life cycle thinking and services maintaining health. We develop services for all customers, from babies to senior citizens, both for private individuals and companies. Individuals and communities are becoming more interested in preventive services and services maintaining health and the quality of life. From a social perspective, this is also more cost-efficient than treating illnesses.

At Terveystalo, the work of healthcare professionals is supported by advanced tools and processes which enable the management of quality-oriented healthcare. Being a leader is also strongly associated with efficiency, as there will not be a sufficient number of healthcare professionals in the future if we continue to provide services using the current operating models. We continuously strive to develop national and centralized services which improve quality and the availability of services.

We have also invested in developing the customer service expertise of our healthcare staff and have created a corporate culture where physicians can concentrate on providing care. Our organization is growth-oriented and has a positive attitude towards change. We encourage our employees to be innovative, and our staff is keenly involved in developing new solutions. We also want to be a leader in developing the job satisfaction and expertise of our staff. The continuous positive development of Terveystalo’s personnel satisfaction is proof that we have succeeded in this work. More than 90% of our employees would recommend Terveystalo as a workplace.

“"It is high time to talk about customer experience in healthcare.”

Pasi Papunen
Senior Vice President, Service Development
The deployment of technology in healthcare services is increasing, although the development has been slower than in other service industries in Finland. Innovative electronic services improve access to care and increase patient safety and the opportunities and motivation of patients to participate in their own treatment. Terveystalo has produced all of its electronic solutions together with Finnish technology companies, which has enabled quick and agile development.

“We boldly introduce new alternatives alongside the traditional solutions, and their popularity shows that Finnish healthcare customers are ready for them.”
Examples from our electronic toolkit

Our nationwide patient data system, which includes the health information of more than 3.5 million Finns, ensures that all healthcare professionals treating patients make examination and treatment decisions based on correct, precise, and up-to-date information, regardless of the clinic the patient visits. In addition, it provides a nationally unique view of the health and health statistics of Finnish people.

Our online and mobile appointment service provides customers with appointment services 24/7, allows the healthcare staff to concentrate on care tasks, and gives the appointment service personnel time to also serve customers in diversified counseling matters. Already half of our appointments are booked electronically.

Terveystalo Health Survey facilitates surveying disability, morbidity, and productivity risks. On the basis of the results of an electronic survey, it is possible to prevent health risks and take the right measures promptly.

Strada is an extranet service designed for physicians, which allows them, for example, to manage their own work and use medical databases. Strada also enables swift, targeted communication between Terveystalo professionals.

Via the Oma Terveys (My Health) service, 120,000 of our customers can monitor their own health history, such as physician’s appointments, laboratory test results, and vaccination information, as well as maintain contact with their physician regardless of time and place.

Etydi is a unique tool for assessing diabetes risk and monitoring the treatment balance of diabetic patients used by all of our physicians. The tool has clearly improved the treatment of diabetic patients.

The Terveystalo Sirius HR and Occupational Healthcare Extranet services facilitate the formation of an overall view of sick leaves and the identification of people with a disability risk as early as possible. The automatic alert limits of the Sirius HR working ability control system enhance the efficiency of sick leave monitoring. Terveystalo Occupational Healthcare Extranet facilitates not only the management of sick leave information, but also of other reports, information on employees, and the occupational healthcare action plan. Both services also facilitate the monitoring of the occupational healthcare measures implemented, and also function as a means of maintaining contact between occupational healthcare and the customer organization.

PainPREMIER is an electronic tool supporting both the patient and the physician in implementing treatment practices for lower back pain and its related problems. The tool is being tested in a joint international pilot project for the treatment of lower back pain between Terveystalo and the pharmaceutical company Pfizer.

Users of the Wellmo Well-Being Coach application can monitor their own well-being and choices relevant to health, such as the quality and sufficiency of sleep, weight, sports performances, etc. The information in the service developed in cooperation with Terveystalo, Wellmo, and Taltioni can be combined with Terveystalo’s Oma Terveys (My Health) service.

Rhinitis Weather shows where colds are a threat

The application on Terveystalo’s website allows monitoring the incidence of sudden respiratory track infections and the related illnesses resulting from them in Finland in real time. The service draws a map of the Finnish rhinitis weather on the basis of diagnosis and zip code information collected in a nationwide system.

The Rhinitis Weather Service combines technical know-how and medical expertise where diagnosis information has been precisely defined together with medical professionals. On the basis of rhinitis weather, every Finn can prepare for the risk of falling ill and take prevention into account in their daily lives.

We strive to promote national health by distributing and analyzing statistical information in our registers and systems for socially beneficial purposes. The Rhinitis Weather application, for example, could also be utilized in monitoring and preventing a national epidemic, as necessary.
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