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Selected Publications 2014

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Frontispiece: Construction work on the new façade of the main ward (CCM)
Professorial appointments, construction projects, the Ebola virus, staffing changes and positive annual results: these are the keywords that best describe 2014 at the Charité - Universitätsmedizin Berlin.

By appointing numerous renowned doctors, the Charité has significantly strengthened its work in cardiology, tumor and transplantation surgery, gynecology, and sports medicine. In addition, Prof. Dr. Thomas Südhof, a laureate of the Nobel Prize in Physiology or Medicine, will be spending three years with the Charité as an Einstein BIH Visiting Fellow at the Berlin Institute of Health. There were also changes in key administrative departments. Evelyn Möhlenkamp replaced Hedwig François-Kettner as Nursing Director in February. The Faculty Council elected Prof. Dr. Axel R. Pries as Dean in December. He took over from Prof. Dr. Annette Grüters-Kieslich.

The Charité's largest construction project began in January with the handing over of keys to the general contractor. The project will fully renovate and modernize the main ward building, which dates back to 1982. The cornerstone ceremony for the new building that will stand on the eastern side of the 21-storey ward building was held in September. Berlin’s then mayor, Klaus Wowereit, was in attendance. Once finished, the building will house operating theaters, intensive care medicine and emergency medicine.

Campus Charité Mitte is not the only Charité location to be benefiting from building work. The new emergency diesel generator at Campus Virchow-Klinikum has gone into operation, and the 1960s operating theaters on Campus Benjamin Franklin are undergoing extensive renovations. The new rooms for the Department of Psychiatry and Psychotherapy have also been completed. In response to the outbreak of Ebola in West Africa, the Charité has put numerous preparatory measures in place. Doctors and nurses attended Germany's biggest isolation unit at Campus Virchow-Klinikum for intensive, regular training on how to handle a potential emergency.

For many years now, the Charité has been addressing its role in Germany’s National Socialist era. The GeDenkOrt.Charité – Science and Social Responsibility project is part of these efforts. Last year, six memorial columns were installed across three of the Charité’s four campuses, displaying the biographies of employees who were forced into exile.

The Charité enjoyed a successful year in 2014. Focus magazine’s nationwide hospital ranking crowned it Germany’s Best Hospital for the third year in a row. It also closed 2014 with a positive operating result for the fourth year running. This year’s profits totaled €7.6 million. Given the increasingly difficult financial situation facing university hospitals in Germany, we are very pleased with this successful outcome. It would not have been possible without the spirit of cooperation and the daily efforts of the some 16,800 employees working throughout the Charité. For this, we would like to extend our warmest thanks. In 2015, our shared commitment will continue to be the basis for developing the Charité further and securing its success.

Foreword

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Prof. Dr. Karl Max Einhäupl
Chairman of the Board

Prof. Dr. Axel R. Pries
Dean

Matthias Scheller
Hospital Director

Prof. Dr. Ulrich Frei
Medical Director
Health sector convenes for high-level meeting: The Charité attends the Medicine and Health congress in Berlin.

New Nursing Director: Evelyn Möhlenkamp takes over from Hedwig François-Kettner.

Health education for all: The Charité’s XXL Sunday lecture focuses on dementia, cancer, rheumatism and osteoarthritis.

Comfort for parents of preemies: Dr. Eckart von Hirschhausen opens a new parents’ room in the neonatology department.

Makeover for the main ward façade: 2,068 aluminum elements give the building a bright new look.

Building in Mitte: Cornerstone ceremony marks the start of a new home for surgery, intensive care and emergency medicine.
Christmas music on every campus: The Charité Brass Band plays Christmas songs for staff and patients.

Unusual patients: Germany’s health minister, Hermann Gröhe, visits the stuffed toy clinic at the Charité.

Joining forces for university hospitals: The Charité participates in a nationwide campaign week.

Germany’s biggest health study: The Charité opens the National Cohort’s Berlin-Mitte study center.

Latest clinical diagnostics: High-resolution imaging with three new magnetic resonance imaging systems.

Charity for Charité: Benefit gala for children with serious chronic and rare diseases.

Christmas music on every campus: The Charité Brass Band plays Christmas songs for staff and patients.
2014 was an eventful and groundbreaking year for the Charité – Universitätsmedizin Berlin. Many topics and projects were initiated or continued and all of them helped to move the Charité forward. Once again, for example, the Charité succeeded in attracting renowned doctors and researchers from around the world.

**Top-Flight Doctors Appointed**

Prof. Dr. Johann Pratschke became Director of the Department for General, Visceral and Transplantation Surgery in June. This puts Prof. Dr. Patschke, a specialist in tumor and transplantation surgery, at the head of the largest department in the Charité. The role involves leading and restructuring the surgical departments at Campus Virchow-Klinikum and Campus Charité Mitte.

The Department of Gynecology and the Breast Center also underwent structural changes. Prof. Dr. Jens-Uwe Blohmer became the new Director of the Department of Gynecology at Campus Charité Mitte in September. He also heads the Charité’s Breast Center at all three locations. The Department of Gynecology at Campus Virchow-Klinikum and at Campus Benjamin Franklin continues to be run by Prof. Dr. Jalid Sehouli, who became a tenured professor in 2014.

This year also saw three world-renowned cardiologists leave positions in Europe to take up roles at the Charité and bring their expertise to its cardiovascular departments. Prof. Dr. Ulf Landmesser became the new Director of the Department of Cardiology at Charité Campus Benjamin Franklin in October. He also heads the Charité’s Breast Center at all three locations. The Department of Gynecology at Campus Virchow-Klinikum and at Campus Benjamin Franklin continues to be run by Prof. Dr. Jalid Sehouli, who became a tenured professor in 2014.

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This year also saw three world-renowned cardiologists leave positions in Europe to take up roles at the Charité and bring their expertise to its cardiovascular departments. Prof. Dr. Ulf Landmesser became the new Director of the Department of Cardiology at Charité Campus Benjamin Franklin in October. The winter semester saw Prof. Dr. Volkmann Falk take up a professorship for cardiac surgery at the Charité in cooperation with the Deutsches Herzzentrum Berlin (DHZB). He is also the DHZB’s new Medical Director and heads its Department of Cardiothoracic and Vascular Surgery. Prof. Dr. Burkert Pieske came to Berlin in November to serve as Director of the Department of Cardiology at Campus Virchow-Klinikum and Director of the Department of Cardiology at the DHZB. These appointments are also very important from a research perspective, as the professors will provide a major boost for the clinical cardiovascular research being performed at the Berlin Institute of Health. The cross-institutional collaboration between Berlin’s new heart specialists, and closer links between clinical and experimental research will strengthen translational medicine in the German capital overall. In their capacity as teachers, the cardiologists will also make an important contribution to training the next generation of doctors.

**Raising the Bar in Sports Medicine**

Olympic doctor Prof. Dr. Bernd Wolfarth was appointed Medical Director of the new sports medicine department and university outpatient clinic in September. This means the Charité is one of the few hospitals in Germany to have an interdisciplinary, clinically oriented university outpatient facility for sports medicine. Prof. Dr. Wolfarth has also been professor of sports medicine at Humboldt-Universität zu Berlin since 2014.

**New Managers**

Last year saw further staffing changes at the managerial level in the Charité. Evelyn Möhlenkamp became the new Nursing Director and a member of the Charité’s Clinical Center Management in February. She takes over from Hedwig François-Kettner, who stepped down as planned after more than 30 years in the role. Andrea Schmidt-Rumposch was appointed Deputy Nursing Director. Prof. Dr. Adelheid Kuhlmeier, Director of the Institute of Medical Sociology and Rehabilitation Science, became the new Vice Dean for Education in May after a vote by the Faculty Council. She took over from Prof. Dr. Claudia Spies after she stepped down. The existing Vice Dean for Research, Prof. Dr. Christian Hagemeyer, was confirmed in office. Prof. Dr. Axel R. Pries, Director of the Institute of Physiology, was elected Dean by the Faculty Council in December.
He took over from Prof. Dr. Annette Grüters-Kieslich, who had served as Dean and a member of the Executive Board from 2008 until she stepped down at the end of 2014.

**Driving Translation**

The Berlin Institute of Health (BIH) was set up by the Charité and the Max Delbrück Center for Molecular Medicine Berlin-Buch as a facility for pooling their translational research. The institute is designed to promote the translation of research findings into clinical application for the benefit of patients, and to investigate clinical questions in the laboratory. This makes it the first facility in Germany to adopt a holistic, systems-medical approach. The BIH successfully launched its first major research projects and a number of key infrastructure measures in 2014. Thanks to support from the Private Excellence Initiative Johanna Quandt, whose funds are managed by the Charité Foundation, Prof. Dr. Thomas Südhof will be spending the next three years at the BIH as an Einstein BIH Visiting Fellow. A Stanford professor and laureate of the Nobel Prize in Physiology or Medicine, Prof. Dr. Südhof will be working on a neuroscience project in which he will investigate how neurons in the brain communicate with one another and how diseases disrupt this communication.

**Master-Plan Projects at all Locations**

Some of the Charité’s key construction projects are part of the master-plan that the Berlin Senate agreed in 2010. The Senate has made a total of €376.5 million available for renovating and improving critical structures.

The Charité launched its largest master-plan project in January 2014 with a symbolic handing over of keys to the general contractor, a consortium of Ed. Züblin AG and VAMED Deutschland. The main ward building at the Mitte location will be modernized and a new building erected for surgery, intensive care medicine and emergency medicine. Work on gutting the interior of the 21-story ward building started at the same time as the removal of the old façade. Work on renovating the 20,500 m² façade started later in the year, on time and as planned. The bright new unitized façade features high-quality insulation that makes for a more energy-efficient building.

The new building on the eastern side of the ward building is also progressing on schedule and within budget. The cornerstone ceremony was held in September. Some 100 guests attended the celebrations, among them Klaus Wowereit, the then mayor of Berlin, and Sandra Scheeres, chair of the Supervisory Board at the Charité and senator for Education, Youth and Science. The work on the main ward building also includes replacing the bridge over Luisenstraße, which connects the ward with the historic campus. The new bridge will be made of steel and glass and will feature a light, transparent design. The whole master-plan project is expected to be completed at the end of 2016.

Last year also saw a great deal of activity on construction sites at the other locations. Construction teams are hard at work extensively renovating the 1960s operating theaters on Campus Benjamin Franklin. The project is being carried out in two construction phases while work continues in the theaters. This master-plan project, which is also on schedule and within budget, should be complete in 2016. The new rooms for the Department of Psychiatry and Psychotherapy on Campus Benjamin Franklin – also part of the Charité’s master-plan – were completed in December 2014 and went into use in January 2015. This meant that the Charité could give up another external location and significantly improve its patient care structure. The master-plan’s emergency diesel power project at Campus Virchow-Klinikum was completed in December. The state-of-the-art high-voltage switchgear is housed in its own building and is equipped with two emergency diesel generators that can be used to support the existing power supply. The commissioning of the system is part of a project to restructure the site’s entire electricity supply.
Germany’s Best Hospital
The German magazine Focus awarded the title of Germany’s Best Hospital to the Charité when it published its national hospital ranking in September 2014. The Charité thus successfully defended its title, which it has held for the past few years, and at the same time set new quality standards for the future. The Focus list is based on Germany’s most comprehensive quality comparison, which reviews more than 1,000 hospitals across the country. The Charité achieved outstanding results in most of the 16 areas included in the study.

The Family-Friendly Charité
In June, the Charité was awarded familiengerechte hochschule (Family-Friendly University) and berufundfamilie (Family-Friendly Workplace) certification after it successfully completed the corresponding audits. This was the third time in a row that it had received the certification, in recognition of its sustainable initiatives for helping staff combine working and family life. It received particular praise for giving parents access to a wide range of childcare options, even in unforeseen situations.

The Charité has expanded its commitment even further and currently collaborates with six children’s day-care centers. Flexible working hours for nurses, and formats such as job sharing and working from home are also well established at the Charité.

Partnership with Vivantes
The Charité and Vivantes are expanding their partnership. Once Labor Berlin had established itself as a successful joint venture, work on building the radiotherapy center at the Vivantes hospital in Friedrichshain also made swift progress. The shell of the building was completed in December. This means the project, which is expected to cost €9 million, is on schedule and within budget. The building should be ready for use by the middle of 2015. The new rooms will feature state-of-the-art equipment and technology. The Charité will be responsible for the medical management of the center. The aim is to provide optimum patient care by combining a municipal care structure with university expertise.

Outstanding Surgical Achievement
Surgeons successfully reattached the arm of a 30-year-old man in an operation that lasted around seven hours. The medical team successfully performed a rare macroreplantation of the right arm, which had been severed eight centimeters above the elbow. The high quality of the emergency medical care provided by the paramedics was key to the success of the operation. The arm’s blood supply was restored just 3.5 hours after the accident. The patient has been making an excellent recovery. To fully restore the functions of his hand and fingers, surgeons will have to carry out further operations, such as transplanting neural tracts. The doctors estimate that it will take more than two years for the nerves to grow and for the patient to regain full movement in his hand and fingers.

Robot Surgeons
The Charité began using the latest generation of the da Vinci robot for complex surgical interventions in January. This makes it one of the few hospitals in Berlin and Brandenburg to have access to this innovative surgical technology. Numerous new features allow the system to perform operations with outstanding precision and the utmost safety. It can drastically reduce the occurrence of unwanted side effects.

In contrast to conventional keyhole surgery, doctors using the da Vinci system benefit from high-definition 3D vision and instruments that allow complete freedom of movement. When operating in tight spaces, such as in urological, thoracic and colorectal-cancer surgery, it is especially helpful for surgeons to have three instrument arms at their disposal and the ability to guide the camera themselves.
First Mobile CT Scanner
In May, the Charité became the first hospital in Europe to have a mobile computer tomography (CT) scanner. The new device can scan patients while they are undergoing neurosurgery - and even sitting up. This allows the surgeon to update important diagnostic 3D data at any time during surgery and check, for instance, whether a tumor has been completely removed. The ring-shaped high-tech device also means that the Charité can now produce 3D images of the entire spine, and it is faster, gentler and more accurate than other scanners. Before its arrival, surgery patients had to be moved to a stationary scanner in the radiology department before doctors could evaluate the outcome of the operation.

Cardiac Arrest Center
Each year, over 75,000 people in Germany suffer cardiac arrest and have to be resuscitated. Just 5,000 of them survive this dangerous cardiac event. In order to improve patients’ survival chances, the Charité opened the country’s first center of excellence for cardiac arrests in July. It delivers fast, specialized treatment to those who have been resuscitated after suffering a cardiac arrest. This involves quickly identifying the cause of the arrest and rapidly reducing the patient’s body temperature, as this has been proven to reduce neurological damage. The aim is to use standardized procedures and treatment in hospitals with specialized cardiac arrest centers to significantly increase the number of people who survive a cardiac arrest with a good neurological prognosis.

Funding for Dedicated Students
In April 2014, the Charité awarded 40 new Germany Scholarships to selected students pursuing programs in medicine and dentistry and other health-related fields. In addition to their outstanding academic achievements, the recipients also demonstrated a strong commitment to civil society. They will each benefit from a monthly grant of €300 for a period of at least one year. The grants are funded by the German government and private sponsors, who each provide half of the total.

National Cohort
The Charité began participating in the National Cohort in September, when it opened a study center in Berlin-Mitte. Entitled “Joint Research for a Healthier Future”, the National Cohort is Germany’s largest-ever national population study and will examine around 200,000 people over the next 20 to 30 years. The large-scale project is receiving €210 million in funding from the German government, the participating states and the Helmholtz Association. The aim is to improve research into widespread diseases such as cancer, diabetes and cardiovascular diseases, so as to enhance their prevention and therapy.

Powerful Research
The Charité proved once again in 2014 that it is a research powerhouse. This was reflected in the decision of the German Research Foundation (DFG) to extend two Collaborative Research Centres / Transregios that are coordinated by the Charité. The scientists involved are investigating how innate or acquired immune responses can be used to treat pneumonia and cancer. The DFG also approved a new research group that will spend the next three years investigating which factors cause bones to heal more slowly in old age.

The faculty applied for DFG funding for five large-scale research devices in 2014. The applications were approved and the faculty received around €1.2 million from the DFG to fund the devices.

The German Federal Ministry of Education and Research (BMBF) is funding the national research group CAPSyS
(Systems Medicine of Community-Acquired Pneumonia) for three years. The financing totals €3.8 million. The Charité is receiving €1.4 million of that for its research into how serious or fatal forms of pneumonia can be identified early and what can be done to significantly improve the progression of the disease.

The Charité is participating in the BMBF’s research network on mental illnesses. It is involved in seven groups and coordinates the addiction research group. The nationwide research network is receiving €35 million in funding and will spend the next four years doing intensive research into the causes, diagnosis and treatment of mental illnesses.

As part of its nationwide research network, the BMBF is also funding three large-scale collaborative projects on diseases of the musculoskeletal system. They are being led by the Charité. The projects aim to advance research, networking between experts, and treatment options for conditions such as rheumatism, osteoporosis and back pain.

The Charité submitted ten successful applications for the EU’s “Horizon 2020” research and innovation program in 2014. The fields included the neurosciences, cardiology, gastroenterology, rheumatology, and medical nanotechnology. It also received an ERC Starting Grant for medical psychology.

The Ebola Epidemic

The Ebola epidemic in West Africa was a top issue for the world and the Charité last year. The university hospital has set up Germany’s largest isolation unit at Campus Virchow-Klinikum. Numerous selected medical staff are undergoing intensive, regular training there so that they will be able to respond if an emergency does arise. In addition, several doctors and nurses from the Charité helped treat Ebola patients in Hamburg and Frankfurt, while others have traveled to West Africa to work with aid organizations on the ground. The Ebola epidemic was also the subject of a symposium that was held at the sixth World Health Summit in October and organized in cooperation with Germany’s foreign office and health ministry. International experts and the German government’s special envoy for Ebola, Walter Lindner, used the special event to call for a coordinated approach, sustainable infrastructure on the ground, and support for international aid workers. The World Health Summit was held under the patronage of German chancellor Angela Merkel, French president François Hollande, and European Commission president José Manuel Barroso. Around 1,200 international representatives from academia, the private sector, politics and civil society discussed strategies for solving the medical challenges facing the world today.

GeDenkOrt.Charité

The GeDenkOrt.Charité – Science and Social Responsibility project addresses the role, past and present, of medicine and science in society. The initiative is designed to help the institution confront its own past and also to raise awareness of current ethical dilemmas. Two important elements of this project were initiated in 2014: the foundation Friede Springer Stiftung will fund a Medical Humanities guest professorship at the Charité, and the support organization Freundeskreis der Charité is helping set up an Info Box to inform the public about the origins and objectives of the GeDenkOrt project.

In addition, two memorial columns have now been installed at each of the hospital locations. The columns bear the names of the more than 180 employees who are known to have been forced into exile during the National Socialist era and provide more detailed information on the lives of six of these individuals.
120 Years of Pediatrics

The Charité had an important event to celebrate in November: the 120th anniversary of Germany’s first chair for pediatrics, which was established in Berlin in 1894. This date has always been considered as marking the birth of modern pediatric and adolescent medicine. Otto Heubner, Germany’s first full professor of pediatrics, helped turn the field into an independent academic discipline. Heubner was also director of the Charité’s children’s hospital, which was founded in 1829. In collaboration with leading doctors and scientists of his time, Heubner made significant progress in, among other things, reducing infant mortality. To this day, children benefit from the close links between research and care in Berlin. All nine children’s departments at the Charité take a multiprofessional, interdisciplinary approach to collaborating on medical care and research.

A Thank-You for Generous Support

The Charité relies on donations for many projects that go beyond its legal obligations to provide medical care. In June, as a way of expressing its thanks for the generosity of many dedicated supporters, the Charité laid clinker bricks engraved with donors’ names at the entrance of the children’s departments on Campus Virchow-Klinikum. They are designed to symbolize the shared path to better children’s health. During the ceremony, Prof. Dr. Karl Max Einhäupl personally thanked everyone, on behalf of the Executive Board and the departments, who have helped the Charité in this way.

Help for Seriously Ill Children

Improving care for young patients who suffer from serious chronic and rare diseases is a project that is very close to the hearts of the staff working in the children’s departments at the Charité. The Charité wants to do more in this area and develop an appropriate care structure of a standard that does not exist anywhere in Germany. Particularly for children with rare diseases, the journey to a diagnosis alone can be an odyssey that lasts many years and involves numerous hospital stays and uncertainties. For the Charité’s plans to succeed, its children’s departments need financial support from dedicated donors.

The Charity for Charité benefit gala that was held in December raised over €100,000. Jörg Thadeusz was the host for the evening, which featured a diverse program and a slogan that called for “better health for our children”. The main event of the gala was an auction run by lawyer and art enthusiast Prof. Dr. Peter Raue. The guests included Eva Luise Köhler, patron of the Alliance for Chronic Rare Diseases (ACHSE), designer Jette Joop, and Jörg Woltmann, sole shareholder of the Königliche Porzellan-Manufaktur Berlin (KPM).

Radio Berlin 88.8 also used its 2014 Christmas fundraising campaign to help improve treatment for children with serious chronic and rare diseases. Its listeners donated a total of €127,000 to the project. Anyone who donated €5 or more took part in a prize draw to win one of 24 premium Berlin-made products.

The Charité, designer Jette Joop, and KPM also launched a joint project to support the children’s departments. Joop created a special winged heart design for 101 KPM Cadre vases and painted the first one herself. The profits will go towards improving the lives of the Charité’s youngest patients.
Profitability

The Charité - Universitätsmedizin Berlin comprises around 100 departments and institutes spread across four locations: Campus Benjamin Franklin, Campus Berlin-Buch, Campus Charité Mitte and Campus Virchow-Klinikum. The Charité has a total of about 16,800 employees in medical care, research and teaching, service, administration, and third-party funding. This makes the Charité one of the biggest employers in the German capital.

In fiscal year 2014, the Charité generated total revenue of more than €1.5 billion (including investment grants), with revenue of €848.4 million coming from more than 139,000 inpatient and semi-inpatient cases and over 656,000 outpatient cases.

On the expenses side, personnel costs represent the largest item. They totaled €766.2 million, increasing €20.4 million from the year before. The cost of materials rose €9.7 million to €402.8 million. Other operating expenses stood at €201.0 million, of which €69.4 million was for maintenance.

Net income for fiscal year 2014 was €7.6 million. It is the fourth consecutive time that the Charité has posted positive results for the year, and another year of beating the ambitious target set out in its business plan. It has thus stayed the course of economic consolidation for yet another year. The continued economic improvement of the Charité is largely thanks to the outstanding dedication of all Charité employees in implementing the program of reforms adopted several years ago. They have enabled the implementation of a comprehensive portfolio of structural improvements to achieve greater efficiency. As a result, the Charité managed to offset and overcompensate for the effects of collective-bargaining agreements and inflation as well as additional liabilities resulting from extensive construction work.

Investments

The Charité invested a total of €125.8 million in tangible fixed assets and intangible fixed assets during the fiscal year. These investments were funded in large part by the state of Berlin, with €33.7 million in general investment subsidies from the state being used for teaching, research and medical care.
## PROFIT AND LOSS STATEMENT

<table>
<thead>
<tr>
<th></th>
<th>2013 in T€</th>
<th>2014 in T€</th>
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<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>816,190</td>
<td>848,444</td>
</tr>
<tr>
<td>Changes in inventories</td>
<td>-199</td>
<td>25</td>
</tr>
<tr>
<td>Subsidies from public funds</td>
<td>197,903</td>
<td>201,801</td>
</tr>
<tr>
<td>Other operating income</td>
<td>338,743</td>
<td>359,783</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,352,638</td>
<td>1,410,053</td>
</tr>
<tr>
<td>Personel expenses</td>
<td>745,729</td>
<td>766,158</td>
</tr>
<tr>
<td>Cost of materials</td>
<td>393,127</td>
<td>402,802</td>
</tr>
<tr>
<td><strong>Interim result</strong></td>
<td>213,781</td>
<td>241,093</td>
</tr>
<tr>
<td>Result from subsidized items related to hospital operations</td>
<td>133,370</td>
<td>63,825</td>
</tr>
<tr>
<td>Depreciation, amortisation and write-downs</td>
<td>84,935</td>
<td>73,326</td>
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<tr>
<td>Other operating expenses</td>
<td>211,266</td>
<td>200,999</td>
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<tr>
<td><strong>Interim result</strong></td>
<td>50,950</td>
<td>30,594</td>
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<tr>
<td>Financial result</td>
<td>-13,277</td>
<td>-16,941</td>
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<tr>
<td><strong>Result from ordinary activities</strong></td>
<td>37,673</td>
<td>13,653</td>
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<tr>
<td>Extraordinary expense</td>
<td>3,959</td>
<td>5,883</td>
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<tr>
<td>Result from taxes</td>
<td>2,588</td>
<td>-183</td>
</tr>
<tr>
<td>Net income for the year including special effect of third party funding obligations</td>
<td>36,303</td>
<td>7,587</td>
</tr>
<tr>
<td><strong>Net income for the year without special effect of third party funding obligations</strong></td>
<td>1,593</td>
<td>7,587</td>
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</tbody>
</table>

* Figure without special effect; result 2013 including special effect of the dissolution of third party funding obligations: € 36.3 million

** Revenue is defined as proceeds from hospital services, optional medical services, outpatient services, and revenues from elective procedures conducted by physicians.
## BALANCE SHEET

### ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>31 Dec 2013</th>
<th>31 Dec 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. Fixed assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I. Intangible fixed assets</td>
<td>1,683</td>
<td>4,867</td>
</tr>
<tr>
<td>II. Tangible assets</td>
<td>1,129,961</td>
<td>1,161,660</td>
</tr>
<tr>
<td>III. Long-term financial assets</td>
<td>3,642</td>
<td>3,663</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,135,286</td>
<td>1,170,190</td>
</tr>
<tr>
<td><strong>B. Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I. Inventories</td>
<td>50,475</td>
<td>48,388</td>
</tr>
<tr>
<td>II. Receivables and other assets</td>
<td>252,305</td>
<td>257,092</td>
</tr>
<tr>
<td>III. Cash-in-hand, state central bank balances,</td>
<td>86,406</td>
<td>90,436</td>
</tr>
<tr>
<td>bank balances</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>389,185</td>
<td>395,916</td>
</tr>
<tr>
<td><strong>C. Deferred charges</strong></td>
<td>3,862</td>
<td>3,860</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,528,333</td>
<td>1,569,966</td>
</tr>
</tbody>
</table>

### EQUITY AND LIABILITIES

<table>
<thead>
<tr>
<th>Description</th>
<th>31 Dec 2013</th>
<th>31 Dec 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. Equity</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Capital</td>
<td>164,346</td>
<td>163,665</td>
</tr>
<tr>
<td>2. Revenue reserves</td>
<td>1,800</td>
<td>36,510</td>
</tr>
<tr>
<td>3. Accumulated losses brought forward</td>
<td>-176,016</td>
<td>-174,424</td>
</tr>
<tr>
<td>4. Net income</td>
<td>36,303</td>
<td>7,587</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>26,432</td>
<td>33,339</td>
</tr>
<tr>
<td><strong>B. Special reserves for financing fixed assets</strong></td>
<td>930,390</td>
<td>959,539</td>
</tr>
<tr>
<td><strong>C. Provisions</strong></td>
<td>326,668</td>
<td>344,582</td>
</tr>
<tr>
<td><strong>D. Liabilities</strong></td>
<td>238,002</td>
<td>228,767</td>
</tr>
<tr>
<td><strong>E. Deferred income</strong></td>
<td>6,841</td>
<td>3,739</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,528,333</td>
<td>1,569,966</td>
</tr>
</tbody>
</table>
### CHANGES IN STAFFING LEVELS

<table>
<thead>
<tr>
<th></th>
<th>FT 2013</th>
<th>FT 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active full-time staff (FT) total</td>
<td>9,609.2</td>
<td>9,502.6</td>
</tr>
<tr>
<td>of those:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical services</td>
<td>2,075.7</td>
<td>2,059.6</td>
</tr>
<tr>
<td>Nursing services</td>
<td>2,437.7</td>
<td>2,411.4</td>
</tr>
<tr>
<td>Medical-technical services</td>
<td>2,465.7</td>
<td>2,408.4</td>
</tr>
<tr>
<td>Functional services</td>
<td>1,125.2</td>
<td>1,128.7</td>
</tr>
<tr>
<td>Operating and supply services</td>
<td>369.1</td>
<td>372.8</td>
</tr>
<tr>
<td>Technical services</td>
<td>203.6</td>
<td>202.4</td>
</tr>
<tr>
<td>Administrative services</td>
<td>778.4</td>
<td>759.6</td>
</tr>
<tr>
<td>Special services</td>
<td>96.4</td>
<td>100.5</td>
</tr>
<tr>
<td>Staff training services</td>
<td>57.4</td>
<td>59.3</td>
</tr>
<tr>
<td>Inactive full-time staff</td>
<td>1,230.4</td>
<td>1,176.2</td>
</tr>
<tr>
<td>Active full-time staff (externally funded)</td>
<td>1,548.4</td>
<td>1,554.6</td>
</tr>
<tr>
<td>Full-time staff total</td>
<td>12,388.1</td>
<td>12,233.4</td>
</tr>
<tr>
<td>Students</td>
<td>302.2</td>
<td>306.1</td>
</tr>
<tr>
<td>Midwife trainees</td>
<td>38.7</td>
<td>37.3</td>
</tr>
<tr>
<td>Trainees</td>
<td>91.6</td>
<td>91.4</td>
</tr>
<tr>
<td>Interns</td>
<td>1.7</td>
<td>0.0</td>
</tr>
</tbody>
</table>
## Health services

<table>
<thead>
<tr>
<th></th>
<th>2013 total</th>
<th>2014 total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Number of officially authorized beds</strong></td>
<td>3,011</td>
<td>3,011</td>
</tr>
<tr>
<td><strong>Beds available</strong></td>
<td>3,011</td>
<td>3,011</td>
</tr>
<tr>
<td><strong>Utilization rate</strong></td>
<td>83.4%</td>
<td>83.4%</td>
</tr>
<tr>
<td>(average number of available beds in %)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Average occupancy in days</strong></td>
<td>6.05</td>
<td>6.05</td>
</tr>
<tr>
<td><strong>Occupancy days</strong></td>
<td>881,981</td>
<td>881,981</td>
</tr>
<tr>
<td><strong>Inpatient cases</strong></td>
<td>136,440</td>
<td>136,440</td>
</tr>
<tr>
<td><strong>Outpatient cases</strong></td>
<td>637,171</td>
<td>637,171</td>
</tr>
</tbody>
</table>

---

![Graph showing number of cases and casemix points, in thousands from 2005 to 2014](image-url)
Research

Focus of research activities
- Immunological science
- Cardiovascular research and metabolism
- Neuroscience
- Oncology
- Regenerative therapies
- Rare diseases and genetics

150.7 million euros procured external funding

- 47.6 million euros German Research Foundation (DFG)
- 27.7 million euros Industry
- 34.9 million euros Federal Ministry
- 13.1 million euros European Union
- 13.1 million euros Foundations
- 12.5 million euros Donations and Other
- 1.9 million euros Land of Berlin

Development of state consumption subsidies and external revenue
Education and teaching

<table>
<thead>
<tr>
<th></th>
<th>December 2013</th>
<th>December 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students, total</td>
<td>6,953</td>
<td>6,906</td>
</tr>
<tr>
<td>Number of degree courses</td>
<td>17</td>
<td>19</td>
</tr>
<tr>
<td>First-year students, total</td>
<td>1,389</td>
<td>1,461</td>
</tr>
<tr>
<td>of whom:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medicine</td>
<td>697</td>
<td>709</td>
</tr>
<tr>
<td>Dentistry</td>
<td>102</td>
<td>100</td>
</tr>
<tr>
<td>Health science</td>
<td>66</td>
<td>64</td>
</tr>
<tr>
<td>Other</td>
<td>524</td>
<td>588</td>
</tr>
<tr>
<td>Graduates, total *</td>
<td>771</td>
<td>744</td>
</tr>
<tr>
<td>of whom:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medicine</td>
<td>607</td>
<td>614</td>
</tr>
<tr>
<td>Dentistry</td>
<td>84</td>
<td>73</td>
</tr>
<tr>
<td>Health science</td>
<td>80</td>
<td>57</td>
</tr>
</tbody>
</table>

* without Master

OCCUPATIONAL TRAINING

Occupational training at the Health Academy

571 traineeships in 8 different healthcare professions
- Midwifery
- Healthcare and nursing
- Healthcare and pediatric nursing
- Surgical-technical assistant
- Nutrition assistant
- Logopedics
- Physiotherapy
- Autopsy and preparation assistants

Further qualified occupants
- Medical assistant
- Animal technician
- Administrative assistant
- Dental assistant
- Biology lab assistant
- Office assistant
- Information systems assistant
Organizational structures

---

### EXECUTIVE BOARD

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairman of the Executive Board</td>
<td>Prof. Dr. Karl Max Einhäupl</td>
</tr>
<tr>
<td>Hospital Director</td>
<td>Matthias Scheller</td>
</tr>
<tr>
<td>Medical Director</td>
<td>Prof. Dr. Ulrich Frei</td>
</tr>
<tr>
<td>Dean</td>
<td>Prof. Dr. Axel R. Pries</td>
</tr>
<tr>
<td>Executive Secretary of the Board</td>
<td>Dr. Jan Steffen Jürgensen</td>
</tr>
</tbody>
</table>

### Clinical Center Management

- Matthias Scheller (Hospital Director)
- Prof. Dr. Ulrich Frei (Medical Director)
- Evelyn Möhlenkamp (Nursing Director)
- Dr. Helmar Wauer (Hospital Business Director)

### Faculty Board

- Prof. Dr. Axel R. Pries (Dean)
- Prof. Dr. Christian Hagemeier (Vice Dean for Research)
- Prof. Dr. Adelheid Kuhlmey (Vice Dean for Education)
- Fabian Hempel (Faculty Business Director)

---

### CHARITÉCENTERS

- CC1
- CC2
- CC3
- CC4
- CC5
- CC6
- CC7
- CC8
- CC9
- CC10
- CC11
- CC12
- CC13
- CC14
- CC15
- CC16
- CC17

---

### BUSINESS DIVISIONS

#### Technology and Operations
- Toralf Giebe

#### Academy
- Dr. Marianne Rabe
- Carsta Prutz

#### Finance and Purchasing
- Dr. Alexander Heuer

#### Corporate Controlling
- Roland Kurney

#### Strategic Corporate Development
- Matthias Wiemann (acting)

#### Human Resources
- Christof Schmitt

#### Corporate Communications
- Uwe Döbler

#### IT
- Helmut Greger

#### Corporate Governance
- Marc Deffland

#### Legal Services
- Christof Schmitt

#### Research
- Thomas Gazlig

#### Study Affairs
- Burkhard Danz

#### Central Academic and International Academic Affairs
- Dr. Mathias John

---

### SPIN-OFFS AND HOLDINGS

- **ZTB Zentrum für Transfusionsmedizin und Zelltherapie Berlin gemeinnütziger GmbH**
- **Labor Berlin – Charité Vivantes Services GmbH**
- **Labor Berlin – Charité Vivantes GmbH**
- **Charité CFM Facility Management GmbH**
- **CRO Charité Research Organisation GmbH**
- **Charité Healthcare Services GmbH**
- **Charité Physiotherapie- und Präventionszentrum GmbH**
- **Ambulanter Gesundheitszentrum der Charité GmbH**
- **Medizinisches Versorgungszentrum der Charité Mitte GmbH**
- **WHS Foundation GmbH**

---

Last update: February 2015
Overview of the clinics and institutes

CC1 CharitéCenter for Health and Human Sciences

**Scientific Director**
Prof. Dr. Adelheid Kuhlmey  
+49 30 450 529 171  
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**Managing Director**
Dr. Sabine Damm  
+49 30 450 529 181  
sabine.damm@charite.de

Institute of General Medicine  
Dr. Christoph Heinze (acting)

Institute of Occupational Medicine  
Prof. Dr. Adelheid Kuhlmey (acting)

Institute of the History of Medicine and Ethics in Medicine  
Prof. Dr. Volker Hess

Institute of Healthcare Research  
TBA

Institute of Health and Nursing Science  
Prof. Dr. Michael Ewers

Institute of Medical Psychology  
Prof. Dr. Christine Heim

Institute of Medical Sociology and Rehabilitation Science  
Prof. Dr. Adelheid Kuhlmey

Institute of Sexology and Sexual Medicine  
Prof. Dr. Klaus Beier

Institute of Social Medicine, Epidemiology and Health Economics  
Prof. Dr. Stefan Willich

Berlin School of Public Health  
Prof. Dr. Jacqueline Müller-Nordhorn

CC2 CharitéCenter for Basic Sciences

**Scientific Director**
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**Managing Director**
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**Director**
Specialty Network: Anatomy
Institute of Integrative Neuroanatomy  
Prof. Dr. Imre Vida

Institute of Vegetative Anatomy  
Prof. Dr. Sebastian Bachmann

Institute of Cell Biology and Neurobiology  
Prof. Dr. Victor Tarabykin (acting)

Specialty Network: Biochemistry and Molecular Biology
Institute of Molecular Biology and Bioinformatics  
Prof. Dr. Britta Eickholt

Institute of Biochemistry and Molecular Biology  
Prof. Dr. Britta Eickholt (acting)

Institute of Medical Physics and Biophysics  
Prof. Dr. Christian Spahn

Specialty Network: Physiology
Institute of Physiology  
Prof. Dr. Axel R. Pries

Institute of Neurophysiology  
Prof. Dr. Jörg Geiger

Institute of Vegetative Physiology  
Prof. Dr. Pontus B. Persson

CC3 CharitéCenter for Dental, Oral and Maxillary Medicine

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**Managing Director**
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Institute for Dental, Oral and Maxilary Medicine  
Prof. Dr. Paul-Georg Jost-Brinkmann

CC4 CharitéCenter for Therapy and Research

**Scientific Director**
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Specialty Network: Pharmacology and Toxicology
Institute of Clinical Pharmacology and Toxicology  
Prof. Dr. Ulrich Kintscher

Institute of Pharmacology  
Prof. Dr. Reinhold Kreutz

Specialty Network: Biometry, Epidemiology and Medical Computer Science
Institute of Medical Biometrics and Clinical Epidemiology  
Prof. Dr. Josef Köhrle (acting)

Institute of Medical Informatics  
Prof. Dr. Thomas Toildorf

Institute of Theoretical Biology  
Prof. Dr. Hans-Peter Herzel

Institute of Experimental Endocrinology  
Prof. Dr. Josef Köhrle

Associated: Gender in Medicine (GIM)  
Prof. Dr. Vera Regitz-Zagrosek

CC5 CharitéCenter for Diagnostic Laboratory and Preventive Medicine

**Medical Director**
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Sigrid Kersten  
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Institute of Laboratory Medicine, Clinical Chemistry and Pathobiocchemistry  
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Institute of Microbiology and Hygiene  
Prof. Dr. Ulf Göbel

Institute of Virology | CBF  
Prof. Dr. Regine Heilbronn

Institute of Virology | CCM  
Prof. Dr. Detlev Krüger

Institute of Legal Medicine and Forensic Sciences  
Prof. Dr. Michael Tsokos

Institute of Forensic Psychiatry  
Prof. Dr. Hans-Ludwig Kröber

Institute of Pathology  
Prof. Dr. Manfred Dietel

Institute of Hygiene and Environmental Medicine  
Prof. Dr. Petra Gastmeier

CC6 CharitéCenter for Diagnostic and Interventional Radiology and Nuclear Medicine

**Medical Director**
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Institute of Radiology (including Pediatric Radiology and Neuroradiology)  
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Department of Nuclear Medicine  
Prof. Dr. Winfried Brenner

Institute of Neuroradiology  
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CC7  CharitéCenter for Anesthesiology and Intensive Care Medicine
Medical Director  Prof. Dr. Claudia Spies  +49 30 450 531 012  claudia.spies@charite.de
Managing Director  Dr. Matthias Seeling  +49 30 450 651 121  matthes.seeling@charite.de
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Director
Department of Anesthesiology and Operative Intensive Care Medicine | CCM | CVK  Prof. Dr. Claudia Spies
Department of Anesthesiology and Operative Intensive Care Medicine | CBF  Prof. Dr. Christoph Stein

CC8  CharitéCenter for Surgery
Medical Director  Prof. Dr. Kurt Miller  +49 30 8445 2575  kurt.miller@charite.de
Managing Director  Axel Köhler  +49 30 450 522 001  axel.koehler@charite.de
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Director
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Department of General, Visceral and Transplantation Surgery | CVK  Prof. Dr. Johann Pratschke
Department of General, Visceral and Vascular Surgery | CBF  Prof. Dr. Martin E. Kreis
Department of Urology  Prof. Dr. Kurt Miller

CC9  CharitéCenter for Orthopedics and Traumatology
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Julius Wolff Institut of Biomechanics and Musculoskeletal Regeneration  Prof. Dr. ing. Georg Duda
Department of Traumatology and Reconstructive Surgery | CBF  Prof. Dr. Wolfgang Ertel
Department of Oral and Maxillofacial Surgery  Prof. Dr. Dr. Bodo Hoffmeister

CC10  Charité Comprehensive Cancer Center
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Managing Director  Dr. Regina Jünger  +49 30 450 540 011  regina.juenger@charite.de
Director
Charité Comprehensive Cancer Center  Prof. Dr. Ulrich Keilholz (acting)

CC11  CharitéCenter for Cardiovascular Diseases
Medical Director  Prof. Dr. Gert Baumann  +49 30 450 513 072  gert.baumann@charite.de
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Department of Cardiology | CBF  Prof. Dr. Ulf Landmesser
Department of Cardiovascular Surgery  Prof. Dr. Wolfgang Konertz
Medical Department, Division of Cardiology and Angiology | CCM  Prof. Dr. Gert Baumann
Medical Department, Division of Cardiology | CVK  Prof. Dr. Burkert Pieske

CC12  CharitéCenter for Internal Medicine and Dermatology
Medical Director  Prof. Dr. Gerd-Rüdiger Burmester  +49 30 450 513 061  gerd.burmester@charite.de
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Nursing Director  Barbara Jung  +49 30 450 677 026  barbara.jung@charite.de
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Medical Department, Division of Infectiology and Pneumonology | CCM | CVK (including Outpatient Pneumology)  Prof. Dr. Norbert Suttorp
Medical Outpatient | CCM  Prof. Dr. Jürgen Scholze
Department of Dermatology, Venerology and Allergology  Prof. Dr. Hans-Dieter Volk
Institute of Medical Immunology  Prof. Dr. Matthias Rose

CC13  CharitéCenter for Internal Medicine with Gastroenterology and Nephrology
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Nursing Director  Dagmar Hildebrand  +49 30 450 577 368  dagmar.hildebrand@charite.de
Director
Specialty Network: Nephrology
Medical Department, Division of Nephrology and Internal Intensive Care Medicine | CVK  Prof. Dr. Achim Jörres (acting)
Medical Department, Division of Nephrology | CCM  Prof. Dr. Klemens Budde
Department of Nephrology | CBF  Prof. Dr. Walter Zidek
Specialty Network: Gastroenterology, Endocrinology and Metabolic Diseases

Medical Department, Division of Hepatology and Gastroenterology | CVK | CBF (including Metabolic Diseases) Prof. Dr. Bertram Wiedenmann

Department of Gastroenterology, Infectiology and Rheumatology | CBF (including Nutrition Medicine) Prof. Dr. Britta Siegmund (acting)

Department of Endocrinology and Metabolic Diseases (including Division of Lipid Metabolism) Prof. Dr. Joachim Spranger

Institute of Clinical Physiology TBA

Emergency Department | CBF Prof. Dr. Rajan Somasundaram

Emergency Departments | CVK | CBF Prof. Dr. Martin Möckel

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Medical Department, Division of Oncology and Hematology | CCM Prof. Dr. Hanno Riess

Medical Department, Division of Hematology, Oncology | CBF Prof. Dr. Antonio Pezzutto

Department of Radiation Oncology and Radiotherapy | CCM | CVK Prof. Dr. Bernd Dörken

Department of Radiation Oncology and Radiotherapy | CBF Prof. Dr. Volker Budach

Institute of Immunology Prof. Dr. Thomas Blankenstein

Institute of Transfusion Medicine

---

**CC15 CharitéCenter for Neurology, Neurosurgery and Psychiatry**

**Medical Director**
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**Managing Director**
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**Nursing Director**
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Department of Neurology with Experimental Neurology Prof. Dr. Matthias Endres

Department of Psychiatry and Psychotherapy | CCM Prof. Dr. Andreas Heinz

Department of Psychiatry and Psychotherapy | CBF Prof. Dr. Isabella Heuser-Collier

Department of Neurosurgery with Pediatric Neurosurgery Prof. Dr. Peter Vajkoczy

Institute of Neuropathology Prof. Dr. Frank Heppner

---

**CC16 CharitéCenter for Audiology / Phoniatrics, Ophthalmology and Otolaryngology**

**Medical Director**
Prof. Dr. Manfred Gross +49 30 450 555 401 manfred.gross@charite.de

**Managing Director**
Christoph Wigger +49 30 450 555 161 christoph.wigger@charite.de

**Nursing Director**
Diane Jetschmann +49 30 450 577 118 diane.jetschmann@charite.de

Department of Ophthalmology

Department of Otolaryngology Site Management CVK | CCM Prof. Dr. Heidi Olie

Department of Otolaryngology Site Management CBF Prof. Dr. Minoo Lenarz

Department of Audiology and Phoniatrics Prof. Dr. Manfred Gross

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**CC17 CharitéCenter for Gynecology, Perinatal, Pediatric and Adolescent Medicine with Perinatal Center and Human Genetics**

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Department of Obstetrics Prof. Dr. Wolfgang Henrich

Department of Neonatology Prof. Dr. Christoph Bühner

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**Further Facilities**

Department of Gynecology with Center for Oncological Surgery Prof. Dr. Jaid Sehouli

Department of Gynecology with Breast Center of the Charité | CCM Prof. Dr. Jens-Uwe Biohmer

Department of Gynecology | CV | CBF Prof. Dr. Jaid Sehouli (CBF acting)

**Specialty Network: Pediatrics and Youth Medicine**

Department of Pediatrics, Endocrinology and Diabetes Prof. Dr. Annette Grüters-Kiesich

Department of Pediatrics, Endocrinology, Gastroenterology and Metabolic Medicine Prof. Dr. Angelika Eggert (acting)

Department of Pediatrics, Division of Cardiology Prof. Dr. Felix Berger

Department of Pediatrics, Division of Pneumonology and Immunology and Intensive Medicine including Emergency Department Prof. Dr. Bodo Niggemann (acting)

Department of Pediatrics, Division of Oncology and Hematology Prof. Dr. Angelika Eggert

Department of Pediatrics, Division of Nephrology Prof. Dr. Uwe Querfeld

Department of Pediatrics, Division of Neurology Prof. Dr. Christoph Hüblner

Department of Pediatric Surgery Prof. Dr. Karin Rothe

Center for Social Pediatrics Dr. Theodor Michael

Department of Child and Adolescent Psychiatry, Psychosomatic Medicine and Psychotherapy Prof. Dr. Ulrike Lehmkühl

Institute of Experimental Pediatric Endocrinology Prof. Dr. Heiko Krude

Further Facilities

Institute of Medical Genetics Prof. Dr. Bernhard Herrmann

Institute of Medical Genetics and Human Genetics Prof. Dr. Stefan Mundlos

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Last update: March 2015


CC8 für Chirurgische Medizin


Charité Comprehensive Cancer Center

Klatte-Schulz F, Gerhardt C, Scheibel M, Wildemann B, Pauly S. CC12 für Innere Medizin und Dermatologie


CC11 für Herz-, Kreislauf- und Gefäßmedizin


CC12 für Innere Medizin und Dermatologie


CC13 für Innere Medizin mit Gastroenterologie und Nephrologie


**CC14 für Tumormedizin**


**CC15 für Neurologie, Neurochirurgie und Psychiatrie**


**CC15 für Neurologie, Neurochirurgie und Psychiatrie**


**NWFZ Neurowissenschaftliches Forschungszentrum**


**MKFZ Molekulares Krebsforschungszentrum**


**CC16 für Audiologie/Phoniatrie, Augen- und HNO-Heilkunde**

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