

# Who Cares?

RAMBAM HEALTH CARE CAMPUS | ANNUAL REPORT | 2009 |



RAMBAM  
HEALTH CARE CAMPUS





*b.* 1135 Cordoba, Spain  
*d.* 1204 Fostat (old Cairo), Egypt

**Who was the  
RAMBAM?**

Rambam is named for 12th century Rabbi Moses Maimonides (the RAMBAM), who in addition to being one of the greatest philosophers, teachers

and scholars in Jewish history, by day served in the palace of Sultan Salah-a-Din of Egypt as court physician, and by night cared for a steady stream of Arab and Jewish patients rich and poor. The

designation signals our hospital's aim always to be guided by the RAMBAM's practice of superlative devotion to patients and to the art of healing.





who cares? >>>





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“We care for the child within the family and put the child in the center. Because usually the prognosis is good, our approach is optimistic and rightly so! The children are strengthened by our approach; they want to return to regular life and will think positively.”

**Prof. Myriam Weyl Ben Arush**

Head, Miri Shitrit Pediatric Hematology & Oncology Department

Deputy Director, Children's Hospital, RHCC

Chair, Israel Society of Pediatric Hematology Oncology

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“When an elderly patient comes to Rambam for treatment, our team has the option of doing broad-based diagnostic testing that covers many aspects of that person’s life. We are here for those who cannot or are afraid to speak for themselves. This subject is dear to our hearts; after all, we are the elderly of tomorrow.”

**Roni Gaglin**

Director, Social Work Department







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“What did I think of when I was on the stretcher? I thought of my unit, and I thought that I have to stay conscious because at Rambam the doctors and the high technology will take care of me.”

**Captain (res.) Tomer Bohadana**

August 7, 2006: Volunteer Air Force reservist Dr. Nimrod Adi preserves the life of Captain Bohadana, who is shown badly injured but giving the V for victory sign upon arrival at Rambam by helicopter from Lebanon after his dramatic battlefield rescue and evacuation under Dr. Adi's care.

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“We are taking the best and most motivated residents and providing them with the best possible clinical and research-oriented training. We are investing in the single most important resource available to us, the human resource.”

**Prof. Aaron Ciechanover**

Laureate, the 2004 Nobel Prize in Chemistry

Chair, Scientific Advisory Board, RHCC

Cancer and Vascular Biology Research Center

Rappaport Faculty of Medicine & Research Institute

Technion – Israel Institute of Technology





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“When lying in the hospital, bed next to bed, a Muslim, a Christian, a Druze or a Jew, mutual empathy and natural identification with each other’s suffering are formed. If we could bring the leaders of negotiations to an educational workshop here, at Rambam, maybe problems that seem huge would suddenly seem more human and solvable.”

His Excellency Shimon Peres, President of the State of Israel





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Esteemed Friends and Benefactors,  
Rambam Health Care Campus, located in Haifa next to the Mediterranean Seashore and directly below Mount Carmel, is really a city within a city: a hospital devoted to healing the sick and injured, and with this humanitarian purpose always before us, a university affiliated major medical center dedicated to training physicians of the future to think flexibly and creatively, and a research hub pledged to providing our clinicians with the best laboratory conditions for making patient-oriented discoveries.

In the pages of this Annual Report, we have tried in pictures and words to communicate something of the healing human energy animating Rambam at all hours and in all seasons.

We hope also to have conveyed the dynamism of the Rambam campus during this, an exhilarating year of construction activity and medical and research development in the context of our Vision of Adam master plan for the 21st century -- with renovated and new facilities, the recruitment of excellent additional staff members, and the achievement of top-notch research results and technological innovations to show for it, and you, our steadfast Friends, to thank!

R. Boyer.

Devoted  
to healing

**Professor Rafi Beyar**  
**MD, DSc, MPH**

Director General  
Rambam Health Care Campus



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BUILDING

# An Emergency Department and Trauma Center

2009

NEW HOME OF  
THE EMERGENCY  
DEPARTMENT  
AND TRAUMA  
CENTER

ABLE TO ACCOMMODATE  
OVER 100,000 PATIENTS  
ANNUALLY, CARE FOR 60  
PATIENTS SIMULTANEOUSLY,  
AND BE EXPANDED TO 100  
TREATMENT STATIONS

6 AMBULANCE STATIONS

2 DIGITAL X-RAY  
ROOMS





In 2009, Rambam dedicated Israel's first emergency medical facility fortified against conventional and chemical warfare. The 60-million-shekel project was initiated by Rambam during the Second Lebanon War. The largesse of Mr. Nochi Dankner, Chairman of the IDB Group and first in line to back the project, attracted a consortium of funding partners: the Ministry of Health, the Jewish Agency, the United Jewish Communities (UJC) of the Jewish Federations of North America, the Claims Conference, and the NGO *Reut for the Advancement of Medicine in Israel*.



**6 TRAUMA AND ICU STATIONS** (expandable to 11) built in cooperation with the Technion's Human Engineering and Patient Safety Department

**2 ISOLATION ROOMS** for patients with suspected infectious diseases or weakened immune systems

FULLY COMPUTERIZED RECORD-KEEPING AND MONITORING SYSTEMS DEVELOPED IN COOPERATION WITH THE TECHNION AND IBM

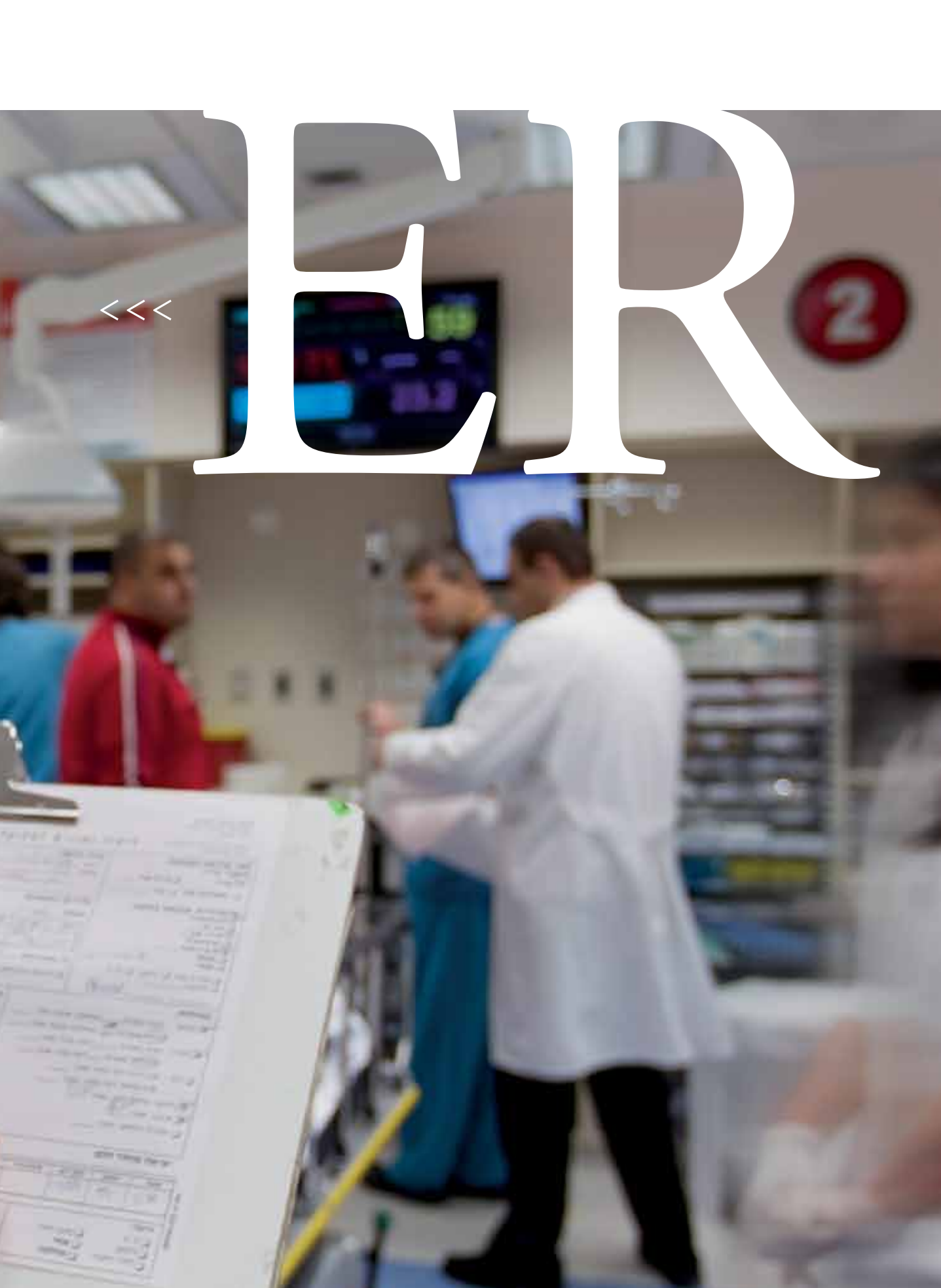




The soaring, fan-shaped parking roof is wide enough to shelter six ambulances.







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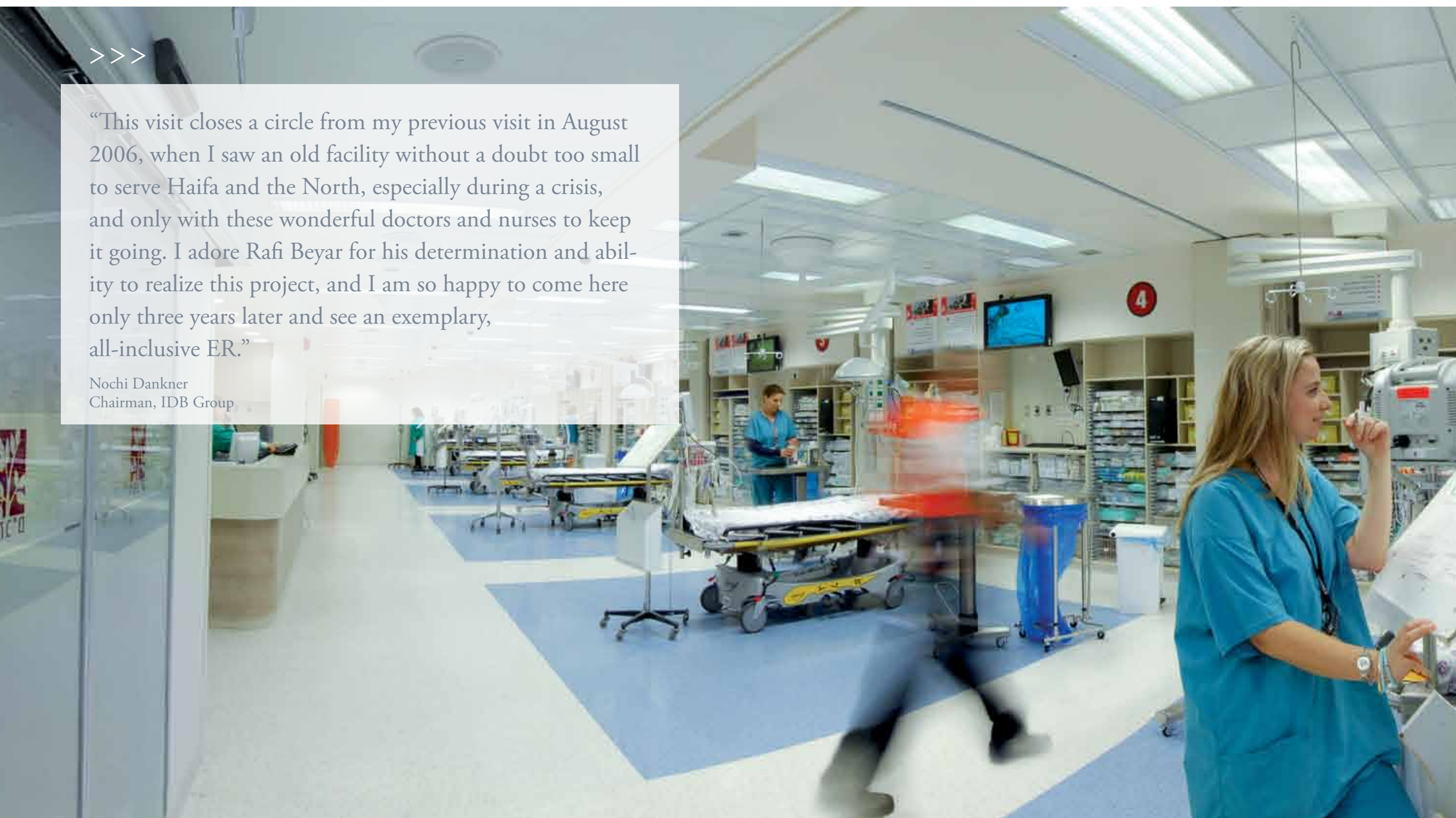
# ER



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“This visit closes a circle from my previous visit in August 2006, when I saw an old facility without a doubt too small to serve Haifa and the North, especially during a crisis, and only with these wonderful doctors and nurses to keep it going. I adore Rafi Beyar for his determination and ability to realize this project, and I am so happy to come here only three years later and see an exemplary, all-inclusive ER.”

Nochi Dankner  
Chairman, IDB Group







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REALIZING

# Our Master Development Plan

As originally conceived, Rambam's master development plan for the 21st century called for recruiting the best physicians, nurses, allied healthcare professionals, and administrative and financial personnel to our workforce from within Israel and abroad, and for constructing a four-building complex: a clinical research-oriented Biomedical Discovery Tower and expanded, modern facilities for our Children's Hospital, Cardiovascular Hospital, and Oncology Hospital.

In July and August of 2006, the Lebanon-based Hezbollah targeted the civilians of Northern Israel with thousands of Katyusha rockets and Fajar missiles, hundreds of which rained down on Haifa, and 45 of which struck within a 500-meter radius of Rambam.

"We became concerned with finding urgent solutions for fortifying the hospital," remembers Dr. Esty Golan, Chief Operating Officer. "A Regional Underground Hospital was not part of the original blueprint, but it became our new, top-priority postwar aim."

Shipping magnate and Haifa native son Sammy Ofer stepped forward with a \$25M donation, and in August 2008, ground was broken. Planned for the heart of Rambam's West Campus was a 3-level underground

parking garage quickly convertible into a 1,750-bed emergency hospital, whose ceiling would provide the reinforced foundation for the above-ground 4-building complex.

## 2009

This was an extraordinary year for everyone at Rambam, Dr. Golan reports, and especially for Ariye Berkoviz, Head of the Engineering Department. Significant progress in realizing our master plan was made on four fronts:

### **Underground Emergency Hospital**

- 20-sq-dunam, 14-meter-deep building site excavated and cleared

### **Recruitment of Human Resources**

- 120 physicians, 77 nurses, 112 paramedics, and 52 administrative and financial personnel hired



### Statutory Permissions

- National (*Israel Lands Authority*), regional and municipal building permits received

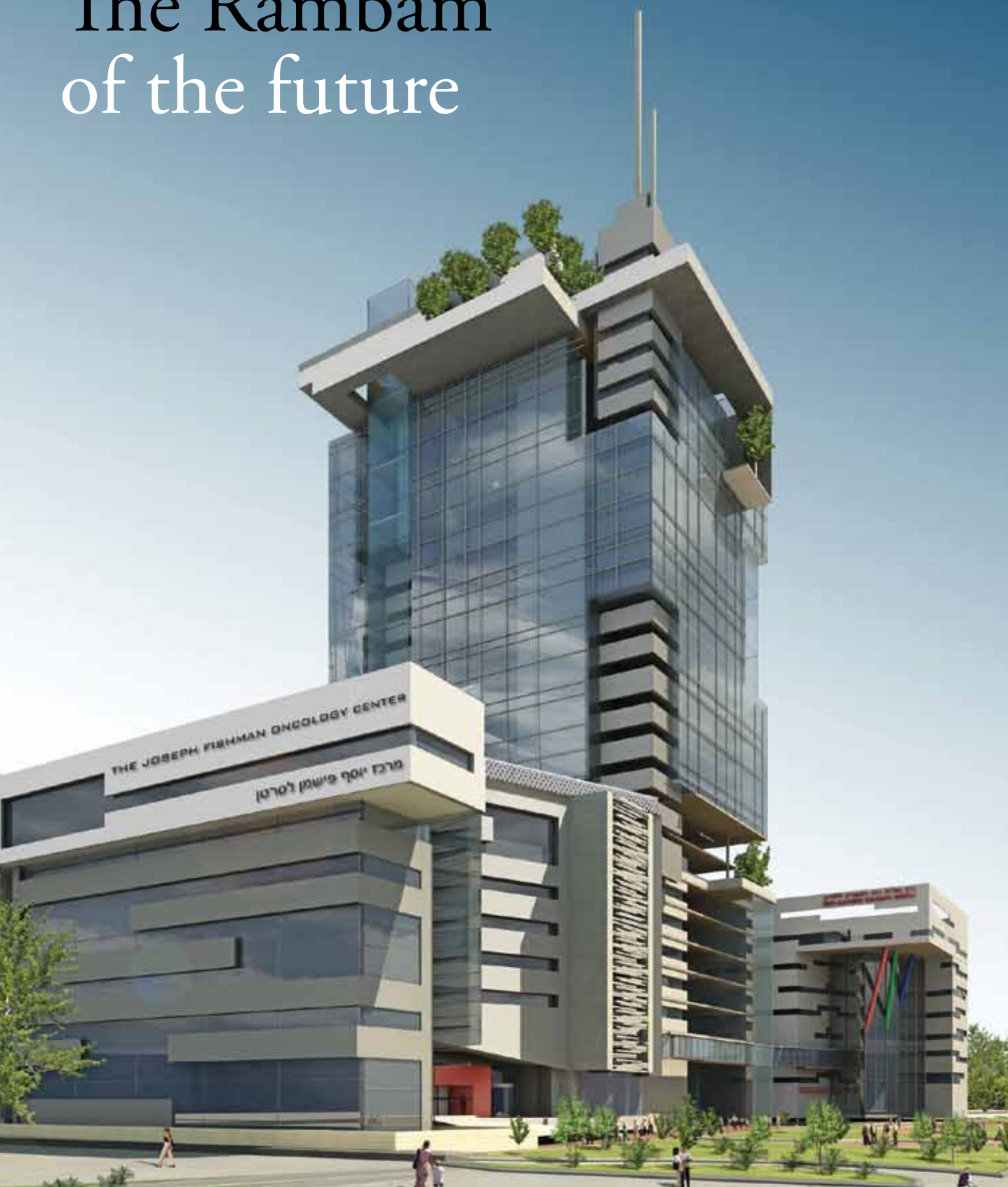
### New Construction and Renovations

- Emergency Department and Trauma Center inaugurated (*see related article, pp14-23*)
- Neurology Department takes up residence in expanded and gracefully renovated quarters
- Surgical Departments A & B refurbished

- First four laboratories of the Legacy Heritage Clinical Research Institute at Rambam (LHCRIR, est. 2008) inaugurated (*see related article, p34-35*)
- Tender published for underground parking lot and Sammy Ofer Regional Underground Emergency Hospital and for exterior construction of Cardiovascular Hospital, Ruth (Rappaport) Children's Hospital and Joseph Fishman Oncology Hospital



# The Rambam of the future







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# TREATING Children with Kidney Disease

Every day at 5 AM, two-year-old Aya Aiid Abo-Mois and her mother, Sahir Abo-Mois, residents of a small village outside of Jenin that is under Palestinian Authority jurisdiction, wait for a driver of the Derech Hachlama (Way to Recovery) volunteer-run organization from Israel, which operates transportation services for Palestinian patients from their homes to hospitals in Israel. They are on their way to Rambam, where the little girl undergoes dialysis.

"Kidney failure in children represents one of the most difficult challenges in pediatric health care. In children, chronic renal failure is usually caused by genetic-hereditary kidney diseases or congenital urinary tract abnormalities. During the progression of their renal failure, children have serious problems with eliminating waste products from the blood and with balancing water, salt and such minerals as calcium and phosphorus; they develop bone fragility, growth-related problems, neurodevelopmental delay, severe anemia, and unstable blood pressure. Children whose kidney function decreases to less than 10% of normal – what is called end-stage renal disease – require dialysis therapy until a kidney can be found for transplantation."

The explanation is delivered by courtly, soft-spoken Prof. Israel Zelikovic, Director of the Pediatric Nephrology Division since its establishment at Rambam in 1997.

"Our aim is to prevent kidney disease in children when possible, to slow disease progression by using appropriate drug and nutrition therapy, to use the best multidisciplinary approach and most modern equipment to treat children with established kidney failure and alleviate their suffering, and to allow these children to live as normally as possible within the context of the family," he continues.

Although the goal is to transplant new kidneys in all children with end-stage renal disease,

**4,121** Dialysis treatments provided to children, infants, neonates and premature infants presenting with a wide range of kidney diseases

**2,797** Hemodialysis treatments for children with end-stage chronic renal disease

**956** Hemodialysis treatments for children with acute renal shutdown

**249** Peritoneal dialysis treatments performed overnight at home for children with families able to supervise patient compliance

“

If you visit our Pediatric Dialysis Unit, which is small and crowded, you will be impressed by the bond between the children/families and the team members who take care of them. I am blessed with a fantastic medical team; they have a unique combination of professionalism and soul!”

PROF. ISRAEL ZELIKOVIC | Director, Pediatric Nephrology Division

he adds, only twenty children in Rambam's program have received a kidney transplant since 1997, and this after a wait of three to four years, reflecting the severe shortage of donated kidneys for transplantation in Israel.

Under Prof. Zelikovic's leadership, the Pediatric Nephrology Division has developed into a leading clinical, academic, and research center in Israel and has achieved international stature.



**92** Inpatient peritoneal dialysis treatments


**27** Hemofiltration treatments performed in the Pediatric Intensive Care Unit in conjunction with other aggressive lifesaving measures

**1,293**  
In-house consultations

**1,561**  
Ambulatory clinic consultations

# INTRODUCING Medical Tai Chi

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A man with a shaved head, wearing a white long-sleeved Tai Chi uniform, is captured in a dynamic pose. He is leaning forward with his right leg extended and his hands positioned in front of him, palms facing each other. The background is a soft, out-of-focus landscape with greenery and a body of water under a bright sky.

In 2009, at the initiative of Dr. Simon Vulfsons, Deputy Director of the Pain Relief Unit, the medieval-Chinese, meditative-kinetic martial art of tai chi was added to the range of complementary medical therapies offered to patients at Rambam. The idea was realized with the encouragement of Dr. Elon Eisenberg, Director of the Pain Relief Unit.

“

Tai chi is particularly suited to alleviating such musculoskeletal pain as neck, joint and chronic back aches and, as a bonus, it also develops balance, coordination and motor skills and helps to reduce falling and fractures.”

**Dr. Simon Vulfsons**, Deputy Director, Pain Relief Unit



“

With CP patients, I focus on stability and simple actions. In the case of autism, I concentrate on communication. From these patients, I have learned how movement is created and which treatment will help with specific diseases and disabilities. We must also remember that there is a great mental element to pain. Working on the soul releases pain no less than does working on the body.”

YOSSI FISHER | Tai Chi Master



Dr. Vulfsons explains that until approximately 25 years ago, the medical community thought of the nature of pain as solely acute (for instance, in response to burns, cuts and infections). “However, we have now recognized that whatever the [pain’s] original cause, which hasn’t or cannot be solved, chronic pain is accompanied by changes in the nervous system and has to be treated as a disease.”

Five years ago, Dr. Vulfsons became a student of tai chi master Yossi Fisher, one of Israel’s foremost martial arts practitioners. Dr. Vulfsons was intrigued to learn that already for a decade, his instructor had been using the self-conscious, slow and gentle movements of tai chi as therapy for children with cerebral palsy, autistic children, adult stroke victims relearning actions that their brains have forgotten, and elderly Holocaust survivors.

“Yossi had made time-lapse videotapes documenting these individuals’ progress over time,” Dr. Vulfsons recalls. “I realized that he was onto something more than just another exercise so I asked him to organize all his material for us, and in 2009, we brought him on staff.”

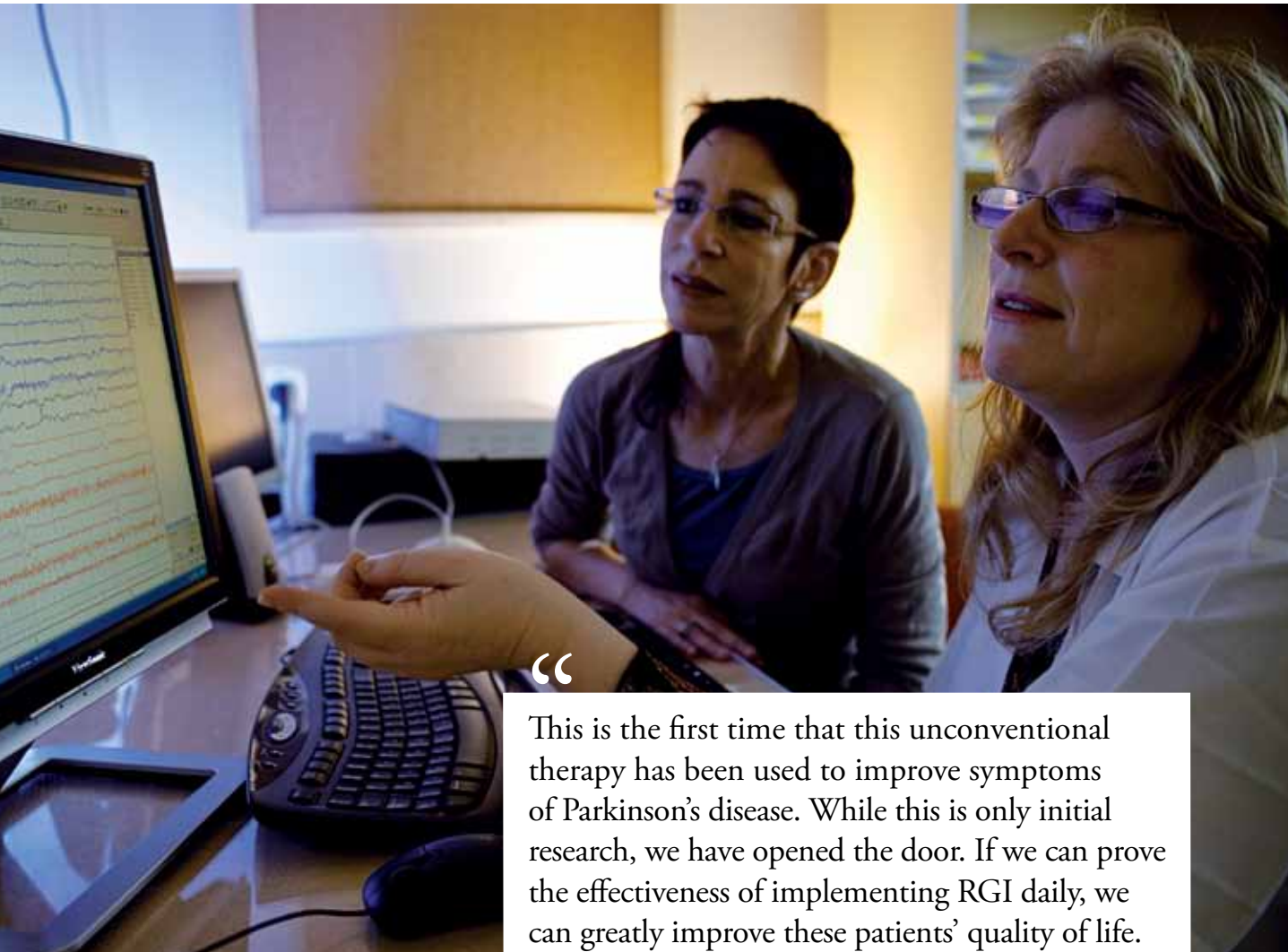
He adds, “To the best of my knowledge, despite the existence over the years of research attesting to tai chi’s health benefits, Rambam is the first hospital in Israel and probably in the world to have taken the step of bringing in someone who is not a certified clinical healthcare professional.”

With the goal of teaching the exercise regimen to physiotherapists, Dr. Vulfsons and Master Fisher plan to collaborate with Technion scientists in the computerized analyses of patients’ musculoskeletal movements during medical tai chi.

Other complementary medical therapies offered to chronic pain patients at Rambam are acupuncture, biofeedback, chiropractic adjustment, deep tissue massage, laser therapy, mindfulness meditation, and osteopathic manipulation.

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# ALLEVIATING Parkinson's Symptoms



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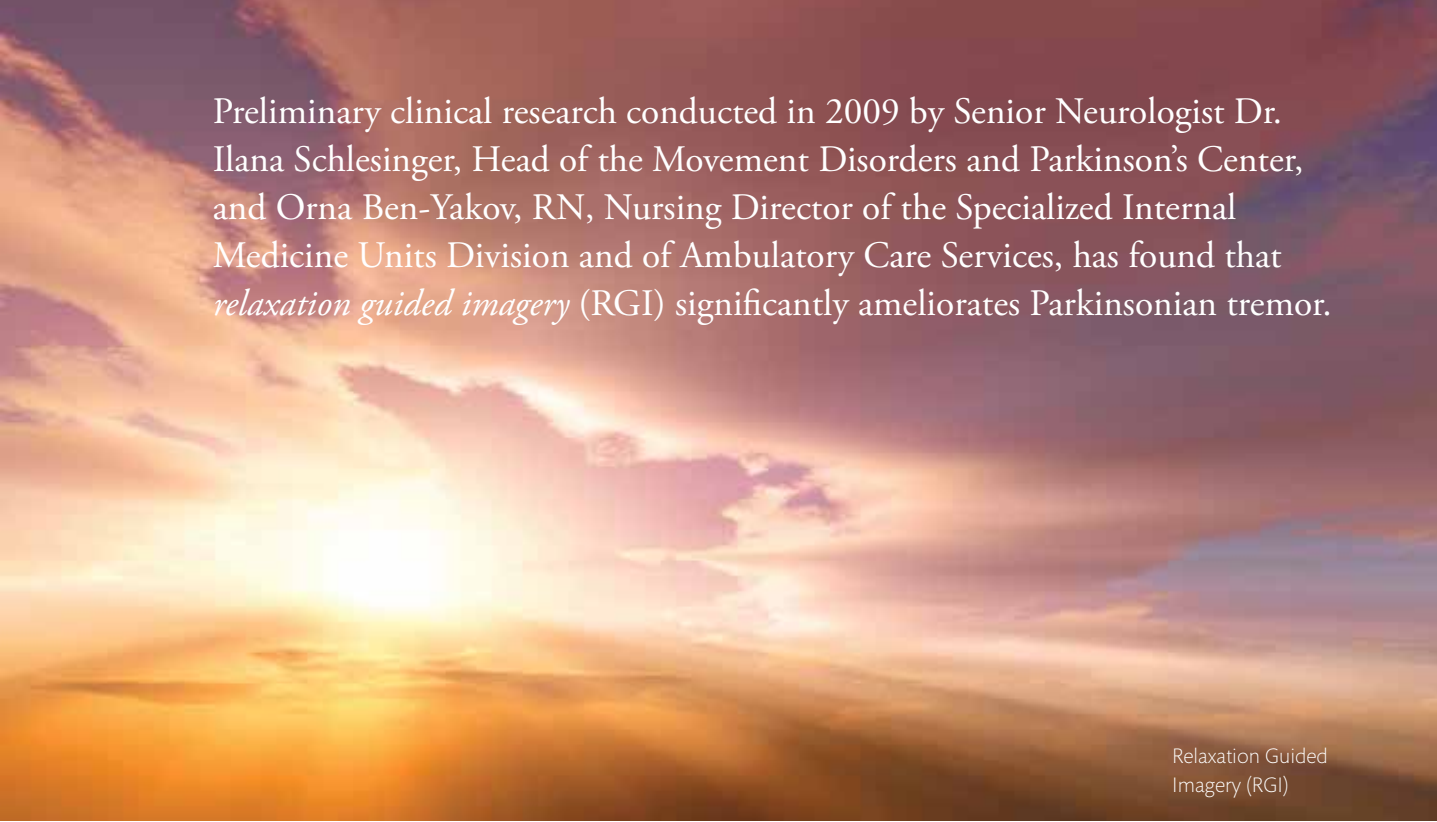
This is the first time that this unconventional therapy has been used to improve symptoms of Parkinson's disease. While this is only initial research, we have opened the door. If we can prove the effectiveness of implementing RGI daily, we can greatly improve these patients' quality of life. The treatment of Parkinson's is complicated; the possibility of offering a new therapy brings hope.”

DR. ILANA SCHLESINGER | Head, Movement Disorders and Parkinson's Center



The central nervous system is comprised of approximately one hundred billion neurons (nerve cells), whose job is to send and receive electrical messages throughout the body.

Neurotransmitters are naturally produced chemicals that send messages from a neuron to a neuron or other cell. In neurodegenerative diseases, some neurons die or are



Preliminary clinical research conducted in 2009 by Senior Neurologist Dr. Ilana Schlesinger, Head of the Movement Disorders and Parkinson's Center, and Orna Ben-Yakov, RN, Nursing Director of the Specialized Internal Medicine Units Division and of Ambulatory Care Services, has found that *relaxation guided imagery* (RGI) significantly ameliorates Parkinsonian tremor.

Relaxation Guided  
Imagery (RGI)

The idea for the study germinated in the empirical observations of Ms. Ben-Yakov, who introduced RGI into the rehabilitation and support group for Parkinsonian patients that she supervises at Rambam. "It worked like magic!" she says, recalling her initial surprise. "When the patients got up to leave, it was impossible to detect that they had Parkinson's."

She reported her experience to Dr. Schlesinger, and together, they embarked on a pilot study designed to objectively measure the phenomenon. For this purpose, they randomly recruited among their Parkinsonian patients twenty subjects (thirteen women and seven men) aged 50-73 with moderate to severe tremor and divided them into same-gender groups of three to four individuals. Each group attended a two-hour session during which they were exposed to three stimuli – calming music, self-induced

relaxation, and RGI. Each subject's degree of tremor was recorded at baseline and throughout the session by means of a wrist-worn accelerometer and an actigraph.

Of the three stimuli, RGI proved most effective; all 20 subjects exhibited dramatically decreased tremor, and in 75% (15 subjects), tremor was completely abolished for 1-13 minutes. Furthermore, the subjects reported post-session tremor reductions lasting anywhere from two to fourteen hours. The researchers then held additional sessions with three of the subjects, during which these dramatic results were replicated and the data supplemented with electroencephalogram (EEG) recordings of brain wave behavior.

The findings were published in 2009 in *Movement Disorders*, the journal of the international Movement Disorder Society.

damaged and, as a result, some body functions are impaired because messages are not sent or received.

The incapacitating symptoms of the neurodegenerative disease Parkinson's (PD) are caused by a loss of specific populations of neurons that produce dopamine, a neurotransmitter

associated mainly with motor-function control; this loss results in a dopamine deficit in the brain.

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ADVANCING Clinical &  
Translational Research



In recent years, Rambam has prioritized mechanisms to facilitate funding for medical research. Foremost among these are the Legacy Heritage Clinical Research Institute at Rambam (LHCRIR, est. 2008), whose aim is understanding, treating and ultimately curing human diseases, and the Etai Sharon Memorial Rambam-Atidim Program for Excellence in Research (est. 2006), which provides select Rambam Medical Center residents with two-year fellowships to pursue basic research projects in the leading labs of the Technion-Israel Institute of Technology and Rappaport Faculty of Medicine.

## 2009

Prof. Derek Le Roith is designated Director of LHCRIR's *Diabetes and Metabolism Clinical Research Center of Excellence* effective October 2010; he is currently Chief, Division of Endocrinology, Diabetes and Bone Disease and Director, Metabolism Institute at the Mt. Sinai School of Medicine, New York

Dedicated laboratory space is created for the *Diabetes and Metabolism Clinical Research Center of Excellence*

## 2

Two new Principal Investigators are appointed, bringing to five the number of LHCRIR Members



## Legacy Heritage Clinical Research Institute at Rambam

The entire medical world is open to individuals gifted with the scientific-research achievements and high promise that are sought by the LHCRIR for recruitment to membership. People like RHCC-trained clinician-researcher and graduate of the Technion's Rappaport School of Medicine Izhak Kehat, MD, PhD, currently a resident at the Heart Institute of the Cincinnati Children's Hospital Medical Center. In 2009, Dr. Kehat was appointed to LHCRIR membership effective summer 2010.

Dr. Kehat speaks of his research goals: "I am looking for groups of genes implicated in the pathogenesis of congestive heart failure. DNA is like a book of code with

instructions for manufacturing just the right amount of proteins in a regulated manner and at the appropriate time and place. Both healthy and sick heart cells are reading different pages in the same book; the question is which pages of the book. If we can answer this question, we can genetically manipulate heart cell behavior away from illness to health."

*During the next six years, the LHCRIR plans to establish 3-5 patient-oriented Research Centers of Excellence and to absorb 42 Principal Investigators. The Institute's permanent home will be established within five years as part of the Biomedical Discovery Tower.*



# 3<sup>rd</sup>

3rd Annual Research Day provides LHCRIR Charter Members gastroenterologist Prof. Yehuda Chowers & molecular pathologist Dr. Edmond Sabo, and the Class of 2010 Etai Sharon Memorial Rambam-Atidim Fellows, with a campus-wide showcase for presenting their results

# 1<sup>st</sup>

1st Rambam Meets the Technion Seminar brings together Rambam Hospital-based physicians and Technion-based engineers and scientists for a day of brainstorming technical solutions to clinical challenges

14 medical and life sciences studies are initiated by Rambam's Unit for the Advancement of Research in joint partnership with the University of Haifa

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# CURING Erectile Dysfunction

Prof. Yoram Vardi, Director of the Neuro-Urology and Male Sexual Dysfunction Unit, made headlines around the world in 2009 by adapting a shock wave machine – a medical device that generates focused shock waves and has been in common use for twenty years to break up kidney stones and heal damaged joints – for use on patients with erectile dysfunction (ED).



“

My idea was that if a shock wave machine can work on the heart, why not on another vascular organ, the penis, inducing better blood flow to the vessels of the penis? We speculate that the therapy improves arterial blood flow and positively affects the complete vasculature. What the real mechanism is, we don't know yet.”

PROF. YORAM VARDI | Director, Neuro-Urology and Male Sexual Dysfunction Unit



Five years ago, cardiologists successfully adapted the machine by lowering the amplitude of the shock waves generated and thereby inducing better arterial blood flow in ischemic heart disease patients.

Because both the heart and the penis are vascular organs, and cardiovascular disease is responsible for 80% of patients with ED, Prof. Vardi wondered what would happen if he further adapted the machine by lowering the shock wave energy to 100 bar (one tenth of the pressure used to break up kidney stones) and directly applying this energy to the penis.

Of the twenty patients aged 33-73 at Rambam enrolled in the pilot study, all suffered from such diseases as hypertension, hyperlipidemia, coronary heart disease or other cardiovascular problems, or diabetes. All had previously responded to Viagra. This pharmacological intervention, however, makes possible an erection for only as long as

the drug is active in the bloodstream; it does not cure ED, and includes such side effects as headaches and visual and gastrointestinal disturbances.

The subjects received twelve shock wave treatments over the course of nine weeks. Each therapy session lasted for twenty minutes, during which the administering physician used a device similar to an ultrasound wand to apply thirty low-energy shock waves to three sites along the penile shaft and two sites on the perineum (invisible inside the body). Fifteen of the men responded positively at the time, and at six months after cessation of treatment had reported a lasting ability to achieve normal erections.

In 2010, Prof. Vardi commenced a second study, this time using a placebo group as well as an experimental group.

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# In the News

“Rambam has put at the top of our priorities mechanisms to facilitate funding for medical research, but currently funding in Israel is insufficient; we require a national research authority analogous to the NIH to support clinical investigations. The Israeli government should establish a stimulus plan for medical research.”

**Prof. Rafi Beyar**

Director General

Rambam Health Care Campus



## For Balanced Health

Renal phosphate transporter protein defect identified; responsible for phosphate balance in health and disease. Results published in *New England Journal of Medicine* by Daniella Magen, MD, Israel Zelikovic, MD, and Karl Skorecki, MD, FRCPC, in collaboration with Technion, Tel Aviv University, Tel Aviv Sourasky Medical Center, and University of Montreal colleagues.

## No Kidding Around

Breast- and bottle-feeding found to most effectively control pain during heel-lancing in newborns; results published in *Pediatrics* by Amir Weissman, MD, Michal Aranovitch, RN, MSc, Shruga Blazer, MD, and Etan Z. Zimmer, MD.

## Genes from America

Published in *Human Molecular Genetics*: African- and Hispanic-American genetic risk markers for end-stage kidney disease discovered by RHCC-based geneticist Dr. Doron M. Behar, doctoral student Shay Tzur, biologist Dr. Sara Selig, and nephrologist and molecular geneticist Karl Skorecki, MD, FRCPC, in collaboration with colleagues from the Technion, Tel Aviv University, and the National Institutes of Health and other USA-based research institutions.

## Personal Best

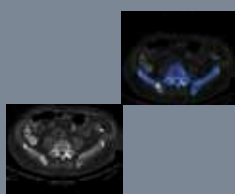
Personalized medicine: cooperation between Clinical Pharmacology Institute and Pharmacogenetics Laboratory enables high-efficacy drug treatments with improved dosages and prevention of side effects and complications.





## Hi-tech Discovery

Discovery NM/CT 670 hybrid imaging device for improved disease diagnosis with less radiation in half the time developed by GE Healthcare Israel in partnership with Department of Nuclear Medicine.

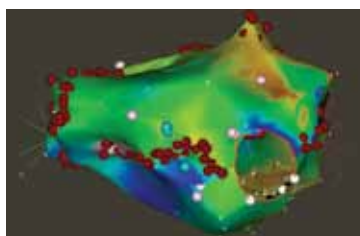


## Halfway Home

Israel's first halfway house for anorexic young people opened by Eating Disorders Clinic in partnership with National Insurance Institute; year-long program provides living quarters and medical, social and psychological support during recovery.

## Rambam in Haiti

Intensive Care Nurse Sergey Altunin and Operating Room Nurse Maxim Berezin join 236-member Israeli medical and paramedical delegation to earthquake-devastated Haiti; Israel's field hospital treats 1,111 patients.



## Ahoy Me Hearties!

Carto 3 cardiac mapping and navigation system developed by Electrophysiology Unit in partnership with Biosense Webster provides heart rhythm specialists with advanced tool for diagnosing and treating atrial fibrillation.

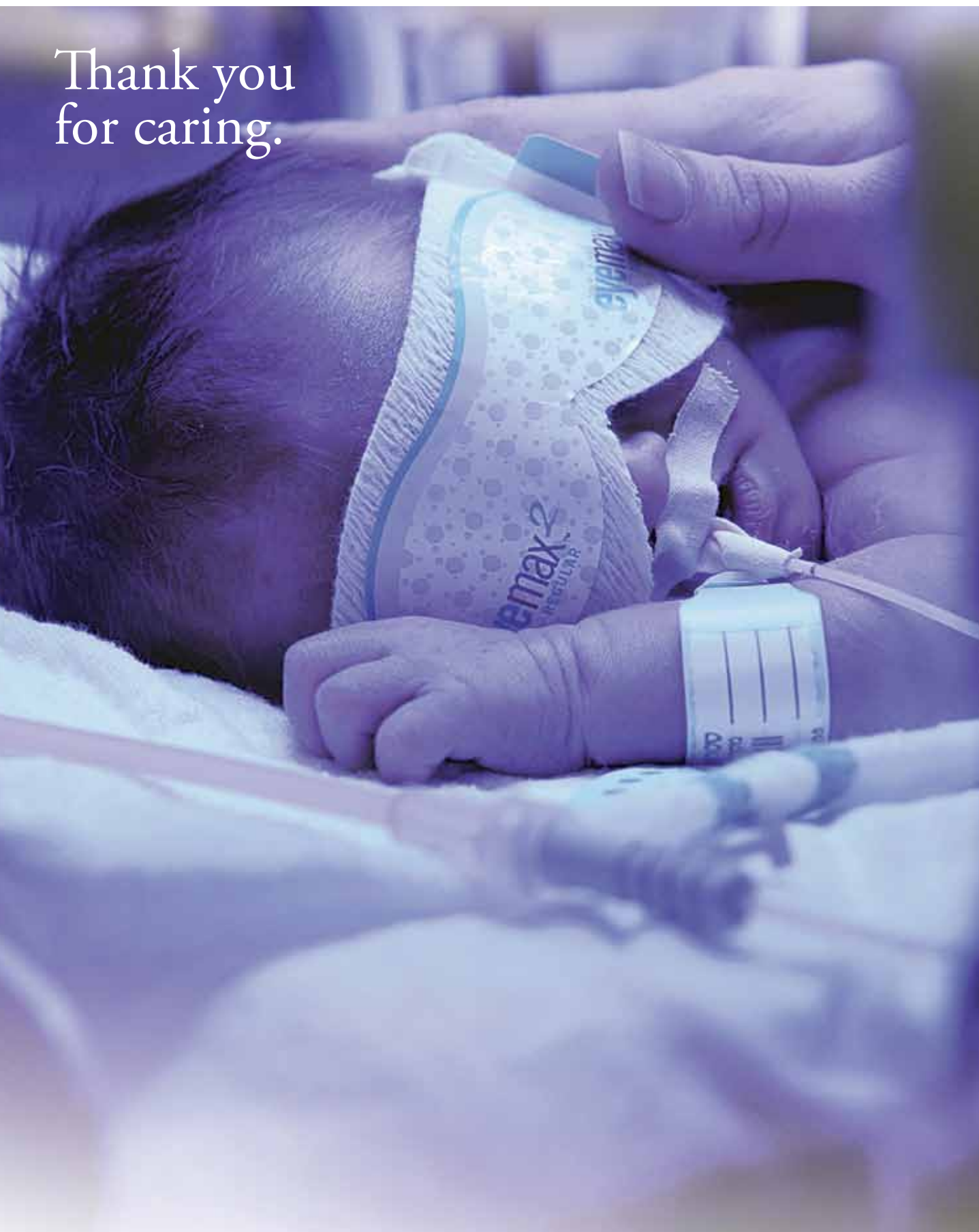
## Burn-Care Training

Department of Plastic Surgery provides advanced-specialist training in burn care to general surgeon Dr. Leon Mubenga of the Democratic Republic of Congo (pop. 68 million), his war-torn country's first physician to be so trained.

## Rambam Goes Green

Israel's first fully computerized, paper-free patient recordkeeping system introduced by Department of Emergency & Urgent Care Medicine with assistance of Division of Information Technology & Communication Services.

Thank you  
for caring.



# Maimonides Circle

*Barzani, Ovadia*

*Barer, Meri and Sol*

*Caroline & Joseph S. Gruss  
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*Jewish Agency for Israel*

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*Wertheimer, Eitan & Ariella*

*Maimonides Circle donors have gifted \$ 1 M  
and more to Rambam Health Care Campus*



# Gifts

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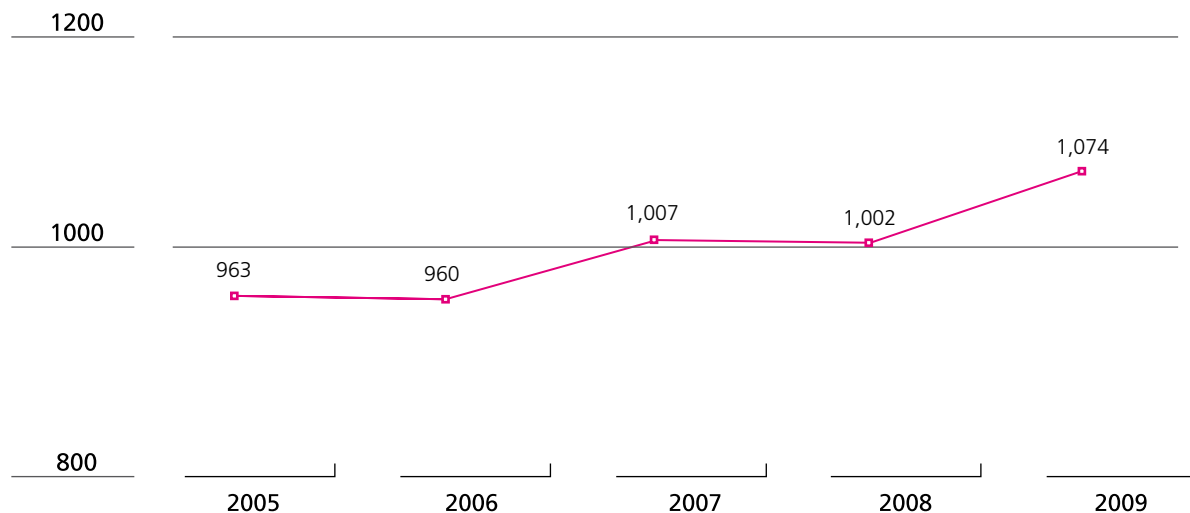
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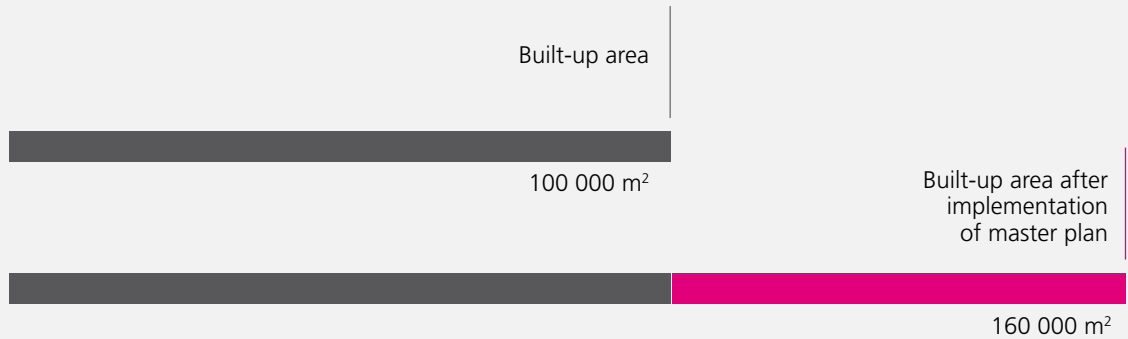
## BALANCE STATEMENTS *(in millions of shekels NIS)*

	2009	2008
<b>INCOME:</b>		
Medical services rendered	966	912
Donations	76	65
Research projects	19	14
Other	13	11
	<u>1,074</u>	<u>1,002</u>
<b>ALLOCATIONS:</b>		
Building construction and renovation	61	55
Medical equipment	28	10
Computerized equipment	5	6
Office and cleaning materials	6	5
	<u>100</u>	<u>76</u>
<b>EXPENSES:</b>		
Salaries	668	625
Medical and technical equipment	175	164
Building renovations and equipment	71	65
Operating expenses	126	142
General administrative expenses	55	59
	<u>1,095</u>	<u>1,055</u>

## INCOME *(in millions of shekels NIS)*

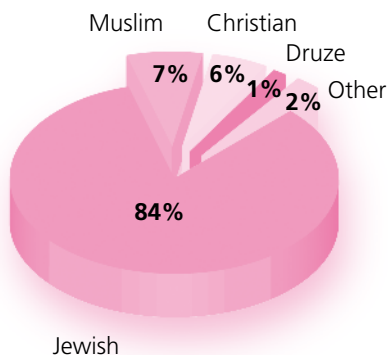


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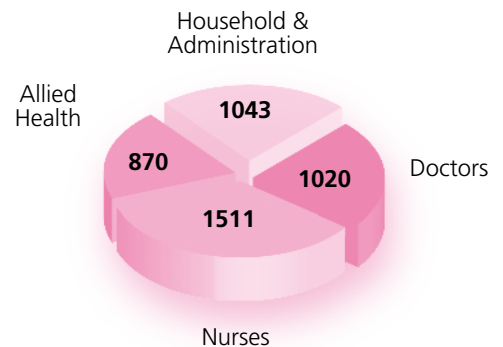


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EMPLOYEES BY RELIGION



EMPLOYEES BY SECTOR

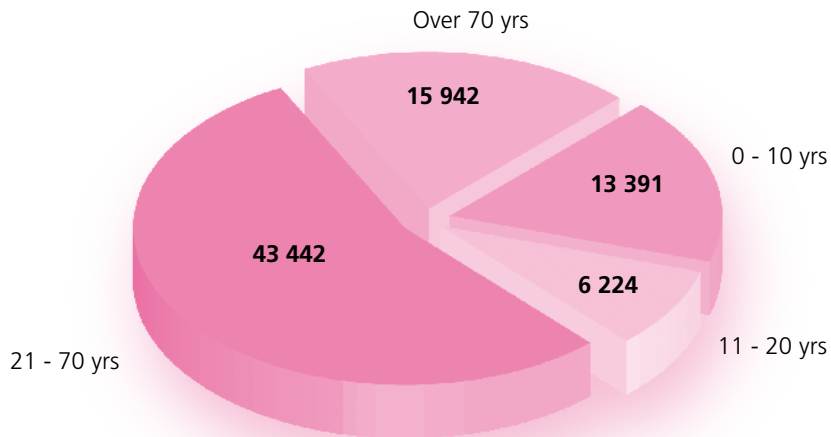




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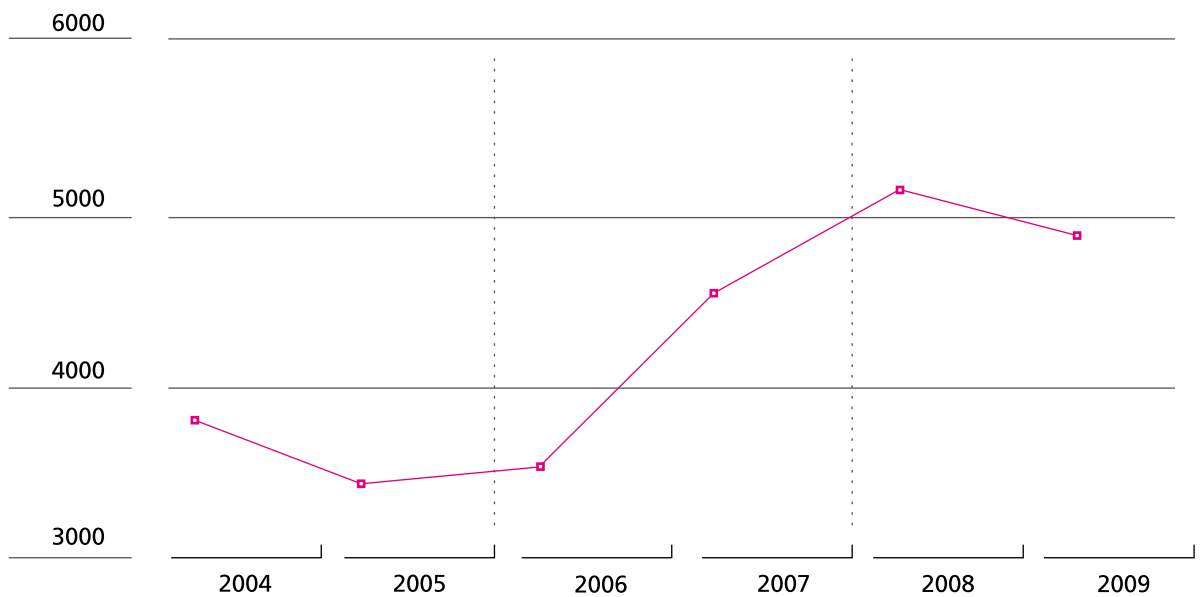
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PATIENTS BY AGE

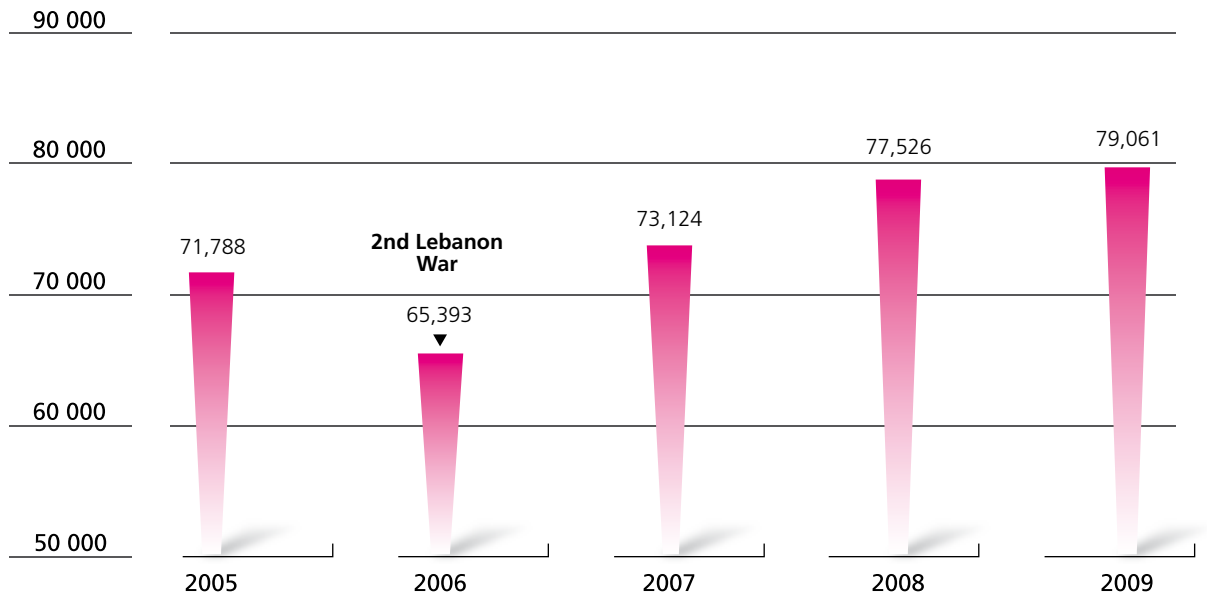


NUMBER OF BIRTHS 2004-2009

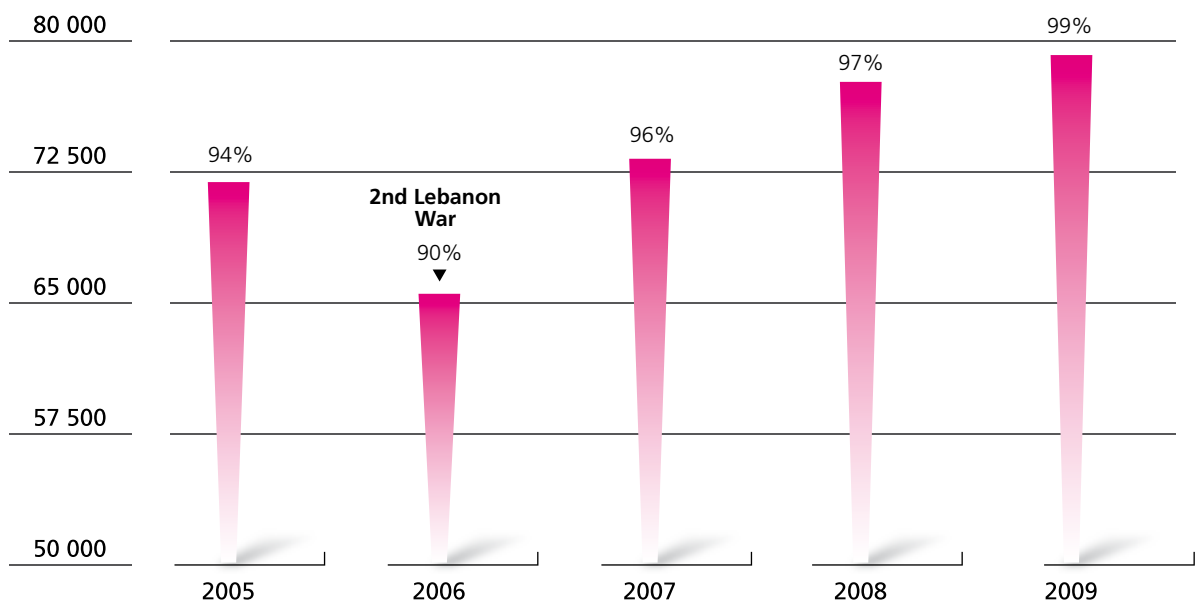
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