

Rambam

ISSUE NO.27 | JUNE 2021

on call

RAMBAM BEHIND THE SCENES

Always Moving Forward

**THE OPERATIONS
MAN BEHIND THE
OPERATIONS**

**When Friendship
Runs Deep:**

**THE LEGACY OF
HERTA & PAUL AMIR**

Food for Thought

**REIMAGINING
HOSPITAL FOOD
SERVICES**

All in the Family

**TAKING CARE OF
RAMBAM'S CHILDREN**

Going Underground

WITH THE IDF



RAMBAM
Health Care Campus

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RAMBAM
Health Care Campus

General Director:
Dr. Michael Halberthal

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Senior Editor and Production: Shirley Erulkar

Writer: Liza Farachdel

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Photography:
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Ziv Koren

Graphic Design and Concept:
Raaya Gilboa Studio
Tel: +972-50-3211363
email: raaya@rgdesign.co.il
www.rgdesign.co.il

Letters to the Editor:
ROC@rambam.health.gov.il



Cover Photo: Transporting a patient through the hospital



Dear Friends,

It is my pleasure to present the latest Rambam On Call. We are shining the spotlight on those whose essential involvement in our day-to-day activities is usually behind the scenes – the employees comprising Rambam's Division of Operations. These individuals work tirelessly to ensure that the hospital is operating properly, and their monumental contributions during the pandemic were crucial. Quite simply, Rambam cannot function without them. I am full of gratitude for all of our unsung heroes.

We are pleased to focus on their initiatives across the campus, and include a profile of Nissim Haim, Rambam's Deputy Director and COO, who shares his vision for overseeing all operations activities. You'll also learn about the role played by the Division of Human Resources, which established daycare programs for the children of employees during the pandemic and facilitated cooperation with the IDF.

Instead of highlighting the work of three promising researchers, we are staying on-theme and presenting several inventions developed and created by employees in the sewing, transport, and maintenance departments. I love that innovation can be found everywhere at Rambam!

We also pay tribute in the magazine to two of our donors – the Herta and Paul Amir Foundation, whose donation enables renovation of Rambam's Internal Medicine Building, and the Leir Foundation, whose President, Margot Gibis, recently visited the campus and received the 2021 Rambam Award. These are just two of our many partners and friends who have shown unwavering commitment to Rambam – support that we never take for granted.

So much has happened over the past six months, especially regarding the pandemic. I'm proud to say that Rambam plays an important role in Israel's world-leading campaign, vaccinating more than 15,000 Israelis – including 96% of our staff. During the pandemic, we saved the lives of ALL pediatric COVID-19 patients who developed heart problems by using the ECMO machine in Ruth Rappaport Children's Hospital. While we continue to treat COVID-19 patients, the sharp drop in numbers enabled us to close the Sammy Ofer Fortified Underground Emergency Hospital. And, as we eased out of the pandemic, we found ourselves treating the most critical victims from the Mount Meron tragedy, proving that our experience as Northern Israel's only Level 1 trauma center and tertiary care hospital has prepared us for any scenario.

While Rambam felt the recent tensions in and around Israel, I am proud of the peaceful coexistence that thrives here, as well as our ability to provide shelter

for more than 100 preemies from other, unprotected hospitals in the fortified facilities in the Ruth Rappaport Children's Hospital. Fortunately, we didn't reach this point.

Through everything, Rambam continues to progress. We opened new clinics in areas such as psychological trauma, follow-up services and treatments for recovered COVID-19 patients, and treatment to repair narrowing carotid arteries and prevent strokes. I was touched by stories about women with serious and even life-threatening conditions who, thanks to our dedicated teams, gave birth to healthy babies, as well as the incredible story of a nine-year-old boy who walked for the first time following treatment.

We won awards – three of our employees made the Israeli Ministry of Health's List of 30 Leading Influential Women for 2021, and Dr. Khetam Hussein, Director of Rambam's COVID-19 Division, is the first doctor and the first woman in the Druze community to receive a certificate of appreciation from the community's spiritual leader. We shared knowledge in virtual meetings on a global level, and continue to strengthen ties with hospitals throughout the Middle East, in places like Morocco and the United Arab Emirates. And of course, we are always researching and innovating, for if we do not, I believe we will become irrelevant.

In continuing with our mission to provide the best possible patient treatment, we acquired and deployed a new PET-CT and two new MRI machines, which also enable us to enhance our research abilities, as well as other life-saving equipment.

Our construction projects are altering Haifa's skyline. We decided to start completion of the Joseph Fishman Oncology Center's final floors, which will house our radiotherapy unit. Four floors are nearing completion in the Eyal Ofer Heart Hospital, and we hope they will be in use by the end of 2021. We are in initial stages of the planning process to add one-and-a-half floors to Ruth Rappaport Children's Hospital, and this space will contain a new pediatric rehabilitation center. We finished the casing for Helmsley Health Discovery Tower and are in talks with multiple institutions, including the Technion – Israel Institute of Technology, to obtain several floors.

Last but not least, I am excited about the 2021 Rambam Summit, planned for October. We are cautiously optimistic, holding onto the hope that we will once again be able to celebrate together.

I look forward to seeing you at the 2021 Rambam Summit!

Best regards,

Michael Halberthal, MD

General Director, Rambam Health Care Campus



ALWAYS MOVING FORWARD

THE OPERATIONS MAN BEHIND THE OPERATIONS

Nissim Haim, Rambam's Deputy Director and Chief Operating Officer, has always been driven by the belief that whoever does not move forward is moving backward. "There is no place for standing still; whoever thinks that preserving the status quo is acceptable is wrong. That person will fall behind, since others will have continued going forward," he explains.

"I know that I can always count on my team as we work together to achieve the far-reaching goals we set."

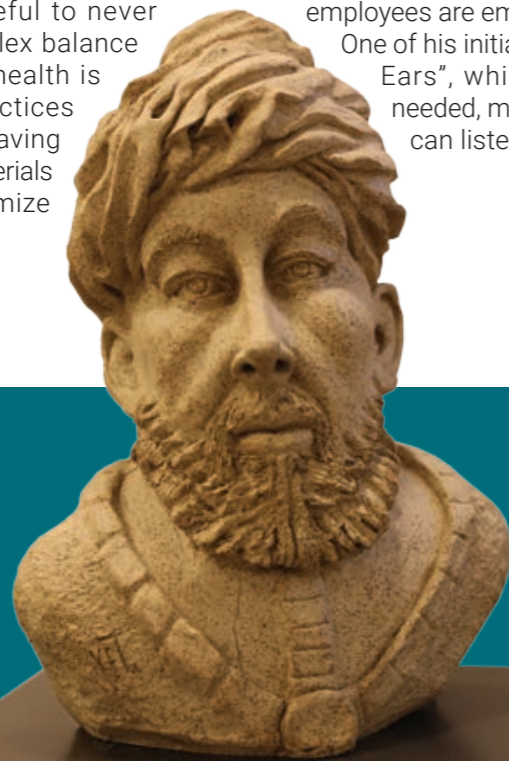
Nissim is a senior member of Rambam's administration, and is part of a select team that defines the hospital's management and business strategies. He has extensive industrial management experience, and his vast range of responsibilities includes all administrative operations, overseeing administration and campus upkeep, and coordinating between these sectors and the hospital's medical services, the Division of Human Resources, the Security Department, and all operations departments. The excellent working relationships that Nissim has built with the directors of each of these groups is a fundamental element of the hospital's operational accomplishments. "I know that I can always count on my team as we work together to achieve the far-reaching goals we set," declares Nissim with pride.

OPTIMIZING EFFICIENCY

Through his key role in safeguarding hospital efficiency, Nissim makes it possible for the hospital to function and to fulfill its primary goal – saving lives. "It is critical to ensure that operational efficiency is optimized across all sectors and budgetary efficiency is maintained," he says, adding, "Such efficiency is necessary to prevent significant negative repercussions that can be felt at every level."

To that end, as Nissim and his staff inspect all hospital processes to evaluate whether maximum efficiency is being achieved, they are careful to never lose sight of the essential, complex balance required to ensure that patient health is not compromised. Stringent practices and policies guarantee that life-saving medical equipment and related materials are properly maintained to maximize accuracy and performance levels.

A sculpture of the Rambam created by Nissim's wife Eti.



MANAGING THOUSANDS OF EMPLOYEES

As COO, Nissim is tasked with supervising management of the hospital's entire, diverse staff of 5,800 employees. "It is imperative to recruit the right people, provide training for those already here, and match the right person with the right position. If someone has all of the qualifications for a certain job but there is no chemistry, it won't work," he stresses.

Staff development and training are a crucial contribution towards employee efficiency, and the Department of Training and Development provides resources for new managers in all medical and non-medical sectors to help them become better leaders. Industrial management engineers are at their disposal to help achieve operational and financial efficiency. The department also trains the administrative staff, giving them tools to deal directly with the public. "We want to ensure they are as effective as possible to avoid bottlenecks that can affect other areas," he discloses. Nissim and his team conduct regular assessments to ascertain whether the system is holding up under heavy workloads, identifying problematic aspects and taking steps to correct them.

Understanding the stressful nature of working in a hospital environment, Nissim is always looking for ways to strengthen the staff and ensure that employees are emotionally equipped to do their jobs.

One of his initiatives is a program called "Attentive Ears", which offers emotional support as needed, making available a social worker who can listen and assist.

READY FOR EMERGENCIES

Rambam prides itself on its ability to be prepared for all scenarios, and this ability was put to the test in 2020 when the need arose to convert the Sammy Ofer Fortified Underground Emergency Hospital from a parking garage into a large-scale COVID-19 treatment facility. Once the decision was taken, a cross-section of employees from all sectors was deployed to execute the conversion. Within days, a fully operational hospital with all of the necessary infrastructure was set up, including all medical and non-medical equipment, washrooms, communication systems, room for up to 900 beds, and more.

Readiness for crisis situations is also dependent

on the successful procurement of vital equipment and supplies. As a result of this readiness and the ability of Nissim and his colleagues to quickly identify purchasing needs, Rambam was the only Israeli hospital that had no PPE shortages during the pandemic.

In addition, to ensure that the hospital is ready to address problems in real time, Rambam was the first Israeli hospital to build a detailed floor-by-floor file of all facilities, denoting locations for items such as plugs, electricity, fire extinguishers, and so on. The file is on the hospital's intranet portal and is available to all employees. "If there is a problem or an emergency, it's easy to open the file and obtain all necessary information about that location," reveals Nissim. Representatives from other hospitals have come to Rambam to learn how to create such a file.



Nissim and the senior managers of the Operations Division

MOVING FORWARD

At Nissim's initiative, a number of innovations to boost productivity have been instituted, including the strategic decision to install a robotic system in the pharmacy that alleviates the need for extensive manpower in the pharmacy itself, enabling pharmacists to spend more time working directly with the medical teams. He also promoted the development of a computerized notification system that sends out a reminder to patients days before scheduled visits so they can prepare accordingly.

These initiatives, coupled with Nissim's constant quest to understand how to do things in the best possible way, are a mainstay of Rambam's success. To help him concentrate on his mission, Nissim is drawn to a Helen Keller quote: "The only thing worse than being blind is having sight but no vision," says Nissim. "To reach our goals, we must outline our vision and prepare a plan of action. By doing so, I believe that we can get to where we want to be."

FACTS AND FIGURES

EACH YEAR AT RAMBAM, THERE ARE...

350,000

TRANSPORT ACTIVITIES



32,000

AFTER-HOURS CALLS made to the hospital's control center for unexpected maintenance issues



3,500,000

PATIENT DATA FILE TRANSFERS between the archive and the patient data system, ensuring that medical teams can easily access files as needed



2,190,000

MEALS PREPARED by the kitchen and served throughout the hospital



420,000

STAFF LUNCHES SERVED



~40,000

MAINTENANCE ACTIVITIES CARRIED OUT



~10,000

PURCHASE ORDERS PLACED

1,825

TONS OF LAUNDRY

HELPING IN ANY WAY SHE CAN

Moments after meeting Marom Hamed, who has been the cleaning woman in Maternity Department B since she started working at Rambam approximately 15 years ago, one can easily understand how she became so popular among the department's staff and its patients. Marom is a warm, kind individual with laughter in her eyes – an animated woman who loves her job and loves Rambam. For her, Maternity Department B is like a family.

"I am a cleaning woman, but I know a lot about giving birth."



Marom is full of energy, and in addition to her regular cleaning duties, she is always looking for ways to do more. "I am a cleaning woman, but I know a lot about giving birth," explains Marom – a mother of six, five of whom, were born at Rambam. "I really connect with these women. It doesn't matter to me if they are Ethiopian or Arab or Jewish. I pay attention to them and do whatever I can to assist them."

ENCOURAGING NEW MOTHERS

For Marom, the new mothers are like her daughters, and she is always prepared to offer a helping hand, whether it is to give them tips about parenting, escorting them to the bathroom, and even helping ultra-Orthodox women to light candles and turn on the breast pump machine during Shabbat. "They thank me for doing something that isn't necessarily my responsibility, but I tell them that this is who I am as a person – that I'm not just the cleaning woman," she shares.

Marom, who is from the town of Jisr e-Zarka, speaks both Arabic and Hebrew. She is often called upon by the medical staff to act as a translator for Arabic-speaking patients, explaining how to do different tasks. "Sometimes, I even convince them to really listen to what the doctors are saying and to take care of themselves, so that they won't have problems after they go home," she notes.

"This is why they love her in the department. Marom helps out in so many different ways," says Rotem Cohen, Operations, Planning, and Infrastructure Manager.



Rotem Cohen

RECEIVING RECOGNITION

Meticulous and diligent in her work, Marom receives excellent feedback from both the department staff and patients, who are grateful for her support. "Marom always thinks outside of the box. There are those who simply come to work and only do what is asked of them, and then go home. Then there are those who are ready to do anything and really give of themselves. Marom is one of these people," shares Nawal Omer, Area Manager in the Campus Upkeep Department for the Sammy Ofer Tower. Marom is grateful to Nawal, who is very supportive.

Over the years, Marom has received many compliments, as well as several letters of gratitude from patients and their families, thanking her for everything she did to help them. "If one of the new mothers needs help, I can't say no," she states.

Once, Marom entered a patient room, and everything was on the floor – clothes, diapers, and more. She cleaned everything up, and then went to speak with the nurse to let her know that something seemed off. As a result, a social worker was called in. "The work has never been hard for me, and I have good relations with everyone. I'm glad I work in Maternity Department B with new mothers," Marom relates.

L-R: Marom Hamed, Nawal Omer, and Atman Asfahan, Marom's supervisor



HE'S LOOKED AT COVID-19 FROM BOTH SIDES NOW

Working with COVID-19 patients is understandably challenging, but for George Dahoud, Rambam's Director of Respiratory Therapy, his perspective was irrevocably altered after he fought the illness himself.

George has worked at Rambam for 33 years, and leads a team of 14 respiratory therapists (RTs) – four of whom, were added during the pandemic to deal with the surge in respiratory patients. As members of the treatment team, RTs are responsible for all respiratory activities, including daily machine maintenance, testing, checking the machines before use, and connecting the patients.



RESPIRATORY THERAPY IN THE TIME OF COVID-19

During the pandemic, the RTs found themselves working under complex conditions. The number of patients requiring ventilators was significant, and the RTs would enter the treatment facility in the Sammy Ofer Fortified Underground Emergency Hospital wearing PPE, staying for up to three hours per shift to ensure that everything was running smoothly.

There was initially a great deal of uncertainty. "We didn't know how contagious the virus was, how it was passed on, or whether the PPE was effective," says George. "I'm always calm and my work doesn't frighten me, but when I entered the COVID-19 department at the start of the pandemic, I was scared to get close to the patients."

Another aspect was that no one knew how bad things might get. George created a plan to train approximately 15 Rambam employees with suitable backgrounds to augment and assist his team. "We planned and were ready for more difficult conditions. Fortunately, we never reached a stage where it was necessary to implement this plan."

A POSITIVE DIAGNOSIS

George tested positive for COVID-19 after being infected by a colleague. He spent a month in isolation, including five days during which he was hospitalized in one of Rambam's coronavirus departments, then located in (and since returned to) the Meyer Building. While he did not require a ventilator, he was given oxygen and steroids immediately due to the serious nature of his symptoms.

This was still in the early stages, when nobody really

knew what was happening or what to expect. "Prior to getting sick, I had seen these types of patients. They were regular people like me who had developed similar symptoms. Some needed to be put on ventilators, and some even died. The fear is understandable, and it affects you," George recalls.

While George believes that his connections at Rambam were an asset, it was hard for him to be treated by colleagues. "I was scared, and I was with people with whom I have a professional relationship. It's uncomfortable having people you work with see you in this situation. There were many difficult moments," recalls George, his voice breaking with emotion.

"I DIDN'T EXPECT TO GET SICK"

One day after testing negative, George returned to work. "I probably should have rested for another month, but there were growing numbers of COVID-19 patients and I was needed. It took several months until the most difficult symptoms passed, and even today, there are still remnants. I've got a problem with my hearing that didn't exist before, and my memory is poor. It's very frustrating, especially since I have always had an excellent memory."

George now draws on his own experiences when treating COVID-19 patients, and whenever he works with them, he lets them know he was once in their situation. "You can understand the patients differently. Being sick taught me to be more patient and compassionate.

I didn't expect to get sick this way. When people hear my story, it raises awareness of the potential dangers. It makes it more real. You have to talk about it."

FOOD FOR THOUGHT

REIMAGINING HOSPITAL FOOD SERVICES

Prior to the onset of COVID-19, food and kitchen services at Rambam were fairly typical, with separate procedures in place to provide food for patients and hospital employees. The majority of staff meals were served at lunchtime, with fewer than 100 breakfast portions and an even lower number of dinners served each day – and these were reserved for select groups only. Chefs began their days at 5:00 am and usually finished between 1:30 and 2:00 pm, and the kitchen was generally closed during the night.

Once the coronavirus infiltrated the halls of Rambam, however, everything changed, and it quickly became apparent that a paradigm shift was needed to address the new challenges brought on by this unprecedented situation.

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"We needed to be able to provide a system that was very flexible and met the needs that had changed."

Kitchen Manager Batya Berman (left) works in the kitchen with her staff



WORKING LONGER SHIFTS

As many employees transitioned from eight- to 12-hour shifts, a decision was taken to significantly increase the availability of food – this translated into staff receiving better meals throughout the day and night. *"There were employees working from 7:00 pm through 7:00 am, which meant that their days were upside down,"* explains Amir Ben-Joseph, Director of Rambam's Operations Division. The employees primarily included both medical and non-medical teams in the COVID-19 departments and command centers.

Together with Kitchen Manager Batya Berman—who led many of the initiatives—and nutritionist Yifat Lauterbach, new menus were developed that were geared towards late-night or middle-of-the-night meals with items like quiches, salads, different types of cheeses, and other light fare. In addition, special meals were made for employees for holidays and Friday nights. *"Once the pandemic started, we began to offer a much richer menu with greater variety,"* recalls Amir, adding, *"we wanted to assist them with the challenges they were facing to help them focus better."*

FEEDING PATIENTS UNDERGROUND

Feeding the patients in the COVID-19 treatment facility in the Sammy Ofer Fortified Underground Emergency Hospital required creative solutions on the part of Amir, Batya, and their colleagues. Considerations included efficiency and diverse patient needs, while ensuring the safety of those employees responsible for the underground food services. Food was served in a myriad of ways, and all plates, cups, and cutlery were disposable in order to alleviate the need for disinfection. Buffets and refrigerators with dairy products and other perishable items were provided for ambulatory patients and were available throughout the day, as were hot water urns for coffee and tea, while special cardboard trays with individual meals were served to those patients who were unable to get out of bed. As with the employee meals, on Shabbat and holidays, a more festive atmosphere was created, meeting patients' religious and cultural needs.



Amir Ben-Joseph

COOPERATION IS KEY

Menus were reimaged and the whole food serving concept was modified. *"We needed to be able to provide a system that was very flexible and met the needs that had changed. There was a need for collaboration between the dietitians, the medical teams, and the kitchen in order to plan accordingly, and we also asked for as much feedback as possible to ensure that we were moving in the right direction,"* notes Amir.

Cooperation between different departments was imperative to ensure that the system ran smoothly, and the results of this cooperation allowed for the operational flexibility that led to the initiative's success. *"All of the teams and employees came together 100% to support the entire process. It was a pleasure to stand with these people as everyone tackled this complex project."*

ALL IN THE FAMILY:

TAKING CARE
OF RAMBAM'S
CHILDREN

With Israel under lockdown and COVID-19 cases spiraling out of control, Rambam found itself facing a personnel shortage due to growing numbers of employees in quarantine. Schools were closed, and the administration realized that the hospital's ability to operate efficiently would be compromised without a childcare solution for its employees.



As such, a decision was taken to establish a daycare center. Recalls Eli Ben Shlush, Director of the Division of Human Resources, “Hundreds of employees were in isolation, and we opened four COVID-19 departments that required significant resources. We needed employees to feel secure enough to work while leaving their children.”



MEETING EMPLOYEES’ NEEDS

The daycare center was open during all three lockdowns, for more than six weeks each time. During the first wave, spaces were limited. During the subsequent waves, Rambam received assistance from the Ministry of Health’s Emergency Department and the Haifa Municipality, and opened the center to all employees. “There wasn’t a single employee who turned to us for whom we were unable to provide a solution,” notes Eli, adding, “It was important to the hospital administration to look after the employees’ wellbeing.” In total, approximately 200 children participated.

The center opened every morning at 6:45 so that parents could drop their children off before their shifts, and remained open until 4:00 in the afternoon. Initially, ages ranged from six to 12 years, but as the pandemic continued, the range expanded to include babies as young as three months old, who were taken care of in Haifa’s WIZO daycare facilities. “We provided a comprehensive family solution,” says Merav Ganot, Director of the Department of Employee Welfare.

“It was a wonderful environment, and it was a lot of fun. You see happy children – you don’t see COVID-19.”



Members of Rambam’s administration with daycare center staff



Merav Ganot and Maya Benjamin with some of the children

DAYS FULL OF ACTIVITIES

Rambam’s Department of Human Resources and the center’s staff worked hard to keep the children happy. “Our role was to address their needs in a way that was engaging enough to make them want to return,” explains Merav.

In addition to many special activities, school-age children had access to a computer classroom to remotely join their lessons and keep up with classwork, and were assisted by staff members as needed. Holidays were also marked, and the ethnic and religious diversity enabled the children to learn about other groups. “We had one Arabic-speaking parent tell us that his daughter didn’t know a word of Hebrew beforehand, but was now singing Hebrew songs,” shares Merav. “It was important to have mixed groups, and the kids really connected.”

All activities were held according to Ministry of Health guidelines, and there were no COVID-19 infections. The children were divided into capsules of eight, and each capsule was accompanied by two staff members. There were temperature checks every day, and parents were required to complete a daily health declaration for each child. Masks were required from age six.



WORKING TOGETHER TO MAKE IT HAPPEN

The center was staffed by different groups during each wave, including IDF soldiers from the Home Front Command, national service participants, and members of youth movements. Additional staff was provided by the Haifa Municipality and the Israel Youth Hostels Association. “Without the involvement of the municipality, none of this would have happened and we would not have succeeded. We couldn’t have taken as many children as we did without their help,” affirms Eli. Rambam supplied breakfast and lunch, as well as other goodies for the children.

No less important was the support from parents, who even raised money to buy gifts for the staff. Maya Benjamin, from the Employee Welfare Unit, confirmed that they received amazing feedback, and that the parents were grateful for the solution. “It was a wonderful environment, and it was a lot of fun. You see happy children – you don’t see COVID-19,” says Maya.



GOING UNDER- GROUND WITH THE IDF



"The decision to temporarily absorb soldiers serving as medical personnel was made rapidly – from one day to the next."

Rambam Health Care Campus is no stranger to making history, and its activities during the pandemic are no exception. One standout was the hospital's unprecedented cooperation with the Israel Defense Forces, which, for the first time ever, partnered with an Israeli hospital to treat civilian patients. As is typical across the northern part of the country, these patients reflected a true cross-section of all sectors of Israeli society.

As the number of COVID-19 cases in Israel drastically increased, Rambam was tasked with opening a large-scale COVID-19 treatment center in the Sammy Ofer Fortified Underground Emergency Hospital. The hospital's three existing coronavirus departments were transferred into the new facility, but given the possibility that medical teams would have to treat up to 770 COVID-19 patients, Rambam found itself in the predicament of having a manpower shortage, and needed additional doctors and nurses to cover the shortfall.

At the initiative of Rambam General Director Dr. Michael Halberthal, the idea was raised to reach out to the IDF to ask for assistance. "The decision to temporarily absorb soldiers serving as medical personnel was made rapidly – from one day to the next," explains Eli Ben Shlush, Director of the Division of Human Resources.

Notes Dr. Halberthal, the combination of Rambam staff and IDF forces was very beneficial for the region's COVID-19 patients. "Over the years, Rambam and the IDF have worked closely to promote and manage various issues and scenarios related to public health and to deal with complex situations. This cooperation enabled us to give the patients in both the Rambam and IDF COVID-19 departments the best possible care."



Eli Ben Shlush

JOINING THE RAMBAM FAMILY

Approximately 200 soldiers were due to take part in the program, and Eli's staff, responsible for facilitating their transition to becoming hospital employees, quickly organized the onboarding procedure. The process was necessary in order to generate employee tags and to provide the soldiers with access to Prometheus, the hospital's computerized patient data system, as soon as they began to work.

These initial steps took place over the course of a single weekend. The assigned IDF liaison provided a list of the soldiers, and their data was quickly entered into the system. A new absorption kit was created and sent to them in digital format, along with instructions for completing the kit and returning it to Rambam. By Sunday, the process was complete, and the soldiers were issued their tags. Recalls Eli, "The staff member responsible for this process was Moshe Leizzer, head of the Prevention of Racism, Elimination of Discrimination and Exclusion Unit, who worked throughout the weekend. We had to open a new department, and our role was to bring the soldiers in as swiftly as possible."

Following the opening of the IDF COVID-19 Department, the IDF Spokesperson's Office stated that, "The IDF considers this mission to be of paramount importance, and with the help of carefully selected medical staff, they were prepared for this operation with extraordinary speed. In close cooperation with Rambam, the best medical care will be provided for the citizens of the State of Israel."

TRAINING IN A HOSPITAL ENVIRONMENT

To assist the soldiers with their acclimation, a training program was quickly built by Rambam's medical and nursing teams, together with the Department of Training and Development, led by Galit Kobi. The primary training instructor was Dr. Gidon Berger, Director of the Department of Internal Medicine B. In addition, Dr. Yosef Ben-Ari, Director of the Pediatric Intensive Care Unit in Ruth Rappaport Children's Hospital, was responsible for intensive care training.

The program was implemented very quickly, and included topics like how work is carried out in the COVID-19 areas as well as simulation activities undertaken together with the Rambam medical teams to strengthen cooperation and enable more seamless integration for the IDF teams. "It's important to remember that these are not doctors and nurses who work daily with complex medical cases or internal medicine patients. They usually work in clinics and army units taking care of young soldiers – for many of the nurses, it was their first time working in a hospital environment. The training program was tailored towards acclimating the IDF medical teams to work under the hospital conditions, which enabled them to jump right into their work," explains Eli.

WORKING SIDE BY SIDE

Instead of spreading the soldiers out to work in the underground hospital's existing departments, the IDF established a fourth COVID-19 department, staffed entirely by the soldiers. While the soldiers worked independently, there was always a Rambam employee in the vicinity who could help and provide guidance as needed.



L-R: Lieutenant General Aviv Kochavi, the IDF Chief of Staff, and Dr. Michael Halberthal in Rambam's COVID-19 command center



The patients were equally split among the departments to ensure a balanced workload. No preference was given to the Rambam-staffed departments, and, as a result of Rambam's very real commitment to coexistence and equality for all, no decisions were made based on patients' ethnic or religious backgrounds. "The IDF wanted to give Rambam the capability to receive more patients, as well as to relieve some of the pressure that the Rambam teams were facing," says Eli, who adds that, "The religious and ethnic diversity among the staff and patients was never an obstacle."

Meetings were held daily for everyone involved in COVID-19 treatment to provide updates and raise different issues. These meetings were attended by Rambam and IDF staff members alike, and regular participants included the director of the IDF COVID-19 department, who works as a department director in a different Israeli hospital outside of the army.

In addition to all of these joint activities, the soldiers were made to feel "at home" by providing them with many of the same benefits as regular salaried employees, including parking passes and discounted meals. And, even though they were considered Rambam employees, it was also important to them to be recognized as soldiers so that their activities would be seen as representing the IDF.

A SUCCESSFUL ENDEAVOR

During meetings prior to and after the project, the soldiers shared with their Rambam colleagues that they had never seen such an efficient process as that which they'd experienced at Rambam. "We thought the military moved quickly, but Rambam was even quicker, and this was true throughout the process," says one soldier.

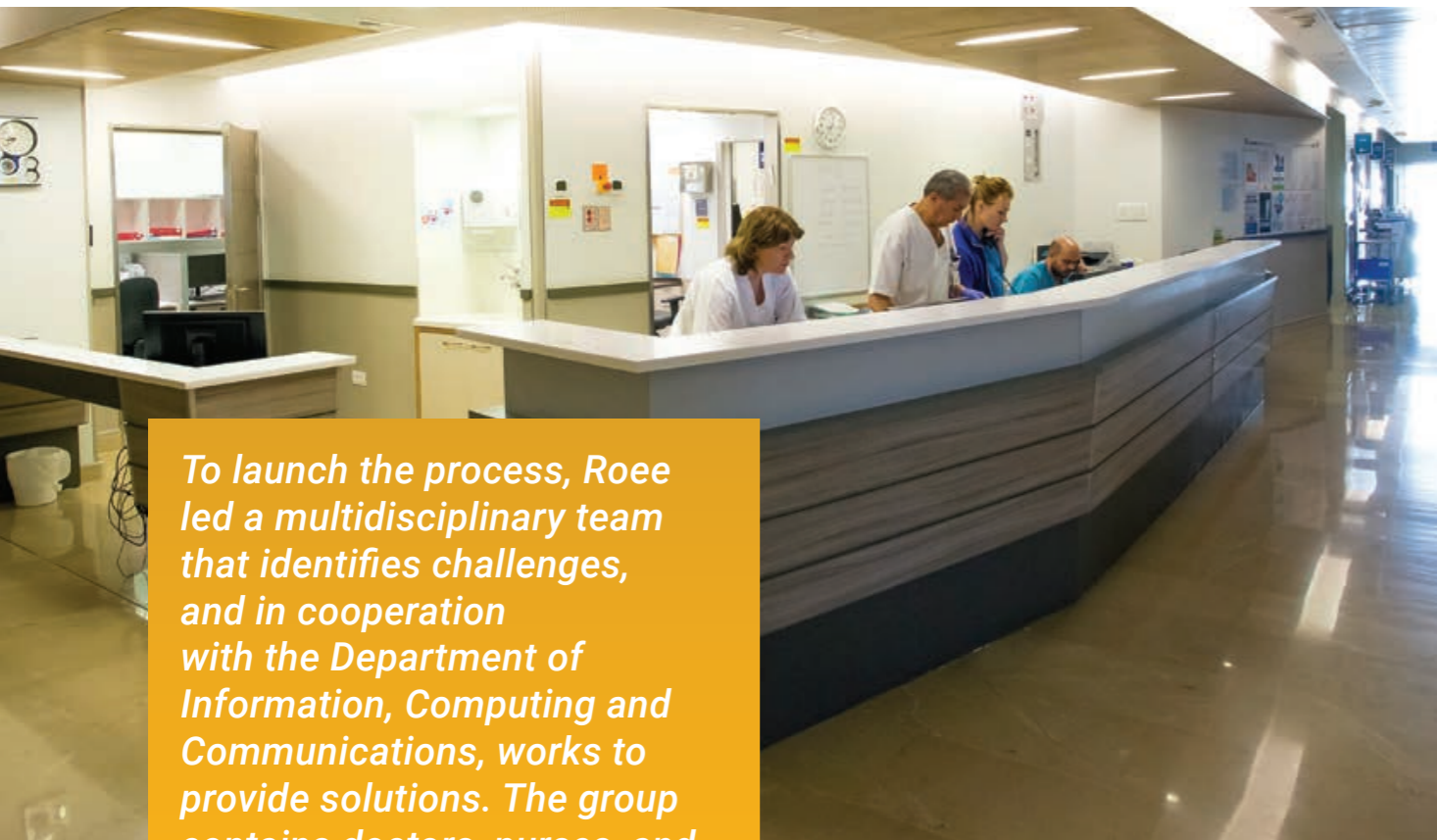
When asked about challenges, Eli relates that while there were a few bottlenecks early on, strong cooperation with the IDF liaison and the soldiers themselves ensured that these were solved quickly. "The military personnel we received were highly capable. It was an amazing experience and a great exercise, in that we now know how successful it can be to work with the IDF in this way."

WHEN EVERY MOMENT COUNTS

"Time is a precious commodity," remarks Roee Avraham, Operations Manager in the Joseph Fishman Oncology Center. Roee is an expert on time – or rather, on time management. He is responsible for two time management initiatives that have been introduced in the Center.

"People tend to behave as though they have a lot of time, but they don't..."





To launch the process, Roee led a multidisciplinary team that identifies challenges, and in cooperation with the Department of Information, Computing and Communications, works to provide solutions. The group contains doctors, nurses, and others, who brainstorm to improve inefficient practices.



Call center employees assisting a patient

RECEIVING ANSWERS QUICKLY

There are often difficulties when patients need to contact their doctors' offices with questions, and until last summer, the Oncology Center was no exception. At the time, the center relied on a company that fielded inquiries and forwarded them to Rambam. It usually took two or three days until the patient received a response – time that cancer patients could ill-afford to waste.

Roee and his colleagues solved the problem by establishing a call center, staffed by two Rambam employees who immediately respond to patient inquiries and have been trained to independently handle certain issues. If patients require consultations, the employee speaks to the relevant medical team member while the patient waits on the line. *"It's a revolutionary change,"* explains Roee. *"Under the old system, I regularly received complaints from patients unable to reach their doctors. We have received fantastic feedback regarding the call center."*

The service is available every day from 8:00 am to 3:00 pm. Currently in development is an initiative to enable online chats as well as an option to connect via WhatsApp. *"I knew the new system would change everything, but I didn't realize how much better it would be,"* claims Roee.

TAKING THE DIRECT ROUTE

The second initiative has streamlined the ambulatory care process. In hospitals worldwide, doctor visits and ambulatory treatment are separate entities. The doctor schedules periodic checkups to meet with the patient. In addition, the patient also meets with their doctor on treatment days. The patient spends many hours in the hospital, and much of that time is spent waiting – at reception prior to treatment, waiting for doctors, waiting for tests, and so on.

This scenario was also the case at Rambam until Roee established "Direct Route", which reduces the amount of time patients spend in the hospital. Now, when patients come for treatment, they go directly to the nurse to complete a clinical questionnaire, which uses a point system. Based on the results, the patient is either sent on the Green Route—which means the questionnaire is sent to the doctor for approval without needing to see the patient—or the Red Route, which means the patient is required to meet with the doctor. This method is more efficient and saves time for patients and the doctors, as they only meet for regular appointments and not on treatment days. It also frees up the doctors, allowing them to focus more on each patient as well as meet additional patients.

Roee notes that it can shorten the patient's hospital visit by at least 25%. "We have received great feedback," he says, adding that the goal is for at least 50% of oncology patients to participate. Most doctors are also in favor, though some are hesitant. Such differences of opinion can make its deployment complex. *"This is why we tweak the program and make changes along the way,"* Roee admits.

MAKING A DIFFERENCE

Roee is pleased to play a key role in these activities, despite the challenges. *"People tend to behave as though they have a lot of time, but they don't – once it's gone, it's gone. Saving time is important, and I am proud of the role I get to play through my work at Rambam."*



Roee Avraham



COMMANDING FROM AFAR: SETTING UP REMOTE COMMAND CENTERS

When Rambam's administration started to think about opening COVID-19 departments at the beginning of the pandemic, they needed to find a safe way to provide treatment. As such, the notion of creating command centers took root – clean areas that would allow staff to oversee care without frequent, face-to-face interaction with patients.

Because there had never been a need to prepare for such a scenario, the equipment required for the command center was not available at Rambam. Working closely with the Procurement Department, Sara Tzafrir, Rambam's Chief Information Officer and Director of the Department of Information, Computing and Communications, and Shay Tsadok, Director of the Purchasing, Logistics, and Biomedical Engineering Division, were able to quickly purchase all of the items they needed.

Rambam's first command center was in the Meyer Building, adjacent to the COVID-19 departments. This experience proved invaluable when the decision was made to transfer the departments to the Sammy Ofer Fortified Underground Emergency Hospital. "Given that the underground COVID-19 treatment facility was a contaminated area, we needed to physically separate this area from the command center," explains Shay.

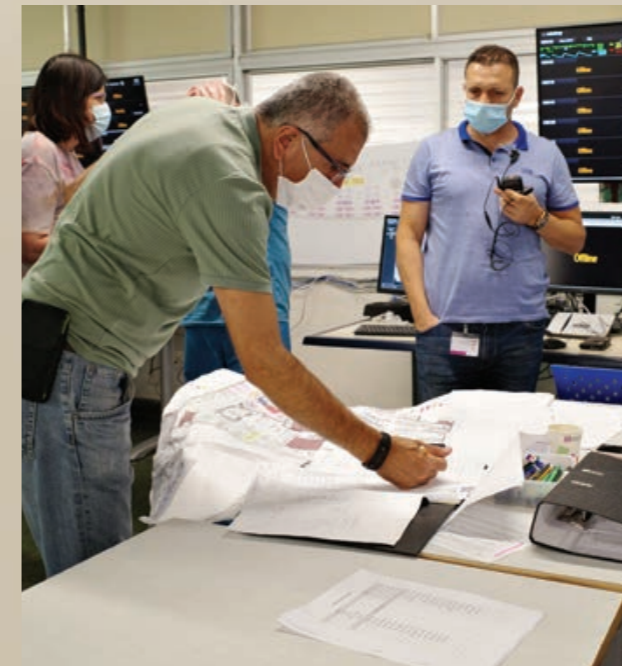


GOING LARGE

Four medical command centers—one for each department—were constructed in Rambam's staff dining room, which had been closed due to COVID-19 restrictions. Each center was independent of the others and led by senior members of the Division of Nursing. Doctors were also on staff, and together, they controlled the activities in their respective departments, maintaining constant contact with employees underground via dedicated communication devices that were configured for Rambam's needs and served as locators, allowing the command center teams to know where each employee was at any given moment.

"The mission given to us was to find a solution that would allow remote communication around the clock – audio as well as visual," explains Sara. "It was important that we had more than one method to do so. Our teams brainstormed to ensure we had several options."

A logistical command center was also needed, which managed all non-medical aspects such as cleaning, food services, bringing in medical supplies, and more. "The logistical command center needed to be close to the medical command centers so that medical teams in the departments had immediate access to everything," says Shay.



Preparing the COVID-19 command center

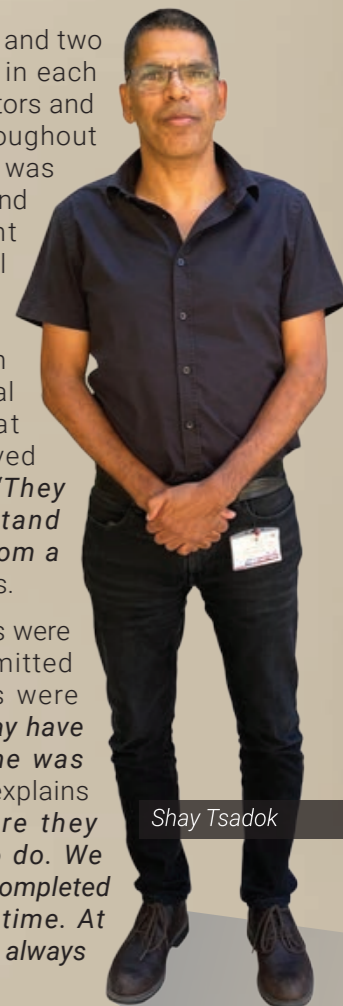
WORKING IN PERFECT HARMONY

There was tight integration between the teams building the command centers. Walls and partitions were created, the electrical system was upgraded,



network points were installed, and two large screens were mounted in each center to display patient monitors and live feeds from cameras throughout the departments. Sara's team was responsible for all computer and communication deployment issues—including a data control system used for constant monitoring of patient data—and worked in conjunction with the Department of Biomedical Engineering to ensure that patient data could be retrieved and displayed as needed. "They helped us to better understand the communication needs from a medical standpoint," Sara notes.

Dozens of Rambam employees were involved in and totally committed to the project – the centers were completed within days. "It may have looked chaotic, but everyone was actually in perfect harmony," explains Shay. "Everyone knew where they needed to work and what to do. We worked around the clock and completed the command centers in no time. At Rambam, the infrastructure will always be waiting for the patient."



Shay Tsadok

"EVERYONE KNOWS WHO KALUSH IS..."

Aharon Noach Kalush—or "Kalush", as he is known—has been a part of the Rambam family since 1998. Born in 1947 in a small village in Hungary to parents who were Holocaust survivors, he came to Rambam after the factory where he had been working shut down, and worked as a patient transporter until he retired at age 67.



Kalush worked very hard when he came to Rambam, but he loved the work and the people. "It isn't simply about moving patients around – you have to listen to them and be attentive to their needs," he explains. In addition, he highlights the need to be aware of the environment in which he worked.

Notes Rotem Cohen, Operations, Planning, and Infrastructure Manager, "Kalush always thinks outside the box. He is very dedicated, and you could see that he really cares about everything that happens here."

GIVING BACK

Immediately after his retirement, Kalush returned to Rambam as a volunteer in the Department of Emergency Medicine, eager to give back to the place that had become like a second home. "I chose to volunteer because I came from within the system. I know the hospital, and have personal connections with the people," he relates, adding, "When I first started to work here, many of the current doctors were residents. Over the years, I watched them rise through the ranks. I know them and they all know and trust me. Everyone knows who Kalush is."

As a volunteer, Kalush could often be found attending to administrative tasks and assisting the patient transporters. As someone who enjoys helping others, whenever Kalush had free time, he

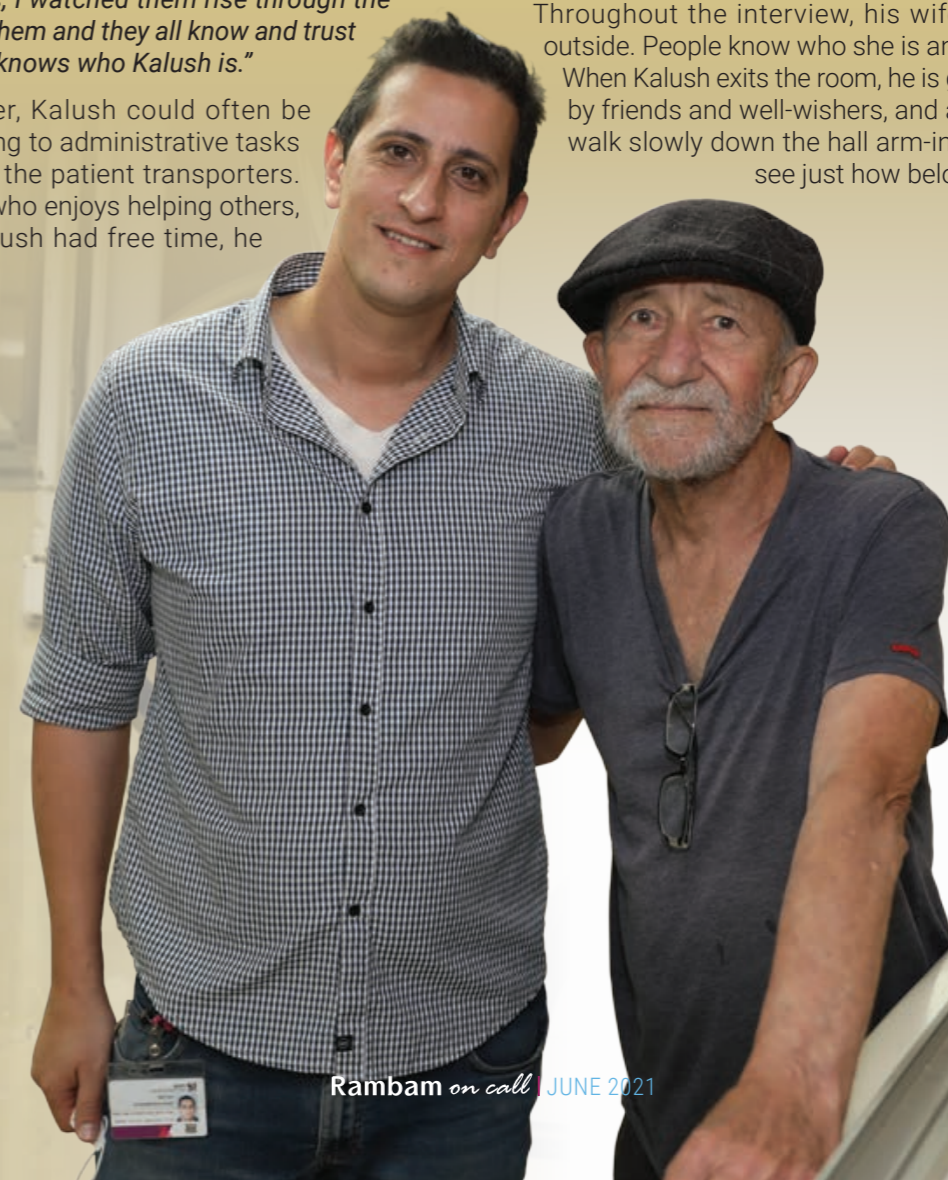
spent it at the hospital's information counter. "I didn't sit around in the staff room drinking coffee," he says earnestly. "I gave everyone my telephone number and told them that if they needed me, I would be at the information counter providing backup."

It is easy to see the great respect and admiration that Rotem has for Kalush. "I've known Kalush since he was an employee in the Transport Department. He is a very warm, caring person, and is very connected to the patients. When he came to the Department of Emergency Medicine and told me he wanted to volunteer, we quickly agreed. He always kept his eyes open in order to be as helpful and as useful as possible. He absolutely deserves our gratitude and recognition," states Rotem.

A RAMBAM INSTITUTION

At age 74, though Kalush is battling illness, his voice is strong. "Before I got sick, I would come to volunteer at Rambam every day. I miss it now, and hope to come back," he says wistfully.

And it is clear that everyone misses Kalush as well. Throughout the interview, his wife waits patiently outside. People know who she is and stop by to chat. When Kalush exits the room, he is greeted repeatedly by friends and well-wishers, and as he and his wife walk slowly down the hall arm-in-arm, it is easy to see just how beloved he is.



L-R: Rotem Cohen and Kalush

UNDER INVESTIGATION



Dror Keren
Deputy Director, Maintenance Department

At the beginning of the pandemic, Dror Keren and the maintenance staff were asked to create a respiratory intensive care unit that could provide negative room pressure. They quickly devised a plan to convert a room in the Meyer Building to meet this need. To facilitate the process, they spoke with representatives of the administration, Operations, and medical teams to understand all operational and medical needs.

In designing the facility, they built a command center, created staff observation points, established clean and contaminated zones, and installed magnets on doors to limit movement between areas. Elevators were configured not to stop on the COVID-19 floor.

To address the need for negative room pressure, they invented a system using air blowers, pipes, and filters to suck the contaminated air away from the patients and move it outside, testing it frequently. *"We succeeded in rapidly creating a great solution at minimal cost,"* explains Dror.



Aviad Keren
Director, Transport Department

Rambam's Transport Department designs innovative, transport-related solutions that are unique to Rambam.

Moving Beds: When employees had difficulty moving patient beds, Aviad Keren knew they needed to come up with something new. In cooperation with retired fighter pilot Arnon Katz, a remote-controlled device on wheels was built. It was designed to raise the bed 2 cm into the air, and then transport it to its destination.

Transporting Cancer Patients: Another solution developed with Katz is an electric ambulance. Built to safely transport patient beds, this vehicle enables cancer patients to be taken for treatment in other parts of the hospital while allowing them to remain in their own beds, alleviating the need for gurney transfers.

Patient Identification: A handheld scanner has been introduced, enabling transport employees to scan patients' wristbands for confirmation that they are transferring the correct patient. The solution uses a scanner that was adapted and configured by Rambam's IT and development teams specifically for this task.



Yochanan Trabelsi
Director, Sewing Department

Several months ago, doctors from the Department of Internal Medicine D presented Yochanan Trabelsi, Director of Rambam's Sewing Department, with a challenge. They needed a solution to keep patients from falling out of their chairs. After consulting with Internal Medicine D staff and observing patients to better understand the need, Trabelsi's team developed a special harness.

The machine-washable harness is comprised of a chest plate with straps at the top and bottom. The lower strap is placed between the patient's legs and under the chair and connected to the upper straps, which are draped over the patient's shoulders and the back of the chair.

Trabelsi and his team kept experimenting, testing the harness and adjusting the design until they were satisfied that it was both safe and comfortable. Currently, there are eleven harnesses in use in the hospital, and all feedback has been positive.

KEEPING IT CLEAN: STERILIZING AND TRACKING CONTAMINATED MEDICAL EQUIPMENT

Cleanliness is key in a hospital environment, and this can be especially critical in the operating room, where even the smallest bacterial glitch can negatively impact a patient's surgical outcome. Ensuring that all medical equipment and supplies are clean and completely sterile in every situation is critical for patients and staff alike.

"Rambam was the first hospital in Israel to start using such a system, which was deployed several years ago."

STREAMLINING THE PROCESS

All reusable equipment and supplies are grouped together in "sets", and Rambam's Sterile Supply Department, led by Director Dudu Levi, is responsible for maintaining approximately 800 different types of surgical tool sets and 40,000 different pieces of equipment and supplies. To facilitate the process, all items are managed and tracked using a dedicated computerized system, enabling the team's 37 members to know where each item is at any given time, as well as its status.

"Rambam was the first hospital in Israel to start using such a system, which was deployed several years ago," explains Avia Tawil, the department's Deputy Director. According to Avia, other Israeli hospitals followed suit once they understood how it not only optimized efficiency, but also how it alleviated the problem of misplaced supplies.

Dudu and his staff provide this vital service for all medical departments throughout the hospital, though the bulk of their work is with the operating rooms that represent more than 20 different surgical specializations. Whenever a contaminated kit is received, it undergoes a process of cleaning, disinfection, reassembly, and sterilization. Once complete, the kit is then distributed and ready for use. To ensure the process is done properly, department employees receive special training from more experienced colleagues, and are also given the opportunity to participate in relevant courses when they become available.

SAFETY IS ALWAYS A PRIORITY

The staff in the Sterile Supply Department is very professional and everyone has extensive experience in dealing with contaminated tool sets. At the beginning of the COVID-19 pandemic, as Rambam initiated preparations to open its first coronavirus departments, Dudu and his team committed themselves to the task of creating new tool sets specifically for these departments. In addition, given that pregnant women diagnosed with COVID-19 needed to be isolated from healthy pregnant women, they also needed to create tool sets for the hospital's dedicated COVID-19 delivery rooms.

Despite their knowledge and experience, however, when the first tool set contaminated by a COVID-19 patient was received, the staff were afraid to open it. A conversation with an epidemiological nurse did little to assuage their fears, and the department's management team opted to set a personal example. *"We have families, and it was clear to everyone that we would not take unnecessary risks. Together, we followed the procedures and showed the employees that it is possible to execute our regular cleaning and sterilization processes without endangering the safety of the staff,"* recalls Avia.

The managers succeeded, and the level of anxiety among the employees decreased. Since then, the team has assembled many tool sets contaminated by COVID-19 patients. *"Our staff know that their safety is always a top priority, and that when the work is done properly, they can feel safe,"* states Dudu.



Dudu Levi and the staff
of the Sterile Supply Department



“Losing electricity for even a few seconds isn’t an option when lives are at stake.”

POWER TO THE PEOPLE: MAINTAINING RAMBAM’S LIFE-SAVING EQUIPMENT

When most people think of a hospital, they focus on the medical teams and the patient experience, and probably don’t pay much attention to activities ensuring everything is maintained properly. Kobi Bossel, as Director of Rambam’s Maintenance Department, does just that.

There are three types of maintenance at Rambam. One is preventive, where all hospital equipment is tested throughout the year. The second involves repairs, and the third is initiated maintenance, where a member of the staff identifies issues to address and does so, cutting down on future repairs.

A CONTINUOUS SUPPLY OF ELECTRICITY

The department is responsible for multiple systems, among them the electrical supply. Maintaining this supply is critical, as many systems need to operate 100% of the time. *“Losing electricity for even a few seconds isn’t an option when lives are at stake,”* states Kobi.

To that end, Kobi and his team have implemented a multi-layered protective mechanism. In the event of a power outage, diesel generators provide most electrical needs. As it can take anywhere from ten to sixty seconds for the generators to start, uninterruptable power supply (UPS) batteries automatically activate to maintain the power supply until the generators begin to work. *“This ensures that all life-saving medical devices*



and other essential equipment can perform without interruption,” explains Kobi. The electricity apparatus is tested twice a month.



PROVIDING CLEAN WATER

Clean, safe water is critical for Rambam’s ability to function, and the department’s employees are responsible for the entire water system. This system is comprised of three components – drinking water, water for dialysis, and water for laboratories. *“It is imperative that we be able to supply water that does not contain bacteria,”* Kobi points out.

As such, many different tests are regularly performed to ensure that water meets the criteria defined by Israel’s Ministry of Health and is safe to drink. *“We must disinfect the water if we find any type of contamination,”* he notes.

Water is also necessary for Rambam’s three dialysis institutes. The water systems for the dialysis machines are very fragile and utilize a complex filtering process, undergoing daily testing and maintenance. Whenever a problem occurs, the doctor in charge of the relevant institute is notified so they can decide whether or not to halt dialysis.



SUPPLYING MEDICAL GASES

Another life-supporting system that falls under the responsibility of the Maintenance Department is the medical gas supply, which relies on a series of protective layers similar to that of the electrical system. In the first layer, gases—air, oxygen, and so on—are produced in-house and connected to the proper machinery for delivery throughout the hospital.

In the event of a malfunction, building-wide backup systems consisting of battery-operated tanks are used to supply the gases. These tanks require constant monitoring to ensure that they are always full. If this layer fails, life-saving medical gases are provided at the per-floor level, ensuring that patients continue to receive the necessary medical gases. *“This is a very significant system, and the primary role of the staff members is to make sure that the equipment is always in working condition,”* says Kobi.



Kobi Bossel

WORKING 24/7

To ensure that everything runs smoothly, the 85 maintenance employees work around the clock. The team is also responsible for the hospital’s air-conditioning system and the system that transfers patient test samples to the laboratories for testing, as well as all general maintenance.

“The professional knowledge and technical abilities accumulated over the years make it possible for my team to carry out the tasks required to help keep patients safe,” declares Kobi with satisfaction.

CLOSING THE GAP BETWEEN **ENGINEERING** AND **MEDICINE**

Rambam's Department of Biomedical Engineering was founded in 1976 to advise on in-house selection, use, and maintenance of a diverse array of medical equipment, including devices like life-support systems. Under the leadership of Director Gennady Sapozhnikov, the department has grown significantly, and has more than 20 technicians and engineers.



Gennady Sapozhnikov and the Department of Biomedical Engineering staff

Biomedical engineers analyze the needs of medical staff and patients to design appropriate solutions for revolutionizing the field of medicine, and Gennady and his staff are responsible for maintaining more than 12,000 medical devices distributed throughout the hospital.

At the beginning of the COVID-19 pandemic, the department was asked to prepare for various emergency scenarios involving the hospitalization of many respiratory patients and those suffering from disease complications. They were also tasked with preparing all necessary equipment prior to opening the COVID-19 departments, and were involved in the purchase of significant quantities of life-saving medical equipment.

The process required coordination with the medical teams, installation of equipment, training staff and

adapting critical medical equipment to meet clinical needs in order to ensure high-quality treatment.

"We worked around the clock, including weekends, searching for medical equipment and supplies in Israel and abroad," Gennady recalls.

In addition, the department also played a role in establishing the hospital's command centers, working closely with the Department of Information, Computing and Communications to set up remote patient data monitoring system.

Gennady notes, *"I am proud of the work that my team has done and continues to do – both regarding the pandemic and during normal times, ensuring that our medical teams and patients have access to the vital equipment they need. My staff has shown tremendous dedication and commitment despite the challenges we face."*



Gennady Sapozhnikov



Rambam's senior security team

CREATING A SAFE ENVIRONMENT AT RAMBAM

When you work as a security guard at Rambam, the days—and nights—can be intense. These young people are primarily recently discharged IDF soldiers, and they are tasked with securing hospital entrances, dealing with emergency situations that may involve violence, and ensuring the safety of patients and staff. Aside from the entrances, much of their work is done in and around the Green-Wagner Department of Emergency Medicine, where emotions often run high and the security guards must always be prepared to defuse tensions.

Led by Security Department Director Benny Keller, Rambam's security detail is comprised of approximately 100 security guards, most of whom, are hired through an outsourcing company. During peak hours, there are 25 guards on duty, and Benny notes that these individuals are necessary for ensuring that people conduct themselves properly throughout the hospital.

Maintaining the security of such a facility is very complex, and the challenges are enormous. *"These are young, high-quality people, usually from elite military units, who have to bear enormous responsibility,"* admits Benny. *"When we hire them, we explain that there are many challenges, that there can be violent verbal and physical altercations, etc. However, no lectures or stories can reflect the realities of the position. The work is hard – harder than in other security guard roles in other places."*

With the onset of the COVID-19 pandemic, the scope of their responsibilities expanded. Recalls Benny, *"Suddenly in addition to their role in preventing crime and violence on the campus, they were required to deal with coronavirus patients, defend themselves, and check the temperature of all hospital visitors. I never cease to be impressed by their dedication, humanity, courtesy, service and compassion. I am proud to be associated with this special group."*



Benny Keller

GETTING EVERYTHING SORTED



Dr. Marielle Kaplan and employees from the Laboratories Division

Patient tests play a critical role in the hospital environment, and here at Rambam, the 14 laboratories in the Laboratories Division, led by Dr. Marielle Kaplan, process approximately 4,500 test samples and carry out more than 50,000 tests per day.

In 2020, the division acquired the cobas p 312 and cobas p 512 pre-analytical systems, two state-of-the-art automated sorting solutions designed to maximize efficiency. The devices are currently in the deployment phase, with plans to place them in four locations in the division; two-way communication functionality ensures communication throughout the sorting process. For example, when a sample is received in the laboratory, the barcode on the test tube is automatically scanned

and the data is immediately transmitted to the sorting device, providing explicit instructions for handling the sample. The sorting devices also send confirmation to the patient file regarding receipt of the test tube, and once the testing processes are complete, all test tubes can be returned to the device, which will arrange them for storage.

The new system has numerous benefits. According to Ofer Kenner, the Operations Manager in charge of this project, deploying this solution is the first step towards full implementation of computerized ordering of laboratory tests. *“Thanks to this solution, we can streamline the lab testing process, enabling all medical staff at Rambam to arrange tests directly from patient files,”* he explains. In addition, the sorting devices can automatically remove the test tube caps, ensuring that the process is carried out in a controlled manner while maintaining employee safety.

Another advantage is that tests can now be tracked during every step of the process, optimizing efficiency and enabling the division’s employees to focus more on other important tasks. Notes Dr. Kaplan, *“This solution will allow our staff to significantly increase output and quickly provide the answers our medical teams need to diagnose their patients.”*



Ofer Kenner with laboratory staff members



DISPENSING MEDICATIONS WITH ROBOTIC EFFICIENCY

In late 2019, in order to optimize efficiency and streamline in-house processes, Rambam’s pharmacy installed the largest automated pharmaceutical storage solution of its kind in Israel. This advanced robotic system runs 24/7, has three robotic arms and 92 feet of conveyor belts. It can quickly sort packaged drugs, store them, and then collect them for distribution throughout the hospital as needed.

by Rambam’s teams in the Department of Planning and Operations, the computing division, and the pharmacy, alongside representatives from the Ministry of Health.

The system can simultaneously store up to 67,000 medication packages, sort and store up to 400 packages per hour, and distribute up to 1,800 per hour. Controls for monitoring temperature and humidity ensure optimal pharmaceutical storage conditions.

“This was a strategic decision taken by the hospital management that has given us a huge leap forward in the pharmacy,” explains Yariv Ben-David, of Rambam’s Department of Planning and Operations. *“It is the largest, fastest, and most efficient pharmacy system used in Israel today and will literally double the pharmacy’s output and quality.”*

Notes Limor Aizenbud, Director of Pharmacy Services at Rambam, *“Worldwide—and in Israel—use of this technology in pharmacies is becoming a trend for hospitals, health funds, and private institutions. Using a robotic system shortens drug delivery times from the pharmacy to treatment units. In particular, it enables pharmacists to focus on their professional tasks, while alleviating the need to concentrate on certain technical aspects of the process. This innovative system represents a major investment in Rambam’s quality of care, offering marked savings in time and increased efficiency.”*



L-R: Jiriyis Khuri, Limor Aizenbud, Nagam Nahas

The system was interfaced with the Israeli Ministry of Health’s logistics system, and this critical aspect of security and quality management was developed

STATEMENT OF ACTIVITIES

(IN MILLIONS OF SHEKELS)

INCOME:	2020	2019
MEDICAL SERVICES RENDERED	1,666	1,667
RESEARCH PROJECTS	54	56
OTHER	17	25
TOTAL	1,737	1,748
ALLOCATIONS:		
BUILDING CONSTRUCTION AND RENOVATION	14	11
MEDICAL EQUIPMENT	6	5
COMPUTERIZED EQUIPMENT	2	3
EQUIPMENT & SUPPLIES	3	2
TOTAL	25	21
EXPENSES:		
SALARIES	1,278	1,205
MEDICAL AND TECHNICAL EQUIPMENT	319	278
MAINTENANCE	156	143
OPERATING EXPENSES	214	220
GENERAL ADMINISTRATIVE EXPENSES	98	82
TOTAL	2,063	1,928

PATIENT CARE

YEAR	2020	2019
ANNUAL ADMISSIONS	73,193	83,639
TOTAL PATIENT DAYS	315,374	352,436
EMERGENCY DEPARTMENT VISITS	120,970	144,447
OUTPATIENT VISITS	779,825	741,012
TOTAL PATIENTS TREATED	288,307	256,304
IMAGING PROCEDURES	264,431	287,487
LABORATORY EXAMS	12,715,604	13,436,204
SURGICAL PROCEDURES	53,717	58,536
DELIVERIES	4,181	4,698
AVERAGE OCCUPANCY	77%	94%

IN NUMBERS



EMPLOYEES

5,918 EMPLOYEES

1,416

PHYSICIANS

1,905

NURSES

1,154

ALLIED HEALTH

1,443

HOUSEHOLD & ADMINISTRATION

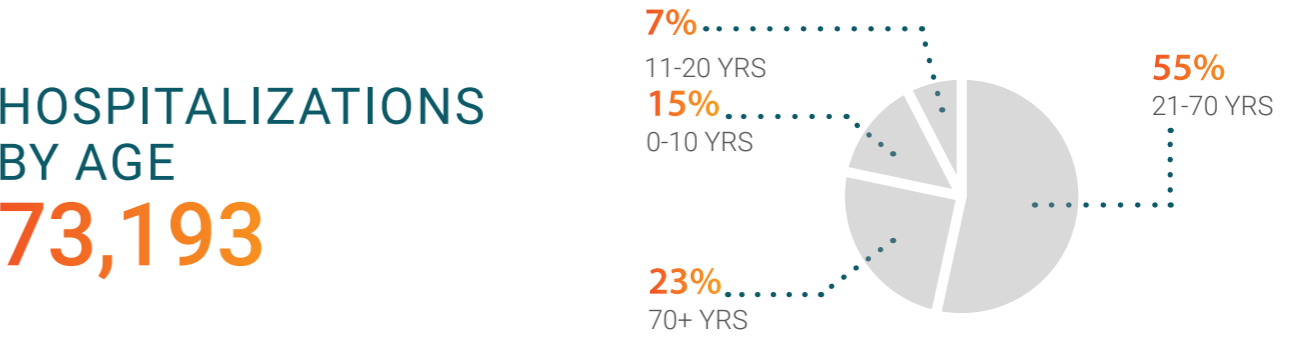
RESEARCH

512

NEW RESEARCH

2,044

ACTIVE RESEARCH



OVERALL CAPACITY

1075 HOSPITAL BEDS, INCLUDING COVID-19 DEPARTMENTS

39

MEDICAL INSTITUTES

65

INPATIENT WARDS

79

SPECIALIZATION UNITS

115

OUTPATIENT CLINICS



WHEN FRIENDSHIP RUNS DEEP: STRENGTHENING THE LEGACY OF HERTA & PAUL AMIR



The Herta and Paul Amir Foundation of Beverly Hills, CA, has signed an agreement to donate tens of millions of shekels to Rambam Health Care Campus. The gift will be used to restore Rambam's Internal Medicine Building to its former glory and completely refurbish one of its departments. The renovated building will be renamed as "The Herta and Paul Amir Internal Medicine Building".

The legacy of Herta and Paul Amir is tightly woven into the tapestry that is Rambam Health Care Campus, and following Paul's passing in July 2020 at the age of 89, Herta's unwavering commitment to Rambam led to the family foundation's unparalleled, most recent pledge. In addition to revitalizing the façade and providing new infrastructure for the Internal Medicine Building, the funds will also be used to renovate the Department of Internal Medicine A—which will also be named for the couple—and equip it with state-of-the-art medical equipment.

Signs of the Amirs' extraordinary partnership dot the campus's landscape in facilities such as the Herta and Paul Amir Pediatric Cardiology Institute, the Herta and Paul Amir Neurosurgical Intensive Care Unit, and the Movement Disorders Institute, and temporary signage denoting the future Herta and Paul Amir Internal Medicine Building has been affixed to the building's exterior wall, letting everyone know of the exciting changes soon to come. In 2014, Rambam was proud to bestow the Rambam Award upon Herta and Paul, in recognition of their outstanding contributions to the Jewish community in America and Israel, and with gratitude for their support of Rambam.

MAKING A GLOBAL IMPACT

Paul, a Holocaust survivor, immigrated to Palestine in 1946. In 1960, he moved to the United States and became a real estate developer in California, where he met and married Herta, the love of his life. Together, they raised two daughters and had six grandchildren, and founded the Amir Development Company, a successful real estate company.

As an art enthusiast, Paul was active at various art museums in the Los Angeles area, and as committed philanthropists, Herta and Paul established an international foundation that helps to support educational and cultural institutions worldwide—including in Israel. One of these institutions is the Tel Aviv Museum of Art, where the Herta and Paul Amir Building was inaugurated in 2011.



RAMBAM'S FIRST BUILDING

Located at the heart of the Rambam campus, the Internal Medicine Building is often referred to unofficially as the Mendelsohn Building, named after its celebrated German-Jewish architect, Erich Mendelsohn. Built in the Bauhaus style, this landmark structure was Rambam's first building. The cornerstone was laid in 1935, and on December 22, 1938, the new government hospital was officially opened by the British High Commissioner. The five-story building is home to many essential medical departments, a biochemistry laboratory, inpatient sections, and other patient services.

The refurbished Herta and Paul Amir Internal Medicine Building will be of enormous benefit to the tens of thousands of patients who are treated at Rambam each year. It will be a remarkable tribute to the memory of Paul Amir, whose light continues to grace us all, and to the generosity of Herta Amir, a true woman of valor.



RAMBAM INTERNATIONAL RELATIONS

SNAPSHOTS
DECEMBER 2020 - MAY 2021



1



L-R: Prof. Rafi Beyar, HE Marek Grzegorz Magierowski, Dr. Michael Halberthal, Dr. Esty Golan

His Excellency Marek Grzegorz Magierowski, the Ambassador of Poland to the State of Israel, visited Rambam and toured the COVID-19 facility in the Sammy Ofer Fortified Underground Emergency Hospital. He was welcomed by Dr. Michael Halberthal; Professor Rafi Beyar, President of Rambam's International Friends Associations; Dr. Esty Golan; and Dr. Michal Mekel, Deputy Director.

2



L-R: Dr. Esty Golan, Dr. Michael Halberthal, Liat Lecht, Ariel Lecht, Danny Greenberg

During a gathering at Rambam, Liat and Ariel Lecht, owners of supermarket chain Keshet Te'amim, presented 120 vouchers for COVID-19 ICU employees. Those in attendance included Dr. Michael Halberthal, Rambam's General Director; Dr. Esty Golan, Managing Director of International Relations and Chief of Strategic Development; Inbar Shahaf, Head of Market Development and Donor Relations; Shirley Erulkar, Donor Recognition Coordinator; Danny Greenberg, CEO of Keshet Te'amim.



The third annual Rambam Ride, organized by the Association of the Australian Friends of Rambam and the Maccabi Cycling Club, was held in Melbourne. The event was held to improve health in the community, and raised awareness of and funds for Sudden Heart Failure.

3

Vered Harel, Vice President of AUSFORAM's Executive Board; David Southwick, MP Member for Caulfield; and other Rambam Ride participants

Rabbi Victor Frankl and representatives from Israel MedicUp celebrated its cooperation with Rambam, hosted by Dr. Michael Halberthal, Dr. Esty Golan, and Dr. Roee Atlas, CEO of Rambam MedTech. MedicUp invested in joint research projects for Fluid Medical, Cathway Technologies and SlimTarget Medical.

4



L-R: Isac Frankl, Dr. Roee Atlas, Rabbi Victor Frankl, Dr. Michael Halberthal, Yochanan Bukshpan, Chaim Shapira



Rambam Administration with the Medical ICU team at the opening ceremony

Rambam opened the refurbished Medical Intensive Care Unit established by a donation from the Edmond de Rothschild Foundation (Israel). The staff worked in the COVID-19 ICU during the pandemic. The renovation was supported by friends from Canada – David Green, Daphne Wagner, Michael and Lita Green, Goldie Feldman, and Murray Goldman, and Israelis Dorit and Avi Abekasis.

5



SPECIAL EVENTS

A ceremony was held to mark the opening of the **Center for the Treatment of Emotional and Psychological Trauma**. Those in attendance included **Dr. Michael Halberthal**, General Director; **Dr. Eyal Fruchter**, Director of the Division of Mental Health; **Dr. Talma Cohen**, the center's Director; and **Dr. Esty Golan**, Managing Director of International Relations and Chief of Strategic Development.



L-R: Amir Ben Joseph, Eli Ben Shlush, Dr. Michael Halberthal, Dr. Talma Cohen, Dr. Esty Golan, Dr. Tal Bergman, Dr. Eyal Fruchter, Gila Hyams, Nissim Haim

Rambam's newly renovated **Quiet Beach** entrance was inaugurated. The previous entrance was small and there were no restrooms for security guards. It was not wheelchair-accessible and there was nowhere for visitors to take shelter. The renovation occurred thanks to two Israeli families – the **Amsalem family** and the **Feingold family**.



L-R: Dr. Michael Halberthal, Gila Feingold, Yaakov Feingold, Daniela Amsalem, Dr. Esty Golan, Nissim Haim, Ariye Berkoviz

In April, Rambam hosted **Ms. Margot Gibis**, President of the **Leir Foundation**, and **Ms. Laurie Kuhn**, Ms. Gibis's assistant, during their visit to Israel. The two came to Rambam to receive the 2021 Rambam Award on behalf of the Foundation, awarded in recognition of the exceptional achievements of its founders, **Henry J.** and **Erna D. Leir**, their commitment to improving lives, and their contributions to medical, cultural, humanitarian, business, and academic endeavors worldwide, including in Israel and at Rambam.



L-R: Laurie Kuhn, Prof. Rafi Beyar, Margot Gibis, Dr. Miki Halberthal, Dr. Esty Golan

In addition to the Rambam Award ceremony hosted by Deputy Director **Dr. Avi Weissman**, **Ms. Gibis** and **Ms. Kuhn** met with General Director **Dr. Michael Halberthal**; President of International Friends Associations **Professor Rafi Beyar**; and Managing Director of International Relations and Chief of Strategic Development **Dr. Esty Golan**. They were taken on a tour of the campus, visiting the **Cheryl Spencer Pediatric Emergency Department**, and the still-under-construction **Helmsley Health Discovery Tower and Eyal Ofer Heart Hospital**, where they participated in a ceremony to lay the cornerstone for the new **Leir Foundation Cardiac Catheterization Laboratory**.

The **Leirs** were born in Germany and fled to Luxembourg in 1933. In 1938, they moved to the United States, where they became citizens. During and after WWII, **Mr. Leir** launched international trade companies, applying his skills to organize barter arrangements with countries needing food. **Mr. Leir** was passionate about health, medical research, and humanitarian issues. After selling two corporations in the 1960s, he and his wife devoted their efforts to philanthropy, and were honored internationally for their work.

Erna passed away in 1996 at the age of 94 and Henry passed away in 1998 at the age of 98.



RAMBAM Summit
Medicine. Technology. Humanity.

SAVE THE DATE

2021 | RAMBAM SUMMIT

OCTOBER 7TH, 2021



2021 Rambam Award Recipients

.....
Professor Emeritus Yoram Palti
Israel

.....
Professor Peretz Lavie
Israel

.....
**Mr. Alan J.
and Mrs. Tatyana Forman**
USA

.....
**Mr. Jonathan
and Mrs. Edna Sohnis**
USA



**American Friends of
Rambam Medical Center**
www.aforam.org
info@aforam.org
Tel: (212) 292-4499



**Canadian Friends of
Rambam Medical Centre**
www.cfram.ca
info@cfram.ca
Tel: (416) 481-5552



**Israeli Friends of
Rambam Medical Center**
www.rambam.org.il
galit@rmc.gov.il
Tel: 972 (4) 777-1608



**Australian Friends of
Rambam**
www.ausforam.org.au
veredharel@ausforam.org.au
Tel: 0410 531 593



**French Friends of
Rambam Medical Center**
joelleabitbol16@gmail.com
www.afhora.org
Tel: 07 82 53 71 10



**Spanish Friends of
Rambam Medical Center**
www.amigosderambam.org
info@amigosderambam.org
Tel: (609) 580-268



**British Friends of
Rambam Medical Centre**
www.rambamuk.co.uk
anita@rambamuk.co.uk
Tel: (208) 371-1500



**Friends of Rambam
in India**
ralphy44@gmail.com
Tel: 91 9819864340



**Israel Main Office
and All Other Countries**
www.rambam.org.il
ContactUs@rmc.gov.il