



Swiss
Paraplegic
Foundation

Annual Report 2016

of the Swiss Paraplegic Foundation, its subsidiaries
and partner organisations



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This annual report, together with the situation and performance report in a separate finance report and non-profit-governance report, provides a comprehensive insight into the wide-ranging work performed by the Swiss Paraplegic Foundation, its subsidiaries and partner organisations.

The publications mentioned can be downloaded from the Internet (paraplegie.ch/report) or are available on request from the Secretarial Office of the Swiss Paraplegic Foundation, 6207 Nottwil (Tel. 041 939 63 63, sps.sec@paraplegie.ch).

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Vision

The Swiss Paraplegic Group is a centre of excellence and the reference institution for anyone with spinal cord injury in Switzerland and its neighbouring countries.

Mission

The Swiss Paraplegic Group adopts a comprehensive approach to the treatment and rehabilitation of people with spinal cord injury, and helps them to lead a self-determined life.

Values

The Swiss Paraplegic Group places the emphasis on people. In everything that it does, it is constantly seeking to achieve its overall objective. It acts responsibly with regard to its patrons, uses resources for their intended purpose and provides transparent information about its activities.

COVER PICTURE

The extension and modernisation of the clinic is the largest construction project undertaken since the Swiss Paraplegic Centre opened its doors in 1990. The aerial image was taken on 3 April 2017.

Dear reader

People with spinal cord injuries should receive acute medical treatment, rehabilitation and lifelong support, all designed to optimise their prospects, in Nottwil. This requires the utmost competence; through the use of leading-edge technology in the infrastructure, as well as through intelligent processes, expertise and skills in the services delivered. In order to make the right decisions at the right time, strategic direction is an issue discussed regularly by the Board of Trustees.

Some objectives which result from this can be achieved within a year. Some of them are designed to deliver results over decades, for example the SwiSCI long-duration study being conducted by Swiss Paraplegic Research. Others, in turn, will run for years. This certainly includes the modernisation and extension of the Swiss Paraplegic Centre. It is the largest construction project to be undertaken since the specialist clinic opened its doors twenty-six years ago. The preliminary projects for this got under way in 2012, and the dimensions of the ongoing construction work only became visible for the first time in 2016.

It takes countless measures every year to tackle the wide range of objectives in an environment as dynamic as the one in which our four areas of services are doubtless conducted. It takes mutual understanding and intra-disciplinary cooperation between all employees and partners for measures to be effective and objectives to finally be reached. This enables us to focus our attention on championing the cause of people with spinal cord injuries in Switzerland.

This report will give you an insight into the work we do and into some of the measures we are taking on, and will also tell you about our new objectives in the future. A future which is essentially linked to the modernisation and extension of the Swiss Paraplegic Centre and, in no small measure, to rolling out all the necessary activities to benefit spinal cord injured people. A future which is made possible thanks to the exceptional solidarity exhibited by countless benefactors and donors.



Dr. sc. techn. Daniel Joggi
President of the Swiss Paraplegic Foundation



Concerted action

The Swiss Paraplegic Group (SPG) provides a unique network of services for people with spinal cord injuries, from primary care through to the end of their lives. Its aim is to provide comprehensive rehabilitation and to reintegrate people affected into family, work and social life. This strategic basic objective comprises four areas of services.

■ Solidarity

• Maintain a comprehensive approach.

The SPG provides a comprehensive, practical range of services for people with spinal cord injury – in every area of their life, and for the rest of their lives.

• Encourage interaction.

The SPG intends the Nottwil Campus to be a centre of excellence for integration, assistance and lifelong learning for patients of all ages.

• Ensure goodwill.

The SPG makes sure that its benefactors and donators are aware of the unique network of services available and support us sustainably in the long term.

• Encourage multidisciplinary exchanges.

The SPG seeks to establish a strong network both nationally and internationally that will guarantee better basic conditions for people with spinal cord injury.

• Promote initial and further training.

The SPG encourages the initial and further training of specialist personnel in the field of comprehensive care for people with spinal cord injury.

■ Integration and Lifelong Assistance

• Create networks throughout Switzerland.

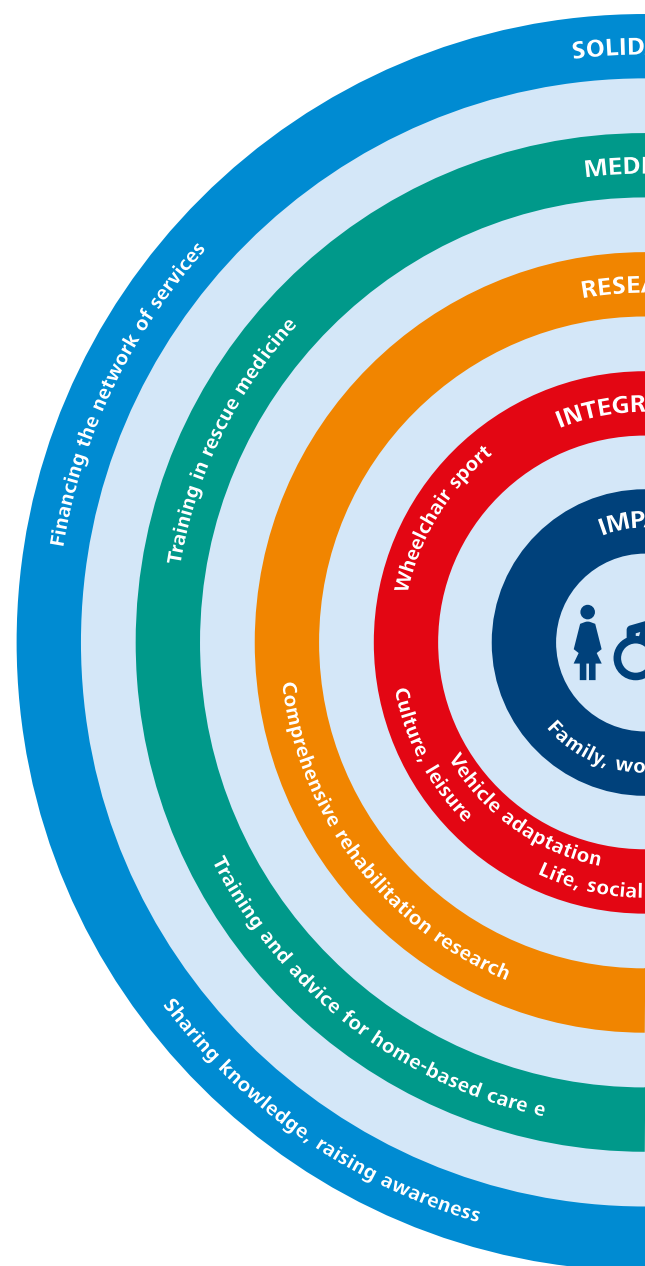
In association with its partners, the SPG establishes a network structure that helps people with spinal cord injury in Switzerland.

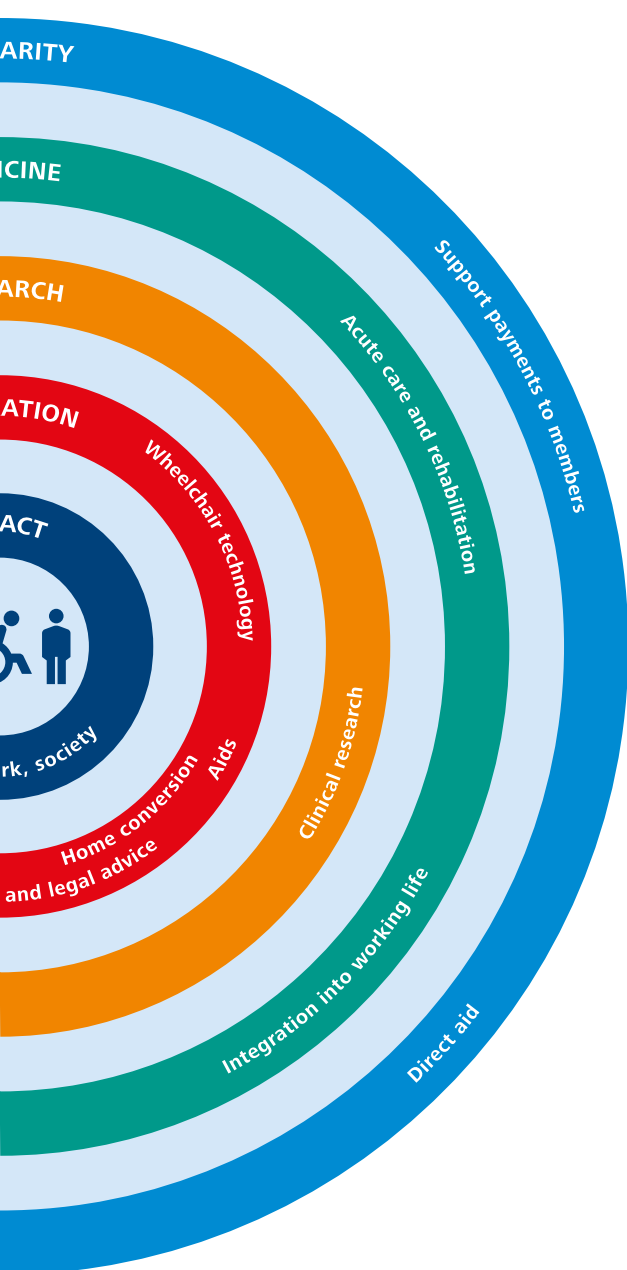
• Improve integration.

The SPG offers comprehensive services to meet people's needs in order to improve the integration into society of people with spinal cord injury.

• Support people with spinal cord injury and their family and friends.

The SPG helps people with spinal cord injury to lead an independent life and educates their friends and family so that they can provide the necessary support. It optimises the range of services available in the field of prevention.





■ Medicine

- **Ensure comprehensive care.**

In the Swiss Paraplegic Centre in Nottwil, the SPG offers all the medical services needed to guarantee the professional acute care and rehabilitation of people with spinal cord injury. It encourages them to become involved in their therapy and to take responsibility.

- **Strengthen partnerships.**

The SPG strengthens relationships with partners in specific disciplines and local institutions for the benefit of people with spinal cord injury.

- **Play a role in defining health policies.**

The SPG is a member of specialist committees with a political influence that endeavours to ensure that highly specialised medical care for people with spinal cord injury will continue to be provided within the healthcare system.

■ Research

- **Improve quality of life.**

The SPG aims to contribute to the sustainable improvement of the health, social integration, equal opportunities and self-determination of people with spinal cord injury by carrying out comprehensive rehabilitation research, including clinical research. The SPG plays a leading role in this area.

- **Encourage the exchange of know-how.**

The SPG exchanges know-how and information with universities and institutions both in Switzerland and abroad. It works closely with the World Health Organisation (WHO) to create a specific network in order to make sure that the latest scientific findings can be put into practice.

- **Set standards.**

The SPG develops internationally binding standards. These make it easier to check, compare and ensure high-quality care.

Concentrated activities

Solidarity in 2016

19.4 million francs paid out

The Benefactors' Association paid out 3.9 million francs to members who had recently been involved in accidents. In addition, the Swiss Paraplegic Foundation approved over 1000 requests for direct aid, paying out 15.5 million francs in support payments. In total, 28% of membership fees went on this.

41% to the network of services

41% of every franc paid by members went indirectly to people with spinal cord injuries through the support given to the network of services. 11% of membership fees were used on the maintenance and (re-)financing of the existing specialist clinic, 20% went on member support (16%) and administration (4%). ZEWO (agency governing charitable organisations which collect donations) average: 21%)

1.8 million members

The Benefactors' Association comprised 1.8 million members in 1.08 million households. Their membership fees generated 69.3 million francs. The number of permanent members rose to 65,922.

10,930 visitors

180 tour guides from all levels of the hierarchy and all departments showed the network of services to 10,930 visitors during guided tours through the specialist clinic.

The companies of the Swiss Paraplegic Foundation have a common primary strategic focus; maintaining and further developing the comprehensive network of services for spinal cord injured people.

In line with the group strategy, the Swiss Paraplegic Foundation prepares objective service level agreements for its subsidiaries and partner organisations, and sets clear tasks for itself too. Broken down into annual targets which are defined and quantified in individual business plans, this results in a wide range of measures to be undertaken by all the companies within the group.

Interaction between fields of service

This annual report illustrates the targets envisaged within the year under review in the four areas of service, i.e. solidarity, medicine, research as well as integration and lifelong support, and highlights how they interact with one another:

In order to ensure that the Swiss Paraplegic Centre, which is the largest company in the group, is equipped to cope with the rising demand for its specialised services, it requires state-of-the-art acute medical infrastructure. The Swiss Paraplegic Foundation has managed to fund the necessary extension and modernisation of the clinic almost independent of any bank loans thanks to its successful campaigns to attract donations. As far as the decision about the future orientation of the specialist clinic is concerned, the Board of Trustees and the clinic management are also relying upon the results of studies arising from the rehabilitation research conducted by Swiss Paraplegic Research. Among other things, this research repeatedly shows how important sport is for preserving the health of wheelchair users in the long term. Therefore, the Swiss Paraplegics Association made targeted investments in the promotion of sport in the year under review.

The remit of the Foundation dictates the strategy

«The Swiss Paraplegics Foundation's aim is the total rehabilitation of persons with paraplegia and tetraplegia. It undertakes and supports all measures indicated by the latest relevant scientific and technical knowledge to achieve this aim.»

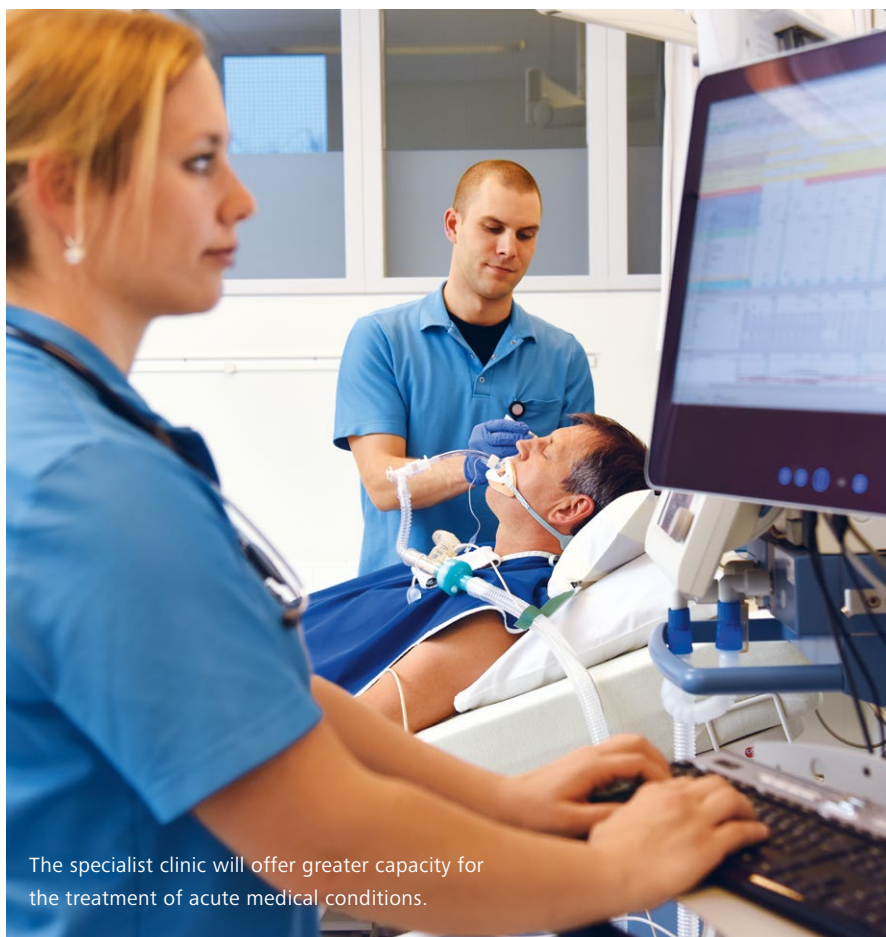
Source: Constitution of the Swiss Paraplegic Foundation, Article 2, Paragraph 1

The detailed situation and performance report are available to read in the Finance Report:
www.paraplegie.ch/finanzbericht

Far-sighted treatment objectives

When people with spinal cord injuries are treated for acute medical conditions in non-specialist hospitals, this can lead to protracted and costly treatment afterwards. The Swiss Paraplegic Centre is aiming to be able to admit more of these patients in future. The current expansion of the clinic includes the requisite infrastructure.

Increasing importance is being attached to the treatment of acute medical conditions in people with spinal cord injuries. One of the main reasons for this is that patients are living longer and, in addition to problems which are specific to their paraplegia, are increasingly encountering diseases attributable to ageing. For example, this includes cardiovascular diseases, as well as metabolic diseases. However, diseases which are typical of people with spinal cord injuries, such as inflammations of the lungs and other infections, are occurring more frequently.



The specialist clinic will offer greater capacity for the treatment of acute medical conditions.

Medicine in 2016

52,922 care days

1085 patients with spinal cord injuries spent 52,922 days as in-patients in the Swiss Paraplegic Centre. 9562 of those care days were devoted to patients with mechanical ventilation. 721 of those patients are to receive acute medical treatment afterwards from the specialists in Nottwil. 19% were emergency admissions.

71% men

52% of initial rehabilitation patients were affected by paraplegia and 48% by tetraplegia. 71% of new spinal cord injured people were male. In 41% of the cases, an accident led to the spinal cord injury, with falls (43%), road traffic accidents (34%) and sport (13%) the most frequent causes.

96.8% capacity utilisation

There was 96.8% capacity utilisation of the 150 patient beds in the Swiss Paraplegic Centre.

68 clinical studies

The Swiss Paraplegic Centre managed 68 clinical studies.

1150 employees

There were 1150 people employed in the specialist clinic, 145 of whom are apprentices or students, 96 of them in nursing. Women accounted for 74% of the workforce.

Further information:
www.spz.ch

Treating spinal cord injured people in a specialist clinic

An analysis of the ways of treating people with spinal cord injuries has shown that in the vast majority of cases, patients receive treatment for acute medical conditions in non-specialist hospitals. Owing to a lack of experience and expertise, insufficient consideration is often given in those clinics to important paraplegia-specific problems which occur, such as pressure sores and relevant functional disorders of organs such as the bowel, bladder, lungs and of the autonomic nervous system. This can cause periods of treatment subsequently, which can be a great cause of bother to the patients in particular. Furthermore, long and recurring stays in hospital increasingly pose a risk of damaging the patient's social life and employment arrangements.

In future, the Swiss Paraplegic Centre will be able to offer even greater capacity for these patients thanks to its extended, state-of-the-art acute medical infrastructure with a full team of specialists. At the same time, it will not lose sight of the important additional problems which are specific to spinal cord injured people. The accompanying clinical research will serve to continuously advance the specialist expertise in Nottwil at the highest level.

Promoting sport to achieve great things

Two golds, two silvers. That was the outstanding medal haul by Marcel Hug, the highflyer from the Paralympics in Rio 2016. That is also the reward for many years of hard work and for having the courage to stake everything on competing in the elite sport. The Paralympics in Rio clearly demonstrate that top results can only be achieved in wheelchair sport if you work towards this objective from very early on. Wheelchair Sport Switzerland offers young athletes the opportunity to enhance the journey towards this objective through its newly created Sport Academy.

Elite sport with its tales of heroes and passion has always been an efficient means of generating interest among the wider public in important issues affecting people with spinal cord injuries and in promoting integration. However, it also inspires many people affected by this to take up exercise and to make lasting improvements to their health. The promotion of sport is a strategic objective because it also highlights new model performers against whom other people can measure their own progress.

Further information:
www.rollstuhlsport.ch
www.spv.ch

Grassroots sport as a talent show

Generally speaking, an athlete's career does not begin in an emerging talent scheme, but more likely in grassroots sport. And this is precisely where the first markers have



Marcel Hug is the international face of Swiss wheelchair athletics.

Integration and lifelong support in 2016

296 consultations

The Center for Obstacle-free Building of the Swiss Paraplegics Association undertook 296 new building consultations for people with spinal cord injuries seeking to move house, build a house or carry out a conversion.

297 dossiers

The Institute for Legal Advice processed 297 dossiers on legal support for people with spinal cord injuries who are members of the umbrella organisation.

517 athletes

Wheelchair Sport Switzerland assisted 517 athletes with licences to compete and supported 55 athletes on development programmes. Eleven sports disciplines were supported by Technical Committees, which promote the further development of each sport and assist the athletes.

11,000 members

The 27 wheelchair clubs nationwide affiliated to the Swiss Paraplegic Association have over 11,000 members.

65 seats

The umbrella organisation for spinal cord injured people represented their interests on 65 strategic and operational committees.

542 wheelchairs

Orthotec carried out 287 conversions on vehicles for wheelchair users and sold 542 adapted wheelchairs.

to be correctly set. When Marcel Hug started athletics training in eastern Switzerland at the age of ten, the right decisions were made. In the same year, he took part in his first junior races and joined the youth development squad. He went through all the development programmes: Basic Rolli, Future Rolli, Para Talent and Para Top Athlete. The basis for future success in sports is the diverse range of grassroots sport and emerging talent programmes on offer, such as Move On or Kids Camp, as well as well-trained leaders and trainers as they will be guiding the young talent through those first key years. In order to continuously improve the quality of all the programmes available, Wheelchair Sport Switzerland works in close association with J+S (Young People+Sport) and esa (esa Adult Sport) training programmes. People with spinal cord injuries often get involved in a sport through their membership of a wheelchair club. For this reason, the backing provided by the umbrella organisation was rolled out in all the linguistic regions of the country in 2016. The support for the Technical Committees had already been extended by four sports managers in 2012 in order to assist the honorary post holders in training programmes, in preparation for competitions or in the further development of the sport in question.

New Sport Academy for career athletes

A further important facility for developing athletes came into being in 2016 in the form of the Sport Academy project, with the clear objective of sending larger delegations to the Paralympics from 2024 onwards. With this objective, a first participant relocated to Nottwil and began her business school training at Frei's Talent School in Lucerne. This has enhanced the interaction between education, training and recovery. The themes of coordination, regeneration and versatility are increasingly also playing a significant part in this.

The Sport Academy will be expanded in the years to come. The young athletes are coached until they can take responsibility for their own sports careers. Personalised solutions are sought with optimum support to enable the athletes to develop their sporting prowess, their professional careers and as individuals. They have to learn all the skills necessary early on in order to deliver top performances in the tough arena of elite sport without this having an adverse impact on their education. This makes the Sport Academy a veritable crucible of new talent.

Research pinpoints potential

Swiss Paraplegic Research uses its research approach to develop expertise for comprehensive rehabilitation and integration. The SwiSCI study it launched in 2010 is the basis for it. As the world's largest long-duration study, it creates a wide-ranging basis for the care to be delivered to people with spinal cord injuries in future.

Should anyone become paraplegic or tetraplegic in Switzerland nowadays as a result of an accident, their lives will change all of a sudden. Thanks to medical progress, most people survive nowadays and can be discharged to lead lives of varying degrees of independence in a wheelchair.

However, some questions and problems remain: Are there innovative therapies? How successful is the return to working life? What are the implications for a partnership of spinal paralysis? How does society deal with this? How does the person affected cope with the remaining impairments to his or her health? Is there an adequate availability of obstacle-free housing? Are there aids available to make everyday tasks easier? How are ethical, social, legal and political problems (for instance, invalidity insurance) viewed and approached? How do the relatives cope? And not least of all, How do people with paraplegia and tetraplegia manage to live independently in old-age if, perhaps, they require more support? The impact of spinal cord injuries on the people affected and on society is considerable.

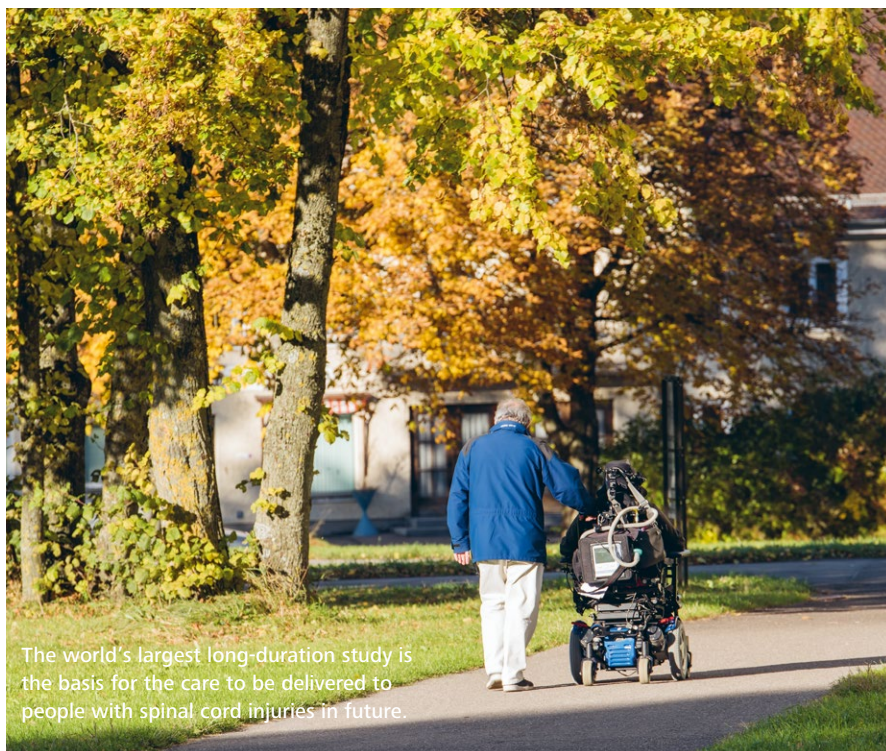
Further information:
www.swisci.ch
www.paraforum.ch
www.icf-casestudies.org

Comprehensive approach to research in pursuit of valuable impetus

In response to the questions, there is a need for the comprehensive clinical and social research conducted by Swiss Paraplegic Research into rehabilitation. Working together with national and international institutions, it makes a contribution towards keeping people healthy, towards maintaining optimum functional capability, as well as social integration and equal opportunity. Its work combines expertise from many disciplines (biology, medicine, psychology, economics, sociology, law) in an effort to research and improve the quality of life of spinal cord injured people.

Since 2010, Swiss Paraplegic Research has been conducting the world's largest long-duration study in the form of the Swiss cohort study for people with spinal cord injuries (SwiSCI), delivering important information in areas where problems occur or where there are gaps in the provision of care. Information about the frequency of new spinal cord injuries, life expectancy, concomitant diseases, as well as the effectiveness of medical and therapeutic approaches are essential in order to incorporate the best new techniques into care. The results of occupational rehabilitation for the further promotion of employment market integration are key.

The comprehensive research approach undertaken by Swiss Paraplegic Research does not, however, only benefit people with paraplegia and tetraplegia. The findings are also valuable in dealing with other disabilities. Besides that, its studies are yielding important impetus for the ever more pressing questions surrounding ageing from a medical, social and political perspective, as well as with regards to wider society.



The world's largest long-duration study is the basis for the care to be delivered to people with spinal cord injuries in future.

Research in 2016

1922 participants

The SwiSCI study conducted by Swiss Paraplegic Research has so far involved 665 initial rehabilitation patients. A special edition of the «Journal of Rehabilitation Medicine» entitled «Describing the lived experience of Swiss persons with spinal cord injury» is devoted to the results of the population-related SwiSCI survey involving 1922 study participants.

First survey of relatives

714 people took part in the first Swiss relatives survey.

99 publications

Swiss Paraplegic Research published a total of 99 articles. Three dissertations and 22 Master's theses were successfully completed.

690,000 francs

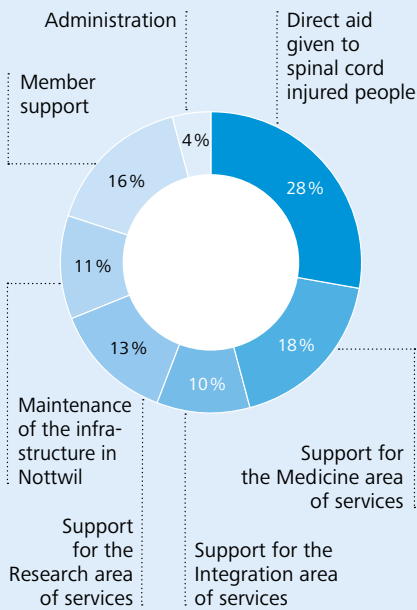
The European Union and the Swiss National Fund supported ten major studies with funding of 690,000 francs.

Three times in a row

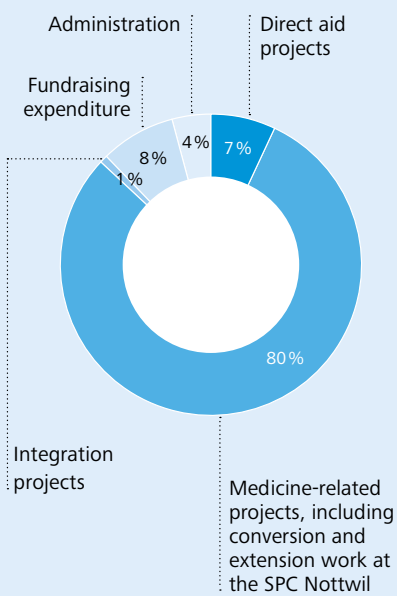
For the third time in a row since 2008, Swiss Paraplegic Research has been recognised and supported by the federal and cantonal authorities as a non-university research institution of national importance for the period from 2017 to 2020.

Solidarity in 2016

How membership fees are spent



How donations are spent



Increasing significance of donations

While membership fees are earmarked for the complementary funding of the running of the Swiss Paraplegic Group, donations go into innovations, projects and investments. Ring-fenced donations and bequests are of strategic significance. As the revenue from the membership fees paid by the 1.8 million benefactor members cannot readily be rolled out, donations serve to enable additional requirements to be covered.

The Swiss Paraplegic Foundation collects donations which are earmarked for specific purposes, benefiting spinal cord injured people directly. Free donations are generally used for the purpose mentioned in the donation campaign conducted when membership invoices are sent out. In 2016, these funds were earmarked for use for the «conversion and extension work at the SPC in Nottwil».

The fund accounts provide a comprehensive overview of how much of these earmarked funds were used for which investments or projects. By the end of 2015, the Swiss Paraplegic Foundation had already begun to open various funds in its balance sheet; existing funds, such as the named funds, were added. Consequently, this meant that the objective for 2016 was achieved, i.e. of there being a fund available for each purpose for which donations were to be collected in future.

Donations campaign supported by 300,000 people

Over 300,000 members, as well as people who are not members of the Benefactors' Association but who simply wanted to support the Swiss Paraplegic Foundation helped to reach the donations targets set in 2016. As a result, an ambitious campaign of donations had already been completed by December. 15 million francs were raised in a little over a year – funds which went towards the financing of the construction work and which considerably reduced the dependence on bank loans.

Whether this was done using the payment slips enclosed with the «Paraplegie» benefactors magazine, prompted by a special donations appeal or by topping up the annual membership fee, the response to this and other donation appeals was quite simply overwhelming. Thanks to all these campaigns, the Swiss Paraplegic Foundation has been able to deposit 21.9 million francs in its earmarked funds. 18.7 million francs of that was used in 2016.

Mission of the Board of Trustees successfully implemented

A substantial portion of this result was generated by many supporting foundations which, in some cases, supported the Swiss Paraplegic Foundation with very sizeable sums, as well as by the extremely generous donation by one married couple. The

couple, who wish to remain anonymous, gave the Swiss Paraplegic Foundation a total of 10 million francs earmarked for four different purposes. The Swiss Paraplegic Foundation used the money to open the C.K.K. Fund.

All in all, the Board of Trustees' mission of developing a further strategic revenue pillar in addition to membership fees had been implemented very successfully.

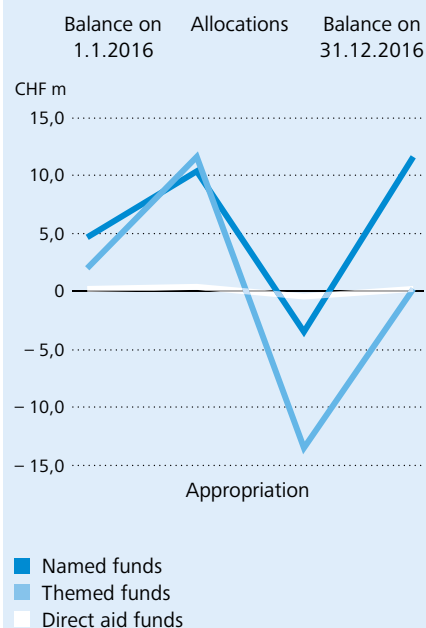


The youth rehabilitation weeks are financed through earmarked funding.

Fund structure

- **Named funds** contain a name specified by the donor and are ring-fenced for the purpose defined by the donor.
- **Themed funds** comprise projects from the areas of medicine, integration, building and infrastructure, research, meeting and events, children and young people, as well as older people. All these funds have sub-funds with corresponding themes.
- **Direct aid funds** used to finance requests for general direct aid, medical services, sport, mobility, housing, family, initial and further training, legal advice as well as culture and leisure.

Change in funds



2016 at a glance



Safety in mobility: internal development fills a gap in the market

In the absence of any suitable products on the market, the Vehicle Adaptation department at Orthotec is developing a swivel-type backrest. In the event of a rear impact, this may significantly reduce the risk of injury to the driver. The new development is undergoing successful testing at the Dynamic Test Center (DTC) in Vauffelin (BE) to ensure that it meets the necessary requirements.



Popular host: obstacle-free infrastructure encourages people to meet

Seminarhotel Sempachersee came out top among seminar hotels for the eighth time in the Business category of the FOCUSwahl survey. Since the end of November 2016, the conference wing, the entire restaurant area and the rooms in the pavilions as well as in the Guido A. Zäch Institute have been modernised and reopened in phases. Offering a variety of facilities and obstacle-free infrastructure, the conference centre and restaurant encourages interaction between wheelchair users and able-bodied people.

Demonstration of solidarity: unsurpassed in speed and generosity
 Some 300,000 benefactor members and donors, supporting foundations, clubs and companies performed an exceptional social good deed: In a little over one year, they donated the incredible sum of 15 million francs towards the building of the extension to the Swiss Paraplegic Centre. The upshot is that the owner, the Swiss Paraplegic Foundation, is much less dependent on loans from banks than had initially been assumed. All told, the construction project is supported by the same number of people as there are living in the Canton of Fribourg.



Deployment of volunteers: meaningful work meets with approval

41 volunteers performed over 1800 hours of work at the specialist clinic. The total number of hours was up 25% on the previous year. Volunteer workers performed valuable tasks within the service chain for patients, for instance to act as sitters, to help with feeding, to provide patients with books, to visit patients who have little social contact or to assist with games evenings. Two volunteer therapy dogs also offer company and affection.



Rehabilitation begins at the scene of the accident: Workshop programmes on course for success

Sirmed Swiss Institute of Emergency Medicine Ltd held a total of 653 events with over 7800 participants, clocking up over 12,000 participant days for the first time. In May 2016, Sirmed welcomed its fifty thousandth workshop participant.



**Integration into work:
rising demand**

ParaWork and invalidity insurance providers are renegotiating their service level agreements. The catalogue of services has been extended to include resilience training, build-up training and specific, job-related development teaching. At the same time, the trend towards rolling out outpatient examinations and training sessions was confirmed; in particular, the demand for job coaching, which had been introduced in 2015, far exceeded expectations. The time spent on job coaching was increased by 45%.



**Everyday routine for people
affected: more consultations at home**

ParaHelp has reported a sharp rise in new customers, 339, since 2015, the first year in business with its adapted organisational structure. The reason for this lies in the increasing awareness of the high level of expertise of ParaHelp and in the associated rise in the number of referrals from the other three paraplegic centres in Sion, Zurich and Basel. The 15-strong ParaHelp team clocked up 9196 hours giving advice to 2721 customers nationwide about paralysis-related complications.



**Giving back the power of speech:
competent use of speech valves**

The Swiss Paraplegic Centre has been chosen as an international Center of Excellence in recognition of its outstanding competence in the use of speaking valves in patients who have had tracheotomies and who have mechanical ventilation. High-level spinal cord injuries or diseases which adversely affect breathing and swallowing make it necessary to use tracheotomy tubes in many cases. Consequently, the patients are often unable to speak or to take in food and fluids through their mouth. Speaking valves help to make this possible again, improving the quality of life of the people affected considerably.



**Customer-focused services: praise
from the Federal Department of
Social Security**

The Swiss Paraplegics Association and many of its twenty-seven wheelchair clubs provide valuable services for spinal cord injured people within the scope of a contract with the Federal Department of Social Security (BSV). The BSV performed an audit at the end of 2016. The excellent feedback is proof that the umbrella organisation and the clubs are organised with efficiency, deliver high quality, customer-focused services and can thus make a decisive improvement to the quality of lives of people affected.

**Comprehensive research:
international significance**

Swiss Paraplegic Research's comprehensive approach encompassing issues from social inclusion through to the development of a biobank for biomedical questions is the only one of its kind in the world. The 2017 SwiSCI study is being conducted in around 25 countries along the same lines as the Swiss model and provides an opportunity for international comparisons.

Promising future with an extended specialist clinic



Dr. med. Hans Peter Gmünder
Director of the Swiss Paraplegic Centre

«There is a very clear benefit for patients with spinal cord injuries if we also treat able-bodied people at the Swiss Paraplegic Centre.»

The Swiss Paraplegic Foundation is making a large investment to upgrade the 26-year old clinic building by 2020 and to increase the bed capacity with an extension. This will give ever greater prominence to the leading-edge surgery performed at the Swiss Paraplegic Centre.

In response to three questions about the future, light is cast upon the promised benefits of the upgrades on the Nottwil campus to the Swiss Paraplegic Foundation, Swiss Paraplegic Centre, Swiss Paraplegic Research and Swiss Paraplegics Association by their directors.

The specialist clinic in Nottwil is to be modernised and extended. Are you reinventing the Swiss Paraplegic Centre?

Hans Peter Gmünder: There is no need to do that, of course. We are pursuing an ambitious objective, and that is to make the Swiss Paraplegic Centre the leading specialist clinic nationally and internationally for acute medical treatment, rehabilitation and lifelong support. We are now upgrading the infrastructure to enable this to happen.

We already set ourselves apart by offering a full range of treatment processes, from acute treatment and rehabilitation to outpatient medicine, under one roof here in Nottwil. In future, we will have to focus more on subsequent treatment options and treating complications in acute medicine; nowadays, this takes place to a significant degree in other acute hospitals. Paraplegia-specific complications, such as pressure sores, are not an uncommon occurrence. Relevant functional disorders of the organ systems and of the autonomic nervous system are not adequately considered. This is due to the lack of expertise and the absence of an interdisciplinary and highly specialised team that is versed in the circumstances of people with spinal cord injuries. This leads to costly, tedious and, above all else, avoidable treatment later on in a specialist spinal cord injury centre.

These correlations have been borne out by scientific studies. Our ongoing research into the treatment and integration of people with spinal cord injuries, which is driven on by Swiss Paraplegic Research, also boosts the interdisciplinary specialist expertise in Nottwil.

Gerold Stucki: Current research is our basis for better care provision in the future. For instance, Swiss Paraplegic Research is delivering the Swiss long-duration study for people with spinal cord injuries, the SwiSCI, as a research platform for questions about the rehabilitation, sustainable improvement in functional capability, health, social integration, self-determination and quality of life of spinal cord injured people. By recording the individual care situation throughout people's entire lives, risk factors, needs, shortcomings in supply and possible means of intervention are systematically identified.

Data from what is now several thousand people participating in the study paints a comprehensive picture for Switzerland. The data which can be compared on a national and international level permits scientists to say where treatment and the provision of care can be improved, and which specific mechanisms used to achieve this. The latest expertise can be used to achieve the best possible care. This is unique nationally and internationally.

Hans Peter Gmünder: In addition, so-called healing architecture and the modern infrastructure are designed to offer significant support to the highly developed treatment processes in the new clinic, specially geared towards people with spinal cord injuries, as well as to selected medical disciplines for able-bodied people.

Wheelchair users also benefit from the provision of treatment at the Swiss Paraplegic Centre to able-bodied people, specifically in those areas of medicine which are of central importance to spinal cord injured people.

An impressive example is spinal-cord surgery. It takes the requisite case numbers and, more especially, the whole breadth of spinal column and spinal cord surgery to enable us to offer a spinal cord injured person the right treatment within the context of his or her functional capability and disability at any time. A surgical team comprising orthopaedic specialists, traumatologists and neurosurgeons, as well as top specialists in spine and spinal cord surgery ensure that the best results are achieved in combination with anaesthesiologists, pain specialists, intensive care medicine specialists, rehabilitation medicine specialists, therapists and specialist nurses.

The treatment of able-bodied people in selected fields of medicine follows the fundamental concept laid down by the founder Guido A. Zäch since the clinic opened its doors in 1990.



Prof. Dr. med. Gerold Stucki
Director of Swiss Paraplegic Research

«Our study data provides a comprehensive view of people with spinal cord injuries in Switzerland. This data will be our basis for even better care provision in the future.»



Dr. iur. Joseph Hofstetter
Director of the Swiss Paraplegic Foundation

«The higher capacity utilisation of the infrastructure also makes commercial sense. Although providing optimum care for people with spinal cord injuries remains the decisive factor.»

Leading-edge surgery in spinal surgery for able-bodied people and spinal cord injured people: What is your plan?

Joseph Hofstetter: It makes sense to make the wealth of expertise that has been accumulated by the spinal surgeons who treat patients with spinal cord injuries accessible as well to able-bodied patients who experience problems in the back area. Conversely, patients with spinal cord injuries benefit from the fact that these surgeons have a broader routine and more experience. And not least of all, the associated between capacity utilisation of the infrastructure also makes commercial sense. The most important thing to the Foundation is to provide the best possible care for spinal cord injured people. If this objective is ensured by cooperation with a partner organisation under the joint umbrella of the Swiss Spine and Spinal Cord Centre SWRZ, then this is the right way forward.

Hans Peter Gmünder: The Swiss Spine and Spinal Cord Centre SWRZ, which is run by the Swiss Paraplegic Centre and Lucerne Cantonal Hospital offers a range of surgical services for ligament diseases, including the most serious of injuries, deformities and diseases of the spinal cord. We also have a clear objective here. The SWRZ is aiming to become the country's leading competence centre for prevention, diagnosis, treatment and rehabilitation of spinal cord injured and able-bodied people. Our intention is not to maximise the number of patients who have surgery, but only to operate if careful diagnosis reveals that surgery appears to be the best form of treatment. The correct form of treatment for the individual patient must be discussed in detail with him or her. Thanks to the cooperation between the two hospitals in Nottwil and Lucerne, headed by a senior physician, we possess clear and standardised methodology, as well as an extraordinary breadth and depth of medical expertise. This also benefits our patients directly. They receive the same quality of treatment at both locations and the Swiss Paraplegic Foundation can be assured at all times that spinal cord injured people receive the best possible care in the SWRZ.

What are your expectations in association with the structural changes on the Nottwil campus?

Thomas Troger: People with spinal cord injuries keep coming back to Nottwil for medical care throughout their lives. But not only that, many people come here regularly to exercise, to attend our events and courses or to seek advice. In future, the new infrastructure must also be able to be used intensively, and it must be available for a wide range of requirements. It offers excellent training facilities for our wheelchair athletes in a large number of different sports. The facilities in Nottwil are also admired outside Switzerland, and competitions are awarded to Wheelchair Sport Switzerland. After all, there are modern hotels, excellent sports facilities, such as the athletics track, sports halls and tennis courts, as well as sports medicine facilities all available within close proximity. It is not only our elite athletes who benefit from the excellent infrastructure; it is also made available to grassroots athletes, as well as culture and travel enthusiasts who attend courses here. We have everything that you will need; places to store wheelchairs, an obstacle-free cafeteria, workshop venues, halls, meeting rooms and wheelchair-friendly toilet facilities.

Hans Peter Gmünder: As the founder Guido A. Zäch realised back in the day, at the heart of it is the opportunity to bring able-bodied people and wheelchair users together. Meeting up is of vital importance for participation, integration and inclusion. If people do not make a complete recovery in terms of the integrity of their health and their functional capability following a disease or an accident, and this is generally the case with a spinal cord injury, it is up to all of us to endeavour to mitigate the resulting restriction as much as possible. This is the classical purpose of rehabilitation. The primary objectives are participation and to become self-determined. The comprehensive and cleverly devised network of services available through the Swiss Paraplegic Foundation are the supporting pillars and serve as a form of lifelong assistance.

Joseph Hofstetter: Enabling these meetings to take place is a key aspect throughout the entire Nottwil campus. Every year, some 11,000 visitors come to Nottwil to find out about the clinic and about the other institutions on a guided tour.



Dr. iur. Thomas Troger
Director of the Swiss Paraplegics Association

«People with spinal cord injuries keep coming back to Nottwil. They find everything here that they need. Throughout their life.»

The extended and upgraded clinic will undoubtedly be a new magnet for many visitors. We will be delighted to show our benefactor members how we invest the donations received from them for the development of the clinic sustainably and sensibly. We are sincerely grateful to every member and donor for this generosity.

We are particularly delighted to be receiving a visitors' centre as part of the current construction projects. This is where we will welcome visitors and be able to give them a multimedia presentation about medical or social issues relating to spinal cord injuries or about the history of our institutions. The service will complement the guided tours through the clinic. It will permit us to increase the number of visitors without placing a greater burden on day-to-day activities at the clinic.

Visitors are important to us, not only as potential members, we also see them as ambassadors for the issues that we champion. They play an important part in making Nottwil the sort of meeting place that Guido A. Zäch had always claimed.



A visitors' centre with a multimedia exhibition is planned for the 10,000-plus visitors expected every year.

Objectives in 2017

The **Swiss Paraplegic Foundation** completes all its construction projects on the Nottwil Campus on schedule and on budget • The new group-wide website is up and running • PR work has been stepped up and public affairs management is helping the charity to forge collaborations with effective partners • The Foundation is entering into further strategic partnerships in order to secure funding from donations and bequests.

The **Benefactors' Association** of the Swiss Paraplegic Foundation is exploring new ways of recruiting members by pursuing strategic partnerships • General rises in costs have provided a reason to review the need to increase support payments to members who have been involved in accidents • The benefactors' magazine «Paraplegie» is to get a make-over both in terms of content and layout.

Seminarhotel Sempachersee is focusing on its extensive renovations and on reopening for business in autumn 2017 • The company is adopting a new logo and concept in connection with changing its name to Hotel Sempachersee. By doing this, the company is seeking to appeal increasingly to restaurant visitors from across the region.

The **Swiss Paraplegic Centre** is embarking upon the expansion and renovation work on the clinic in phases. In association with that, patient-focused treatment processes will be implemented on a lean management basis • The restructuring of the areas of acute medicine and rehabilitation will prepare the specialist clinic for increasing acute-medicine complications and secondary treatment for spinal cord injured people • An updated, comprehensive research strategy for research into medical therapy will identify the key focus areas in future clinical research activities.

ParaHelp services are settled in other cantons through insurance companies in accordance with the Health Care Services Regulations (KLV). The associated administrative expenditure is reduced • Specialist care according to need is to be ensured in the face of the expected increase in demand • The network Ageing to locate suitable residential and care places for senior citizens in wheelchairs will be expanded to include further institutions throughout Switzerland.

The **Sirmed Swiss Institute of Emergency Medicine** is concerned with planning the expansion of its premises which it has outgrown • The curriculum for the three-year course of training to become a qualified paramedic is undergoing a thorough revision • Sirmed is making the arrangements to switch the ISO 9001 quality management system to the 2015 version • The programme of clinical simulation training available is to be expanded further.

The **Swiss Paraplegics Association** is organising two major events for the International Paralympic Committee, namely the World Para Athletics Grand Prix and first Junior Athletics World Championships in Nottwil • The national umbrella organisation for people with spinal cord injuries is further developing the sport Academy which was established in 2016, implementing new travel packages and also currently looking for suitable living arrangements for older members • There are plans for an innovation and development coordination centre for people with new ideas internally and externally, as well as for developers of innovative solutions for products and aids aimed at wheelchair users.

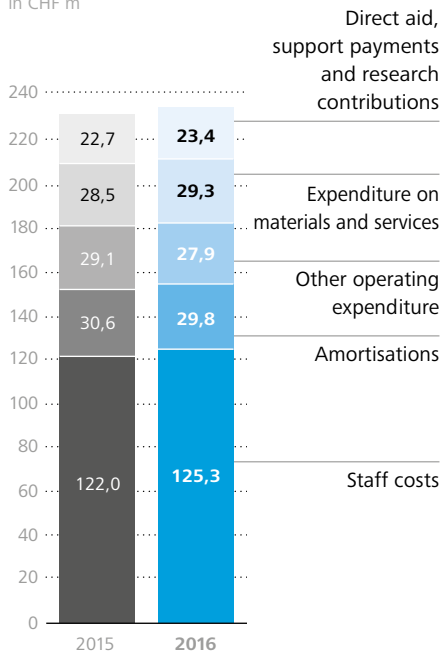
Orthotec is implementing the reorganisation of the company which was voted upon in 2016. Among other things, the entire supply chain is to be restructured with procurement, flow of goods and stock management • The wheelchair and aid specialist envisages the development of new technologies (smart solutions), as well as other innovative services and products for wheelchair users • An online shop for retail products will increase the level of service • The company is investing in the development of new non-tariff fields of business (sport, lifestyle and leisure) • It is set to receive its first certification in accordance with ISO 9001:2008 in the summer.

Five years on from the first one, **Swiss Paraplegic Research** is conducting a second SwiSCI Community Survey. This is the first time that it will have been possible to analyse developments in the circumstances of people with spinal cord injuries in Switzerland • The research Institute is coordinating the first international survey in 25 countries. This will enable their living circumstances to be compared in terms of delivery of services, finance, access to and use of services, as well as integration into the employment market, and it will be used as a basis for measures to improve the care situation.

2016 Annual Financial Statements

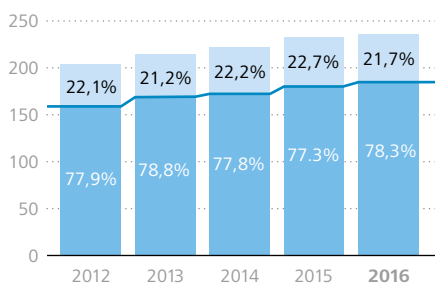
Distribution of the operating expenditure of the Swiss Paraplegic Group

in CHF m



Development of the operating costs of the Swiss Paraplegic Group

in CHF m



- Costs covered by benefactors and donors
- Costs covered by collective agreement partners and customers

The detailed situation and performance report are available to read in the Finance Report: www.paraplegie.ch/finanzbericht

Financial performance data of the Swiss Paraplegic Group

in CHF m

	2016	2015
Operational performance	253,0	239,8
Change from previous year in %	5,5	5,7
Ordinary result	18,5	7,5
as a % of operational performance	7,3	3,1
Annual result prior to allocation/appropriation	14,0	11,6
as a % of operational performance	5,5	4,8
Balance sheet total	503,6	481,2
Organisational capital of the group including affiliated companies	361,4	347,4
as a % of the balance sheet total	71,8	72,2

Development of the operating performance of the Swiss Paraplegic Group

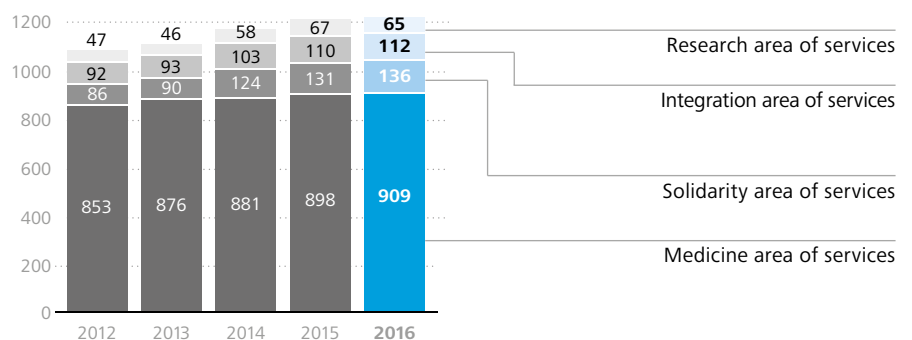
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Revenue from membership fees and fundraising

Revenue from the clinic, services, retail activities, catering and hospitality

Development in employees by areas of services

Full-time equivalents



Group companies



Swiss
Paraplegic
Foundation



Swiss
Paraplegic
Foundation

Benefactors' Association



Swiss
Paraplegic
Centre



Swiss
Paraplegics
Association



Swiss
Paraplegic
Research



Orthotec



Swiss
Institute of
Emergency Medicine



SEMPACHERSEE
HOTEL



AWONO AG

Sonnenrain nottwil

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Benefactors' Association of the Swiss Paraplegic Foundation

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Swiss Paraplegics Association

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Orthotec Ltd

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Hotel Sempachersee Ltd

1

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AWONO Obstacle-free homes to suit the elderly in Nottwil

3

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1 Subsidiaries, 2 Partner organisations, 3 Participation by the Foundation, 4 Partnership with Lucerne Cantonal Hospital. The certifications are shown in the Swiss Paraplegic Foundation's Finance Report.

