

Year in Review Fiscal Year 2014



**To improve the health of
the community and the world**

لتحسين الصحة في المجتمع والعالم • स्थानीय समाज और दुनिया के स्वास्थ्य सुधारने के लिए | • 地域と世界の健康を向上させる
Kuimarisha afya ya jumuiya na dunia • Melhorar a saúde da comunidade e do mundo
改善本地及世界人民的健康状况 • Улучшить здоровье местного населения и мирового сообщества
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A fe tun ilera ilu se fun idagbasoke aye • ਸਮਾਜ ਤੇ ਸੰਸਾਰ ਦੀ ਸਿਹਤ ਵਿਚ ਸੁਧਾਰ ਕਰਨ ਲਈ
Για τη βελτίωση της υγείας της κοινότητας και του κόσμου • לשפר את הבריאות של הקהילה והעולם
Dünya ve toplum sağlığını geliştirmek için • با هدف بهبود سلامتی در سراسر جامعه و جهان



Committing to Possibility, Changing Lives

A recent celebration of The Johns Hopkins Hospital's 125th anniversary highlighted early milestones. I was proud to be reminded that, from the very beginning, we've been committed to sharing expertise internationally: One of Johns Hopkins' "founding physicians," William Welch, and early nursing leader Anna Wolf played central roles in shaping China's Peking Union Medical College.

I enjoy the look back. In Johns Hopkins Medicine International's relatively short lifespan, we've gone further than Welch and Wolf might have envisioned. Certainly further than Mr. Johns Hopkins might have imagined. This year's achievements alone would awe even those early visionaries.

Our mission is to globally extend Johns Hopkins Medicine's mission: to improve the health of the community and the world by setting the standard of excellence in medical education, research and clinical care.

Johns Hopkins Aramco Healthcare, inaugurated this year, stands poised to transform health care in the Kingdom of Saudi Arabia. This is a first-of-its-kind joint venture between Saudi Aramco, a world leader in energy, and Johns Hopkins Medicine. It will fulfill each element of our mission: providing medical services to Saudi Aramco's 350,000 employees and dependents, education for its clinicians and other health care professionals, and opportunities for joint research initiatives.

Johns Hopkins Aramco Healthcare is the most comprehensive example of what we call global collaborative health care. You'll find dozens of others in these pages. Stories that showcase our work around the world. Illustrations of how collaboration produces sustainable improvements in the quality, accessibility and safety of health care.

We are deeply committed to improving patients' options for local care. Treatment close to home offers the comforts of family and familiar surroundings. But complex or rare conditions will always need subspecialized expertise, and that often requires patients to travel. So we are equally committed to those patients who travel to Johns Hopkins Medicine for care.

This year, we focused on connecting international patients with their best options. In some regions, people have never heard of Johns Hopkins. We're introducing ourselves ... digitally. We converted our website to a responsive design, which improves the user experience for those who use smartphones or tablets. Since the conversion, the number of new visitors to our website has more than doubled. We also created five multilingual, patient-focused microsites.

All of what we do at Johns Hopkins Medicine International—all of the stories you'll read in this year in review—are about changing patients' lives. Fulfilling the promise of medicine. Restoring health. Reinstating possibility. Our commitment to improving the health of the community and the world is a commitment to possibility.



Steven J. Thompson
Chief Executive Officer, Johns Hopkins Medicine International
Senior Vice President, Johns Hopkins Medicine



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Voices of Our Leaders



“This year more than ever, Johns Hopkins Medicine International has created opportunities for faculty to engage abroad. The **faculty is the best representation of our brand and our best foot forward as we continue to discover new horizons.**”

JOHN ULATOWSKI, M.D.
VICE PRESIDENT AND
EXECUTIVE MEDICAL DIRECTOR



“As a core business of Johns Hopkins Medicine, we’re proud to contribute to our parents, the Johns Hopkins Health System and The Johns Hopkins University, by **providing vital services and fueling the mission of education, research and patient care.**”

VINHLOC NGUYEN, M.B.A., M.S.
CHIEF FINANCIAL OFFICER

“We’ve set strategic priorities to proactively prepare for a number of environmental changes, including increased international patient demand, health care reform, tightening funding and reimbursement changes. We’re **investing in our infrastructure to support staff in doing what they do best, whether that’s caring for patients here or consulting with affiliates overseas.** Our business is complex and requires thoughtful, holistic strategies.”

BURAK MALATYALI, M.B.A.
VICE PRESIDENT AND CHIEF OPERATING OFFICER



Johns Hopkins Medicine International touches the lives of patients and families from nearly every country in the world, whether directly—those who travel to the United States for care—or indirectly—those who receive care in a region where we are working to improve health care delivery.

In the United States, Johns Hopkins Medicine International facilitates culturally appropriate care for international and out-of-state patients who travel here for treatment and for local patients with interpretation needs. Overseas, we bring what we've learned in Baltimore about quality patient care, research, training and education, hospital operations, and safety to advance health care delivery through sustainable, high-impact collaborations.

Patient Services

Our Patient Services team members are passionately dedicated to making the trip easier for those who choose to travel to Johns Hopkins Medicine for health care.

We help three distinct groups of patients:

- International patients
- Out-of-state patients
- Local patients with interpretation needs—either limited English proficiency, deaf or hard of hearing

We strive to make patients and families comfortable and stress-free so they can focus on better health.

MAJOR SERVICE LINES



PATIENT SERVICES

Assisting patients seeking care at Johns Hopkins Medicine.

**JOHNS HOPKINS
MEDICINE
INTERNATIONAL**



Global Services

Our Global Services project teams work hand in hand with leading health providers, governments and educational institutions around the world to raise the standard of health care. We leverage Johns Hopkins' extensive knowledge base and provide expert consulting and customized solutions.

Whether our projects are short- or long-term, narrowly focused or comprehensive, at their core, there is a singular goal: to improve patients' local options for health care.

Core Services

A diverse group of experts, our Core Services teams share a common aim: ensuring the sustainability of our organization. While each team specializes in an approach, they continually collaborate to achieve the organization's business goals:

- Communicating our value to existing and potential stakeholders
- Protecting our brand, including risk management
- Responsibly investing in and managing resources

The architects of the organization, the Core Services teams design and build our long-term strategy.



GLOBAL SERVICES

Leveraging Johns Hopkins' extensive knowledge base, 19 collaborations, 16 countries.

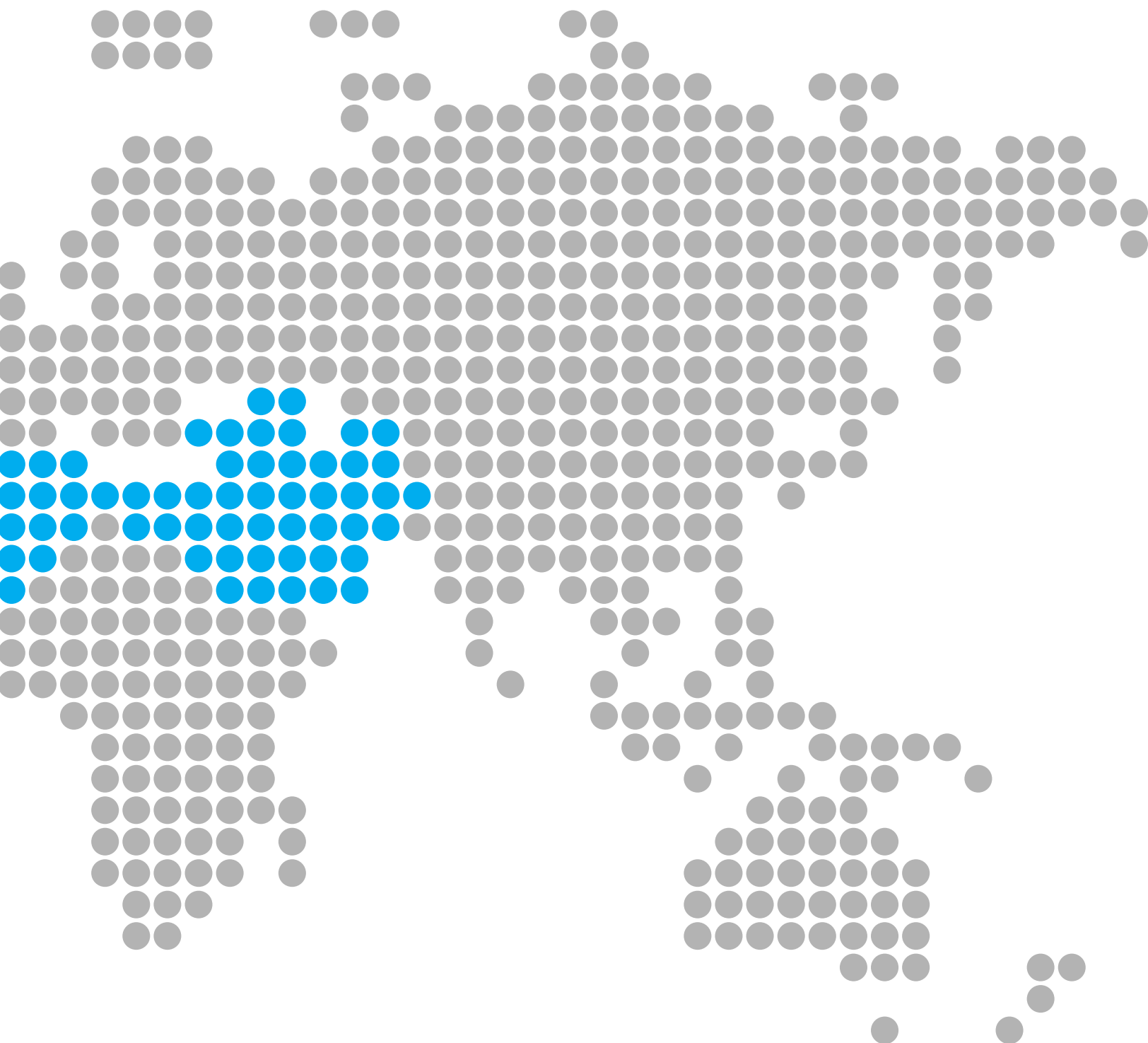
JOHNS HOPKINS USA
5,700+ OUT-OF-STATE PATIENTS

LANGUAGE ACCESS SERVICES
MORE THAN 50,000
INTERPRETATION REQUESTS

INTERNATIONAL PATIENT SERVICES
ALMOST 4,500
INTERNATIONAL PATIENTS



MIDDLE EAST AND NORTH AFRICA





MIDDLE EAST AND NORTH AFRICA

Outpatient
volumes increased
by 46 percent.



Johns Hopkins
Aramco
Healthcare will
benefit the
nearly 350,000
people who
look to Saudi
Aramco for
their health
care needs.

To improve the health of the community and the world

لتحسين الصحة في المجتمع والعالم
با هدف بهبود سلامتی در سراسر جامعه و جهان
לשפר את הבריאות של הקהילה והעולם

Johns Hopkins Medicine International has always had a unique relationship with the Middle East and North Africa region. Some of our deepest, most long-standing collaborations are with hospitals in the United Arab Emirates (UAE) and Lebanon. And now our most significant project yet—a joint venture in Saudi Arabia—opens the door for even greater impact. Side by side with our local counterparts, we strive to make patient care safer, more efficient and of a higher quality than ever before.

At the same time, we have supported thousands of Middle Eastern patients who travel to Johns Hopkins Medicine in the U.S. for medical care. Our caring, comprehensive support of patients and families has been recognized many times. The most obvious example: the generous donation made by current UAE president, His Highness Sheikh Khalifa bin Zayed Al Nahyan, that made possible construction of The Johns Hopkins Hospital's Sheikh Zayed Tower, which opened in 2012.





A New Venture: Johns Hopkins Aramco Healthcare

Saudi Aramco, a world leader in energy, and Johns Hopkins Medicine signed a joint venture agreement near the close of last fiscal year. The signing set the stage for an extraordinary accomplishment: the inauguration of Johns Hopkins Aramco Healthcare on Feb. 1.

JOINING FORCES

Saudi Aramco's deep corporate responsibility to the people of the Kingdom of Saudi Arabia mirrors Johns Hopkins Medicine's commitment to improving the health of the community and the world. This partnership will benefit the nearly 350,000 people in the Kingdom of Saudi Arabia who look to Saudi Aramco for their health care needs.

The main tenets reflect Johns Hopkins Medicine's three-part mission: medical services to Saudi Aramco's employees and dependents, education for its clinicians and other health care professionals, and opportunities for research collaborations.

"Johns Hopkins Aramco Healthcare will be a game changer," says Mohan Chellappa, M.D., Johns Hopkins Medicine International's president of global ventures. "It has every element necessary to successfully implement and create a repeatable international health care model: clinical skill transfer, operational efficiency and population health management."

PREPARING FOR INAUGURATION

The seven-month long path to inauguration can best be described as pioneering. Tireless efforts from Saudi Aramco and Johns Hopkins Medicine leaders established essential pieces of Johns Hopkins Aramco Healthcare's scaffolding, including a compensation and benefits philosophy and package for new hires—and the new organization's name and brand identity.

As a testament of its investment, Johns Hopkins Medicine recruited from its own ranks the nominees for several executive leadership positions. Extensive cultural awareness training prepared them for their new roles.

TRANSFERRING KNOWLEDGE

Knowledge exchange activities are well underway. Johns Hopkins Aramco Healthcare professionals have traveled to the U.S. for observerships in marketing and communications and in Epic, our newly adopted electronic medical record system. Experts from Johns Hopkins Medicine have begun advising in 14 clinical areas, including cardiac and minimally invasive surgery, occupational health and wellness, and primary care. Future plans include education and training programs focused on nursing, quality and safety, research, and leadership development.



ONLINE EXTRA To view a video about Johns Hopkins Aramco Healthcare, visit <http://bit.ly/YA4jpf> and click on "Visionaries of Johns Hopkins Aramco Healthcare."

Extending Care Options Between Hospital and Home

A partnership between Johns Hopkins Medicine International and Johns Hopkins Home Care Group extends options for care and eases the hardships of enduring illness far from home for international patients traveling to The Johns Hopkins Hospital.

Improving Safety and Quality

It is easy to imagine this scenario: A surgical patient is ready to be released. He will stay in a Baltimore hotel room with his family until he is well enough to travel home to the United Arab Emirates. His discharge instructions include strict wound care and a complex medication regimen to avoid infection.

JHI's care team coordinates a Home Care nurse to provide wound care at the hotel, avoiding the stresses of repeated hospital trips. JHI also arranges a meeting with Home Care's Arabic-speaking pharmacist (hired in 2013 to support international patients). She explains next steps and answers questions for the patient and his family. Being part of Johns Hopkins Medicine means the nurse, the pharmacist and all Home Care staff members can easily consult medical records and access treating physicians with concerns or questions.

Inspiring Innovation

Cooperation led to installation of a software system that allows everyone from JHI and Home Care to quickly identify where a patient is, what his or her medical needs are and whether or not those needs have been fulfilled.

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Learn about important changes to your benefits.
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New Johns Hopkins research offers hope for stroke victims; Comprehensive Stroke Center earns recognition.

Dome

A publication for the Johns Hopkins Medicine family

Volume 64 • Number 8 • October 2013



Even as outpatients, many international patients, like Ali Al-Ajmi, center, have complex medical needs. Now experts from Johns Hopkins Medicine International and Johns Hopkins Home Care Group collaborate, case by case, to fulfill those requirements.

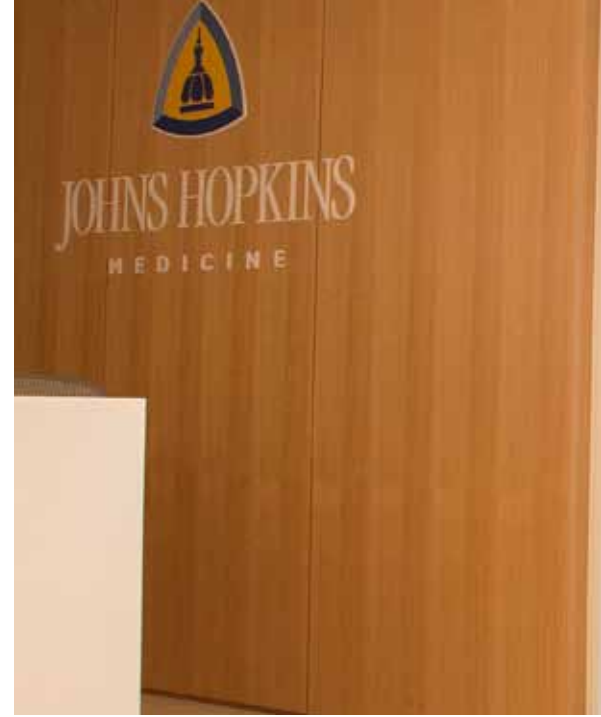
Homing in on an International Patient

Ali Al-Ajmi recalls gazing out the window of an apartment on President Street while a nurse from Johns Hopkins Home Care Group drew blood to see if he was fit enough for more chemotherapy. Exhausted from months of surgeries and cancer treatments, the 21-year-old was glad to be spared the wait and possible infections that such testing might bring at the outpatient center. Most of all, however, he longed for his "real" home, 6,500 miles away in Saudi Arabia. Al-Ajmi is one of the first patients to benefit from a partner-

 **ONLINE EXTRA** Read more about our work with Johns Hopkins Home Care Group: <http://bit.ly/1kmlIjA>

At JHI, we take care of our patients' needs before, during and after their visit. By partnering with Home Care, we are fulfilling the promise of high-quality care that allows patients and families to focus on health.

News Highlights at Home and Around the World



SMOOTH TRANSITION TO SEHA LEADERSHIP.

As 2013 concluded, so did our five-year agreement to manage Corniche Hospital in the United Arab Emirates. In every moment up to the smooth transition of leadership back to Abu Dhabi Health Services Company, or SEHA, the Johns Hopkins team led the hospital to impressive accomplishments. In September, the Accreditation Council for Graduate Medical Education International certified Corniche Hospital's obstetrics and gynecology residency program as meeting the highest standards for graduate medical education. Joint Commission International reaccredited the hospital for its delivery of high-quality medical care on Dec. 26.



ONLINE EXTRA Read how our planned exit strategy was the natural evolution of our work in the region in "Rebirth in Abu Dhabi": <http://bit.ly/1xArRNI>.



"Emergency medicine is one of the critical health care services often lacking in many parts of the world. Our collaboration with Al Rahba Hospital has been an effective one, and the people in this region will benefit from a real difference in the care that's available to them."

**SARAH ANNE STEWART DE RAMIREZ, M.D.
ASSISTANT DIRECTOR, GLOBAL EMERGENCY SERVICES**



PROTECTING THE COMMUNITY FROM MERS.

When a novel coronavirus emerged in 2013, and again during a surge this year, Johns Hopkins Medicine International’s clinical quality and nursing team quickly mobilized. Their immediate focus: Protect patients and staff members here and abroad. From what little was known about Middle East Respiratory Syndrome, or MERS, it presented multiple challenges. Its symptoms are common; its transmission method is unknown. JHI’s team engaged and collaborated with Johns Hopkins Medicine infection control and disaster response experts and led the way for a comprehensive response.

“I am proud of the work done here at JHI,” says Jane Shivnan, executive director for clinical quality and nursing. “Not only did we sound the alarm, we developed processes, tools and communications that became models for the entire institution. It’s an example of how JHI quickly crystallizes a need and delivers an effective response.”



Jane Shivnan, executive director for clinical quality and nursing

TARGETING PATIENT SAFETY ACROSS UAE.

The Armstrong Institute for Patient Safety and Quality’s mission established three goals: Eliminate preventable harm, optimize patient outcomes and experience, and reduce waste. Patient safety is as much about improving systems and engaging staff members as it is about the patient who just walked in the door.

This year concluded a two-year, patient safety-focused collaboration between SEHA and the Armstrong Institute. Staff from 19 intensive care units at seven hospitals participated in activities to:



1. Clear the path for medical staff to more quickly and easily report safety concerns.



2. Improve patient compliance with discharge instructions. Participants identified ways to boost staff members’ teaching skills and produced a discharge instructions sheet in multiple languages.



3. Reduce nurse turnover by establishing processes that address reasons for departures.



4. Reduce rates of central line-associated blood stream infections (CLABSIs). Reinforcing use of a checklist and developing other safety procedures significantly reduced CLABSI rates across several participating units. For example, burn units saw a 70 percent decrease.



5. Establish daily multidisciplinary rounds and monthly, hour-long executive walking rounds at Tawam Hospital.



6. Develop a plan to prevent pressure ulcers and reduce the rate of post-hysterectomy wound infections in the women’s surgical unit at Mafraq Hospital.

News Highlights at Home and Around the World



JOINT CLINICAL MANAGEMENT FORUM IN LEBANON.

Open lines of communication are critical to risk management. Clemenceau Medical Center in Beirut is piloting a quarterly forum that brings together affiliate managers with their Johns Hopkins Medicine International counterparts. The group discusses clinical operations and quality issues. At the conclusion of the yearlong pilot, the two parties will propose a structure that could be used for all of our collaborations.

IMPROVING EMERGENCY CARE IN THE UAE.

An initiative to improve emergency department services at Al Rahba Hospital inspired SEHA's system-wide benchmarking project across the emergency departments of its seven hospitals and led to a joint research publication by Johns Hopkins Medicine and Al Rahba physicians.

Overhauling Al Rahba's emergency department was a complex challenge.



“As Johns Hopkins expands its wings to the international sites, it brings the tenets of the tripartite mission—excellence in service and patient safety, research, and teaching. We enjoy and look forward to the international relationships that form around these core tenets. It is a privilege to represent these and expand our organization.”

**TRISH PERL, M.D., SENIOR EPIDEMIOLOGIST,
JOHNS HOPKINS HEALTH SYSTEM**



“It’s an impressive thing to be able to establish some of the most advanced and high-tech diagnostic tools in a region that historically has not always had good access to them locally. Our colleagues at SEHA and regional hospitals have proven enthusiastic and adept in integrating these tools into the medical care environment, and it has made a real difference for patients in this part of the world.”

MUHAMMAD CHAUDHRY, M.D.
MEDICAL DIRECTOR, TAWAM
MOLECULAR IMAGING CENTER

It is one of the UAE’s most frequented hospitals for trauma cases, particularly road traffic accidents—the number one cause of traumatic injury in the UAE.

A rigorous, Johns Hopkins-led assessment set the course. The hospital added staffing, revamped intake and patient flow processes, and even constructed a new pediatric emergency department. Three residents from The Johns Hopkins Hospital supported these efforts during rotations at Al Rahba. Within just four months of kickoff, the hospital hit SEHA-established wait-time targets for the first time.

A new ultrasound program is critical to expediting triage. The program’s two clinician leaders completed a monthlong training at The Johns Hopkins Hospital. Consequently, Johns Hopkins ultrasound experts trained all of Al Rahba’s emergency department physicians.

These activities established deep professional relationships. Clinicians from both hospitals cooperated on publication of a research paper, “Difference in Resource Utilization during Ramadan.” Their collaboration will continue in, and perhaps beyond, the second year of this groundbreaking project.

ENHANCING NURSE LEADERSHIP IN BEIRUT.

Nineteen of Clemenceau Medical Center’s nurse leaders participated in an eight-week leadership course led by Johns Hopkins Medicine International and The Institute for Johns Hopkins Nursing. After the two-hour videoconference kickoff, the nurses divided into project teams, each tackling one problem.

One group focused on patients’ frustration with a lack of education prior to discharge. The nurses revised and redesigned discharge instructions, expanded the patient education library, and identified ways to improve nurses’ teaching skills. They also deployed a patient satisfaction survey. It provides feedback on what they are doing right and helps them identify next steps.

Leadership was so pleased with the outcomes that they funded expansion of patient education improvement initiatives hospitalwide.

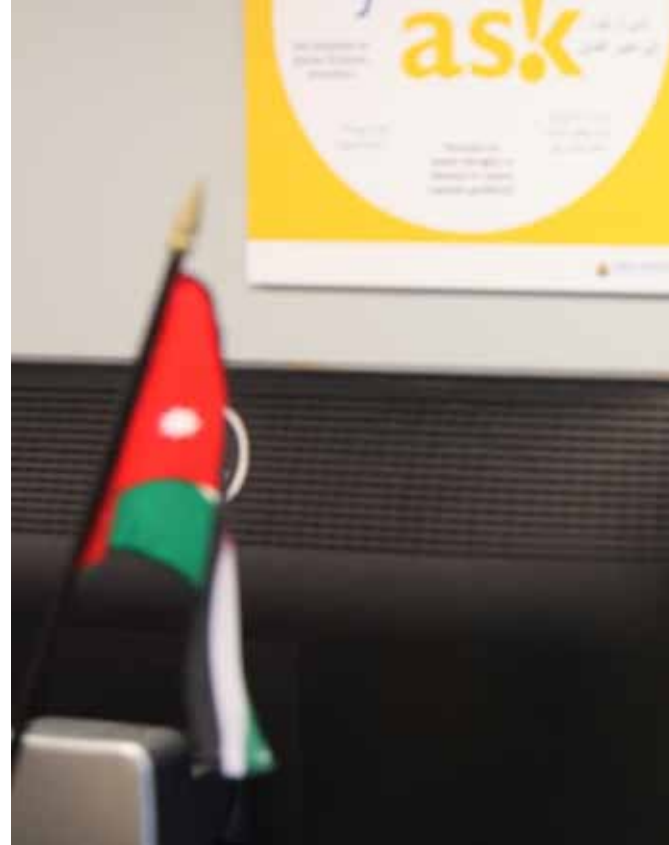
GROWTH IN MIDDLE EAST PATIENT VOLUMES. Outpatient volumes from the region increased by 46 percent, with a significant number of patients coming from Qatar, Saudi Arabia and Kuwait.

Voices of Our Patients

“We have stayed at Johns Hopkins for nearly three months ... We realized our good fortune on the very first day when we met our care coordinator. She was supportive, encouraging and calming all the way through, and always with a smile! Whenever we were intending to call her, she had already called us.

The distance from our family, who had remained overseas, left us so much more appreciative of her. We felt that we really had someone to count on.”

—FROM ISRAEL





“Our care coordinator was supportive and helpful—you could see it was very genuine. She is the bright face of Johns Hopkins and represents, in my opinion, everything we strive for in the medical field: making patients comfortable and ensuring their needs are met with a friendly, personal touch. **I had to give praise when praise is due.**”

—FROM SAUDI ARABIA

“We are thankful to have collaborated with professionals such as yourselves who **exemplify the high standards of care and professionalism expected from Johns Hopkins.**”

— FROM IRAN

“I just want to **express my thanks and appreciation** to you and your team for the wonderful care that I have received during my treatment in The Johns Hopkins Hospital. The staff answered all of my questions and made sure that I was well cared for.”

—FROM IRAN



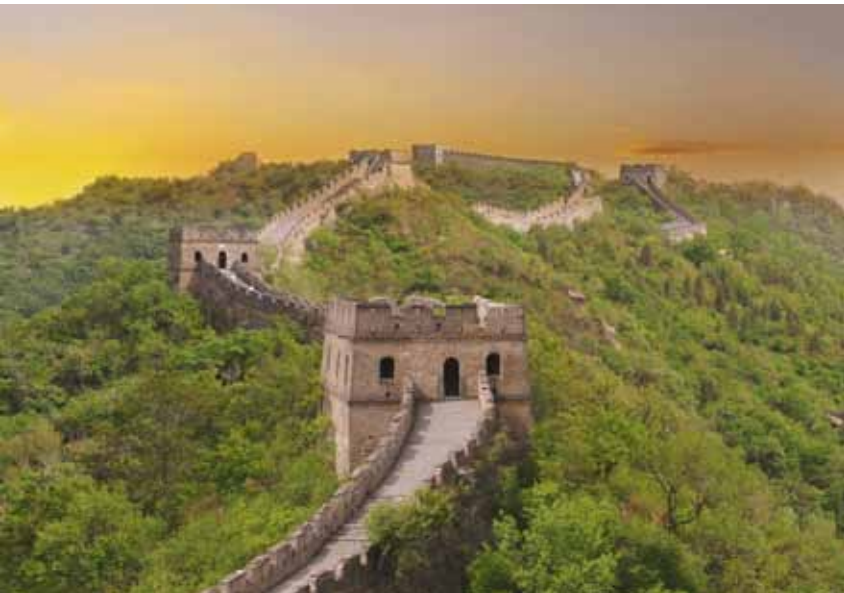
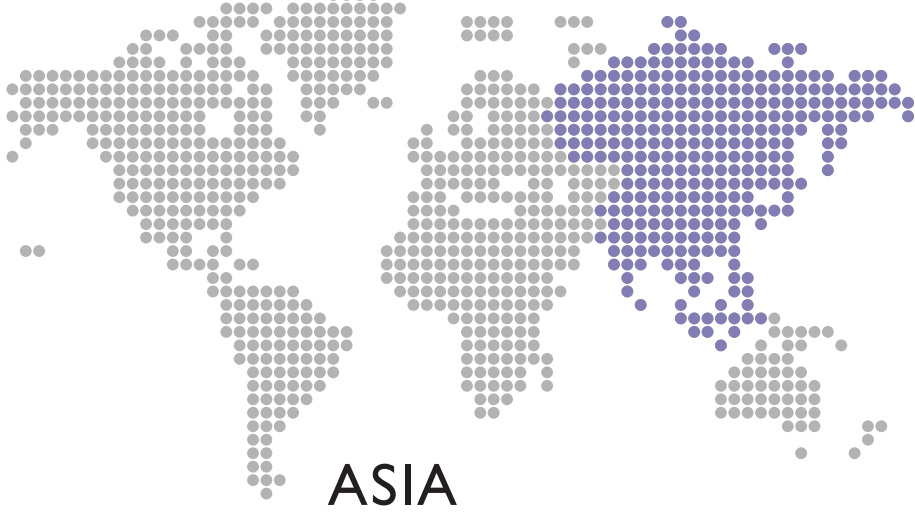
ONLINE EXTRA Visit our microsite:

hopkinsmedicine.org/arabic



ASIA





Outpatient volumes grew by 31 percent.



Johns Hopkins Singapore celebrated its 15th anniversary.

To improve the health of the community and the world

स्थानीय समाज और दुनिया के स्वास्थ्य सुधारने के लिए

改善本地及世界人民的健康状况

ਸਮਾਜ ਤੇ ਸੰਸਾਰ ਦੀ ਸਿਹਤ ਵਿਚ ਸੁਧਾਰ ਕਰਨ ਲਈ

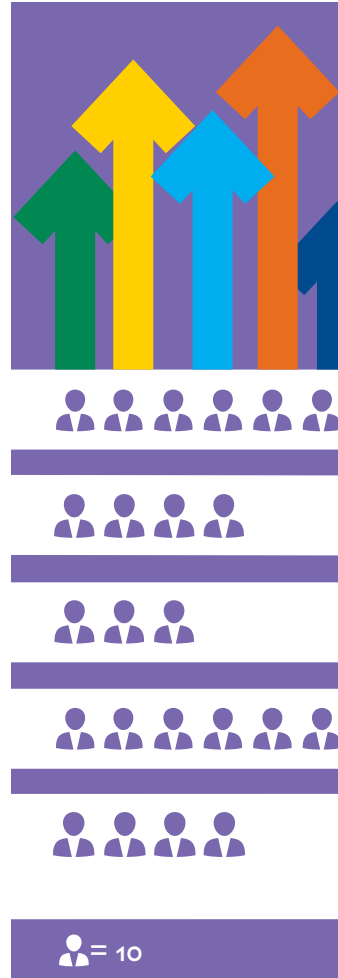
地域と世界の健康を向上させる



From our beginning, Johns Hopkins Medicine has had a special connection to Asia. Founding physician William Welch encouraged the establishment of China's Peking Union Medical College and helped develop its goals. For Johns Hopkins Medicine International, this region was the backdrop for our first venture into global collaborative health care 15 years ago.

Asia is also the stage for our future. There is increased interest in advancing medical care and expanding biomedical research. There are abundant resources to support these endeavors. The intersection of those factors creates opportunity. Two of our newer projects illustrate those possibilities. We will continue to pursue other opportunities to fulfill our mission to benefit people throughout Asia and across the globe.

News Highlights at Home and Around the World



CERTIFIED QUALITY IN SINGAPORE MEDICAL CARE AND EDUCATION. In 1999, Johns Hopkins Medicine International signed an agreement with the Singapore government creating Johns Hopkins Singapore. This year, that organization had much more to celebrate than just its 15th anniversary. These impressive achievements illustrate its pursuit of the highest quality of health care and medical education:

- The Accreditation Council for Graduate Medical Education International certified Johns Hopkins Singapore's two-year National Healthcare Group medical oncology residency program, confirming that it meets the highest standards for graduate medical education. The first medical oncology resident just completed his first year.
- Two students began a one-year internal medical residency, and a number of nursing students completed clinical rotations.
- By moving its website to the robust Johns Hopkins Medicine platform, Johns Hopkins Singapore helps consumers and clinicians access more information and better understand its connections to Johns Hopkins.

- Johns Hopkins Singapore achieved its third Joint Commission International reaccreditation.

ASIAN PATIENT VOLUMES GROW. Outpatient volumes grew by 31 percent. The increase is attributed, in part, to an increased number of patient referrals from China, India and Bangladesh.



“Primary care medicine has always been important, and it is becoming increasingly so in the face of big changes taking place in health care globally. The **pivotal role of primary care in medicine has been demonstrated in studies of how health care costs and results of care vary around the world**, and we appreciate the opportunity to share what we’ve learned about best practices with our colleagues in this part of the world.”

STEVE KRAVET, M.D.
PRESIDENT, JOHNS HOPKINS COMMUNITY PHYSICIANS

BOOSTING RESEARCH INFRASTRUCTURE. The **goal of Sun Yat-sen University’s (SYSU) collaboration with JHI is to boost its clinical research infrastructure.** Clinical investigators and research staff from across The Johns Hopkins University are helping their Chinese counterparts establish a research ecosystem, including research infrastructure, management systems, and education and training programs.

The level of engagement is extensive, including participation of:

60+ SYSU participants in research study coordinator courses

20 year-long fellows, 21 executives and leaders attending training sessions here at Johns Hopkins

30 SYSU senior leaders in a two-day ethics workshop

70+ SYSU participants in clinical research courses

40+ Johns Hopkins University faculty and staff members from the schools of medicine, public health and nursing; the Berman Institute of Bioethics; and JHI



As part of a blended learning program for SYSU clinical investigators and research coordinators, we produced 32 e-learning modules in Chinese and English. The modules feature Johns Hopkins faculty and research managers and provide nearly 20 hours of training. The goal is to amplify familiarity with basic research principles in preparation for the next stage of the program—a five-day, highly interactive, on-site course led by Johns Hopkins faculty.



“As important as clinical research is to advancing and delivering great care to patients, most medical centers in most countries haven’t yet been able to establish research programs that have impact. **Working with a leading academic center in China to help build that kind of program is a great experience.**”

ADRIAN DOBS, M.D.
**DIRECTOR, JOHNS HOPKINS
CLINICAL RESEARCH NETWORK**

News Highlights at Home and Around the World

SETTING A PATH INTO CHINA. Rising demand for health care in China and policy and market reforms present opportunities for collaboration. Guided by Paul B. Rothman, M.D., dean of the medical faculty and CEO of Johns Hopkins Medicine, JHI led a planning process to establish a framework for Johns Hopkins Medicine's efforts in China. The project team engaged in over 1,000 hours of interviews and assessments with Johns Hopkins administrators, researchers and clinicians from the Johns Hopkins University President's Cabinet and the schools of medicine, nursing, public health and advanced international studies. They also queried Chinese market experts representing government officials, hospital heads, physicians, biomedical scientists, nurses, consultants, investors and entrepreneurs. Their findings allowed the group to better understand Chinese health care systems and act with greater intelligence and discretion.

INTRODUCING PRIMARY CARE IN INDIA. "India has a shifting disease burden that is influenced by changing lifestyles," says Shikhar Malhotra, vice chairman of HCL Healthcare. "This need is grossly underserved. Our technology expertise and the ability to create scalable institutions will help us institute new benchmarks in health care delivery in India."

HCL Corporation is India's leading technology and information technology company. Malhotra's words marked the Feb. 6



Johns Hopkins and HCL leaders at the launch of HCL Avitas

launch of a new venture into health care. Also announced was the agreement between HCL Avitas (HCL Healthcare's health care delivery arm) and Johns Hopkins Medicine International, intended to raise the standard of health care in India by collaborating on outpatient family and specialty care knowledge transfer, training and education projects, and clinical services.

As a first step, Johns Hopkins Medicine experts guided 40 clinical staff, including physicians, nurses and assistants, through two weeks of core skill and competency development and pathway training related to common issues. That curriculum remains part of a robust, monthlong induction program that a second group will complete as HCL expands beyond its four existing clinics later this year.

"The Tokyo Midtown Medical Center project has been an opportunity to work with a unique and innovative facility that closely meets the needs of many patients here. We **embrace the challenge of meeting the diverse health care needs of patients across a number of very different cultures.** We learn and improve in the process, continually refining our offerings."

PATRICK BYRNE, M.D.
DIRECTOR, DIVISION OF FACIAL PLASTIC AND
RECONSTRUCTIVE SURGERY



Voices of Our Patients



“We had a great experience at Johns Hopkins. I was thrilled with my doctor, and my wife was very impressed with hers—**he clarified a misdiagnosis she’d received elsewhere, and she was happy to know she didn’t have the condition.**”

—FROM CHINA

“Thanks to the Lord, we found The Johns Hopkins Hospital. My mother had surgery, followed by chemo, radiation and more chemo. It was a long process, and being a foreigner there, it was not so easy, especially because I was due with my first child, which I ended up having at The Johns Hopkins Hospital. **We are so blessed for the professional and personal assistance, which was beyond what we expected.**”

—FROM INDONESIA



ONLINE EXTRAS

hopkinsmedicine.org/chinese

hopkinsmedicine.org/singapore



LATIN
AMERICA
AND
CARIBBEAN





LATIN AMERICA AND CARIBBEAN



Outpatient volumes
rose 21 percent.

“Hospital Moinhos de Vento has a knowledgeable and committed core of research professionals. It is a pleasure to work with these research leaders to expand their health care research and infrastructure.”



Felicia Hill-Briggs, Ph.D.
Director of Behavioral Science, Johns Hopkins HealthCare
Associate Professor of Medicine

To improve the health of the community and the world

Melhorar a saúde da comunidade e do mundo

Para mejorar la salud de la comunidad y del mundo



Johns Hopkins Medicine International exports Johns Hopkins' expertise worldwide. We customize and scale our health care solutions for clients, learning through each experience and applying that knowledge to other opportunities. As regions such as Latin America and the Caribbean become more developed, increased wealth leads to unhealthy lifestyles, and the incidence of noncommunicable diseases rises, including cardiovascular, respiratory, cancers and diabetes. As we build expertise in this region, we're building the best practices we can share with each collaborator to help tackle these diseases.

The work of clinician researcher Felicia Hill-Briggs illustrates this knowledge-sharing. As the lead on research efforts in Trinidad and Tobago, she recruited and mentored local researchers, ushering them through legal requirements, best practices and ultimately several investigations. Most recently, she and her team issued their seventh white paper, which describes the nation's childhood obesity crisis.

Once her work in Trinidad and Tobago concluded in January, Hill-Briggs traveled to Brazil to assess the research capabilities at our newest collaboration. She's applying insights she gained in the Caribbean to guide her Brazilian counterparts in expanding their research program.



Diabetes Education in Trinidad and Tobago

You might say that Nancyellen Brennan has become an expert on the national diet in Trinidad and Tobago, the two-island nation where 13 percent of the population has diabetes. The nurse practitioner from Johns Hopkins Medicine's Division of Endocrinology, Diabetes and Metabolism spent hundreds of hours over the past seven years there, instructing clinicians—and helping them teach their patients—about better diabetes management. This was just one of the many contributions Johns Hopkins Medicine clinicians made as participants of the Trinidad and Tobago Health Sciences Initiative.

This initiative was a collaboration between Johns Hopkins Medicine International, the country's Ministry of Health, the University of Trinidad and Tobago, the University of the West Indies, and local organizations to improve the health care sector through educational collaboration, research, specialty and clinical programs, and management training.

Most recently, Brennan prepared more than 30 public sector nurses and allied health professionals to take the Caribbean Certified Diabetes Educator exam. This action was conceived in response to a Johns Hopkins Medicine-led research team's investigation into the self-care habits of Trinidadian patients with diabetes. Findings included that patients are eager to participate in their own care but lack the appropriate knowledge—a gap filled by diabetes educators.

Among the group was local nurse manager Geraldine Lewis, who helped Brennan coordinate all of her educational activities. With Lewis and 15 others freshly certified, Trinidad and Tobago now boasts 20 certified diabetes educators—more than any other Caribbean nation. In January, Brennan held a graduation for everyone who completed her 40-hour course.



33 nurses and allied health professionals representing every one of Trinidad and Tobago's five regional health authorities completed the course



25 completed 250 hours of patient education and qualified to sit for the exam



16 received certification as Caribbean Certified Diabetes Educators



17 course participants became diabetes resource individuals

Learn how Lewis will continue Brennan's work: <http://bit.ly/1pmQoPo>

“These multidisciplinary **champion teams have changed the way we approach process improvements.** In a very short time, we’re seeing an increase in staff engagement and collaboration even outside of those meetings. We have **nurses and physicians volunteering their time to collaborate and support important initiatives at our hospital.**”

MOISÉS ZEBEDE, CHIEF MEDICAL OFFICER
HOSPITAL PUNTA PACÍFICA

Champion Teams at Hospital Punta Pacífica

Guided by Johns Hopkins Medicine International’s clinical quality and nursing and project teams, the leadership at Hospital Punta Pacífica in Panama created champion teams to drive continuous process improvement efforts. JHI’s Lynda Mikalauskas is stationed on-site as a clinical resource. She’s served as a human how-to guide, providing insight about how this mechanism can best serve the organization. At the outset, she stressed the importance of being multidisciplinary and combining the voices of physicians, nurses and other allied health professionals. Next, Mikalauskas guided them through goal-setting. For example, one team focuses on standardizing patient information so that, at every point, clinicians can easily and quickly access critical information. Within just a few meetings, she happily found herself taking the backseat to team leaders, providing support and resources.

Hospital Punta Pacífica’s chief medical officer, Moisés Zebede, applauds the initiative. He reports that it has led to a culture change—breaking down silos and increasing collaboration and engagement among physicians and nurses.



Hospital Punta Pacífica’s nurse manager, right, meets with her Johns Hopkins Medicine counterparts.

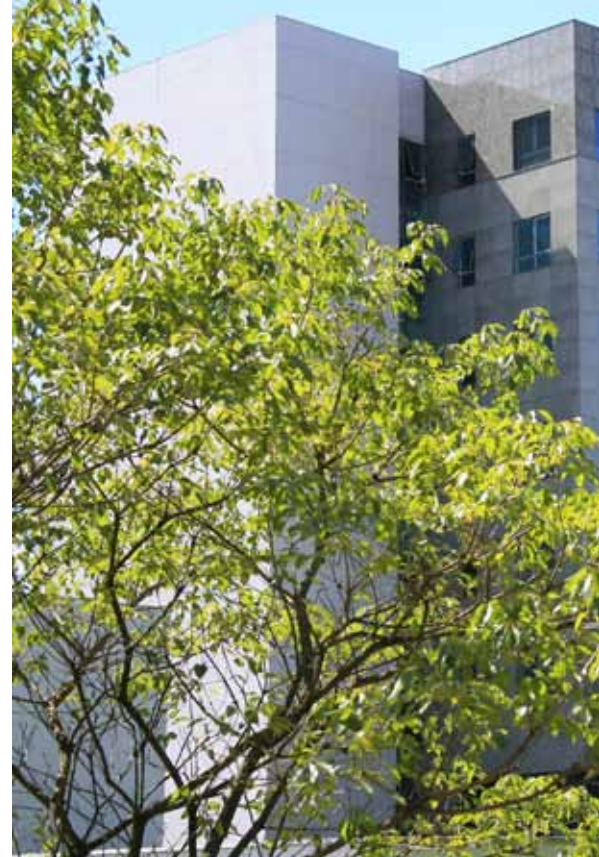
News Highlights at Home and Around the World

IMPROVING HEALTH CARE IN BRAZIL. Enhancements in clinical care and patient safety, medical research, and nursing initiatives are at the core of an affiliation agreement signed on Aug. 27 by Johns Hopkins Medicine International and Hospital Moinhos de Vento of Porto Alegre, Brazil—one of that nation’s leaders in health care delivery and innovation.

Leaders from Johns Hopkins Medicine’s Department of Emergency Medicine rapidly mobilized around one of the affiliation’s major focuses. In January, they conducted an in-depth assessment of Hospital Moinhos de Vento’s emergency department and delivered recommendations for next steps. For example, they recommended developing key performance indicators to monitor operations and quality. In June, leaders from both institutions agreed to a one-year plan to begin implementation.

Since the affiliation’s inception, hundreds of Brazilian clinicians have participated in monthly multidisciplinary Grand Rounds videoconferences that allow them to interact with Johns Hopkins experts without having to travel.

SEAMLESS CARE FOR INTERNATIONAL PATIENTS ACROSS OUR SYSTEM. Our International Patient Services division cloned itself in miniature for Johns Hopkins Medicine’s All Children’s Hospital in Florida, which attracts patients from across the region. The three-person team is just one milestone in our effort to ensure that international patients and their families have the same high-quality experience no matter where they access health care within the Johns Hopkins Health System.



CEO Steve Thompson welcomes his Hospital Moinhos de Vento counterpart, Fernando Torelly.

“The Johns Hopkins collaboration with Hospital Moinhos de Vento in Brazil is enriching and promising. It allows us to **learn from each other’s experiences in optimal health care delivery to improve patient outcomes.** I am grateful to my colleagues in Porto Alegre and their devotion to providing the highest standard of care. We are striving as a team to break the cultural and linguistic barriers and build a protocol-oriented multidisciplinary approach to diseases, centered on the patient.”

ALI BYDON, M.D.
ASSOCIATE PROFESSOR, NEUROLOGICAL SURGERY



Hospital Moinhos de Vento in Brazil

INAUGURAL WORLD CONGRESS OF SURGERY, OBSTETRICS, TRAUMA AND ANESTHESIA. With Johns Hopkins Medicine International’s logistical and marketing leadership, Johns Hopkins Medicine’s Office of Continuing Medical Education held its inaugural World Congress of Surgery, Obstetrics, Trauma and Anesthesia in Port-of-Spain, Trinidad and Tobago. The multidisciplinary group of almost 300 practitioners hailed from 24 countries and participated in didactic and clinical workshops aimed at solving global surgical disparities.

EXTENDING CARE OPTIONS. We serve as a resource for our collaborators to give patients more options for high-quality medical care closer to home and to ensure continuity

of care for complex cases that demand the expertise of a subspecialist. These cases often require travel. This year, we worked with two of our Latin American affiliates to bring identified patients to Johns Hopkins Medicine to be seen by our world-class experts. Effective communication between the referring physicians and Johns Hopkins Medicine support patient safety and quality measures.

LATIN AMERICAN PATIENTS ON THE RISE. Outpatient volumes from Latin America and the Caribbean increased by 21 percent. A large number of inpatient and outpatient cases were from the Dominican Republic, Mexico, Peru, Panama, and Trinidad and Tobago.



ONLINE EXTRA Learn more about global surgical disparities: <http://bit.ly/1mCDFkP>

“It has been exciting to work side by side with colleagues at Hospital Punta Pacífica in Panama. **Significant strides forward are being made in patient safety and quality because of the earnest efforts of the hospital’s leadership**, with support from the Johns Hopkins Medicine collaboration through Johns Hopkins Medicine International. The hospital could become a model of health care delivery in this region, and I am honored to be part of the team.”

BARBARA COOK, M.D.
MEDICAL DIRECTOR, THE ACCESS PARTNERSHIP
FORMER PRESIDENT, JOHNS HOPKINS COMMUNITY PHYSICIANS



Voices of Our Patients

“Here at 40,000 feet high and returning home, I think of how fortunate it has been to have met you in our path. You have made **our visit pleasant and made us feel like the most important people in this great hospital.** This is very comforting, especially when you are going through a health crisis, and you are walking in the right path and with the best hands.”

—FROM PANAMA



“I would like to thank each one of you for so many things, but most of all: your human side, your companionship in every step, **for giving me hope, for showing me I am a patient so important for all of you. I wasn't the disease; I was a person in a stressful situation.** You are a great team, but most of all: great people.”

—FROM GUATEMALA



“We are so happy. The doctor told my mom about a **suitable solution to her problem** that doesn’t require surgery! I want to say thank you for all your support and kindness!”

—FROM EL SALVADOR

“The attention from everyone was the best, especially from my doctor. **I was not mistaken when I chose Johns Hopkins to meet my bladder cancer head-on, and I can affirm today I am cured** thanks to the care and treatment from all of you.”

—FROM PANAMA



“I don’t know if I really appreciated enough the exceptional and caring way I felt treated ... **I never expected to be treated so well.**”

—FROM PERU



ONLINE EXTRA Visit our Spanish and Portuguese microsites:
hopkinsmedicine.org/espanol or hopkinsmedicine.org/portugues



SUB- SAHARAN AFRICA





Outpatient volumes
grew 19 percent.

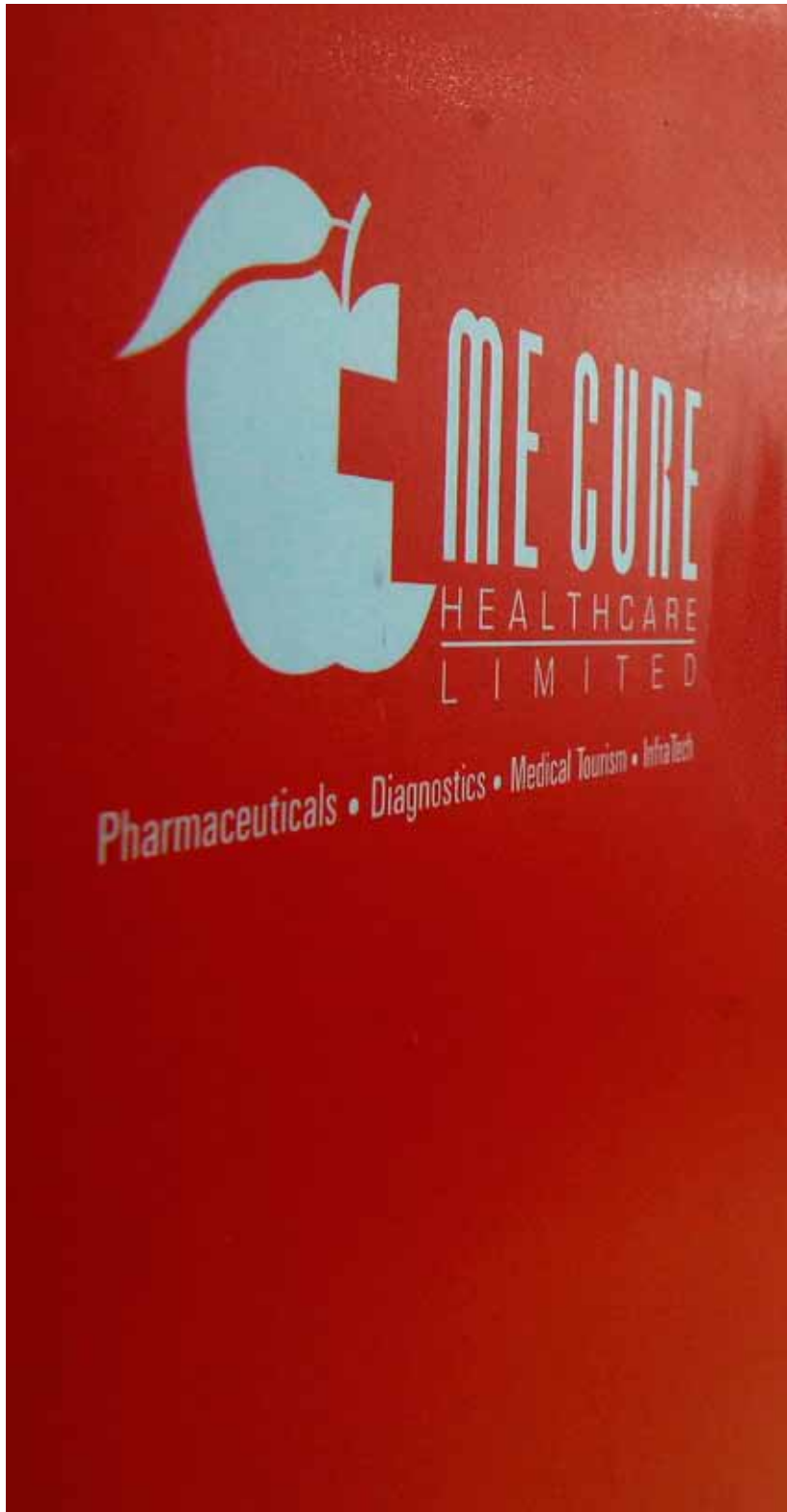


To improve the health of the community and the world

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A fe tun ilera ilu se fun idagbasoke aye

Kuimarisha afya ya jumuiya na dunia



Any potential affiliation that we explore begins with a health care challenge. We investigate whether Johns Hopkins Medicine can contribute to a sustainable solution and ask, Does this opportunity meet our rigorous criteria for responsible expansion of our mission? Until this year, we were unable to say yes to any opportunities in this region. But as nations have come into their own, there's greater emphasis on improving health care and emerging interest in collaboration. It's about more than just resources. Mission alignment—a shared dedication to improving the health of communities—distinguishes all of our affiliates. It is also what allowed us to expand our portfolio to include the sub-Saharan region for the first time.



Wilmer Eye Institute
at Johns Hopkins
Director Peter
McDonnell, M.D.,
and Me Cure CEO
Samir Udani

Expanding Opportunities for Quality Vision Care

The clinical burden of eye disease in Nigeria is growing exponentially—likely a symptom of an aging population with increasing life expectancy and of growing rates of noncommunicable diseases, like diabetes and cardiovascular disease. In Lagos, more than a million people have some type of visual impairment. Across the entire nation, that number balloons to nearly 23 million. This landscape is complicated by a lack of ophthalmic specialists and support staff, like ophthalmic nurses and technicians.

ME CURE RISES TO THE CHALLENGE

Experts from Me Cure established an ophthalmic care clinic in Lagos in May 2013 to help address these challenges. In October, they engaged the Wilmer Eye Institute at Johns Hopkins—through Johns Hopkins Medicine International—in their endeavor to create a center of excellence for eye care.

Through our collaboration, Me Cure is strengthening its core competencies and will pursue international accreditation. Its medical staff has opportunities to learn best practices, in-person and from afar, from the Wilmer Eye Institute’s world-class ophthalmologists.

EXTENDING THE BENEFITS

Johns Hopkins Medicine International shares Me Cure’s vision of offering a higher quality of care to the thousands of Nigerians who require more advanced ophthalmic services. But the second phase of the project fulfills what might be the *most* important hallmark of our collaborations: sustainability. During this phase, Johns Hopkins experts and their Me Cure counterparts will transform the clinic into a training center for ophthalmologists and ophthalmic specialists. This will extend the benefits for generations of providers and patients.

News Highlights at Home and Around the World



FOCUS ON EMERGING OPPORTUNITIES. As economies develop, so does demand for higher-quality health care. Juan Carlos Negrette, the managing director for Johns Hopkins Medicine International, penned an article on this premise for the inaugural issue of JHI's magazine, *Global Collaborative Healthcare*. He details emerging opportunities for health care enterprise in the region.

NIGERIAN OFFICIALS PARTICIPATE IN SISTER STATES PROGRAM. With logistical support from Johns Hopkins Medicine International, officials from Cross River State in Nigeria met with state officials as part of Maryland Governor Martin O'Malley's Sister States program and toured The Johns Hopkins Hospital.

INCREASING PATIENT VOLUMES. Outpatient volumes grew 19 percent, attributed to greater numbers of patients from Nigeria and Ethiopia.



ONLINE EXTRA Read the article now:
<http://bit.ly/1nRjGOH>

ME CURE SPECIALISTS TRAVEL TO BALTIMORE. In December, Me Cure sent two observers—an ophthalmologist and its chief optometrist—for a nearly two-week visit to the Wilmer Eye Institute at Johns Hopkins. They participated in a continuing medical education course, 26th Annual Johns Hopkins Current Concepts in Ophthalmology, then spent more than a week with their Wilmer counterparts observing every aspect of operations, from clinical operations and patient safety processes to administrative policies and procedures. Another ophthalmologist and a nurse manager have since completed observerships.



Me Cure visitors at Johns Hopkins



“It has long been a **goal of the global health community to see high-quality, accessible, complex health care in this region** with its many challenges. Me Cure is one of the pioneering institutions seeking to make these health care improvements in sub-Saharan Africa. With our collaboration, we aim to accelerate progress in achieving their goals.”

JOHN GOTTSCH, M.D.
MARGARET C. MOSHER PROFESSOR OF OPHTHALMOLOGY

Voices of Our Patients

“I write to say a big thank you for your kind assistance during my visit. It is not surprising that **hardworking and dedicated professionals like you are found in a world-renowned health institution** like this. I am glad that I decided to come to John Hopkins, because the experience has really been fulfilling.”

—FROM NIGERIA



“Thanks once again for your level of professionalism ... You are **always willing to help in any circumstances.**”

—FROM SIERRA LEONE



“I am awed as to the care you accorded me. I am grateful.”

—FROM NIGERIA

“You are an exceptionally warm and wonderful person. I want to express my heartfelt gratitude for your concern and friendly disposition. **For a second I forgot I was a patient,** and I didn’t want to leave you again.”

—FROM NIGERIA

“Thank you for your guidance and assistance. You certainly **made the process easy and stress-free.**”

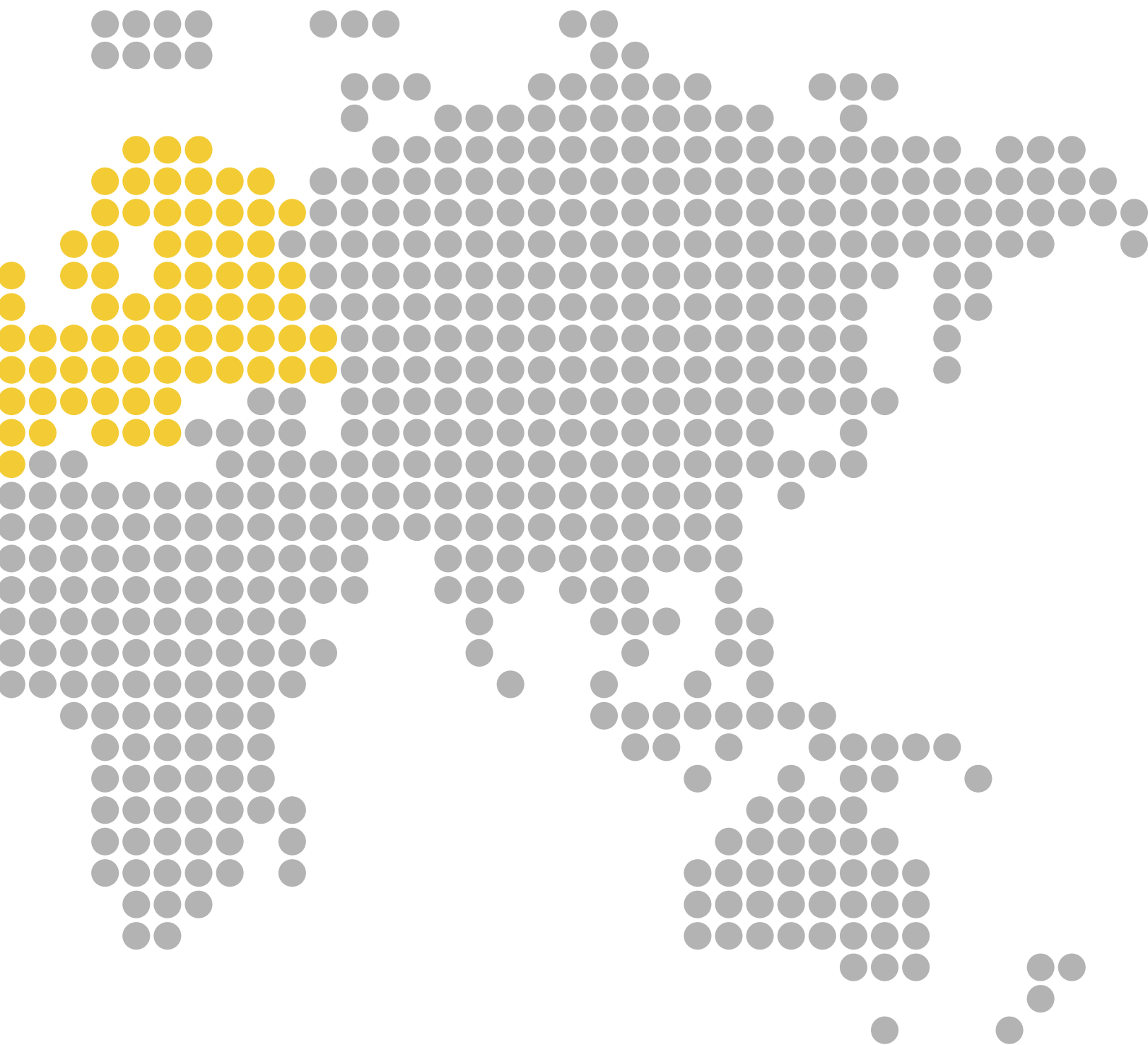
—FROM GHANA



ONLINE EXTRA Read Managing Director Juan Carlos Negrette’s guest blog post, “How Health Care Hopes for Africa Are Becoming Realities,” on Baltimore to Beijing: Adventures in Global Health Care. <http://bit.ly/1ryDtd9>



EUROPE





Outpatient volumes increased 9 percent.



To improve the health of the community and the world

Για τη βελτίωση της υγείας της κοινότητας και του κόσμου

Улучшить здоровье местного населения и мирового сообщества

Dünya ve toplum sağlığını geliştirmek için



Patients in Europe already have numerous options for high-quality care similar to that offered by U.S. academic medical institutions.

While Europe has fewer reasons to tap our global collaborative health care expertise than other regions do, we connect clinicians and patients there with Johns Hopkins best practices and world-renowned medical experts as they are needed. Clinicians everywhere seek knowledge about innovative scientific discoveries and treatment advances. In addition, some patients will always have complex or rare conditions that require highly specialized medical attention from experts who are vanguards in their fields.



Building a Pipeline for Local Leadership

One item that Bob Kiely could scratch off his to-do list as he prepared for his June departure was to ready his successor, Türkan Özilhan, to take the reins as Anadolu Medical Center's CEO. It was an easy transition, one planned from his first day on the job.

Kiely brought decades of hospital leadership experience with him when he joined the organization in 2011. But he needed guidance on Anadolu's unique culture. Özilhan, who had been involved even before the hospital opened its doors in 2005, offered that insight. Those early days founded a strong professional relationship that prepared Özilhan for the eventual handoff.

Sustainability is a critical element of all of JHI's work. How do we make that happen? We quickly identify leaders in the region who will continue our work. Next, we are strategic about what will best prepare them for future leadership. Do they need knowledge? Resources? Sometimes it is about completely immersing leaders in an experience that will

change their perspective. For Kiely, it meant ensuring that Özilhan fully benefitted from the resources and learning opportunities that collaboration with Johns Hopkins Medicine provides.

At the start of his tenure, Kiely established a vigorous training program. In his three years, dozens of Anadolu staff members traveled to The Johns Hopkins Hospital, participating in continuing medical education conferences or shadowing their counterparts. Özilhan was no exception.

In 2012 and 2013, Kiely brought her to JHI's annual Partners Forum, granting her "front-row access" to clinical experts and fellow executives here and at affiliates around the world. As part of his detailed succession plan, she traveled here in April for days of one-on-one meetings with Johns Hopkins Medicine executives—leaders to whom she can now turn for insight and support as Anadolu eyes new goals.



ONLINE EXTRA Kiely opened Anadolu's doors to seriously ill Iraqi children who could not receive lifesaving medical attention in their home country. Read more in *Global Collaborative Healthcare*: <http://bit.ly/UFRXtA>

News Highlights at Home and Around the World

“It’s been wonderful to see a truly state-of-the-art medical center **grow and flourish in this stimulating environment, with its rich and varied culture and great history.** We’ve seen Anadolu Medical Center become a magnet hospital for the entire region as its specialty care expertise has grown, and that’s something we’re all proud of.”

ZIYA GOKASLAN, M.D.
DONLIN LONG PROFESSOR OF NEUROSURGERY



JOINING FORCES: COLLABORATION WITH SWISS PHYSICIANS. Physicians at Hôpital de La Tour in Switzerland entered their 13th year of monthly case reviews with Johns Hopkins physicians via videoconference. Claude de Senarclens, M.D., had attended Johns Hopkins Medicine’s annual Philip A. Tumulty Topics in Clinical Medicine for more than a decade when he had the idea of connecting clinicians at home with Johns Hopkins physicians to focus on complex, challenging cases. With JHI’s support, the two hospitals worked out the logistics. Besides benefitting patients, the arrangement gives de La Tour’s interns exposure to world-renowned experts from Johns Hopkins Medicine.

REDEFINING REHABILITATION IN LITHUANIA. A Lithuanian investment and development company interested in building a high-quality medical rehabilitation facility, which will offer evidence-based services, engaged JHI to consult on the project. In May, experts from Johns Hopkins Medicine’s Department of Physical Medicine and Rehabilitation delivered a 21-page assessment report evaluating the business plan and sharing recommendations based on best practices developed here. The report outlines potential opportunities for continuing the relationship as development begins.

INCREASE IN EUROPEAN PATIENTS. Outpatient volumes grew 9 percent.

Voices of Our Patients

“We wanted to let you know how pleased we were with your organization. **Everything was impeccable. We will be returning to Johns Hopkins** and are looking forward to seeing all of the employees in the international division. They are doing a great job!”

—FROM BELGIUM



“Being away from one’s home country for surgery is very difficult, but your **help has certainly made the process much smoother and less daunting.**”

—FROM UNITED KINGDOM



“We’re lucky to find someone like you!”

—FROM ROMANIA

“We are both very grateful for all you did for us, and for the outstanding care I received at Johns Hopkins.”

—FROM BELGIUM

“I want to thank The Johns Hopkins Hospital for the professional and friendly way I was received.

My doctor clearly and competently answered my questions and doubts, which made me feel more relieved and quite happy.”

—FROM PORTUGAL



“To tell you the truth, I miss Baltimore. Thank you again for everything you have done for us.”

—FROM THE NETHERLANDS



ONLINE EXTRA Visit our microsite: hopkinsmedicine.org/russian



NORTH AMERICA AND BERMUDA





NORTH AMERICA AND BERMUDA



Outpatient
volumes
increased
21 percent.

To improve the health of the community and the world



Patient care is at the center of all we do at Johns Hopkins Medicine International. This region is distinguished, because it is home to The Johns Hopkins Hospital and the rest of our health system—a destination for thousands of patients. Often, these patients are seeking expertise or treatments that exist nowhere else.

In addition to improving health care delivery through our sustainable, high-impact collaborations around the world, we provide personalized care for patients traveling to Johns Hopkins Medicine and for local patients with interpretation needs. Johns Hopkins Medicine International supports distinct patient populations:

- Our multidisciplinary International Patient Services division supports international patients, offering a comprehensive menu of services from financial coordination to accommodations arrangements.
- Johns Hopkins USA provides medical concierge services for out-of-state patients.
- Language Access Services assists domestic patients with interpretation needs—either limited English proficiency, deaf or hard of hearing.

“No matter where patients come from, we’re here to help ease the journey,” says Chris Grant, vice president of patient services. “These staff members are fiercely dedicated to their patients. For many of them, it’s like their patients are their family. What wouldn’t you do for your family?”

Whether the patient is a non-English speaker from just a few blocks away or a child from halfway around the world, Johns Hopkins Medicine International joins their quest for the best possible health care.



Chris Grant, vice president of patient services



Language Access Services Communicating for Health

Communication is the core of health care. For example, if new patients do not speak the same language as the person at the front desk, how will they possibly interact with clinicians? Then consider that the language surrounding complex diseases—cancer, for example—can be overwhelming even in a patient’s native tongue.

Highly skilled, caring medical interpreters who assist patients with limited English proficiency make up our Language Access Services team. The team’s achievements this year illustrate their relentless commitment. What’s even more impressive is that these are in addition to their handling of more than 50,000 interpretation requests.

EDUCATING COMMUNITIES

- A new video remote interpretation system enables bedside interpretation in any language at any time.
- The team won Johns Hopkins Medicine’s patient safety video contest with their entry, “Saving Lives in Many Languages,” which demonstrated why it’s important to use a certified medical interpreter.
- Administrator Susana Velarde reiterated this message in an interview with the local National Public Radio station.
- Two of the longest-tenured interpreters participated in the 54th annual American Translators Association conference. Lina Zibdeh went on to deliver the organization’s first-ever webinar on Arabic medical translation.

The team also offers medical translation (written) services. Translation requests for discharge instructions and patient education materials have increased by almost 60 percent over the past two years.

HIGH STANDARDS. Using their innovative tool, employees completed 42 proficiency assessments in five languages, prescreening applicants for roles that require medical interpretation. Candidates that pass are more rigorously screened by an external vendor.

AMERICAN SIGN LANGUAGE. The team’s seamless process for handling language interpretation requests caught hospital administrators’ attention, and beginning March 1, it assumed responsibility for American Sign Language interpretation services and has since handled over 1,300 such requests.



ONLINE EXTRA Read or listen to the NPR story on medical interpretation now:
<http://bit.ly/1Rlne6>



An American Sign Language interpreter offers interpretation support.

News Highlights at Home and Around the World

MEDCAN CLINIC LAUNCHES A MEN'S VITALITY PROGRAM.

When leaders at the Canadian clinic heard about Johns Hopkins' new men's health program, they knew their clientele could benefit from a similar service. It centers on cutting-edge research, including studies led by Johns Hopkins, that links men's sexual health issues to important health risks. Through our strategic collaboration, Medcan engaged urologist Kevin Billups, director of the Men's Health and Vitality Program at Johns Hopkins, as program advisor. Since the launch in January, 150 men have participated.

POPULATION HEALTH MANAGEMENT IN BERMUDA.

Population health management has dual aims: Improve health care for individuals and reduce costs for systems. The strategy for achieving these goals is surprisingly straightforward: Intensive care management for people with high health risks; preventative health measures for low-risk individuals.

Johns Hopkins HealthCare has long taken this approach in its delivery of health services to more than 350,000 members of three plans in the United States. Johns Hopkins Medicine International and Bermuda Life Insurance signed a strategic collaboration that will enable that organization's leaders to tap this expertise as they develop and execute their own population health program.

ORTHOPEDIC SERVICES FOR RETAIL EMPLOYEES.

Beginning Jan. 1, two major national retailers extended an exciting new benefit to their employees. They would cover all medical and travel costs associated with delivery of certain orthopedic services and surgeries at The Johns Hopkins Hospital. Johns Hopkins USA—our medical concierge team for out-of-state domestic patients—facilitates the employees' access to the program. The original projection was 20 cases a year. Six months in, actual cases are more than double that expectation.

MAINTAINING TIES WITH PAST PATIENTS.

For the second year, we hosted a dinner in Bermuda for past cardiology patients. Cardiologist Ilan Wittstein presented the latest insights on heart disease and lifestyle. Thoracic surgeon (and native son) Malcolm Brock and international care coordinator Adey Betre also attended. These events are opportunities for us to stay in touch with patients and their families who become like our own family during their sometimes lengthy medical visits.

NORTH AMERICA PATIENT VOLUMES INCREASING.

Out-of-state and Canadian outpatient volumes increased 21 percent.



“JHI has a long-standing commitment to work collaboratively in Bermuda and the Caribbean. That’s led to strong relationships based both on our close **understanding of the special health needs of the region and on the local populations’ confidence in our ability to make a difference in their care.**”

ILAN WITTSTEIN, M.D.
ASSISTANT PROFESSOR, CARDIOLOGY



“JHI has worked hard to make it easier for patients to receive complex care that they may not be able to get in their own countries. Providing the medical care may be the most important part, but patients also often need help with travel and scheduling logistics, language services, and much more. **JHI tries to ease the way for patients in every way it can, complementing what we can do for patients medically.**”

LODE SWINNEN, M.D.
PROFESSOR, DEPARTMENT OF ONCOLOGY



ONLINE EXTRA See Kendall Harvey, a cardiology patient from Bermuda, talk about his experience at The Johns Hopkins Hospital: <http://bit.ly/1uig1Ce>



“One important way we can help people outside the U.S. is to **provide advanced tests and treatments here for patients whose local options may be limited**, as is the case in much of Bermuda and the Caribbean. Many people from these regions put their trust in us to help them, and our teams work hard here to reward that trust by providing the best possible care.”

MALCOLM BROCK, M.D.
ASSOCIATE PROFESSOR, SURGERY

Voices of Our Patients

“You have played a **vital role** in my father’s care and have **shown great compassion and empathy**. You provided us with a **level of commitment that is generally reserved for family and friends**—nothing was too big or small or an inconvenience. You are exceptional.”

—FROM BERMUDA



“Thank you very much for all your personalized care and attention to details while our son was treated at The Johns Hopkins Hospital. The **service you provided was excellent beyond words**. You helped keep us in good spirits and made us feel confident that everything was going to be OK.”

—FROM CANADA



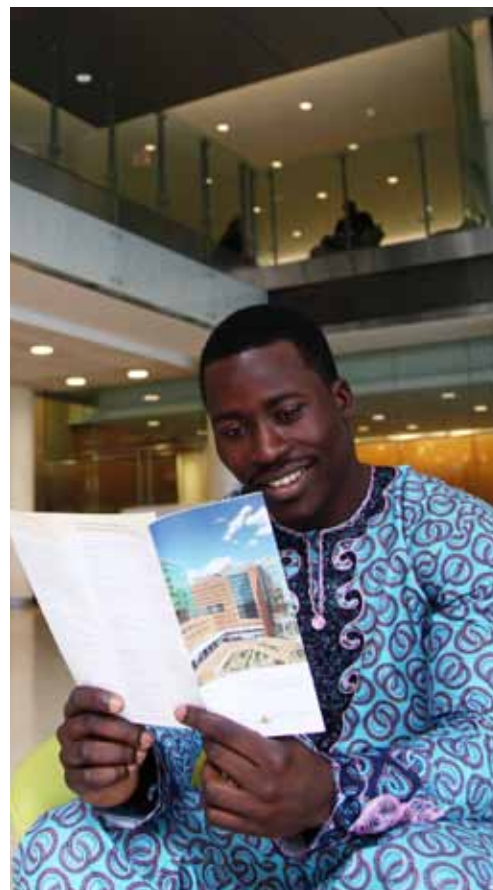


“My medical concierge communicated with me in a way I could understand without confusing medical terms. She took me very seriously, as if I were her own blood relative. I know she believes this is her job, but she is **the exception in my experience, not the rule.**”

—FROM DELAWARE

“I was diagnosed with a rare condition that Johns Hopkins has particular expertise in treating. **My medical concierge was encouraging and positive.** She was funny and friendly while still being professional and knowledgeable. I have received this level of respect and service nowhere else. While these things sound kind of basic, they are important to someone who is stressed out due to medical worries.”

—FROM COLORADO



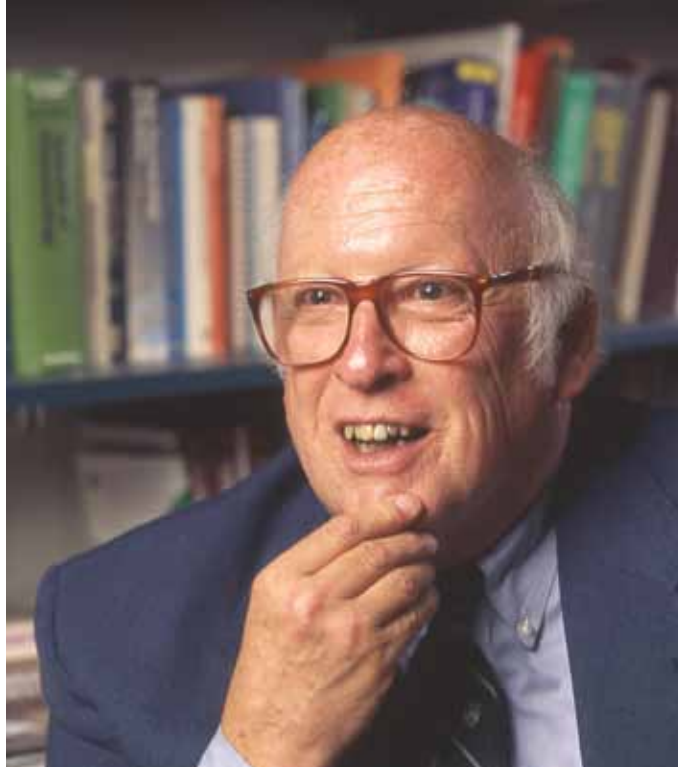
“I was able to have my major surgery **without any fear** because of you.”

—FROM MARYLAND



ONLINE EXTRA Visit our microsite: hopkinsmedicine.org/bermuda

Giving Back



Beyond the formal work to improve the health of the community and the world detailed in these pages, Johns Hopkins Medicine International looks for diverse, special opportunities to give back—to further the promise of medicine and make a difference in people’s lives.

Paul S. Lietman Johns Hopkins Medicine International Scholarships

Many of our global collaborations have centered on developing medical education programs. Equally important to us is increasing those opportunities right here in Baltimore, and in 2012, JHI found a way to do that. We created a need-based scholarship to support international students pursuing medical degrees at the Johns Hopkins University School of Medicine.

Our initial contribution of \$80,000 per year supported two international medical students selected as the first JHI Scholars. We increased funding to \$160,000 (for four students) in the recent fiscal year. That will double again by the end of fiscal year 2016. From that point forward, JHI is committed to contribute \$320,000 per year to further medical education of international students.

Honoring a Visionary

This year, the scholarship was renamed in honor of one of our earliest faculty champions. The late **Paul S. Lietman, M.D., Ph.D.**, led Johns Hopkins University School of Medicine’s Division of Clinical Pharmacology for almost 30 years. He mentored generations of medical students and scientists. Students in both the basic sciences and clinical fields give him faculty awards for teaching—an unusual distinction.

Lietman played a critical role in JHI’s infancy. He was the founding director of research and education at Johns Hopkins Singapore upon its opening in 1998. Subsequently, he led academic relations for JHI, establishing relationships with schools and hospitals in Lebanon, China, and Trinidad and Tobago. He even helped the University of Trinidad and Tobago establish its Caribbean Herbal Medicine Research Institute.

For years to come, the doors Lietman opened will serve as entryways for opportunities to fulfill our mission.

Supporting Clinical Investigation

JHI funds a global health care fellowship in conjunction with a Johns Hopkins Medicine/National Institutes of Health-funded KL2 career development award. The fellowship goes to a recently trained physician addressing a clinical problem that has global impact. It supports that physician’s development of a successful clinical and translational research career.

The first recipient is Matthew Burkey, M.D., who investigates cross-cultural validation assessments of early childhood mental disorders, ADHD, and prevention of childhood mental disorders in low- and middle-income countries. Burkey received the award in 2012 and is entering the fellowship’s third year.

Neonatologist Azadeh Farzin became the second fellow in 2013. She is engaged in research validating novel biomarkers of sepsis in newborns and young infants.



Creating Opportunities for Thought Leadership

JHI and the International Finance Corporation created a place for health industry leaders to discuss relevant topics like globalization and public-private partnerships. More than 250 people attended the private health care conference held in Istanbul, Making Global Connections: Leading Change in Emerging Health Markets. Participants included private health service providers, pharmaceutical and medical technology manufacturers, national health insurers and policy makers, financiers, supply chain management companies and professional associations.

Patient Philanthropy

Patients come here from around the world for life-changing treatments. But it's more than the medical care that makes their visits exceptional. Our Patient Services team members are here to do whatever it takes to ease those journeys. We know we have exceeded expectations when patients, or their family or sponsor, choose to express their gratitude with a cash donation to Johns Hopkins Medicine.

Donations came from corporations, foundations, faculty, staff, Johns Hopkins University alumni, and organizations and entities that are supportive of Johns Hopkins Medicine's mission. In some cases, the donor designates specific uses for the funds. The majority—more than 90 percent—is intended to support faculty research efforts.

In fiscal year 2014, the Fund for Johns Hopkins Medicine reported that we received donations in the amount of \$5,149,703 from 71 donors. In a testament to our comprehensive excellence, donors designated their contributions to support 25 different departments.

We promise to take care of everything else so that patients can focus on their health. Charitable donations to support development of new treatments are a measure that we've fulfilled that promise.

Mexican Mission

Johns Hopkins neurosurgeons **Alfredo Quiñones-Hinojosa** and **George Jallo** traveled to Mexico to perform five surgeries, free of charge, at a public hospital that serves an underprivileged population. Johns Hopkins Medicine International and the Department of Neurosurgery jointly sponsored and supported the trip.

"We did five extremely complex cases in collaboration with our colleagues from Mexico with very little resources," reported Quiñones-Hinojosa. "I am proud to be part of this wonderful family and to represent us in this important mission of giving back and sharing."

Crossing Language Barriers

Language and culture are critical to patient-centered health care. JHI contributed \$22,000 to support medical and nursing students' attendance of medical Spanish courses. The beginning- and intermediate-level courses cover more than just language basics and medical terminology. Exploration of cultural competency issues, like what influences Latino patients' health care behaviors, prepares providers to better meet their patients' needs.



JHI Staff Members Give Back

JHI staff members give back in many ways—through volunteerism outside of work and participation in Johns Hopkins-sponsored events.

Last year, JHI employees teamed up for two special initiatives that directly benefit the communities we serve here and abroad.

Global Strides

In the past few years, several of our international affiliates and their local communities have experienced natural disasters. Clínica Las Condes in Chile and Anadolu Medical Center in Turkey were on the front lines of the emergency response to earthquakes. Tokyo Midtown Medical Center in Japan was affected by the devastating tsunami that followed the earthquake there in 2011.

JHI established the Global Strides charity walk in 2012 to support the Johns Hopkins Office of Critical Event Preparedness and Response, also known as CEPAR. The funds raised support for CEPAR's delivery of expertise in international emergency disaster relief—from immediate response to preparedness education to trauma support to infection control.

At last year's Global Strides walk, 70 participants added nearly \$5,000 to the more than \$10,000 the event has raised so far.

United Way

One dollar. One time. One hundred percent.

JHI employees contributed to the success of Johns Hopkins Medicine's annual United Way fundraising campaign. Chief Financial Officer Vinh Nguyen led our efforts, employing the slogan above to encourage contributions of any amount. Overall, Johns Hopkins Medicine raised \$1,742,847—nearly \$17,000 above the established goal.

Volunteerism

JHI employees also contribute to the community in their spare time. Individually, we support approximately 50 organizations, including:

- International Rescue Committee
- American Red Cross
- Habitat for Humanity
- Girls on the Run
- Blue Water Baltimore
- Our Daily Bread and Paul's Place
- Philippine Nurses Association of America
- Wounded Warrior Project
- Hippodrome Theatre

Many employees are active in community or homeowners' associations or in educational or religious organizations. Others apply their professional skills, providing interpretation or teaching English as a second language. Some even use their talents to help improve the health of their colleagues, such as offering after-work Zumba classes to all JHI employees.



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