

The Johns Hopkins Hospital
Johns Hopkins Health System Corporation
Department of Human Resources



FY13 Annual Report

October 2013
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Executive Summary
Pamela Paulk, Sr. Vice President of Johns Hopkins Medicine



It is my pleasure to share with you the successes we have achieved on behalf of The Johns Hopkins Hospital and the Johns Hopkins Health System Corporation for FY13. A fiscal year (FY) is a period that a company uses for accounting purposes and preparing financial statements. The fiscal year may or may not be the same as a calendar year. Johns Hopkins uses the period of July 1st – June 30th. Therefore, FY13 would encompass July 1, 2012 – June 30, 2013.

This report highlights data from The Johns Hopkins Hospital and Johns Hopkins Health System Corporation. Most people do not understand what we mean by the “Johns Hopkins Health System Corporation.” The Corporation is the hiring company that houses all employees from: Johns Hopkins Community Physicians, Johns Hopkins International, and Johns Hopkins Health Care. They also house all employees that work in Health Care Transformation & Strategic Planning, Community Division, Supply Chain, Marketing and Communications, Corporate Security, Facilities, Human Resources, HIPAA & Internal Audit, Management Systems & Informational Services, Operations Integration, Information Technology and Finance.

Since 1889, the people of Johns Hopkins have worked together to improve the total health of our members and the communities we serve. In FY13, we enjoyed remarkable accomplishments that reflected our commitment to providing high-quality, patient-centered health care and recognized our unique integrated care delivery system as a model for the future.

I am very proud to be a part of this remarkable team. This FY13 report highlights our employee populations and reflects the hard work of our Human Resources team.

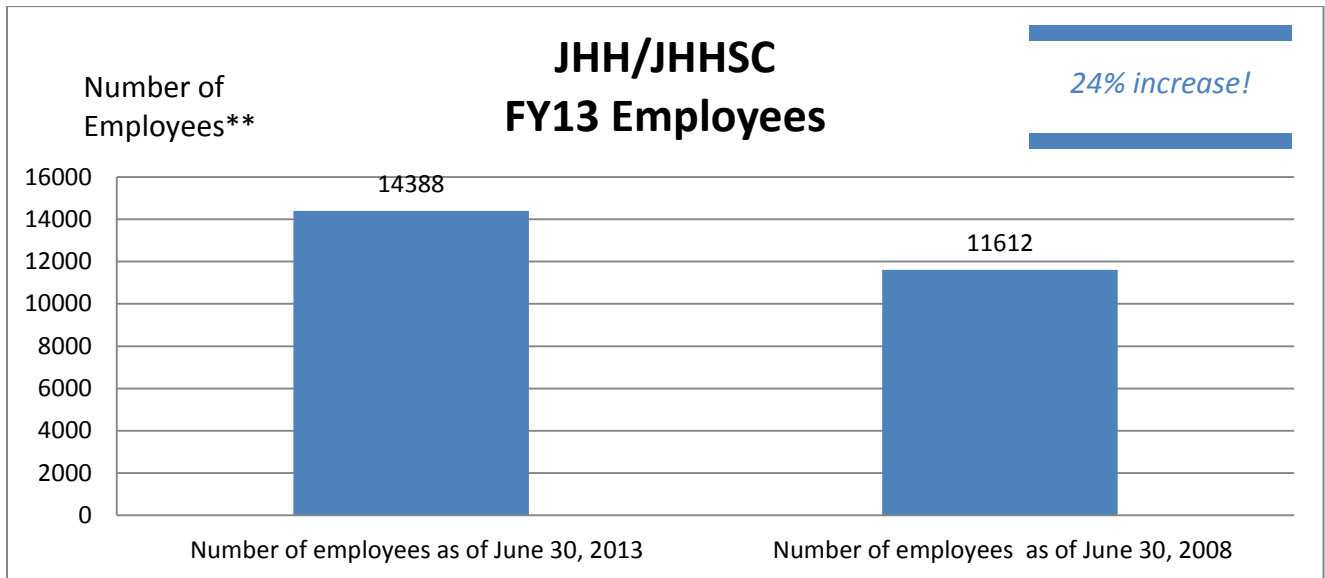
I invite you to read our annual report for important statistics and descriptions, as well as a snapshot of the health of our organization.

A handwritten signature in black ink, appearing to be 'P. Paulk', with a long horizontal line extending to the right.

Pamela Paulk
Sr. Vice President, Human Resources
Johns Hopkins Medicine
Johns Hopkins Health System

Demographics

FY13 Employees

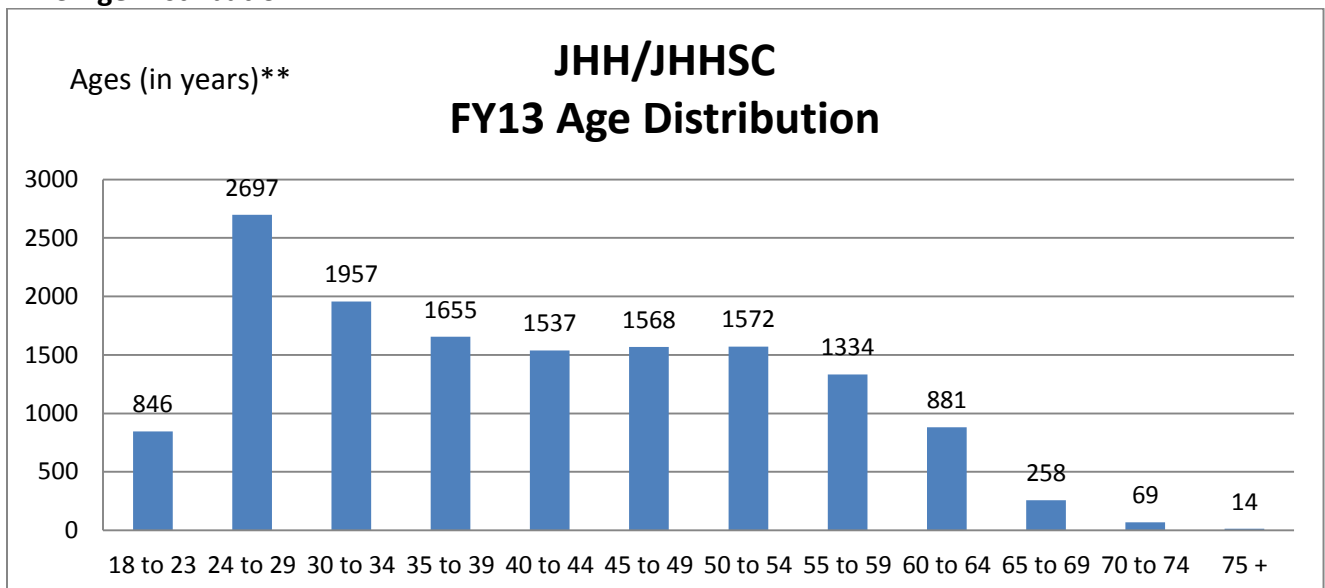


**As of June 30, 2013



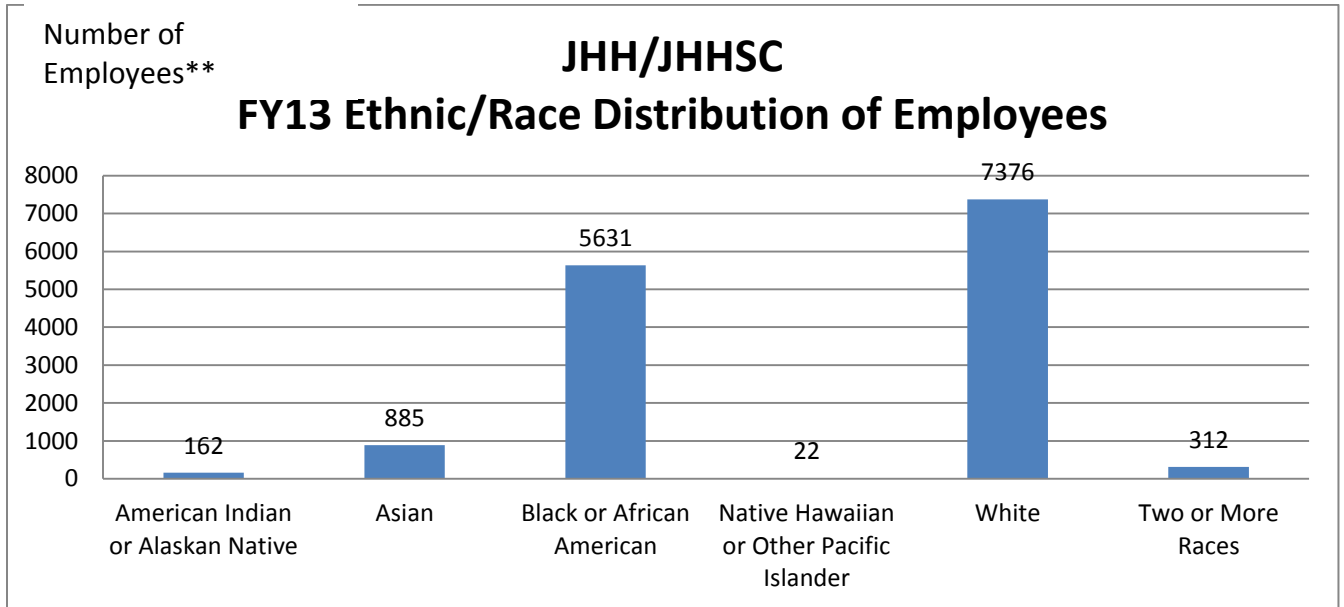
- The United States Census Bureau estimated for 2012 that Maryland has a population of 5,884,563 people.
- Johns Hopkins Institutions (including JHU) has 53,352 employees worldwide in FY 10, including 46,128 regular and 6,050 student employees working in Maryland, making it by far the state's largest private employer.

FY13 Age Distribution

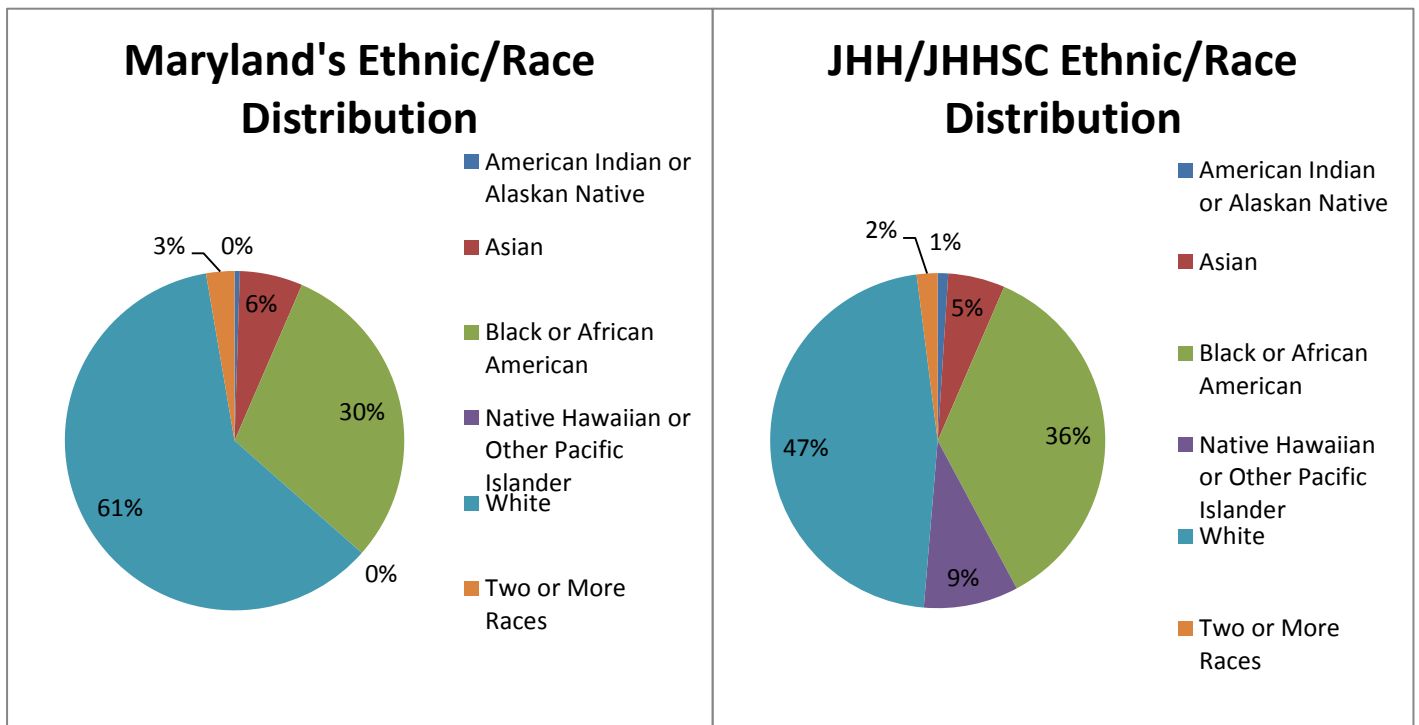


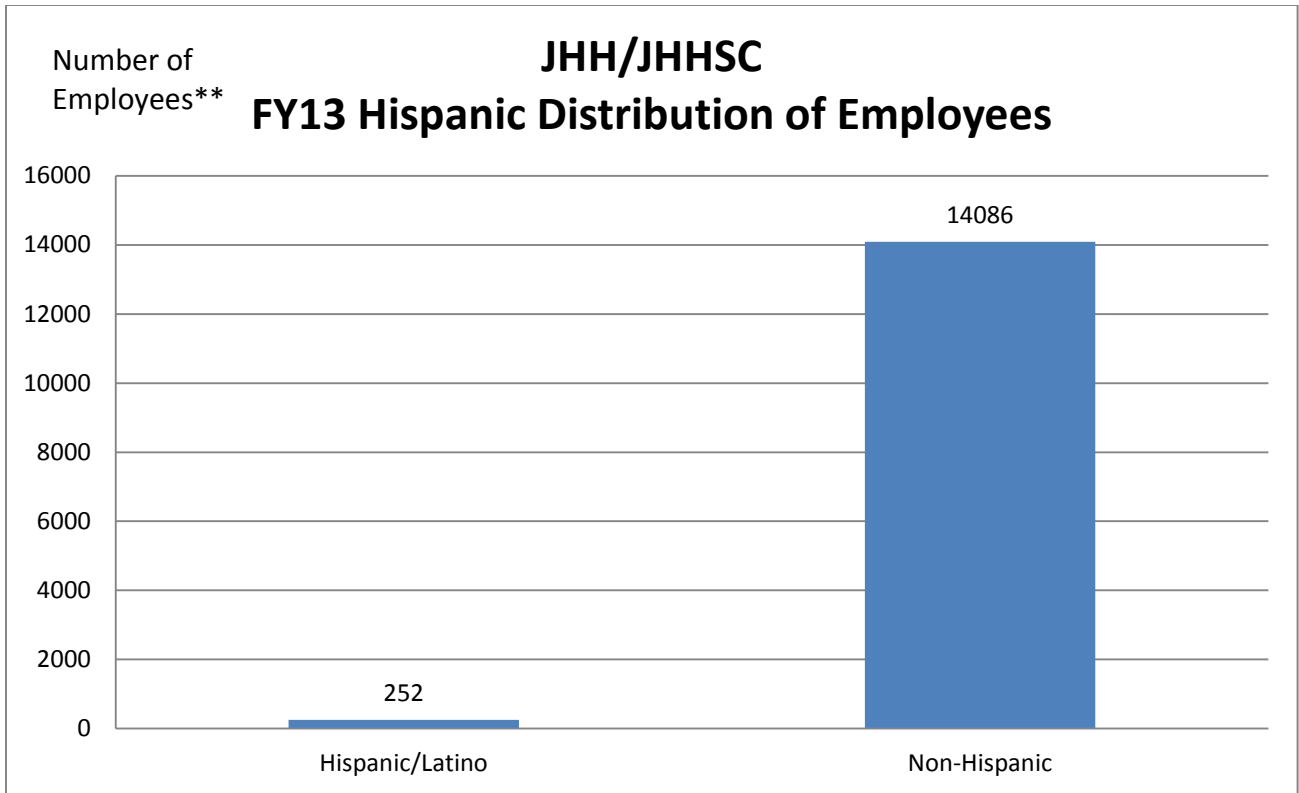
**As of June 30, 2013

FY13 Ethnic/Race Distribution of Employees



**As of June 30, 2013





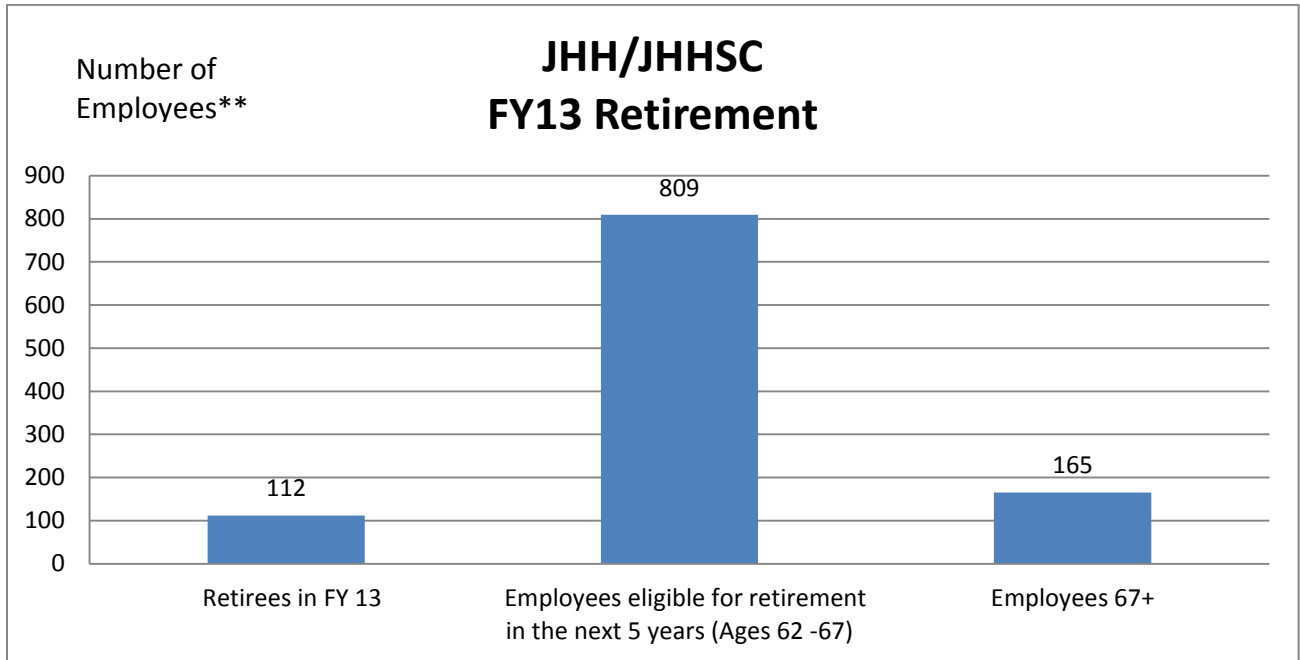
**As of June 30, 2013



According to the Department of Legislative Services in Maryland the Hispanic community in Maryland is relatively small compared to other states, ranking twelfth in terms of population size and twenty-

eight in terms of share of State population.

FY13 Retirement



**As of June 30, 2013



Full retirement age (also called "normal retirement age") had been 65 for many years. However, beginning with people born in 1938 or later, that age gradually increases until it reaches 67 for people born after 1959.

Remember, the earliest a person can start receiving Social Security retirement benefits will remain age 62.

According to data compiled by the Social Security Administration:

A man reaching age 65 today can expect to live, on average, until age 84.

A woman turning age 65 today can expect to live, on average, until age 86.

Pension

Pension Information

- At JHH/JHHSC, the average employee retires (receiving benefits) at age **64**.
- As of June 20, 2012:

2,892 employees or their beneficiaries are receiving retirement benefits



According to the Bureau of Labor Statistics pensions are difficult (but not impossible) to find in the private sector. In 2011, only 10 percent of private industry establishments offer a define benefit pension plan to their employees.

New Hire Orientation

FY13 New Hire Orientation

<u>Month</u>	<u>JHU/SOM</u>	<u>Non Payroll</u>	<u>JHH/JHHSC Non Union</u>	<u>JHH Union</u>	<u>Totals</u>
12-Jul	16	28	219	86	349
12-Aug	20	20	147	35	222
12-Sep	20	39	106	24	189
12-Oct	22	9	188	41	260
12-Nov	23	23	127	22	195
12-Dec	5	6	80	14	105
13-Jan	18	23	160	28	229
13-Feb	15	21	86	20	142
13-Mar	21	19	84	58	182
13-Apr	12	7	70	23	112
13-May	13	5	90	30	138
13-Jun	14	23	157	39	233
TOTAL	199	223	1514	420	2356

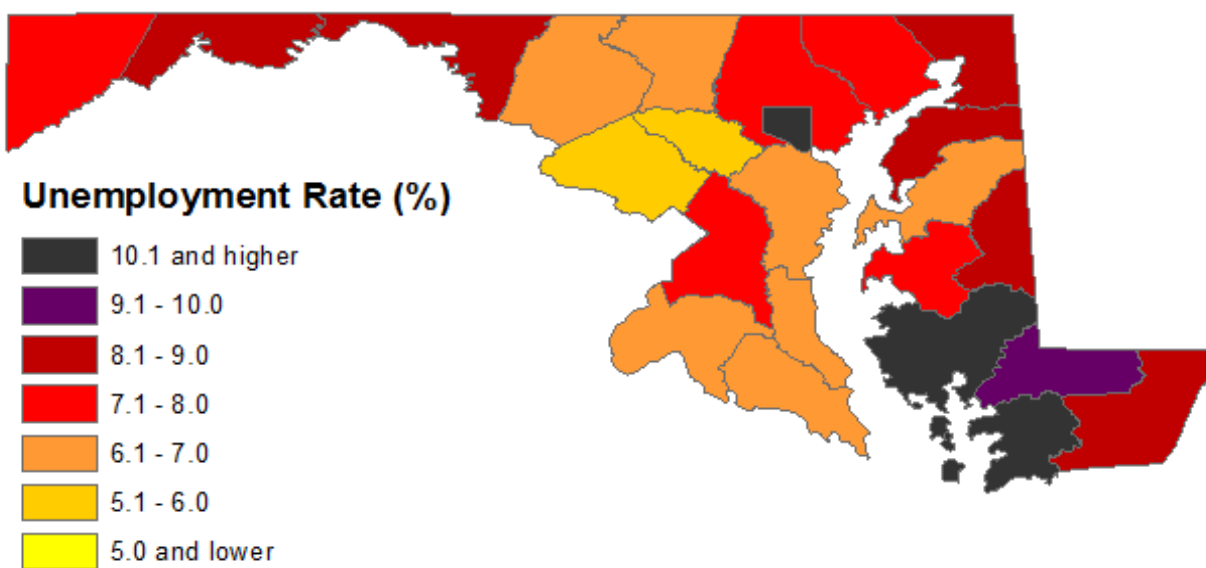
Career Services

FY13 Career Development Statistics

Number of Applications Received including Nursing	146,770
Time to Fill	68.3 days
Vacancy Rates (not including Nursing)	61.3/per recruiter
Number of Career Service Interviews	1,968

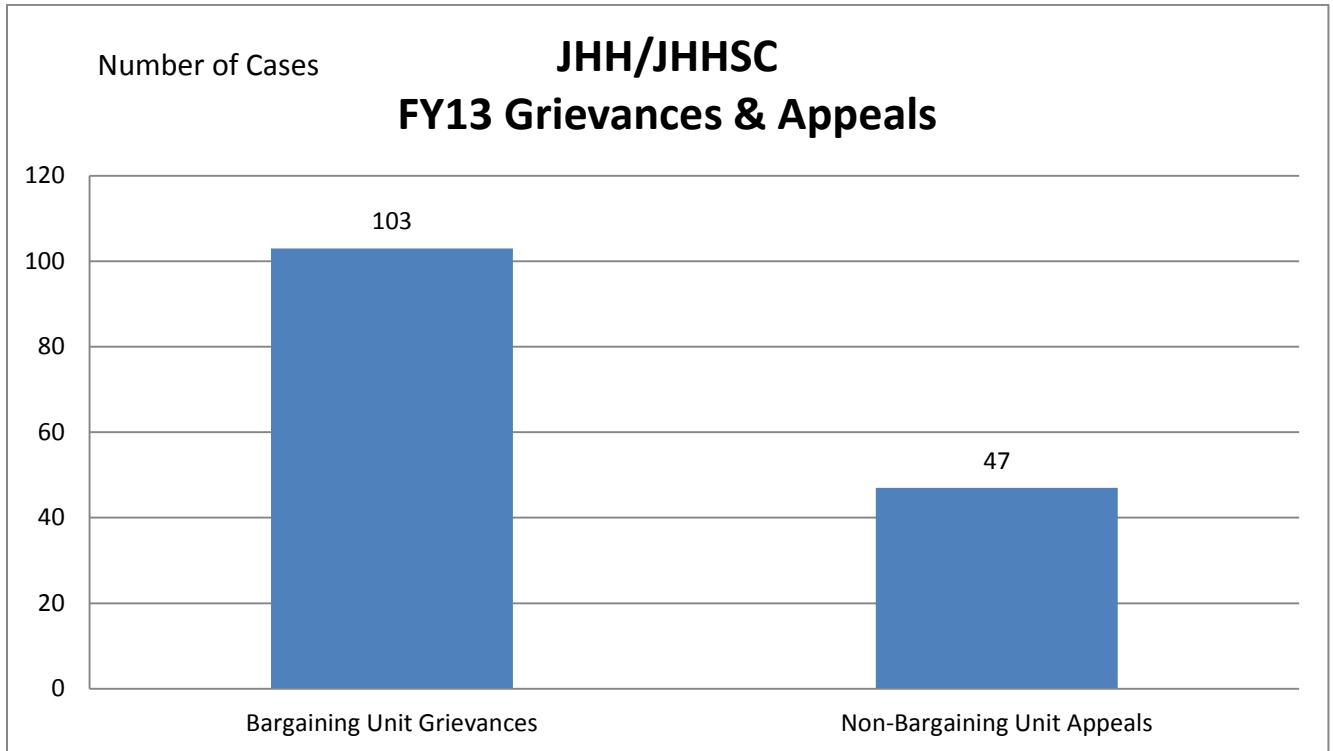


As of June 30, 2013 the state of Maryland had an average unemployment rate of 7.5% according to the Bureau of Labor Statistics.



Consulting and Labor Relations

FY13 Grievances/Appeals



Percentage of cases that were:

	Upheld	Overturned
Bargaining Unit Grievances	37	66
Non-Bargaining Unit Appeals	26	21



A grievance is any alleged violation of the contract, past practice, employer rules, previous grievance or arbitration settlements, or any violation of any laws, such as OSHA, ADA, FMLA, or EEOC regulations on race, age or sex discrimination.

Employee Issues (Not grievances or appeals)

Risk Assessment (Workplace Violence)	52
Unfair Labor Practice Charges	5
Employee Lawsuits	2



Safe at Hopkins utilizes the Joint Risk Assessment Team and found eight categories of concerning behavior for Workplace Violence. They are:

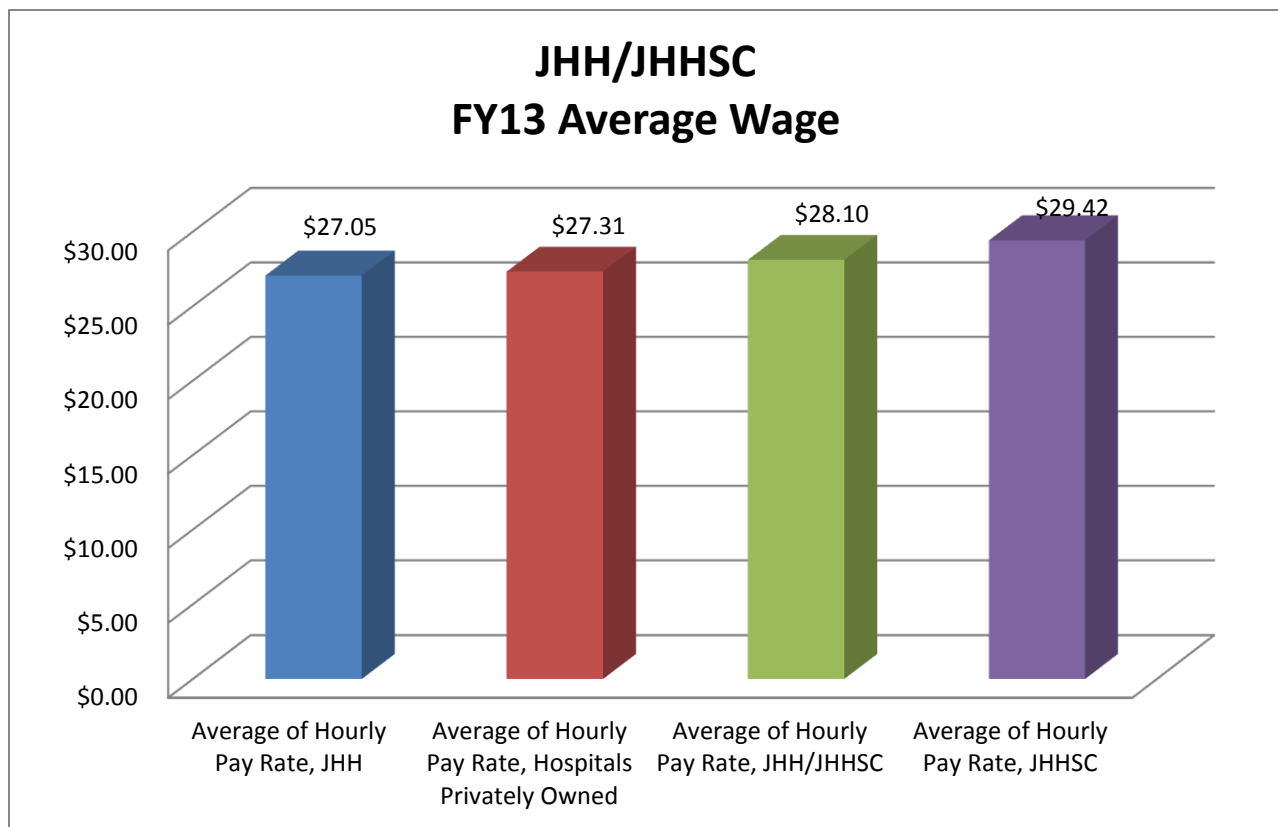
1. Inappropriate Behavior
 - a. Rude, loud, and off color remarks; degrading jokes; swearing in public, ect.
2. Disrespectful Behavior
 - a. Public humiliation, shouting, swearing at another person, talking over another person, stealing credit for work done by others, ect.
3. Mild Bullying
 - a. Posturing in an intimidating manner; using the “silent treatment”; participating in destructive gossip about a person, ect
4. Moderate to Severe Bullying
 - a. Physical intimidation; being nonverbally intimidating/hostile; yelling to humiliate, ect.
5. Stalking
 - a. Repeated unwanted attention, harassment and contact; sending unwanted gifts, ect.
6. Domestic or Intimate Partner Violence
 - a. When one partner uses physical violence, intimidation, threats, or emotional, sexual, or economic abuse to control the other partner.
7. Stated Threats
 - a. I am going to kill you; I’m going to make sure that you get what you deserve, ect.
8. Physical Violence and Death
 - a. Physical assault; threatening behavior, physical force, ect.

Compensation

Average Wages

Average of Hourly Pay Rate for JHH	\$27.05
Average of Hourly Pay Rate for JHHSC	\$33.87
Average of Hourly Pay Rate for JHH/JHHSC Combined	\$30.46
Average of Hourly Pay Rate for Hospitals Privately Owned**	\$27.31

**Bureau of Labor Statistics. National Occupational Employment and Wage Estimates by ownership NAICS 622000 - Hospitals, Privately owned in Maryland.



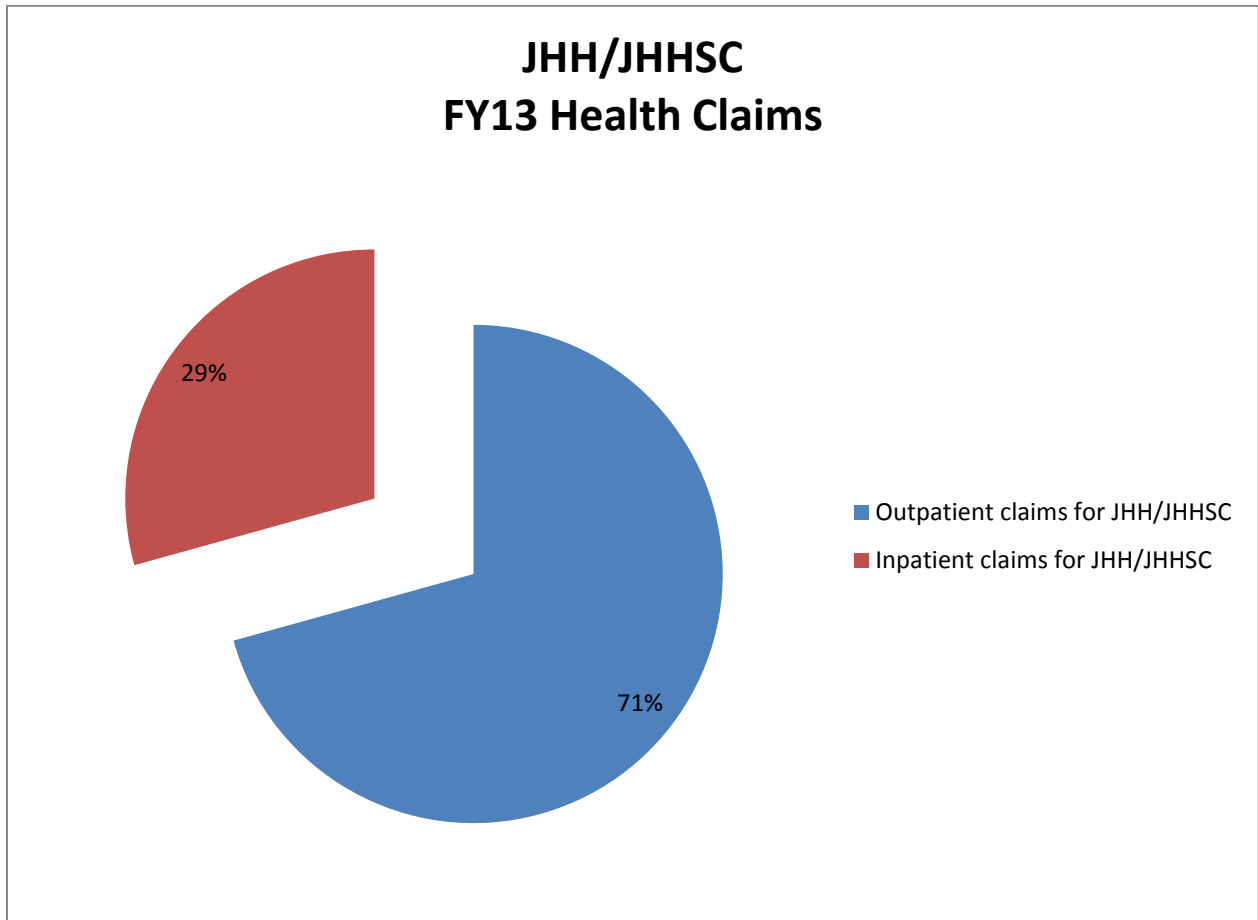
The Bureau of Labor Statistics publishes a large amount of information on the wages, earnings, and benefits of workers. Generally, this information is categorized in one or more of the following ways:

- Geographic area (national, regional, State, metropolitan area, or county data)
- Occupation (such as teacher or carpenter)
- Industry (such as manufacturing or retail trade)

Benefits

Health Claims

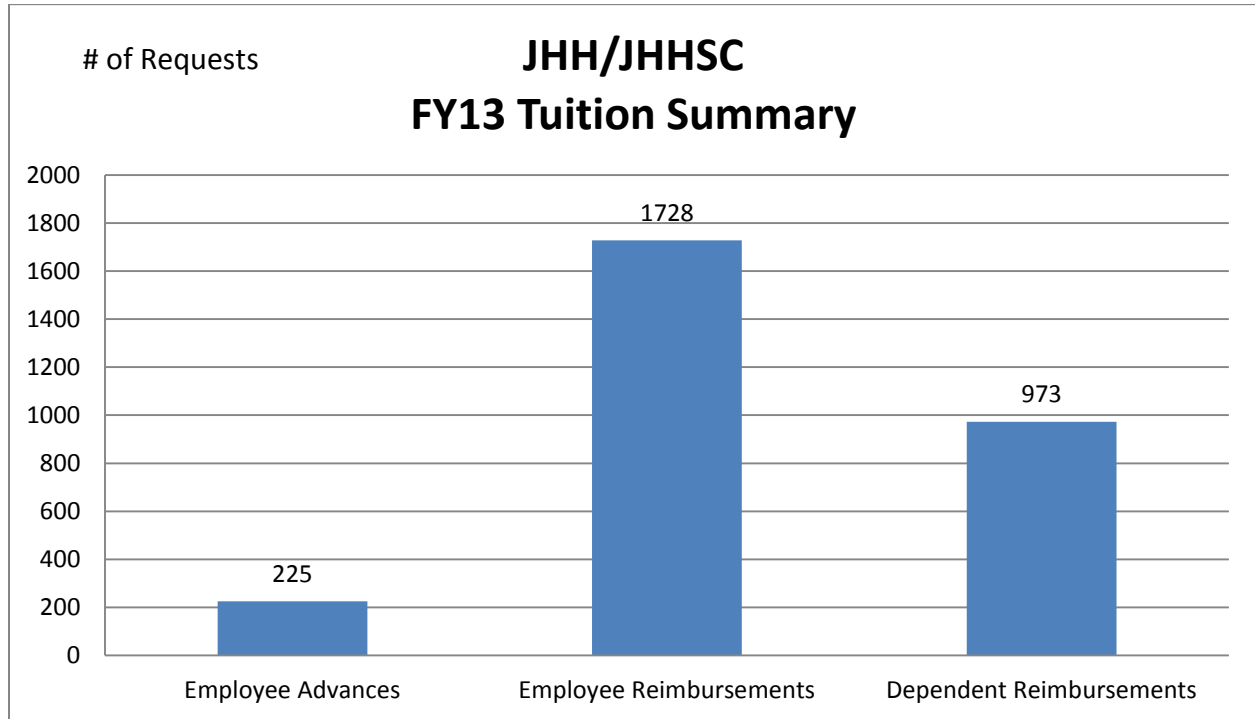
Outpatient claims for JHH/JHHSC	\$74,383,172
Inpatient claims for JHH/JHHSC	\$30,842,191



Outpatient services are medical procedures or tests that can be done in a medical center without an overnight stay. Many procedures and tests can be done in a few hours.

Tuition

Tuition Summary



Over 20% of JHH/JHHSC employees used either Employee Tuition or Dependent Tuition Reimbursement.

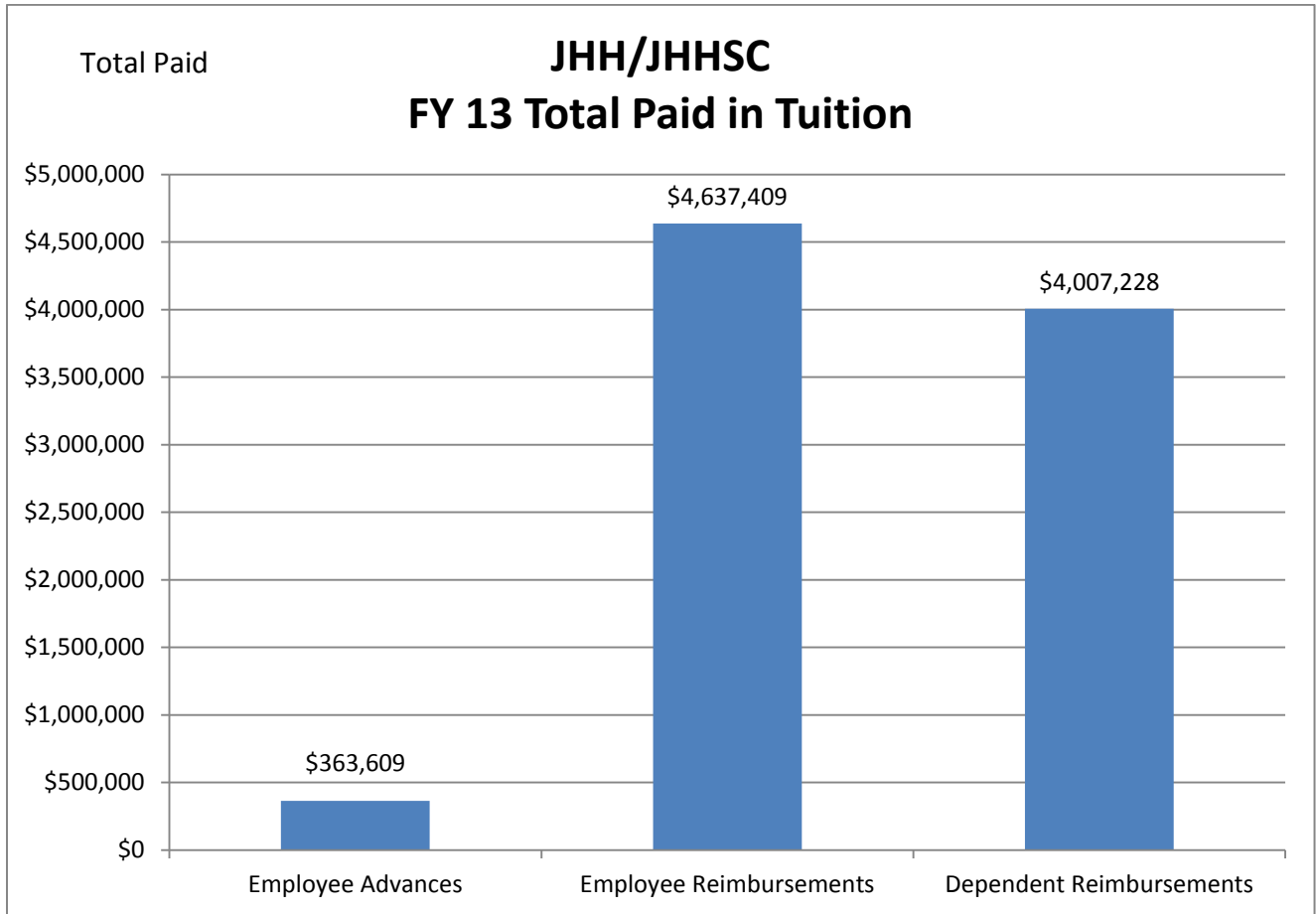
Tuition Advancement is available to all undergraduate degree seeking, benefit eligible employees (20 or more hours per week) earning less than \$35,000 annually (\$16.83 hourly). Only degree programs listed in the attached "JHHSC/JHH Tuition Program, Reimbursement/Advancement, Covered Degrees.

Tuition Reimbursement is available to all degree seeking, benefit eligible employees (20 or more hours). Only degree programs listed in the attached "JHHSC/JHH Tuition Program, Reimbursement/Advancement, Covered Degrees.

A Dependent Child are naturally born children, legally adopted, qualified stepchildren, or children of a same-sex domestic partner* who are under the age of 16 and primarily dependent upon the eligible parent for financial support.

*Now that Maryland recognized same-sex marriages, look for changes in this eligibility.

Tuition Paid



In 2011 the average four year institution costs:

- \$15,605 for public institutions
- \$31,975 for private institutions

Hopkins Average reimbursement:

Employee Tuition	\$2,560
Dependent Tuition Reimbursement	\$4,118

For the fifth straight year, Maryland schools were rated best in the nation in closely watched annual rankings by Best High Schools by U.S. News & World Report Rankings.

Utilized Colleges/Universities by JHH/JHHSC Employees for FY13

Most Utilized Colleges/Universities by Employees	# of Employees
JHU-School of Nursing	94
College of Notre Dame	78
Community College of Baltimore County	77
University of Maryland School of Nursing	66
University of Maryland University College	61
University of Phoenix	59
University of Baltimore	47
Stevenson University	45
Baltimore City Community College	41
Towson State University	36
Strayer University	33
Community College of Baltimore County	31
JHU-Carey Business School	29
Walden University	22
Coppin State University	20
Anne Arundel Community College	19
JHU-School of Public Health	19
Chamberlain College of Nursing	17
Community College of Baltimore County	15
University of Maryland	15
University of Maryland Baltimore County	14
Drexel University	14
Morgan State University	13
Ashford University	12
Loyola University	12
Other	210



Johns Hopkins University School of Nursing is:

- Ranked 1st in National Institutes of Health funding among schools of nursing
- Ranked among the top nursing PhD programs in the U.S. by the National Research Council
- Named a Center of Excellence in Nursing Education in 2013 by the League of Nursing

Utilized Colleges/Universities by Dependents for FY13

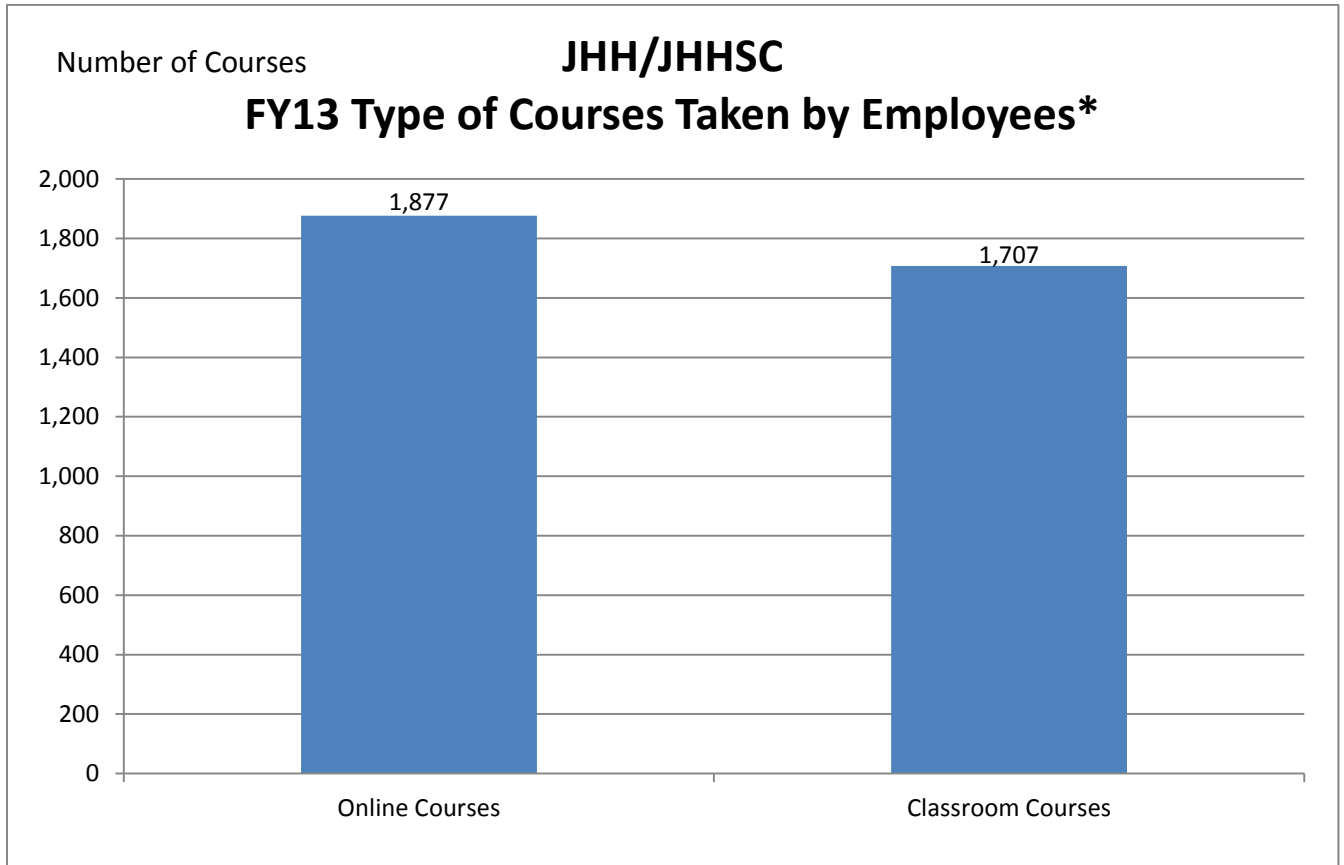
Most Utilized Colleges/Universities by Dependents	# of Dependents
Towson State University	64
University of Maryland Baltimore County	48
University of Maryland	40
Salisbury University	20
University of Delaware	16
Stevenson University	16
Howard Community College	15
Harford Community College	13
Penn State University	12
Community College of Baltimore County	12
Anne Arundel Community College	11
Community College of Baltimore County	11
Morgan State University	10
University of Baltimore	10
Frostburg State University	9
Virginia Tech	8
York College of Pennsylvania	8
University of South Carolina	7
University of Maryland College Park	7
Baltimore City Community College	7
Johns Hopkins University	3
Other	356



Towson University is:

- The *U.S. News & World Report 2013 America's Best Colleges* guide ranks Towson University 10th in the public Regional Universities (North) category, placing it among the best of the 46 institutions surveyed.
- The *U.S. News & World Report* also ranked Towson one the nation's best and most efficiently run universities, placing it in the top five of the region (North) for its successful management of financial resources, despite reduced state budgets.

Types of Courses taken by Employees



*Employees may be duplicated



Online education gives you the opportunity to take a course or earn your degree in a flexible time frame.

The online learning environment brings the classroom to your home, business or other locations convenient for you. It does not restrict you to a designated time slot for class meetings

Number of Employees using Tuition Assistance/Advancement by Department for JHH/JHHSC for FY13

Department	Number of Employees
Access Services	10
Anesthesia and Critical Care Medicine	104
Dermatology	1
Emergency Medicine	59
EVS	12
Facilities	29
Finance	63
General Services	12
Government Affairs	2
Gyn/Ob	31
Health, Safety and Environment	5
Hlthcare Transfrmtn & Strategic Plng	1
Home Care	2
Hospital Epidemiology Infection Control	1
Human Resources	14
IT	53
JH International	28
JH Medical Management	2
JHCP	123
EVP/COO for JHH	19
JHHC	101
JHI	2
JHM Community Division	1
JHOPC	7
Legal	10
Marketing and Communications	9
Materials Management	19
Medical Affairs	13
Medicine	136
Neurology/Neurosurgery	50
Nursing Admin	28
Nutrition	12
Office of EVP/COO of JHH	2
Oncology	54
Ophthalmology	3
Otolaryngology	4
Pathology	77
Patient and Visitor Services	4

Pediatrics	112
Pharmacy	45
PM&R	15
Psychiatry	53
Radiation Oncology	15
Radiology	81
Security, Transportation and Parking	12
Sibley	1
Signature OB/GYN	8
Suburban	1
Surgery	169
Urology	1
Women's Board	2

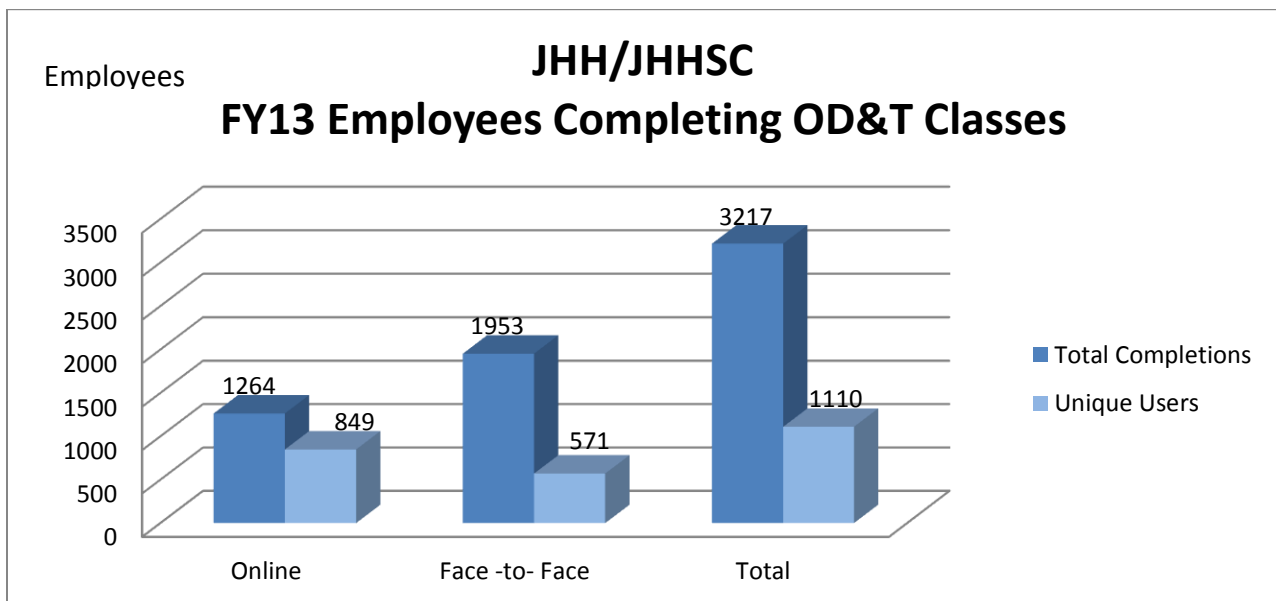
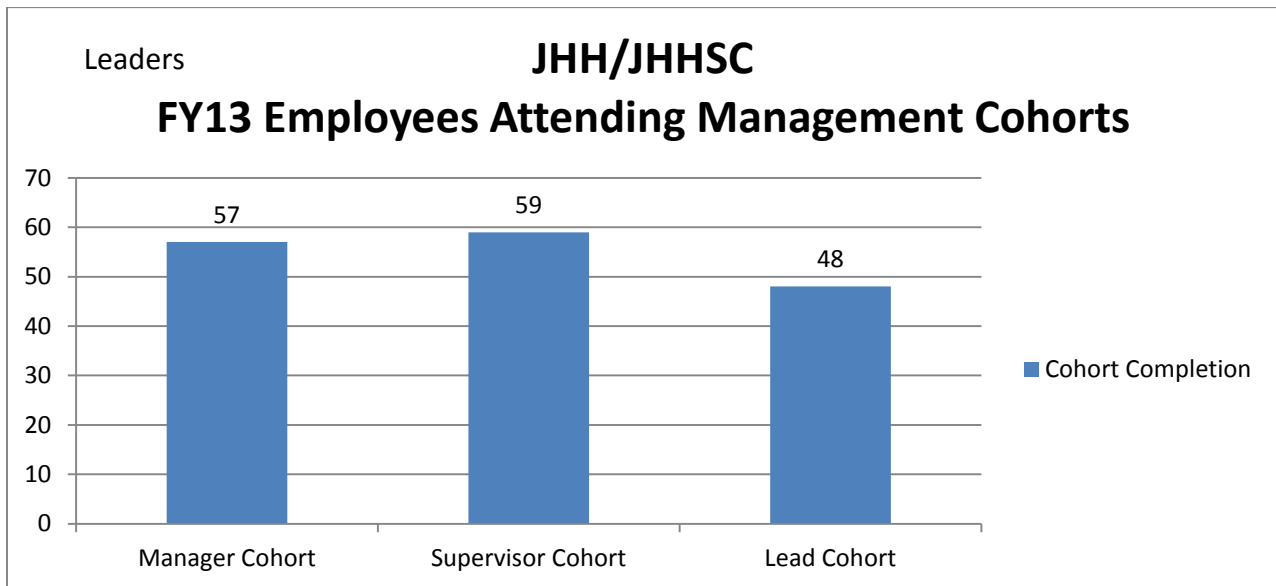
For a detailed breakdown of departments visit the appendix.

Organizational Development and Training

FY13 In-House Organizational Development and Training Interventions

Department	# Times Utilized OD&T
Pediatrics	8
Medicine	6
Surgery	6
Human Resources	4
Legal	4
Patient Financial Services	4
Access Services	3
JHCP	3
Psychiatry	3
Clinical Systems	2
Emergency	2
EPIC	2
International Nursing	2
IT	2
Pathology	2
Rehab	2
Shared Services	2
Wyman Park	2
Armstrong Institute	1
Bayview HR	1
HATS	1
HCGH	1
HEIC	1
Home Health Services	1
International Operations	1
Keswick	1
Materials Management	1
Neurosciences	1
Operations Integration	1
Pastoral Care	1
Pharmacy	1
Physician Services	1
Respiratory	1
Service Excellence	1

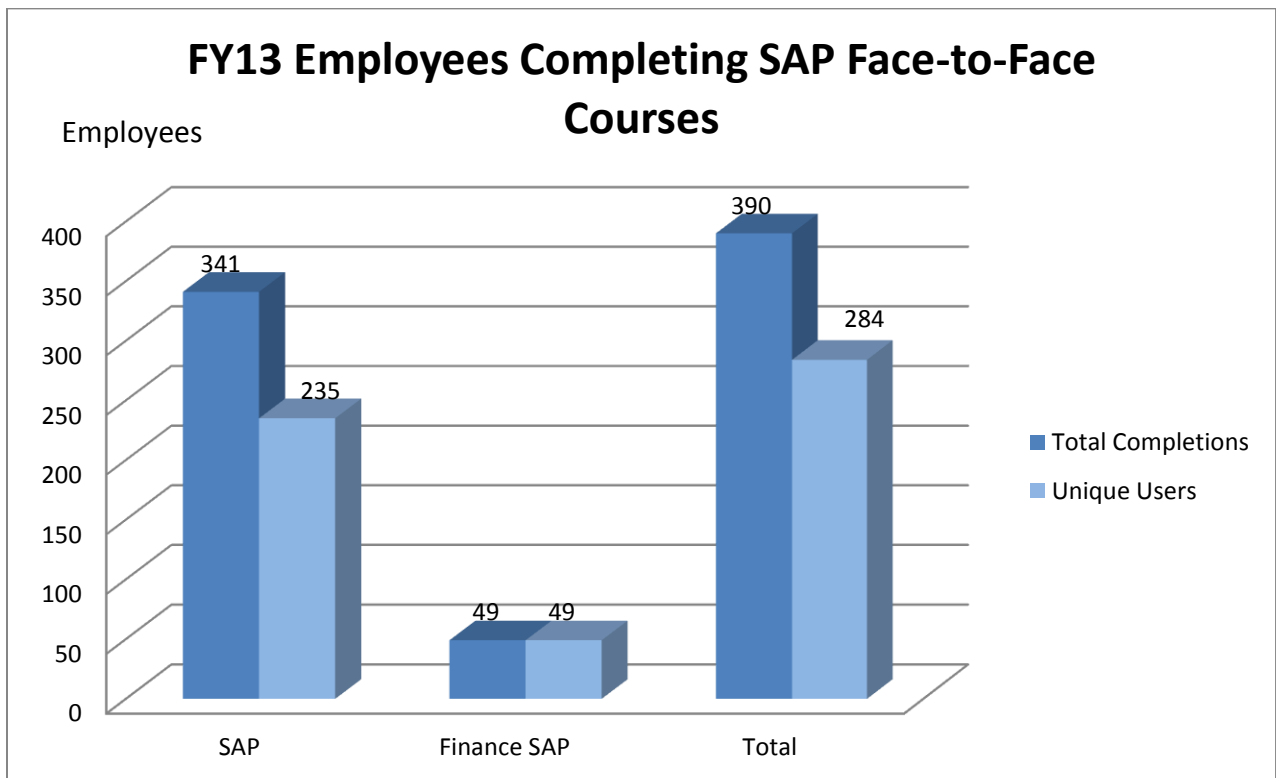
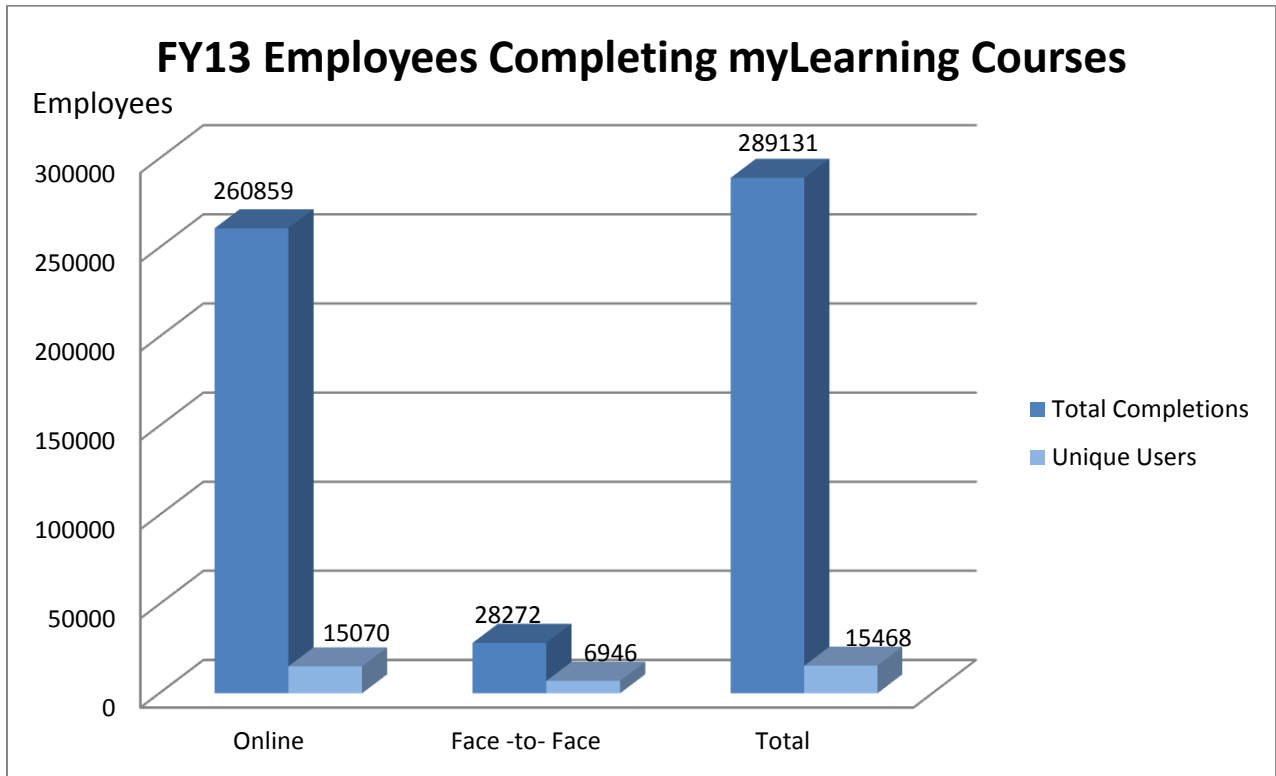
Classes



Our leadership development programs—also known as "cohorts"—are six-to-eight week courses designed to provide valuable leadership skills to newly hired and newly promoted managers, supervisors and leads.

Attendees learn valuable management skills, such as communication and team development strategies and conflict resolution techniques to help build a high-performing team. They also complete self-assessments to learn more about their personal talents and strengths and how they can use those to become an effective leader.

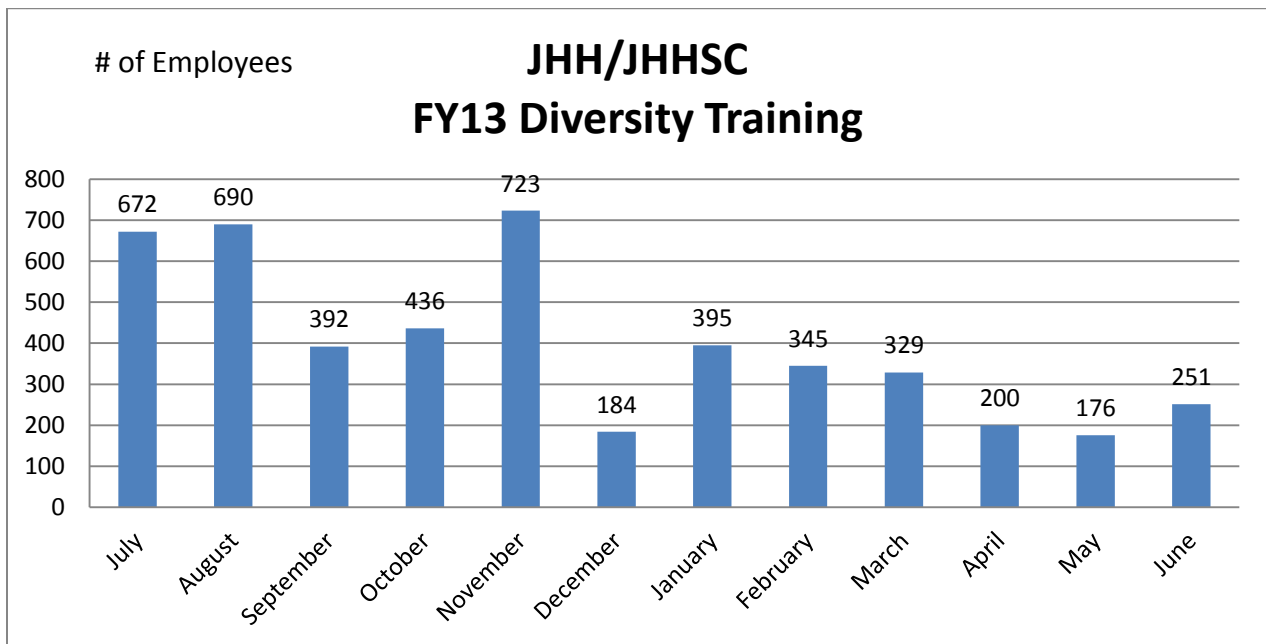
SAP



Diversity Training

Diversity In-House Training

Month	Participants	No. of Sessions
12-Jul	672	12
12-Aug	690	13
12-Sep	392	11
12-Oct	436	14
12-Nov	723	10
12-Dec	184	7
13-Jan	395	8
13-Feb	345	7
13-Mar	329	9
13-Apr	200	4
13-May	176	4
13-Jun	251	4
Total	4793	91



We provide operational guidelines and standards, as well as expertise and support for diversity and inclusion programs throughout The Johns Hopkins Hospital and Health System Corporation (JHH/JHHSC). The goal is to create and sustain a workplace environment where all employees are fully engaged and can contribute to their full potential.

Appendix

Tuition Breakdown to Unit

Access Services	
JHM Access Services	10
Anesthesia and Critical Care Medicine	
Pediatrics ACU (PACU)	12
Same Day Care Center	12
Weinberg OR	12
Adult Respiratory Care	10
Zayed 5 (PREPAC)	8
Central Sterile Processing	6
GOR Neurosurgery	6
Anesthesiology Technical Staff	5
GOR Pediatrics	5
Weinberg PACU	4
GOR Cardiac	3
GOR Trauma	3
Pediatric Respiratory Care	3
Pre care PACU	3
GOR Administration	2
Pre Op Evaluation Center	2
ACCM Administration	1
Administration	1
Equipment Services	1
Finance Director ACCM & Radiology	1
GOR General	1
Neonatology Respiratory Therapy	1
Percutaneous Tracheostomy	1
Perfusion Services	1
Dermatology	
Dermatology Access Ctr	1
Emergency Medicine	
EM Nursing	36
ALS Transportation	13
EM Nursing Administration	3
Hopkins Access Line	3
Main Emergency Department	3
Administration	1

Environmental Services

Environmental Services	11
JHOPC Environmental Services	1

Facilities

Design & Construction	6
Electrical Services	4
Mechanical Services	4
Clinical Engineering Services	3
Compliance & Business Services	3
Building and Grounds	2
Commissioning	2
Design	1
Energy Management	1
Engineering	1
Facilities - Purchasing Group 19 JHHS	1
Power Plant	1

Finance

Controllers Office	7
Financial Analysis	6
Admitting and Registration	5
Casemix Information Mgmt	4
Self Pay Clctns Supv and Staff	4
Customer Service Supv and Staff 2	3
Fixed Assets and Proj Acctng Shared Svcs	3
Accounts Payable Shared Services	2
Bayview Care Center	2
Blue Cross Billing Supv and Staff	2
Cashiers Office and Billing Coordinators	2
Comercl Spc Billing Supervisor Staff 2	2
Financial Planning and Budget	2
Medicare Billing Supv and Staff	2
Systems Support	2
Training	2
Treasury	2
Administrative Finance Department	1
Charge Audits	1
Comercl Spc Billing Supervisor Staff 1	1
CREDIT DEPARTMENT	1
Customer Service Supv and Staff 1	1
Financial Clearance	1

HMO Billing Supev and Staff 2	1
HMO Billing Supv and Staff 1	1
JHM Business Development	1
Special Programs	1
Third Party Billing and Fin Support	1
General Services	
Mail Center	6
Patient Transport	4
General Services	2
Government Affairs	
East Balt Community Affairs	2
Gyn/Ob	
Zayed 8E Labor & Delivery	14
Weinberg 4B	5
Administration	4
GYN OB Nursing Admin	2
Zayed 8W Maternity	2
Zayed 8W Nursery	2
GynOb Access Ctr	1
Maternal/Fetal Medicine Clinic	1
Health, Safety and Environment	
Occupational Health	3
CPR Program	1
Occupational Injury Clinic	1
Hlthcare Transfrmtn & Strategic Plng	
Hlthcare Transfrmtn & Strategic Plng	1
Home Care	
Executive COO Homecare	1
Executive Home Care Group	1
Hospital Epidemiology Infection Control	
Hospital Epidemiology Infection Control	1
Human Resources	
HR Information Processing Center	2
Pension	2
Administration	1

Benefits Admin	1
Career Services	1
Compensation	1
Consulting Labor Relations	1
HR Service Center	1
Intrastaff	1
Organization Development Training	1
Payroll Shared Services	1
Service Center Benefits	1

IT

Epic Information Technology	14
Clinical Systems Development	9
Desktop Computing	9
Enterprise Business Solutions	7
Financial Administrative Services	4
Administration	3
Midrange Engineering Services	2
Telecommunication Services	2
Computer Operations	1
Data Security	1
Support Center	1

JH International

APEC	6
Central Administration	4
Global Services	3
Intl Medical Concierge	3
Johns Hopkins USA	2
Language Access Services	2
MENA	2
Support Services	2
Asia	1
Operations and Administration	1
Outreach Services	1
Patient Financial Services	1

JH Medical Management

Executive JHMMC	1
GreenSpring	1

JHCP

JHCP at Wyman Business Office	8
-------------------------------	---

JHCP at Odenton	7
JHCP at Wyman Park Internal Medicine	7
Information Systems	6
Centralized Appt Scheduling	5
JHCP at Charles County	5
JHCP HEART CARE-GEORGIA AVE	5
EBMC Adult Medicine	4
JHCP at Annapolis	4
JHCP at CANTON CROSSING	4
JHCP at Montgomery Grove	4
JHCP BALT&NORTH REG	4
JHCP CLINICAL EDUCATION	4
SUBURBAN SURGERY	4
JHCP at Hager Park	3
JHCP at SIBLEY	3
JHCP at Water's Edge	3
JHCP at White Marsh	3
EBMC Pediatrics	2
JHCP @ HOWARD COUNTY OB/GYN	2
JHCP AA COUNTY REGION	2
JHCP at Bowie	2
JHCP at HCGH Hospitalists	2
JHCP at KENT ISLAND	2
JHCP CLINICAL OPERATIONS	2
JHCP HEART CARE-ROCKLEDGE	2
JHCP ODENTON PEDS	2
JHCP PULMONOLOGY	2
SUBURBAN HOSPITALISTS	2
SUBURBAN INTENSIVISTS	2
EBMC Administration	1
Human Resources	1
JHCP @ GERMANTOWN	1
JHCP at Greater Dundalk	1
JHCP at Greenspring Station	1
JHCP at Laurel	1
JHCP at Westminster	1
JHCP at Wyman Park Pediatrics	1
JHCP CREDENTIALING	1
JHCP FINANCE	1
JHCP NATIONAL CAPITAL REGION	1
JHCP PI & TRANSFORMATION	1
JHCP PRESIDENT'S OFFICE	1
JHCP VP/CMO OFFICE	1

JHCPatWyman Park Medical Records	1
SOMC BREAST SURGERY	1

EVP/COO for JHH

JHH Utilization Management	8
JHH Quality Improvement	6
JHHS Operation Integration	2
JHH Service and Patient Relations	1
JHHS Administrative Services	1
Quality Utilization and Service	1

JHHC

Case Management	24
Operations	9
Operations Training	9
Utilization Management	7
Decision Support Services	6
Program Management	6
Care Management Administration	4
Claims Cost Mgmt	3
Managed Care Office of	3
Operations Spt Bus Procurement Mgmt	3
Provider Relations Office of	3
QI Member Safety & Medical Policy	3
CRISP	2
EHP Enrollment	2
Human Resources	2
Behavioral Health	1
Claims Services	1
Client Relations	1
Communications	1
Corporate Compliance	1
Corporate Training Community Relations	1
Executive Care Management	1
Executive CFO JHHC	1
Executive Employer Health Programs	1
Executive JHHC	1
Office of the COO	1
Pharmacy	1
Provider Maintenance	1
QI Member Initiatives	1
USFHP Operations	1

JHI	
Care Management	2
JHM Community Division	
JHM Community Division	1
JHOPC	
Administration	6
Pain Treatment Center	1
Legal	
Legal Services	5
Claims and Litigation	3
Compliance	1
HIPAA	1
Marketing and Communications	
SM&MR/Market Development	7
General Administration	2
Materials Management	
Materials Management Shared Services	7
Supply Chain Shared Services	4
Buying	1
Distribution and Logistics Services	1
Jean Martin - Purchasing Group 5 JHHS	1
JHOC Materials Management	1
Office of Supply Chain Director	1
Receiving Department	1
Steven Kent - Purchasing Group 45 JHHS	1
Susanne Wilson-Purchasing Group 46 JHHS	1
Medical Affairs	
JHH Patient Safety Office	2
Medical Records Correspondence	2
Medical Staff Administration	2
OP Coding	2
JHHS Centralized Verification Office	1
Main File Evening Night	1
Medical Affairs	1
Pastoral Care	1
Registration	1

Medicine

Medical ICU Nursing	21
Bloomberg 5 South Nursing	15
Cardiology Procedural Nursing	9
CCU	9
Endoscopy Nursing	9
Cardiac Cath	8
Medical Nursing Admin	8
Medical Progressive Care Unit	8
Hospitalist Unit	7
Nelson 3 Nursing	6
Osler 5 Nursing	6
Halsted 4 Nursing	5
Nelson 4 Nursing	5
Osler 4 Nursing	5
Halsted 8 Nursing	4
Osler 8 Nursing	4
Medicine Administration	3
Heart Station	2
Blood Bank	1
Echocardiology	1

Neurology/Neurosurgery

Neurosciences CCU NCCU	17
Zayed 12E	15
Neuro Nursing Administration	3
Zayed 12W	3
BRU	2
IOM	2
Neuro Administration	2
EEG Outpatient	1
EMG	1
EMU Lab	1
EMU Nursing	1
Outpatient Services	1
Stroke Center Operations	1

Nursing Admin

Nursing Administration	25
Nursing CIS Training	3

Nutrition

Nutrition	12
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Office of EVP/COO of JHH	
COO Administration	2
Oncology	
Oncology Ambulatory Services	10
Weinberg 5B	10
Weinberg 5C	8
Weinberg 5A	7
Oncology Nursing Admin	5
Oncology Support Services	3
Weinberg 5D	3
Ambulatory Services Administration	2
Cryopreservation Lab	2
Data Quality Assurance	1
Oncology IPOP	1
Oncology Record Center	1
Patient Family Srvs and Social Work	1
Ophthalmology	
Ophthalmology Associates	3
Otolaryngology	
Olhn Clinic	2
Oral Dental Surgery	1
Oto Access Ctr	1
Pathology	
Core Lab	8
Overnight Shift	7
Phlebotomy	7
Microbiology Labs	6
Hematology Lab	5
Surgical Pathology Lab	5
Transfusion Medicine Lab	4
Customer Service	3
Eastern Sites	3
Howard County General Labs	3
Microbiology	3
Pathology Administration	3
Special Chemistry	3
Specimen Processing	3
Evening Shift	2

HATS Transfusion	2
Pathology Data Systems	2
Administration	1
Advanced Technology	1
Blood Bank	1
Chemistry Lab	1
Cytopathology Lab	1
Immunology	1
Performance Improvement	1
Western Sites	1

Patient and Visitor Services

Patient and Visitor Services	2
BED MGMT CENTER	1
Patient Library and Volunteer Services	1

Pediatrics

Pediatrics ICU PICU	19
NeoNatal ICU NICU	13
Pediatric Nursing	11
PCRU	10
Pediatric Inpatient Oncology	8
Pediatrics Emergency	8
Infants Med Surg	6
School Age Med Surg Unit	6
Specialty Clinic	6
Pediatric Social Work	4
Pediatrics Adolescent Med Surg	4
Pediatric Emergency Admin	3
Child Life Program	2
Pediatric Nutrition Services	2
Pediatrics Administration	2
Peds Access Ctr	2
Harriet Lane Primary Continuing Care	1
MLK Early Head Start Program	1
Pediatric Cardiology	1
Pediatric Inpatient Support Service	1
Pediatric Outpatient Administration	1
Pediatric Outpatient Oncology	1

Pharmacy

Central Pharmacy	9
Pediatric Pharmacy	9

CCU/Surgery Pharmacy	7
Adult Pharmacy	5
Oncology Weinberg Pharmacy	5
Education & Train Pharmacy	4
Onc IDS Pharm	3
IDS Pharm	2
Med Use Redesign Pharmacy	1

PM&R

RTS Outpatient	4
RTS Admin Staff Support	2
RTS Admin Technician Support	2
RTS CIR	2
Dept Administration	1
Greenspring	1
Rehabilitation Therapy Services	1
RTS Acute Care Staff	1
RTS Psych	1

Psychiatry

Child Adolescent Psychiatry	12
Meyer 6	9
Meyer 4	8
Meyer 5	7
Meyer 3	5
Broadway Center	3
Psychiatric ER Nursing	2
Social Work	2
Child Mental Health Clinic	1
Community Psychiatry	1
Eating Disorders Day Hospital	1
Geriatric Day Hospital	1
Pain Treatment	1

Radiation Oncology

Radiation Oncology	15
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Radiology

Nursing General Radiology	17
Body Inpatient CT	7
Radiology Information Systems	7
Inpatient Diagnostic	6
Inpatient MRI	6

JH Imaging White Marsh	6
Nursing Radiology Interventional	6
General Radiology Customer Service	5
Neuro Interventional	3
Administration	2
CVIR	2
Image Management	2
Inpatient Nuclear Medicine	2
Mammography	2
Radiology Physics and Engineering	2
Ultrasound	2
CVC	1
Inpatient Ultrasound	1
JH Imaging Greenspring	1
Radiology Transport	1
Security, Transportation and Parking	
Protection	12
Sibley	
JHHS Executives	1
Signature OB/GYN	
Signature OB/GYN	8
Suburban	
Exec-SHHS Finance	1
Surgery	
Weinberg ICU	15
Cardiac SICU	14
Surgical ICU	12
Advanced Practice Professional	11
Nelson 6	11
Comprehensive Transplant Center	9
Nelson 7	9
Operating Room	7
Surgery 11W Uro/Thoracic	7
Vascular Access Team	7
Weinberg 4C	7
Nelson 8	6
Outpatient Surgery	6
Wilmer Eye Care Pavilion	6

Weinberg 4A	5
Marburg Pavilion	4
Surgery Administration	4
Surgical Nursing Administration	4
Weinberg 4D	4
CTC Administration	3
GOR Med Surg Supplies	3
Plastics Access Ctr	3
Plastic Surgery Clinic	2
Surgery Information System	2
Transplant Organ Acquisition	2
Cardiac PA and SA	1
Inpatient Rehabilitation	1
Nutritional Consultation Services	1
Orthopedics Clinic	1
Trauma Services	1
Wilmer Sterile Processing Training	1

Urology

Urology Clinic	1
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Women's Board

JHOPC	2
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