Excellence and Discovery
An Overview
"At Johns Hopkins Medicine, we talk about excellence and discovery because both are firmly embedded in our more than 125-year history. Modern medical education was born and revolutionized here, and countless advances in medicine were made by Johns Hopkins physicians and scientists. We have evolved into an internationally recognized medical system built to deliver evidence-based medicine with cutting-edge innovation.

Paul B. Rothman, M.D.
Dean of the Medical Faculty
CEO, Johns Hopkins Medicine

Watch a video highlighting some of our research highlights from 2016.
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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, Johns Hopkins Medicine will deliver the promise of medicine.
Core Values

- Excellence & Discovery
- Leadership & Integrity
- Diversity & Inclusion
- Respect & Collegiality

Be the best
Be a role model
Be kind
Be open
Origins of Johns Hopkins Medicine

Johns Hopkins, the Quaker merchant, banker and businessman, left $7 million in 1873 to create The Johns Hopkins University and The Johns Hopkins Hospital, instructing his trustees to create new models and standards for medical education and health care.

He was named for his great-grandmother, Margaret Johns, her last name becoming his first (and confusing people ever since).
The Founding Physicians

- William Henry Welch
- William Stewart Halsted
- William Osler
- Howard Kelly
Founding Physicians

William Henry Welch (1850–1934)

- Created the first graduate training program for physicians.
- Founded nation’s first (and currently largest) school of public health.

William Osler (1849–1919)

- Was first physician-in-chief at The Johns Hopkins Hospital (1889).
- Established first medical residency program as backbone of physician training.
- Pioneered practice of bedside teaching (medical rounds).
- Authored *The Principles and Practice of Medicine*, the most influential medical textbook of the 20th century.

William Stewart Halsted (1852–1922)

- Started first formal surgical residency training program.
- Pioneered the use of surgical gloves.
- Radical mastectomy, hernia repair and thyroidectomy were among his innovations.

Howard Kelly (1858–1943)

- Established gynecology as a true specialty.
- Invented numerous medical devices, including a urinary cystoscope and absorbable sutures, at Johns Hopkins.

11 students went on to lead departments of surgery around the country.
Facts and Major Components
The Johns Hopkins Hospital opened in 1889, and the Johns Hopkins University School of Medicine opened four years later.

In 1986, the hospital trustees created The Johns Hopkins Health System Corporation to serve as the parent of the hospital and future subsidiary entities.

In 1996, the health system and the school of medicine joined together to become Johns Hopkins Medicine.
Organization Structure

* These entities are 100 percent owned by The Johns Hopkins Health System Corporation
** These entities are 50 percent/50 percent joint ventures between The Johns Hopkins Health System Corporation and The Johns Hopkins University
# Financial Performance

## JHM FY2017 Operating Figures (in thousands)

<table>
<thead>
<tr>
<th>Division</th>
<th>Operating Revenue</th>
<th>Operating Expense</th>
<th>Operating Margin</th>
<th>Operating Margin %</th>
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</thead>
<tbody>
<tr>
<td>Academic Hospital Division</td>
<td>$2,949,800</td>
<td>$2,858,023</td>
<td>$91,777</td>
<td>3.1%</td>
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<tr>
<td>Community Hospital Division</td>
<td>901,215</td>
<td>879,896</td>
<td>21,319</td>
<td>2.4%</td>
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<td>Johns Hopkins All Children's Hospital &amp; Health System</td>
<td>544,941</td>
<td>519,784</td>
<td>25,157</td>
<td>4.6%</td>
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<td>Johns Hopkins University School of Medicine</td>
<td>2,227,502</td>
<td>2,221,063</td>
<td>6,439</td>
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<td>Johns Hopkins Health System - Other</td>
<td>1,122,226</td>
<td>1,110,483</td>
<td>11,743</td>
<td>1.0%</td>
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<tr>
<td>Johns Hopkins HealthCare LLC</td>
<td>1,987,893</td>
<td>1,942,321</td>
<td>45,572</td>
<td>2.3%</td>
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<tr>
<td>Johns Hopkins Medicine International, LLC</td>
<td>103,568</td>
<td>85,958</td>
<td>17,610</td>
<td>17.0%</td>
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<tr>
<td>Johns Hopkins Home Care Group, Inc.</td>
<td>140,126</td>
<td>137,110</td>
<td>3,016</td>
<td>2.2%</td>
</tr>
<tr>
<td>Eliminations</td>
<td>(2,238,447)</td>
<td>(2,162,334)</td>
<td>(76,113)</td>
<td></td>
</tr>
<tr>
<td><strong>FY2017 Total JHM</strong></td>
<td><strong>$7,738,824</strong></td>
<td><strong>$7,592,304</strong></td>
<td><strong>$146,520</strong></td>
<td><strong>1.9%</strong></td>
</tr>
</tbody>
</table>
Johns Hopkins Medicine (FY 2017)

- $8 billion in operating revenues
- 40,000-plus full-time equivalent employees; among largest private employers in Maryland
- 2.8 million-plus annual outpatient visits
- 360,000-plus annual emergency department visits
- 115,000-plus annual hospital admissions
- At over $2 billion, The Johns Hopkins University is, for the 37th straight year, the leading U.S. academic institution in total research and development spending, according to the National Science Foundation’s rankings.
Johns Hopkins University School of Medicine

- M.D./Ph.D. program—largest National Institutes of Health (NIH) medical science training program in the country
- M.D./M.P.H. and M.D./M.B.A. joint degree programs
- M.A. in medical and biological illustration
- Annually ranked second in NIH funding for U.S. medical schools ($462 million)
- Medical and doctoral students: over 1,200
- Full-time faculty: over 2,800
- Part-time faculty: over 1,200
The Johns Hopkins Hospital and Johns Hopkins Bayview Medical Center (FY 2017)

The Johns Hopkins Hospital
The Johns Hopkins Hospital is the only hospital in history to be ranked first in the nation for 22 years by U.S. News & World Report.

1,154 licensed beds, over 2,100 full-time attending physicians

Johns Hopkins Children’s Center
Consistently ranked by U.S. News & World Report as one of the top centers in the nation.

Johns Hopkins Kimmel Cancer Center
National Cancer Institute-designated cancer center; consistently ranked among the top in the nation by U.S. News & World Report.

Johns Hopkins Bayview Medical Center
455 licensed beds, over 683 attending physicians

Note: all licensed bed counts are 2017, including NICU
Facts and Components
Other Johns Hopkins Hospitals

Johns Hopkins All Children's Hospital
St. Petersburg, Florida
- 259 licensed beds, 290 active medical staff members
- Ranked by *U.S. News & World Report* in three specialties

Howard County General Hospital
Columbia, Maryland
- 285 licensed beds, over 410 physicians
- Designated by the Maryland Institute for Emergency Medical Services Systems as a Cardiac Interventional Center, Primary Stroke Center and Perinatal Referral Center

Note: all licensed bed counts are 2017, including NICU
Facts and Components
Other Johns Hopkins Hospitals

**Sibley Memorial Hospital**
*Northwest Washington, D.C.*
- 288 licensed beds, more than 1,000 active medical staff members
- Johns Hopkins Kimmel Cancer Center location for expanded patient care and research, including access to clinical trials for Washington, D.C., area patients

**Suburban Hospital**
*Bethesda, Maryland*
- 230 licensed acute beds, more than 400 active medical staff members
- Johns Hopkins Cardiothoracic Surgery Program at Suburban Hospital
- Focus on open heart surgical procedures and trans-aortic valve replacement
Other Johns Hopkins Health System Highlights

**Johns Hopkins HealthCare**
Managed care plans covering more than 405,000 people

**Johns Hopkins Community Physicians**
With over 40 primary and specialty care outpatient sites, Johns Hopkins Community Physicians handles more than 932,000 annual patient visits

**Johns Hopkins Home Care Group**
A full-service home care provider with over 174,000 patients served

Note: Figures are for 2017
Strategic Affiliation Highlights
Johns Hopkins Medicine International Highlights

- Facilitates the global expansion of the Johns Hopkins Medicine mission

- Provides personalized care for patients from outside Maryland and the U.S., and for local patients with interpretation needs

- Works to improve health care delivery through high-impact, sustainable collaborations around the world

Watch a video about our international patient services.
# Johns Hopkins Medicine Affiliates

<table>
<thead>
<tr>
<th>ANNE ARUNDEL HEALTH SYSTEM</th>
<th>GREATER BALTIMORE MEDICAL CENTER</th>
<th>MT. WASHINGTON PEDIATRIC HOSPITAL</th>
<th>EXTENDED SERVICES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anne Arundel County</td>
<td>Towson</td>
<td>Baltimore</td>
<td></td>
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</table>

AAHS’s DeCesaris Cancer Institute is closely aligned with Johns Hopkins Medicine through:

- Breast Reconstruction Program
- Expanded cancer clinical trials available to Anne Arundel Medical Center patients
- Jointly held tumor conferences

Johns Hopkins physicians manage and supervise:

- All heart-related inpatient and outpatient testing
- Pediatric surgery and an enhanced pediatric surgery practice
- Head and neck cancer surgery and voice centers

- Jointly owned by the Johns Hopkins Medicine and University of Maryland Medical System, the Mt. Washington Pediatric Hospital is a 102-bed non-profit children's hospital that provides long-term care for children with complex health problems.

- Patient First at Johns Hopkins Bayview Medical Center, Howard County General Hospital, Green Spring Station, Towson and Odenton; owned by Johns Hopkins Medicine, managed and operated by Patient First.
Notable Research and Clinical Milestones
Notable Milestones

- First major medical school in the U.S. to admit women (1893)
- Popularized the use of rubber gloves during surgery
- Pioneered surgery for breast cancer (1889)
- First to develop renal dialysis (1912)
- Isolated and crystallized insulin (1926)
- Developed cardiopulmonary resuscitation—CPR (1958)
- Invented first implantable, rechargeable pacemaker for cardiac disorders (1972)
- Discovered restriction enzymes—“biochemical scissors”—that gave birth to genetic engineering
- Developed first and only effective treatment for sickle cell disease (1995)
- Pioneered exchange of kidneys among incompatible donors (2003-2009)
- An initial catalog of more than 80 percent of the proteins in the human body (the “proteome”) was unveiled as a resource for scientists in every biomedical field (2014)
Awards & Honors

15 current/former school of medicine scientists are Nobel laureates

10 school of medicine faculty members have received the Lasker Award (“American Nobel”)

29 members of the school of medicine’s current faculty have been elected to the National Academy of Sciences; 67 faculty members were elected to the Institute of Medicine

Four school of medicine faculty members/alumni have received the Presidential Medal of Freedom (Denton Cooley, Arnall Patz, Benjamin Carson and Donald Henderson)
Nobel Prizes

2009 Nobel Prize in Physiology or Medicine
Carol Greider, Ph.D.
Daniel Nathans Professor and Director of Molecular Biology and Genetics, Institute for Basic Biomedical Sciences

2003 Nobel Prize in Chemistry
Peter Agre, M.D.
Professor of Biological Chemistry, Director of the Johns Hopkins Malaria Institute

1978 Nobel Prize in Physiology or Medicine
Hamilton Smith, M.D.,
professor of microbiology,
Johns Hopkins University School of Medicine

Daniel Nathans, M.D.,
professor of molecular biology and genetics,
Johns Hopkins University School of Medicine
### Awards & Honors

<table>
<thead>
<tr>
<th>2015 Howland Medal in pediatrics: Catherine DeAngelis, M.D.</th>
<th>2007 National Physician of the Year Award for Clinical Excellence; 2007 King Faisal International Prize in Medicine: Patrick Walsh, M.D.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008 MacArthur “Genius Award” winner: Peter Pronovost, M.D., Ph.D.</td>
<td>Watch a video in which Peter Pronovost discusses our commitment to patient safety.</td>
</tr>
</tbody>
</table>

Watch a video in which Peter Pronovost discusses our commitment to patient safety.
Building on the Promise—Facilities
Patient- and Family-Centered Care

The Johns Hopkins Hospital’s newest clinical buildings reflect Johns Hopkins’ focus on providing the best in patient- and family-centered care.

696 private patient rooms:
491 for adults
205 for children

33 new, state-of-the-art operating rooms
Remodeled Nelson/Harvey Building Provides Healing Environment

- 136 private patient rooms
- Family features, such as lounges and in-room sleep furniture

Watch a video that offers a virtual tour of the remodeled Nelson/Harvey Building.
Sheikh Zayed Tower

- 23 operating rooms
- 35 obstetrical rooms
- 224 acute care rooms
- 96 intensive care rooms
- Adult Emergency Department

Watch a video that offers a virtual tour of the Sheikh Zayed Tower and the Charlotte R. Bloomberg Children’s Center.
Building Includes:

- 205 private inpatient rooms
- 45-bed neonatal intensive care unit, 40-bed pediatric intensive care unit
- 10-bed research unit
- 10 surgical suites
- Pediatric Emergency Department,
- Level I Pediatric Trauma Center
- 10-bed research unit
- Pediatric burn care
Wilmer Eye Institute
Robert H. and Clarice Smith Building and
Maurice Bendann Surgical Pavilion

- Seven outpatient operating rooms
- 74,595 square feet of research space
- Designed for unplanned encounters to foster collaboration and spontaneous creativity
- Surgical pavilion on the ground floor with dedicated parking for patients
Anne and Mike Armstrong Medical Education Building

- State-of-the-art building designed around the Genes to Society curriculum
- High-tech classrooms offering simulations labs, MRI images, CT scans and surgical videos
Science + Technology Park and Around Eager Park

- A project of city and private developers in collaboration with the community and Johns Hopkins
- Redevelopment of 88 acres in East Baltimore
- 1.1 million square feet of lab and office space
- New housing, shops, restaurants, parking and other amenities
- 5.5-acre, three-block linear park was designed as a spot for residents and workers to socialize, relax, exercise, play and be entertained in a lush, green setting
Science + Technology Park and Around Eager Park

1812 Ashland Building
- Johns Hopkins FastForward
  East Innovation Hub
- Johns Hopkins Technology Ventures

John G. Rangos Sr. Life Sciences Building
- Johns Hopkins Diabetes Research Center
- Johns Hopkins Institute for Basic Biomedical Sciences
Building on the Promise—Medical Education
Medical Education

Pioneered Genes to Society curriculum, which teaches an “individualized medicine” model based on genetic variability, interdisciplinary diagnostics and treatment, evidence-based care, health disparities and safety.

- The framework is based on the precepts of individuality and systems biology.

- Reframes the context of health and illness so that students consider all aspects impacting an individual’s health—social, cultural, psychological, environmental and genetic.

- The linchpin is Scientific Foundations of Medicine, taught in year one, with topics ranging from principles of protein structure to clinical research.

- First graduating class was in 2013.

Watch a video about our innovative medical education program.

Meet Amanda Edwards, a Ph.D. candidate in the Biomedical Engineering Program at the Johns Hopkins University School of Medicine.
Magnet Certification: In 2003, The Johns Hopkins Hospital was the first health care organization in Maryland to receive the Magnet® designation for excellence in nursing practice from the American Nurses Credentialing Center. Received third consecutive Magnet® designation in 2013.

Clinical Advancement—PACE: The five-level advancement program, PACE (Professional Accountability and Clinical Excellence), recognizes and rewards nurses for their experience, competencies and good bedside manner, and gives them opportunities for increased clinical responsibility.

Research: Johns Hopkins encourages research by nurses (e.g., a fellowship in outcomes management allows two nurses each year to devote 16 hours per week for six months to develop outcomes management skills).

Global Reach: Johns Hopkins nurses volunteer at community health centers, join medical relief missions in the U.S. and abroad, and have both a national and international presence in nursing education, research, practice and service.
Reducing preventable harm, improving patient outcomes and experiences, and reducing waste in health care delivery at Johns Hopkins and around the world by:

- Advancing the science of patient safety and quality
- Building organizational capacity for improvement through training and supportive infrastructure
- Designing, implementing and evaluating interventions
Johns Hopkins inHealth

- **Goal:** Improve diagnosis, treatment and outcomes by further defining patient subgroups that respond differently to disease and treatment.

- Precision Medicine Centers of Excellence partner with patients to advance knowledge.

- Speaker series in Washington, D.C. aims to change policy to speed bench to bedside.

Watch a video to learn about our precision medicine effort.
www.youtube.com/watch?v=Bk7MXZuFJuQ
Combines the school of medicine’s nine basic science departments to foster research programs in emerging and promising fields.

Conducts over $100 million in fundamental research.

- Biological Chemistry
- Molecular and Comparative Pathobiology
- Biomedical Engineering
- Biophysics and Biophysical Chemistry
- Molecular Biology and Genetics
- Cell Biology
- Neuroscience
- Pharmacology and Molecular Sciences
- Physiology

Watch a video about our research to develop a liquid biopsy to detect and track cancer.
Interdisciplinary Technology Hubs

- High Throughput Biology Center (HiT Center)
- ChemCORE Facility
- Ross Flow Cytometry Core Facility
- Genetics Resources Core Facility
- Mass Spectrometry Laboratory
- Microarray Core Facility
- Microscope Core Facility
- NMR Spectroscopy and Imaging Facility
- Protein/Peptide Sequencing Facility
- Proteomics Facility
- Transgenic Core Facility
Institute for Cell Engineering

- Focuses on stem cell (including embryonic stem cell) therapies, safety and basic research.
- Ongoing work includes emphasis on Parkinson's disease, cancer, Lou Gehrig's disease (ALS), diabetes and heart failure.
McKusick-Nathans Institute of Genetic Medicine

- Organized to integrate research and clinical care based on understanding of human heredity and genetic medicine, multigenic, widespread diseases.

- Named for Victor A. McKusick and Daniel Nathans.
The university’s intellectual property administration center serves researchers and inventors as a licensing, patent and technology commercialization office.

- Total revenue: $17.1 million
- Total invention disclosures: 549
- Licenses and options: 171
- Active issued patents (U.S. and foreign): 2,653
- Active industry collaborations: 16
- Startup companies created: 18

Watch a video about how JHTV supports startups at its innovation hubs.

Note: above figures are for FY 2017
Brings together Johns Hopkins faculty and students using nanotechnology to generate new diagnostic and therapeutic tools, including biosensors and DNA nanoparticles.

Watch a video highlighting some of our research accomplishments from 2015.
Johns Hopkins Institute for Clinical and Translational Research (ICTR)

- **Goal:** To accelerate bench-to-bedside medical innovations and new translational treatments for patients.

- Supports the work of more than 100 faculty members from the schools of medicine, engineering, nursing and public health.

Watch a video to learn about our [clinical trials program](#).
Our Patient Demographic

“The hospital must care for “the indigent sick of this city and its environs, without regard to sex, age, or color, who may require surgical or medical treatment.”

— Mr. Johns Hopkins to Johns Hopkins Hospital trustees, 1873

January–October 2015
Our Diverse Workforce

Race/Ethnicity
- White: 53%
- Black or African-American: 30%
- Asian: 12%
- Hispanic: 3%
- Native Hawaiian or Pacific Islander: Less than 1%
- Two or more races: Less than 1%
- American Indian or Alaskan Native: Less than 1%

Gender
- Women: 72%
- Men: 28%

Read the 2015 Diversity and Inclusion Annual report at hopkinsmedicine.org/diversity

Watch our “People Behind the Promise” video series profiling a few of our amazing staff members.
Community Relations
East Baltimore Programs
20 percent in building contracts going to minority-owned, women-owned or disadvantaged businesses

40 percent of new hires in targeted jobs will be from distressed communities

$6 million increase in goods and services purchased from Baltimore businesses
BUILD

17.3% of addressable construction spending, a total of $55 million, went to contractors that were minority-owned, women-owned, or disadvantaged business enterprises.

15 small, local minority-owned, women-owned or disadvantaged construction businesses expanded their skills and connections through the BLocal BUILD College.

HIRE

304 new hires for a set of targeted positions live in focus area Baltimore City ZIP codes, making up 43 percent of the hires in those categories.

119 individuals with criminal records were hired at Johns Hopkins’ Baltimore City locations, including 41 who were among the HopkinsLocal focus area residents hired into targeted positions.

BUY

$4.9M more spending in targeted categories with local businesses.

2 development plans were created with nonlocal suppliers to increase those companies’ efforts to hire, procure or invest in Baltimore.

All year one statistics are from FY 2016 — July 1, 2015, to June 30, 2016.
Community Relations: Health Care

- **Johns Hopkins Adolescent Clinic**: Serves over 3,000 youngsters, ages 10 to 21.

- **Breast Care Initiative**: Offers free clinical breast exams and mammogram screenings.

- **JHCP East Baltimore Medical Center**: Serves over 19,000 patients.

- **Community Care-A-Van**: A free mobile medical unit provides primary care, immunizations, acute care, physicals and education.

- **The Access Partnership**: Improves access to effective, compassionate, evidence-based primary and specialty care for uninsured and underinsured patients.

- **Center for Promoting Health/Salud and Opportunity for Latinos**: Enhances the health of Latinos in Baltimore.
Community Relations: Outreach

- **Community of Caring Campaign:** Encourages staff involvement and provides support for revitalization and redevelopment initiatives.

- **INROADS Baltimore:** Offers summer internships and career development training for minority undergraduate students in business and allied health.

- **Johns Hopkins Injury Prevention and Community Outreach Collaborative:** Prevents violence through education and outreach.

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#TimeForBaltimore

Video Series Spotlights Employee Volunteers

When her neighborhood playground fell into disrepair, Ede Taylor took on the project of reviving the spot as a place for kids to play and learn. A project coordinator with the Johns Hopkins Medicine Office of Community Health, Taylor is active in her northeast Baltimore neighborhood and led a huge team of volunteers to rebuild the Sinclair Lane Elementary School playground.

Watch all of our #TimeForBaltimore videos.
Community Relations: Outreach

- **Urban Health Institute:** Improves collaboration between Johns Hopkins and the community in research, community projects, program planning and implementation.

- **East Baltimore Community Conversations:** Host regular community engagement meetings with residents and local leaders to discuss community needs and strategies to improve the health of residents and the East Baltimore community.

- **Medical Religious Partnership:** Builds stronger relationships with the faith community to improve access to medical care, provide educational programs, and address health care disparities.

- **Turnaround Tuesday:** Provides job readiness, training, barrier removal and access to employment opportunities to ex-offenders and long-term unemployed residents.
Community Relations: Education

- **PTECH at Dunbar**: Pathways in Technology Early College High, PTECH, is a school-to-industry pipeline for Baltimore students. The program provides students in high school through community college link students to specific positions in the health care industry.

- **Summer Jobs Program**: Offers paid internship to area students in either the Johns Hopkins Health System or The Johns Hopkins University.

- **Medical Education Resources Initiative for Teens (MERIT)**: MERIT helps Baltimore teens prepare for medical careers. MERIT Scholars devote summers and school-year Saturdays to activities that prepare them for health careers.

- **Adopt-a-Class Program**: Tench Tilghman Elementary Middle School

Watch a video to learn about our [Summer Jobs Program](#).
Community Relations: Education
Elmer A. Henderson: A Johns Hopkins Partnership School

Opened in 2013, the K-8 school is operated by The Johns Hopkins School of Education, in partnership with Morgan State University’s School of Education and Urban Studies, and is viewed as a bedrock of East Baltimore’s ongoing revitalization.

Students and faculty from the Johns Hopkins University School of Nursing help oversee the health suite and work with families on issues related to health and nutrition.

Johns Hopkins Hospital employees Marlen and Keith Foster were thrilled when their son Kaden, 6, was accepted to the first new school built in East Baltimore in 20 years.
Community Relations: Education

- **Dunbar High School Health Partnership**: Helps prepare students through school-to-career transition initiatives.

- **Food Re-Education** for Elementary School Health: An innovative nutrition education program available to elementary schools.

- **CARES**—Summer in the Lab: A program for undergraduate and high school interns who spend summer exploring different fields of research.

- Paid **internships** in allied health professions

- Summer **tutorial program** for elementary school students

- Full-tuition Johns Hopkins **scholarships** for Baltimore City Public Schools students

Watch a video about our 2015 **Adopt-a-Class Career Day**.