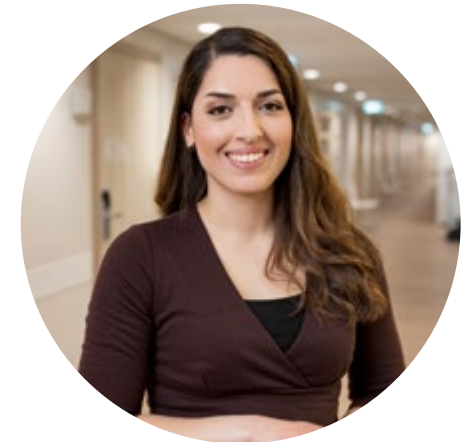




MEHILÄINEN'S YEAR

2022

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# YEAR 2022

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MEHILÄINEN IN BRIEF

# HEALTH AND WELL-BEING IN FINLAND AND INTERNATIONALLY

Mehiläinen is a well-known and highly valued private provider of social care and healthcare services, operating in Finland and abroad.



Number of employees and private practitioners

**33,000**



Number of units

**820**



Total number of customers at Mehiläinen

**2.1 million**



OmaMehiläinen users

**1.8 million**



Revenue (EUR million)

**1,632.8**



Revenue growth

**16.7%**

### In Finland

Comprehensive social care and healthcare services for private and corporate customers, insurance companies, and public service providers.

### Internationally

Primary healthcare and outpatient healthcare services in physical clinics, utilising digitalisation in Estonia, Sweden and Germany. Subsidiary BeeHealthy provides software services for healthcare in Europe, the Middle East and Africa. Healthcare Staffing Solutions, a subsidiary specialised in international recruitment, operates in Asia.



## ON A LIFELONG MISSION

The story of Mehiläinen is not about a company but rather about people and attitude.

When a group of physicians founded Mehiläinen in 1909, their goal was to create better health and well-being.

Along the way, we have treated soldiers, been involved in building the occupational healthcare system, brought fathers inside the delivery room, exported digital healthcare services, experienced three pandemics and established Mehiläinen throughout Finland.

Over the years we have been guided by one simple thing – life. Fragile, strong, erratic. Unfair and fortunate. Beginning or coming to an end. Always valuable and unique.

Over the past one hundred years, the world has changed, but our attitude remains the same. The best treatment is still provided by people who are on a lifelong mission.



MEHILÄINEN  
EST. 1909

# EVENTS AND HIGHLIGHTS OF 2022

## 01

### JANUARY

A new full-service medical clinic opens in Tikkurila, Vantaa. During the year, other medical clinics are opened in Tampere, Kalajoki and Haapavesi.



## 02

### Fysios becomes part of Mehiläinen Group

**FEBRUARY** The Centre for Remote Healthcare speeds up access to care in public sector.

Our growth in Sweden continues under the name Meliva.



## 03

**MARCH** Mainiokodit makes significant progress in the quality of care for the elderly. Mehiläinen is selected as the most trusted private medical clinic in Finland in Reader's Digests study.

## 04

### International growth continues

#### APRIL

We expand in Germany by acquiring the MVZ Westpfalz medical clinic.



## 05

**MAY** Therapy services are strengthened through the acquisition of Tutoris, a provider of rehabilitation and care services.



## 09

**SEPTEMBER** Our occupational healthcare data shows that the amount of sick leave is at its highest in years. Mental health problems increasingly cause absences.

## 11

### Mehiläinen selected as the Employer Brand of the Year

#### NOVEMBER

The acquisition of Lääkäriasema Aslak gives our service network a new northernmost foothold in Sodankylä, Finland.

## 06

**JUNE** Solutos psychiatric services becomes part of Mehiläinen.

## 07

**JULY** Työterveys Laine becomes part of Mehiläinen. Bidding processes are launched for occupational healthcare services provided for the upcoming well-being services counties in Finland. Mehiläinen is selected in several regions.



**DECEMBER** BeeHealthy receives a prize from Vaikuttavuusseura for the most impactful act of the year 2022 thanks to its SuomiSote remote service platform.

[Visit Mehiläinen's News room to learn more about the year's events.](#)



CEO'S SUMMARY

## A CHALLENGING YEAR IN A DIFFICULT GLOBAL SITUATION

The global situation challenged Mehiläinen and the entire social and healthcare service sector exceptionally in 2022. The COVID-19 pandemic, Russia's invasion of Ukraine, the labour shortage and high inflation rates contributed to an unforeseeable operating environment, which impacted our profitability.

**A**t Mehiläinen, we continued to focus on our mission during the challenging year 2022: creating better health and well-being. Our skilled and competent professionals showed once again how we are on a lifelong mission, during both a calm and a storm. I would like to extend my warm thanks to everyone at Mehiläinen for your significant and meaningful work in 2022.

In a survey published by financial magazine *Talouselämä* in the autumn, Mehiläinen increased its personnel by more than any other employer in Finland. In total, our personnel increased by 14% to 33,000 professionals during 2022. Our personnel survey with its record-high results was a particular cause of joy. Our long-term personnel activities were also recognised externally, with Mehiläinen being selected as the Employer Brand of the Year and voted the most attractive employer in the healthcare sector among students.

### High demand for private healthcare services

Within Mehiläinen's private healthcare services, the year was characterised by a particularly high demand. We increased our market share in physician and dental services, as well as in physiotherapy, and the number of appointments increased by double digit percentage points from the previous year. During the year, we helped in dissolving the situation of delayed care caused by the pandemic.

We made significant investments in our units across Finland during the year. We opened new medical clinics and invested in new MRI equipment. We also expanded our service range. The acquisition of the physiotherapy service provider Fysios, approved by the authorities at the beginning of the year, made Mehiläinen the market leader in physiotherapy services.

In our Working Life Services, customer volumes and the use of services also increased significantly. By the end of the year, we were the provider of occupational healthcare for more than 590,000 Finnish employees. The well-being services counties\*, which launched at the beginning of 2023, initiated bidding processes for the occupational healthcare services provided for their personnel, and we were selected as the service provider in several regions. We are also the leading provider of occupational healthcare services in Estonia.

Our commitment to continually improving our high quality of treatment and care continued. Our cooperation with universities became even closer, we spread self-monitoring to our international markets, and we expanded our patient enablement instrument (PEI), which indicates how well patients cope with their symptoms after an appointment.

### Access to care at an excellent level in public healthcare services

Mehiläinen's public health centres provided high-quality services, with their availability remaining

We continued to focus on our mission during the challenging year 2022: creating better health and well-being.

high. Access to care was at an excellent level, and the number of listed customers reached a new record. During the year, we also launched the Centre for remote healthcare, to serve clients in the public sector. At Länsi-Pohja Central Hospital operated by Mehiläinen, access to care was at an excellent level compared to other hospital districts.

The development of our public service range also continued through selected business acquisitions. Our speech and occupational therapy services grew both organically and through the acquisition of Tutoris. We expanded our mental health services by acquiring Solutos psychiatric services. Furthermore, Kotipalvelu Mehiläinen is now the largest home services provider in Finland as a result of the integration of Debora into our operations during the year.

### Labour shortage and cost inflation presented challenges in social care services

2022 was a difficult year in social care services. The labour shortage, the impact of the high cost

\*The responsibility for organising healthcare and social welfare services in Finland was transferred from municipalities and joint municipal authorities to well-being services counties on 1 January 2023. [www.stm.fi](http://www.stm.fi)



inflation on our profitability, and the transferring of responsibility for the provision of services from municipalities to well-being services counties changed our operating environment.

According to a study conducted by the Finnish Association of Private Care Providers, the costs of care service providers increased substantially from the previous year: electricity by 43.5%, heating by 12.6%, food and raw materials by 14.2%, and personnel costs by 13.1%. We provide meals round the clock for our 8,000 residents, and we operate in 820 properties. The sudden increase in costs had a significant impact on our profitability.

However, we continued the strong development of our social care services during the difficult year, and the occupancy rates of our homes were higher than in previous years during the latter half of the year. We also invested in quality: our quality indices and indicators, as well as personnel turnover and supervisory work, showed positive development.

### **Expansion to international markets continued**

Our strong expansion outside Finland continued in 2022 and the revenue of our international operations is already roughly EUR 100 million. We provide services focused on outpatient care using our digital platform in Estonia, Sweden and Germany. In addition, we have commercialised digital software development through our separate subsidiary BeeHealthy. Our digital healthcare platform has already been deployed in ten countries.

In our international operations in 2022, we especially invested in the recruitment of local managers and organising support services, launching our new brand, developing digital services, and integrating smaller business acquisitions.

### **Revenue increased significantly, but profitability decreased from the previous year**

Mehiläinen's revenue in 2022 increased by 16.7% over the prior year to EUR 1,632.8 (1,398.9) million. Privately funded healthcare services, therapy services and international operations showed particularly strong growth. The increase in the revenue was significantly reduced by the decrease in services related to the coronavirus.

In contrast, profitability decreased from the previous year. Mehiläinen Group's underlying operating profit before the depreciation of intangible assets generated by business acquisitions, impairment and items affecting comparability (underlying EBITA) was EUR 137.6 (163.6) million. Result for the period was negative at EUR -9.4 (24.9) million.

Profitability decreased especially in social care services due to rapid inflation, sickness-related absences caused by COVID-19 and the labour shortage. Delayed care and infections caused by COVID-19 presented added challenges in healthcare services, increasing the costs of capitation-based public healthcare services and fixed-price working life services. The decrease in COVID-19 testing and the

Despite the challenging year, we continued our significant investments. Total investments increased to EUR 218.1 million.

general increase in interest rates also had a negative impact on profitability. The current and expected cost pressures will affect the pricing of all Mehiläinen services during 2023.

Despite the challenging year, we continued our significant investments in new facilities, medical equipment, digital development and business acquisitions that expand our service network and range. Total investments increased to EUR 218.1 (159.7) million.

### **Thank you for your trust**

I would like to extend my warmest thanks to our customers for the past year. We would like to thank you for the trust you have shown towards Mehiläinen. The net promoter score (NPS), which measures customer satisfaction in Mehiläinen's private healthcare services, was high at 89. We aim to earn your trust, every day.

**Janne-Olli Järvenpää**  
CEO, Mehiläinen Group

SUSTAINABILITY

# SUSTAINABILITY IS AT THE CORE OF EVERYTHING WE DO

Mehiläinen's sustainability activities are based on the same mission and vision that guide all of our group's operations. Our mission is to create better health and well-being in society. Mehiläinen's sustainability activities were again developed further throughout the group.



**A**t Mehiläinen, we are committed to responsible business, and we are working uncompromisingly to implement our sustainability themes. Our programme is based on key themes defined with our stakeholders and our strategy, as well as identified opportunities to have an impact in our operating environment. We seek to promote the fulfilment of sustainability in our business, drive our company to develop in areas that are important to us, and measure our progress.

### Our materiality analysis was updated

We updated our materiality analysis in 2022. Our strong growth and internationalisation, but also external crises, including the COVID-19 pandemic and Russia's invasion of Ukraine, affected our operating environment and our material themes of sustainability. The four themes of our sustainability programme have largely remained unchanged, but the material themes they entail have been updated to correspond to our current activities and operating environment. The updated list of material themes can be found in full in Mehiläinen's 2023 Sustainability Report, which we will publish in mid-February. As a result of the new material themes, our sustainability programme will be updated during 2023.

### Joining the UN Global Compact sustainability initiative

We joined the world's largest sustainability initiative, the UN Global Compact, which promotes and develops the ecological, social and economic responsibility of companies and communities. The initiative challenges companies worldwide to promote favourable working conditions, respect human rights, protect the environment, and prevent bribery. Our commitment to the global sustainability initiative is important to us and sends a clear signal of sustainability to our international partners.

[Read more](#)

### Gold level rating in the EcoVadis sustainability assessment

EcoVadis, a company providing sustainability assessments, awarded Mehiläinen a Gold level rating for our sustainability activities for the second successive year. Only 5% of the more than 90,000 companies assessed receive a Gold rating for promoting sustainable development. Mehiläinen's assessments improved in the rating of ethical ways of working and sustainable procurement. EcoVadis is one of the world's largest providers of sustainability assessments.

[Read more](#)



### KEY AREAS OF OUR SUSTAINABILITY PROGRAMME

#### Pioneer in quality treatment and care

Our customers and their families can rely on us to provide individual, safe and effective treatment and care. Our management is knowledge-based, we seek to perform better every day, and we are a pioneer in digital healthcare.

#### Driving social responsibility, through innovation and agility

Our growth is stable, we create jobs and export Finnish expertise to the international market. We are a strong partner for both companies and the public sector.

#### Attractive and meaningful workplace

We invest in the comprehensive well-being of our employees and provide them with opportunities to develop and thrive in their work. We offer a wide range of career paths, and our corporate culture encourages success.

#### Sustainable development

We operate sustainably, openly and efficiently throughout the value chain.

## WE MEASURE OUR WORK AND ITS IMPACT IN GREAT DETAIL

We monitor all parts of our activities, the work done by Mehiläinen and its impact using various indicators. We report the development as part of our Sustainability Report and our public quality metrics published on our website.

Currently, our public quality metrics consist of more than 30 indicators, with new employees' estimate of the orientation period and the supervisor index, which reflects satisfaction with supervisory work, being the most recent additions.

We use quality metrics to provide examples openly and transparently from different business areas of what quality and effectiveness of care mean at Mehiläinen and how they are measured. This is an important part of our sustainable business.

### We measure customer experiences regularly

Mehiläinen's customer satisfaction has been record-high in recent years. In addition to high-quality care, we want to face our customers with an individual, caring and dignified approach. To succeed in this, we collect feedback from our customers through various channels. The

feedback helps us understand the experiences of our customers and develop our activities even further. Customer feedback is collected comprehensively from all of Mehiläinen's business areas. Regular feedback is collected at medical clinics, the Digital Clinic and our public health centres, as well as in residential care units of our social care services.

We have expanded our measurements with the patient enablement instrument (PEI), which measures the impact of care through patients' experiences. In the questionnaire sent after an appointment, customers estimate whether they can cope with their symptom or disease *much better, better, as before or worse*. In particular, our dental care customers in public and private healthcare services report that their appointments have significantly helped them to cope with their symptom or disease.



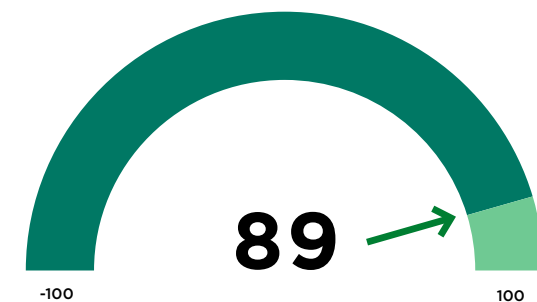
In 2022, our sustainability practices were documented even more clearly and transparently than before. In addition, our new indicators help us assess the well-being of our personnel and customers more accurately.

**Kaisla Lahdensuo, Chief Medical Officer**

## CUSTOMER EXPERIENCE AT AN EXCELLENT LEVEL

Mehiläinen uses the well-known and widely used Net Promoter Score (NPS) method to measure customer experience in healthcare services. In 2022, the NPS for Mehiläinen's private healthcare services reached an excellent level of 89.

We received over 200,000 responses to the questionnaire.



Total score of private healthcare services' NPS indices. The NPS provides information on customer loyalty and can range from -100 to +100. An NPS over 50 is considered excellent. The NPS index is part of Mehiläinen's quality assurance system.

MEHILÄINEN AS AN EMPLOYER

# WE WANT TO BE A WORKPLACE WHERE EVERYONE FEELS WELL

Our goal is to be the most attractive workplace in our industry for social and healthcare professionals – a workplace where everyone feels well and where we work for our customers with a big heart. With our 33,000 professionals, we are on a lifelong mission.



The social and healthcare service sector is undergoing major changes. The critical services of our welfare state and their provision are challenged by the labour shortage, which affects the industry as a whole. The increase in regulatory staffing, the growing need for treatment and care due to an ageing population, and rising costs are also key challenges facing the sector. The labour shortage is partly caused by the large-scale retirement of current nurses. At the same time, delays in care in Finland have acutely increased the need for personnel, compounding the problem further. Other challenges related to the labour shortage include high appointment rates, overtime costs and the use of substitutes.

At Mehiläinen, we have started to resolve these challenges through significant investments in supervisory work, the well-being of our personnel, work ability management, cooperation with educational institutions, internal career paths, working conditions, and extended careers. We want to have a positive impact on the general attractiveness of the industry and on increasing the number of study places. We are developing labour migration in the industry via our subsidiary, Healthcare Staffing Solutions (HSS).

**Successful activities are reflected in a strong employer image**

Mehiläinen is known for its excellent quality, interesting and meaningful jobs, continuous development at work, and skilled employees. Our success has always been rested on our top professionals, and our goal is that the excellent

work done at Mehiläinen, and the positive atmosphere also have an external impact. As an indication of successful personnel activities, Mehiläinen was recognised as the Employer Brand of the Year at the Rekrygaala recruitment sector event and as the most ideal workplace in the health-care sector in Universum’s student survey. The *On a lifelong mission* framework, started in 2020 and intersecting Mehiläinen as a whole, guides all activities related to our employer image.

**More than 2,000 Mehiläinen professionals responded to the equality survey**

We want to be a workplace where everyone feels well. Our goal is that every Mehiläinen employee and customer feels accepted and appreciated as they are. Non-discrimination, equality and diversity are values accepted throughout Mehiläinen Group. They stand for treating everyone without any discrimination, addressing and facing every individual personally, and working together according to Mehiläinen values. In our corporate culture, everyone can advance in their career in an environment of equal opportunities, regardless of their background.

**Good supervisory work is appreciated**

Supervisory work plays a significant role at Mehiläinen. We especially appreciate fairness, trust, everyday support and the consideration of views and opinions. Our supervisor index was high for the second successive year, at 4.1/5.0. We have invested millions of euros in management training at different levels, and these investments will also continue in 2023.



We want to be the most attractive workplace in the industry, one which offers meaningful work and development opportunities for professionals.

Tatu Tulokas, CHRO



Mehiläinen is an official partner of Helsinki Pride. Our heart logo also shone in the colours of the rainbow in 2022 to celebrate non-discrimination and diversity.

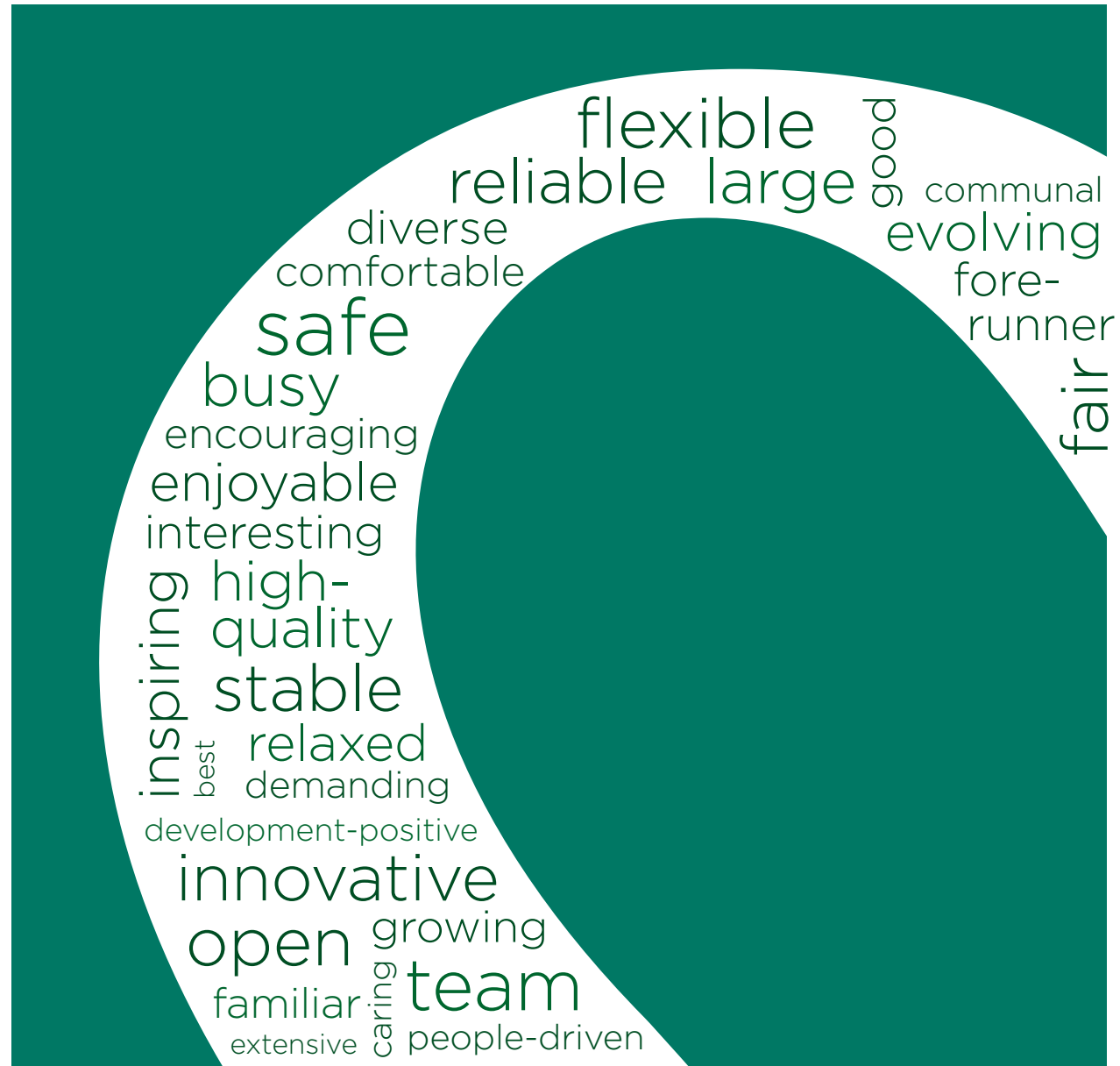


## Employee experience reached a record level

The personnel survey's results show that Mehiläinen's employee experience has continued its positive trajectory. The total index improved by 0.1, rising above the level of 4.0 for the first time, 5,0 being the maximum. All key indicators developed positively, and thematic indices – especially the work engagement index – improved. A total of 8,800 Mehiläinen professionals responded to the survey (2021: 7,500). It included our personnel in Estonia and Germany as well.

The willingness to recommend Mehiläinen as a workplace and Mehiläinen's services reached new records in the survey's history. Regarding individual claims, the positive trend was particularly reflected in the increased sense of coping at work and the better opportunities to have an impact. Teamwork and team spirit, as well as the content and the meaningfulness of work, are regular causes of joy and pride for Mehiläinen's professionals.

The numerical results of the employee experience survey were supplemented and specified by the spontaneous employer image, which was measured for the first time in 2022. In the survey, the personnel were requested to write down three adjectives that they believe to best describe the employer. The most frequently mentioned words were flexible, reliable, developing, good and versatile. The employer image is depicted in more detail in the word cloud.



# MEHILÄINEN'S PROFESSIONALS

## Our values

- Skills and knowledge
- Caring and responsibility
- Partnership and entrepreneurship
- Growth and development



33,000

Total number of employees and private practitioners

6,600

Physicians, of whom 4,100 are private practitioners

4.4/5

Result of the equality questionnaire (over 2,000 answers)



### Personnel groups

20%

Physicians and dentists

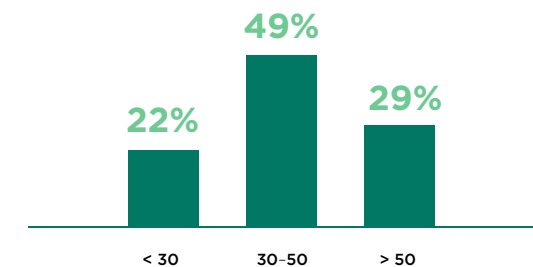
74%

Care and nursing staff

6%

Supervisors and administration

### Age distribution





# LABOUR MIGRATION OFFERS SOLUTIONS FOR THE LABOUR SHORTAGE

Healthcare Staffing Solutions (HSS) is Mehiläinen's personnel recruitment and training company established in 2020, with the goal of solving the growing need for personnel in residential care homes through labour migration.

## 350 nurses brought to Finland in 2022

HSS brought the first 100 care assistants to Finland in 2021, and nearly 350 care assistants arrived in Finland by the end of 2022.

Based on experiences obtained, the operations of HSS have been developed systematically, with recruitment and training paths, for example, undergoing continuous development.

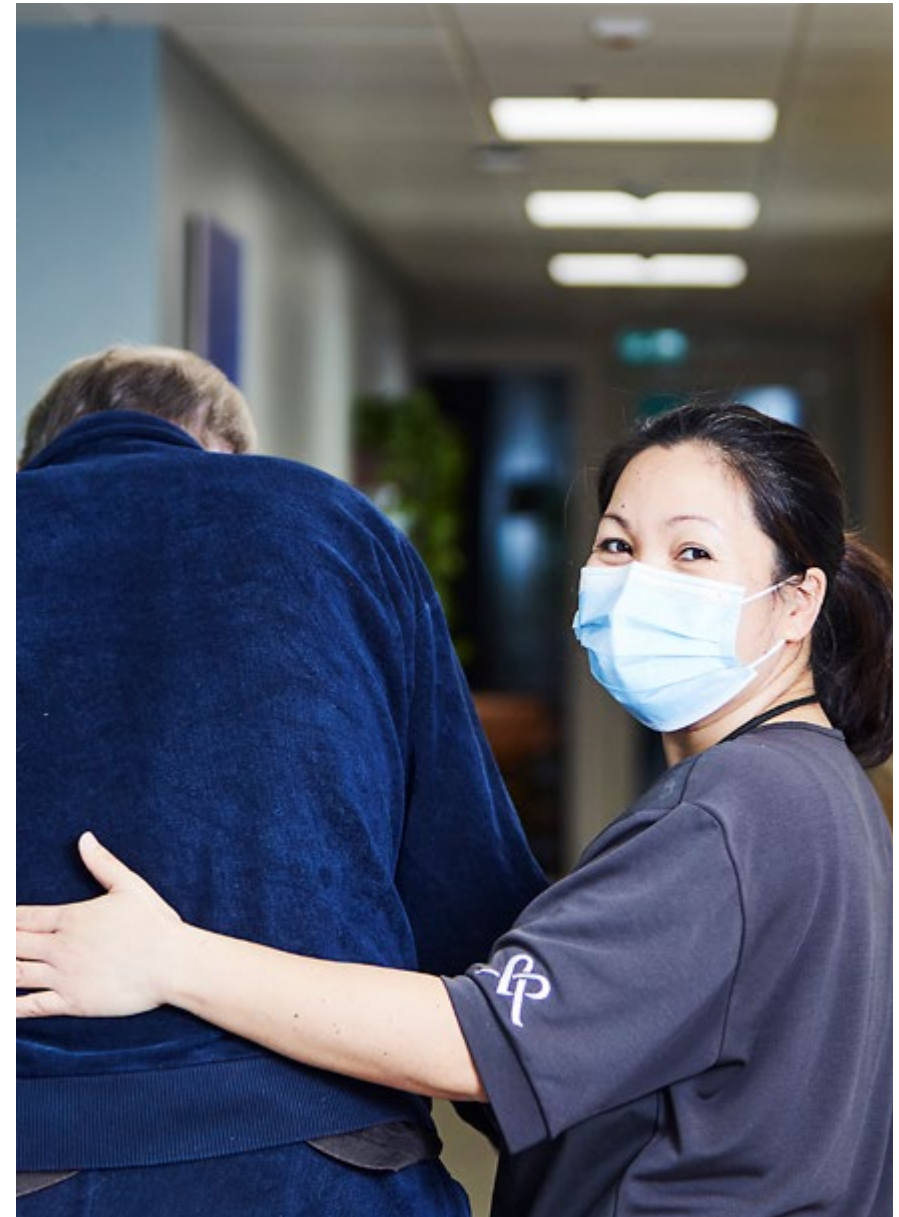
In the HSS training model, students study Finnish and undergo theoretical studies for a practical nurse degree programme required for care assistant training in their country of departure. Studies take

place on a digital learning and recruitment platform developed by HSS. Once the international students arrive in Finland, they will demonstrate the competence required to qualify as a care assistant in cooperation with secondary level educational institution after which they can begin to work. Further studies to qualify as a practical nurse are enabled through apprenticeship training.

## The first group graduated as practical nurses

The first group of of Filipina background care assistants that arrived in Finland from this training model graduated as practical nurses in November 2022. Ever since arriving in Finland, they have worked in Mehiläinen's social care services, first as care assistants and now as practical nurses.

HSS recruits students in the country of departure independently without any intermediaries. Training is free of charge for students.



WORKING AT  
MEHILÄINEN

# Rodora's story

**"My work as a practical nurse helps me learn more about life."**

**Rodora Miatapal** from the Philippines works at Mainiokoti Tanhu in Vantaa. She is one of the employees who have come to Finland via Mehiläinen's Healthcare Staffing Solutions (HSS) and have graduated as a practical nurse.

When Rodora - who has previously worked as a salesperson - lived in Hong Kong, one of her friends told her about the opportunity to study care services and work in Finland. She started with an orientation period and Finnish studies in Hong Kong.

"In Hong Kong, we started by studying Finnish for roughly six months, followed by the theory of practical nursing, including

provision of care for the elderly and hygiene," Rodora says.

In August 2021, she moved to Finland to start working and begin her practical nursing studies. The Finnish language has made studying a little difficult.

"But I'm slowly learning!"

Working at Mainiokoti Tanhu is enjoyable. Rodora helps residents with their morning and evening routines, serves food, and offers assistance in feeding and outdoor activities. She enjoys nursing and talking with the residents.

"At the moment, I'm happy that I can finally work with the elderly, because this is what life is all about and it helps me learn more about life."



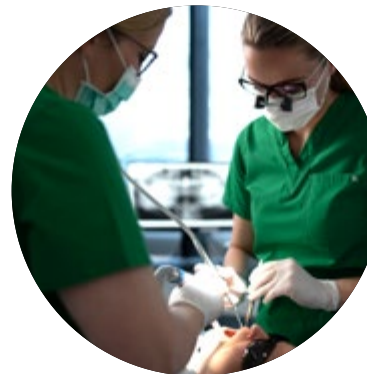
# MEHILÄINEN IN FINLAND

- 21** Private healthcare services
- 31** Public healthcare services
- 38** Social care services

**BUSINESS AREAS**

**COMPREHENSIVE  
SOCIAL CARE  
AND HEALTHCARE  
SERVICES FOR VARIOUS  
CUSTOMER GROUPS**

Mehiläinen provides comprehensive social care and healthcare services in Finland with 113 years of experience. We focus on the possibilities of digitalisation as well as the effectiveness and quality of care in all our business areas.



**PRIVATE HEALTHCARE SERVICES**

- Physician services
- Diagnostics
- Hospitals
- Dental care
- Working Life Services
- Psychotherapy and mental health services
- Physiotherapy and well-being services
- Digital healthcare services

**PUBLIC HEALTHCARE SERVICES**

- Primary health centres with freedom of choice
- Outsourced services and purchased services for primary and specialised healthcare
- Centre for remote healthcare
- Public dental care
- Staffing services
- Home services and home care support services
- Therapy and rehabilitation services

**SOCIAL CARE SERVICES**

- Residential care services for the elderly
- Mental health and substance abuse rehabilitation
- Residential care services for the disabled
- Child welfare services

PRIVATE HEALTHCARE SERVICES

## HEALTH AND WELL-BEING FOR PEOPLE OF ALL AGES

Mehiläinen's medical clinics, hospitals, Hammas Mehiläinen dental clinics and the OmaMehiläinen Digital Clinic provide comprehensive healthcare services for people of all ages across Finland.

**A**t Mehiläinen, we are on a lifelong mission. We want to provide our customers with the competence of our professionals, our expanding service network and constantly developing digital services. We also continued this work during the unpredictable year of 2022.

For our private healthcare services, the year was characterised by a high demand for services at our medical clinics, Digital Clinic and for remote appointments. Access to care was slow at public sector, which congested due to COVID-19 and the resulting increased demand for Mehiläinen’s services. The need for appointments increased throughout the year, and we worked hard to respond to the demand across Finland.

The high demand was reflected in a significant increase in appointments throughout the year. Regular physician’s appointments and remote appointments increased by 21% from 2021, while Hammas Mehiläinen appointments increased by nearly 9%. The Digital Clinic’s discussions increased by up to 42% from the previous year.

### The digital transition continues

2022 showed that the significant digital transition of healthcare services during the past few years is continuing, while there remains a strong need and demand for regular appointments as well. We believe that the digital leap in health and well-being will continue, especially in physician’s and nurse’s visits at the Digital Clinic.

We are particularly proud of being on the

frontline of the development of digital healthcare in the industry from the perspectives of customer experience and the effectiveness of physicians’ work. Our digital services have shaped the whole industry. During the year, Mehiläinen’s BeeHealthy launched the SuomiSote app for well-being services counties, which is based on the OmaMehiläinen app and on the Digital Clinic.

### The service network expanded through significant investments

We continued our significant growth investments in our service network. Full-service medical clinics were opened in Vantaa and Tampere, and new medical clinics were also opened in Kalajoki and Haapavesi. In the Jyväskylä region, we became the largest occupational healthcare service provider following the acquisition of Työterveys Laine, and we expanded the medical clinic’s facilities by almost 1,000 square metres. In addition, we carried out dozens of smaller facility projects across Finland. The acquisition of Lääkäriasema Aslak in Sodankylä gave Mehiläinen’s service network its new northernmost foothold in Finland.

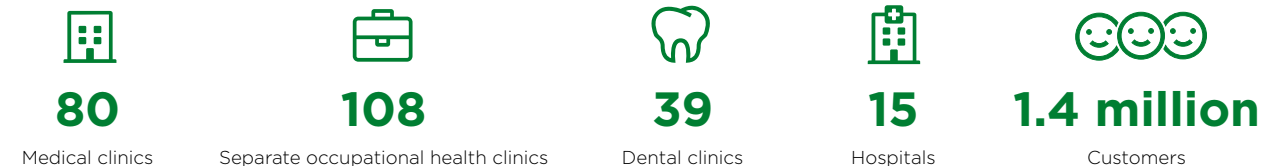


### HELP TO SHORTEN WAITING TIMES

We work in cooperation with the public sector and provide our help to reduce public healthcare waiting lists. During the year, we carried out cardiac examinations at Mehiläinen Töölö in Helsinki and helped the Hämeenlinna and Kanta-Häme Hospital Districts, as well as Oulu University Hospital, reduce their surgery waiting lists. It’s great to create better health and well-being in Finland together.

Johanna Asklöf, Business Line Director

### PRIVATE HEALTHCARE SERVICES IN FIGURES





broadened the range and availability of mental well-being services by providing occupational healthcare customers with low-threshold short-term psychotherapy services.

**Comprehensive physiotherapy provided by more than 1,200 professionals**

The acquisition of the physiotherapy company Fysios completed in February 2022 made Mehiläinen the largest provider of physiotherapy services in Finland. Fysios Mehiläinen provides a broad range of physiotherapy services at more than 170 locations in nearly 100 municipalities, from Hanko to Rovaniemi. Our services also broadly cover demanding medical rehabilitation.

Musculoskeletal disorders are a major cause of work-related disability, and we are constantly looking for new solutions and models to improve the effectiveness and quality of customer treatment. Our physiotherapists are engaged in closer cooperation with physicians and nurses, and customers can directly book an appointment with a physiotherapist if they have skeletal symptoms.

**There is a significant need for mental well-being services.**

**MRI already available in 25 locations**

Mehiläinen has made significant investments in the quality and accessibility of imaging services. Magnetic resonance imaging (MRI) is already available in 25 locations. These investments help us respond to the growing demand for imaging and provide our customers with more precise and shorter examinations. During 2022, new MRI units were introduced in Oulu, Tampere, Vantaa and Hämeenlinna. In addition, Mehiläinen has 3T MRI competence centres in Helsinki and Turku. Our

mobile MRI reached new locations, in Salo and Ylivieska.

**Even broader range of mental well-being services**

Mental health themes increasingly rose to the forefront as the uncertain global situation continued, with demand for services remaining high throughout the year. For private customers, our psychotherapists provided low-threshold mental health consultations, as well as short- and long-term psychotherapy services. We also

AS A CUSTOMER  
AT MEHILÄINEN

# Sari's story

## "My physiotherapists really care."

**Sari Laiho** from Helsinki has been a customer of Fysios Mehiläinen's physiotherapists since 1998, with her current therapists staying by her side, regardless of the company's change of ownership. Originally, Laiho selected the company based on recommendations.

"When I moved from Pori to Helsinki, I immediately called to book an appointment," Laiho says.

Fysios Mehiläinen's treatments give Laiho help for symptoms caused by her cerebral palsy (CP). Currently, she attends physiotherapy and aquatic therapy - both once a week - and occasionally lymphatic therapy.

"My CP disorders affect my feet and my left arm. My mobility has decreased as I've grown older, and also as a result of a failed operation, and I need physiotherapy to maintain my ability to function at home and at work."

If there is any break in physiotherapy due to an illness, for example, Laiho can immediately feel an increase in muscle tension and a decrease in the strength of her feet.

After a 25-year journey together, it would take a lot to change the physiotherapist.

"Seeing that physiotherapists want what is best for me is so important. They truly care for their customers, and I really appreciate it."







## DENTAL HEALTH AS PART OF DAILY LIFE

During the COVID-19 pandemic, significant delays in dental care accumulated in Finland. As a result of the pandemic, services had to be reduced, and customers' commitment to care decreased, even though dental health has a significant impact on overall health. At Mehiläinen, we aim to take full responsibility for our customers' well-being, and significantly raised the importance of a dental health in our customer encounters.

During the year, we integrated Hammas Mehiläinen's services more closely into the operations of our medical clinics, as we want to provide our customers with comprehensive healthcare services under one roof. Even though the market situation shows a downward trend, Hammas Mehiläinen was able to build positive growth in its services. Measured by the NPS, Hammas Mehiläinen's customer satisfaction is excellent at 89.

In addition to Hammas Mehiläinen's appointments, our dental health specialists provide advice, self-care instructions and recommendations for further treatment at OmaMehiläinen's Digital Clinic for dental health on every day of the week, without the need for any separate appointment.

**Hammas Mehiläinen built good growth on a downward market.**

# DAILY ACTIVITIES AT OUR MEDICAL CLINICS ARE FULL OF LIFE



**Mental health in focus.** We held the mental health related 'Pääasia' event in our Working Life Services in three locations. We published a special episode of the Pääasia podcast with former artist **Jare Tiihonen**, which once again became one of the most listened to Podcasts in Finland.

**2,000,000**

visits to physicians at our medical clinics during the year.



**Mehiläinen's hospital operations increased** significantly during the year. Surgery volumes increased by 12%, and a new record carried out in November, when the milestone of 1,600 operations was reached.



**Hammas Mehiläinen** launched a partnership with MTV's Dancing with the Stars programme.



The familiar Moomin characters of **Children's Mehiläinen** made their appearance in modes of transport and in the street scene during the year.



Our mental health related **Mielten Vuoro** sauna tour made its return during the mental health week in November. In addition to Helsinki and Tampere, this year's tour also extended to Oulu.



We invest in training and research. The new **'Skills and Knowledge'** programme provides training, specialisation and research.

**1,500,000**

discussions at Digital Clinic during the year.

## THE DIGITAL CLINIC PROVIDES PHYSICIANS AND PATIENTS WITH FLEXIBILITY

"The use of digital healthcare services has increased exponentially within a short period. In 2022, our Digital Clinic already recorded as many as 1.8 million users. The COVID-19 pandemic and its side effects have also accelerated the digital leap. As the smooth and easy use of digital services is now an integral part of our daily activities, the same is also increasingly expected from healthcare services.

Digital solutions not only make patients' lives easier, but they also revolutionise the allocation of professionals' time. Several routines related to interviews, registration, invoicing and statistics can be automated and made smoother in digital channels so that professionals can better allocate their time directly to patients. This improves the quality and impact of treatment, and physicians and nurses also have more time to interact closely with patients."

**Essi Kainonen**

Medical Director, Digital Health Services

"From the physician's point of view, the Digital Clinic makes work more flexible, which could not even have been dreamed of previously. Flexibility also extends to patients, as they can easily contact a physician while staying at their summer cottage, for example. Not necessarily needing to actually visit a physician also makes lives easier for families.

In challenging situations, the Digital Clinic's colleagues also provide high-quality consultation in real time, and the virtual breakroom is filled with lively conversation. No-one is left alone, not even when working remotely, as support from colleagues is always available."

**Kalle Ranta**

Physician specialising in general medicine

Mehiläinen's Digital Clinic academic article on conveying empathy in chat-based interaction was published in the scientific journal *Psychosomatic Medicine* in May.



"Digital solutions not only make patients' lives easier, but they also revolutionise the allocation of professionals' time."

**Essi**



"In challenging situations, the Digital Clinic's colleagues also provide high-quality consultation in real time, and the virtual breakroom is filled with lively conversation."

**Kalle**



WORKING LIFE SERVICES

# UNSTABLE TIMES REFLECTED IN DEMAND FOR WORKING LIFE SERVICES

Even though the COVID-19 pandemic has subsided, global uncertainties continue to cause mental stress. This is reflected in occupational healthcare appointments, in which demand for services increased by up to 17% in 2022. In our Working Life Services, we developed low-threshold services to support mental well-being, coping and musculoskeletal disorders.

**M**ehiläinen's Working Life Services support more than 590,000 private occupational healthcare customers in working life. Our occupational healthcare data shows that support is truly needed, as the amount of sickness-related absences has not been this high in years. The most common causes of sickness-related absences include respiratory tract and coronavirus infections, musculoskeletal disorders, and mental health issues. Sleep disorders, anxiety and depression are the most common diagnoses among the mental health related visits of occupational healthcare services.

### Low-threshold services

In our Working Life Services, we respond to our customers' need for support by developing our services. Various support is required for challenges in mental health, ranging from low-threshold services to long-term treatment, to support employees, working communities and supervisors. Our goal is to enable quick access to care to save individuals' mental resources and companies' costs.

Mental health sparring sessions and short-term psychotherapy provide quick and effective low-threshold support for individual mental health challenges. Demand for individual occupational psychology, short-term psychotherapy and organisational psychology services remained very high throughout 2022.

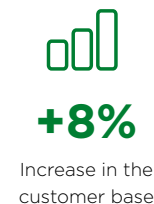
The need for services at the level of working communities is also reflected in a significant

increase in physiotherapy. Our goal is to further improve the comprehensive treatment provided for people with musculoskeletal disorders. Our starting point is to increase direct occupational physiotherapy appointments alongside physician's appointments. Furthermore, we will allocate occupational physiotherapists' work more directly towards activities that support the working abilities of companies and individuals.

### High demand presented challenges during the year

The amount of sickness-related absences increased significantly in 2022, increasing demand for our services by 17%. We responded to this situation by recruiting new professionals and developing our service channels. We also provided our customers with the Digital Clinic Occupational Health Centre, through which occupational healthcare services and specialists are available independently of time and place. High demand caused congestion in services from time to time, which regrettably resulted in negative customer experiences.

### WORKING LIFE SERVICES IN FIGURES



- Services for management and leadership
- Work community services
- Services for individuals
- Digital services



### QUICK HELP AT THE DIGITAL CLINIC OCCUPATIONAL HEALTH CENTRE

In 2022, the Digital Clinic Occupational Health Centre expanded to cover nearly all of our occupational healthcare customers. In that service, our multi-professional occupational healthcare team can meet a significant part of our private occupational healthcare customers' needs remotely. This has enabled shorter treatment paths, improved the availability of occupational healthcare specialists, and correctly timed early intervention - thus also increasing cost effectiveness.

**Antti Miettinen, Business Line Director**



# Partnership with Lujabetoni

## Lujabetoni invests in support for mental well-being.

Lujabetoni is one of the leading companies in the concrete industry in Finland and employs around 1,000 professionals in Finland and Sweden. In the industrial sector, preventive and rehabilitative treatment of symptoms related to musculoskeletal disorders is the main focus of occupational healthcare. Lujabetoni noticed that the frequency of absences due to mental health problems had been steadily increasing, which prompted them to consider how this trend could be brought down.

Together, Lujabetoni and Mehiläinen started to develop a low-threshold mental well-being service. A service called Tönäri was established, where employees of Lujabetoni can contact their occupational health team's mental well-being specialists. Tönäri, which translates into floor prop in English, has conventionally been known in the construction industry as a support for elements

and moulds, but now it also acts as a low-threshold support for people.

“Tönäri’s service providers are like big sisters or brothers who walk alongside you when you have challenges with mental well-being,” says **Mikko Satuli**, Director of Human Resources at Lujabetoni.

The joint development and provision of the customer-driven service has yielded significant results. Ten percent of Lujabetoni’s employees have already used the Tönäri service, and the number is still growing.

“The upward trend in the amount of sickness-related absences due to mental health reasons has been turned around,” says Satuli.

“A company willing to engage in cooperation with us and be a true partner is an invaluable and highly productive situation for both,” says **Kati Sand**, Account Manager at Mehiläinen.

[Read more](#)



PUBLIC HEALTHCARE SERVICES

# EXPERTISE AND AGILE PARTNERSHIPS

We provide a broad range of public healthcare services for the new well-being services counties. With Mehiläinen, the well-being services counties can partner with an agile service developer. SuomiSote solutions enable quick access to care, comprehensive digital services, a multi-professional operating model for primary healthcare without queueing, and various outsourcing services. In addition, we provide other services to meet the public sector's needs, ranging from home services to staffing solutions.

**M**ehiläinen's public healthcare services continued their strong growth in 2022. Our primary healthcare customer base increased to more than 310,000 listed customers, and Mehiläinen's home services customer volume grew by more than 20%. We strengthened the operations of our psychiatric specialist services and therapy services through two strategic business acquisitions.

Publicly funded rehabilitation services supplement the services provided for customers and well-being services counties. They enable the provision of the whole treatment chain, ranging from prevention to rehabilitation. Mental health problems are a significant and growing challenge in society. We want to invest heavily in prevention, improving the availability of mental health services and developing their effectiveness, which we also pursue by using digital services.

### Significant service development

In 2022, we established the new Centre for remote healthcare which provides fast remote appointment services for public sector's end-customers. Our goal is to provide public sector with an effective way and tools to accelerate access to care. In addition, we launched the new digital SuomiSote platform for the well-being services counties.

We reorganised Mehiläinen's public healthcare services to respond to the needs of the new well-being services counties. We formed three business

areas: primary healthcare and physician services, outsourcing and therapy services, and home and nursing services. At the same time, we renewed the sales function for publicly funded services. Furthermore, we invested in knowledge-based management and in our Data Science team.

In the future, we want to serve new well-being services counties even better than before. At the same time, we want to ensure the high availability of professionals in our services and provide them with attractive career opportunities. Our focus is also on significant service development, quality and customer experience.

### Quick access to care at Mehiläinen's health centres

We want to provide our customers with quick access to care. In 2022, Mehiläinen's health centres excelled in this. Terveyskeskus Mehiläinen's T3 figure, which measures the availability of the first appointment for non-urgent treatment, was excellent at 5. We achieved this especially as a result of the new multi-professional teamwork model without queueing and multi-channel services. Also in our public dental care units, the T3 figure was excellent compared with the national level.

### PUBLIC HEALTHCARE SERVICES IN FIGURES



72

NPS



310,000

Listed customers



5

T3 physician's appointments



Mehiläinen health centre: a five-star training location in the survey conducted by the young physicians' association



### USING DATA AND ANALYTICS

Data-driven decision making, and advanced analytics are in the key role of our public healthcare services' operation model. The data-based monitoring of the effectiveness of care provides customers with better treatment. In the next few years, healthcare will be based more strongly on the use of data. Individualised treatment recommendations will be part of data-based medicine, and professionals can largely use data automatically to support treatment decisions and to increase productivity and quality.

Markku Näreneva, Managing Director



## Continuity of Care as a leading project

Strong scientific evidence shows that when the same general practitioner treats a patient:

- the quality of care improves;
- morbidity and mortality decrease significantly;
- the total need for and costs of healthcare services decrease; and
- patient satisfaction improves.

Furthermore, the healthcare professional's work also becomes easier as they already know what the customer's state of health is.

In Mehiläinen's public healthcare services, we have highlighted the improvement of the continuity of care as one of the leading projects in 2023 both in primary healthcare and home services, and especially for the elderly patients. We measure the continuity of care using the Continuity of Care index (COCI) in accordance with the definitions of the Finnish Institute for Health and Welfare (THL).

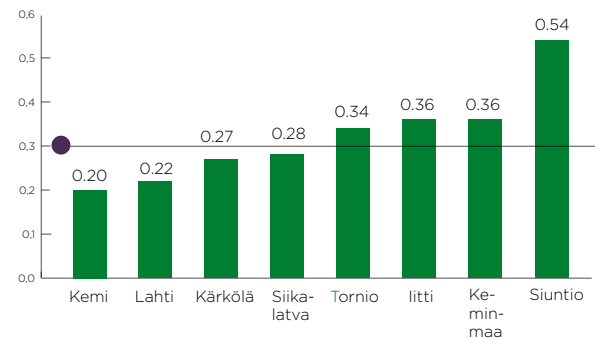
We will improve the continuity of care by communicating its advantages better to employees, making it a key part of the development of operating models, and monitoring results actively.

Our aim is to measure the Continuity of Care at all of our public health centres. At the moment in half of them, the continuity of care is above Finland's average with regard to physicians. For nurses, all of their results are higher than the average level in Finland. Our goal is that our COCI is in the top one-third regarding physician and nurse appointments.



### Continuity of Care Index (COCI)

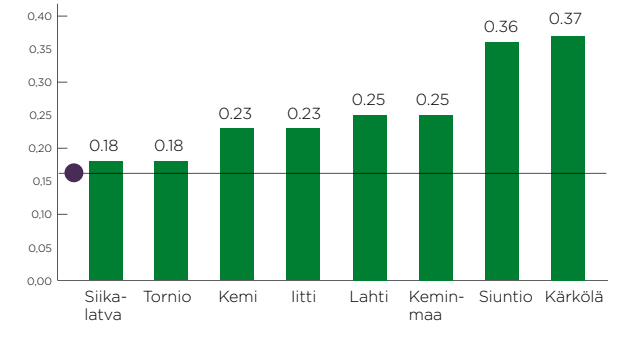
Physician's appointments (Mehiläinen Health Centres), 2021



● Finnish average 0.31

### Continuity of Care Index (COCI)

Nurses's appointments (Mehiläinen Health Centres), 2021



● Finnish average 0.16

## THE CENTRE FOR REMOTE HEALTHCARE ENSURING QUICKER ACCESS TO CARE

The new Centre for remote healthcare offers digital healthcare and telemedicine services to public sector clients. The multi-professional and physician-led teams provide a range of remote healthcare services such as Telephone Nurse Triage (TNT), Physician Assisted Triage (PAT) and digital chat and video visits.

The modular services of the Centre for remote healthcare have been developed by adopting the best practices in our public healthcare services over the course of several years. They can be linked to a well-being services counties' services as independent elements or to supplement their existing service provision.

### Experienced physicians and nurses provide help across Finland

The goal of the Centre for remote healthcare is to provide the well-being services counties with an effortless way to offer quicker access to care. COVID-19 has burdened primary healthcare, having a negative impact on the availability of non-urgent care in particular. The Centre for remote healthcare offers an effortless channel to increase the capacity of primary healthcare, release resources from telephone services, and provide quicker access to care.

Remote medicine is part of the future of healthcare, in which experienced physicians and nurses can help customers equally across Finland. The operating model reduces inequality in care and improves the quality of treatment.



## Partnership with Kerava

**"A thousand points to the great colleagues at Mehiläinen."**

The partnership with Mehiläinen Centre for remote healthcare has been an important support for Kerava's healthcare services. The need for cooperation arose from a labour shortage and service backlog caused by the COVID-19 pandemic.

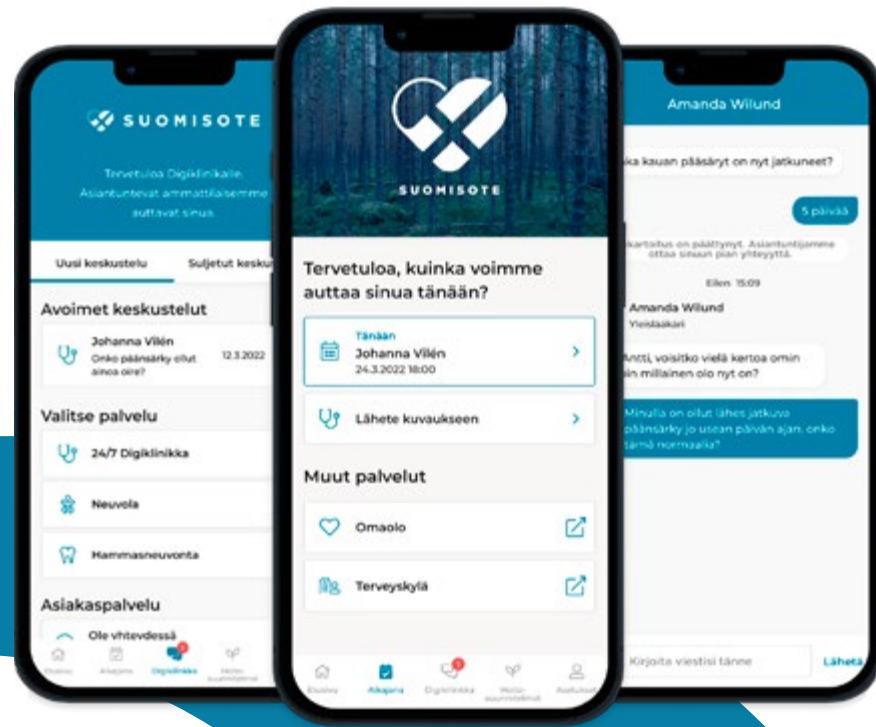
"Our telephone service was heavily congested, so we began to think about what kind of operating

model we could use to manage the situation better. We realised that we needed cooperation to increase the volume and develop our operations," says **Anna Peitonen**, Service Area Director for Health Centre Services in the Vantaa and Kerava well-being services county. The partnership has allowed Kerava's healthcare services to meet their own goals: availability and continuity.

[Read more](#)



# SUOMISOTE - SERVICES OF THE FUTURE TODAY



Mehiläinen’s SuomiSote services cover all social and healthcare services that meet the needs of the well-being services counties, ranging from the comprehensive outsourcing of healthcare services to individual services and customised service chains. We create better health and well-being in Finland by providing effective high-quality services with a customer-driven, cost-effective and flexible approach through our nationwide service network.

## Smarter social and healthcare services with digital solutions

Using SuomiSotes comprehensive remote service platform, the well-being services counties can provide digital services quickly, easily and cost-effectively. The platform integrates the entire treatment and service path into a single journey that is easy for users. For example, the platform enables appointment booking, remote physician’s appointments, various surveys, home examinations and, reviews of laboratory results.

SuomiSote is based on the BeeHealthy’s service platform, which has been supplemented according to the needs of the public sector. The platform has

been created in cooperation with professionals, patients, service providers, end customers and clients.

## Tested and proven

SuomiSote improves the availability and continuity of services. For example, the goal can be shorter queues so that customers who have waited extensively for treatment can now have direct access to care. Using an effective remote service solution, demand can be forwarded to the correct service channel. Professionals can allocate more time to patients who require urgent care during physical appointments through the automatic collection of patient information, for example. As a result, more patients can be treated with the same resources, with the quality of care being verifiably high. Patients and professionals alike have given high ratings to the operating model.

The SuomiSote platform also supports providing patients with chronic diseases with better and more effective treatment. An extensive digital and physical treatment and training methodology has been built into the treatment paths of patients with chronic diseases to support patients who are undergoing long-term changes in life.



## HOME SERVICES ALLOW PEOPLE TO LIVE IN THEIR OWN HOME

The need for home services will increase in the future as a result of an ageing population. We want to do our part to enable safe living through home services. We expect the private market for home services to grow more significantly than the overall market. In addition, we believe that Mehiläinen's position as a home service partner for public clients will also strengthen as a result of the transition to the new well-being services counties.

The labour shortage affecting the social and healthcare services sector as a whole also presents challenges in the operations of Mehiläinen's home and nursing services. We have responded to the situation by investing in recruitment and developing new solutions for the provision of high-quality home services. Focusing on supervisory work, the well-being of personnel and knowledge-based management is important to us.

### The continuous improvement of quality is essential

In our operations, it is important to continuously improve the level of quality experienced by our customers. We are listening closely to feedback given by our customers and employees alike, and we react quickly to various needs. In improving the quality of home services, we combine our nearly 20 years of experience with our culture of continuous learning and development. Investments in quality reflect high customer satisfaction.

### Mehiläinen's home and nursing services

- home services for the elderly and people with disabilities, personal assistance, home care support services, and nurse staffing services
- market leader of home services in Finland.
- more than 160,000 hours of services per month, more than 2,400 professionals.

# COMPREHENSIVE THERAPY SERVICES FOR PUBLIC SECTOR

Speech and occupational therapy, physiotherapy and neuropsychological rehabilitation comprise an integral part of public services. Extensive multi-professionalism is the key guideline in the development of our public therapy services. Using multi-professional teams, we can meet our customers' needs under one roof.

## Market leader

In 2022, we became **the market leader in speech and occupational therapy services** in Finland through the acquisition of the industry's quality leader Tutoris. The acquisition increased the revenue of our speech and occupational therapy services and neuropsychological rehabilitation to more than EUR 20 million.



As one of rare among Finnish service providers, we provide



**RecoveriX neurological rehabilitation** as part of physiotherapy and occupational therapy in our locations in Tampere and Oulu. Neurological rehabilitation uses the plasticity of the brain, i.e. the ability of the brain to reshape.

## 10,000

We lead the way in **remote rehabilitation** in Finland. In 2022, **some 10,000 remote rehabilitation visits** were registered, ranging from the northernmost parts of Lapland to the south of Finland. During the COVID-19 pandemic, the use of remote services has been a prerequisite for the continuity of the treatment path in customer rehabilitation.



We are **among the first service providers in Finland to provide Oma Väylä rehabilitation**. Oma Väylä rehabilitation offers low-threshold help to young people who have neuropsychiatric symptoms and challenges in one or more areas of life. Oma Väylä figures show a significant increase in visits and customer base.

## Vocational rehabilitation

We provide Kela's NUOTTI coaching in several locations. It consists of low-threshold vocational rehabilitation for people 16-29 years of age who do not have a study place or a job, or whose studies are at risk of being interrupted. The goal is to **strengthen young people's understanding of their strengths and resources**.

SOCIAL CARE SERVICES

# A YEAR OF CHALLENGES IN SOCIAL CARE SERVICES

Mehiläinen's social care services provide residential care services for the elderly, people with disabilities and mental health issues as well as children and families in need of child welfare services. In our homes, people requiring support and care can live a safe, independent and good life. The year was difficult for our operations: the labour shortage, cost inflation and the transfer of the responsibility to provide services from municipalities to well-being services counties challenged and changed our operating environment significantly.

In our social care services, 2022 was an unpredictably challenging year. The labour shortage experienced in the social and healthcare sector and the large amount of sickness-related absences caused challenges in our units. Even though the number of personnel was sufficient, the percentage of the permanent personnel was unfortunately low in some units.

### Personnel costs increasing, high inflation

In the future, we will need more employees in our units. The regulatory staffing in enhanced residential care for the elderly increases gradually. Increments defined in collective agreements in the private social service sector have increased the wage bill in the last three years. Furthermore, the labour shortage has increased the payable overtime compensation and recruitment costs.

During the year, cost inflation also increased steeply which was reflected in our own costs, especially through higher rents, food and energy prices. For example, food prices increased by roughly 14% and energy prices by more than 40%.

### Solutions for the difficult situation through agreement negotiations

In 2022, the factors described above led to a situation where the terms and conditions of some of our agreements caused heavy losses in our operations. We initiated negotiations with the well-being services counties to achieve contractual solutions that enable vital operations

and high-quality service provision. In the coming months, we will continue to safeguard the financial preconditions of our operations amidst high levels of cost inflation.

### The systematic development of quality continues

The year also included many positive aspects. The quality manuals built in 2021 to support quality management and the new ERP systems designed for each line of business were deployed extensively. Significant progress in the development of quality was found in an audit conducted by an external auditor. Quality indices and indicators showed positive development, and the theme of supporting residents' right of self-determination was strongly present. The increase in the personnel turnover came to a halt, and even began to decrease in certain operations. Our personnel survey indicated good progress in supervisory work, in particular.

Care assistants who are of Filipina descent arrived at our homes through HSS, adding new skillsets to our working communities. We also received new colleagues through acquisitions of Vetrea and Tutoris, which were integrated into our unit network.



### AN UNPREDICTABLE YEAR

The labour shortage, cost inflation and the transfer of the responsibility to provide services from municipalities to well-being services counties challenged and changed our operating environment significantly. The sudden increase in costs had a significant impact on our profitability.

Harri Pomell, Managing Director

### Residents and their loved ones play an important role

We plan activities in our homes together with residents and their loved ones. Based on the results of the annual satisfaction survey targeted at residents' loved ones, we have sought to maintain greater levels of contact with them. We also invested in coronavirus safety during visits and held various events for our residents' loved ones.

### SOCIAL CARE SERVICES IN FIGURES



# FOUR LINES OF BUSINESS FOR SOCIAL CARE SERVICES

## mainiokodit



**Mainiokodit** homes provide residential care services for the elderly. Our mission is to create better care for the elderly in Finland. We enable each and every one of our residents to live a personalised and good life. Our goal is to be the quality leader in the industry and the sector's most attractive workplace.

### A large group of care professionals of Filipina background joined Mainiokodit homes

Last year, some 150 care assistants of Filipina background arrived to work in Mainiokodit homes through Mehiläinen's subsidiary HSS. The new employees were warmly welcomed in our homes, and they have received lots of positive feedback from our residents. Multiculturalism has tangibly enriched our working communities and brought new perspectives to the development of care.

84

Units

3,800

Beds



In **Ykkökodit** homes, mental health and substance abuse rehabilitees are encountered with understanding and empathy. Our operations highlight the overall appreciation of good encounters with the residents, as well as supporting a personalised life for each individual.

### A key theme for 2022: "Recovery orientation model"

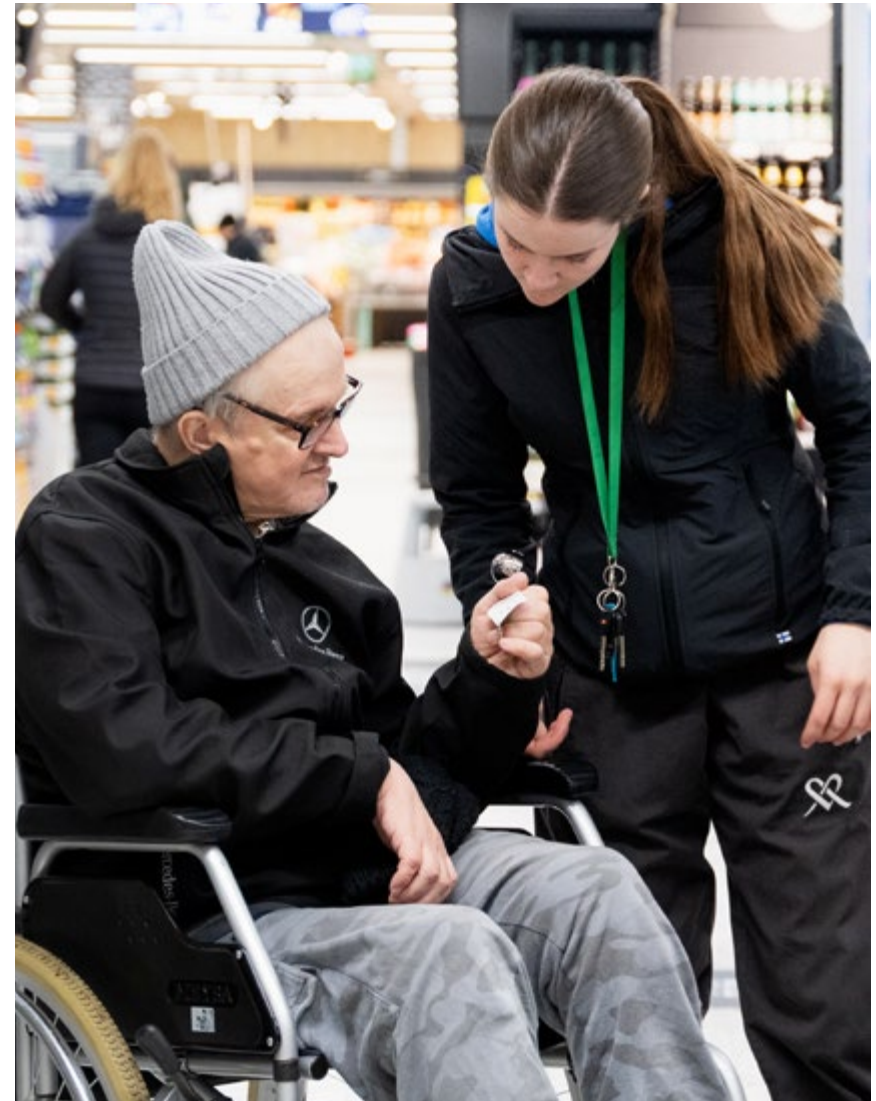
The recovery orientation model emphasises identifying each resident's personal resources and clarifying their goals. Employees show appreciation and walk hand-in-hand. They do not offer solutions on customers' behalf, but instead build a good relationship of interaction in which the rehabilitation process is a common cause. This goal is also reflected in training, the content of which is studied together with customers.

86

Units

2,600

Beds







**Onnikodit** homes enable people with disabilities to live personalised and active lives. Those in need of support are provided with a home, where they can enjoy the most fulfilling and safe daily life possible.

**A key theme for 2022:**

**“Good encounters”**

Good encounters every day enable residents’ right to self-determination to be fulfilled in the best manner possible. Onnikodit homes placed special focus on this theme in 2022. Training was provided for the personnel, employees were selected for units to assess the fulfilment of the right to self-determination in daily activities, and operations were assessed through self-monitoring visits to units.

**48**

Units

**900**

Beds

# familiar

**Familiar’s** mission is to build a better future by advancing the well-being of children and families together with them. We provide children and their families with a broad range of highly effective services from light preventive services for families to specialised institutional care.

**A key theme for 2022:**

**“Personal instructors”**

Every young person needs someone they know and can rely on to walk side-by-side with them. As a result, a key theme for us in 2022 was that of personal instructors. This theme was visible in various ways in our units, for example, in the preparation of Valentine’s Day cards with personal instructors. All activities were integrated with the further education of professionals in terms of caring and encounters.

**90**

Units

**650**

Beds

AS A CUSTOMER  
AT MEHILÄINEN

# Eeva's story

**"All of a sudden, I've been given a family.**

I was forced to leave my previous care unit due to my problems with substance abuse. My guardian made me understand that the Ykköskoti Ketunkallio unit would welcome me with open arms.

I've been at various care institutions ever since I turned 18. I've been in a bad way, tired of life, and scared. Substances were my way out - they helped me deal with my emotions.

At the beginning of my residency, I didn't have any straightforward daily routines. As proposed by the work counsellor, I was accepted into the unit's kitchen team. It added a certain rhythm to my days, and the other members of the kitchen staff became important to me.

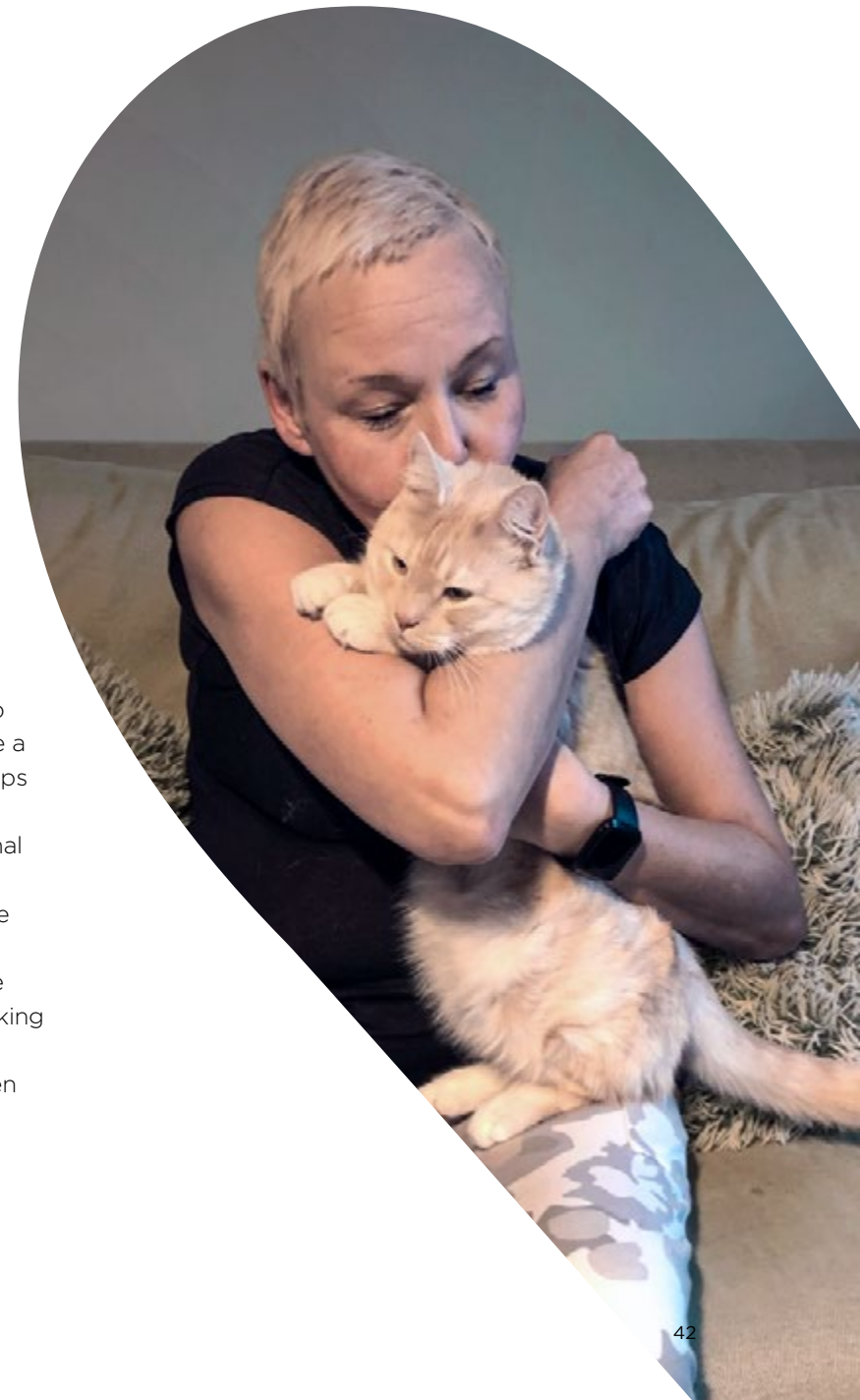
I became interested in my own well-being and began to go on long walks. As a result of

my new lifestyle, I lost 20 kilos in a year. I visit the recycling centre every day to see and help my friends, and I also bake in the kitchen once a week. My cat Tossu is very dear to me and helps me keep going.

With the professional support of my personal instructor Pinja and the other staff, my life has become absolutely wonderful. I believe that I've been given a new opportunity, and I'm really grateful for it. I can see myself living even more independently in the future, and hopefully working as a baker.

I feel safe at home. All of a sudden, I've been given a family.

**Eeva, substance abuse rehabilitee**



# MEHILÄINEN INTERNATIONALLY

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- 49** BeeHealthy's software services

INTERNATIONALITY

**HEALTHCARE AND  
SOFTWARE SERVICES  
IN INTERNATIONAL  
MARKETS**

Mehiläinen is expanding in international markets in two business areas: healthcare services in Estonia, Sweden and Germany, and healthcare software services through its subsidiary BeeHealthy.

# SIX SUCCESS FACTORS FOR INTERNATIONAL GROWTH

International growth is made possible by Mehiläinen's unique expertise in providing outpatient healthcare services and developing healthcare operating models through digitalisation. The expertise has accumulated over more than 113 years. We believe that digital healthcare can become a new pillar of Finland's service export.

01

## Ability to digitalise a customer's service experience

Mehiläinen has built and developed a digital service platform that enables an excellent patient experience and seamless treatment paths. Our platform can be localised for the needs of different countries, and it provides modular scalability as a cloud-based service.

02

## Ability to utilise economies of scale in outpatient healthcare services

Mehiläinen is one of the largest private outpatient healthcare providers in Europe with over three million physician visits. The significant service production volume provides sufficient resources to invest in product and service development, as well as in the latest technology and clinics in the best locations.

03

## Ability to build a customer-oriented culture and a strong brand

Over the years, Mehiläinen has built a strong customer-oriented operating culture and a well-known and respected brand in Finland. The operating models of healthcare service providers are still often very profession-oriented, brands are unknown and marketing competence is low. We believe that our ability can also be replicated in other markets.

04

## Ability to make and integrate acquisitions

Mehiläinen has made around 200 successful acquisitions in its history. The ability to identify, negotiate, implement and integrate small acquisitions is a prerequisite for successful international growth. The European outpatient healthcare services market is fragmented and rapid and decisive consolidation is needed to build an effective network.

05

## Ability to utilise real-time data and analytics

The integrated care model developed by Mehiläinen, combined with extensive use of real-time data and analytics, enables uncompromising patient safety and high medical quality with high productivity and cost-effectiveness.

06

## Ability to serve different customer groups and operate with different financing models

Mehiläinen's operating model works in all payer groups (public, insurance, company, individuals) and in all payment structures (service fee, DRG, capitation or value-based). This is significant, as all healthcare markets are different in terms of the organisation and pricing of services.

**E**stonia. In 2022, the business environment was exceptional for Mehiläinen's Estonian companies, Qvalitas and Unimed. Estonia has faced high inflation and continuous price pressure, and at the end of the year, Estonian GDP growth took a negative turn. A shortage of professionals limited growth.

Demand for private healthcare services remains high in Estonia, and Qvalitas and Unimed grew significantly in all their main business areas. The growth of private health insurances drove demand for private healthcare services.

**Market leader in dental care and occupational healthcare**

Qvalitas and Unimed are market leaders in occupational healthcare and dental care. The companies also provide other specialised services. Together, Qvalitas and Unimed comprise the biggest private healthcare group in Estonia with around 800 professionals working across 22 units. During the year, Meeletervis, a company providing a wide range of mental health services was acquired. Several clinics were expanded, and services were launched in two new locations in Tallinn and Tartu.

During 2022, the companies also invested heavily in digital services. The BeeHealthy's mobile app, which is powered by Mehiläinen, was brought into use. It combines online booking with access to customers' health data and provides instant access to care at Digital Clinic. Digital Clinic growth has accelerated, and the app has become the most downloaded free health app in Estonia.



In addition, the Mehiläinen logo and visual image were launched in all clinics during 2022.

In the years ahead, Mehiläinen seeks to be the first-choice private healthcare provider for all client groups and healthcare professionals in Estonia. The aim is to continue our strong growth and provide an extensive range of physical and digital healthcare services in the widest service network across the country.

In Estonia, demand for healthcare services has remained high, and we have increased our service network and range. The use of the Digital Clinic is growing quickly.

**Andreas Taalas, Country Manager**

**S**weden. The rapidly growing private and public healthcare services market in Sweden offers a lot of potential for a healthcare company like Mehiläinen. The share of privately produced healthcare services in Sweden's EUR 26 billion health market is approximately EUR 6 billion. This corresponds to approximately twice the market potential of Finland.

The market in Sweden is more fragmented than in Finland, and the consolidation of the market has continued throughout the past year. Sweden offers an extensive freedom of choice in public healthcare, but voluntary health insurance is also growing rapidly.

In 2022, inflation and increased costs also challenged the healthcare sector in Sweden. In addition, special attention was required, to the recruitment of physicians now that the country is returning to normal after the COVID-19 pandemic.

**Meliva has more than 110,000 listed customers**

Mehiläinen operates under the name Meliva in Sweden. Meliva operates mainly in publicly funded freedom of choice segments and has 17 primary care health centres, with more than 110,000 listed customers. The company is also active in occupational healthcare and publicly paid specialist care in the children's segment. There are already more than 500 professionals working at Meliva.

Growth continued in Sweden in 2022. Meliva doubled the number of its listed patients



and completed smaller add-on acquisitions. Mehiläinen Group's self-monitoring measurement was also introduced. Digitalisation continued, and the company launched the Meliva app during the year. The app is powered by BeeHealthy and Mehiläinen.

In future, Meliva will continue its journey towards becoming one of the leading healthcare companies in Sweden, focusing on quality and investing in its personnel. Meliva will grow through a combination of acquisitions and organic growth.

Strong expertise in our local units in Sweden, combined with Mehiläinen's extensive experience in healthcare, places us in an excellent position to become a pioneer in Swedish healthcare.

**Matti Schmidt, Country Manager**

**G**ermany is the largest healthcare market in Europe. Its outpatient healthcare market is highly fragmented, and the most common entity is still the single or group practice comprising 2–3 physicians. However, this has started to change: more efficiency is needed, but physicians are also seeking the more flexible working models that larger units offer. The funding of the healthcare system is secured through Germany’s publicly funded health insurance. In addition, privately insured patients play an important part as a customer segment.

The market situation in Germany offers an enormous opportunity for healthcare providers like Mehiläinen to expand and revolutionise the landscape in Germany. Experiences of consolidation and productivity improvement from the Nordic markets are currently becoming relevant for Germany.

**Meliva is building a digitalised service network**

Mehiläinen is expanding in Germany by developing a modern, digitalised service network of smaller medical clinics through business acquisitions. The brand name “Meliva” is used in Germany.

Meliva’s outpatient operations focus on the greater Frankfurt area and comprise specialist services for both public and privately insured patients. The focus is on orthopaedics, radiology, and ear, nose and throat operations. Meliva has 10 clinics, and it employs circa 40 physicians.



Meliva’s inpatient facility is a high-quality small orthopaedic hospital.

Meliva’s development work is heavily focused on digital healthcare services. Digital Clinic will start with dedicated services for Meliva’s German network in the near future. Germany will have an increasing shortage of physicians, and Digital Clinic will bring higher productivity and easy access to care.

In the year’s ahead, Meliva’s goal is to provide its customers with high-quality healthcare services in selected geographic areas by a single service provider using digitalisation.



We are the first service provider in Germany to build a network that truly brings physical and digital services together. Our goal for 2023 is to launch the Digital Clinic and also otherwise expand our services and their profitability.

**Gerald Loos, Country Manager**



# BEEHEALTHY SOLVES GLOBAL HEALTHCARE CHALLENGES

Digitalisation is a driving force in the development of the global healthcare markets.

An ageing population, diverse forms of treatment and chronic diseases significantly increase the costs of healthcare. At the same time, there is a shortage of professionals, and access to care has become slower. Healthcare services cannot be provided with the same old methods. Digital solutions help provide customers with smooth services, high-quality treatment and equal access to care. Using automated processes, the professionals can focus on what is important – encountering patients.

## Finnish digital healthcare technology already in 10 countries

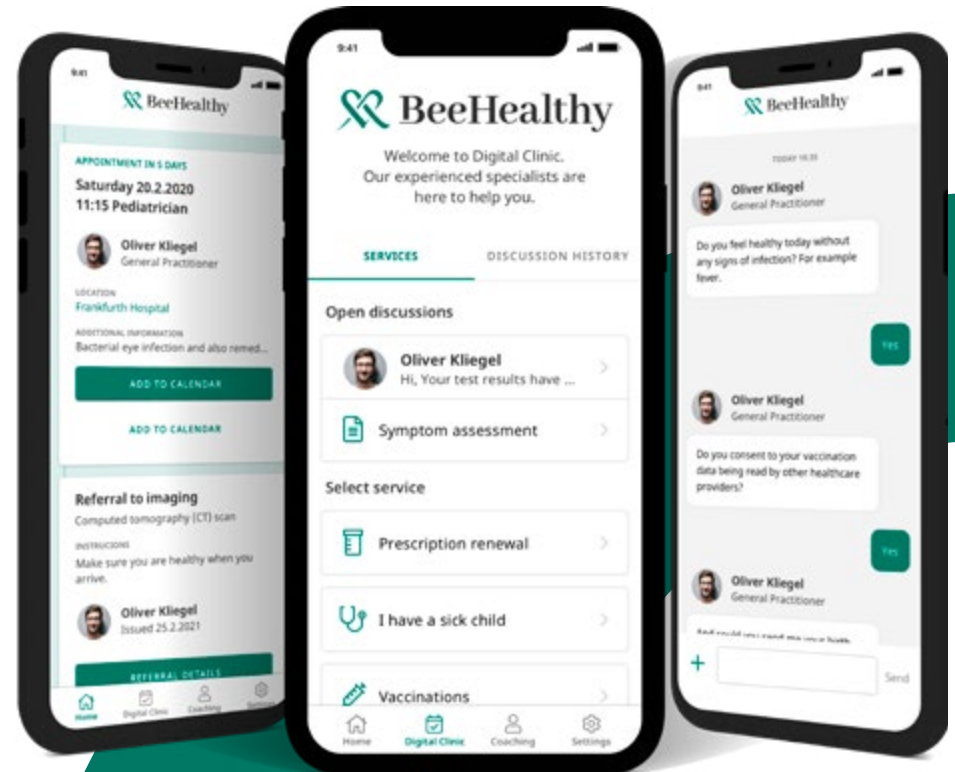
BeeHealthy, Mehiläinen’s subsidiary, offers digital healthcare software services in Europe, the Middle East and Africa as a solution to help solve healthcare challenges.

Its goal is to become one of the world’s leading international digital healthcare platform providers. Mehiläinen’s extensive experience in the development of digital healthcare services enables BeeHealthy’s success.

BeeHealthy’s platform solution includes, for example, the Digital Clinic, patients’ medical history, treatment paths for chronic diseases, and online booking.

## A year of growth and development

For BeeHealthy, 2022 was a year of growth and development. The company established several new customer relationships, the most significant of which was Arts en Zorg, the largest primary healthcare service provider in the Netherlands. It deployed BeeHealthy’s SaaS platform for digital healthcare services to build a high-quality hybrid healthcare system in the Netherlands.



### BEEHEALTHY IN FIGURES

**10** Deployed in 10 countries

**70** Employees

**1.8 million** Platform users

### THE AWARD FOR THE MOST IMPACTFUL ACT OF THE YEAR

BeeHealthy received from Finnish Vaikuttavuusseura the 2022 award for the most impactful act of the year with its SuomiSote remote service platform. The platform brings together the best parts of public and private healthcare services.

# FINANCIAL REVIEW

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FINANCIAL REVIEW

**GROWTH CONTINUED,  
COST INFLATION  
INCREASED, AND  
PROFITABILITY  
DECREASED**

Mehiläinen's revenue increased significantly during 2022. At the same time, profitability decreased from the previous year. The increase in costs was affected by several factors.

# KEY FIGURES

**MEHILÄINEN'S STRONG GROWTH** continued, cost inflation increased significantly and profitability decreased during the financial year 2022.

Mehiläinen's revenue in 2022 increased by 16.7% over the prior year to EUR 1,632.8 (1,398.9) million. Privately funded healthcare services, therapy services and international operations showed particularly strong growth.

The increase in cost levels reduced the group's profitability. Profitability was affected by rapid inflation, sickness-related absences due to the COVID-19 and the difficult labour situation. In COVID-19 related services such as testing, the revenue decreased significantly.

The underlying operating profit before depreciation and amortisation of intangible assets arising from business combinations, impairments and items affecting comparability (underlying EBITA) was EUR 137.6 (163.6) million. Mehiläinen's result for the period was negative at EUR -9.4 (24.9) million.

## REVENUE DISTRIBUTION

**65.4%**

Healthcare services - Finland

**28.4%**

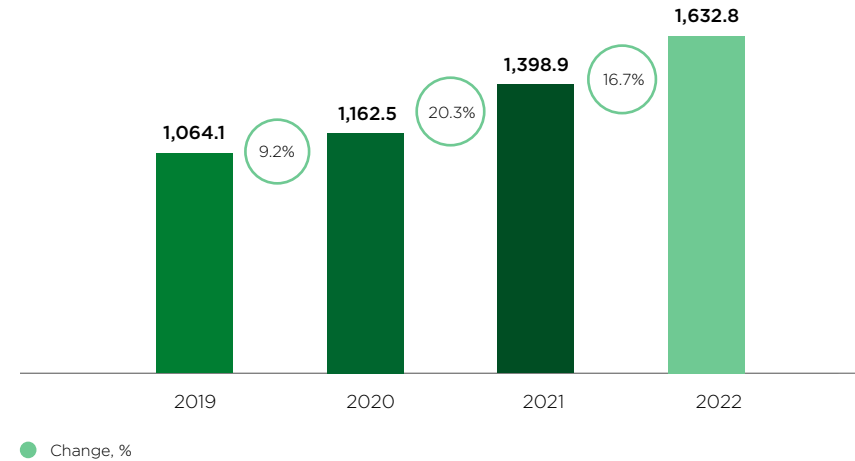
Social care services

**6.1%**

Healthcare services - international

## Revenue

EUR million



## Key figures

|                               | 2019    | 2020    | 2021    | 2022    |
|-------------------------------|---------|---------|---------|---------|
| Revenue                       | 1,064.1 | 1,162.5 | 1,398.9 | 1,632.8 |
| Underlying EBITA*             | 118.8   | 134.1   | 163.6   | 137.6   |
| Result for the financial year | 0.6     | 0.2     | 24.9    | -9.4    |
| Revenue growth, %             | 11.5    | 9.2     | 20.3    | 16.7    |
| Underlying EBITA, %           | 11.2    | 11.5    | 11.7    | 8.4     |

\*Underlying operating profit before depreciation and amortisation of intangible assets arising from business combinations, impairments and items affecting comparability.

## New record investments

During 2022, Mehiläinen’s investments reached a new record. **Total investments, including business acquisitions, increased to EUR 218.1 (159.7) million.** In addition, we invested in new leased properties by developing new facilities. The most significant investments of the year were made in the following areas:

### International growth

- During the year, we acquired MVZ Westpfalz, a German provider of physician and hospital services. The company is among the leading providers of high-quality healthcare in the Frankfurt region. In addition, we made several smaller business acquisitions in Sweden.
- Our subsidiary BeeHealthy invested in the development of a digital platform solution for healthcare.

### Therapy business

- Fysios, the largest private physiotherapy group in Finland, was merged with Mehiläinen at the beginning of February. Fysios provides a broad range of services at its more than 100 locations in over 50 municipalities.
- Tutoris, a provider of rehabilitation and care services, was acquired in the spring. Tutoris provides high-quality rehabilitation and care services with its more than 300 speech and occupational therapists, physiotherapists and care professionals.
- Solutos psychiatric services joined Mehiläinen following a business acquisition completed in the spring 2022.

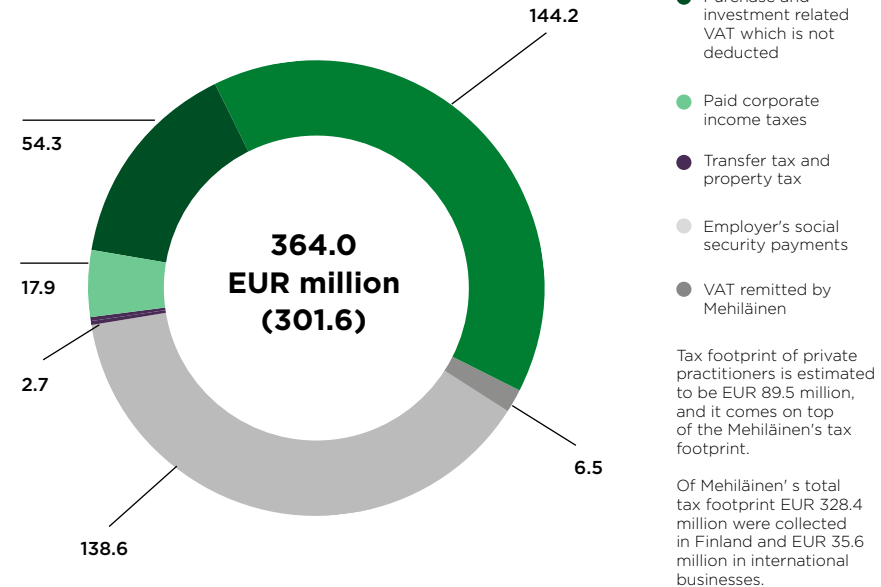
### Medical clinics

- Mehiläinen Tampere Hämeenkatu opened its doors at the end of the year. The new medical clinic provides its customers with comprehensive general partitioner and specialist services, Working Life Services, mental well-being, and imaging and laboratory services, as well as extensive dental care services.
- We expanded our facilities and services in Seinäjoki. As a result, mental health services and Hammas Mehiläinen’s services are available under one roof.
- We expanded our presence in Northern Ostrobothnia by opening new medical clinics in Kalajoki and Haapavesi.

### Digital services

- Mehiläinen’s digital services were deployed in Sweden and Estonia in 2022.
- The SuomiSote service solution was launched during the year, which is intended especially for the use of welfare services counties.

**Tax footprint**  
EUR million



## Shareholders

|  |      |
|--|------|
| Funds managed by CVC Capital Partners      | 56%  |
| LocalTapiola Group                         | 19%  |
| Varma Mutual Pension Insurance Company     | 8%   |
| The State Pension Fund of Finland (VER)    | 5%   |
| Ilmarinen Mutual Pension Insurance Company | 4%   |
| Apteekkien Eläkekassa                      | 0.6% |
| Valion Eläkekassa                          | 0.4% |
| Other investors and private persons, total | 7%   |

# MEHILÄINEN'S MANAGEMENT

## Group management team



**Janne-Olli Järvenpää**  
 CEO | M.Sc. (Econ.), MBA (INSEAD)  
 born 1971

Founded Mediverkko in 2001 and grew it into a company with more than 2,000 employees before the merger with Mehiläinen in 2015. Mehiläinen's CEO since the merger of the companies. Before becoming a full-time entrepreneur, gained experience at international companies Bain & Co and Cisco Systems in London, Stockholm, Silicon Valley in the US, Helsinki and the Baltic countries.



**Anssi Hartiala**  
 Managing Director, Private Healthcare | M.Sc. (Tech.)  
 born 1979

At Mehiläinen since 2006. Over 15 years of extensive experience in business development, successful digital services development and management in the healthcare sector.



**Markku Näreneva**  
 Managing Director, Public Healthcare | MD, Specialist in general medicine, born 1980

At Mehiläinen through Medi-verkko since 2005. More than 15 years of experience in the provision, development and management of public healthcare services. Chairman of the Harjun terveysterveys Oy Board of Directors.



**Harri Pomell**  
 Managing Director, Social Care Services | M.Sc. (Tech.)  
 born 1974

At Mehiläinen through Medi-verkko since 2006. More than 20 years of extensive experience in the social care and healthcare services sector. Previously worked at GSK and CRF Health, for example.



**Johanna Asklöf**  
 Medical Clinics | Licentiate of Medicine, MBA, born 1972

At Mehiläinen since 2007. A strong experience in healthcare and management in medical clinics, hospitals, and working life services, as well as services for the elderly. Previously worked at Orion Pharma, for example.



**Kaisla Lahdensuo**  
 Chief Medical Officer, Quality, Corporate Responsibility (acting) | Psychiatrist and Public health specialist, docent, eMBA, born 1979

At Mehiläinen since 2017. Over 10 years of experience in healthcare management and expert positions. Previously worked at HUS, GSK and the National Institute for Health and Welfare (THL), for example.



**Herkko Soininen**  
 Chief Financial Officer | M.Sc. (Econ.), M.Sc. (Tech.)  
 born 1972

At Mehiläinen since 2015. A strong experience in financial management and executive management positions. Previously worked at Rovio, Savcor and Sonera SmartTrust, among others.

## Business line management



**Oskari Eskola**  
BeeHealthy | M.Sc. (Tech)  
born 1985

At Mehiläinen since 2019 as the director of Hammas Mehiläinen, new markets and the director of BeeHealthy, now being its CEO. Previously worked at Tele2, Triton and Bain & Company, among others. Member of the Mehiläinen Board of Directors in 2015-2017.



**Niklas Härus**  
Residential Care Services for the elderly | M.Sc. (Econ.), born 1986

At Mehiläinen through Mediverkko since 2010. Over a decade of strong experience in the management of social care and healthcare services. Previously worked at Ernst & Young, for example.



**Antti Miettinen**  
Working Life Services | M.Sc. (Econ.), born 1976

At Mehiläinen since 2015. An extensive experience in the service business, developing services for corporate clients and in sales management. Previously worked at Ilmarinen, IBM and PwC, among others.



**Lasse Männistö**  
Outsourcings, Therapy Services | M.Sc. (Econ.) born 1982

At Mehiläinen through Mediverkko since 2009. Over a decade of extensive experience in social welfare and healthcare management and development. Member of Parliament from 2011 to 2015.



**Markku Pikkarainen**  
Home and Nursing Services | M.Sc. (Econ.), born in 1983

At Mehiläinen since 2015. Extensive experience in the management and operational development of home services and of staffing services in social and healthcare services sector. Previously worked at Attendo Terveyspalvelut, among others.



**Tuomas Polttila**  
Dental Care | Licentiate of Dentistry, born 1981

At Mehiläinen through Mediverkko since 2006. More than fifteen years of experience in the development and management of private and public healthcare services.



**Andreas Taalas**  
Medical Clinics, Northern Finland and Estonia | M.D., M.Sc. (Econ.), born 1975

At Mehiläinen through Mediverkko since 2008. Over ten years of diverse experience in the management and provision of healthcare services to corporate, private and public sector customers. Previously worked at Accenture, among others.



**Joonas Turunen**  
Primary Healthcare, Physician Services | M.Sc. (Econ.), born in 1985

At Mehiläinen since 2016. Diverse experience in the management of public healthcare services and managerial positions in the public sector. Previously worked in the PM's Office, the Ministry of Finance, the Finnish Parliament, and at IBM.



**Karolus Viitala**  
Private customers, Marketing | M.Sc. (Econ.) born 1987

At Mehiläinen since 2020. Diverse experience in management and specialist positions in marketing. Previously worked in the Bob the Robot Group, McKinsey & Company, and Otto Brandt, among others.

## Support function management



**Kalle Alppi**  
IT & Digital | B. Eng., born 1976

At Mehiläinen since 2016. Efficient technology and business integrator. Previously worked at software companies such as Rovio and Visma.



**Sami Koski**  
Legal Affairs | LL.M. with court training, born 1968

At Mehiläinen since 2005. A strong and diverse experience in mergers and acquisitions and other legal and contractual matters. Previously worked at Kemira and a law firm, among others.



**Laura Martinsuo**  
Communications | M.Sc. (Econ), born 1978

At Mehiläinen since 2015. Strong and versatile experience in communications. She has previously worked at Danske Bank and Sampo Bank.



**Tatu Tulokas**  
HR | M.Sc. (Econ.), M.Sc. (Mil), born 1977

At Mehiläinen since 2018. Versatile management experience in business, HR and financial administration. Previously worked at Silta Oy, Diacor and Finnair, for example. Chairman of the HSS Board of Directors.

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[mehilainen.com](http://mehilainen.com)

