

Annual Report 2014

Swiss Paraplegic Group



Nightlife

People are on the move at all hours on the Nottwil campus of the Swiss Paraplegic Group (SPG). In the quiet of the evening and night, there is a very special mood, when much is bathed quite literally «in a different light». The photos in the 2014 Annual Report for the SPG reveal places where people meet, support and help one another while working with determination and commitment to achieve their goals or to perform their tasks, and the only time that matters is the present!

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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
SIRMED	Swiss Institute for Rescue Medicine
SHS	Seminarhotel Sempachersee
NPO	Non-Profit Organisation

Living a self-determined and independent life.

The Swiss Paraplegic Group operates 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 those affected into family life, society and the working environment.

Thanks for your trust in us



«We have faith in you» – we are always delighted to hear these words from benefactors, members of staff, partners and, more especially, from people affected. It galvanises us as we go about our day-to-day work. Thank you for the trust you have shown in us. In the future, we will continue to do our utmost to campaign on the issues affecting people with spinal cord injuries.

We faced many challenges in the year under review. Our income cannot keep pace with rising costs. We wish to adopt a number of approaches to tackle this difference. We will make continuous investments in the technical expertise of our employees. Our processes will undergo regular enhancements. We will step up cooperation with existing partners and foster new partnerships. In the coming years, the infrastructure will be fundamentally upgraded and expanded. With the construction project, we will gear up for the future, enabling us to provide a strong network of services for even more people that are affected and to write another chapter in the history of the Swiss Paraplegic Group.

A number of milestones in this success story are set to be celebrated in 2015: Dr. Guido A. Zäch formed the Swiss Paraplegic Foundation 40 years ago. The Swiss Paraplegic Association has been on hand to support people with spinal cord injuries for 35 years, working to help them to reintegrate into family life, society and the working environment. The first patient received treatment at the Swiss Paraplegic Centre in Nottwil 25 years ago. Swiss Paraplegic Research was founded 15 years ago.

The anniversary celebrations will give us an opportunity to reflect upon our history and, at the same time, inspire us for the future. Day in, day out we will seek to champion the causes of people with spinal cord injuries. However, this effort is not possible without our benefactors. It is only thanks to their solidarity that we are able to provide such a broad network of services for people affected and deliver support where it is needed. We wish to thank our benefactors for the commitment and trust that they demonstrate year after year through the contributions they pay.

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

Dr. iur. Joseph Hofstetter
Director

Solidarity



Consistently high demand

The Swiss Paraplegic Foundation (SPF) and its Benefactors' Association (BA) achieved comparable income from fundraising to that of the previous year thanks to the great solidarity of its members, as well as to the use of proven and new measures. The support payments made to people with spinal cord injuries also remained consistently high in 2014.

With 1.8 million people in 1,060,089 homes, the Swiss Paraplegic Foundation (SPF) is the second-largest NPO member organisation and, according to the gfs donations monitor, the best-known aid organisation for people with a disability in Switzerland. In 2014, income from fundraising remained steady at a virtually unchanged level. A drop in revenue from membership fees of 2.7% or CHF 1.9 million to CHF 68.7 million was compensated for by an increase in donations, inheritances and legacies. Unfortunately, 93,560 new memberships did not quite make up for the drop in annual memberships. On the other hand, we once again saw new arrivals account for a notable share of permanent memberships (+10.4%), which rose to 54,884, crossing the 50,000 threshold for the first time, and in corporate memberships (+27.3%). With a total of 345 companies, 8330 employees received corporate membership of the Benefactors' Association (BA) from their employers in the year under review. All these member contributions accounted for around 90% of revenue from fundraising.

Performance data – Solidarity area of services

Figures in CHF millions	2014	2013
Revenue	76.0	75.9
from membership fees	68.7	70.6
from donations, inheritances and legacies	7.3	5.3
Funds used for	76.0	75.9
Support contributions	17.6	18.7
Support payments to injured Benefactors' Association members	4.4	7.3
Direct aid for paraplegic people	10.9	11.1
Research contributions to third parties	2.3	0.3
Operating contributions	26.5	21.7
Medicine area of services ¹⁾	11.6	8.0
Integration and Lifelong Assistance area of services	6.6	6.4
Research area of services	8.3	7.3
Other use	31.9	35.5
Capital accumulation for upgrading and expansion at Nottwil	15.2	20.2
Expenses for benefactor services and fundraising activities ²⁾	12.7	12.1
Administration expenses ²⁾	4.0	3.2

¹⁾ without Clinical Trial Unit (CTU) and Research Program in Rehabilitation Quality Management of SPC, which are both attributed to the Research Division

²⁾ Calculation according to ZEW0

Expenditure for people affected remained high

In 2014, the BA of the SPF paid the complete benefactors' support benefit of CHF 200,000 to 18 members due to accident-related spinal cord injury with wheelchair dependence. All in all, support payments amounting to CHF 4.4 million (compared to CHF 7.3 million in the previous year) were posted for newly registered benefactors involved in accidents resulting in spinal cord injuries during the year under review. The overall higher costs in the previous year are attributable to the fact that the initial recording of the benefactor support expenditure for 2014 includes not only the claims paid out (CHF 1.9 million), but also those which are pending (CHF 2.5 million). Due to the new claims recorded from the previous year, CHF 5.7 million were effectively transferred to 33 benefactor members, including part payments, during the year under review. 89 % of the support payments went to claimants in German-speaking Switzerland, and 11 % to members in Western Switzerland who had experienced accidents. At the same time, the SPF approved 866 applications (+ 10.9 %) for direct aid representing a total sum of CHF 10.9 million (11.1 million in the previous year).

More money from benefactors and donors for medical services

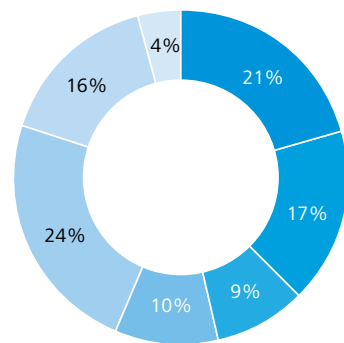
All in all, the expenditure for ensuring and promoting the comprehensive rehabilitation of people with spinal cord injuries amounted to CHF 44.1 million (CHF 40.4 million in the previous year). This includes the operating contributions of CHF 11.6 million (CHF 8.0 million in the previous year) to cover the deficit paid to the Swiss Paraplegic Centre (SPC) Nottwil as the main organisation involved in the provision of medical services, and to SIRMED and ParaHelp. There was expenditure of CHF 6.6 million (CHF 6.4 million in the previous year) for integration and lifelong support, covered in the main by the Swiss Paraplegic Association (SPA). Research activities, primarily those conducted by Swiss Paraplegic Research (SPR), benefited from CHF 8.3 million (CHF 7.3 million in the previous year).

Geared towards increased marketing measures

Following the replacement of the software for the processing of member data in the previous year, the task in 2014 was to use its varied analytical potential as a basis for a range of fundraising activities. The SPF is faced with the challenge of attracting donations in a hard-fought market. In view of the rising costs of the provision of healthcare coupled with stagnating tariffs, more funds are inevitably required in order to run the special clinic. In order to ensure that the foundation serves its purpose, the SPF will increasingly target donations, inheritances and bequests in its future fundraising activities.

Breakdown of membership fees and donations revenue of the Foundation

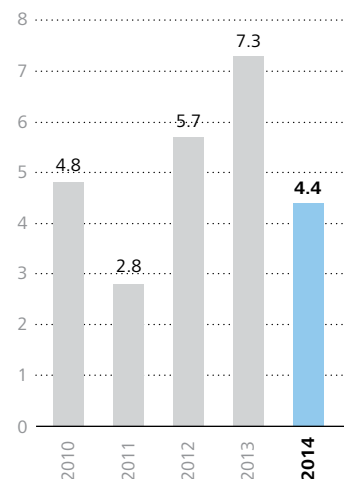
average 2010–2014



- Support contributions to paraplegics (21 %)
- Operating contribution to Medicine area of services (17 %)
- Operating contribution to Integration and Lifelong Assistance area of services (9 %)
- Operating contribution to Research area of services (10 %)
- Deposits in fundraising accounts and pro-rata investments (24 %)
- Expenses for Benefactor Services and Fundraising activities (16 %)
- Administration expenses (4 %)

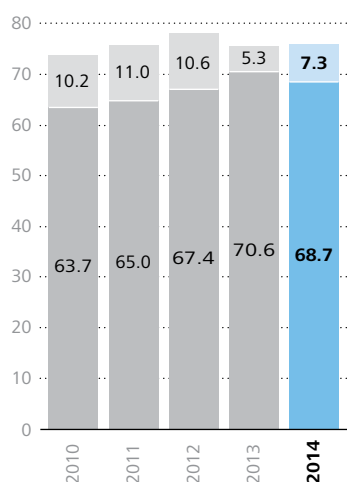
Support payments for injured members of the Benefactors' Association

2010–2014, figures in CHF millions



Development of Foundation's fundraising revenue

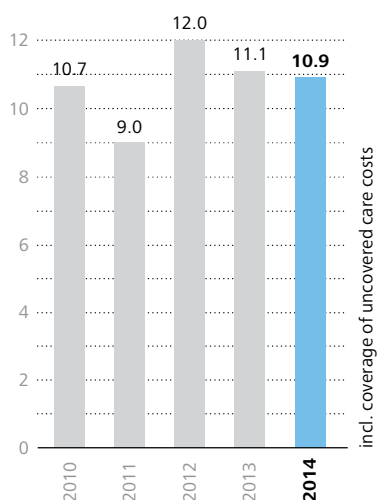
2010–2014, figures in CHF millions



- Donations, inheritances and legacies
- Member and society contributions

Direct aid for paraplegic people

2010–2014, figures in CHF millions



incl. coverage of uncovered care costs



Widespread attention achieved

The tattoo image campaign was continued in 2014. A nationwide, outdoor advertising campaign was conducted for the SPF in spring and autumn with posters in a wide range of formats. The campaign was also supplemented by two new subjects: An image of a biker who had overturned and one of a pedestrian who had been knocked down on a zebra crossing. The SPF achieved widespread media attention in Western Switzerland in May and June. Electric wheelchairs with concealed remote controls performed swerves on busy squares in the cities of Lausanne, Geneva and Neuchâtel, raising awareness among passers-by of the issue of spinal cord injuries. The campaign was accompanied by exhibits by the SPF. The guided tours of the centre also proved to be another important vehicle for dialogue with the general public. In 2014, over 11,000 visitors from all around the country visited the site in Nottwil in almost 600 small groups. Demonstrating pride and gratitude, some 160 volunteer tour guides from all the internal departments showed them how the Foundation lives up to its mission statement.

Activities of the Board endorsed

The members of the BA approved the annual financial statements for 2013 at the general meeting in spring 2014 and confirmed the appointments of the president Heinz Frei (Etziken SO) and four board members for terms of office up to 2016: Hans Jürg Deutsch (Greifensee ZH), Daniel Joggi (Trélex VD), Hans Georg Koch (Grosswangen LU) and Peter Landis (Hirzel ZH).

The success story continues

The Board of Trustees is seeking to make measured and sustainable further developments to the network of services of the Swiss Paraplegic Group (SPG). Therefore, it has opted for a phased construction project. The upgrading and expansion of the clinic accounts for the largest portion. Ongoing clinic operations will be maintained throughout the entire construction period.

Flexible use is required

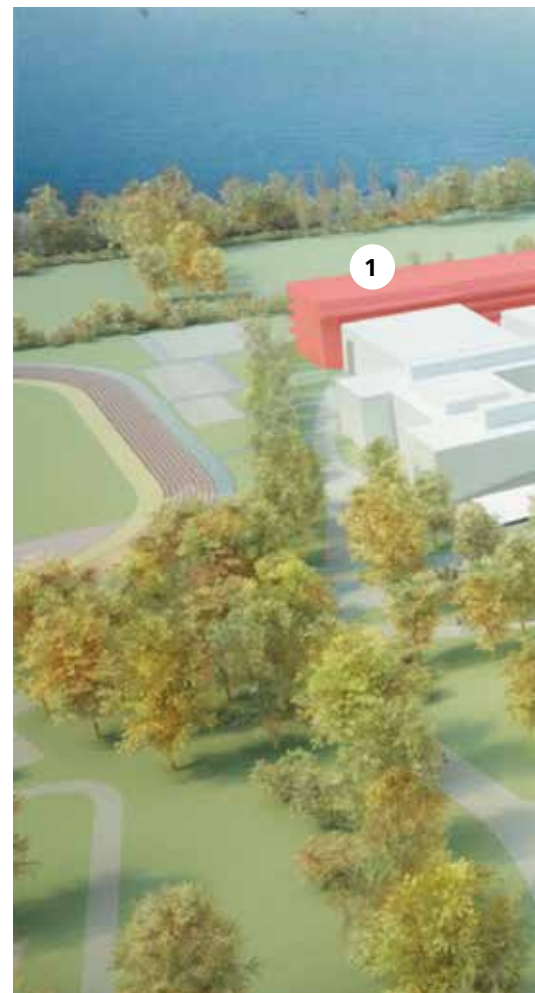
The architectural implementation of the construction measures at the Swiss Paraplegic Centre (SPC) is based on an «all-encompassing» planning principle. Platforms offer patients, visitors and employees places to meet and to retreat to. Furthermore, they can be used for inter-disciplinary cooperation or for working independently. To enable optimum use of the existing space, the flexible use of rooms is also prioritised. There are plans to increase the SPC's bed capacity from the current figure of 142 to 174 in 2019 and, if necessary, to be able to offer 192 beds thereafter. The building project will be started on 1 October 2015. The groundbreaking ceremony to mark the expansion of the clinic will take place on the same date.

New helipad platform built on the roof of the SPC

The work on the new helicopter landing pad took place ahead of the project in autumn 2014. This pad, which was once at ground level, has been relocated to the roof of the clinic. The new helipad is one of the preconditions for enabling landing procedures to be controlled via GPS in poor visibility in future. The «New power facilities and seawater usage» project, which has been underway for several years, was also completed. A new heat pump supplies the entire building complex, and covers the bulk of the SPC's heating requirements. The heating energy obtained from the lake corresponds to a daily saving of around 2000 kilograms of domestic fuel oil, or a reduction in emissions of approx. 6000 kilograms of CO₂.

New traffic and parking regulations

The planned expansion of the clinic not only means more patients, but also more visitors and personnel. The existing provision of 832 parking spaces is already frequently inadequate. With 235 parking spaces in the new underground car park, the availability of parking will be increased by about 25%. Consequently, the parking spaces above ground will be reduced to a minimum. The new indoor car park will be situated below ground between the Seminarhotel Sempachersee (SHS) and the Guido A. Zäch Institute (GZI), so as not to burden the site with the increased traffic. The excavation work is planned for the coming winter. A parking guidance system will direct visitors from the site entrance to existing free spaces.



The new-build (1) connects directly to the existing clinic building. The walkway (2) connects the Guido A. Zäch Institute to the Seminarhotel Sempachersee. The additional underground car park (3) will be built underneath.



Hemmi Fayet Architekten AG

SHS and GZI will be connected by a walkway

The new connection enables conference visitors and hotel guests to make the short journey between the SHS and the GZI along a dry route. It also makes it easier for wheelchair users to cope with the existing difference in level between the two buildings. In addition, the connection will serve to simplify operational procedures at the SHS.

Fit for future challenges

The expanded and upgraded clinic is expected to be ready to move into in early 2019. The increased capacity will enable services to be delivered with greater efficiency. This means, in turn, that fewer donations will be required for uncovered nursing costs per care day. Consequently, the construction project will leave the SPS fit to face the challenges that lie ahead, according to the motto: «2019 – continuing our success story».

More information: www.paraplegie.ch/bauprojekt

Medicine



Milestones are set

The Swiss Paraplegic Centre (SPC) Nottwil pursued its vision further and focused its activities on clear targets.

The specialist clinic for people with spinal cord injuries has thereby armed itself for the increasing demand for its specialised services.

The complexity of the patient cases at the Swiss Paraplegic Centre (SPC) increased in 2014. The percentage of tetraplegics, with a high level of paralysis and requiring intensive nursing, in the first rehabilitation stage increased by 12 % to 65 % (from 164 initial rehabilitation cases). The primary cause of the spinal paralysis was diseases (53.9%), cases due to accident fell by 11.5 %. Traffic and sports accidents and falls played a significant role, each accounting for 31 %. There was a rise in the treatment of secondary diseases affecting para and tetraplegics (+5.9%). 50,432 care days were clocked up for 1027 patients (+94) discharged from the clinic after initial rehabilitation or follow-up treatment in 2014. This number of care days was virtually unchanged (-53). Consistently high bed occupancy of almost 97 % showed that the right approach has been taken in everything from the development of the site to the construction work to renew and expand the premises. A milestone was reached in June with the approval of the SPC's business plan by the Board of Directors, on the basis of which the Board of Trustees endorsed the requisite funds for the planning phase of the building project.

Specialist skills further expanded

The SPC has paid particular attention to the further development of two centres of excellence: the «Swiss Spine and Spinal Cord Centre» for patients with and without spinal paralysis, as well as the «Swiss Weaning Centre» for weaning patients who have received respiratory assistance off the respirator.

Important medical patient requirements have been met with new services. For example, haemodialysis and haemofiltration for kidney patients and a gynaecological consultation focusing on preventative examinations have been added to the SPC's package of services. The strategically important Patient Management Cockpit (PMC) has also been deployed on all wards since 2014. The software will enable the inter-disciplinary teams to access an up-to-date, detailed overview of all the medical services to be provided for each patient at any time. In future, the PMC will play a decisive role in the control of the complex rehabilitation process.

Performance data – Medicine area of services

	2014	2013
SPC Beds	142.7	140
SPC Bed occupancy	96.8%	98.8%
SPC Completed hospitalisations	1 027	933
SPC Care days	50 432	50 485
Thereof care days for patients with respiratory support	9 423	9 657
ParaHelp New patients supported	288	293
ParaHelp Hours spent on care	9 294	7 966
SIRMED Courses run	574	498
SIRMED Persons attending courses	5 981	5 688

Quality continuously confirmed

For the purposes of coordinating the development of a fairer medical tariff structure for the treatment of spinal paralysis, the four paraplegic centres Balgrist Zurich, RehaB Basel, CRR Sion and SPC Nottwil conducted a comprehensive data collection in the first half of the year and performed initial evaluations for the preparation of a «paraplegia tariff model». 2015 will show what level of tariff policy acceptance this patient classification system meets. Other major commitments have already been rewarded. The hospital association has awarded the SPC the REKOLE® quality mark. The REKOLE® (audit of cost accounting and service recording) ensures a high reliability of cost data and resulting performance comparisons between hospitals. The SPC uses the certificate to demonstrate transparency in its own operational accounting practices and to strengthen its bargaining position with its social partners. In addition, the clinic passed its audit for renewal of its ISO 9001:2008 certificate with flying colours. The new quiet room at the SPC, opened in March, has been highly acclaimed. As a multi-faith prayer room, it is at the disposal of people of all five world religions seeking a place of prayer or quiet.

SPC highly regarded as an employer

The continuous delivery of quality performance is only possible through skilled and highly motivated personnel. A survey has shown that 77% of all SPC employees are satisfied or very satisfied with their employer. However, recruiting new employees remains difficult. The Human Resources Team is challenged every day by the market which is thinning in parts. Therefore, the strategy of training personnel internally has been stepped up. For example, the SPC is a training centre for the further training of doctors in Physical Medicine and Rehabilitation, Internal Medicine, Neurology, Psychosomatics, Anaesthesiology, Intensive Care Medicine, Orthopaedics and Neuro-Urology. Together with training available in nursing and therapeutic professions, this makes a significant contribution towards ensuring the future availability of the skilled personnel needed.

Specialists from ParaWork are concerned with the reintegration of people with spinal cord injuries back into the work place. During the year under review, they developed new services such as job coaching and work training and managed to further expand their network to include important partners, such as invalidity insurance or SUVA. Thanks to the involvement of ParaWork, around half of SPC patients now return to their previous place of work.

Comparison of care days (by patients' home cantons)

Central Switzerland
Cantons of Lucerne, Nidwalden, Obwalden, Schwyz, Uri, Zug

Midlands
Cantons of Aargau, Bern, Solothurn, Basel-Land, Basel-Stadt, Zurich

Western Switzerland
Cantons of Fribourg, Geneva, Jura, Neuchâtel, Vaud, Valais

Eastern Switzerland
Cantons of Appenzell Ausserrhoden and Innerrhoden, Glarus, Graubünden, Schaffhausen, St. Gallen, Thurgau

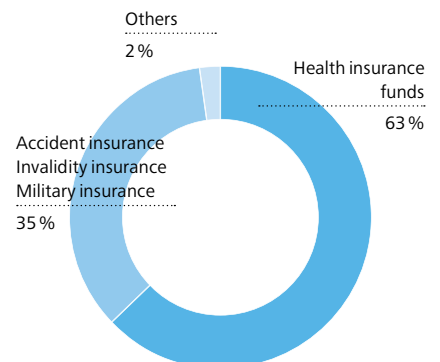
Ticino

Abroad

Total

Care days in 2014 by guarantor (cost centre)

Health insurance funds	31 921
Accident insurance, Invalidity insurance, Military insurance	17 527
Others	984



Pioneering work acknowledged worldwide

The area of «Intensive Care Medicine, Pain Medicine, Surgical Medicine», merged in 2013, focused fully on continuing its development in the year under review. For instance, the teams consolidated their inter-disciplinary work, integrated new treatments and therapies into the primary medical unit and worked together to develop structural and building plans. Much time was given over to planning the construction of the wing which would house the Intensive Care Unit and operating theatres, the new core element of the section. Designed as an inter-disciplinary process-controlled platform, the wing will become an example for high-quality, modern medicine.

Further developments in intensive and pain medicine

The Intensive Care Unit has further improved its existing high standard in paperless performance and medication recording and thus made an important contribution towards the SPC-wide REKOLE® certification; this in addition to a patient data management system, which records and processes electronic data on a patient's vital functions and places this promptly at the disposal of the medical personnel in the treatment process, make it a veritable showcase unit.

The Swiss Weaning Centre has also developed into a centre of excellence which is in demand nationwide. Thanks to comprehensive services from the acute phase through to rehabilitation, there has been a marked rise in referrals of patients who are difficult to wean off respiratory equipment. The Centre for Pain Medicine has introduced a highly promising technique in the form of the epiduroscopy. The percutaneous, minimally invasive endoscopy process is used for the diagnosis and treatment of pain syndromes in the vicinity of the spinal cord.

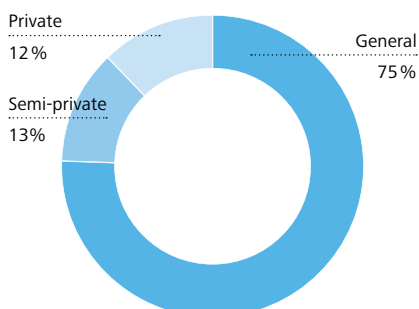
Strong on spinal column and tetrahand surgery

The Swiss Spine and Spinal Cord Centre in Nottwil, operated in association with the Lucerne Cantonal Hospital, offers the entire spectrum of spinal column surgery: from simple vertebral canal narrowing to highly complex reconstructions of the complete spinal column. The patients are both people with spinal cord injuries and able-bodied people. In the year under review, the SPC specifically opened a ward for patients not affected by spinal cord injuries. Tetrahand surgery, in turn, promises tetraplegics whose mobility is seriously impaired an improved quality of life with better hand and arm functions. The latest development in these complex operations is the technique of nerve transfer as an alternative or addition to tendon transfer. Once again, pioneering work is being performed at the SPC attracting attention from around the world.

2014	2013
7 830	9 690
23 223	21 859
9 163	8 519
5 127	5 334
1 446	1 697
3 643	3 386
50 432	50 485

Care days in 2014 by insurance class

General	38 025
Semi-private	6 265
Private	6 142



Support for research and education

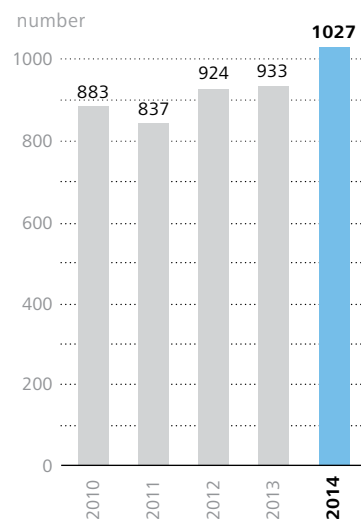
The Swiss Paraplegic Centre (SPC) makes a contribution towards the understanding of spinal paralysis through a wide range of scientific activities. In addition to publications, presentations and involvement in conferences, the SPC's researchers take part in a number of clinical research projects in association with doctors, specialist nursing staff and therapists. Thanks to the close proximity to the patient, they particularly benefit from new findings in patient-led research at the SPC during rehabilitation.



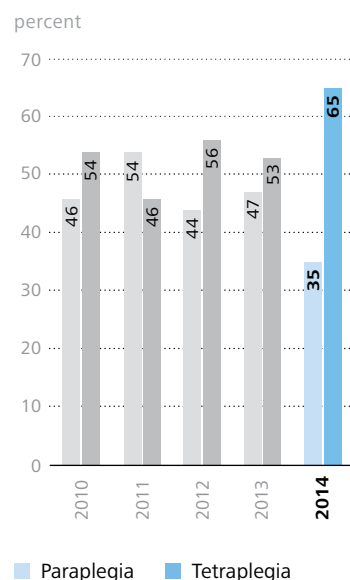
Outstanding clinical research

Since the SPC opened its doors 25 years ago, innovation and research have been pivotal to everything the specialist clinic does. This made the «Good Clinical Practice» audit which was passed in August all the more satisfying and was an affirmation of the work of the Clinical Trial Unit (CTU). This embodies internationally recognised

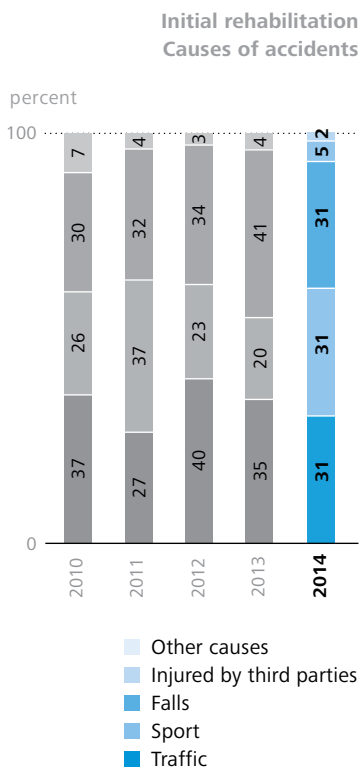
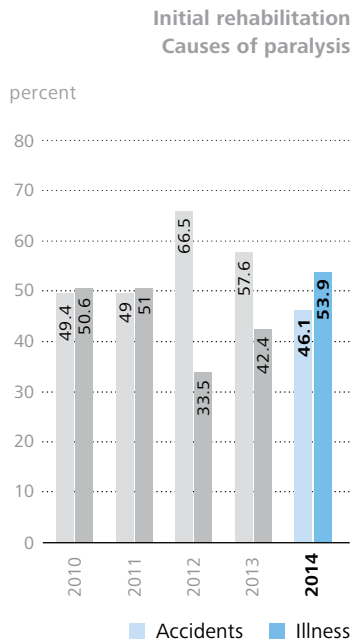
Completed hospitalisations



Initial rehabilitation ratio para-/tetraplegia



■ Paraplegia ■ Tetraplegia



clinical trials, conducted on the basis of ethical and scientific factors, and provided the basis for its next exceptional recognition: In December, it became the first non-university to become an associate member of the Swiss Clinical Trial Organisation (SCTO), the central cooperation platform for patient-led clinical trials in Switzerland. The CTU in Nottwil thus moved into the sphere of university research centres. A concept for the creation of a CTU in central Switzerland, in association with Lucerne Cantonal Hospital and the University of Lucerne, exists and could be implemented in 2015. The investment in a robot-controlled walking apparatus (exoskeleton) at the SPC resulted in involvement in an important international research project. Research is now carried out into the wide range of effects of maintaining movement for people with spinal cord injuries.

Communication considered from a scientific perspective

To remain true to its promise of being «patient-centred», the special clinic repeatedly reflects upon its activities from a variety of angles. In addition to medical services and processes, an inter-disciplinary working group closely monitored communication during everyday medical activities over the summer. In order to identify the prevailing situation, a survey was conducted in September among inpatients, doctors and nursing staff. Building upon that, specific communication training will be given to clinic personnel from summer 2015 onwards, under the expert guidance of the University of Basel. Even greater emphasis was also placed on the structured involvement of relatives in the rehabilitation process through newly developed, conceptual principles.

Demand for specialist expertise in Nottwil

The SPC’s programme of further training under the name Paracademy® offers training in, among other things, the highly specialised field of spinal cord injuries and is aimed at specialist personnel, as well as patients and their family members or carers. The Nottwil Skintact Wound Forum and the care symposium for specialist personnel from health and social institutions proved to be significant, attracting over 400 participants. In the area of basic vocational training, the SPC entered into cooperation with the College of Health of the Canton of Lucerne, as well as with the Giubiasco Vocational College. Thanks to the latter, knowledge about spinal cord injuries is also shared in the Italian-speaking region of Switzerland.

Some duties of Senior House Officers delegated

As a result of the increasing difficulty in recruiting Senior House Officers, certain non-medical activities previously performed by these doctors have been reassigned to other groups of professionals. The so-called «medical clerks», who perform administrative duties, have proven to be particularly useful. These measures make the job of being a Senior House Officer at the SPC more attractive.

Closer to patients in Western Switzerland

Downstream of the acute and rehabilitation phase, specific outpatient services for people with spinal cord injuries are very important. The Outpatient Unit of the Swiss Paraplegic Centre (SPC) is capable of offering life-long care with an extensive range of medical and paramedical disciplines under one roof.

Outpatient Wound Unit ready for certification

A core competence of the outpatient unit is the care for and prevention of wounds and pressure sores. This treatment has been perfected through specific training, and certification as an outpatient wound unit will soon be awarded. In the context of the decentralised delivery of services, the expansion of the available provision in the Plein Soleil Spinal Cord Medicine Outpatient Unit in Lausanne (VD) was important, most notably from the perspective of patients. A neuro-urological consultation and diagnosis service was introduced there during the middle of the year. The external SPC Outpatient Unit, which only opened in July 2012, has proved to be very popular among people with spinal cord injuries in Switzerland's French-speaking community.

Better understanding of changes to nerve fibres

There have also been changes to the Neuro-Urology Unit at the SPC Nottwil. Following a conversion, while maintaining ongoing operations, new premises and enhanced equipment went into operation in 2015. The Neuro-Urology and Radiology teams managed to celebrate a joint success. Using special MRI technology, they succeeded in mapping the course of the nerve fibres in the lower urinary tract, as well as the nerve tissue connections from the sacral spinal cord to the bladder. In recognition of this, they were awarded the prize for the best basic scientific presentation at the 2014 annual conference of the International Continence Society (ICS) in Rio de Janeiro.

Highest award secured for Sports Medicine Nottwil

Sports Medicine Nottwil has achieved a re-certification. It will be permitted to bear the coveted «Swiss Olympic Medical Centre» label for a further four years. 38 medals at major international events are testament to successful medical support for elite wheelchair athletes. Sports Medicine Nottwil has integrated a new service into its everyday clinical programme, namely the highly complex 3-D gait analysis which was developed in 2013.



Increased enrolment



The «Swiss Institute of Emergency Medicine» (SIRMED) has been able to grow thanks to a relocation, increasing demand and additional packages of services. A representative survey showed that it is on the right track.

2014 was a year of upheaval for ParaHelp. The company changed its legal form and adapted its organisational structure, partly to give due regard to its increase in duties.

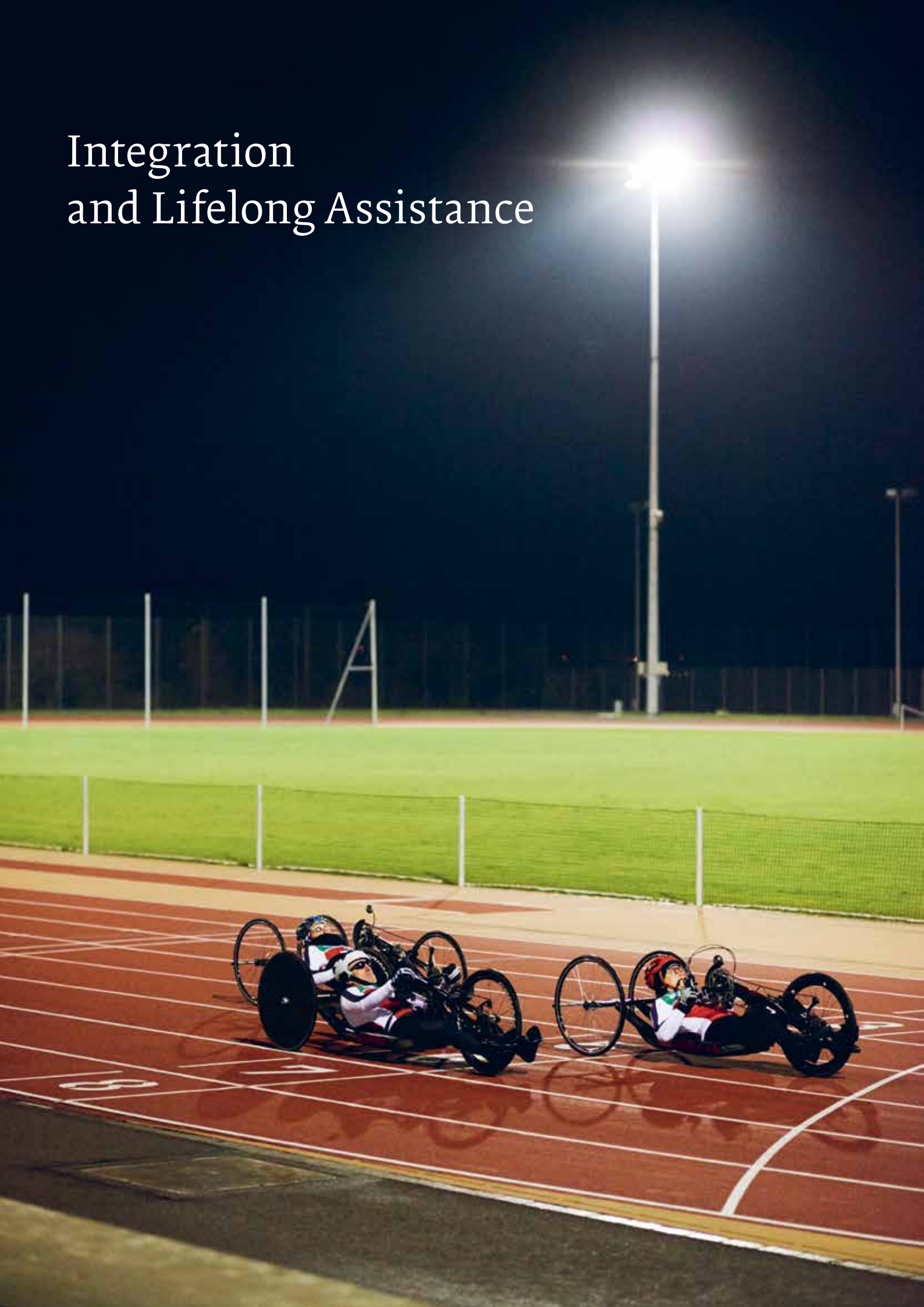
SIRMED off to an ideal start

At the start of the year, SIRMED moved to new premises on the Nottwil site, where it has access to twice the useful space and a modern infrastructure. This attractive starting situation, the rising numbers of students in vocational training as well as additional programmes of workshops brought about a 9% growth in orders. Overall, SIRMED ran 574 workshops attended by 5981 participants from Switzerland, Germany, Austria and Liechtenstein, as well as from the Netherlands, Norway and Luxembourg. In April, the Department of Education of the Canton of Lucerne conducted a survey to find out about satisfaction with and the quality of higher vocational training from the perspective of students. SIRMED came top in a comparison of 19 colleges of higher education.

New corporate form for ParaHelp

Following the Swiss Paraplegic Foundation's decision to convert the ParaHelp Association into a public limited company, ParaHelp resumed its activities in July with new directors and a business manager. Two group managers were added to the management committee in October with responsibility for the regions of German/Italian-speaking Switzerland and Western Switzerland. The core competence of ParaHelp is to provide specific advice for people with spinal cord injuries outside the hospital. In order to assess their individual circumstances correctly, it is important to visit the patients at home. ParaHelp clients have received support in the form of over 1000 home visits altogether. The team of 15 employees increasingly supports patients in complex nursing situations. This is reflected by the annual consultation workload per patient which has risen from 4.5 to 5.2 hours. Patients most commonly sought advice on skin problems, in particular in the case of pressure sores, or support on a wide range of bowel management issues. There has been a further rise in registrations of new ParaHelp clients by paraplegic centres and Spitex organisations throughout Switzerland.

Integration and Lifelong Assistance



Support in all circumstances

The Swiss Paraplegics Association (SPA) continuously adapted its services to reflect the needs of people with spinal cord injuries. There was strong demand for sports and travel packages, as well as for legal and building advice. In 2014, it placed particular emphasis on networking, cooperation and representation of interests.

The Swiss Paraplegics Association (SPA) assists people with spinal cord injuries throughout their lives with a comprehensive package of services delivered by a number of its departments, namely «Wheelchair Sport Switzerland», «Institute for Legal Advice», «Culture and Leisure», «Centre for Obstacle-free Building» and «Life Coaching». It is a first point of contact for pressing issues, as well as an important partner for developing long-term solutions.

Professional support for the development of new talent

The sporting highlight of 2014 was the Paralympics in Sochi, crowned by Christoph Kunz's gold medal. The team battled to four medals at the Para-Cycling World Championships and even scooped a sensational haul of 15 medals at the European Athletics Championships. Six medals were won at the European Badminton Championships and two at the European Water Skiing Championships. Wheelchair Sport Switzerland (WSS) offers specific packages not only designed to develop careers in sport, but also to motivate as many people with spinal cord injuries as possible to involve themselves in healthy exercise: WSS has launched two new opportunities with its «move on» training camp, which is aimed at recreational athletes and new emerging talent, as well as its «fit with 50 plus» course. In addition, the mono-ski courses, the «fun for wheelies» for teenagers as well as the «Kids Camp» for children were well attended as usual. WSS created a new, specially designed training module aimed at Jugend+Sport instructors to promote the inclusion of young people with disabilities in their courses or camps.

Performance data – Integration and Lifelong Assistance area of services

	2014	2013
SPA Wheelchair clubs	27	27
SPA Members of all Wheelchair clubs	10 700	10 700
SPA Events (without Wheelchair club events)	362	348
SPA Medals won at Paralympics, World and European Championships	38	30
SPA Individual building consultations	295	286
SPA Consultations (total)¹⁾	27 200	29 000
of which sport consultations ¹⁾	5 100	6 800
of which travel consultations ¹⁾	1 500	1 100
of which building consultations and information ¹⁾	800	800
of which long-term consultations in social and legal matters ¹⁾	2 100	1 600
of which short-term consultations in social and legal matters ¹⁾	17 700	18 700
Orthotec Adapted vehicles	221	224
Orthotec Sold adapted wheelchairs (mechanic/electric)	593	555
Orthotec Packs of incontinence items	13 465	13 073

¹⁾ 2014 provisional data

More specialist legal advice

As SPA members with spinal cord injuries require more specialist legal support, the Institute for Legal Advice has expanded its cooperation with all the paraplegic centres. Since 2014, the solicitors have also offered their services in the Balgrist Paraplegic Centre. The changing status of women with spinal cord injuries led to an increasing number of legal disputes after having children; their degree of invalidity has been assessed in such a way that their disability insurance benefits are generally lower, despite the increased family demands. This is something that the SPA is seeking to fight legally and by influencing policy-making.

Inspiring leisure activities

During the year under review, the «Culture and Leisure» department ran 16 trips for groups totalling 130 wheelchair users and 150 volunteer helpers. The 11 «Tetra Respite Weeks», which are aimed at people with tetraplegia, i.e. people with a high level of paralysis, were largely booked out. A satisfaction rating of 90% showed the great value of the meticulous preparation for the group trips and the training for the lay carers. Further cultural and social events, such as beer-brewing and photography courses or the annual Christmas market, attracted over 1000 participants. The awareness courses resonated particularly well with companies and clubs: Some 1500 people attended over 60 courses to find out about the issues surrounding people with spinal cord injuries.

Continuing to live at home

There is demand for adapted housing for people with disabilities and for older people. Developers, architects and planners are turning to the Centre for Obstacle-free Building (OFB) for advice on their conversion and new-build projects. Nevertheless, the main activity of the OFB is to provide individual building advice to people with spinal cord injuries on moving home, or on building or converting homes. 112 projects were carried out in which the OFB was responsible for the planning and for some aspects of the project management. In addition, the architects assessed 22 applications made to the the Swiss Paraplegic Foundation to have the costs of building measures paid where some or all of the costs were not covered by insurance companies.

Further emphasis on networking

A representative of the SPA was appointed to the board of Integration Handicap (IH), the Swiss Working Group for the integration of people with disabilities. The SPA undertook further networking with a view towards joint lobbying efforts with the Swiss Working Group on Rehabilitation (SAR). In the area of «Applied knowledge transfer», the cooperation with the University of Lucerne has been stepped up, and the SPA has entered into cooperation with the Scuola universitaria professionale della Svizzera italiana (SUPSI) and with the Zurich University of Applied Sciences in Winterthur: Since 2014, the SPA has offered three Master's degree students an internship aimed at analysing the problems encountered by people with spinal cord injuries and using their findings to positively influence the quality of life of the people affected.



Forging closer links with customers



Orthotec managed to achieve significant gains in its overall turnover in 2014. The «Incontinence Items» and «Wheelchair Mechanics» segments particularly contributed towards the good business performance.

Success in a challenging climate

Sales in «Incontinence Items» continued to rise, as in previous years. The smooth delivery service has been maintained thanks to the close cooperation with the Swiss Paraplegic Centre and its distribution centre in Nottwil. At the same time, innovative products have been added to the extensive range available. The excellent results may not mask the fact that the catheter trade, in particular, is a market which is hard fought over by a handful of key suppliers and requires constant attention.

New branches for Wheelchair Mechanics and Vehicle Adaptation

Orthotec is very confident about the prospects of the Wheelchair Mechanics branch in Kilchberg (ZH), which went into operation in February 2014. Given the fact that the Zurich region is so densely populated and the customer relations cover extensive parts of eastern Switzerland, it is anticipated that the new operating premises will steadily be working to capacity. While the planning and conversion of the workshop acquired from the estate of a firm that went into bankruptcy placed a significant burden on the entire department at times during the year under review, an exemplary branch was up and running within a matter of a few months. Extra staff were recruited for the workshop, sales and administration. They were trained in Nottwil and underwent preparation for their deployment in Kilchberg. Two openings were celebrated during the year under review: In May, the Vehicle Adaptation workshop in Nottwil reached the end of a construction phase which had lasted for a number of months. Based on the expanded capacities, workflows in the workshop and in the store have also been improved. The new Vehicle Adaptation branch in Cugy near Lausanne (VD) has proved very popular with customers in western Switzerland since opening in May.

Additional expertise

The orthotic devices for gonarthrosis (orthotic devices for knees with verifiable benefits in terms of pain relief and improved mobility), which are being marketed in close cooperation with regional doctors, attracted a lot of interest from customers. By appointing a master orthopaedic shoemaker, the manufacture of shoe inserts and shoe modifications has been concentrated on a specialist. Thanks to the new expertise, Orthotec has been added to the list of suppliers of the Central Service for Medical Tariffs (tariff for manufacturers of orthopaedic footwear SSOMV-UV/MV/IV), which governs settlement for technical orthopaedic shoe services.

Research



Networked globally

Swiss Paraplegic Research (SPR) has underpinned its pioneering role in comprehensive rehabilitation research. As one of the few institutions in the world to maintain all the relevant disciplines, it took important new steps in 2014. It was also able to step up its fundraising.

Swiss Paraplegic Research (SPR) creates undisputed competency from the holistic approach of its work, among other things. It conducts research into physical, mental, social and legal matters and the interplay among these factors in the emergence of a disability and in overcoming it. Applied to the patients and to society, that means: sustainable improvement in functional capability, greater social integration, equal opportunities, preservation of health, self-determination and quality of life. In order to achieve these targets, it is essential to combine various research methods, as well as to liaise closely with universities, clinics and professional associations at home and abroad. Viewed optimistically overall, the leading position of SPR has long since also been recognised by funding support institutions at home and abroad. More funds and research projects were approved by the European Union and by the Swiss National Fund in 2014. Federal government and the Canton of Lucerne also continue to support SPR as a non-university research institution.

Progressing with implementation worldwide

With control of a worldwide network, SPR has one of the most important preconditions in place for applying the latest findings on the optimum provision of care for and integration of people with spinal cord injuries on a wide-scale basis. A major step was taken in that direction with the publication of the report on «International Perspectives on Spinal Cord Injury», which SPR co-authored with the World Health Organisation (WHO) and the International Spinal Cord Society (ISCoS). In 2014, work was started on the translation of the study into another three languages, and further measures were taken to implement the recommendations made in the study.

Standardising measurements and language

During the year under review, much work went into preparations for the development of standardised measuring criteria in rehabilitation research. The International Classification of Functioning, Disability and Health (ICF) of the WHO has existed for a long time. However, as far as the analysis of results and conclusions is concerned, there remains an absence of uniform scientific standards for data collection and a language that all those involved can understand.

Performance data – Research area of services

	2014	2013
Projects supported by the EU and by national funds (ongoing/completed)	9	6
Publications	96	77
Dissertations (ongoing/completed)	22	23
Master's theses (ongoing/completed)	28	6
Conference papers	78	82

Base information with a long life

The continuation of the long-term «Swiss Spinal Cord Injury Cohort Study» (SwiSCI), which has been running since 2010, was a national priority. It is based on a retrospective and forward-looking data collection from the four Swiss paraplegic centres, as well as on a nationwide population-based survey which is repeated every five years. Recording the individual care situation for people with spinal cord injuries throughout their lives, problem areas, risk factors and needs, allows shortcomings in the supply and possible means of intervention to be systematically identified. Specific possibilities for improvement can be ascertained at all levels from the results, ranging from clinical performance to reintegration into the workplace and to provision of care at home. It was pleasing to see that the SwiSCI was implemented consistently in 2014, including in the inpatient area of all special clinics for para and tetraplegics, and that all the relevant interest groups were actively involved. In this regard, attention was focused on the possibility of evaluating new treatment approaches in terms of their effectiveness, reliability and cost-efficiency from the patients' perspective during rehabilitation or the discovery of diseases associated with the spinal cord injury occurring suddenly.

Development of attractive teaching programmes

In cooperation with the Department of Health Sciences and Health Policy at the University of Lucerne, SPR also performs an important task in academic initial and further training. A first milestone was the successful introduction of the Master's Degree in Health Sciences, which attracted a great deal of interest. The places on the course were filled quickly. In addition to the structured doctoral programme, a «Young Investigator» programme was added in autumn 2014 which is geared towards the specific further development of post-doctoral candidates. Knowledge transfer, health communication and management are three themes to which SPR was also committed in different ways in 2014. Under the motto «GRIP» (Get Research into Practice), a joint initiative was launched with the Swiss Paraplegics Association to ensure the prompt disclosure and use of research results and findings. The «Paraforum» website serves the same purpose in principle. It is primarily used by wheelchair users and their relatives to share information and experiences. The establishment of an international community of users got off to a good start in the first operating year and will be encouraged through the ongoing further development of the services on offer.

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 a support payment of up to CHF 200,000 if you suffer a spinal cord injury as a result of an accident with permanent dependence on a wheelchair. This payment is made irrespective of any insurance reimbursement that you may receive, and this applies worldwide, wherever the accident occurs or treatment is administered.

Become a member now

Benefactors' Association of the Swiss Paraplegic Foundation
Guido A. Zäch Strasse 6, CH-6207 Nottwil
Phone +41 41 939 62 62, sps@paraplegie.ch
www.paraplegie.ch



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

Group



Accounts remain stable

Thanks to the pleasing levels of financial revenue, the Swiss Paraplegic Group (SPG) was able to compensate for its additional costs. The increasing impact of the squeeze on costs was apparent in 2014. The likely cost deficit which is due to the system will be countered in the coming years with new strategies.

It is of paramount importance to the Swiss Paraplegic Foundation (SPF) to attain its objective of improving the quality of the lives of people with spinal cord injuries. It will be able to achieve this sustainably if it can preserve the financial stability of the delivery of infrastructure-intensive services from year to year. The 2014 Annual Financial Statement for the Swiss Paraplegic Group (SPG) demonstrates that this stability has been maintained, despite the challenging operating conditions. The Swiss Paraplegic Centre (SPC) and Orthotec delivered substantially more market services. For example, the revenue of the SPC grew due to significantly greater demand in the area of spinal surgery (+CHF 2.3 million), as well as higher average revenue in complex rehabilitation cases (+CHF 0.9 million). Orthotec, in turn, achieved significantly greater turnover (+CHF 1.9 million), due not least of all to the start-up of a branch for vehicle adaptation in Cugy (VD) and of a branch for wheelchair mechanics in Kilchberg (ZH) in 2014. This increased the operational performance of the SPG by 2.4% to CHF 225.9 million. There was a disproportionately high rise in operational expenditure, in particular in the clinic. Thanks to pleasing levels of financial revenue, however, the increased costs could be compensated for, and the group posted an ordinary result of CHF 1.8 million, which was up on the previous year. Owing to the loss of positive special items (extraordinary revenue from the reversal of accrued liabilities), the annual result for 2014 was CHF 9.9 million, CHF 2.8 million below the previous year's performance.

Financial performance data of Swiss Paraplegic Group

Figures in CHF millions	2014	2013 ¹⁾
Operating revenue	225.9	220.5
Change in %	2.4	1.0
Ordinary result	10.2	8.4
in % of the operating revenue	4.5	3.8
Annual result prior allocations/appropriation	9.9	12.7
in % of the operating revenue	4.4	5.8
Balance sheet total	463.3	448.0
Organisation capital	301.3	292.8
in % of the balance sheet total	65.0	65.4

¹⁾ Figures have been adjusted to take into account the new accounting legislation and the new Swiss GAAP FER 21 regulation.

Operating statement of Swiss Paraplegic Group

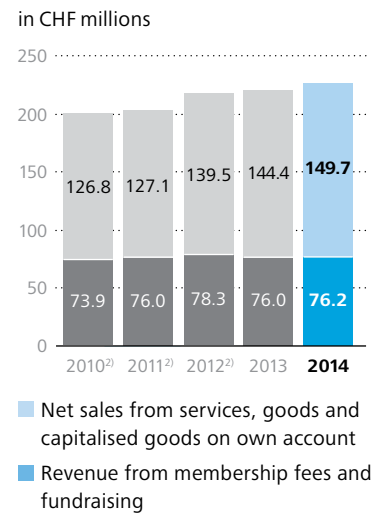
Figures in CHF millions	2014	2013 ¹⁾
Revenue from membership fees and fundraising	76.2	76.0
Net sales from goods and services	151.9	144.7
Change inventory and capitalised goods on own account	- 2.2	- 0.2
Operating revenue	225.9	220.5
Direct aid, benefactor benefits, reach contributions	- 21.3	- 22.9
Personnel expenses	- 118.8	- 114.7
Operating expenses	- 56.1	- 53.2
Depreciation and amortisation	- 25.3	- 24.0
Operating expenses	- 221.4	- 214.8
Operating result	4.4	5.6
Financial result	5.8	2.8
Ordinary result	10.2	8.4
Profit from real estate held for investment and extraordinary result	- 0.2	4.2
Change in fund capital and tax result	- 0.1	0.1
Annual result before allocations/appropriation	9.9	12.7
Allocations/appropriations of organisation capital	- 9.9	- 12.7
Balance	0	0

¹⁾ Figures have been adjusted to take into account the new accounting legislation and the new Swiss GAAP FER 21 regulation.

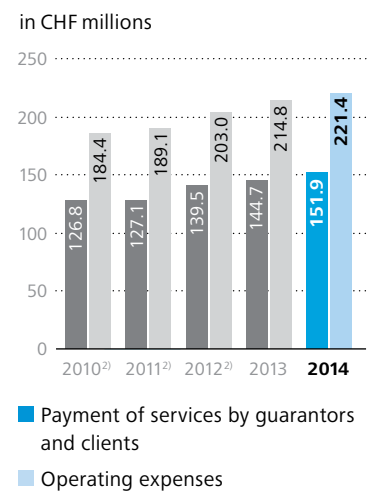
Growth in performance with resulting costs

The SPG's operational expenditure increased by 3.1% (+CHF 6.7 million), despite the loss of one-off additional expenditure in the previous year totalling CHF 2.9 million in benefactor support due to the reorganisation of the system for the initial recording of claims for benefits. The reasons can be found in the following items in particular: Compared to the previous year, staffing costs grew by 3.6% (+CHF 4.1 million) due to position and wage pressure, and operating expenditure rose by 5.5% (+CHF 2.9 million) due to turnover. As a result of the support of Balgrist Campus AG, a new musculo-skeletal research and development centre on the site of the Balgrist University Clinic, the research contributions turned out CHF 2 million higher than in the previous year. Due to the additional operating properties in Nottwil, which are now used in full for operational purposes following a reclassification of investment properties, depreciation rose by CHF 1.3 million compared to the previous year.

Evolution of SPG total income 2010–2014

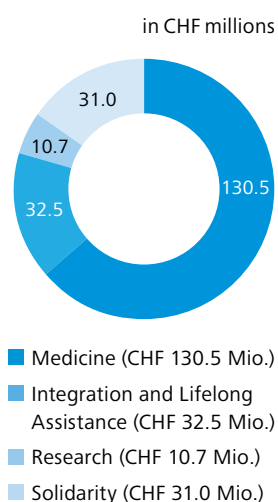


Payment of services by guarantors and clients of the SPG

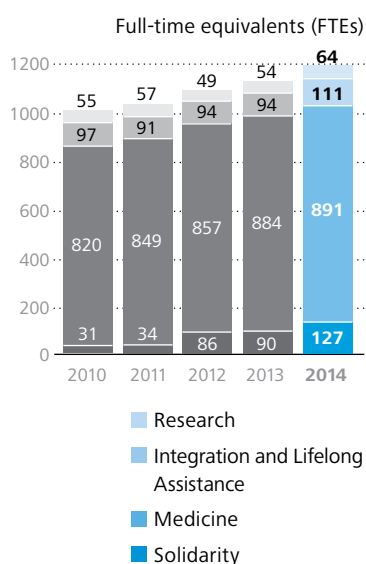


²⁾ Figures have not been adjusted to take into account the new accounting legislation and the new Swiss GAAP FER 21 regulation.

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



Evolution of the SPG personnel per area of services 2010–2014



Consolidated balance sheet of Swiss Paraplegic Group

Figures in CHF millions	2014	2013 ¹⁾
Cash	22.0	36.1
Receivables	20.0	19.8
Other current assets	9.9	13.9
Tangible fixed assets and real estate held for investment	27.7	37.3
Financial assets and intangible assets	233.9	234.9
Assets	149.8	106.0
Total assets	463.3	448.0
Current liabilities and equity	80.7	80.0
Non-current liabilities	41.6	37.6
Fund capital from external funds	5.2	4.5
Association capital and tied capital of partner organisations	34.5	33.1
Organisation capital and tied capital	301.3	292.8
Liabilities and equity	463.3	448.0

¹⁾ Figures have been adjusted to take into account the new accounting legislation and the new Swiss GAAP FER 21 regulation.

Seeking high equity finance in the construction project

The planned renovation and expansion of the clinic will not only ensure the provision of adequate rehabilitation sites and state-of-the-art medical technology, it will also enable the centre to tackle the general pressure on costs by optimising operational procedures and the general pressure on margins by expanding volumes. The investment costs for the construction projects presented on pages 8 and 9 are CHF 150.3 million. Roughly, half of this went into the renovation of the existing building structures, and the other half into the new-build. The SPF will provide around 28% of the capital required for the planned construction project through funds which it has already accumulated (CHF 43 million). For this purpose, funds donated were placed in a new earmarked investment fund, «Nottwil Campus Construction Project», in the previous year, and this was boosted in 2014 by the allocation of the operational cash flow. About 60% of the investments will be financed by five commercial banks. The principles for the finance of the construction project were agreed with them in 2014. The remaining 12% will be sourced through donations and through future operational cash flow. Consequently, 40% of the total amount will be made up of equity finance. The SPF was particularly delighted to be able to establish the necessary conditions for ensuring the funding of the construction project in 2014, in parallel to planning the construction work.

A unique network of services

The Swiss Paraplegic Group (SPG) includes one foundation, two partner organisations and six 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 comprehensive rehabilitation of people with spinal cord injury.

■ 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 cord injury. A support payment of up to CHF 200,000.00 is made to members of the Benefactors' Association who suffer spinal cord injury as a result of an accident with permanent dependence on a wheelchair.

■ Research

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

Unique network of services

■ 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 the Swiss Institute of Emergency Medicine Sirmed.

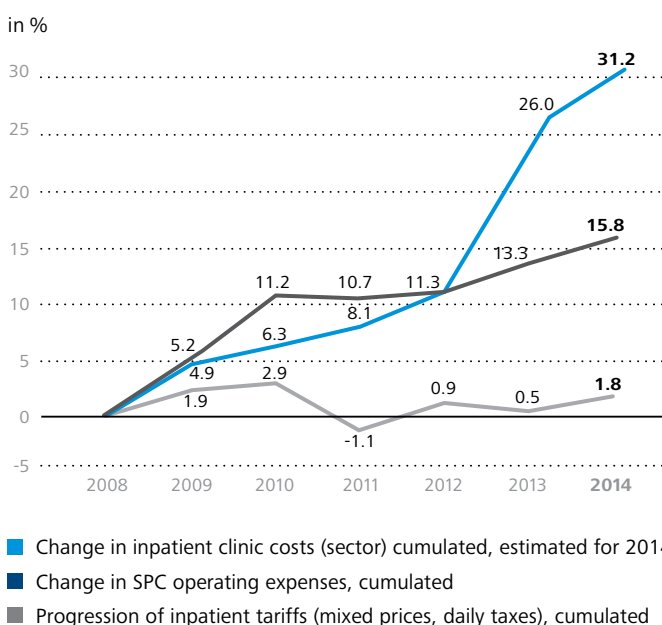
■ Integration and Lifelong Assistance

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.

Squeeze on costs with impact

The average operational expenditure for the special clinic rose by a total of 15.8 % over the past seven years; this is a moderate increase compared to the national average for inpatient care which is extrapolated at 31.2 %. Over the same period, the rates paid by health insurance schemes and accident insurance companies only rose by an average of 1.8 %.

Progression of SPC tariffs and clinic costs from 2008 to 2014



Consequently, the SPC has demonstrated that it has managed to absorb the pressure of costs in part through enhanced efficiency. However, the problem of this squeeze on costs has led to an operational deficit which is based in part on additional services provided above the rates paid, and payments made by benefactors have to be used to compensate for this. Consequently, the provision of services by all the group companies was propped up with CHF 30.9 million from benefactors’ subscriptions in 2014, which amounts to around 31 % of the entire operational expenditure. 69 % of all costs were covered by revenue from health insurance schemes and accident insurance companies. If the rates paid remain the same but the costs continue to rise, the only viable strategy in general will be to expand capacities in order to compensate for the higher fixed costs through increased income. The SPC has done this in recent years not only in response to economic pressure, but also because the demand for its first-rate services is continuing to rise. The latter is due, in particular, to the growth in the Swiss population, as well as to the rising number of older people with spinal cord injuries with additional diagnoses due to their advancing age.

Note: The consolidated 2014 Annual Financial Statement for the Swiss Paraplegic Group (SPG) has been prepared in accordance with the recommendations of the new Swiss GAAP FER 21. Figures and information published in that report correspond to a summary of the separate financial report with consolidated annual financial statements, which have been audited by PriceWaterhouseCoopers AG (Lucerne). The publications mentioned can be downloaded (in German) from the Internet (www.paraplegie.ch) or are available on request from the SPF Secretarial Office, 6207 Nottwil (tel. 041 939 63 63, sps.sec@paraplegie.ch).

Fundraising becoming ever more important

The squeeze on costs is expected to tighten, and as a result the 31 % cost deficit mentioned above will continue to rise. Therefore, more funding will be required for the operation of the SPC as well as of the entire network of SPG services in future. This has prompted the SPF to combine its entire fundraising activities within a newly formed Benefactor Marketing and Fundraising Department, whose staffing is reinforced with new management. It will continue its strategy of acquiring donations earmarked for specific purposes and offering special funds with appropriate reporting procedures. The resources from the funds will gradually be used for the purposes for which they are earmarked.

Funding from inheritances and bequests

One of the key plans for 2015 is the launch of an inheritance programme. Even though the SPF is currently very reluctant to advise people of the possibility of leaving an inheritance or a bequest (donation) in the event of death, it still receives some CHF 3 million a year in the form of bequests or inheritances. This takes the form of money and assets or properties. In recent years, inherited properties in particular have represented an important asset which could be released for large infrastructural projects, such as the current construction project which will run until 2019. Investments are possible in the sense of a strategic expansion of the network of services. Consequently, the increased acquisition of donations through inheritances, carried out with the necessary care, serves to build up assets in the long term in order to pass the foundation on to the next generation with its finances in a healthy state.





Low turnover in personnel overall

The adjusted staff turnover (excluding employees on fixed-term contracts) averages about 9% across all group companies. This is an extremely respectable value within the health sector, where there is a prevailing personnel turnover of up to 20%; in turn, it has a positive impact on quality and costs. During the year under review, 456 employees started work for a company within the SPG, and 372 left the SPG. The majority of those incoming and outgoing employees were employed on fixed-term contracts (nursing students and interns, resident physicians, academic interns). At the end of 2014, the workforce stood at 1561 people (1193 full-time equivalent posts). The foundations for a cooperative and successful collaboration were further strengthened with the introduction of the Code of Conduct in October 2014. Topics such as responsibility, respect and discrimination, as well as dealing with death are set out in 23 sections. The SPG made a quantum leap in recruitment in December 2014: Prospective recruits can now take the modern approach and apply online following the introduction of the e-recruitment tool.

Capacities pooled in hospitality

The Hospitality section which concerns patients in the SPC was successfully reorganised in 2014. With consistent human resources available and working with three differently timed duty rosters, workflows were optimised, interfaces were established between care, catering, laundry and cleaning, and responsibilities were defined. At the same time, care staff were relieved of non-nursing duties. In 2014, the Seminarhotel Sempachersee (SHS), which has belonged to the SPG since 2013, took over the activities of the group's own GZI Seminar and Conference Hotel in the Guido A. Zäch Institute, as well as the marketing of the conference and catering facilities at the SPC. Consequently, the entire range of hotel, conference, seminar and catering services are available to customers under one roof under the top-brand «Seminarhotel Sempachersee». Thanks to the pooled capacities, functions can now be put on for up to 1000 people or overnight accommodation can be provided for up to 300 people attending seminars. In 2014, the SHS once again took part in the poll for the «Focus Top Seminar Hotel of the Year» and came first in the Business category for the eighth time. Contributing to this were the «Summer Academy», which was nominated by Milestone as an outstanding project in the previous year, a programme of seminars for education professionals, as well as the confirmation from Swiss Tourism that the highest level of quality label had been accorded (QIII). The precondition for this was that the applicants had to possess a comprehensive, internationally recognised quality management system. The SHS was amongst the first 25 businesses in Switzerland to achieve this level. The total turnover from the SPG's Hospitality division of around CHF 20 million is split evenly between SHS and SPC operations.

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 of 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).

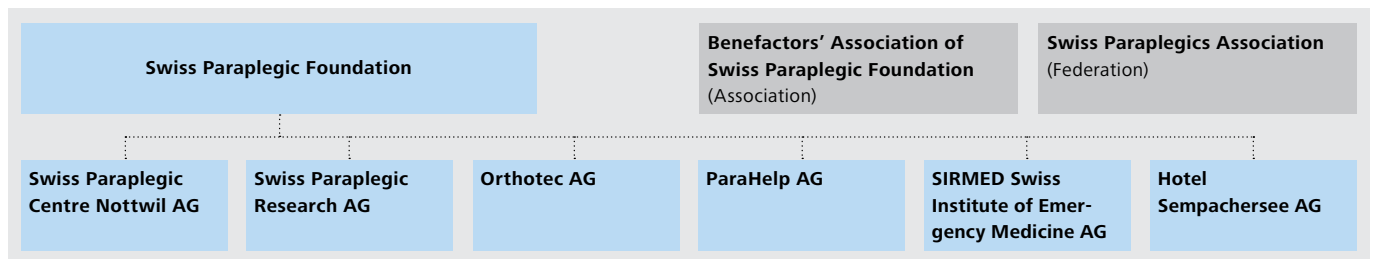
In order to achieve the goals envisaged by its founder, the SPF has established various organisations of very different legal natures or supported their formation (foundation, non-profit limited liability companies and associations).

The two societies, the Benefactors' Association (BA) of the SPF 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 (fund-raising, benefactor services, 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 financing of the Association's activities and the further development of the network of services for people with spinal paralysis.

Structure of the Swiss Paraplegic Group (from July 2014)



- 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) 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.

In principle, the Board of Trustees holds meetings four to seven times a year, the Strategic Management Committee three to five times a year, the Audit Committee now meets three to four times a year and the Nomination and Compensation Committee once, or if necessary several times a year. The new Building Committee usually meets once every two months. The Board of Trustees constitutes itself. The new term of office for all the members of the Board of Trustees will last until 2015. Luca Stäger was elected onto the Board of Trustees as Chairman of the Board of Directors of the SPC in 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 Communications, Benefactor Marketing and Fundraising, 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
- **Luca Stäger, member** since 2014
- **Erwin Zemp, member** since 2010

Management structure of the Swiss Paraplegic Group (from July 2014)



Reciprocal board memberships and remuneration

Several 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 separate 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. Their mandate was renewed for the next five years in March 2015 following a tender procedure.

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 31 March 2015, containing detailed information about the individual bodies, management structures, networks and memberships, remuneration 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.

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Certifications



Die führenden Rehabilitationskliniken der Schweiz



swiss clinical trial organisation



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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)

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