

Reflecting on our Accomplishments Across Johns Hopkins Medicine During the Pandemic

Howard County General Hospital

- Though it is a Howard County hospital, Howard County General Hospital (HCGH) **became a regional destination for patients with psychiatric conditions** who test positive for COVID-19 and are asymptomatic. The hospital cared for approximately 200 of these patients, the vast majority from outside Howard County.
- Since opening in March 2020, the **busy HCGH drive-through operation has tested over 37,000 patients**. The hospital's testing capabilities have provided a greatly needed diagnostic resource for patients and physicians, and thousands of pre-procedural tests for patients prior to surgery. Without these pre-procedural tests, it would not have been possible to resume elective surgeries. Testing was extended to vulnerable community members through a faith-based program.

Johns Hopkins All Children's Hospital

- Researchers at Johns Hopkins All Children's Hospital **launched a clinical trial to evaluate safety, dose requirements and preliminary efficacy of an anticoagulant medication regimen** for the prevention of vascular clotting complications in children hospitalized with COVID-19-related illness. The trial is enrolling not only children hospitalized with the respiratory illness who have tested positive for SARS-CoV-2, but also those hospitalized with the rapidly emerging, COVID-19-related, and often severe multisystem inflammatory syndrome in children (MIS-C), and has achieved more than 75% of target enrollment to date.
- Pediatric infectious disease specialists provided **guidance to the Pinellas County School System and the city of St. Petersburg** to help institute COVID-19 safety measures for reopening schools and businesses.

Johns Hopkins Bayview Medical Center

- In April 2020, the Care-a-Van, a Johns Hopkins Bayview Medical Center mobile health initiative, was **repurposed as a drive-through testing site to provide COVID-19 testing for the community**, one of the first sites in the area. As of February 2021, more than 25,000 tests had been conducted by the community collection site.
- The first patient with COVID-19 at Johns Hopkins Bayview was identified on March 18, 2020. On April 4, the **observation unit of the emergency department was commissioned as the first dedicated acute care**

COVID-19 unit, and on April 5, the medical ICU converted to biomode as well. Across a 130-acre campus with roots that date to 1773, a small-but-mighty team of carpenters, painters, electricians and HVAC experts have led dozens of retrofits and builds, including outfitting a tent with individual patient rooms and customizing air handling systems with UV light to kill any airborne bacteria or virus.

Johns Hopkins Children's Center

- Johns Hopkins Children's Center **helped diagnose a completely-new disorder called MIS-C**, and contributed to the landmark NEJM paper on how to treat this disease after establishing world-class treatment protocols for the condition. The Children's Center defined when and how to offer ECMO to these critically ill patients, and also saw incredible success and outcomes.
- An incident command center was set up at Johns Hopkins Children's Center where **protocols were developed for patient care at each level of the COVID-19 continuum**.
- As advocates for children within the JHM system, the Children's Center **defined a perioperative structure that met the specific needs of kids**.
- The Children's Center **worked on how to reopen schools safely and equitably**.

Johns Hopkins Community Physicians

- Johns Hopkins Community Physicians (JHCP) HR and credentialing teams managed the **hiring and credentialing of all hospitalist providers for the Baltimore Convention Center Field Hospital**.
- **Education materials and training were deployed across ambulatory centers for telemedicine and new Epic workflows**. There have been more than 225,000 telemedicine visits since March 2020.
- The JHCP Central Scheduling Intake team has **taken some 14,450 inbound calls, scheduling approximately 1,800 patient appointments** for COVID-19 vaccinations as of March 1. These efforts were specifically to reach patients who do not have access to MyChart, as part of JHM's focus on equitable distribution of the vaccine.
- JHCP leaders **planned, implemented and continue to manage innovative mobile-care units, called villages**, designed to provide symptomatic patients with a safe, convenient way to be tested for COVID-19, to determine if they can be safely seen in-person. This has prevented referrals to emergency room or urgent care settings.

Johns Hopkins HealthCare

- Using its ACG health analytics system, Johns Hopkins HealthCare (JHHC) **developed a model to predict and identify its health plan members most at risk for COVID-19 complications**. JHHC care managers conducted outreach calls to more than 13,000 members to provide critical information about COVID-19 safety, testing and support offered by the health plans.
- The pandemic illuminated a critical need for patients to have broader access to health care. A collaboration between JHM and JHHC **launched Johns Hopkins OnDemand Virtual Care, a 24/7 telehealth platform** allowing JHHC health plan members to connect with a provider in minutes for minor care concerns from the safety of their homes.

Johns Hopkins Home Care Group

- On Jan. 25, 2020, Johns Hopkins Home Care Group was called into action to conduct a COVID-19 test on an individual who had just returned from Wuhan, China, and was under quarantine. The JHHCG team, under the guidance of Lisa Maragakis, **quickly developed a plan for proper use of PPE and specimen collection**, and for ensuring the sample was sent to the CDC, where all COVID-19 tests were being conducted. This was just the beginning of the JHHCG team performing tests in the home and community setting; to date over 750 tests have been conducted.
- JHHCG **rolled out a remote patient monitoring program** in April 2020 for patients with COVID-19 being discharged from The Johns Hopkins Hospital, Johns Hopkins Bayview Medical Center, Suburban Hospital and Howard County General Hospital. Patients are monitored for oxygen saturation, heart rate and symptoms, and provided with education to aid in their recovery. At one point, there were nearly 100 patients on service.
- In November 2020, the pharmacy services team worked with leadership from Johns Hopkins Health System and University of Maryland Medical System to **create a 30-chair infusion suite at the Maryland Field Hospital at the Baltimore Convention Center**. To date, more than 1,000 patients have been treated.

The Johns Hopkins Hospital

- The Johns Hopkins Hospital (JHH) **created innovative staffing models to increase capacity to care for patients**. This included cross-training clinicians in more complex levels of care, hiring a new COVIDist physician group for the care of patients with COVID-19, and developing new roles such as safety officers and safety transport officers.

- JHH pivoted to an all-hands-on-deck approach to staffing with support services, who adapted their models to fit the new way of working.
- The hospital also **developed new ways of training staff in proven methods of caring for patients with COVID-19**, including the creation of biomode unit protocols and “prone teams” to ensure that intensive care clinicians could safely shift patients from their backs to their stomachs and back again.
- At some point during the past year, **all or part of 14 units at JHH were designated for the care of patients with active COVID-19**, including Nelson 5, which has been in continuous biomode status since March 28, 2020.

Johns Hopkins Medicine International

- Johns Hopkins Medicine International participated in **redeployment assignments to provide support across JHM**.
- **Webinars and interactive forums were developed and were open to all international affiliates** (e.g., Johns Hopkins Aramco Healthcare), covering a range of COVID-19-related topics, including therapies, epidemiology, hospital operations and mental health.

Johns Hopkins University School of Medicine

- Since the pandemic began, our school of medicine’s clinicians have worked incredibly hard to care for thousands of patients severely ill with COVID-19. Over the past year, our health care providers have become much more adept at treating these patients. To give one example of this, we have learned a great deal about combining antiviral medications such as remdesivir with steroidal medicines such as dexamethasone.
- Since last March, the school has taken the lead in COVID-19 research. **We now have more than 400 ongoing IRB-approved COVID-19 research studies**. This work includes two large trials of convalescent plasma as a treatment for the coronavirus that causes the disease. Together, these trials received \$35 million in federal funding. Researchers at the school are also **using precision medicine in a number of ways to better understand the virus and how it attacks the body**.
- The school has worked very hard to ensure that learners were able to continue their studies and training as much as possible without interruption. To do this, **some educational content was moved to an online format, and the learners were gradually allowed to resume their laboratory research**, adjusting the format of instruction and the number of students and trainees in the lab depending on the course of the pandemic.

Many of our **residents and clinical fellows have been on the front lines caring for patients with COVID-19**, with all the commitment, caring and stress that comes with that. With dedication and hard work, educational leaders, faculty members, students and trainees managed the conditions imposed by the pandemic gracefully and effectively.

- The school of medicine's pathology department has led the way in testing. Very early on, **researchers in the department developed an accurate test for the virus. Since then, it has overseen more than 400,000 tests.** More recently, its scientists have been tracking the spread of new variants in the mid-Atlantic region. The department is now performing whole genome sequencing on 200 positive samples a week; this sequencing allows scientists to pinpoint the precise genetic signature of the virus.

Sibley Memorial Hospital

- Sibley Memorial successfully **set up and staffed mobile clinics throughout the District of Columbia to serve the most underserved** and high-risk populations in D.C. senior housing facilities.
- Since it was operationalized in March 2020, **Sibley's COVID-19 testing tent has provided more than 35,000 nasal swabs to date.**
- In the framework of Sibley's COVID-19 Safe Environment program, **over 200 department safety officers have conducted nearly 4,000 COVID-19 safety rounds** in 43 departments in the hospital since October 2020.
- Sibley provided more than 29,000 telemedicine visits to patients.

Suburban Hospital

- Suburban worked with The Johns Hopkins Hospital to **launch its own RISE Team to provide around-the-clock staff support and created a dedicated resiliency lounge** to promote healing, reflection and meditation.
- The hospital **quickly retrofitted units and opened de-canted space to create separate units for patients with COVID-19** so it could continue to provide quality care for ongoing high volumes of non-COVID-19 medical-surgical patients.