Pictured on cover:
Prof. David Ehrlich and Prof. Ori Better, inducted into the Rambam Leadership Circle in 2017, with Nurse Ilana Ungerman-Tamir. Photo: December 1965
Dr. John Herbert Thompson
First Hospital Director

The graphic relief adorning the hospital’s first building in 1938 was designed by the world-renowned British sculptor and type designer Eric Gill.

1938
December 22
New Government Hospital
Inaugurated in Bat Galim, Haifa

80 YEARS OF EXCELLENCE, INNOVATION AND HUMANITY

German Jewish expressionist architect Erich Mendelsohn
Rambam Treats Soldiers Injured in Six Day War

First Regional Installation of Hyperbaric Pressure Chamber

Establishment of the Faculty of Medicine

Yom Kippur War Forces Early Occupancy of New Hospitalization Building

Advanced Radioisotope Imaging Comes to Rambam
1978
Rambam’s First Computed Tomography System Installed

1980
First Otolaryngological Laser Surgery in Israel

1982
The Medical Research Fund (Rambam Health Corporation) is Established

1982
New Protocol Developed for Treating Crush Syndrome—Now Used Worldwide

1983
First In Vitro Fertilization in the Region in Rambam’s Division of Obstetrics and Gynecology

1985
The Menashe Meyer Children’s House (Meyer Children’s Hospital) Opens

1986
Rambam is the Designated Hospital for Casualties During the First Lebanon War

1979-81
Professor Leon Epstein
Fifth Hospital Director

1981-86
Professor Joseph Brandes
Sixth Hospital Director

1980-83
Mazal Lubezki - Third Head Nurse

1982
The first Rambam logo
1992
First Stent Catheterization in the Department of Cardiology

1995
Rambam Works with Biosense to Develop Cardiac Mapping System

1998
Discovery of Human Embryonic Stem Cells

1999
Teaching Center for Trauma, Emergency, and Mass Casualty Situations (MCS) Opens

1994
First Trauma Treatment Center in Israel Opens at Rambam

1997
Discovery of DNA Markers that Identify the Jewish Priesthood

1990
Rambam Patients & Staff Prepare for Chemical Warfare During the Gulf War

1983-97
Miriam Hasharoni - Fifth Head Nurse

1986-2005
Professor Moshe Revach - Seventh Hospital Director
2000
Vision of Adam (Humanity)

2000
Development of Computerized Medical Records System—Prometheus

2001
GE Healthcare’s New PET-CT Imaging System Developed at Rambam

2002
World’s First Beating Heart Cells from Embryonic Stem Cells

1997-2015
Dr. Hanna Admi - Sixth Head Nurse
2005
Rambam changes its identity from Medical Center to Health Care Campus

2006
Hospital Under Fire
The Second Lebanon War

2005
Rambam Opens 12 New Fortified Surgical Suites

2007
Establishment of First Competitive Research Programs for Clinician Scientists—Atidim & Ofakim

2008
Clinical Research Institute at Rambam (CRIR) Established

2009
Fortified Emergency Department Opens
2010
The First Rambam Summit & Rambam Award

2010
Rambam Maimonides Medical Journal is Launched

2011
Da Vinci Robotic Surgical System Installed

2012
Rambam MedTech Ltd. Established

2013
MRI-Guided Focused Ultrasound for Treatment of Essential and Parkinson’s Tremor—First in Israel

2013
Rambam graphic identity is restructured

2014
National Biobank at Rambam Inaugurated

2014
The Sammy Ofer Fortified Underground Emergency Hospital Opens

2014
The Ruth Rappaport Children’s Hospital Opens

RAMBAM Health Care Campus
Creating the future of medicine.

2006–PRESENT
Professor Rafi Beyar
Eighth Hospital Director
2015 - PRESENT
Gila Hyams - Seventh Head Nurse

2015
- Rambam Knowledge Center Established

2016
- MindUp Incubator Established

2016
- The Joseph Fishman Oncology Center Opens

2017
- Rambam Receives JCI Accreditation with Honors

2017
- Groundbreaking for the Eyal Ofer Heart Hospital

2018
- Cornerstone Laid for Helmsley Health Discovery Tower

Israel Celebrates 70
Rambam Celebrates 80
80 YEARS
OF EXCELLENCE, INNOVATION AND HUMANITY
Dear Friends
If I had to choose a single word to describe 2017 at Rambam, it would be “synergy.” This was the year that Rambam joined forces with a number of key strategic partners to leverage our collective capacity for transformative health care.

The year began with the signing of a letter of understanding between Rambam and the University of Haifa, creating a unique partnership between the two institutions to jointly establish a high-rise tower for research and education on Rambam’s west campus. It ended with the landmark decision by The Leona M. and Harry B. Helmsley Charitable Trust to bring this project to fruition through the establishment of the Helmsley Health Discovery Tower: a one-of-a-kind, multidisciplinary hub for healthcare, medical research, education, and innovation.

Strategically positioned at the heart of a dynamic array of medical research and development activities, the Helmsley Health Discovery Tower will have a profound and transformative effect on the world of medicine. It represents a unique collaborative model that is virtually unknown in Israel. Three distinct institutions – Rambam, University of Haifa and the Technion – will have clinical, educational, and research departments housed within its walls, facilitating collaborative opportunities via the surrounding clinical and innovation ecosystem. Additional facilities within will be dedicated to the hi-tech medical...
industry, enabling on-site consultations and cooperation with clinical and research partners. The potential impact of such a critical mass of top level academic and industry research activities cannot be overestimated. As Haifa mayor Yonah Yahav observed, the Helmsley Health Discovery Tower will position Haifa as a center for life science and biotechnology innovation and industry for all of Israel.

In another major development this year, ground was broken for the new Eyal Ofer Heart Hospital. Mr. Ofer, his wife Marilyn and daughter Olivia, attended the ceremony marking the continuation of this historic partnership between the Ofer family and Rambam. We have worked closely with the Eyal and Marilyn Ofer Family Foundation on the plans for the new hospital, towards a projected completion date in early 2019.

The Eyal Ofer Heart Hospital will provide Rambam with the most advanced means to treat and prevent heart disease, the leading cause of morbidity and mortality in the Western world. Embracing the broadest of mandates for promoting heart health, the Eyal Ofer Heart Hospital will provide advanced cardiac care, support cutting-edge research, and offer risk-reduction programs to promote a healthier Israeli society. We especially appreciate the astute guidance of Olivia Ofer, whose commitment to realizing the vision of the planned hospital is exemplary.

The Joseph Fishman Oncology Center is bringing the latest developments in cancer treatments to Rambam’s patients, with new linear accelerators that support precision treatments, with minimal side effects, to our cancer patients. We expect the linear accelerators project to be completed during 2018. Patients at the center are also benefitting from the extensive clinical collaborations with the Technion Integrated Cancer Center (TICC), under the leadership of Nobel laureate Professor Aaron Ciechanover.

In early 2018, Rambam marked the passing of our beloved friend and benefactress, Ruth Rappaport. The patients and staff of Ruth Rappaport Children’s Hospital were thankful to have had Ruth and her family here in 2017 to celebrate her 93rd birthday together. Her memory will be blessed and her name will always be associated with loving care for the health and wellbeing of the children of northern Israel.
Among the many clinical developments over the year, we marked the opening of the Herta and Paul Amir Neurosurgery Intensive Care Unit, which is now fully occupied. We also opened a new Diabetes and Obesity Center of Excellence which incorporates a promising new approach for treating patients of all ages, ensuring a personalized and uninterrupted continuum of care. Rambam’s excellent Department of Nephrology will be enhanced thanks to a gift from the Harvey and Gloria Kaylie Foundation to create the Kaylie Kidney Health Center of Excellence.

The historic dialogue between Israeli academics and the editor-in-chief of The Lancet, Professor Richard Horton, initiated by Rambam in 2014, reached a significant milestone in May 2017 with the publication of a special Lancet edition highlighting “Health in Israel.” The special issue places special focus on Rambam’s and Israel’s contributions to medical excellence and peacebuilding through healthcare.

Professor Horton was one of the notable guests at the 2017 Rambam Summit, along with Jeffrey M. Drazen editor-in-chief of The New England Journal of Medicine, both of whom received the 2017 Rambam Award. Also at the summit, guests were intrigued to hear insights from another distinguished guest and 2017 Rambam Award recipient, former Ambassador to Israel, Dennis Ross, on his experiences of the Middle East peace process during his tenure.

On the research front, Rambam MedTech, Rambam’s technology transfer unit, continues to help our nurses and physicians develop their innovations into commercially viable products. During 2017, Rambam researchers were awarded a number of major national and international research grants, including grants from the Chief Scientists of the Ministries of Health and Industry.

We continue to serve as a clinical partner for leading medical technology innovators, including InSightec, with its revolutionary MRI-guided Focused Ultrasound technologies. The company’s non-invasive neurosurgical therapy to control Parkinson’s and essential tremor has been used at Rambam to treat some 65 patients from around the world, with amazing results.
This past year, the MINDUp Digital Medicine incubator, in which Rambam is a clinical partner, moved to its new facility in the Haifa Life Sciences Park. The incubator has already evaluated some 250 startups in the field of digital health, and accepted six of them, while another four are in the application process. The companies offer technologies for pain relief, neurological disorders, and respiratory monitoring, among others.

As the major teaching hospital for the Technion’s Rappaport Faculty of Medicine, we continue to attract bright young physicians and scientists. As they finish medical school, many choose to stay on as residents, some as part of an MD-PhD program. The new energy, talent, and commitment these young residents bring to Rambam contributes to our vitality and ability to stay abreast of new developments.

As much as Rambam expands and offers new services, the demand for them grows even faster. In spite of the challenges, we are maintaining the momentum that has driven one of the most remarkable development plans of any hospital in Israel’s history. We are gratified to see how our energy and enthusiasm inspire others, and we thank all our friends around the world for being part of our vision and helping us to achieve our missions.

This past year will be remembered as the conjoining of diverse stakeholders for the advancement of medical care and research to the benefit of the people of our region, our nation, and our world—a representation of synergy at its very best.

The year 2018 marks Rambam’s eightieth anniversary. Looking at the original and beautiful stone monastery where it all started, and the modern, vibrant campus that has grown up around it, one cannot help but wonder what will be achieved by Rambam’s centennial. But of one thing I am convinced: with the synergy and support of our partners, no dream is too small.

Yours,

Rafi Beyar, MD, DSc, MPH
Director & CEO
Rambam Health Care Campus
When Dr. Eitan Abergel, Director of the Invasive Neuro-Radiology Unit, came to Rambam from France for a six-month professional visit, he never imagined that the course of his professional career, and his entire life, would drastically change.

What did you find when you got here?  
At Rambam I met with Professor Beyar who told me they were looking for someone in interventional cardiology. I liked what I saw here and everyone was so friendly, I immediately felt right at home. Professionally, I was impressed with the cutting edge technologies they were using. After finishing my six months, I decided to stay for six months more. When the nurses heard that I am single, one of them introduced me to her cousin, who is now my wife.

And then you made a radical change. 
I came to Rambam as an interventional cardiologist specializing in angioplasty to open blocked coronary arteries. At that time, mechanical intervention was being experimentally applied in the field of neuro-radiology to open blocked brain vessels during stroke. Prof. Beyar wanted to reinforce this experimental thrombectomy approach at Rambam. When he couldn’t find anyone in neurology willing to learn the new technique, he asked if I was interested. My entire professional identity was as a cardiologist, and it wasn’t an easy decision to switch careers. I discussed the issue with my wife, and decided to go ahead. The next step was to find a place to train. Until now, this type of procedure was exclusively performed by either radiologists, neurosurgeons
I applied to 37 hospitals in France, but no one wanted to accept a cardiologist. Finally, a hospital in Montpellier agreed to train me and we moved to France for one intensive and amazing year. I trained from 7 AM to 8 PM every day, and worked on the weekends to maximize my time there.

Your career change was a radical departure from convention.

Making the transition from cardiology to neurointervention is entirely unique. Only a few people in the world have done it and I’m one of them. There were many in Israel who objected, including the neurointerventionalists. Yet Prof. Beyar fully supported me.

“It was actually my father’s idea for me to come work in Israel,” Dr. Abergel admits. “He is Israeli and my mother is French. I was born in Israel but we moved to France when I was 11, and I finished school and medical school in Lyons. After my residency and fellowship in interventional cardiology, I decided to take a break. That’s when my father suggested I come to Israel.”

And when you returned?

Performing this procedure is very difficult, so I was under a lot of stress. But now, after a year and a half, we are the largest center in Israel offering this type of stroke treatment. In 2017, around 400 thrombectomies were performed in nine hospitals in all of Israel. And 107 of them – 25% - were performed here at Rambam.

We are available to treat stroke patients 24/7. Now, on the weekends when we visit my wife’s family, we always take two cars. Because I never know when the call that I’m needed at the hospital will come.
Israel’s unique status as “the Startup Nation” is now legendary. But experience has shown that having good ideas is not enough, and that creativity and innovation need a supportive environment to truly thrive. This is the vision behind the new Helmsley Health Discovery Tower.

Helmsley Health Discovery Tower is an entirely unique concept – a world-class hub of innovation in life sciences, public health, biomedical engineering, and pharmaceutical research, shared by three partner institutions: Rambam, University of Haifa and the Technion. Within the planned 20-story structure, space will be allocated to each of the partners for their dedicated healthcare, teaching and research activities. Furthermore, it will provide a fertile environment for medical innovation development by industry startups.

Mr. Sandor Frankel, a trustee of The Leona M. and Harry B. Helmsley Charitable Trust, observed that the new tower “… will improve access to health care in the northern periphery of Israel, strengthen the region, and support greater collaboration among Rambam, University of Haifa, and the Technion—three of Israel’s great institutions—as well as with the medical and biotech industry.” The project’s shared mission of excellence in healthcare and promoting medical innovation is consistent with the goals of the Helmsley Charitable Trust, to strengthen healthcare services and contribute to Israel’s scientific, technological and medical leadership.

Israel’s Minister of Finance, Mr. Moshe Kahlon, celebrated the new initiative as a flagship with support from The Leona M. and Harry B. Helmsley Charitable Trust, a unique partnership is scaling the heights of healthcare innovation.
A NEW PARADIGM FOR
BIOTECH DISCOVERY

TWENTY FLOORS
project for the city of Haifa and northern Israel. And Prof. Rafi Beyar, Rambam’s Director and CEO, noted that the new project will enable us “to help not only the people of Israel but to impart critical knowledge across the globe.”

**A Dynamic Hub for Medical Innovation**

The tower’s ground floor will feature a Congress and Exhibition Center for the use of all the tower’s occupants. Two floors of the Helmsley Health Discovery Tower will house laboratories for the Clinical Research Institute at Rambam (CRIR) working in the fields of hematology, nephrology, cardiovascular medicine, gastroenterology, brain and neuroscience, cancer, diabetes, obesity and endocrinology. The five floors above CRIR will accommodate Rambam’s Ophthalmology Institute, Gastroenterology Institute and School of Graduate Dentistry.

University of Haifa will occupy six floors with research centers in public health, evidence-based nursing, and health and natural sciences. The Technion’s Faculty of Medicine will use two floors for a new multidisciplinary medical engineering center, and the top four floors will house an “Innovation Center,” with facilities where Rambam physicians and local and international biomedical startups can test and develop their commercially viable ideas.

**Creativity, Collaboration and Convergence**

Helmsley Health Discovery Tower has been designed to create a fertile microcosm where the most creative ideas can be conceived and developed. The proximity of professionals from different medical disciplines will foster the kind of dialogue that can spark game-changing breakthroughs. And the convenient access to Rambam’s clinical departments will facilitate collaborations to develop and test new medical innovations, to benefit patients at Rambam and around the world.

These days, Israel’s biomedical innovation
ecosystem is thriving, and Rambam is a key player in developing new medical technologies. Rambam offers research grants and the support of Med-Tech, the technology transfer unit established to help Rambam’s physicians and nurses develop their promising ideas. Through its partnership in the digital medicine incubator, MindUP, Rambam is collaborating with IBM, MedTronic, Pitango Venture Capital and Impact First Investments to develop the next generation of digital medical applications and wearable medical devices. At the heart of this dynamic medical innovation cluster, the Helmsley Health Discovery Tower will secure Rambam’s position as a basic and clinical research leader, in Israel and worldwide.

A Partnership Based on Shared Vision
Mr. Sandor Frankel, a Trustee of the Helmsley Charitable Trust, and his wife, Ruth, are dedicated and passionate supporters of Israel. The vision and support of the Helmsley Charitable Trust was also instrumental in developing Rambam’s Sammy Ofer Fortified Underground Hospital. In recognition of their extraordinary commitment to improving healthcare for the people of Israel, and especially those living in Israel’s periphery, The Helmsley Charitable Trust and Trustee Sandor Frankel received the 2016 Rambam Award.

Helmsley Health Discovery Tower will be erected on Rambam’s West Campus, one of the most ambitious expansion plans in Israeli history.

Rambam has built, from the ground up – and down – an entirely new and modern campus, designed to foster excellent and secure medical care and innovative research. On the new West Campus, Helmsley Health Discovery Tower will join the Sammy Ofer Fortified Underground Hospital, one of the largest facilities of its kind in the world, the spacious and modern new Ruth Rappaport Children’s Hospital and Joseph Fishman Oncology Center, and the state-of-the-art Eyal Ofer Heart Hospital, now under construction.
Imagine the city of Haifa is under missile attack. For Haifa residents and Rambam staff, this nightmarish scenario is still fresh in their memories from the summer of 2006, when missiles launched from Lebanon wreaked havoc across the city.

But now imagine that some of those missiles are bearing chemical warheads...
In October 2017, Rambam held a major drill simulating a non-conventional weapons attack, in collaboration with the IDF Home Front Command, Magen David Adom, and various government ministries. Hundreds of emergency hospital personnel, emergency medical teams and soldiers took simulated roles in the drill.

For Rambam, this was an opportunity to practice converting the Sammy Ofer Fortified Underground Emergency Hospital from a parking lot into a fully-functioning treatment facility, ready to admit waves of severely injured military and civilian casualties. And for all involved, there was satisfaction in its outcome.

“Protecting our patients and healthcare providers under any circumstances is imperative. We are grateful to our supporters who share this commitment, and who enabled us to build and outfit this emergency facility that is unique in the world.”

- Prof. Rafi Beyar
Director and CEO
Rambam Health Care Campus
In 2017, Rambam Healthcare Campus was accredited by the Joint Commission International (JCI), an accrediting organization for health care institutions around the world, based on compliance with best practices in quality and patient safety. A team of JCI inspectors spent five intensive days investigating the healthcare campus before concluding that Rambam meets their stringent international standards.
Receiving accreditation from JCI on the first round is notable for a large government hospital, and Kobi Shir Moskovitz, Rambam’s Operation Manager for Medical Technology and Emergency, and a member of the accreditation team responsible for the process, took special pride in the achievement.

“Securing accreditation is one thing,” Kobi explains. “But maintaining it is another. We have had to instill an entirely new organizational culture, from the kitchens and laundry rooms to the operating suites. And making sure that the staff receives periodic training and is kept up to date on new standards is an ongoing commitment. We have created a website, newsletter and even an app for smartphones, to keep awareness high.”
In her work as a medical oncologist, Dr. Shlomit Strulov Shachar questioned why older adult patients were receiving the same chemotherapy dosages as young adults, often to their detriment. As a Zukier Oncology Fellow, she was able to pursue this line of inquiry by conducting a retrospective study on the outcomes of older cancer patients based on their body muscle mass/quality. The findings from that study, published in major medical journals, have been pivotal in catalyzing a shift towards more personalized cancer treatments for older patients.

In 2017, Dr. Strulov Shachar received a Horizons Grant from Rambam to conduct a prospective cohort study on muscle mass and other geriatric assessment factors, aiming to identify key criteria for optimizing personalized cancer treatments. She has been invited to speak at the US National Institute of Health, and is planning pharmacology collaborations to develop new cancer dose criteria based on body composition metrics.

**WHAT ARE THE HORIZONS (OFARIM) RESEARCH AWARDS?**

Horizons Awards are given to Rambam physicians at the beginning of their careers, who are poised to open new horizons in their pre-clinical and clinical research. The award provides funding to pursue promising lines of research.

**CUSTOMIZED CANCER TREATMENT FOR OLDER PATIENTS**

In her work as a medical oncologist, Dr. Shlomit Strulov Shachar was a Horizons Award recipient. She received the 2015 Jacob and Gitla Zukier Oncology Fellowship, and a Horizons Award for 2017. Her research has focused on personalized cancer treatments for older patients, and she has been invited to speak at the US National Institute of Health.
The combination of an aging population with an increased incidence of breast cancer and other comorbidities related to aging makes management of this expanding group of older patients a major challenge.

Treatment of breast cancer in the elderly is especially challenging as older adults, even those with normal performance status, are more likely to have physiological changes, functional deficits, comorbid medical conditions, and polypharmacy, which increase the risk of treatment toxicity.
RESEARCH HIGHLIGHT

FERTILE GROUND FOR BONE REHABILITATION
The transplanted cells initiate the formation of new blood vessels which is essential to support bone regeneration, overcoming the most common obstacle to successful bone grafting. While endothelial progenitor stem cells are widely researched in the field of cardiology, Dr. Zigdon-Giladi is one of only a few researchers exploring their use for bone regeneration applications.

Dr. Zigdon-Giladi, a member of the Clinical Research Institute at Rambam, hopes that her stem cell-based research will ultimately translate into improved treatments for patients with jaw bone degeneration due to birth defects, injury, or cancer. Research funded by her Horizons grant has earned Dr. Zigdon-Giladi a number of competitive grants, including two grants from the prestigious Israel Science Foundation.
RESEARCH HIGHLIGHT

INVESTIGATING THE GENETIC UNDERPINNINGS OF BONE CANCER
His specific area of interest is the dependency of cancer cells on “nononcogene addiction” (NOA) genes and their role in cancer cell survival and proliferation.

In 2014, Dr. Novak received a Leaders Research Program Award to study osteosarcoma, a devastating form of childhood bone cancer, under the supervision of Professor Amir Orian of the Technion’s Rappaport Faculty of Medicine. Current therapy for osteosarcoma is limited, such that insights from Dr. Novak’s efforts to identify molecular targets for the disease have far-reaching implications for the development of new therapeutic approaches. Without the funds, facilities and mentorship provided by the Leaders Research Program Award, Dr. Novak would not have been able to pursue this promising research program.
RESEARCH HIGHLIGHT

AN NTP APPROACH TO CANCER TREATMENT

True innovation often arises from knowledge that spans disciplines. This is the case with Dr. Jacob Cohen, who heads Rambam’s Voice and Hearing Unit, but also has a passion for physics.

WHAT IS NON-THERMAL PLASMA?

Also referred to as cold plasma, non-thermal plasma (NTP) is partially ionized gas where the energy is stored mostly in the free electrons and the overall temperature remains low.

NTP → KILLING CANCER SELECTIVELY

TECH TRANSFER

RAMBAM MEDTECH
In 2017 Dr. Jacob Cohen and Prof. Gil Ziv, Director of the Department of Otolaryngology–Head & Neck Surgery, and a team of collaborators, were awarded a Kamin Grant from the Israeli Ministry of Finance and Trade to develop a radically new and promising approach to treating cancer using precision-application of non-thermal plasma (NTP).

This prestigious grant funds the continuation of a promising research project that was originally supported by a 2013 Spark (Nitzotz) Grant the scientists received from Rambam.

NTP has been found to selectively kill cancer cells without harming adjacent healthy tissue, and without the harsh side-effects associated with chemotherapy. With their Spark Grant, the team is now testing an innovative periscopic/endoscopic fiber instrument they have developed that can deliver non-thermal plasma directly to a tumor. With help from MedTech, Rambam’s technology transfer unit, they hope to secure funding to create a startup dedicated to bringing this low-cost, minimally-invasive, safe and reliable treatment method to the bedside.

WHAT IS THE SPARK (NITZOZ) PROGRAM?

The Spark Program provides funding to help Rambam physicians develop promising innovations into successful products for the benefit of patients worldwide. The funds are used to determine feasibility for very early stage projects with a high probability of success.
Fed up with a bone anchoring system that never seemed to fit their patient’s anatomy, Dr. Yaniv Keren and Dr. Yaron Berkovitz of Rambam’s Orthopedic Surgery Department came up with an idea for how to improve it. With a seed grant from Rambam’s Nitzotz (Spark) program, they built a prototype that was persuasive enough to win a half-million NIS (about $145,000) development grant from the Chief Scientist of the Ministry of Health.

Nitzotz grants are offered under the auspices of MedTech, Rambam’s technology transfer unit and incubator for applied research. MedTech recognizes that some ideas can come only from those working inside the field, as demonstrated by Dr. Keren and Dr. Berkovitz. And when those insights come, MedTech helps bring them closer to realization.
A 72-year-old Canadian man recently became the first in the world to benefit from a revolutionary new Israeli treatment for Diastolic Congestive Heart Failure (CHF), a debilitating condition affecting millions which leads to fatigue, shortness of breath and respiratory complications. The patient came to Israel and Rambam for a minimally invasive procedure to implant a small elastic device, called a CORolla, in his heart.
The CORolla was developed by Dr. Yair Peled, a senior cardiologist at Rambam, and implanted by Prof. Gil Bolotin, Director of Rambam’s Cardiac Surgery Department. It incorporates a simple and elegant design that uses energy generated by the heart to augment its diastolic relaxation capacity. The innovative procedure, which was performed by Prof. Bolotin, has generated great interest around the world.

“Over 40% of patients in this patient’s condition have a life expectancy of only five years after first diagnosis,” explains Prof. Bolotin. “With this very simple mechanical solution, we actually attempt to solve a medical problem that until now has had no cure.”
Rambam Doctors On Call at the Maccabiah Games

The 20th Maccabiah Youth Games took place this year in Haifa, with Rambam appointed as official medical care provider for the young athletes.
Over the two weeks of games, Rambam’s physicians treated some 50 participants for conditions ranging from heatstroke to sports injuries and even scorpion bites.

In a touching example of the small Jewish world, Prof. Norberto Krivoy, a veteran Rambam physician and immigrant from Argentina, was able to watch his grandson compete in the games.

According to Dr. Michal Mekel, Deputy Director of Rambam, and the one responsible for Rambam’s medical care at the Youth Maccabiah, “We were prepared for any scenario, but everything went smoothly and our staff was able to enjoy the games.”
Medical research analyzing vast amounts of clinical data just got much easier, thanks to a new collaboration between Rambam and Israeli startup MDClone. As part of a pilot study led by Sara Tzafrir, Director of Rambam’s Division of Information, Computing and Communications, Rambam became the first hospital in the world to test a new technology which, when applied to hospital records systems, creates “clones” of patient records that are stripped of any identifying patient information.

The parallel data can be used for research purposes without compromising patient anonymity.

The pilot project was conducted in collaboration with a study led by Dr. Irit Hochberg of the Endocrinology and Diabetes Research Institute aimed at identifying risk factors among diabetic patients for developing hypoglycemia during hospitalization. Dr. Hochberg found that the MDClone system performed as well as traditional data collection and analysis techniques.

“Medical research analyzing vast amounts of clinical data just got much easier, thanks to a new collaboration between Rambam and Israeli startup MDClone. As part of a pilot study...”

- Rafi Beyar, Director and CEO, Rambam
“Our ultimate goal is the entirely achievable imperative of harmonious wellbeing for the diversity that comprises the people of Israel and beyond.”

- Excerpt from Israel: health and beyond by Karl Skorecki, Richard Horton, in The Lancet
The June 24-30 2017 issue of *The Lancet*, one of the world’s most prestigious medical journals, featured a series on healthcare in Israel, with articles on topics ranging from maternal and child health, inequalities in non-communicable diseases between major population groups, and the treatment of casualties of the Syrian Civil War, as well as an essay on medical ethics in Israel. An article jointly authored by Lancet Editor-in-Chief Richard Horton and Rambam’s Prof. Karl Skorecki, Director of Medical and Research Development, describes the origins of their collaboration and the idea for the special Israel Series.

Three years earlier, they recall, *The Lancet* published a letter critical of Israel during Operation Protective Edge. The letter sparked an international storm of controversy. But it also inspired Prof. Rafi Beyar, Rambam’s Director and CEO, and Prof. Karl Skorecki to invite the journal’s editor to come to Israel and evaluate the situation for himself. Prof. Horton accepted the invitation, and was sufficiently impressed by what he saw to dedicate a special series on healthcare in Israel. This issue, it is hoped, will spark a different kind of debate, and a new understanding and appreciation of Israel’s remarkable achievements in healthcare in the region.
Dr. Marielle Kaplan has worked in labs at Rambam for 17 years, and has led the Clinical Biochemistry Lab for 10.

As Rambam continues to grow and expand, the Clinical Biochemistry Lab is called upon to fulfill ever-increasing testing demands in a timely manner, without compromising on accuracy. In 2017, Dr. Kaplan and her team achieved all that, and more.
"Every day we perform 1000 routine lab tests for the entire hospital, using 400 different testing procedures. We try to relate to each test with the care we would give to an individual patient.

This past year, we upgraded our equipment which enabled us to reduce the turnaround time for delivering routine test results by half, and almost as much for tests coming from the ER.

We are also integrated into the diagnostic process for rare syndromes, particularly in infants born with unexplained syndromes. We work with the neonatologists and the Genetics Institute to provide data, but also our insights."

- Dr. Marielle Kaplan
Jewish life, Israel and education. These are defining values that characterize the philanthropic vision of both the Kahn Foundation and Andi and Larry Wolfe of Detroit, Michigan.

Andrea, daughter of the late D. Dan and Betty Kahn, sits on the board of ORT America and of the Technion-Israel Institute of Technology’s Board of Governors. Her husband Larry serves on the boards of the American Friends of Rambam (AFORAM), and World ORT.

Together, the Wolfes are continuing the Kahn family’s extraordinary legacy of support to higher education in Israel in general, and the Technion in particular. In addition to establishing the D. Dan and Betty Kahn Mechanical Engineering Building at the Technion, the D. Dan and Betty Kahn Foundation has been instrumental in bringing together leading researchers from Michigan and Israel to collaborate on scientific advances to improve human health.

In their home community, Larry served as the president of the Jewish Federation of Metropolitan Detroit,
and his vision guides a number of the region’s Jewish cultural and educational institutions. He has also been instrumental in advancing the goals of the Federation’s Israel Overseas Committee, and was the chair of the State of Israel Bond Campaign for Detroit. Andi currently sits on the board of Jewish Family Services, and both Andi and Larry sit on medical advisory boards of the University of Michigan.

The Wolfe’s continued connection to Haifa brought them to Rambam Health Care Campus, where they found a cause worth supporting. Indeed, Larry is a valued member of the Board of Directors of American Friends of Rambam. Now, each return visit they make to Rambam adds warmth and depth to the relationship.

In 2015, the D. Dan & Betty Kahn Foundation Pediatric Pulmonary Unit was opened in Rambam’s Ruth Rappaport Children’s Hospital, with the support of the Foundation (trustees: Lawrence Wolfe, Patrice Aaron and Arthur Weiss). The unit is improving the quality of care for the steadily rising number of children in northern Israel suffering from asthma, cystic fibrosis and other pulmonary diseases. Research conducted under the auspices of the new unit is pointing the way to new and more effective treatment approaches for children suffering from lung diseases.

Rambam is profoundly grateful for its friendship with Andi and Larry Wolfe, as well as the D. Dan and Betty Kahn Foundation, and honors their exceptional commitment to Israel’s healthcare and educational institutions.
It was almost fifteen years ago when, together with Eitan and Ariella Wertheimer, Rambam’s leadership conceived the master plan to develop Rambam’s West Campus. Since then, with the support of dedicated partners from around the world, the Sammy Ofer Fortified Underground Emergency Hospital, Ruth Rappaport Children’s Hospital and Joseph Fishman Oncology Center have come into being. These impressive, modern facilities, along with the innumerable improvement projects that have raised Rambam’s clinical and research capabilities to new heights, are a testament to what shared vision and commitment can achieve.

Two major milestones achieved in 2017 have brought us closer than ever to completing the West Campus project. A lead gift from the Eyal Dear Friends,
and Marilyn Ofer Family Foundation paved the way for construction of the Eyal Ofer Heart Hospital. With this gift, we have reinforced a wonderful partnership with the next generation of the Ofer family, through the invaluable involvement of Eyal and Marilyn Ofer’s daughter Olivia, who heads the family foundation.

Another extraordinary gift, from the Leona and Harry B. Helmsley Charitable Trust, will enable us to establish the unparalleled Helmsley Health Discovery Tower, a joint venture with the University of Haifa. We thank Helmsley Trustee Sandor Frankel and his wife Ruth for their warm friendship and commitment to our shared goals. The impact the Eyal Ofer Heart Hospital and the Helmsley Health Discovery Tower will have on local and global health is immeasurable.

At Rambam, we have never been afraid to dream on a large scale. The West Campus project is one of the most ambitious and transformational initiatives ever undertaken by an Israeli hospital. Yet the scale of our ambitions stands in direct proportion to the challenges of carrying them out. This is why our friends and supporters have such a key role to play.

Over the past year, it has been our pleasure to host and honor many cherished friends who have visited us from all corners of the globe. This past year also saw an impressive number of events hosted by our organizations of friends around the world. I invite you as well to stay abreast of the transformative work we are doing here at Rambam during your next visit to Israel. The opportunities you will find for meaningful partnership are inspiring!

Yours,

Dr. Esty Golan
RAMBAM IN 1938

- Patients treated: 6,000
- Beds: 220
- Staff: 100
- Inpatient departments: 3
- Institutes: 0
- Outpatient clinics: 0
- Operating rooms: 3
- Research lab: 1
- Delivery room: 1

RAMBAM IN 2018

- Patients treated: 260,000
- Beds: 1,000
- Staff: 5,150
- Inpatient departments: 57
- Institutes: 39
- Outpatient clinics: 113
- Operating rooms: 17
- Research labs: 15
- Delivery rooms: 11

THEN & NOW
This year, we celebrate 80 YEARS of Excellence, Innovation and Humanity.
YOUR VISION AND GENEROSITY IS HELPING US TO CONSISTENTLY 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 transformational to the personal, has given us the means to make Rambam Health Care Campus a point of reference worldwide.

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Donors who have had an immense impact in helping to position, shape, and advance our hospital in a profound and meaningful way.
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Donors who have made important and impactful contributions to dramatically improve Rambam’s services to the people of northern Israel.

MAIMONIDES LEADERSHIP CIRCLE

Donors who, through varying levels of commitment, have had a long-term impact on Rambam by supporting and strengthening us in meeting our day-to-day challenges.

MAIMONIDES GIFT CIRCLE

Donors who have generously given from their hearts for the support and advancement of Rambam.
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Yad Avi Hayeshuv Yael Rambam
Zukier Jacob and Gitla Medical Fund
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The executive leadership of Rambam Health Care Campus honors and pays tribute to its physicians and surgeons who have made landmark contributions to the development of clinical medicine, the advancement of medical research, to the education of future generations of medical leaders both within the medical center and beyond, and who thereby serve as examples of outstanding leadership in their field.
PROFESSOR DAVID EHRLICH

One of the founding fathers of Israeli surgery and a pioneer of kidney transplantation. Initiated and founded the Technion’s Ruth and Bruce Rappaport Faculty of Medicine and served as its first Dean. Awarded the Israel Prize in Medicine, 1992.

SERVED AT RAMBAM FROM 1948 - 1977

PROFESSOR ORNAN (ORI) BETTER

Established the first department of Nephrology at Rambam Medical Center, with facilities for dialysis and kidney transplantation. Developed the protocol for the treatment of Crush Syndrome, which has been universally adopted and used throughout the world to this day.

SERVED AT RAMBAM FROM 1959 - 1993
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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.

### The Future Program
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**Basic and translational research grants for residents**

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- **Shadi Safuri, MD**
  Department of Ophthalmology

### The Guardian Program

**Research & innovative practice nursing grants**

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  Hematology and Bone Marrow Transplantation Section

- **Ahlam Hijaze, RN**
  Department of Pediatric B

- **Miri Katz, RN, MA**
  Department of Dermatology

### The Horizons Program
(Formerly known as Ofakim)

**Basic and translational research grants for young senior physicians**

- **Haggai Bar-Yoseph, MD**
  Gastroenterology Institute

- **Michal Cohen, MD**
  Department of Pediatric A

### The Spark Program
(Formerly known as Nitzoz)

**Prototypes, feasibility, and IP protection for medical innovations**

- **Mauricio Cohen Vaizer, MD**
  Department of Otolaryngology Head and Neck Surgery
The Rambam Award honors individuals of extraordinary vision whose major contributions to medicine, technology, and humanity are improving the well-being of countless individuals in Israel and around the world.

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AWARDS FOR SCIENTIFIC ACHIEVEMENT

Rambam is honored to administer two prestigious nationwide medical research programs. Both programs are open only to Israelis and contribute to Israel and Rambam’s renown in promoting excellence in research.

THE YOUDIM FAMILY PRIZE FOR EXCELLENCE IN CANCER RESEARCH

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

The Youdim Prize awardee will be chosen in 2018.

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.

2017 Awardee

Professor Roy Kishony
Faculty of Biology, Technion
Research title: Predicting Antibiotic Resistance and Treatment Failure in Urinary Tract Infections
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<td>Prof. Michal Paul</td>
<td>Infectious Diseases Unit</td>
</tr>
<tr>
<td>Gassner Fund for Medical Research</td>
<td>Prof. Michal Paul</td>
<td>Infectious Diseases Unit</td>
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<tr>
<td>German-Israeli Foundation (GIF)</td>
<td>Dr. Yuval Gefen</td>
<td>Microbiology Laboratory</td>
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<td>International Atomic Energy Agency</td>
<td>Prof. Ora Israel</td>
<td>Nuclear Medicine Institute</td>
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<tr>
<td>Israel Cancer Association (ICA)</td>
<td>Dr. Itay Maza</td>
<td>Gastroenterology Institute</td>
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<tr>
<td>Israel Cancer Research Foundation (ICRF)</td>
<td>Prof. Ziv Gil</td>
<td>Department of Otolaryngology Head and Neck Surgery</td>
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<tr>
<td>Israel Gastroenterology Association</td>
<td>Dr. Itay Maza</td>
<td>Gastroenterology Institute</td>
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<tr>
<td>Israel Innovation Authority</td>
<td>Dr. Yaron Bar-Lavie</td>
<td>Division of Critical Care</td>
</tr>
<tr>
<td>Israel Science Foundation (ISF)</td>
<td>Dr. Sara Selig</td>
<td>Nephrology Institute</td>
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<tr>
<td>Israel Society for Clinical Oncology and Radiotherapy</td>
<td>Dr. Talia Shentzer Kutiel</td>
<td>Division of Oncology</td>
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<tr>
<td>Materna Industries</td>
<td>Dr. Liron Borenstein-Levin</td>
<td>Neonatal Intensive Care Unit</td>
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<tr>
<td>Ministry of Science</td>
<td>Prof. Michal Paul</td>
<td>Infectious Diseases Unit</td>
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<tr>
<td>National Institutes of Health (NIH)</td>
<td>Prof. Michal Paul</td>
<td>Infectious Diseases Unit</td>
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<tr>
<td>National Institute of Psychobiology in Israel</td>
<td>Prof. Eyal Fruchter</td>
<td>Division of Mental Health</td>
</tr>
<tr>
<td>Roche Pharmaceuticals</td>
<td>Dr. Daniel Kurnick</td>
<td>Clinical Pharmacology Unit</td>
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<tr>
<td>The Israel National Institute for Health Policy Research</td>
<td>Prof. Michal Paul (in collaboration with Rabin Medical Center)</td>
<td>Infectious Diseases Unit</td>
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<tr>
<td>The Israel National Institute for Health Policy Research</td>
<td>Prof. Ziv Gil (in collaboration with University of Haifa)</td>
<td>Head and Neck Surgery</td>
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<tr>
<td>The Israel National Institute for Health Policy Research</td>
<td>Prof. Tzvi Dwolatzky (in collaboration with University of Haifa)</td>
<td>Geriatric Services</td>
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<tr>
<td>The Israeli Society of Nephrology and Hypertension</td>
<td>Dr. Suheir Assady</td>
<td>Department of Nephrology</td>
</tr>
<tr>
<td>The Leona M. and Harry B. Helmsley Charitable Trust</td>
<td>Prof. Yehuda Chowers</td>
<td>Gastroenterology Institute</td>
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<tr>
<td>The Naomi Foundation</td>
<td>Dr. Ruth Perets</td>
<td>Division of Oncology</td>
</tr>
<tr>
<td>XLEAR Inc.</td>
<td>Dr. Arie Gordin</td>
<td>Department of Otolaryngology Head and Neck Surgery</td>
</tr>
</tbody>
</table>
## FISCAL OVERVIEW

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

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INCOME:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical services rendered</td>
<td>1,609</td>
<td>1,504</td>
</tr>
<tr>
<td>Research projects</td>
<td>43</td>
<td>42</td>
</tr>
<tr>
<td>Other</td>
<td>19</td>
<td>20</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>1,671</td>
<td>1,566</td>
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</table>

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ALLOCATIONS:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building, construction and renovation</td>
<td>39</td>
<td>36</td>
</tr>
<tr>
<td>Medical equipment</td>
<td>20</td>
<td>21</td>
</tr>
<tr>
<td>Computerized equipment</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>Other equipment and supplies</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>70</td>
<td>68</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EXPENSES:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>1,173</td>
<td>1,115</td>
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<tr>
<td>Medical and technical equipment</td>
<td>236</td>
<td>247</td>
</tr>
<tr>
<td>Maintenance</td>
<td>92</td>
<td>90</td>
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<tr>
<td>Operating expenses</td>
<td>201</td>
<td>175</td>
</tr>
<tr>
<td>General administrative expenses</td>
<td>90</td>
<td>94</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>1,792</td>
<td>1,721</td>
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</tbody>
</table>

Full reports are available upon request.

*Recalculated

## DONORS

- **Total Number of Donors**: 870
- **New Donors 2012-2017**: 440
- **Countries**: 21

## DONATIONS 2017

- **Total Amount Raised**: $16M USD
- **Average Donation**: $12,600 USD
## Patient Care

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Admissions</td>
<td>92,448</td>
<td>93,541</td>
</tr>
<tr>
<td>Total Patient Days</td>
<td>357,228</td>
<td>355,453</td>
</tr>
<tr>
<td>Emergency Department Visits</td>
<td>142,940</td>
<td>138,102</td>
</tr>
<tr>
<td>Outpatient Visits</td>
<td>726,279</td>
<td>699,161</td>
</tr>
<tr>
<td>Total Patients Treated</td>
<td>260,139</td>
<td>254,894</td>
</tr>
<tr>
<td>Imaging Procedures</td>
<td>275,867</td>
<td>272,616</td>
</tr>
<tr>
<td>Laboratory Exams</td>
<td>12,626,015</td>
<td>12,667,852</td>
</tr>
<tr>
<td>Surgical Procedures</td>
<td>58,604</td>
<td>57,789</td>
</tr>
<tr>
<td>Deliveries</td>
<td>5,012</td>
<td>5,114</td>
</tr>
<tr>
<td>Average Occupancy</td>
<td>96%</td>
<td>95%</td>
</tr>
</tbody>
</table>

## Hospitalizations by Age

- 0-10 yrs: 21-70 yrs: 11-20 yrs: +70 yrs
- 92,448 Hospitalizations in 2017

## Research

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Research</td>
<td>423</td>
<td>441</td>
</tr>
<tr>
<td>Active Research</td>
<td>1,650</td>
<td>1,626</td>
</tr>
</tbody>
</table>
EMPLOYEES BY SECTOR

- PHYSICIANS: 1,192
- ALLIED HEALTH: 1,037
- NURSES: 1,666

OVERALL CAPACITY

- HOSPITAL BEDS: 962
- MEDICAL INSTITUTES: 39
- INPATIENT WARDS: 57
- SPECIALIZATION UNITS: 73
- OUTPATIENT CLINICS: 113

EMPLOYEES & CAPACITY

WWW.RAMBAM.ORG.IL