This report covers the time period from July 2012 to April 2014.

About Johns Hopkins Medicine

EXPLORE the ways we improve the health of the world through education, research and patient care.

A welcome from Dean/CEO Paul B. Rothman, M.D., and President Ronald R. Peterson.
Johns Hopkins Medicine (JHM), headquartered in Baltimore, Maryland, is a $6.7 billion integrated global health enterprise and one of the leading health care systems in the United States. JHM unites physicians and scientists of the Johns Hopkins University School of Medicine with the organizations, health professionals and facilities of The Johns Hopkins Hospital and Health System. JHM’s vision, “Together, we will deliver the promise of medicine,” is supported by six academic and community hospitals, four suburban health care and surgery centers, and more than 30 primary health care outpatient sites. The Johns Hopkins Hospital, opened in 1889, was ranked number one in the nation for 22 years by U.S. News & World Report.

Mission
The mission of Johns Hopkins Medicine is to improve the health of the community and the world by setting the standard of excellence in medical education, research and clinical care.

Diverse and inclusive, Johns Hopkins Medicine educates medical students, scientists, health care professionals and the public; conducts biomedical research; and provides patient-centered medicine to prevent, diagnose and treat human illness.

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

Core Values
Excellence & Discovery
Leadership & Integrity
Diversity & Inclusion
Respect & Collegiality

Pillars of the Promise of Medicine

Hope
The Johns Hopkins name is synonymous with pushing the boundaries of medical discovery and innovation for the sake of humanity. The work that we do today is helping to lay the foundation for the future of medicine.

Innovation
Discovery has always been at the core of our tripartite mission. Our institution was built on innovative thinking and a pioneering spirit to teach, to discover and to heal. That essence powers all that we do.

Human Connection
Compassionate connections between our patients and our colleagues help us shape a better tomorrow. At Johns Hopkins, these connections have never been more important. They are critical to how we will continuously innovate in medicine.

Collaboration
There’s nothing we can do alone that we can’t do better together. A collective, relentless drive to make new discoveries and create better treatments for patients is in our DNA. This is evident in every area of our mission, from advancements in genetic medicine to the reimagining of how medicine is taught, to everyday patient diagnosis and treatment.

In 2014, The Johns Hopkins Hospital celebrates its 125th anniversary. Learn more about the history and celebration.
Attracting and Retaining the World’s Best People

For 125 years, nurses have helped form the backbone of patient care services. “Earning our third Magnet credential is a special tribute to our nurses and the hard work they do for our patients,” says Jonathan Lewin, M.D., senior vice president of integrated health care delivery for Johns Hopkins Medicine. More than 90 percent of patients and their families rate the care they receive here as excellent, according to a recent survey. The recognition is evidence that The Johns Hopkins Hospital is fulfilling its mission to provide state-of-the-art care to everyone who needs it, says Lewin. It’s also an indication that more than 36,000 employees—serving a patient population of more than 825,000—are dedicated to providing the highest quality of care.

Without mentoring, the wisdom and answers that can help us achieve our goals are lost, says Lansdon King, M.D., named vice dean of the Johns Hopkins University School of Medicine. For future employees as well as current staff members, we offer a centralized recruitment and selection process. There are more than 50 career categories including billing, coding, customer service, health care information technology, nursing, dietetics, and pharmacy. Participants can attend nursing school full time and work part time while maintaining full salary and benefits—there’s something for everyone seeking to advance their careers.

New Grad program, Sibley Memorial Hospital: A Few Examples of our Mentoring programs

Johns Hopkins fosters mentor-and-mentee relationships that prepare aspiring supervisors to succeed in their roles. So You Want to Be a leader?, Johns Hopkins Bayview Medical Center Preps aspiring supervisors to succeed in their roles. Making a Difference, The Johns Hopkins Hospital: Faculty from the Johns Hopkins University School of Medicine with clinical expertise and experience are paired with students who are interested in pursuing a career in health care. The program provides a support system and a group of role models for the students.

Mentoring as a leadership development opportunity. Members enjoy a broad range of leadership and professional development opportunities. The key to leadership is unlocking those possibilities for every person.”

Leadership Updates

Dr. Paulk, M.S.W., named president of the Johns Hopkins Health Human Resources. Dr. Bjornsson, M.D., named president of the Johns Hopkins Health Physicians. Dr. Desiderio, M.D., named president of the Johns Hopkins Health Sciences Honors National Academy of Medicine. Dr. D. King-Wai Yau, M.D., named vice dean of the Johns Hopkins University School of Medicine. Dr. Julie Freischlag, M.D., named senior vice president of Johns Hopkins University for Education, Research, and Medical Education.

An example of the many ways that Johns Hopkins Medicine is meeting the needs of our community is its new school of nursing. The Johns Hopkins School of Nursing’s new professional program is designed to meet the health care needs of the state of Maryland and the nation. A new school of nursing is a welcome addition for the area, says P. Roy Vagelos, M.D., chairman of the Johns Hopkins University Board of Trustees. The school will have a range of 18-23 students in its first year. The school’s 2013 Career Range was 40-44. The school is expected to have a range of 45-49 by 2015.

Back row: Henry Brem, M.D., director of the Johns Hopkins Hospital Department of Neurological Surgery, and Hal Dietz, M.D., director of the Johns Hopkins Hospital Department of Surgery.

Front row: Susan Kraeuter, M.D., named senior vice president of integrated health care delivery for Johns Hopkins Medicine, and Susan Kraeuter, M.D., named senior vice president of integrated health care delivery for Johns Hopkins Medicine.

The 2013 list of the 100 most influential people in the world was released by Time magazine. Johns Hopkins University’s Geraldine Persaud, M.D., was accepted through a lottery admissions process to the first new school of nursing. Kaden, 6, was thrilled when his son Kaden, 6, was accepted through a lottery admissions process to the first new school of nursing. Kaden, 6, was thrilled when his son Kaden, 6, was accepted through a lottery admissions process to the first new school of nursing.
Thought-Controlled Prosthetic Limb

A Double Arm Transplant

Growing an Ear on a Patient’s Arm

Reverse of Cognitive Dysfunction in Down Syndrome Mice

How Breast Cancer Cells Spread and How They Might Be Stopped

A Cure for Sickle Cell Disease

Clinal Innovations

Basic Science

Our Institutes

Biennial Report / 2014

This report covers the time period from July 2012 to April 2014.
treat all patients, regardless of their income or social standing, with

The Aliki Initiative is an innovative project designed to create a generation of physicians who

support systems. They call every patient and visit some of them at
deeper understanding of their patients' living situations and social

in the training of young physicians.

of Mrs. Aliki Perroti, the curriculum is highly evaluated by resi-

in the training of young physicians.

Hopkins Bayview Medical Center drives this curriculum

clinical pharmacy specialists, health behavior specialists and community

pneumonia, and hire supervisors to help other staff. Since the program started in 2012,

from around 90 minutes, the national

give patients the greatest chance at succeeding in this race for life. Last year,

When a heart attack strikes, a silent clock starts ticking. Within minutes,

measures."

Finally, the most likely causes of preventable harm among the sickest

lies in decision-making, Project Emerge aims to eliminate

to provide care consistent with the patient's treatment goals and

the most likely causes of preventable harm among the sickest

improving the Environment of Care

Emerge seeks to redesign

in the intensive care unit, Project

and improve care in the in-

Building on the institution's

One of the ways the project has

in the intensive care unit, Project

There are a number of other


to increase patients' motivation to

Many patients aren't compliant

Maryland Care Link.

The Center for Innovative Medicine at Johns

Along with engaging patients and their fami-

the aid of his wife, Barbra, and physical therapist Jennifer Sahm, right. Studies show that getting patients—even the

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Very different paths to the Johns Hopkins University School of Medicine all pursuing DREAM

In 2013, a group of 279 Johns Hopkins University School of Medicine graduates worked as surgeons and specialists across Johns Hopkins’ campuses—surgical centers, genomic centers, women’s, school and critical care units, mental health, and nursing programs. The students pursue different areas of specialization more than 100 the past, suggesting that a curricular focus on diversity, multiculturalism, and documenting patients’ own needs can foster student achievement.

For 36 years, Young Investigators’ Day has celebrated the achievement of research trainees at the Johns Hopkins University School of Medicine. At the annual event in 2013, 13 graduate students and six postdocs receive awards for their work. Each award is named for a notable researcher. Fellows from basic science departments and clinical departments and house staff from The Johns Hopkins Hospital are invited to apply for these honors. “It’s a huge encouragement for junior graduate students just starting their scientific careers,” says Wei Shen, a recent graduate and award winner. “I still vividly remember the excitement when I first attended the ceremony and saw the senior students receiving awards.”

First Class to Graduate with New Genes to Society Curriculum

In 2013, a group of 279 Johns Hopkins University School of Medicine graduates embarked on careers as physicians and scientists using Johns Hopkins’ curriculum incorporating genetic, socioeconomic, cultural, and lifestyle factors when evaluating and treating patients. The students perform slightly better on standardized tests than in the past, suggesting that a curriculum that aims to create deeper compassion and understanding of patients’ lives needn’t sacrifice academic achievement.

A new pediatric surgery fellowship program at All Children’s Hospital earns approval in July 2013 from the Accreditation Council on Graduate Medical Education, less than a year after the new All Children’s Hospital Johns Hopkins Medicine pediatric residency program was accredited.

Led by Paul Danielson, M.D., medical director of the Pediatric Surgery Program at All Children’s, the fellowship forms a small number of pediatric surgery programs in the U.S. and Canada. It enrolls adult surgeons who have already completed seven years of postgraduate training and provides an additional two years of training in the highly specialized field of pediatric general surgery, including neonatal surgery, pediatric surgical oncology, pediatric trauma surgery, and pediatric advanced miniature access surgery.

Partnering Toward Discovery

Roy Ziegelstein, M.D., vice dean for education for the School of Medicine, worries that today’s medical and research trainees are growing further apart. To reverse that trend, he helps launch a monthly series of seminars, “Partnering Toward Discovery,” that brings M.D. and Ph.D. students together to hear about research and its clinical applications. No less important, Ziegelstein points out, is the opportunity to meet and learn from each other. Though medical students participate in several types of research, there is little interaction between medical and graduate students on a larger scale. This event offers both groups insights into how research and clinical medicine can interact to benefit patients.

Young Investigators’ Day

For 36 years, Young Investigators’ Day has celebrated the achievement of research trainees at The Johns Hopkins University School of Medicine. In the annual event in 2013, 13 graduate students and six postdocs received awards for their work. Each award is named for a notable researcher. Fellows from basic science departments and clinical departments and house staff from The Johns Hopkins Hospital are invited to apply for these honors. “It’s a huge encouragement for junior graduate students just starting their scientific careers,” says Wei Shen, a recent graduate and award winner. “I still vividly remember the excitement when I first attended the ceremony and saw the senior students receiving awards.”

Young Investigators’ Day is a fantastic opportunity to celebrate the extremely talented group of students and fellows at Hopkins. It also reminds us of how we can find ways to benefit from the unique intellectual environment by collaborating with our colleagues.

— Junjie Guo, 2012 winner and recent graduate

About Johns Hopkins Medicine

This report covers the time period from July 2012 to April 2014.
Other recent JHI agreements:

- Peru: Hospital Italiano de Lima
- China: Sun Yat-sen University
- Brazil: Hospital Moinhos de Vento
- Colombia: Fundación Santa Fe de Bogotá
- Peru: Instituto de Salud del Peru
- Mexico: Hospital Infantil de la Cidade de Mexico
- Peru: Hospital Indepard

Biennial Report / 2014

Integration
As a national and global health system, Johns Hopkins Medicine integrates services and the expertise of faculty and staff.
### Johns Hopkins Medicine Facts and Components

<table>
<thead>
<tr>
<th>Source</th>
<th>Number</th>
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<tbody>
<tr>
<td><strong>Annual outpatient visits</strong></td>
<td>2.6 million</td>
</tr>
<tr>
<td><strong>Average length ofstay</strong></td>
<td>6.3 days</td>
</tr>
<tr>
<td><strong>Total beds</strong></td>
<td>2,714</td>
</tr>
<tr>
<td><strong>Patients in the year</strong></td>
<td>419,625</td>
</tr>
<tr>
<td><strong>Employees</strong></td>
<td>24,525</td>
</tr>
<tr>
<td><strong>Operating revenues</strong></td>
<td>$6.7 billion</td>
</tr>
<tr>
<td><strong>Federal funds received for research</strong></td>
<td>$250 million</td>
</tr>
<tr>
<td><strong>Average patient visits per day</strong> in 2013**</td>
<td>2,960</td>
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<tr>
<td><strong>Bottom line</strong></td>
<td>Profit of $500 million</td>
</tr>
<tr>
<td><strong>Annual Emergency Department visits</strong></td>
<td>3,933,727</td>
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<tr>
<td><strong>Annual Hospital admissions</strong></td>
<td>115,120</td>
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<tr>
<td><strong>Inpatient admissions</strong></td>
<td>116,590</td>
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<tr>
<td><strong>Medical Center births</strong></td>
<td>9,163</td>
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<tr>
<td><strong>Research grants</strong></td>
<td>$250 million</td>
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<tr>
<td><strong>Minutes spent on the phone</strong></td>
<td>202,098,000</td>
</tr>
<tr>
<td><strong>Annual 页面 visits</strong></td>
<td>42,232,442</td>
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<tr>
<td><strong>Medical Center visits</strong></td>
<td>1,970,542</td>
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<tr>
<td><strong>Medication error reports</strong></td>
<td>88,327</td>
</tr>
<tr>
<td><strong>Medication errors</strong></td>
<td>1,033</td>
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<tr>
<td><strong>Average employee cost</strong></td>
<td>$54,500</td>
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<tr>
<td><strong>Average number of patients</strong></td>
<td>260,000</td>
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<tr>
<td><strong>Average age of patient</strong></td>
<td>51.2 years</td>
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<tr>
<td><strong>Average wait time</strong></td>
<td>10.5 minutes</td>
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<tr>
<td><strong>Average length of stay</strong></td>
<td>6.4 days</td>
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### Performance

**A Unified Approach = Savings for All**

In 2013, Johns Hopkins Medicine joined the Cleveland Clinic, the Mayo Clinic, and Mount Sinai Medical Center in the Council of Teaching Hospitals. This council helps institutions share best practices and identify areas to reduce costs across the entire health care system. This is particularly relevant, as the size of hospital systems continues to grow, placing more pressure on health care providers to control costs and reduce spending. Together, we are realizing savings of more than $20 million annually.

**A Banner Year for the Fund for Johns Hopkins Medicine**

In 2013, the Fund for Johns Hopkins Medicine met its goal of raising more than $300 million in donations. $90 million of that amount was given for our medical research and patient care programs. This support is crucial to the development of new therapies and technologies that can better serve our patients and their families.

### Digital Growth

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Value to Hopkins as a whole</th>
<th>Value to Hopkins as a whole (in millions)</th>
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<tbody>
<tr>
<td>2013</td>
<td>25 million</td>
<td>83%</td>
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### Reputaion and Awareness

When asked “Have you ever heard of Johns Hopkins?” More than 79% of people polled responded “yes.”

### Innovative Services in a Changing Health Care Landscape

**Employee Health Programs for Companies**

MinuteClinic®, a walk-in medical clinic, was introduced to PepsiCo’s employees at the company’s Baltimore bottling plant. MinuteClinic® enables employees to receive convenient access to medical care to prevent and care for minor illnesses and injuries. This program has been launched at 12 hospitals in the Johns Hopkins system and projected to reach as much as $72 million of savings in the first year. Total savings to the Johns Hopkins Health System, after accounting for supplies and services jointly purchased, is expected to be $13 million by June 2014, and within three years, savings are projected to reach as much as $72 million.

**On-Site Employee Health Programs**

In a move designed to reduce spending across the Johns Hopkins Health System, the system’s six hospitals and the Johns Hopkins Medical Institutions have combined to form the Johns Hopkins Employee Health & Wellness Centers by state. This collaboration is more important for Johns Hopkins Medicine, our mission would effectively come to a halt. If not for the generosity and compassion of people who donate to Johns Hopkins Medicine, our mission would effectively come to a halt.

**Performance**

In 2013, the six hospitals of the Johns Hopkins Health System saw in these growth in revenues and decreased spending and improved financial performance. This has continued in fiscal year 2014, and within three years, savings are projected to reach as much as $72 million. In fiscal year 2013, the six hospitals of the Johns Hopkins Health System earned a combined operating income of $730 million. The six hospitals of Johns Hopkins Medicine shared this income with the Johns Hopkins medical centers in the proportions of 60%, 30% and 10%, which is the same allocation as that received by the hospitals in fiscal year 2012.

**Sources of Revenue - Johns Hopkins Medicine FY 2013**

<table>
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<tr>
<th>Source</th>
<th>Number</th>
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<tr>
<td>45% Hospital Services</td>
<td>$192 million</td>
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<tr>
<td>26% Clinical/Research Faculty/Physician</td>
<td>$72 million</td>
</tr>
<tr>
<td>17% Managed Care</td>
<td>$47 million</td>
</tr>
<tr>
<td>12% International/Home Care, Johns Hopkins Health System</td>
<td>$30 million</td>
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**Johns Hopkins Hospital’s Streak at #1: U.S. News & World Report**

For 21 years in a row, since 1991 to 2011, The Johns Hopkins Hospital has been ranked #1 in the nation by U.S. News & World Report for #1 Best Hospitals, U.S. News & World Report for “America’s Best Hospitals” and U.S. News & World Report for “America’s Best Hospitals” in the specialty of Cardiology & Heart Surgery.

**About Johns Hopkins Medicine**

As the pre-eminent biomedical research institution in the nation, Johns Hopkins Medicine fosters more than $300 million in donations. $90 million of that amount was given for medical research and patient care programs. This support is crucial to the development of new therapies and technologies that can better serve our patients and their families.

**Sources of Revenue - Johns Hopkins Medicine FY 2013**

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