Excellence and Discovery
A Brief
“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 2017.
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
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 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
### JHM FY2018 Operating Figures (in thousands)

<table>
<thead>
<tr>
<th>Division/Unit</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>$ 3,051,300</td>
<td>$ 2,957,181</td>
<td>$ 94,119</td>
<td>3.1%</td>
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<td>Community Hospital Division</td>
<td>979,807</td>
<td>925,322</td>
<td>54,485</td>
<td>5.6%</td>
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<td>Johns Hopkins All Children's Hospital and Health System</td>
<td>586,903</td>
<td>562,524</td>
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<td>Johns Hopkins University School of Medicine</td>
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<td>2,299,838</td>
<td>6,219</td>
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<td>Johns Hopkins Health System - Other</td>
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<td>1,163,772</td>
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<tr>
<td>Johns Hopkins HealthCare LLC</td>
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<tr>
<td>Johns Hopkins Medicine International, LLC</td>
<td>96,041</td>
<td>82,562</td>
<td>13,479</td>
<td>14.0%</td>
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<tr>
<td>Johns Hopkins Home Care Group</td>
<td>155,149</td>
<td>150,030</td>
<td>5,119</td>
<td>3.3%</td>
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<tr>
<td>Eliminations</td>
<td>(2,330,600)</td>
<td>(2,265,648)</td>
<td>(64,952)</td>
<td></td>
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<tr>
<td><strong>FY2018 Total JHM</strong></td>
<td><strong>$ 8,202,912</strong></td>
<td><strong>$ 8,017,892</strong></td>
<td><strong>$ 185,020</strong></td>
<td><strong>2.3%</strong></td>
</tr>
</tbody>
</table>
Johns Hopkins Medicine (FY 2018)

- $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 38th 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 ($463 million)
- Medical and doctoral students: over 1,200
- Full-time faculty: over 2,900
- Part-time faculty: over 1,200
The Johns Hopkins Hospital
The Johns Hopkins Hospital is ranked top in the nation for patients of all ages, based on *U.S. News & World Report*’s 2018–19 rankings of The Johns Hopkins Hospital at #3 and Johns Hopkins Children’s Center at #8.

1,177 licensed beds, over 2,230 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
448 licensed beds, over 719 attending physicians
Facts and Components –
Other Johns Hopkins Hospitals

Johns Hopkins All Children’s Hospital
St. Petersburg, Florida

- 259 licensed beds, 336 active medical staff members
- Ranked by U.S. News & World Report in five specialties

Howard County General Hospital
Columbia, Maryland

- 263 licensed beds, over 416 active medical staff members
- 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 for 2018, including NICU
Facts and Components –
Other Johns Hopkins Hospitals

Sibley Memorial Hospital
Northwest Washington, D.C.
- 288 licensed beds, more than 900 active medical staff members
- Johns Hopkins Kimmel Cancer Center at Sibley and pediatric radiation program are in partnership with Children’s National Health System
- Ranked by U.S. News & World Report as high-performing in hip replacement and colon cancer surgery

Suburban Hospital
Bethesda, Maryland
- 233 licensed acute care beds, more than 400 active medical staff members
- Designated by the Maryland Institute for Emergency Medical Services Systems as a Level II Trauma Center
- Ranked #16 in Maryland and #10 in the Washington, D.C., region by U.S. News & World Report

Note: all licensed bed counts are for 2018, including NICU
Other Johns Hopkins Health System Highlights

Johns Hopkins HealthCare
Managed care plans covering more than 419,000 people

Johns Hopkins Community Physicians
With over 40 primary and specialty care outpatient sites, Johns Hopkins Community Physicians handles more than 940,000 annual patient visits

Johns Hopkins Home Care
A full-service home care provider with over 171,800 patients served

Note: Figures are for 2018
Johns Hopkins Medicine International Highlights

- Serves as the global ambassador of the Johns Hopkins Medicine mission
- Develops sustainable, innovative collaborations that raise the standard of health care around the world
- Provides personalized care for diverse populations
- Leverages Johns Hopkins’ extensive knowledge base in medicine, nursing, public health, medical education, research and health care administration to deliver the promise of medicine all over the globe

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

<table>
<thead>
<tr>
<th><strong>ANNE ARUNDEL MEDICAL CENTER</strong></th>
<th><strong>GREATER BALTIMORE MEDICAL CENTER</strong></th>
<th><strong>MT. WASHINGTON PEDIATRIC HOSPITAL</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Anne Arundel County</strong></td>
<td><strong>Towson</strong></td>
<td><strong>Baltimore</strong></td>
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<tr>
<td>• Anne Arundel Medical Center’s Geaton and JoAnn DeCesaris Cancer Institute is aligned with Johns Hopkins Medicine through a breast reconstruction program, expanded cancer clinical trials available to Anne Arundel Medical Center patients and jointly held tumor conferences.</td>
<td>• Johns Hopkins physicians manage and supervise all heart-related inpatient and outpatient testing, an enhanced pediatric surgery practice, and head and neck cancer surgery and voice centers.</td>
<td>• Jointly owned by Johns Hopkins Medicine and the University of Maryland Medical System, the Mt. Washington Pediatric Hospital is a 102-bed nonprofit children’s hospital that provides long-term care for children with complex health problems.</td>
</tr>
<tr>
<td>• Johns Hopkins Children’s Center hosts clinics at Anne Arundel Medical Center in the areas of pediatric gastroenterology, pediatric neurology, pediatric pulmonology and pediatric surgery.</td>
<td>• Johns Hopkins physicians collaborate with Greater Baltimore Medical Center staff at the Johns Hopkins Heart Center.</td>
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## Johns Hopkins Medicine Affiliates

<table>
<thead>
<tr>
<th>WELLSPAN HEALTH</th>
<th>ALLEGHENY HEALTH NETWORK CANCER INSTITUTE</th>
<th>EXTENDED SERVICES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pennsylvania</td>
<td>Pennsylvania</td>
<td>Maryland</td>
</tr>
</tbody>
</table>

- Collaborates with Johns Hopkins Kimmel Cancer Center to access clinical trials, coordinate referrals and provide second opinions.
- Collaborates with Johns Hopkins Medicine to provide general pediatric surgery and plastic and reconstructive surgery closer to where patients live.
- Collaborates with Johns Hopkins Kimmel Cancer Center for consultations, clinical trials and research. The organizations work together on an array of initiatives designed to foster clinical accomplishments, medical education and a broad range of cancer research initiatives.
- Patient First at Johns Hopkins Bayview Medical Center, Howard County General Hospital and Green Spring Station, and in Towson and Odenton – oversight through Johns Hopkins Technology Ventures in Johns Hopkins HealthCare, and managed and operated by Patient First.
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)
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

2015 Howland Medal in pediatrics: Catherine DeAngelis, M.D.

2008 MacArthur “Genius Award” winner: Peter Pronovost, M.D., Ph.D.

2007 National Physician of the Year Award for Clinical Excellence;
2007 King Faisal International Prize in Medicine: Patrick Walsh, M.D.
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.

Watch a video about our 125th Anniversary.
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. The hospital received Magnet redesignation in 2008, 2013 and 2018.

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](http://www.youtube.com/watch?v=Bk7MXZuFJuQ)
Institute for Basic Biomedical Sciences

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.
The university’s intellectual property administration center serves researchers and inventors as a licensing, patent and technology commercialization office.

- Startup venture capital raised: $451 million
- Licensing revenues: $16.5 million
- Total invention disclosures: 463
- Licenses and options: 138
- Active issued patents (U.S. and foreign): 2,864
- Newly created startup companies: 8

Note: above figures are for FY 2018

Watch a video about how JHTV supports startups at its innovation hubs.
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 highlights from 2017.
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 Diverse Workforce

Race
- White: 54%
- Black or African-American: 29%
- Asian: 12%
- American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander: 1%
- Not assigned: 3%
- Two or more races: 2%

Gender
- Women: 73%
- Men: 27%

Ethnicity
- Not Hispanic or Latinx: 96%
- Hispanic or Latinx: 4%

Read the 2017 Diversity and Inclusion Annual report at https://www.hopkinsmedicine.org/diversity/index.html

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

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

$20.5 million increase in goods and services purchased from Baltimore businesses
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.

#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.