

JOHNS HOPKINS MEDICINE

Office of  
Diversity, Inclusion  
and Health Equity

2020–2021 Annual Report



JOHNS HOPKINS  
MEDICINE

# PEOPLE

## Johns Hopkins Medicine Office of Diversity, Inclusion and Health Equity



**Sherita Golden, M.D., M.H.S.**  
Vice President, Chief Diversity Officer  
Johns Hopkins Medicine  
Office of Diversity, Inclusion and Health Equity



**Tamala Knox**  
Executive Assistant



**Tracey Kirby**  
Senior Administrative Coordinator



**Dione Powell**  
Human Resources

**Not Pictured**  
**Jack Brossart**  
Finance

## Johns Hopkins University School of Medicine



**Robert Higgins, M.D., M.H.S.A.**  
*\*Until 12/1/2021*  
Senior Associate Dean for Diversity and Inclusion  
Co-Chair of the School of Medicine Diversity Council



**Damani Piggott, M.D., Ph.D.**  
*\*Until 6/30/2021*  
Assistant Dean for Graduate Student Diversity



**Shari Lawson, M.D., M.B.A.**  
Assistant Dean for Medical Student Diversity



**Shellon Johnson, M.P.A., M.B.A.**  
Program Manager for Diversity and Inclusion



**Dyesheena Brown**  
Program Coordinator

## THE MISSION OF THE JOHNS HOPKINS MEDICINE OFFICE OF DIVERSITY, INCLUSION AND HEALTH EQUITY IS:

To provide content expertise and programmatic support to institutional leadership and human resources to recruit, promote, retain and engage those underrepresented in medicine, science, nursing and health care administration so that we can achieve health equity for the most vulnerable populations.

**Johns Hopkins Medicine/Johns Hopkins Health System**  
**Training and Culture**



**Karen Jones, M.A.**  
*\*Until 6/30/2021*  
 Director of  
 Diversity and  
 Inclusion



**Cheri Wilson,  
 M.A., M.H.S.,  
 C.P.H.Q.**  
 Program Manager,  
 Diversity and  
 Inclusion Training  
 and Education



**Jennifer Reeves,  
 R.N., M.B.A.**  
 Diversity  
 and Inclusion  
 Consultant,  
 National Capital  
 Region



**April Lugo**  
*\*Until 9/24/2021*  
 Program Specialist,  
 Johns Hopkins  
 Health System  
 Diversity, Inclusion  
 and Health Equity



**Rohit Toteja,  
 M.H.A., M.Sc.**  
 Senior Business  
 Intelligence Analyst



**Paula Neira, J.D.,  
 M.S.N.**  
 Clinical Director  
 Center for  
 Transgender Health  
 Director of LGBTQ  
 Programs

**Johns Hopkins University School of Medicine and Health System**  
**Health Equity**



**Felicia Hill-Briggs,  
 Ph.D., A.B.P.P.**  
*\*Until 6/14/2021*  
 Health Equity Senior  
 Lead  
 Co-Chair, Johns  
 Hopkins Medicine  
 Health Equity  
 Advisory Committee



**Panagis  
 Galiatsatos, M.D.,  
 M.H.S.**  
 Faculty Health  
 Equity Co-Lead  
 Chair of the JHHS  
 Health Equity  
 Steering Committee



**Kathleen Page,  
 M.D.**  
 Latinx Health Equity  
 Champion



**Bonnie Swenor,  
 Ph.D., M.P.H.**  
 Disability Health  
 Equity Champion



**Risha Irvin, M.D.,  
 M.P.H.**  
 Health Equity  
 Community Affairs



**Rachel Johnson  
 Thornton, M.D.,  
 Ph.D.**  
 Office of Population  
 Health

**VISION:**

We envision a Johns Hopkins Medicine where diversity, equity and inclusion are in our DNA, and where together we commit to:

- Embracing and celebrating our differences
- Educating and developing our staff and learners
- Engaging in equitable health care delivery and workforce practices

# Welcome

from Dr. Sherita Golden/VP and Chief Diversity Officer

Welcome to the Johns Hopkins Medicine Office of Diversity, Inclusion, and Health Equity. It is an honor and privilege for me to serve as the JHM Chief Diversity Officer. A diversified workforce is crucial to achieving health equity, enhancing scientific discovery and strengthening ties to our surrounding communities. JHM needs a diverse and engaged workforce because this is a key hallmark of successful organizations and the diverse mix of staff, faculty and neighborhoods that have a stake in JHM necessitate a vision and structure for diversity, inclusion and engagement. We all have different roles in patient care — for example, we are physicians, nurses, pharmacists, allied health professionals, administrators, meal delivery and environmental services workers. We each come from different places, and arrived by way of a unique journey to Johns Hopkins; these differences likely contributed to shaping us, and inspire our reactions and perspectives regarding today's social and health care issues. The better we appreciate and understand our individual perspectives, the more cohesive and engaged our teams will be, which will result in more equitable health care delivery. A culture of diversity and inclusion in health care, unlike in other industries, is a matter of life and death. If we don't address our biases and assumptions, it can affect our decision-making in a way that ultimately harms a patient.

We are at a critical crossroads in our institution's history. We are in the midst of the COVID-19 pandemic that is disproportionately impacting Black, Hispanic/Latinx and Native American communities. We are also in the midst of a national social justice movement, forcing us again to confront our nation's racial history.

Amid all of the past year's challenges, JHM has been resilient — launching its first comprehensive Diversity, Inclusion, and Health Equity Strategic Plan. We have increased our transparency and opened important dialogues around race/ethnicity, inclusion and diversity; begun training our managerial leadership in bias mitigation strategies and allyship; launched a structural racism Journeys in Healing town hall series; launched new Employee Resource Groups; and supported COVID-19 vaccine equity and education efforts for our employees and community members. **Kevin Sowers**, president of the Johns Hopkins Health System and executive vice president of Johns Hopkins Medicine, and **Inez Stewart**, senior vice president of human resources for Johns Hopkins Medicine, have championed all of these efforts and their support has been crucial.

Just as we have been international leaders in biomedical discovery, health care delivery and medical education, we want to also become a world leader in diversity and inclusion excellence.



Sherita Golden, M.D., M.H.S.



Kevin Sowers



Inez Stewart

# Diversity and Inclusion Roadmap (2020-2023)





# Diverse Hires and Appointments in 2020

## Agent of Change



**Robert Higgins, M.D., M.H.S.A.**

**Robert Higgins**, who is surgeon-in-chief at The Johns Hopkins Hospital and director of the Department of Surgery — the first Black physician to chair any department in the School of Medicine — was appointed senior associate dean for diversity and inclusion for the Johns Hopkins University School of Medicine in July 2020. The appointment formalizes his role as an agent of change in making Johns Hopkins a more open and welcoming institution for all School of Medicine faculty, staff, trainees and students.

Higgins says it's the responsibility of those who are well-represented in medicine as well as those who are underrepresented to create a more diverse and equitable multicultural environment.

Since joining the Department of Surgery in 2015, Higgins has hired 61 faculty members, nine of whom are underrepresented in medicine (UiM). He has also hired 22 women surgeons. Three women were appointed as division chiefs, a rare precedent in the Johns Hopkins Department of Surgery. (The department has a total of 125 faculty members).

Working in conjunction with **Sherita Golden**, chief diversity officer of Johns Hopkins Medicine, Higgins is on a journey to grow the numbers of UiM and female faculty to make all departments in the School of Medicine more equitable and inclusive by improving student and faculty recruitment; faculty retention and development; and multicultural sensitivity programming such as unconscious bias training.

On December 1, 2021, Higgins will become the president of Brigham and Women's Hospital and executive vice president at Mass General Brigham, in Boston.

## APPOINTMENTS: 2020

**Neil Duke** was appointed chief legal counsel for Employee Affairs and Accessibility Coordination.



Immediately prior to joining the health system and over the course of his 20-plus years of private practice, Duke specialized in handling complex civil jury trials and advised on complex workplace issues at a Baltimore law firm.

**Marketa Wills, M.D., M.B.A.,**



was appointed chief medical officer of Johns Hopkins Health Care. She most recently served as senior medical director for WellCare Health Plans.





## An Advocate and Example

**Namandjé Bumpus'** turbocharged career trajectory has taken her to history-making heights, as the new director of the Department of Pharmacology and Molecular Sciences for the Johns Hopkins University School of Medicine.



**Namandjé Bumpus, Ph.D.**

The promotion, announced May 13, 2021, makes Bumpus, 39, the first African American woman to lead a department at the Johns Hopkins University School of Medicine and the only African American woman currently chairing a pharmacology department at any medical school in the nation.

“Being an African American woman in science, I had not only the glass ceiling, but the solitude of often being first,” she says. “One of the reasons I push and work so hard for these leadership roles is I feel like I need to be there as an advocate, and I need to be there as an example.”

Bumpus joined Johns Hopkins in 2010 as assistant professor in the Division of Clinical Pharmacology. From 2015 to 2017, she was the school’s first associate dean for Institutional and Student Equity, a role with particular resonance for her.

“That was a graduate student mentoring job with a focus on diversity,” she says. “I wound up being a person that a lot of graduate students came to talk to. Luckily, the school gave me the opportunity to do it formally. I had that role for two years and met one-on-one with 450 graduate students from across the university to give them a safe space to talk about their lives and careers.”

She became associate professor in 2015 and associate dean for basic research in 2018. In addition to her role as department director, she holds the E.K. Marshall and Thomas H. Maren Professorship in Pharmacology.

## APPOINTMENTS: 2020

**Rachel Johnson Thornton, M.D. '04**, (housestaff, pediatrics, 2007; fellow, pediatrics, 2009) was appointed the inaugural executive director of clinical services in the newly created Office of Population Health. She is a practicing primary care pediatrician at the Johns Hopkins Bayview Medical Center Children’s Medical Practice.



**Teodoro Norman, M.P.A.**, was appointed executive administrator of the Office of Population Health. Norman was previously the associate vice president of Medicaid Clinical Operations at the University of Pittsburgh Medical Center Health Plan.



**April Taylor, M.H.A, M.S., F.A.C.H.E.**, was named vice president for quality and safety for The Johns Hopkins Hospital. She most recently served as senior director of process improvement and project management at Children’s Hospital of Philadelphia.





# Diverse Hires and Appointments in 2021

## Helping Medical Students to Thrive

Limitations on duty hours during residency began to take effect as **Katherine C. Chretien '00** was finishing her Osler residency at Johns Hopkins in 2003. In the ensuing years, she witnessed a growing emphasis on work-life balance for medical students and trainees.

In her new role at the Johns Hopkins University School of Medicine, she has been charged with strengthening such efforts.



**Katherine Chretien, M.D**

“Today, we’re much more attuned to wellness in medical education and have realized, as a profession, that we ignored that for a long time. We’re understanding how important it is to care for ourselves and how that translates into the best care of patients,” says Chretien, who on July 1, 2021, began work as associate dean for medical student affairs and director of medical student wellness.

Chretien spent 18 years on the faculty of George Washington University School of Medicine and Health Sciences, most recently as associate dean of students. In her new role, she aims to help Johns Hopkins medical students to thrive. She plans to assess their needs and then implement programs to address the gaps. Her vision is for Johns Hopkins trainees to become “not just clinically excellent, compassionate physicians and future leaders, but balanced people who will lead deeply fulfilling lives in medicine.”

## APPOINTMENTS: 2021



**Carol Duhaney** (not pictured) has been named executive director of Revenue Cycle Hospital Site Operations.



**Erno Jeannot** was appointed Executive director of Patient Financial Services at Johns Hopkins All Children’s Hospital in Florida.

**Fred Owusu, J.D., M.H.A.**, was appointed executive director of Human Resources at Sibley Memorial Hospital.

### Build Additional Infrastructure to Support Work

## Johns Hopkins Health System: Goals Attained

Fall 2020

Launch of the School of Medicine Faculty Diversity Council and Student Diversity Councils.

The Staff Diversity Council is planned to launch in October 2021, which will be followed by the establishment of the School of Medicine Diversity and Inclusion Steering Committee.

May 10, 2021

Jennifer Reeves, B.S.N. M.Sc., National Capital Region Diversity & Inclusion consultant, began work.

May 18, 2021

The Johns Hopkins Medicine Diversity and Inclusion Leadership Advisory Committee launched with its first meeting.

June 1, 2021

Senior business intelligence analyst Rohit Tojeta, MSc, M.H.A., began work.





## A New Leader at Suburban Hospital

**Jessica Melton, M.H.A.**, joined Suburban Hospital as president and chief operating officer on April 15, 2021. Melton has oversight of Suburban Hospital's portfolio of inpatient and ambulatory services as well as development of high quality, cost-effective and integrated clinical programs throughout the region. She also leads Suburban Hospital's quality and safety programs and financial initiatives.



**Jessica Melton**

"Suburban Hospital has an amazing team of physicians and staff members, and an outstanding reputation for delivering some of the most advanced and compassionate patient care to its community," says Melton. "I look forward to rolling up my sleeves and getting to work at this exciting time in the hospital's strategic regional growth."

She joins Suburban Hospital from Sentara Norfolk General Hospital in Norfolk, Virginia, where she was the chief operating officer. Before arriving at Sentara, Melton held leadership roles at Duke University Hospital in Durham, North Carolina, including vice president of medical, surgical and critical care services; vice president of emergency services and patient flow; administrative director of emergency preparedness and trauma; and director of the Duke Preparedness and Response Center.

## APPOINTMENTS: 2021

**Dione Powell** was appointed vice president for Employee and Labor Relations, Human Resources, for the Johns Hopkins Health System.



**Angelo Mojica, Ph.D., M.P.H.**, was appointed vice president for Johns Hopkins Medicine Food and Culinary Services.



**Gary Richberg, R.N., M.S.N., M.B.A.**, was appointed senior director of nursing for the Ambulatory Surgery Center series.



## Build Additional Infrastructure to Support Work



**Levi Watkins**

## Johns Hopkins Health System: Goals Attained

**Expanding Employee Resource Groups:** LGBTQ and Allies were launched; Active interest groups include Employees with Disabilities and their Allies, and Pacific Islanders and their Allies.

**Career Development Programs:** The Johns Hopkins Medicine Levi Watkins Leadership Fellowship will launch in September 2021.



# Residency Recruitment and Retention



Medical trainees, students and faculty members demonstrated their support for equality and racial justice at a June 5, 2020, rally outside The Johns Hopkins Hospital.

In July 2021, 21% of the incoming intern class members at The Johns Hopkins Hospital are from backgrounds underrepresented in medicine.

This is an increase from 16% in 2020 and 14% in 2019.

## INITIATIVES IN 2020-2021

- Launched training to recognize and interrupt implicit bias in the trainee recruitment process for residency and fellowship directors.
- Provided implicit bias training for Graduate Medical Education Committee members.
- Established expertise in allyship training.
- Offered a (virtual) clinical elective in Equitable Healthcare for visiting medical students.
- Hosted virtual “First Look” and “Second Look” outreach programs for residency candidates who are underrepresented in medicine.

## ‘IF YOU CAN’T SEE IT, YOU CAN’T BECOME IT’

“It’s really important for us to make sure that our population of doctors mirrors the population of the world,” says **Thomas Elliott**, a third-year pediatric resident at The Johns Hopkins Hospital, who served on a “First Look” panel for prospective trainees.



**Thomas Elliott**

“We know from many, many studies that being a Black doctor and going into communities is so helpful because we have the perspective and the understanding of what those communities look like, and the trials and tribulations that they go through, and the supports and the great things there are about those communities that we can leverage to do medicine.”

Adds Elliott, who was chair of the House Staff Diversity Council, “There’s definitely a lot of doubt in being a Black doctor in medicine and trying to become a doctor, especially coming from places in which you have never seen one before. If you can’t see it you can’t become it. My vision for the future is that the number of Black doctors in medicine mirrors the country’s population.”



## Closing the Gaps

In June 2020, physician-scientist **Damani Piggott, M.D., Ph.D.**, launched the Leadership Development Alumni Network for Minority PhDs, with funding from Johns Hopkins University's PhD Professional Development Innovation Initiative.

The project will launch an expansive network of alumni and PhD students who come from backgrounds that are traditionally underrepresented in the biomedical workforce. By matching students with alumni who share similar backgrounds and life experiences, Piggott and his team hope to show budding scientists and doctors that there is a place for them in the professional fields of medicine and biology, and that their points of view are critical to protecting health for all humans.

"There are groups of people who have been historically and contemporaneously underrepresented in science, medicine, public health, nursing, and other fields because of gaps in opportunity and access to education," says Piggott, the assistant dean for graduate biomedical education and graduate student diversity at the Johns Hopkins University School of Medicine.

"That underrepresentation prevents us as a society from leveraging the full expanse of our human talent, to the detriment of the health of our communities. It's critical to close those gaps and provide positive and affirming mentorship that is sensitive to diverse histories and legacies in our space."



"It's critical to close gaps and provide positive and affirming mentorship that is sensitive to diverse histories and legacies in our space."

—DAMANI PIGGOTT



### Hardwire Our Systems to Ensure Accountability and Transparency

## Johns Hopkins University School of Medicine and Johns Hopkins Health System: Goals

- Develop John Hopkins Medicine Diversity & Inclusion dashboard to track metrics by race/ethnicity and sex: **In process**
- Policy equity review: **Ongoing**
- Develop benchmarks to diversify leadership: **Ongoing**



# Transformational Training: Step In, Step Up

While COVID-19 has been a key factor influencing medical education in 2020-2021, it has not been the only one. The summer of 2020 was also defined by nationwide protests following killings by police of unarmed Black men and women, including George Floyd and Breonna Taylor. At the same time, Black, Latinx, and Indigenous people were disproportionately harmed by COVID-19.

The Johns Hopkins University School of Medicine has long addressed issues of race and equity in its curriculum. In 2020–2021, it undertook efforts to help learners and employees address unconscious bias and recognize structural racism in the treatment of patients and in interactions with colleagues.

The goal: to remove barriers that keep people in Johns Hopkins and the surrounding communities from achieving their full health and career potential.

“We need to start by understanding that we all have biases and recognizing racism in all of its forms,” says **Sherita Golden**, vice president and chief diversity officer for Johns Hopkins Medicine. Her office collaborated with the Johns Hopkins



“**This is a defining time in medicine.** It needs to be our goal that the culture of medicine is one that promotes both professional equity and health equity.”

—**Jessica Bienstock, M.D., M.P.H.**  
Associate Dean for Graduate Medical Education

University Office of Diversity and Inclusion and Partners for Racial Equity LLC consulting to develop a series of town halls about structural racism, particularly how it manifests itself in health care and the workplace. Partners for Racial Equity also supported Johns Hopkins Medicine in scaling its diversity train-the-trainer program.

A third component, bystander intervention training, will help people confront racism as it is happening. For example, patients sometimes say disparaging things about the clinicians caring for them.

“If a patient says something inappropriate to staff,” Golden says, “it’s important for the supervisor or peer standing by to speak up, to say, ‘I

would trust this nurse with a member of my family! We will teach people how to do that, give them the tools.”

Says **Jessica Bienstock**, associate dean for graduate medical education, “The damage done to a trainee when a faculty member says nothing is tremendous. It causes permanent scarring that can influence their confidence and careers. The [new] workshops show faculty members how to step in and step up.”

She welcomes the expansion to students and trainees. “This is a defining time in medicine,” she says. “It needs to be our goal that the culture of medicine is one that promotes both professional equity and health equity.”



## Johns Hopkins University School of Medicine and Johns Hopkins Health System: Goals Achieved

### February 2020

- Developed and launched unconscious bias train-the-trainer program.
- Certified two cohorts of Johns Hopkins Health System and School of Medicine staff and faculty — 28 trainers across Johns Hopkins Medicine who were coached and deployed for unconscious bias and IDARE (inclusion, diversity, anti-racism, and equity) training.

### June/July 2020

- Conducted Racial Listening Session Trainings (5 Zoom Webinars, June 30 thru July 8, 2020 attended by 1,257 managers, leaders, and faculty.)

### November 2020



**Katrina Caldwell, Ph.D.**

- Launched Journeys in Healing Structural Racism Town Hall Series, in collaboration with Partners for Racial Equity, led by **Kim D'Abreu**, and **Katrina Caldwell**, Johns Hopkins University's vice provost for diversity and inclusion.

### February 2021

- Implemented unconscious bias training for Johns Hopkins Health System, School of Medicine, and Johns Hopkins Medicine leadership (managers and above). Training for School of Medicine learners will launch in 2022.





# Data Infrastructure for Health Equity

Delivering equitable health care for vulnerable populations requires the development of an infrastructure for accurate and consistent capture of patient data in Epic across the Johns Hopkins Health System.

Senior business intelligence analyst **Rohit Tojeta** was appointed to guide those efforts, which involve partnering with the Office of Population Health and the Armstrong Institute for Patient Safety and Quality to establish a data strategy with regard to patient demographics and social determinants of health.

A number of training initiatives were completed and partnerships were established in 2020-2021. Notably:

- **REaL Training:** Throughout the Spring of 2020, the Office of Diversity, Inclusion and Health Equity led “Collecting Patient Sociodemographic Data” training. Some 363 staff members — working in the COVID-19 Call Center, Patient Access, and the Johns Hopkins Community Physicians Call Center — received training through 17, two-hour-long live Zoom sessions.
- **COVID-19 Health Equity Partnerships:** The Johns Hopkins Medicine Allocation of Scarce Resources Committee facilitated unconscious bias training for Triage and Secondary Review Teams, and oversaw literacy adapted patient handouts for various triage and review scenarios.
- **COVID-19 Health Equity Partnerships:** Johns Hopkins Medicine Language Services launched Juntos in April 2020 — a team of volunteer bilingual clinicians to facilitate complex communications with patients and families, performing more than 200 consults.



**Kathleen Page**  
*Associate Professor of Medicine; Co-Director, Centro SOL*



**Tina Tolson**  
*Senior Director of Operations for Language Services*







A poster series aims to help connect Latinx patients and their families to health services at Johns Hopkins.

## Juntos: Culturally Appropriate Care

A new program called Juntos seeks to reduce cultural and language isolation for Latinx patients and their families by connecting them with bilingual clinicians. “Having someone speak to the patients directly in their primary language is comforting,” says **Tina Tolson**, senior director of operations for Johns Hopkins Medicine Language Services. Tolson created Juntos with **Kathleen Page**, associate professor of medicine; Centro SOL (Center for Salud/Health & Opportunities for Latinos) and the Office of Diversity, Inclusion and Health Equity.

The service does not replace medical interpretation, Tolson says, but offers additional support for this vulnerable population. “The Juntos providers are often able to

ascertain more information directly from the patient to promote healing and ensure understanding of a complex clinical situation,” she says.

**Talia Robledo-Gil**, an internal medicine-urban health resident, is one of about a dozen Juntos volunteers who talk with patients and family members, sometimes answering questions and sometimes simply easing their isolation and fears. “With really critically ill patients, it can mean explaining to their loved ones why they need to be intubated, even though they seemed fine yesterday,” says Robledo-Gil, who grew up in a bilingual, bicultural Miami home with parents born in Peru.



Members of the COVID-19 Pandemic Anchor Strategy Work Group, left to right: Nicole McCann, Tina Tolson, Sherita Golden, Panagis Galiatsatos, Alicia Wilson

## An Anchor Strategy



Alicia Wilson

In March 2020, as The Johns Hopkins Hospital began treating its first patients who had COVID-19, **Alicia Wilson**, vice president for economic development at The Johns Hopkins University and Johns Hopkins Health System, was thinking about how to take the hospital's response to the pandemic beyond its walls.

With the support of Johns Hopkins University President **Ronald J. Daniels** and Johns Hopkins Health System President **Kevin W. Sowers**, she brought together health system and university leaders to form the COVID-19 Anchor Strategy Work Group to tackle a particularly troubling aspect of the COVID-19 pandemic: the disproportionate harm it is causing to already disadvantaged communities, particularly African American and Latinx people.

The group identified, developed and deployed interventions in coordination with the Baltimore school system, the city and state health departments, and other agencies and organizations to bring education, testing and other resources to Baltimore communities that were particularly hard hit by the pandemic.

Their efforts included:

- Phone and video conversations and town halls with clergy members, parents, students and older adults on topics such as how to entertain children during the summer, and legal rights in case of eviction.
- Flyers distributed in English and Spanish, which gave information about physical distancing, mask wearing and other safety measures.
- Grab-and-go meals and food pantries for employees at The Johns Hopkins Hospital, Johns Hopkins Bayview Medical Center and Sibley Memorial Hospital. Johns Hopkins also worked with the Maryland Food Bank to provide meals to thousands of low income adults in East Baltimore.
- Working with Johns Hopkins' government and community affairs team to brief state lawmakers about COVID-19 and disparities.





## Mobile Testing to Address COVID-19 “Hot Spots”

As part of a public-private partnership that includes Johns Hopkins, University of Maryland Medical Center, CareFirst and the Baltimore City Health Department, Johns Hopkins clinicians traveled to homeless shelters, sober living facilities and neighborhoods deemed COVID-19 “hot spots” to provide on-site testing for COVID-19.

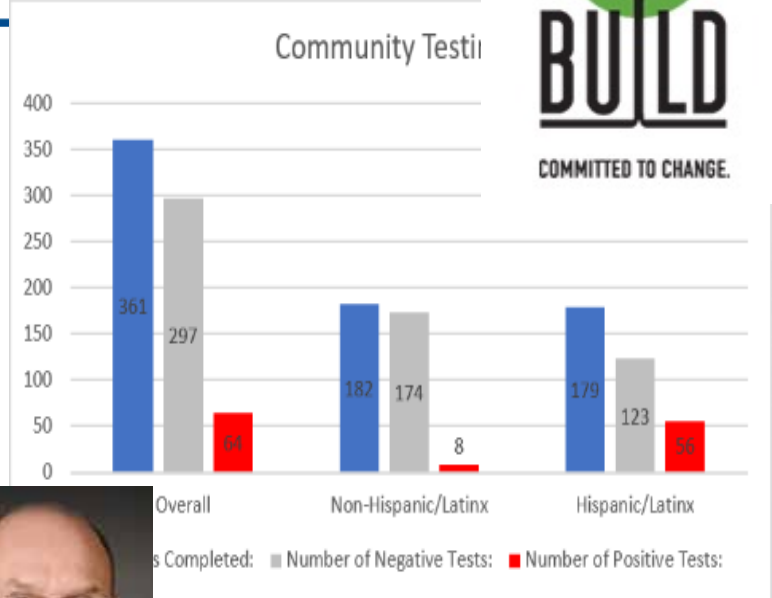
**Kathleen Page**, an associate professor at the Johns Hopkins University School of Medicine, helped organize the hot spot testing effort, which aimed to test up to 150 people at each mobile site.

In partnership with Baltimoreans United in Leadership Development (BUILD), Johns Hopkins piloted an initial mobile testing event on June 25, 2020, at Sacred Heart of Jesus Church in East Baltimore. The church is located in the 21224 ZIP code, which was designated as a “hot spot” by the Baltimore City Health Department. A total of 85 people were tested for Covid-19 during the kick-off event. In the weeks and months that followed, testing was offered one to two days a week. By September 11, 2020, 1,577 people had been tested for COVID-19 (937 Latinx and 640 non-Latinx).



**Nicki McCann, VP Payor/Provider Transformation**

## Johns Hopkins Health System Community Testing in 21224



**Bishop Bruce Lewandowski**





## COVID-19 Vaccinations: Engaging Employees

Johns Hopkins Medicine is committed to providing vaccine information and access to all personnel and Johns Hopkins Medicine leaders have worked diligently to reach personnel across their various roles to ensure that they have comprehensive vaccine information and access.

The Johns Hopkins Medicine Vaccine Equity Task Force was co-chaired by **Sherita Golden**, vice president and chief diversity officer for Johns Hopkins Medicine, and **Katie O'Connor**, operations chief of the JHM Unified Command Center. Key partners include **Nicole Iarrobino**, senior program manager, PFACs and chair of the JHH Diversity Council, and **Deb Sherman**, assistant director of nursing, clinical informatics for the Johns Hopkins Health System.

The task force has led a variety of initiatives to support and engage employees in getting their COVID-19 vaccinations:



**Sherita Golden**



**Katie O'Connor**



**Nicole Iarrobino**



**Deb Sherman**

## MyChart Activation Stations

Initially, MyChart was used frequently to inform personnel when new vaccine appointments were available through a ticketing system. With more available vaccine supply, personnel could self-schedule their vaccinations on MyChart.

To help encourage the use of MyChart by personnel who don't have regular email access, MyChart activation and support stations were established in high traffic areas of our

hospitals — at The Johns Hopkins Hospital, Johns Hopkins Bayview Medical Center, Howard County General Hospital, and Sibley Memorial Hospital — so that personnel whose work is not computer-based could get help securing appointments. These MyChart activation stations also offered an opportunity for participants to have their vaccine questions answered. Those who staffed them offered encouragement and camaraderie.



## Zoom Town Halls

Johns Hopkins also held COVID-19 Vaccine Employee Zoom Town Halls, featuring Johns Hopkins Black and Hispanic clinicians who focused on issues that impact minority populations. Two were conducted in Spanish (drawing 40 attendees) and four in English (drawing 268 attendees).



**Session in English**



**Session in Spanish**

## Call-In Lines and More

The Office of Diversity, Inclusion and Health Equity advocated for and supported a call-in line for employees without computer access and unit-based employee vaccine efforts

To help engage staff members, Johns Hopkins Medicine connected with the leadership of environmental services, patient transport, food services, security, materials management, facilities, pharmacy, home care and supply

chain, and offered leaders information to educate their staff members. Enthusiastic and well-informed personnel were appointed as health advocates and vaccine champions. They helped share messages about vaccine availability and the processes for getting vaccinated, as well as answer questions, during regular shift meetings.

As leaders continued to talk to personnel, they heard that it would be helpful for people to see colleagues they know get the vaccine. To accomplish this, and to demonstrate why staff members decided to get vaccinated, photo galleries and videos were developed that gave personnel the opportunity to speak personally and candidly about what the vaccine means to them and why they got vaccinated. The powerful videos were shared across the health care institution.

Once vaccines became widely available, Johns Hopkins Medicine leaders created pop-up and mobile clinics throughout the Johns Hopkins hospital system to reach personnel who have not received a vaccine. The Turner Auditorium vaccine clinic was also open for walk-in vaccinations on Thursdays and Fridays.



# Removing Barriers to COVID-19 Care

As the COVID-19 pandemic has made health disparities even more apparent, Johns Hopkins Medicine knows that providing equitable access to care is incredibly important. As part of this effort, JHM continues to develop new ways to offer access to information and services for all populations with a focus on those that are most vulnerable to the worst effects of the illness. It is important to meet community members where they live and to ensure that everyone who wants a vaccine can get one when supply is available.

“We need to make sure we continuously remove barriers that impede access to care, many of which have existed long before COVID-19, so everyone can get a vaccine,” says **Sherita Golden**, chief diversity officer of Johns Hopkins Medicine.

“JHM is committed to building the trust of our community by collaborating with partnering organizations to reach populations that may not have the information they need about vaccines and the options available to them. Many people want to know what their pastor and neighbors think about the vaccine, and we need to work with our



A mobile vaccine clinic, right

communities’ trusted messengers and arm them with information to help their communities.”

While mass vaccination options grow, many community members are best served by a community vaccination clinic due to language barriers and health and transportation challenges.

Johns Hopkins Medicine is conducting comprehensive vaccination clinics across Baltimore and Washington, in partnership with a variety of faith-based and community advocacy organizations, to equitably provide COVID-19 vaccines to the most vulnerable populations. JHM is also working closely with Latinx community organizations, such as the Esperanza Center and Centro SOL, to make sure everyone who wants a vaccine can receive one without communication barriers.



“We know communities of color are being disproportionately impacted by COVID-19,” says **Katie O’Conor**, operations chief for Johns Hopkins Medicine’s unified command. “That’s why it is so important that we bring the vaccine to people in the neighborhoods where they live, and work with trusted community leaders to offer this as a welcoming option in a place where people feel safe and surrounded by their communities.”





## Pandemic Response: Providing Critical Tools and Information

A key barrier to seeking health care is limited access to critical information. Johns Hopkins Medicine has developed informative materials that are easily understandable by neighbors on all reading levels, translated them into several languages and distributed them among various communities. JHM also offers language access services, and printed materials and toolkits — particularly for vulnerable communities without access to digital communication.

Another important collaboration is with Mary's Center that serves more than 60,000 minority community members. Over the next few months, JHM will connect this community with Johns Hopkins experts through Facebook, radio and television, so that health questions can be submitted by phone or mobile device and answered in real time. Mary's Center also connects its members to JHM Espanol, the Johns Hopkins Medicine Spanish language portal, through its web homepage.



JHM has also developed a new data tool — a vaccine prioritization dashboard — that helped people with disabilities determine when they qualify for the COVID-19 vaccine. The website, designed and run by researchers, students, and advocates for people with disabilities, aims not only to help the disabled community be informed and get vaccinated, but also to arm policymakers with data that can aid them in improving the health care system.

“It is critical to us to collaborate and use all the resources available to educate and reach all people about the dangers of COVID-19 and the importance of the vaccine,” says **Gabor Kelen**, director of the Johns Hopkins Office of Critical Event Preparedness and Response. “Diversity and equity are among our core values, and it is our responsibility to ensure we reach every member of the community in any way we can, to provide equitable access to health care and hope for the end of this pandemic.”



**“There’s been a persistent gap in the pandemic response for the disabled community. It started with testing and we’re seeing it being echoed in the vaccine rollout. Being part of that community, we understand the need to empower stakeholders and policymakers with data.”**

— **Bonnielin Swenor**  
Director of the Johns Hopkins Disability Health Research Center and associate professor of ophthalmology at the Johns Hopkins Wilmer Eye Institute

## COVID-19 Vaccine Community Education, Access, and Equity/Goals Achieved:

- Organized clinician speaker’s bureau that supported 18 internal and external vaccine education sessions, March through May 2021.
- Partnered with Baltimore City Mayor’s Office Faith-Based Partnership on safe church re-opening (with Government and Community Affairs, the Urban Health Institute, the Center for Health Security, and Medicine for the Greater Good)
- Developed a JHM COVID-19 vaccine community education toolkit.



# COVID-19/Disparities and the Vaccine Video Series



To help employees make the most informed decision about the COVID-19 vaccine, diverse leaders across Johns Hopkins Medicine developed an educational series of compelling videos that covered a variety of crucial topics. Experts from across Johns Hopkins Medicine have contributed to the series, including:



**Damani Piggott,** Assistant Professor of Infectious Diseases, on: “Disparate Impact of COVID-19 on the Black/ African-American Community.”



**Kathleen Page,** Associate Professor of Infectious Diseases, on “Disparities in the Latinx/Hispanic Community.”



**Kawsar Talaat,** Assistant Professor of International Health Center for Immunization Research, on “Clinical Trials and How They Work.”

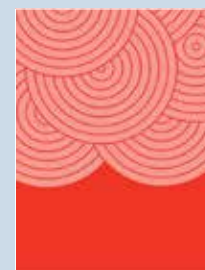
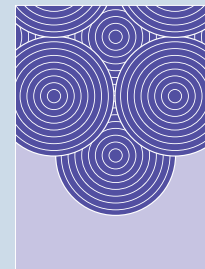


**Risha Irvin,** Assistant Professor of Infectious Diseases, who shared Johns Hopkins Medicine’s COVID-19 internal and external community engagement plans.

**View a collection of the videos: [Bit.ly/JHMCovidVids](https://bit.ly/JHMCovidVids)**

## Employee Resource Groups

Johns Hopkins Medicine Employee Resource Groups are made up of staff members, typically from underrepresented groups, and their allies who volunteer to come together based on a common purpose or background or on shared interests. These ERGs foster an inclusive workplace, giving employees opportunities to benefit from our community, contribute to patients’ experiences and develop our existing diverse talent. ERG activities can include seminars and panel discussions and community events. Our ERGs currently meet via Zoom to practice physical distancing while facilitating participation across the enterprise. To learn more about the ERGs, visit: [Bit.ly/JHM\\_ERGs](https://bit.ly/JHM_ERGs).





# The Achievers Awards Program

The Achievers Award Program, started in 2020, recognizes and highlights underrepresented minorities across Johns Hopkins Medicine who exemplify excellence and exhibit Johns Hopkins Medicine’s core values. Recipients of these awards are recognized during their respective Heritage months and profiled on the Office of Diversity, Inclusion and Health Equity website, on Inside Hopkins, and at signature Employee Resource Group events during each heritage month.

**Meet these winners and finalists:**

## 2020

Black History Month:  
**[Bit.ly/BlackHistoryJHM](https://bit.ly/BlackHistoryJHM)**

Asian/Pacific Islander Heritage Month:  
**[Bit.ly/AsianPacificJHM](https://bit.ly/AsianPacificJHM)**

LGBTQ+/Pride Month:  
**[Bit.ly/LGBTQPlusJHM](https://bit.ly/LGBTQPlusJHM)**

Hispanic Heritage Month:  
**[Bit.ly/HispanicJHM](https://bit.ly/HispanicJHM)**

National Disability Employment Awareness Month:  
**[Bit.ly/DisabilityJHM](https://bit.ly/DisabilityJHM)**

Veterans Day:  
**[Bit.ly/VeteransJHM](https://bit.ly/VeteransJHM)**

## 2021

Black History Month:  
**[Bit.ly/BlackHistoryAwards21](https://bit.ly/BlackHistoryAwards21)**

Asian/Pacific Islander Heritage Month:  
**[Bit.ly/AsianPacificJHM21](https://bit.ly/AsianPacificJHM21)**

LGBTQ+/Pride Month:  
**[Bit.ly/LGBTQPlusJHM21](https://bit.ly/LGBTQPlusJHM21)**

Hispanic Heritage Month  
**[Bit.ly/HisHeritJHM21](https://bit.ly/HisHeritJHM21)**

National Disability Employment Awareness Month  
**[Bit.ly/DisabJHM21](https://bit.ly/DisabJHM21)**

Veterans Day  
**[Bit.ly/VeteransJHM21](https://bit.ly/VeteransJHM21)**



