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New horizons: 2010 was a good year for the SRC Blood transfusion service.

Thanks to the great commitment of all regional blood transfusion services we once again accomplished our mission to supply the health services in our country with labile blood products for a further year.

The SRC Blood transfusion service and regional blood transfusion services have rendered this service over the past five years without increasing the price of their products. This demonstrates our will to perform our tasks as efficiently as possible. But it also indicates that we will have to negotiate the prices of our products and services in view of new official safety requirements or if inflation continues to rise.

There was no lack of activities in the internal developments of the SRC Blood transfusion service.

The long-standing smouldering conflict with the Zurich regional blood transfusion service could be settled. The SRC Blood transfusion service has long been cooperating closely with the Swiss Foundation Blood Stem Cells (SBSC) on an operative level. Towards the end of 2009 the Foundation board asked us to look into a further intensification of the cooperation. Since a firm will could be felt on all sides, the foundation board and supervisory board met together last year. This allowed us to attend to the rather complicated tasks, establish a trusting relation-

ship and absorb the Swiss Foundation Blood Stem Cells into our organisation on 1 January 2011. This process will be formally concluded with the resolutions at the 2011 general meeting. I would like to thank everyone who was involved in this work as well as the Federal Office of Public Health, the Swiss Federal Supervisory Board for Foundations and the Red Cross Council who faithfully supported this merger. Like all mergers, what now follows is a probationary phase. This means a lot of work, but we are looking forward to it.

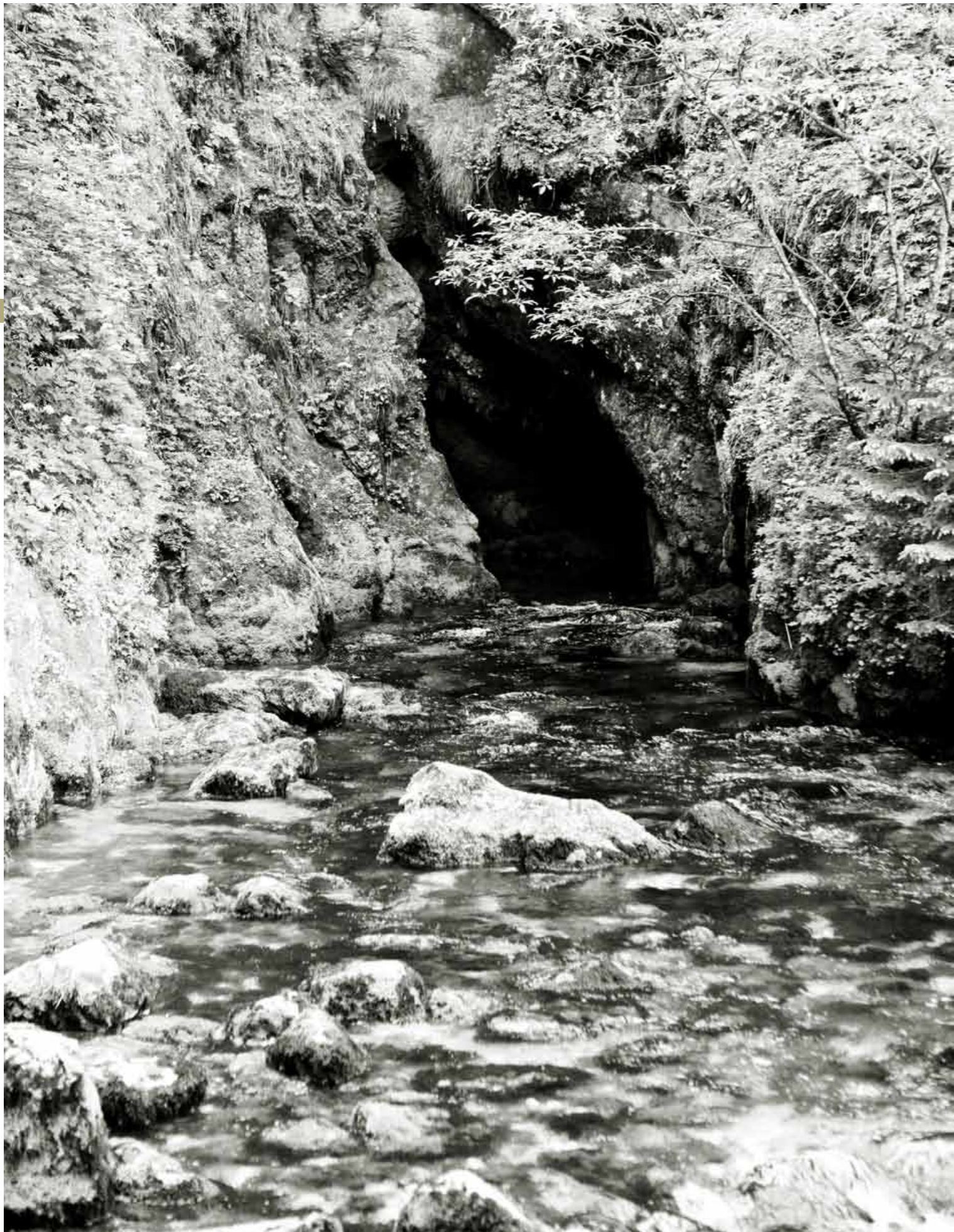
The strategy process that has been initiated was also drawn up in part with the larger company in mind. What's more, new medical knowledge and technical developments force us to repeatedly check whether our structures and operational procedures as a whole are still up-to-date. Last autumn we analysed our current situation, but not to worry, there are no «Revolutions» pending. Nevertheless, one big challenge we face is how to reconcile regional independence with the demands of greater uniformity in certain central areas. We want to define this medium-term guideline by the end of 2011.

Finally I would like to thank all blood donors for their willingness to give their blood for their fellow men and women. I would also like to pay



tribute to the employees of the blood transfusion services for their great dedication. Thanks also to our business partners and associated organisations, above all the Samaritan associations.

Eduard Belser
President of the supervisory board of
the Blood transfusion service SRC AG



A fusion that makes sense

Two topics in the organisational field were the main concern of the umbrella organisation «Blood transfusion service SRC AG» in the year under report: on the one hand the problems with the Zurich regional blood transfusion service, a conflict that caused quite a stir in the media and the public eye and which could be settled amicably in the course of 2010 (see the box on page 8).

And on the other, the fusion of the Blood transfusion service SRC AG and Swiss Foundation Blood Stem Cells on 1 January 2011. This fusion was a logical consequence of the gradual intensification of the cooperation between the two organisations over the past years:

- The cooperation on a regional level had been very close for many years: the independent «Swiss Foundation Bone Marrow Register» had delegated the concrete donor recruitment & support work to the 13 regional blood transfusion services from the very outset.

- The long-standing Managing Director of the bone marrow register retired at the end of 2004, the Chief Executive Officer of the Blood transfusion service SRC AG was appointed the new director as an additional office. The bone marrow register was renamed the «Swiss Foundation Blood Stem Cells»; the donor recruitment & support via the regional blood transfusion services was stepped up.

- 2006 saw a further step towards a fusion in the form of shared offices.

- Since 1 May 2008 the two legally independent organisations have had one and the same executive board. This permitted an optimisation of internal and external processes and demonstrated the wish of both organisations for an even deeper cooperation.

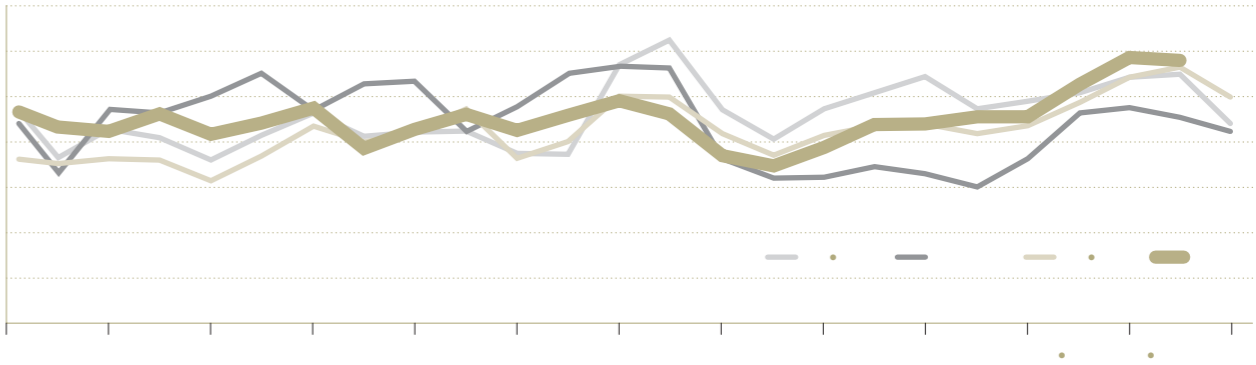
- The long-standing President of the Swiss Foundation Blood Stem Cells, Prof. Alois Gratwohl, retired at the end of March 2010. The foundation board initially resolved not

to appoint a successor but rather to look into an even closer cooperation with the Blood transfusion service SRC AG.

- Since 2010 both supervisory committees – the supervisory board of the Blood transfusion service SRC AG and the foundation board of the Swiss Foundation Blood Stem Cells – have met together.

In the summer of 2010 both supervisory committees unanimously agreed to a landmark decision culminating in a fusion as per 1 January 2011, which led to the drafting of a new operative organisational chart. The federal authorities on the one hand (Federal Office of Public Health) and the Red Cross Council on the other were contacted and gave their approval to this fusion.

In technical terms, the fusion was effected by the Blood transfusion service SRC AG taking over the entire business as well as the asset & liabilities of the Swiss Foundation Blood Stem Cells.



Stocks of packed red blood cells: donations drop significantly during the flu season in January–February and during the summer vacation.

ADVANTAGES FOR BOTH SIDES

Both organisations contribute special competences that will benefit the new organisation: the blood transfusion service, for example, has a good reputation amongst the general public and the Red Cross symbol, Swiss Foundation Blood Stem Cells for its part has great experience in IT fields & technical innovations.

GOAL OF THE FUSION

Both organisations are part of the health sector which is under great financial pressure.

A key factor for the fusion is thus an attempt to ensure the most efficient deployment of competences and resources. For example, the marketing/communication/advertising sectors are to be closely coordinated to the relevant needs within the new, joint organisation; but further optimisations are also possible in the fields of human resources, accounting and infrastructure thanks to the fusion.

PREPARING FOR THE BIG DAY

Extensive preparations in the form of organisation development processes were held in the second half of 2010 so that the new organisation would be up and running in every respect as per January 2011. This affected every department since several procedures had to be reorganised to increase efficiency and prevent duplications.

NEW STRATEGY

Over the coming year the strategy for the new organisation will also be revised and adjusted as necessary.

PD Dr. med. Behrouz Mansouri Taleghani, BTS SRC Chief Medical Officer; Yvonne Fischer, Head of Planning & Controlling; Dr. Rudolf Schwabe, Chief Executive Officer; Dr. med. Thomas Bart, Chief Operating Officer; Dr. med. Grazia Nicoloso de Faveri, SBSC Chief Medical Officer; Heinz Jehle, Head of Marketing & Communication as well as Barbara Flückiger, Head of Finances & Human Resources (from left to right).

Management increased to seven persons

The supervisory board of the Blood transfusion service SRC AG elected two new members to the Executive Board in the year under report: Barbara Flückiger took over «Finances & Human Resources» from Yvonne Fischer, who is now responsible for «Planning & Controlling». Since the communication sector is becoming increasingly important for the Blood transfusion service SRC AG, a new function was created at management level, namely that of Marketing & Communication Officer. This was taken over in December 2010 by Heinz Jehle, who had worked for many years before this at the regional blood transfusion service SRC Zurich.

The last in-depth strategy review at the Blood transfusion service SRC AG took place in 2005.

COMMUNICATION

The Blood transfusion service SRC has a cartoon film that gives school-children important facts about blood and donating blood in a light-heart-

ed way. The 8-minute cartoon is lent out free of charge to schools and clubs and arouses great interest. In the year under report this cartoon, which was originally shot in the 1970s, was completely remade and adapted to our modern times. It was completed in autumn and in November 2010 was nominated for the Edi.,

the Swiss award for works, industrial and corporate films.

SUCCESSFUL MOBILE BLOOD DONATING UNIT

Following last year's success, the big summer campaign was repeated in 2010 with the mobile blood donating unit. Once again, around 3,000 blood donations were given in the striking red London bus, 60% of these from first-time donors.

The bus toured around 40 towns and cities in Switzerland between the middle of June and beginning of September. The roadshow was «launched» on the 14th of June, World Blood Donor Day, on the Bundesplatz in Bern, the same as last year. The Blood transfusion service SRC invited all members of the National Council and Council of States to set an example and donate blood on this day. Despite a heavy sessions schedule, 41 parliamentarians found their way to the mobile blood donating unit; even the Minister of Health and the Interior, Federal Councillor Didier Burkhalter, dropped by the

Federal Councillor Didier Burkhalter dropped by the mobile blood donating unit to demonstrate his support for this campaign.

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IMPORTANT PROCUREMENT PLANNING

One of the most important fields of work of the Blood transfusion service SRC AG is national procurement planning to ensure an optimum supply of blood. This key control instru-

ment was introduced in 2005 in the course of the reform: the demand for blood products should no longer be covered by each region individually but by Switzerland as a whole. This is why the expected blood requirements are now defined annually on a national level together with the regional blood transfusion services – as is the plan of action as to how this demand can be satisfied jointly.

This procurement planning proved to be an important and successful instrument in the year under report: the deviations to plans on both the procurement and consumption sides were less than 1.5 percent. The requirements of all hospitals could be met anytime thanks to the inter-regional exchange.

LOW RATE OF WASTAGE

Careful planning allows for economical handling of the precious «raw material» blood: the shelf life of many blood products is short, and the fact that there are different blood groups restricts their use even more. Blood bags therefore regularly need to be discarded, because

their best-before date has expired. By European standards, an expiry rate of five percent is considered to be good. Thanks to flexible, supra-regional procurement planning the Blood transfusion service SRC was again able to achieve an extremely low expiry rate of only 1 percent last year (0.9 percent in 2009).

STOCKS AS AN IMPORTANT CONTROL INSTRUMENT

A satisfactory supply comprises around 7,500 to 9,000 units of packed red blood cells (PRBCs) in stock. However, before public holidays or school holidays, supplies always need to be increased. If stocks drop to around 6,000 units of PRBCs, some elective surgery in the hospitals may have to be postponed. On the other hand, keeping more than 12,000 units of PRBCs in stock is not desirable because of the short shelf life.

In the year under report the stocks never dropped below the critical mark of 6,000 units (cf. diagram on page 5). A summary of the past years clearly shows that stocks should be as full as possible in June to get through the difficult summer vacation period. Stocks should also be built up in Advent on account of the subsequent Christmas period and the flu season in January/February.

Amicable solution found with the Zurich blood transfusion service

