



LA LIGNIÈRE
Clinique

ANNUAL REPORT 2016







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.

Clinique La Lignière SA is owned by the Société philanthropique de la Lignière, a not-for-profit association founded in 1904.

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MANAGEMENT REPORT

Mr. Nicolas Walther | CEO
Dr Jean-Paul Robert | Medical Director
Mrs Nadine Farescour | Human Resources Director

In 2016, 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.

PATIENT TREATMENT

The clinic hosted an average of 87.10 patients per day, thus achieving a 92.66% occupancy rate, an increase in comparison to the average of the preceding three years. The number of Recognized Public Interest (RPI) beds also increased in comparison to 2015, with a 98.65% occupancy rate, be it for internal medicine rehabilitation activity (general and/or geriatric rehabilitation), cardiovascular rehabilitation or neuro-oncological patients. We must emphasize that in 2016 cardiovascular rehabilitation experienced an average increase of more than 400 days in comparison to the 2013 - 2015 period, to the point of achieving a record with 130 patients more than in 2009.

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RPI activity represented more than 52% of all the clinic's activities. Vaudois patients increased in 2016, to the detriment of patients from other cantons, which once again confirms Clinique La Lignière's position within the healthcare landscape. We note that around 15% of Geneva patients come from international organizations.

PARTNERS

Our key partners (referring hospitals) this year remain the CHUV, the GHOL and the HUG, followed by private Geneva and Vaudois clinics. With an average of around 16 patients a day coming from the GHOL, we remain a privileged partner of Nyon Hospital, with whom we have an excellent relationship that greatly benefits patients. In light of this, cooperation with the GHOL in terms of the Stroke Unit (delegated doctors and therapists) reached cruising speed in 2016. The number of admissions coming from the CHUV in the neuro-oncological rehabilitation stream also

reached a good level, with more than 1,066 days, meaning 2.91 beds occupied on average and a 97.09% occupancy rate in 2016. Here too, we must emphasize the excellent collaboration between our two institutions as well as the great satisfaction expressed by the patients entrusted to us. With regard to our parallel collaboration with the CHUV, outpatient activity for severe heart patient patients or those requiring ventricular assistance, occupied an average of 1.44 beds out of the three available, an occupancy rate of 48.09%.

PATIENT SAFETY

Following training given by an expert from the HUG in the area of Error & Risk Analysis, we decided to set up a "Patient Quality and Safety Committee". Its mission is to ensure the implementation of a patient security strategy, with monitoring of a critical incident scorecard.

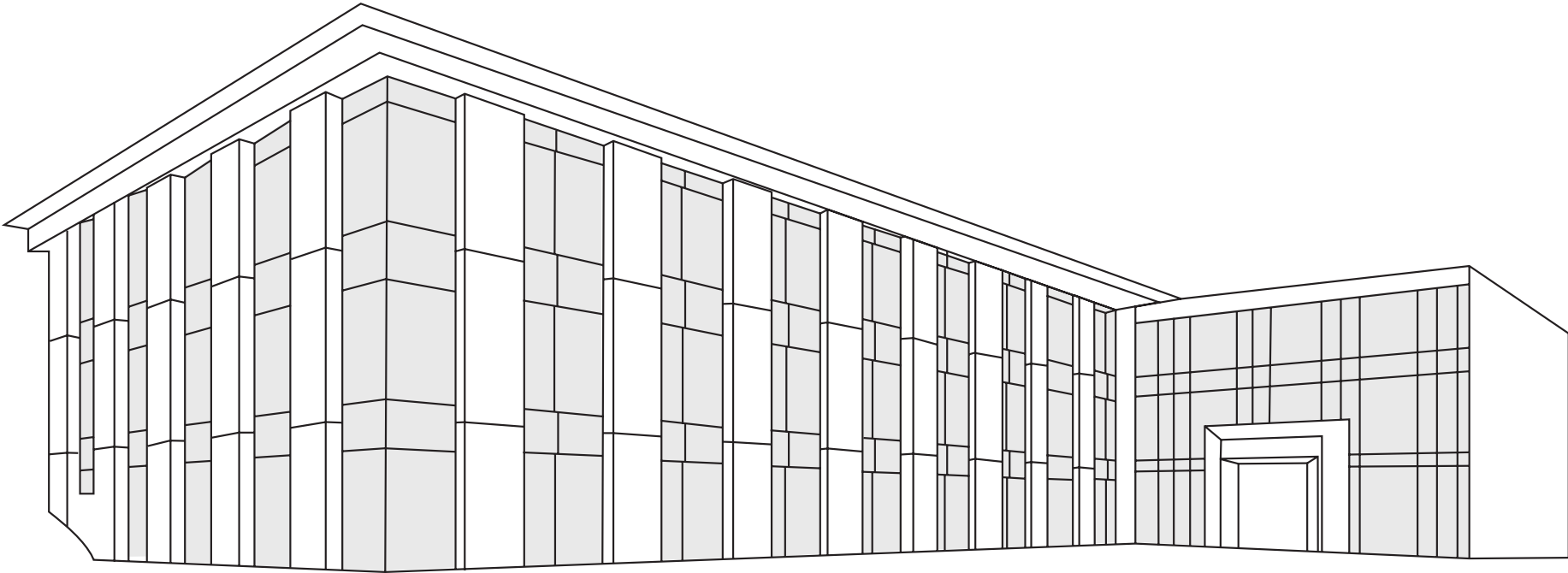
In June 2016, a full-scale fire drill was arranged in close collaboration with the Gland Fire and Rescue Services. This operation was a means of testing employee responsiveness as well as

the clinic's organization in case of an undesirable event. It also gave the Chief Fire Officer an opportunity to test his firemen in a particular setting, in this case a hospital.

OUTPATIENT CENTER AND NETWORK

In 2016, particular emphasis was placed on the development of the outpatient center in order to improve our health service offer to the regional population, particularly in the areas of cardiology, psychiatry, pain management, neurology, physical medicine (rehabilitation and rheumatology), internal medicine, diabetology, and spinal disorders. The long-term objective is to expand the physiotherapy, ergotherapy, neuropsychology, logopedics and psychology services with an overall emphasis on health promotion.

With regard to the other activities undertaken in 2016 in relation to the outpatient offer, we should mention ongoing cooperation with the Réseau Santé La Côte (La Côte Health Network) for treatment of the diabetic patient stream for the Nyon district.



RENOVATION OF THE CURRENT STRUCTURE

The Board of Directors decided to launch a study on the renovation of the clinic's current structure, in order to assess the needs involved in bringing the facilities and technical equipment in line with current standards regarding safety and energy, as well as the reception conditions for our patients. Parallel to this study, research regarding the needs and potential of inpatient services will be conducted and backed by an external consultant.

HUMAN RESOURCES

In 2016, we had an average of 280 employees versus 286 in 2015, originating from more than 21 different countries. While staff movement has been relatively stable for several years, (10.71% departure rate in 2016), the clinic's overall absentee rate in 2016 increased in comparison to the preceding two

years (+7.82% since 2014) largely due to absences preceding maternity leave. Thus, with regard to absence management, we continued the following actions: support for

absent employees, support discussions and follow-up for employees on sick leave following illness, and for people requiring support in relation with a specific problem. We also implemented a training program for heads of department on the theme of absence management and monitoring, and updated our absence management concept along with the relevant discussion documents.

In 2016, particular emphasis was placed on the development of the outpatient center in order to improve our health service offer to the regional population.



We were able to rely on the trust of all our partners in fulfilling our different missions. We successfully maintained an environment suitable for a holistic treatment approach for all our patients while drawing as much on our values as on the strength and skill of all our employees.

TRAINING

Training remains a priority for the clinic with more than 9,000 hours undertaken in 2016. Heads of units had a chance to do a course on conducting discussions and all employees had the benefit of training on the prevention of muscular-skeletal issues. In terms of health and safety, compulsory training is conducted systematically during orientation sessions for new employees, as well as at other times for all staff. In addition, with the participation of all employees, we began reflecting on and implementing measures to reduce stress and improve well-being at work. The clinic also remains a training center for people from outside. In this regard, in 2016 we hosted 71 interns over 1,359 days (in 2015: 63 interns over 955 days).

HEALTH PROMOTION

We took advantage of certain international days to offer employees the following health promotion and prevention actions: World Occupational Health and Safety Day, World Environment Day, World Heart Day, National Flu Vaccination Day, World Diabetes Day. The aim of these actions is to raise employees' awareness of and motivation to adopt healthy behavioral patterns.



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SUSTAINABLE DEVELOPMENT

We would like to highlight the extensive process of reflection on the Sustainable Development concept started in 2015 and led by an enthusiastic working group with the aim of incorporating this approach into the running of the clinic. Our aim is to ensure consistency across all the transversal approaches undertaken in parallel with regard to human resources, patient treatment, our environmental attitude, etc. A new dynamic needs to be instilled, which in time will create a long-lasting, sustainable vision for all La Lignière's activities.

Faced with a constantly changing environment and despite the increasing external constraints, once again this year we were able to rely on the trust of all our partners in fulfilling our different missions. We successfully maintained an environment suitable for a holistic treatment approach for all our patients while drawing as much on our values as on the strength and skill of all our employees. The latter strive on behalf of patients every day, motivated by a multi- and interdisciplinary approach, while demonstrating their openness and commitment to change. I would like to extend my profound thanks to each and every one of them here.

CONSOLIDATED KEY FIGURES

Denis Bouvet | Chief Financial Officer

Balance sheet as at December 31st 2016

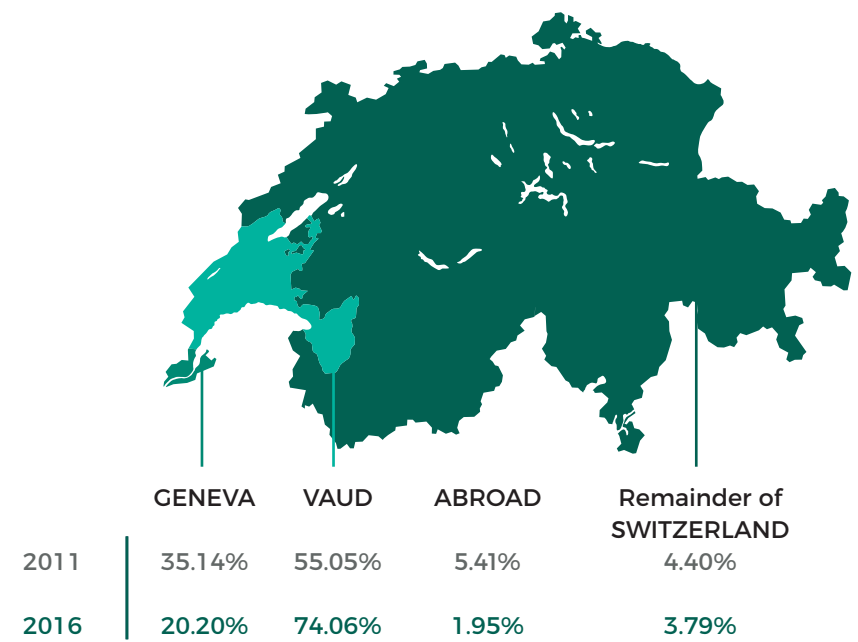
ASSETS	2016	2015	LIABILITIES	2016	2015
CURRENTS ASSETS			SHORT TERM OUTSIDE CAPITAL		
Cashflow	7 647 237	7 209 925	Creditors	671 071	386 877
Patients	4 778 828	4 221 165	Other creditors	438 320	425 731
Other debtors	29 412	-170 519	Customer advances	356 367	337 490
Prepaid expenses	229 991	741 682	Deferred liabilities	750 680	528 398
Stocks	108 978	113 223		2 216 438	1 678 496
	12 794 446	12 115 476	LONG TERM OUTSIDE CAPITAL		
FIXED ASSETS			Long term outside capital	6 476 509	6 933 538
Tangible assets	446 832	624 707	Reserves and capital	3 849 000	3 487 000
	446 832	624 707		10 325 509	10 420 538
TOTAL ASSETS			EQUITY		
	13 241 278	12 740 183	Share capital	500 000	500 000
			Share capital	8 000	6 200
			Balance sheet profit	191 331	134 949
				699 331	641 149
			TOTAL LIABILITIES		
				13 241 278	12 740 183

Financial results as at December 31st 2016

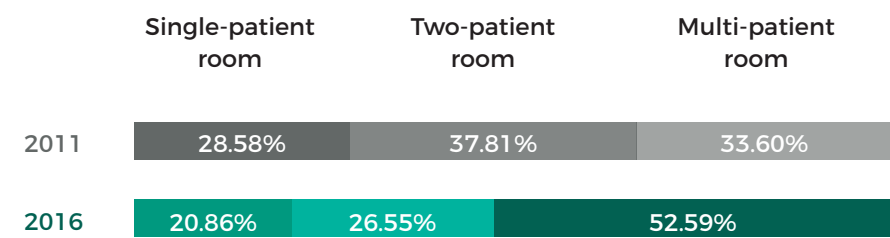
	2016	2015
NET INCOME FROM SALES AND SERVICES		
Hospital and healthcare tax	18 948 311	18 917 416
Other medical services	2 308 177	2 107 898
Acquaforme income	983 785	1 110 275
Services to staff and third parties	878 359	799 940
State investment subsidy	764 990	705 133
Debtor value losses and adjustments	-1 142	-24 530
Other operating income	164 879	83 805
	24 047 359	23 699 937
OPERATING COSTS		
Payroll	17 699 135	17 371 431
Other operating costs	5 530 471	5 056 126
	23 229 606	22 427 557
EARNINGS BEFORE INTEREST, TAX, DEPRECIATION AND AMORTIZATION (EBITDA)	817 753	1 272 380
Depreciation on tangible fixed assets	177 875	201 695
Changes in provisions and funds	362 000	696 090
EARNINGS BEFORE INTEREST AND TAXES (EBIT)	277 878	374 595
Financial charges and income	95 105	93 681
Special, once-off and off-peak expenses	-24 068	-17 729
PRE-TAX INCOME	206 841	298 643
Direct tax	148 659	262 925
PROFIT FOR THE FINANCIAL YEAR	58 182	35 718

PATIENT STATISTICS

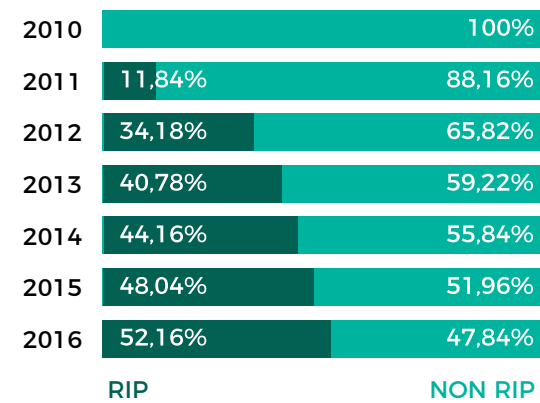
PROVENANCE OF HOSPITALIZED PATIENTS



BREAKDOWN BY INSURANCE CATEGORY



SHARE OF “RPI” (Recognized Public Interest) BEDS WITHIN THE CLINIC’S ACTIVITIES



on
94 beds
in 2016

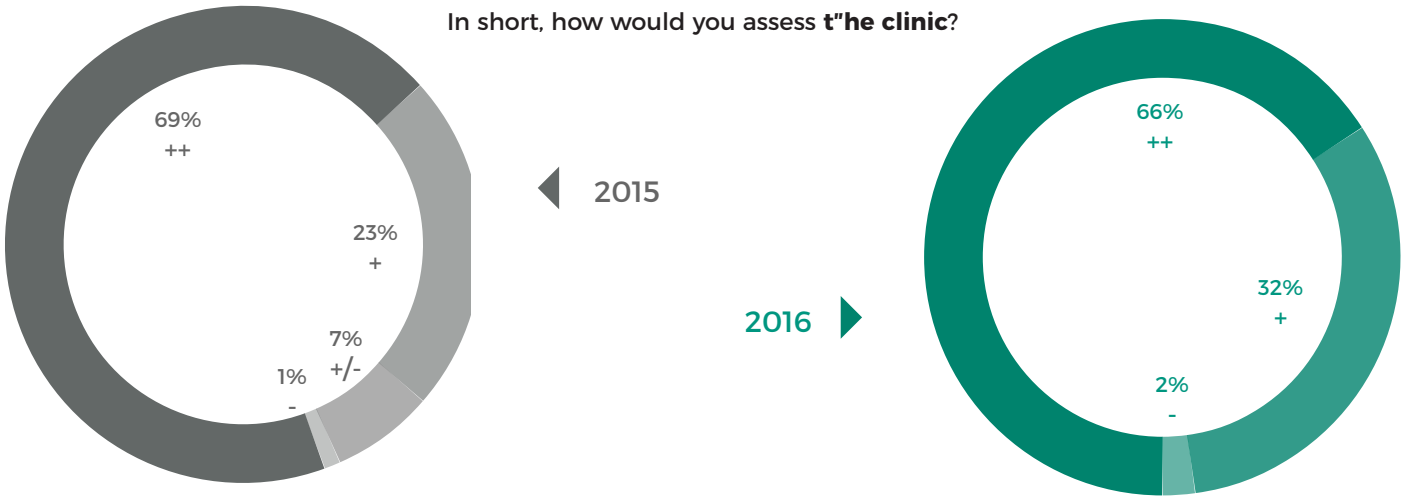


HOSPITALIZED PATIENTS' SATISFACTION LEVELS

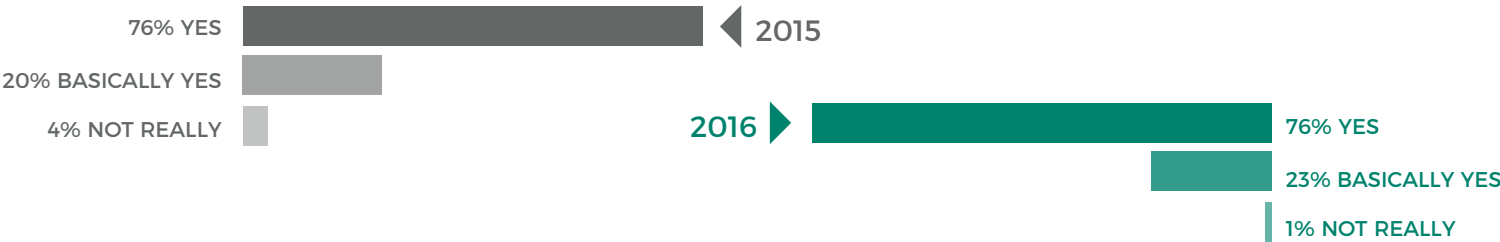
In order to keep an even closer eye on the overall satisfaction of our patients, each year we ask around 10 people treated at the clinic to take part in an annual survey. We collect information through 43 questions relating to doctors, care and treatment given, overall organization, hotel services, public amenities and post-discharge follow-up received by the patient.

The 2016 survey collected 116 responses. Out of these, 44% were women and 56% men. Respondent ages varied between 18 and 90 years old, and 90.4% of those questioned were between 51 and 90 years old. All had been patients at the clinic in April/May 2016.

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?



2016

Did you feel that you were treated respectfully by doctors and were they sensitive to your problems?



Did the care provided by nursing staff demonstrate great attention/a negligent attitude?



Were you satisfied with the daily schedule?



Was your room always very clean?



At the clinic, did you learn to cope with your state of health on a daily basis?



References: Mecon, survey institute responsible for Swiss public health services. Clinique La Lignière 2016 patient satisfaction surveys.

TESTIMONY

Mr Paul R. from Geneva, aged 92.
Neurological Orthopedic and Rheumatological Rehabilitation Department

I chose La Lignière for the quality of care provided and above all for the nursing staff's human approach, which is especially appreciable given my circumstances.

“

After a fairly complex spinal operation, I came to spend a few weeks at Clinique La Lignière. The nerves that innervate my leg muscles were compressed and had to be released so that I could move again. Following my many operations on my knees

and hips and other mechanical issues, I have been coming here regularly since 2002. I chose La Lignière for the quality of care provided and above all for the nursing staff's human approach, which is especially appreciable given my circumstances. Being able to discuss my medical concerns, as well as having more philosophical conversations, has helped me to adapt better to my rehabilitation. At the end of my stay, I hope to be able to walk once again and drive my car as I did a few months ago. Mobility and physical activity is very important to me. I would like to be able to go back to taking part in some of my sports activities that I was forced to stop due to my nerve compression issues. ”



At the end of my stay, I hope to be able to walk once again and drive my car as I did a few months ago.



SUSTAINABLE DEVELOPMENT

Vanina Bouvet, Mich  l Gross and Antoine Bussy
Commission for Sustainable Development | Extract from COP 2016

We would like to create a dynamic focused on the environment and society a part of Clinique La Lign  re’s holistic healthcare approach for our patients. Against this background, and continuing with what we started in 2015, in-depth discussions regarding Sustainable Development were held in 2016.

GLOBAL COMPACT

In 2016, Clinique La Lign  re continued to implement Sustainable Development considerations within the organization in support of the principles of the Global Compact initiative. This includes ten principles – covering human rights, labor law, environmental protection and the struggle against corruption – that represent an integral part of the clinic’s values. True to these principles in our strategic and operational decision-making, the key actions developed and implemented by our institution over the past few years and up to 2016 in this regard are presented here.

Our managerial and wage policy is based on excellence and respect for legal obligations, as well as best practice recognized across our activities and in our relationships with third parties

COMPANY POLICY

General policy with regard to human rights.
We are renewing our protection of human rights and there is always a reference with respect to these rights in our Company Policy. To date, no legal proceedings or dispute related to social or religious etc. issues has ever been instituted against Clinique La Lign  re.

Struggle against discrimination within the company.
We have applied a collective agreement since 2014, which gives every employee the same rights, irrespective of gender or nationality. Salary conditions are determined according to equivalent criteria for all. We apply our country’s labor law, which de facto reduces any form of forced or compulsory labor, as well as all child labor.

Socio-Economic Management
Certified ISO 9001 since 2004, our managerial and wage policy is based on excellence and respect for legal obligations, as well as recognized best practices across our activities and in our relationships with third parties. Every employee is a partner to the implementation of this approach in their sector in line with patients’ expectations.



S-TOOL survey poll

We decided to make psychosocial risks our focus in 2016. Against this background, the clinic gave every employee a chance to take part in an S-Tool survey. S-Tool is a proven, scientifically validated online analysis instrument. It provides with relative ease a detailed picture of the constraints and resources within the company. Results thus obtained make it possible to determine and reduce stress factors and to strengthen staff resources. In the first step, 198 employees filled in the questionnaire, representing a 74.4% return. This pleasing participation rate shows our employees’ active involvement in improving their quality of life in the workplace. Following this awareness campaign, each team was able to suggest between one

and three achievable measures to be taken to improve the quality of life at work, or reduce associated stress. Each measure suggested has to be the subject of regular team assessment in order to obtain an idea of the true impact of these measures on their well-being.

In 2016 we also conducted different health promotion days and actions with employees. These included the “stress at work and prevention of psychosocial illnesses” day and the “promotion of physical activity day” through a walk with the launch of the “10,000 steps objective” for a month. We jointly recorded a total of 46,927,107 steps, amounting to 35,195km.



HEALTH PROMOTION

Health Promoting Hospital label

Since 2003, we have been part of WHO's "Health Promoting Hospital" label, which certifies that the institution has implemented health promotion throughout its units in a sustainable manner. Already part of our mission since its creation in 1905, "Health Promotion" is expressed through cardiovascular therapeutic education and rehabilitation, through a physical program for people suffering from Type 2 diabetes, as well as through a cardiovascular risk management program for staff, along with a range of other internal activities such as information booths and world days, and external actions with Expo-Santé® fairs.

Green Fork

Green Fork is a health label awarded to restaurants that offer a balanced dish of the day that respects the Swiss nutritional pyramid. We have adhered to this label since 2007 and as a result offer balanced, controlled nutrition in the creation of menus served to patients, as well as to anyone wishing to eat at our establishment.

Health Promotion

Our vision of health promotion is based on a holistic approach, taking into consideration the individual's biological, psychosocial and spiritual well-being. We thus place information, advice and services in the realm of overall health and well-being (nutrition, health practices, physical activity and relaxation) at the disposal of our employees, patients, Health Center clients and users of the clinic. This vision is achieved through activities offered by the Acquaforme® Health Center, the Nutrition Department and the Health Promotion Unit.

Expo-Santé®

As an example, we would particularly like to mention the l'Expo-Santé® which was held at the Palais des Nations in Geneva, on October 6, 2016 for the second year in a row at their invitation. An Expo-Santé® is a dynamic, interactive means of health prevention and

education, a simple way of living better. This is a tried and tested concept internationally and aims to raise individual awareness of the habits and behavior that play an important role in our health, our quality of life and our longevity. Against this background, we offered a health roadmap consisting of individualized professional advice.

Expo-Santé® was thus once again run by employees of the clinic and volunteers from the Ligue Vie et Santé. The latter thus offered some 400 UN employees their skills in the various areas of which Expo-Santé® consists. We must mention here that this type of event is not only a privileged means of presenting our holistic approach to health at one of the most important Geneva-based international organizations, and of getting through to an audience that is generally difficult to reach, but also of mobilizing and involving employees of the institution so that they can demonstrate their skills outside the walls of the clinic.

Support for health-related projects

This year once again we focused on supporting sustainable development projects in line with the clinic's health mission. Both directly and through recognized public interest organizations in Switzerland or across the world, we thus contributed to the creation and development of health establishments and humanitarian projects. One of our projects in 2016 was notably to support the For Equity association for a project to build a dispensary in India.

The latter thus offered some 400 UN employees their skills in the various areas of which Expo-Santé® consists.

We support an eco-responsible consumer approach. Due to this, we are involved in the following actions:

- dematerialization through electronic media (distributing PDF format reports by email);
- purchase of recycled, FSC or PEFC paper guaranteeing the use of wood from legal sources generated in a sustainable manner;
- purchase of material with consideration for energy consumption and possibilities of recycling;
- the decision by the Acquaforme® Health Center at the end of 2008 to cease providing free towels to its clients at the entrance to the center, resulting in a five-fold decrease in laundry tonnage;
- monitoring of the evolution of recycled and non-recycled trash tonnage;
- creation of a new position as head of purchasing, enabling optimization of orders and regulation of the source of the latter;
- installation of water fountains to reduce the number of water bottles ordered (28% reduction);
- adoption of a 100% Swiss hydraulic energy supply 100, guaranteed by the SEIC.

ACCREDITATIONS & PARTNERS



Netzwerk kardiovaskuläre Präventionszentren Schweiz
Réseau des Centres de Prévention Cardiovasculaire Suisse
Rete dei Centri di Prevenzione Cardiovascolare Svizzera
www.swissprevent.ch



AFFILIATIONS



GOVERNANCE AND LEADERSHIP

GOVERNANCE AND LEADERSHIP

President:
Mr Mario Brito

Members:
Dr Rémy Boscacci
Dr Murray Brandstater
Mrs Valérie Dufour
Mr David Jennah
Mr Barna Magyarosi
Mr Bernd Quoss
Mr Nicolas Walther
Mr Norbert Zens

CLINICAL SERVICES MANAGEMENT

Director of Nursing:
Mr Patrick Jacquin

Head Nurse, Neurological and Orthopedic: Rehabilitation Unit:
Mr Patrick Jacquin

Head Nurse, Psychiatric Unit:
Mrs Manuella Hirep

Head Nurse, Internal Medicine Unit :
Mr Rudi Merckx

Head Nurse, Cardiovascular Rehabilitation Unit:
Mrs Brigitte Nacht

MANAGEMENT COMMITTEE:

CEO:
Mr Nicolas Walther

Executive Assistant & Human Resources:
Mrs Nadine Farescour

CFO:
Mr 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
Dr Raoul KaMrsrlander, dès le 1er novembre 2016

Head Physician, Psychiatry Program:
Dr Bernard Davy

Head of Quality-Security-Vigilances Department:
Mr Michæl Gross

Head, Acquaforme® Health Center:
Mr Didier Brocard

Head, Catering and Facilities:
Mr Olivier Perriard

Chaplaincy and cultural activities:
Mr Thierry Lenoir

Head Physician, staff health service:
Dr Marc Abdelmoula

Staff Health, Health Promotion and HPCI Head Nurse:
Mrs Fabienne Syfrig



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Clinic

Cardiovascular rehabilitation
Neurological rehabilitation
Orthopaedic rehabilitation
Rheumatology rehabilitation
Cancer rehabilitation
Psychiatry
Internal medicine rehabilitation

Medical & Therapeutic Center

Health center
