



24 HOURS

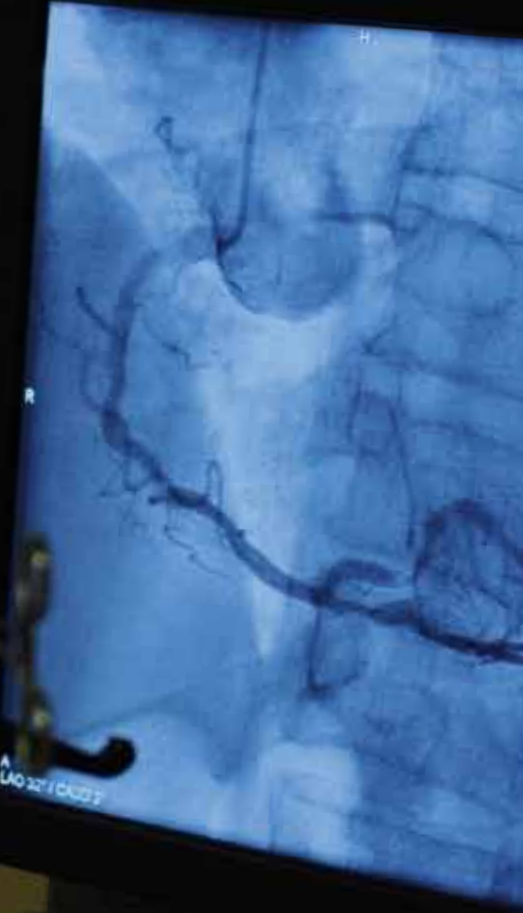
RAMBAM HEALTH CARE CAMPUS | ANNUAL REPORT | 2010 |



RAMBAM
HEALTH CARE CAMPUS



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b. 1135 Cordoba, Spain
d. 1204 Fostat (old Cairo), Egypt

**Who was the
RAMBAM?**

Rambam is named for 12th century Rabbi Moses Maimonides (the RAMBAM), who in addition to being one of the greatest philosophers, teachers

and scholars in Jewish history, by day served in the palace of Sultan Salah-a-Din of Egypt as court physician, and by night cared for a steady stream of Arab and Jewish patients rich and poor. The

designation signals our hospital's aim always to be guided by the RAMBAM's practice of superlative devotion to patients and to the art of healing.



24 HOURS >>>

Rambam Health Care Campus provides the people of Northern Israel with Level I trauma emergency care, and medical and surgical excellence in all clinical disciplines, and always with a compassionate human touch. The following images chronicle a day in the life of our hospital.

24 HOURS

07:05



09:18



11:23



13:19



24 HOURS

15:51



17:33



19:20



21:00



24 HOURS

23:13



01:50



03:40



05:15



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Esteemed Friends and Benefactors,

Rambam is Haifa and the North's tertiary referral hospital and thus healthcare provider to more than one third of the State of Israel's population. The most severely injured or ill patients are brought here for world-class care (*story, pp. 10-11*). In 2010, Rambam Hospital has operated at near full capacity, and in some not-yet-renovated departments, at above capacity. I take this opportunity to laud our wonderful

physicians, nurses, and allied healthcare givers for demonstrating – at all times, and especially under these challenging circumstances – medical excellence, compassionate devotion to patients, and grace under pressure.

The workplace culture at Rambam encourages caregivers to seek practical solutions to clinical problems, to work together, and to share research results with the world (*story, pp. 14-15*). In 2010, Rambam clinician-scientists have published studies in the best international journals. This year has also seen our launch of the international, open-access, peer-reviewed *Rambam Maimonides Medical Journal (RMMJ)*, the first-ever medical center affiliated scientific journal to be published in Israel. Furthermore, under the auspices of the Clinical Research Institute at Rambam (CRIR), we have welcomed two internationally acclaimed investigators, Prof. Derek LeRoith and Prof. Beth Brianna Murinson (*story, p. 18*).

At the same time, Rambam has continued to nurture the professional growth of our bright young physician-scientists by providing competitive funding mechanisms for their research, and by promoting their participation in clinical and research fellowship programs at top medical centers worldwide. And we have continued to foster international R&D collaborations in such medically promising technologies as genetics, imaging, robotics (*story, pp. 12-13*), stents, and stem cells.

Rambam has also come a long way this year toward realizing our 21st-century plans for physical growth (*story, pp. 16-19*).

We cannot sufficiently express our thanks to you, dear Friends, for your belief in Rambam and your generosity, which have helped make possible these many achievements.

R. Boyer .



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



>>>

Gold Standard Trauma Care

Rambam is Northern Israel's exclusive provider of Level 1 trauma emergency medicine. Our devoted physicians and nurses care for accident victims in peacetime, injured soldiers and civilians in wartime, and mass-trauma casualties due to natural disaster or terrorism.

“

We are the only real Level 1 trauma center in the entire north of Israel. There are twelve other hospitals in this region, but they offer more limited, level 2 or 3 care and transfer their severely injured patients to Rambam.”

DR. HANY BAHOUTH | Director of Acute Care Surgery



warfare. Rambam outfits 50 volunteers acting as injured people, and 55 doctors and nurses, with Radio Frequency Identification (RFID) transmitting tags in a successful pilot test of a wireless system that tracks and monitors patients and medical personnel in real time. The exercise takes place at the initiative of Dr. Shlomi Israelit, Director of the Department of Emergency & Urgent Care Medicine, in cooperation with the Technion, IBM, and AeroScout.

STAT!

The Gertner Institute, a national health center that studies epidemiology and assists in the development of health policy in Israel, has released its statistics for 2010. According to the report, Rambam treats the highest number of seriously injured patients – more than a quarter of all trauma cases in the State of Israel, and twice as many as at other medical centers in the country. The percentage of patients with severe head injuries is also higher at Rambam than at any other trauma center in the country, and the percentage of deaths among them is lower. Furthermore, Rambam patients remain in the ER for less time than at any other hospital in Israel – an indication of staff members’ expertise and efficiency.

TURNING POINT

The hospital participates in Turning Point 4, a national preparedness drill intended to assess Israel’s response readiness for chemical

YOUNG LIFE SAVED

Quiet along the often volatile Israel-Lebanon border is broken on August 3rd when Lebanese Armed Forces (LAF) sniper fire kills Israel Defense Forces (IDF) battalion commander Lt. Col. (res.) Dov Harari and wounds Cpt. (res.) Ezra Lafia. The latter is evacuated by helicopter to Rambam and rushed to the well-experienced Shock Room. Field paramedics had diagnosed the injured officer as lightly hurt by shrapnel, but medical imaging performed at Rambam reveals a life-threatening chest wound. A shrapnel fragment has caused internal bleeding that has progressed to extensive hemorrhaging between the patient’s heart muscle and pericardium (heart membrane), and this threatens to arrest cardiac contraction. Dr. Shlomi Israelit calls in Prof. Lael Anson Best, Director of the Department of Thoracic Surgery, who operates at once in order to drain the blood and save the young man’s life.

>>>

Dr. Robot

On December 23, 2010, a 72-year-old Haifa resident suffering from prostate cancer makes medical history twice.

This happy Haifa resident is the first patient in the OR at Rambam to have undergone a prostatectomy by means of a sophisticated \$2.6M robot, and the first patient in Israel to be operated upon by the world's leading surgeon in the removal of prostate tumors – Dr. David Samadi.



>>>

The integration of robotic systems with medical procedures has revolutionized the operating room by enabling physicians to perform highly complex, delicate and precise, minimally invasive surgical procedures.

Among the advantages claimed for robotic prostate surgery are fewer infections, little danger of bleeding, and a reduced risk of sexual dysfunction and impotence.

Dr. Samadi, 43, is considered the world's leading expert in robotic surgery due to his having carried out well over 3,000 operations with the assistance of the da Vinci Surgical System. A Persian Jew whose family left Iran at the time of the Islamic Revolution, he was educated in Europe and in the United States. Today, he is Chief of Robotics and Minimally Invasive Surgery at the Mount Sinai Medical Center School of Medicine in New York City. He has become a well-known personality in American households by virtue of his role as a medical consultant on the Fox Networks.

In related news, Dr. David Kakiashvili is named Director of our Robotics Unit. He has recently returned from a three-year fellowship at Toronto General Hospital, where he performed more than 80 prostatectomies by means of the da Vinci. At Rambam, he will be leading robotic teams in urology, gynecology, and other surgical disciplines.

Rambam's next step will be to construct a Clinical & Research Robotics Center in collaboration with the Technion, which will bring together on the Rambam campus our physicians and Technion engineers and scientists for joint laboratory bench studies that will eventually translate into innovative, safety enhanced clinical solutions for our patients.

Acquisition of the da Vinci Surgical System has been made possible through the generosity of the Technion-Israel Institute of Technology, the Wolfson Family Foundation, the Iranian American Jewish Federation of New York, the Crown Family Foundation, Fred and Nader Ohebshalom, Alan C. Mendelson, Meri and Sol Barer, Sohaila Adelpour, and George Feldenkreis.





“

I am very proud and privileged to be part of this groundbreaking news in Israel. This first robotic prostate surgery has been completed with success. This collaboration between me and Rambam represents a special bond.”

DR. DAVID SAMADI | Chief of Robotics and Minimally Invasive Surgery
Mount Sinai Medical Center School of Medicine, New York City

>>>

Bench to Bedside

On the Rambam campus, world-class physicians and scientists conduct basic, clinical and translational R&D aimed at better understanding and treating disease.



HERE'S LOOKING AT YOU

The Discovery NM/CT 670, a prototype hybrid (SPECT/CT) imaging device that shortens examination time by half and enables exams with less radiation, is dedicated at Rambam by Prof. Ora Israel, Director of the Institute of Nuclear Medicine, and her team together with representatives of developer GE Healthcare Israel. Currently in assessment stages, the breakthrough technology is able to examine a wide range of diseases – tumors, skeletal illnesses, infections, heart disease, and more.

FUSION

A multicenter team from Rambam Health Care Campus and Beth Israel Deaconess Medical Center/Harvard Medical School gathers at Rambam to discuss outcomes to date of a joint Rambam-Harvard Phase I-II interventional prevention trial in which 42 patients with multiple myeloma (MM) are treated with an experimental fusion cell vaccine. Dr. Irit Avivi, Senior Attending Hematologist, Department of Hematology and Bone Marrow Transplantation, Rambam: "In most evaluable cases, the patient's immune system worked against the tumor, and in many patients, researchers saw durable remission."

HEALTHY MICE

A joint Rambam Medical Center, Technion-Israel Institute of Technology, and University of Florence study, led by Israel's Prof. Michael Aviram and Italy's Prof. Franco Vincieri, reveals that olive oil enriched with antioxidant polyphenols from green tea reduces the development of arteriosclerosis in mice by 20%. Prof. Aviram is Director of the Clinical Research Institute at Rambam (CRIR), Rambam Medical Center's Department of Laboratory Medicine, and the Technion-Rappaport Institute's Lipid Research Laboratory.

NO PIPE DREAM

Prof. Lea Bentur, Director of the Pediatric Pulmonary Department, examines the blood pressure, lung function, and blood composition of 45 male and female volunteers half an hour after they have smoked a water pipe flavored with a popular apple-flavored tobacco, and discovers that subjects' level of carboxyhemoglobin, which prevents oxygen delivery to body tissue, jumps 26%! Her team will now explore the connection between water pipe smoking and endothelial dysfunction, a precursor to atherosclerosis.



“
The challenge is now to prove the biological and epidemiological relationship between mutations on the APOL1 gene and the risk for kidney disease, and to develop preventive and therapeutic interventions.”

PROF. KARL SKORECKI
Director of Medical and Research Development

JUST KIDNEYS

A team composed of researchers from Israel, Canada, England, and Ethiopia, and led by Director of Medical and Research Development Prof. Karl Skorecki, analyzes 119 whole genome sequences, 60 of European origin and 59 of West African origin. The sleuths discern mutations in the shape and function of the apolipoprotein L-1 coded to the APOL1 gene, which they predict will be found to cause heightened vulnerability to renal injury.



BEST FOOT FORWARD

Rambam orthopedists Dr. Eyal Melamed, Dr. Doron Norman, Dr. Eli Peled and Dr. Sergei Salman treat 20 diabetic patients, all candidates for partial foot amputations due to severe osteomyelitis infections, with a cement spacer that slowly releases antibiotics at strong local concentrations. The clinician-researchers report a more than 90% success rate for the innovative procedure, which aims to stabilize damaged tissue and salvage the foot. Dr. Melamed heads the Foot and Ankle Service of Department of Orthopedics B, under the direction of Dr. Norman.

TOXICO-VIGILANTES

The Joint American-Israeli Medical Toxicology Conference attracts to Rambam large contingents from Israel and the USA, and draws additional professionals from Brazil, Canada, Germany, Russia, and the United Kingdom. Prof. Lewis R. Goldfrank, Chair of the Department of Emergency Medicine at New York University School of Medicine, Director of Emergency Medicine at Bellevue Hospital Center and NYU Medical Center, and Medical Director of the New York City Poison Control Center, delivers the keynote address.

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Mega Hospital Project Underway

Rambam Medical Center has embarked upon a 5-10 year, \$300M infrastructure-development project in accordance with our profound triple mission of providing the public with comprehensive healthcare, conducting patient-oriented scientific research, and educating health professionals and the community.





THE PROJECT WILL:

- **Train and recruit superb hospital-based physicians**
- **Recruit superb medical leaders and innovative clinical and translational researchers**
- **Renovate existing facilities**
- **Construct five new medical buildings:**
 - Sammy Ofer Northern Regional Underground Emergency Hospital
 - Ruth Rappaport Children's Hospital
 - Joseph Fishman Oncology Center
 - Cardiovascular Hospital
 - Biomedical Discovery Tower



Although the State of Israel has invested substantial funding in our new Emergency Department & Trauma Center and future Underground Emergency Hospital, most of the financial support for Rambam's master development plan has come from philanthropic contributions, and \$150M is still sought.

>>> Mega Hospital Project Underway

New West Campus



In June, the first of approximately 20,000 concrete mixers – recruited for a vast construction project expected to last approximately 18 months – turns north from the Haifa thoroughfare bordering Rambam, rumbles heavily down a dirt access ramp into the 14 m deep, 20,000 sq m wide pit at the site of Rambam's future West Campus, and pours out the first drum of concrete for the Sammy Ofer Northern Regional Underground Emergency Hospital. The underground hospital's reinforced ceiling will provide the foundation for the above-ground Ruth Children's Hospital and its three companion buildings.

Recruiting the Best



Prof. Derek LeRoith assumes his position as Director of the Diabetes and Metabolism Research Center of Excellence, under the auspices of the Clinical Research Institute at Rambam (CRIR, est. 2008), and inaugurates the Clinical Research Laboratories in Memory of Ida Cabakoff. Prof. LeRoith is Emeritus Chief of the Division of Endocrinology, Diabetes and Bone Disease, and Emeritus Director of the Metabolism Institute, at the Mount Sinai School of Medicine in New York.

Assoc. Prof. of Neurology Beth Brianna Murinson of Johns Hopkins University joins the Clinical Research Institute at Rambam. She is renowned for developing new insights about sensory nerves in the limbs, especially those responsible for the sensation of pain. At Rambam, her research will focus on reversing and preventing painful nerve injuries due to trauma, diabetes and nerve toxins.

Expansion and Renewal

NEWBORN

Intended to serve HIV-infected childless couples from throughout Israel, the country's first Viral IVF Unit is inaugurated at Rambam. The new unit builds on the expertise of Rambam's pioneering IVF Unit, under the direction of Prof. Joseph Itskovitz-Eldor, Chief, Division of Obstetrics & Gynecology, and also cooperates with our Allergy, Immunology & AIDS Institute, Institute for Liver Diseases, and Viral Laboratory.

WELL-CONNECTED

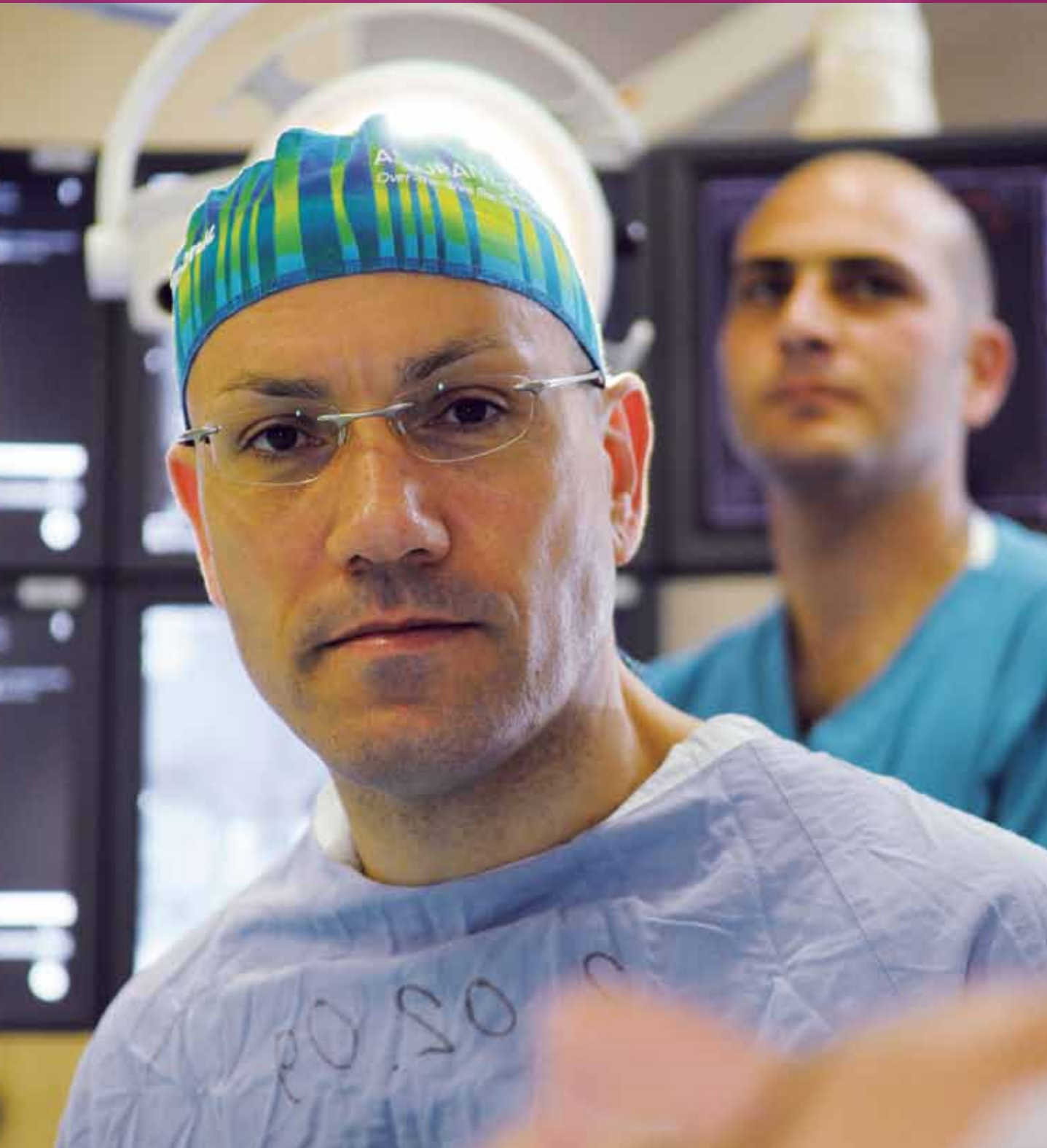
The Department of Emergency and Urgent Care Medicine becomes the first such facility in Israel to establish a fully computerized, paper-free working environment. Rambam also becomes the first hospital in Israel to make records accessible to patients via PC, from the comfort of their own homes or offices. Both achievements owe to the expertise of Ms. Sara Tzafir, Director, Division of Information Technology & Communication Services.

WE'VE GOT NERVE

Rambam dedicates the Center for Clinical Nerve Sciences, under the direction of Prof. David Yarnitsky, Head, Department of Neurology. The new facility brings together specialists in neurology, clinical neurophysiology, cognitive neurology, psychiatry, pain, neuro-radiology, and neurosurgery – all disciplines concerned with the central nervous system – with the aim of finding solutions to such widespread ailments as Alzheimer's disease, Parkinson's disease, and depression.



WE CARE 24 / 7



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 Rauch, Uzi
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 Raz, Itzak
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 Reichret, Assa
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 Rommer, Hanka
 Rose, Ron
 Rosen, Lilian
 Rosenberg, Malcolm
 Rosetrees Charitable Trust
 Ross-Slater, Sabina
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 Rotenier, Richard
 Rousso, Eli
 Rowe, Yakov
 Rozenfeld, Ildikko
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 Rozitski, Doron
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 Betty & David
 Samuels, John
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 Sava, Alex

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Striar, Daniel & Marlene
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Yael Organizations for Rambam
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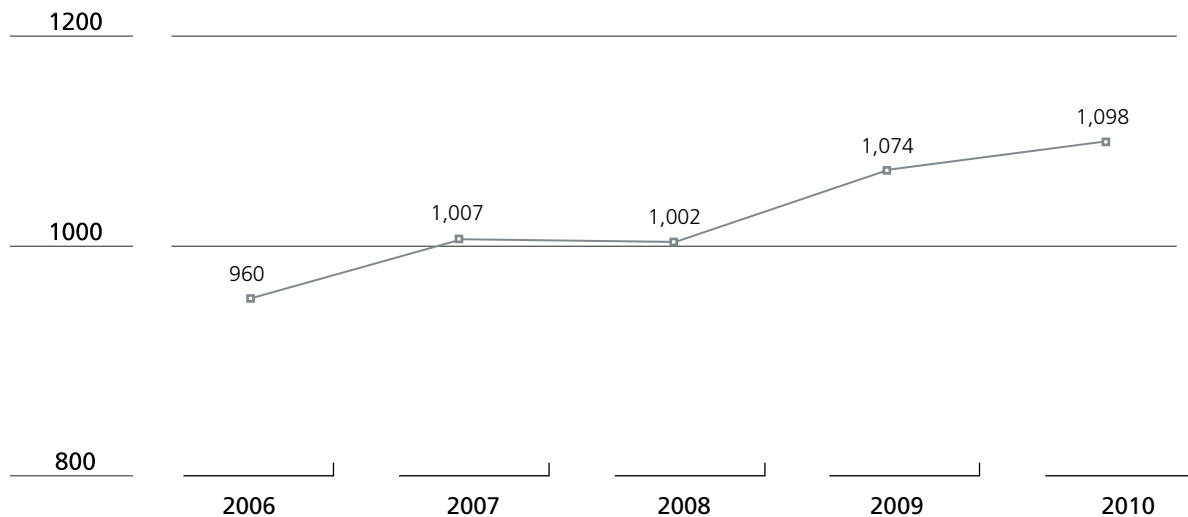
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Fiscal Overview

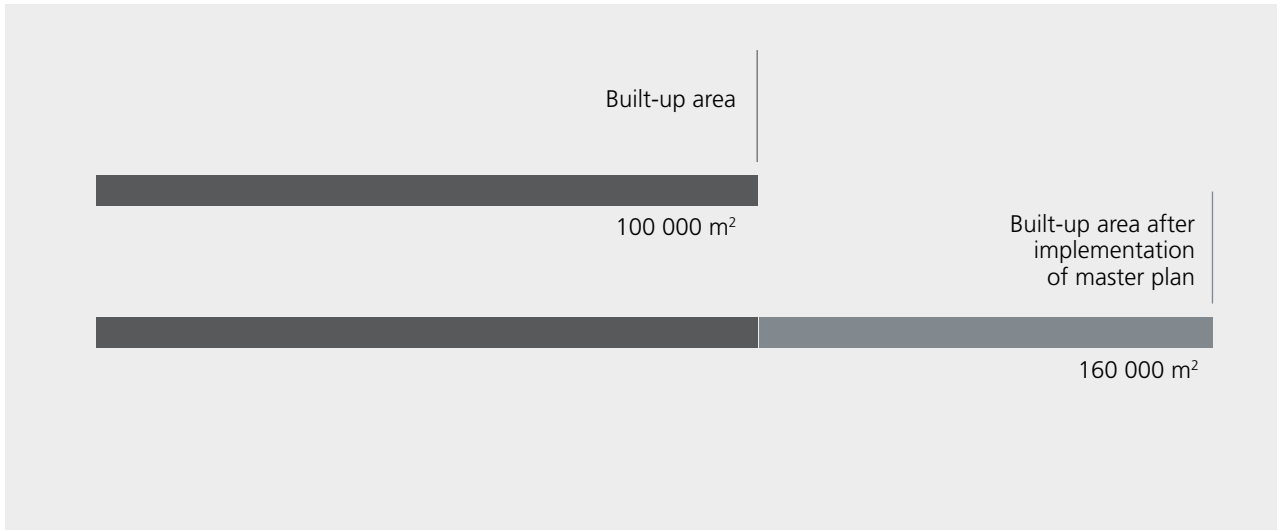
BALANCE STATEMENTS *(in millions of shekels NIS)*

	2010	2009
INCOME:		
Medical services rendered	1,043	966
Donations	20	76
Research projects	21	19
Other	14	13
	<u>1,098</u>	<u>1,074</u>
ALLOCATIONS:		
Building construction and renovation	75	61
Medical equipment	30	28
Computerized equipment	5	5
Office and cleaning materials	5	6
	<u>115</u>	<u>100</u>
EXPENSES:		
Salaries	701	668
Medical and technical equipment	167	175
Building renovations and equipment	58	71
Operating expenses	139	126
General administrative expenses	56	55
	<u>1,121</u>	<u>1,095</u>

INCOME *(in millions of shekels NIS)*

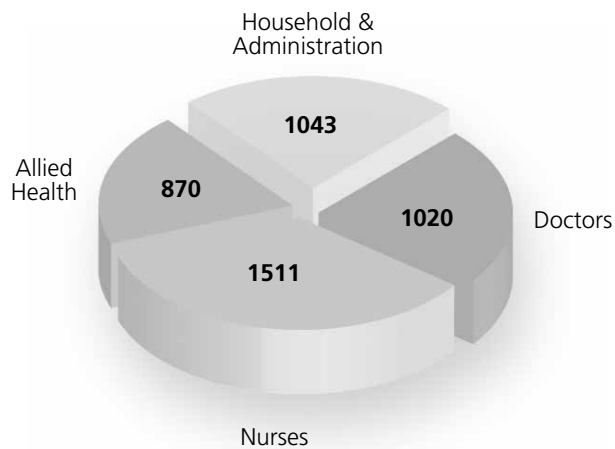


Construction Areas



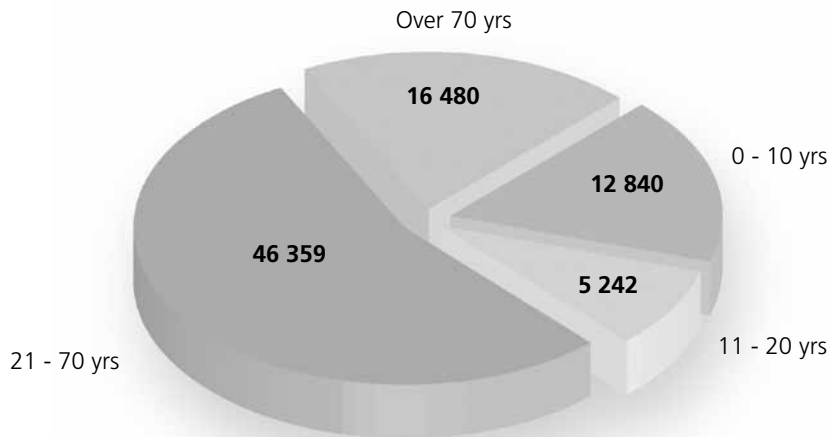
Employees

EMPLOYEES BY SECTOR

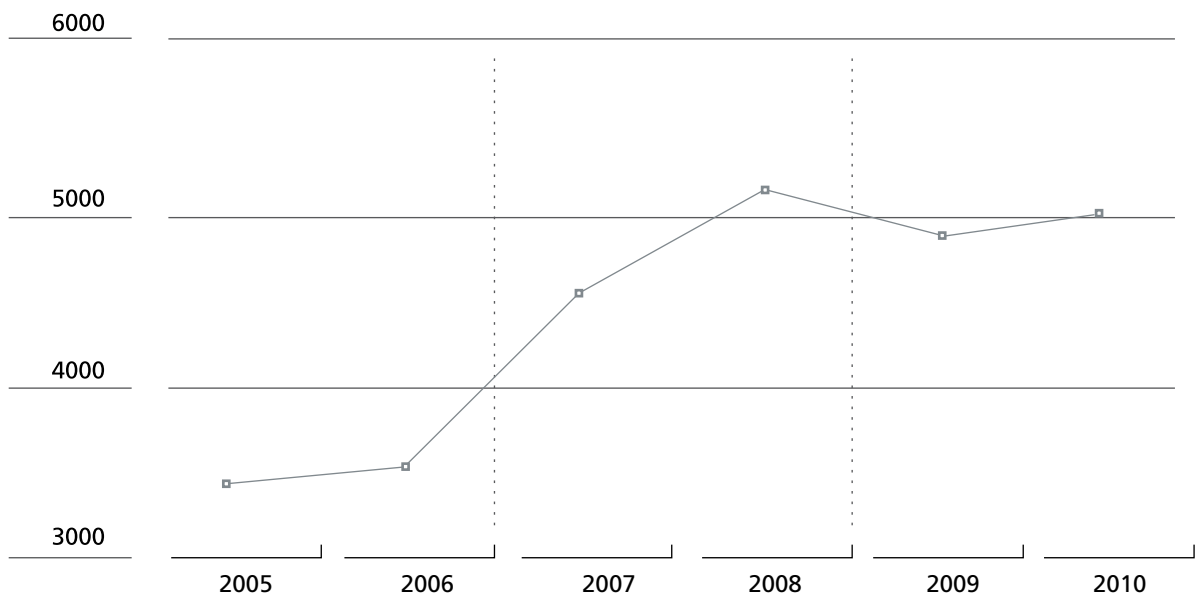


Patients

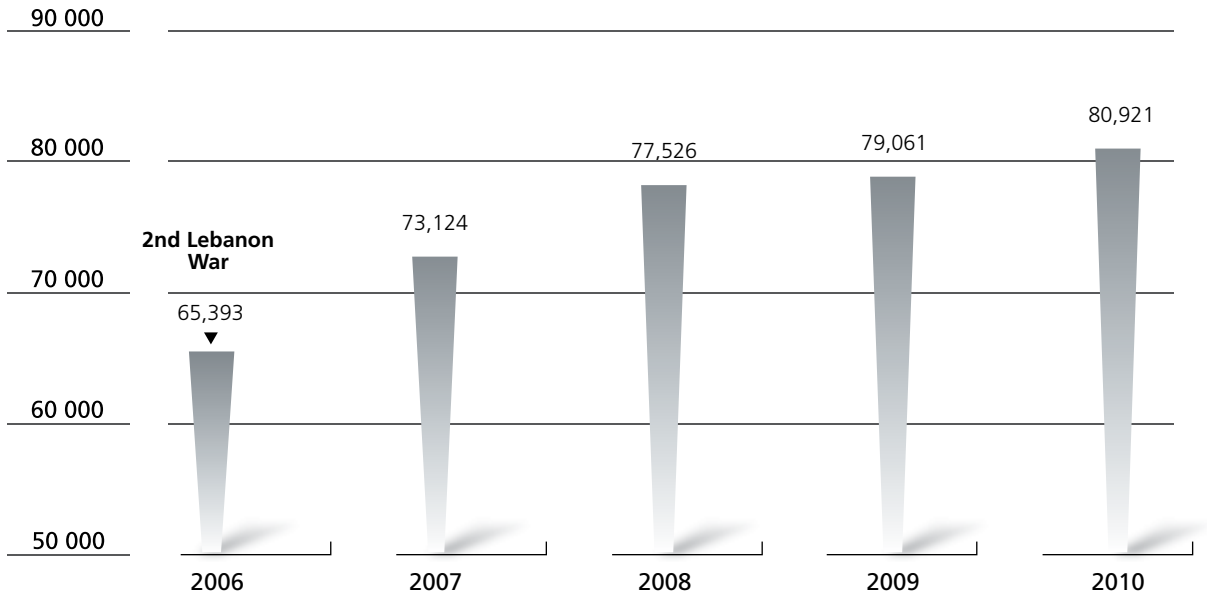
PATIENTS BY AGE



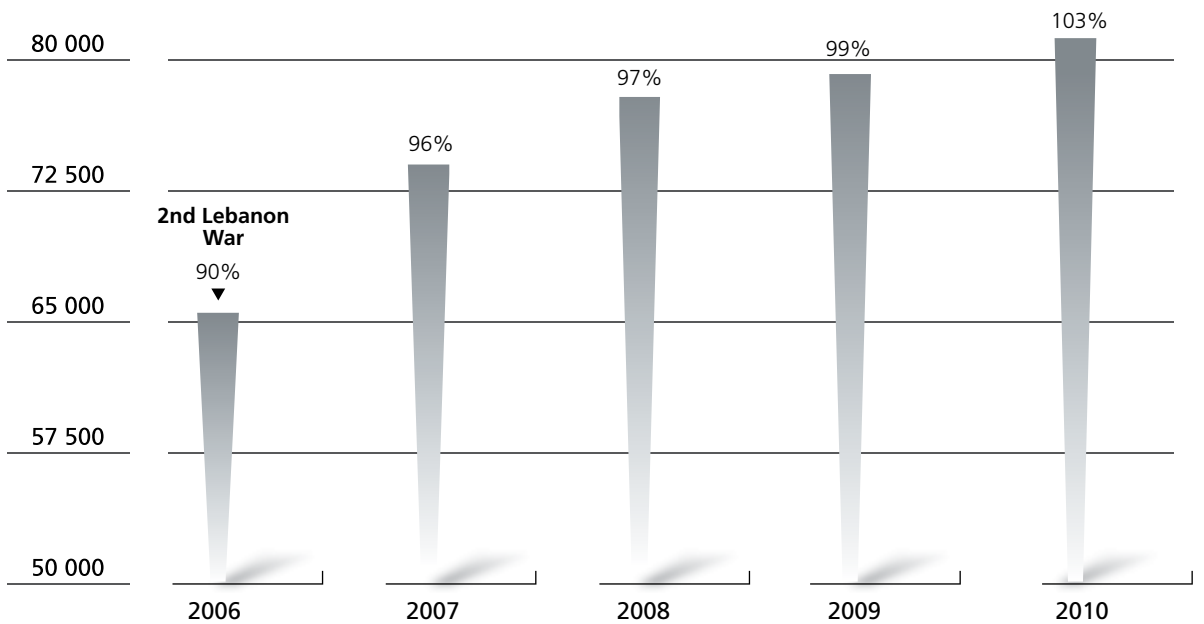
NUMBER OF BIRTHS 2005-2010



ADMISSIONS 2006-2010



OCCUPANCY 2006-2010



>>>

Regional Outreach: On Track

Israelis and our neighbors cannot wait for our governments to formalize a peace treaty before we take leadership roles in creating the social infrastructure for a durable agreement.

“

At Rambam, I have learned a huge amount of medicine and gained hands-on practice from some of the region's best surgeons. I hope the collaboration will continue between doctors from Israel and Jordan.”

DR. KAMAL HAFIZ
Rambam International Fellow
General Surgeon,
Jerash Hospital, Jordan

Mutually respectful people-to-people relationships must be experienced in anticipation of the peace, and will contribute to sustaining it.

Such Track II exchanges already occur at Rambam all the time, but they are usually under the radar of media reporting and thus under the radar of public awareness. For example, under the auspices of the Peres Center for Peace and many other, less well-known humanitarian organizations, Rambam regularly provides the highest quality medical care to patients from Gaza and the West Bank, Jordan, and other Near and Middle Eastern countries.

“

Opposite the house where I grew up was a sick-fund clinic. There were far more people who required medical treatment than doctors to treat them. I wanted to be one of those who helped others.”

DR. MO'MEN KHARRAZ | Rambam International Fellow | Orthopedic Surgeon,
Rafidia Hospital, Palestinian Authority

In the framework of our Middle East outreach program, Rambam also provides specialist training to medical professionals from the Palestinian Authority, Jordan and elsewhere. These interactions fit quite naturally into a well-established framework of good-neighborly and professional relationships, and friendships, between Israeli Arabs and Israeli Jews in the integrated city of Haifa and on the Rambam campus.



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