

Annual Report 2017

of the Swiss Paraplegic Foundation, its subsidiaries
and partner organisations



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This annual report, together with the situation and performance report in the finance report and the non-profit-governance report (both available in German), provides a comprehensive insight into the wide-ranging work performed by the Swiss Paraplegic Foundation, its subsidiary companies and partner organisations.

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



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

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

Values
 The Swiss Paraplegic Group places the emphasis on people. In everything that it does, it is constantly seeking to achieve its overall objective. It acts responsibly with regard to its patrons, uses resources for their intended purpose and provides transparent information about its activities. Its daily work is governed by trust, esteem, teamwork, results and the maintenance of its pioneering role in the industry.

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Dear reader,

When we on the Board of Trustees discuss our strategic direction, we ask the basic questions: What does a person with a spinal cord injury need? What does the accompanying relative need? What does our visitor want from the clinic visit? What helps the seminar participant? What does the employee require to fulfil his or her task? What makes us trustworthy to a benefactor?

The answers to this conscientious scrutiny can be seen this year in the various construction activities on the Nottwil Campus and in the adapted work processes. Thus – to give an example – the refurbishment and expansion of the Swiss Paraplegic Centre goes hand in hand with central adjustments to processes and organisational changes. With the largest construction project since the specialist clinic opened 28 years ago, we are taking the opportunity to develop our premises, infrastructure and services in line with the expected demand and specific requirements.

Other decisions made during the year under review concern the direction of our research activity. Here the Board of Trustees has expanded the research service to “training, research and innovation” and adjusted the allocation of funds accordingly. We want to investigate in more detail what helps people with spinal cord injuries, so that we can advocate the best therapies, the most modern aids or changes to legal framework conditions.

2017 was a landmark year. A highly motivated workforce made it a successful one. Its constant consideration of the needs of people with spinal cord injuries and its desire for change ensure a comprehensive, modern range of services for our patients and customers. I am especially grateful for the fantastic support of our benefactors and donors. You all contribute to helping us remain a leader nationally and internationally in our work for people with spinal cord injuries.



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



Areas of services

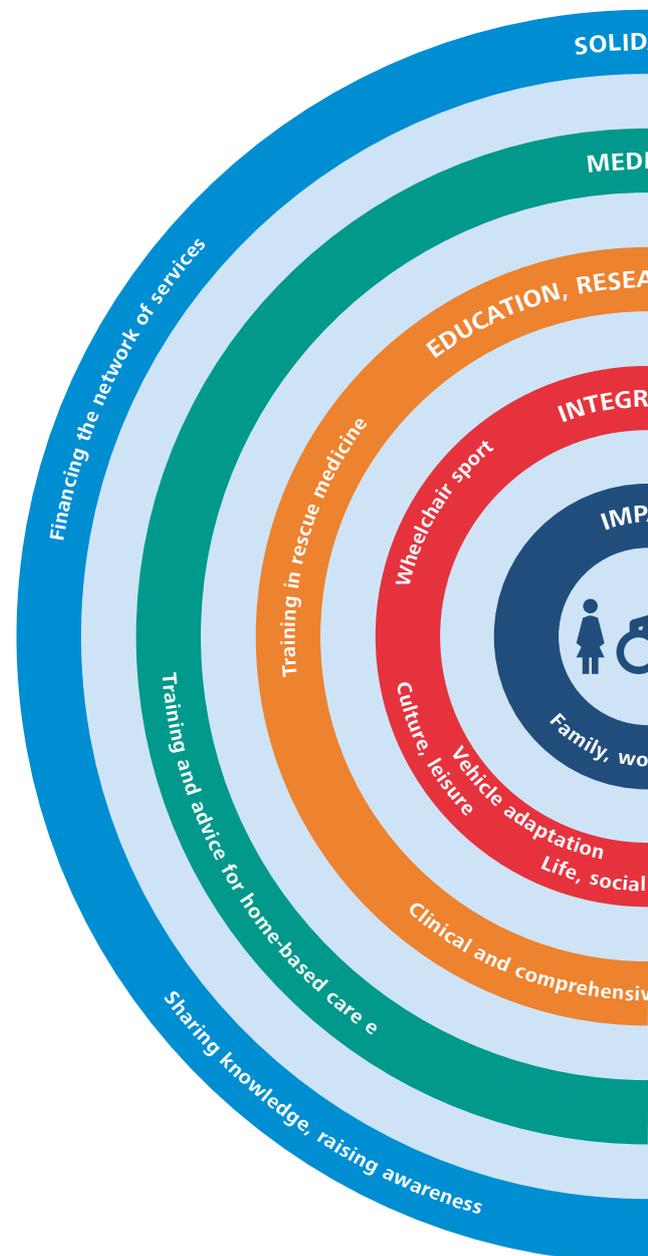
The Swiss Paraplegic Group (SPG) provides a unique network of services for people with spinal cord injuries, from primary care through to the end of their lives. Its aim is to provide comprehensive rehabilitation and to reintegrate people affected into family, work and social life. This strategic basic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

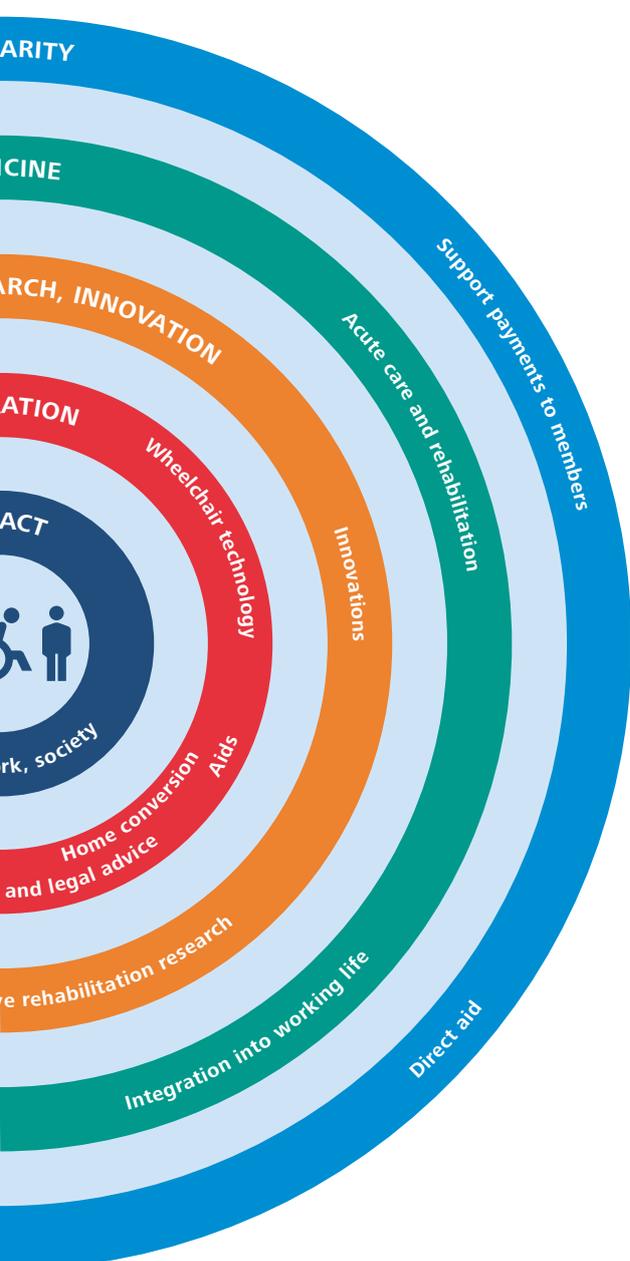
■ Solidarity

- **Maintain a comprehensive approach.**
The SPG provides a comprehensive, practical range of services for people with spinal cord injury – in every area of their life, and for the rest of their lives.
- **Encourage interaction.**
The SPG intends the Nottwil Campus to be a centre of excellence for integration, assistance and lifelong learning for patients of all ages.
- **Ensure goodwill.**
The SPG makes sure that its benefactors and donators are aware of the unique network of services available and support us sustainably in the long term.
- **Encourage multidisciplinary exchanges.**
The SPG seeks to establish a strong network both nationally and internationally that will guarantee better basic conditions for people with spinal cord injury.

■ Integration and Lifelong Assistance

- **Create networks throughout Switzerland.**
In association with its partners, the SPG establishes a network structure that helps people with spinal cord injury in Switzerland.
- **Improve integration.**
The SPG offers comprehensive services to meet people's needs in order to improve the integration into society of people with spinal cord injury.
- **Support people with spinal cord injury and their family and friends.**
The SPG helps people with spinal cord injury to lead an independent life and educates their friends and family so that they can provide the necessary support. It optimises the range of services available in the field of prevention.





■ Medicine

- **Ensure comprehensive care.**
In the Swiss Paraplegic Centre in Nottwil, the SPG offers all the medical services needed to guarantee the professional acute care and rehabilitation of people with spinal cord injury. It encourages them to become involved in their therapy and to take responsibility.
- **Strengthen partnerships.**
The SPG strengthens relationships with partners in specific disciplines and local institutions for the benefit of people with spinal cord injury.
- **Play a role in defining health policies.**
The SPG is a member of specialist committees with a political influence that endeavours to ensure that highly specialised medical care for people with spinal cord injury will continue to be provided within the healthcare system.

■ Education, Research, Innovation

- **Combine research and practice.**
The SPG contributes to the sustainable improvement of the health, social integration, equal opportunities and self-determination of people with spinal cord injury by carrying out clinical and comprehensive rehabilitation research. The SPG plays a leading role in this area.
- **Exchange know-how.**
The SPG liaises closely with universities, institutions, the World Health Organisation (WHO) and patient organisations. It shares all findings promptly and in full to support their worldwide application.
- **Drive innovation.**
The SPG promotes innovation and looks for the latest findings in order to help people with spinal cord injury to become as independent as possible.
- **Provide education.**
The SPG encourages initial and further education in all its fields of activity. It trains and fosters the best talents and highly qualified new professionals in order to continue to guarantee the highest level of care for people with spinal cord injury.

Services 2017

Solidarity

1.8 million members

Nearly one in three households is a member of the Benefactors' Association. The 1.8 million members from 1.09 million households account for 68.4 million francs in membership fees. The number of lifelong memberships rises by 5,692 to a total of 71,614.

27% directly to paraplegics

The Benefactors' Association pays out 4.7 million francs to members who suffer accidents. In addition, the Swiss Paraplegic Foundation approves 1,118 requests for direct aid, paying out 17.4 million francs in support payments. In total, 27% of the membership fees and donations received by the Group are used for this purpose.

38% to the four areas of services

38% of all membership fees and donations go to supporting the areas of services, and thus indirectly benefit people with spinal cord injuries. 14% are used for the infrastructure of the Swiss Paraplegic Centre, while 18% go to benefactor support, fundraising and the administration of the Foundation (Zewo average value: 21%).

10,191 visitors

Although the current construction on the Nottwil Campus allows for fewer tours, 10,191 visitors are able to get an inside glimpse of the goings-on of the specialist clinic.

160,607 people

The sporting facilities at the Swiss Paraplegic Foundation in Nottwil (swimming pool, gymnasium, sports arena) are visited by a total of 160,607 people during 8,053 different sporting events.

Medicine

51,848 care days

1,115 patients receive 51,848 days worth of inpatient care. 8,664 of these days are dedicated to patients who require artificial respiration. 771 of patients with spinal cord injuries are brought to Nottwil to be treated by specialists for acute medical complications or subsequent care. 18% of these patients are emergency admissions.

29% traffic accidents

35% of initial rehabilitation patients are affected by paraplegia and 65% by tetraplegia. 69% of the patients are male. In 42% of these cases, an accident leads to the spinal cord injury, with falls (31%), sports (31%) and traffic accidents (29%) the most frequent causes.

95.3% capacity utilisation

95.3% of the Swiss Paraplegic Centre's 150 beds are filled.

71 clinical studies

The Swiss Paraplegic Centre conducts 71 clinical studies, 30 of which are in the stage of data collection.

1,171 employees at the clinic

The specialist clinic counts 1,171 employees, 153 of whom are apprentices. Women account for 73% of staff. Employee turnover drops from 8.1 to 7.0%.

2 decentralised outpatient care units

A team of doctors and therapists from the Swiss Paraplegic Centre perform 848 consultations at the two decentralised outpatient care units in Lausanne and Bellinzona.

Integration and lifelong assistance

11,100 wheelchair club members nationwide

The 27 wheelchair clubs of the Swiss Paraplegics Association have a total of 11,100 members.

62 seats

As an umbrella organisation for people with spinal cord injury, the Swiss Paraplegics Association takes part in 62 strategic and operational committees to represent the latter's interests.

529 athletes

Wheelchair Sport Switzerland assists 529 athletes with licences to compete and supports 50 athletes in development programmes. 11 sports disciplines are supported by technical committees, which promote the development of each sport and provide assistance to athletes.

463 dossiers

The Institute for Legal Advice processes 463 legal dossiers on behalf of paraplegic members of the Swiss Paraplegics Association.

313 construction projects

The Centre for Obstacle-free Building provides consultation services for 313 new construction projects for people with spinal cord injuries seeking to move, build or renovate.

629 wheelchairs

Orthotec carries out 306 conversions on vehicles for wheelchair users and customizes 629 new wheelchairs for people with spinal cord injuries. More than 4,000 customers purchase Orthotec products and services.

23,327 advice hours

Active Communication, which supplies patients with electronic aids, provides 23,327 hours of consultation services.

Education, Research, Innovation

11,289 graduates

Sirmed, the Swiss Institute of Emergency Medicine, trains 11,289 course participants in rescue and emergency medicine, as well as first aid.

1,530 participants

1,530 paraplegics take part in the second population-based SwiSCI (Swiss Spinal Cord Injury Cohort Study) survey, administered by Swiss Paraplegic Research. Since 2013, the SwiSCI study has included more than 900 initial rehabilitation patients from the four paraplegic centres in Switzerland.

21 countries

As of today, 21 countries have participated in Swiss Paraplegic Research's worldwide survey on paraplegics. Data has been collected from over 5,000 survey participants. The study will continue until the autumn of 2018.

112 publications

Swiss Paraplegic Research publishes a total of 112 articles in international journals. Three dissertations and 19 Master's theses are completed.

836,000 francs

Swiss Paraplegic Research receives 836,000 francs for new and ongoing research projects from the European Commission, the Swiss National Science Foundation and other funding agencies.

14 funding projects

The new Innovation Centre for Assistive Technologies oversees 14 innovation funding projects. Three of these projects are completed in the reporting year.

Key preparations

Construction milestones since 2015

2015

1 October Groundbreaking ceremony for the clinic extension

2016

October Opening of the temporary arrangements for the relocated departments during construction

November Start of the renovation at Hotel Sempachersee

2017

Early in the year Shell construction completed for the north wing of the clinic

29 April Opening of the walkway between the hotel and seminar wings

29 April Opening of the additional underground car park

October Opening of the pharmacy at the new site

19 October Opening celebration at the renovated Hotel Sempachersee

End of the year Upgrading complete for the north wing of the clinic

The Swiss Paraplegic Foundation and its subsidiaries face challenges. In 2017, they are making key preparations – and many of them involve construction work – to meet the growing demand for their services. Benefactors and donors play an important role in this.

The Swiss Paraplegic Centre, the largest subsidiary of the Swiss Paraplegic Foundation, deals with around two thirds of all people in Switzerland with spinal cord injuries. The specialist clinic aspires to be the leading national and international clinic for acute medicine and the rehabilitation and integration of people with spinal cord injuries.

This is contingent essentially on the construction work for extension and modernisation of the clinic. The new premises will house the physical space for forward-looking services geared consistently to the individual needs of patients and to the service referrals from the cantons and the Swiss Paraplegic Foundation.

Focus on patient needs

With the clearly visible progress being made with construction work in 2017, the Swiss Paraplegic Centre continues to drive forward the compatibility of sophisticated medical processes, organisation, premises and infrastructure. Beginning in 2015 and with a view to lean hospital management, complex structures have been consistently unbundled, medical processes revised in succession and remodelled in their organisation and the clinic extension and modernisation have reflected this in the spaces being created.

Patients benefit from continuous assistance and support

New therapy concepts covering different vocational groups are being developed, resulting in the local bundling of physiotherapy, occupational therapy and sports therapy, for example. For this, the clinic modernisation provides a large therapy area serving all needs and improving the interdisciplinary collaboration between specialist staff and the continuous support of patients.

A major part of Orthotec will be housed below the therapy area. This ensures that wheelchair specialists are located close to the therapists, who practise wheelchair handling with the patients.

The bringing together of different vocational disciplines is planned for other departments. For example, ParaWork and Social Advice together form the new area of Social and Occupational Integration. This simplifies knowledge transfer between specialists, which makes it possible to work more effectively towards the best possible

solution for patients. The staff of forty will be housed in one of the eight spacious areas, known as 'multispace work areas', within the newly built wing.

Assuming responsibility for quality

In 2017, the process adjustments are also altering the management structure of the specialist clinic. The six-strong management panel is assisted by six committees (medicine, research-knowledge-innovation, integration-participation, finances & management accounting, management & services, human resources). This is to give them the responsibility, on behalf of senior management, of making decisions or of using their technical expertise to prepare complex transactions for the management board. In addition, around thirty executive staff, forming an expanded management arm, are brought in to share the responsibility of running and developing the clinic. This expansion of the management board creates a broader base for decision-making for overriding issues, such as patient satisfaction, corporate goals, management evaluation, risk management, strategy review and process development.

Executives assume greater responsibility in clinic management

It is expected that this management approach towards lean leadership will combine the needs of patients and relatives with the knowledge of experts more efficiently and effectively. Cooperation ventures between various specialist disciplines and vocational groups make this possible on an equal footing. Their systematic querying and questioning result in high-quality, creative solutions which find broad acceptance, across all vocational groups.

Rehabilitation therapist – creation of a new vocational identity

By way of example of the closing of the gaps between different vocational groups, the Swiss Paraplegic Centre has created a new vocational identity, the rehabilitation therapist. These are experienced occupational therapists and physiotherapists who combine the technical expertise of both spinal cord specialist fields. This new cross-functional vocational identity helps promote coordination of all the therapy activities in a patient-specific manner and aims to prevent therapy activities being conducted in isolation from others.

In a further innovation, highly qualified staff specialising in care and therapy are encouraged to acquire the expert knowledge by studying for a Master's degree while working. Successful graduates of the academic course of training can, for example, take on more advanced medical roles as APN care experts (advanced practice nursing).

Construction milestones from 2018

2018

February Opening of the north wing of the clinic

6 February Groundbreaking ceremony for the Visitor Centre

August/September Opening of the north-west wing of the clinic

Oktober Opening of the renovated bed wing (south)

2019

August Opening of the renovated bed wing (east)

5 September Opening of the Visitor Centre

2019/2020 Opening of the inner courtyard section with multispace work areas

2020

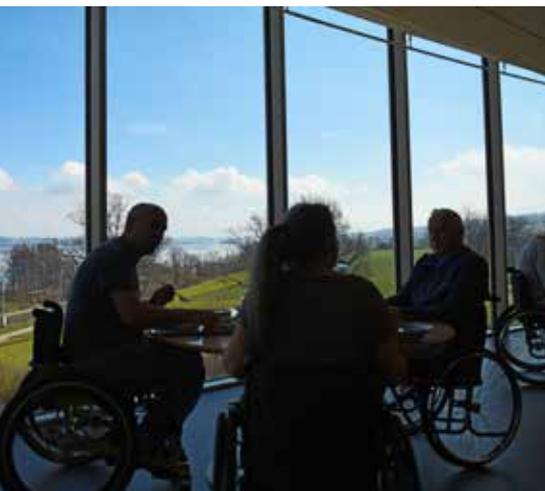
Early in the year Completion of the clinic extension and modernisation project

Mid-year Opening Outdoor and garden therapy area and surroundings

2020 Anniversary celebrations



Patient room in the new north wing



Casino meeting point in the north wing



Public pharmacy

Adjusting capacities to demand

On the one hand, there is an increasing number of severely paralysed and elderly individuals in wheelchairs requiring individually specialised services. On the other hand, the treatment of non-paraplegic back patients will make a more important contribution to a high level of expertise. In the past, the Swiss Paraplegic Centre was faced with huge availability bottlenecks because beds were filled more or less to capacity.

When the construction project to extend the clinic is completed, forty additional patient beds will be available, making a total of 190. The intensive care ward is doubling its bed count to sixteen. The number of beds for other acute medicine patients will be increased to 66, grouped together locally in three wards in the new building. The clinic extension will increase the area of the specialist clinic by 15,000 square metres, roughly one third of the current area.

Supporting the recovery process

The Swiss Paraplegic Centre is also expecting the new architecture to exert a positive influence. The rooms are designed to give views of the natural world outside, to admit sufficient daylight and create opportunities to withdraw so as to support well-being and the recovery process.

The concept of the intensive care ward includes, for example, an environment conducive to healing in which elements including restfulness, cosy furnishings, colour shading and a biodynamic lighting sequence all ensure that patients retain their balance better and need medication to treat anxiety states much less frequently. The concept is especially suitable for paraplegic patients because their stays on the intensive care ward are considerably longer on average than is the case with back patients without spinal cord injuries.

Earmarked use of resources

At the same time as the current building work, the Swiss Paraplegic Centre will be equipped with innovative medical technology and therapeutic robotics. For this, the Swiss Paraplegic Foundation invites earmarked donations from benefactors, foundations, cantons and corporations.

Benefactors and donors constitute the financial bedrock

The donations are deposited in special funds to provide finance obtainable when the investment needs to be made, for example for the medication-dispensing robot

acquired in 2017. The robot will be taken into service, after modification, in the reopened clinic pharmacy and will be prepared for the test phase in patient rooms in spring 2018.

For the pharmacy, this innovative automation represents a quantum leap, reducing the risk of medication error to practically zero and distinguishing the pharmacy throughout Switzerland as a benchmark institution. Around half of the investment cost of one million Swiss francs for the medication-dispensing robot is funded by donations. (See figure on page 12)

The whole extension and modernisation of the clinic receives magnificent support from benefactors and donors, so that the need for credit from banks can be relegated to the year 2018. In the reporting year, 14 % of all donations and membership fees is being spent for the extension and modernisation construction work.

(See figure on page 13)

Sought after Hotel Sempachersee

Hotel Sempachersee is also facing construction work in 2017. Hotel Sempachersee, a subsidiary company of the Swiss Paraplegic Foundation since 2012, is, from April to October, modernising the seminar wing, the whole restaurant area with three restaurants and two bars as well as the guest rooms in the pavilions and in the Guido A. Zäch Institute. Business will recommence in stages with barrier-free infrastructure.

Guests benefit from the infrastructure and service

With the modernisation, Hotel Sempachersee provides a contemporary infrastructure for seminars and congresses for up to 1,100 attendees per day. 43 seminar rooms with a modular design are available for use, three outdoor open-air seminar platforms and two conference halls with the latest technology. All rooms are cooled ecologically and sustainably with water from the nearby lake.

75 of the 150 refurbished double rooms are wheelchair-accessible and have been designed with the help of wheelchair users. The hotel's rooms have accommodation for the relatives of rehabilitation patients, for people attending seminars, congresses and sporting occasions and for also private guests.

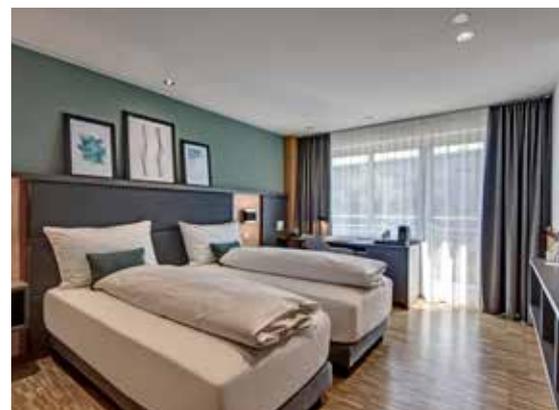
The Swiss Paraplegic Foundation has always regarded interactions between pedestrians and wheelchair users as the key prerequisite for the inclusion and integration of people with spinal cord injuries. Quite apart from its well-used sports facilities on the Nottwil Campus, Hotel Sempachersee, with many awards for its seminar infrastructure and hospitality, is practically predestined to foster encounters.



Medication-dispensing robot



The newly opened Hotel Sempachersee



Guest room in Hotel Sempachersee

Transparency

Efficiency and economy

The consolidated financial report 2017 of the Swiss Paraplegic Foundation, its subsidiaries and partner organisations provide information in a detailed situation and performance report about the use of funds and an overview of all earmarked funds (available in German).

Structures and processes

The Swiss Paraplegic Group is run in compliance with current guidelines for non-profit organisations. These guarantee transparency in the duties, targets, structures and organisation. The non-profit governance report 2017 of the Swiss Paraplegic Foundation, its subsidiaries and partner organisations allows full insight into the management and into the activities of the executive bodies and their remuneration (available in German and French).

 paraplegie.ch/jahresberichte

How earmarked donations are spent in 2017

Total CHF 9.8 million



39 %

Conversion and extension work in Nottwil



33 %

Extension of intensive care and respiratory medicine



14 %

Direct aid to people with spinal cord injuries



6 %

Medication-dispensing robot



2 %

Occupational integration



2 %

Holiday weeks youth rehabilitation



1 %

Medical support to young people with spinal cord injuries



3 %

Other projects

How membership fees and donations are spent in 2017

Total CHF 83.8 million



27 %

Direct aid given to people with spinal cord injuries



18 %

Support for the Medicine area of services



15 %

Member support and fundraising expenses



14 %

Maintenance of the infrastructure in Nottwil



10 %

Support for the Education, Research and Innovation area of services



8 %

Support for the Integration area of services



3 %

Research contributions to third parties



3 %

Administrative expenses



2 %

Support for the Solidarity area of services



Interdisciplinary cooperation



Rehabilitation therapist, a new vocational identity



Multispace for the Social and Occupational Integration area



A walkway connects the hotel and seminar wings



Visitor Centre (visualisation)

Ready for more guests

A walkway installed for use in the reporting year links the hotel and seminar wings in Hotel Sempachersee with the Guido A. Zäch Institute. The 60-metre glass and steel construction enables wheelchair users, guests and staff to take the shortest under-cover route without changes of level between the two buildings.

The underground car park which opened in 2017 is also designed with higher guest numbers in mind and has an additional 242 parking spaces, 31 of which are for wheelchair users.

Multimedia Visitor Centre

The mission of the Swiss Paraplegic Foundation is the sustained improvement of the quality of life of people with spinal cord injuries. Linked to this is public awareness, the removal of barriers and the fostering of understanding for the affected individuals.

Tours of the foundation have proved to be an important avenue to dialogue with the general public. Each year, almost 11,000 guests take part in tours of the Swiss Paraplegic Centre. Visits to the specialist clinic are a fixed part of the curriculum for many schoolchildren. 160 staff members, taking on the role of guides and several of them wheelchair users themselves, talk about comprehensive rehabilitation and their professional commitment to those affected. They raise awareness among groups of visitors about everyday problems, and the concerns of wheelchair users, and indicate how membership subscriptions and donations are used.

Visitors experience the everyday life of people living with spinal cord injuries

Given that the popularity of visits to the foundation on the one hand stretches capacity to its limits and that, on the other, provision of an interactive, multimedia experience is a must these days, the Board of Trustees decided in 2016 to construct a visitor centre. Plans are moving forward in the reporting year so that the groundbreaking ceremony can be held in early February 2018.

Drawing on four moving life histories, an exhibition occupying 400 square metres on the upper floor will illustrate the complicated everyday life of those affected, the gruelling rehabilitation regime and the altered life situations in which people with spinal cord injuries, but also their relatives and friends, find themselves. The interactive exhibition provides medical information expressed in layman's terms, a number of self-awareness activities and a glimpse into thirty special topics taken from the network of services available in comprehensive rehabilitation. The ground floor will house reception, a space for special exhibitions and two conference rooms. The Visitor Centre will open its doors early in September 2019.

Advanced training facility

Already four and a half years since moving into twice as much space on the Nottwil Campus, Sirmed, the Swiss Institute of Emergency Medicine, is also undertaking the next expansion stage, which was already planned at the time. August 2017 saw the groundbreaking ceremony for an extension which will once again double the available space. Following conclusion of the construction work in September 2018, additional seminar rooms and one of Switzerland's most up-to-date medical simulation centres will be ready for use.

Participants train in a contemporary environment

The simulation centre consists of three simulation rooms and an outdoor work area. Here, training is conducted in rescue operation scenarios and clinical emergency and intensive care medicine routine and incident situations, which are then analysed using special audio video technology.

The expansion supports Sirmed in its core area of expertise, i.e. enabling people to provide the best possible care for emergency patients and, in particular, patients with spinal cord injuries.

The additional seminar rooms are necessary because the number of seminars and participants at the Nottwil site are rising significantly. In 2017, the number of people attending training, further and advanced training events in first aid, emergency and rescue medicine exceeds the 10,000 mark for the first time. At the same time, companies, emergency services and hospitals value the fact that Sirmed runs training events on their own premises. 80% of all events are conducted on customers' own premises.



Sirmed training in Nottwil



Sirmed training on the customer's premises

2017 at a glance



Rehabilitation begins at the scene of the accident: Training courses in high demand

In 2016, fourteen years after its opening, Sirmed, the Swiss Institute of Emergency Medicine welcomed its fifty thousandth seminar participant; in 2017, more than ten thousand people took part in its training events. The encouraging, constantly increasing demand for emergency rescue medicine courses from Sirmed justifies the current extension work.



Digital projects: getting comprehensive information more quickly

The Swiss Paraplegics Association is making knowledge more easily accessible using digital channels. Women with spinal cord injury who want to have children can find answers concerning pregnancy, birth and early parenthood at paramama.ch. The updated web application paramap.ch shows wheelchair accessible facilities such as hotels, parking spaces and ATMs across Switzerland.

Mobility with quality: Aids specialist scores high marks

Orthotec is achieving excellent results in its own customer satisfaction survey and in the patient satisfaction survey of the Swiss Paraplegic Centre. The service recipients assessed products and services from the areas of rehabilitation technology, orthopaedic technology, incontinence products and vehicle adaptation.



Autonomous living: the most important argument

The Benefactors' Association has increased the amount of benefactor benefit for newly injured members to 250,000 Swiss francs. Membership fees remain unchanged. The board cited greatly increased costs in general and for modern technical aids in particular since the last increase in 2008 as the reason for the improved payment. Benefactor benefit opens up individual life perspectives for affected people, independent of insurance benefits.



Virtual experience: employee recruitment campaign

To recruit medical specialists, since the spring of 2017, the Swiss Paraplegic Centre has been attending trade fairs, congresses, open-air and sporting events with a mobile cinema. Seated in a moving wheelchair, interested people watch a virtual reality film which shows the care provided from the accident site to initial rehabilitation from the point of view of the patient. Several thousand people have already engaged with the three-minute, poignant change of perspective.



Situation at home:

a rising need for advice

For paraplegics and their families, ParaHelp is the first point of contact for specialist support at home. The number of hours of advice provided increased by 14 % compared to the previous year, showing the high requirement across Switzerland. Advice on skin and wounds was most in demand, followed by advice on incontinence, aids, positioning and mobilisation as well as breathing or respiration.



Obstacle-free meetings: impressive redesign

Hotel Sempachersee celebrates its opening after eleven months of conversion work. Along with the renovation work, the seminar centre and catering business has been given a contemporary look and feel, embodied in a corresponding design for the interior architecture and logo. The opinions of delighted guests – with and without wheelchairs – place Hotel Sempachersee in first place in the TrustYou competition 2017 of Lucerne hotels.



Swiss Paraplegic Foundation

Benefit to society: held in high esteem by the Swiss population

The Swiss Paraplegic Foundation (SPF) is among the organisations in Switzerland whose benefit to society is considered to be very high by the population. So says the GemeinwohlAtlas [atlas of public value] of St. Gallen university, which assessed 106 companies and organisations. SPF is listed in third place, after Rega and Spitex.

Comprehensive support: five years of success in western Switzerland

In 2012, the Swiss Paraplegic Centre opened a decentralised outpatient care unit in Lausanne. Patients from Frenchspeaking Switzerland receive outstanding prompt and local after-care. A team of doctors and therapists from Nottwil is on site for one week per month and holds consultations, therapeutic and neuro-urological treatments. These services are well established and widely used.

Comprehensive approach: impact assessment implemented
 The research approach undertaken by Swiss Paraplegic Research allows a 360° impact assessment. The SwiSCI Cohort Study as a long-term monitoring system, comparative data from the International Spinal Cord Injury Survey (InSCI) and data from the extensive service provision of the Swiss Paraplegic Group form the foundation of the impact assessment.

‘We are keeping up with the pace of progress’



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

‘Sophisticated aids are a contribution to a life with equal opportunities.’

With its extended research strategy, the Swiss Paraplegic Foundation is setting the framework conditions for making the latest technologies and insights accessible to people with spinal cord injuries as quickly as possible.

Joseph Hofstetter, what led to the decision to adapt the research strategy?

Nottwil has accumulated immense specialist knowledge concerning the rehabilitation and reintegration of people with spinal cord injuries. At the same time, the progress of world-wide research and technological development is accelerating, which is constantly expanding the knowledge base and also the requirements of the people affected. With the strategic decision taken in 2017 to add the areas of training and innovation to the research service, the Board of Trustees wants to keep up with the pace of progress.

How does the Nottwil Campus do research?

In the area of research itself we have two focus areas: clinical and comprehensive rehabilitation research including functionality capability research and neuro-biological spinal cord injury research. With training and innovation we are now specifying two additional areas in order to concentrate on further developing the existing networking and cooperation with leading universities, universities of applied sciences and partners in technology throughout Switzerland and world-wide. In addition, in 2017 the Swiss Paraplegic Foundation has brought together the research and development activities of the group in a new Innovation Centre for Assistive Technologies. As the activities within the three areas of research, knowledge and innovation require close cooperation between different departments and group companies as well as external cooperation partners inside and outside of Switzerland, the new set-up in this area of services will lead to valuable knowledge and results.

How relevant is international networking?

With our subject of spinal cord injuries, we are active in a unique specialist area. It is worth taking a broader view. Exchanges with other international spinal cord injury specialists is imperative, anything else would be unprofessional. I'm thinking here of the SwiSCI long-term study (Swiss Spinal Cord Injury Cohort Study) developed by Swiss Paraplegic Research, which serves as an example world-wide.

The same survey is now being conducted in 21 countries and provides an opportunity for international comparisons. A further example is the international centre of expertise and training for Functional Electrostimulation (FES) at the Swiss Paraplegic Centre, which opened in 2018. The new International FES Centre combines experience, training and research in the area of neurological and musculoskeletal rehabilitation. In cooperation with international researchers and universities we will develop the FES methods, and will of course make them directly accessible to patients under treatment in Nottwil. It speaks for itself that the next annual conference of the International Society for Functional Electrostimulation takes place in Nottwil at the end of August 2018. A now completed international study led by our doctors and therapists serves as a final example; during two and a half years it tested one of the first exoskeleton generations in the therapy of people with spinal cord injuries.

Which research projects are currently particularly worthy of support?

Action is called for, for example, in the provision of mobility aids. Technological progress is rapid, but the market takes too little account of the requirements of people with disabilities, or does so only with a delay. This damages the equal opportunities of the people affected. Here, the new Innovation Centre for Assistive Technologies (IAT) positions itself as a repository for the many ideas communicated to us, and also as our own creative laboratory. IAT will bring selected project ideas to realisation, which facilitate the daily life of people with spinal cord injuries. For example, IAT is currently working on an intelligent wheelchair seat cushion for preventing pressure sores and an eye control technology for electric wheelchairs for people with a high degree of paralysis.

How does IAT develop innovations?

The Innovation Centre for Assistive Technologies (IAT) has found a cooperation partner in the Valais University of Applied Sciences in Sierre, which tests the suitability for everyday use of innovative aids in a so-called "LivingLab". In addition, five IAT employees work in Sierre. In Nottwil a further four employees are responsible for managing projects and coordination between the group companies and external partners. Currently IAT has about a dozen concrete projects in progress. Starting from a project idea, market-ready prototypes are developed which are then transferred to selected industry partners for production and marketing. The first phase from the idea to production maturity can generally only be financed with the help of subsidies, in other words donations.

Research

Clinical and comprehensive rehabilitation research

- Swiss Paraplegic Research carries out the SwiSCI long-term study with the paraplegic centres in Switzerland (Balgrist Zurich, Rehab Basel, CRR Sion, SPZ Nottwil). Knowledge about the care situation, employment market integration, quality of life and health progression is carried over into the treatment and lifelong assistance of people with spinal cord injuries.
- The Swiss Paraplegic Centre carries out related clinical research into relevant questions from everyday clinical life. The internal Clinical Trial Unit (CTU) guarantees continual high quality and compliance with all regulations.

Neuro-biological spinal cord injury research

- The Swiss Paraplegic Foundation supports medical research with financial contributions to research institutes (Balgrist Foundation, International foundation for research into paraplegia).
- As part of the SwiSCI study, Swiss Paraplegic Research operates a reference biobank for spinal cord injuries. The biobank is linked to the Swiss Biobanking Platform (SBP).
- The Swiss Paraplegic Centre is a partner in an international multicentre study for medical research for tetraplegia (NISCI study). In the framework of this study, the Swiss Paraplegic Foundation funds the Swiss network.

Education

■ Sirmed, the Swiss Institute of Emergency Medicine, offers high quality vocational training and professional development for professional and lay people in rescue and emergency medicine. ■ With its connection to the University of Lucerne, Swiss Paraplegic Research supports the training of students in the field of health sciences and supports young employees with a structured doctoral programme and individual PostDoc programme.

Innovation

■ In 2017, with the Innovation Centre for Assistive Technologies (IAT), the Swiss Paraplegic Foundation launched a centre of expertise for supporting innovation. IAT is a first point of contact for new product ideas and the further development of aids which guarantee the greatest degree of independence for people with spinal cord injuries. For this reason, IAT enters into cooperation with universities, applied sciences universities and technology partners.

How are innovations financed?

A coordinated innovation process is required, to select the best of many project ideas. The necessary infrastructure and specialists must be available, which creates costs in advance. Added to this are the variable project costs, which include design and development costs, materials and prototype construction costs and clarifications for patents and seeking industrial partners. The Innovation Centre for Assistive Technologies is currently funded by earmarked, project-related donations and membership fees. As a result of planned cooperation with other institutions, we will be able to find additional sources of funding, such as CTI subsidies (Swiss Commission for Technology and Innovation) for innovations or EU subsidies.

How do the new aids get to their users?

The industry partners selected for production are responsible for national and international marketing. The group companies of the Swiss Paraplegic Foundation, in particular the Swiss Paraplegic Centre, Orthotec, ParaHelp and Active Communication, help to present these innovations to affected people or implement the innovations themselves. Active Communication, based in Steinhausen in Zug canton, is a nationwide organisation providing electronic aids. It is a new and charitable, 100 % subsidiary company of the Swiss Paraplegic Foundation. We have a very great interest in marketing the aids via the greatest number of external distribution channels possible, so that as many affected people as possible can benefit from them. For this, community.paraplegie.ch, started in June 2017, plays an increasingly important role. On this on-line platform people with spinal cord injuries, their relatives and specialists can exchange information about life with spinal cord injuries, in order to learn from mutual experiences and knowledge. We are already reaching more than 1500 users daily with relevant topics.

Objectives in 2018

The **Swiss Paraplegic Foundation** puts the new buildings into operation on schedule. ■ Patient-oriented services are being expanded. ■ Further requirements for digital communications are recognised and concrete measures are derived from this. ■ Strategic partnerships open up ways of gaining new members for the **Benefactors' Association** of the Swiss Paraplegic Foundation. ■ A preliminary project for impact assessment systematically raises the level of fulfilment of identified expectations of stakeholders. ■ The variety of products for gaining members is expanded.

Hotel Sempachersee, which reopened at the end of October 2017, refines the processes in the completely renovated premises. ■ The infrastructure and service impress seminar participants as well as hotel and restaurant guests alike which results in excellent ratings. ■ Active online marketing and the new website present attractive offers and lead to increased awareness and occupancy.

The **Swiss Paraplegic Centre** is putting the modernised premises into clinical operation in stages. ■ The patient-focussed treatment processes of the acute medicine and rehabilitation fields have been implemented. ■ Communication and skills for interprofessional cooperation are proving successful. ■ The Clinical Trial Unit is gradually implementing its research concept. The findings help to continually improve patient outcomes. ■ New cooperations strengthen the pioneering role of the specialist clinic.

ParaHelp is able also to settle its hours of advice through insurance companies in the cantons of Aargau and Zurich in accordance with the Health Care Services Regulations. ■ The institutional exchange with the paraplegic centres in Sion, Zurich and Basel is established to systematically prepare customers for their situation at home. ■ A further four Roldies meetings take place at several of the forty partner institutions across Switzerland.

The **Swiss Paraplegic Association** sets up the National Performance Centre for Wheelchair Sport with Sports Medicine Nottwil. ■ The assistance of wheelchair users after initial rehabilitation in paraplegic centres is intensified across Switzerland. ■ For the first time, our internal travel agent offers a cruise for people with spinal cord injuries. ■ The new book 'Querschnittlähmung verständlich erklärt' (Spinal cord injuries simply explained) will be published in the autumn of 2018.

In **Orthotec** supply chain management and business analysis become productive as part of the reorganisation project. ■ A commercial department combines all commercial activities (incontinence products, rehabilitation technology, orthopaedic technology). ■ The web shop is started. ■ The new trade fair concept of Rollivision makes the trade fair more attractive for exhibitors and visitors.

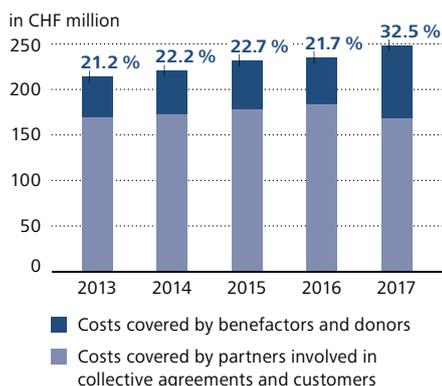
Active Communication speeds up customer care across Switzerland and particularly in Western Switzerland. ■ In addition, the aids provider expands the team of advisers and creates the website, web shop and newsletters in the French language. ■ A new partnership increases the number of products available in the schools' sector. ■ Presence at specialist trade fairs increases our profile.

Swiss Paraplegic Research carries out progression analyses on the situation of people with spinal cord injuries in Switzerland for the first time, on the basis of the second SwiSCI Community Survey. ■ The focus of the analyses is the health situation, employment market integration, health care issues and quality of life. ■ Data from the survey in over twenty countries world-wide allow additional comparisons and findings.

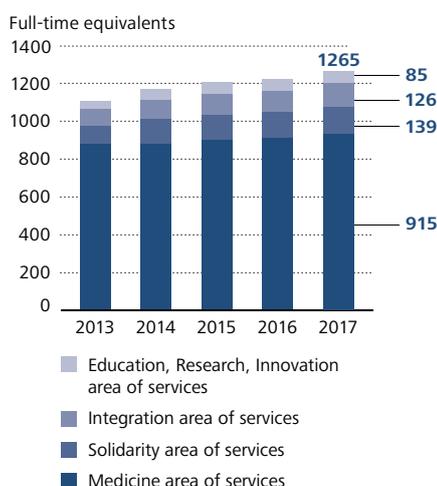
In September, **Sirmed, the Swiss Institute of Emergency Medicine**, inaugurates the extension with ultra-modern seminar infrastructure. ■ The digitisation of training is pursued and the range of advanced training courses is expanded. ■ In addition, the transition of the quality management system to the new ISO version is pending.

2017 annual financial statements

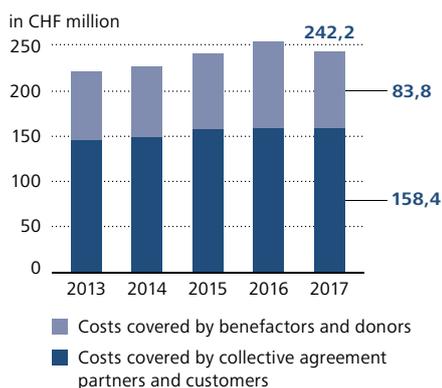
Development of operational costs of the Swiss Paraplegic Foundation



Development in employees of the Swiss Paraplegic Foundation



Development of the operating costs of the Swiss Paraplegic Group



Stable demand

Overall, net income from deliveries and services rose by 0.4 % in spite of restrictions caused by building activity. Active Communication, which recently joined the Swiss Paraplegic Group, provided 1,663 customers with electronic aids, 466 of whom were new customers. Sirmed welcomed 44 % more participants to its training courses. Affected for a while by the building work, bed occupancy at the Swiss Paraplegic Centre decreased slightly by 2 % to 95 %.

Rising operational costs

The 5.3 % increase in operational costs is caused by higher personnel costs (+43 jobs), a sharp rise in (cyclical) ICT costs, higher depreciations (caused by the building work) and additional (one-off) research costs for a Europe-wide research project.

Good level of income from fundraising

In 2016 the Swiss Paraplegic Foundation received an extraordinary donation of 10 million Swiss francs. During the reporting period, income from fundraising evened out at 2015's good level of around 83.8 million Swiss francs.

Efficiency in fundraising

Fundraising and administration costs amount to 9.1 % of the total operational costs of the Swiss Paraplegic Group (SPG). With a score of 5.6, the Swiss Paraplegic Foundation (SPF) exceeded the benchmark of the industry metric ROFI (Return on Fundraising Investment) by 0.2. The SPF redefined the reserve policy, by centralising all group reserves with the foundation and aligning them with Zewo requirements. Reserve ratio 1 of the SPG amounts to 15.7 months (Zewo requirement: 3 to 18 months) and reserve ratio 2 amounted to 21.6 months (Zewo requirement: 3 to 24 months).

Financial performance data of the Swiss Paraplegic Group

in CHF million	2017		2016	
Operational performance	242,2	100 %	253,0	100 %
Ordinary result	-3,4	-1,4 %	18,5	7,3 %
Net result	-3,5	-1,4 %	14,0	5,5 %

i The detailed situation and performance report are available to read at paraplegie.ch/jahresberichte

Group companies



Swiss
Paraplegic
Foundation



Swiss
Paraplegic
Foundation

Benefactors' Association



Swiss
Paraplegic
Centre



Swiss
Paraplegics
Association



Swiss
Paraplegic
Research



Swiss
Institute of
Emergency Medicine



Orthotec



we integrate, active.



Swiss Paraplegic Foundation

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Benefactors' Association of the Swiss Paraplegic Foundation

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Hotel Sempachersee Ltd

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Awono Ltd, obstacle-free homes to suit the elderly in Nottwil

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1 Subsidiaries, 2 Partner organisations, 3 Participation by the Foundation,
4 Partnership with Lucerne Cantonal Hospital.

