

RAMBAMHCC

ANNUAL
REPORT
2015



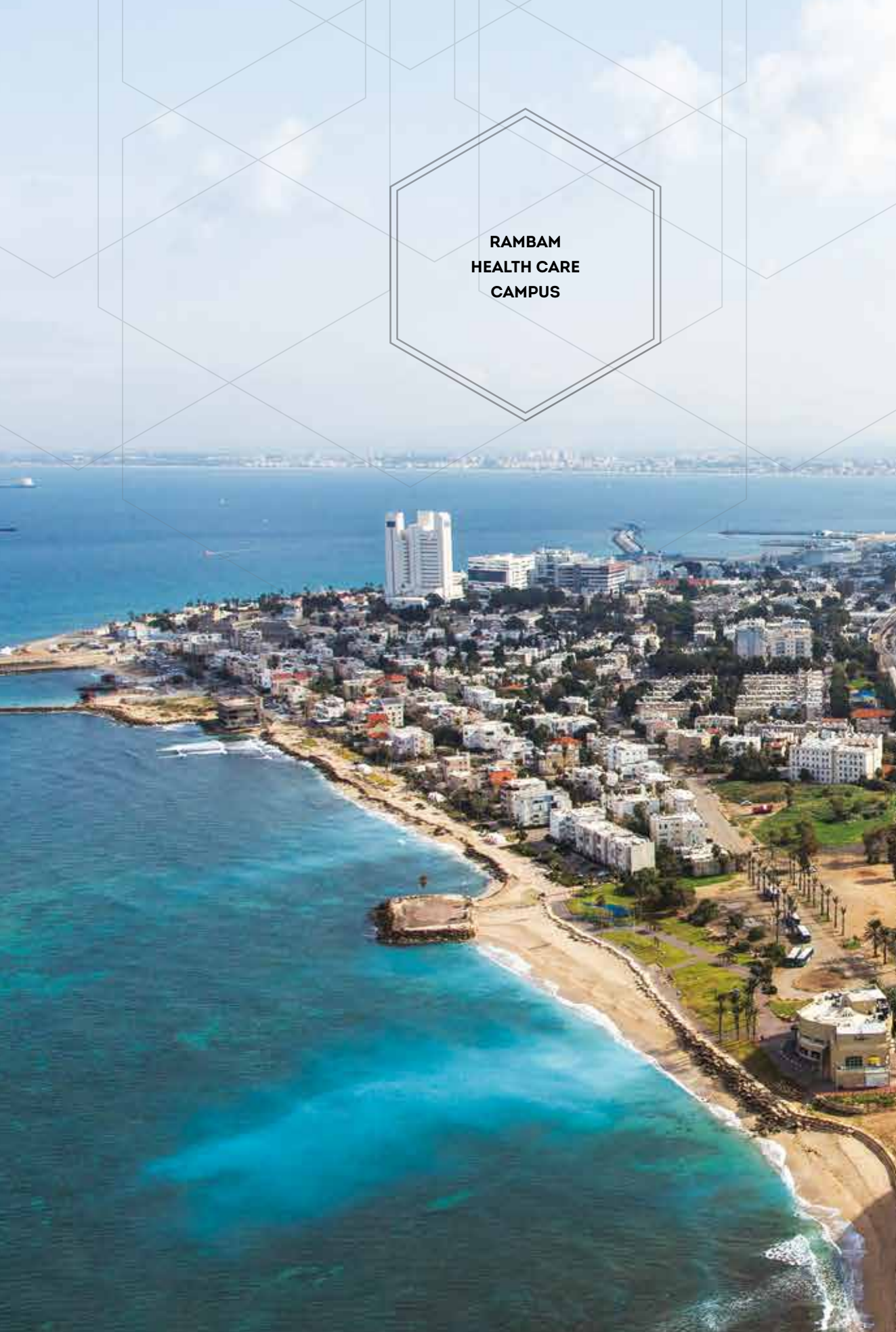
Pictured on cover and facing page:

Bone marrow transplant patients and medical staff exercise at daybreak on the Haifa beach promenade

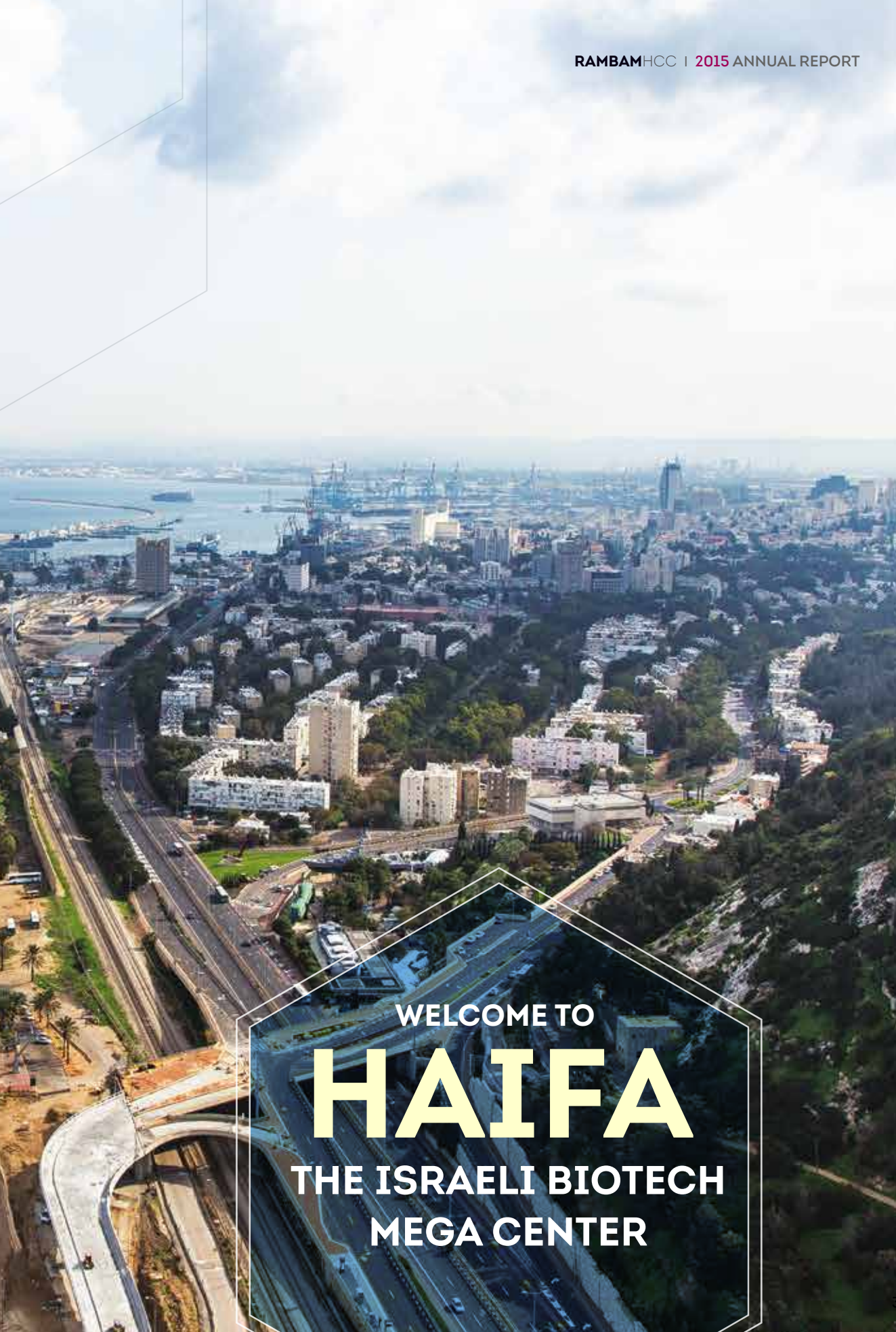
RAMBAMHCC



**ANNUAL
REPORT
2015**



**RAMBAM
HEALTH CARE
CAMPUS**



WELCOME TO

HAIFA

THE ISRAELI BIOTECH
MEGA CENTER

RAMBAM MEDTECH



The digital healthcare market is projected to exceed \$50 billion by the year 2020 and to catalyze an economic and quality revolution on the global medicine map.

Rambam MedTech, along with medical technology leaders IBM Watson Health, Medtronic, and Pitango Venture Capital, was selected to establish a new digital medicine incubator in Haifa.

MindUP is expected to cultivate over 40 new companies over the next decade, having a rippling impact on the future of digital medicine locally, nationally, and worldwide.

INTRODUCING
THE HAIFA BIOTECH INCUBATOR







Architect's design for the new complex to be built in the Haifa Life Sciences Park

WELCOME TO RAMBAM





Esteemed friends and benefactors,

Almost ten years have passed since the Second Lebanon War delivered its resounding wake-up call, reminding us of our responsibility to provide a secure environment during wartime for the population of Northern Israel, and for our staff who are charged with their care.

Our response to the barrage of missiles on Haifa in the summer of 2006 was an ambitious and far-reaching plan. Not only did it take into account the safety of our patients and staff—but it also envisioned new facilities that would allow us to deliver medical care and conduct clinical research at the highest international levels for years to come.

A decade later, we are proud to see how an initiative sparked by the trauma of the missile attack is having a profoundly positive impact on our patients, staff, surrounding communities, and the international medical research world. In the face of violence and destruction, we have chosen life!

The pages of this Annual Report bring to you a small sampling of the numerous and diverse activities that make Rambam a renowned center

for professional excellence and innovation, placing patients at the center of every endeavor. Professor Itay Shavit, Director of the Pediatric Emergency Unit at the Ruth Rappaport Children's Hospital, observed, "when you offer excellent services in an attractive facility, people will come." This has been borne out by the rise in number of patients, surgical procedures performed, and outpatient visits to Rambam over the past year—in large part facilitated by our West Campus expansion.

The Ruth Rappaport Children's Hospital operated at almost full capacity in 2015, and the remaining two floors opened in the spring of 2016. It is hard to measure who is more satisfied with our bright, new pediatric facilities—our young patients, their families, or our medical team.

In parallel, significant progress was made towards opening the Joseph Fishman Oncology Center in 2016. This spacious new facility will offer comfort and privacy to our patients from Haifa, Galilee and the north of Israel, as they receive the best possible treatments. With support from the Israeli government, we can complete the purchase of modern radiation accelerators, build the facility to house them, and finish the last two floors of the Joseph



Fishman Oncology Center, which is our highest priority. Nevertheless major funds are still needed to complete supplementary radiation therapy and other major equipment acquisitions.

The coming decade will see a plethora of new therapeutic approaches for various types of cancer. Rambam will be at the forefront of this trend, both as the initiator of, and participant in, multi-center clinical studies. We see a huge advantage in the collaborations established between Rambam and the Technion's new Oncology Research Center in the Ruth and Bruce Rappaport Faculty of Medicine. They will present us with a unique opportunity to combine clinical care with the frontiers of research, spearheaded by Nobel Laureate Professor Aaron Ciechanover.

Establishing the new Cardiovascular Hospital is a top priority for the coming year. Rambam has a long and impressive record in cardiovascular

medicine, having produced transformative innovations in stents, imaging technologies, and stem cell therapies, among others. The new hospital will enable us to leverage our professional expertise, to continue providing superb care for our patients, and develop new therapeutic approaches for the heart diseases that continue to be the primary cause of mortality in the Western world.

On the medical research front, we can point to a number of pivotal achievements during 2015. A new hemato-oncology research wing opened in Rambam's Clinical Research Institute, equipped with the special facilities needed to produce cellular treatments for patients with leukemia and other malignant blood diseases. In parallel, plans for the new Biomedical Discovery Tower on the West Campus are underway. The tower will provide facilities for research into diabetes, oncology, medical device development, personalized medicine, and genetics, among



other fields of medical relevance. There will be dedicated spaces for biomedical start-ups and incubator initiatives that will benefit from proximity to the academic research facilities of the Technion's Faculty of Medicine and Rambam's clinical environment.

During the past year, Rambam MedTech, our technology transfer arm, has continued to help Rambam clinician-scientists develop their intellectual properties. In 2015, some 20 initiatives were at various stages of feasibility assessment, patent registration, and commercial development.

Perhaps the most important development this past year was the selection of Rambam MedTech, along with the venture capital firm Pitango, the medical device developer Medtronic, and IBM Watson Health, in a nationwide tender to establish an incubator for digital health and medical device development in Haifa. The

incubator, MindUP, was established in early 2016 and carries a huge potential for the future of medicine worldwide.

Maintaining our cutting edge requires a constant influx of new professionals. During 2015 we recruited a number of leading physicians to serve as department heads, and have invited the most promising residents to come build their careers at Rambam. Their vision, talents, and energies will help navigate Rambam's future.

The momentum of Rambam's achievements and the partnership of our devoted friends is the wind in our sails. Twenty-fifteen was a good year, and we foresee many more positive developments in the year to come!

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



WHY RAMBAM?

Professor Marcia Javitt, a senior clinician and researcher specializing in women's and genitourinary imaging, and a recipient of the American Board of Radiology's Lifetime Achievement Award, recently joined Rambam as Director of the Department of Medical Imaging.

WHAT MILESTONES POINTED THE WAY TO RAMBAM?

The prospect of making Aliya was always something that we considered. In 2013, when a friend told me about the position opening at Rambam, I was curious enough to come and learn more, once I was invited. We had one meeting and then another, and I realized this could be a great fit.

AND WHAT ULTIMATELY TIPPED THE SCALES?

The people I met at Rambam were extraordinary. The Rambam team of managers and clinicians are remarkable, dedicated people who lead by example. Professor Rafi Beyar has an amazing ability to see and bring out the best in people. I was also deeply impressed by the diversity at Rambam—seeing

OVER
60
 NEW IMMIGRANTS
 HAVE JOINED
 RAMBAM'S STAFF
 OVER THE LAST
 DECADE

— FROM —

- ARMENIA
- BELORUSSIA
- CHILE
- ETHIOPIA
- FRANCE
- GERMANY
- ITALY
- KYRGYZSTAN
- LATVIA
- MEXICO
- ROMANIA
- RUSSIA
- SOUTH AFRICA
- SPAIN
- TAJKISTAN
- UKRAINE
- UNITED STATES

people from so many different backgrounds working together with such deep commitment. I was instantly attracted to the enterprise and began to imagine myself making a contribution.

HOW HAS YOUR EXPERIENCE AT RAMBAM DIFFERED FROM THAT IN THE UNITED STATES?

Because it is a government hospital, Rambam has relatively limited resources. And yet, we are able to do more with less than any hospital that I know in the United States. Unlike American hospitals, there is really no middle management. If I have something to discuss, I can go directly to the top and find a willing listener. There is a general "can do" attitude, and it is infectious.

HOW DID YOUR RESEARCH PROGRAM WEATHER THE MOVE?

In a very short time, I was able to see the possibilities that could come from the raw talent here at Rambam. Through collaboration between the

Department of Radiology, our clinical colleagues, the basic scientists at the Technion, and our industrial partners, we are breaking new ground in clinical research. We are working on several new projects, including multimodality imaging with focal therapy for prostate cancer. A plan to design and build a wireless digital ultrasound probe with the capacity to transmit three dimensional volume datasets through the internet or the cloud is also on the drawing board. These and other projects are clinically relevant and innovative.

AND NOW, AFTER A YEAR AND A HALF AT RAMBAM?

Although it took a lot of 'chutzpah' to start out in a new and unknown place, I was ready for the next great challenge. So far it's been even more exciting and rewarding than I imagined.

SNOOZY

SEE FEEL TOUCH HEAL

In the recently opened Snoozy Sensory Therapy Room in the Ruth Rappaport Children's Hospital, children are encouraged to explore a wide range of sensory experiences under the guidance of specially trained occupational therapists.

The Snoozy (Snoezelen) Sensory Therapy Room was established through the generous gift of Zui Wizner, on behalf of the Wizner Family, in memory of his wife, Mina Wizner, mother of Yaron, Eyal and Gili.

A child with physical disabilities is shown playing with strings of colored lights. The child is wearing a blue long-sleeved shirt and is reaching out towards the lights. A woman with glasses and a white lab coat is leaning over the child, smiling and looking at the lights. The room is filled with colorful lights, creating a vibrant and engaging atmosphere.

PLAYING WITH STRINGS OF COLORED LIGHTS ENGAGES A CHILD WITH PHYSICAL DISABILITIES.

PRESSING INTO A SOFT, YIELDING PILLOW RELAXES A CHILD UNDER STRESS.

PICKING COLORS FOR A BUBBLE TUBE EMPOWERS A CHILD WITH A SENSE OF CONTROL, AND IS A WELCOME RESPITE FROM DEMANDING TREATMENTS.

A CHILD'S UNIQUE IMAGE

Before the construction of the new Ruth Rappaport Children's Hospital, young patients had to undergo imaging procedures in the daunting main hospital.

The opening of the new Pediatric Imaging Unit has changed all that.

"Almost all imaging tests are performed here, using our excellent, child-oriented facilities for ultrasound, X-rays, and fluoroscopy. We are also in charge of pediatric CT scans and MRI studies.

We offer personalized service, devising treatment plans that focus on the health and unique needs of the child. This means we will always try to choose imaging modalities with no ionizing radiation; if that is not possible, we use the lowest possible doses.





Dr. Anat Ilivitzki

We give priority to our young oncology patients, performing all ultrasound-guided tissue biopsies within a day and under sedation.

It's not just about the equipment. It's also the spirit of the place. Everything from the colorful surroundings to the

sensitivity of our staff, to the special needs of children, come together to put our young patients at ease, and help them heal faster."

- Dr. Anat Ilivitzki, Director, Pediatric Imaging Unit,
Ruth Rappaport Children's Hospital

GREEN BUILDING

THE RUTH RAPPAPORT CHILDREN'S HOSPITAL IS ISRAEL'S FIRST HEALTH CARE INSTITUTION BUILT AND CERTIFIED ACCORDING TO ISRAELI GREEN BUILDING COUNCIL STANDARDS.

Caring for the environment is a natural extension of caring for the health of our citizens. With this guiding principle in mind, Rambam's administration and supporters made the decision to design, build, and operate the new Ruth Rappaport Children's Hospital according to internationally recognized standards of environmental sustainability.

Every design decision, from initial conception through construction and furnishing, was aimed at minimizing the building's impact on the environment, while promoting the health and wellbeing of patients and staff. Choices regarding the exterior and interior building materials took into account factors such as environmentally sustainable manufacturing processes, recyclability, and local sourcing.

Wherever possible, natural light, and passive heating and cooling were utilized to keep energy consumption to a minimum. Assisted by smart insulation design and materials, the hospital's soaring three-story high atrium stays pleasantly lit and temperate year-round with significant energy savings.



AN ENVIRONMENTALLY SUSTAINABLE HOSPITAL



Water management systems ensure that this most precious resource is not wasted; when possible, water is recycled for use in the building's cooling towers. Facilities and procedures for waste handling and recycling are integrated into the hospital's operational scheme.

Taking into account the special needs of a health care setting, the hospital's interior was designed to be aesthetic, bright, comfortable, and well-ventilated. The combined result is a nurturing environment where patients and staff can focus on the important work of healing.

Now, over a year since its opening, the energy efficiency of this green building initiative has been a quantifiably sweeping success. With the new Ruth Rappaport Children's Hospital in full operation, Rambam has achieved a decrease in overall energy expenditure per square meter across the entire health care campus!



(l-r) **Professor Adi Rachmiel**
Maxillofacial Surgery

Dr. Liron Eldor
*Plastic and Reconstructive
Surgery*

Professor Gil Ziv
Head and Neck Surgery

Dr. Sagit Zolotov
Endocrinology

Professor Gill Sviri
Neurosurgery

Limor Chen, MA, RN
Head and Neck Center

Dr. Jacob Cohen
Laryngology

Dr. Dima Ostrovsky
Rhinology

Dr. Zvi Gutmacher
*Oral and Maxillofacial
Rehabilitation*

Professor Ziv Gil had an ambitious plan when he took over as Director of Rambam's Department of Otolaryngology-Head and Neck Surgery two years ago. His vision was to establish an interdisciplinary team comprised of Rambam's top experts to deliver the highest level of treatment for patients with cancer involving the head and neck. Not only would they be evaluated and treated by the most skilled physicians, but the waiting time for appointments would be significantly reduced, even to the same day. Two years later, Professor Gil has achieved his ambitious goal.



HEAD FIRST

WELCOME
TO ONE OF
ISRAEL'S
PREMIER
CENTERS OF
EXCELLENCE
FOR HEAD
& NECK
CANCER
TREATMENT

Rambam's Head and Neck Center is the only service of its kind in Israel with such a diverse team of experts, performing over 3,000 procedures and receiving 18,000 patient visits in its outpatient clinics annually—double that of any other equivalent department in Israel. And with a new branch opened in Tel Aviv, the Head and Neck Center has positioned Rambam as a true referral center for patients throughout the country.

A new, state-of-the-art operating room, the first of its kind in the world, was built for Rambam's Department of Otolaryngology-Head and Neck Surgery and Head and Neck Center, thanks to gifts from Sagi Ben Moshe, Oded Turgeman, Moti Sonnenfeld, Caspi Aviation Ltd., Electric Company Worker's Union-North, Salmon Isak Gimple, Shlomo Shmeltzer z"l, and Jacky Bibliowicz.



DEVELOPING ADVANCED IMAGING TECHNOLOGY WITH GE

Rambam and General Electric (GE) are longtime partners in developing cutting-edge medical devices. Professor Zohar Keidar, Deputy Director of Rambam's Nuclear Medicine Institute, was recently chosen by GE to lead the single research site study of the world's first general purpose, ultra-high resolution SPECT/CT imaging system with a new digital detector powered by cadmium zinc telluride (CZT) technology. **This is one of the biggest nuclear medicine technological breakthroughs since the introduction of the first general purpose gamma camera in 1957!**

Professor Zohar Keidar



Until now, CZT technology has been limited to organ-dedicated devices, whereas the new system is the first to allow doctors to perform exams on multiple organs, including whole-body exams.

Dr. Keidar anticipates that this will enable more patients to benefit from the higher accuracy, shorter scan times, and reduced radiation dosages the new system offers.



Rambam is a pioneer in introducing robotics into the operating room in Israel, with clear advantages for our patients. The advent of robotic surgery has enabled surgeons to perform operations that are dramatically less invasive, with more rapid recovery times and minimal scarring.

“For women who once would have undergone major surgery, the quality of life and cosmetic benefits of this minimally invasive approach are extremely significant.”

- Professor Lior Lowenstein, Director,
Gynecology Division



LEADING THE ROBOTICS REVOLUTION

(l-r) Professor Lior Lowenstein, Professor Gil Bolotin

Rambam is the only medical center in Israel, and one of few in the world, where gynecological surgeons combine robotics with laparoscopic surgery to perform pelvic floor and other procedures through a single, small incision site.

Rambam's Department of Cardiac Surgery was the first in Israel to introduce robotic-assisted single coronary bypass surgery.

“The robotic extension of the surgeon’s hands enables us to access the mammary artery in a way that is intuitive, fast, and significantly less painful and physically traumatic to the patient.”

- Professor Gil Bolotin, Director,
Department of Cardiovascular Surgery

INNOVATION

SOLUTIONS FOR TOMORROW

Rambam clinicians with ideas for medical innovations don't need to negotiate the challenging road to commercial development on their own. The Rambam Innovation Fund and Nitzoz (Spark) program provide funding and practical support to help physician-innovators launch early-stage medical initiatives.

A new prototype lab where promising ideas can make the transition from concept to the physical realm is now under construction—the first of its kind in Israel. Rambam's partnerships with medical device developers, startups, and incubators are paving the way for promising and feasible initiatives to reach the marketplace.



Rambam innovators look to the future

Back row (l-r)

Dr. Nadav Ben-Haim
Rambam Med-Tech
and R&D Unit

Dr. Yaniv Keren
Orthopaedic Surgery Section

Dr. Yaron Berkovich
Orthopaedic Surgery Section

Middle row (l-r)

Dr. Amir Hadash
Pediatric Intensive Care Unit

Dr. Josef Ben-Ari
Pediatric Intensive Care Unit

Ms. Ronya Rubinstein, Esq.
R&D Unit

Professor Ilan Gruenwald
Neuro-Urology Unit

Professor Naim Shehadeh
Department of Pediatrics A

Front row (l-r)

Professor Ehud Klein
Division of Psychiatry and
Division of Research

Dr. Hadar Zigdon
Department of
Periodontology

Dr. Iyad Khamaysi
Department of
Gastroenterology and
the Hepatology Unit

Dr. Yaron Bar-Lavie
Division of Critical Care

Dr. Zahava Gallimidi
Department of Medical
Imaging and the
Mammography Unit



Professor Yehuda Chowers

TAKING THE GUESSWORK OUT OF TREATING INFLAMMATORY BOWEL DISEASES

Biological treatments for inflammatory bowel diseases are effective for some, but not all. In several of his many research projects, Professor Yehuda Chowers, Director of the Gastroenterology Department, is collaborating with Dr. Shai Shen Orr of the Technion to identify markers that can predict how a person with the disease will respond to a particular treatment.

"Using deep immunophenotyping techniques, we hope to understand why some patients' immune systems cooperate with a specific treatment, while others perceive it as an intrusive threat. Sometimes there is a fine line between the two, and the ability to prescribe the proper dosage is critical."

- Professor Yehuda Chowers

THE PLURIPOTENTIAL OF STEM CELLS FOR UNDERSTANDING HEART DISEASE

Professor Lior Gepstein, Director of Cardiology at Rambam and a Technion researcher, made medical history when he differentiated embryonic stem cells into functioning heart cells *in vitro*. Now Dr. Oren Caspi, an intern in Rambam's Department of Cardiology, is using his mentor's system to transform induced pluripotent stem

cells into heart cells that encapsulate the factors causing Sudden Cardiac Death Syndrome—a leading cause of death in young athletes. Dr. Caspi's research could potentially lead to new diagnostic and treatment approaches for this cataclysmic condition.



Dr. Oren Caspi

DR. CASPI IS THE RECIPIENT OF THE IRANIAN AMERICAN JEWISH CULTURAL ORGANIZATION (IAJCO) CARDIOLOGY FELLOWSHIP WHICH WAS PRESENTED AT THE 2ND ANNUAL KEEPING HEARTS BEATING IN ISRAEL EVENT, HOSTED BY DR. JAMSHID AND ANGELA MADDAHI IN CALIFORNIA.



(l-r) Lina Basharat and Lab Manager, Dr. Tami Katz

THE PERSONALIZED VACCINES ARE PRODUCED IN A NEW SPECIALLY DESIGNED CLEAN ROOM FACILITY ESTABLISHED IN RAMBAM'S HEMATOLOGY RESEARCH CENTER. THIS FACILITY PROVIDES THE HIGHLY STERILE CONDITIONS NEEDED FOR MANUFACTURING BIOLOGICAL PRODUCTS FOR USE IN HUMANS. THE AVAILABILITY OF THE CLEAN ROOM OPENS NEW OPPORTUNITIES FOR CUTTING-EDGE CLINICAL TRIALS, CONDUCTED BY INVESTIGATORS AT RAMBAM IN COLLABORATION WITH THE BIOMEDICAL INDUSTRY.



PERSONALIZED CANCER THERAPY

A group of Rambam patients diagnosed with acute myeloid leukemia is now participating in an important clinical study evaluating the efficacy of individually generated cancer vaccines. This new form of personalized therapy involves merging leukemic cells of a particular patient with specialized cells that stimulate their immune system.

This clinical trial is part of a collaborative program between Rambam's Hematology and Bone Marrow Transplantation Section in Haifa and the Beth Israel Deaconess Medical Center – Harvard Medical School in Boston.



Dr. Lilach Bonstein

THE PLATELET PROTECTORS

“Much of my work involves introducing physicians to the resources the lab offers, and the importance of counseling and monitoring couples at risk. I travel the country spreading this life-saving message.”

- Dr. Lilach Bonstein

OVER 150
FAMILY REFERRALS
ANNUALLY FROM
ALL OF ISRAEL

OVER 350
NEUTROPHIL
ANTIBODY TESTS
PERFORMED IN LESS
THAN TWO YEARS

*Half of them on babies
under two years old.*

When certain diseases or conditions cause the immune system to turn against its own white blood cells or platelets, or against the fetal cells in the case of some expectant mothers, the results can be fatal.

The Platelet and Neutrophil Immunology Laboratory at Rambam serves children, expectant women, and families throughout Israel, diagnosing specific immune disorders of blood cells and counseling

patients with genetic affinity to these diseases in their family planning.

Established and headed by Dr. Lilach Bonstein, Director of Rambam's Blood Bank, **the Platelet and Neutrophil Immunology Laboratory is the only one of its kind in Israel, and one of few in the world, dedicated to platelet and neutrophil antibody detection and identification.**

FOR RAMBAM'S ELDERLY PATIENTS,

HELP IS HERE

WITH LIFE EXPECTANCIES AMONG THE HIGHEST IN THE WORLD, NORTHERN ISRAEL'S AGING POPULATION INCREASINGLY DEPENDS ON RAMBAM'S HEALTH CARE SERVICES.

Professor Tzvi Dwolatzky (above left)

“Not only do the patients benefit, but hospital staff and family members are seeing the positive impact of constructive interaction with the elderly.”

- Professor Tzvi Dwolatzky

As part of the Hospital Elder Life Program (HELP), recently launched at Rambam, volunteers are reading to, walking with, and otherwise engaging with elderly patients to prevent them from losing coherence and functionality during hospitalization.

Developed at Yale University, HELP was adopted by

Professor Tzvi Dwolatzky, Director of Rambam's Geriatric Services, and the program has already reached over 1,000 patients.

Rambam is the first hospital in Israel to offer such a service, and will serve as a catalyst for developing similar programs throughout the country.



(l-r) Professor Elon Eisenberg and Dr. Simon Vulfsons

CANNABIS? PRECISELY.



Rambam's Pain Medicine Institute is the clinical research partner with SYQE Medical for development of a new, metered-dose, pharmaceutical grade, medical cannabis inhaler. Dr. Simon Vulfsons and Professor Elon Eisenberg of the Pain Medicine Institute are studying the pharmacokinetics, efficacy, safety, and ease of use of the new medical device, which may provide a welcome, controlled delivery platform for cannabis therapy.

“Cannabis has strong biological effects for improving appetite and reducing nausea, and for treating epilepsy. While its effects for pain reduction are moderate, it does increase a sensation of wellbeing. With the new device, we are able to measure exact increases of THC in the blood with a 100 microgram resolution, which can help physicians achieve the balance between symptom relief and psychoactivity.”

- Dr. Simon Vulfsons, Director,
Pain Medicine Institute

JEWISH AND ARAB TEENS COME TOGETHER



“We were surprised and delighted to see the open dialogue and friendships that developed between the students. For some, it was the first time they had communicated with a peer from the parallel society. We decided to build on this success and generated a program in which the students visit each other’s schools as part of the learning process, and become acquainted with each other’s culture. And now, students from both schools are volunteering together at Rambam in the HELP program for elderly patients.”

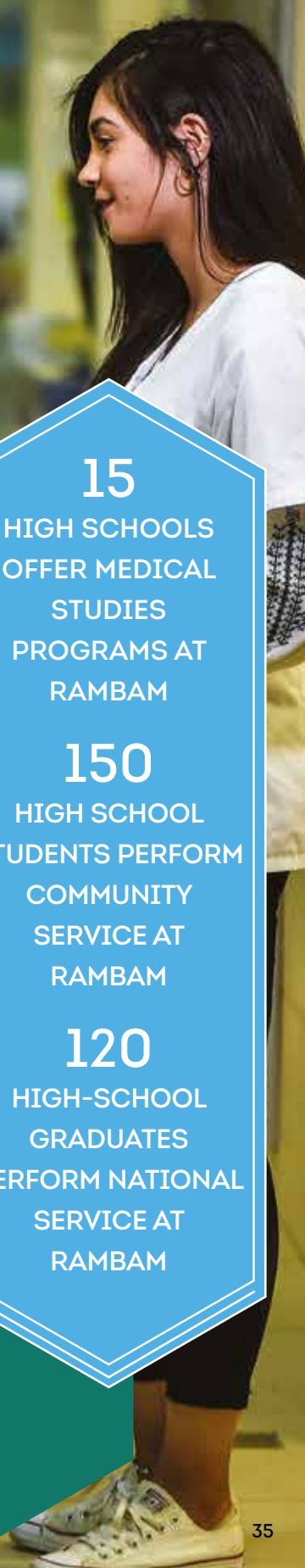
- Shlomit Katzir, Coordinator for Community Education and Volunteer Programs at Rambam

Rambam has a long history of hosting study programs in medicine for gifted high school students from throughout Northern Israel. But in a recently developed initiative that brings together Jewish students from the Haifa suburb of Kiryat Yam, and Arab students from the Galilee city of Shefar’am, the lessons learned extend far beyond the original curriculum.

15
HIGH SCHOOLS
OFFER MEDICAL
STUDIES
PROGRAMS AT
RAMBAM

150
HIGH SCHOOL
STUDENTS PERFORM
COMMUNITY
SERVICE AT
RAMBAM

120
HIGH-SCHOOL
GRADUATES
PERFORM NATIONAL
SERVICE AT
RAMBAM



RECOVERY IS JUST A STEP AWAY



An Exercise Club for Bone Marrow Transplant Patients

“I can’t take ten steps and you expect me to walk for an hour?” This is a typical response when volunteer Doron Bloch invites a patient to join Rambam’s Bone Marrow Transplantation Unit exercise club. Several months later, when that same patient has not only walked the entire hour, but is enjoying coffee with friends and staff from the unit, it is clear they have taken giant strides towards recovery.

Started by Professor Tsila Zuckerman, Director of the Bone Marrow Transplantation Unit, and social worker Naama Lapid, this physical fitness initiative builds trust between patients and their health care providers in an informal setting that shifts their focus from illness to health. Bloch, an information technology specialist at Rambam and a professional athlete, is thrilled to volunteer as the physical trainer for the club. **“I deeply believe in the healing power of a sporting life.”**





"Master Technion" Swim Team at Haifa's Technion-Israel Institute of Technology swimming pool

SWIMATHON

SWIM FOR CHILDREN 2015

—
RAISING
MONEY TO
TREAT
CHILDREN
—

MAKING WAVES FOR RAMBAM'S PEDIATRIC PATIENTS

Swim for Children 2015 was the community service brainchild of the "Master Technion" Swim Team at Haifa's Technion-Israel Institute of Technology: a unique, 50 km swimathon to benefit the Ruth Rappaport Children's Hospital.

Over a period of 24 consecutive hours last May, team members traversed the Technion pool, earning donations from their sponsors for each lap they swam towards the purchase of a set of pediatric defibrillators.

One of the swimmers, Arik Even, had undergone complex surgery at Rambam in the past to treat severe spinal damage. After a lengthy rehabilitation process whose outcome was not assured, Arik was eventually able to resume a sporting life and return to the pool.

"Swimming is one of my greatest pleasures, and without the medical care I received at Rambam, I wouldn't have been able to make my contribution to this important cause."



THE CARDIOVASCULAR HOSPITAL OF THE FUTURE IS ALMOST HERE

Rambam has an exceptionally distinguished record of innovation in cardiovascular medicine, from new developments in cardiac stents to groundbreaking insights into cell therapy and regenerative medicine. The new, state-of-the-art, eight-story Cardiovascular Hospital will provide a fitting home to build upon this legacy.

The Cardiovascular Hospital was conceived as a broad, integrative center, combining excellent

clinical care, advanced research, and community services under a single roof. To meet our commitment to preparedness in any eventuality, at least two departments will be fully fortified against conventional and unconventional warfare. In the new hospital, patients will benefit from the latest clinical approaches and treatment facilities, in a safe, secure, modern, and comfortable environment.



THE
NEW
CARDIOVASCULAR
HOSPITAL

The new facility will include fully equipped laboratories, where Rambam physician-researchers will apply their clinical knowledge to develop new ways to prevent and treat cardiovascular diseases, which remain the number one cause of mortality in the Western world.

The Cardiovascular Hospital will also house a Healthy Living Center, a Women's Heart Clinic, and a Cardiovascular Genetics

Unit, all of which will contribute to the cardiovascular health and well-being of the citizens of Northern Israel.

As we accelerate our efforts to establish the Cardiovascular Hospital, Rambam is seeking visionary partners who will join us in shaping the future of prevention and treatment of heart disease.



Sol J. and Meri Barer with their grandchildren

SOL J. AND MERI BARER

A LOVE OF HUMANITY A PASSION FOR ISRAEL

Dr. Sol J. and Meri Barer are unique among donors in their desire to improve the human condition at both the broadest and most personal scales.

Dr. Sol J. Barer is an internationally recognized leader in the global biopharmaceutical industry, who has been instrumental in bringing pivotal medical

innovations to market. Meri Barer is devoted to promoting the wellbeing of children in various professional and volunteer capacities, and is active in a number of educational and other causes.

Together, the Barers have chosen a broad and generous philanthropic path that has impacted countless

beneficiaries and inspired an outpouring of accolades and awards. In Rambam Health Care Campus, the couple's commitment to medical research and compassionate healthcare has found a worthy partner.

Reflecting their appreciation of cutting edge technologies for improving health care,

the Barers were supporters of Rambam's acquisition of equipment including the robotic da Vinci® Surgical System, which has transformed the way surgery is performed at Rambam. And as devoted humanitarians, the couple's compassionate approach to hospitalized children and their families is especially evident throughout the Ruth Rappaport Children's Hospital.

The Meri & Sol J. Barer Neonatology and NICU Family Room provides a comfortable haven where parents of hospitalized infants can rest and find relief from the emotional and physical stress of round-the-clock care. The Barer-Zairi Pediatric Neurology Unit, another major gift from the Barer Family, treats children with a wide range of neurological disorders in a child-friendly ambiance.

The Meri & Sol J. Barer Play Atrium is the vital heart of the hospital, where thousands of children find respite from tension, pain, and uncertainty—providing proof in living color

that a hospital does not have to be a scary and threatening place. Most recently, the Barers extended a major gift that enabled Rambam to establish the Meri & Sol J. Barer Department of Pediatrics B, where children will receive optimal medical care in a welcoming and comfortable environment.

As a Board Member of the American Friends of Rambam (AFORAM), Meri Barer has been active in many of the organization's fundraising events. Most recently, she joined AFORAM's Board of Director's Executive Committee, which will be well-served by her energy and spirit.

Recipients of the 2013 Rambam Award, Meri and Sol J. Barer find in our hospital the humanity, compassion, and excellence that resonate with their own deepest values. We are honored to work in tandem with the Barers to promote Rambam as an oasis of peace and good will among its staff, patients, and friends in Israel and abroad.



Top: Sol J. and Meri Barer
Bottom: Meri and Sol J. Barer with Prof. Rafi Beyar (center) and AFORAM President Adam Emmerich (right)



Dear Friends,

This past year I saw many miracles come to pass at Rambam:

Our Ruth Rappaport Children's Hospital dramatically expanded its life-saving services for the children of Northern Israel; the Joseph Fishman Oncology Center was largely completed and will open its doors to patients this summer; and the Sammy Ofer Fortified Underground Emergency Hospital and Parking Lot became fully mission-capable. Many units within the existing hospital departments have been updated, and critical medical equipment has been purchased.

None of this could have happened without the extraordinary generosity of all of you—our longtime friends and supporters. In the coming year, with your help, we will continue to build Rambam's landmark Cardiovascular Hospital and we will strive to realize the vision of our Biomedical Discovery Tower.

We are so grateful for your contribution to Rambam's mission: to heal, to understand,

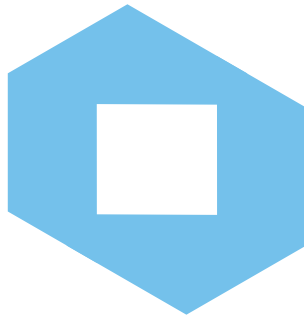
and to care for every human being. Together, we are creating the future of medicine in Israel.

We want everyone to witness the transformational care and innovation that make Rambam one of Israel's preeminent medical institutions. To this end, in 2015 we hosted thousands of supporters, visitors and delegations, including ambassadors and dignitaries from 58 countries.

The pages of this Annual Report illustrate many of Rambam's remarkable achievements. Yet there is nothing like seeing them with your own eyes. So I would like to take this opportunity to extend to you our warmest invitation to visit us in Haifa. Come to Rambam and see for yourself one of the national treasures of the State of Israel.

Esty Golan, PhD

Managing Director of International Relations and Chief of Strategic Development



**2015
IN NAMES
AND NUMBERS**



We are indebted to the vision and generosity of our friends from around the globe who have consistently helped us raise the bar.

With your help, Rambam has grown into one of Israel's most important centers for medicine and research. Each gift, from the major and transformational, to the symbolic and personal, has given us the means to make Rambam Health Care Campus a point of reference worldwide.

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 Sminski, Michael
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NEW APPOINTMENTS 2015



**Rambam HCC Director, Prof. Rafi Beyar
greet newly appointed directors:**

-
- l-r:* **Nissim Haim, LLM**, Chief Operating Officer
Ran Kremer, MD, Director, Department of Chest Surgery
Gila Hyams, RN, MA, Director of Nursing
Lior Gepstein, MD, PhD, Director, Department of Cardiology
Rafi Beyar, MD, DSc, Director, Rambam HCC
Gilad Amiel, MD, Director, Department of Urology
Aziz Darawsha, MD, Director, Department of Emergency Medicine

The Atidim (Futures) Research

Award Program provides funds to cover research-related time and expenses of the most promising medical residents for their research proposals.

The Ofakim (Horizons) Research

Award Program supports promising young clinicians at the beginning of their medical and research careers by covering the expenses related to meritorious research activities.

These and other related programs rely on the philanthropy of individuals and foundations who want to leave their mark on future generations through medical advancements facilitated by biomedical and clinical research.

2015

**2015 Atidim / Ofakim
Research Awardees****The Edna & Jonathan Sohnis
Clinical Scientific Atidim
Research Award**

Michael Mimouni, MD
Department of Ophthalmology

**The Rambam Atidim
(Futures) Award**

Yael Morgenstern, MD, PhD
Department of Internal Medicine B

**The Rambam Ofakim
(Horizons) Award**

Miry Blich, MD
Department of Cardiology

Amit Lehavi, MD
Department of Anesthesiology

Tova HersHKovitz, MD
Genetics Institute

2015

Rambam Award

Mr. Shimon Peres

Rabbi Lord Jonathan Sacks

Mr. Eyal Ofer

Ms. Mariita and Mr. George Feldenkreis

Professor Mary-Claire King

The Rambam Award honors individuals of extraordinary vision whose major contributions to medicine, technology and humanity are improving the wellbeing of countless individuals in Israel and around the world.

PREVIOUS RECIPIENTS

2014

Mrs. Herta and Mr. Paul Amir
Ms. Relly and Mr. Brent Dibner
Professor Howard (Chaim) Cedar
Mr. Yona Yahav

2013

Mr. David Green
Dr. Sol J. Barer and Mrs. Meri Barer

2012

Professor Richard L. Popp
Rabbi Yechiel Eckstein
Ms. Joan H. and Mr. Sanford I. Weill

2011

Mr. Harvey Krueger
Mrs. Gila Almagor Agmon
Mr. Nochi Dankner
Dr. Donna E. Shalala
The Hon. Mrs. Laura Wolfson Townsley
Mr. Joseph Fishman of blessed
memory / The Fishman Family

2010

Mrs. Ruth Rappaport
Mr. Sammy Ofer of blessed memory
Rabbi Elimelech Firer
Professor Moshe Revach

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Director and CEO, Rambam HCC

Professor Karl Skorecki

*Director of Medical and Research
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Professor Yehuda Hayuth

*Chairman, Israeli Friends
of Rambam*





l-r: Mr. Shimon Peres, Professor Rafi Beyar



Rabbi Lord Jonathan Sacks



l-r: Professor Mary-Claire King, Mr. Eyal Ofer, Ms. Mariita and Mr. George Feldenkreis

HONOR ROLL

AWARDS FOR SCIENTIFIC ACHIEVEMENT

For the third consecutive year, Rambam has administered two newly established, prestigious nationwide medical research programs providing generous competitive research grants.

The Youdim Family Prize for Excellence in Cancer Research

The Youdim Family Prize for Excellence in Cancer Research has been established by Technion Professor Emeritus Moussa Youdim, to support cancer research exemplified by excellence, novelty, and/or scientific breakthroughs.

2015 Awardee

Benjamin Dekel, MD, PhD

Director of Pediatric Nephrology and Head of the Pediatric Stem Cell Research Institute, Edmond and Lily Children's Hospital, Chaim Sheba Medical Center and Associate Professor of Pediatrics, Human Genetics and Cellular Biochemistry at the Sackler School of Medicine, Tel Aviv University

The Ernest and Bonnie Beutler Research Program of Excellence in Genomic Medicine

The Ernest and Bonnie Beutler Research Program of Excellence in Genomic Medicine was established by Bonnie Beutler to honor the memory and work of her late husband, Dr. Ernest Beutler. This program supports high level genomic research projects of Israeli investigators.



2015 Awardees

Ido Amit, PhD

*Principal Investigator, Amit Lab for Immunogenomics, Department of Immunology, Weizmann Institute of Science
Research title: Uncovering Principles and Mechanisms of Blood Development using Massively Parallel Single Cell RNA-seq*

Yair Reisner, PhD

*Head, Department of Immunology, Weizmann Institute of Science
Research title: Transplantation as a Novel Source for Lung Regeneration: The Analogy between Bone Marrow and Lung Progenitors and Their Respective Niches*

COMPETITIVE GRANTS 2015

FUNDING AGENCY

Effective Health Care Research Consortium (EHCRC)

Professor Michal Paul
Infectious Diseases Unit

European Commission

Professor Michal Paul
Infectious Diseases Unit

European Society of Clinical Microbiology and Infectious Diseases (ESCMID)

Professor Michal Paul
Infectious Diseases Unit

Israel Cancer Association (ICA)

Professor Tsila Zuckerman
Hematology and Bone Marrow Transplantation Section

Professor Daniel Kurnik
Clinical Pharmacology Unit

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& Dr. Edna Efrati

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Professor Michal Paul
Infectious Diseases Unit

The Fifth Israeli multi-disciplinary Conference on Lung Cancer

Dr. Dov Hershkovitz
Pathology Institute

The Israel National Institute for Health Policy Research (NIHP)

Professor Michal Paul
Infectious Diseases Unit

The Israeli Association for Hematology and Blood Transfusion

Dr. Noa Lavi
Hematology and Bone Marrow Transplantation Section

Yad Hanadiv Foundation

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Division of Oncology

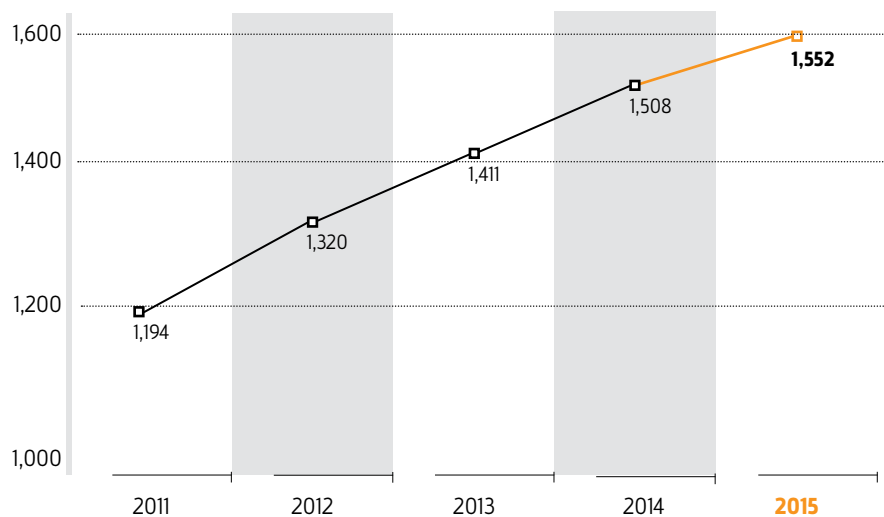
FISCAL OVERVIEW

STATEMENT OF ACTIVITIES (in millions of shekels)

	2015	2014
INCOME:		
Medical services rendered	1,459	1,441
Donations	39	19
Research projects	39	33
Other	15	15
	1,552	1,508
ALLOCATIONS:		
Building, construction and renovation	52	94
Medical equipment	22	32
Computerized equipment	3	5
Other equipment and supplies	7	4
	84	135
EXPENSES:		
Salaries	1,042	999
Medical and technical equipment	220	192
Maintenance	73	77
Operating expenses	180	161
General administrative expenses	77	86
	1,592	1,515

Full reports are available upon request.

INCOME 2011-2015 (in millions of shekels)

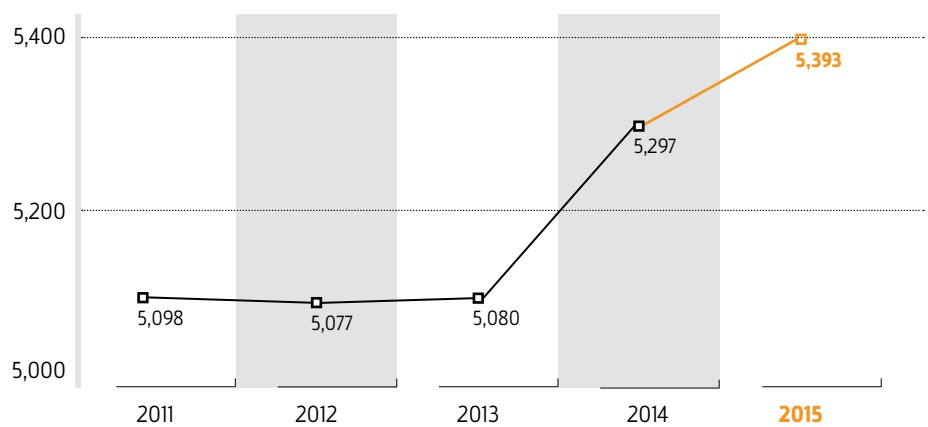


PATIENT CARE

PATIENT CARE

	2015	2014
Annual admissions	91,025	86,178
Total patient days	352,627	350,526
Emergency department visits	135,005	127,404
Outpatient visits	687,750	662,451
Total patients treated	252,236	245,319
Imaging procedures	267,974	264,961
Laboratory exams	12,458,158	12,549,878
Surgical procedures	55,359	52,762
Deliveries	5,393	5,297
Average occupancy	96%	95%

NUMBER OF DELIVERIES 2011-2015

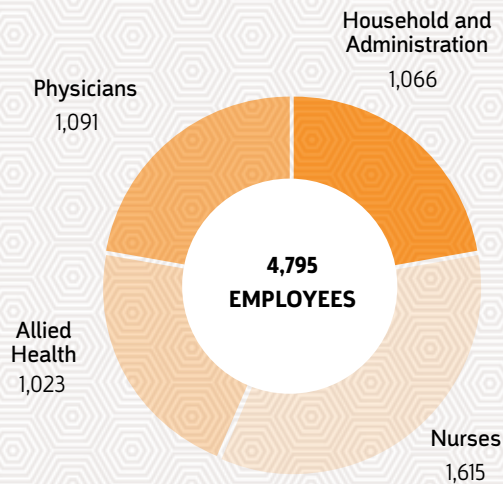


RESEARCH

	2015	2014
New research	442	367
Active research	1,473	1,373

EMPLOYEES AND CAPACITY

EMPLOYEES BY SECTOR



OVERALL CAPACITY

● Hospital beds	960
● Medical institutes	39
● Inpatient wards	61
● Specialization units	76
● Outpatient clinics	113



Learn more
about Rambam

www.rambam.org.il

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