

# REALIZING THE

# VISION

JOHNS HOPKINS MEDICINE INTERNATIONAL

IMPACT REPORT FY17-FY18



JOHNS HOPKINS  
MEDICINE



## LEADING THE WAY IN INTERNATIONAL COLLABORATIVE HEALTH

In 1998, with just a handful of staff, Johns Hopkins Medicine established a global ambassador, Johns Hopkins Medicine International, to take its mission worldwide: improving the health of the community and the world by setting the standard of excellence in medical education, research and clinical care.

Since then, we've grown to help Johns Hopkins Medicine emerge as a pioneer in international collaborative health. Today, we deliver the promise of medicine to people around the world—through culturally sensitive care at Johns Hopkins Medicine in the United States and groundbreaking collaborations that raise the standard of health around the world.

We've transformed lives for two decades and counting, whether it's serving as a trusted advisor to a new health care leader overseas, to welcoming a patient who has traveled thousands of miles to receive specialized care, to connecting a Johns Hopkins expert with opportunities to make an impact around the world.

In this report, you'll see recent examples of how we serve patients and partners in the United States and around the world, including:

- Facilitating a three-year educational exchange that prepares pediatric nurses at Nelson Mandela Children's Hospital to be leaders who can succeed in spite of daily unpredictability in South Africa
- Opening an internationally accredited center at Fundación Santa Fe de Bogotá in Colombia to prevent and treat stroke, a leading cause of death in Latin America
- Responding to increasing numbers of patients traveling from China and tailoring our services to meet their linguistic and cultural needs every step of the way
- Nurturing both the health and spirit of a Bermudian patient whose torn artery threatened his wedding anniversary
- Tripling the number of practicing nurses who hold doctorates in Saudi Arabia through a first-in-the-Kingdom Doctor of Nursing Practice program
- Bringing care closer to visiting international patients and their families by expanding the non-emergency medical services we offer in the suburbs of Baltimore and Washington, DC

Working closely with our colleagues across Johns Hopkins, we continue to expand our impact by promoting collaboration, elevating care, helping patients, fueling discovery, developing leaders and giving back—here and abroad.

As we continue to evolve with today's rapidly changing global health care landscape, we remain committed to realizing the mission of Johns Hopkins Medicine to improve the health of the community and the world.

Here's to another 20 years of truly transformative work.



Pamela D. Paulk, M.S.W., M.B.A.  
President, Johns Hopkins Medicine International  
Senior Vice President, International, Johns Hopkins Medicine



## MISSION

The mission of Johns Hopkins Medicine is to improve the health of the community and the world by setting the standard of excellence in medical education, research and clinical care. Diverse and inclusive, Johns Hopkins Medicine educates medical students, scientists, health care professionals and the public; conducts biomedical research; and provides patient-centered medicine to prevent, diagnose and treat human illness.

## VISION

Johns Hopkins Medicine pushes the boundaries of discovery, transforms health care, advances medical education and creates hope for humanity. Together, we will deliver the promise of medicine.

## PURPOSE

Johns Hopkins Medicine International acts as the global ambassador of the Johns Hopkins Medicine mission by providing patient-centered care for diverse populations and sustainable, innovative collaborations that raise the standard of health care around the world.

**4**

#### FOSTERING COLLABORATION

Johns Hopkins Medicine is home to some of the greatest innovators in the medical field. Our role is to amplify those voices around the globe, building bridges between Johns Hopkins experts and our affiliates.

**16**

#### ELEVATING CARE

Johns Hopkins Medicine aims to provide the best medical care in the world—and to elevate that care every day. We are always striving to discover and apply new ideas, techniques and therapies to improve human health.

**26**

#### CHAMPIONING PATIENTS

The leading-edge medical expertise of Johns Hopkins Medicine draws patients from all over the world. We strive to take care of everything patients need, making them feel at home even when they're thousands of miles away.

**38**

#### DEVELOPING LEADERS

Strong leadership can elevate an entire organization and, in turn, the health care in an entire region. Our educational initiatives build a human foundation for stronger health care organizations worldwide, elevating patient care around the globe.

**46**

#### FUELING DISCOVERY

Johns Hopkins researchers are always asking questions. The collaborations we establish with our international affiliates bring those questions—and their life-saving answers—to the world.

**52**

#### GIVING BACK

Our mission is to bring the medical expertise of Johns Hopkins to the world—that means we're usually thinking globally. Still, investing in our own people and our local community gives us a stronger foundation for our work.





COUNTRIES FEATURED  
IN THIS SECTION

- Bermuda
- China
- Colombia
- Lebanon
- Mexico
- Panama
- South Africa
- United Arab Emirates
- United States of America

**Johns Hopkins Medicine is home to some of the greatest innovators in the medical field.** Our role is to amplify those voices around the globe, building bridges between Johns Hopkins experts and our affiliates. We help our affiliates apply this knowledge to their own unique missions, bringing sustainable health care solutions and leading-edge therapies to their populations. Together, we extend the finest health care in the world to communities far from Johns Hopkins.

FOSTERING  
COLLABORATION

## Shaping High-Quality Care for South Africa's Children

**W**ORKING WITH NURSES AT Nelson Mandela Children's Hospital (NMCH) in South Africa—the first children's hospital in the region—

Johns Hopkins nurses found more similarities than differences.

“Nurses all over the world face the same challenges,” says Johns Hopkins nursing consultant Wilma Berends, who traveled with other Baltimore nurses to the 200-bed hospital in Johannesburg as part of a unique, three-year educational exchange.

We are facilitating the exchange, funded through the United States Agency for International Development's global flagship Maternal and Child Survival Program, led by Johns Hopkins affiliate Jhpiego.

NMCH is a gleaming, state-of-the-art facility stocked with pediatric equipment sized for a child's body. Colorful art lines the hallways and dangles from ceilings in lofted corridors.

Daily life in South Africa can have its obstacles, says NMCH nursing director Jayson Gopiechand.

**Johns Hopkins nurses are using simulations to train their counterparts at Nelson Mandela Children's Hospital, the only children's hospital in its region of South Africa. The hospital was designed with children in mind—decorated with bright colors and whimsical art.**







“There are a lot of service issues in the area,” Gopiechand says. “We have gone three days with no water—how do you run a dialysis unit like that?”

Leaders are devising creative solutions, including installing three 10,000-liter water tanks to keep the hospital open even during South Africa’s growing water crisis.

Gopiechand and other NMCH leaders visited Baltimore in March 2018 to share with and learn from Johns Hopkins and Jhpiego colleagues.

The South African hospital empowers its nurses to help the hospital improve. Our educational exchange supports lectures, simulations and observations so nurses can learn Johns Hopkins’ best practices.

NMCH is positioning its nurses as leaders and experts on the treatment team—and it shows, says Kristina Hoerl, a Johns Hopkins registered nurse educator. In South Africa, she spent time training with the radiology nurse manager, nurses and technicians.

“I went in thinking I would meet with nurses who were a little more reserved in how they advocate for patients,” Hoerl says. “But I was awed at how empowered the nurse manager was.” ■



“  
Nurses all over the world face  
the same challenges.”

**WILMA BERENDS**, NURSING CONSULTANT,  
JOHNS HOPKINS MEDICINE INTERNATIONAL

## Marking a Century of Collaboration in China

Johns Hopkins' relationship with medical education in China started more than a century ago by one of the founding fathers of the Johns Hopkins University School of Medicine and its first dean, William Welch, who helped secure funding to create Peking Union Medical College (PUMC).

Acknowledging the fruitful relationship Johns Hopkins has had with this institution from its founding to the present day, Paul Rothman, dean of the Johns Hopkins University

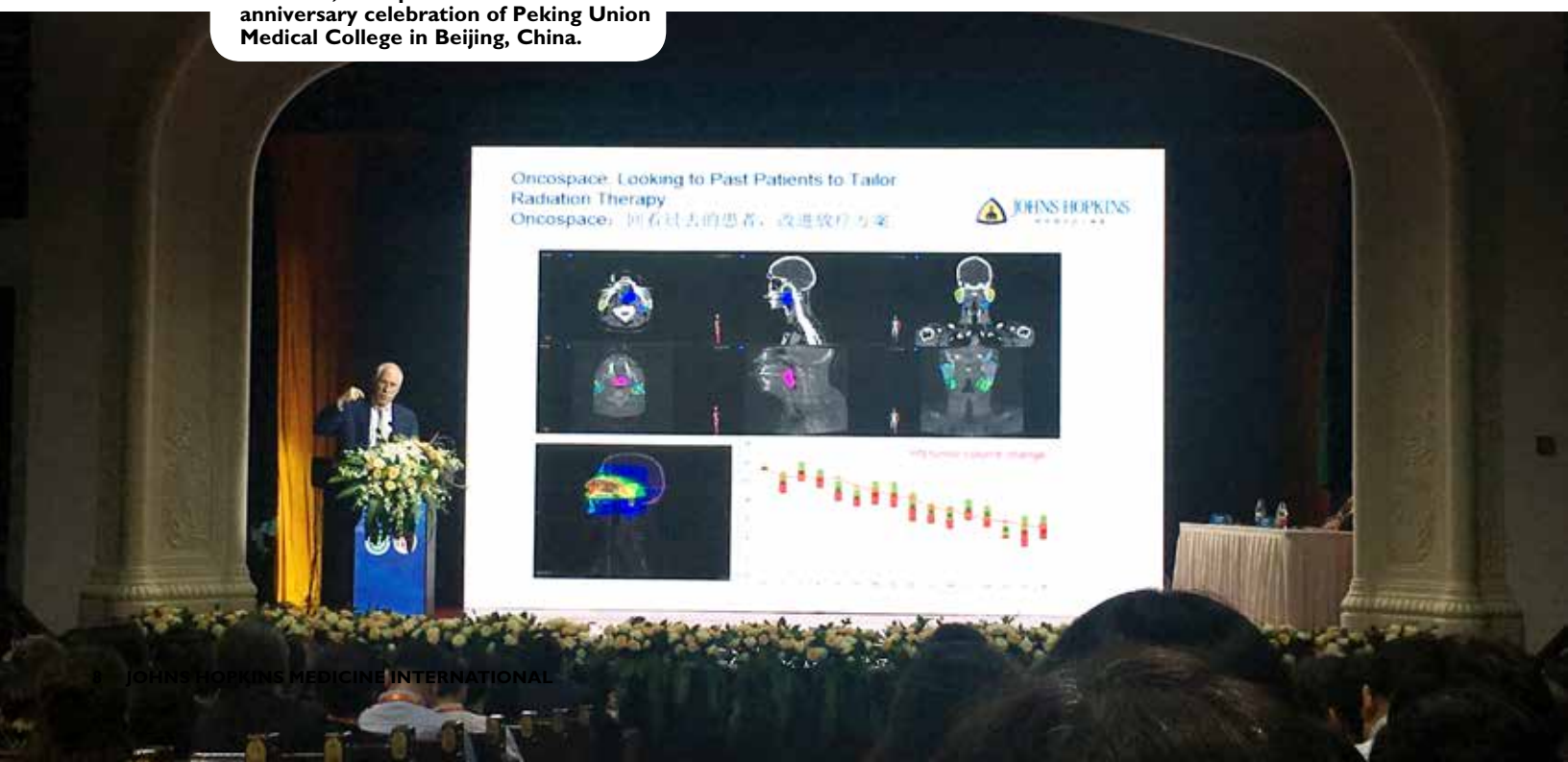
School of Medicine faculty and CEO of Johns Hopkins Medicine, participated as a keynote speaker during the 100th anniversary celebration of PUMC.

A century ago, Welch helped reform medical education, making it far more rigorous with stricter admissions requirements, longer training periods and standardized curricula that grounded clinical practice in research-based science.

The discipline now focuses on personalized medicine. At PUMC, Rothman spoke about the rise of precision medicine, innovations such as immunotherapy that are revolutionizing the field, and the importance of collaboration to foster biomedical discoveries.

"Looking ahead," he said, "it is our sincere hope that this historic partnership between Johns Hopkins and PUMC will continue to thrive and evolve for the next 100 years." ■

**Paul Rothman, dean of the medical faculty and CEO of Johns Hopkins Medicine, took part in the 100th anniversary celebration of Peking Union Medical College in Beijing, China.**





Johns Hopkins team members, including vice president of patient services Katherine DeRuggiero, cancer researcher Saraswati Sukumar, and medical director Malcolm Brock, join Bermuda Day festivities to show support for wellness in Bermuda.



## Celebrating Our Commitment to Bermuda

Locals line the streets to enjoy a vibrant celebration. A colorful parade winding through Hamilton, Bermuda, is the highlight of Bermuda Day—an annual patriotic holiday featuring dance troupes, bands and decorated floats.

For more than a decade, Johns Hopkins Medicine has remained committed to ensuring that Bermudians stay healthy and informed, and have access to the best care possible—all part of our mission to improve the health of the community and the world.

To show our commitment to achieving wellness in Bermuda and to embed ourselves deeper in the community, Johns Hopkins Medicine International (JHI) joined the Bermuda Day festivities in 2017 and 2018. The Johns Hopkins team walked the parade route with a colorful float, taking home the chamber of commerce award for best corporate float on both occasions.

“Participating in the parade was a humbling experience,” says Katherine DeRuggiero, vice president of patient services for JHI. “Having people walk up to us saying ‘Thank you for all you do’ or ‘Johns Hopkins saved my father’s life’ is a testament that our relationship with the island is making a difference.”

For Bermudian Norette Simmons, the 2018 Bermuda Day Parade was a day to celebrate that her teenage daughter was out of danger after a diagnosis of stage III pre-cervical cancer. “Walking the parade with my daughter, representing Johns Hopkins, was rewarding and awesome,” she says. “I’m so grateful for the Johns Hopkins team of health care professionals and surgeons who treated my daughter. It was my way of giving back for the outstanding services she received.” ■

“  
Having people walk up to us saying ‘Thank you for all you do’ . . . is a testament that our relationship with the island is making a difference.”

**KATHERINE DERUGGIERO,**  
VICE PRESIDENT OF PATIENT SERVICES, JOHNS HOPKINS MEDICINE INTERNATIONAL



**Colorectal surgeon Jonathan Efron, above; Mark Anderson, director of Johns Hopkins' Department of Medicine, center of center photo; and Ali Bydon, professor of neurosurgery, far right, are some of the many Johns Hopkins experts who participate in programs to foster learning and collaboration with our global affiliates.**

### Deploying Global Delegates

A surgeon encounters a tough cardiac case and needs a second opinion. Or perhaps she wants to explore minimally invasive surgery for a faster recovery. While she could consult with her Johns Hopkins colleagues remotely, nothing beats the richness of a face-to-face connection to share knowledge and find solutions.

We connect Johns Hopkins clinicians with our global affiliates through several programs, fostering learning and collaboration.

The Distinguished Faculty Visit Program at Johns Hopkins Aramco Healthcare in Saudi Arabia allows senior Johns Hopkins Medicine (JHM) faculty members to meet with their peers there, provide clinical insight, and deliver educational talks to JHAH clinicians as well as to the community through Grand Rounds and outreach events. The program has increased its clinical scope over the years, with JHM faculty members now meeting with JHAH physicians to discuss cases and oversee surgical procedures.

At Fundación Santa Fe de Bogotá in Colombia, we have established the Visiting Professor Program, in which each department at the hospital can invite JHM leaders in their specialty



to lecture and hold roundtable discussions and meetings. In recent years, the hospital has invited other physicians from across their country to attend select lectures offered as part of the program.

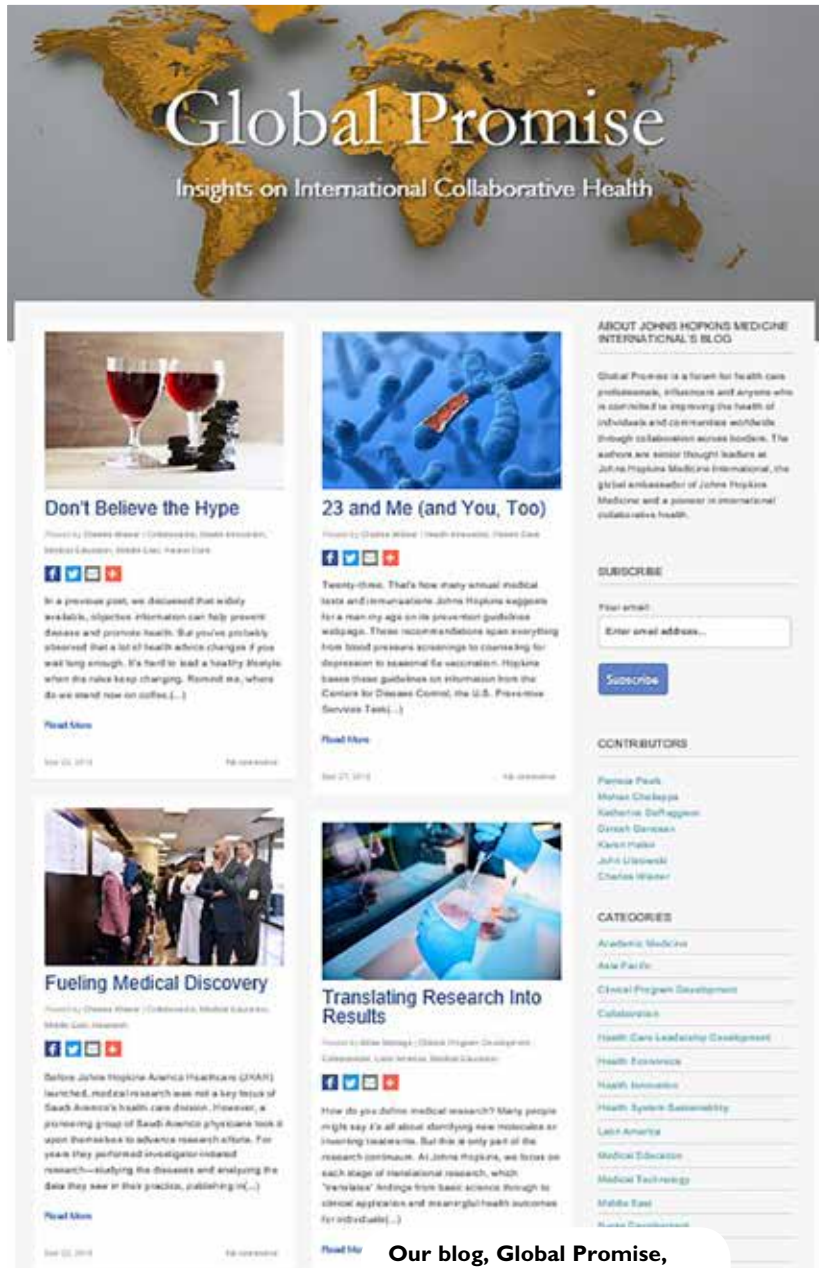
Every other month Clemenceau Medical Center, in Lebanon, hosts orthopedic lectures. For more than five years, Johns Hopkins and Clemenceau physicians have connected through videoconferencing to discuss cases and share best practices.

To support physicians at Pacifica Salud Hospital Punta Pacífica in Panama, we launched a visiting professors series to offer lectures in various medical specialties. During the visits, Johns Hopkins faculty members also participate in rounds and complex case discussions with their Panamanian counterparts—ultimately sparking areas for additional collaboration.

“Most of medicine is personal relationships—whether it’s with patients or with other providers,” says Jonathan Efron, a JHM colorectal surgeon and distinguished faculty visitor at JHAH. “So the face-to-face meetings and the friendships you form through visiting faculty programs really enhance collaborative efforts.” ■

“  
Most of medicine is personal relationships—whether it’s with patients or with other providers.”

**JONATHAN EFRON,**  
COLORECTAL SURGEON,  
JOHNS HOPKINS MEDICINE



**Our blog, Global Promise, covers what's new and next in the field of international collaborative health.**

### Offering Insights From the Field

Twenty years ago, we pioneered international collaborative health by providing excellent, individualized care for diverse populations and forming collaborations that raise the standard of health worldwide.

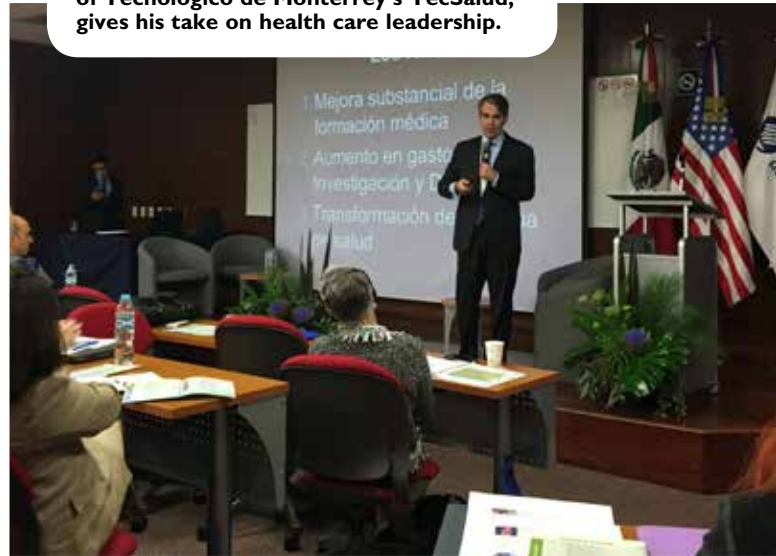
In October 2017, we launched the blog Global Promise to lead the discussion about where our industry is headed next.

Senior leaders, experts from our global affiliates and other thought leaders in international collaborative health discuss how we can collectively improve health and expand health care worldwide. Posts cover topics such as value vs. volumes in health care, artificial intelligence, telemedicine, elevating the role of nursing and precision medicine. ■

**JOIN THE DISCUSSION:**  
[international.blogs.hopkinsmedicine.org](http://international.blogs.hopkinsmedicine.org)



**Left: Pamela Paulk, our president, presents on advances in education and clinical innovation at the International Health Care Leadership Forum.**



**Right: Guillermo Torre-Amione, president of Tecnológico de Monterrey's TecSalud, gives his take on health care leadership.**

## Convening Health Care Leaders in Mexico

During the course of two days in June 2017, groundbreaking ideas and best practices in health care leadership dominated the conversations of thought leaders in Mexico City.

Johns Hopkins Medicine International and Tecnológico de Monterrey School of Medicine have convened leaders from health care institutions in Mexico at the International Forum on Health Care Leadership since 2015. The event serves as a platform to discuss trends, challenges and the private sector's role in health.

In its third consecutive year, the forum set the stage for industry executives to highlight

clinical and technological advances and share the innovative ways in which they are shaping future leaders, fostering teamwork and creating institutional value. Five experts from Johns Hopkins Medicine, including our president, Pamela Paulk, presented on advances in education, leadership development and clinical innovations.

This event continues to grow and promote thoughtful discussion among key leaders in the Mexican health sector and has become a focal point of our collaboration with Tecnológico de Monterrey. ■

## Combating Cancer in the United Arab Emirates

Cancer accounts for almost one in five deaths in the United Arab Emirates. This grim statistic mobilized Tawam Hospital, part of the SEHA network, to seek support in enhancing the care it provides to cancer patients.

Under the three-year agreement we signed in 2017 to manage cancer services, experts from the Johns Hopkins Sidney Kimmel Comprehensive Cancer Center are helping our colleagues at Tawam Hospital establish a center of excellence for the region.

In the first year of the collaboration, Tawam Hospital was able to enhance and expand oncology services, including in hematology, radiology and palliative care. It also achieved six clinical care program certifications in oncology from the Joint Commission International.

This project extends and focuses the work we began in 2006 when we established a 10-year hospital management agreement. Tawam serves as a regional referral center for specialized medical care and a national referral center for oncology services. ■



“We’re excited to play a role in building an integrated cancer network and developing Emirate-wide preventive health programs.”

**MOHAN CHELLAPPA**

PRESIDENT, GLOBAL VENTURES

EXECUTIVE VICE PRESIDENT,

JOHNS HOPKINS MEDICINE INTERNATIONAL

**Johns Hopkins is collaborating with Tawam Hospital, in United Arab Emirates, to establish an oncology center of excellence.**







In response to the devastating hurricanes that hit the U.S. Virgin Islands in 2017, we are providing expert insight on how to rebuild and improve health services for the local population.

### Providing Aid When Disaster Strikes (Twice)

Back-to-back in September 2017, two Category 5 hurricanes slammed the U.S. Virgin Islands. In the months that followed, three waves of the Johns Hopkins Go Team—a response team of the Office of Critical Event Preparedness and Response—traveled to St. John to provide hands-on medical care and bring much-needed supplies and medicines.

Now that the territory is recovering, we have begun a public-private collaboration with Bloomberg Philanthropies—former New York City Mayor Michael Bloomberg’s nonprofit—to augment federal response and support.

Our president, Pamela Paulk, and a team of Johns Hopkins experts in disaster response, nursing, facilities and population health traveled to the Virgin Islands in 2018 as part of a two-phase assessment. “It became very clear that the health care system needs to be rebuilt,” Paulk says.

The team made initial recommendations to move the islands forward, including improving health facilities and infrastructure, expanding access to care and increasing population health programs. “The bad news is we’re pretty much starting from scratch,” says Paulk. “But on the positive side, that means we can get it right when we re-evaluate what the future of health care should look like on the islands.” ■



### Assembling Leaders, Sharing Best Practices

Leaders, care providers and researchers from 11 countries joined us in Baltimore for the 2017 Johns Hopkins Medicine International Partners Forum.

The annual event brings together leaders and experts from our global affiliates and from across Johns Hopkins to share best practices and collaborate on solutions to common health care challenges. With the theme “The Evolution of Health Care: Predictions and Practices in a Changing Environment,” we covered topics such as artificial intelligence, clinical centers of excellence, telemedicine, mobile technology and home care. ■





**COUNTRIES FEATURED  
IN THIS SECTION**

- Bermuda
- Brazil
- Canada
- China
- Colombia
- India
- Kingdom of Saudi Arabia
- Lebanon
- Panama
- United Arab Emirates
- United States of America

**Johns Hopkins Medicine aims to provide the best medical care in the world**—and to elevate that care every day. We are always striving to discover and apply new ideas, techniques and therapies to improve human health. We bring those discoveries to our affiliates to help them implement new programs, approach care in different ways and use innovation to drive the good health of their patients.

**ELEVATING  
CARE**

# Elevating Emergency Medical Care Internationally

**M**EDICAL EMERGENCIES CAN HAPPEN AT any moment.

Our affiliates in Panama and Brazil asked to work with us to elevate their emergency care, wanting to ensure they could offer high-quality services supported by the right infrastructure and clinical protocols.

After collaborating with Johns Hopkins emergency medicine experts, in 2017 Pacífica Salud Hospital Punta Pacífica opened the first pediatric emergency department (PED) in a private health care facility in Panama. Our team consulted on designing the facility, selecting equipment and standardizing care.

Jane Virden, nurse manager of the pediatric emergency department at The Johns Hopkins Hospital, and Karen Schneider, assistant professor of pediatrics at the Johns Hopkins University School of Medicine, shared their expertise and encouraged multidisciplinary work in Pacífica Salud's new PED. They modified adult codes and rapid response policies to create pediatrics-specific codes, recommended ways to optimize patient flow and

**Experts from Johns Hopkins All Children's Hospital and The Johns Hopkins Hospital helped cut the ribbon to open Pacífica Salud Hospital Punta Pacífica's new pediatric emergency department.**





efficiency, and helped ensure the new unit had the right equipment and supplies.

We are also working closely with Hospital Moinhos de Vento (HMV) in Brazil to enhance its adult emergency department. Expanding beyond operations, HMV and experts from Johns Hopkins embarked on a joint research project to implement HopScore—an electronic patient triage tool. Designed by Johns Hopkins researchers, HopScore analyzes patient data and trends from emergency department visits, yielding more nuanced triage scores. To date, the research has produced at least two manuscripts for publication and presentations at international conferences. ■

 **Pacífica Salud**  
HOSPITAL PUNTA PACÍFICA  
Aliada a Johns Hopkins Medicine International

Le invita a la inauguración de:

La Nueva Unidad de  
**EMERGENCIAS PEDIÁTRICAS**

Esta unidad brindará atención las 24 horas con personal especializado en pediatría y con un lugar ambientado para la comodidad de los más pequeños y sus familiares.

Día: Jueves 3 de Agosto de 2017  
Lugar: Emergencias Pediátricas  
Hora: 6:00 p.m.

**Pacífica Salud Hospital Punta** opened a **24/7 pediatric emergency department in 2017** to provide care specifically tailored to the needs of young patients and their families.

## Tackling Saudi Arabia's Top Health Risk

**N**EARLY HALF OF ALL ADULT DEATHS IN Saudi Arabia are from heart disease, while risk factors such as high blood pressure and diabetes continue surging.

“Heart disease is a massive killer here, and there is a paramount need to deliver an excellent cardiac program,” says Harry Parissis, head of cardiac surgery at our joint venture Johns Hopkins Aramco Healthcare (JHAH).

Adding to this health crisis, cardiac patients in Saudi Arabia's eastern province once had to wait months for treatment because only three hospitals in the region were performing adult open-heart surgery.

That changed last year, following three years of collaborative work with JHAH to expand cardiac care and tackle this epidemic in Saudi Arabia.

Fortunately, from Day 1 of the joint venture, JHAH already had the dedicated staff and talent across the clinical specialties that are needed to open a comprehensive heart care center. “The technical staff, pharmacy and all the surgical components at JHAH were ready to go right out of the gate,” says Kenton Zehr, a Johns Hopkins cardiologist. JHAH and Johns Hopkins teams built on these assets and

**We have worked with Johns Hopkins Aramco Healthcare to launch a cardiac surgery program to help address the dire threat of heart disease in Saudi Arabia.**





“

Thanks to our partnership with Johns Hopkins, we were confident we could tackle challenging cases from the start.”

**HARRY PARISSIS**, HEAD OF CARDIAC SURGERY,  
JOHNS HOPKINS ARAMCO HEALTHCARE

worked together to determine additional resources, equipment, staffing and training necessary to begin offering cardiac surgery.

In 2017, we oversaw an expansive international search that led to JHAH hiring Parissis as its new cardiac surgeon, and he helped carry out the final preparations to offer cardiac surgery.

JHAH launched its program that April, with a coronary artery bypass. Six more bypasses and one valve replacement followed over the next nine days.

“Thanks to our partnership with Johns Hopkins, we were confident we could tackle challenging cases from the start,” says Parissis. “We are equally confident and highly focused on building a robust program that will benefit JHAH and other Saudi patients for years to come.” ■

## ELEVATING CARE

### Creating a Global Culture of Patient Safety

Patient safety is a passion and a priority for Johns Hopkins. Our global affiliates recognize this, and many look for our support in improving patient safety and satisfaction by reducing risks of preventable harm, medical complications and waste in care delivery, including:

- 1 Comprehensive Unit-Based Safety Program (CUSP) workshops
- 2 Training to prevent infection, including central line-associated bloodstream infection (CLABSI)
- 3 Armstrong Institute patient safety certificate program
- 4 Invitation to present at JHM's annual Patient Safety Summit
- 5 Clinical risk management, assessment and consultation
- 6 Adverse-event reporting, analysis and action
- 7 Administration of the Hospital Survey on Patient Safety Culture (HSOPSC)
- 8 Observerships and other education and training activities

This map indicates examples of our affiliates' important patient safety work.



### Hitting Reset on Chronic Disease in Saudi Arabia

Nearly half of the patients at our joint venture Johns Hopkins Aramco Healthcare (JHAH) are at increased risk for diabetes, obesity and cardiovascular diseases. While these conditions are highly prevalent in Saudi Arabia, we're working hard to limit them.

Implementing lifestyle medicine principles—making more informed decisions about nutrition, exercise and the environment—can reduce mortality and risk factors related to chronic disease.

We have begun working with JHAH to integrate lifestyle medicine into all stages of patient care and create a lasting model to reduce the likelihood and impact of chronic disease. Our teams will work together to identify and reduce risk factors and treat high blood pressure, type 2 diabetes and high cholesterol.

“If we want to guide patients in Saudi Arabia and across the region toward better health,” says Felicia Hill-Briggs, senior director of population health research and development at Johns Hopkins Medicine, “we have to increase prevention efforts and improve population health.” ■





**Nursing staff from Asia Pacific Health Care receive training in home care techniques and protocols.**

## Introducing Home Care in China

In China, due to the 1.4 billion-person population and growing demand for health care, it is not uncommon for patients to wait in long lines at the more than 12,600 public hospitals. For Chinese patients, accessing quality care quickly can be a constant challenge. Home care could be an effective way to improve efficiencies and reduce costs by diverting lower-acuity patients to a new care environment: the home. But, would Chinese hospitals and patients be open to home care, a service currently unavailable in the country, as an alternative for services now provided in an in-patient setting?

Asia Pacific Health Care (APHC) thought home care was a viable and novel solution. It recognized what the latest research indicates: It is often healthier to heal at home. After setting up the groundwork, APHC entered into a collaboration in February 2017 with Johns Hopkins Medicine International and the Johns Hopkins Home Care Group (JHHCG)—a leader in the field—to accelerate the plans.

“Together, we have worked on building APHC’s infrastructure and workforce to include nursing professionals and administrative staff, and we established a design that supports multiple specialties,” says Lou Ann Rau, assistant director of education and special programs for JHHCG and project manager for this effort. Service offerings include postnatal care for both mother and baby, care for postoperative gastrointestinal surgery patients and disease management for the chronically ill.

“It’s not enough to establish a service offering. There also must be a way to attract referrals,” Rau says. The consultancy also covers guidance on how to educate the market about home care and build relationships with local hospitals to increase the number of patients served.

In the coming year, Johns Hopkins and APHC will work collectively to expand APHC’s specialties to include elder care and rehabilitation. ■



**Left: Johns Hopkins clinical nurse specialists trained Pacífica Salud nurses on patient treatment and care.**

**Right: Johns Hopkins experts presented at Fundación Santa Fe de Bogotá's second stroke conference.**

## Enhancing Stroke Care in Panama and Colombia

A stroke can cause brain damage within minutes. Receiving expert care immediately can make all the difference in recovery.

Our affiliates in Panama and Colombia saw the need to elevate stroke care in their countries and sought our support. We connected them with Victor Urrutia, director of the Comprehensive Stroke Center at The Johns Hopkins Hospital and Johns Hopkins Medicine International's medical director for the affiliation with Pacífica Salud Hospital Punta Pacífica in Panama, to help them achieve milestones in their stroke care.

Pacífica Salud launched its stroke program in 2017, working closely with Urrutia, Brenda Johnson—manager of the Comprehensive Stroke Center—and clinical nurse specialists Elizabeth Zink and Lisa Klein.

The team is seeking Joint Commission International program certification as it continues to improve the care of stroke patients and educate the public on recognizing stroke symptoms.

In Colombia, the Fundación Santa Fe de Bogotá (FSFB) Stroke Center, accredited in 2016, continues to strengthen its stroke care with our support. Urrutia participated in FSFB's second stroke conference in 2017, attracting 217 participants. Zink and Klein taught the second stroke education course to 130 nurses at FSFB. While in Colombia, Urrutia and Johnson visited Universidad de La Sabana, where Urrutia gave a talk on best outcomes in acute stroke care.

FSFB completed an informal review of its stroke unit as part of our collaborative efforts to create a stroke network in Bogotá. ■

**TOP RANKED  
IN THE  
NATION**  
For Patients  
of All Ages



Johns Hopkins USA works with large employers—including Lowe’s and Walmart—to provide to their employees full coverage of certain medical procedures at Johns Hopkins facilities.

### Benefiting Patients—and Their Employers

Walmart, Lowe’s and other large employers began offering full coverage of knee and hip replacement procedures at Johns Hopkins Bayview Medical Center in 2014. Since then, the program has grown exponentially, encompassing more types of procedures and many more patients.

Johns Hopkins USA ensures that these out-of-state patients feel at home. Our medical concierges coordinate the logistics of their treatment—where to stay,

how to travel, when to book appointments—so patients can focus on getting better.

The program has completed 734 patient cases in its four years. Johns Hopkins treated 42 percent more cases in fiscal year 2018 than the year before. This means more patients are benefiting from our high standards of care and excellent outcomes—while their employers save money on health care costs. ■



**#1 IN MARYLAND**

**#3 IN THE NATION**

The Johns Hopkins Hospital ranked #1 in Maryland and #3 in the nation in *U.S. News & World Report’s* 2018–19 Best Hospitals list. Thirteen specialties are now among the top 10 in the nation. Ten specialties are in the top five.



**#8 IN THE NATION**

Johns Hopkins Children’s Center was ranked #8 in the nation by *U.S. News & World Report* on its 2018–19 Best Children’s Hospitals list. The Children’s Center is the only children’s hospital integrated within an adult hospital to make the Honor Roll in 2018, with five specialties ranked in the top 10 in the nation.

Together, these rankings make Johns Hopkins the top-ranked hospital combined for both adult and pediatric care in the United States.

To learn more, visit [hopkinsmedicine.org/usnews](http://hopkinsmedicine.org/usnews)





COUNTRIES FEATURED  
IN THIS SECTION

- Bermuda
- China
- Kingdom of Saudi Arabia
- Kuwait
- Turkey
- United States of America

**The leading-edge medical expertise of Johns Hopkins Medicine draws patients from all over the world.** We strive to take care of everything patients need, making them feel at home even when they're thousands of miles away. We put care and compassion into all that we do, ensuring that our patients can focus on healing with the best that medicine has to offer.

CHAMPIONING  
PATIENTS

## Expanding Services for Chinese Patients

**W**E DON'T TREAT DISEASE—WE treat people,” says Katherine DeRuggiero, vice president of patient services for Johns Hopkins Medicine International. “When a patient feels safe and understood, treatment is less stressful and outcomes improve.”

Patients from around the world come to Johns Hopkins when they are at their most vulnerable, trusting they will receive the highest quality medical care. A critical component of establishing this trust is creating an atmosphere in which people from many backgrounds feel understood and as comfortable as possible.

As more and more patients travel from China to the United States seeking the latest treatments, we have taken several steps to enhance their experience.

In 2017, we revamped our Simplified Chinese microsite ([hopkinsmedicine.org/chinese](http://hopkinsmedicine.org/chinese)), where patients can learn about health conditions, our specialists, treatment options and services for international patients. It provides a local phone number that connects patients with a Chinese-speaking member of our team, as well as an online

**As more patients from China travel to the United States seeking the latest treatments, we are working to improve their experience.**





form to request information.

We also updated our Simplified Chinese patient brochure and translated *Johns Hopkins Leader*, an annual publication that shares our latest discoveries with leaders around the world.

Most importantly, we expanded our team of Mandarin-speaking international care coordinators, who accompany our patients every step of the way.

“Our culture is more than language,” says care coordinator Virginia Fung. “Because I understand the culture, I know how to best represent a Chinese patient. I get the nuances of where they are coming from, because that’s where I come from, too.” ■

“

We don’t treat disease—  
we treat people.”

**KATHERINE DERUGGIERO,**

VICE PRESIDENT OF PATIENT SERVICES,  
JOHNS HOPKINS MEDICINE INTERNATIONAL

## Restoring Mobility for a Young Mother

**W**HEN HEBAH ABDULLAH, now 38, first visited Johns Hopkins in 2015, the swelling, stiffness and joint pain from rheumatoid arthritis had her confined to a wheelchair.

As the inflammatory disorder progressed, she couldn't do chores around the house or even care for her children—a boy, now 9 years old, and a daughter, 6.

The Kuwaiti embassy agreed to let her seek treatment at Johns Hopkins. Abdullah feels like a different woman now.

She has had nine surgeries—including replacements of hips, wrists and shoulders—and extensive rehabilitation at Johns Hopkins. She spent time at Johns Hopkins Bayview Medical Center, The Johns Hopkins Hospital and Sibley Memorial Hospital, a member of Johns Hopkins Medicine, in Washington, DC.

Seeking care in the United States was unnerving at first. Abdullah had moved here with her husband and children, but the pain made her so weak she couldn't even hold a cup of water. The situation was overwhelming.

**Surgeries and rehabilitation at Johns Hopkins helped a young Kuwaiti mother, left, with rheumatoid arthritis regain her mobility.**







“

Yamina didn't give up on me—she was with me step by step, even during my surgeries. She made me believe there is hope.”

**HEBAH ABDULLAH,**  
PATIENT FROM KUWAIT

She found relief from Yamina Ennaciri, her international care coordinator at Johns Hopkins.

“Her support helped me,” Abdullah says, clutching Ennaciri's arm for emphasis. “She told me, ‘You came to the right hospital.’ She didn't give up on me—she was with me step by step, even during my surgeries. She made me believe there is hope.”

Ennaciri coordinated Abdullah's care—scheduling appointments, escorting her and interpreting throughout her time at Johns Hopkins. Recently, Ennaciri transferred to Sibley to manage international patient care. Another care coordinator, Marina Paul, stepped in to help Abdullah.

The results of her care have been life changing, Abdullah says. Now, she plays with her children and cares for them the way she wants to—she even carries them.

Abdullah recommends Johns Hopkins to everyone at home.

“When I came here, I thought I was done,” she says. “Thank you so much, Johns Hopkins, Yamina and Marina.” ■



**Johns Hopkins staff planned a vow renewal for a Bermudian couple when a medical emergency interrupted plans to celebrate their 25th wedding anniversary.**

### Renewing Vows and Good Health for Bermuda Couple

As their 25th wedding anniversary approached, Wendell and Rose Eve were planning a party and vow renewal in their home country of Bermuda.

Just weeks before the big day, Wendell collapsed in the shower. An aortic dissection—a tear in his artery—had cut off blood to part of his body, damaging his kidneys and intestines.

He was airlifted to The Johns Hopkins Hospital, where surgeons repaired the tear and restored his circulation. His odds for survival were

less than 10 percent.

Rose stayed by his side as the hospital's Department of Physical Medicine and Rehabilitation worked to rebuild Wendell's strength. Good health includes nurturing both the spirit and body, so the rehabilitation team mobilized when they heard about the couple's anniversary.

On May 23, Rose donned an elegant dress and met her husband at the statue of Jesus beneath the hospital's historic dome. The rehabilitation staff members, surgeons,

nurses and friends gathered for a vow renewal ceremony. Wendell stood beside his wife with the help of a walker.

A reception included a three-tiered wedding cake and framed photos of their wedding, 25 years before. The tearful couple expressed their gratitude.

Wendell's care at Johns Hopkins ensured more anniversaries to come—just weeks later, he was well enough to return home to Bermuda. ■



For the past two years, Johns Hopkins experts have traveled to Saudi Arabia to share valuable health information firsthand as part of A Woman's Journey, an all-women health conference that began in Baltimore in 1995.

### Breaking Down Barriers to Self-Care in Saudi Arabia

More than 350 female employees from our joint venture Johns Hopkins Aramco Healthcare and from energy leader Saudi Aramco learned to engage in their health and wellbeing at A Woman's Journey—an all-women health conference Johns Hopkins presented in 2018 in Saudi Arabia.

It was the second time we brought this event to the Kingdom to provide women there with the latest research to help them make the best health decisions. Three Johns Hopkins physicians—all women—discussed hormones throughout the lifespan, making sound lifestyle choices and the importance of sleep.

“Women everywhere need a trusted source of health information,” says Pamela Paulk, president of Johns Hopkins Medicine International. “In this time of great change in the Kingdom, I think it’s especially important to empower Saudi women to prioritize their own well-being.” ■

“

In this time of great change in the Kingdom, I think it’s especially important to empower Saudi women to prioritize their own well-being.”

**PAMELA PAULK,**  
PRESIDENT, JOHNS HOPKINS MEDICINE  
INTERNATIONAL

### Introducing the Power of Palliative Care

Palliative care eases the suffering that comes with chronic pain and incurable disease, and helps improve the final days for terminally ill patients and their families.

In Saudi Arabia—as in many parts of the world—palliative care services are still emerging as a recognized form of specialist care. The concept can be troubling for families that don't want to give up hope that their loved ones can be healed. Samer Abushullaih, an oncologist with our joint venture Johns Hopkins Aramco Healthcare (JHAH), says that in the Kingdom, “Palliative care equals, ‘We're giving up.’ This isn't true, of course, but that's where we are at this point.”

Working collaboratively, we introduced palliative care at JHAH in 2014 and provided the education needed to build inpatient and outpatient programs. JHAH continues to see volumes grow for the palliative care consultation it started three years ago, and in 2017, it began offering outpatient services and home health visits for chronic and end-of-life care. In addition, a



**With our colleagues at Johns Hopkins Aramco Healthcare, we have introduced and integrated palliative care services as an important part of the health care continuum.**

palliative care physician has joined JHAH to support these important services.

With JHAH, we are validating palliative care as an important medical subspecialty and paving the way for caregivers in Saudi Arabia to provide much-needed comfort to patients and families affected by life-threatening diseases. ■



### Partnering for Patients in Turkey

Anadolu Medical Center, in Turkey, was one of Johns Hopkins Medicine International's first affiliations. “We have an obligation and mission to introduce health care in Turkey with a different perspective in terms of patient safety, clinical quality and patient experience,” says Turkan Ozilhan Tacir, CEO of Anadolu Medical Center. “Our strategic partnership is very crucial on various terms because the affiliation provides Anadolu Medical Center access to Johns Hopkins clinical and administrative expertise in education consultation. It also helps us reach our mission and vision to provide world-class health care.” ■



## Delivering High-Quality Medical Interpretation Across the Johns Hopkins Health System

When patients are anxious and in pain, they may find it difficult to fully grasp their diagnosis, the complexities of their treatment plan and care instructions. For patients who are deaf or hard of hearing, who are blind or visually impaired, or who have limited English proficiency, communication may be even more difficult.

Enter our interpreters. Our experts facilitate medical interpretation in more than 200 languages, ensuring that patients from around the world can actively participate in their care. Now, we are spearheading an update to medical interpretation policies throughout the Johns Hopkins Health System, bringing to each hospital new ways to make qualified medical interpretation more accessible to patients and staff members.

We are evaluating our employees across the enterprise who speak more than one language to make sure they can accurately and appropriately interpret for patients and staff members in certain situations. We are working with the health system's Patient and Family Education Department to translate our patient education materials, making them accessible to patients for whom English is not their first language. We also are coordinating enhanced employee education so everyone at Johns Hopkins is trained and knowledgeable about the services we offer to patients and their families who have additional communications needs. ■



**Our revamped microsites** help patients and referring physicians connect with us in Arabic, Simplified Chinese, Portuguese and Spanish.

[hopkinsmedicine.org/arabic](https://hopkinsmedicine.org/arabic)  
[hopkinsmedicine.org/chinese](https://hopkinsmedicine.org/chinese)  
[hopkinsmedicine.org/portugues](https://hopkinsmedicine.org/portugues)  
[hopkinsmedicine.org/espanol](https://hopkinsmedicine.org/espanol)

### Improving the Patient Experience

Our patient experience team is always on the job. That job is “wow-ing” our patients before their visit to Johns Hopkins, while they’re here and when they return home—at every step of their journey with us.

“Improving the care we provide to patients is a continuous process,” says Amel Elshinawi, our patient experience manager. “Our goal is to exceed patients’ expectations.”

In close collaboration with Lisa Allen, chief patient experience officer for Johns Hopkins Medicine, our team has developed new ways to enhance the patient experience.

Before patients arrive at Johns Hopkins, we want them to feel confident and secure in what to expect. Our new patient orientation video helps introduce patients from other countries to U.S. health care, and it describes the members of their care team and their roles.

Once patients get here, they can expect us to visit every day to check in—thanks to our new inpatient rounding program.

We also are updating our patient lounge, adding new furniture, décor and all the amenities our international patients need to feel at home.

When the course of treatment is finished, our patient experience team is there with an end-of-visit package to provide guidance to patients and their physicians at home on how to continue their care after leaving Johns Hopkins.

Eighty-seven percent of international patients surveyed in FY18 were satisfied or very satisfied with their experience at Johns Hopkins. ■

“

Improving the care we provide to patients is a continuous process. Our goal is to exceed patients’ expectations.”

**AMEL ELSHINAWI,**  
PATIENT EXPERIENCE MANAGER,  
JOHNS HOPKINS MEDICINE INTERNATIONAL



## Making Care Accessible

Many international patients stay in the Baltimore or Washington metro areas when they're here for care.

We recently opened international clinics at Green Spring Station, just north of Baltimore, and at Sibley Memorial Hospital—a member of Johns Hopkins Medicine—next to Embassy Row in Washington. The clinics provide individualized attention, whether the patient needs preventive care, urgent care, a comprehensive assessment of multispecialty care or a referral for specialty care—all with patient convenience in mind.

The Sibley clinic opened in late 2017, offering services to patients age 16 and older. The Green Spring Station clinic, which opened in 2015, expanded its offerings in 2017 to provide special, last-minute appointments for patients and their friends, family members and escorts.

Now both clinics offer appointments designed to keep international patients out of the emergency room for medical problems such as cough, sore throat, rashes, wound checks, and strains and sprains. ■

**87%**  
of international patients surveyed in FY18 were satisfied or very satisfied with their experience at Johns Hopkins.



**We've established international clinics at Green Spring Station, just north of Baltimore, and at Sibley Memorial Hospital in Washington to make accessing care more convenient for our international patients.**







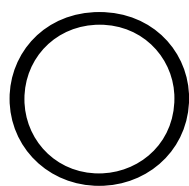
COUNTRIES FEATURED  
IN THIS SECTION

- |                         |                          |
|-------------------------|--------------------------|
| Brazil                  | Mexico                   |
| China                   | Peru                     |
| Kingdom of Saudi Arabia | Turkey                   |
| Lebanon                 | United States of America |

**Strong leadership can elevate an entire organization and, in turn, the health care in an entire region.** Our educational initiatives build a human foundation for stronger health care organizations worldwide, elevating patient care around the globe. Our education and training programs create a cascade of knowledge that can affect an entire workforce, effecting meaningful change in the organizations and health care systems we touch.

DEVELOPING  
LEADERS

## Opening Doors for Nurse Leaders



ONE LANDMARK DAY IN 2017, we bumped the number of practicing nurses who hold doctorates in Saudi Arabia from 30 to 43.

That was the day Johns Hopkins Aramco Healthcare (JHAH), our health care joint venture with energy leader Saudi Aramco, and the Johns Hopkins University School of Nursing celebrated the graduation of 13 students in the first and only Doctorate of Nursing Practice (DNP) program in the Kingdom.

Although Saudi Arabia offers comprehensive bachelor-level nursing education, graduate education was more limited. The partners developed the DNP program to bring Johns Hopkins' higher education to JHAH—and the Kingdom—to expand nurses' clinical training and develop their leadership skills.

“The changing demands of health care require the highest level of scientific knowledge and clinical skill,” says Sharon Dudley-Brown, a Johns Hopkins Medicine nurse practitioner and DNP faculty member. “This program helps nurses become subject matter experts in their practice, quality improvement and health care leadership, among other key areas.”

The initial cohort of JHAH nurses began the DNP program in August 2015. To earn a doctorate in nursing practice—the highest degree in the profession—the students completed two years of

**Through a first-of-its-kind education program, we nearly doubled the number of nurses in Saudi Arabia who have earned doctorates in their field.**





academic, clinical, management and leadership studies, culminating in an independent research project. While they completed most coursework in Saudi Arabia, the DNP students came to Baltimore for two weeks each semester for required academic and clinical training.

“We saw advanced practices at Johns Hopkins,” says Maisa Al-Raban, a DNP graduate who is a clinical educator at JHAH. “I got a lot of ideas that I can apply at JHAH to make sure our nurses are trained to give patients the best care possible.”

At their graduation ceremony, Patricia Davidson, dean of the Johns Hopkins University School of Nursing, told the students, “Your achievement marks significant progress for the advancement of nursing in the Kingdom. Your work from here on out will enrich countless lives and, we hope, help change the nursing profession forever in the Middle East and beyond.”

“This program has been a golden opportunity,” says Leena Al-Mansour, a JHAH clinical nursing specialist and DNP graduate. “It has been my dream.” ■



“

This program has been a golden opportunity. It has been my dream.”

**LEENA AL-MANSOUR,**  
CLINICAL NURSING SPECIALIST,  
JOHNS HOPKINS ARAMCO HEALTHCARE

## Contributing to Chinese Medical Education for More Than a Century

Johns Hopkins' relationship with China goes back to 1915, when William Welch, the first dean of the Johns Hopkins University School of Medicine, traveled there with the China Medical Board to visit hospitals and medical schools.

Committed to continuing to share knowledge with the Chinese medical community, Johns Hopkins Medicine International began a relationship with the Southern University of Science and Technology (SUSTech), a publicly funded research university in Shenzhen, China,

in July 2016. Over the past two years, we have worked together to develop a medical school and curriculum to prepare future medical leaders so they can prevent and treat disease.

SUSTech's current program includes a biomedical science major. This degree prepares students for a career in biomedical science, graduate school or medical school. The first cohort of biomedical science majors will graduate in 2020, signaling the first prospective class for the new medical school. ■

Students attend classes at SUSTech led by Johns Hopkins faculty.



## Training Medicine's Next Generation in Brazil

Our affiliate in Brazil, Hospital Moinhos de Vento (HMV), wanted to advance its graduate medical education—and we got right to work developing a residency rotation program.

HMV was our first affiliate to send residents for month-long observer rotations at The Johns Hopkins Hospital in Maryland and at Johns Hopkins All Children's Hospital (JHACH) in Florida. HMV residents rotated through internal medicine, cardiology, neurology, pediatrics (at JHACH) and the intensive care unit.

During a residency program assessment in 2017, Charles Wiener, our vice president of academic affairs, and Atif Zaheer, associate program director for the Johns Hopkins diagnostic radiology residency, met with supervisors and residents from each of the HMV programs to provide specific recommendations to enhance their offerings.

This led the way for 10 HMV physicians who serve as residency program coordinators to travel to Johns Hopkins for a week-long observership in 2018. In this first-of-its-kind preceptor workshop, they experienced residency and fellowship education in practice and participated in customized classes to develop their teaching skills. ■



**We worked with our Brazilian affiliate Hospital Moinhos de Vento on a train-the-trainer program to improve its medical residency program.**



**Top medical students from Monterrey Tec in Mexico and elsewhere around the world receive at-the-elbow training from Johns Hopkins leading clinicians and researchers.**

## Learning at the Birthplace of U.S. Academic Medicine

More than 125 years ago, Johns Hopkins physicians ushered in a new era of medical education in the United States by incorporating bedside teaching, laboratory research and medical residencies as part of instruction.

Today we share this foundational philosophy of training and education with likeminded global affiliates such as the Instituto Tecnológico y de Estudios Superiores de Monterrey School of Medicine in Mexico. Twice each year, four top medical students from Monterrey Tec come to Johns Hopkins to complete nine-week medical rotations with educators, scientists and physicians who are the foremost experts in their fields. Students do clinical rotations in head and neck surgery and oncology/bone marrow transplant, and research work in neurosurgery and cardiac surgery.

Javier Bolaños Meade, a Johns Hopkins oncologist and Monterrey Tec alumnus, has been working with these visiting students for 14 years, since the start of our affiliation. “We expose Monterrey Tec students to a health system that is radically different from what they’ve known in Mexico,” he says. “They get to know what we do and how we do it. And then they can incorporate these practices to improve care back home.”

“We have been learning from the first moment we put a foot in the hospital,” says Luis Morales, a Monterrey Tec medical student with plans to become a surgeon. “I’m growing and maturing as a future doctor.” ■

## DEVELOPING LEADERS



**We are helping to expand nurses' roles, responsibilities and recognition by providing on-site leadership training at global affiliates such as Johns Hopkins Aramco Healthcare.**

### Empowering Nurses Around the World

Up for the task of hiring 17.4 million qualified clinicians? That's the additional staff needed for hospitals around the globe to operate at full capacity, according to the World Health Organization.

Worldwide, more developed nations are elevating the role of nurses not only to bridge these staffing shortages, but also to meet the complex needs of both patients and entire health systems.

"In many parts of the world, hospitals aren't leveraging nurses' clinical training, limiting them to tasks such as monitoring and recording vital signs. But by tapping into this rich talent pool, we can relieve physicians to perform the most complex care, reduce costs, and

enhance overall quality and safety," says Karen Haller, vice president of nursing and clinical affairs at Johns Hopkins Medicine International (JHI).

We also work with our global affiliates to empower nurses by providing clinical training and leadership development, introducing new professional roles and encouraging mentoring across borders.

JHI nurse consultant Wilma Berends and nurse manager Gail Biba tailored a leadership course for nearly 50 participants at Anadolu Medical Center in Turkey, emphasizing how to measure nurse quality, give and receive feedback, and establish a code of conduct.

“

I have been working as a nurse for the last 25 years. Now, with Johns Hopkins’ influence, we have power as nurses.”

**AHLAM ABDELFATAH SARHAN,**  
NURSE MANAGER,  
JOHNS HOPKINS ARAMCO HEALTHCARE

We worked with the Institute for Johns Hopkins Nursing to share nursing models and new ways of promoting nurses at our global affiliates. As an example, the institute conducted Nursing Leadership Academy training with 44 current and aspiring nurse leaders from across the Pacifico Salud health care network in Peru.

At Johns Hopkins Aramco Healthcare (JHAH), we helped expand nursing roles—including team leaders, discharge planners and home care nurses. We even introduced case managers—who plan, coordinate and monitor patient care—a role that was new not only to JHAH, but to Saudi Arabia in general.

Ahlam Abdelfatah Sarhan, a JHAH nurse manager, appreciates the development opportunities Johns Hopkins provides to nurses around the world: “I have been working as a nurse for the last 25 years. Now, with Johns Hopkins’ influence, we have power as nurses. It expands the role of nurses and makes us leaders.” ■

## Developing Leaders at Every Level in Lebanon

Juggling hectic days of appointments and long nights on call, clinicians have limited time to keep up to date on research.

Clemenceau Medical Center (CMC) in Lebanon addresses this challenge by making professional development opportunities convenient and affordable.

Through its affiliation with Johns Hopkins Medicine International, CMC hosts physicians from throughout the region and Johns Hopkins faculty members to learn together and discuss their areas of expertise—while obtaining local continuing medical education credits. The conferences reflect regional health care trends.

In 2018, the first Robotic Surgery Symposium joined a list of well-established gatherings such as the Women’s Health Symposium, the Cancer Care Forum, the Gastroenterology Symposium, the Orthopedics Lecture Series and the NeuroSpine Summit.

Nurses benefit from tailored management and leadership training, and administrators can improve skills through a patient-service excellence course.

CMC, a private hospital, opened its doors to residents from the Lebanese American University, Lebanese University and the Johns Hopkins University School of Medicine, proving it is not only committed to the development of its staff but also to the next generation of physicians. ■



**Clemenceau Medical Center, in Lebanon, makes professional development convenient and affordable.**







COUNTRIES FEATURED  
IN THIS SECTION

Brazil  
Chile  
Colombia  
Kingdom of Saudi Arabia  
Panama  
Singapore

**Johns Hopkins researchers are always asking questions.** The collaborations we establish with our international affiliates bring those questions—and their life-saving answers—to the world. Cooperative research has illuminated the genetic origins of obesity in Chile. We're working with our colleagues in Latin America to examine patient safety issues that affect us all. Together, our leading-edge scientists and those at our affiliates are defining the future of science and medicine.

FUELLING  
DISCOVERY

# Forging the Front Line of Research and Discovery

“OUR RESEARCH ENTERPRISE IS enormous,” says Nae-Yuh Wang, a Johns Hopkins biostatistician and epidemiologist, “so we bring a lot of expertise to spur team-based scientific pursuit.”

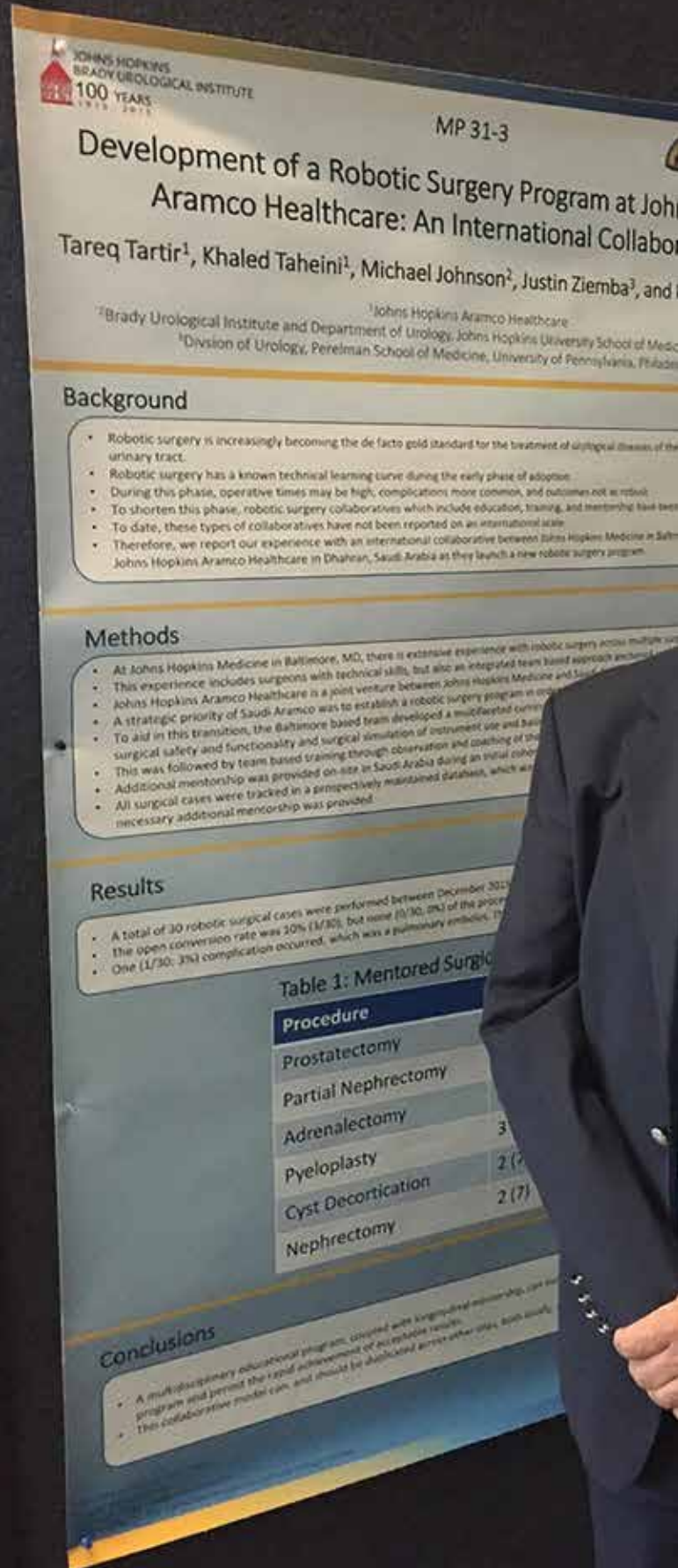
Johns Hopkins Medicine International (JHI) also contributes to Johns Hopkins Medicine’s research mission in unique ways. JHI colleagues draw from institutional data—and personal experience—to publish research on how academic medical centers can forge transformative partnerships with health organizations around the world.

Other JHI investigators have teamed up with Johns Hopkins clinicians to explore topics such as barriers that prevent Muslim women from seeking health care and globalization’s unprecedented impact on medical education. They published their studies in *Globalization and Health* and the *Journal of Medical Education and Training*, respectively.

We also recruit and support Johns Hopkins faculty members to work alongside physicians and staff at our global affiliates to publish papers and present at international conferences.

**Our researchers team up with colleagues from our global affiliates, including Johns Hopkins Aramco Healthcare, to publish studies that provide insights into disease, treatment and best practices for providing patient-centered care.**

3





“

Our research enterprise is enormous, so we bring a lot of expertise to spur team-based scientific pursuit.”

**NAE-YUH WANG,**

ASSOCIATE PROFESSOR OF MEDICINE,  
JOHNS HOPKINS MEDICINE

After five years of collaborative work, researchers from Johns Hopkins and Clínica las Condes published their findings on the genetic origins of obesity in Chile in the peer-reviewed journal *Metabolic Syndrome and Related Disorders* in 2017.

Urologists from Johns Hopkins and JHI’s affiliates Hospital Moinhos de Vento in Brazil and Pacífica Salud Hospital Punta Pacífica in Panama conducted joint research to eliminate a patient safety issue that causes serious complications, even death. They published their study, “Preventing the Forgotten Ureteral Stent by Using a Mobile Point-of-Care Application,” in the *Journal of Endourology* in 2017, and won a best paper award at the World Congress of Endourology.

At the 2017 World Congress, our researchers partnered with Johns Hopkins Aramco Healthcare to demonstrate how their international cooperation was instrumental in JHAH’s launch of a robotic surgery program in December 2015 and its continued success today. ■

## Moving Health Care Forward Through Research

Scientists from Johns Hopkins and Johns Hopkins Aramco Healthcare (JHAH) share a commitment to advancing medical research that ultimately will improve patients' lives. This mission has guided the partners' efforts to expand JHAH's research program to continue to elevate clinical care.

"Across JHAH there's an eagerness to create an inspiring research environment and engage in investigations that can have a lasting impact—not just in theory, but in treating patients," says Pete Miller, deputy director of the Johns Hopkins Institute for Clinical and Translational Research.

In December 2017, we collectively showcased how far scientific investigation has evolved at JHAH during the inaugural Research Day event. More than 40 international experts gave lectures and presented posters that explored ways to enhance patient safety and the delivery of quality care.

The event highlighted how research interests and capabilities at JHAH—supported by the collaboration with Johns Hopkins—can help improve the health of people in the region and beyond. ■

**At Johns Hopkins Aramco Healthcare's first Research Day, held in 2017, investigators from Saudi Arabia and other countries gave lectures and presented posters on topics to improve clinical care and patient safety.**





**Our experts are working with Fundación Santa Fe de Bogotá to introduce bioethics as a discipline in Colombia.**

### Boosting Bioethics in Colombia

In Colombia, bioethics is an emerging field. The role of the clinical ethics consultant—and the related training—is in its infancy. With the help of our longstanding affiliation, Fundación Santa Fe de Bogotá (FSFB) is trying to change that with its bioethics and humanism division, founded in 2013.

“The overarching goal is to sensitize the care that staff members provide as it relates to clinical bioethics,” says Paula Prieto, head of FSFB’s bioethics division. “We want to help them see these services as a tool for seeking consensus and solutions to the dilemmas and ethical conflicts that can arise between the health care team, patients and their families.”

Johns Hopkins Medicine International (JHI) brought Prieto to Baltimore in 2016 to meet with Jeremy Sugarman,

deputy director for medicine at the Johns Hopkins Berman Institute of Bioethics, and Joseph Carrese, a core faculty member at the institute and a professor of medicine at the Johns Hopkins University School of Medicine.

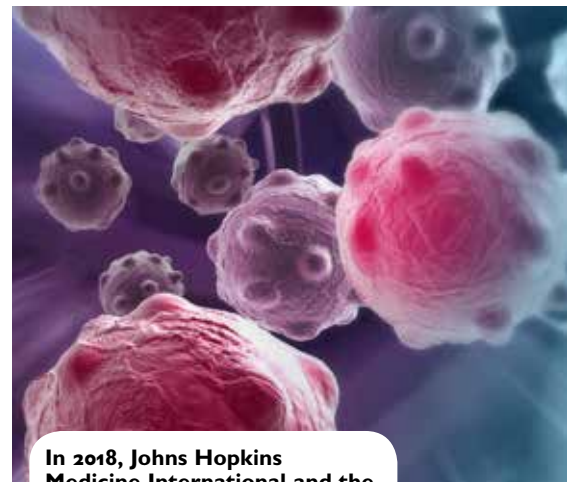
The fruit of their relationship was a joint JHI-FSFB Bioethics Symposium in 2017. The conference closed out with a first-of-its-kind clinical ethics course.

About 140 clinicians, lawyers and religious leaders attended the conference, traveling from nearby cities such as Medellín and Cali. The one-day training had 33 participants.

Our collaboration, which began in 2011, is continuing to foster growth in the bioethics field—including a second annual symposium and training course planned for November 2018. ■

### Expanding Our Partnership in Singapore

In 2018, Johns Hopkins Medicine International and the National Healthcare Group (NHG) announced the creation of the NHG-Johns Hopkins Singapore Institute. The new institute allows for expanded joint research collaborations, the development of new capabilities in medical oncology and other disciplines, and several knowledge transfer projects that will contribute to the further advancement of health care in Singapore. It also encourages local health care professionals to pursue related fields of collaborative research, training and education to better meet Singapore’s population health needs. ■



**In 2018, Johns Hopkins Medicine International and the National Healthcare Group (NHG) announced the creation of the NHG-Johns Hopkins Singapore Institute.**

# GIVING

**Our mission is to bring the medical expertise of Johns Hopkins to the world**—that means we're usually thinking globally. Still, investing in our own people and our local community gives us a stronger foundation for our work. We contribute to our parent organizations, the Johns Hopkins University and Johns Hopkins Health System, to support jobs, education and health care in Maryland.

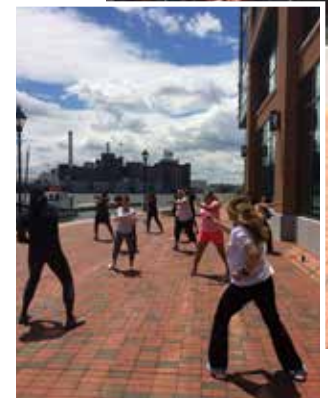
# BACK

Our patients, their families and affiliate partners who visit Baltimore bring with them a significant economic impact while they stay in hotels and apartments and visit stores and restaurants. Beyond our economic impact, we prioritize building connections with our community and within our organization. This section includes a few examples of the ways we have strengthened our roots in Baltimore and around the world.

## GIVING BACK



Each year we gather with our patients and their families to commemorate Eid al-Fitr, the end of the holy month of Ramadan. In 2018, more than 50 people enjoyed a dinner and dessert buffet, and many had traditional henna designs painted on their hands and arms. We strengthened our ties to one another—and our commitment to embracing other cultures.



In 2017, natural disasters in Mexico and Puerto Rico affected family and friends of our employees. To demonstrate empathy and support, JHI staff members organized a Taco Tuesday and Flan Fundraiser and raised \$780 to support relief efforts.





Each year, we give back to our local community by participating in the United Way of Central Maryland campaign. We have hosted pizza parties, held raffles and cajoled our leadership into presenting an epic lip sync battle—all to raise funds to help neighboring families avoid homelessness and hunger and access better education and health services.



We created three grassroots, employee-led committees—Diversity and Inclusion, Employee Engagement, and Health and Wellness—to emphasize these values through events and educational activities across Johns Hopkins Medicine International. The committees give our staff members the chance to engage and learn beyond their regular roles, connect with colleagues and advance our business goals in creative ways.



Six years ago, we established the Paul S. Lietman Johns Hopkins Medicine International Scholarship to honor the memory of one of our earliest faculty champions. The scholarship has provided need-based financial aid to dozens of international students—hailing from every continent except Antarctica—who are pursuing a medical degree at the Johns Hopkins University School of Medicine.



Giving back to the local community is a key value at Johns Hopkins Medicine International. In 2018, we coordinated shifts for more than 30 of our staff members to volunteer a total of 93 hours at local nonprofits. We also collected more than 900 pounds of food for charities that feed the hungry in the Baltimore area.



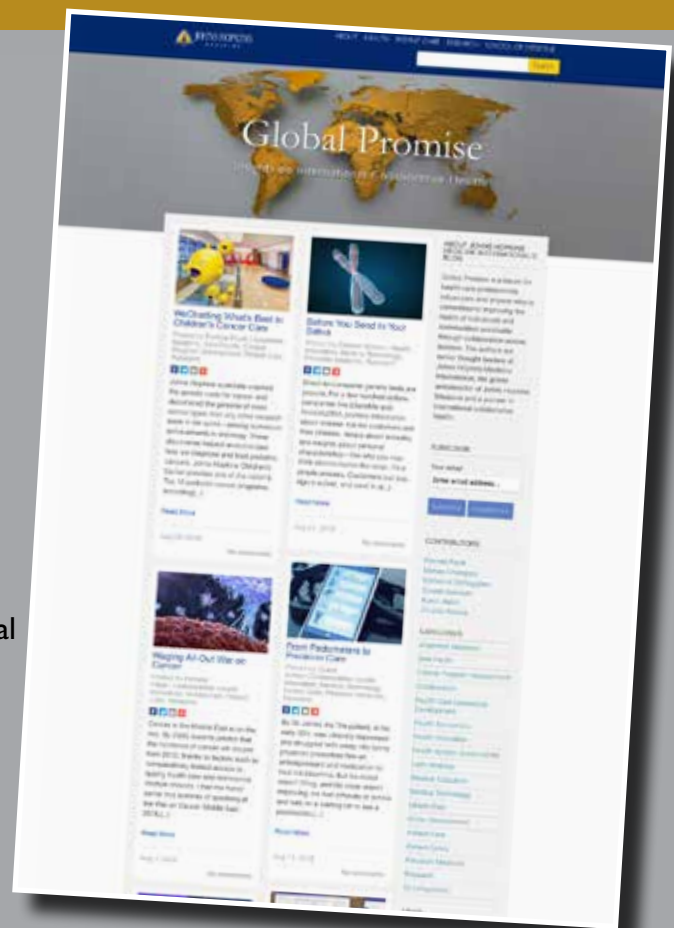
Join a thought-provoking discussion about improving health and health care on a truly international scale: [international.blogs.hopkinsmedicine.org](http://international.blogs.hopkinsmedicine.org)

# GLOBAL PROMISE

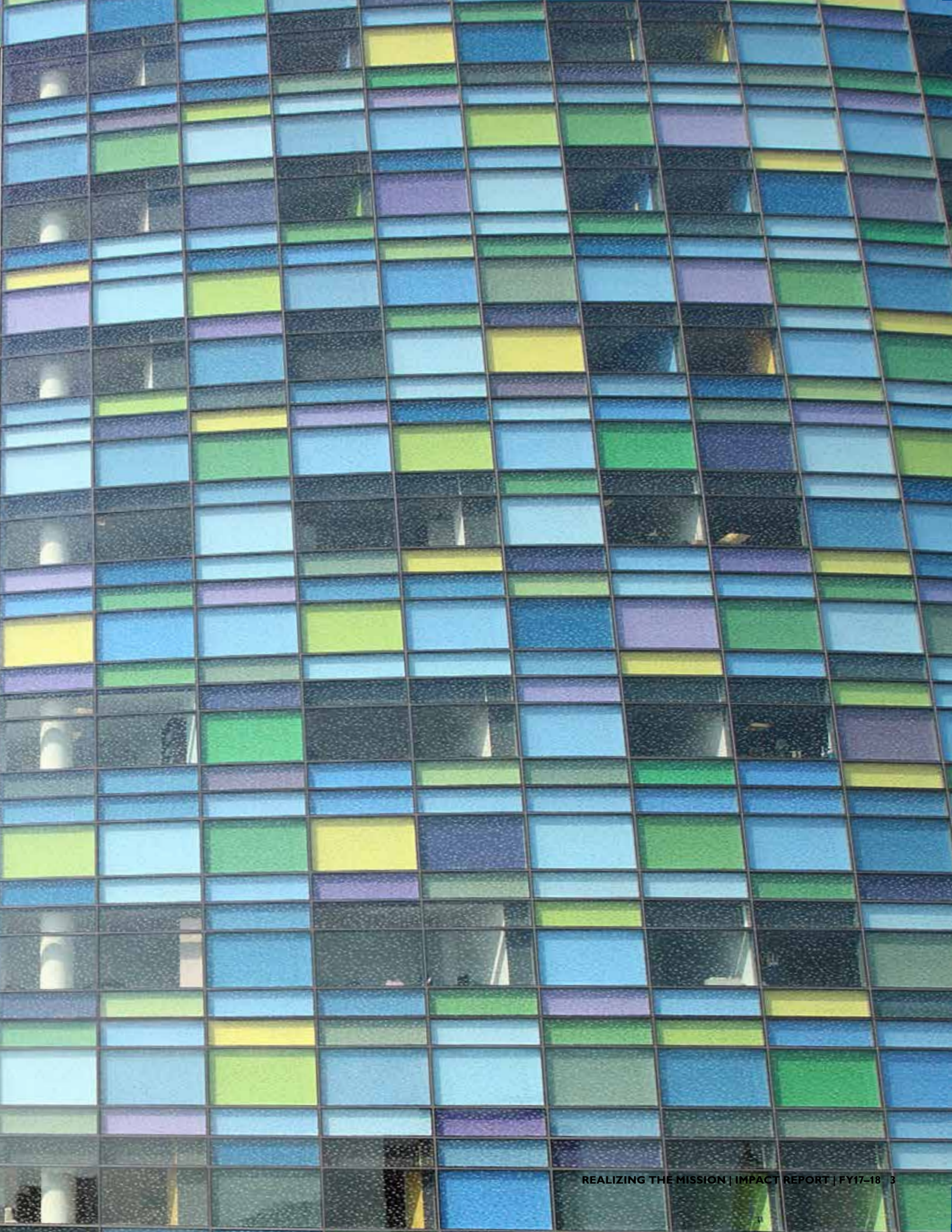
## *Insights on International Collaborative Health*

a blog that explores topics such as:

- Clinical program development
- Education and training
- Population health
- Clinical quality and patient safety
- Workforce development
- Medical research and innovation
- Precision medicine
- Technology and Big Data



JH11608073





Johns Hopkins Medicine International  
1300 Thames St., Suite 200  
Baltimore, MD 21231

**[hopkinsmedicine.org/international](https://hopkinsmedicine.org/international)**

To learn more or to explore opportunities  
to collaborate, contact us at  
**[international@jhmi.edu](mailto:international@jhmi.edu)**

To request an appointment for care, contact us at  
**[hopkinsmedicine.org/international/appointments](https://hopkinsmedicine.org/international/appointments)**