



THE JEWISH YEAR 5775 IN NUMBERS

- 133,548 emergency visits
- 125 helicopter transfers of patients to Rambam
- 8,436 dialysis treatments to children from Israel, Gaza and the Palestinian Authority

INSIDE THIS ISSUE:

- Have a Complaint? 2
- A New Future 2
- Yom Kippur, Repentance, and Maimonides 3
- Meditating on Jewish New Year 3
- You Can Help 4
- Current Research Needs 4
- Contact Us 4

Holiday Inspiration

According to Jewish tradition, the High Holy Days are a time to be thankful and to look forward to the future, having learned from the past. Jewish New Year, the Day of Atonement, and the Feast of Tabernacles come with amazing regularity. For many they represent holidays and time off with family. For others there is deep spiritual significance with practical implications in their professional lives.

Some of the lesser known activities at Rambam seem to be inspired by the spirit of these days. Among them are research projects to improve quality of care while reducing costs, resolving patient complaints, and plans that will impact medicine for generations to come.

Please pray for these activities, the gifted people who work on



Photo courtesy of Orna Nitzan

them, and their impact on our many and diverse patients.

All of us at Rambam Health Care Campus wish you and your loved ones a very happy, joyous, and healthy Jewish New Year. May memories of past provision inspire a spirit of thankfulness for every blessing in life.

Boosting Efficiency at No Cost

With no special budget or additional personnel, a joint effort between Rambam Health Care Campus and Intel has dramatically increased efficiency and saved money.

Waiting times have dropped and the number of blood tests has risen. In addition, the time from testing to getting the results has also been reduced, as has the number of unnecessary examinations.

The joint project, initiated two years ago, has dramatically affected the Department of Internal Medicine, which had been facing serious difficulties. "It was hard to manage the masses of admissions we had to handle while preserving the quality of treatment and service, especially regarding CTs and

ultrasounds," said Dr Miki Halberthal, Deputy Director of Rambam. "We are now in a completely different place."

The Rambam-Intel partnership yielded overwhelmingly positive results. "People who were not from the world of medicine helped us to better see ourselves and to think more as a team," said Dr Ayelet Raz, Head of the Department of Internal Medicine A.

The achievements of the organizational efficiency program far exceeded the medical team's expectations. Among these improvements were:

- A 30-60% rise in the number of blood tests conducted during the morning hours

- A 50% increase in CT scans conducted by the emergency and internal medicine departments
- Increase in the number of CT scans conducted and interpreted within 24 hours, instead of in three days
- A 33% increase in the number of transfers from the emergency department during the morning shift
- Elimination of erroneous referrals

"This is a revolution," declared Dr Raz. "It worked for internal medicine and can be applied to the entire organization as well."

Watch this movie to learn more: www.mat.co.il/BJk

Have a Complaint?



Dr. Talia Berman-Kishony is the Director of Quality of Service and Patient Relations at Rambam. Her centrally located and accessible office sends an important message—we care about you.

Talia's PhD research focused on how professional behavior can impact patient care. As a result of her work, Talia specializes in quality improvement, with a focus on taking negative experiences and turning them into success for the future. In particular, she is the buck-stops-here person for real-time patient complaints.

Every complaint is addressed in three steps. First the specific problem is addressed—personally addressing the patient's specific issue and seeking an immediate resolution. At this point, the complaint is recorded in a database so that the second step can be pursued—

identifying recurrent patterns of problems within the system. The third step is quality improvement of the identified problems.

Talia points out that this is the same process people go through as they pursue repentance in preparation for Yom Kippur. "We identify our sin, we apologize, and then we seek to improve by changing our old behavior."

Based on her experience, Talia has a few recommendations that will help anyone struggling with issues related to their healthcare system.

1. Be positive. Present your problem in a respectful manner that recognizes the humanity of the complaint recipient.
2. Listen and ask questions. When people explain something to you, if you don't understand what they mean, ask. Otherwise your

complaint might escalate over a simple misunderstanding.

3. Work with the system's hierarchy (don't start at the top). Many problems really can be solved better and faster in this way.
4. Don't wait too long to present your complaint. People are often afraid to come immediately, but that is when the situation is fresh and can best be remedied.

"We appreciate your feedback and use it as a tool to improve our services," Talia concludes.

For more information, you may be interested in the following publications authored by Talia:

[Interpersonal Conflict in Hospitals](#)
[Universal versus Tailored Solutions for Alleviating Disruptive Behavior in Hospitals](#)

A New Future...



Architect's concept of the new Life Sciences Park in Haifa, courtesy of Haifa Economic Corporation.

Rambam Health Care Campus is part of a group of that won a governmental tender to establish a new digital medicine incubator in Haifa.

The group is comprised of Israel's largest venture capital fund, Pitango, the medical technology giant Medtronic, IBM Watson Health, and Rambam MedTech—the technology transfer company of Rambam Health Care Campus.

The new incubator will focus on the fields of big data, predictive analytics, telemedicine, cloud computing, wearable and implantable diagnostic sensors, advanced diagnostics, personalized medicine, IT systems for hospitals, medical devices that interact with the web, and technological applications to improve and streamline medical processes.

They will leverage the high concentration of academic, medical, and technological research and entrepreneurial

resources in the Haifa area to manage this new incubator for an eight-year term. With establishment of the new incubator, Israel and Haifa will soon be positioned as a world leader in digital medicine.

Professor Rafi Beyar, CEO and Director of Rambam Health Care Campus: "Winning the tender for the incubator in Haifa is a tremendous achievement that will transform Haifa into a leading center for medical technologies and more..."

[Learn More](#)

Yom Kippur, Repentance, and Maimonides

According to various Jewish Bible scholars, repentance is one of the seven things created before the creation of the world. Making atonement for past wrongdoings involves major work on the part of the one who atones. The word atonement may be read in several ways; in English it can be looked at as *at-one-ment*, in the sense that we restore integrity through atoning for our wrongdoing.

Jewish Law focusses on atonement and repentance year round—but especially during the high holy days which include the Day of Atonement. Atonement and repentance include spoken confession of various wrongdoings. These are public and in the plural. Why? Because if we have not done a particular misdeed ourselves, we must still atone for not having done all we could to prevent someone else from so doing—we share in the

responsibility for the other's wrongdoing.

Maimonides, identified five stages of repentance: The sinner must recognize his sin, feel sincere remorse, undo, rectify or repay for any damage he has done, attempt to receive forgiveness by apologizing to the victim of his offense, and resolve never to commit the sin again. He concluded that true repentance takes place if the situation reoccurs and we behave differently—better than in the past. Furthermore, Maimonides wrote:

“Do not say repentance is limited to sinful acts, such as fornication, robbery, and theft. Just as a man must repent of these, so he must scan and search his evil traits, repenting of anger, hatred, envy, scoffing, greed, vainglory, excessive desire for food, and so on...”

No one is perfect—certainly this includes medical professionals.

Doctors have learned that honestly admitting an error to a patient is by far the best way to behave. Most patients understand that mistakes happen, that physicians are only human and can err. Yet acceptance and forgiving is much easier if the admission is proactive and not something the patient and/or family find out about later.

At Rambam Health Care Campus, our staff seeks to uphold the highest standards of care. Nevertheless, errors can occur for which we need to atone and make amends. Bringing honesty and humanity into the situation is the best way to achieve resolution and reconciliation. In honoring our Jewish traditions, we are helped to achieve the best outcomes possible.

Professor Jesse Lachter
Head, Endoscopic Ultrasound
Service, Rambam HCC



Moses Maimonides, also known as Rabbi Moshe Ben Maimon (the Rambam)

*Language,
Culture,
and
Rambam*

Meditating on Jewish New Year

This past September, the Jewish people marked the beginning of the year 5776. This day is commonly known as Rosh Hashanah, the start of the year. However, in the Torah it is referred to as a day of remembrance (*zichron*—זִכְרוֹן) Why that name? What is remembered at this time? Why is that name used?

In Leviticus 23:23–24 we read:

Then the LORD spoke to Moses, saying, “Speak to the children of Israel, saying: ‘In the seventh month, on the first *day* of the month, you shall have a sabbath-rest, a **memorial of blowing of trumpets**, a holy convocation.

Note this requirement to remember something with the blowing of the

trumpet or horn. To this day, a ram's horn, known as a *shofar*, is blown in synagogues throughout the world on Rosh Hashanah. By considering what the horn symbolizes, we can understand what is being remembered.

According to Sadiya Ga'on, the great ninth century rabbi and philosopher, the shofar was heard at Mount Sinai as the Ten Commandments were given. The sound of the horn inspires fear and trembling in same way that a siren during war warns of danger. The sound of the horn reminds us of how our actions are being judged by God on this day (similar to Zephaniah 1:14), marking the beginning of the Days of Awe before Yom Kippur. The sounding of the horn reminds us of the ram that Abraham sacrificed instead of his son

(Genesis 22:13) and it is said that a shofar will be blown when humanity is fully redeemed (Isaiah 27:13).

The Jewish New Year is a joyous time, but it also a time of deep reflection and remembrance of who we are and the events that preceded us. It is a time to remember how our lives can be most meaningful and connected to God. At Rambam, we express that meaning through our dedication to the welfare of those around us and by engaging in research that benefits all of humanity. Hence, Rosh Hashanah holds great significance for us in the Rambam community.

Rabbi Tsvi Landau
Pain Clinic Chaplain
Rambam Health Care Campus



RAMBAM Health Care Campus

Creating the future of medicine.

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For more information:



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You Can Help Research Needs at Rambam

The generosity of others is helping us replace old equipment, build new facilities, perform research, and care for our patients. Every gift counts. Click on the links below for more information on how you can help support the people of Israel via Rambam Health Care Campus.

Pray for Us and Tell Others About Us:

Visit our [Christian Friends of Rambam Facebook page](#) often for prayer requests and regular updates about what is happening at Rambam.

Friends Organizations: Tax-deductible donations can be made via a Friends organization near you (listed above).

Giving: Please [visit our webpage](#) for more information about how you can make a difference in the lives of the people served by Rambam Health Care Campus.

Support of research projects represents an investment in the future of medicine. Your gift to fund our various projects will help assure a light shining forth from Zion to the rest of the world: bringing hope for a healthier future.

Research projects impact every aspect of a hospital, from patient care, treatments, and therapies, to the administration of that care, and assuring it is done the best way possible.

The government has recently approved construction of a donor-funded Biomedical Discovery Tower at Rambam. The tower will facilitate breakthrough medical research with clinical applications. Its impact will be far more than medical: It will contribute to the

economy of the region, and further Israel's medical contributions to the world. The cost of this important project is \$70 million, including equipment; one donor has already given \$10 million!

Rambam also encourages in-house physicians to pursue research via the Atidim (Futures) and Ofakim (Horizons) Awards. Donations to these research awards go towards clinical research of current and important medical interest.

Please pray for our researchers, and consider a donation towards the future of medicine via Rambam Health Care Campus. Your gift in any amount is an investment in health and healing—beginning in Israel and extending to the nations.

Where there is no vision, the people perish...

Proverbs 29:18 (KJV)