



Rambam.  
WHAT DO YOU EXPECT?

RAMBAM HEALTH CARE CAMPUS | ANNUAL REPORT | 2011 |



WHAT DO YOU EXPECT?



*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.





AS PART OF OUR 5-10 YEAR,  
\$350M MASTER DEVELOPMENT  
PLAN, RAMBAM HAS INVESTED  
\$71M IN CONSTRUCTION OF OUR  
NEW WEST CAMPUS COMPLEX.

Rambam.

WHAT DO YOU EXPECT?



CARING FOR BOTH  
BODY AND SOUL.



FROM 2009-2011, RAMBAM  
INVESTED \$28M IN  
PURCHASE OF THE  
WORLD'S TOP MEDICAL  
EQUIPMENT.



Rambam.

WHAT DO YOU EXPECT?



FROM DAY ONE, OUR  
PATIENTS COUNT ON US.





RESEARCH IS THE  
OXYGEN FOR THE  
EDUCATION AND  
DEVELOPMENT OF  
TODAY'S GENERATION  
OF PHYSICIANS.





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FROM 2009-2011, RAMBAM INVESTED  
\$29M IN RENOVATION OF EXISTING  
MEDICAL FACILITIES.



RAMBAM IS COMMITTED TO  
INVESTING THE RESOURCES  
REQUIRED FOR MEETING  
THE GROWING MEDICAL  
NEEDS OF ISRAEL'S  
POPULATION.

THIS YOU CAN EXPECT  
AND COUNT ON.





**Professor Rafi Beyar**  
**MD, DSc, MPH**  
Director & CEO  
Rambam Health Care Campus



## Esteemed Friends and Benefactors,

At this year's Research Day, we had the privilege of hearing Guest Speaker Prof. Yadin Dudai, Chair Professor of Neurobiology at the Weizmann Institute, cite scientific evidence that event memory is unstable so that we can imagine a future different from the past (*p. 16*). These insights are relevant to Rambam at the close of 2011.

## SOME HIGHLIGHTS:

- Senior surgeon Dr. Hany Bahouth returns from an advanced fellowship stateside to take the helm of Northern Israel's only Level-1 Trauma Unit (*p. 12*).
- Our patients' centrality is strengthened by the appointment of attorney Talia Berman-Kishony, Ph.D., as Patient Relations Coordinator with a mandate to improve the service to our patients and become an important link between our patients and our caring staff (*p. 14*).
- Rambam's younger generation of physicians benefits from the high priority we give to cultivating their scientific curiosity and clinical research skills (*p. 16*).
- Elder medical statesman Prof. Ze'ev Hochberg shares his expertise with colleagues in sub-Saharan Africa (*p. 20*).

At the same time, our amazed eyes have seen the Sammy Ofer Northern Regional Underground Emergency Hospital nearing completion (*p. 23*) and a brand new West Campus begin rising skyward. The new buildings and their state-of-the-art technological infrastructure have been designed to serve the people of Haifa and the North (one third of the State of Israel's overall population) and to provide them and their health care givers with facilities commensurate with the excellent medicine practiced at Rambam.

We are also deeply moved to share with you news of Joan and Sandy Weill and the Weill Family Foundation, their \$10M gift and, equally

important, their friendship and commitment to Rambam. This reinforces the prominent national and regional leadership role played by our hospital in helping to create, through medicine, the human and societal interactions and bonds so necessary for understanding and for friendly relations between the people of Israel and our neighbors (*p. 10*).

Such extraordinary largesse does not occur every day, nor do most people have the means for it, but all of you, dear Friends of Rambam, share with Joan and Sandy a visionary capacity to imagine with us Rambam's future and to help make it happen!

*Thank you.*

*R. Beyer.*





# Historic \$10M Gift



“An Israeli child and a Palestinian child undergoing a blood transfusion or chemotherapy are no different. Sandy and I have witnessed the extraordinary healing that Rambam offers on an individual level, and we are excited that our involvement will help promote that healing on a regional level in the Middle East as well.”

MRS. JOAN WEILL



Renowned philanthropists Joan and Sanford I. Weill and the Weill Family Foundation have made a commitment of \$10 million to support and name the Joan and Sanford I. Weill Pediatric Hematology-Oncology Department within the Ruth Rappaport Children's Hospital at Rambam, and the Joan and Sanford I. Weill Israeli-Palestinian Friendship Center at Rambam.

The Weill Pediatric Hematology-Oncology Department will comprise Rambam's current Pediatric Hematology-Oncology Department and its Bone Marrow Transplant (BMT) Unit, which will be merged into a single, upgraded entity housed within the new Ruth Rappaport Children's Hospital. The latter facility is currently under construction, and is projected to be completed in 2013.

The Weill Israeli-Palestinian Friendship Center will enable Rambam to better serve patients from Gaza and the West Bank by making residential hostel facilities available to patients' families while providing advanced medical training to Palestinian residents, fellows and nursing staff.



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# Trauma Medicine

## Healing the Hurt

Among the thousands of injured lives saved by the Trauma Unit in 2011 were three near-death stabbing victims who underwent emergency *thoracotomy*.

“From a surgical point of view, there is an algorithm you need to follow,” explains Dr. Hany Bahouth: “I have [a young man with] a stab wound in the chest — no pulse, no blood pressure. I open the left side of the chest, I open the envelope of the heart (the *pericardium*), I divert the blood from around the heart, I find the source of the bleeding, I stop the bleeding and take the patient to the OR. The algorithm can take 5-10 minutes or 20 minutes – it depends.”

In February 2011, Dr. Bahouth was appointed Director of the Trauma Unit after having completed a two-year advanced fellowship in trauma and intensive care medicine at Jackson Memorial Hospital in Miami.

The unit’s core staff comprises five specialist physicians (including Dr. Bahouth) and several specialist nurses; the latter are led by Gila Hyams, RN, MA, who also directs Rambam’s

international Teaching Center for Trauma Emergency and Mass Casualty Situations.

In his role as an attending physician, Dr. Bahouth personally handles an average of 12-14 trauma cases a month. In his leadership role, he takes responsibility for all trauma calls between 7 A.M. and 4 P.M. daily and coordinates the care of all patients with complicated medical or systemic injuries.

“Our model is American. We invite in the rest of the team and build it as needed. For example, if a patient needs both orthopedic and maxillofacial surgery, then all the surgeons will operate on the same day in order to maximize teamwork and minimize the patient’s time undergoing surgery and the time spent in the OR,” he explains, adding, “but everything needs to happen in a very short time because the patient’s [window for survival] is so short.”



Of the thousands of patients annually treated by the unit, 600-700 arrive severely injured, reporting with blunt trauma and penetrating trauma. They require huge operations to save their lives.



### Trauma Unit Facts & Figures\*

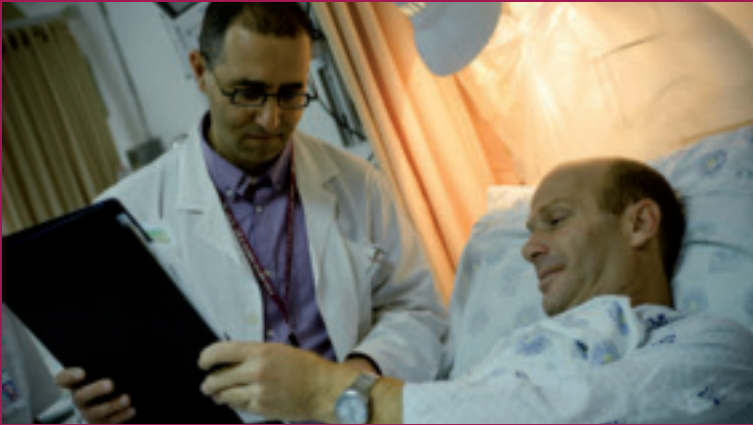
- ◆ Northern Israel's exclusive provider of Level-1 trauma emergency medicine
- ◆ Nation's largest Level-1 provider, treating more than 25% of all trauma cases in Israel
- ◆ 3,000-3,500 adult trauma patients annually
- ◆ 800-900 pediatric trauma patients annually
- ◆ Highest percentage of patients with severe head injuries in Israel, and lowest percentage of deaths among them
- ◆ 14-member Quality Assurance Committee of physicians and nurses meets weekly
- ◆ Unit-wide Trauma Forum meets monthly
- ◆ Abides by all American College of Surgeons Guidelines

*\*Statistics courtesy of the Gertner Institute*

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# The Buck Stops Here

The hospital's patient-centered ethos has been reinforced this year by the recent appointment of attorney, health ethicist, and conflict mediator Dr. Talia Berman-Kishony to the staff of Ombudsman for Patient Services Prof. Shmuel Eidelman.



*In December 2011, the Israel Ministry of Health issued a Quality of Care (QC) directive instructing all government hospitals and clinics to prioritize improvements to their organizational culture. The aim: to improve the patient experience within the public health system.*

Prof. Eidelman, Emeritus Head of Internal Medicine and Gastroenterology, and an authority on the doctor-patient relationship, explains that complaints reaching the Ombudsman's Office may be formal (i.e., written as a letter from a patient, an attorney, or the government, or published as a newspaper article) but that the vast majority of patient complaints are informal. "Research indicates that the number of formal complaints received by a hospital is a function of the way that informal complaints have been handled," he says.

Responding to informal patient complaints is Dr. Berman-Kishony's niche. In her role as Patient Relations Coordinator, she benefits from mentoring by Prof. Eidelman and

by emeritus physician Prof. Walter Markiewicz, his colleague in the Ombudsman's Office. Says Prof. Eidelman of the team's newest member, "[Dr. Berman-Kishony] has brought unbounded energy, creativity and expertise that have upgraded the level of the Ombudsman team's contribution to the quality of patient care at Rambam."

Dr. Berman-Kishony has come to Rambam with a newly minted UMass Boston Ph.D. awarded for her comparative bicultural study of conflict patterns within hospital departments in the USA and Israel. Rambam was one of two participating Israeli hospitals; 134 of our physicians and nurses from 7 departments, among them caregivers practicing such effort intensive specialties as surgery, emergency medicine, and labor and delivery medicine, frankly answered her questions about quarrels in the workplace. Most recently (in January 2012), with poise and conviction, Dr. Berman-Kishony presented her dissertation findings before a highly attentive audience of in-house physicians and nurses. The take-home message: staff conflicts in the workplace endanger patients' lives.





She brings a proactive approach to resolving patient dissatisfaction — preventive whenever possible and vigorously interventionary when called for. “My office is located near the Emergency Room, a central hospital location,” she says, “and I’m always available. When a patient or family member comes to me with a complaint, I immediately activate the system with a phone call or a departmental site visit, depending on the situation. Patients and families get zero percent bureaucracy from me, no formalities, no paperwork.” She is quick to clarify that the public doesn’t just approach her with complaints. “They come with requests for help during a tough time [spent] in a bureaucratic and cumbersome place, or with suggestions for how to improve the network. This hospital is very crowded,” she concedes, “and I see myself as an agent of reality. My intervention is not top-down. I’m not looking to blame or scold. My aim is to help the patient and improve the service.”

Dr. Berman-Kishony adds that she sees her role as not only addressing immediate patient concerns but also utilizing the information from patient complaints as feedback that can guide continuous improvements in the hospital system. She says, “I document all the complaints in a database that we have built in order to identify recurrent patterns that may point to areas where we can do better.”

#### PATIENT RELATIONS COORDINATOR MILESTONES

##### OCTOBER 2010

- Dr. Talia Berman-Kishony, Adv., Ph.D., joins the staff of the Ombudsman’s Office.

##### 2011

- Database built to record patient perceptions of quality and accessibility of care, time spent waiting to see the doctor or nurse, and physical condition of departmental facilities.
- *Mashov (Feedback)* Project launched: patients participate in improving hospital service.
- First *Mashov* pilot project launched. The aim: to design an ICU waiting room according to what families say they need.

##### JANUARY 2012

- Second *Mashov* pilot project launched. The aim: to cultivate family engagement with the hospital.
- Medical staff convenes to hear Dr. Berman-Kishony present her dissertation findings.
- Nurse-Physician Relationship Improvement Project launched.



# Bench to Bedside

## FIFTH RAMBAM RESEARCH DAY

Dec. 29, 2011 - Research Day has become a key annual event for showcasing the latest basic and clinical studies coming out of Rambam.

This year onstage at Spencer Auditorium, Guest Speaker Dr. Yadin Dudai, Chair Professor of Neurobiology at the Weizmann Institute of Science, was joined by eight in-house clinician-researchers: Prof. Benjamin Brenner, Director of the Hematology Institute and of the Thrombosis and Hemostasis Unit, Prof. Ahmed Assalia, Deputy Director of the Department of General Surgery, and six young physicians at various stages in their careers. In addition, 110 poster presentations were on display, attracting clusters of viewers who engaged in lively discussion.

Abstracts of all oral and poster presentations may be accessed at [www.rmmj.org.il](http://www.rmmj.org.il).

The event's wide range of topics, which touched on nearly every aspect of clinical practice, indicates the extent to which Rambam's organizational culture rewards scientific curiosity within the hospital's clinical environment, and the generosity of spirit with which senior physicians promote the advancement of young researchers on clinical staff. Competitive support mechanisms for such research include the Etai Sharon Memorial Rambam-Atidim Fellowship Program for residents and the Ofakim Program for young staff physicians.

“Why is our memory of events unstable and often misleading? What is the survival value of such apparent memory flaw? We now have neurobiological evidence that the brain system that stores event memory didn't develop for the purpose of remembering only, but mostly to serve our imagination. This gives us a phylogenetic advantage. If our experiential memory were very accurate, we would probably imagine the future as if it were the past.”

PROF. YADIN DUDAI | Guest Speaker | Fifth Rambam Research Day  
The Sela Chair, Professor of Neurobiology | Weizmann Institute of Science



**CLINICAL RESEARCH INSTITUTE AT RAMBAM (CRIR)** Throughout 2011, CRIR Principal Investigators (PIs) conducted ongoing research in four major areas: Translational Cancer, Diabetes and Metabolism, Clinical Neurosciences, and Cardiovascular Diseases. Also during this period, the Institute hosted a series of seventeen clinical research seminars by members, candidates, and collaborating and visiting scientists from Israel and abroad.

The Institute (est. 2008) held its fourth recruitment round in September. Three new PIs were chosen from among ten candidates. They are Dr. Irit Avivi and Dr. Yona Nadir, both Senior Attending Hematologists in the Department of Hematology and Bone

Marrow Transplantation at Rambam, and an additional PI to be announced. This brings the current total number of members to nine.

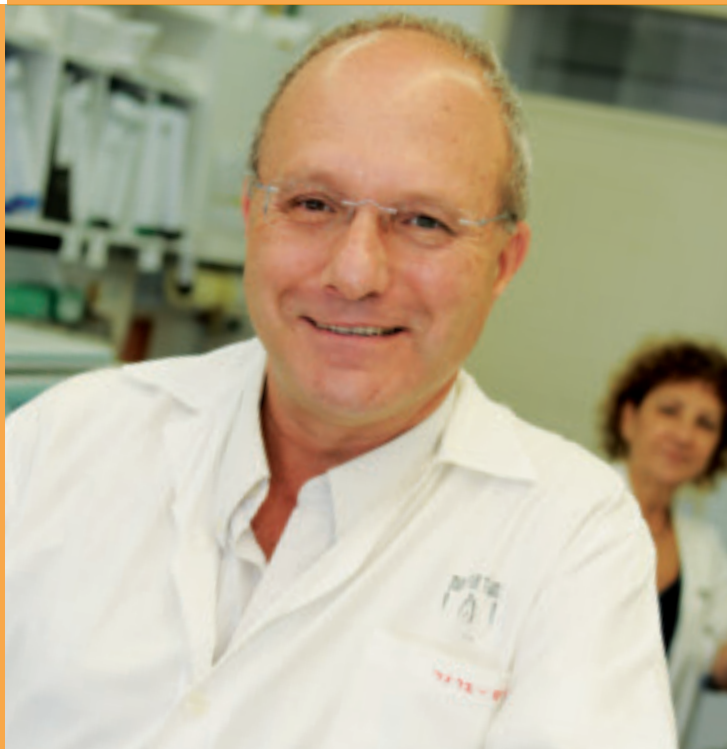
At year's end, two (of seven) charter members of the Scientific Advisory Board (SAB) completed their terms – they are Nobel Laureate in Chemistry Prof. Aaron Ciechanover (inaugural Chair) and Prof. Sir John Gurdon – and three new SAB members were inducted: Prof. Howard (Chaim) Cedar of the Hebrew University of Jerusalem Faculty of Medicine (incoming Chair), Prof. Scott Friedman of the Mount Sinai School of Medicine, NYC, and Prof. Oded Shmueli, Executive Vice President for Research of the Technion-Israel Institute of Technology.

# Bench to Bedside

## >>> News Briefs 2011

### BLOOD BOND

The Hematology Institute, under the direction of Prof. Benjamin Brenner, has pioneered studies of new mechanisms of clotting in patients at high risk for thrombosis. A novel assay measuring heparanase clotting activity has been developed by Dr. Yona Nadir and Prof. Brenner, and in 2011 was evaluated in women with pregnancy complications and in patients undergoing major orthopedic surgery. Preliminary results indicate that this test may prove to be useful in high risk clinical conditions.



### DOING RIGHT BY AIDS PATIENTS

Worldwide, 1,500 research subjects stand to benefit from therapy as good as, if not better than, current treatment protocol for AIDS. The context is the U.S. National Institutes of Health (NIH) ENCORE project, which involves research groups from 27 countries. The project has enabled Dr. Eduardo Shahr of the Allergy, Immunology & AIDS Institute at Rambam to treat uninsured people from all over Israel, among them foreign workers. Says Prof. Shimon Pollack, who directs the institute, "I hope that by the time this study comes to an end, government policy will have changed and we will be able to continue treating uninsured patients in the regular environment of our Institute."



## SEE UNDER: MISTLETOE

In recent years, the Unit for Supportive Oncological Treatment, directed by Dr. Gil Bar-Sela, has contributed a number of studies to international findings regarding the healing properties of white mistletoe. The unit's latest study has involved 79 lung cancer patients, approximately half of whom were injected with white mistletoe extract. Results showed a reduction of severe side effects from chemotherapy and fewer hospitalizations in the study (vs. the control) group. The Rambam researchers' findings were presented as a lecture at the 2011 conference of the Israeli Society for Clinical Oncology and Radiation Therapy (ISCORT) and as a poster at the 2011 conference of the American Society of Clinical Oncology (ASCO).



## AN INVENTION WITH TEETH IN IT

Dr. Dror Aizenbud, Interim Director of the School of Graduate Dentistry and Chair of the Orthodontics and Craniofacial Anomalies Department, is the inventor of flexible silicone splints that can be used to significantly relieve the suffering of Amyotrophic Lateral Sclerosis (ALS) patients. The splints cover the teeth, prevent uncontrolled biting, allow patients to open and close their lips and jaws, and enable drainage of saliva to avert aspiration and gagging. Dr. Aizenbud started to work with the technique in 2009, and travels all over Israel to provide it to ALS patients. The first report of the technique, coauthored by Dr. Aizenbud and Dental Public Health Resident Dr. Nirit Yavnai, has been accepted for publication in 2012 by the Hebrew-language journal of dental medicine *Refuat Hapeh Vehashinayim*.



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# Face to Face with Prof. Ze'ev Hochberg

“Every physician has at a certain point dreamt of being Albert Schweitzer. If anyone has not considered traveling to Africa, he's not worthy of being a doctor, and even more so a pediatrician.”

So states Prof. Ze'ev Hochberg, Director of the Pediatric Endocrinology Division. A soft-spoken elder, he modestly accepts congratulations for such resonant career accomplishments as ongoing co-editorship of the *Yearbook of Pediatric Endocrinology* (Karger), and receipt of the European Society of Pediatric Endocrinology's (ESPE) Andrea Prader Prize for lifetime achievement. But when discussion turns to African colleagues and fellows whom he has mentored through the early stages of the ESPE-sponsored Africa Project and its offshoots (see box), his pride in their accomplishments is evident.

The Africa Project owes a lot to the activist role assumed by Prof. Hochberg during his term as President of ESPE in 2003-4. The project, launched under his leadership in 2005, aims to bridge the professional gap between the endocrinologists of rich and poor countries. In 2008, Prof. Hochberg spearheaded the establishment of *Global Pediatric Endocrinology and Diabetes (GPED)*, whose currently 70 members, all specialists in the discipline, have committed themselves to improving the care of children living in developing countries and presenting with endocrine disorders.



In that same year, under ESPE auspices, the first *Pediatric Endocrinology Training Centre for Africa (PETCA)* was founded in Nairobi, Kenya. The school is affiliated with Kenyatta National Hospital, Aga Khan University Hospital, and Gertrude's Children's Hospital and to date has graduated 36 African pediatric endocrinologists, all of whom have returned home to practice and to tutor others. The second such school is slated to open in Lagos, Nigeria in July 2012; Prof. Hochberg will serve as its first tutor.



“It’s quite a devotion to be an African doctor *in Africa*,” Prof. Hochberg comments. “They remain and take care of their countrymen under difficult conditions. They know as much as we do, but they have to confront the reality of patients who can’t afford tests or drugs, and they have to find alternatives to blood tests or MRI. Everything that we diagnose with these methods, they must diagnose by using their fingers, their sense of smell, their eyes, and their common sense.”

Prof. Hochberg relates that initially, PETCA Fellows saw patients under the tutelage of European and Israeli senior physicians. “Now, we’ve started to transfer the teaching to the locals, who are all PETCA graduates. The exception is the school’s local director, Dr. Thomas Ngwiri, Head of Clinical Services at Gertrude’s Children’s Hospital, who trained here at Rambam with me for a whole year.”

Prof. Hochberg’s face-to-face encounter with Africa has given him insights into the continent and its people and into the roots of African disadvantage. “Colonialism has devastated Africa and, of course, Africa has its own corruption,” he says. “The AIDS/HIV epidemic has killed the generation needed to work. Poverty and corruption and health problems are a vicious circle. Obviously, there is no difference in terms of emotions or of the attachment between parents and kids, but the means that parents and health professionals can offer these children are smaller.”

He cites the ideas of 20th-century Jewish philosophers Martin Buber and especially Emmanuel Levinas as influencing his belief that privileged people are obliged to share with the underprivileged. “Levinas says that as soon as I am talking with you face-to-face, there’s a commitment; should you need anything, I’m obligated to help.”

#### AFRICA PROJECT MILESTONES 2005-2011

2005

- ❖ European Society of Pediatric Endocrinology (ESPE) launches Africa Project

2006

- ❖ First training courses take place in Nigeria and Kenya

2008

- ❖ Global Pediatric Endocrinology and Diabetes (GPED) founded under ESPE auspices
- ❖ Pediatric Endocrinology Training Centre for Africa (PETCA) established under ESPE auspices

2011

- ❖ Much of the teaching at PETCA transferred from European and Israeli senior physicians to local faculty
- ❖ Nigerian graduates of PETCA (Nairobi) start PETCA West Africa (Lagos)



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# The NBCs of Collective Protection

In 1963, a small group of Christian believers, deliberately leaving behind a higher economic status for an upgrade in their spiritual status, emigrated from their native Germany to a very young and austere State of Israel. The newcomers brought their faith and Zionist vision to the small wine-making town of Zikhron Yaaqov, where they founded a kibbutz that they named *Beth El (House of God)*.

The members then sought a means of communal livelihood. They chose to establish an industry guided by three principles: the application of unique production technologies, non-competition with Israeli industry, and export of products. They would support the local economy and workforce by hiring Israeli employees.

In 1977, they established Beth-El Industries, manufacturer of Noah's Ark ventilation and air filtration systems for collective protection against nuclear, biological, and chemical (NBC) agents. The rationale: once you have a bomb shelter, you need to worry about air.

All Beth-El products are equipped with carbon and HEPA filters, which are

99.8% effective in filtering out NBC agents, and all products meet the highest Israel Institute of Standards requirements and international AS9100 quality control standards.

"Beth-El [Industries] is run like a European factory," says Mr. Amir Ben-Zvi, Local Marketing and Sales Manager, proudly ushering visitors onto a semiautomated, clean and orderly factory floor. The workers are busy finishing large metal cylinders hooked to an overhead trolley conveyor. The metal has already undergone *passivation* against corrosion. A worker is using an electrostatic spray wand to carefully powder coat each cylinder by hand, after which it is conveyed by trolley into a cure oven that quickly bakes on the paint at more than 200 degrees Celsius (390 degrees Fahrenheit); when the cylinder exits the oven, it displays a perfectly even, glossy cream-colored surface.

The company has scored a huge domestic and international success by any measure. It is a top Israeli exporter whose every product is stamped with the logo *Made in Israel*. It is the main contractor for NBC systems to the NATO

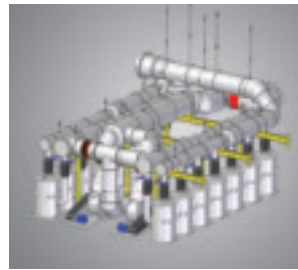
“Our industry is considered mid tech. The company’s mentality reflects an accumulation of specialized knowledge based on many years of experience in engineering and development; this knowledge is passed from one person to the next. We are a recognized authority regarding NBC collective protection.”

MR. AMIR BEN-ZVI | Local Marketing and Sales Manager  
Beth-El Industries | Zikhron Yaaqov

forces, and supplies 62 armies worldwide. Every hospital in Israel is equipped with Beth-El NBC collective protection.

The Sammy Ofer Northern Regional Underground Emergency Hospital will soon be among them. By the end of 2011, Beth-El engineers had

completed planning their project for the underground hospital, the infrastructure (holes in the facility’s reinforced concrete walls) had been prepared, some iron A/C sleeves were already in place, and some of the tens of thousands of ventilation and air filtration units ordered by Rambam were on site and ready for installation.







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Rambam.  
EXPECT MORE.





## Maimonides Golden Circle

*Conference on Jewish Material  
Claims Against Germany*

*Dankner, Nochi*

*Fishman, Joseph*

*Ofer, Sammy*

*Rappaport, Ruth & Bruce*

*Weill, Sanford and Joan*

*Wertheimer, Eitan & Ariella*

## Maimonides Circle

*Barer, Meri and Sol*

*Barzani, Ovadia*

*Caroline & Joseph S. Gruss  
Life Monument*

*Dibner, Relly & Brent*

*Dr. Miriam & Sheldon G. Adelson  
Charitable Trust*

*Estate of Mira Rostova*

*Forchheimer, Leo & Julia*

*Israel Cancer Association*

*Jewish Agency for Israel*

*Legacy Heritage Fund*

*Leir Foundation*

*Meyer, Menashe*

*Moscona, Alberto Nissim*

*Reut Foundation*

*Schreiber, Jacob & Shoshana*

*Sim Lev LaLev, Rivka Davidas*

*Smolokowski, Slava (Wiaczeslaw)*

*Spencer, Aaron & Irma*

*Stichting Levi Lassen*

*Tilinka Foundation*

*United Jewish Communities*

*Wohl Foundation*

*Wolfson Family Foundation*

*Women's League for Israel*

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A.M.N. Foundation  
Abraham & Sonia Rochlin  
Foundation  
Abrahami, Baruch  
Abrahams, Gerald  
Abraham, Peletz & Pisa  
Abutbul, Michael  
Adelipour, Sohaila  
Adler, Leah  
Aharon Guttvirt Foundation  
Aharon, Zvi Eran  
Aide Médicale Pour Israël  
Nussia and Andre Aisenstadt  
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Aktionskomitee Zur Betreuung  
Israelischer Kriegsgeschadigter  
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Arison Family Foundation  
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Atkind, Leon & Belle  
Ayer, Ariela  
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Babush, Harry & Evelyn  
Baghdadi, Nissim  
Baier, Family of Belle & Hy  
Ballon, Florence  
Ballon, Milton  
Bank HaPoalim Ltd.  
Bank Leumi  
Bar-David, Sarah & Aaron  
Barak, Tzipora  
Barucha, Beram Estate

Barush, Yakov-Kobi  
Bashaari Haim Va Rachamim  
Beecraft, Doris & Bert  
Belachman, Arie  
Ben-Uriel, Mica  
Bequest of Ms. Bennett  
Beracha Foundation  
Bercowitz, Sharon M.D.  
Berg, Jonathan & Sharon  
Berg, Marsha & James L.  
Berkley, Mr. & Mrs. Fred  
Berry, Dr. Richard & Beverly  
Bertler, Mrs. Mariana  
Best Products Foundation  
Bettsak, Samuel E. & Family  
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Birnboim, Moshe  
Black, Isabelle & Scott  
Blaichman, Frank & Cesia  
Blank, Edward & Sharon  
Bloch, Sam & Lilly  
Blond, Elaine & Neville  
Bloom, Beatrice  
Bloome, Sharon & Mark  
Blumenthal, Eva & Lionel  
Bochshtenski, Esther  
Bodock, Rivka et Joseph  
Born, Robert & Esther  
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Bowes, Rev. George & Ivy  
Brachman, Malcolm  
Braunshtein, Abudi Advocate  
Braunstein, Joann & Harry P.  
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Family  
Breindel, Stella  
Brieman, Mira  
Broder, Abraham  
Broder, Dr. Rose  
Brosh, Yakobi-Kobi  
Buchari, Muhammed Amin  
Burstin, Jack & Erna  
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Cahana, Yakov  
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Association for Elderly  
Immigrants - San Francisco  
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Cluck, Isabella  
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Cohen, Amar  
Cohen, Arnold L. & Barbara  
Cohen, Ayala & Elisha  
Cohen, Bruria  
Cohen, Dvora & Menachem  
Cohen, Ethel  
Cohen, Jeremy  
Cohen, Omer  
Cohen-Debra, Marianne  
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Crown Foundation  
Cutler, Natalie  
Czerniejewer, Herman & Rose

Daily-Rauch, Shlomit  
Dalman, Michael & Dafna  
Danon, Joseph  
Dansac, Madame Judit Renee  
Dansker, Norman & Gloria  
Darzener, Carmela & Michael  
David, Fanny & Davy  
David, Miriam & Joseph  
David, Stella & Sonny  
Davidah, Yakov  
Davidov, Yakov  
Davidovitch, Abraham  
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De Hart, Elvir

Denburg, Dorothy & Howard  
Derfeld, Maria  
Deutsch, Alex  
Deutsch-Israelische Hilfe Für  
Krebskranke Kinder  
Dibly, John  
Die Deutsche Artegemeinschaft  
für Medizinische  
Zusammenarbeit  
Diller, Dorothy  
Donor, Mr. Herbert  
Dor Udi, Oded  
Doron, Dr. Jaffa & Arie  
Dover, Dr. Bertie & Barbara  
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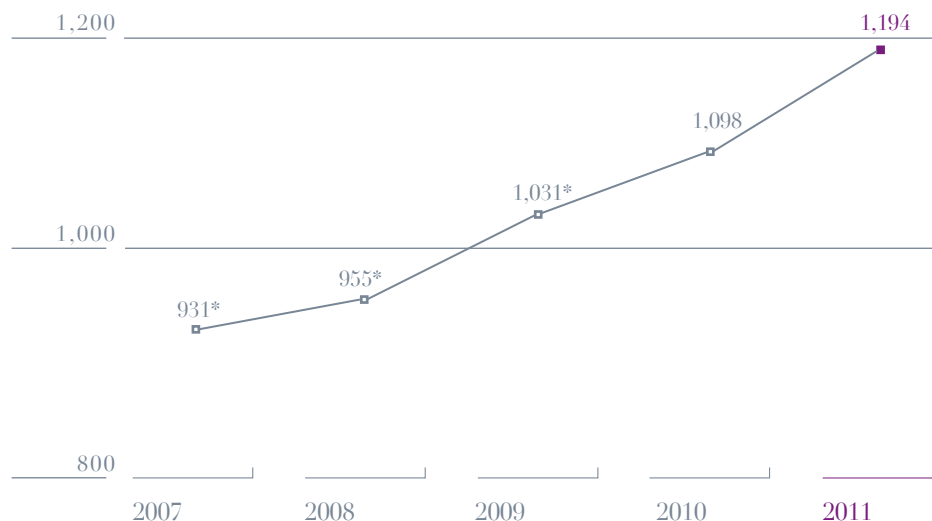
# Fiscal Overview

## STATEMENT OF ACTIVITIES *(in millions of shekels NIS)*

	2010	2011
<b>INCOME:</b>		
Medical services rendered	1,043	1137
Donations	20	17
Research projects	21	25
Other	14	15
	<u>1,098</u>	<u>1,194</u>
<b>ALLOCATIONS:</b>		
Building construction and renovation	75	113
Medical equipment	30	20
Computerized equipment	5	5
Equipment & supplies	5	5
	<u>115</u>	<u>143</u>
<b>EXPENSES:</b>		
Salaries	701	753
Medical and technical equipment	167	199
Maintenance	58	70
Operating expenses	139	156
General administrative expenses	56	72
	<u>1,121</u>	<u>1,250</u>

*Full reports are available upon request.*

## INCOME 2007-2011 *(in millions of shekels NIS)*



*\* recalculated.*

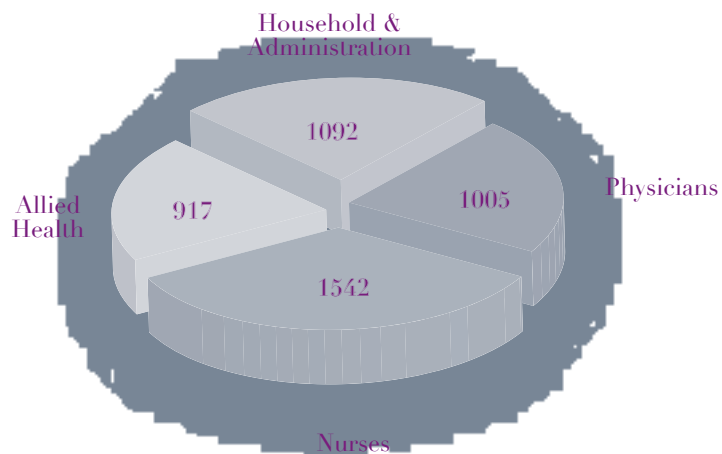


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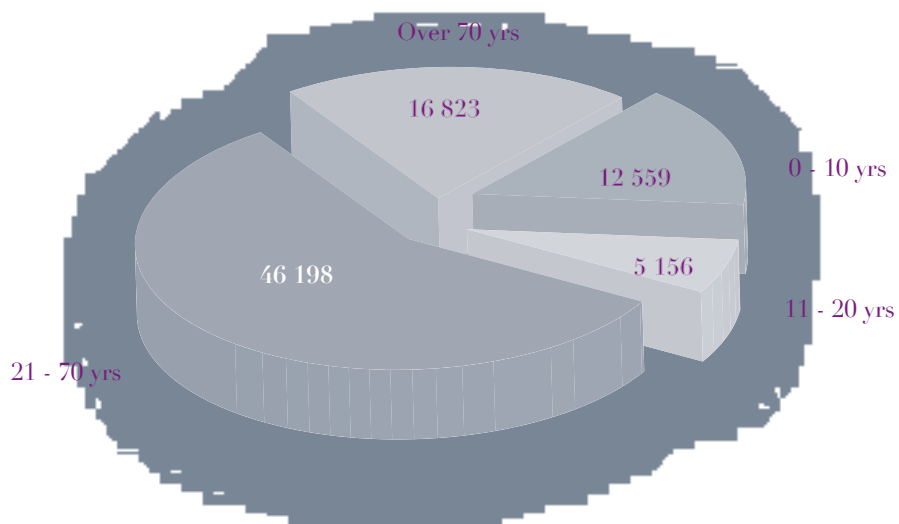
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EMPLOYEES BY SECTOR

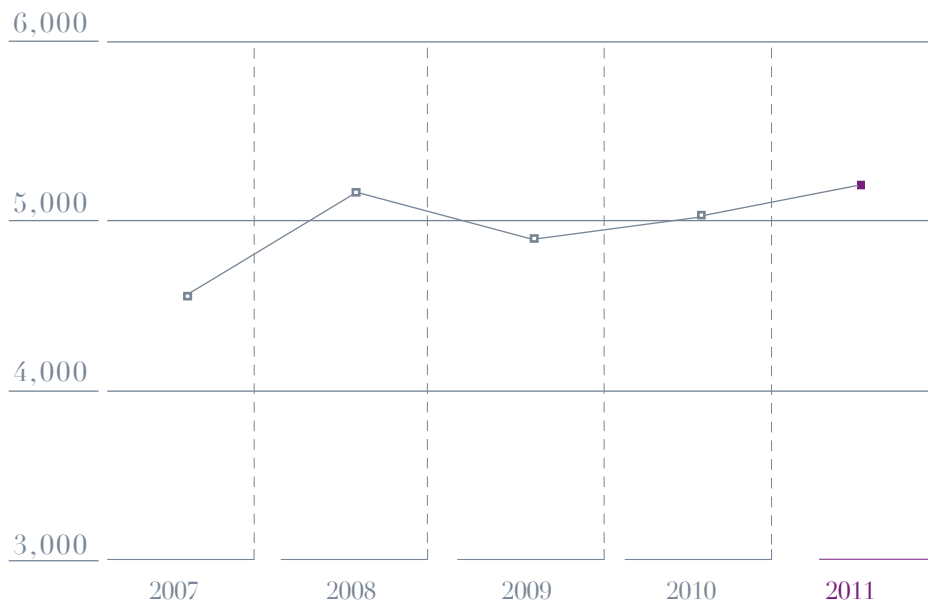


# Patients

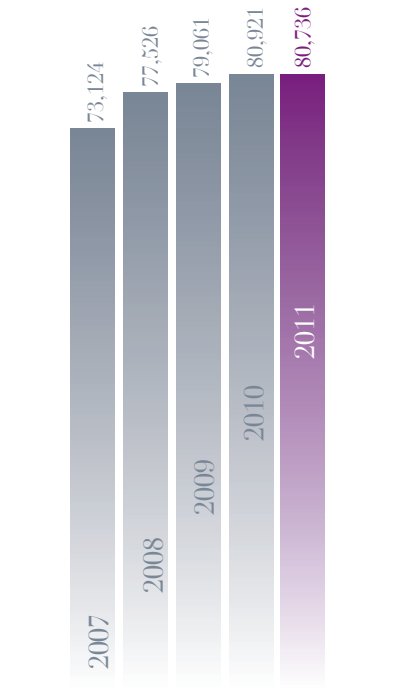
PATIENTS BY AGE



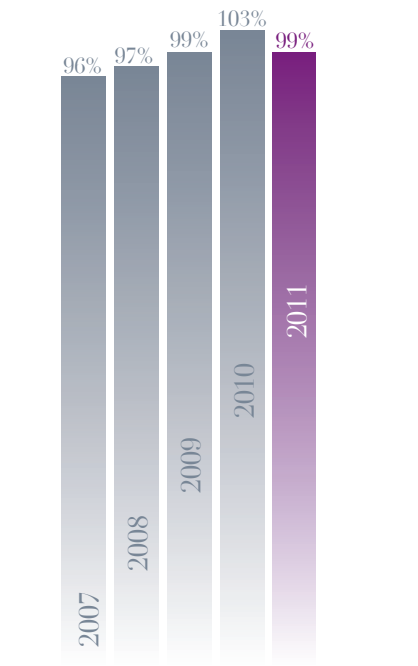
NUMBER OF BIRTHS 2007-2011



### ADMISSIONS 2007-2011



### OCCUPANCY 2007-2011



- Central laboratories 9
- Hospital beds 898
- Inpatient wards 36
- Medical institutes 10
- Medical units 54



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POB 9602  
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Israel

[www.rambam.org.il](http://www.rambam.org.il)  
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