

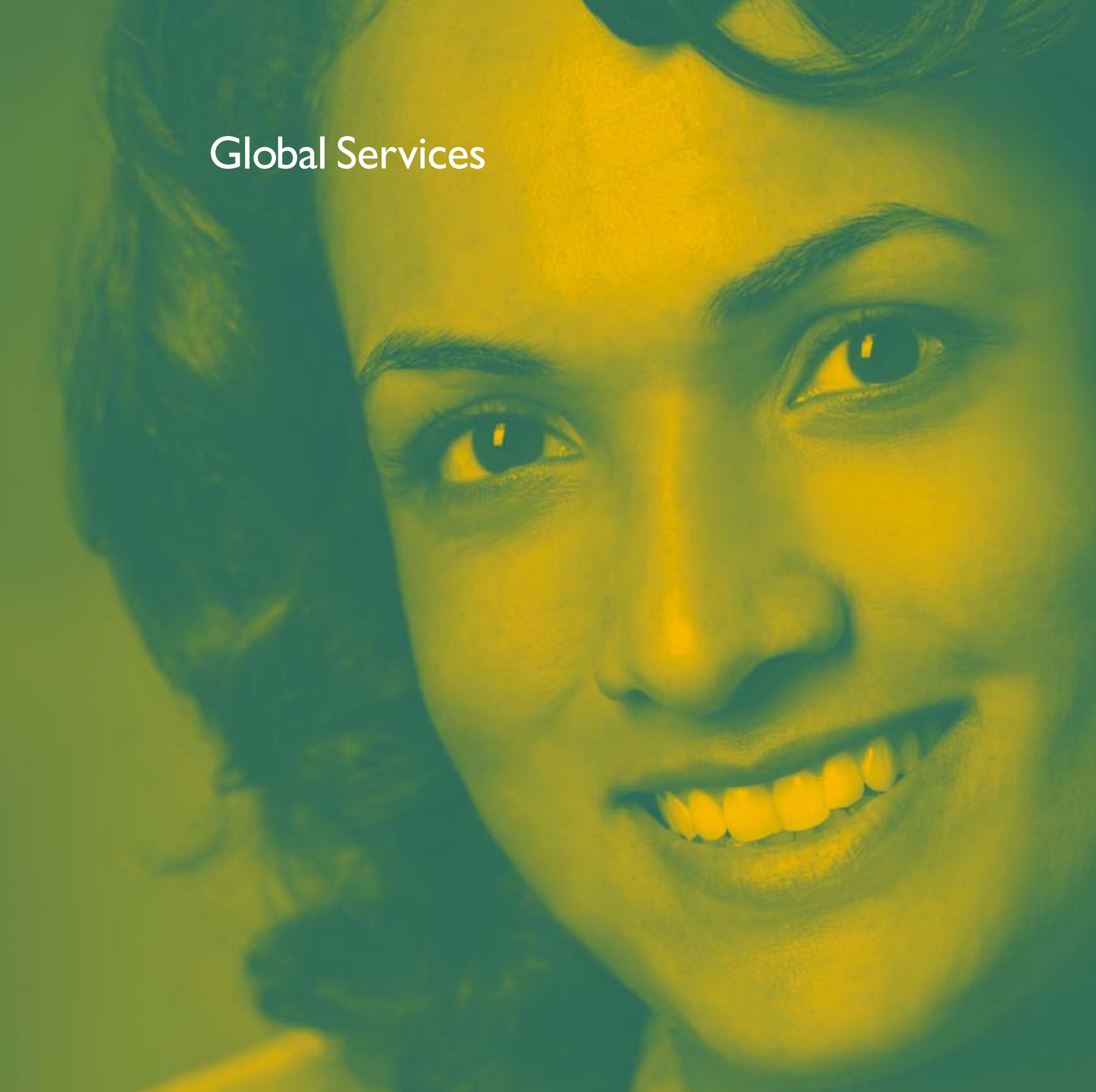
Our people...



JOHNS HOPKINS  
MEDICINE  
INTERNATIONAL

Annual Report 2006-2007

Global Services

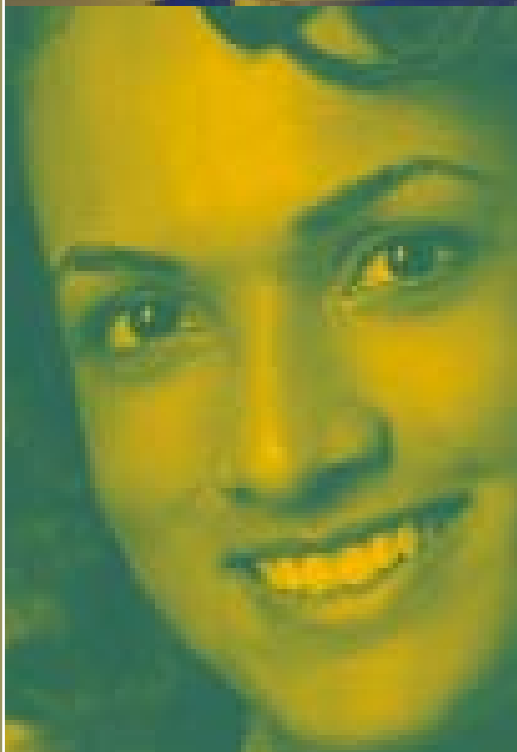




Outreach Services

# Patient Services





Our people  
make the difference.

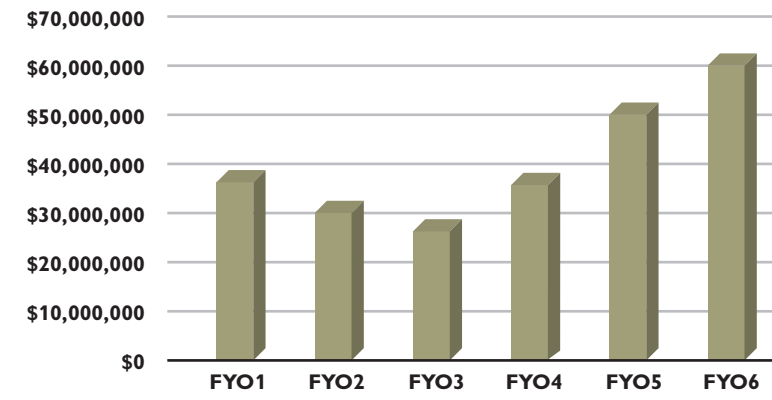
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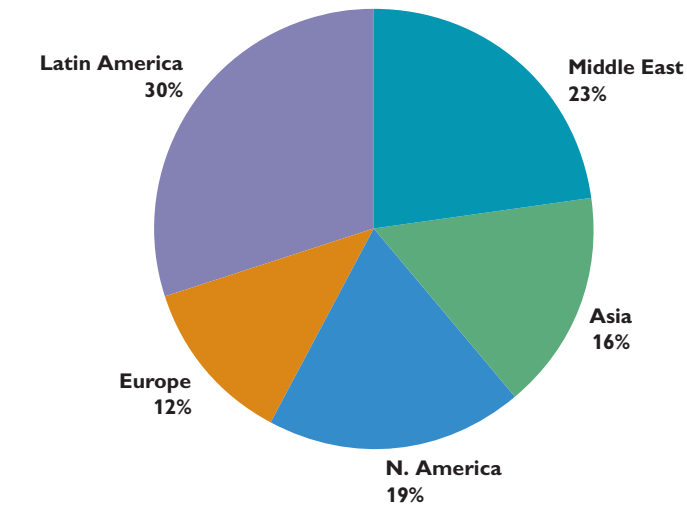
# FY06 Activity Summary

## Patient Services

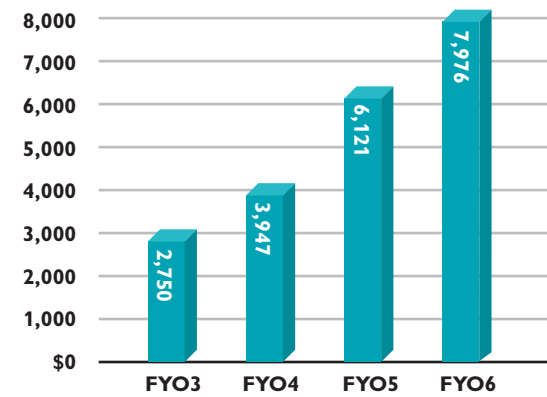
Total Downstream Revenue



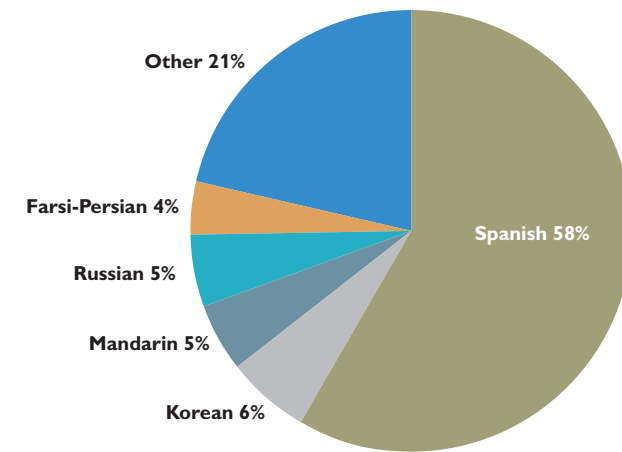
Downstream Revenue by Region



Number of Interpretation Requests



% of Requested Languages



## Global Services

### Management

- United Arab Emirates: **Tawam Hospital**

### Openings

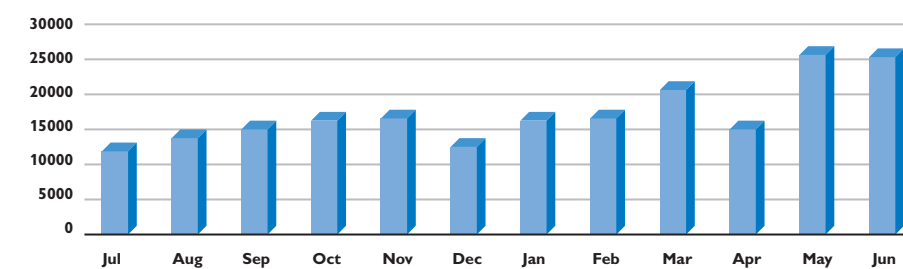
- Lebanon: **Clemenceau Medical Center** (first facility in the Middle East affiliated with JHM International)
- Panama: **Hospital Punta Pacifica** (first facility in the Latin American/Caribbean region affiliated with JHM International)

### Affiliations

- India: **Apollo Hospital Group** (Asia's largest private hospital group)
- China: **Children's Hospital of Fudan University**
- Japan: **Tokyo Midtown Medical Center**
- Trinidad and Tobago: **Trinidad and Tobago Health Sciences Initiative**
- Ireland: **Beacon Medical Group**

## Outreach Services

Total number of unique Web visitors by month



# MISSION

The mission of Johns Hopkins Medicine International is to facilitate the global development of Johns Hopkins Medicine in research, education and clinical services

# VISION

To establish Johns Hopkins as the recognized global leader in:

- Biomedical research and the application of medical knowledge to sustain health
- The education of physicians, medical scientists and health care professionals
- The provision of state-of-the-art medical care

# Welcome **مرحبا** Bienvenido



## Dear Friends and Colleagues:

This year, Johns Hopkins Medicine revitalized its mission, vision and core values. This keeps us connected to the convictions behind our work, but also ensures that as we move forward as an organization, we remain true to our foundations.

Johns Hopkins Medicine International doesn't just believe in Hopkins Medicine's core values—excellence and discovery, leadership and integrity, diversity and inclusion, respect and collegiality—we embody them.

**We provide superior service to our patients, whether they come from South America, South Dakota or South Baltimore.** This year, we arranged individualized care for patients from more than 100 countries, expanded the Hopkins USA program for domestic patients and added new programs to improve health care access for our local community.

**We bring our knowledge to partnerships with health systems around the world to improve global care.** These partnerships now include providers and systems in the Americas, Asia, Europe and the Middle East. This year, two of our international partners opened new hospital facilities, while a third awarded us with a contract for a new type of partnership—the first time Hopkins will manage a hospital that it doesn't own.

**We connect our experts with their international colleagues to facilitate information exchange and unprecedented research collaborations.** This year, we hosted successful medical symposia in Greece, Bermuda, Panama, Peru and Canada. Physicians and health leaders in Asia, the Caribbean, Europe, Latin America and the Middle East benefited from our distance learning opportunities. We stayed connected with them—and our patients—through our many electronic and print communications.

We couldn't have accomplished this without the dedication of our talented, collaborative employees. Our people truly do make the difference.

**Steven J. Thompson**

Chief Executive Officer, Johns Hopkins Medicine International  
Senior Vice President, Johns Hopkins Medicine



CEO Steve Thompson has assembled a strong team of inspiring leaders. They are, left to right: Mohan Chellappa, vice president of global strategy; Pamela Paulk, vice president of professional and outreach services; Charles Cummings, vice president of clinical and medical affairs, and Harris Benny, vice president of hospital affairs and patient services.



## PATIENT SERVICES

### Beyond the Extra Mile

Johns Hopkins Medicine International is world renowned for its sophisticated patient services. We could easily stop there. Instead, we constantly strive to exceed what thousands of international patients have come to expect when they travel to *U.S. News & World Report's* top-ranked hospital.

This year, we expanded our services to those in this country and even our neighbors in Baltimore. In fact, our patient services department now consists of three distinct divisions: International Patient Services, Johns Hopkins USA and Johns Hopkins Community Services.

Each of these specialty groups ensures highly personalized service for our clients—whether they live abroad, across the country or across the street.

## International Patient Services Committed to Our Clients

During the last year, Johns Hopkins Medicine International served thousands of patients from more than 100 countries—and boosted revenues by 25 percent over the previous year.

Our multifaceted group works together to streamline the international patient's visit:

- Highly trained **GlobalAccess coordinators** review medical records and schedule appointments with Hopkins specialists
- **Guest Services staff members** coordinate accommodations and offer assistance in our peaceful executive lounge
- **Financial Services counselors and billing coordinators** give patients up-to-the-minute information on medical charges and insurance benefits
- **Nurse care managers** meet with patients daily to coordinate discharge planning and to educate patients and their families

■ **Patient service coordinators** fluent in more than 20 languages are always available to answer questions, escort patients through treatment and serve as dedicated points of contact after they've returned home

We also cultivate and nurture the loyalty of our past and current international patients. This is not only because a third of our annual patient visits and half of our annual patient revenues are from returning patients—but also because we're committed to delivering the accommodating and discreet service that makes us the preferred medical destination for savvy patients, royalty and public figures from around the world.



Billing coordinators, above, and patient service coordinators, below, work closely with nurse care managers, Guest Services staff and GlobalAccess schedulers, opposite, to tailor care for each patient.



**“When I’m scheduling appointments for patients, I imagine how they must feel. They’re traveling far from home at a vulnerable time. That’s always on my mind.”**

—**Nerissa Pickens**, *International Client Referral Coordinator*



**“I realize Hopkins can seem overwhelming to patients and families. Being able to assist them in any way possible is a very rewarding experience.”**

*—Sarah Tanguay, Staff Assistant*

## **Johns Hopkins USA** **One Call, Total Care**

Total care must go beyond medicine, especially for patients who are far from home. That’s why this year, Johns Hopkins Medicine International extended its high-amenity services to patients in this country—all through the revitalization of Johns Hopkins USA.

Using the footprint of JHI’s successful model, we tailored Hopkins USA to meet the needs of patients traveling from across the United States. Now, this easy-to-use service offers those outside of Maryland a single point of entry to America’s top-ranked medical center.

Hopkins USA’s medical concierges are specially trained to ensure that each patient’s visit proceeds smoothly and comfortably, with a focus on accommodating individual requirements.

This includes serving as dedicated points of contact before, during and after Hopkins visits, plus gathering medical records, scheduling appoint-

ments, and in some cases, greeting patients upon arrival and escorting them to their initial consultations.

Johns Hopkins USA also delivers distinctive corporate services to large firms and business executives, and other special services for high-profile professionals. And, we recently added an office in Palm Beach, Fla., to assist our patients even further.

Touting first-class service and direct access to excellent medicine, Johns Hopkins USA is poised to extend the awareness of Johns Hopkins Medicine to new markets along the East Coast.

**Visit [www.hopkinsusa.org](http://www.hopkinsusa.org)**



**The Hopkins USA team, led by Karen Frankson, second from right, makes patients from outside Maryland feel right at home.**



**Our cultural competency program helps employees to value colleagues from other cultures, understand the community in which Hopkins operates and embrace our diverse clientele.**

## Community Services Bringing Hopkins to Our Neighbors

More than a century ago, Mr. Johns Hopkins envisioned a hospital “with the finest physicians and staff” that would serve as a “charity for the poor of Baltimore.” Under this founding mission, The Johns Hopkins Hospital has always worked to enhance the surrounding community. This year, Johns Hopkins Medicine International created its own community services division—designed with our newest neighbors in mind.

Like many regions in the United States, Baltimore is experiencing a significant increase in its Hispanic population. Too often, a lack of English skills prevents these newcomers from accessing medical care.

In an effort to change this, Johns Hopkins Medicine International established a Community Services division with three full-time interpreters. The team assists Spanish-speaking patients at The Johns Hopkins Hospital, Johns Hopkins Bayview Medical Center, Howard County General Hospital and the Kennedy Krieger Institute.

The Community Services team also supports nurses, physicians, registration staff, social workers, financial counselors, security personnel, patient trans-

port—any Hopkins employee who may encounter a patient with limited English skills. The International Call Center, set up in 2003, now receives more than 700 requests for interpretation services every month.

JHM International also sponsors a 14-week medical Spanish course for faculty, students and staff. And last year, we established the cultural competency program to help staff understand the influence of culture on health care quality and patient outcomes.

These programs help make us the provider of choice for our Spanish-speaking neighbors—and contribute to better health in the community.



**“The need in our local immigrant community is tremendous. Helping them communicate their medical issues to the physicians here doesn’t just improve their care—it’s also personally satisfying.”**

—Hernando Pava, M.D., *Interpreter*



## GLOBAL SERVICES

### Forging World Health Care

One of Johns Hopkins Medicine International's key missions is to support the world's health care systems as they develop the best clinical care, research and medical education in their countries—for the benefit of patients, providers and students.

Our Global Services divisions achieve this through partnerships with governments, universities and health service providers and support from our Clinical and Medical Affairs and Global Strategy teams. The Johns Hopkins Singapore International Medical Centre, which opened in 2000 as a Hopkins-run oncology service under Singapore's private health system, is our longest-running success, but it's no longer the exception.

This year brought a record number of new international partnerships into the Hopkins fold—marking an exciting turn toward an era of truly global health care.



The Global Services team, above, is improving health care around the world through projects such as Clemenceau Medical Center in Lebanon, below, which opened in February 2006.

## Strategic Partnerships and Hospital Affiliations

### Improving Health Care for the World

Global Services works to expand Johns Hopkins Medicine's mission internationally through dynamic partnerships with governments, universities and health service providers.

These affiliations help our international colleagues to practice world-class medicine using Hopkins' innovative blend of clinical care, research and education. They also help establish cultures of safety where patients are at the center of every action, and develop integrated operational systems that deliver the right elements at the right time in each patient's care.

This includes partnering with emerging health care systems on the development of state-of-the-art clinical facilities—an area of explosive growth this year. In fact, the Global Services team nearly doubled to keep pace with the record number of affiliate hospital openings and new affiliations in FY06:

#### Openings:

- Lebanon: Clemenceau Medical Center (first facility in the Middle East affiliated with JHM International)
- Panama: Hospital Punta Pacifica (first facility in the Latin American/Caribbean region affiliated with JHM International)

#### Affiliations:

- India: Apollo Hospital Group (Asia's largest private hospital group)
- China: Children's Hospital of Fudan University
- Japan: Tokyo Midtown Medical Center
- Trinidad and Tobago: Trinidad and Tobago Health Sciences Initiative
- Ireland: Beacon Medical Group



**“In just a few years, our group has expanded Hopkins' 120-year-old mission globally. It's exciting to effect such dramatic change—from the first meeting with the client, to the opening of a facility.”**

—Burak Malatyali, Assistant Director



**“Hopkins has always shared its medical advances and educational content. But our partnership with Tawam Hospital in Abu Dhabi is the first time we’ve applied our hospital management expertise to benefit health care abroad. I’m proud of that.”**

**—Edward Thompson, Executive Director**

## Management Services Meeting the Hopkins Mission Overseas

Management Services allows Johns Hopkins Medicine to take international health care partnerships to an unprecedented level. We launched this new service earlier this year in the United Arab Emirates through a landmark, 10-year affiliation with Abu Dhabi’s ministry of health.

The affiliation with the General Authority for Healthcare Services includes a provision for Hopkins to manage Abu Dhabi’s largest and most prestigious hospital—the first outside the United States to use our administrative and operations resources. Under the agreement, Hopkins took responsibility for hiring Tawam Hospital’s chief executive officer, chief operating officer, chief medical officer, and direc-

tor of nursing, and for establishing centers of excellence in oncology and other clinical specialties.

The Tawam partnership gives health care providers in the United Arab Emirates local access to Hopkins’ clinical and research resources, helping them improve health care delivery throughout the region. It’s an ideal fit with the Hopkins mission—and exemplifies the best of what we do.



**Through the work of Executive Director Edward Thompson, above, and Managing Director Hamed Ibrahim, right, Johns Hopkins Medicine International now manages Tawam Hospital in the emirate of Abu Dhabi.**



## Johns Hopkins Singapore International Medical Centre Advancing Clinical Oncology in Southeast Asia

Johns Hopkins Singapore International Medical Centre opened in 2000 to bring Hopkins' clinical oncology, research and education standards to the region and to support Singapore's mission of becoming Southeast Asia's medical hub.

Since then, the IMC has grown into a state-of-the-art service with 30 inpatient beds, including a high-end presidential suite for dignitaries, and an outpatient unit for chemotherapy. It relocated from National University Hospital to a larger facility at Tan Tock Seng Hospital in 2005, soon after receiving Joint Commission International accreditation—a first for private health care in Singapore.

Though the majority of patients come from Southeast Asia, one quarter now travel from the Middle East in coordination with the IMC's international patient liaison office.

The center recently added a gynecology surgical program and is looking to expand its services to include liquid tumors, particularly acute leukemia, and bone marrow transplants. This will open new doors for the IMC's clinical research activities, which currently focus on solid tumors such as breast, colon, lung and prostate, and specialize in liver, gastric and nasopharyngeal cancers—the most common among Asians.

The International Medical Centre also promotes oncology rotations, lectures, observerships and symposia to facilitate knowledge transfer between Baltimore and Singapore and supports health awareness activities in the local community.



**“Even if I know I’m doing my best I still try to do more for our patients, to go beyond the extra mile. Their happiness is the utmost incentive to raise the bar even higher.”**

—Tarig Elobeid, *International Patient Liaison Office*



Johns Hopkins Singapore International Medical Centre's world-class oncology services are located on the top floor of Tan Tock Seng Hospital.

## Global Strategy

### Setting the Stage for World Change

Johns Hopkins Medicine International's new Global Strategy team targets and develops solutions for health care problems around the world. When governments and large health care systems turn to Hopkins, this experienced team handles the initial triage process and plans strategies that meet clients' needs.



Vice President Mohan Chellappa, left, and Assistant Director Sandy Wu are well versed in developing global health care solutions.

## Clinical and Medical Affairs

### Leading Our Partners to Quality

The Clinical and Medical Affairs team supports Johns Hopkins Medicine International's network of overseas hospital and health system affiliates. This includes overseeing and guiding the quality assurance programs, patient safety initiatives and medical and clinical care at these institutions. Other key components are preparing these institutions for Joint Commission International accreditation surveys and helping them develop clinical products to improve the quality of care.

Charles Cummings is vice president of clinical and medical affairs. Elizabeth von Kessler, top right, directs clinical product development, while Joyce Jones prepares hospitals abroad for accreditation.





## OUTREACH SERVICES

### Communication without Borders

Today's global health care marketplace demands programs and services that work across international boundaries. That makes Johns Hopkins Medicine's mission of advancing medical and patient education around the world more relevant than ever before.

To help JHM achieve this, Johns Hopkins Medicine International develops and hosts communication tools, educational initiatives and special events for physicians, health leaders and patients residing outside of the United States. Some of these activities use technology to connect our target audiences with the latest advances; in other cases, our physicians travel abroad to share them in person.

Either way, people around the world can benefit from Hopkins' constantly evolving wealth of health care knowledge—without making the journey to Baltimore.

## Outreach Services Communication without Borders

Outreach Services brings the medical expertise of Hopkins to patients and physicians around the world using print and electronic publications, Web sites, video conferencing and special events.

### Medical Second Opinion

Through our remote second opinion service, patients benefit from having a Hopkins specialist confirm their diagnosis and provide treatment recommendations—without leaving their countries. The service helped 345 international patients this year, compared with 211 in the previous year. In the same period, inquiries have jumped from 881 to 1,226.

### Distance Learning

Physicians and health leaders around the world recognize that Hopkins is a source of premium medical education content. Yet traveling to Baltimore for training is not always convenient or practical. That's why Johns Hopkins Medicine International offers distance learning opportunities using video conferencing and other technologies—benefiting hospitals and providers in Asia, the Caribbean, Europe, Latin America and the Middle East.

### Special Events

Keeping patients and physicians informed is one of our top priorities. In the past year, Johns Hopkins Medicine International has hosted events in Bermuda, Canada, Columbia, Peru, England, Greece, Turkey, the Bahamas, Mexico, Panama, India, Lebanon, Singapore, the United Arab Emirates and Portugal—with the goal of providing convenient, in-person medical updates for consumers and professionals.

### Electronic and Print Communications

Johns Hopkins Medicine International also keeps patients, physicians and health care leaders informed through a variety of electronic and print communications:

- Web presence ([www.jhintl.net](http://www.jhintl.net))
- *Hopkins News for You* (e-newsletter for patients)
- *International Physician Update* (semi-annual newsletter)
- Press releases and other updates for the international media

### New this year:

- *Hopkins Health* (quarterly newsletter mailed to recent patients)
- Women's health brochure (advances in women's health care)



The Medical Second Opinion team assisted 345 patients this year.



**“Our events make Hopkins tangible to outsiders and show them the people behind our medicine. It’s about relationship building—we are the institution’s overseas ambassadors.”**

—Carol Velandia, *Special Events Coordinator*



# OUR PEOPLE Make the Difference

Every day, our employees affect health care on a global scale. Through their work, they increase Johns Hopkins Medicine's presence throughout the world—bringing excellence in medicine, research and education further than ever before.

This year alone, our employees arranged individualized care for patients from more than 100 countries. They forged new partnerships with health systems around the globe. And they disseminated the latest medical advances internationally through special events, telemedicine and other communications.

These accomplishments would not be possible without them.



Johns Hopkins Medicine International hired a record 21 new employees this year. Our rapidly expanding team, which hails from 29 countries and speaks some 20 languages, is committed to going the extra mile—for patients, physicians, health care leaders and each other.





## Employee of the Year

Mark Minichiello

### International Corporate Relations Representative

Excellent service is a hallmark of Johns Hopkins Medicine International's approach to patient care. This year, one person consistently fulfilled this mission both internally and externally—a strong team member who is passionate about improving the organization as a whole. Mark Minichiello makes an outstanding first impression with clients and colleagues and unfailingly represents JHM International with poise, diplomacy and integrity. Clients often call or write to remark on his caring performance, and colleagues describe him as infectious in motivating others to perform at their best. Mark is also a past JHM International employee of the quarter and recipient of the 2002 Johns Hopkins Health System Ed Halle Award for Service Excellence.



**JOHNS HOPKINS**

M E D I C I N E

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INTERNATIONAL

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