

Annual Report 2013

Swiss Paraplegic Group



Shadow play

The 2013 Annual Report for the Swiss Paraplegic Group (SPG) is characterised by photos on the theme of «shadow play». They reflect moments of darkness and light, hopes and fears, that are particularly real experiences for people with spinal cord injuries during the acute and rehabilitation phases. At the same time, the imagery symbolises the patients' need for protection during a painful time in which they can gain a foothold and renewed encouragement through care and attention within groups, no matter how small or large they may be.

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Language and gender

In the interests of readability, male pronouns have been used in this report, but such instances refer to both men and women.

Commonly used abbreviations

SPG	Swiss Paraplegic Group
SPF	Swiss Paraplegic Foundation
BA	Benefactors' Association of the Swiss Paraplegic Foundation
SPC	Swiss Paraplegic Centre
SPA	Swiss Paraplegics Association
SPR	Swiss Paraplegic Research
SHS	Sempachersee Seminar Hotel
NPO	Non-Profit Organisation

Living a life of self-determination and independence.

The Swiss Paraplegic Group provides a unique network of services for people with spinal cord injuries, from primary care through to the end of their lives. The aim is to provide holistic rehabilitation and to reintegrate people affected into family, working and social life.

Growing together



According to «Wilhelm Tell» by Friedrich Schiller, «the strong man is most powerful on his own». However, our national hero would not get very far on the basis of this motto in the 21st century. Globalisation has changed the dynamics in the world. Complexity and specificity of requirements are increasing on a daily basis in virtually all facets of life and work. If you want to be successful nowadays, you need one thing above all else: strong partners who share your views. The Swiss Paraplegic Group (SPG) is no exception to that. Cooperation with other institutions, clinics, universities and authorities is more important than ever to it.

For example, the partnership with Lucerne Cantonal Hospital plays a significant role in the provision of healthcare. It comprises services in diagnostics, as well as joint running of the Swiss Spinal Column and Spinal Cord Centre, in which strengths have been bundled into a single area of specialisation. Another partnership has been nurtured at academic level, which is also thriving. Swiss Paraplegic Research and the University of Lucerne have formed an effective team in delivering scientific expertise, specialising in the area of health, since 2009. New services, some of which are unique, have consolidated Lucerne's standing as a centre of training and research in a sector that offers great promise for the future.

The partnership with the local community of Nottwil, a relationship that almost goes back 30 years, is also key to the development of the SPG as a whole. It began in 1985 with a resounding «Yes» from the local residents to rezoning, which allowed Guido A. Zäch to realise his vision of building a private special clinic for people with spinal cord injuries. To this day, the relationship between the villagers, the authorities and the SPG remains characterised by mutual respect, trust and tolerance. The successful partnership was consolidated further in 2013; 25 specially designed homes are being built for the elderly and for people with disabilities in the village centre, financed by the local council and by the Swiss Paraplegic Foundation, in accordance with a local housing cooperative.

Nottwil and the SPG have developed into a good team over the years. The two have grown together, without encroaching upon each other's activities. Therefore, we once again owe a debt of gratitude to the residents and the authorities of Nottwil. This also goes for the Lucerne Cantonal Hospital, the health authorities of the Canton of Lucerne and of the other cantons, the insurance companies, as well as for our closest allies, our employees. We also wish to continue to advance our own development in future on this solid footing.

Dr. sc. tech. Daniel Joggi
Chairman of the Board of Trustees

Dr. iur. Joseph Hofstetter
Director

Solidarity



The bar has been set high

The Swiss Paraplegic Foundation (SPF) and its Benefactors' Association (BA) have largely achieved the goals set for 2013. There has been growth in membership thanks to increased marketing. On the other hand, the support payments made to people with spinal cord injury have risen.

The entire income of the Benefactors' Association and Foundation amounted to CHF 75.9 million in 2013. Over 90 % of this (up 3.2 million on 2012) came from fees paid by members, whose numbers saw a welcome rise. 48,000 new households took out annual memberships. The share of permanent members was even more remarkable (up 3100). The 50,000 threshold will shortly be passed here. In addition, member recruitment with a special corporate package proved to be a success. 89 new companies came on board; the total number has risen to 271 companies, including around 6000 employees. With over 1.8 million people from 1,066,711 households, the BA continues to be the second biggest NPO member organisation in the country, with backing from over 20 % of the nation's inhabitants.

Performance data Solidarity Division

Figures in CHF millions	2013	2012
Revenue	75.9	78.0
from membership fees	70.6	67.4
from donations, inheritances and legacies	5.3	10.6
Funds used for	75.9	78.0
Support contributions	18.7	17.7
Support payment to injured BA members	7.3	5.7
Direct aid for paraplegic people	11.4	12.0
Operating contributions	21.7	30.6
Medicine Division	8.6	16.0
Integration and Lifelong Assistance Division ¹⁾	6.4	7.0
Research Division ²⁾	6.7	7.6
Other use	35.5	29.7
Investments in infrastructure and deposits in funds, as well as fundraising accounts	21.2	16.0
Fundraising expenses ³⁾	11.9	11.3
Administration expenses ³⁾	2.4	2.4

¹⁾ Including hotels ²⁾ Excluding spinal cord injury research ³⁾ New calculation in accordance with ZEW0

Higher spending on people affected

The spending on ensuring and supporting the holistic rehabilitation of people with spinal cord injury amounted to CHF 40.4 million in 2013. Of this, CHF 18.7 million (up 1 million) was paid directly to people affected: direct aid accounted for 8.9 million, uncovered care costs 1.3 million and support payments for members of the Benefactors' Association CHF 7.3 million. Around CHF 1.2 million was then paid to external institutions which financed specific projects for the re-integration of and support for people with disabilities. Larger operating contributions were received from the same sources towards organisations which are part of the Swiss Paraplegic Group's (SPG) network of services. The Swiss Paraplegic Centre (SPC) Nottwil, as the main organisation responsible for providing medical support, was given CHF 8.6 million to cover the deficit. CHF 6.4 million went towards the area of integration and lifelong care, mainly covered by the Swiss Paraplegics Association (SPA). Research activities, primarily those conducted by Swiss Paraplegic Research (SPR), benefited from support of CHF 6.7 million.

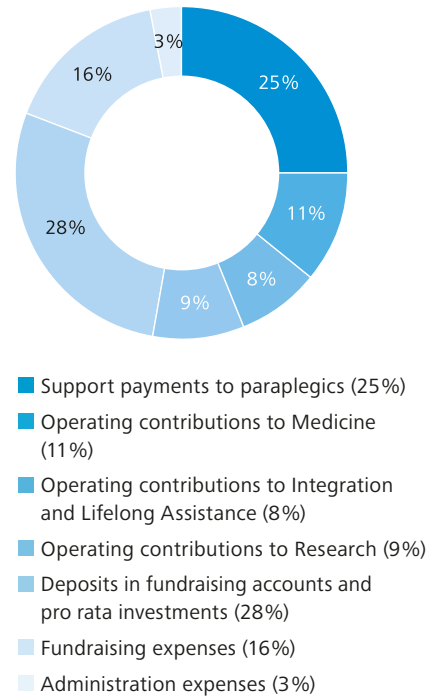
Increased marketing and more offers available

The Contact Centre of the BA received well in excess of 48,000 calls in 2013, which was a provisional record. Fortunately, new software had also been installed which will meet the needs of a modern membership database for many years to come. Attentive care and competent support for members as well as the development of new segments have continued to be the key priorities in marketing and fundraising activities. The image campaign which was launched in 2011 will be continued, and a PR and advertising campaign which was launched last autumn in western Switzerland will be rolled out further. Various special offers for BA members in cooperation with partners have also delivered positive results. There have been some improvements in the use of digital platforms and technology. Other offers with target group-specific content – canvassing large donations or online marketing – are set to be launched or are currently in development.

Building upon a strong image

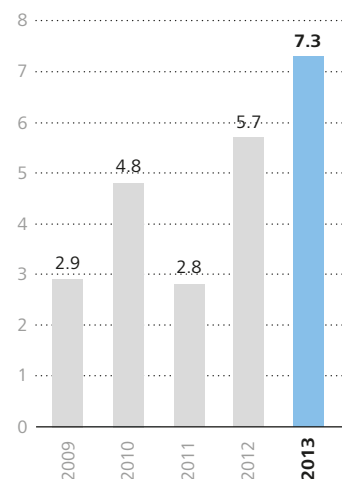
Competition on the market for donations is becoming increasingly tough, and the bar is set high for the Swiss Paraplegic Foundation. However, it has been able to build upon consistently solid and wide foundations of public recognition in all its endeavours. The SPF is one of the three charitable institutions which enjoy the best image and is perceived as the undisputed leader when it comes to competence in its field.

Breakdown of benefactors' contributions and donations in 2013

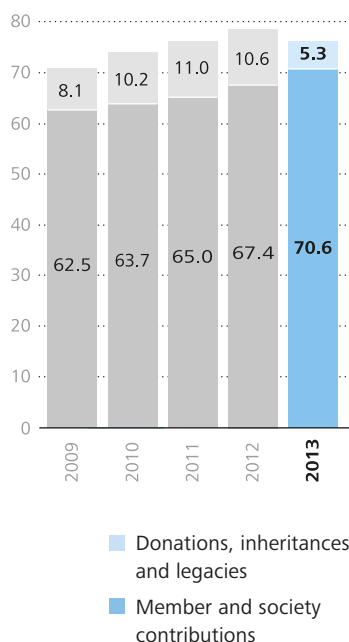


Support contributions for members of the Benefactors' Association

2009–2013, figures in CHF millions

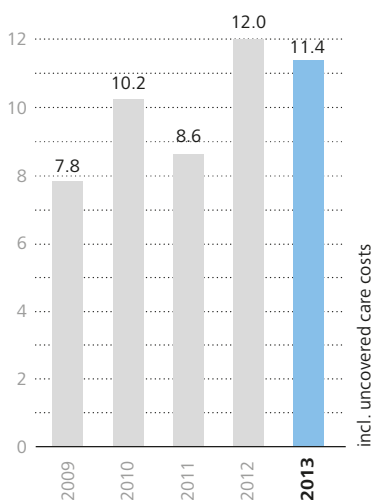


Development Fundraising revenue
2009–2013,, figures in CHF m



Direct aid for paraplegic people

2009–2013, figures in CHF millions



According to the results of surveys conducted for the «Donations Monitor», the assessment of its work stabilised last year at a high level, bucking the general trend. Furthermore, it has the second highest number of donors of the 55 non-profit organisations in the country who were surveyed.

At their spring meeting, the members of the Benefactors' Association approved the annual financial statements for 2012 and renewed mandates for four board members, namely Vreni Stöckli (Ibach SZ), Barbara Moser Blanc (Rheinfelden AG), Pius Segmüller (Lucerne) and Stephan Zimmermann (Zurich), until 2015. Chairman Heinz Frei (Etziken SO), Daniel Joggi (Trélex VD), Hans Georg Koch (Grosswangen LU), Peter Landis (Hirzel ZH) and Hans Jürg Deutsch (Greifensee ZH) will be up for re-election this year.

Planning and building for tomorrow

The Swiss Paraplegic Foundation (SPF) started work on a comprehensive master plan in 2012 looking at the future use of its 122,000 m² site in Nottwil, as well as at the need to refurbish existing infrastructure. It is seeking to use this to inform the reasonable and sustainable further development of the services and packages available from the Swiss Paraplegic Group (SPG).

The one factor that prompted this overview was the increasing shortages in capacity that have been experienced in recent years. The need for space has grown steadily as a result of increasing demand for medical and therapeutic services, rising patient numbers, a parallel increase in staffing, as well as greater volumes of visitors.

Implementation in multiple stages

The project planning for refurbishment and expansions began with identifying requirements for rooms and space for all the organisations and companies. Furthermore, various operational concepts have been prepared in which the specific requirements for building and room structures are described. The phased realisation of a series of individual projects is intended on this basis and with due regard for varying degrees of urgency. Major importance will be attached to purely commercial aspects, architectural and transport considerations, as well as ecological and economic dimensions. Funding will not be subsidised by the public sector.

Refurbishment and expansion of the special clinic

The building that sits at the very heart of the Swiss Paraplegic Centre (SPC) will be refurbished and expanded first of all. The northwest wing, the treatment wing and the wards will be affected to a greater or lesser degree, as will the meeting hall with the self-service restaurant. A completely new part of the building to the east of the sports hall will initially serve as a replacement space during the renovations; after that, it will house two additional wards as well as further facilities. To ensure that the outward «face» of the clinic remains intact, the design, materials and such like will reflect the existing structures. That specifically applies to a facade structure incorporating lots of glass and a high degree of flexibility which will permit future modifications with minimal intervention. The plans will also include the redesign of workflows and the expansion of infrastructure to reflect contemporary catering requirements.



Results of an extensive study:
Sketch of the expansion of the Swiss paraplegic centre. The new wing (right) will be connected to the existing building.

**Further expansion ideas are under consideration**

Another idea has emerged from the existing concept of using the Nottwil campus as a meeting point for people with and without disabilities. We are considering creating a knowledge and meeting park with a visitors' pavilion. It could be used as a platform for showcasing the theme of spinal cord medicine as well as the unique network of services provided by the SPG for the comprehensive rehabilitation of people with spinal cord injury, delivered in a contemporary and attractive style.

The study will also include suggestions for minimising vehicular traffic on the SPG site, for increasing safety on it, as well as for improving links to public transport routes. We will ultimately also consider increasing the availability of parking in an additional underground car park and examine options for creating an outside link with wheelchair access between the Guido A. Zäch Institute (GZI) and the Sempachersee Seminar Hotel (SHS).

Medicine



The dawn of a new era

The Swiss Paraplegic Centre (SPC) Nottwil also remained the leading specialist clinic for people with spinal cord injury in 2013. A renewed rise in the take-up of beds was a striking aspect of the successful financial year in a changing context.

«Taking a great vision into the future» – this is the motto under which intensive work was carried out at the Swiss Paraplegic Centre (SPC) Nottwil in 2013, culminating in positive financial figures. 50,485 care days (+ 1039) were delivered for 933 inpatients, 191 of whom were in initial rehabilitation. This has increased the total number of care days since the specialist clinic opened in 1990 to over 1 million. At the same time, occupancy of the 140 beds rose to 98.8% (compared to 96.5% in the previous year), a new record high for the past decade. Compared to 2012, fewer tetraplegics (–3%) were cared for, and there was a corresponding rise in paraplegics. The main cause of spinal cord injury was once again accidents (57.6%), although the percentage of illness-related cases rose from 35.5 to 42.4%.

Restructuring project implemented

The implementation of a restructuring programme bundling specific processes on the themes of patient care and the delivery of services in four different process groups was highly significant across the organisation. The basis for the dawn of a new era was set out with a rehabilitation concept aimed at providing improved patient care and orderly, complete documentation of all stages. Initial successes were also achieved here: following a rigorous audit, the clinic was awarded the ISO certificate 9001:2008. Welcome progress has also been made in cooperation with the other paraplegic centres. For example, a new patient classification system, «PCS Paraplegia», is being trialled, which is designed to lead to fair settlement for services provided on the basis of collecting representative data. The Institute for Vocational Guidance (IBF) entered into a new service level agreement with the Invalidity Insurance Office in Lucerne, which will create additional opportunities to support patients in becoming reintegrated into the workplace, including on an outpatient basis.

Performance data Medicine Division

	2013	2012
SPC Beds	140	140
SPC Bed occupancy	99%	97%
SPC Completed hospitalisations	933	924
SPC Care days	50 485	49 446
Thereof care days for patients with respiratory support	9 657	9 480
ParaHelp New patients supported	293	265
ParaHelp Hours spent on care	7 966	8 086
SIRMED Courses run	498	458
SIRMED Persons attending courses	5 688	5 311

Exploring new fields of business

The strategy adopted is also designed to reflect a widening trend in demand, which is also linked in part to demographic developments, as well as to promote innovative spirit. Accordingly, a number of projects were initiated or completed last year on modernising and expanding the existing package of services. One of the more important ones concerns setting up a national competence centre for patients who are dependent on artificial respiration and whose weaning from mechanical respiration is proving problematic. SPC Nottwil is set to redefine this area nationwide because its in-house specialists possess an extraordinary wealth of experience and expertise. The Diagnostics department has been boosted with the installation of the new «EOS» full-body x-ray machine with minimal radiation exposure. The SPC’s reputation has been enhanced in another respect through its recognition as an «A clinic» for two-year further training for doctors in physical medicine and rehabilitation. And finally, the clinic’s pharmacy, which has also been open to the general public since mid-2013, is to start providing a pharmaceutical mail order service in the course of this year.

Key changes in management

On 1 February 2013, Dr Markus Béchir succeeded Dr Wolfgang Schleinzer, who retired after serving as Head of Pain Medicine since 1998. Restructuring took place at the same time. Markus Béchir also assumed responsibility for the areas of Intensive Care and Operative Medicine. In November, Dr Martin Baur was appointed as the new Head of Spinal Surgery and Orthopaedics. 30% of his caseload also involves leading the Spinal Surgery Unit of the Lucerne Cantonal Hospital (LUKS). This also fosters valuable synergies and impetus for development within the framework of the Swiss Spine and Spinal Cord Centre (SWRZ), which is jointly operated by the two institutions. Martin Baur replaced the existing head, Dr Patrick Moulin, who had reached retirement age, on 1 March 2014. Patrick Moulin had started working in Nottwil in 1990 and performed extraordinary work, on both a specialist and a human level, for the well-being of people with spinal cord injury for over 23 years.

Pending refurbishment and expansion

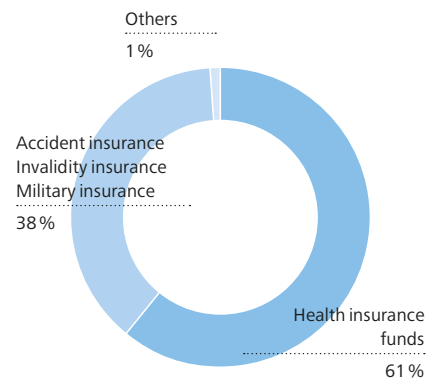
Over the coming years, the oldest parts of the building will undergo renovation, and there will be a partial expansion of the SPC Nottwil. Adaptations to existing requirements, especially in terms of functionality and energy efficiency, as well as refurbishment of patients’ rooms, are essential. These projects form part of the master plan of the Swiss Paraplegic Foundation (SPF). Step by step, it is seeking to secure adequate space reserves on the site in Nottwil to accommodate the future branches of activity of a wide range of organisations within the SPF.

**Comparison of care days
(by patients’ home cantons)**

Basel Cantons of Basel-Stadt and Basel-Land
Midlands Cantons of Aargau, Bern, Solothurn
Eastern Switzerland Cantons of Appenzell Ausserrhoden and Innerrhoden, Glarus, Graubünden, Schaffhausen, St. Gallen, Thurgau
Ticino
Valais
Western Switzerland Cantons of Fribourg, Geneva, Jura, Neuchâtel, Vaud
Central Switzerland Cantons of Lucerne, Nidwalden, Obwalden, Schwyz, Uri, Zug
Zurich
Abroad
Total

**Care days in 2013 by guarantor
(cost centre)**

Health insurance funds	30 707
Accident insurance, Invalidity insurance, Military insurance	19 212
Others	566



Quality is paramount

The effects of general changes in society became increasingly apparent in the day-to-day activities of the clinic in 2013. This was clearly demonstrated by, among other things, the increased demand for counselling and support in the areas of psychology and social work for patients and their relatives. A variety of measures had to be taken in order to continue to meet these needs and, in particular, to deliver high-quality treatment and care for people with spinal cord injury. The following should be mentioned: visiting structures were improved, a wide range of boards and committees were restructured, and documentation was reviewed and revised. The latter also served the purpose of establishing a future-safe system of knowledge management across the clinic. The Clinical Trial Unit (CTU) was actively involved in various research projects and explored the possibilities for establishing a regional organisation in its specialism. It is hoped that admission to the Swiss Clinical Trial Organisation (SCTO) as an extraordinary member will help to facilitate future developments. Liaising closely with other departments, the CTU was also involved in preparatory work for the introduction of robot-assisted walking training.

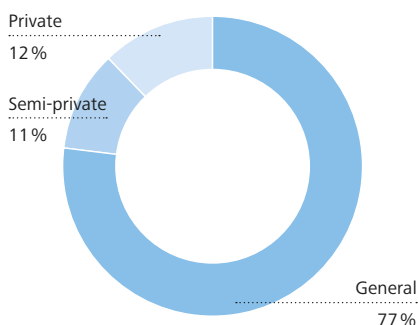
Promoting solidarity in therapy

Joint documentation has been prepared with a view to merging Occupational Therapy and Physiotherapy. It reflects the entire rehabilitation process and, as such, enhances what is known as clinical reasoning. This means careful consideration and evaluation on the basis of which decisions are taken which contribute towards nurturing the individual skills and capabilities of a patient. Reference was made to a collection of the most frequent problems and resulting work hypotheses in the rehabilitation of people with spinal cord injury or neuro-musculoskeletal disease from 24 domains of the International Classification of Functioning, Disability and Health (ICF). Objectives were then formulated for each individual hypothesis, and the appropriate forms of intervention were determined and supplemented with the necessary resources. The comprehensive documentation ensures resource-led work, with careful integration of different competencies. The purpose behind this initiative is to enable two professions to grow together or to lay the foundations for training specialist crossover therapists skilled in occupational therapy and physiotherapy.

2013	2012
847	1 166
17 435	16 253
5 334	5 527
1 697	2 055
1 250	1 167
7 269	7 015
9 690	8 379
3 577	3 314
3 386	4 570
50 485	49 446

Care days in 2013 by insurance class

General	38 794
Semi-private	5 532
Private	6 159

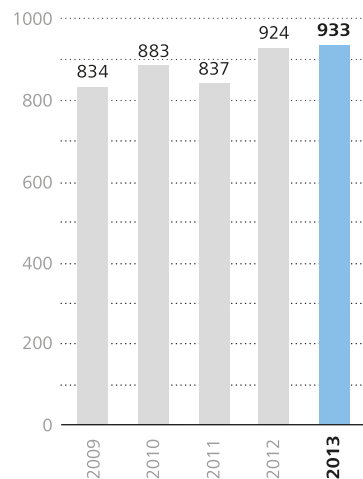




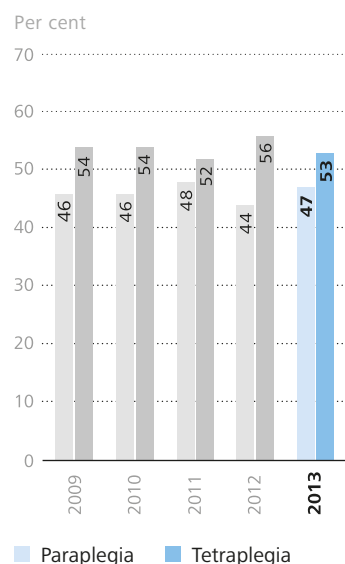
Up-to-date care documentation

Following intensive training, the nursing staff benefited last year from a number of improvements which are encompassed within the new nursing documentation, «PeTeDoc». The growing importance of peer activities – that is, counselling and support for patients by patients – for relatives was countered with the development of an appropriate concept. Pastoral and spiritual care also came into its own. There have been visible changes in the «Quiet Room», which is designed as a modern, multifaith meeting room. Lively discussion among nursing staff triggered a study to record the incidence of decubitus. A sufficient degree of experience and expertise has now been acquired within the clinic on this ubiquitous theme – after all, decubitus is a very common problem in people with spinal cord injury – to enable us to make informed statements about the quality of skin and wound management without the need for conducting further data collections. The prevailing, decisive factor in the care of patients was complete motivation at all times thanks to the adequate provision of trained staff.

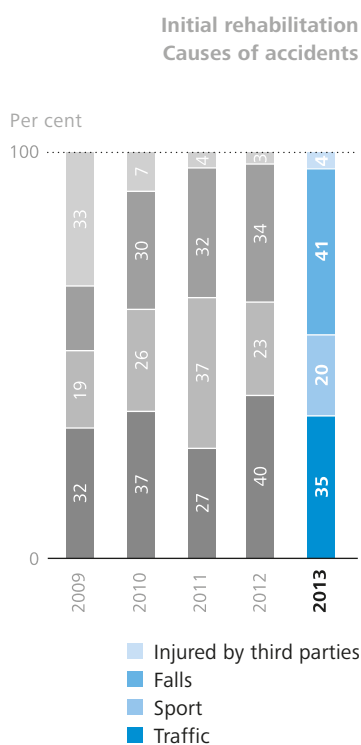
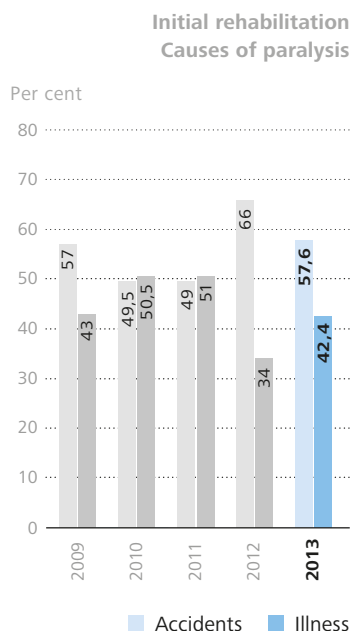
Completed hospitalisations



Initial rehabilitation ratio para-/tetraplegia



Meeting rising demand



A number of initiatives got under way last year to enhance the outpatient care of people with spinal cord injury. At an administrative level, the processes were adapted during annual checks both to meet the individual needs of patients and to optimise the use and occupancy of our premises. In the course of these measures, registration processes and reporting procedures were standardised in some regards.

Expansion planned in Western Switzerland

The SPC Nottwil's external outpatient unit, which was opened at the «Site Plein Soleil» in Lausanne in July 2012, has become well established. French-speaking patients are extremely appreciative of the services offered by a skilled trio from the specialist clinic for one week each month. It is set to be expanded soon in the light of the positive response that it has met. Priority will be given to services offered in neurourological diagnoses. There had already been a need for a gradual expansion of services in this discipline in Nottwil in 2013, with an increasing number of patients presenting for the treatment of specific problems, which were generally also very complex.

New dimensions in diagnoses

A state-of-the-art x-ray machine called the «EOS» went into operation at the Institute of Neuroradiology. The equipment explores new dimensions in full-body diagnosis. It delivers optimum quality images, in particular of the skeleton, which are achieved at much lower levels of radiation exposure. A special chair has been developed with the aid of the Orthopaedics and Rehabilitation Technology unit in order to use this technology to examine patients who have lost the ability to walk.

Precise analysis of movement disorders

In addition to its day-to-day business, Sports Medicine Nottwil (Swiss Olympic Medical Centre) was involved in providing support for Swiss athletes at the IPC Athletics World Championships in Lyon, as well as in preparing them for the 2014 Winter Paralympics in Sochi. Periodic examinations, detailed tests and resulting training tips were provided to point the athletes in the right direction to achieve their best form when it mattered most in the season. Sports Medicine now offers a 3D motion analysis programme to benefit anyone with incomplete paraplegia or tetraplegia, as well as athletes. The most important components of this system for identifying movement disorders of all kinds are an array of cameras which record motion in 3D, as well as force plates and EMG instruments. Three-dimensional images are recorded, which can be supplemented with conventional videos. Basic analyses of this type enable the causes of problems to be identified, courses of therapy to be controlled and aids to be correctly deployed.

Nurturing specialisms

With the merger of the departments of Anaesthesiology, Intensive Care Medicine, Operating Theatres, Orthopaedics/Swiss Spine and Spinal Cord Centre and the Centre for Pain Medicine into a single unit, the specialist clinic also embarked upon a new chapter in its history in 2013. The formation of a single organised and structured platform is intended to ensure the optimised treatment and care of patients. Some of the potential for improvements in workflows, quality, reliability of supply, deployment of personnel and communication has already been exhausted in the meantime. Various additions were also made to the existing services on offer, which will help to cement the clinic's leading role in certain disciplines. The symposium on «15 Years of Pain Medicine in Nottwil», for example, provided an insight into the extremely wide range of services provided in diagnostics and in the treatment of pain, the likes of which can barely be found anywhere else in Switzerland.

«Swiss Weaning Centre» under construction

Intensive Care Medicine received a sharp rise in the number of enquiries about taking on patients who receive respiratory support and who are experiencing weaning problems. Many of them could be helped through individually tailored courses of therapy, which prompted the people in charge to set about creating a Swiss Weaning Centre. Through focused application of the expertise which has been acquired over many years, the SPC is hoping to give greater attention and importance to a discipline that has been less prominent in the past. The idea of reducing or completely eliminating the dependence of a wider group of patients on artificial respiration will also appeal to funding agencies, since mechanical respiration is very costly.

Our own spine unit set up

The cooperation between specialists from the SPC Nottwil and the Lucerne Cantonal Hospital in their joint venture, the Swiss Spine and Spinal Cord Centre, has gone well. A separate spine unit has been set up at the SPC, creating better preconditions for care after spinal surgery, including for able-bodied patients, as well as for examinations and treatment in general. The surgeons themselves now also have the benefit of intraoperative neuromonitoring for continuously checking endangered nerve tracts while they work. This system boosts quality and safety at the same time. The Tetra Hand Surgery team has had to tackle an obvious backlog which manifested itself in 2013 with lengthening waiting lists of patients from Switzerland and abroad. The problem has been resolved for the time being through the recruitment of an additional specialist.



Demand for expertise



The Swiss Institute of Emergency Medicine (Sirmed) recorded record participation figures last year. A total of 5688 people attended around 500 workshops providing training in various aspects of rescue work.

The activities of 13 permanent staff and 165 freelancers focused mainly on training in «preclinical care of acute emergency cases». Particular attention was focused, once again, on primary care for people with spinal column and spinal cord injury. In its wide range of training courses on offer, there was also demand for first-aid courses for non-medical people, tailored programmes for company medical personnel and healthcare professionals, as well as highly specialised workshops for actual rescue professionals. The courses were held both in and outside Nottwil, whereby the percentage of courses given in Italian and French-speaking Switzerland rose to 14% of the total.

The figures for 2013 confirmed that there is still demand for expertise. Conversely, the positive trend in recent years in all of Sirmed's areas of business, coupled with other factors, has led to an increasing shortage in capacity reserves. In order to forestall any emerging hitches in the smooth running of the operation, Sirmed converted larger premises in the second half of 2013, and moved into them at the end of the year. They are located on the site of the Swiss Paraplegic Foundation and offer better infrastructure.

Integration and Lifelong Assistance



Encouraging independence

The activities of the Swiss Paraplegics Association (SPA) in 2013 were dominated by efforts to encourage people with spinal cord injury to manage their day-to-day routines independently. There was great demand for the wide range of services offered. Specific challenges were encountered in politics.

The most important task facing the Swiss Paraplegics Association (SPA) is to encourage the reintegration of people with spinal cord injury and to give them lifelong assistance. The quality of support on offer remained high in 2013, and additional events, courses and advisory services were organised to meet increased requirements. A positive impact was felt in a number of areas, for example in Life Guidance, as a result of increased cooperation with REHAB Basel, Balgrist University Hospital (Zurich) and the Swiss Paraplegic Centre (SPC) Nottwil. As the issues dealt with become ever more complex, there is a growing need for competence in social work. Alongside current services, the extra support of around 1800 volunteers also made a great contribution towards success in other areas.

Failed revision of the disability insurance system

The sixth revision of the disability insurance system represented a particular problem in 2013 as far as safeguarding the political interests of more than 10,000 members of 27 wheelchair clubs was concerned. Much lobbying helped to ease National Council proposals for cuts linked to package 6b. However, the Council of States did not want to veer to a moderate line. On 19 June, the conciliation conference decided to abandon the proposed revision. Milestones of another kind were reached along the way: the direction taken by the annual congress of the European Spinal Cord Injury Federation (ESCIF) in Nottwil, as well as the framework agreement entered into with the University of Lucerne on cooperation in promoting the transfer of applied knowledge in paraplegiology.

22-medal haul at the World Championships

Elite Swiss wheelchair athletes scooped a total of 22 medals at last year's World Championships: 6 golds, 8 silvers and 8 bronzes. Outstanding performances were seen from Marcel Hug and Manuela Schär, who scored major successes at the Athletics World Championships as well as triumphing in several city marathons. Our

Performance data Integration and Lifelong Assistance Division

	2013	2012
SPA Wheelchair clubs	27	27
SPA Members	10 700	10 700
SPA Events	348	366
SPA Consultations (total)	28 900	27 300
SPA Travel advise	1 070	750
SPA Building projects	286	278
SPA Managed social and legal files	1 650	1 370
SPA Brief consultations on social and legal issues	8 550	6 570
Orthotec Adapted vehicles	224	210
Orthotec Adapted wheelchairs	555	621
Orthotec Packs of incontinence items	13 073	12 429

basketball players also sprung a pleasant surprise by holding their own in Group A of the European Championships for the first time, while Swiss para-cyclists achieved five podium finishes at the World Championships.

A further step was taken towards professionalisation in the development of new talent, a programme that benefits 42 athletes. Training camps held by Wheelchair Sport Switzerland (RSS) were led by specialist sports managers for the first time, prompting high participation numbers virtually right across the board. Attendance levels were also high at the numerous grassroots sports events, including mono-ski courses, «fun for wheelies» for teenagers and the «Kids Camp».

Travel packages extended

The «Culture and Leisure» department was primarily involved in organising and running trips for people in wheelchairs. A package was offered to patients with artificial respiration for the first time in 2013 in association with SPC Nottwil and the ParaHelp Association. A total of 23 trips were planned, 19 of which took place. Two had to be cancelled for safety reasons. Many satisfied passengers enjoyed coach trips within Europe, which were once again staged by our partners Eurobus and Buchard. The programme also comprised various leisure events and courses; those aimed at raising awareness of the issues facing people with disabilities were attended by more than 1200 people from businesses and institutions.

Heavy workload for solicitors

Once again, there was rising demand for the services provided by the Institute for Social and Legal Advice (ISR). This, together with the fact that the ISR also took on the support of patients in REHAB Basel, prompted an increase in staffing levels. Firstly, solicitors are having to deal with the fact that disability insurance agencies and accident insurance companies are increasingly assessing their clients for possible fraudulent claims. Secondly, the behaviour of accident victims is more and more often being classed as a risk by the courts, which allows insurance companies to cut benefits substantially or to refuse to pay them altogether, often also culminating in legal disputes.

Rising volume of orders

The Centre for Obstacle-free Building (ZHB), which specialises in consulting and planning in relation to conversions or new buildings, last year embarked upon 286 new projects throughout the different language regions of the country. The rise in the volume of orders was also triggered by greater cooperation with various rehabilitation centres. In addition, the Swiss Paraplegic Foundation has seen a renewed increase in applications from wheelchair users for assistance in implementing building measures, which are assessed and supported by the Centre for Obstacle-free Building.



Upturn in all divisions



Orthotec AG's positive results over the busy financial year centred around the success with which it coped with a further rise in demand. This concerned both services and products. In addition, a number of projects were implemented in order to expand the range of services in Vehicle Adaptation.

Orthotec AG, which has been established as one of the leading names in the sector for years, experienced a renewed upturn in 2013. With an overall rise in volume, the largest growth rates were achieved in the areas of Vehicle Adaptation and Incontinence Provision. More frequent use was also made of the services provided by specialists in Rehabilitation Technology and Orthopaedic Technology. One reason for this is that Orthotec guarantees patients at SPC Nottwil the supply of a complete range of mobility aids and medical products while they are still in hospital. In order to perform the associated tasks in line with customers' needs, it has needed to increase its staffing. It is also set to confirm the consistent high quality of its wide range of services with its imminent ISO certification.

Bottlenecks in capacity resolved

The division for Vehicle Adaptation for people with disabilities has suffered major bottlenecks in capacity in previous years. In order to resolve this problem, Orthotec undertook a comprehensive analysis and assessment of various options, ultimately deciding to expand the existing workshops in Nottwil. The building work was taken in hand quickly in order to ensure completion by the end of 2013. At the same time, a search was conducted for a suitable site to establish a branch in Western Switzerland. One was discovered in Cugy near Lausanne, where customers from the country's second largest language region can look forward to a variety of benefits.

Research



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Committed to progress

Swiss Paraplegic Research (SPR) managed to further enhance its profile as a leader in comprehensive rehabilitation research in 2013. It took the lead in ground-breaking studies, created new academic opportunities and set up an innovative online platform.

3 December 2013 was a special day for employees of Swiss Paraplegic Research (SPR). That was when the World Health Organisation (WHO) in Geneva unveiled its first report specifically concerned with the area of spinal cord injury. The full breadth of the social and health policy-led mandate to inform the public and to set standards has been applied in it, in the best interests of the health of people with spinal cord injury. SPR contributed towards a large portion of the 230-page study, serving as an initiator and as a coordinator and author, in cooperation with the WHO, the International Spinal Cord Society (ISCoS) and other researchers around the world.

Useful aid for people with SCI

The report contains a wealth of information, in particular about epidemiology, services, intervention, policy concepts and the actual experiences of people with spinal cord injury in all stages of life and all around the world. It gives SCI patients a guide that addresses their concerns from a scientific perspective and that makes specific recommendations for overcoming barriers and for facilitating comprehensive inclusion and equal opportunity. Issues such as basic medical care, aids, safeguarding the right to training and gainful employment account for as much space as legislation, setting policy frameworks and programmes that improve access to housing, schools, workplaces, hospitals and public transport.

Strong involvement in the cohort study

It is hardly surprising that SPR played a key role in the preparation of the WHO report. Firstly, various aspects of the treatment and rehabilitation of SCI patients, as well as of their social integration are unique and exemplary in Switzerland. Secondly, SPR regarded itself right from the outset as an international hub for the comprehensive rehabilitation of people with spinal cord injury. Thirdly, it has repeatedly received funding from the European Union (EU) and the Swiss National Fund (SNF) in recognition of the work it does. And fourthly, it has conducted numerous studies over the years in Nottwil which have yielded new findings.

Performance data Research Division

	2013	2012
Projects supported by the EU and by national funds	6	4
Publications	77	98
Dissertations (ongoing/completed)	23	18
Master's theses (ongoing/completed)	6	7
Conference papers	82	85

A particularly elaborate cohort study, which was launched in 2010 under the title «SwiSCI», is still in progress. Liaising with all the state paraplegic centres, the Swiss Paraplegics Association, ParaHelp and SUVA (Swiss Accident Insurance Fund), it has been gathering anonymous data from patients' files, dating back to 1967. Some 4000 people with spinal cord injury were contacted between September 2011 and March 2013, over 60 % of whom took part in the study. The Community Survey was concluded in April last year. The forward-looking part of the study was conducted a month later among people with a new spinal cord injury undergoing initial rehabilitation; this represented the final module. The first results of the «SwiSCI» study are due to be published in 2014.

Much interest in the new services available

Cooperation with the University of Lucerne, including in support given to the next generation of students, was successfully expanded in 2013. The first Master's Degree course of its kind in Health Sciences in Europe started in the autumn semester with 43 students. The course will focus on the areas of health economics, health communication, health and social behaviour, healthcare research and research methodology. SPR is also providing internships for 20 people and will enable them to write their Master's dissertations within research teams.

«Information exchange» for SCI patients worldwide

The launch of the new online platform, «Paraforum», represented a key milestone during an eventful year for SPR. It represents an innovative and home-grown new addition to the package of services available within the Swiss Paraplegic Group, in particular with regard to continuity of care. The concept reflects the interests and needs of four main groups of stakeholders (people with spinal cord injury, their friends and relatives, healthcare professionals and researchers). It supports boundless exchange between them and permits use on an individualised basis. It is hoped that around 5000 people around the world will soon be making regular use of this platform for technology-aided, interactive health communication, thereby producing new methodology, facilities and resources to enhance the quality of life of people with spinal cord injury. The services on «Paraforum» are free of charge and are available in four languages: English, German, French and Italian.

What to do if it hits you?

Nobody is safe from spinal paralysis. If it happens, comprehensive assistance is vitally important. As a member of the Benefactors' Association of the Swiss Paraplegic Foundation, you will receive an immediate benefit payment of up to CHF 200,000 if you suffer spinal paralysis as a result of an accident with permanent dependence on a wheelchair. The payment is made irrespective of any insurance payments that you may receive, and this applies worldwide, wherever the accident occurs or treatment is administered.

Become a member now

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www.paraplegie.ch



We support people with spinal cord injuries. Throughout their lives.

Group



Limited room for manoeuvre

The Swiss Paraplegic Group (SPG) recorded both higher demand and rises in claims by people with spinal cord injuries and cost centres in the 2013 financial year. Given the prevailing fee structure in the medical sector, this led to a slight drop in revenue and a marked rise in expenditure.

The 2013 financial statements for the Swiss Paraplegic Group (SPG) serve to confirm that limitations persist in the potential to maintain economic equilibrium in the care and rehabilitation of people with spinal cord injuries. While a number of organisations and companies within the SPG saw turnover figures rise and the total revenue of CHF 217.3 million was only slightly down on that for 2012 (217.9 million), expenditure was markedly higher last year, which had an adverse effect on the operating result. Despite great efforts to compensate for the additional costs, this figure fell by 5.2 million from CHF 14.9 million to 9.7 million.

Preventing further losses

Responsibility for the downturn in the balance sheet compared to the previous year lay with environmental factors over which the Group barely had any control. In particular, there had to be an increase in medical staffing levels. Without that, the delivery of the desired quality of patient treatment would not have been guaranteed. On the other hand, there was a drop in the volumes of fees paid by insurance companies, health insurance schemes and private individuals. The extent to which losses can be absorbed more effectively in future will depend on whether there is adequate consideration in the fee structure for the special requirements that are placed on the acute care and rehabilitation of people with spinal cord injuries – and whether further cuts are made to the fees paid for outpatient services. The SPG does not intend to wait and see in a situation which has been clouded by uncertainty for a long time. It has taken a number of initiatives itself to prevent current and additional difficulties as successfully as possible.

Financial performance data Swiss Paraplegic Group

Figures in CHF millions	2013	2012*
Turnover	217.3	217.9
Change in %	- 0.3	7.3
Operating result	9.7	14.9
as a % of total turnover	4.5	6.8
Annual result	- 0.4	0.03
as a % of total turnover	- 0.2	0.01
Balance sheet total	448.0	436.9
Organisation capital	278.1	265.9
as a % of the balance sheet total	62.1	60.9

* adjusted

Operating statement of Swiss Paraplegic Group

Figures in CHF millions	2013	2012*
Income from benefactors' contributions and fundraising	76.1	78.3
Revenue from deliverables and services	141.2	139.6
Total income	217.3	217.9
Support payments	- 20.7	- 16.7
Personnel expenses	- 114.7	- 110.1
Operating expenditure	- 48.2	- 50.9
Depreciations	- 24.0	- 25.3
Operating result	9.7	14.9
Finance, real-estate investment and tax result	1.0	1.9
Fund statements, value-fluctuation reserves, free reserves	- 11.1	- 16.7
Annual result of affiliated companies	0.0	- 0.1
Profit/loss for the year of Group	- 0.4	0.0

* adjusted

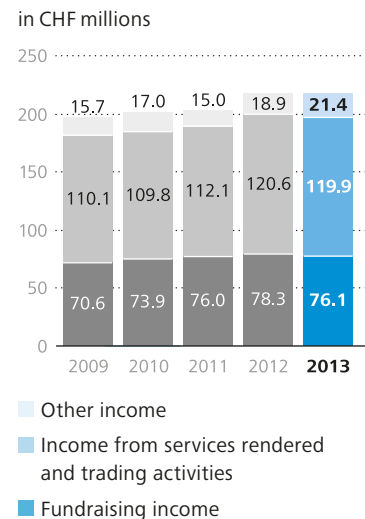
Exploring value creation more precisely

Since 1990, the Swiss Paraplegic Centre, as well as the other units in the Group have made a significant contribution towards the upturn in the economic fortunes of the town of Nottwil, the Lake Sempach region and the Canton of Lucerne. For example, according to the most recent survey, 68% of the workforce resided there. Detailed figures about the actual value generated by the work of the SPG for third parties are now set to be delivered by an in-depth study, which the University of St. Gallen has been commissioned to write. The Board of Trustees has also set a new primary objective in its strategy for making continuous improvements to the quality of life of people with spinal cord injuries. Under the title of «Meeting», increased efforts will be made to establish the Nottwil site as a centre of excellence for integration, support and life-long learning.

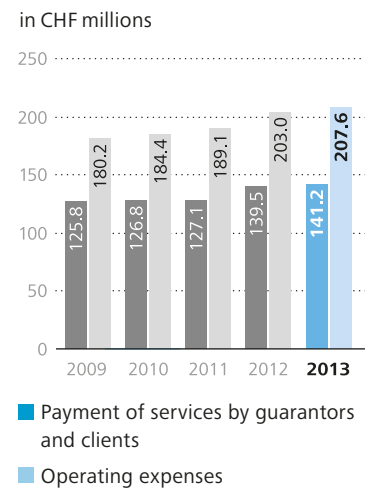
Real estate under one roof

There were several movements in the Foundation's real estate portfolio in 2013. It acquired storied property at the Seminarhotel Sempachersee and set up AWONO AG together with local partners. It will be commissioned to create 25 apartments in Nottwil that are designed to meet the specific needs of people with disabilities and of the elderly. The requirements for the professional delivery of numerous, ever more extensive services in this sector have been created by bundling activities in a separate Real Estate Department.

Evolution of SPG total income 2009–2013

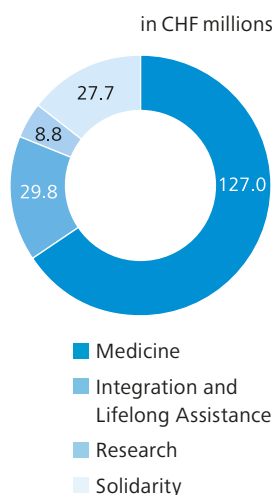


Payment of services by guarantors and clients of the SPG

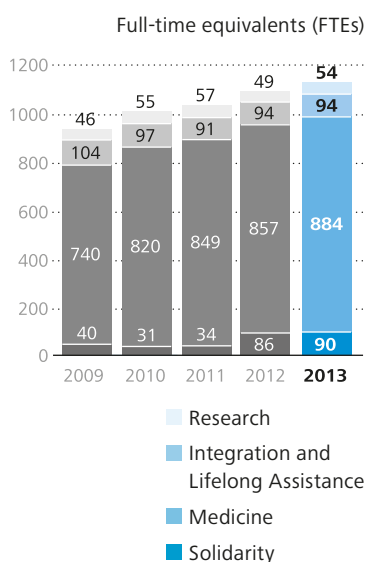


Note: The consolidated 2013 Annual Financial Statement for the Swiss Paraplegic Group (SPG) has been prepared in accordance with the recommendations of Swiss GAAP fer. Figures and information published here correspond to a summary of the separate Financial report with

Breakdown of project costs (excluding expenses for fundraising and administration) across areas of services



Evolution of the SPG personnel per area of services 2009–2013



consolidated annual financial statements, which have been audited by PriceWaterhouse Coopers AG (Lucerne). The publications mentioned can be downloaded from the Internet (www.paraplegie.ch) or are available on request from the SPS Secretarial Office, 6207 Nottwil (Tel. 041 939 63 63, sps.sec@paraplegie.ch).

Balance sheet of Swiss Paraplegic Group

Figures in CHF millions	2013	2012*
Liquid assets/securities	36.1	16.0
Receivables	21.5	23.3
Other current assets	12.1	11.1
Financial assets and real estate held for investment purposes	37.3	35.7
Restricted fixed assets	106.1	105.5
Tangible and intangible assets	234.9	245.3
Total assets	448.0	436.9
Short-term debt	80.0	74.9
Long-term debt	37.6	44.1
Restricted funds and association capital	52.3	52.0
Organisation capital and «Holistic Rehabilitation» Fund	278.1	265.9
Total liabilities	448.0	436.9

* adjusted

New guidelines for Human Resources policy

At the end of 2013, the SPG had a total of 1467 people on its payroll (up 36 on the previous year), strengthening its position amongst the 20 biggest employers in Central Switzerland. Medicine was the area which showed the greatest growth, as well as the largest share of a total of 1121 FTE positions. 65 % of the entire personnel are women, and 85 % have Swiss passports. The recruitment of suitable skilled staff proved to be just as difficult as it has consistently been in recent years in some areas. Therefore, the SPG is continuing to build upon selective and extensive initial and further training in-house.

New guidelines for Human Resources policy have been developed jointly by managerial staff, members of the newly established Personnel Committee and the workforce. The most important elements include regular performance appraisals, as well as setting individual targets for employees along with an annual review. A special code of conduct will soon be added.

A full range of services under one roof

2013 saw a partial upheaval of the hotel operations, as well as a restructuring of duties. In order to exploit synergy potential to optimum effect, preparations were made to bring the services of the GZI Seminar and Conference Hotel and of the Sem-pachersee Seminar Hotel together under one roof, and this was completed at the end of the year. By concentrating their strengths, this creates considerable added value for customers and leaves the hotels better placed to withstand the tough competition

A unique network of services

The Swiss Paraplegic Group (SPG) includes one foundation, three partner organisations and five limited liability companies which are owned exclusively by the SPF. These nine units, which are independent legal entities, form a closely interconnected network of services, which is unique worldwide, for the holistic rehabilitation of people with spinal paralysis.

■ Solidarity

Direct aid contributed by the Swiss Paraplegic Foundation towards the adaptation of vehicles, homes and places of work, initial and further training; finance for aids, help meeting uncovered care costs; support for institutions which champion the cause of people with spinal paralysis. Immediate support of up to CHF 200,000.00 paid to members of the Benefactors' Association who suffer spinal paralysis as a result of an accident with permanent dependence on a wheelchair.

■ Research

Holistic rehabilitation research for the sustainable improvement of the quality of life of people with spinal paralysis; devising and conducting studies; initial and further training in the Faculty of Health Sciences and Policy of the University of Lucerne by Swiss Paraplegic Research.

■ Medicine

Emergency admissions around the clock, professional medical and therapeutic treatment and rehabilitation, prevention of complications and late effects in the Swiss Paraplegic Centre (SPC) Nottwil. Training and advice on external care by ParaHelp; sport-related medical care in the Swiss Olympic Medical Center; initial and further training of rescue personnel by SIRMED (Swiss Institute of Emergency Medicine).

■ Integration and Lifelong Assistance

Life coaching, promoting wheelchair support, obstacle-free building, culture and leisure, social and legal advice by the Swiss Paraplegics Association. Manufacture, adaptation and sale of aids (wheelchairs, etc.), incontinence provision and vehicle adaptation by Orthotec.

Unique network of services

in their market. At the same time, the internal workflows have been accelerated and simplified, which enables the existing infrastructure to be used more efficiently. The results achieved by the two three-star establishments, which together have 150 rooms, three restaurants and around 40 rooms for conferences and seminars, etc., met expectations. Around 2000 events of all kinds, attracting some 50,000 visitors, were held in 2013. The catering staff at SPC Nottwil had to contend with an extraordinary workload in some months. They were also commissioned by the local authority to cater for the residents of the neighbouring asylum seekers' centre.

Leading-edge technology with environmental benefits

The Technology and Security Division was primarily concerned with the implementation of various measures to enhance environmental compatibility and energy efficiency, especially in heat recovery. Using state-of-the-art pumps, 340 kW of power can be increased fourfold (1360 kW), three quarters of this, i.e. 1020 kW, through the use of water from Lake Sempach. This clever system makes it possible to achieve considerable savings: 3000 litres less oil coupled with a reduction in harmful emissions of around 7800 kg of carbon dioxide (CO₂) on peak days. The energy distribution system has also been updated. The company's own transformers were also upgraded in the course of this work. An electronic room data sheet is used to enter notifications more efficiently and to speed up repairs. It contains digitised ground plans of the main building on the entire site. The data is also useful for calculating room rents and cleaning costs.

Gradually improving efficiency

The Information Technology Department of the Swiss Paraplegic Group (SPG) was engaged more extensively in the recurrent renewal of the existing infrastructure and in the management of ongoing projects. A new document management system and a nursing documentation system went into operation. The electronic patient files were improved and work got under way on the development of a Patient Management Cockpit to map patient paths; it is later set to become pivotal to the clinic's process control system. Internally, a new approach has been taken, and a fitness programme has been developed. Various organisational measures will seek to tailor the services provided by Information Technology better to the specific needs of the individual divisions, as well as to anticipate future trends.

Nonprofit Governance



Strict adherence to guidelines

The Swiss Paraplegic Group (SPG) is run in compliance with current guidelines for non-profit organisations (NPO). They guarantee complete transparency in the Group's duties, targets, structures and organisation.

The Swiss Paraplegic Foundation (SPF) has undertaken to run the Swiss Paraplegic Group (SPG) in accordance with the guidelines defined nationally for non-profit organisations (NPO) and to abide by obligations to disclose. Non-profit governance is primarily geared towards multidimensional targets and towards fulfilment of the Foundation's mandate, with due regard for the interests of benefactors and donors. The key difference between non-profit organisations and limited liability companies is that the latter's corporate governance is largely concerned with financial and economic factors in the interests of owners and investors.

Purpose and objective

The Swiss Paraplegic Foundation (SPF), founded by Guido A. Zäch in 1975, is concerned with the integrated rehabilitation of people with spinal paralysis. It takes and supports measures which the current state of science and technology deem appropriate to achieve this aim.

Structures

The Swiss Paraplegic Foundation (SPF) is a foundation within the meaning of section 80 ff. (personified special-purpose fund) of the Swiss Civil Code, with its registered office in 6207 Nottwil/LU.

In order to achieve the goals envisaged by its founder, the SPF has founded various organisations of very different legal natures or supported their formation (foundation, non-profit limited liability companies, association and societies).

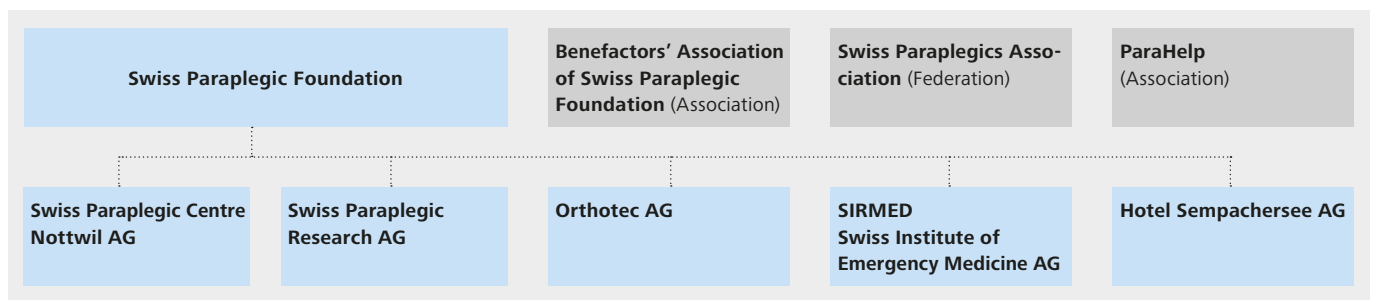
The three societies, the Benefactors' Association (BA) of the SPF, ParaHelp and the Swiss Paraplegics Association (SPA), are partner organisations of the Foundation. Given their dependence on benefactors' subscriptions, they are fully consolidated as affiliated organisations. The societies are legally independent and are managed autonomously.

Cooperation contracts with partner organisations

In the cooperation agreement between the Benefactors' Association and the Swiss Paraplegic Foundation, the BA assigned the handling of its day-to-day affairs (fundraising, benefactor administration, member support) to the SPF. The cooperation agreement with the Swiss Paraplegics Association, the umbrella association for 27 wheelchair clubs and partners in the area of Integration and Lifelong Assistance, regulates the finance for the Association's activities and the further development of the network of services for people with spinal paralysis.

ParaHelp is commissioned to provide external care (advice, training and support) to people with spinal paralysis.

Structure of the Swiss Paraplegic Group



Group companies: Foundation, whose subsidiaries and closely related organisations, also called partner organisations, are fully consolidated. The Group itself is not a legal entity.

Foundation and its subsidiaries, all 100% owned by the Foundation.

Closely related organisations (also called partner organisations): cooperation contracts for the fulfilment of the Foundation's goals, financed for the most part by member fees and donations (Swiss Paraplegics Association, ParaHelp) and a charitable organisation that raises funds for the Foundation (Benefactors' Association).

Board of Trustees

The Board of Trustees is the highest executive body in the Swiss Paraplegic Foundation (SPF) and in the SPG. It comprises a minimum of seven and a maximum of eleven members.

Requirements, eligibility, composition, election process and constitution, term of office and re-election, as well as the duties and competences of the Board of Trustees and its committees are defined in the SPF's organisation policy and regulations on competences.

The Board of Trustees is generally convened once a month. The Strategy Committee is usually convened two or three times a year, the Finance Committee monthly, and the Nomination and Remuneration Committee once a year or when required.

The Board of Trustees is self-constituting. The current term of office for all members of the Board of Trustees runs until 2015. There were no changes from April 2013 to March 2014.

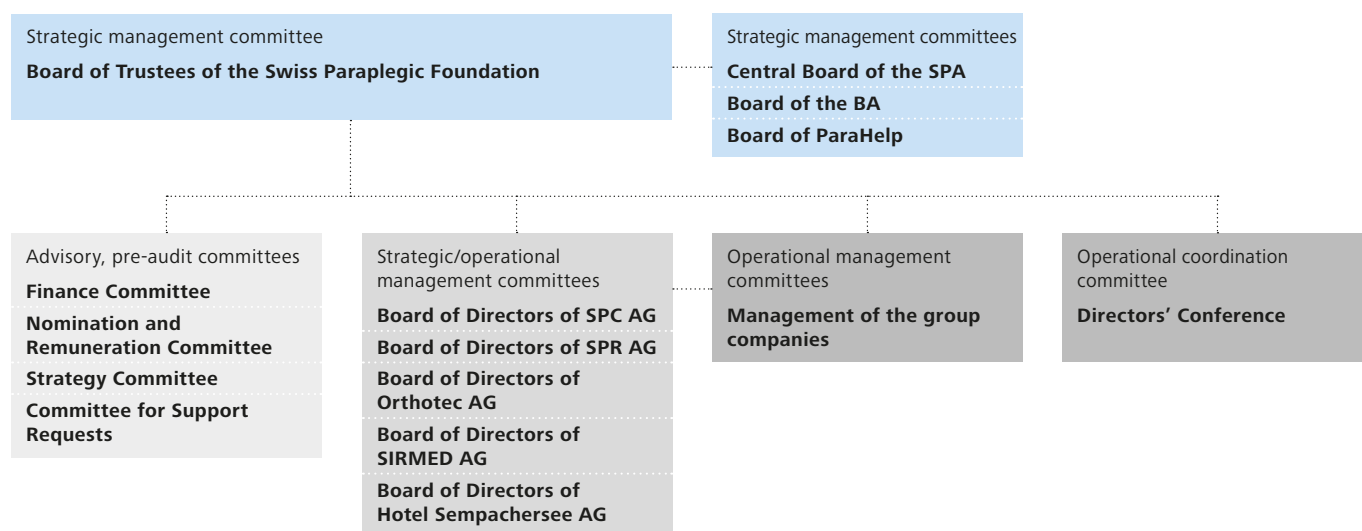
Management Board members, administration of the SPF and Directors' Conference

The strategic leadership of the SPG rests with the Board of Trustees. It engages a member of the Board of Trustees as well as identified sector specialists as Management Board members to run the subsidiaries. They have the power to implement the strategy in the respective subsidiary and assume overall responsibility for its activities. The administration of the SPF performs the operational duties of the foundation and of the BA. The areas assigned to them are: direct aid, legal services, corporate communication, marketing and fundraising, inheritances and legacies, finance and controlling, real estate, meeting coordination, as well as laboratory (on behalf of SPR). The Directors' Conference coordinates and optimises the operational activities of the Group companies and makes recommendations or proposals to the Trustees.

Members of the Board of Trustees

- **Daniel Joggi, Chairman** since 2009, member since 2000.
- **Hans Jürg Deutsch, Vice-Chairman** since 2008, member since 2002.
- **Christian Betl, member** since 2010.
- **Jacqueline Blanc, member** since 2010.
- **Susy Brüscheiler, member** since 2010.
- **Heinz Frei, member** since 2002.
- **Ulrich Liechti, member** since 2010.
- **Barbara Moser Blanc, member** since 2012.
- **Kuno Schedler, member** since 2010.
- **Erwin Zemp, member** since 2010.

Management structure of the Swiss Paraplegic Group



Reciprocal board memberships and remuneration

A number of members of the Board of Trustees are also post holders at the same time in special committees, on the boards of directors of subsidiaries and/or on the boards of partner organisations. Reciprocal board memberships within the SPG enable activities to be coordinated and enhance the flow of information. The complete Non-Profit Governance Report contains detailed information about reciprocal board memberships within the SPG, as well as on the pay of members of supervisory bodies.

Auditing

PricewaterhouseCoopers (PwC) AG Lucerne have been the auditors for the SPF and the group auditors since 2008.

External supervision

As a so-called classic foundation, the SPF comes under the supervision of the state, i.e. of the Federal Supervisory Board for Foundations (Secretariat General of the Federal Department of Home Affairs [EDI]), Inselgasse 1, 3003 Bern. The Foundation submits the following documents every year: Annual Report, Non-Profit Governance Report, Financial Report, Organisation Regulations and the updated list of trustees.

Information policy

«Paraplegie» (the magazine published by the Benefactors' Association of the Swiss Paraplegic Foundation) is circulated to BA members and other interested parties every quarter. It carries extensive features on the activities of the SPG. The individual organisations present details of specific services and offers in their own publications. The employees of the SPG can find out about the latest developments, projects, news, etc. every month in the staff magazine, «à jour» as well as via the regularly updated intranet.

This Annual Financial Statement provides a quick overview in the form of information about values, structures, executive bodies and mechanisms. The unabridged and comprehensive Nonprofit Governance Report, dated 30 March 2014, containing detailed information about the individual bodies, management structures, networks and memberships, as well as a complete directory of personnel, is available to view online at www.paraplegie.ch. The same applies to the Annual Financial Statement for the SPG, as well as the separate Finance Report for the SPG.



List of addresses



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Hotel Sempachersee AG

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AWONO AG, elderly and obstacle-free housing in Nottwil

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Kantonsstrasse 33
6207 Nottwil
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1 Subsidiaries

2 Partner organisations

3 Participation through subsidiaries

4 Participation by the Foundation

5 Partnership with the Lucerne Cantonal
Hospital (LUKS)

Imprint

Annual Report 2013 of the Swiss Paraplegic Group

Published in German, French, Italian and English.
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