

# ANNUAL REPORT 2015 —

A holistic, sustainable approach to health

A SPECIALIZED REHABILITATION AND PSYCHIATRY CLINIC  
OFFERING INPATIENT AND OUTPATIENT TREATMENT







LA LIGNIÈRE

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CLINIQUE

## AFFILIATION AND INTERNATIONAL NETWORK



## A HOLISTIC, SUSTAINABLE APPROACH TO HEALTH

### Our mission

True to our tradition, our mission is to care for patients in a holistic manner, from prevention to treatment, while taking into consideration each individual's biological, psychological, social and spiritual needs.

### Our vision

We aim to become a center of choice and a regional leader in specialized rehabilitation, while emphasizing our role in promoting physical and mental health, by capitalizing both on our competencies and on our ethical, Christian values.

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## SNAPSHOT



**275**

Employees



**1,564**

Patients hospitalized



**3,038**

Outpatients



**31,954**

Treatment days



# MANAGEMENT REPORT

Nicolas Walther | CEO

**In 2015, Clinique La Lignière continued to implement the key strategic directions defined by the Board of Directors in 2012. We will present the main elements achieved in this regard from a perspective that seeks to highlight an approach to sustainable development in all areas that affect the clinic's operations.**

## PARTNERSHIPS

Ties were once again further reinforced with partners such as the CHUV, through the implementation of a new treatment chain for neuro-oncological patients and continuing treatment of patients with severe heart failure, as well as our close partner Nyon Hospital (GHOL), through the provision of clinic employees to help with treatment of patients in the stroke unit.

Our outpatient services were also developed with regard to physiotherapy, neuropsychology, psychology, ergotherapy, and diabetology, in collaboration with our regional partners (GHOL, doctors and the Réseau Santé La Côte).

## STAFF HEALTH SERVICE

To foster our employees' professional development, we have decided to focus on monitoring of early detection as well as those on sick leave. An absence management system and conflict management tool have also been implemented and we will continue to reinforce activities designed to promote health and targeting all employees.

## PATIENT TREATMENT

We have formalized the clinic's existing patient progress within each program with the incorporation of an interdisciplinary approach to healthcare. This will facilitate reviewing of patient treatment procedures, notably with the integration of the quality and performance indicators required by cantonal and federal regulations, as well as a quest for efficiencies along with cost control and reduction.

## PATIENT SECURITY

Mention should also be made of the launch of the Patient Safety project, which will enable the implementation of an Error Risk Analysis (ERA) procedure for the clinic to manage incidents, while encouraging a "just culture" with regard to errors noted (medicine, etc.). The creation of a team of advisors for systematic incident analysis as well as the implementation of ERA training have both strongly contributed to instilling the type of culture desired.

## OUTPATIENT CENTER

We are progressing with the extensions to the outpatient center in conjunction with the architects, executive MDs and the management committee. The project has entered its execution phase. Preparatory earthworks and the installation of gas and electrical supplies started in autumn 2015. Construction work in the true sense of the term began in January 2016 and will be completed in two phases, between July 2017 and January 2018.

## HEALTH PROMOTION

Our “Health Promotion” sector, which aims to provide every stakeholder with information, advice and services on health, held an annual seminar and temporary exhibition program open to all.

## QUALITY DEVELOPMENT

Aside from projects directly linked to the clinic’s key strategic areas, other major developments must be mentioned. For example, we continue to target improved quality in the information supplied to the National Association for Quality Development (ANQ) and in parallel, have prepared data collection for the rehabilitation fee structure (ST Reha) for all areas of rehabilitation. A new patient satisfaction survey method has been implemented and the overall results demonstrate a high level of patient satisfaction.

## INTERNATIONAL NETWORK

Links with the European and worldwide Adventist health network were reinforced with the signing of affiliation agreements with our main international partners, namely Loma Linda Hospital (USA), Vista Clinic (South Africa), and Waldfriede Hospital (Germany).

Our objective is to promote and develop optimal health services supplied by and within each organization in the areas of administration, governance, services, education and training as well as improved networking.

## SUSTAINABLE DEVELOPMENT

Finally, and with a view to greater involvement in a “Sustainable Development” approach, the clinic elected to join the United Nations Global Compact and produce a master plan focusing on Sustainable Development for all its activities.

2016 will be filled with challenges but we can address it with confidence due to renewed trust on the part of all our partners and suppliers, patients and clients, all of whom we would like to thank here, as well as the commitment, competencies and human qualities of our employees, to whom we extend our sincerest gratitude.





CONSTRUIT

# CONSOLIDATED KEY FIGURES

Denis Bouvet | Chief Financial Officer

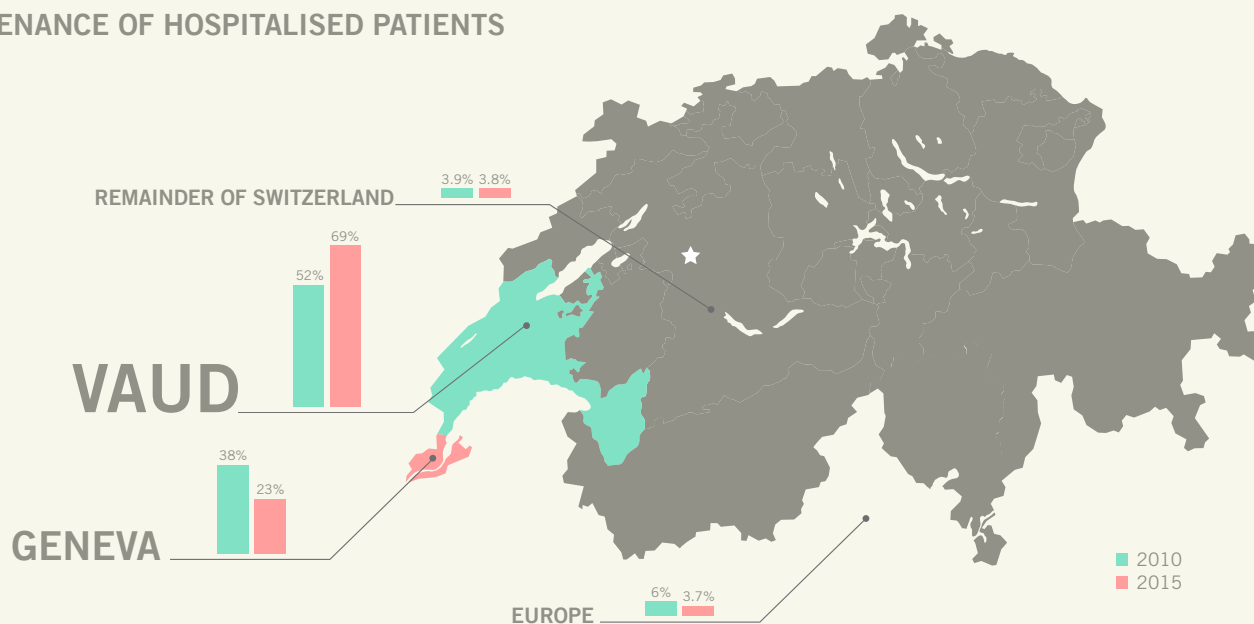
## BALANCE SHEET AS AT DECEMBER 31st 2015

ASSETS	2015	2014	LIABILITIES	2015	2014
<b>CURRENT ASSETS</b>			<b>SHORT TERM OUTSIDE CAPITAL</b>		
Cashflow	7'209'925	4'534'336	Creditors	386'877	426'348
Patients	4'221'165	4'272'175	Other creditors	425'731	184'294
Other debtors	-170'519	433'669	Customer advances	337'490	397'618
Prepaid expenses	741'682	2'296'389	Deferred liabilities	528'398	696'045
Stocks	113'223	132'215			
	<b>12'115'476</b>	<b>11'668'784</b>		<b>1'678'496</b>	<b>1'704'305</b>
<b>FIXED ASSETS</b>			<b>LONG TERM OUTSIDE CAPITAL</b>		
			Current accounts	6'933'538	7'226'923
Tangible assets	624'707	658'785	Reserves and capital	3'487'000	2'790'910
	<b>624'707</b>	<b>658'785</b>		<b>10'420'538</b>	<b>10'017'833</b>
<b>TOTAL ASSETS</b>	<b>12'740'183</b>	<b>12'327'569</b>	<b>EQUITY</b>		
			Share capital	500'000	500'000
			Share capital	6'200	4'500
			Balance sheet profit	134'949	100'931
				<b>641'149</b>	<b>605'431</b>
			<b>TOTAL LIABILITIES</b>	<b>12'740'183</b>	<b>12'327'569</b>

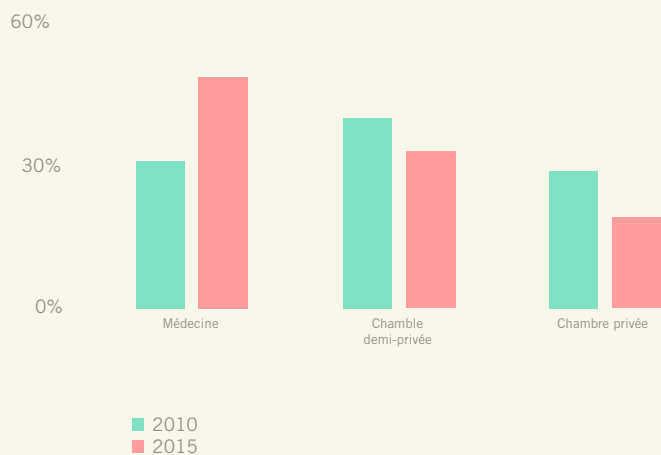
## FINANCIAL RESULTS AS AT DECEMBER 31st 2015

	2015	2014
<b>NET INCOME FROM SALES AND SERVICES</b>		
Hospital and healthcare tax	18'917'416	18'594'480
Other medical services	2'107'898	1'974'972
Acquaforme income	1'110'275	1'156'645
Services to staff and third parties	799'940	780'974
State investment subsidy	705'133	628'595
Debtor value losses and adjustments	-24'530	67'159
Other operating income	83'805	94'408
	<b>23'699'937</b>	<b>23'297'233</b>
<b>OPERATING COSTS</b>		
Payroll	17'371'431	16'702'666
Other operating costs	5'056'126	5'362'844
	22'427'557	22'065'510
<b>Earnings before interest, tax, depreciation and amortization (EBITDA)</b>	<b>1'272'380</b>	<b>1'231'723</b>
Depreciation on tangible fixed assets	201'695	231'251
Changes in provisions and funds	696'090	339'910
<b>Earnings before interest and taxes (EBIT)</b>	<b>374'595</b>	<b>660'562</b>
Financial charges and income	93'681	113'414
Special, once-off and off-peak expenses	-17'729	404'563
<b>Pre-tax income</b>	<b>298'643</b>	<b>142'585</b>
Direct tax	262'925	110'000
<b>Profit for the financial year</b>	<b>35'718</b>	<b>32'585</b>

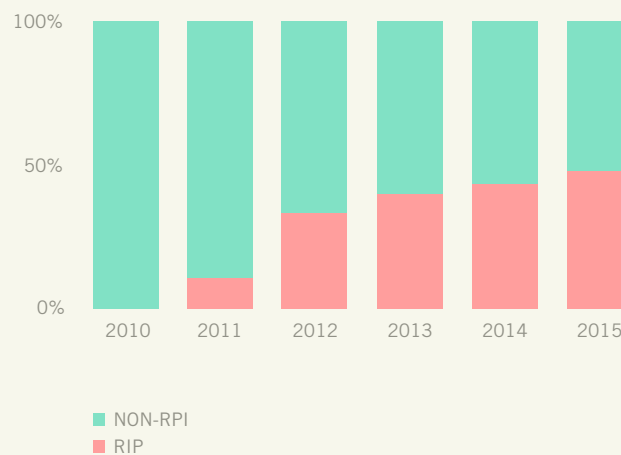
## PROVENANCE OF HOSPITALISED PATIENTS



## BREAKDOWN BY INSURANCE CATEGORY

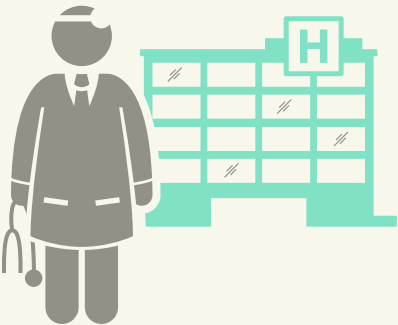
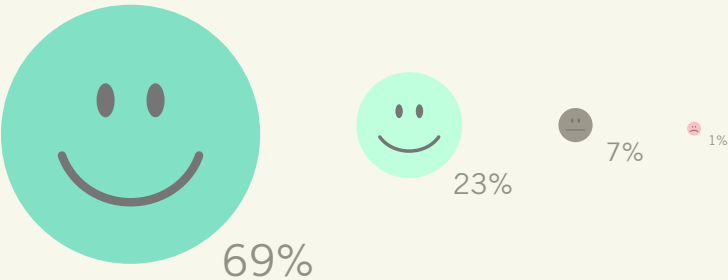


## SHARE OF "RPI" (RECOGNISED PUBLIC INTEREST) BEDS WITHIN THE CLINIC'S ACTIVITIES

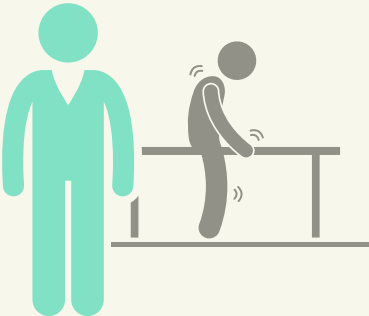
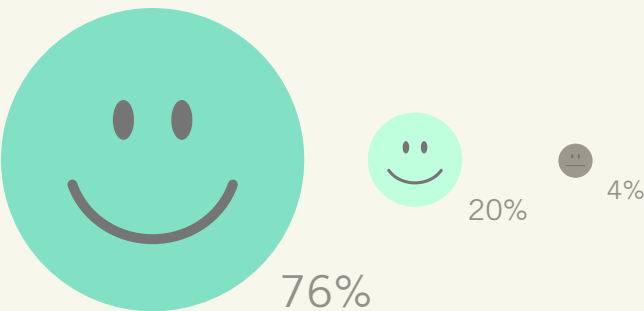


SATISFACTION LEVELS OF HOSPITALIZED PATIENTS  
PATIENT SURVEY (APRIL-MAY 2015, 102 PATIENTS)

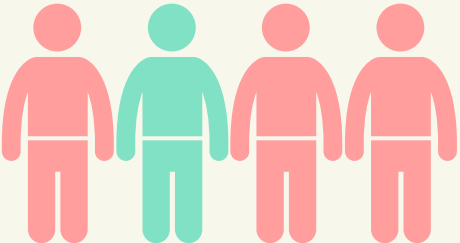
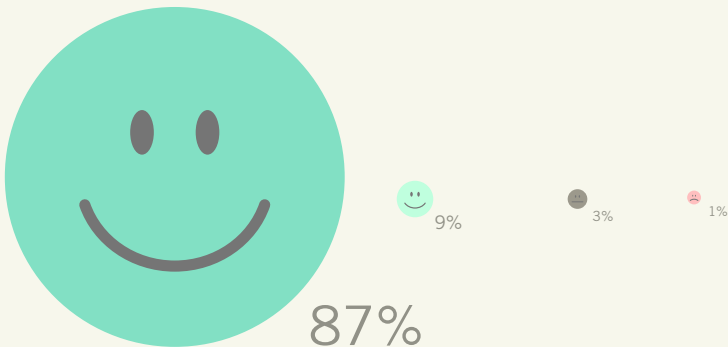
IN SHORT, HOW WOULD YOU ASSESS THE CLINIC?



DID YOU ALWAYS FEEL THAT YOU WERE WELL TAKEN CARE OF AT THE CLINIC?



WOULD YOU RECOMMEND THE CLINIC TO YOUR FRIENDS AND ACQUAINTANCES?







# SUSTAINABLE DEVELOPMENT

Vanina Bouvet, Michael Gross and Antoine Bussy

Commission for Sustainable Development | Extract from COP 2015



## Declaration confirming support for the principles in the Global Compact

Since 2015, Clinique La Lignière has been committed to supporting and integrating the ten principles of the Global Compact that address human rights, labor law, environmental protection and the fight against corruption to its operations.

Today we are delighted to confirm our ongoing support for the Global Compact and to renew our commitment to this initiative and its principles. The ten Global Compact principles are embedded in the values that drive the clinic's strategy and influence the operational decisions of those who run it.

The practical activities developed and implemented by our institution over the past few years and up to 2015 are presented hereafter.

**At the national level, although the risk of human rights violations is relatively low in our area of activity and in our part of the world, human rights principles are part of Clinique La Lignière's policy and operations. A reference regarding respect for human rights has thus been introduced into the Company Policy.**

## SUPPORT FOR HEALTH-RELATED PROJECTS

Directly or through registered not for profit associations in Switzerland or throughout the world, Clinique La Lignière supports sustainable development projects in line with its health mission, such as those of a humanitarian nature.

This support may be in the form of fundraising or the provision of employees, equipment or medication.

## INTEGRATED MANAGEMENT

Our excellence-driven management is based on a socio-economic and participative approach to quality with respect for the standards, legal requirements and best practices associated with our mission. We grow within a structure that enables ongoing improvement to the quality of our health products, as well as our qualitative, quantitative, financial and environmental results.

Each employee is a partner in the implementation of this approach across the institution and performs their duties in accordance with the highest standards in their sector in line with patient expectations.

The transversal approaches to Quality, Hygiene, Health and Safety in the workplace, Patient Safety, Environment and Vigilance all feature amongst our priorities, as much with regard to patients and clients as towards the clinic's employees. These are an integral part of our management system.

We respect the legal, regulatory, contractual and standard obligations as well as best practices that are recognized throughout our activities and in our relationships with third parties. It is due to this that we have been awarded ISO 9001 certification since 2004. An audit takes place annually and the certificate is renewed every three years.

A management review examines the results obtained at planned regular intervals, analyzes discrepancies, sets objectives for the following period and decides on the means to be engaged.





## “HEALTH PROMOTING HOSPITAL” ACCREDITATION

Since 2003, Clinique La Lignière has been part of the “Health Promoting Hospital” network. This accreditation certifies that the institution has instilled health promotion across its services in a sustainable manner.

Already part of our mission since it was created in 1905, “Health Promotion” is included in therapeutic education for cardiovascular rehabilitation, in physical programs for people suffering from Type 2 diabetes and in a cardiovascular risk management program for staff, as well as in various internal activities, information booths, international days and externally with health exhibitions.

## HEALTH PROMOTION

Our vision of health promotion is based on our holistic approach to healthcare, and factors in the individual’s biological, psychosocial and spiritual assets. It involves providing our employees, patients, Health Center clients and clinic users with information, advice and services in the realm of health and overall well-being with regard to diet, a healthy lifestyle, physical activity and relaxation. This vision is achieved through activities offered by the Centre de Santé Acquaforme® (Acquaforme Health Center), the nutrition service and the health promotion unit.

As an example, on March 19th 2015, we held a Health Exhibition at the UNHCR (United Nations High Commission for Refugees). The Health Exhibition consists of tour of a dozen booths, covering topics such as air, rest, water and diet. It was run on a volunteer basis by employees of the clinic and the Ligue Vie et Santé. In this manner, 196 UNHCR employees were offered the benefit of their expertise in the various areas covered by the Health Exhibition. Every person departed with an assessment of their overall health.



As indicated in our company policy, our environment is a feature of our overall philosophy and is part of our daily management. From the perspective of sustainable development, our environmental policy is implemented with the participation of our employees, patients, Health Center clients and users of the location. Managing our forest pursues this approach. Our involvement is formalized through an environmental strategy which includes controlling our environmental impact, monitoring our consumption of natural resources (power, water and electricity), improved waste management (recycling and reconditioning) and the ability to mobilize the necessary resources in the event of hazardous situations.

## **FOREST STEWARDSHIP COUNCIL (FSC)**

La Lignière's 13.25 ha forest is a key element of the environment that is enjoyed by patients and users of the clinic. Against this background, since 2002, special attention has been paid to it. Following a detailed study of the existing objectives and a forecast of those in the long term, an initial management plan was agreed upon for the years 2007 to 2011 with the forestry officer, Mr Annen, head of the Serine forestry group. The management plan was renewed in 2012 and extended to 2016. Parallel to this, since 2008, La Lignière forest has been certified FSC (Forest Stewardship Council) and PEFC (Program for Endorsement of Forest Certification Schemes). These two accreditations certify sustainably managed forests, that are utilised in a reasonable manner, and/or in which renewal of resources and preservation of the biodiversity are taken into consideration.



## CORPORATE ENVIRONMENTAL POLICY

Within the framework of the company's usual operations, minimization of our environmental impact (power-saving, waster production, etc.) is grounded in our environmental policy.

The institution commits to the implementation of this policy, circulating it to all staff, publishing it on the company's website and making it available to any outsider that requests it.

## **“WE ARE RECEPTIVE TO AN ECO-RESPONSIBLE APPROACH TO CONSUMPTION AND ARE THUS ENGAGED IN THE FOLLOWING ACTIVITIES”:**

- digitization of documents (email distribution of reports in PDF format)
- purchasing recycled, FSC or PEFC paper certifying use of wood from legal sources that are sustainably managed
- purchasing equipment taking into account energy consumption and recycling possibilities
- monitoring tonnage of recycled and non-recycled waste.



# GOVERNANCE AND LEADERSHIP

## BOARD OF DIRECTORS

*Until 30.06.2015*

### ***President :***

M. Bruno Vertallier,  
M. Mario Brito as of 1.7.2015

Dr Murray Brandstater  
Dr Valérie Dufour  
M. David Jennah

M. Gabriel Maurer,  
M. Barna Magyarosi, dès 1.7.2015

M. Bernd Quoss  
M. Nicolas Walther  
M. Norbert Zens

## CLINICAL SERVICES MANAGEMENT

**Director of Nursing :** M. Patrick Jacquin

**Head Nurse, Neurological and Orthopedic Rehabilitation Unit :** M. Patrick Jacquin

**Head Nurse, Psychiatric Unit :**  
Mme Manuella Hirep

**Head Nurse, Internal Medicine Unit :**  
M. Rudi Merckx

**Head Nurse, Cardiovascular Rehabilitation Unit :**  
Mme Brigitte Nacht

## MANAGEMENT COMMITTEE

**CEO :** M. Nicolas Walther

**Executive Assistant & Human Resources :**

Mme Nadine Farescour

**CFO :** M. Denis Bouvet

**Medical Director and Head Physician, Program for Neurological, Orthopedic and Neurological Rehabilitation :**

Dr Jean-Paul Robert

**Head Physician, Cardiovascular Rehabilitation :**

Dr Claude-Alain Nacht

**Head Physician, Rehabilitation Program for Internal Medicine :**

Dr Yohann Graz

**Head Physician, Psychiatry Program :**

Dr Bernard Davy

**Head of Quality-Security-Vigilances Department :**

M. Michael Gross

**Head, Acquaforme® Health Center :**

M. Stéphane Orsier / M. Didier Brocard

**Head, Catering and Facilities :**

M. Olivier Perriard

**Chaplaincy and cultural activities :** M. Thierry Lenoir

**Head Physician, staff health service :**

Dr Marc Abdelmoula

**Staff Health, Health Promotion and HPCI**

**Head Nurse :** Mme Fabienne Syfrig

# ACCREDITATIONS & PARTNERS



HÔPITAL PROMOTEUR DE SANTÉ  
MEMBRE DU RÉSEAU OMS



NOUS SOUTENONS  
LE PACTE MONDIAL

*Netzwerk kardiovaskuläre Präventionszentren Schweiz*  
*Réseau des Centres de Prévention Cardiovasculaire Suisse*  
*Rete dei Centri di Prevenzione Cardiovascolare Svizzera*  
**[www.swissprevent.ch](http://www.swissprevent.ch)**



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