annual report 2020

A TRADITION OF COMPASSION
A RECORD OF EXCELLENCE
Founded in the early part of the 20th century, Jerusalem's Shaare Zedek Medical Center has charted the course of our city's modern development and been an instrumental player in its growth.

Embracing a constant commitment to compassionate and individualized care, that vision has never come at the expense of excellence and we have always sought to integrate technologically advanced medicine.

Today, Shaare Zedek stands at another exciting and potential-filled juncture in this remarkable history of caring. Centers of advanced medicine like our Helmsley Neurological Institute have quickly assumed the status as national leaders while proven areas like surgery and emergency medicine continue grow in response to the expanding demands of the community we are blessed to serve.

As we enter into new areas of patient-care, we look forward to a future where our unique brand of medicine further cements its mark - on Jerusalem, on Israel and all across the world.

We know that this is all made possible because of a visionary group of partners from all around the world whose support makes this all possible. To you we extend our sincere thanks and look forward to working together on behalf of the people of Jerusalem and Israel.

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As Jerusalem’s fastest growing major hospital, Shaare Zedek experiences annual growth in almost every medical and surgical department and service.

2019 BY THE NUMBERS

1,000 PATIENT BEDS

92,000 INPATIENT ADMISSIONS

700,000 AMBULATORY CASES TREATED

35,500 SUGERIES PERFORMED
A MESSAGE FROM THE DIRECTOR GENERAL

When my professional career began at Shaare Zedek Medical Center over 25 years ago, the concept that I would one day be tasked with directing this institution was one that I could have never imagined. At that time, Shaare Zedek was an institution which in spite of its excellent reputation for caring for the people of Jerusalem, was still recognized as a quaint community hospital, largely unknown far beyond our cities boundaries.

Over this period, I have been honored to witness a remarkable transition wherein the hospital is now a center performing procedures and advancing research on par with many of the world’s leading medical institutes. Under the guidance of Professor Jonathan Halevy, the name Shaare Zedek has become a source of professional pride for the people of Israel.

To accept this mantle of leadership is a prospect that provides me with both immense pride but also recognition of the awesome responsibility that this position entails.

Today we treat over 800,000 patients each year providing care in every major medical discipline. This number grows significantly every year, as does the population of the community we are blessed to serve.

Ensuring that we are able to provide the optimal necessary response for each and every patient incurs numerous operational and fiscal challenges.

I firmly believe in the vision of Shaare Zedek—guided by Jewish values and a constant commitment to the most advanced care possible.

By continuing to embrace these ideals and through the support of our friends all over the world, I look forward to seeing our Medical Center continue to grow and strengthen in the years ahead.

Professor Ofer Merin, MD
Director General
A MESSAGE FROM THE PRESIDENT

As a medical center of international renown and growing impact for the community we are blessed to serve, we remain focused embracing new modes of technology while ensuring that we can promise the best possible care delivered with compassion.

I feel truly privileged to have been only the fourth person in the hospital’s history to have held the position of Director General. After 31 years in that role, in February of 2019, I officially stepped aside following a career that exceeded any of my most ambitious professional dreams.

During these three decades I was honored to witness Shaare Zedek assume its status as a center of academic and clinical leadership and accomplishment. Yet despite that remarkable growth and ongoing development, we have always held true to those original ideals of advanced, yet individualized care. This tradition of excellence is truly the guiding principle of Shaare Zedek and one with which I will always be deeply proud to be associated.

Even as I continue to remain committed to and involved with Shaare Zedek’s forward development, I welcome this opportunity to wish Professor Ofer Merin the greatest of success. As a professional who rose through the Shaare Zedek ranks, he exemplifies the spirit and passion of our hospital. Under his leadership I am sure the hospital will only continue to grow providing top-level service for the people of Jerusalem and Israel.

I thank you all for your continued support and friendship.

Professor Jonathan Halevy, MD
President
118 Years
SERVING THE PEOPLE OF JERUSALEM
A MESSAGE FROM THE INTERNATIONAL BOARD OF DIRECTORS

The story of Shaare Zedek Medical Center is in many ways the story of modern Jerusalem and Israel.

Developed through the vision of European Jews well before the existence of the modern State of Israel was even being planned, Shaare Zedek’s creation was built upon an understanding that the people of Jerusalem needed a hospital defined by modern values and practices.

Today, Shaare Zedek remains a hospital where compassion and individualized care are fused together each and every day with technological advancements and new methods and research.

Over more than three decades Professor Jonathan Halevy led our hospital and there is no doubt that the remarkable physical and operational growth that defines Shaare Zedek today would never have been possible without him.

We extend to him our deep appreciation for many years of service and welcome our continued partnership on behalf of Shaare Zedek.

We take great pride that the new Director General, Professor Ofer Merin reflects the ideals of excellence that define our Medical Center.

Together with our friends and supporters around the world, we look forward to continuing to grow and ensure the best medical care and response for the people of Jerusalem and Israel.

Sincerely yours,

Jack Bendheim  Michael Jesselson
Co-Chair    Co-Chair
International Board of Directors
AT A GLANCE

MORE THAN 160,000 EMERGENCY CASES

OVER 800,000 PATIENTS TREATED ANNUALLY

OVER $30 MILLION COMMITTED TO IMMEDIATE DEVELOPMENT AND EXPANSION
A COMPREHENSIVE APPROACH TO CARE

Our vision for comprehensive medicine requires a strategic level of coordination between our many departments together with paramedical services such as nutritional services, physiotherapy and social work, while also addressing practical needs through the recent opening of an expansive Shopping Pavilion with eateries and shops.

From the moment a patient and his or her family arrive at Shaare Zedek, and even after they are discharged, it is our promise that they receive not only the best medical care, but emotional and practical support however it’s warranted.
AN EYE TOWARDS THE FUTURE -
AT THE FOREFRONT OF CANCER CARE

In treating the growing population that defines Jerusalem today, we know that aggressively and comprehensively combatting oncological disease must be placed at the center of our mandate of caring.

Cancer is increasingly regarded as the most costly school of illness in modern medicine, a distinction long held by cardiac ailments.

At Shaare Zedek, our approach to cancer care has always been an all-encompassing one, addressing the disease from both the practical and emotional perspectives.

Our patients range in age from children to geriatrics well into their nineties.

Shaare Zedek is one of the leading cancer care centers in Israel today and in many areas of oncology care we are regarded as a center of excellence, drawing patients from well beyond the Jerusalem area.

Accompanying our clinical activities is an ambitious and increasingly well-known research program that initiates a variety of studies and has been instrumental in advancing oncological care in Israel and around the world.
Appreciating that Oncology is one of the most important growth areas both for modern medicine in general and our hospital in particular, the development of a major Cancer Care Center has become one of our long-term expansion priorities.

The first phase of this project is already being realized with the ongoing construction of a Radiotherapy Institute intended to revolutionize cancer care in our area with a wide variety of inpatient and outpatient services including an all new Oncology Day Hospital.

Defined by an ambitious design that combines both the needs of our patients and aesthetic boldness, this Institute is scheduled to be completed in 2021. Staffed by a world-renowned team of oncology care providers and combined with a dedication to research and scientific advancement, we are confident that this project will usher us into a new and exciting phase of accomplishment in fighting all types of cancers.
Like so many developing urban areas across the world today, the population of Jerusalem is both growing - and aging. Changes in lifestyle and medical approaches have contributed to shifts in our modern world, wherein people are living longer but also presenting new challenges to our healthcare system.

Shaare Zedek has invested heavily in responding to that reality in recent decades by opening specific services for the needs of an aging community. In the early 1980's we were the first hospital in Israel to open a dedicated Department of Acute Geriatric Medicine. That commitment has since expanded to the development of units like a Memory Clinic as well as services like Physiotherapy and Occupational Therapy programs specifically designed for patients well into their 80 and 90's.

In recent years, our General Medicine Service has expanded significantly and all our Internal Medicine Departments are housed in one centralized area allowing for optimal coordination of patient care.

The Jesselsson Integrated Heart Center is similarly motivated by an operational program that is increasingly intended for older patients. More than ever before, we understand that the onset of cardiac disease is not a terminal diagnosis - but rather a call for comprehensive and innovative care.

Our cardiac catheterization and electrophysiology programs are performing procedures that utilize new techniques, some of which Shaare Zedek has pioneered in Israel, to reverse many of the effects of heart disease and provide hope to patients who thought all was lost.

We are also home to one of Israel's leading Cardiac Rehabilitation and Prevention Institutes that help heart patients restore optimal health and conditioning even after serious cardiac episodes.
WELCOMING IN THE NEXT GENERATION

In early 1902, shortly after Shaare Zedek first opened its doors on Jerusalem’s Jaffa Road, the hospital recorded its first birth. Coming at a time when the Jewish population of the city was a fraction of what it is today, no one would have ever believed that that this hospital would grow to become one of the most active maternity hospitals in the Western world.

Yet, today we take great pride in this continued sense of purpose. For we firmly see our role as not simply a medical provider but also as an integral partner in the growth and success of the city of Jerusalem.

Today in the Huberfeld Family Birthing Center located on "Charlie's Floor" we record over 22,000 babies born at Shaare Zedek each year with our central maternity facility on our main campus supported by an additional maternity wing in our downtown campus.

These remarkable numbers have also enabled us to become world leaders in medical research in obstetrics and the treatment of newborns. Our research has positively contributed to global awareness of the importance of breastfeeding as well as of the treatment of conditions like gestational diabetes, neonatal jaundice and surgical approaches to congenital defects.

The Fuld Department of Medical Genetics which encompasses the Pre-Implantation Genetic Diagnosis (PGD) Unit has been responsible for bringing over 1,000 babies into the world free of genetic diseases that had plagued their families for generations.
We are home to one of Israel’s largest and most advanced neonatal intensive care units which can cater to as many as 70 infants at any given time and has been the scene of hundreds of success stories of children born in extremely precarious conditions who were blessed to leave the hospital and lead health-filled lives.

Our commitment to this field of medicine has also led to the rapid development of our Assisted Reproduction program. The Linda and Murray Laulicht Fertility Center is housed in an ultra-modern home encompassing our IVF Unit and Laboratories and has contributed to bringing the ultimate joy of parenthood to thousands of families in recent years.
A Glimpse into A Day at Shaare Zedek

Every hour of every day, the medical teams at Shaare Zedek stand ready to respond to the needs of the Jerusalem-area community. Here is a look at your "typical" 24-hour period at the hospital.

- 64 Babies Born
- 8 Emergency Cardiac Catheterizations
- 12 Stroke Cases
- 66 Cancer Patients Cared For
- Over 5,100 Prescriptions Delivered
- 460 Emergency Room Admissions
- 5 Surgical Trauma Cases
- 11,800 Meals Prepared and Served
Throughout our hospital’s history, the role that we play for our community has constantly developed in line with the needs of the Jerusalem area. Perhaps in no field have those changes been more evident than in regard to our role as the region’s fastest growing urgent care facility. Each year, over 160,000 emergency cases are treated and that number rises significantly each and every year.

Among these patients are many casualties of terror attacks, with Shaare Zedek now treating the vast majority of terror victims from incidents in the greater Jerusalem area. Even as we all pray for the days when these services won’t be necessary we know that our level of preparedness must ensure that we are ready for all types of eventualities. Together with local law enforcement and the national authorities, we regularly drill for all types of incidents – both those imposed on us by hostile forces as well as heightening our readiness for natural disasters like a major earthquake.
EXPANSION FOR THE URGENT CARE NEEDS OF OUR CITY AND REGION

Because of the community’s growing dependence on Shaare Zedek for urgent care, we face an immediate need to significantly expand our emergency facilities. The Weinstock Department of Emergency Medicine on the Fanya Gottesfeld Heller Floor opened in 2004 and since that time the number of cases it is called upon to treat has more than doubled.

With this in mind, we are now embarking upon the addition of an all new Urgent Care Pavilion with a major renovation of our existing facilities. This construction project will more than double in size the space for treatment and monitoring of urgent care cases and best prepare us to respond to the growing needs of the community for years to come. In recognition of the critical nature of this project, the very significant costs related to its development will be shared between the Israeli Ministry of Health and the Jerusalem Municipality and the remaining funds sourced from the hospital's operating budget and made possible by donor support from around the world.
With the growing number of patients that our hospital is called upon to treat, we see a central element of our mandate to be the embrace of new technologies and approaches on both the diagnostic and treatment levels.

Perhaps nowhere has medical technology advanced more than in this area of medical imaging. Driven by the goal of producing quicker and more detailed images of all areas of the human body, what is possible today was considered science fiction just several years ago, by providing for increased accuracy and more detailed imagery provided in far quicker times.

At Shaare Zedek, we have invested heavily in ensuring that we can promise our patients the best possible care as indicated by a myriad of advanced imaging services.

For many medical departments, speed is the critical factor and indeed can make every difference in the prognosis of a patient. This being true in urgent care, Shaare Zedek has recently undergone a considerable upgrade in all aspects of medical imaging.
In early 2019, we significantly expanded our dedicated imaging unit located directly adjacent to the main Department of Emergency Medicine. This ensures that a patient can be admitted for CT scans literally within minutes of arrival in the hospital.

With certain cases, such as traumatic internal injuries that result in bleeding, the ability to diagnose the patient most effectively and quickly can make a difference in overall prognoses.

This vision to embrace the latest technologies and out-of-the-box thinking also enabled us to become the first hospital anywhere in the world to be outfitted with a Neonate MRI Scanner specifically designed for the most fragile of babies.

The George and Adele Klein Neonatal MRI Unit introduces advanced technology which, unlike traditional MRI devices, allows support equipment and other devices to remain connected to the infant to enhance the safety of the child.

With the Infant MRI located within the Neonatal Intensive Care Unit itself, the child can be immediately transferred for scanning without being subjected to the external environment which could be potentially harmful to these very sensitive patients.

Developed and built by Israeli medical technologists, Shaare Zedek was identified as the ideal option for the manufacturers to be able to test the applications of the device in an optimal clinical environment with the high number of neonates treated in the hospital.

Now benefiting our neonates, this device is just one more example how Shaare Zedek is associated with groundbreaking research and clinical care and the optimal medical environment to care for patients of all ages and sizes.
INTERNATIONAL RECOGNITION

In 2017, after extensive strategic thought and planning, Shaare Zedek Medical Center was granted recognition as a leading center of academic medicine. This much-heralded stamp of excellence was awarded by the Joint Commission International (JCI), an independent review board charged with reviewing and assessing the performance of many of Israel’s top hospitals. With the JCI accreditation, Shaare Zedek became the first academic hospital in the Jerusalem area to receive this distinction.

Beyond simply passing the review, Shaare Zedek was afforded extremely high marks and cited for excellence by the independent board of judges. Following a week of intense testing that came after many months of preparation, the judges reviewed thousands of different parameters of medical, clinical and operational aspects of the hospital’s daily functioning.

From the kitchen preparation and maintenance staff to the laboratories and operating rooms, every detail was scrutinized and measured based on strict international standards.

The final report issued lauded the hospital for excellence in nearly every category, with the judges describing Shaare Zedek as one of the top clinical and research hospitals they had ever encountered, and provided our hospital with the objective validation of excellence that we and the people of Jerusalem and Israel have long-known to be the case.
## Comparative Income and Expense Report (in thousands of US$)

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
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<tbody>
<tr>
<td><strong>Operating Income</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hospitalization</td>
<td>106,127</td>
<td>124,599</td>
<td>118,874</td>
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<tr>
<td>Ambulatory</td>
<td>82,340</td>
<td>99,810</td>
<td>102,661</td>
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<tr>
<td>Maternity ER and other</td>
<td>205,732</td>
<td>249,054</td>
<td>256,062</td>
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<tr>
<td>Capping Penalty &amp; Discount</td>
<td>(80,760)</td>
<td>(86,921)</td>
<td>(85,843)</td>
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<tr>
<td><strong>Total Income for Activities</strong></td>
<td>315,455</td>
<td>388,559</td>
<td>393,772</td>
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<td><strong>Total Income from non-Medical Operations</strong></td>
<td>29,628</td>
<td>29,163</td>
<td>20,049</td>
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<tr>
<td><strong>Operating Expenses</strong></td>
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<tr>
<td>Salaries</td>
<td>253,197</td>
<td>304,415</td>
<td>288,607</td>
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<tr>
<td>Other Medical Costs</td>
<td>98,654</td>
<td>110,905</td>
<td>113,499</td>
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<tr>
<td>Maintenance</td>
<td>13,790</td>
<td>16,759</td>
<td>16,332</td>
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<tr>
<td>General and Administrative</td>
<td>5,971</td>
<td>9,601</td>
<td>9,172</td>
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<tr>
<td>Other</td>
<td>10,991</td>
<td>27,420</td>
<td>(23,332)</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td>382,603</td>
<td>469,100</td>
<td>404,278</td>
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<tr>
<td><strong>Net Operating Income</strong>*</td>
<td>(37,520)</td>
<td>(51,378)</td>
<td>9,543</td>
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<td><strong>Depreciation</strong></td>
<td>12,623</td>
<td>14,499</td>
<td>15,341</td>
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<tr>
<td><strong>Total Contributions</strong></td>
<td>27,210</td>
<td>30,502</td>
<td>40,802</td>
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*Based on actuarial adjustments*
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