



*- This year, I'll pull ahead with my poles*



*- No way, I've got four wheel drive*

# Annual Quality Report 2016

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## THE YEAR IN REVIEW

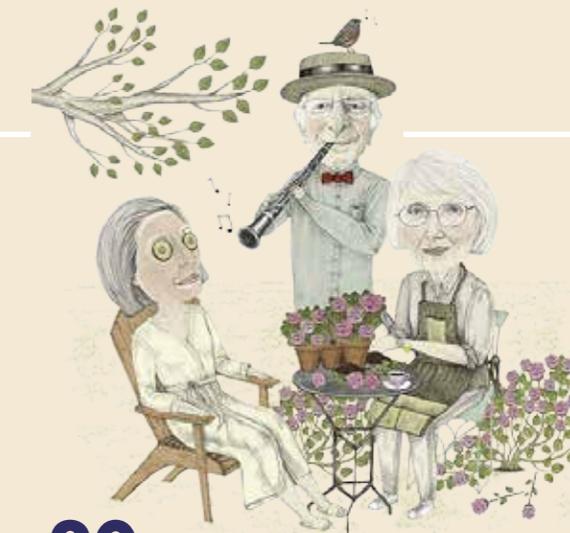
**95%**  
are satisfied with **employees' customer treatment** in Attendo's nursing homes and home care.

**2200** **54**  
persons at units took part in the annual **Attendo stroll.**

**1**  
**ATTENDO KÄRNA** elected **Sweden's best home care** in National Board of Health and Welfare **customer surveys.**

On **12/14** central quality parameters, Attendo's home care shows **better results** than public home care in National Board of Health and Welfare customer survey.

On **17/18** central quality parameters Attendo lifestyle nursing homes **surpasses the average.**



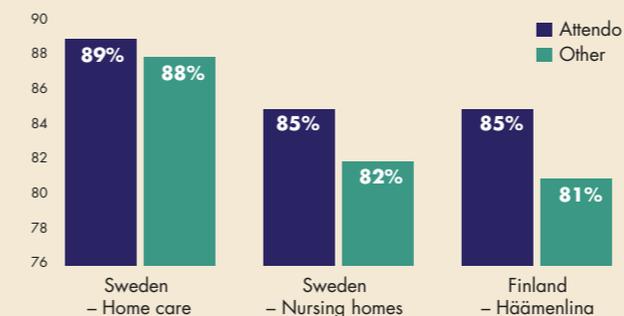
**20**  
new **nursing homes** with **770** beds were **opened** during 2016.

**ATTENDO WON 64%** of all quality procurements in Scandinavia Care for Older people in 2016.

### Customer survey

Attendo scores top marks in customer surveys.

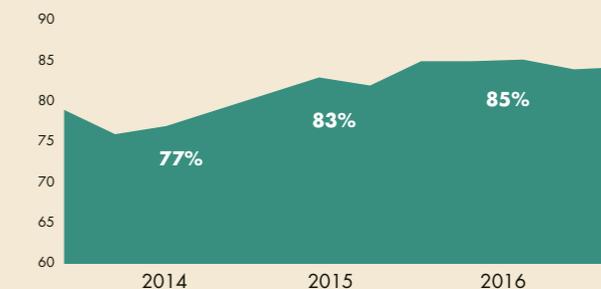
#### Percentage of satisfied customers



Source: National Board of Health and Welfare, Hämeenlinna municipality

### Attendo's Quality Thermometer 2014-2016

The Quality Thermometer is our internal quality index. It measures how Attendo's units perform on routines, customer satisfaction and reporting on a monthly basis.



# Quality that benefits our customers

*At Attendo, we always strive to maintain a high level of quality. We achieve this based on our vision of “Empowering the individual”, because we are convinced that our customers and payors will only select us if we offer quality care and healthcare. Our Annual Quality Report describe how quality has improved at our company.*

**Ever since Attendo** was launched in the mid-1980s, we have worked to improve care, by employing new practices and innovations. Many of our contributions have now become standard in Nordic care. We have pioneered: the concept of social documentation in home care services, contact persons, customer surveys, external quality assurance, digital reporting and monitoring of quality feedback. And, yes, we even pioneered the publication of annual quality reports like the one you are reading, which is now our sixth consecutive report.

**Over time, we** have established quality systems and conducted follow-ups to guarantee that we are constantly working to improve quality – both in terms of details and the big picture. We regularly monitor our efforts in our own quality index – the quality thermometer – which in 2016 showed a continued stable level of 85%. Our home care services and our lifestyle homes both received good reviews in the Swedish National Board of Health and Welfare’s customer surveys. In Finland, for instance, we have noted shorter queue times and a high level of satisfaction with our service in municipalities in which we hold combination contracts. Our focus on activities such as the Attendo Fitness

Walk and Sydämeni Tango attracted more than 5,000 visitors.

**In 2016, we** began expanding our approach to quality to more clearly incorporate the term service. As of this year, we have also begun referring to those who use Attendo’s services as our customers. Regardless of whether it is an old age pensioner who has selected one of our nursing homes for older people, a person with disabilities or a patient at one of our local health centres, they are now known as our customers.

**We are seeing** a clear trend toward greater diversity and freedom of choice. This goes hand-in-hand with greater autonomy for customers, which we embrace. This requires us – and the industry we operate in – to become more attentive to the customer’s individual needs and preferences. I would like to express my sincere gratitude to all of my colleagues at Attendo, who improve our quality and our offering every day when caring for customers.

**HENRIK BORELIUS**  
CEO Attendo



## THE RESULTS OF ATTENDO’S QUALITY IMPROVEMENT EFFORTS IN 2016

**Attendo regularly follows up** on its quality improvement efforts. This is compiled into a quality index, on a monthly basis. The index includes Attendo’s internal assessments and records, as well as external evaluations of the operation. **In 2016, we had a quality index of 85%, compared with 83% in 2015.**

Of the external evaluations, the Swedish National Board of Health and Welfare’s customer surveys are the most important. They include questions for customers of home care services and residents in nursing homes.

**85% of customers are satisfied with Attendo’s lifestyle homes, compared with the average rating of 82%.** Above all, customers enjoy the outdoor areas and how easy it is to access the outdoors, interactions with and the attentiveness of our employees, and how easy it is to access our employees.

**Attendo’s home care services enjoy an 89% satisfaction rate, compared with an average of 88%.** Customers particularly enjoy the fact that Attendo’s employees listen to and take individual preferences into account, that our employees inspire confidence and that they are perceived as having enough time to do their job.

## PRIORITIES FOR 2017

**In 2017, Attendo’s strategic focus:**

- To be number 1 in terms of building, developing and operating modern nursing homes in own operation.
- To be the leading company in customer satisfaction in all areas of operation.
- To improve best practices and simplification in order to increase employees’ time with customers.

# A systematic approach provides stable results

*At Attendo, we systematically pursue continuous improvements in our quality, and we regularly monitor the results of our efforts. In 2016, our quality thermometer showed stable results.*

**Attendo's quality work** goes well beyond the requirements stated by law and payors. It gives us the opportunity to offer market-leading quality of care and to drive development in the sector.

Much of what is currently taken for granted in Swedish care, such as social documentation, contact persons, and own time, is the results of Attendo's development work. At Attendo, we are convinced that quality of care and healthcare can be measured. We are working tirelessly to further improve both measured and perceived quality.

Historically, the effort has been oriented mainly towards the measured "technical quality", but we are now increasingly focused on further improving perceived quality, that is, how satisfied our customers and their relatives are with the service Attendo delivers.

**Laws and regulations** govern care and healthcare providers with regard to matters such as care and healthcare services, employee health and safety, information security, infection control, food production, and fire prevention. Local authorities are responsible for assuring high quality of care, regardless of whether care is delivered by a private or public provider and conduct regular quality audits of private providers operations.

We evaluate individual care and healthcare

efforts as well as our operations overall. Attendo has a quality management system in which processes and activities are defined, measured, and followed monthly. The work is led by local quality coordinators, who are supported by specialised quality functions.

**Attendo's own quality** index, the Quality Thermometer, consists of nine components within the three main areas, which can be adapted to local operations. The results at unit, regional, and group levels give us a comprehensive view of how well our quality improvement is working and what needs to be done to further enhance quality. Central quality functions regularly carry out comprehensive internal reviews and provide training and support to local quality coordinators.

Our unwavering commitment is to develop and improve quality of care. The aggregate quality index was 85 percent in 2016, on par with the level achieved by the end of last year.

” At Attendo, we are convinced that quality of care and healthcare can be measured.



Photo: Tova Fossen Stenrud

## ATTENDO'S QUALITY MODEL IS BASED ON THREE PILLARS:

### Satisfied individuals:

Our efforts are always based on the needs and preferences of the customer or patient. Attendo has been tracking satisfaction among customers, patients and their relatives for a long time and we have observed a positive long-term trend.

**Best available knowledge:** Attendo puts great emphasis on knowledge transfer and has

procedures in place for spreading the best available knowledge and evidence-based practice throughout the organisation. We compare units by using several different parameters to identify and communicate optimal approaches. Attendo has, for instance, developed companywide and market-leading tools in areas including lifestyle nursing homes and culinary experiences.

### Systematic improvements:

We work in a systematic and carefully considered manner within every aspect including planning, execution, monitoring, and development. Systematic quality improvement must permeate everything we do. It ensures that we comply with laws and regulations and that we never fail to identify and take advantage of opportunities for operational improvements.





# The right choice made easy with consistent quality reporting

*Having access to accurate quality assessments may seem obvious when it is time to select a nursing home. Until now, it has been difficult to compare nursing homes and providers since there has been no consistent way to describe quality. However, since the end of last year, providers have been able to declare their quality improvement efforts using a straightforward template. This has made it easier for the public to gain insight into quality improvement efforts.*

**The Swedish Association of Private Care Providers** has worked with companies such as Attendo to draft a template that providers can use to report their quality improvement efforts. Using this template, providers can share information on everything from how they work with implementation plans, risk analyses and deviations, to describing their practices concerning food and meals, dementia care and the results from national customer surveys. The objective is to create consistency and a standard for how to report quality.

**Peter Söderman** is a project manager at the Swedish Association of Private Care Providers and was involved in formulating the quality declaration. He is pleased that a straightforward template is now available and believes this can strengthen the position of care companies:

“Private providers are leading the way in terms of systematic quality improvement efforts, development and innovations. It’s clear that the private sector is on the forefront of high quality and greater transparency”, he says.

Attendo’s Director of Quality in Care for Older People, **Eva Nordman**, has focused on quality issues

for years and she embraces the new quality declaration:

“At Attendo, we have long sought a national standard for measuring and reporting quality. When different providers, municipalities and companies take different approaches to measuring quality, there is clearly no way to draw a comparison, which makes it difficult for customers to make a choice. The quality declaration is definitely a key step forward.”



## How the Swedish Association of Private Care Providers’ quality declarations work:

- The quality declaration is a template that individual companies use to report quality in each area of operation.
- The company is responsible for completing the template and posting the declaration on their website.
- The Swedish Association of Private Care Providers will send a certificate and emblem that can be used by the provider to show that they have declared their quality.
- So far, templates are available for declaring quality in nursing homes, individuals and family care, as well as primary care, though more areas of operation are in progress.

# Municipalities focused on quality select Attendo

*More and more municipalities are taking quality factors into account when procuring contracts for care operations. Attendo's extensive experience of systematically pursuing quality and developing new approaches led to a new record in 2016 for newly secured quality contracts – nearly two-thirds of quality-based tenders in which Attendo participated led to the signing of a contract.*

**Lina Björnådal** is the Director of Bidding at Attendo Scandinavia Care for Older People. She sees more explanations as to why many municipalities are selecting Attendo when the focus is on quality.

“First of all, we are adept at analysing and understanding the needs of municipalities. We ask ourselves what is in demand, and then we adapt our operations accordingly. On top of that, we are also a provider that can deliver innovative solutions and we possess solid experience with good results. Our quality management system is renowned. Payors know that they can rest assured with the care and healthcare that we provide, and that incidents will be reported, investigated and followed-up.”

Quality-based tenders gained momentum a few years ago, as criticism grew against the fact that many municipalities were merely procuring the provider that placed the lowest bid. Since then, it has become common for quality criteria to be included in the procurement specifications.

“We rarely see exclusively quality-based tenders, where there is a fixed price and in which the selection process is solely based on quality. On the other



hand, it is also quite rare for price to be the sole determining factor – the most common scenario is a combination of quality factors that are set in relation to price.”

According to Björnådal, there are multiple advantages for municipalities that use quality criteria in procurement processes, particularly in terms of prompting providers to clarify what good quality means in reality.

“The upside to employing quality criteria is that bidders are given leeway to offer solutions, innovations or other added-value features that will have a direct impact on the customer receiving the care. Every time we promise someone a care dog, for example, we know that this will bring that person happiness.”

**Setting quality in** relation to price also generates financial advantages.

“Many municipalities are operating under strained budgets. By setting quality in relation to price, the municipality can select the provider that offers the highest quality for every tax dollar.”

## Quality-based tenders secured in 2016

- Attendo Fristad Service housing
- Attendo Kvibergsgatan 17 nursing home
- Attendo Lillevångshemmet nursing home
- Attendo Kullen nursing home
- Attendo Valla Park nursing home
- Attendo Viksjö nursing home
- Attendo Kapplandgatans nursing home

## EVERYDAY QUALITY AT ATTENDO KVIBERGSGATAN

**In april 2016, Attendo** secured the outsourcing tender for the Kvibergsgatan 17 nursing and care home. Of the eight bids submitted, the Western District Committee in Borås concluded that Attendo was able to offer the best quality.

“We want to offer a distinct and comprehensive approach based on the individual and to emphasise the importance of leading a healthy lifestyle, while also working to maintain older people's abilities to the greatest extent possible”, says Gun Karlsson, Regional Director at Attendo Care for Older People.

Among the quality parameters that

Attendo received particularly high ratings for were preventative measures including movement training and daily rehab, the goals of which include preventing and reducing the frequency of falls. Food and meals with a focus on individual needs and preferences is another parameter for which Attendo received a high rating. The bid also included a clear description of how the operation's activities will be held together and how the operation will focus on more digital innovations.

One of our efforts related to meal experiences was recognised in the local newspaper in Borås, when the operation

raised red, white and green flags and open its doors for Italian week. Ninety-year-old Anna-Stina Johansson was particularly fond of the Italian ice cream.

“A little wine with the food will also do”, Anna-Stina tells the local newspaper.

A new theme is introduced every quarter, including food from other countries.

“That means we get to practice new greetings in other languages and try different foods”, says local manager Pernilla Gabrielsson.



# Lifestyle homes top the list when customers rank homes

At Attendo's lifestyle homes, customers can maintain their interests even after moving into a nursing home. And this is paying off. In the Swedish National Board of Health and Welfare's customer surveys, Attendo's lifestyle homes are given high ratings when reviewed by customers.

In the past five years, Attendo has been behind one in five nursing homes built in the Nordics. Most of these nursing homes have been adapted to one of Attendo's lifestyle concepts, which are designed with older people's interests and preferences in mind. There are currently three concepts being offered: Outdoor & Garden, Sport & Spa and Culture & Entertainment.

"The common denominator in all of our lifestyle homes is that there is a deliberate concept behind everything that we do and behind the environments in the homes", says Nina Lehtonen, Concept Developer at Attendo.

"We have designed each and every detail at the homes based on a broader approach meant



to stimulate older people to keep doing what they enjoy. If you enjoy being outdoors, we have a lovely garden where you can engage in outdoor activities year-round. If you enjoy singing in a choir, we have a music room and regular singing sessions on the schedule. This adds an extra dimension to the normal day-to-day activities offered by every nursing home."

The national customer survey shows that Attendo's lifestyle homes are the clear winner among customers. The overall score – 85 out of 100 – is clearly better than the average score of 82 for nursing homes in Sweden. And when examining a variety of quality measurements, Attendo scores above average in 17 of 18 different parameters, such as confidence in the staff, safety, activities, food, and meal experiences.

**Nina Lehtonen does not** think that the good reviews of the lifestyle homes are a coincidence.

"Lifestyle homes receive better ratings because we have taken older people's preferences into account and adapted our operations accordingly. You simply feel a bit better if you get to do something you enjoy. People also often share interests with the other residents and employees, which also adds to



a higher quality of life and makes more people satisfied with their situation."

Each concept features its own design concerning furniture, fabrics and settings that match. As an example, a Sport & Spa home will always feature a massage bath and a gym, while an Outdoor & Garden home will have a specially designed garden featuring a greenhouse, strolling paths, raised garden boxes and a grilling area.



We don't leave any details to chance.

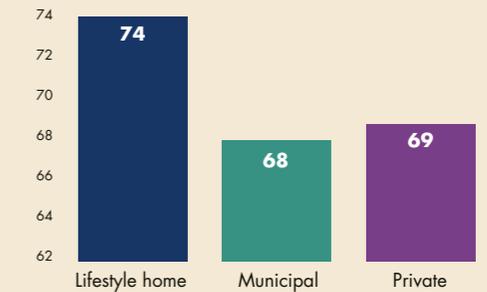
**The concepts are** continuously being updated in terms of style and content to capture bright ideas.

"We don't leave any details to chance, and work actively to create a cosy and thoughtfully planned environment that stimulates older people to participate in activities they enjoy", says Nina Lehtonen, who has also noted that employees become more creative in coming up with activities at the lifestyle homes.

"The concepts spark a great deal of ingenuity in terms of creating variation in our themes in day-to-day operations. We also prefer to recruit employees who share the same interests as the older people. A win-win situation is created when both the residents and employees get to spend time doing what they enjoy", says Nina Lehtonen.

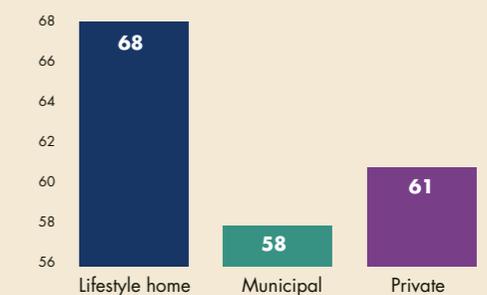
## Is the outdoor environment around your home pleasant?

Percentage of satisfied customers



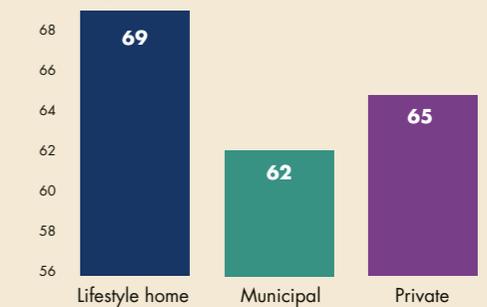
## Do you have good/bad access to the outdoors?

Percentage of satisfied customers



## How satisfied or dissatisfied are you with the activities offered at your home?

Percentage of satisfied customers



Source: Societystyrelsen

# More older people can now feel safe with Attendo

*For many older people, a falling accident marks the beginning of a deterioration in health. In 2016, a new concept was designed for Attendo's home care customers aimed at reducing the risk of accidents. The concept is known as "Safe and Sound with Attendo".*



Nina Lehtonen,  
Concept Developer  
at Attendo

## Falls among older people

- Five times more older people are injured in falls than in traffic accidents. Every day, there are an average of three falls with fatal outcomes among older people in Sweden.
- The social cost of falls totals about SEK 14,000m annually. By 2050, these costs are expected to rise to SEK 22,000m annually.

Source: Public Health Agency of Sweden

**"It is a matter** of being able to feel safe in your everyday life, even in your golden years", says Nina Lehtonen, a Concept Developer at Attendo.

The concept was born when Nina and her colleagues began to closely examine what the most common triggers are for a decline in health among older people. Falls and other "everyday accidents" quickly emerged as the most common causes of older people requiring hospital care. For those afflicted, this may lead to permanent disabilities or even be fatal.

"Many older people are already in a lesser state of health or suffer from various disabilities. A fall can often be what triggers a drastic decline in health. As such, it is important for us to prioritise lending any support we can to ensure that our customers avoid getting caught in the downward spiral that often ensues from seemingly minor accidents."

**Attendo's home care** operations have worked for many years with preventing falls, and were early in drawing up a folder on how to prevent falls in the home. We have held regular information meetings with our customers, provided tips and advice, and talked about the most common risks, as well as things that affect the balance, such as exercise and eating well.

In the autumn of 2015, we expanded these efforts



with a particular focus on "Safety Outdoors", when 12,000 home care customers were given a set of ice cleats to cope better with the slippery winter season. Our focus has now shifted to "Safety Indoors", and during the spring of 2017, all of Attendo's home care customers will be given anti-slip protection in the form of a shower mat for their bathroom.

"We see this as a key addition to the ongoing safety efforts currently practiced in our home care services."

*How are customer reacting to this?*

"Our work with Safety Outdoors has proven incredibly popular among both our customers and their relatives. Many of them regard it as an important initiative, and they also appreciate the advice we provide. I am pleased that the Safe and Sound with Attendo concept has become part of Attendo's home care quality improvements", says Nina Lehtonen, who is already planning the content for the next part of the concept.

” Our work with Safety Outdoors has proven incredibly popular.



AMMY WEHLIN,  
Business Area Director at  
Attendo Scandinavia Care for  
Older People

**What does high quality mean to you and do you have any good examples of good quality improvement from last year?**

"The key to the high quality featured in our care for older people is the operation's systematic quality improvement, which is achieved by identifying risks, analysing incidents and monitoring the measures that we have in place. Last year, one of our home care units in Linköping was named Sweden's best home care service, a wonderful accolade that would not have been possible without systematic quality improvement combined with the skill and commitment of our employees."

**What was the most important progress made in terms of quality in your field in 2016?**

"In 2016, we secured a full 64% of all quality-based tenders in Sweden, which is a testament to the fact that municipalities have considerable faith in our quality improvement."

**What will you prioritise in terms of quality improvement in 2017?**

"In 2017, we will implement a planning system at our nursing homes. The system will enable efficient planning and delegation of responsibilities, and reduce the risk of deviations. The planning system will also facilitate our employees' ability to provide the individual with the right care for their needs."



## Unique dialogue model leads to greater customer satisfaction in Skarpnäck

*How do you forge good relationships with customers and relatives, as well as municipal administrators and policymakers? In the Skarpnäck district of Stockholm, Attendo has developed a new dialogue model aimed at improving customer relationships at every level.*

**Just south of** Stockholm's inner city lies Skarpnäck – a district with about 40,000 residents. Since 2009, Attendo has been tasked with operating all of the district's group homes and daily LSS activities centers. This creates a unique situation since the district does not have any own operations for comparison.

In order to live up to the public's expectations for Attendo, the local managers in charge at the daily activities units and group homes in Skarpnäck started brainstorming intensely. Along with the regional manager in charge, they developed the Skarpnäck model – a system offering continuous dialogues and monitoring in close cooperation with residents and payors.

**“The model aims** to promote greater cooperation with customers to get them to trust that we are doing a good job and to enable us to improve our operations together with them”, says Caroline Vadeby, one of the local managers involved.

Caroline knows just what she is talking about. Prior to joining Attendo, she was a manager in the municipal sector for 19 years. Our efforts in Skarpnäck are based on giving the municipality transparency and the ability to influence our daily work.

“The administrators who commission us for assignments are entitled to continuously receive updates on our progress, and we provide feedback

if matters do not proceed as planned. This allows everyone to feel safe with our operations.”

However, administrators are not the only ones involved in the dialogues. The politicians making the decisions are also a key piece of the puzzle in getting the operations to work in accordance with the municipality's will.”

“They do not outsource work to us, but they make the political decisions. So in Skarpnäck, a great deal of our focus is on fostering a productive dialogue with the politicians.”

**A central element** of the model is the Skarpnäck dialogue: regular meetings that all customers and politicians in charge of these matters from all parties are invited to participate in. At least two meetings are to be held per year to which all stakeholders are invited.

After just over a year, the model has already led to improved results, with both officials and the politicians in charge of these matters being given greater transparency.

“Instead of everything being a matter of numbers, it is important that everyone is able to see how we work and to experience the quality of our work. And our customers are also satisfied, which is reflected in the customer surveys”, Caroline concludes.

### Facts/Skarpnäck model

- Skarpnäck dialogue – meetings between customers and the politicians in charge of these matters – held at least twice a year.
- Regular meetings between the local managers and the district's administrators and their unit managers.
- Presence on social media, including Facebook and Instagram, to create transparency concerning the operations.
- Work on the interior and exterior environments to ensure that the premises are appealing and pleasant places to be.



**CECILIA  
ADDAMSHILL,**  
*Business Area Director at  
Attendo Scandinavia Care*

### What does high quality mean to you?

“Attendo's quality progresses in pace with the customers' changing needs but also with the help of the new technology available. Last year, we began working with Pict o Stat – a tool that helps individuals make themselves understood and become more involved. We have also trained several evidence developers who will measure the impact of our approach when we take over operations from a municipality or other provider, for example.”

### What are you most proud of in terms of quality improvement in the care sector?

“There are numerous examples of how our employees' commitment and expertise have made their mark. Within the field of PWS (Prader-Willi syndrome), we have developed a special approach based on a clear structure. We also continue to pursue higher customer satisfaction, to improve our quality index and to achieve the highest valued quality score in the procurement processes. We would dare to say that our efforts are generating results. During the year, 80 external reviews were conducted, of which only one resulted in serious criticism.”

### What will you prioritise in terms of quality improvement in 2017?

“Attendo is heavily focused on creating and developing new LSS operations. We are improving our approach using proven methods and technological resources to make residents feel safe and to be able to live as independently as possible. During the year, we will focus even more on employee skills development in several areas using online training courses.”

# "A year of progress for Attendo's quality work"



**Attendo is attending** Velfaerdens innovationsdag 2016 in Copenhagen, showcasing its unique life style nursing home Vondsilds have in Kolding.

**Attendo enters Allbrights** "white list" for listed companies with gender equality.

Attendo wins renewed confidence in quality procurement in Skarpnäck.



**Pernilla Rönntoft receives the** Queen Silvia Nursing Award 2015 for her ground breaking ideas about skills licensing in geriatric care.

Attendo Westsura grabs a runner-up position at Stora Samhällsgalan 2016 as Welfare Innovator of the Year for its LGBTQ-work.

**Attendo reaches an** agreement with the National Employment Service and the Migration Authority to provide work training for 400 refugees.

Attendo's snack concept is presented at the yearly political week in Almedalen, and 1200 visitors try our smoothies in the heat.

For the third consecutive year, Attendo walks in the Pride parade in Stockholm with employees and customers from Attendo Westsura ABT.



**Attendo holds the** yearly fitness walk with over 2000 participants.

Attendo Finland kicks-off the pilot "Excellent Service" to improve the overall service level in Attendos operations.

Attendo's tango tour "Sydämeni Tango" finishes after playing to sold-out houses in four cities and over 3000 spectators.

**Attendo Kärna Home** care grabs the top spot in National Board of Health and Welfares customer survey.



JANUARI

FEBRUARI

MARS

APRIL

MAJ

JUNI

JULI

AUGUSTI

SEPTEMBER

OKTOBER

NOVEMBER

DECEMBER



**In the annual** Quality Report 2015, Attendo's Quality Thermometer reaches a record 85.2%.

Attendo's first nursing home is being LGBTQ-certified – Attendo Bunkeflogården.

**Attendo arranges a** national tour to launch the book "To be a good man and trustee", where Marie Karlsson Lang, local manager in Attendo, is a co-writer.



**Attendo acquires** Samsa, a company dedicated to highly specialised care for persons with various disabilities and persons with social needs.



**Attendo launches a** share saving plan, where over 500 employees becomes shareholders in the company, promoting sustainability and development.

**Attendo Örkelljunga Bed** and Breakfast opens to outside customers.

Attendo Åleryd in Linköping receives "The Golden Tooth" for its commitment to the dental hygiene of older people.

A survey shows shorter waiting times, reduced cost development and increased customer satisfaction in Sulkava following Attendo taking over the municipalities care services.

**Attendo Kärna service** home in Linköping is selected to compete for Arla's "Golden Cow" in the category Senior Food Joy of the Year.



# Tango in our hearts

*How do you bring some extra flavour to life and create a moment to remember for seniors and their relatives? By inviting them to an evening of entertainment in the form of a tango concert with some of Finland's top artists and let them lead the singing of old classics.*

**With the explicit** purpose of creating a memorable moment for both seniors and relatives, Attendo arranged tango concerts all around Finland during the spring and the fall. At the centre of attention were the familiar performing artists Marita Taavitsainen and Mikael Konttinen. Both have a history from big moments in the Finnish music scene, including the Eurovision Song Contest.

During the tour, however, tango was in focus, and the possibility to sing along to both old and new familiar songs. Four free concerts targeted to seniors and their relatives were held full to capacity in Tampere, Turku, Jyväskylä and Oulu. When the

concert tour ended in September, nearly 3000 people had experienced well-known tangos, popular evergreens and

other classic songs that many Finns hold close to heart.

"It has been great to see how gratified and touched the audience has been. Many of our customers and their relatives have been entertained and received a memorable moment to share", says Anu Kuula, Attendo Finland's Chief marketing officer and coordinator of the tour.

"They especially appreciated that Marita Taavitsainen and Mikael Konttinen have come to meet the audience during the intermission and after the gig. Many seniors have had an opportunity to chat with and even hug their favourite artists, something that has evoked strong emotions".

**After the success,** Attendo decided to let the "Tango in my heart" tour continue on a smaller scale. In October, Marita Taavitsainen and Mikael Konttinen embarked on a tour of 16 nursing homes all around Finland, with a planned finale in the spring of 2017. These concerts have a different setting, since they are held at Attendo's "Mummo-la" nursing homes. Seniors and relatives will enjoy acoustic versions of classics in a homely and familiar environment.

"Marita and Michael have an outstanding ability to create a warm and happy atmosphere. Music is very beneficial for older people, to enjoy well-known and popular tango classics helps to evoke pleasant memories and is appreciated by our residents as well as their loved ones", says Anu Kuula.

It has been great to see how gratified and touched the audience has been.



## SILENT REPORTING A NEW QUALITY TOOL AT NURSING HOMES IN FINLAND

**Attendos has introduced** silent reporting as part of the daily work at nursing homes. At the start of each shift, employees read the current notes, and oral handovers are now only conducted for special cases.

Older people and patients with multiple diagnoses often have varying conditions depending on the health status and mood for the day. Through documentation, focusing on the individuals need and changes in health status is made easier. Notes from doctor's rounds and changes in medication are immediately shown in the silent reporting. Careful documentation is also insurance to both residents and nurses or managers if incidents occur that need further investigation.

**Attendo Marski in** Hamina has had reporting in focus since its inception a little over few years ago. Experienced co-workers teach newcomers on how to report, and the local manager **Katriina Härkönen** is also deeply involved in the art of reporting. Härkönen has made a habit of controlling at least twice a week the most recent notes on each of her customers.

"The reports become an official document, but also a way for us to keep us updated concerning the current health status of our customers. Furthermore, the reporting helps our employees to get straight in to their work duties when starting a shift", says Härkönen.

How to report is an acquired skill that needs to be trained and verified on a going basis. It helps nurses to collect information actively and independently, which increases quality and reduces the risk for errors.



**PERTTI KARJALAINEN,**  
Business Area Director at  
Attendo Finland Care



### What does good quality mean in Attendo Finland Care?

"Good quality is something that we have made a vital part of our daily work, and something that should be evident in everything we do. In the end, good quality will show in more customers being satisfied with the services we provide, and ultimately that more people choose Attendo to handle their care needs."

### What are you most proud of in your area in terms of quality?

"I'm very proud that we continued to have very few serious deviations in our care, with close to zero reported cases where we have had some sort of serious event involving our customers. I'm also proud that we have continued to hold stable and improve our quality index, despite the fact that we are opening quite a number of new units. This shows that we have established good routines for how we set up our quality work when we start from scratch."

### What are your priorities for the quality work in 2017?

"The main priority for us is to continue to stay ahead of our competition, and make improvements big and small to deliver higher quality services in all the care that we provide. We have already started a pilot project working on improving our service commitment, with a full roll-out of that work over the next few years we hope to see more improvements in overall satisfaction among our customers and also get more positive feedback from anyone who comes across Attendo and our employees."

# Cooperation increases the effect of diabetes care

*By cooperating actively with other care centers, Attendo has achieved good results in treating diabetes type II. Today 3 out of 4 patients reach their targets, far better than the historic average.*



**Diabetes is one** of the western world's most widespread diseases. Although drug therapies for diabetes have evolved rapidly and effective lifestyle interventions exist, many patients struggle with reaching their targets.

Since 2008, Attendo Finland has been an active member in Conmedic, a quality network of health centers that carries out yearly measurements of key indicators in cardiovascular health. For type II diabetes, the network follows the percentage of patients that reach the target with glycated hemoglobin. Historically less than half of the patients reach their targets.

Since 2012, however, the health centers in Conmedic register an increasing rate of patients with

type II diabetes reaching their targets. In 2016, 75% of Attendo health center patients reached the target while the average of the network was 69%.

The levels are high compared to published reports, reflecting that practitioners are more actively taking part in quality management activities.

"The Conmedic network offers valuable tools and exchange of good practices for the health centers", says Helena Liira, the Chief Physician of Attendo Finland.

According to Liira, key success factors include self-management of patients and training of nurses to actively take part in diabetes treatment.

"The latest results are very encouraging. They show that we can keep up the treatment of major public health diseases", says Liira.

## Diabetes in Finland

- About 500 000 people suffer from diabetes, around 10% of the population.
- Treatment of diabetes and its consequences account for 15% of all healthcare costs.
- Through cooperation in Conmedic, Attendo has increased the share of patients reaching their targets to 3 out of 4.



## FEWER MISSED APPOINTMENTS MEANS MORE DENTAL CARE

**Many forget to** cancel their dental appointments, meaning that valuable time for patients is wasted. But new routines have shown great results.

In a municipality of 7000 inhabitants, missed dental appointments wasted over 100 hours of patient working time in 2015. Adults pay a penalty for no-shows, and as a consequence the percentage of missed cancellations is lower than among adolescents.

In 2016, work began to investigate more closely the reasons behind missed appointments among youngsters.

"We had a strong desire to increase the working time we use for treatments, but our goal was also to prevent social exclusion of children and adolescents. We soon noticed that the ones that are most likely to be absent are those who have the greatest need for dental care", says Helena Kovari from Attendo Dental Care.

This resulted in new guidelines. The care-taker (parent) is now contacted by phone after two missed cancellations, instead of just being sent a new appointment by mail. Furthermore, reminders by text messaging and personal contact with youngsters and their parents have proven very successful.

In the municipality above, the number of missed appointments of children under school-age was more than cut in half – from 13% to 6% – and with school-aged from 11% to 6.5%.



**MATIAS PÄLVE,**  
Business Area Director at  
Attendo Finland Healthcare

**What does good quality mean in your business area and can you give some examples of good quality work from last year?**

"Good quality means that our customers get the right service at the right time. This creates customer satisfaction, which in turn creates payer satisfaction. We have developed a new quality-based model in pricing: For example, in Pyhtää our customer satisfaction was 4.72 (on a scale from 0-5) and we got a bonus from the municipality due to high quality."

**What was the most important step forward in quality in your area in 2016?**

"The most important step forward in health services was deployment of the new Quality Index system at the beginning of 2016. It gives a quick overview on how our units are performing in terms of quality and helps us to recognize the areas which need more input and focus in terms of quality work."

**What are your priorities for quality work in 2017?**

"The Finnish social and health service (SOTE) reform means that everybody will become free to choose their social and health service provider. We want to be the most desirable provider for both customers and doctors, and we think that excellent service and short waiting times are the key factors."

”  
The latest results are very encouraging.



Foto: Tone Fossen Steinstad



## A symphony of impressions that strengthens health

*Environmental therapy initiatives have grown increasingly common in care for older people. At the Rødtvet Sykehjem nursing home in Oslo, Norway, a unique project has brought residents together using music, animals and nature in one harmonious SYMPHONY.*

**The Rødtvet Sykehjem** nursing home is located just north of Oslo, halfway between the Kalbakken underground railway station and a wooded area with apartment buildings and single-family homes. Anita Madsen is an occupational therapist and project manager who conceived the concept behind the SYMPHONY project.

” We have noted a decline in the usage of medicine, greater joy and alertness.

“Research shows that environmental therapy initiatives have a major impact on our biopsychosocial functions. What has been missing is a way of systematically organising these measures out in the field. So we asked ourselves: how can we take knowledge from research and theories, and make them available in everyday life using systematic measures?” says Anita Madsen.

**The idea was born** from a collaboration with music therapists under a project entitled “mindful use of music.” The project produced highly favourable results, and now the challenge was to advance on this

work by including more dimensions of music therapy practices.

“Based on the existing research, we opted to focus on three of the most basic main categories: mindful use of music, holding animals and animal visits, as well as the use of sensory gardens and experiencing nature”, says Madsen.

The therapy comes in addition to drug treatment, but also aims to reduce the use of psychopharmaceuticals, for example, to reduce anxiety. The hope is that focusing on activities will improve the quality of life for residents. In this area, the Norwegian Standing Committee on Health and Care Services recently proposed new requirements on working methods and skills development to meet the challenges among new client groups.

**The project group** invested considerable energy in designing the sensory garden with fountains, benches and hammocks. Procedures and chores were created, including the planting of flowers and herbs. Two enclosures with sheep and chickens framed the garden and made it lively. The results exceeded our expectations.

“The garden was full of activity throughout the summer and the autumn, well beyond the environmental therapy initiatives prescribed for the residents. Both employees and residents went for strolls, stopped by the plant beds and picked, tasted and smelled the plants. Over time, more and more spontaneous trips were made to the garden to feed the sheep and gather eggs in the henhouse.”

The animal enclosure was also highly popular with the surrounding local community.

“When it was time to send the sheep to the farmer for slaughter, we received very strong emotional reactions from residents, but also from the local community and on social media. Many people had evidently become very close with the sheep.”

**During the course** of the project the employees do-

### Comments from the Facebook feed:

“Every time I got out of the subway, people were standing alongside the fence. Children big and small, parents and other adults, young and old, happy and unhappy – all of whom got to see real animals”

“How many people from the city who are deprived of contact with animals might have gained a valuable experience and learned something about animals like this? How many were given consolation and



the unspoken unity of presence that only animals can provide?”

“Shaun the sheep – a ray of light in my life!”

documented the reactions among customers in accordance with the SOAP model, where subjective and objective reviews are given for each activity and plan moving forward. Although the medical results are still being compiled, the documentation already shows several positive signs.

“We have noted a decline in the usage of medicine, greater joy and alertness. There are more topics of conversation and more spontaneous conversations with the residents. The environment is perceived as being more hospitable with elements that create a sense of reassurance and a tranquil atmosphere, while also stimulating more senses”, says Anita Madsen.

### The SYMPHONY project

- SYMPHONY stands for “Systematic use of environmental therapy measures at nursing homes”.
- The vision is: “We focus on variation and a diverse array of environmental therapy measures, and conduct activities aimed at using sensory gardens and nature, the holding of animals and animal visits, as well as the mindful use of music as part of an overall approach!”.
- The project team that designed the therapies comprises physicians, nurses, care personnel, physical therapists, occupational therapists, activity coordinators and care assistants.
- During the course of the project, the results are documented in accordance with the SOAP model (subjective, objective, analysis and planning). A report on the project will be compiled once it has been completed.

# Training in medication increase quality in Denmark

*Markedly improved quality and only a few observations during external inspection. This is the result after 40 employees from Region East in Denmark completed a focused training course in performing medicine dispensing and administration.*

**Observations raised during** a series of external inspections were the direct reason for Dorte Dahl, Regional Manager East, to embark on a dedicated competence development.

“The effort we make to ensure safe and correct dispensing and administration of medicine is im-

portant. External inspections showed us that we had challenges in that regard, so we needed to educate our staff to adequately perform the tasks”, says **Dorthe Dahl**.



**A training course** was planned and arranged in collaboration with Social & Healthcare College Zealand, a well-established institution in the area. The content of the training course was based on applicable legislation and the official education program for Social and Healthcare workers.

“During the course, attendees were trained in on-line searches relating to medicines, which enabled them to apply this tool using a tablet or a smartphone. We call this practice-oriented learning”, says Eva Koefoed, Vice Regional Manager, Region East.

The course proved to be a good investment.

“During the most recent inspections, only a few

” The course proved to be a good investment.



comments were raised and no situations where patient safety was at risk. Already now we can see that our employees apply the knowledge and competences gained during the training course”, explains Ann Lützner Nielsen, Quality Developer at Attendo Denmark.

For instance, employees have become more thorough in medication handling. Ann Lützner Nielsen sees additional positive aspects.

“It is a major strength that so many workers in the region attended the same course. This way we have a common basis for medication handling. It’s a strong signal of the high priority we give patient safety”, she says.

Ann Lützner Nielsen expects fewer errors related to dosing and dispensing of medication in the future, and that care planning becomes more detailed than before.

“By introducing self-inspection, we will follow up to ensure that knowledge and competences are anchored in daily practices related to medication dispensing, administration and documentation. Furthermore, we will monitor the reports and deviations in the quality management system Attendo Add”, Ann Lützner Nielsen explains.

## Training in medication

- 40 care and healthcare employees took part in a five day training course, three and two days respectively within a few weeks.
- The course was held within the labour market training program (AMU), thereby Region East was provided external financing for the course and for bringing in temporary staff on training days.

## A HEALTHY RECORD

**Attendolunken** is a recurring fitness walk in Attendo’s Care for Older people. In 2016 a new record was struck in Scandinavia.



2200 seniors, including a number of employees and other participants, participated at a total of 54 different units.

“The whole idea of the fitness walk is to promote activity and exercise in everyday life and the results of last fall is a clear acknowledgment that the effort has been successful”, says Ammy Wehlin, Business Area Director for Attendo Scandinavia Care for Older People.

“In addition to the joy and motivation of the seniors who participate, we can also see that this recurring activity is appreciated by employees, relatives and others who participate.”

**Attendo sees great value** in focusing on activities for seniors in everyday life. As a major player in the welfare sector, it is also important to be a part of social responsibility in a broader perspective. Thus, Attendolunken is open for all seniors, not just those who are Attendo customers.

“We want to make an effort to promote senior’s exercise. The pride that appears with the participants after a completed ‘lunk’ should not be underestimated and the whole day around the activity usually turns into a big celebration with an easy-going and nice format”, says Ammy Wehlin.



### Pernilla Rönntoft

- Pernilla is 43 years old and lives in Halmstad. Pernilla received her nursing training at the Åland University of Applied Sciences and graduated in May 2009.
- Pernilla Rönntoft was selected for the Queen Silvia Nursing Award fellowship for her idea of a “competence licence” in care for older people.
- When Pernilla was granted her fellowship, she was in the final semester of her specialist training focused on care for older people at the University of Gothenburg. She is currently a local manager at Attendo Nissastrand

## With the courage to change the care sector

*As an adult, Pernilla Rönntoft at Attendo Nissastrand returned to school to change career paths. Today, her idea of a “competence licence” in care for older people has made her a Queen Silvia Nursing Award fellow.*

**Pernilla Rönntoft was born** in Malmberget the same year as the Olympics in Munich. Twenty years later, the mining town’s population had already declined by a third when Pernilla also said farewell. She moved to Halmstad in southwest Sweden, where she worked as a flight attendant and train attendant, and later at a company focused on rehab and recruitment. Yet at some point as an adult, her inner voice began to speak up.

“I have always been interested in healthcare and medicine and enjoy helping others. I had been thinking about it for quite a while, and just felt that now was the time”, she says.

**The family sold** their house and moved to Åland where Pernilla retrained to become a nurse. Then they moved back and she entered the healthcare sector in the field of surgery – often related to cancer.

“Surgery is challenging and daunting. Particularly cancer patients, because you encounter young people in the prime of their lives.”

Yet most of the patients were older people, which is how she became interested in care for older people. Why, you ask?

Older people had compelling stories to tell, which added a social dimension to the work. They knew themselves inside and out, and were able to objectively describe their ailments. Meanwhile, Pernilla also felt that this was a group that did not always receive the attention that they deserved.

“I have often felt that we do not care about older people. It is as if the care sector doesn’t comprehend what is being said, or their decisions are made without properly listening to what the patients want. Yet if you just take the time to listen, you will get an incredible amount of information.”

Her interest grew and Pernilla started working at Attendo Nissastrand in Halmstad, and soon embarked on her Master’s degree in care for older people on a part-time basis.



On the way to her degree, Pernilla Rönntoft had an idea. In the healthcare sector, there were high requirements on skills development. To keep their knowledge fresh, the staff would regularly update their knowledge in internal training courses. Yet not in care for older people, a sector in which many people arrived straight out of upper secondary school.

“They can be very skilled, but sometimes they lack experience and training. And similarly, you may have been working for years and lost knowledge that you haven’t used in a long time”, says Pernilla.

**She introduced her** idea about a competence licence, based on a theoretical and practical test. It became popular and Pernilla was awarded SEK 50,000 and the opportunity to intern with all of the underlying organisations. A better start to a new career might not even be possible. Now she is hoping that her idea will become a reality, and that she can contribute to the area of skills development within care for older people in Sweden.

“Now the only question is how I can advance on this work, but this is clearly something I would like to do”, says Pernilla, who has been the local manager at Attendo Nissastrand since the beginning of the year.

### Queen Silvia Nursing Award

- A grant for nursing students instituted on Queen Silvia’s 70th birthday.
- The award is aimed at creating a lucrative and creative opportunity for nursing students to contribute their ideas and proposals to the challenges facing the future of care for older people and those with dementia.
- The grant is for a sum of SEK 50,000 and also includes a six-month internship aimed at providing the student with lessons and perspectives on healthcare and care for older people.



I have often felt that we do not care about older people.

# The right to choose is love

LGBTQ-certifications are a vital part of Attendo's values work and our effort to adapt our operations to the individual's needs and wishes. A total of 8 units in Attendo have been certified. The process often reveals prejudices among residents and co-workers.



"We often think that we are open and non-judgmental, but during the year a certification takes many unreflected thoughts are revealed and even prejudices we never thought we had", says Rudina Luta, local manager at Dalköpinge asylum home. Attendo has chosen to LG-

BTQ-certify operations to visualize, evaluate and work with the prevailing norms and their consequences. By doing this, residents can hopefully be treated with more respect.

The certification is made in cooperation with the Swedish federation for Lesbian, Gay, Transgender and Queer Rights (RFSL). During the process, working groups are challenged in many ways – through role play, values work and they are forced to reflect on various situations.

Certification also involves reviewing all documents from a LGBTQ-perspective. For example, each unit has to go through the books and arts they have, and what movies they are showing. A concrete example is removing the signs for men's and ladies bathrooms.

"When we started reviewing our routines, we noticed that our stayover routine said "Girlfriends not allowed, but male friends welcome". Today, that's very embarrassing. Nowadays we state "Anyone can

stay over", in compliance with other rules. The process really challenged our self-image of being open and including."

The certified units are working systematically with LGBTQ-issues, meaning that they must cater to LGBTQ-persons situation and how various decisions affect the group. Every daily handover, a risk assessment is made, and when recruiting, the new employee is naturally expected to accept and endorse the LGBTQ-work.

"We are talking about values at every staff meeting, and nowadays the LGBTQ-perspective is a given part of our values work."

The certification has sparked interest in all of Attendo. More units are in the starting blocks for certifications, and there is a strong commitment for the issue among many co-workers and customers. Attendo has been part of three Pride parades in Stockholm, but also places like Falkenberg and Växjö, with our motto: "The right to choose is love."

## Attendo's LGBTQ-work

- LGBTQ stands for lesbian, gay, bi, trans and queer rights.
- Certification is conducted in cooperation with RFSL.
- Attendo has eight certified units in protected housing, youth homes, on-call and foster homes, integration and one nursing home.



We often think that we are open and non-judgmental.

## ATTENDO IN BRIEF

### VISION

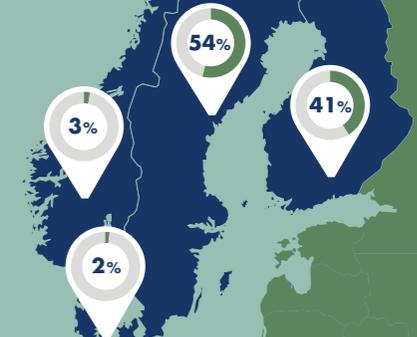
Our vision is "empowering the individual" and our work is always based on the individual's needs and circumstances.

### VALUES

Attendo's values

– competence, commitment, and care – are expressed in every aspect of our day-to-day work.

Distribution of total sales per country



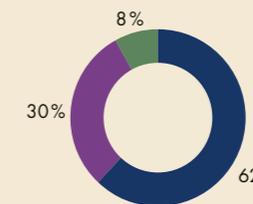
## THE CARE LEADER IN THE NORDICS

Attendo is the leading private care and healthcare provider in the Nordics. We operate in Sweden, Finland, Norway and Denmark. We are leaders of quality development and new methods in our sector. We are active in care for older people, care for people with disabilities, individual and family care and healthcare.

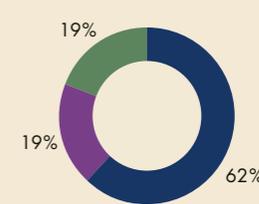
## FOCUS ON QUALITY

Since the company was founded more than 30 years ago, Attendo has been leading the development of quality and has worked constantly to deliver better care and a better customer experience. Much of what is currently taken for granted in Swedish care, such as social documentation, contact persons, and "own time", is the results of Attendo's development work. Today, we are developing the nursing homes of the future in order to meet society's future needs. At Attendo, we are committed to ensuring that you get the care you need, the way you want it.

Sales by contract model



Sales by service area



# How we are evaluated by external parties

*Attendo systematically reviews and monitors the quality of its operations. Yet we are also monitored by others – such as the Swedish Health and Social Care Inspectorate (IVO) and the municipalities in which we operate.*

**Evaluating and monitoring** the care sector from various perspectives is a key factor in ensuring that providers conduct safe and reassuring practices. We thoroughly monitor the quality of our own operations and we were a pioneer in the industry in establishing a central quality department.

We also embrace the external reviews that are conducted on our operations and only wish all providers – private and municipal – were monitored as thoroughly. As an example, private providers are often required to hold an IVO permit to conduct operations, which the public providers do not need. Another difference is that private providers conduct operations after securing a tender, which is a form of quality assurance in itself. Private providers are also governed by a contract, which regulates the quality of the operation.

In this report, we have provided more detailed information on our own monitoring, and by way of client, customer and employee surveys.

## OTHER BODIES THAT REVIEW OUR OPERATIONS:

**The IVO reviews** various sections of the care sector on behalf of the government and parliament. These assignments vary over time and may include care-related injuries, night time staffing and limitation measures. Occasionally, audits may have been prompted by complaints or media reports. Audit activities include reviewing documentation and interviewing employees, customers and/or relatives.

**Municipalities** review operations based on the contracts that are drawn up for the operations, to ensure compliance. These reviews include discussions with the operations, going through documentation and occasionally by way of observational studies.

**The Environment and Health units** of municipalities regularly review operations in order to safeguard the handling of food and the physical environment of an operation, such as ventilation systems and environmental protection practices.

**Fire safety authorities** conduct inspections on a regular basis.

**The Swedish Work Environment Authority** reviews the environment in which an operation's employees work.

## Reviews by customers and relatives

A growing share of care for older people comprises a range of nursing homes and home care providers to be freely selected among by seniors and their relatives. The ability of customers to select one care provider over another serves is a very important element of the review process. In addition to our own customer surveys, public bodies also conduct surveys. This gives us a clear indication of whether or not we are up to standard.



### Lex Sarah and Lex Maria

- Lex Sarah is legislation that requires providers of care services that fall within the framework of such acts as the Swedish Social Services Act to report serious misconduct or the risk of serious misconduct to the IVO.
- Lex Maria similarly requires providers that fall within the framework of the Swedish Health and Medical Services Act to report serious care-related injuries or the risk of such injuries to the IVO.

## SYSTEMATIC EFFORTS LEADS TO FEW SERIOUS INCIDENTS

**In 2016 Attendo** provided nearly 46 million care efforts to our more than 25,000 customers. Some of these resulted in incidents of a more serious nature.

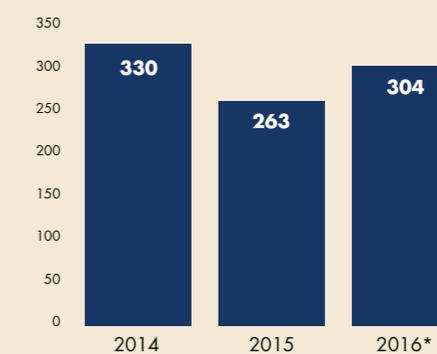
Attendo always reports serious incidents in accordance with the prevailing national regulations, such as Lex Sarah and Lex Maria. Deviations are also reported on a regular basis in Attendo's internal quality management system, Attendo Add, in order to detect inadequacies on time that might otherwise risk leading to serious incidents.

In 2016, a minor increase was noted in the total number of serious incidents at Attendo compared with the preceding year. However, these figures are not entirely comparable, since, as of 2016, we also began reporting serious incidents in our Finnish operations.

Overall, there were 304 serious incidents in 2016,

which yields a margin of error in terms of serious incidents of about 1 in 150,000 care efforts.

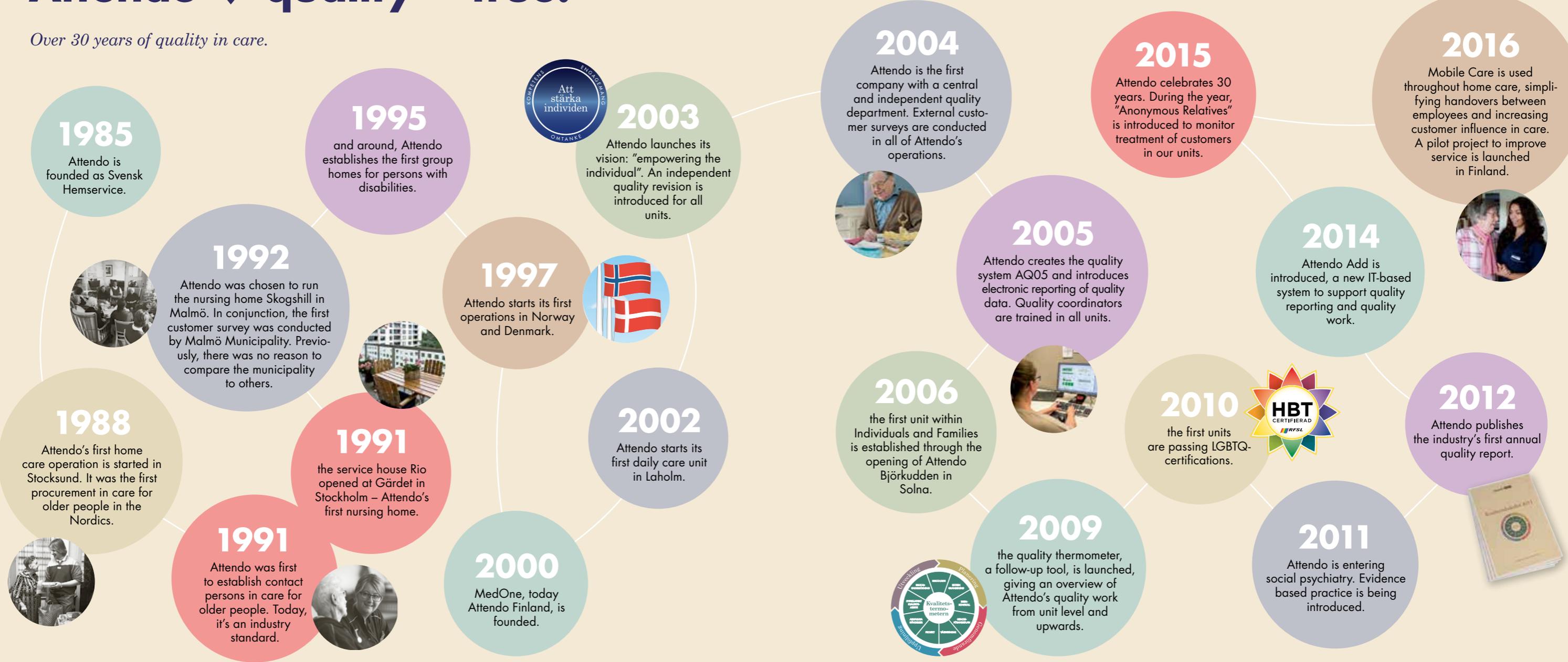
### Number of serious incidents



\*also includes serious incidents at Attendo Finland Care

# Attendo ♥ quality = true!

Over 30 years of quality in care.





*Care your way*

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