

Annual Report 2009

Swiss Paraplegic Group



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Frequent abbreviations

| | |
|-----|--|
| SPG | Swiss Paraplegic Group |
| SPF | Swiss Paraplegics Foundation |
| BA | Benefactors' Association of Swiss Paraplegics Foundation |
| SPC | Swiss Paraplegic Centre |
| SPA | Swiss Paraplegics Association |
| SPR | Swiss Paraplegic Research |

Financial Report

The complete Financial Report is available for download under
«Publications» on the website www.paraplegie.ch

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Looking straight ahead



People and, by association, organisations can try and resist change in this world. However, they are likely to fail because they lose their sense of autonomy. Or they can recognise how things are evolving and decide how they should best embrace change and to what degree. In reality they need to keep looking ahead. This attitude ultimately also shapes the futures of people who suffer the serious setback of spinal paralysis. And this works in two ways. The patients have to pull themselves out of the trough that they are in and muster up the courage to face up to the reality of living day-by-day in a wheelchair with as much independence as possible. For its part, the company has a duty to create the right conditions and to remove impediments that may stand in the way of complete re-integration and equality of opportunity.

Aspirations for the future

2009 is set to go down in the history of the Swiss Paraplegics Foundation (SPF) as a special year. Organisationally, the company went through a whole raft of changes, some of them far-reaching. It required a great deal of understanding on the part of our staff who, in particular, had to be prepared to lend their active support to pressing changes, despite their own heavy workloads. While there is still work to be done, the seeds have been sown for a sustainable improvement in working principles. The strategy is primarily aimed at discharging our core duty, as well as at reinforcing Nottwil's standing as a centre of excellence and as a hub for specialists in providing care for people with spinal column and spinal cord injuries. This means linking and expanding the existing network of services in such a way that people who suffer injuries can count on a chain of care that is truly unbroken from the scene of the accident right through to the end of their lives. Looking ahead, it is conceivable that a national network could be created if identical services are offered at a variety of locations. The wherewithal exists for this in the form of rehabilitation centres and related institutions right across the country. We have already forged close ties with many of them which should be nurtured anyway in the interests of general healthcare provision.

Support from benefactors and employees

It is a credit to the general public that the Swiss Paraplegics Foundation enjoys such a profile in the wider community. The Benefactors' Association of Swiss Paraplegics Foundation has a membership of 1.5 million people, ensuring that we have a durable basis for doing our work. The second pillar of the solidarity network is formed by the Swiss Paraplegic Group's staff of about 1200 employees. Day in, day out they all do their very best to perform a challenging task. Much credit is due to both sides. Many thanks for all your efforts. We also benefited from valuable, inspiring support in 2009 from authorities, as well as various institutions and organisations. We wish to come together on 4 and 5 September 2010, at the celebrations to mark the twentieth anniversary of the SPC Nottwil, to embark upon the next stage in a prosperous future.

Daniel Joggi
Chairman Swiss Paraplegics Foundation

Solidarity



Focus on the core challenge

The Swiss Paraplegics Foundation (SPF) finances a comprehensive network of services to give people with spinal paralysis the best possible opportunities to reintegrate into work, family life and society at large. The pillar supporting this unique solidarity network is the Benefactors' Association (BA), which has 1.5 million members.

The operational activities within the Swiss Paraplegics Foundation and the Benefactors' Association were primarily aimed at two projects in 2009, continuing the process of reorganisation which was introduced in 2008 in order to focus on the core challenge and to consolidate the Foundation's position on the donations market. Many of the measures undertaken here particularly sought to ensure that contributions from Benefactors' Association members and donations were used wisely and with transparency. This challenge involved restructuring several areas, and further steps were taken to underpin the network of services sustainably to aid the holistic rehabilitation and optimum reintegration of people with spinal paralysis. Practical implementation had evidently yielded positive results in a variety of places by the end of the year.

Record fundraising results

The Benefactors' Association and Foundation posted record results in fundraising in 2009. Income of 70.5 million francs resulted from members' contributions, donations, inheritances and legacies, passing the 70 million mark for the first time. 42,000 new members were registered, taking the total active membership to 1.5 million. This means that the Benefactors' Association continues to be one of the biggest societies in the country, accounting for around 20 per cent of the Swiss population.

The varied range of services provided in the Solidarity Division reached a total of 55.6 million francs in 2009. Almost a fifth of the money spent, 10.7 million francs benefited people affected directly, be it in the form of direct aid (7.8m) or support contributions (2.9m) to members of the Benefactors' Association. A number of external institutions received funding totalling one million francs, which was used to finance specific projects for the reintegration and care of disabled people. For example, this included contributions for

PERFORMANCE DATA

Solidarity Division

| Figures in CHF millions | 2009 | 2008 |
|---|-------------|-------------|
| Revenue | 70,5 | 67,2 |
| Member contributions* | 62,4 | 59,0 |
| Donations | 2,1 | 2,6 |
| Inheritances and legacies | 6,0 | 5,6 |
| Funds used | 55,6 | 53,0 |
| Support for BA members | 2,9 | 4,2 |
| Direct aid for paraplegic people | 7,8 | 7,8 |
| Direct aid for non-profit institutions | 1,0 | 1,2 |
| Total support contributions | 11,7 | 13,2 |
| Medicine Division | 13,7 | 12,7 |
| Lifelong Care and Mobility Division | 7,2 | 7,8 |
| Research Division | 9,7 | 8,5 |
| Total operating contributions | 30,6 | 29,0 |
| Allocations to the «Holistic Rehabilitation» fund | 13,3 | 10,8 |
| Total allocations | 13,3 | 10,8 |

* with period-end accruals

the homologation of the new «Joysteer» system; Paramobil AG was involved in its development and production; for a project on the external care of people with high degrees of paralysis who are dependent on artificial respiration, for the installation of aids (lifts, stair-lifts, etc.) which enable people in wheelchairs to gain access to public facilities. Larger operating contributions were received by organisations which are part of the Swiss Paraplegic Group's (SPG) network of services. CHF 13.7 million was spent on the Medicine sector with the Swiss Paraplegic Centre (SPC) Nottwil the main organisation involved. CHF 7.2 million went into Lifelong Care and Mobility, mainly to the Swiss Paraplegics Association (SPA), while the Research section, primarily Swiss Paraplegic Research (SPR) benefited from support of 9.7 million francs. Finally, 13.3 million francs was used to build up the «Holistic Rehabilitation» fund.

Improving benefactor care

The market for donations in Switzerland is largely stable. It amounts to around 850 million francs a year. However, as more and more charitable organisations appear, this causes heightened competition pressure, reducing the loyalty shown towards the individual charities. The SPF is in a healthy position with nine per cent of the market, although this has to be consolidated and expanded. Drawing upon the findings of a number of studies, a marketing and fundraising strategy for 2010–2012 has to be developed and passed in order to do this. First and foremost, the membership has to be increased continuously. The Benefactors' Association should aim to have 1.7 million members by 2012. With this target in mind, various measures were launched back in 2009. Most notably, this involved tightening up the processing of renewals, reactivation campaigns to bring back for-



Guidelines for communication

From 1 April, the Corporate Communication Department, which was newly set up at the same time as the Marketing and Fundraising Department, carried on the work which had previously been the responsibility of Paramedia AG. Parallel to that, a wide-ranging reorganisation or partial regrouping also took place. In the course of this, individual production units (radio/TV/film) were shut down internally due to lack of demand, and new services (graphics) were added instead. Back in the first half of 2009, the Board of Trustees of the SPF approved a strategy paper

mer members, as well as switching from a rolling membership (12 months from the date of payment) to the calendar year. This further included the optimisation of the existing databases and preliminary work on setting up a new telephone infrastructure in the Contact Center. This allows requests from benefactors to be processed in a contemporary, efficient manner. From July 2010, their central port of call will be Nottwil.

Television advertising campaign

A series of TV advertising spots were also devised and, in some cases, implemented in 2009 as effective support for a number of activities. A memorable campaign, which is now up and running on many channels, conveys the essence of what the SPG does for people with spinal paralysis. It promises to boost the SPG's profile and to embed a positive image among the general public. It is especially intended to reach out and appeal to young adults and teenagers.





which arose in consultation with the Marketing and Fundraising Department. It defined the general framework of the service order (management of internal and external communication), as well as the main activities of Corporate Communication, in particular. In this regard, consideration was given to introducing an umbrella brand to unify the public image of all the organisations and companies within the SPG. However, the project was put on hold.

Redesign of information platforms

Despite very tight time constraints, work on the redesign of two very important information platforms, the «Paraplegie» magazine and the website www.paraplegie.ch, as well as the work on adapting the Annual Report in accordance with current standards in accounting (Swiss GAAP FER) and with the Corporate Governance Guidelines for Non-profit Organisations was completed. The first edition of «Paraplegie» in its new layout and in a much larger format appeared in March 2010, while the «renovated» website is expected to go live at the end of the first half of 2010. Another key date will be the celebrations to mark the twentieth anniversary of the existence of the SPC Nottwil with two open days on 4/5 September.

Changes in the Board of Trustees

One of the most important developments of the past year was the change at the head of the Board of Trustees. Chairman Bruno Frick (Einsiedeln) decided to step down in December 2009, after a little more than two years in the job. At the same time, three other members of the Board of Trustees, Josef Meier (Wettingen AG), Ernst Kohler (Meggen LU) and Victor Schmid (Bern), announced that they, too, would soon be resigning. Fortunately, we managed to close the gaps very quickly. Within a month, Daniel Joggi (Trélex VD) became the first person with paraplegia to be elected to the highest office in the SPF. Six new members were also elected to the Board of Trustees: Christian Betl (Steinach SG) as a representative of the SPA, Jacqueline Blanc (Grand-Lancy GE), Susy Brüscheweiler (Blonay VD),

Helen Leumann-Würsch (Meggen LU) as a representative of the SPC Nottwil AG, Kuno Schedler (St. Gallen) as a representative of SPR, and Erwin Zemp (Nottwil LU). Joseph Hofstetter (Sursee LU) was appointed Secretary General.

Board of the Benefactors' Association expanded

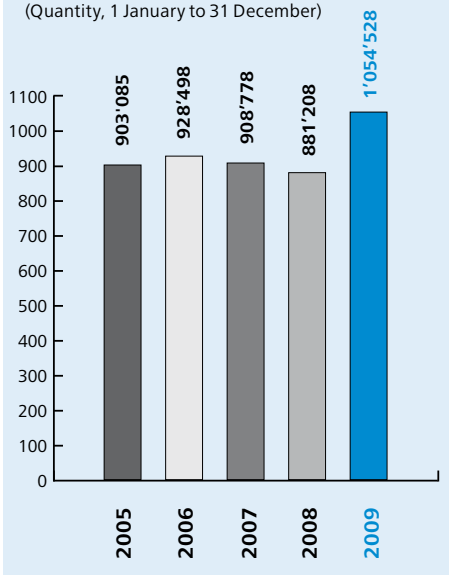
There have also been changes to the board of the Benefactors' Association. The board was enlarged from five to nine people at the members' meeting

on 21 October 2009. The new members appointed to the committee were Vreni Stöckli (Ibach SZ), Barbara Moser (Rheinfelden AG), Pius Segmüller (Lucerne), and Stephan Zimmermann (Zurich). The existing members, Heinz Frei (Chairman, Etziken SO), Hans Georg Koch (Grosswangen LU), Hans Jürg Deutsch (Greifensee ZH), Christian Wenk (Dagmersellen LU), and Ernst Kohler (Meggen LU), were re-appointed. Mr. Kohler resigned from the board before the end of 2009. The meeting also voted unanimously to retain the member contributions which had been set in 2007 and approved the annual accounts for 2008, which showed a profit of 337,000 francs.



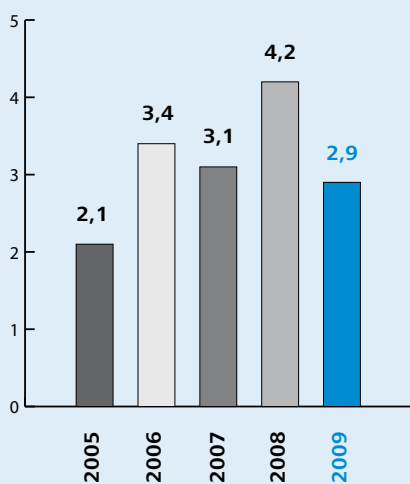
PAID-UP MEMBERSHIP SUBSCRIPTIONS

(Quantity, 1 January to 31 December)



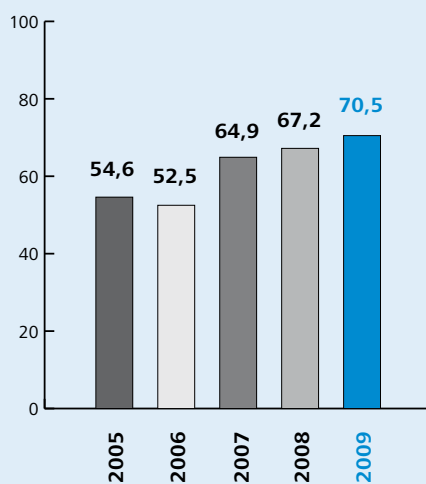
SUPPORT BENEFITS FOR BA MEMBERS

Figures in CHF millions



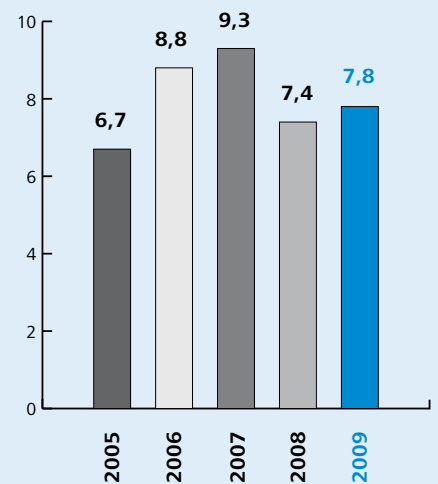
REVENUE FROM MEMBERSHIP SUBSCRIPTIONS, DONATIONS, INHERITANCES AND LEGACIES

Figures in CHF millions



DIRECT AID FOR PEOPLE WITH SPINAL PARALYSIS

Figures in CHF millions





Closely interconnected network of services

The Swiss Paraplegic Group (SPG) comprises one foundation, three societies and six limited liability companies which are owned exclusively by the SPF. These organisations, which are independent legal entities, form a closely interconnected network of services for the holistic rehabilitation of people with spinal paralysis.

Range of services offered

Solidarity

Direct aid contributed by the Swiss Paraplegics Foundation towards the adaptations of vehicles, homes and places of work, towards initial and further training; finance for aids, help meeting uncovered care costs; support for institutions which champion the cause of people with spinal paralysis, etc. Immediate support of CHF 200,000.– paid to members of the Benefactors' Association who suffer spinal paralysis as a result of an accident.

Medicine

Emergency admissions around the clock, professional medical and therapeutic treatment and rehabilitation 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; prevention

of complications and long-term effects in the Swiss Prevention Center; initial and further training of rescue personnel by SIRMED Swiss Institute for Rescue Medicine.

Lifelong Care and Mobility

Life coaching, promoting wheelchair sport, 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 AG.

Research

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

Medicine



Only a special clinic, or more?

The Swiss Paraplegic Centre (SPC) Nottwil managed to consolidate its standing as one of the country's top clinics for the holistic treatment and rehabilitation of people with spinal paralysis yet further. The results achieved in 2009 inspire confidence and will spur the SPC on for the years ahead.

2009 also proved to be a very successful year for the Swiss Paraplegic Centre Nottwil, despite the increasingly difficult conditions on the hospital landscape. There were 834 hospitalisations, well up on the previous year. The number of first referrals also rose further, up from 234 (2008) to 279. In addition, 2009 also saw clear confirmation of the trend of a steady rise in the number of patients with illness-related spinal paralysis and with high-level paralysis. Bed occupancy of over 90 per cent was once again at the high levels of previous years. The improvements achieved in recent years have led to greater cost efficiency, well within the budget deficit. In this regard, it is interesting to note that the average size of workforce, converted into full-time equivalents, has been falling since 2005, despite a verifiable increase in performance.

Don't jeopardise the scope of performance

However, findings from the strategic work within the scope of the planned restructuring of the Swiss Paraplegic Group have clearly shown that the ability of people with spinal paralysis to cope with the new realities of their lives and lifelong care can only be achieved in a centre which possesses a comprehensive package of services, high levels of competence and permeable structures. If the workload of the SPC Nottwil was pared down to its «hospital function», important services in the network for para and tetraplegics could no longer be provided to the same degree.

The SPC Nottwil and the Lucerne Cantonal Hospital (LUKS) entered into a Public Private Partnership (PPP) in 2007. Radiologie Luzern Land (RALULA) AG was formed within the scope of this for the joint operation of an MRI scanner in the Sursee Hospital. The newly founded Swiss Spinal Column and Spinal Cord Centre (SWRZ) opened its doors at the end of 2008. In both cases, the associated

targets, i.e. cooperation to benefit patients and reduced costs, were achieved. For example, numbers of examinations conducted at the RALULA were much higher than expected, while the number of spinal column operations performed rose by 50 per cent. These figures reflect the quick acceptance of the services on offer both among referring doctors and patients, not only within the region but

PERFORMANCE DATA

Medicine Division

| | 2009 | 2008 |
|---|--------|--------|
| SPC Number of beds | 140 | 140 |
| SPC Bed occupancy | 91 % | 91 % |
| SPC Number of first referrals | 279 | 234 |
| Paraplegics in % | 46 % | 39 % |
| Tetraplegics in % | 54 % | 61 % |
| SPC Number of completed hospitalisations | 834 | 811 |
| SPC Causes of paralysis, initial rehabilitations | | |
| Resulting from disease in % | 43 % | 32 % |
| Resulting from accident % | 57 % | 68 % |
| SPC Number of care days | 46,330 | 46,781 |
| Care days for patients with assisted breathing | 7,104 | 6,554 |
| SPC Care workload in hours (average per patient per day) | 5,1 | 4,8 |
| ParaHelp Number of patients in care | 467 | 444 |
| ParaHelp Number of hours spent on care | 6,698 | 5,766 |
| SIRMED Number of courses run | 345 | 336 |
| SIRMED Number of people attending courses | 3,536 | 4,038 |

throughout central Switzerland. Thanks to the positive trends, the contracts for services concluded with the Department of Health and Social Welfare of the canton of Lucerne were renewed, and new contracts were negotiated with *santé suisse*. In addition, cooperation with most health funds and insurance companies was stepped up in the area of care/case management, leading to improved patient care and reduced outlay on administration.

Further development is imperative

The SPC Nottwil was originally designed as a centre where wheelchair users and able-bodied people come together. This also applies to the various medical services on offer. For example, able-bodied patients also make increasing use of services in radiology, pain medicine, spinal column surgery, orthopaedics, neuro-urology and sports medicine nowadays, leading to improvements in capacity utilisation and to a reduction in the structural deficit. In light of positive experiences in cooperation projects with the LUKS, new services have also been offered jointly in recent times. The outpatient services offered by the Pain Medicine and Sports Medicine Departments, presented as «Nottwil-Lucerne» Sports Medicine with the label «Swiss Olympic Medical Center», merit special mention.

Preparation for the future

Thanks to improved, more comprehensive support, the life expectancy and quality of life of people with spinal paralysis in Switzerland are comparable to that of able-bodied people. Due to the various risk factors associated with paralysis, such as diabetes, cardiovascular diseases and osteoporosis, the prevention and treatment of geriatric problems is proving to be an ever greater challenge. Therefore, researchers and clinicians from the SPC are devoting themselves increasingly to tackling these problems in the newly formed «Clinical Research» Department. The same can also be said of the continued quality improvements in the inpatient and outpatient care of patients with increasing integration of the other services offered by the Swiss Paraplegic Group (SPA, ParaHelp, Orthotec, etc.).

SPC Nottwil also intends to be well prepared for the consequences of the introduction of cost finance according to the Swiss DRG model in 2012. The main problem in the treatment and rehabilitation of people with spinal paralysis is that the future case-based lump sum arrangement will have little regard for the paralysis-specific services for the individual and for the duration of his rehabilitation. Medical controls were established back in 2006 to assess the likelihood of complications which are at least typical of the diseases in question as early as possible. Previous and future investigations have helped and will continue to help to identify risks and to implement measures in due course.

Promoting cohesion and competence

Increasing challenges lie ahead in the coming years. Just one of the many challenges is the changing composition of patients with a marked rise in tetraplegics and people with assisted breathing. This placed a particular burden on nursing staff, therapists and doctors. Bearing in mind that these additional services had to be provided despite staffing shortages, one can imagine how stretched they were, and the heavy workloads that they must have had to endure at times. The

painful experiences with staff shortages have demonstrated to us that today it is not just a question of creating the best possible working environment.

Some of the staffing problems were solved by introducing a new «Skill and Grade Mix» with different qualifications in the area of nursing and thanks to improved cooperation between the departments. Over the past two years we have also stepped up our levels of investment in the initial and further training of employees in order to improve their personal levels of competence in the area of paraplegiology in order to enable them to improve their skill sets and to be retained by the SPC Nottwil.





Diversity under one roof

The Swiss Paraplegic Centre (SPC) Nottwil has gained international recognition as a center of excellence for the holistic rehabilitation of people with spinal paralysis. The special clinic has over 140 beds, as well as an extremely wide range of medical and therapeutic services for the individual treatment of patients.

Medicine

- Anaesthesiology
- Biomedical analysis
- Dermatology
- Gastro-enterology
- Gynaecology
- Hand surgery
- Ears, nose and throat medicine
- Internal medicine
- Intensive care medicine
- Cardiology
- Neuro surgery
- Neurology
- Orthopaedics/ Spinal Column and Cord Surgery
- Paraplegiology
- Physical medicine and rehabilitation
- Plastic and reconstructive surgery
- Pneumology
- Preventative medicine
- Psychiatry

- Radiology/ Neuro-radiology
- Sports medicine
- Pain Medicine
- Urology/ Neuro-urology
- Dentistry

Nursing

- Intensive care
- Specialist care for people with spinal paralysis and neuromuscular diseases
- Kinaesthetics

Therapy and complementary medicine

- Acupuncture
- Chiropractic service
- Colon hydro therapy
- Craniosacral therapy
- Ergotherapy
- Feldenkrais therapy
- Art and design therapy

- Equine therapy
- Speech therapy
- Music therapy
- Physical therapy
- Physiotherapy
- Podology
- Sport therapy
- Hydrotherapy

Advisory services

- Vocational guidance/ Work trials
- Nutritional advice
- Psychology
- Pastoral care
- Social and legal advice
- Stoma advice

Clinical Research

- Clinical research in holistic rehabilitation



Safeguarding a unique concept

Being diagnosed with «spinal paralysis» is actually like a new beginning for people who are directly and indirectly affected. Wheelchair users have to learn how to take charge of their day-to-day lives in order to develop their personalities again, albeit in a body that works differently to how it worked before. Family and friends, as well as colleagues at work have to accompany them on this process because that is where the key to successful rehabilitation lies. This is difficult because the wheelchair user is regularly confronted by things that they are no longer able to do, unlike so-called «normal» people. Learning to live with physical changes does not mean being handicapped but rather having to find new strategies and conditions for coping with everyday life. The staff from different disciplinary backgrounds at the Swiss Paraplegic Centre Nottwil work together day in, day out to tackle this all-encompassing challenge.



Complexity demands specialists

Paraplegic medicine is an extremely complex discipline which demands expertise from a number of areas which students neither notice nor acquire when studying Human Medicine. Competence in this area is only obtained through carefully selected additional training. In the USA, paraplegiology (spinal cord medicine) has long since been regarded as a field of physical and rehabilitation medicine in its own right because of its extreme complexity. It is based on the bio-psycho-social model defined by the World Health Organisation (WHO) and is aimed at optimising inclusion. A precondition for this is that all the expertise arising from medi-

cine and research, as demonstrated at SPC Nottwil, flows into everyday clinical practice. Thanks to specialist knowledge, paraplegic-specific symptoms can be correctly interpreted, and diseases which would have led to early death 50 years ago are being diagnosed and treated correctly. In addition to that, extremely important advice is given to the people affected and to their relatives as the mainstays in safeguarding their health. Unfortunately, there are other life-related factors in their surroundings which are not tackled. However, the best possible results cannot be achieved in rehabilitation without broad-based support from society and a sense of understanding for the needs of disabled people.

Rate of pressure sores remains high

The need for plastic surgery to treat decubital ulcers remained high in 2009. 30 per cent of all our patients had to be treated for these types of complications, resulting in almost 500 operations and outpatient consultations. Treatment was administered following the Basel decubitus concept. SPC Nottwil is leading the way in this internationally thanks to this, as well as to inter-disciplinary team management. This is evidenced by the rate of recurrence of less than 18 per cent, among other things. The cooperation with Basel University Hospital has also provided a platform for research projects, in particular in the area of stem cell research.

Increasing need for nutritional advice

The Nutritional Advice Service gave almost 1,100 consultations in 2009, a rise of 25 per cent on the previous year. 78 per cent of the consultations involved in-patients, with the remainder being outpatient consultations. In order to improve patient nutrition, internal further training was given to specialist personnel, as well

as to patients and their relatives. There have been links with the Nutrition Network in the German-speaking part of the country since 2009, and there are three internship places available in Nottwil to students from the Bern University of Applied Science for Nutrition and Dietetics.

Medication from a reliable source

The pharmacy at SPC Nottwil has been liaising closely with the pharmacy at the Lucerne Cantonal Hospital (LUKS) since spring 2009. The latter produces medication under strict quality controls which are not available commercially. LUKS also ensure specialist support for this. The range of medication is reviewed and adapted twice a year by the Drug Commission. There are around 600 preparations on the list. There is a wide selection of laxatives, urinary tract infection medication, muscle relaxants and painkillers in stock at all times in order to respond quickly when para and tetraplegics present with the problems associated with their condition.

INTENSIVE CARE MEDICINE

New trauma room being built



In 2009, the intensive care ward treated not only people who had recently been in accidents and patients recovering from major operations, it also dealt mainly with para and tetraplegics suffering from serious infections, other respiratory problems and cardiovascular diseases. The SPC has increasingly also been referred patients who have received respiratory assistance for a long time in order to wean them from the respirator or to improve communication. The ward worked to a high level of capacity through flexible use of beds, high nursing staff mobility and extensive coordination.

Last year, particular emphasis was placed on restructuring the initial and further training of intensive care staff. The cooperation with Basel University Hospital has helped to ensure that the SPC Nottwil will obtain state certification as suitable for administering intensive care in the future. As regards the need to upgrade the infrastructure in line with modern standards, concepts have been created for the complete redesign of the intensive care ward. In addition, it played a leading role in other projects from the area of acute medicine, in particular the creation of a new trauma room.



NURSING

Greater training for greater quality

The «New Skill and Grade Mix» project has been pursued among the nursing staff at the SPC Nottwil since 2007, examining the organisation and working procedures in order to see where staff can perform competently in existing and new disciplines. Corresponding techniques and concepts were tried out on two pilot wards and later evaluated scientifically. The results achieved, which were outstanding all-round, will be rolled out across all the wards this year. This step was associated with an increased need, but also with identifying the right mix of different qualifications. As a positive side effect, staff who had been nursing for many years attended catch-up training courses, enhancing their professional prospects and providing them with generous support. These in-service qualifications have enabled us to fill positions for trainees (we had no lack of interest), in contrast to other clinics.

In the area of patient education, peer counselling (wheelchair users advising wheelchair users) is much appreciated by patients, who make great use of this. The ward managerial staff will continue to systematically seek feedback from outgoing patients. Furthermore, a specific patient-satisfaction questionnaire has been adapted to our needs. Since the start of 2010, all outgoing patients have been asked to complete it. Benchmarking with comparable clinics is also planned.

Decubitus prophylaxis is one of the central tasks of nursing. Data has been collected since autumn 2009 in order to assess the effectiveness of intervention, as well as to determine why the pressure sores have occurred. The condition of the skin of inpatients is assessed on admission, during their stay and on discharge. This incidence data collection is conducted as part of the «Decubitus» project and is to be continued. The aim is to develop a specific instrument for assessing the decubitus risk in people with spinal paralysis in order to intervene at an early stage.

PHYSIOTHERAPY

Employing valid techniques

The ability to gauge the success of therapies has long since been a major issue in rehabilitation. Physiotherapists are thus faced with the challenge of choosing valid techniques which are appropriate for the patient on a bio-psycho-social level and which satisfy the requirements of the health system. The aim is to make continuous improvements to the quality and outcomes of rehabilitation. Various measuring instruments are used to differentiate between problems, to plan specific stages in therapy, to document developments and to evaluate measures. This, in turn, aids good, clear communication within the inter-disciplinary team and with cost centers.

The WHO's ICF (International Classification of Function) provides the framework conditions for this, guaranteeing that

the work centres at all times around the patient, his needs and progress. Targets are formulated together with the rehabilitation team, the patients and their relatives. They are adapted on an ongoing basis because they have to be realistic and relevant, both in relation to the physical abilities of the patient and in terms of objectives. The relevance of a target increases the motivation to achieve it. Using suitable measuring techniques, not only can the target be assessed, the outcomes and the success are also clear for everyone concerned to see. Consequently, the individual therapy is guaranteed, quality-assured and measurable.



ERGOTHERAPY

Making training more efficient

Injuries to the cervical spine almost always result in paralysis of the muscles of the arm, hand and fingers. Therefore, where high cervical injuries occur (at or above C5), a functional hand is restored. The patient undergoes many months of training in order to regain control of important everyday skills, such as shaving, brushing his teeth, eating, dressing and undressing, as well as transferring. As the patient succeeds in doing things for himself again, they become milestones for him en route to achieving the greatest possible independence. A device named Armeo is now also being used which



records the active movements of the patient at every joint and supports him with the aid of adaptable strain-relief. The patient is trained in performing existing arm and grip functions by carrying out specific tasks on a screen and they are improved by visualised feedback. Surgical interventions (tendon transpositions) also extend the functionality of the active or passive functional hand. The Ergotherapy Department has been taking part in an international study (GRASSP) since 2009, recording details of the strength, sensitivity and grip functions at different times in all recently injured people with complete or incomplete tetraplegia. The Wheelchair Seat Centre (RSZ) was founded on its own initiative in the past year, bridging an important gap in the advice on offer at SPC Nottwil.

LABORATORY AND HYGIENE

Modern technology for gaining time

Two innovations were developed in the laboratory in the past year which are primarily geared towards gaining time. First of all, a new method was implemented for detecting the presence of methicillin-resistant staphylococcus aureus (MRSA). This allows the genetic material of the bacteria to be determined within a few hours by means of PCR technology. The patient, who is placed in isolation, no longer has to wait for a number of days for the results of the bacteria cultures. Since isolation is also very costly, there will also be considerable savings to be made in future.

Secondly, a new information system has been evaluated which passes on the doctor's laboratory prescription to the individual automated analysis systems and returns the results to the customer once they have been checked by the biomedical analyst. In addition, daily business continued intensively without any let-up. Here are some key figures: 11,138 blood tests, 4,837 bacteriology orders, 2,052 urine tests, 5,903 hours on stand-by.

NEUROLOGY

Internationally valid standards

Neurology involves the inpatient and outpatient diagnosis and treatment of diseases of the muscles, peripheral nerves, spinal cord, brain and autonomic nervous system. The clinical and neuro-physiological tests (evoked potential, electroneurographs) by specialists in patients with spinal paralysis particularly depend on the type and injury height, on the intensity of the damage, on additional injuries and on complications. The methods are standardised and are conducted worldwide on the basis of the same criteria. In special cases, additional measures are available any time, such as administering botulinum toxin in regional spasticity, neuro-psychological location determination, ultrasound scan of the vessels supplying the brain, and much more.

SPEECH THERAPY

Pictures also provide an insight

The treatment of people with dysphagia in Speech Therapy includes both assessment and individually adapted therapy and advice. The aim ultimately is to enable people affected to eat and drink again without hindrance, encountering as few complications as possible along the way. Imaging processes are also available for the purposes of assessment. The swallow images form an important basis for individual therapy design. They are also valuable for meetings with patients and their relatives. They can greatly aid the understanding of the need for exercises and adaptations. Many patients with damaged breathing or swallowing functions have a tracheotomy cannula as a temporary measure. Appropriate therapy approaches and inter-disciplinary cannula management are important to enable them to speak and to eat and drink again as quickly as possible in spite of this.



Consistency as a quality in the midst of change

Actively shaping the future not only means adapting to passive changes in conditions, it also means approaching the change actively and with a positive mindset. That has presented, and continues to present, a challenge to the staff in the Outpatient Care Unit of the SPC Nottwil because the care of people with spinal paralysis will undergo a raft of changes in the coming years.

- Patients with disabilities will grow older. Therefore, there will be a need to integrate geriatric medicine and, in part, to redefine it as well. Therefore, the focus will no longer be on current events, but increasingly on growing older with spinal paralysis. Looking five or ten years ahead, prevention will be a commonly used term that everyone will understand.
- Patients are inundated with information about paralysis, offers and promises of treatment. However, unrestricted access to media by no means yields greater knowledge or wisdom. Therefore, there is a need for intensive dialogue with patients, although this cannot be structured in a paternalistic way, it must lead to a joint consensus.
- Patients are integrated into a complex network. New links must be forged with it and actively maintained both within and outside the centre: with representatives from all the disciplines, nursing staff, relatives, care institutions, doctors, and other hospitals.
- Patients are reliant on receiving information that they can grasp, formulated clearly and using standard wording, that of the ICF. New systems are needed to ensure a quick and orderly flow, and which are not limited to text, but which also extend to images and video functions. The SPC Nottwil is moving in this direction with the IDS project. Initial results are expected in the course of 2010.



Patient-focused care is of paramount importance at all times! This means approaching the patient attentively and with empathy, being alert to his needs, respecting his independence, but also encouraging him to take responsibility for himself and for the wider community. Without this culture of values, the very things upon which wholesome interaction depends would be lost.



**PASTORAL CARE/
PATIENT SUPPORT SERVICES**

Rediscovering your own dignity

The Pastoral Care service at the SPC Nottwil sets out to reinforce or re-awaken a personal sense of dignity in people who have sustained serious injuries. Patients encounter their first crucial test at the latest when they return home. Weekends out of the SPC ahead of that can prepare them for it, although they cannot anticipate the emergencies that may occur. The new independence is both motivating and threatening at the same time. Despite all the aids at his disposal, life outside is in no way «obstacle-free». Space constraints often present another setback for the people affected. It can be a good sign if the clinic hears nothing from its former inpatients for a time. Initial checks then present an opportunity to resume the thread of the initial rehabilitation. It may be helpful to take an issue which was previously flagged up in conversations and to explore it more deeply based on the sense of confidence that the person has now built up. The search for a sense of meaning is perhaps intensified now by feelings of pain or self-doubt. On the other hand, fear of notes being added to the case history poses less of a burden on contact with the care staff attending to the patient, making personal conversations easier. Additional, supplementary pastoral care is available from the Patient Support Service, as an independent point of contact for patients and their relatives. They can offload suggestions, problems, complaints, and so on there. Absolutely confidential and solution-oriented support are guaranteed in a wide range of areas.

SOCIAL ADVICE AND PSYCHOLOGY

Self-awareness encourages responsibility

Following a traumatic accident or a serious illness, protection of and support for patients is very important from the start of their rehabilitation. The Social Advice Service is devoted to this task. It offers advice to patients and relatives alike and helps them to find solutions to all sorts of different problems. They may range from sorting our insurance issues to making preparations for later discharge. However, their job also includes helping people by smoothing their path back towards taking responsibility for themselves after their burden has initially been eased and to accompanying them attentively along this path. Having an understanding about your rights and taking an active role in organising your own life after discharge from the clinic has an affirming effect and helps you to face up to the very real challenge of living in a wheelchair day in, day out.

However, these perceived losses which are often difficult to accept also require help on another level, through art/painting therapy, music therapy, Feldenkrais therapy and psychotherapy. Being attentive to the inner experience helps the patient to embrace new possibilities and limits. It is important to be gently disposed towards thoughts that well up in the patient's imagination, memories, pleasant and unpleasant thoughts and feelings, as well as intuitive impulses which can be contradictory and painful. This process reinforces trust in the patient's own experiences and an awareness of his own personal values. This attitude promotes healing. It encourages care, respect, closeness and understanding for yourself.

PARAHELP

Ever increasing demand

ParaHelp provides comprehensive and carefully selected advice about the care and rehabilitation of people with spinal paralysis or neuromuscular diseases, based on their particular needs. It is increasingly important to take all the relevant context factors into consideration because many situations are very complex and can only be tackled by adopting an holistic approach. The pilot project being undertaken with Suva (Swiss Accident Insurance Fund) deserves special mention. Suva has commissioned ParaHelp to assess the situation on-site and, where necessary, to make the requisite changes in consultation with the people affected. A cooperation agreement was also concluded with the ALS Association. Cooperation was also stepped up with SAHB (Swiss Working Group with Advice on Aids for the Disabled and the Elderly) and Clinique romande de réadaptation in Sion (VS). Given the great difficulty of placing people whose breathing is permanently assisted following their discharge from the clinic, a one-day further training course for specialists was run for the first time in 2009. It was a great success. ParaHelp has now created a dense network throughout Switzerland, and its services are also in demand in some neighbouring countries. Correspondingly, the number of new customers continues to rise, and orders are widespread. They are received from patients, relatives, community nursing services, homes and institutions, GPs, insurance companies, invalidity insurance agencies, Pro Infirmis and Pro Senectute, as well as organisations within the SPG, of course. Within the various diagnoses, there has been a steady rise in the number of consultations with people with Amyotrophic Lateral Sclerosis (ALS).





RADIOLOGY

The conventional film is outdated

The number of examinations carried out at the Institute of Diagnostic Radiology at SPC Nottwil remained constant last year at around 13,000. Examined in detail, the figures show a shift towards most costly imaging processes, especially magnetic resonance tomography, confirming a trend which has been in evidence for a long time. In total 7,600 MRI scans were performed in 2009 at the Special Paraplegia Clinic and, together with the Lucerne Cantonal Hospital (LUKS), in Sursee. This corresponds to a rise of around 15 per cent on the previous year. The cooperation between the doctors and the teams of technicians from the SPC Nottwil and from the LUKS has worked out well. The technical potential of two modern, high-spec machines enables increasingly more complex applications to be performed, such as diffusion and perfusion studies, or spectroscopy. Osteoporosis (atrophy of bones) is one of the most difficult after-effects of spinal

paralysis. Bone density measurements and research into osteoporosis are also steadily gaining in significance. The Institute for Radiology was equipped appropriately with this in mind. In addition to peripheral quantitative computed tomography pqCT, dual-energy X-ray absorptiometry DEXA has also been available for over half a year as a means of determining bone density.

Modernising the pool of equipment

Besides that, various measures have been implemented for rationalising and accelerating internal operational procedures. One of them had historic relevance: Ten years after the introduction of the digital X-ray image archive PACS, the conventional film archive was finally discontinued. All images and examination results in radiology are now available in digital form. Over 80 per cent of radiological findings are now completed and forwarded to the attending doctors within

less than six hours by using computer-aided voice recognition software. In addition, the requirements of all the internal departments for ultrasound imaging was also analysed in an SPC-wide project headed by Radiology. The findings formed the basis for a joint usage and requirements concept. This will give rise to a smaller and thus more efficient and standardised pool of equipment by the end of this year. This will enable services to be improved and, on the other hand, costs to be lowered, which will also be to the benefit of patients.

NEURO-UROLOGY

Getting to the root of the problem

Nowadays, urinary tract infections are the most common urological problem in people with spinal cord injuries. They can lead to incontinence, pains and fever; therefore, they are often a great cause of trouble to patients and also tend to recur frequently. Before a lasting and effective treatment can be found for urinary tract infections, it is important to explore the possible causes. In addition to those reasons which are already sufficiently known about, such as permanent catheter usage, kidney stones and urinary calculi, or incorrect catheterisation techniques, other risk factors have also come to light in recent times. Poor bowel function, in particular, also has a significant influence on the occurrence of urinary tract infections. In addition, the body's own defence mechanisms also play an important role. Therefore, research is ongoing at

the SPC Nottwil into the development of interdisciplinary concepts for the treatment and avoidance of urinary tract infections. Over the past year, the Neuro-Urology Department has also begun to analyse patients' bowel evacuations and to measure bowel function. In future, this diagnostic procedure will be further developed in consultation with gastroenterologists, clinical and nursing staff. They will set out to gain a better understanding of how the bowel works, thereby showing ways of treating functional disorders more effectively. In this way, the rate of urinary tract infections will also be able to be reduced in the long term.

Taking resistance to antibiotics seriously

Nowadays, antibiotics are used to treat symptomatic urinary tract infections. There is an urgent need to develop new therapeutic concepts on account of the side effects and due to the pathogen's increasing resistance to these drugs. Current alternatives to this are treating and preventing infections using herbal remedies, boosting a person's own immune system with inoculations, and, last but not least, homeopathic treatments. To this end, closer cooperation has also been developed with the «House of Homeopathy» in Zug.



ORTHOPAEDICS/SPINAL COLUMN AND CORD SURGERY

Keeping pace with changes

With the emergence of the SPC Nottwil, a concept has been developed that guarantees the essential medical services, which are of primary importance, at the location where the patient undergoes later rehabilitation. This symbiosis is designed to create the optimum conditions for care, especially for people who suffer spinal paralysis as a result of an accident. For example, when the special clinic was set up in 1990, it was built with facilities for orthopaedics (in particular, spinal surgery, neuro-orthopaedics) and orthopaedic technology. The SPC quickly established itself as a centre of excellence for spinal surgery, one of the key disciplines. It has long since been open not only to wheelchair users, but also to all other patients.

There has been a steady rise in the number of surgical procedures in recent years, with the emphasis on increasing complexity and higher rates of deformity. Surgical techniques have been further refined, and the implants used have been adapted increasingly to specific anatomical regions. This is because a large number of materials are also used nowadays for very specific tasks. The SPC Nottwil has had, and continues to have, a direct involvement in technological changes through the development of suitable implants. The Swiss Spinal Column and Spinal Cord Centre (SWRZ), which was newly opened in 2008, has also proved its worth. Cooperation between specialists from the SPC Nottwil and the Lucerne Cantonal Hospital (LUKS) has also been a success. This also includes a 24-hour emergency service involving doctors from both locations.

More frequent shoulder surgery

People with spinal paralysis now have greater expectations of what they can do in life, with quality of life and long-term independence coming increasingly to the fore. Changes in the shoulder/arm area are playing a decisive role in this. Thanks to a greater understanding of the specific shoulder strains experienced by wheel-



chair users, identifying and treating these specific problems can be done at an early stage. This is reflected in the increasing number of shoulder operations being performed. This is also associated with longer stays in hospital with a largely complete loss of independence in the postoperative phase. There is also a growing need for hand surgery among tetraplegics in order to improve or restore functions. Switzerland, the SPC Nottwil and the centre's Orthopaedics Department have made a decisive contribution towards this in the German-speaking world. Prof. Dr. med. Henry Nigst (from Basel) did pioneering work in

this field. The tetra hand surgery technique introduced by him is still used to this day. Further attention is given to delayed damage to the spinal cord, as well as detecting and treating this. Both are performed in close and very good cooperation with the Neuro-surgical Clinic of St. Gallen Cantonal Hospital.

PAIN MEDICINE

Treatment at the highest level

Over the past eleven years, the Institute of Anaesthesiology and Pain Medicine at Nottwil Pain Clinic has become a much sought-after address in this field. Offering a complete range of diagnostic and therapeutic services, as well as selected activities in research and further training, it has long since satisfied the international criteria for a pain centre delivering the very highest level of care. Therefore, the decision taken in 2009 to change its name to the Centre for Pain Medicine, with effect from 1 January 2010, was only logical.

This was not only dictated by the requirements of specialist organisations. Factors which were every bit as important at least were the trusting cooperation with GPs and referring doctors, high patient satisfaction, recognition by the cost centres, as well as backing within the Swiss Paraplegic Group: pain medicine and anaesthesiology are indispensable aspects of the network of services they offer.

The role played in anaesthesiology is underscored by the larger number of operations performed in 2009. Conclusive evidence of the standing of Pain Medicine is the ever increasing demand for its services. The number of treatments administered to patients more than doubled within a half a dozen years from 13,300 in 2003 to around 30,000 last year. In addition, more patients than ever before have been referred with headaches and facial neuralgia. Continued optimised care, even in extended form, is guaranteed by the cooperation with the Lucerne Cantonal Hospital (LUKS).

Greater understanding of complexity

Some investments were made in the past year in expanding services offered for more efficient diagnostics and therapy. Valuable services require special methods. A greater understanding can be achieved of the complexity of pains thanks to quantitative sensory testing (QST), laser-evoked potentials (LEP) and laser Doppler imaging (LDI). The evaluation procedure conducted in the newly established team admissions delivered

better results, reduced expenditure and yielded greater acceptance on the part of patients and cost centres. Within the scope of this type of admission, the patient is examined individually on the same day by a number of different pain specialists (for example, anaesthesiologist, neurologist, orthopaedist, psychologist, physiotherapist), and an interdisciplinary treatment plan is then compiled. A special week-long programme, based on the model for a day clinic, was created for the intensive treatment of people with chronic back pain.

There were further activities conducted as part of the staging of international symposia, as well as on-service and further training courses, such as the certified 80-hour course in «Special Pain Medicine». One of the projects completed in the Research sector set out to evaluate the need for social work in the holistic treatment of pain patients.



SPORTS MEDICINE

Knowledge for sensible training

«Sports Medicine Nottwil-Lucerne» is the name under which Sports Medicine Nottwil (Swiss Olympic Medical Center) and the Sports Medicine Department of the Lucerne Cantonal Hospital (LUKS) came together in 2009. The contractually

focused on the curling, Alpine skiing and Nordic skiing competitors competing in the 2010 Winter Paralympics in Vancouver. The total number of sports medicine consultations ran to 1,750. Of the examinations performed, 310 were on people



regulated cooperation is the model for partnerships between public and private-sector institutions for the future. Thanks to the complementary services offered, professional and amateur sportsmen throughout central Switzerland can benefit from highly skilled, comprehensive advice and support; this will also be available in an outside facility at «Sportarena Allmend» in Lucerne from 2012.

Quality of life and performance

New studies conducted among people with spinal paralysis have shown that quality of life is primarily dependent on physical performance. Measuring this is one of the main tasks facing sports medics and researchers in Nottwil. Tests and examinations are systematically conducted on patients in the course of rehabilitation. They then provide the basis for recommendations on a sensible training programme. Another of the core activities in Sports Medicine is conducting routine medical examinations on athletes from a variety of different disability sport backgrounds. In summer and autumn last year, attention was primarily

in wheelchairs, and 212 on various elite athletes. In addition, 516 stamina performance tests were conducted.

Commitment to theory and research

In addition, members of the team were also deployed at various international events in 2009. Doris Braun headed the medical service at the IWAS World Junior Athletics Championships, which were held in Nottwil. Matthias Strupler, Senior Consultant in Sports Medicine in Nottwil, accompanied the Swiss squad to European Youth Olympic Festival in Tampere (Fi). Under the leadership of the sports scientist Claudio Perret, various national and international research projects have been pursued, Masters students supported in their studies, and training provided for sports medics, coaches and students. Sports Medicine Nottwil's university links are reflected in lecturing roles at ETH Zurich (Claudio Perret) and at the University of Basel (Matthias Strupler).

PREVENTION MEDICINE

Groundwork bears fruit

Prevention has acquired meaningful importance in general healthcare. And what applies as a general rule to everyone is especially true of people with spinal paralysis. Prevention is imperative from the scene of the accident throughout the person's entire life. The commitment of the Swiss Paraplegic Group (SPG) is reflected in the services provided by SIRMED Swiss Institute for Rescue Medicine and by the Swiss Prevention Center.

SIRMED's activities are focused in the initial, in-service and further training of professional and lay personnel in rescue and emergency medicine. Courses and seminars are also particularly aimed at pre-clinical first aid administered to people with spinal column and cord injuries. In addition, young people can do a three-year diploma in Nottwil to become qualified paramedics. Quality-management systems with certificates according to ISO and EduQua standards are used to guarantee the course content and consistency. After a lengthy period of time being set up, SIRMED has become established and has acquired further customers. Despite the higher level of expenditure, the financial results were also much better. The presence of a training centre and the outstanding technical features contributed to the positive development. For example, the first example of the latest generation of patient simulator (SimMan 3G) in Europe went into operation in spring 2009. The «dummy» can be used to show all the symptoms that a person may exhibit in an acute emergency situation. It is extremely realistic. SIRMED's reputation is also borne out by the large numbers of people who attend its various conferences, as well as the conclusion of an agreement to provide professional training for qualified paramedics (HF) with the canton of Lucerne. Previous competitive drawbacks have been addressed on the meantime. National and international networking has been reinforced by the presence of employees in different committees of professional organisations, as well as frequent commissions to deliver papers.

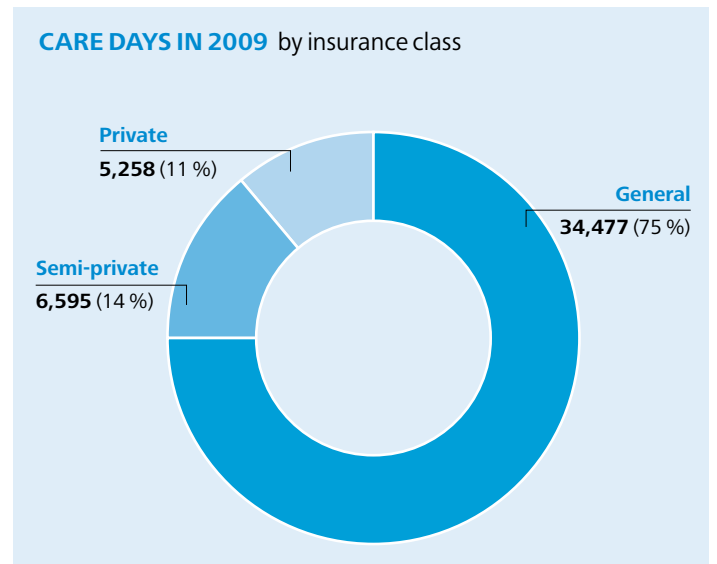
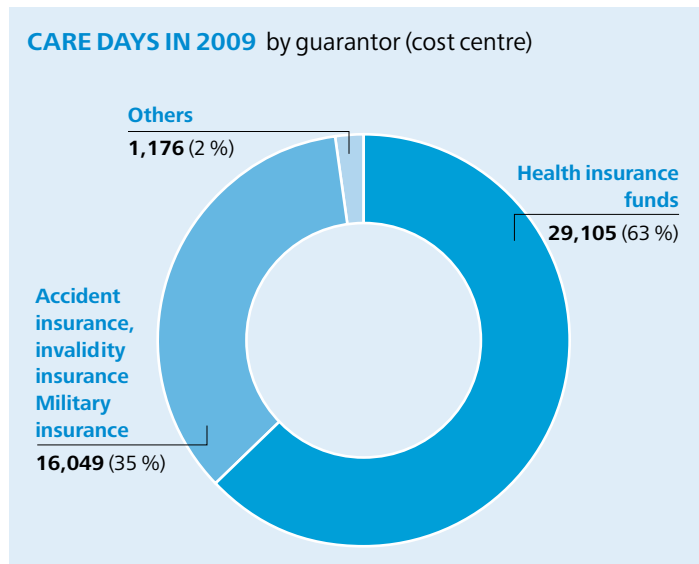
«ParaPrevention» project launched

The Swiss Prevention Center, a specialist medicine unit at SPC Nottwil, reinforced its market position in 2009 by expanding its range of services and increasing capacity utilisation. There was an increase in volume from groups of members of the Benefactors' Association of the Swiss Paraplegics Foundation, as well as of companies which invest in the health of their employees. The one-day health check, which is offered in association with specialists from Sports Medicine Nottwil-Lucerne and SPC Nottwil, remained the most popular product. This holistic check-up comprises nutrition, fitness, medicine, laboratory, life balance and selfness. The purpose of it is to improve the quality of life by making lifestyle changes. Coordinated by Swiss Prevention Center staff, work also got under way on the «ParaPrevention» project, which has now been launched. It contains general, holistic and sustainable prevention measures for wheelchair users. Almost 30 departments or organisations within the SPG contributed to the project design.



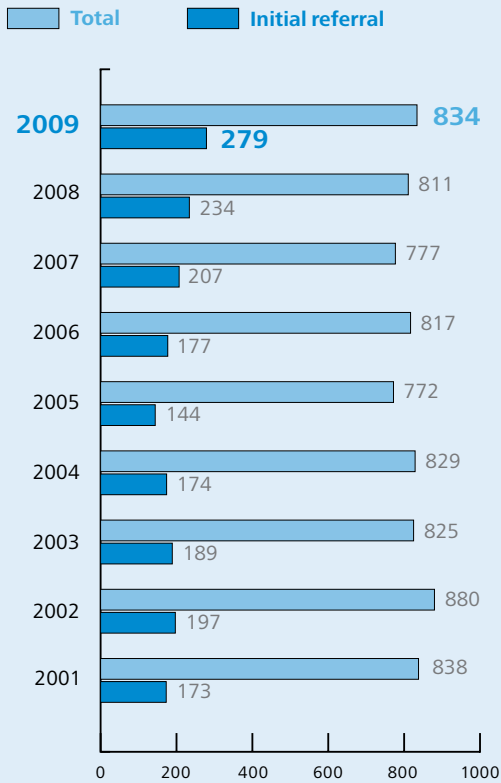
Comparison of care days

| COMPARISON OF CARE DAYS by patients' home cantons | 2009 | 2008 |
|--|---------------|---------------|
| Basel Cantons of Basel-Stadt and Basel-Land | 1,117 | 1,286 |
| Central Switzerland Cantons of Lucerne, Nidwalden, Obwalden, Schwyz, Uri, Zug | 9,299 | 10,859 |
| Eastern Switzerland Cantons of Appenzell Ausserrhoden and Innerrhoden, Glarus, Graubünden, Schaffhausen, St. Gallen, Thurgau | 4,804 | 5,667 |
| Midlands Cantons of Aargau, Bern, Solothurn | 15,238 | 12,538 |
| Ticino | 2,340 | 1,504 |
| Valais | 808 | 418 |
| Western Switzerland Cantons of Fribourg, Geneva, Jura, Neuchâtel, Vaud | 4,687 | 6,045 |
| Zurich | 2,643 | 3,682 |
| Abroad | 5,394 | 4,782 |
| Total | 46,330 | 46,781 |

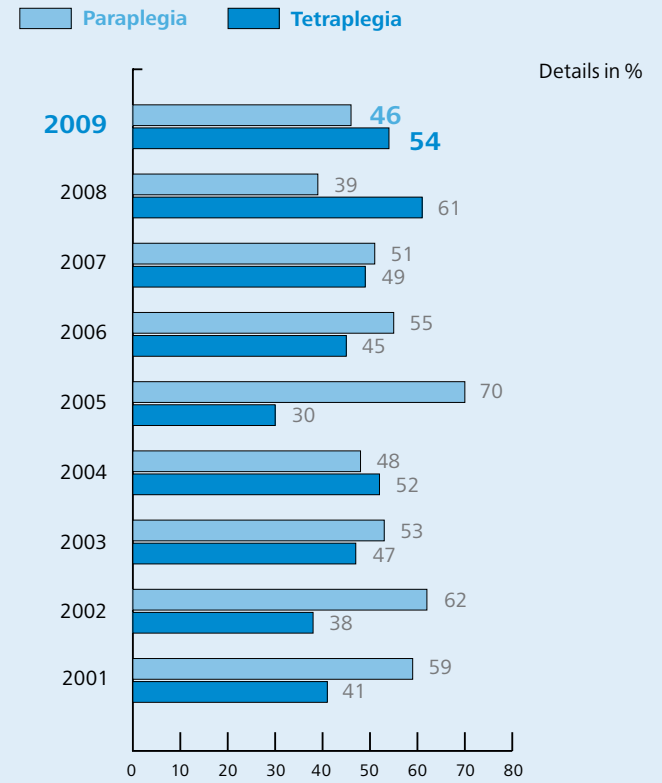


Hospitalisation/Initial rehabilitation

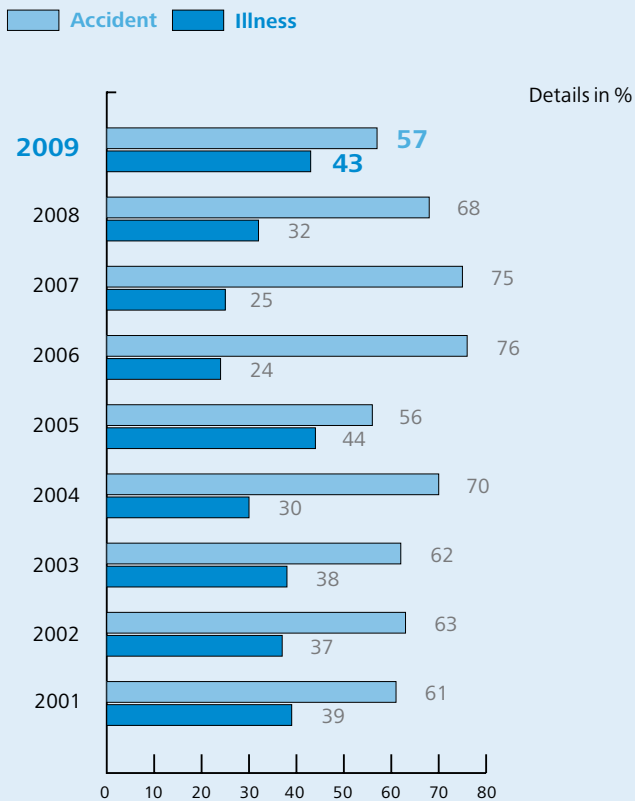
COMPLETED HOSPITALISATIONS



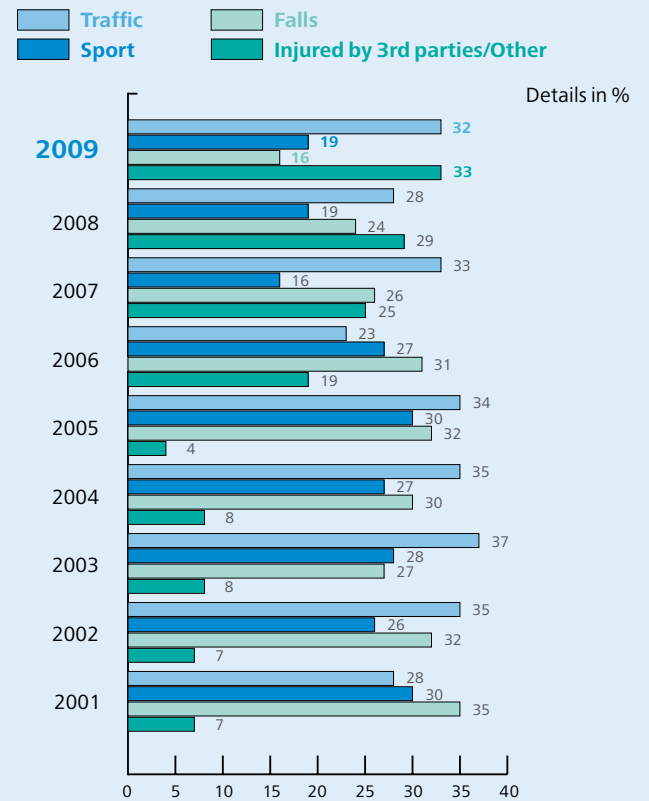
INITIAL REHABILITATIONS: RATIO PARA-/TETRAPLEGIA



INITIAL REHABILITATIONS: CAUSES OF PARALYSIS



INITIAL REHABILITATIONS: CAUSES OF ACCIDENTS



Lifelong Care and Mobility



Quality comes first

People with spinal paralysis are dependent upon lifelong care, as well as the greatest possible independence and mobility in their everyday lives. The Swiss Paraplegics Association (SPA) and Orthotec AG ensure that they receive the services they require.

In the 30 years in which it has been in existence, the Swiss Paraplegics Association (SPA) has established itself as a national umbrella organization for people with paraplegia and for wheelchair sport. More than 10,000 club members around the country benefited immensely from its widespread range of services. All in all, the SPA invested around 57,000 hours dispensing advice and providing active support with reintegration into daily life. Behind these figures there was a dedicated team of 1725 full-timers, part-timers and volunteers. They take the SPA's strategy, its own culture and core values to heart in the work they do. This was evidenced by the findings of an audit conducted last year by the Swiss Association for Quality (SAQ). The SPA, which has long since based its working practices on the EFQM quality-management model, received the award for excellence with four stars. Particular mention was made, in addition, of its explicit focus on the needs of customers.

New contract with the Foundation

The strict objective of responding to the concerns of all para and tetraplegics in Switzerland was also the basis for concluding a new contract with the Swiss Paraplegics Foundation (SPF). It set out the terms of the cooperation, as well as the Foundation's financial support of the SPA for the next six years. This has given both organisations a sense of security in their long-term planning. Central to matters of public affairs in 2009 was the Swiss vote on additional finance for invalidity insurance (IV) benefits. A «no» vote would have had negative consequences for many SPA members. They were, therefore, glad that the ballot produced a positive result. In addition, contact was

stepped up with the Federal Department of Home Affairs (EDI), the Federal Department of Social Security (BSV) and the Commissions for Social Affairs and Health in parliament. A social highpoint was the visit by Pascal Couchepin MP to the SPA's vineyard above Sion (VS) in the autumn.

By paraplegics for paraplegics

People who suffer spinal paralysis will receive a visit from one of the SPA's representatives, who will offer them comprehensive advice. It is extremely helpful that they, too, are sitting in a wheelchair when it comes to having to plot a course together that will give the person affected the best possible chance of reintegration. Care is provided independent of where rehabilitation takes place. Therefore, apart from the Swiss Paraplegic Centre (SPC) Nottwil, we also have important partnerships with other special clinics,

namely Clinique romande de réadaptation, Sion (VS); the Paraplegic Centre of the Balgrist University Hospitals Zurich; and RehaB, Basel. This way, the SPA managed to recruit 267 new members last year.

In order to expand specific services, the Life Coaching Department was reorganised, focusing totally on work by paraplegics for paraplegics. In the course of this the decision was also taken to integrate the Institute for Vocational Guidance (IBF) into the SPC Nottwil on 1 January 2010.

PERFORMANCE DATA

Lifelong Care and Mobility Division

| | 2009 | 2008 |
|---|--------|--------|
| SPA No. of employees (in 27 wheelchair clubs) | 10,800 | 10,000 |
| SPA No. of events | 320 | 310 |
| SPA No. of volunteers | 32 | 32 |
| SPA No. of consultation and integration hours | 39,000 | 37,000 |
| SPA No. of participant-days for courses (for disabled people and relatives) | 13,000 | 11,000 |
| SPA No. of consultation hours for work integration | 8,395 | 8,396 |
| SPA No. of consultation hours for obstacle-free building | 7,600 | 7,400 |
| SPA No. of consultation hours for social and legal advice | 2,000 | 2,100 |
| Orthotec No. of adapted wheelchairs | 491 | 450 |
| Orthotec No. of packs of incontinence items | 11,102 | 10,324 |
| Paramobil No. of adapted vehicles | 300 | 261 |

Working to capacity

The Institute for Vocational Guidance (IBF) looked after more newly injured patients than ever in 2009, and its workload was increased by the introduction of Rehabilitation Case Management (RCM). Together with the effects of organisational changes and its involvement in projects in research and children's rehabilitation, it came under a great deal of pressure. Nevertheless, it managed to come up with the right solution on what to do next for every single client. This was also true of people who were being looked after on behalf of external organisations.

Outpatient aftercare is becoming ever more central to the varied work involved. The 6th revision of the IV will bring with it significant changes in the reintegration of pensioners. To ensure that people affected can count on effective, professional support throughout their lives in the future, it is inevitable that additional measures and services will have to be provided. Otherwise, it will not succeed in helping as many paraplegics as possible to make a lasting return to gainful employment.

Training structure with pulling power

Last year, Wheelchair Sport Switzerland (RSS) created a new training structure in elite sport. Most courses and training options are now offered in modular form.

This will produce striking improvements in quality for people completing the courses because they will be able to tailor their training towards their own needs and capabilities. In addition, the new system has led to an increased number of participants.

Two world championships were also significant events in 2009. The Swiss Paraplegics Association was responsible for organising one of the events, the IWAS World Junior Athletics Championships in Nottwil. The host nation's next generation of athletes cleaned up in style, winning 24 medals. Attention turned to Italy for the first ever Paracycling World Championships under the aegis of the UCI, the International Cycling Union. Ursula Schwaller, Heinz Frei, Jean-Marc Berset and Bruno Huber together hauled in five golds, one silver and one bronze for the Swiss squad in the individual time trials, road races and team competition.

New trends – new offers

In 2009, the Culture and Leisure Department (K+F) ran awareness courses for the first time based on the «Paradidact» teacher training concept, and with great success. An increasing number of companies are interested in obtaining experience from people who are directly affected and in stepping up the discussion with people with spinal paralysis. Days out with a difference became popular in the



Culture section. For example, groups had great fun riding quad bikes and driving diggers. Trips to exotic destinations like Namibia and Botswana or the art trip to Tuscany proved to be very popular. New needs resulted in a revision of the whole content of the holiday catalogue, as well as to the introduction of an early booking discount, which also makes planning easier.



Battle for rights proves worthwhile

The call for curbs on costs in social security has not gone unheard in the courts. And since the disputes are now being conducted more doggedly than before, the Institute for Social and Legal Advice (ISR) has had to represent a number of SPA members in various legal cases. We were delighted to secure repeated positive rulings in the federal court as well as in cantonal courts. This should spur the people affected and their lawyers on to continue to argue for the things they are entitled to.

Demand remains high

The Centre for Obstacle-free Building (ZHB) in Muhen (AG) has been successful in improving the home environment of disabled people and their relatives since 1995. The ZHB is a private agency although it is recognised by the state. It offers individual advice free of charge and is concerned with all the essential aspects of carrying out renovations or new-build projects on schedule. The architects and planners also draw upon their close working relationship with various experts from SPC Nottwil. Volumes

of orders remained high in 2009. The specialists at the ZHB were consulted on 234 new building projects in virtually all the cantons of Switzerland last year. They also completed a further 196 projects which had been started back in 2008.

Expectations exceeded

2009 was one of Orthotec Nottwil AG's best ever years, with both turnover and earnings well up on 2008. This enabled the company to consolidate its standing as one of the country's biggest providers of orthopaedic and rehabilitation technology.

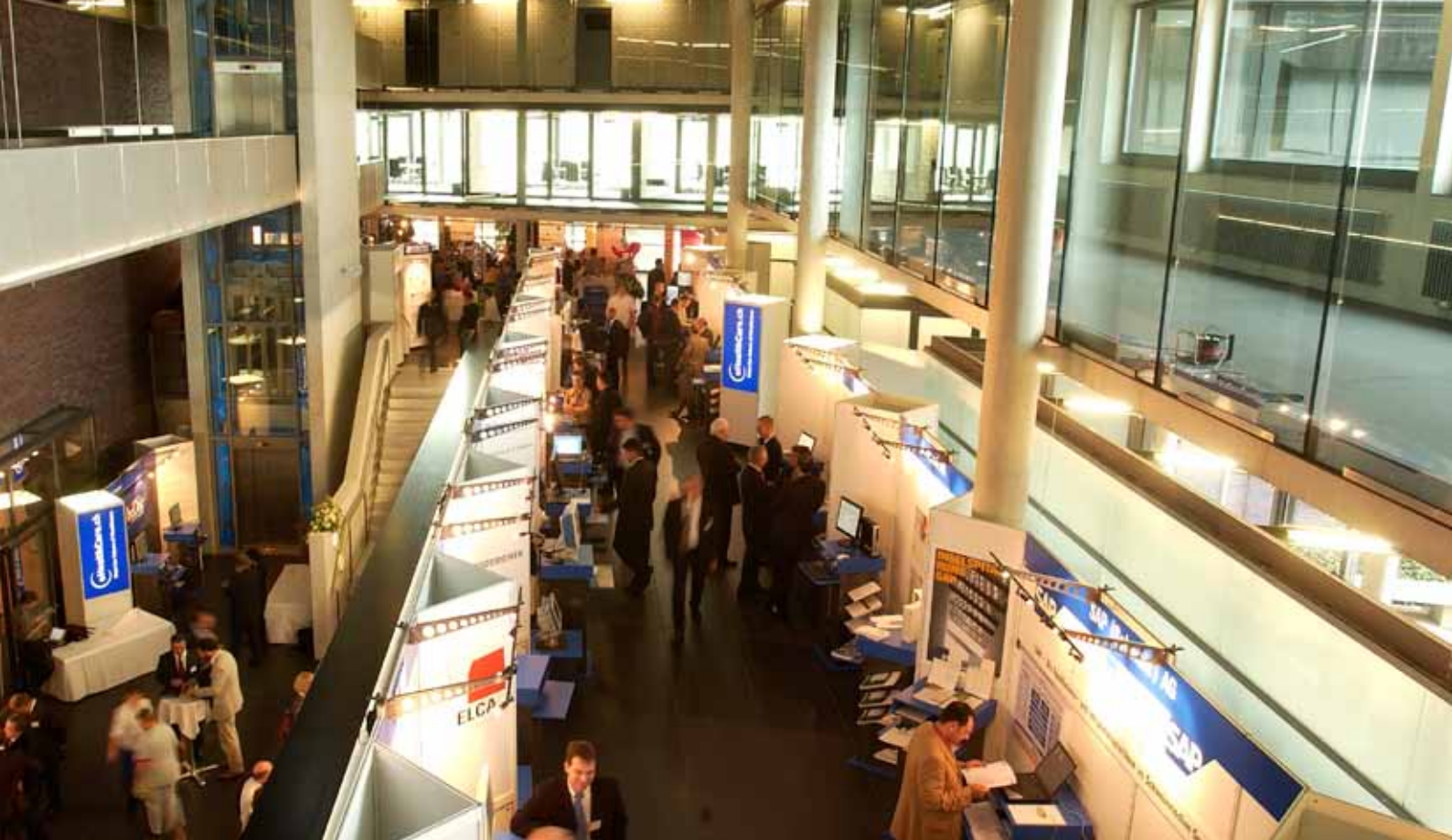
In most cases, the results achieved even exceeded its own expectations. The upturn was especially striking in one area: it sold over 500 wheelchairs, both manual and electric. Orthotec also made its mark as the organiser of various events, with the Rollivision specialist exhibition and the inaugural Swiss Handbike Day particularly worthy of mention. Partial restructuring took place internally. Its business activities are now organised into three areas, Orthopaedic Technology, Wheelchair Mechanics, and Trade and Service. In addition, the merger with Paramobil AG got under way at the start of 2010. ISO quality certification and setting up an «aid store» are currently in the pipeline.

Armed for the future

The market for aids is in upheaval. The cost centres are looking for savings potential and want to stimulate competition. It remains to be seen what happens because previous negotiations about price reductions failed to deliver a binding outcome. However, Orthotec will also be able to assert itself in a changed environment. This will be aided by plotting a clear course, combining the technically feasible, the economically viable and the ecologically sensible. The looming shortage of specialist personnel will be countered by training young people in orthopaedic technology and related disciplines.

Push in innovation in vehicle adaptation Paramobil AG, which specialises in adapting vehicles, also closed its final year trading as an independent business with a positive result. 300 cars of various makes and designs left the workshop in Nottwil after having been adapted to meet the needs of their users. Virtually all the cars were fitted with the very latest electronic devices, creating new possibilities in some cases. An impressive example of this is the «Joysteer» system in the development and production of which Paramobil AG was involved right from the start. Using leading-edge technology, even people who have only one functioning hand can now steer a car independently. Series production and distribution got under way in mid-2009 following extensive testing and all the necessary permits having been obtained. «Joysteer» represents a milestone in the development of driving aids of this kind, and it's hardly likely to be the last because individual mobility remains a central factor for the reintegration of people with a disability.





Promoting polyvalent use

The activities and balance sheet of the GZI (Guido A. Zäch Institute) AG in 2009 were primarily characterised by measures to improve cost efficiency and competitiveness. They proved to be a success. Expenditure was lowered considerably by simplifying processes and redimensioning individual departments. Revenue was up slightly by making greater use of capacities.

The reorganisation was triggered by an assessment of the situation by the Board of Trustees of the Swiss Paraplegics Foundation in early 2009. The thorough analysis led to the decision to pass over responsibility for the running of the meeting rooms, accommodation, etc. to the Hospitality Department of the SPC Nottwil. GZI AG was later renamed Schweizer Paraplegiker-Management (SPM) AG.

Renowned customers and events

The facilities and services on offer at the GZI are primarily at the disposal of the organisations in the Swiss Paraplegic Group (SPG), people with spinal paralysis or of the relatives of patients. However, good use was also made of the building in 2009 by renowned companies, associations, institutions, etc. to hold meetings, workshops, training courses and

other types of events. The most important of the 2500 or so events was the eHealthcare conference, as well as the two public conferences, «Rheuma, Back, Pain» and «Heart and Circulation». While, the strategy of marketing to two different types of customer groups should be maintained, there is a need for new ideas about how to increase the basic capacity utilisation of the polyvalent infrastructure.

On the way to the top

Hotel Herisau AG managed to meet its targets for the 2009 financial year. While turnover slipped in the Business Customers and Tourism segments, it rose markedly in the Seminars segment. Apart from the financial gains it made, it was also good news to see it rise up to eighth place in the list of the country's best hotels for seminars.

It needs to increase its capacity in the medium term in order to remain at the top and to move up into the 3-star+ category. This is also the intention behind the «Bahnhofstrasse Centre Development» project, which is already at the planning stage. Additional hotel rooms are planned, as are apartments and smaller commercial units. A number of investors have indicated their interest in taking part in the creation of this project. However, definite steps will only be possible once a master plan is in place, which is being created in cooperation with the local and cantonal authorities. The new concept for the restoration envisages the modernisation of the existing infrastructure, on the one hand, and an expansion of the space available, on the other. Accommodating the specific needs of guests in wheelchairs is guaranteed given the fact that Hotel Herisau AG belongs to the SPG.

Research



Forging ahead

Swiss Paraplegic Research (SPR) works to achieve lasting improvement in the integration and quality of life of people with spinal paralysis. It is one of the few institutions in the world which brings the different disciplines involved in research into holistic rehabilitation together under one roof.

Swiss Paraplegic Research (SPR) performs an important function in Switzerland's research environment and is at the leading edge of research into holistic rehabilitation. This position has also been strengthened by the recognition it has gained as being a non-university research institution by the Swiss government as well as by the canton of Lucerne. In addition, the first Chair for Health Sciences and Policy was created in August 2009 as part of a long-standing agreement with the University of Lucerne. A postgraduate and research seminar for Masters students has already been established. Further programmes, including a series of lectures, were introduced in the first half of the current year.

Consolidating a national platform

Work on the «SwiSCI Cohort Study», a national platform for clinical and social questions, also progressed in 2009. In addition to the revision of the concept, «Corporate Governance» and a protocol for «Nested Projects» were developed. The latter is particularly decisive in studies which are conducted together with partners at home and abroad. The aim of SwiSCI is to be able to trace the development of people with spinal paralysis over a long period of time. This enables problems, requirements and intervention options to be identified systematically. By studying appropriate areas in depth, solutions can be identified at all levels, from clinical performance to care to suitable legal initiatives. The effectiveness of measures, in turn, can be assessed and improved as work progresses.

The 47 employees at Swiss Paraplegic Research are essentially concerned with identifying, analysing and evaluating the interaction between physical, mental and social factors in the development of disabilities or in overcoming them. It calls for a transdisciplinary combination of a wide range of techniques and areas. For example, holistic research links biomedical approaches, which are developed in molecular biology and neuro-physiology, with psychological and social approaches.

Maintaining and expanding a network

SPR has another important role as the centre for a cross-border network. The specialists in Nottwil maintain an intensive exchange of knowledge and information with universities, clinics, companies, and institutions on all five continents. Various community projects comprise further training, university teaching jobs, looking after undergraduates, interns and postgraduate students, as well as cooperation in clinical studies and research programmes. An example of this is the development of a teaching module

PERFORMANCE DATA

Research

| | 2009 | 2008 |
|------------------------------------|------|------|
| Publications | 54 | 35 |
| Dissertations (ongoing/completed) | 14 | 6 |
| Masters theses (ongoing/completed) | 12 | 6 |
| Conference papers | 86 | 38 |

for functional capability and rehabilitation, which will form part of Masters and PhD courses. The basis for this is the «International Classification of Functioning, Disability and Health» (ICF) of the World Health Organisation (WHO).

The purpose of the ICF is to describe human experiences in relation to body functions and structures, as well as activities and inclusion. This takes explicit account of personal resources and environmental factors which often have a major bearing on functional ability.

Setting international standards

The standardised characterisation of problems, the use of identical terminology, compliance with standards, problems, etc. enable experts to communicate with one another and set standards for cross-professional initial and further training. This includes the ICF Core Sets for Spinal Cord Injury. They were developed by SPR, which is officially recognised as one of the WHO's collaboration centres. A core set is a type of checklist for the more frequent problems that occur in people with spinal paralysis. An extensive handbook about this subject

is in preparation. Moreover, scientists in Nottwil are currently taking part in a web-based ICF Training Programme and offer standardised training workshops for the ICF.

Selecting suitable partners

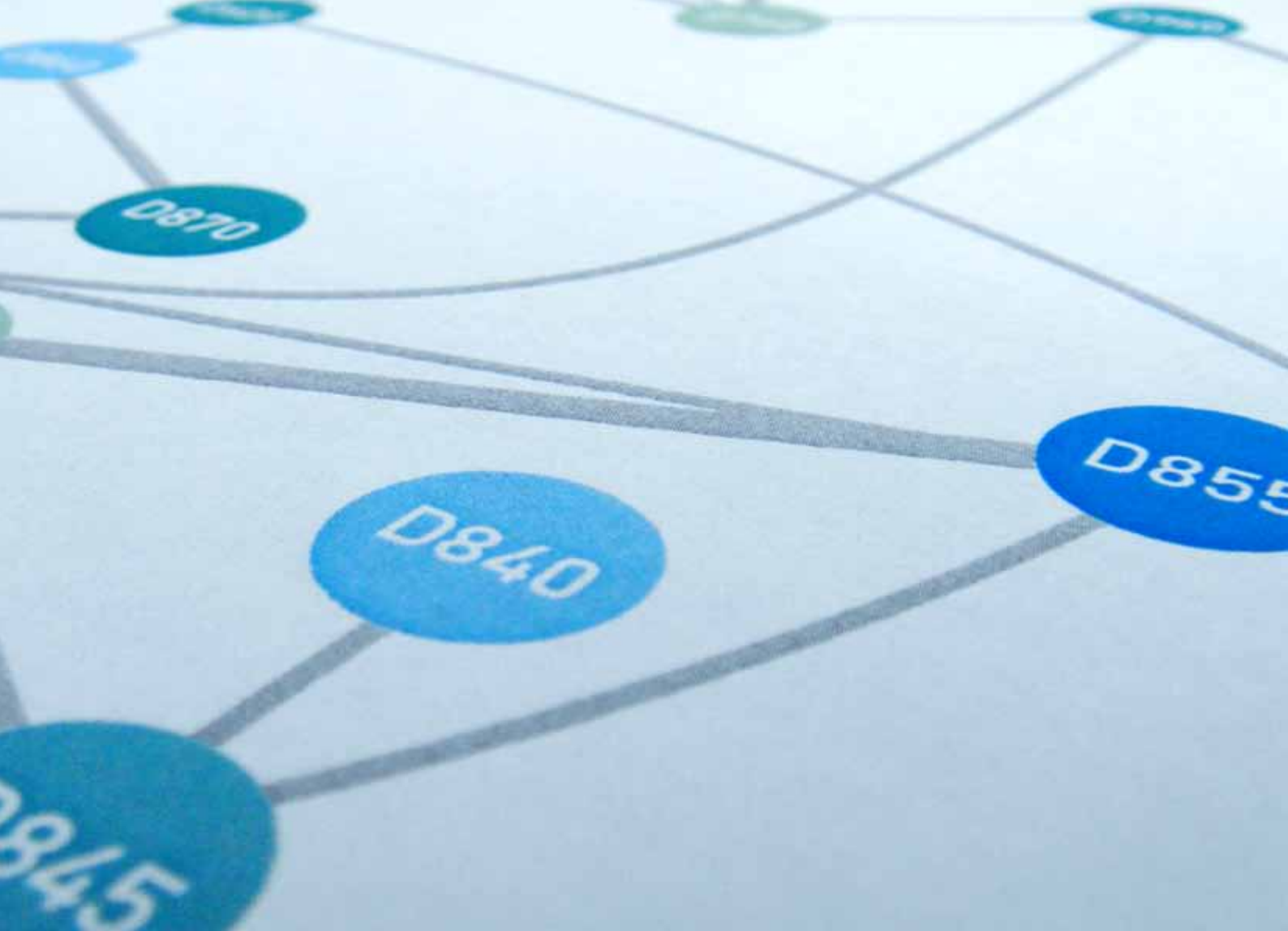
Research does not work in isolation and on its own. Cooperation is nurtured within the scope of joint research projects and interests or on the basis of joint bids to sponsors like the European Commission, the Swiss National Science Foundation (SNF), the German Research Foundation (DFG), etc. Furthermore, each researcher has a specific network with whose members he maintains steady contact. In addition, there is a lively exchange of ideas between companies, as well as at conferences and congresses. An important partner within the whole structure is the World Health Organisation (WHO), with whom the SPR works closely, strengthening the current network. The links with the WHO are significant, not only in terms of research, but also on policy issues affecting functional ability, disability and health.

In all cases it is always a matter of under-



standing, researching and developing approaches to achieving lasting improvements in physical and mental functional ability and health, comprehensive inclusion, as well as social integration and equal opportunities for people with spinal paralysis. Account is taken of the entire course of a person's life, from the accident to the peculiar aspects of growing old with para or tetraplegia.

Thinking and acting along the same lines
The provision of representative data and results ensures that the wherewithal is in place for detailed analysis for the specific development of measures and improvements in all areas. In concrete terms, this is to be used to derive new, more efficient treatments, aids and advice for living with people with spinal paralysis, for changes to the law, etc. Furthermore, SPR oversees implementation in practice while the projects are running. Following the «GRIP»



principle (i.e. Get Research into Practice) not only helps the patient, it also encourages staff to think and act along the same lines.

Creating attractive offers

Swiss Paraplegic Research aims to continue consistently along the path that it has taken for some years. It aspires to becoming the leading international centre for research into human functioning and rehabilitation. Its activities remain focused on paraplegia and spinal cord injuries. However, which findings are collected with which instruments may also become a model for research into other health impairments and ageing. Opening up academic perspectives in the context of new research disciplines is another of SPR's important preoccupations. The more opportunities there are of a better quality within an independent institution which is part of an international

network, the more attractive it will be to fledgling researchers. Consequently, Swiss Paraplegic research is aiming to foster sustainable links with capable new talent through its additional, supplementary programmes, such as «Learn for and from Spinal Cord Injury».

Group



Learning from experience

2009 was a busy and eventful year for the Swiss Paraplegic Group (SPG) and its affiliated organisations, during which it took a number of important steps towards modernisation. The experience gathered along the way is valuable capital for the future.

Safeguards for the step-by-step modernisation of the pioneering work were put in place with the implementation of more far-reaching restructuring, as well as the implementation of a new organisational setup complying with Corporate Governance for Non-profit Organisations. The focus was on meeting key criteria for the long-term preservation and expansion of lifelong, top quality provision for people with spinal paralysis in Switzerland. To this end, the SPG needed to disengage and restructure specific duties at managerial level in order to exploit existing synergies, making itself more efficient in the process. This primarily meant reducing commitments outside the sector by selling off real estate which was not essential to the running of the organisation. Even though the bar was raised high throughout and there was some turbulence, the outcome was very satisfying all things considered. Awareness of the needs of patients or customers improved markedly, as did the quality of service, without compromising on performance. However, the past year has also shown that reforms offer the best opportunities for lasting success if they come from within and are based on values that are binding upon everyone concerned. Focusing attention on core areas of competence and on primary tasks, continued willingness to learn, flexibility, and meaningful cooperation with strong partners remain decisive elements for coping with the rising pressure to make savings in healthcare and keeping up with the increasingly tough competitive environ-

ment. The new strategy that is currently being honed will take account of any current and future changes of any significance in this sector so as to leave the Swiss Paraplegic Group equipped to tackle the major challenges over the coming years.

The founder's vision lives on

Whatever adjustments have to be made to changing circumstances at home and abroad, the visions of the founding generation will live on in the future. Guido A. Zäch was inspired in 1975 to improve the lot of people with spinal paralysis and to give them back a place in society. In so doing, he created the Swiss Paraplegics Foundation (SPF). This was triggered by the fact that medical and therapeutic provision was poor back then, and re-integration was barely possible, and when it did

happen, an unfathomable mire of official regulations had to be followed. It was on this basis that a concept was hatched for developing holistic rehabilitation, maturing over the next 30-plus years into a globally unique network of services. A ground-breaking initiative was nurtured in the intervening years. The Swiss Paraplegics Foundation's organisational role and the comprehensive services it offers have become a model for other non-profit making bodies at home and abroad, although copying isn't always a cast-iron guarantee of success. However, the positive effects can be felt and seen throughout Switzerland. Three quarters of all people with spinal paralysis manage to return to work. They are mobile, can do sporting activities, enjoy social lives – the only difference is that they do it in a wheelchair, not on foot.

PERFORMANCE DATA

Swiss Paraplegic Group*

| Figures in CHF millions | 2009 | 2008 |
|---|--------------|--------------|
| Turnover | 196,4 | 187,8 |
| Change in % | 4.6 % | 3.6 % |
| Operating income (EBIT) | 16,2 | 14,8 |
| as a % of total turnover | 8.2 % | 7.9 % |
| Annual result | 2,0 | 1,1 |
| as a % of total turnover | 1.0 % | 0.6 % |
| Flow of funds from business activities | 48,7 | 34,1 |
| as a % of turnover | 24.8 % | 18.2 % |
| Free cash flow | 48,0 | 23,6 |
| as a % of turnover | 24.4 % | 12.6 % |
| Balance sheet total | 396,5 | 411,5 |
| Equity | 245,1 | 230,1 |
| as a % of the balance sheet total | 61.8 % | 55.9 % |
| Net liquidity/indebtedness | 31,3 | -17,4 |

*including affiliated organisations

FINANCE AND CONTROLLING

The dawn of a new era

A new era began in Finance and Controlling in 2009. The year began with accounting centralised in Nottwil, but looks set to end with a change in approach. The team at SPC Nottwil worked flat out to establish the centre as one of the few hospitals in Switzerland to conform to Swiss GAAP FER standards. In addition to that, it also received ISO certification for the first time in the past year. The ICS (Internal Control System) was then refined and adapted to new standards, and risk management was organised systematically. On the other hand, the improvement in corporate control instruments aided the creation of a detailed budget process, of analysis or projections. In the coming months, a great deal of time and effort will be invested in various projects geared towards adapting the accounting process in line with the new SwissDRG hospital finance model, which comes into force from 2012. The introduction of a case-based lump sum principle will bring about considerable changes in many areas, creating the need for carefully considered preparations. This is likely to result in a noticeably greater data acquisition workload. Conversely, it provides a way of generating additional, more accurate figures for the control of the businesses in question.



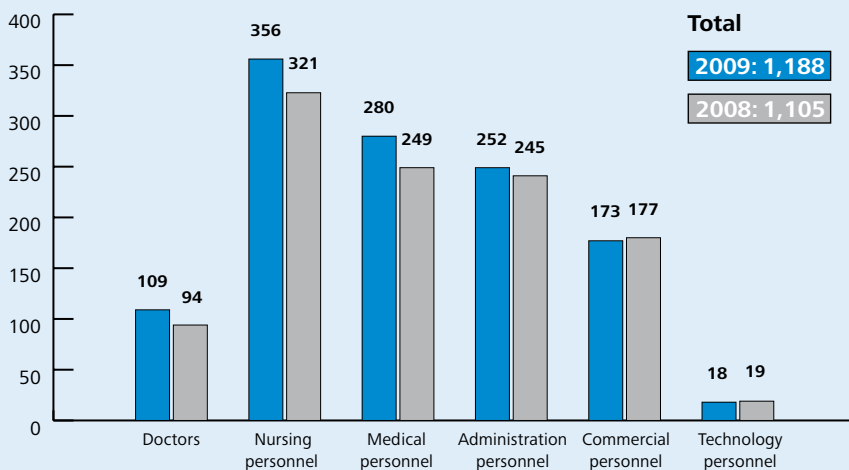
HUMAN RESOURCES

Promoting quality and health

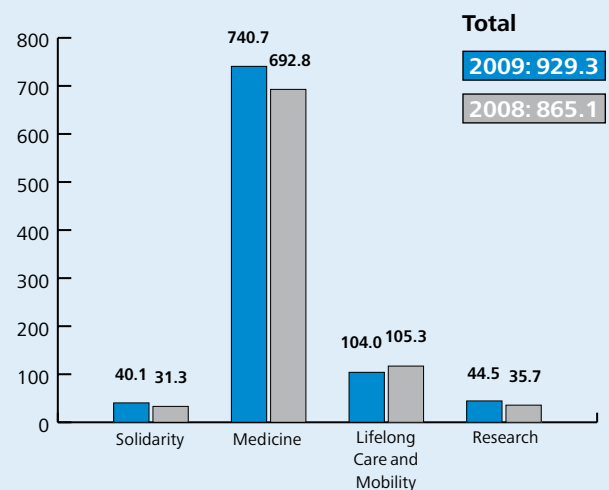
In today's working world great value is placed on heightened quality awareness in everyday activities and the health of staff. Human Resources focused much of its efforts on both in 2009. Drawing up principles upon which to define quality and designing professional activities accordingly proved to be very challenging and took a great deal of time. Processes required very thorough assessments and improvements. One of the outcomes of this was that about 40 forms were completely redesigned. However, it was well worth the effort. The crowning glory of this important project was that we were accorded ISO certification for compliance with DIN 9001:2008 after passing the audit. We are now required to have the processes inspected every year in order

to comply with the duty to implement continuous improvements. The knowledge that illness or accident-related absences can be hugely expensive prompted us to create and implement a concept to promote health. It envisages continuing to promote measures to prevent health risks and expanding the necessary internal and external services. The most important objectives include providing the best possible care for employees who are ill or who have suffered accidents. Line managers play a key role in these cases. Given the position of trust that they are in, it is up to them to maintain and nurture contact with their personnel during a period of absence. Extensive workshops about this were run for managers.

SWISS PARAPLEGIC GROUP PERSONNEL



Full-time positions by division





TECHNOLOGY AND SAFETY

Increased safety

Activities in the Technology and Safety section focused on a number of areas in 2009. One concerned the conversion of the indoor swimming pool in the SPC, creating more comfortable surroundings for users, paraplegic and able-bodied alike. The changing and shower cubicles were enlarged, and the therapy and swimming pool was redesigned. On the other hand, the employees were closely involved in the certification process in accordance with ISO 9001. A VFM database was also compiled comprising 3200 medical devices which can now be maintained regularly and completely. The Nature & Economy Foundation renewed its seal of quality for the maintenance of the outdoor facilities applying ecological guidelines.

The radically revised safety concept came into force in mid-2009. A central role is played in it by a core and managerial team in dealing with extraordinary events. The people involved can be called out around the clock and at very short notice using state-of-the-art alarm systems. Steps have also been taken to implement a new energy concept. This was triggered by the pending general overhaul of the ageing heating and cooling systems. Environmentally friendly alternatives will be sought for these, not least of all given the high energy prices, in order to reduce the use of fossil fuels.

IT AND PROJECTS

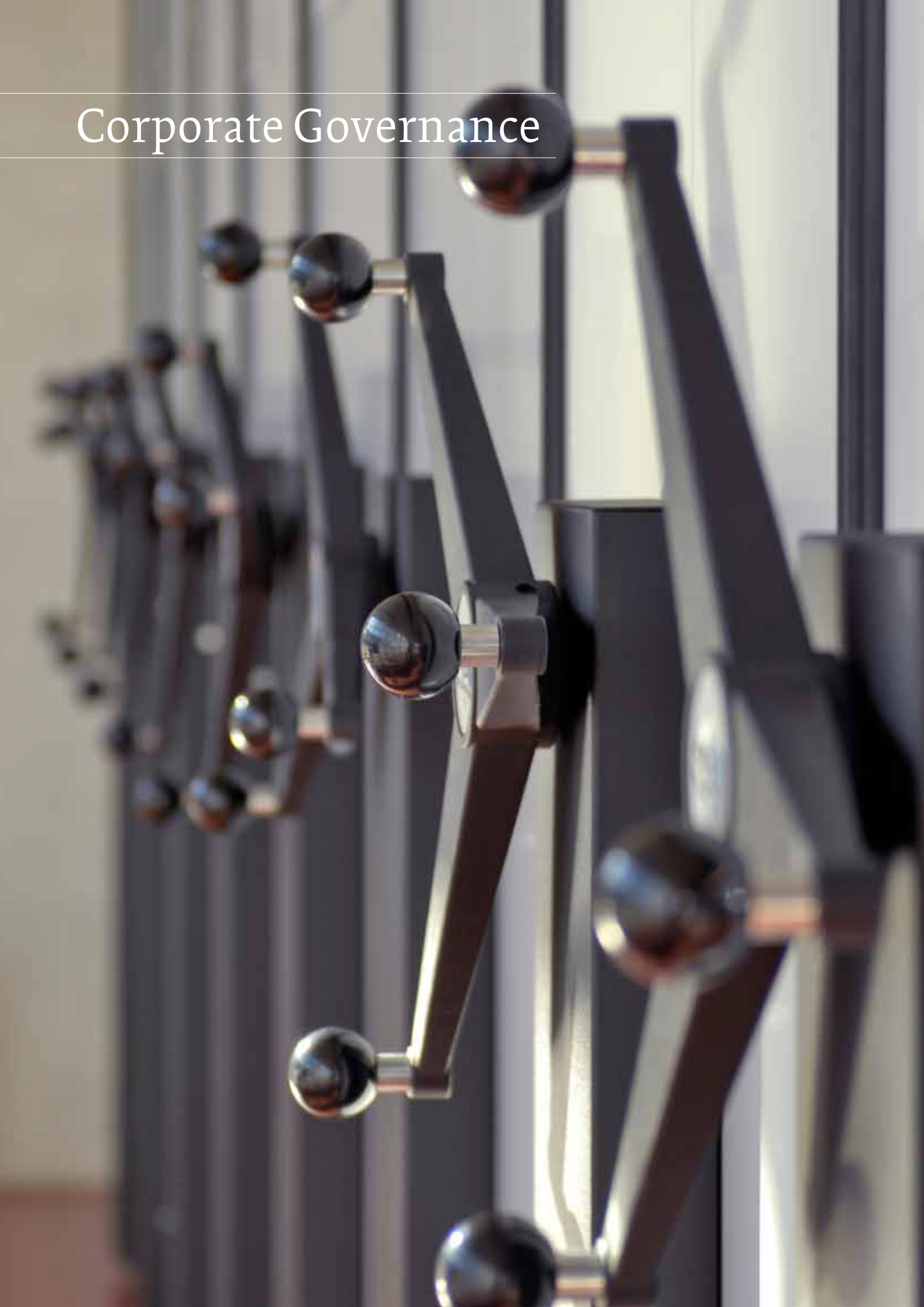
Stability and agility

It is imperative to be able to respond promptly and flexibly to changes and challenges in IT. This is also referred to as agility, with careful and far-sighted planning. This may sound like a paradox, but sufficient latitude and a good ability to respond are only made possible by a stable process and architectural basis. This was done in the IT and Projects section in 2009 with the complete renewal of the Windows server platform. Virtualisation formed the core for system stability and agility. For example, the Swiss Paraplegics Association received a solution with a dedicated network zone and server environment. Special customer requirements were met without the customer having to forego central services such as communication, data administration and backup.

Users were trained in using Office 2007 in over 50 lateral-entry courses. In preparation, the SPA changed over to Exchange 2008. They use the very latest e-mail, tasks and calendar applications, which can be accessed from any home workstation and can be synchronised via smartphone. In addition to that, there were new mobile devices for doctors, the installation of a modern database server, the operation of a wireless network throughout the site, and numerous updates for applications. In an effort to offer new functions and services even more quickly and more selectively in future, we have picked almost forty people to help us as key users. Moreover, the award of the ISO 9001 seal of quality will safeguard the existence of the processes required to remain flexible and up to date in the future.



Corporate Governance



Guaranteed transparency

The Swiss Paraplegic Group (SPG) and its affiliated organisations are now being run in accordance with the Corporate Governance guidelines governing non-profit organisations. This will create transparency with the programme and form the basis for the successful further development of the company.

Then following disclosures are aimed at providing a complete insight into the corporate governance of the Swiss Paraplegic Group (SPG), as well as that of its affiliated organisations, where this is sensible.

Principles

- The executive bodies guarantee that there is clear division of responsibilities in supervision, management and discharge of duties, within the scope of the law and the constitution. They ensure that balance prevails in the relationship between steering, leadership and control (checks and balances).
- The executive bodies run the organisation responsibly, efficiently and sustainably. Particular consideration is given to the values underpinning the organisation.
- The executive bodies define the information policy. They provide prompt and transparent internal and external information about the structure and activities of the organisation, as well as about how its funding is used.
- The executive bodies safeguard the interests and rights of members and benefactors. They guarantee effective cooperation between honorary, voluntary and paid employees.
- The executive bodies look after the interests of benefactors. In particular, they are responsible for ensuring that fundraising practices are fair, and that funds are used properly.

Structures

Structure of the company

The Swiss Paraplegics 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.

Consolidated group including affiliated organisations

In order to achieve the goals envisaged by its founder, the SPF has founded various organisations of very different legal natures or supported their formation. They include three societies, the Benefactors' Association (BA) of the Swiss Paraplegics Foundation, ParaHelp and the Swiss Paraplegics Association (SPA). The societies are legally independent and managed autonomously. Given their closely intertwined finances (allocation of benefactors' funds to cover operating deficits) and to represent the implementation of the holistic rehabilitation of people with spinal paralysis (refer to the article on the objective of the foundation), it has been agreed with the boards of the above societies that they are to be integrated into the consolidated group and, where appropriate, they are to be included in the corporate governance disclosure. The affiliated organisations possess their own specific corporate governance guidelines, although they are not at variance with the general guidelines. Control of the affiliated organisations by the Foundation cannot be inferred from this.

Aims and objectives

Aims of the organisation

The Swiss Paraplegics Foundation (SPF) is concerned with the holistic rehabilitation of people with spinal paralysis. It takes and supports measures which are deemed appropriate to achieve this aim in accordance with the current state of science and technology.

Objectives and services provided

The SPF supports people with spinal paralysis in hardship cases with contributions towards the cost of aids, apparatus and equipment, as well as uncovered care charges, helps para and tetraplegics and their relatives who are in a position of need.

The SPF promotes the objectives of the Swiss Paraplegics Association.

The SPF provides funding for:

- the expansion, upkeep and running of the Swiss Paraplegic Centre (SPC) in Nottwil
- the expansion, upkeep and running of its research and training facility, the Guido A. Zäch Institute (GZI) in Nottwil
- the establishment, development and operation of other group institutions which pursue a wide range of activities for people with spinal paralysis

The SPF promotes the initial and further training of specialist personnel and supports scientific research into the holistic rehabilitation of people with spinal paralysis. The SPF provides guidance on current matters of concern to them and publishes information to promote understanding for para and tetraplegics among the general public.

Foundation assets

The foundation assets are increased:

- through a benefactor organisation
- through public collections
- through contributions from state, cantonal and local government
- through gifts and legacies
- through other measures which appear to be suitable.

Along with the interest on foundation assets, the capital may also be used to fund the foundation's objectives.

Board of Trustees

Organisation and composition

The Board of Trustees is the highest executive body in the Swiss Paraplegics Foundation (SPF). It comprises at least seven members. The duties and competences of the Board of Trustees and any of its committees are defined in a separate organisation policy. It is provided with an administration office to perform its duties.

Further activities and shared interests

In addition, interests will be disclosed in the presentation of each individual member of the Board of Trustees (from page 53).

Reciprocal board memberships with affiliated organisations

Two of the members of the Board of Trustees, Heinz Frei and Hans Jürg Deutsch, are also represented on the Board of the Benefactors' Association (BA). Before

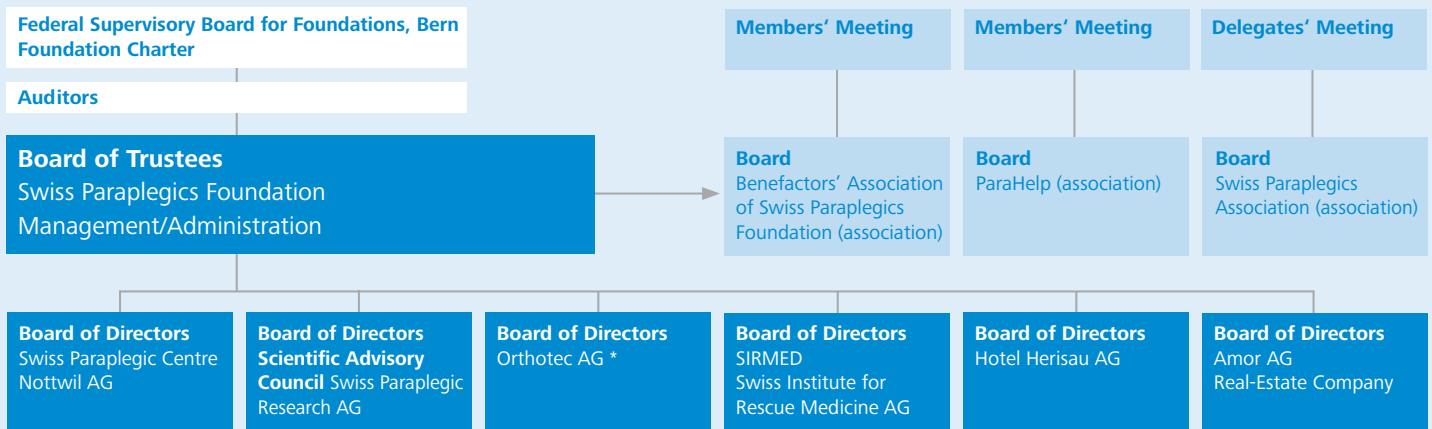
resigning from the Board of Trustees, Ernst Kohler also sat on the board of the Benefactors' Association. Until he was elected Chairman of the Board of Trustees on 16 December 2009, Daniel Joggi was Chairman of the Central Board of the Swiss Paraplegics Association (SPA). Christian Betl has taken over that role and has also been a member of the Board of Trustees since 1 January 2010. There is no reciprocal board membership with Para-Help.

Election and term of office

The Board of Trustees is convened for the first time by the founder's deed (formation). It then appoints additional new members itself or replaces outgoing members. The Board of Trustees organises itself, i.e. it elects a chairman from its midst. There is no limit on the period of office stipulated either by law or in the constitution.



Organigramme Swiss Paraplegic Group and affiliated organisations



Group companies, 100% owned by the Swiss Paraplegics Foundation

Guido A. Zäch Institute (GZI) AG, renamed Schweizer Paraplegiker-Management Services AG, has been inactive since 1 January 2010.

* Paramobil AG merged with Orthotec AG on 1 January 2010.

Affiliated organisations, cooperation agreements to carry out the founder's mission

Competences

The separation of powers, or the responsibilities and competences of the Board of Trustees, its committees, as well as of the boards of directors of the individual subsidiaries are set down in detail in the foundation's organisation policy. This can be viewed at the company's head office. The societies have issued separate organisation policies through their competent executive bodies.

Irreconcilability

The members of the board of trustees, board of directors and management teams of all the companies in the group and in the affiliated organisations may not be married, be related directly or by marriage or be in a long-term partnership.

Internal organisation

Changes in the Board of Trustees

Bruno Frick resigned as Chairman of the Board of Trustees on 4 December 2009, stepping down from all his posts with immediate effect. The Board of Trustees appointed its long-standing member

Daniel Joggi to become its new Chairman on 16 December 2009 and appointed six new members on the same day:

- Christian Betl (Chairman and representative of the Swiss Paraplegics Association)
- Kuno Schedler (future management board member and representative of Swiss Paraplegic Research AG)
- Helen Leumann-Würsch (management board member and representative of Swiss Paraplegic Centre Nottwil AG)
- Jacqueline Blanc (future management board member of SIRMED Swiss Institute for Rescue Medicine AG)
- Susy Brüscheiler (future management board member of Swiss Paraplegic Centre Nottwil AG)
- Erwin Zemp

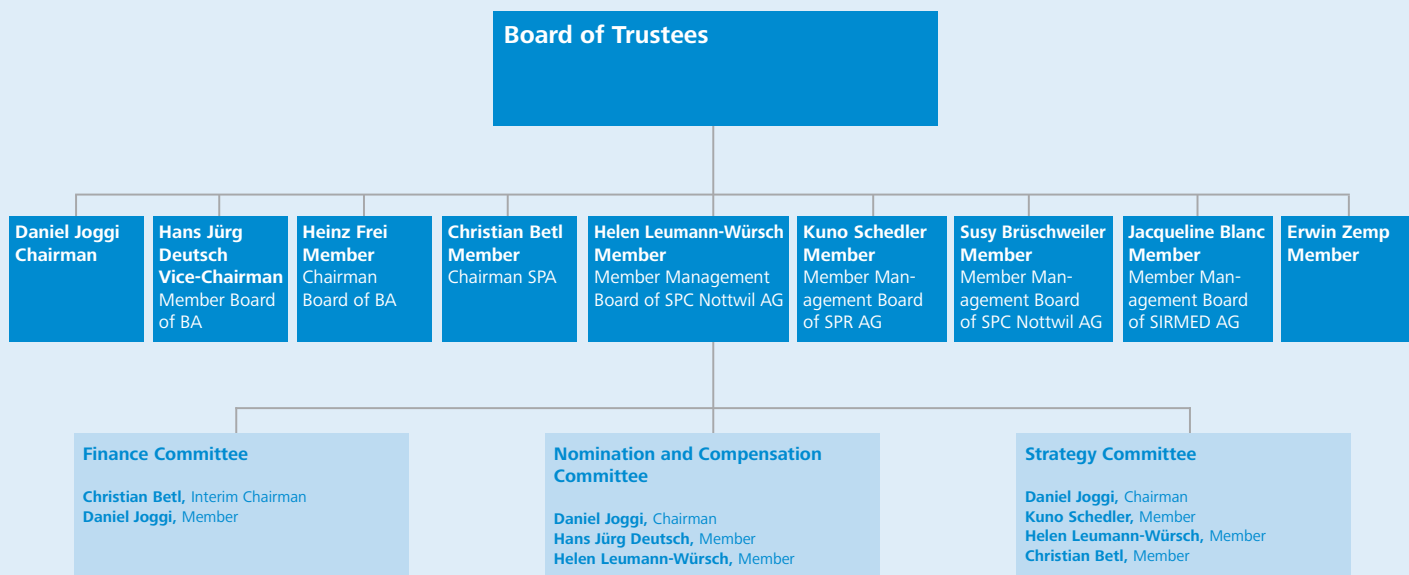
There are portraits of the members of the Board of Trustees on pages 53 to 54.

Information and control instruments

All in all, the Board of Trustees is kept regularly informed about the activities (quarterly reports, half-yearly reports, budgets, multi-year planning, organisational changes, ad hoc information) of the group companies and affiliated or-

ganisations. The Chairman of the Board of Trustees receives a regular verbal briefing (in some cases weekly, fortnightly, monthly) from the managers of the group companies and affiliated organisations about current business performance and about projects. Special events are reported immediately. The Board of Trustees is responsible for implementing the objectives of the founder and defines the group strategy accordingly. The framework conditions for the multi-year planning and for the budgets were set in January and February 2010 together with the management board members of the individual companies, as well as the boards of the affiliated organisations. The Board of Trustees met on 25 February 2010 to pass the above provision on the competences of the Board of Trustees, the management of the foundation, the management boards of the subsidiaries, and to pass a recommendation for the boards of the affiliated societies. The following committees, which will work very closely with the boards of directors and managements of the subsidiaries in the future, were appointed by order.

Organigramme Board of Trustees of the Swiss Paraplegics Foundation



- BA** Benefactors' Association (BA) of Swiss Paraplegics Foundation
- SPA** Swiss Paraplegics Association
- SPC** Swiss Paraplegic Centre
- SPR** Swiss Paraplegic Research

Organigramme Management of the Swiss Paraplegics Foundation



Finance Committee

The Finance Committee discusses the quarterly results, the budgets and the multi-year planning, including investment planning and control (in particular, properties) of the companies with the Head of Finance and Controlling of the group and the respective managing directors and passes its recommendation on to the Board of Trustees or to the board of directors of the respective company. Furthermore, it checks all the relevant facts pertaining to financial planning, financial controlling, compliance with laws and ordinances, as well as monitoring of the Internal Control System (ICS) for the overall Board of Trustees together with the group's head of Finance and Controlling. The Finance Committee also conducts a final audit meeting with the group's auditor and discusses his proposals for improvements.

Nomination and Compensation Committee

The Nomination and Compensation Committee seeks and proposes new members for election to the Board of Trustees, regulates the schedule of fees for the Board of Trustees, as well as authority to sign for the foundation. Together with the competent board members of the subsidiaries, it regulates new appointments or replacements to the positions on the board of directors and on the various management committees.

Together with the group's Head of Human Resources, it regulates conceptual changes to employment conditions within the group (although this does not extend to affiliated organisations) and is responsible for the nomination of employer's representatives to the group's pension fund.

Strategy Committee

The Strategy Committee is responsible for the further development of the corporate strategy and manages or supports the boards of directors of the individual companies in implementing aspects of the strategies. In particular, the Strategy Committee represents the Board of Trustees in dialogue with policymakers and strategic partners.

The Strategy Committee checks the multi-year plans for conformity and discusses all cooperation projects or expansion projects with the respective boards of directors. It makes recommendations about proposals to the Finance Committee, Board of Trustees and the respective boards of directors.

Cooperation contracts with affiliated organisations

Management and assignment contract with the Benefactors' Association (BA) of Swiss Paraplegics Foundation

The Benefactors' Association (BA) of Swiss Paraplegics Foundation (SPF) assigned its management and day-to-day running to the SPF in the management contract of 15 December 2007 with the Benefactors' Association, based on earlier management contracts. The SPF, in turn, agreed to provide the infrastructure, personnel and measures for the administration of the memberships, marketing, administration, and finance, doing so at cost. No separate management fees have been paid for services provided to the SPF. Fundraising, marketing and administration costs are itemised generally in the foundation because the activities of the Benefactors' Association and those of the SPF have not been separated since the BA was founded for reasons of efficiency and cost.

With a view towards devising a new, differentiated regulation on cooperation, the BA announced its intention on 28 December 2009 to terminate the above management and assignment contract with effect from the end of December 2010. In a letter of 25 February 2010 the board of the BA confirmed to the SPF that it would continue to guarantee finance for direct and indirect support services for people with spinal paralysis over the forthcoming financial years.

Cooperation contract with the Swiss Paraplegics Association

A six-year cooperation contract was signed on 16 December 2009 with the Swiss Paraplegics Association. In keeping with the objectives of the foundation, it agrees the intended long-term further development of both organisations for the lifelong care of people with spinal paralysis, guaranteeing planning reliability for both sides.

Further cooperation contracts

There were no further cooperation contracts in place with affiliated organisations at the end of December 2009. There are operational cooperation contracts in Radiology, the Spinal Column Centre and Sports Medicine between the Swiss Paraplegic Centre (SPC) and Lucerne Cantonal Hospital (LUKS).

Payments

Content and determination process

The Federal Supervisory Board for Foundations assumes that all work within the Board of Trustees of the Swiss Paraplegics Foundation (SPF) is done on an honorary basis. Reasonable remuneration may be paid for special, time-consuming work over and beyond pure meeting work (such as preparing concepts, projects, individual management tasks, etc.). Given the size of the foundation and its subsidiaries, the Board of Trustees revised and approved the Schedule of Fees from June 2008 for the Board of Trustees, the boards of directors of the subsidiaries of the SPF and, by way of a recommendation, for the boards of the societies on 1 July 2008.

Terms of employment for members of the Board of Trustees for operational functions within the Swiss Paraplegic Group (SPG) are agreed separately in accordance with SPG's general terms and conditions of employment at standard market conditions on the basis of clear assessment criteria and approved explicitly by the Nomination and Compensation Committee.

Incumbent members of the Board of Trustees

The Schedule of Fees of 1 July 2008 regulates the payments made to the Board of Trustees. In accordance with the schedule, the Chairman shall receive 50,000 francs per annum plus reimbursement of 2,000 francs for every meeting of the Board of Trustees and General Meeting. The Vice-Chairman will receive 25,000 francs per annum plus the above attendance fee. The other members will receive 20,000 francs per annum plus the above attendance fee. In addition, expenses will be settled effectively in accordance with the SPG's expenses policy. Members of the Board of Trustees were paid a total of CHF 518,006 as remuneration for offices held, including positions in subsidiaries. The outgoing Chairman of the Board of Trustees alone received 218,423 francs, 166,950 francs of which as salary payments.

Former members of the Board of Trustees

Guido A. Zäch, Honorary Chairman of the SPF, is commissioned to work by the SPF and receives a fee of 150,000 francs for his involvement in fundraising work, as well as a flat-rate expense allowance of 18,000 francs plus value-added tax. He received this for the first time for 2009. The existing commission expires on 31 December 2010. This can then be extended by means of a new written agreement. Otherwise, no further remuneration has been paid to former members of the Board of Trustees in the past two years.

Incumbent foundation executive managers

The remuneration paid to executive managers of the Swiss Paraplegics Foundation will be set by the SPF's Nomination and Compensation Committee applying transparent assessment criteria.

The remuneration paid to the six executive managers, excluding Daniel Joggi whose remuneration is included with the Board of Trustees, amounted to a total of 690,375 francs in 2009. Some of the managers only joined the Foundation in 2009, and two of them have a fifty per cent workload each.

Incumbent directors of subsidiaries

Depending on the size of the company or the level of responsibility, the directors' fees ranged between 40,000 francs (chairman of the Swiss Paraplegic Centre Nottwil AG) and 5,000 francs (director of a small company like SIRMED AG). If a member of the Board of Trustees also has a directorship with a subsidiary and is remunerated for this, this remuneration of the amount mentioned above is disclosed in summary form in the section on «Remuneration to incumbent members of the Board of Trustees».

Recommendation for affiliated organisations

The Schedule of Fees makes the following recommendation for remuneration of the board members of affiliated organisations: According to the schedule, the Chairman receives 1,000 francs for every

meeting of the board and general meeting. The other board members receive 500 francs per board meeting and general meeting. In addition, expenses will be settled effectively in accordance with the SPG's policy. Board members who are also on the Board of Trustees are remunerated in accordance with the remuneration policy of the Board of Trustees of the SPF for their involvement on the Board of Trustees. The Chairman of the Benefactors' Association has explicitly waived his claim to any remuneration for his work on the BA. Employed board members do not receive any additional remuneration for their work on the board. The disclosure of salaries is left up to the individual organisations. The SPA has disclosed them on its website (www.spv.ch) under «Corporate Governance».

Incumbent executive managers of subsidiaries

The remuneration for executive managers of subsidiaries is approved by the respective board of directors. The Nomination and Compensation Committee ascertains whether these remunerations fall within the guidelines issued by it.

Additional fees and remuneration

No further fees and remuneration are paid for other services provided by members of the Board of Trustees or directors other than those disclosed in the Financial Report.

Executive loans

There are no executive loans to members of the Board of Trustees, to the directors of affiliated organisations, to the executive managers of the Foundation, as well as to the executive managers of the individual subsidiaries.

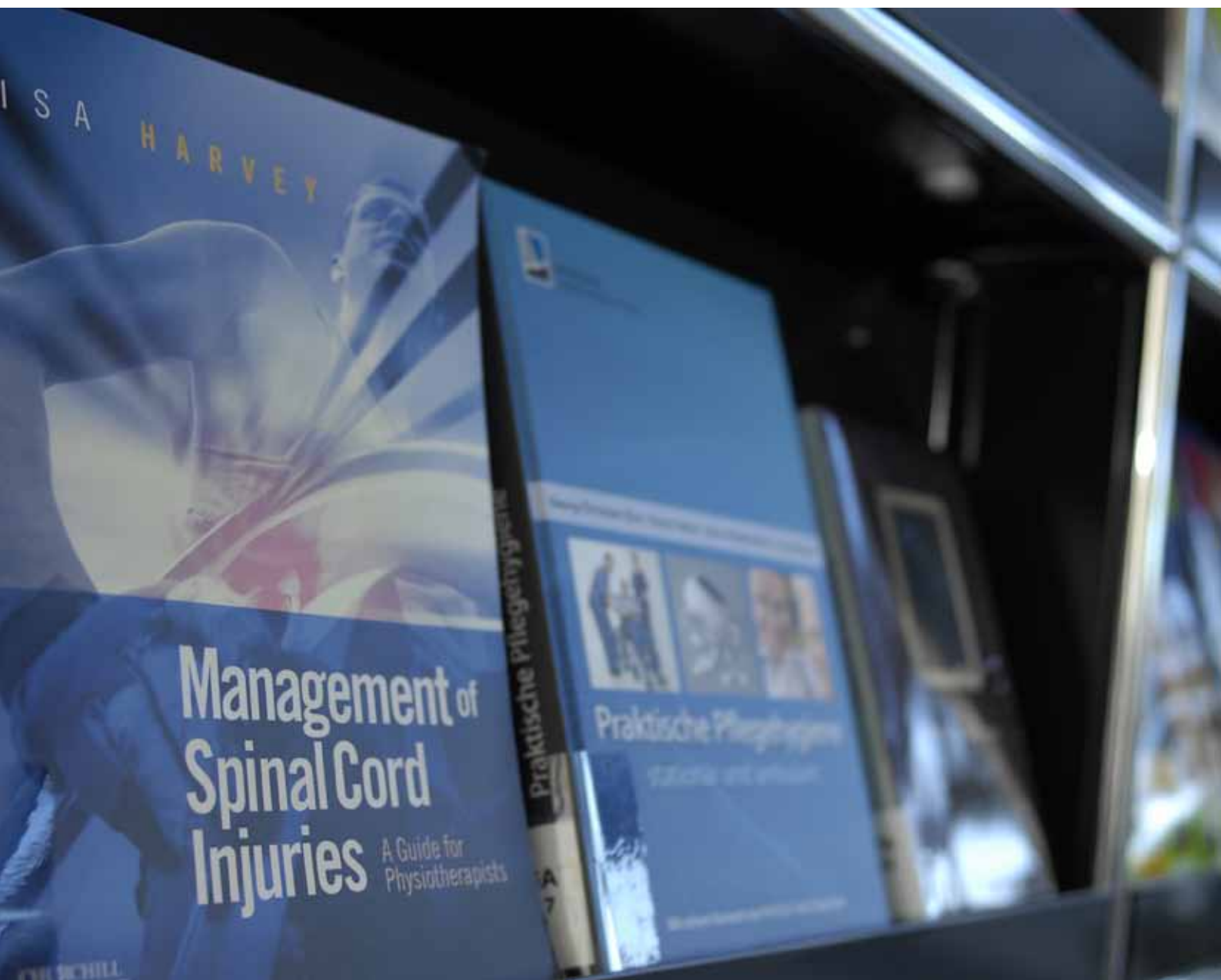
The Foundation granted Honorary Chairman Guido A. Zäch a mortgage loan of 758,184 francs which is due for repayment on 31 December 2014.

Internal Control System (ICS) and risk management

At its meeting on 16 December 2009, the Board of Trustees was advised about a further risk assessment and gave its approval to improvements based on it. The purpose of the risk assessment process is to enable risks to be identified and assessed at an early stage, and appropriate courses of action to be taken. The risks, which are systematically recorded, analysed and prioritised, as well as the resulting measures/controls, are summarised in a risk matrix and assessed annually by the Board of Trustees.

Responsibility for the ICS rests with the Head of Risk Management of the Swiss Paraplegic Group, who reports to the Head of Finance and Controlling of the

SPG. The ICS is periodically reviewed by the Head of Risk Management for the group companies, which undergo routine audits. He reports his findings to the respective boards or board members and, along with the Head of Finance and Controlling of the SPG, to the Finance Committee. It reviews the existing control mechanisms and arranges any improvements that are necessary, including on the basis of the auditor's report. The risk management is supported by the SPG's QA system, which regulates and governs the receipt and use of funding, in particular. The ICS of the affiliated organisations is regulated by the competent committees in them.



External supervision

As a classic foundation, the Swiss Paraplegics Foundation (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)), Schwanengasse 2, 3003 Bern. The supervisory activities are based on the practice of the federal court in respect of article 84 paragraph 2 Swiss Civil Code (ZGB), which states that: «The supervisory authority must ensure that the assets of the foundation are used for its objectives.» The main activities of the supervisory board comprise the (optional) preliminary assessment of foundation projects (documents, policies, investments), the takeover of foundation, the annual control of accounting practices, changes to the constitution, as well as cancellations. The following documents are submitted to the Federal Supervisory Board for Foundations every year for inspection:

- Report on activities
- Annual accounts, comprising a balance sheet, income statements and notes
- Auditors' report
- Minutes/extract of the approval of the accounting procedures by the Board of Trustees
- Current list of the Board of Trustees insofar as changes have occurred.

Auditing

Auditors and length of mandate

PricewaterhouseCoopers AG (Lucerne) are the auditors for the Swiss Paraplegics Foundation (SPF). Responsibility for the mandate has rested with Norbert Kühnis, senior auditor, since 2007.

The auditors are selected for a period of one year by the Board of Trustees, in consultation with the boards of directors of the subsidiaries. The auditors for the affiliated organisations are selected by the meeting of delegates or members. They are generally the same as the auditors for the SPF. The auditors carry out their duties in accordance with statutory regulations, professional principles and the criteria of the national auditing standard.

Fees for the audit

The fees for auditing the consolidated annual accounts of the Swiss Paraplegics Group (SPG), the foundation accounts, the individual accounts apart from those of Hotel Herisau AG, as well as those of the affiliated organisations (ParaHelp, Swiss Paraplegics Association, Benefactors' Association of the SPF) amounted to 332,900 francs for 2009, including additional expenditure for the switch to Swiss GAAP FER (previous year: 257,400). The additional fees for various consultations, generally in connection with value-added tax and ICS (Internal Control System), amounted to 63,699 francs (PY: 95,979 francs).

Supervisory and control instruments

The auditors will prepare a comprehensive report for the Board of Trustees, including statements about the group companies which are audited with restrictions. The auditors also sent a comprehensive report to the Board of Trustees about the Benefactors' Association of the SPF and about the Swiss Paraplegic Centre Nottwil AG.

Information policy

«Paraplegie» magazine is circulated to benefactors and to other interested parties every quarter. It carries extensive features on the activities of the Swiss Paraplegic Group (SPG), as well as about the activities of the affiliated organisations. The individual organisations present details of specific services and offers in their own publications.

The employees of the SPG and of affiliated organisations can find out about the latest developments, projects, news, etc. every month in the staff magazine, «à jour».

The SPG and its affiliated organisations published their accounts according to the Swiss GAAP FER standard for the year ending 31 December 2009 for the very first time. The previous year was restated accordingly, i.e. reclassified and re-evaluated according to the same principles. You can find detailed information about activities and results, in printed form, in the Annual Report of the SPG and of affiliated organisations, as well as in the separate Financial Report. Both documents will also be placed on the website of the SPG (www.paraplegie.ch). Printed copies are available on request from the office of the Swiss Paraplegics Foundation. The most important figures and statements from this Annual Report are also published in the «Paraplegie» magazine.

Enquiries

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Back (from left): Kuno Schedler, Susy Brüscheiler, Helen Leumann-Würsch. Front (from left): Heinz Frei, Christian Betl, Jacqueline Blanc, Daniel Joggi, Erwin Zemp, Hans Jürg Deutsch.

Board of Trustees of the Swiss Paraplegics Foundation

Joggi, Daniel, Dr. sc. techn., 1949

from Bätterkinden (BE), resident in Trélex (VD)

Chairman since 16 December 2009

member since 2000

married, two children

After studying to be an Agronomic Engineer (ETH Zurich), he worked at the Institute of Plant Cultivation at ETH Zurich and as a feed cultivation researcher at Agroscope. Before taking over the role of Chairman of the Board of Trustees of the Swiss Paraplegics Foundation, he was Head of IT at the Federal Research Institute Agroscope Changins (Nyon/VD). He is a member of the board of trustees of Fondation Montreux 2006 and of IRP, chairman of ESCIF, and has had a seat on the management board of Swiss Paraplegic Centre Nottwil AG since the end of April 2010.

Deutsch, Hans Jürg, 1940

from Itingen (BL), resident in Greifensee (ZH)

Vice-Chairman

member since 2002

married, two children

After studying Medicine for four semesters (University of Zurich), he switched to journalism. He was editor-in-chief of a variety of publications at the Ringier Verlag publishing house (SonntagsBlick, Schweizer Illustrierte, Die Woche), where he spent a number of years running the Communications Department and was a member of the group management. He built up the television arm of the company in 1990s and is currently Head of the Health Unit with the «Gesundheit Sprechstunde» TV programme. In addition, he sits on the boards of Presse TV AG, Sat. 1 (Switzerland) AG and Teleclub AG. He is a board member of the Benefactors' Association of Swiss Paraplegics Foundation and of Schweizer Paraplegiker Management Services AG.

Betl, Christian, 1971

Austrian national, resident in Steinach (SG)

Member

since 1 January 2010

lives with his partner and has two children

After doing a foundation course in Business, he acquired the state qualification for trustees. He has worked as a fiduciary at KPMG since 1991 and is a co-owner of BTL GmbH. He was appointed Chairman of the Central Board of the Swiss Paraplegics Association on 1 January 2010 and has been a member of the management board of Swiss Paraplegic Research AG since late April 2010.

Blanc, Jacqueline, 1950

from Villaz-Saint-Pierre (FR), resident in Grand-Lancy (GE)

Member

since 1 January 2010

married

She did her school-leaving qualification in France, where she studied administrative techniques. She worked, among other things, as an assistant in the Nursing Management Department of Geneva University Hospital from 1971 to 2006. She has worked part-time for a specialist doctor since April 2007. Her career in wheelchair sport began in 1971, and she has competed in seven Paralympics. She has been Head of the Technical Commission for Table Tennis in the Swiss Paraplegics Association since 2001. She sits on the board of trustees of the Handisport Geneva Foundation and is vice-chairman of the board of Handisport Geneva. She has sat on the Board of Directors of SIRMED Swiss Institute for Rescue Medicine AG since late April 2010.

Brüscheiler, Susy, 1947

from Salmisach (TG), resident in Blonay (VD)

Member

since 1 January 2010

single

She taught General Nursing at vocational school. After studying Economics and Business Management (University of Neuchâtel), she was employed, among other things, as Director of the School of General Nursing Bois-Cerf (Lausanne), as well as Rector of the School of Nursing in Aarau. She was CEO of SV Group AG from 1995 until the end of April 2010. She will chair the SV Foundation (main shareholder of the SV Group) from July 2010. She sits on the management boards of Schweizerische Mobiliar Genossenschaft and Schweizer Mobiliar Holding, Siegfried AG, Swiss Paraplegic Centre Nottwil AG (since the end of April 2010), and is an honorary member of the ICRC.

Frei Heinz, 1958

from Niederbipp (SO), resident in Etziken (SO)

Member

since 2002

lives with his partner and has two children

He trained as a surveyor (geomatitician). He currently works as a sports consultant for the Swiss Paraplegics Association. He is the world's most successful ever wheelchair athlete, winning numerous Paralympic and world championship titles, as well as over 100 marathons during his long career. He is an athletes' representative on the IPC (International Paralympic Committee); he is chairman of the Board of the Benefactors' Association of the Swiss Paraplegics Foundation and is a member of the board of trustees of the Daniela Jutzeler Foundation.

Leumann-Würsch, Helen, 1943

from Pfäffikon (ZH), resident in Meggen (LU)

Member

since 1 January 2010

married, three children

She is a businesswoman and a member of the board of directors of the family-owned Collano AG (Sempach Station). She is a member of the FDP, served on the Lucerne Grand Council (1983–1995), and has been an elected member for Lucerne on the Council of States since 1995. She sits on the management boards of the Swiss Employers' Association, of the Swiss Association of Liberal Cooperative Building Societies, of the Swiss Transport Museum Lucerne, and of the Swiss Association of Privately Held Companies (VPAG), as well as being a member of the board of directors of Lexem Holding and of the Swiss Paraplegic Centre Nottwil AG, a member of the board of trustees of the Pestalozzi Foundation, of Pro Senectute, of the Lucerne Festival Foundation and of the Agrovision Burgrain Foundation (LU).

Schedler, Kuno, Prof. Dr. oec., 1961

from Uzwil (SG), resident in St. Gallen

Member

since 1 January 2010

married, two children

After obtaining a degree in Business Management (University of St. Gallen), he completed his doctorate in 1993. He then worked for several years for the Schweizerische Bank-Gesellschaft. He was a partner in PuMaConsult GmbH until 1996, and has been an academic advisor to it since then. He has been a Professor of Business Management specialising in Public Management since 1996 and has been a director of the Institute for Public Services and Tourism of the University of St. Gallen since 1998. He is also a member of the management board of Swiss Paraplegic Research AG and of Orthotec AG.

Zemp, Erwin, 1955

from Schöpfheim (LU), resident in Nottwil (LU)

Member

since 1 January 2010

married, two children

He did an apprenticeship to become an electrician and later retrained to become a radio and TV technician. He then graduated from Vocational College (BSV) with a Commercial College Certificate and trained as a social worker at Higher Technical College (HFS). He worked, among others, for Pro Infirmis Lucerne and for the Kriens Guardianship Department (LU) before taking up the post of Head of Life Coaching at the Swiss Paraplegics Association. He works for various organisations; for example, he is on the board of trustees of the Daniela Jutzeler Foundation.

Honorary Chairman

Zäch, Guido A., Dr. med. Dr. rer. nat. h.c., 1935

from Oberriet (SG), resident in Zofingen (AG)

Former Chairman (1975–2007)

married, seven children

Specialist FMH in internal medicine He studied and trained in Fribourg, Geneva, Vienna, Paris, and Basel (state examination). Senior consultant at the paraplegic centre in Basel (1973–1990), founder of the Swiss Paraplegics Foundation (1975), its chairman until 2007; founder of the Swiss Paraplegics Association (1980), its central chairman until 2000; architect of the Swiss Paraplegic Centre Nottwil, its senior consultant (1990–2000) and clinic director (2000–2005); founder of Swiss Paraplegic Research AG (2000); architect of the Guido A. Zäch Institute (GZI); sat on the board of trustees of REGA (1979–2000), co-founder of the DMGP (German-speaking medical company for paraplegia), member of ISCOS and AMER, a member of the Christian Democratic People's Party (CVP), member of the Grand Council of Basel City (1984–1988), member of the National Council for Aargau (1999–2003), colonel of the Medical Corps (1982), commander of the Medical Officers Training College up to 1987, chairman of the Dr. med. Guido A. Zäch Foundation and chairman of the St. Margrethenkapelle Foundation Nottwil, honorary doctor of the University of Fribourg im Üechtland (1997), as well as honorary president of the Swiss Paraplegics Association. Recipient of the Adele Duttweiler Award and other accolades.

Former members

Frick, Bruno, 1953

from Oberbüren (SG), resident in Einsiedeln (SZ)

Chairman

since 2007

Resigned on 4 December 2009

separated, one child

After studying Law (University of Zurich), he was admitted to the bar and then worked as a law clerk at the cantonal court, as well as an administrative judge of the canton of Schwyz. He has been the proprietor of the Einsiedeln Notary's Office (SZ) since 1986, and a partner in the law firm of Roesle, Frick & Partners in Pfäffikon (SZ) and Zurich since 2004. He is a member of the CVP, was elected to the Schwyz Cantonal Council (1988–1991), and has represented the canton of Schwyz on the Council of States since 1991. He is chairman of the boards of Aroma Logistics AG, Radio Central AG, Sinoli AG, SOZ AG, as well as a member of the boards of Hüppi AG, Sihlsee-Inter AG, Sotrada Asset Management AG and SWICA; he chairs the board of trustees of the Bleu Ciel Foundation, and the board of Délégation de Taiwan, Swiss Retail Federation, asut (Swiss Association of Telecommunications Users), economiesuisse, PSI-Impuls, VQF – Association for Quality Assurance in the area of Financial Services, Swiss Trade (VSIG) and Welttheater-Gesellschaft Einsiedeln.

Kohler, Ernst, 1963

from Schattenhalb (BE), resident in Meggen (LU)

Member

since 2008

Resigned on 24 March 2010

married, four children

Having trained as an electrician, he attended Technical College (Winterthur). In addition, he also acquired his licence to operate as a Berne mountain guide in 1985. From 1987 he headed various projects for the Swiss Air Force at the Federal Office for Military Airbases, and from 1996 was Head of the Swiss Air Force Electronic Operations department in Meiringen (BE). He took a postgraduate degree in Business Management at the Management Institute in St. Gallen in 2001/2002. He was a member of management for air force operations and head of operations at the Bernese Oberland base. He has been CEO of REGA since 1 January 2006. He is chairman of the board of directors of Alp Air AG, sits on the board of Caretel AG, is a member of the board of trustees of the Swiss Alpine Rescue Service and is a member of the board of the European HEMS & Air Ambulance Committee (EHAC).

Meier, Josef, 1953

from Baden (AG), resident in Wettingen (AG)

Member

since 2008

Resigned on 24 March 2010

married, two children

After training at the Swiss Banking School, he worked at SKA Baden as head of the branch group, was chairman of the management board of Gewerbebank Baden, manager of the Baden branch of the Neue Aargauer Bank (NAB) and then chairman of the management board (until 2002). He is currently working as Head of Staff for the Switzerland region at Credit Suisse. He is chairman of the management board of NAB and a member of management board committees. He also sits on the board of directors of the Ärztekasse health insurance fund, is a member of the board of the Association of Employer Organisations in Zurich (VZAO) and the Swiss Institute for Foreign Research, chairman of the Employers' association of the Banks in Switzerland and with the Association of Zurich Banks, a member of executive committee of the board of directors and treasurer of the Swiss Employers Association.

Schmid, Victor, Dr. phil., 1955

from Adliswil (ZH) and Beromünster (LU), resident in Bern

Member

since 2008

Resigned on 24 March 2010

married, two children

After studying Sociology, Political Science and Journalism (University of Zurich), he was awarded his doctorate (Dr. phil.). After that, he served, among other things, as advisor to former Swiss Federal Councillor Flavio Cotti, head of press and information in the Federal Department of Home Affairs (EDI), first vice-president of Ascom Holding AG, as well as founder and managing director of Viscoma Consulting AG. Since 1997 he has been founding and senior partner at Hirzel.Neef.Schmid.Counselors AG. He is chairman of the management board of Hirzel.Neef.Schmid.Counselors AG and of Hirzel.Neef.Schmid.Beteiligungen AG, he sits on the management boards of Viscoma Beratungs AG, Gridsoft AG, and Corris AG, and is a member of the board of trustees of the Bleu Ciel Foundation, of the Swiss Pancreas Foundation and of the Robert Walser Foundation.



Back (from left): Christian Hermle, Joseph Hofstetter, Pius Bernet, Monika Pirovino-Zürcher, Gabriel Peissard, Daniel Lüscher. Front: Daniel Joggi.

Management of the Swiss Paraplegics Foundation

Joggi, Daniel, Dr. sc. techn., 1949

from Bätterkinden (BE), resident in Trélex (VD)

Acting Managing Director

since 1 January 2010

married, two children

After studying to be an Agronomic Engineer (ETH Zurich), he worked at the Institute of Plant Cultivation at ETH Zurich and as a feed cultivation researcher at Agroscope. Before taking over the role of Chairman of the Board of Trustees of the Swiss Paraplegics Foundation, he was Head of IT at the Federal Research Institute Agroscope Changins (Nyon/VD). He is a member of the board of trustees of Fondation Montreux 2006 and of IRP, chairman of ESCIF, and has had a seat on the management board of Swiss Paraplegic Centre Nottwil AG since the end of April 2010.

Bernet, Pius, 1957

from Egolzwil (LU), resident in Egolzwil (LU)

Head of Finance and Controlling

since 1 October 2009

married, four children

With a basic education in business, he graduated with a degree in Economics and Business Administration FH and is a qualified controller SIB. He has worked in management at Mövenpick and at the Swissair Group, and has been CFO at Schweiter, Motorola Switzerland, in the EMEA/ASIA Division of K-Tron International (USA) and, most recently at Infranor Inter AG. He chairs the management board of PIT Z AG, is co-owner of Pyrus GmbH and is chairman of the board of UGW – Independent Housing Cooperative Grossdietwil (LU).

Hermle, Christian, 1967

from Schwyz and Horriwil (SO), resident in Affoltern a.A. (ZH)

Head of Marketing and Fundraising

since 1 February 2009

married, one child

After finishing secondary school (Feldkirch Grammar School/Austria) and studying Law for two semesters (University of Vienna/Austria), he took up a number of posts in various advertising agencies. In 1994 he became director of consultancy and a partner at Neuzeit AG for marketing communication. He later worked at John Lay Electronics AG as head of corporate communications and at Graphax AG as director of marketing, before becoming head of marketing and fundraising at the Swiss Paraplegics Foundation. In tandem with his work, he obtained state qualifications in marketing and communication management.

Hofstetter, Joseph, Dr. iur., 1960

from Doppleschwand (LU), resident in Sursee (LU)

Secretary General, Head of Legal Services

since 1 January 2010

single

Doctorate in law (University of Bern). He worked as a lawyer in the Department of Justice of the canton of Lucerne up to 2000 and was employed by the Swiss Paraplegics Association as a legal advisor until 2006. Since then he has held the position of Head of Legal Services and Support at the Swiss Paraplegics Foundation and has been Secretary General since 2010. He is secretary of the management board of Swiss Paraplegic Centre Nottwil AG, of Schweizer Paraplegiker-Management Services AG, as well as of the board of the Benefactors' Association. He sits on the board of ParaHelp and on the board of trustees of the Clara and Walter Burkhardt-Gloor Foundation.

Lüscher, Daniel, 1970

from Moosleerau (AG), resident in Schöftland (AG)

Head of Human Resources

since 2005

married, two children

After studying Business, he furthered his studies to complete a degree in Business Management FH and to obtain the State Certificate in Human Resources. He also acquired the Executive Master of Human Resources Management qualification. Among other positions, he has been Head of Human Resources of Coop Basel and Head of the Personnel Service of Zurich City Police Department before taking up the post of Head of Human Resources in the Swiss Paraplegic Group. He is a member of the board of trustees of the supplementary health insurance scheme of the SPG.

Peissard, Gabriel, 1938

from Tafers (FR), resident in Fribourg

Head of Real Estate

since 1 January 2010

married, three children

After studying Architecture (Fribourg Technical College), he trained further in Interior Design, as well as in Project Management and Total Quality Management. He worked for over 30 years for Suter und Suter AG as a planner, project leader and manager, and as an assistant director. He headed the Centre for Obstacle-free Building (ZHB) at the Swiss Paraplegics Association until his retirement (2005). Since then, he has been property officer for the Swiss Paraplegics Foundation, chairing its Building Committee since 2010. He sits on the management boards of Hotel Herisau AG and Amor AG Real Estate.

Pirovino-Zürcher, Monika, 1972

from Menzingen (ZG) and Cazis (GR), resident in Unterägeri (ZG)

Head of Corporate Communication

since 1 February 2009

married

After completing a foundation course in Business, she graduated from Higher College of Tourism (Lucerne). Among others, she worked for City Travel Agency Zug, Hapimag Touristik AG, Zug Tourism, Mobility Car Sharing Switzerland, and GE Money Bank before taking up her position as Head of Corporate Communication for the Swiss Paraplegics Foundation. While working, she attended postgraduate degree courses in Service Marketing and Management, as well as in Corporate Communication. She also possesses an Executive Master of Business Administration qualification (University College St. Gallen (HSG) and Eastern Switzerland College of Applied Science, St. Gallen).

Former member**Stäger, Luca, Dr. oec. HSG, 1967**

from Merenschwand (AG), resident in Zurich

Chief Executive Officer

from 1 February to 31 December 2009

Resigned on 28 February 2010

married, one child

After obtaining a degree in Economics (University of St. Gallen), he later completed his doctorate. He worked as an assistant project leader in the Health Executive of the canton of Zurich, then as an advisor to PuMaConsult GmbH, before spending seven years as CEO of Lachen Hospital (SZ) and then CEO of the Bethanien Private Hospital (Zurich). He took up the role of the Chief Executive Officer of the Swiss Paraplegics Foundation in February 2009. In addition to that, he sits on the management boards of Clinica Luganese SA and of Moncucco AG, both in Lugano, and is a member of the board of trustees of the Swiss University Sport Foundation. Since 29 April 2010 he has been Chairman of the Board of Directors of Swiss Paraplegic Centre Nottwil AG.



From left: Christian Hermle, Jean-Luc Rohner, Gerold Stucki, Mirjam Brach, Beat Villiger, Alfred Messerli, Thomas Troger, Peter Jung, Helge Regener.
Not in the photo: Max Moor, René Wohnlich.

Managing directors of the group companies

Brach, Mirjam, 1959

German national, resident in Egolzwil (LU)

Managing Director of Swiss Paraplegic Research AG

since 2006

single

Initially trained as a nurse, she obtained later a degree in Business Management and became a Master of Public Health at Ludwig Maximilian University (LMU) Munich. She gained professional experience as a ward manager in a number of hospitals. As an employee of the Bavarian Research Association for Public Health, and as manager of the Clinic and Polyclinic for Physical Medicine and Rehabilitation at the LMU. In addition to that, she has held a number of teaching posts, including at the Bavarian Nursing Academy, Zurich University Hospital and at the Private University for Health Sciences Innsbruck.

Jung, Peter, 1964

German national, resident in Eich (LU)

Managing Director of Orthotec AG

since 1995

married, one child

Having trained in surgical truss-making and orthopedics, he furthered his training at the Federal College of Orthopaedics Technology (Dortmund/Germany). After working as head of an orthopaedics workshop (Celle/Germany) and as an orthopaedist at the SUVA Rehabilitation Clinic in Bellikon, he took up the post of managing director of Orthotec AG in 1995. From 2003 to 2009 he was chairman of the board of directors of Paramobil AG, which was integrated into Orthotec AG on 1 January 2010.

Hermle, Christian, 1967

from Schwyz and Horriwil (SO), resident in Affoltern a.A. (ZH)

Head of Marketing and Fundraising

Benefactors' Association of Swiss Paraplegic Association

since 2009

married, one child

After finishing secondary school (Feldkirch Grammar School/Austria) and studying Law for two semesters (University of Vienna/Austria), he took up a number of posts in various advertising agencies. In 1994 he became director of consultancy and a partner at Neuzeit AG for marketing communication. He later worked at John Lay Electronics AG as head of corporate communications and at Graphax AG as director of marketing, before becoming head of marketing and fundraising at the Swiss Paraplegics Foundation. In tandem with his work, he obtained state qualifications in Marketing and Communication Management.

Messerli, Hans Jürg, 1957

from Oberstocken (BE), resident in Trub i.E. (BE)

Managing Director of Amor AG

since 1998

married, three children

After completing a course in Business, he first of all pursued further training to become a state-qualified banking specialist, later becoming a qualified property administrator of the canton of Bern. He worked for Credit Suisse (Geneva) from 1977 to 1979, before spending over 17 years working in finance/controlling/consulting in banks in the Valiant Group. He has been Head of Consulting of Valiant Holding since 1997.

Moor, Max, 1961

from Vordemwald (AG), resident in Vordemwald (AG)

Managing Director of ParaHelp

seit 2001

married, three children

He is a qualified chemical laboratory assistant and a qualified nurse. He also has a higher level qualification as a nursing-instructor and in nursing (Aarau Further Training Centre for Health Professions, WEG) and a diploma in adult education (Lucerne Academy for Adult Education, AEB). He worked as the Head of Nursing Training at SPC Nottwil from 1998 to 2002 and then as Head of Nursing Control at Aarau Cantonal Hospital until 2004. He has been Managing Director of ParaHelp since 2004 and has served as a councillor and deputy mayor of Vordemwald since 2010.

Regener, Helge, 1969

German national, resident in Wikon (LU)

Managing Director of SIRMED Swiss Institute for

Rescue Medicine AG

since 2006

married, two children

After completing training courses to be a specialist nurse and a paramedic, he continued his training and obtained a Master of Medical Education qualification (University of Bern). He has been involved in rescue work on the ground and in the air since 1986 and in providing training for the rescue service since 1997. He is a member of the Swiss Medical Rescue Commission and of various working groups and is also a member of the editorial team at the «star of life» magazine.

Rohner, Jean-Luc, 1965

from Lucerne, resident in Nottwil (LU)

Managing Director of the GZI Conference and Seminar Hotel

(Swiss Paraplegic Centre Nottwil AG)

since 2008

married, two children

After leaving school, he attended the Swiss College of Hotel Management in Lucerne from where he graduated as a Hotelier-Restaurateur HF. He later completed a postgraduate degree course in Hotel Management HF, and also trained as a coach for Quality seal certification. In addition to various practical placements in the kitchen, service and reception during and after his training, he later became F&B Manager in the Grand Hotel National Lucerne, Director of Hotel Kolping (Lucerne), Hotel La Palanca (Lenzerheide), Romantik Hotel Stern (Chur), as well as Provider Manager Catering at Credit Suisse. He has been Head of Hospitality at the Swiss Paraplegic Centre since 2008.

Stucki, Gerold, Prof. Dr. med., 1959

from Diemtigen (BE) and Kriens (LU), resident in Eich (LU)

Director of Swiss Paraplegic Research AG

since 2005

married

After studying Medicine (University of Bern), he received his doctorate in 1984. He went on to study Biostatistics and Epidemiology (McGill University, Montreal/Canada), as well as Health Sciences (Harvard School of Public Health, Boston/USA). He became a professor at the University of Zurich in 1996. Between 1985 and 1990 he worked as a specialist in Physical Medicine and Rehabilitation in a number of Clinics and Hospitals in Switzerland. From 1996 he was a senior doctor in the Rheumatism Clinic, and medical director of the Institute of Physical Medicine and of the School of Physiotherapy Zurich University Hospital. From 1999 to 2009, he was director of the Clinic for Physical Medicine and Rehabilitation, director of the Institute of Health and Rehabilitation Sciences, as well as medical director of the Schools of Vocational Training for Physiotherapy and Massage at the Ludwig Maximilian University of Munich (LMU). In addition to that, he is Director of the ICF Research Branch WHO, Chairman of the ISPRM (International Society of Physical and Rehabilitation Medicine), and sits on higher level committees in numerous associations.

Troger, Thomas, Dr. iur., 1961

from Raron (VS), resident in Ardon (VS)

Director of the Swiss Paraplegics Association

since 1998

married, two children

Studied Law (University of Fribourg) and obtained a doctorate and the title Dr. iur. He later took a postgraduate International Executive MBA course (Zurich/Boston). After holding down senior positions in the administration of the canton of Valais, he ran his own office for a number of years before taking up the post of head of legal services in the energy holding company FMV SA. He was also an expert assessor and part-time judge and also sat on cantonal and national committees of experts. He has been director of the Swiss Paraplegics Association since 1998. He is also President of Swiss Paralympic and of the Swiss Excellence Forum, Vice-President of SAHB and a member of the board of the benefactors' association of the Speranza Foundation. He wrote the work «Wertschätzende Führung - Leadership aus dem Innern wirft Wellen» (Leading with respect - Leadership from within creates waves) which received the «Respect» award from the Swiss Society for the Management of Ideas and Innovations.

Villiger, Beat, Dr. med., 1944

from Erstfeld (UR), resident in Maienfeld (GR)

CEO Swiss Paraplegic Centre Nottwil AG

seit 2005

married, two children

He is a specialist in pneumology, internal medicine, physical medicine, and rehabilitation, as well as sports medicine. The milestones in his career have been his work as an instructor at the Washington University School of Medicine, Barnes Hospital (St. Louis/USA), as a senior doctor at Zurich University Hospital, as director and senior consultant at the Thurgauisch-Schaffhausische Höhenklinik Davos hospital, as director of the sports medicine centres SOMC Davos and Bad Ragaz, as director and senior consultant at the Bad Ragaz Medican Centre and as a member of the management board of Grand Hotel Bad Ragaz AG. He has assisted the Swiss Olympic Team on seven occasions; Chief Medical Officer of Swiss Olympic (2002–2008); doctor with responsibility for the Olympic ice hockey tournament in 2010. He also lectures in Pneumology/Internal Medicine at Zurich University, sits on the management board of Swiss Society of Physical Medicine and Rehabilitation, and is chairman of the Swiss Society for Sports Medicine. He also sits on the management boards of Medbase AG, of Radiologie Luzern Land AG, of rH realHealth Center Nottwil AG, as well as on the board of trustees of the «Erlebnis mit Herz – Madrisa» foundation.

Wohnlich, René, 1977

from Arbon (TG), resident in Romanshorn (TG)

Director of Hotel Herisau AG

since 2005

married, one child

He qualified as a hotelier/restaurateur at the Belvoirpark College of Hotel Management (Zurich). He then pursued further training to obtain qualifications as a Professional Bachelor ODEC in Hospitality/Tourism and as a qualified Marketing Planner FA. Before taking on the role of director of Hotel Herisau, he was managing director of Hotel Seegarten (Arbon). He has been on the management board of Junior Chamber International since 2006.



From left: Hans Jürg Deutsch, Hans Georg Koch, Vreni Stöckli, Heinz Frei, Stephan Zimmermann, Barbara Moser Blanc.
Not in the photo: Pius Segmüller, Christian Wenk.

Board of the Benefactors' Association of Swiss Paraplegics Foundation

Frei, Heinz, 1958

from Niederbipp (SO), resident in Etziken (SO)

Chairman

Representative of the Swiss Paraplegics Foundation member since 2002, elected until the 2010 GM lives with his partner and has two children

He trained as a surveyor (geomatcian). He currently works as a sports consultant for the Swiss Paraplegics Association. He is the world's most successful ever wheelchair athlete, winning numerous Paralympic and world championship titles, as well as over 100 marathons during his long career. He is an athletes' representative on the IPC (International Paralympic Committee); member of the Board of Trustees of the Swiss Paraplegics Foundation and member of the Board of Trustees of the Daniela Jutzeler Foundation.

Koch, Hans Georg, Dr. med., 1955

from Ziefen (BL), resident in Grosswangen (LU)

Vice-Chairman

member since 2002, elected until the 2010 GM married, two children

After studying Medicine (University of Basel), he spent several years working as a junior doctor in various hospitals, before graduating as a Doctor of Medicine. He has worked as a specialist in medical information technology and in training/support for junior doctors at the Swiss Paraplegic Centre since 1990. He has been a senior doctor at the clinic since 1994, bearing the title of specialist in general medicine, FHM. He is also a member of the Central Board of the Swiss Paraplegics Association.

Deutsch, Hans Jürg, 1940

from Itingen (BL), resident in Greifensee (ZH)

Member

Representative of the Swiss Paraplegics Foundation since 2009, elected until the 2010 GM married, two children

After studying Medicine for four semesters (University of Zurich), he switched to journalism. He was editor-in-chief of a variety of publications at the Ringier Verlag publishing house (SonntagsBlick, Schweizer Illustrierte, Die Woche), where he spent a number of years running the Communications Department and was a member of the group management. He built up the television arm of the company in 1990s and is currently Head of the Health Unit with the «Gesundheit Sprechstunde» TV programme. In addition, he sits on the boards of Presse TV AG, Sat.1 (Switzerland) AG and Teleclub AG. He is Vice-Chairman of the Board of Trustees of the Swiss Paraplegics Foundation and sits on the management board of Schweizer Paraplegiker Management Services AG.

Moser Blanc, Barbara, 1954

from Röthenbach i.E. (BE), resident in Rheinfelden (AG)

Member

since 21 October 2009, elected until the 2011 GM married

After studying Business Management at a university of applied sciences (FH), she acquired a Higher Degree as a state-certified Marketing Manager, as well as a diploma in «Systemic Coaching». She also holds a Masters in Corporate Development/Change Management, as well as the Certificate of Advanced Studies in Psychology. As a management consultant, she deals with matters relating to marketing and personnel, in the recruitment of managerial staff and specialists, and also works as a lecturer in Marketing.

Segmüller, Pius, 1952

from Emmen (LU), resident in Lucerne

Member

since 21 October 2009, elected until the 2011 GM married, two children

After studying to be a secondary school teacher, he attended further training courses at military schools, the ETH in Zurich and at the Police Officer College SPI (Neuchâtel). He later became commander of the Swiss Guard in Rome, commander of the Lucerne City Police Department, as well as a security advisor to FIFA (the International Federation of Association Football). He is a member of the CVP, and has represented Lucerne on the National Council since 2007. He is employed as CEO of swissec AG in Hochdorf, chairman of the board of directors of swissec AG and of swissec Verlags AG, as well as chairman of the Kloster Rathausen «Paradrom» society.

Stöckli, Vreni, 1953

from Hermetschwil (AG), resident in Ibach (SZ)

Member

since 21 October 2009, elected until the 2011 GM married, two children

She trained as a qualified ski instructor and worked for snow sport schools. She later became a housewife and a mother and enjoyed lots of success as a disabled athlete, including Alpine skiing successes at the World Championships and in the Paralympics. Member of the Swiss People's Party (SVP), elected member of the Schwyz Cantonal Council (2000 to 2002).

Wenk, Christian, Dr. med., 1974
from Greifensee (ZH), resident in Dagmersellen (LU)
Member
since 2009, elected until the 2010 GM
engaged

After studying Music for three semesters, he switched to a degree in Medicine (University of Zurich). After graduating, he trained for several years as a junior doctor; he has been a senior doctor in the Swiss Paraplegic Centre since 2009. He obtained the title of specialist in internal medicine in 2010 (FMH). He has been coach of the national handbike squad in the Swiss Paraplegics Association since 2007. He is an advisor to the Swiss Olympic Academy and was also chosen as the 2009 Young Global Leader by the World Economic Forum (WEF).

Zimmermann, Stephan, Dr. iur., 1946
from Zurich and Mels (SG), in Zurich
Member
since 21 October 2009, elected until the 2011 GM
married, two children

After graduating in Law (University of Zurich), he went on to obtain his doctorate and was admitted to the bar in 1976. Before practising as a solicitor, he had worked in various law firms and at Zurich District Court, among other places. He is now a senior partner in Wehrli Zimmermann Gleixner & Partners in Zurich. He is a member of the CVP, held a seat on Zurich City Council from 1974 to 1984 and acted as CVP party chairman in Zurich (district 8). He is a member of the Tax Appeals Committee of the canton of Zurich and sits on the management board of AIM Group AG, Zurich.

Former member

Kohler, Ernst, 1963
from Schattenhalb (BE), resident in Meggen (LU)
Member
Representative of the Swiss Paraplegics Foundation
since 2008, retired on 5 December 2009
married, four children

Having trained as an electrician, he attended Technical College (Winterthur). In addition, he also acquired his licence to operate as a Berne mountain guide in 1985. From 1987 he headed various projects for the Swiss Air Force at the Federal Office for Military Airbases, and from 1996 was Head of the Swiss Air Force Electronic Operations department in Meiringen. He took a postgraduate degree in Business Management at the Management Institute in St. Gallen in 2001/2002. He was a member of management for air force operations and head of operations at the Bernese Oberland base. He has been CEO of REGA since 1 January 2006. He is chairman of the board of directors of Alp Air AG, sits on the board of Caretel AG, is a member of the board of trustees of the Swiss Alpine Rescue Service and is a member of the board of the European HEMS & Air Ambulance Committee (EHAC).



Back (from left): Marie-Thérèse Fischer-Bise, Hans Georg Koch. Front (from left): Monika Rickenbach, Christian Betl, Thomas Schneider.
Not in the photo: Martin Cotting.

Central Board of the Swiss Paraplegics Association

Betl, Christian, 1971

Austrian national, resident in Steinach (SG)
Chairman
since 1 January 2010
lives with his partner and has two children

After doing a foundation course in Business, he acquired the state qualification for trustees. He has worked as a fiduciary at KPMG since 1991 and is a co-owner of BTL GmbH. He is a member of the Board of Trustees of the Swiss Paraplegics Foundation and has sat on the board of directors of Swiss Paraplegic Research AG since April 2010.

Schneider, Thomas, 1963

from Thun (BE), resident in Unterlunkhofen (AG)
Vice-Chairman
Member since 2000, elected until 2011
married, two children

Trained to be a mechanic and later studied Business Management HF. Worked in sales and in building, and also as a fitter in steel, metal and plant construction companies. He was then proprietor of an installation business. He has been an installations and operations manager at H. Wetter AG since 1996, and has managed the Metal Construction Section since 2010. He is also chairman of the Bern Wheelchair Club, a member of the Basic Training Committee of the Swiss metal Union and a member of the Professional Training Committee SMU, SZFF, SZS.

Cotting, Martin, 1970

from Ependes (FR), resident in Giffers (FR)
Member
since 2010, elected until 2011
married

After studying History and French Literature (University of Fribourg), he acquired his teaching certificate and worked for a careers advisory service. He worked for Senèdes community council between 1996 and 2006. For the past nine years he has taught History and French to German-speaking students at the Sainte-Croix Grammar School in Fribourg. He has also been a member and chairman of the Teaching Board there (2004–2008). He has been Chairman of Fribourg Wheelchair Club since 2008.

Fischer-Bise, Marie-Thérèse, 1957

from Schmittlen (FR) and Murist (FR),
resident in Le Crêt-près-Semsaies (FR)
Member
since 2001, elected until 2011
married

Trained to become a nurse before going on to specialise in intensive care, complementary medicine, teaching and hospital hygiene. Later on, she studied Business Management at the Fribourg School of Business Administration HSW. She worked as a vocational teacher, as an intensive care nurse, as well as a nurse-trainer at the Fribourg Cantonal Hospital, as an assistant nursing manager. She was also responsible for interns at the College of Healthcare in Fribourg.

Koch, Hans Georg, Dr. med., 1955

from Ziefen (BL), resident in Grosswangen (LU)
Member
since 2001, elected until 2011
married, two children

After studying Medicine (University of Basel), he spent several years working as a junior doctor in various hospitals, before graduating as a Doctor of Medicine. He has worked as a specialist in medical information technology and in training/support for junior doctors at the Swiss Paraplegic Centre since 1990. He has been a senior doctor at the clinic since 1994, bearing the title of specialist in general medicine, FHM. He is also on the board of the Benefactors' Association of Swiss Paraplegics Foundation.

Rickenbach, Monika, 1960

from Salenstein (TG), resident in Steckborn (TG)
Member
since 2000, elected until 2011
married, one child

She trained as a ceramic painter and worked in various companies until 1988. Since then, she has been a housewife and a mother. She has chaired the Thurgau Wheelchair Club since it was founded in 1998 (founding member) and was vice-chair of the cantonal committee Pro Infirmitas Thurgau/Schaffhausen (from 2000 to 2009).

Former member

Joggi, Daniel, Dr. sc. techn., 1949

from Bätterkinden (BE), resident in Trélex (VD)
Member
since 2000, retired on 31 December 2009
married, two children

After studying to be an Agronomic Engineer (ETH Zurich), he worked at the Institute of Plant Cultivation at ETH Zurich and as a feed cultivation researcher at Agroscope. Before taking over the role of Chairman of the Board of Trustees of the Swiss Paraplegics Foundation, he was Head of IT at the Federal Research Institute Agroscope Changins (Nyon). He is a member of the board of trustees of Fondation Montreux 2006 and of IRP, chairman of ESCIF, and has had a seat on the management board of Swiss Paraplegic Centre Nottwil AG since the end of April 2010.



Back (from left): Sabine Felber, Helen Knuchel, Franz Michel, Joseph Hofstetter. Front: Bruno Gallmann.

Board of ParaHelp

Michel, Franz, Dr. med., 1952

from Lucerne and Netstal (GL), resident in Lucerne

Chairman

member since 2004, elected until 2010

married, three children

Graduated with a degree in Medicine (University of Basel) and later trained as a Specialist in Internal Medicine and Pneumology. Apart from working in his own practice, he was also an attending physician at the St. Anna Clinic (Lucerne), as well as an assistant medical officer and cantonal medical officer. He has been a consultant for Pneumology since the Swiss Paraplegic Centre (SPC) Nottwil opened. He was appointed Head of the Outpatient Care Unit at SPC Nottwil in 2002.

Felber, Sabine, 1981

resident Grosswangen (LU), resident in Grosswangen (LU)

Member

since 2008, elected until 2010

single

She trained as a nurse (HF) before continuing her training to achieve the higher-level nursing qualification (HöFa 1). She has managed a ward at the Swiss Paraplegic Centre (SPC) Nottwil since 2009, where she had previously worked since 2004 as a nurse and as a nursing expert.

Gallmann, Bruno, 1953

from Hausen a.A. (ZH), resident in Hausen a.A. (ZH)

Member

since 2006, elected until 2010

single

Bruno Gallmann trained in Business and worked as a commercial clerk at the tax office in Kilchberg. From 1998 to 2010 he was also an actuary on the accounts audit committee of Hausen am Albis council.

Hofstetter, Joseph, Dr. iur., 1960

from Doppleschwand (LU), resident in Sursee (LU)

Member

since 2003, elected until 2010

single

Doctorate in Law (University of Bern). He worked as a lawyer in the Department of Justice of the canton of Lucerne up to 2000 and was employed by the Swiss Paraplegics Association as a legal advisor until 2006. Since then he has held the position of Head of Legal Services at the Swiss Paraplegics Foundation and has been Secretary General since 2010. In addition, he is secretary of the management board of Swiss Paraplegic Centre Nottwil AG, of Schweizer Paraplegiker-Management Services AG, of the board of the Benefactors' Association, as well as of the board of trustees of the Clara und Walter Burkhardt-Gloor Foundation.

Knuchel, Helen, 1952

from Meggen (LU) and Jegenstorf (BE), resident in Meggen (LU)

Member

since 2003, elected until 2010

widowed, two children

After completing her training in nursing HF, she worked at Lucerne Cantonal Hospital, at Triemli City Hospital in Zurich and at the Basel Paraplegic Centre, among others. She later completed additional training in intensive care nursing. After taking time off to raise a family, she returned to work as a community nurse. She also attended a number of further training courses, including courses on wound care and dementia.

Other bodies

(as of 30 April 2010 executive)

Amor AG

Board of Directors

Heinrich Huwyler, Chairman
Gabriel Peissard, member

Hotel Herisau AG

Board of Directors

Heinrich Huwyler, Chairman
Susy Brüscheweiler, member
Gabriel Peissard, member

Orthotec AG

Board of Directors

Dr. med. Patrick Moulin, Chairman
Andreas Burgener, member
Prof. Dr. oec. Kuno Schedler, member
Urs Styger, member
Roger Suter, member

SIRMED Swiss Institute for Rescue Medicine AG

Board of Directors

Dr. med. Zeno Supersaxo, Chairman
Günther Becker, member
Jacqueline Blanc, member
Dr. med. Gregor Guthauser, member

Swiss Paraplegic Centre Nottwil AG

Board of Directors

Dr. oec. HSG Luca Stäger, Chairman
Helen Leumann-Würsch, Vice-Chairman
Susy Brüscheweiler, member
Dr. sc. techn. Daniel Joggi, member
Dr. rer. pol. Heinrich Meyer, member
Dr. med. Hans Spring, member
Philipp Vogel, member

Swiss Paraplegic Research AG

Board of Directors

Prof. Dr. med. Daniel Scheidegger, Chairman
Christian Betl, member
Dr. sc. techn. Peter Bieri, member
Prof. Dr. oec. Kuno Schedler, member
Prof. Dr. sc. techn. Caspar Wenk, member

Networks and memberships

| Organisation | SPG representative | Role |
|---|---|---|
| AMER Académie Médicale Européenne de Réadaptation Ghent (Belgium) | Prof. Dr. med. Gerold Stucki Dr. med. Dr. rer. nat. h.c. Guido A. Zäch | Member Member |
| DMGP Deutschsprachige Medizinische Gesellschaft für Paraplegiologie e.V. Berlin (Germany) | Dr. med. Dr. rer. nat. h.c. Guido A. Zäch Andreas Imhasly Diana Sigrist-Nix Prof. Dr. med. Gerold Stucki | honorary member Member, advisory board Pastoral Care Member, advisory board Ergotherapy Member |
| ESCIF European Spinal Cord Injury Federation Nottwil | Dr. sc. techn. Daniel Joggi Urs Styger | Chairman Secretary |
| IRP Fondation Internationale pour la Recherche en Paraplégie Geneva | Dr. sc. techn. Daniel Joggi | Member, board of trustees |
| ISCOS International Spinal Cord Society Aylesbury (England) | Dr. sc. techn. Daniel Joggi Dr. med. Franz Michel Dr. med. Matthias Strupler Prof. Dr. med. Gerold Stucki | Member Member Member Member |
| ISPRM International Society of Physical and Rehabilitation Medicine Assenede (Belgium) | Prof. Dr. med. Gerold Stucki | Chairman |
| Swiss Paralympic Committee Foundation Bern | Dr. iur. Thomas Troger Christian Betl Ruedi Spitzli | Chairman, board of trustees Member, board of trustees Member, board of trustees |

Management

(as of 30 April 2010)

Amor AG

Management

Hans Jürg Messerli, Managing Director

Hotel Herisau AG

Management

René Wohnlich, Director

Orthotec AG

Management

Peter Jung, Managing Director

Daniel Andres, Head of Orthopaedics Technology

Johannes Bolliger, Head of Vehicle Adaptation

Kurt Galliker, Head of Wheelchair Mechanics

Renate Peter, Head of Administration

ParaHelp

Management

Max Moor, Managing Director

SIRMED AG Swiss Institute for Rescue Medicine

Management

Helge Regener, Managing Director

Dr. med. Michael Schorn-Meyer, Medical Director

Swiss Paraplegics Association

Management

Dr. iur. Thomas Troger, Director

Felix Schärer, Head of the Centre for

Obstacle-free Building

Ruedi Spitzli, Head of Wheelchair Sport

Switzerland

Urs Styger, Head of Culture and Leisure

Dr. iur. Michael Weissberg, Head of the Institute

for Social and Legal Advice

Erwin Zemp, Head of Life Coaching

Heads of department

Roger Getzmann, Head of Professional Sport

Thomas Hurni, Head of Entertainment/

Amateur Sport

Evelyn Schmid, Head of Communication/

Marketing/Events

Sandra Studiger, Head of Travel Service

Swiss Paraplegic Centre

Management

Dr. med. Beat Villiger, CEO

Dr. med. Michael Baumberger, Senior Consultant

Clinic

Dr. med. Markus F. Berger, Senior Consultant

Radiology

Pius Bernet, Head of Finance and Controlling

Daniel Lüscher, Head of Human Resources

Stefan Metzger, Head of Corporate Development

Dr. med. Franz Michel, Senior Consultant

Outpatient Care Unit

Diana Sigrist-Nix, Head of Ergotherapy

Mechtild Willi Studer, Head of Nursing

Corporate Development

Stefan Metzger, Head

Finance and Controlling

Pius Bernet, Head

Martin Walthert, Head of Financial Accounting

Human Resources

Daniel Lüscher, Head

Institute for Vocational Guidance

Karl Emmenegger, Head

Medical Controlling

Christian Schaad, Head

Patient Administration

Stephan Läuchli, Head

Paraplegiology Clinic

Dr. med. Michael Baumberger, Senior Consultant

Dr. med. Peter Felleiter, Consultant IPS

Dr. med. Andrea Göhring, Senior Doctor

Dr. med. Andreas Jenny, Senior Doctor

Dr. med. Hans Georg Koch, Senior Doctor

Dr. med. Anke Scheel, Senior Doctor

Dr. med. Christian Wenk, Senior Doctor

Tom Hansen, Head of Intensive Medicine Nursing

Neurology

Dr. med. Aurelio Tobòn, Head

Physiotherapy

Dörte Hegemann, Head

Ines Bersch, Deputy Head

Ergotherapy

Diana Sigrist-Nix, Head

Nursing Service

Mechtild Willi Studer, Head

Heidi Birrer, Ward C Manager

Andrea Bürgi, Ward D Manager

Sabine Felber, Ward E Manager

Esther Peter-Spengeler, Ward B Manager

Sylvia Seidl, Ward F Manager

Pascal Zehnder, Ward A Manager

Adrian Wyss, Nursing Development and Training

Laboratory

Patricia von Arx-Burger, Head

Medical Administration Offices

Adriana Styger, Head

Psychology

Dr. phil. Markus Meyerhans, Head

Social Advice

Cordula Ruf, Head

Paraplegiology Outpatient Services

Dr. med. Franz Michel, Senior Consultant

Dr. med. Axel Crone, Senior Doctor

Dr. med. Beat Flückiger, Senior Doctor

Orthopaedics/Traumatology and Spinal Column/Cord Surgery

Dr. med. Patrick Moulin, Senior Consultant

PD Dr. med. Nikolaus Aebli, Consultant

Dr. med. Bijan Cheikh-Sarraf, Senior Doctor

Neuro-Urology

Prof. Dr. med. Jürgen Pannek, Senior Consultant

Dr. med. Konrad Göcking, Senior Doctor

Radiology

Dr. med. Markus Berger, Senior Consultant

Dr. med. Vilim Alan Kamler, Consultant

Dr. med. Nassos Petrou, Consultant

Dr. med. Heidrun Eisenlohr, Senior Doctor

Dr. med. Renate Engisch, Senior Doctor

Centre for Pain Medicine

Dr. med. Wolfgang Schleinzler, Senior Consultant

Dr. med. André Ljutow, Senior Doctor

Dr. med. En-Chul Chang, Senior Doctor

Dr. med. Brigitte Meyer, Senior Doctor

Dr. med. Gunther Landmann, Senior Doctor

Huber Scherer, Head of Nursing IoAPM

Sports Medicine Nottwil-Luzern

(Swiss Olympic Medical Center)

Dr. med. Matthias Strupler, Senior Consultant

Swiss Prevention Center

Patrick Schneider, Head

Hospitality

Jean-Luc Rohner, Head

Claudia Clapasson, Head of Cleaning Services

Reto Garbely, Chef

Ruedi Gautschi, Head of Gastronomy

Michael Gresch, Head of Purchasing

Information Technology and Projects

René Künzli, Head

Antonio Grifo, Head of IT Services

Technology and Security

Ernst Schürch, Head

Swiss Paraplegics Foundation

Management

Dr. sc. techn. Daniel Joggi, acting Director

Pius Bernet, Head Finance and Controlling

Christian Hermle, Head Marketing and Fundraising

Dr. iur. Joseph Hofstetter, Secretary General

Daniel Lüscher, Head Human Resources

Gabriel Peissard, Head Real Estate

Monika Pirovino-Zürcher, Head Corporate

Communication

Swiss Paraplegic Research

Management

Prof. Dr. med. Gerold Stucki, Director

Mirjam Brach, Managing Director

Financial Report | Summary



Implementation of new standards

The 2009 Financial Report for the Swiss Paraplegic Group (SPG) and its affiliated organisations was compiled applying the Swiss GAAP FER accounting standards for the first time. To recap, the key values for 2009 were well up on the previous year.

The Board of Trustees of the Swiss Paraplegics Foundation (SPF) adopted a resolution in autumn 2009 to conduct the accounting of the Swiss Paraplegic Group (SPG) and its affiliated organisations for the year ending 31 December 2009 in line with the Swiss accounting standard Swiss GAAP FER (recommendation on accounting) for the first time ever. The reasons for the change were that it facilitated greater transparency and created suitability for certification. This involved using the same benchmark to assess the activities of all the subsidiaries and of the affiliated organisations which are included in the consolidated group (based on the close economic links from the point of view of benefactors). The subsidiary Swiss Paraplegic Centre Nottwil AG is one of the first operators of a clinic in Switzerland to apply this accounting standard, setting the trend for its peers in future. It is based on a principle of being «true and fair», i.e. the annual accounts have to impart a view which reflects the actual financial position. The conversion effects at the start of the comparative periods (31 December 2007) are outlined in a separate financial report under explanatory note 47.

Welcome group result

The consolidated group turnover rose by around 4.5 per cent to CHF 196.3 million in 2009. The rise in costs was lower by comparison, which meant that the operating result (EBIT) increased to 8.2 per cent of turnover (7.9 % in the previous year). Financial income was up by 1.9 million francs, which meant that the net earnings achieved by the group (not including the affiliated organisations) almost doubled to CHF 1.9m (PY: 1.1m).

For the first time ever, the group along with the affiliated organisations had a net liquidity of around 31.3 million Swiss francs. Net indebtedness still stood at 17.3 million francs in the previous year. Given the restrained investment policy and the ongoing adjustment of participation structures, free cash flow stood at 46.5 million francs, i.e. at 23.7 per cent of turnover.

Confidence and energy

The Swiss Paraplegic Group embarked energetically upon the 2010 financial year great confidence. There are important strategies to plot in the short and medium term, for example on how to cope with the new hospital finance provisions, as well as to expand and condense the services for people with spinal paralysis.

Peak performance in the team

The personnel throughout the group and in the affiliated organisations who were involved in the changeover to Swiss GAAP FER delivered a first-rate performance on this. Starting from scratch, the team managed to cope with a very challenging and time-consuming task within six months. This was only possible thanks to the enormous goodwill shown to the project, their diligence and ambition, as well as the knowledge that it could be used to engender that all-important confidence in an important non-profit institution.

Consolidated balance sheets

Net book value as of 1.1.09

| 1,000 CHF | 31.12.09 | % | 31.12.08 | % |
|---|----------------|--------------|----------------|--------------|
| Assets | | | | |
| Liquid assets | 21,847 | 5.5 | 15,214 | 3.7 |
| Short-term financial assets | 1,118 | 0.3 | 2,454 | 0.6 |
| Trade accounts receivable | 16,902 | 4.3 | 15,988 | 3.9 |
| Other receivables | 256 | 0.1 | 656 | 0.1 |
| Inventories and work in progress | 3,406 | 0.8 | 4,210 | 1.0 |
| Prepaid expenses/deferred charges | 976 | 0.2 | 715 | 0.2 |
| Total current assets | 44,505 | 11.2 | 39,237 | 9.5 |
| Financial assets and participations | 6,654 | 1.7 | 6,548 | 1.6 |
| Real estate held for investment purposes | 61,552 | 15.5 | 66,243 | 16.1 |
| Tangible assets | 257,630 | 65.0 | 274,222 | 66.6 |
| Intangible assets | 1,142 | 0.3 | 919 | 0.2 |
| Restricted assets (fund assets) | 24,923 | 6.3 | 24,227 | 5.9 |
| Deferred tax assets | 64 | 0.0 | 122 | 0.1 |
| Total fixed assets | 351,965 | 88.8 | 372,281 | 90.5 |
| Total assets | 396,470 | 100.0 | 411,518 | 100.0 |
| Liabilities | | | | |
| Short-term financial liabilities | 10,046 | 2.5 | 8,045 | 1.9 |
| Trade accounts payable | 7,928 | 2.0 | 8,416 | 2.0 |
| Other short-term liabilities | 53,365 | 13.5 | 42,843 | 10.4 |
| Accruals and deferred income | 7,584 | 1.9 | 6,446 | 1.6 |
| Short-term provisions | 8,646 | 2.2 | 10,105 | 2.5 |
| Income taxes | 44 | 0.0 | 39 | 0.0 |
| Total short-term liabilities | 87,613 | 22.1 | 75,894 | 18.4 |
| Long-term financial liabilities | 5,398 | 1.4 | 48,779 | 11.9 |
| Long-term provisions | 24,492 | 6.2 | 24,474 | 5.9 |
| Deferred tax liabilities | 2,971 | 0.7 | 2,708 | 0.7 |
| Total long-term liabilities | 32,861 | 8.3 | 75,961 | 18.5 |
| Total outside capital | 120,474 | 30.4 | 151,855 | 36.9 |
| Restricted funds | 21,450 | 5.4 | 21,510 | 5.2 |
| Association capital of affiliated companies | 8,406 | 2.1 | 7,315 | 1.8 |
| Annual result of affiliated companies | 1,053 | 0.3 | 756 | 0.2 |
| Restricted fund and Foundation capital | 30,909 | 7.8 | 29,581 | 7.2 |
| Paid-in Foundation capital | 10 | 0.0 | 10 | 0.0 |
| Revaluation reserves | 13,436 | 3.4 | 13,882 | 3.4 |
| Internally generated operating funds | 205,526 | 51.8 | 204,336 | 49.6 |
| Erarbeitetes gebundenes Kapital | | | | |
| Internally generated restricted «Holistic Rehabilitation» funds | 24,150 | 6.1 | 10,800 | 2.6 |
| Annual result | 1,965 | 0.5 | 1,054 | 0.3 |
| Total organisation capital | 245,087 | 61.8 | 230,082 | 55.9 |
| Total liabilities and organisation capital | 396,470 | 100.0 | 411,518 | 100.0 |

Consolidated income statements

Net book value as of 1.1.09

| 1,000 CHF | 31.12.09 | % | 31.12.08 | % |
|--|-----------------|--------------|-----------------|--------------|
| Income | | | | |
| Benefactors' contributions, donations, inheritances, legacies | 70,567 | 35.9 | 67,445 | 35.9 |
| Income from services rendered and trading activities | 110,082 | 56.1 | 106,360 | 56.6 |
| Income from public-sector funds | 4,385 | 2.2 | 3,036 | 1.6 |
| Other income | 11,246 | 5.7 | 11,064 | 5.9 |
| Decreases in revenue | 96 | 0.1 | -77 | -0.0 |
| Total Income | 196,376 | 100.0 | 187,828 | 100.0 |
| Operating expenses | | | | |
| Support services and support to members | -15,135 | -7.7 | -15,430 | -8.2 |
| Cost of goods and services | -19,681 | -10.0 | -18,861 | -10.0 |
| Personnel expenses | -96,335 | -49.1 | -92,298 | -49.1 |
| Operating and maintenance expenses | -6,778 | -3.4 | -6,896 | -3.7 |
| Rent and utilities expenses | -4,031 | -2.1 | -4,187 | -2.2 |
| Expenses for public relations work and fundraising activities | -6,408 | -3.3 | -6,354 | -3.4 |
| Administrative and IT expenses | -10,955 | -5.6 | -8,762 | -4.7 |
| Other operating expenses | -514 | -0.3 | -446 | -0.2 |
| Other operating income | 171 | 0.1 | 1,044 | 0.5 |
| Depreciation | -20,517 | -10.4 | -20,864 | -11.1 |
| Total Operating expenses | -180,183 | -91.8 | -173,054 | -92.1 |
| Operating income | 16,193 | 8.2 | 14,774 | 7.9 |
| Financial income | -1,233 | -0.6 | -2,822 | -1.5 |
| Result from real estate held for investment purposes | 1,242 | 0.6 | 1,109 | 0.6 |
| Income from restricted funds | 542 | 0.3 | -167 | -0.1 |
| Tax expenses | -376 | -0.2 | -284 | -0.2 |
| Annual result before restricted funds | 16,368 | 8.3 | 12,610 | 6.7 |
| Allocation to the «Holistic rehabilitation» restricted fund | -13,350 | -6.8 | -10,800 | -5.7 |
| Annual result of the group and affiliated organisations | 3,018 | 1.5 | 1,810 | 1.0 |
| less annual result of affiliated organisations | -1,053 | -0.5 | -756 | -0.4 |
| Annual result of the group | 1,965 | 1.0 | 1,054 | 0.6 |

Consolidated cash flow statements

| 1 000 CHF | 2009 | 2008 |
|--|-----------------|-----------------|
| (Indirect method with liquid assets from funds) | | |
| Cash flow from operating activities | | |
| Annual result | 3,018 | 1,810 |
| Increase/decrease in restricted funds and organisation capital | 13,350 | 10,800 |
| Increase/decrease in value adjustment on financial assets and participations | 349 | 365 |
| Depreciation/amortisation of tangible assets | 20,038 | 20,390 |
| Depreciation/amortisation of intangible assets | 479 | 474 |
| Increase/decrease in provisions | - 1,441 | 165 |
| Change in trade accounts receivable | - 914 | - 2,268 |
| Change in inventories and work in progress | 804 | - 326 |
| Change in other current assets | 1,475 | 1,887 |
| Change in trade accounts payable | - 488 | 387 |
| Change in other short-term liabilities, income taxes and prepaid income | 11,665 | 191 |
| Change in deferred taxes | 321 | 230 |
| Cash flow from operating activities (operating cash flow) | 48,656 | 34,105 |
| Cash flow from investment activities | | |
| Investments in financial assets and participations | - 455 | - 890 |
| Divestments of financial assets and participations | 0 | 203 |
| Investments in real estate held for investment purposes | - 1,058 | - 54 |
| Divestments of real estate held for investment purposes | 5,749 | 0 |
| Investments in tangible assets | - 3,758 | - 10,168 |
| Divestments of tangible assets | 312 | 1,615 |
| Investments in intangible assets | - 702 | - 867 |
| Investments in restricted assets | - 696 | - 382 |
| Cash flow from investment activities | - 608 | - 10,543 |
| Free cash flow | 48,048 | 23,562 |
| Cash flow from financing activities | | |
| Increase/decrease in short-term financial liabilities | 2,001 | - 11,955 |
| Increase/decrease in long-term financial liabilities | - 43,381 | - 8,481 |
| Increase/decrease in association capital of affiliated organisations | 335 | - 800 |
| Increase/decrease in restricted funds | - 60 | 678 |
| Increase/decrease of organisation capital | - 310 | - 86 |
| Cash flow from financing activities | - 41,415 | - 20,644 |
| Change in liquid assets | 6,633 | 2,918 |
| Liquid assets as at 01.01. | 15,214 | 12,296 |
| Liquid assets as at 31.12. | 21,847 | 15,214 |
| Change in liquid assets | 6,633 | 2,918 |

Consolidated income statements by areas of activity

The segmentation of the Swiss Paraplegic Group and affiliated organisations into four areas of activity is based on the joint strategy for the further development of the network of services for holistic rehabilitation in accordance with the intention of our founder. The segmentation makes the allocation of benefactors' funds to the corresponding areas of the network of services transparent. The arm's length principle applies to services between the divisions, i.e. they are provided at market conditions between third parties. The assignment of companies to the different segments is shown on page 74 (Consolidated group).

| CHF million | Solidarity | | Medicine | | Lifelong Care and Mobility | | Research | | Consolidation | | Total Group and affiliated organisations | |
|---|--------------|--------------|---------------|---------------|----------------------------|--------------|--------------|-------------|---------------|--------------|--|---------------|
| | 2009 | 2008 | 2009 | 2008 | 2009 | 2008 | 2009 | 2008 | 2009 | 2008 | 2009 | 2008 |
| Income | | | | | | | | | | | | |
| Benefactors' contributions, donations inheritances and legacies | 70,5 | 67,2 | 0,0 | 0,0 | 0,1 | 0,2 | 0,0 | 0,0 | 0,0 | 0,0 | 70,6 | 67,4 |
| Allocation of operating contributions from benefactors, contributions | -30,5 | -29,0 | 13,7 | 12,7 | 7,2 | 7,8 | 9,6 | 8,5 | 0,0 | 0,0 | 0,0 | 0,0 |
| Rents/internal accounting | 16,7 | 17,0 | 7,5 | 6,2 | 1,8 | 1,8 | 0,0 | 0,0 | -26,0 | -25,0 | 0,0 | 0,0 |
| Revenue from services/trade | 0,0 | 0,0 | 93,1 | 90,2 | 17,0 | 16,2 | 0,0 | 0,0 | 0,0 | 0,0 | 110,1 | 106,4 |
| Public-sector income | 0,0 | 0,0 | 0,0 | 0,0 | 2,9 | 2,8 | 1,5 | 0,2 | 0,0 | 0,0 | 4,4 | 3,0 |
| Other income | 0,2 | 0,2 | 6,6 | 6,6 | 4,4 | 4,3 | 0,0 | 0,0 | 0,0 | 0,0 | 11,2 | 11,1 |
| Decreases in revenue | 0,0 | 0,0 | -0,1 | -0,1 | 0,2 | 0,0 | 0,0 | 0,0 | -0,1 | 0,0 | 0,0 | -0,1 |
| Total income | 56,9 | 55,4 | 120,8 | 115,6 | 33,6 | 33,1 | 11,1 | 8,7 | -26,1 | -25,0 | 196,3 | 187,8 |
| Operating expenses | | | | | | | | | | | | |
| Support services | -11,7 | -13,2 | 0,0 | 0,0 | -2,6 | -3,0 | -1,7 | -0,2 | 0,9 | 1,0 | -15,1 | -15,4 |
| Cost of goods and services | -0,1 | -0,1 | -11,0 | -10,4 | -9,7 | -9,4 | -0,2 | -0,2 | 1,3 | 1,2 | -19,7 | -18,9 |
| Personnel expenses | -5,2 | -5,6 | -75,7 | -72,3 | -11,2 | -11,1 | -5,2 | -4,3 | 0,9 | 1,1 | -96,4 | -92,3 |
| Operating and maintenance expenses | -0,2 | -0,2 | -6,3 | -5,9 | -1,9 | -1,9 | -0,8 | -0,7 | 2,4 | 1,8 | -6,8 | -6,9 |
| Rent and utilities expenses | -0,8 | -1,0 | -16,1 | -16,1 | -2,6 | -2,7 | -2,0 | -2,1 | 17,5 | 17,7 | -4,0 | -4,2 |
| Public relations/fundraising expenses | -5,9 | -5,8 | -0,5 | -1,4 | -0,3 | -0,4 | 0,0 | 0,0 | 0,3 | 1,2 | -6,4 | -6,3 |
| Administrative and IT expenses | -2,9 | -1,3 | -7,7 | -6,6 | -2,4 | -2,4 | -1,0 | -0,9 | 3,2 | 2,4 | -10,8 | -8,8 |
| Other operating expenses | 0,0 | 0,0 | -0,4 | -0,3 | -0,1 | -0,2 | 0,0 | 0,0 | 0,0 | 0,0 | -0,5 | -0,4 |
| Other operating income | 0,0 | 0,8 | 0,2 | 0,2 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,2 | 1,0 |
| Depreciation and amortisation | -16,6 | -16,4 | -3,1 | -3,4 | -0,5 | -0,7 | -0,3 | -0,3 | 0,0 | 0,0 | -20,5 | -20,9 |
| Total operating expenses | -43,4 | -42,8 | -120,6 | -116,2 | -31,4 | -31,8 | -11,1 | -8,7 | 26,5 | 26,3 | -180,0 | -173,1 |
| Operating income (EBIT) | 13,5 | 12,6 | 0,2 | -0,6 | 2,2 | 1,3 | 0,0 | 0,0 | 0,4 | 1,4 | 16,3 | 14,7 |
| Financial result, neutral | | | | | | | | | | | -1,2 | -2,8 |
| Result from investment properties | | | | | | | | | | | 1,2 | 1,1 |
| Result from restricted funds | | | | | | | | | | | 0,5 | -0,2 |
| Tax expenses | | | | | | | | | | | -0,4 | -0,3 |
| Annual result before allocation | | | | | | | | | | | 16,4 | 12,6 |
| Allocation to restricted | | | | | | | | | | | | |
| «Holistic Rehabilitation» fund | | | | | | | | | | | -13,3 | -10,8 |
| Annual result with affiliated organisations | | | | | | | | | | | 3,1 | 1,8 |
| less annual result of affiliated organisations | | | | | | | | | | | -1,1 | -0,7 |
| Annual result of the Group | | | | | | | | | | | 2,0 | 1,1 |
| Employment figures | | | | | | | | | | | | |
| Employees (full-time) | 40,4 | 33,1 | 740,7 | 692,8 | 104,0 | 102,8 | 44,5 | 35,7 | 0,0 | 0,0 | 929,6 | 864,4 |
| Avg, staff costs* in 1,000 CHF | 129,5 | 170,2 | 102,2 | 104,4 | 107,4 | 107,8 | 116,3 | 121,1 | 0,0 | 0,0 | 103,7 | 106,8 |

Consolidated group

The affiliated organisations listed below have been fully consolidated on the basis of contractual agreements or interdependencies in order to document fully the network of services provided for the holistic, lifelong rehabilitation and social reintegration of people with spinal paralysis as the founder had intended.

Due to a lack of direct cooperation and only partial sharing of personnel, the following foundations have not been included in the consolidated group:

Swiss Paralympic, Bern

Guido A. Zäch Foundation, Zofingen

St. Margrethenkapelle Nottwil Foundation, Nottwil

The consolidation group underwent the following changes over the past two years:

The activities of Paramedia AG and Uniresearch AG, whose turnovers are largely generated within the group, were reintegrated, firstly, into the Swiss Paraplegics Foundation and, secondly, into the Swiss Paraplegic Centre Nottwil AG. The companies were then liquidated.

Landhaus Paracelsus AG was sold on 30 June 2009.

The following companies were fully consolidated in the accounts for the year ending 31 December 2009:

| Company broken down by legal jurisdiction | Purpose | Note | Equity capital 31.12.09 CHF | Equity capital 31.12.08 CHF | Rate 31.12.09 | Year established |
|---|---------|------|-----------------------------------|-----------------------------------|------------------|---------------------|
| Swiss Paraplegic Group companies | | | | | | |
| Swiss Paraplegics Foundation, Nottwil | S | | n/a | n/a | n/a | 1975 |
| Paramedia AG, Nottwil | S | 3 | 0 | 100,000 | 100 % | 2004 |
| Amor AG Immobiliengesellschaft, Bern | S, I | | 200,000 | 200,000 | 100 % | 1902 |
| Swiss Paraplegic Centre AG, Nottwil | M | | 25,000,000 | 25,000,000 | 100 % | 1989 |
| Radiologie Luzern Land AG, Sursee | M | | 500,000 | 500,000 | 50 % | 2008 |
| SIRMED Swiss Institute for Rescue Medicine AG, Nottwil | M | | 1,00,000 | 100,000 | 100 % | 2002 |
| Uniresearch AG, Muhen | M | 4 | 0 | 500,000 | 100 % | 1997 |
| Swiss Paraplegic Management Services AG, Nottwil | BM | 1 | 1,00,000 | 100,000 | 100 % | 1997 |
| Schiffahrt Sempachersee AG, Nottwil | BM, I | | 250,000 | 250,000 | 20 % | 2005 |
| Orthotec AG, Nottwil | BM | 2 | 200,000 | 200,000 | 100 % | 1994 |
| Paramobil AG, Nottwil | BM | 2 | 500,000 | 500,000 | 100 % | 1989 |
| Landhaus Paracelsus AG, Bad Ragaz | BM | 5 | 0 | 200,000 | 100 % | 1983 |
| Hotel Herisau AG, Herisau | BM | | 5,000,000 | 5,000,000 | 100 % | 1932 |
| Swiss Paraplegic Research AG, Nottwil | R | | 1,000,000 | 1,000,000 | 100 % | 2002 |
| Fully consolidated organisations affiliated to the SPG | | | | | | |
| Benefactors' Association of Swiss Paraplegic | | | | | | |
| Foundation, Nottwil (association) | S | | n/a | n/a | n/a | 1983 |
| ParaHelp, Nottwil (association) | M | | n/a | n/a | n/a | 2004 |
| Swiss Paraplegics Association, Nottwil | BM | | n/a | n/a | n/a | 1980 |

S = Solidarity (direct aid, benefactor support, fundraising, P.R. work, etc.)

M = Medicine (acute care, inpatient rehabilitation, outpatient aftercare, nursing training and advice, rescue medicine, etc.)

BM = Lifelong Care and Mobility (life, social and legal advice; wheelchair sport; obstacle-free building; aids; vehicle adaptation, etc.)

R = Research (social and clinical rehabilitation research)

I = Investments in the Solidarity section

1 GZI (Guido A. Zäch Institute) AG changed its name to Swiss Paraplegic

Management Services AG in August 2009 and updated the section of the memorandum and articles of association dealing with the company objective accordingly.

2 Orthotec Nottwil AG changed its name to Orthotec AG in December 2009, reflecting the decision to merge with (take over) Paramobil AG with effect from 31 December 2009.

3 The business activities of Paramedia AG were reintegrated into the Swiss Paraplegics Foundation and are to be continued as the Corporate Communication Department. The company was deleted from the commercial register on 6 January 2010.

4 The business activities of Uniresearch AG were reintegrated into the IT Department of Swiss Paraplegic Centre Nottwil AG. The company was deleted from the commercial register on 23 October 2009.

5 Landhaus Paracelsus AG was sold with effective from 30 June 2009.

Key performance indicators

| | | 2009 | 2008 | 2007 | 2006 | 2005 |
|---|---------------------|-----------|---------|---------|---------|---------|
| Solidarity | | | | | | |
| Benefactors (paying) | Number | 861,132 | 788,815 | 705,901 | 805,247 | 774,941 |
| Member contributions (incl. gift memberships) | 1,000 CHF | 1,054,528 | 881,280 | 908,778 | 928,498 | 903,085 |
| Member contributions and donations* | 1,000 CHF | 72,576 | 64,848 | 64,896 | 52,460 | 54,630 |
| Average deposit (contribution, donation) | in CHF | 68.80 | 73.60 | 71.40 | 56.50 | 60.50 |
| Direct support by the Benefactors' Association | 1,000 CHF | 2,944 | 4,173 | 3,062 | 3,350 | 2,060 |
| Support by the Foundation to | | | | | | |
| directly affected Paraplegic | 1,000 CHF | 7,802 | 7,443 | 9,286 | 8,837 | 6,691 |
| non-profit institutions | 1,000 CHF | 988 | 1,632 | 3,804 | 3,657 | 3,165 |
| Medicine | 1,000 CHF | 13,680 | 17,453 | 14,023 | 19,774 | 20,845 |
| Lifelong Care and Mobility organisations | 1,000 CHF | 7,150 | 7,782 | 6,980 | 7,036 | 6,746 |
| Research organisations | 1,000 CHF | 9,690 | 8,450 | 7,185 | 8,000 | 3,970 |
| Depreciation on operating properties in Nottwil | 1,000 CHF | 16,619 | 16,376 | 21,948 | 12,035 | 13,430 |
| Medicine | | | | | | |
| Available beds | Quantity | 140 | 140 | 140 | 140 | 140 |
| Bed occupancy | in % | 91% | 91% | 92% | 88% | 93% |
| Completed cases of hospitalisation para-/tetraplegics | Quantity | 834 | 811 | 777 | 817 | 772 |
| Initial allocations | Quantity | 279 | 234 | 207 | 177 | 144 |
| of which tetraplegics | in % | 46% | 39% | 51% | 55% | 70% |
| of which others | in % | 54% | 61% | 49% | 45% | 30% |
| Initial rehabilitations analysed by causes of paralysis | Quantity | 162 | 153 | 150 | 156 | 144 |
| Illness | Quantity | 70 | 104 | 113 | 114 | 81 |
| Accident | Quantity | 92 | 49 | 37 | 42 | 63 |
| Care days | Days | 46,330 | 46,781 | 46,910 | 44,766 | 47,336 |
| Avg. care | Hour/patient/day | 5.1 | 4.8 | 4.8 | 4.7 | n/a |
| Care days of patients who have received artificial respiration | Days | 7,104 | 6,554 | 2,869 | 2,302 | n/a |
| Participants on SIRMED training courses | Quantity | 3,536 | 4,038 | 3,262 | n/a | n/a |
| SIRMED courses held | Quantity | 345 | 336 | 253 | 96 | 20 |
| Patients receiving care from ParaHelp | Quantity | 467 | 444 | 439 | 398 | n/a |
| ParaHelp Care and support services | Huors | 6,698 | 5,766 | 5,204 | 4,785 | n/a |
| Lifelong Care and Mobility | | | | | | |
| Wheelchair clubs | Quantity | 27 | 27 | 27 | 27 | 27 |
| Members of all wheelchair clubs | Quantity | 10,800 | 10,000 | 9,900 | 9,800 | 9,900 |
| SPA events/functions | Quantity | 320 | 310 | 340 | 350 | 320 |
| Voluntary staff/voluntary work (full-time) | Quantity | 32.0 | 31.8 | 29.0 | 29.2 | 29.1 |
| SPA care and support services | Hours | 39,000 | 37,000 | 36,000 | 38,000 | 39,000 |
| Courses for disabled persons and family members | part. days | 13,000 | 11,000 | 11,000 | 12,000 | 12,000 |
| Disability insurance assessment procedures for professional reintegration | Quantity | 67 | 46 | 42 | 45 | 33 |
| Consulting and support for professional reintegration | Hours | 8,395 | 8,396 | 10,068 | 8,321 | 7,434 |
| Consulting for accessible construction/conversion | Hours | 7,600 | 7,400 | 7,000 | 7,800 | 8,200 |
| Social and legal consulting | Hours | 2,000 | 2,100 | 2,100 | 2,200 | 2,300 |
| Converted vehicles | Quantity | 300 | 261 | 253 | 265 | 258 |
| Adapted, sold wheelchairs, electr./mech. | Quantity | 491 | 450 | 487 | 360 | 361 |
| Package deliveries of incontinence articles | Quantity | 11,102 | 10,324 | 9,559 | 9,042 | 8,361 |
| Research | | | | | | |
| Publications | Quantity | 54 | 35 | 14 | 11 | 13 |
| Ongoing/Completed dissertations | Quantity | 14 | 6 | 5 | 4 | 6 |
| Ongoing/Completed Masters theses | Quantity | 12 | 6 | 3 | 1 | 1 |
| Conference contributions | Quantity | 86 | 38 | 6 | 9 | 0 |
| Group and affiliated organisations | Full-time positions | 929.3 | 862.6 | 863.2 | 825.8 | 823.4 |

* excluding accruals

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¹ Group companies

² Affiliated organisations

³ Participation by group companies

