Creating the Possible. Together. Our Impact 2021

At Hadassah, our vision has always helped push the boundaries of what’s possible to bring more healing to more people.

“Dare to dream,” said Henrietta Szold, who founded Hadassah in 1912, “and when you dream, dream big.”

Hadassah connects donors and members, leaders and staff to our mission — around the shared belief in the impact we can make together with Hadassah.

We’re more than the sum of our parts. That’s clear from the ripple effects we make: from the stem cells in the labs at Hadassah hospitals, to the thousands of women we empower, to the diverse communities we strengthen, to our national grassroots advocacy, to our unwavering support for a strong, secure Israel, to our global healing. Every day.

We’re so grateful to you and to all our supporters around the world who make an impact with Hadassah.

Thank you.
NEW CEO LEADS HADASSAH THROUGH SMOOTH TRANSITION

Naomi Adler, a distinguished leader in the nonprofit and Jewish communal sectors, assumes the role of Hadassah CEO. A former prosecutor and a community advocate, Naomi comes to Hadassah with extensive achievements, including six years as President and CEO of the Jewish Federation of Greater Philadelphia and 13 years leading two United Way organizations in New York.

300,000-strong

RAPID RESPONSE: THE 1 MILLION MARK

With Hadassah hospitals playing a leading role, Israel’s rapid vaccination rollout made global headlines, including on January 4 in The Washington Post, which featured Hadassah infectious disease specialist Dr. Ran Nir-Paz, who spoke of how Israel had achieved a major milestone: “1 million vaccinated.”

WORLD-CLASS CARE, GLOBAL RECOGNITION

Israel’s Health Ministry gives Hadassah Hospital Ein Kerem its coveted top recognition: Best in Class in Israel, while recognizing Hadassah Hospital Mount Scopus as Israel’s top small hospital. Both received the maximum score of 10. Hadassah Ein Kerem also made Newsweek’s list of the “World’s Best Smart Hospitals 2021.”

100 new graduates at Meir Shfeyah Youth Aliyah Village

Israel’s Former President Reuven Rivlin, receiving booster shot at Hadassah Hospital Ein Kerem

700 scientific papers published by Hadassah researchers
I’m grateful to all of our Hadassah supporters, who together made possible every impact, accomplishment and inspiring story you’ll read about in these pages. We did it b’yachad, together.

At Hadassah, we pride ourselves on our ability to work with new administrations, regardless of political party. When Naftali Bennett first visited the United States, I was honored to welcome him on behalf of the nation’s major Jewish organizations and to stress the strong ties between our nations. Similarly, I was proud to help lead the call for the administration of incoming president Joe Biden to vigorously fight the antisemitism skyrocketing around the world and to build even stronger US-Israel ties through joint endeavors like medical partnerships and the support of defense projects, like the Iron Dome critical to protecting the State of Israel.

Within our own leadership, we’ve gone from strength to strength, welcoming Naomi Adler as CEO and Prof. Yoram Weiss, MD, as director general of the Hadassah Medical Organization (HMO). Dalia Itzik, chair of the HMO board, has been a key counterpoint in Israel, as HWZOA, HMO and Hadassah International strengthen our collaborative efforts to continue our global leadership in medicine.

We began 2021 with our largest-ever virtual gala, “Coming Together to Heal Our World,” featuring Mayim Bialik, Billy Crystal and more, with nearly 1,000 attendees raising more than $2 million.

By the end of the year, Newsweek had ranked Hadassah Ein Kerem as one of the world’s top “smart hospitals.” Hadassah’s ability to meet the demands of the future evolved in 2021, with the modernization and expansion of our two Hadassah hospital campuses. Our medical teams brought our COVID-19 response beyond our labs and ICU wards, including sending a delegation to Argentina.

An annual report is like a state of the union, and I couldn’t be more grateful to report that the state of our Hadassah union — the thread that binds us together — is strong. In 2021, we built on our legacy, finding new ways to heal our world, creating innovative responses to new challenges.

Thank you.

With Pride, Passion and Purpose,

Rhoda Smolow
On September 1, 2021, I was welcomed into the Hadassah community as the new CEO. As a life member whose family has supported Hadassah’s work for so many years, I am filled with gratitude and inspiration every day!

For those first few months, my priority was to glean as much as possible from those who have been steering Hadassah, with a focus on implementing new strategies to advance our mission, expand our reach and ensure our sustainability.

From day one, I’ve been doing everything I can to help more people understand something our biggest supporters already know: everyone’s time, talent and ongoing philanthropy is treasured and welcomed at Hadassah. Together, we are building upon the exceptional work of Hadassah’s hospitals, advancing women’s health, fighting antisemitism and connecting younger generations with all that Israel has to offer.

Fostering an even more active, growing, diverse membership and donor base has already begun. Even as the pandemic continued, our outreach and impact deepened, thanks to thousands of passionate volunteers and professionals. We are particularly grateful to the men and women who are represented on the pages of this Impact Report, who help us thrive during particularly challenging times, when our work of healing is more relevant than ever.

**Furthermore, we have intensified efforts to provide Hadassah leaders in every state with the tools they need to engage their local communities. To expand our ripple effect, we introduced a new approach to leadership training in our geographic regions and offered powerful virtual programming, attracting thousands of participants from every generation.**

It is a huge honor to be CEO of Hadassah, one of the nation’s premier philanthropic and membership organizations. To that end, in 2021 I worked closely with my exceptional partner, National President Rhoda Smolow, to enhance our visibility not just for our exceptional healing but also as a respected thought leader, particularly in the areas of Zionism, public health, women’s empowerment, fighting antisemitism and instilling Jewish values to heal our world. I’m proud that we welcomed so many new supporters and expanded the reach of the Hadassah vision of healing.

In gratitude,

Naomi Adler
As the world crisis of the coronavirus blends into the crisis in the Ukraine, it’s easy to feel downhearted. While we have not been able to eradicate COVID-19 or stop the fighting, the Hadassah Medical Organization (HMO) — with your support — has taken an active role in working for the good.

HMO took care of more COVID patients than any other hospital in Israel. We initiated family visits for patients, established a volunteer corps and even held a wedding. Our staff helped develop inexpensive ventilators now used in many countries, and repurposed and invented new medicines.

We have sent crisis-experienced teams to the Ukrainian border to train emergency staff, care for patients and bring medical supplies. Ukrainian wounded have been airlifted to Hadassah.

Said one patient when he got to Hadassah’s Judy and Sidney Swartz Center for Emergency Medicine: “Now I feel safe. I feel at home.”

Our medical organization’s combination of research, teaching and expert care continues during crises, just as it does during terrorism and missile attacks. Half of the Israeli government’s medical research grants are awarded to Hadassah researchers, often inspired by their patients to come up with solutions to intractable diseases. Promising treatments for macular degeneration, multiple sclerosis and ALS are being developed. Hadassah-produced stem cell lines are being used to undo the pancreatic damage of diabetes.

Hadassah is a center of goodwill where the benefits of medicine transcend politics and religion. Our mission is to serve as a bridge to peace by forging links among people of all nationalities, races and religions who come to our doors for healing. It’s a privilege to head this remarkable institution. The root of the word for giving in Hebrew is nun-taf-nun, a palindrome because we know that giving works to help both the giver and receiver. Whatever I give to Hadassah I know comes back doubled to me. I know you feel the same.

Oncology in Action: Microbiome Therapies for Melanoma

“For years I have strived to study what was driving long-term survival of melanoma patients who did well beyond expectations. This collaboration gives us advanced molecular and genomic tools to analyze treatment success. After years of studying how cancer deceives us, I cannot wait to translate lessons of the past to therapies of the future.”

- Prof. Michal Lotem, MD, director, Hadassah Cancer Research Center and Hadassah Center for Melanoma and Cancer Immunotherapy

An oncology team from the Hadassah Cancer Research Center launched a two-year research project on microbiome-based immunotherapies for melanoma patients, a collaboration between Hadassit, HMO’s technology transfer company, and MyBiotics.

In the PICU, Critical Care for a Post-COVID Syndrome

“We are talking about a syndrome that can be life threatening but with quick diagnosis and treatment, children can recover completely,” says Dr. Rebecca Brooks, head of Hadassah Hospital Mount Scopus’s Pediatric Intensive Care Unit (PICU), referring to the dozens of children she treated who had a severe post-COVID-19 inflammatory syndrome, including Orion Raz, age 17, pictured.

Prof. Yoram Weiss, MD
Innovation, Impact and Compassion: The Hadassah Medical Organization

40-50% of biomedical research in Israel conducted at HMO

465 clinical trials funded by commercial companies currently underway

More than 200 patents

15 start-ups

12 Israel Prize winners (cumulative)

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12 Israel Prize winners (cumulative)

Humanitarians at Heart: Bringing Trauma Expertise Where It’s Needed

After massive explosions at a military camp in Equatorial Guinea, Hadassah senior surgeon Dr. Asaf Kedar, a trauma specialist, joined an Israeli medical delegation to Africa to help hundreds of severely injured survivors. “There were so many children,” says Dr. Kedar. “I thought of my children often as I dealt with these injured children without the facilities that we have in Israel.”

An Israeli First: Engineering T-Cells to Attack Cancer

“The laboratory results are impressive. We achieved significant progress in three years — record-breaking time,” says Prof. Polina Stepensky, MD, head of Hadassah Department of Bone Marrow Transplantation and Cancer Immunology, referring to the first made-in-Israel immunotherapy treatment tailored to fighting multiple myeloma with genetically modified CAR T cells.

931 HMO original research papers — that’s nearly double from 2017! Each paper received an average of two citations.

#1 Hadassah hospitals ranking 2021 Israel Ministry of Health

Hadassah Ein Kerem ranked first in Israel and Hadassah Mount Scopus took first place in the “small hospital” category.

1 million patients served annually
When General Anesthesia Is Not an Option

In 2020, in a world first, Dr. Josh Schroeder performed a successful complex spinal surgery on a fully conscious patient suffering from a spine fracture whose multiple injuries precluded general anesthesia.

Dr. Josh Schroeder
S
ince completing the world’s first spinal fracture surgery assisted by a duo of surgical robots in 2017, Dr. Josh Schroeder and his team have been introducing novel practices and procedures in patient care. Dr. Schroeder, a senior orthopedic surgeon specializing in spine injuries and anomalies in children and adults, heads the Spinal Deformity Unit at Hadassah Hospital Ein Kerem.

Disheartened by the difficulty of treating an aged population of patients unable to withstand surgery under general anesthesia, Dr. Schroeder and his colleagues pioneered the use of local anesthesia in complex spinal surgeries, a procedure that has become known as awake surgery. Considering that nearly a third of patients admitted for complex spine surgeries are elderly, the revolutionary procedure has already had a tremendous impact.

Dr. Schroeder also treats youngsters with severe congenital spinal deformities, which often lead to thoracic insufficiency syndrome and death from compromised airways. The challenge is to straighten their spines in a way that permits respiratory improvement and results in enhanced posture. “A huge team at Hadassah comes together to get these children through the operation. We allow them to live,” he beams.

Hadassah Ein Kerem also houses the world’s most advanced spinal surgical robot, the Mazor X Stealth Edition. Dr. Schroeder is participating in research and development for the robot’s enhancements, and Hadassah is a European instruction center for the Mazor X.

Born at Hadassah Mount Scopus, Dr. Schroeder is a graduate of the Hebrew University-Hadassah Medical School and completed his first residency at Hadassah. His children were born there, too. He was a Spine Fellow at Weill Cornell Medical College and the Hospital for Special Surgery in New York. As an Israel Defense Forces (IDF) officer, he worked jointly with Palestinians for regional cooperation and now serves as a reserve military doctor in the IDF.

In 2018, Ethiopia’s first scoliosis surgery was successfully performed by a Hadassah surgical team on a medical mission co-led by Dr. Schroeder. The team performed complex spine surgeries at Ayder Comprehensive Specialized Hospital in Mekelle, which serves a population of eight million people but lacks even a single spine surgeon. Patients treated were all under the age of 18 and exhibited severe spinal deformities with potentially fatal complications. “If we hadn’t operated on these children, at least half of them would have died within a year,” Dr. Schroeder reports.

“Where most hospitals reject the extreme cases, deeming them too dangerous, we are prepared to take them on. This is what makes Hadassah a world-renowned hospital.”

~ Dr. Josh Schroeder
Crisis Response: Saving Lives at Risk

COVID-19

GLOBAL COLLABORATION

In 2021 the presence of COVID was felt every day throughout the world, and by year-end, there were 115,010 COVID patients in Israel and a fifth surge looming. Nevertheless, Hadassah hospitals braced for another round of challenges to maintain their role in the battle against COVID-19: containing the spread of the virus, distributing a vaccine and developing new treatments and testing protocols.

As they had from the beginning of the pandemic, Hadassah Medical Organization’s medical teams, frontline workers and researchers leveraged their expertise to provide exemplary patient care, treat more critically ill patients than any other Israeli hospital, work tirelessly in the search for treatments and share its pioneering data to shape the global response.

The View Ahead

The COVID vaccines and treatment protocols are encouraging, but there are more challenges on the horizon. During 2021 the syndrome “long COVID” started to emerge in patients as long as six months post-recovery, with debilitating after-effects affecting the heart, muscles, and the neurological and digestive systems. It is thought to affect one in three post-COVID patients. At Hadassah Hospital Ein Kerem’s COVID-19 outpatient clinic, experts are working to discover whether this results from the virus or from an aberrant/overactive immune response.

Clinical trials were conducted for three promising Israeli COVID-19 drugs:

Allocetra™, developed by Prof. Dror Mevorach, Director of Hadassah Hospital Ein Kerem’s Dept. of Internal Medicine and head of a Hadassah COVID-19 unit

Opaganib, an oral drug with antiviral and anti-inflammatory actions

EXO-CD24, an inhaled medication delivered directly to the lung

2,837 COVID patients treated by Hadassah in 2020
2,026 COVID patients treated by Hadassah in 2021

A Bridge to Healing

In May 2021 a Hadassah team arrived in Argentina, invited by the government to meet with 40 top hospital and COVID unit directors to discuss pandemic information and protocols. This historic seven-day initiative, led by Jorge Diener, executive director of Hadassah International, and Prof. Yoram Weiss, MD, director general of Hadassah Medical Organization, included four COVID research and ICU specialists: Prof. Dror Mevorach, Prof. Sigal Sviri, Prof. Yoseph Caraco and nurse Claudia Poggi.
**Vaccination Nation**

In March 2021 Israel was dubbed the Vaccination Nation for its quick rollout of the new COVID-19 vaccine — and by August, over 1.6 million had also received their first boosters. Hadassah’s research teams expertly clarified such questions as: Can the vaccine affect fertility? Does it cause myocarditis? Is it safe for pregnant women?

**UKRAINE**

"Immediately when the hostility started, we felt that we needed to be part of the response.”  
— Prof. Yoram Weiss, MD, director general, Hadassah Medical Organization

**$2.6M**  
in COVID-19 support received via new grants and program expenses

“Immediately when the hostility started, we felt that we needed to be part of the response.”  
— Prof. Yoram Weiss, MD, director general, Hadassah Medical Organization

Dr. Rivka Brooks with David “Dush” Barashi, Hadassah medical clown

“I still have not gotten used to the sight of buses arriving and columns of women and children standing in line, each clutching a suitcase or perhaps a hastily packed plastic bag and waiting for instructions. Such a sight is all the more chilling here in Poland. I feel that we are watching history, but in living color.”  
— Dr. Rivka Brooks, director of pediatrics, Hadassah Hospital Mount Scopus

At the outbreak of the war, Hadassah (HWZOA) — partnering with the Hadassah Medical Organization and Hadassah International — responded immediately, answering a plea for help from the Ukrainian Ambassador to Israel, Yevgen Kornichuk. Prof. Yoram Weiss worked with the Tel Aviv Embassy to send desperately needed medical supplies. The Hadassah supplies were driven to Tel Aviv, then airlifted to a medical facility in Ukraine. Soon after, Hadassah became the first hospital to send a medical delegation to Poland, partnering with a trauma hospital in Lublin to set a strong foundation for treating refugees and preparing for possible mass casualties.

Hadassah hospital medical staff then set up the medical clinic on the Ukraine border in Przemyśl, Poland, collaborating with the World Health Organization, the Polish Red Cross and others to treat tens of thousands of patients. A pediatric clinic in nearby Korszoba was set up to treat babies, children and teens.

Hadassah also worked with the Israeli government to resettle 55 young Ukrainian refugees in our Youth Aliyah villages, created in 1933 to provide refuge to children fleeing Nazi Germany.

**“This changes the future of a patient with COVID. To see them leaving the hospital … amazing.”**  
— Prof. Dror Mevorach, creator of COVID drug Allocetra™

HMO nurse Denis Lipatov reassures a young new arrival at the refugee center.

| 15 Hadassah medical delegations sent |
| 100 Hadassah doctors and nurses participated in the Ukraine medical humanitarian mission |
| 31,000 Ukrainian refugees treated by Hadassah doctors, nurses and their medical partners in Poland |
| 55 young war refugees sheltered in our Youth Aliyah villages |
| $1.1 million+ donated to support Hadassah’s emergency campaign |
A Pioneer in Breast Cancer Treatment

Dr. Shani Paluch-Shimon helps shape global standards for breast cancer treatments. She believes the individual is integral to decision-making and feels empowered every time she helps a patient navigate her personal cancer journey.

Dr. Shani Paluch-Shimon
Dr. Paluch-Shimon was drawn to oncology because it provides her with the opportunity to have meaningful and on-going connections with her patients. While she assumes that her mother’s death from breast cancer at age 58 might have had a subliminal impact on her decision to specialize in treating young women, escorting patients on their cancer journeys suits the outgoing, Australian-born physician and mother of three.

Her expertise is unquestionable. In addition to her role as director of the Breast Oncology Program at Hadassah Medical Organization, she is the first Israeli doctor to serve as editor for breast cancer guidelines for the Clinical Practice Committee of the European Society for Medical Oncology (ESMO), the most important cancer authority outside of the US. Millions of women have their cancer protocols determined by these guidelines.

One out of 40 Ashkenazi Jewish women, in contrast to one in 250 to 300 women in the general population, are carriers of BRCA1 or BRCA2 mutations related to breast and ovarian cancer, as well as other cancers. Dr. Paluch-Shimon provides the specialized guidance to test for mutations and to decide on treatment for women who have them and to guide the women on risk-reducing measures. “I need to know my patients well to discuss decision options. A woman post-childbearing may make different choices than a young single woman.”

She recommends that all Ashkenazi Jews consider BRCA testing and that all women with a family history of breast, ovarian or pancreatic cancer or a personal history of breast cancer seek genetic counseling to evaluate if they need testing, irrespective of ethnic background. If found positive, patients need to be in special screening programs that include breast MRIs. They also need to consider such risk-reducing measures as removal of the ovaries to reduce the risk of ovarian cancer.

Another area of interest for Dr. Paluch-Shimon is breast cancer in young women, who make up 6 to 7 percent of all new annual breast cancer diagnoses. Because she recognizes that young women with breast cancer have special needs, Dr. Paluch-Shimon has instituted a patient navigator system to help the young women through the maze of breast cancer tests, appointments and treatments. Hadassah is a pioneer in including a dedicated psychologist as part of the treatment. “Issues of body image, sexuality and fertility used to be considered peripheral, but they aren’t. We are dedicated to ensuring the best quality of life. To preserve fertility we can freeze eggs, embryos or even fragments of ovarian tissue that can produce new ova when treatment is done.”
Forward Looking: Hadassah Hospitals in Jerusalem

Supported by generous donors in the United States and around the world, the Hadassah Medical Organization’s two Jerusalem medical centers are innovative and compassionate global leaders in medical care, treatment and research, annually serving more than a million women, men and children, regardless of religion, race or nationality.

Hadassah Hospital Ein Kerem

As Israel faces a critical hospital bed shortage, the transformation of the iconic Round Building at Hadassah Hospital Ein Kerem is nearing completion to provide a growing Jerusalem with the cutting-edge care it needs. An additional 200 beds and spacious modern rooms will offer greater privacy and reduce the chances of infection. A dialysis unit has opened. And the Round Building’s new Promenade, featuring glass walls, will offer a warm, welcoming experience reminiscent of an outdoor courtyard.

Opened in 2020, the Rady Mother and Child Center welcomed over 5,700 newborns in its first year!

Other exciting developments include the renovated Hematology Intermediate Care and Maternity D units, with Radiotherapy Unit upgrades underway, and the new Pediatric and Adolescent Psychiatry Inpatient Unit.

Hadassah Ein Kerem is also home to the Sharett Institute of Oncology, with its leading-edge approach to cancer research, including stem cell technology, DNA and genetic composition.

Hadassah Hospital Mount Scopus

“Treating patients is a privilege to be cherished, and so is leading Hadassah Mount Scopus — especially now, as it embarks on a massive expansion.”

~ Dr. Tamar Elram, director, Hadassah Hospital Mount Scopus

Dr. Tamar Elram, director of Hadassah Hospital Mount Scopus, is at the helm as the 86-year-old campus undergoes a multifaceted expansion and modernization.

Over the next three decades, the hospital will add seven new buildings of which two — Hadassah’s first Cardiac Rehabilitation Unit and the Cardiac Catheterization Laboratory where 1,000 procedures are performed annually — are already open. Also newly open are the Maternity C ward, the nursery unit and a CT imaging unit, with future developments to include a multi-story inpatient tower and a new home for the emergency department.

By 2050, Mount Scopus will have quintupled its size.

Thanks to a transformative gift from John Gandel and Pauline Gandel of Melbourne, Australia, the Gandel Rehabilitation Center is scheduled to open in 2023 and will provide 132 inpatient beds and specialized rehabilitation and research facilities.

Thanks to generous donors, the Henrietta Szold Hadassah-Hebrew University School of Nursing has opened its new high-tech, wheelchair-accessible Nurses Learning Center, including the Jean Goldwurm Auditorium, made possible with $1 million raised by the Hadassah Nurses and Allied Health Professionals Council.

Mount Scopus Maternity C ward
Powerful Together: Global Collaborations

North America
Broad Institute, Cambridge, MA
Cincinnati Children’s Hospital Medical Center, Cincinnati, OH
Columbia University Medical Center, New York, NY
George Washington University, Milken Institute School of Public Health, Washington DC
Harvard Medical School, Boston, MA
Johns Hopkins University School of Medicine, Baltimore, MD
Lurie Children’s Hospital, Chicago, IL
Massachusetts Institute of Technology, Cambridge, MA
McGill University, Toronto, Canada
Memorial Sloan Kettering Cancer Center, New York, NY
Mount Sinai Hospital, Icahn School of Medicine, New York, NY
National Cancer Institute, NIH, Bethesda, MD
National Institute of Dental and Craniofacial Research, NIH, Bethesda, MD
NYU Langone Health, New York, NY
University of California San Francisco, San Francisco, CA
University of Georgia, Athens, GA
University of Iowa, Iowa City, IA
University of Michigan, Ann Arbor, MI
University of Pennsylvania, Philadelphia, PA
University of Rochester, Rochester, NY
Washington University, St. Louis, MO
Wills Eye Hospital, Philadelphia, PA

Asia, Australia, Europe
Aristotle University of Thessaloniki, Thessaloniki, Greece
Bern University of Applied Science, Bern, Switzerland
Charité - Universitätsmedizin Berlin, Berlin, Germany
European Cystic Fibrosis Society, Clinical Trials Network, Karup, Denmark
Freie Universität Berlin, Berlin, Germany
Monash University, Melbourne, Australia
National University of Singapore, Yong Yoo Lin School of Medicine, Singapore
Research Institute Alliance for the Promotion of Preventive Medicine, Mechelen, Belgium
Sir Charles Gairdner Hospital, Nedlands, Australia
Technische Universität München, Munich, Germany
University of Brest, Brest, France
University of Copenhagen, Copenhagen, Denmark
University of Hamburg, Hamburg, Germany
University of Helsinki, Helsinki, Finland
University of Huddersfield, Huddersfield, England
University of Melbourne, Melbourne, Australia
Researching Blood Clots in COVID Patients

With the onset of the pandemic, some 30 percent of COVID-19 patients suffered blood clots that created lethal blockages in their lungs, kidneys, heart and brain.

Lab manager Dr. Suhair Abdeen (left) and Prof. Abd al-Roof Higazi direct the automated labs at Hadassah hospitals, which perform 270 different test procedures and 5 million tests a year.
As head of the Clinical Biochemistry Department and Laboratories Division at Hadassah hospitals, Prof. Abd al-Roof Higazi is an admired lecturer in biochemistry and enzymology at the Hebrew University-Hadassah Medical School in Jerusalem. An Israeli Arab scientist, he resides with his family in Wahat al-Salam, Neve Shalom, a cooperative village of Jews, Muslims and Christians.

Prof. Higazi’s division is responsible for 95 percent of all blood tests carried out in both Hadassah hospital campuses. Every year, the cutting-edge fully automated robotic laboratories perform over 5 million tests and 270 different test procedures, some of which are unique in Israel. The automated labs are the most advanced in Israel and among the most advanced in the world.

Prof. Higazi is especially proud of his initiative to decentralize testing facilities, where possible, and position them in operating theaters and emergency rooms. This generates test results in real time, eliminating life-threatening time delays for critically ill patients and for those undergoing surgery.

The recent COVID pandemic brought into high relief Prof. Higazi’s world-renowned expertise in fibrinolysis, the process that prevents blood clots from growing and becoming problematic. He had already made a seminal discovery linking the family of alpha-defensin proteins to clotting and had published the results in the journal *Blood* in 2019.

Now, examining COVID-19 patients, he found that they exhibited an abnormally high concentration of the peptide alpha-defensin, which sped up blood clot formation. “The sicker the patient, the higher the concentration of the peptide found in their blood,” he explains. “We knew that if we could stop this protein from increasing, we could prevent blood clots and dramatically reduce the number of patients on respirators in our ICUs.”

In 2020 Prof. Higazi was awarded a coveted Israel Science Foundation grant to further his investigation on the impact of blood clots on COVID-19 patients. He and his lab manager, Dr. Suhair Abdeen, published their discovery of elevated alpha-defensin levels in COVID-19 patients in the prestigious *British Journal of Haematology*.

Existing anticoagulant drugs do not impact alpha-defensin, Prof. Higazi notes. In a follow-up paper in the same journal, Prof. Higazi and Dr. Abdeen propose treating COVID-19 patients with a combination of colchicine and tocilizumab to reduce inflammation-associated thrombosis.

A serial entrepreneur, Prof. Higazi has registered over 30 patents and founded three medical startups. One startup is developing a treatment to stop bleeding in the brain, for which there is no current treatment available. A true Renaissance man, Prof. Higazi is the author of a philosophical science fiction novel, *Science Worship and Evolution’s Secrets*, which uses real scientific data to explore the biology of truth.

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More COVID-19, conflict at the Gaza border and political uncertainty in Israel were on everyone’s mind when we caught up with Brenda Lazoff Menda for a privileged and candid discussion about, well, the future.

Brenda is known for her role in Hadassah’s Puerto Rico chapter: in particular, for her decade-plus commitment to chairing numerous events for Hadassah Medical Organization, for her leadership as chapter president and for the generous gift made with her husband, Nelson, that enabled them to name the Menda Promenade. This esteemed gateway, at the entrance of the Sarah Wetsman Davidson Hospital Tower, opens onto Hadassah’s state-of-the-art campus, and every patient, visitor and staff member has walked through it.

While healing-specific spaces are of profound importance, the Mendas recognized the deep emotional impact of the promenade on the mind and the spirit of all entering and exiting Hadassah. The Menda Promenade is a bridge of promise and hope, just as Brenda and Nelson envisioned it.

The Menda family has always opened its heart (and its home) to Hadassah. Brenda and Nelson were born and raised in Puerto Rico to families that were forced to flee Cuba with the onset of the Cuban revolution in the early 1950s. While many Cuban families migrated to Miami, an important Jewish community emerged in Puerto Rico. There, a group of young Jewish women, among them Brenda’s mother, Julia Goldberg, founded the local Hadassah chapter, enrolled their children in the Young Judaea movement and actively promoted a connection with Israel.

Brenda feels that her connection with Hadassah was natural. At the age of 21, right after finishing college in Boston, she returned to Puerto Rico and immediately became involved with the chapter. “Hadassah was so important and so active! And the older women took pleasure in teaching and guiding us. We are the older women now,” she grins. She describes a time when she could count on friends, Jews and non-Jews alike, to ensure the
success of the chapter’s activities and social events. “They were my crew,” she acknowledges energetically.

“My passion has always been the hospital. Hands down ... it’s the way we can make a difference in Israel from a tiny island in the Caribbean called Puerto Rico. When I hear that there is a new vaccine being developed, or a treatment for Alzheimer’s, or any new miracle being developed at Hadassah, I feel like we are a part of it. We are making a miracle happen.”

She affirms that the hospital is a place where people of all backgrounds and religions come together to heal. “I wish everything outside of the hospital could work the way it does inside the hospital.”

But it wasn’t always easy. The changes in the world brought about a difficult economic climate in Puerto Rico, and more and more people from the community left for Florida. “We had no choice but to close the chapter,” she admits with regret and a rather long pause, and then continues, “My grandparents came from Europe, my parents came from Cuba, we come from Puerto Rico. To me, all these places are like links that come together in the hospital.” Reflecting on the future, she is quite convinced that the next generation is no less Zionist and connected to the issues that matter for Israel. “We made a long commitment,” she says of the family’s contribution to the hospital, “because it has our hearts in it. But we also did it as an example for our kids. We don’t live in Israel, so this is our way to contribute and leave our milestone for progress and the marks of our footsteps in this place where we feel we can make a positive and meaningful difference.”

As we wind down, Brenda touches on the people who stood out on the journey, lighting up with affection and admiration as she tells us about Barbara “BG” Goldstein, now Hadassah’s Ambassador-at-Large with the Hadassah Office in Israel. “She alone could have pulled us into Hadassah!” she chuckles. Brenda acknowledges Barbara’s profound influence on her and Nelson’s engagement with the organization and adds that Barbara’s grandson is now married to the Mendas’ youngest daughter. “What a small world,” she says.

“We made a long commitment because it has our hearts in it. But we also did it as an example for our kids.” ~ Brenda Menda

Moving moments
Left: Brenda speaks at the Moshe Saba Masri Synagogue at the dedication ceremony of the Menda Promenade. Right: Unveiling the Menda Promenade plaque Top: The Menda Promenade
You Never Know Whose Life You’re Going to Impact

Stewart Greenberg is cancer-free today. And immensely grateful. For a lot of things: his fiercely devoted and giving wife, Maggie; their large, growing family; a distinguished and successful career practicing law.

Stewart Greenberg
Stewart Greenberg is also pretty grateful that a decade ago he met Dr. Michal Lotem at Hadassah Hospital Ein Kerem, where he was treated in 2012 with her individually tailored melanoma vaccine when doctors in the US said his stage IV metastatic melanoma was not curable and that he should prepare for the end of his life.

Dr. Lotem’s adoptive cell therapy approach, Stewart explains, gives the patient a fighting chance against cancer, creating “a kind of civil war in your body,” without which the bad cells “would just conquer the healthy cells and kill them.”

Dr. Lotem is the world-renowned, cutting-edge head of Hadassah’s Center for Melanoma and Cancer Immunotherapy. For her lifesaving immunotherapy treatment for Stewart, she matched his cells from her tumor bank (the largest of its kind in the world) to create a vaccine that spurs his immune system to destroy the malignant cells while keeping the healthy cells intact.

The treatment was and still is a success. After years of periodic treatment boosters and continued checkups, he remains cancer-free today.

His experience at HMO, and particularly its pervasive spirit of “bench to bedside” — where scientists see their research put into action with actual patients — inspires Stewart and Maggie’s generosity toward the organization — both financial and in time spent making referrals and offering advice. Since 2012, they’ve traveled as a team to numerous events throughout the US. They have been ardent, very vocal supporters and have connected countless people to HMO and its work — he by relaying his miraculous story of survival against all odds, and she from the perspective of chief caregiver on that remarkable journey.

“You never know whose life you’re going to impact,” he says. “It’s amazing how many people are looking for help, for answers, for some compassion and caring treatment. And that’s what you get at Hadassah.”

Residents of Aventura, Fla., Stewart is a Hadassah Associate, and Maggie is a Hadassah Golden Keeper. They are the proud grandparents of nine, with a tenth on the way.

Stewart says he is filled with hope. Hope that he and Maggie can help others find their way to Hadassah. And hope that by supporting HMO, and therefore the work of Dr. Lotem and innovators like her, Hadassah will, in the near future, be able to destroy other cancers and eventually prevent them through the same immunization approach that all but eradicated polio and other diseases.

“It was bashert (fated) that I should meet Dr. Lotem,” he says.

Dr. Lotem shares in some of that bashert. Success in the medical profession, she says, is more than data that show good results. It also comes from patients who inspire the work. “I’ve learned a lot about bravery, courage, conviction, and perseverance from Stewart.”

Above: Maggie and Stewart Greenberg
257,500 miles over 6 months

“My blood pressure is back under control. My cholesterol is better. And I feel better than I have in a very, very long time. And I have to thank Hadassah and my Hadassah sisters for always being there for me and helping me on this journey.”

- JILL SAPPERSTEIN
NATIONAL VICE PRESIDENT

13,777 Letters to Legislators on Key Hadassah Advocacy Issues (up 22% from 2020)

Hadassah advocates from 48 states and DC spoke out on key issues throughout the year, sending letters and holding meetings with 30 legislative offices through Day in the District, Sit-Down with a Senator, and Date with the State programs, helping bring in new co-sponsors for legislation and gain support for Iron Dome funding, US-Israel medical partnerships, reproductive rights, COVID research, fighting antisemitism through education, the Equal Rights Amendment, and the Dr. Lorna Breen Health Care Provider Protection Act.

Hadassah-backed House Resolution on Infertility

In January, Hadassah drafted a congressional resolution and began reaching out to congressional offices to find lead sponsors while partnering with Jewish fertility organizations. In April, Rep. Debbie Wasserman Schultz and Rep. Dan Crenshaw introduced a bipartisan infertility resolution (H.Res. 338) affirming a commitment to address diagnosis, treatment and costs.
Young Leaders Make Their Mark

The Evolve Forum brought together 50 young Hadassah volunteer leaders, selected to represent their viewpoints. They shared programming ideas and identified challenges and opportunities. The Evolve National Young Women’s Department held its first Evolve Virtual Signature Event, Drink Pink for Breast Cancer Awareness, with hundreds of national members attending virtually and units hosting in-person watch parties. On the local level, Hadassah Evolve partnered with I Support the Girls to collect bras and feminine hygiene products for underserved and homeless women.

#ActAgainstAntisemitism

Coming Together to Fight Antisemitism

“Antisemitism, violence and intimidation are unacceptable and un-American,” Hadassah National President Rhoda Smolow told more than 34,000 at the May 27, 2021, #ActAgainstAntisemitism virtual rally, which Hadassah helped organize a year after leading the push to pass the Never Again Education Act.

Conversations Save Lives

Hadassah partnered with the National Cancer Institute and the Israel Embassy for “Innovations in Breast Cancer Diagnosis and Treatment” in October. “Conversations like these save lives,” said Hadassah National President Rhoda Smolow. In communities across the country, Hadassah Breast Cancer Awareness Month events educated women about the importance of screening, especially with so many women skipping routine mammograms because of COVID-19.

Podcast Alert! Reaching New Audiences

Our Hadassah On Call: New Frontiers in Medicine podcast connects members, donors and more to Hadassah hospitals. Each monthly episode sheds light on one of today’s most pressing medical issues, featuring updates, insights and innovations from the pioneering doctors at Hadassah’s hospitals in Jerusalem. In 2021, we reached more listeners than ever, with 8,317 downloads (17% increase), a bigger subscriber list and more visibility on social media than ever (18,418+ engagements).
Powerful National Events Bring Us Together, Online

This year's highlights brought members, supporters and guests together for benefits, celebrations and briefings, including this small sampling.

Bringing Hadassah Healing Into Our Homes — and Our Hearts

Over 800 guests at our virtual gala “Coming Together to Heal Our World” raised more than $2 million to support Hadassah’s lifesaving work. Hosted by CNN chief political correspondent Dana Bash, the benefit featured performances and special appearances by celebrities, including Mayim Bialik, Billy Crystal, Gwyneth Paltrow, Ben Platt, the Jerusalem Symphony Orchestra and more. Hadassah patients shared their moving stories while our world-renowned doctors briefed attendees on recent breakthroughs, COVID-19 and cancer updates, and how they build bridges to peace through medicine, every single day.

We’re so grateful to everyone who made this event a success, including our partners at Hadassah International and online guests from the United States, Israel, Mexico, Brazil, Argentina, China, Panama, Paraguay and Switzerland.

Hadassah & Jerusalem: United Forever

A Celebration of Yom Yerushalayim

Hadassah’s history is woven into the fabric of Jerusalem. On our first national Yom Yerushalayim (Jerusalem Day) event, Hadassah members and supporters celebrated the reunification of Jerusalem, which led to the reunification of Hadassah hospitals — Hadassah Hospital Mount Scopus and Hadassah Hospital Ein Kerem — following the 1967 Six-Day War, after which we were able to rebuild Hadassah Hospital Mount Scopus. Hosted by actress Tovah Feldshuh, the virtual event featured musical performances and remarks by Jerusalem Mayor Moshe Leon, Hadassah Hospital Mount Scopus Director Dr. Tamar Elram and HMO Board Chair Dalia Itzik (the first female Knesset speaker). “Yom Yerushalayim is an extremely important holiday for Israelis and for Jews around the world. This day occupies a special place in the heart of the Hadassah community,” said Hadassah President Rhoda Smolow.

“At a time when our world faces so many crises and challenges, I am convinced that the leadership, intelligence and vision of women — especially Hadassah women — are desperately needed. I can’t wait to see how much more we’ll be able to accomplish together.”

— Hadassah CEO Naomi Adler

At Hadassah’s first one-day virtual conference in January 2022, with a focus on empowering women, a diverse lineup of powerful women leaders led panels and breakout workshops on how to effect change — on Israel, women’s health, women’s empowerment and advocacy.
Our Youth Aliyah Villages in Israel

Hadassah’s two Youth Aliyah villages, Meir Shfeyah and Hadassah Neurim, provide an entire range of services — food, shelter, education and love — for young immigrants, refugees and at-risk Israelis. In 2021, the two villages hosted a total of 980 students, two-thirds of them full-time residents. Of these, 183 graduated in June 2021, including the largest graduating class at Meir Shfeyah to date.

Our programs include academic and vocational education, Jewish and Zionist education, music and cultural workshops, and counseling, including peer-counseling, music therapy and a dog-rescue program designed to build self-esteem. Neurim students often compete in national and international athletic and robotics competitions, while Shfeyah is known for its mandolin orchestra, its dairy farm and its winery. As part of their time at our villages, many former at-risk youth serve as role models and leaders for younger students in the program.

Young Judaea Camps

\textit{“After so many months of social distancing and time at home, we are able to ... make this summer a memorable one,” said one high school student, who is grateful to Hadassah — and especially her Young Judaean peers — for helping her learn “what it means to be a part of a community.”}

Rooted in Jewish values and Israeli culture, the Young Judaea camp experience helps instill a deep love of Jewish life, Zionism and Israel in thousands of American youth. In 2021, Hadassah’s Scholarship Fund awarded campers $240,800, making it possible for 166 children and teens to attend summer camps.

A Life-Changing Gap Year

Hadassah’s commitment to Young Judaea includes general support, as well as for Year Course, the Gesher summer Israel program and scholarships for summer camps. For the 2020–2021 academic year, 215 American teens, supported in part by Hadassah scholarships, participated in Young Judaea’s Year Course, the largest gap-year program in Israel.

A PROUD YOUTH ALIYAH ALUM

One of 29 members of the Refugee Olympic Team, marathoner Tachlowini “Louis” Gabriyesos, 23, inspired the world as a flag bearer at the Opening Ceremonies in Tokyo in August 2021. As a youth, Louis, who sought asylum in Israel after fleeing Eritrea, found a home — and stellar coaches — at Hadassah Neurim Youth Aliyah Village.
**FOREVER GRATEFUL**

“I became involved in Hadassah two years ago when a friend invited me to an event. In those two short years, I have met some amazing women and have learned so much from all the events and work Hadassah does all over the world. Recently, Hadassah helped me navigate antisemitism in my children’s school. There were multiple antisemitic incidents that occurred within a few months of each other. I didn’t feel the school had the tools or knowledge to deal with the situation appropriately. This is when I turned to Hadassah for help. Without Hadassah, I would have been lost on where to start in advocating for my children and my community. I am forever grateful for Hadassah and all the support they have given me.”

- **MELISSA WALTUCK**
  MEMBER, EVOLVE HADASSAH: THE NEXT GENERATION

**A SENSE OF PURPOSE — AND COMMUNITY**

“For me personally, though, the most meaningful volunteering I have participated in was through Hadassah. There were a variety of experiences; what united them in being special was that we were empowered as women to organize meaningful activities and join with our closest friends to complete our mission.”

- **RANDI LAMPERT**, HADASSAH MEMBER

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**Evolve Hadassah empowers the next generation of Hadassah women to make an impact.**

1,300 NEW ANNUAL MEMBERS IN 2021
18% INCREASE OVER 2020

3,444 MEMBERSHIP RENEWALS IN 2021
19% INCREASE OVER 2020

Jenette Woskow of Oakland, Calif., 36, loves Hadassah and her passion is contagious, helping her attract like-minded women to Kesher Oak Hadassah, a quickly growing new chapter in the East Bay.
“I grew up in Kentucky, where I was quite reticent about expressing my Jewish identity — until I went to Camp Young Judaea and my life totally changed. I got involved in my local club, went to Camp Tel Yehudah and studied in Israel on Year Course, where I worked the land at Kibbutz Ketura and made lifelong friendships. The pull is undeniable — I have been back to Israel 20 times. My connection to Israel is a part of me — part of my DNA, part of my very soul and one of the many reasons Hadassah is my second home.”

— GRETA ROTHSCHILD
NATIONAL GRASSROOTS FUNDRAISING VICE-CHAIR
IMMEDIATE PAST PRESIDENT, HADASSAH CHICAGO-NORTH SHORE

“Hadassah has given me the resources and relationships to empower others to impact government at the local, regional and national level,” says Susan Glicksberg, co-chair of Hadassah’s National Grassroots Advocacy Team since 2020. Susan and her team provide trainings and help Hadassah units and regions plan meetings with legislators, engaging over 750 local advocates around the country.

Their 2021 reach is impressive: meetings via Zoom with over 30 legislators from both sides of the aisle, with many more set up for 2022. In each, members pushed for legislation that aligns with Hadassah’s priorities, from women’s health to Israel support to fighting antisemitism.

A retired Boeing engineer and a member of Hadassah’s National Assembly, Susan is also advocacy chair for her own region, Pacific Northwest. Susan grew up in Seattle, inspired by her parents to make a community impact. A proud advocate, she says her Zionism took root during Hadassah’s 1996 Young Women’s Mission to Israel.

— SUSAN GLICKSBERG
NATIONAL GRASSROOTS ADVOCACY TEAM CO-CHAIR
2021 Grants & Program Expenses
(Unaudited Cash Distributions)

$66.2M

$32.5M
HMO: Grants for Operations, Equipment and Research

$6.8M
HMO: Round Building

$5.1M
HMO: Sarah Wetsman Davidson Hospital Tower

$1.0M
HMO: Gandel Rehabilitation Center

$2.6M
HMO: COVID-19 Response

$0.4M
Young Judaea

$1.2M
Youth Aliyah

$16.6M
Hadassah Program Expenses

New Cardiac Rehabilitation Unit, Hadassah Hospital Mt. Scopus, made possible with support from the US Agency for International Development (USAID)

New friends during gap year in Israel through Young Judaea’s Year Course program

Studying in the classroom lab at Hadassah Neurim Youth village

Mealtime at the Meir Shfeyah Marcie Natan Dining Hall

Hadassah Hospital Ein Kerem Emergency Room
Executive Team

NAOMI ADLER
CEO/Executive Director
nadler@hadassah.org

Naomi Adler joined Hadassah with more than 18 years’ experience leading large nonprofit organizations. As President and CEO of the Jewish Federation of Greater Philadelphia, she led a team that served the sixth-largest Jewish population in the United States. Prior to her tenure at the Philadelphia Federation, she was President and CEO of two United Way organizations in New York State for a total of 13 years.

After graduating from Mount Holyoke College and SUNY Buffalo School of Law, Naomi worked first in private practice and then as Assistant District Attorney for Monroe County, New York. Her reputation as a successful prosecutor in cases of violence against women and children, and later as a community advocate for families living in poverty, earned her several honors.

Naomi has testified as an expert on charitable giving, antisemitism and global public health in local and national legislative forums, including the Ways and Means Committee of the United States Congress. She was recognized by President Obama for her efforts during Hurricane Sandy and by FEMA for her service to the community during Hurricanes Irene and Lee.

RON ALONI
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SHERYL ZELIGSON
Chief Legal Officer & General Counsel
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Management Team

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MAX WINER
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Major Gift Officers

DIANA WARTH BREGMAN
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ELISE DOLGOW
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GAIL FISHER
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HARRIET ZEITLIN
Regional Director of Major Gifts
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Annual Giving Officers

CRYSTAL STUBBS
Senior Director, Member Impact & Giving
cstubbs@hadassah.org

Coverage:
AL, AR, GA, LA, MS, NC, SC, TN, VA, WV (Charleston, Bluefield/Princeton)

LAUREN BERGER
Annual Giving Officer
lberger@hadassah.org

Coverage:
DC, ID, IA, IL, KS, KY, MD, MI, MN, MO, ND, NE, NJ, OH, PA, SD, WI

IAN MERLES
Annual Giving Officer
imerles@hadassah.org

Coverage:
AZ, CA, CO, ID, MT, NM, NV, OK, OR, SD, TX, UT, WA, WY

BETSY SILVERFINE
Annual Giving Officer
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Coverage:
FL, MA, ME, NH, NY (Rochester), RI, VT

CHLOE WEBSTER
Annual Giving Specialist
cwebster@hadassah.org

Coverage:
CT, N.J, NY (excl. Rochester)
## Consolidated Balance Sheet Information

As of December 31, 2021 (Unaudited)

<table>
<thead>
<tr>
<th></th>
<th>HADASSAH</th>
<th>HADASSAH MEDICAL ORGANIZATION</th>
<th>ELIMINATIONS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$18,751,005</td>
<td>$68,165,880</td>
<td>$—</td>
<td>$86,916,885</td>
</tr>
<tr>
<td>Accounts receivable for medical services</td>
<td>$189,645,990</td>
<td>—</td>
<td>$—</td>
<td>$189,645,990</td>
</tr>
<tr>
<td>Due from affiliates and other related parties</td>
<td>$1,212,486</td>
<td>—</td>
<td>$—</td>
<td>$1,212,486</td>
</tr>
<tr>
<td>Accrued interest income and other receivables</td>
<td>$1,241,175</td>
<td>—</td>
<td>$—</td>
<td>$1,241,175</td>
</tr>
<tr>
<td>Grant receivable from Hadassah</td>
<td>—</td>
<td>$2,132,653</td>
<td>$—</td>
<td>$2,132,653</td>
</tr>
<tr>
<td>Prepaid expenses and other assets</td>
<td>$2,217,639</td>
<td>$55,446,324</td>
<td>$—</td>
<td>$57,663,963</td>
</tr>
<tr>
<td>Contributions and bequests receivable, net</td>
<td>$47,850,388</td>
<td>—</td>
<td>$—</td>
<td>$47,850,388</td>
</tr>
<tr>
<td>Investments</td>
<td>$698,564,070</td>
<td>$336,758,375</td>
<td>$—</td>
<td>$1,035,322,445</td>
</tr>
<tr>
<td>Investments of charitable gift annuities held by Hadassah</td>
<td>$52,358,696</td>
<td>—</td>
<td>$—</td>
<td>$52,358,696</td>
</tr>
<tr>
<td>Assets of trusts and other split-interest agreements held by others</td>
<td>$33,743,176</td>
<td>—</td>
<td>$—</td>
<td>$33,743,176</td>
</tr>
<tr>
<td>Property, plant and equipment, net</td>
<td>$4,014,557</td>
<td>$936,310,012</td>
<td>$—</td>
<td>$940,324,569</td>
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<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>$859,953,192</td>
<td>$1,588,459,234</td>
<td>$(3,345,139)</td>
<td>$2,445,067,287</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>LIABILITIES AND NET ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$9,527,064</td>
<td>$219,523,992</td>
<td>$—</td>
<td>$229,051,056</td>
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<tr>
<td>Grant payable to Hadassah Medical Organization</td>
<td>$2,132,653</td>
<td>—</td>
<td>$—</td>
<td>$2,132,653</td>
</tr>
<tr>
<td>Current maturities of long term debt</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Liabilities under deferred giving and annuity trust arrangements</td>
<td>$38,353,589</td>
<td>—</td>
<td>$—</td>
<td>$38,353,589</td>
</tr>
<tr>
<td>Malpractice and other liabilities</td>
<td>—</td>
<td>$132,029,879</td>
<td>—</td>
<td>$132,029,879</td>
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<tr>
<td>Accrued employees’ benefits liabilities</td>
<td>—</td>
<td>$166,394,063</td>
<td>—</td>
<td>$166,394,063</td>
</tr>
<tr>
<td>Loan from Government of Israel</td>
<td>—</td>
<td>$38,034,676</td>
<td>—</td>
<td>$38,034,676</td>
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<tr>
<td>Long-term debt</td>
<td>—</td>
<td>$2,052,900</td>
<td>—</td>
<td>$2,052,900</td>
</tr>
<tr>
<td>Due to affiliates and other related parties</td>
<td>—</td>
<td>$1,212,486</td>
<td>$(1,212,486)</td>
<td>$—</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td>$50,013,306</td>
<td>$559,247,996</td>
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<tr>
<td>Net assets</td>
<td>$809,939,886</td>
<td>$1,029,211,238</td>
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<td>$1,839,151,124</td>
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<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td>$859,953,192</td>
<td>$1,588,459,234</td>
<td>(3,345,139)</td>
<td>$2,445,067,287</td>
</tr>
</tbody>
</table>
## Consolidated Statement of Activities Information

For the year ended December 31, 2021 (Unaudited)

<table>
<thead>
<tr>
<th></th>
<th>HADASSAH</th>
<th>HADASSAH MEDICAL ORGANIZATION</th>
<th>ELIMINATIONS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Patient service revenue</td>
<td>$ —</td>
<td>$ 789,483,635</td>
<td>$ —</td>
<td>$ 789,483,635</td>
</tr>
<tr>
<td>Contributions and bequests</td>
<td>84,114,966</td>
<td>134,659,464</td>
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<td>218,774,430</td>
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<td>Change in value of split-interest agreements, net</td>
<td>6,820,009</td>
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<td>—</td>
<td>6,820,009</td>
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<tr>
<td>Investment return, net</td>
<td>99,079,409</td>
<td>(40,602)</td>
<td>—</td>
<td>99,038,807</td>
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<tr>
<td>Net income from recovery agreement</td>
<td>—</td>
<td>30,069,427</td>
<td>—</td>
<td>30,069,427</td>
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<tr>
<td>Income from affiliation agreement</td>
<td>—</td>
<td>10,214,790</td>
<td>—</td>
<td>10,214,790</td>
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<tr>
<td>Government grants</td>
<td>939,021</td>
<td>—</td>
<td>—</td>
<td>939,021</td>
</tr>
<tr>
<td>Grants from affiliates</td>
<td>—</td>
<td>38,937,947</td>
<td>(38,937,947)</td>
<td>—</td>
</tr>
<tr>
<td>Other revenues</td>
<td>1,178,001</td>
<td>15,102,592</td>
<td>—</td>
<td>16,280,593</td>
</tr>
<tr>
<td><strong>TOTAL REVENUES</strong></td>
<td>$ 192,131,406</td>
<td>$ 1,018,427,253</td>
<td>(38,937,947)</td>
<td>$ 1,171,620,712</td>
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<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Medical services</td>
<td>$ —</td>
<td>$ 847,204,030</td>
<td>$ —</td>
<td>$ 847,204,030</td>
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<tr>
<td>Education and research</td>
<td>4,063,084</td>
<td>68,117,497</td>
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<td>72,180,581</td>
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<tr>
<td>Youth programs</td>
<td>451,183</td>
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<td>451,183</td>
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<tr>
<td>Magazine</td>
<td>1,764,784</td>
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<td>—</td>
<td>1,764,784</td>
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<td>Membership services</td>
<td>8,191,768</td>
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<td>—</td>
<td>8,191,768</td>
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<tr>
<td>Communications and public affairs</td>
<td>4,463,892</td>
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<td>4,463,892</td>
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<tr>
<td>Fundraising</td>
<td>12,514,056</td>
<td>—</td>
<td>—</td>
<td>12,514,056</td>
</tr>
<tr>
<td>Management and general</td>
<td>18,208,989</td>
<td>47,826,955</td>
<td>—</td>
<td>66,035,944</td>
</tr>
<tr>
<td>Grants to affiliates</td>
<td>38,937,947</td>
<td>—</td>
<td>(38,937,947)</td>
<td>—</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td>$ 88,595,703</td>
<td>$ 963,148,482</td>
<td>(38,937,947)</td>
<td>$ 1,012,806,238</td>
</tr>
<tr>
<td>Increase in net assets before foreign currency translation gain</td>
<td>103,535,703</td>
<td>55,278,771</td>
<td>—</td>
<td>158,814,474</td>
</tr>
<tr>
<td>Foreign currency translation gain</td>
<td>(23,629)</td>
<td>33,400,622</td>
<td>—</td>
<td>33,376,993</td>
</tr>
<tr>
<td>Increase in net assets</td>
<td>103,512,074</td>
<td>88,679,393</td>
<td>—</td>
<td>192,191,467</td>
</tr>
<tr>
<td>Net assets at beginning of year</td>
<td>706,427,812</td>
<td>940,531,845</td>
<td>—</td>
<td>1,646,959,657</td>
</tr>
<tr>
<td><strong>NET ASSETS AT END OF YEAR</strong></td>
<td>$ 809,939,886</td>
<td>$ 1,029,211,238</td>
<td>—</td>
<td>$ 1,839,151,124</td>
</tr>
</tbody>
</table>
Our Mission
Hadassah, The Women’s Zionist Organization of America, is a volunteer organization that inspires a passion for and commitment to the land, the people, and the future of Israel. Through education, advocacy, and youth development, and its support of medical care and research at Hadassah Medical Organization, Hadassah enhances the health and lives of people in Israel, the United States and worldwide.

Our Vision
To strengthen a connection to Israel with Hadassah leading the way, bringing healing and justice to the world.