Investing in and Serving Neighboring Communities

BALTIMORE CITY
Since their founding in the late nineteenth century, the Johns Hopkins Institutions have been committed to investing in and serving Baltimore’s diverse communities. This report examines the Johns Hopkins Institutions’ engagement with the communities in which they operate, focusing in particular on six aspects of that engagement:

- Investments in neighboring communities
- Including local residents and businesses in the development and operations of the Johns Hopkins enterprise
- Improving elementary and secondary education and expanding educational opportunity for young residents of Baltimore
- Expanding access to – and improving the quality of – health care
- Engagement of University students and Johns Hopkins employees in service to Baltimore communities
- The University’s role as a cultural resource for local communities

**Investing in neighboring communities**

The Johns Hopkins University and the Johns Hopkins Health System have invested tens of millions of dollars in Baltimore neighborhoods.

**Revitalizing East Baltimore**

Since 2001, Johns Hopkins has been collaborating with the City, the State, the Annie E. Casey Foundation, private developers and community organizations in the redevelopment of an 88-acre area adjacent to Johns Hopkins’ East Baltimore campus. As revised in 2012, the master plan for the area provides for the development of more than 1,200 units of new and rehabilitated housing, a 6-acre park, a school, a 1.5 million square-foot Science + Technology Park and 144,000 square feet of retail space.

Although the redevelopment of the area has been slowed by the financial crisis of 2008 and by a depressed real estate market, much has already been accomplished.

- Forest City Science and Technology completed the first building in the Science + Technology Park – the 300,000 square-foot Rangos Research Building – in 2009. Johns Hopkins was the anchor tenant of the building which includes lab and office space for Johns Hopkins, other not-for-profit biomedical research organizations and life sciences technology companies, as well as 30,000 square feet of retail and restaurant space.
- In 2011 Johns Hopkins completed the renovation of a landmark former police station at 1809 Ashland Avenue; the building now houses the University’s Berman Institute of Bioethics.
- 929 Apartments, a privately-developed, 321-unit residential building at 929 North Wolfe available to the general public as well as Johns Hopkins graduate students and employees, was completed in 2012.
- A total of 249 other units of new housing have also been built, including approximately 200 low-income units.

**COVER:** Each year, nearly 1,300 students participate in President’s Day of Service, serving dozens of community organizations around Baltimore City.
• A 10-story, 1,450-space parking garage with a Walgreen’s pharmacy on the building’s first floor, located at the corner of Ashland Avenue and Washington Street, was completed in 2012.

• The Henderson-Hopkins School, a 90,000 square-foot K-8 school with space for 540 students, was completed in 2013. It was built by East Baltimore Development Inc. (EBDI), and is managed by the Johns Hopkins School of Education in collaboration with Morgan State University. The seven acre site was developed at a cost of $43 million through a onetime capital contribution from Johns Hopkins of $21 million and funds raised from the Casey and Weinberg foundations and other local and national philanthropies. This was accomplished without state or city school capital funds which are in short supply.

• The 30,000 square-foot Harry and Jeanette Weinberg Early Childhood Center, with space to serve 174 pre-school children, opened in September 2014. It was built by East Baltimore Development Inc. and is managed by the School of Education in partnership with the Greater Baltimore YMCA.

• The second building in the Science + Technology Park, the Maryland Department of Health and Mental Hygiene’s $171 million, 235,000-square-foot Public Health Laboratory, located in the Eager Park area in part to increase potential collaboration with Johns Hopkins researchers, was completed in June 2014.

Other projects now in various stages of development include:

• The development of 250 additional units of new and rehabilitated housing

• A 182-room extended-stay hotel

• A 167,000 square-foot research facility, the Science + Technology Park’s third building, to be developed at 1812 Ashland Avenue; the University will be the building’s anchor tenant

Eager Park, a three-block-long, six-acre public park that will include a 30,000 square-foot lawn, a playground, a community garden, exercise facilities, a performance venue and other amenities

The Johns Hopkins Institutions’ commitments to the redevelopment of the project area have been substantial. Johns Hopkins estimates that from 2003 through 2013 it has invested more than $50 million in the redevelopment of the 88-acre project area, including $21 million for property acquisition and relocation, and $21 million toward the cost of construction and ongoing operations of the Henderson-Hopkins School and the Weinberg Early Childhood Center.
Strengthening Homewood

The Johns Hopkins Institutions’ involvement in efforts to strengthen the neighborhoods in which they operate reflects both their longstanding and in recent years, redoubled commitment to community service and their own institutional interests. In 2012, a report prepared for the University noted that applicants who are accepted at Johns Hopkins but who choose to enroll elsewhere often cite conditions in the surrounding area as being among the reasons for their decision. At the same time, many residents of surrounding neighborhoods believe that Johns Hopkins should be doing more to address problems that affect both the University and the community.

Acknowledging these perceptions, in 2011 the University, in collaboration with other local institutions and neighborhood organizations, launched the Homewood Community Partners Initiative (HCPI). HCPI covers 10 neighborhoods and one commercial area surrounding the University’s Homewood campus. Through a broad-based planning process, the partners in 2012 identified five neighborhood priorities:

• Maintaining clean and safe neighborhoods
• Eliminating blight and developing new housing
• Strengthening public education
• Commercial and retail development
• Local hiring, purchasing and workforce development

The partners also formulated 29 specific project and program recommendations, with an estimated price tag of $60 million, aimed at achieving HPCI’s objectives during the next five to ten years.

In December 2012, Johns Hopkins announced that it would commit $10 million to leverage additional private and public investments toward the implementation of HPCI’s recommendations. Since then, the University has undertaken or helped to fund several projects in the area.

• In December 2012, the Baltimore Development Corporation (BDC) approved a proposal from the Maryland Film Festival, in collaboration with Johns Hopkins and the Maryland Institute College of Art (MICA), for a $17 million renovation of the long-shuttered Parkway Theater, located in the Charles North neighborhood, a mile south of the University’s Homewood campus. The restored Theater will include a three-screen, 600-seat film center and live music venue, as well as space for the two institutions’ film programs.

Johns Hopkins and MICA are similarly collaborating with a private developer, Jubilee Baltimore, on an $18 million renovation of the Centre Theater. Located just a few blocks from the Parkway, the Centre will similarly include a theater and space for the Johns Hopkins and MICA film programs, along with a restaurant and retail space.

• In February 2013, Johns Hopkins designated Armada Hoffler and the Beatty Group to develop a mixed-use project on a University-owned site at St. Paul and 33rd Street in Charles Village, approximately a block from the Homewood campus. The project will include 157 market-rate student apartments and 30,000 square feet of retail space (including a pharmacy), wrapped around a 162-space parking structure.
During the summer of 2013, the University contributed $800,000 toward the $1.6 million cost of renovating two public schools in Charles Village, the Margaret Brent and Barclay elementary and middle schools.

**Investments in other neighborhoods**

Johns Hopkins has also supported revitalization efforts in other Baltimore neighborhoods. The University, for example, supports the work of the Mount Vernon Place Conservancy, a non-profit group that has undertaken a multi-year renovation of the public park that represents the heart of the City’s Mount Vernon neighborhood – the home of the Peabody Institute since its founding in 1857, and one of Baltimore’s leading centers of culture and the arts.

**Buying homes in Baltimore**

In addition to its investments in the projects described above, Johns Hopkins has also sought to strengthen Baltimore neighborhoods through its Live Near Your Work (LNYW) program, which provides grants to employees as an incentive to purchase homes in Baltimore. Grants range from $5,000 in many parts of the City to $23,000 in neighborhoods near the Homewood campus to $36,000 in East Baltimore. Recipients may also be eligible for a small matching grant from the City.

In fiscal year 2014, LNYW grants totaling $1,411,000 were awarded to 84 homebuyers employed by Johns Hopkins. Of this total about $756,500 was contributed by Johns Hopkins, with another $654,500 contributed by other supporters of the program, such as the Annie E. Casey Foundation. Since the program was launched in 1997, LNYW has supported Johns Hopkins employees’ purchases of 418 homes in Baltimore.
Transitioning public assistance recipients to full-time employment

Working with the Baltimore City Department of Social Services, the Center for Urban Families, and Impact Training Corporation, the Johns Hopkins Health System’s Department of General Services in 2013 launched a program that provides public assistance recipients with training and work experience as front-line health care workers. The twenty-week program includes training in basic workplace skills and the ethics of health care, as well as technical training in various front-line jobs. Participants also rotate through internships in several front-line departments at The Johns Hopkins Hospital, including environmental services, materials management, patient transportation and nutrition.

In 2013 and 2014, a total of 62 Baltimore residents were enrolled in the program’s first three cohorts. Of those, 44 completed the program, and 39 have been hired in permanent, full-time jobs at Johns Hopkins. The Department of General Services is now developing a certification process for participants who complete the program. Certification would provide workers with a recognized credential, with the potential for greater mobility within the health care industry.
Economic inclusion

As the largest enterprise in Baltimore, Johns Hopkins has long been committed to ensuring that opportunities to participate in its work are available to all, including women, minorities and local residents and businesses. This commitment has shaped the University’s and the Health System’s employment practices, purchasing policies and construction contracts.

The following are just a few examples of the Johns Hopkins Institutions’ commitment to the expansion of economic opportunity.

• The Johns Hopkins Summer Jobs Program provides a six-week, paid summer internship for Baltimore high school students. Participants work 30 hours per week in a variety of departments at The Johns Hopkins Hospital and the University, and also take part in a series of career development seminars, focusing on topics such as job readiness, workplace etiquette, customer service and financial literacy. From 2010 through 2014, approximately 1,200 students participated in the program.

• In 2013, the University selected Palo Alto-based Bon Appétit Management Company to provide food services on its Homewood campus. The company’s commitment to local hiring and local sourcing was a key factor in its selection. As of the spring of 2014, Bon Appétit was employing 168 Baltimore residents in its Homewood campus operations (accounting for nearly 83 percent of the company’s Homewood workforce), and was working with 13 local suppliers. During fiscal year 2014, Bon Appétit spent nearly $1 million on purchases from its local suppliers.

• Malone Hall, a 69,000 square-foot, $38.8 million building that houses the University’s Department of Computer Science along with three science and engineering research centers, was completed in the summer of 2014. During a two-year construction period, minority-owned firms accounted for 27 percent of all subcontract work on the project, and local firms for 17 percent.

To build on these and other efforts, and to deepen its commitment to the expansion of economic opportunity for Baltimore businesses and residents, Johns Hopkins is planning the roll out of a more aggressive economic inclusion effort in 2015, focused on expanding the extent to which local Baltimore residents and businesses benefit from the economic activity generated by the Hopkins institutions.
Improving schools and expanding educational opportunity

Of the many factors that contribute to the strength of local communities, none is more important than the quality of elementary and secondary education. Johns Hopkins contributes in multiple ways to the goal of improving Baltimore’s public schools, and expanding educational opportunity for the City’s young residents. Below are a few examples.

A new community school for East Baltimore

As noted above, Johns Hopkins worked closely with EBDI, the Baltimore City Public Schools and Morgan State University on the development of the Henderson-Hopkins School, a 540-seat K-8 public “contract” school in East Baltimore. The school, which opened in January 2014, is managed jointly by the Johns Hopkins School of Education and the Morgan State School of Education and Urban Studies, under a contract with the Baltimore City Public Schools.

Priority for enrollment at Henderson-Hopkins School is given to children who live in the EBDI area (now called Eager Park), followed by siblings of children currently enrolled at the school, and children whose parents work in East Baltimore.

The curriculum at Henderson-Hopkins School is based on one developed by faculty members at the Johns Hopkins School of Education. It emphasizes the role of parents and the broader community as active participants in the education of their children; and also emphasizes “personalized education,” the use of data to tailor learning to the needs of each individual student. Students from the Johns Hopkins School of Education also work at the school as student teachers, interns and volunteers; and Johns Hopkins faculty members serve as mentors and advisors. The school also includes a “health suite” for students and their families, staffed by the Johns Hopkins School of Nursing.

Henderson-Hopkins School shares its seven-acre campus with the Weinberg Early Childhood Center (ECC), which is also managed by the School of Education. The ECC, which opened in September 2014, will serve up to 174 children, ages six weeks to four years. As with K-8 students, priority is given to children of parents who live or work in the area.

First day of classes at Henderson-Hopkins School.
Other school partnerships

In addition to its role in the development and management of the Henderson-Hopkins School, the Johns Hopkins School of Education is engaged in a wide range of partnerships aimed at strengthening public education and expanding educational opportunity in Baltimore.

• Each of the colleges and universities in Maryland that offer teacher training programs maintains ongoing partnerships with several professional development schools – elementary and secondary schools where the institutions provide professional development services for currently-employed teachers, place undergraduate and graduate students in teaching internships, and collaborate on other school improvement initiatives. In 2013-2014, Johns Hopkins worked with three professional development schools in Baltimore – Patterson Park Charter School, Paul Lawrence Dunbar High School and Henderson-Hopkins School.

• During the 2013-14 school year (including the summer session), approximately 117 School of Education graduate student interns worked as teachers, counselors and other professionals at 72 schools (including the three cited above), institutions and community organizations in Baltimore.

• Johns Hopkins is also a leading provider of graduate education for participants in Teach for America (TFA). In 2013-2014, 285 TFA teachers in more than 100 Baltimore schools were enrolled in master’s degree programs in the School of Education.

• The School of Education’s STEM Achievement in Baltimore Elementary Schools (SABES) uses an innovative, community-oriented approach to STEM education to engage students in grades 3 to 5, their teachers and community residents in learning about science. Rather than seeking to draw students directly into the world of science, SABES seeks to bring science into the world in which its students live, by linking STEM education in the participating schools with practical applications of STEM disciplines to neighborhood problems. The program, which currently operates in nine schools in three Baltimore neighborhoods, is funded by a $7.4 million grant from the National Science Foundation. In 2013-2014, 40 teachers and 1,620 students at the nine schools participated in the program.
• In 2004, Johns Hopkins reinforced its commitment to expanding educational opportunity for young residents of Baltimore by creating the **Baltimore Scholars Program**.

From 2005 through 2013-2014, 261 Baltimore high school students were accepted to Johns Hopkins under this program, including 22 in 2013-2014. To date, the value of scholarships awarded under the program (including future-year commitments to currently enrolled students) has totaled about $20.7 million.

• **Talent Development Secondary** offers “an evidence-based school improvement model for grades 6 through 12.” The program focuses on improving college and career readiness among students in high-need schools. The 48 schools in 14 states that participated in the program in 2013-2014 included two public high schools in Baltimore.

• The **Paul Robeson College Readiness Program**, started in 2009, is a joint effort of the School of Education and the Cambio Group, a Baltimore-based consulting firm. The program seeks to help young African-American males in Baltimore compete more effectively for admission to – and to succeed in – four-year colleges and universities. The program, which is located on the Johns Hopkins Homewood campus, includes SAT preparation, seminars and workshops aimed at improving students’ writing skills, college application and financial aid workshops, individual counseling and visits to college and university campuses.

Programs and projects at Johns Hopkins that seek to improve local schools and provide educational opportunity for Baltimore residents are not limited to those led by the School of Education. For example:

• The **Harriet Lane Tutorial Project**, sponsored by the Harriet Lane Clinic – The Johns Hopkins Hospital’s principal pediatric outpatient service which has been serving East Baltimore residents since the early 1900s – provides after-school tutoring in reading and math to elementary school students in East Baltimore.

• The Peabody Institute’s **Peabody Preparatory** is Baltimore’s largest community education program in the performing arts. The school offers individual and group instruction in music and dance to young Baltimore residents from pre-school through high school, and to adults as well.
Meeting residents’ health needs – in East Baltimore and beyond

Even as the scale and scope of its operations have grown, the Johns Hopkins Health System, along with the University’s School of Medicine, School of Nursing and Bloomberg School of Public Health, have remained deeply rooted in East Baltimore, and committed to meeting the health needs of other City neighborhoods as well.

Improving access to health care

Johns Hopkins has in recent years pursued a variety of strategies aimed at making it easier for City residents – especially those who are low-income, uninsured or otherwise vulnerable – to gain essential access to both primary care and more specialized services.

- **East Baltimore Medical Center (EBMC)**, which first opened in 1975, is one of 39 primary care centers operated by Johns Hopkins Community Physicians (JHCP). Located on Eager Street, just a few blocks from the Eager Park area, EBMC provides comprehensive health care services to residents of East Baltimore. In fiscal year 2014, EBMC reported more than 69,700 patient visits, making it the busiest primary care facility in the JHCP network.

  The JHCP network also includes three other sites within the City – one on the Johns Hopkins Bayview campus, one at Wyman Park and one in Canton Crossing.

- The School of Nursing operates **Community Nursing Centers** at three locations in East Baltimore, providing basic health and wellness services at no charge to low-income and uninsured neighborhood residents. These centers are staffed by undergraduate and graduate student nurses and clinical faculty, and by other Johns Hopkins physicians and nurses who work on a volunteer basis.

  » The **Lillian Wald Community Nursing Center**, located at the Rutland Center on North Broadway, provides a variety of health care and wellness services to neighborhood residents.

  » The **Isaiah Wellness Center** provides health education programs for the elderly residents of Apostolic Towers.

  » The health suite at the **House of Ruth** serves victims of domestic violence and their children.

Medical students Shiv Gaglani and David Gatz developed the concept for what is now The Patient Promise, which empathizes healthy lifestyle behaviors.
• In 2009, the Johns Hopkins Health System launched **The Access Partnership (TAP)**, an initiative that aims to improve uninsured or under-insured neighborhood residents’ access to the full range of specialty care that is available at The Johns Hopkins Hospital and Johns Hopkins Bayview Medical Center. The program is currently open to residents of five ZIP codes surrounding the East Baltimore and Hopkins Bayview campuses.

Because participating Hopkins specialists donate their services, TAP is able to minimize the cost of these services to uninsured neighborhood residents. Eligible patients who are referred by their primary care physicians to specialists at Hopkins pay a one-time fee of $20.00 as a demonstration of their commitment to follow through with the scheduled care; there are no other charges for any services provided as a result of the referral.

• The **Harriet Lane Clinic** at The Johns Hopkins Hospital is both a center for teaching and research in pediatrics and a major provider of primary care and wraparound services to children and adolescents in East Baltimore and surrounding communities.

• The John Hopkins Hospital’s **Case Management Unit in Community Psychiatry** provides intensive case management services for Medicaid recipients in Baltimore age 16 and older who suffer from serious mental illness.

• Johns Hopkins Bayview Medical Center’s **Healthy Community Partnership** is a collaboration that grew out of Hopkins Bayview’s longstanding working relationships with several churches in Southeast Baltimore. The Partnership seeks to improve local residents’ access to health care, improve the overall health of the community and reduce health care disparities. Its programs include:

  » A 10-week training program for “lay health educators,” preparing to organize and deliver health education, screening and other health programs for their congregations.

  » Training and ongoing support for “lay health advocates,” community volunteers who work one-on-one with neighborhood residents who need help in managing chronic illnesses and other medical problems. Such help can include arranging and getting patients to appointments, help with medications and other elements of prescribed courses of treatment, monitoring patients’ condition and communicating with medical professionals.

  » Supporting local congregations’ other health-related programs.

Healthy Community Partnership participants at St. Matthew UMC in Turner Station, including Dr. Dan Hale and Rev. Dred Scott.
• Johns Hopkins Bayview Medical Center’s Care-A-Van is a fully-equipped mobile medical unit, staffed by health care professionals from Hopkins Bayview. Its services include basic primary care, testing (for pregnancy, HIV and other conditions), referrals to specialists, and patient education. Services are provided free of charge to uninsured children who do not have a regular source of health care and to their families.

• The Food Re-education for Elementary School Health (FRESH) program is a research-based nutrition education program that Johns Hopkins Bayview Medical Center provides to elementary schools in Southeast Baltimore. Started in 1989 as part of the Heart Health Program, the program is aimed at helping students learn the importance of healthy eating and regular exercise.

• The Center for Health/Salud and Opportunity for Latinos (Centro SOL) was established August 2013 to enhance the health of Latinos in Baltimore and beyond by combining coordinated clinical care with advocacy, education and research. The Center brings together medicine, pediatrics, gynecology and obstetrics and psychiatry in a wide variety of health services and education initiatives. Centro SOL partnerships include a Latino HIV outreach program run in conjunction with El Zol, a leading Spanish-language radio station, and La Esperanza Center.

J-CHiP – transforming health care from the ground up

One of the greatest challenges of health care reform is to ensure that people can get “the right care, at the right time, in the right place and at the right cost.” This can be especially difficult for people who have multiple health problems, and who may be wrestling with other issues that affect their ability to access needed services, such as poverty and language barriers.

The Johns Hopkins Community Health Partnership (J-CHiP), launched in 2012 with a $19.9 million grant from the federal Center for Medicare and Medicaid Innovation, serves residents of seven East and Southeast Baltimore ZIP codes who are enrolled either in Johns Hopkins HealthCare’s Priority Partners (a Medicaid managed care plan) or Medicare. The program seeks to focus on high-risk patients who are the most frequent (and highest-cost) users of health services. This high-risk group is estimated to include about 1,000 Priority Partners and 2,000 Medicare patients. As of December 2014, about 2,800 residents of the targeted neighborhoods have enrolled in J-CHiP and have been assigned a community-based care coordinator.

Data on the 1,000 high-risk Priority Partners patients targeted by J-CHiP highlight some of the challenges inherent in serving this population.

• They represent about 14 percent of all Priority Partners patients in the area, but account for 76 percent of all hospital admissions.

• During the twelve months ended October 2012 (that is, just as J-CHiP was being launched), the cost of health care provided to these patients averaged $29,679 per person – about 5.5 times the average cost for low- to moderate-risk Priority Partners patients in the same community.
The incidence of chronic illnesses and behavioral health problems among the target population is very high; 98 percent, for example, have some type of heart disease, 84 percent suffer from hypertension, 71 percent smoke, and 49 percent have diabetes.

In serving these patients, J-CHiP seeks to improve their health and their experience in dealing with the health care system, and to reduce the cost of caring for them. J-CHiP’s approach to achieving its three goals involves:

- The use of 34 community health workers (employed by neighborhood partner organizations) to connect with and enroll J-CHiP-eligible patients
- Using 40 nurse case managers to conduct initial assessments, develop care plans, interact regularly with patients, coordinate the delivery of services across teams of health care professionals, and coordinate with other institutions (such as skilled nursing facilities) that may be involved in caring for J-CHiP patients
- Providing primary care through six Health System sites in the community
- Having J-CHiP community health workers provide ongoing support – for example, by monitoring and encouraging compliance with medication schedules

Project managers have also focused on collecting data and developing metrics for measuring J-CHiP’s impact. This will enable them (and the Johns Hopkins Health System more broadly) to determine not only whether J-CHiP has improved the health and well-being of project participants while also reducing costs, but also whether its impact is great enough that it can begin to “move the needle” on these measures for the community J-CHiP serves.

Quantifying the value of community benefits

Like other not-for-profit hospitals, The Johns Hopkins Hospital and Johns Hopkins Bayview Medical Center are required by the federal government to track and report annually on the benefits they provide to their community. Table 14 provides information on the dollar value of various community benefits that the two hospitals provided in fiscal year 2014. These benefits include:

Community CPR training classes organized by JHHS Office of Community Health.
• Direct health services aimed at improving the lives of community residents
• Education of health professionals – for example, through clinical training of medical and nursing students
• Unreimbursed research costs for providing community-based services - for example health information websites
• Contributions to local community organizations
• Community-building activities, such as economic development, workforce development and housing improvement programs
• The cost of operating and managing community service programs
• Unreimbursed costs incurred in serving Medicaid patients
• The cost of free or heavily discounted “charity care” provided to uninsured low-income patients.

As Table 1 shows, the value of community benefits provided by JHH and JHBMC in fiscal year 2014 totaled more than $246.4 million.

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**TABLE 1:**
Value of community benefit and charity care activity, FY 2014

<table>
<thead>
<tr>
<th>Community Benefit Activity</th>
<th>Johns Hopkins Hospital</th>
<th>Johns Hopkins Bayview Medical Center</th>
</tr>
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<tbody>
<tr>
<td>Community Health Services</td>
<td>$9,841,187</td>
<td>$3,850,715</td>
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<tr>
<td>Health Professions Education</td>
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<tr>
<td>Mission Driven Health Services</td>
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<td>Research</td>
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<tr>
<td>Cash &amp; In-Kind Contributions</td>
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<td>$1,709,318</td>
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<td>Community Building Activities</td>
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<tr>
<td>Community Benefits Operations</td>
<td>$605,532</td>
<td>$134,008</td>
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<tr>
<td>Unreimbursed Medicaid Costs</td>
<td>$7,854,247</td>
<td>$2,208,985</td>
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<td><strong>Subtotal, Community Benefits</strong></td>
<td><strong>$155,549,622</strong></td>
<td><strong>$35,976,948</strong></td>
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<tr>
<td>Charity Care</td>
<td>$32,721,000</td>
<td>$22,183,000</td>
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<tr>
<td><strong>Total Community Benefit and Charity Care</strong></td>
<td><strong>$188,270,622</strong></td>
<td><strong>$58,159,948</strong></td>
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</table>
One of CSC’s oldest and largest initiatives is the **Johns Hopkins Tutorial Program**. Every year during the fall and spring semesters, the Program brings approximately 100 Baltimore elementary school students to the Homewood campus for two one-on-one, hour-long tutoring sessions each week. The assistance provided is tailored to each student’s needs in reading and math, based on individual assessments conducted at the beginning of the semester. In 2013-2014, the 126 Johns Hopkins student volunteers participating in the program contributed almost 18,000 hours.

The Center also provides a home for approximately 65 student groups who provide a wide variety of services. For example:

- **Thread**, founded in 2004 by a Johns Hopkins graduate student and her husband, provides mentoring, assistance in day-to-day activities and access to community resources for at-risk students attending three Baltimore high schools. In 2013-2014, 200 Homewood campus students devoted more than 8,600 hours to working with Thread students attending the City’s Academy for College and Career Exploration (ACCE).

- Through **Health Leads** – a program started in Boston in 1996 and now active in 15 U.S. cities – Johns Hopkins students staff help desks in several Baltimore clinics, providing assistance in gaining access to a wide range of resources and benefits. In 2013-2014, 75 Homewood students worked a total of 8,300 hours as Health Leads volunteers.

- The **GED Prep** program provides GED tutoring three days each week for two target groups: lower-skilled workers employed on the Homewood campus and residents of nearby neighborhoods. In 2013-2014, 17 Johns Hopkins students provided nearly 900 hours to GED students through this program.

- The **Johns Hopkins Jail Tutorial** provides GED preparation and conducts reading groups with female inmates at the Baltimore City Prison. In 2013-2014, 33 students provided 1,810 hours of volunteer work.

- **The Johns Hopkins Chapter of Habitat for Humanity** works with local affiliates to build housing for Baltimore families. In 2013-2014, 60 students performed 1,376 hours of volunteer work on Habitat projects.

In 2013-2014, Homewood students performed a reported 97,528 hours of community service. Over 1,500 students performed nearly 76,000 hours of community service work through CSC based programs.

CSC also administers the **Community Impact Internship Program (CIIP)**. Each summer, CIIP places 50 undergraduates in eight-week, full-time, paid internships with local community organizations and agencies to work on community projects. All CIIC interns are paid a salary of $4,000 for the summer.

During spring break a Johns Hopkins undergraduate student volunteers to spend time with Baltimore school children at the Living Classrooms Foundation.
In East Baltimore

At the East Baltimore campus, SOURCE – the Student Outreach Research Center – provides a focal point for community engagement among students in the School of Medicine, the School Nursing and the Bloomberg School of Public Health. The following are examples of SOURCE’s programs:

• The Connection Community Consultant Group assists community organizations with a variety of short-term projects. In 2013-2014, 26 student volunteers provided 890 hours of volunteer consulting work.

• Bienestar Baltimore focuses on helping to meet the health needs of the City’s Latino community, through services such as prenatal education, tuberculosis screening and prevention programs, and diabetes screening.

• The SOURCE Service Scholars Program, launched in 2012, trains a select group of medical, nursing and public health students in service learning methods and in working collaboratively with community partners. In 2013-2014, 13 SOURCE scholars and 114 other student recruits worked a total of 4,663 hours on community-identified projects.

In addition to SOURCE’s programs, all three schools on the East Baltimore campus offer a variety of service learning courses. For example:

• In 2013-14, 49 student nurses participated in service learning courses recording approximately 1,850 hours of service, the majority of which were in the School of Nursing’s Community Outreach Placement (COP) program serving approximately 1,000 community members.

• The 203 students who participated in the Bloomberg School of Public Health’s service learning courses, such as the Baltimore Community Practicum course, performed 5,516 hours of work in the community.

• Through the School of Medicine’s TIME: Health Care and Disparities service learning course, 120 medical students performed approximately 480 hours of service during 2013-14.

During 2013-14, SOURCE estimates that between its volunteer programs and service learning programs such as those described above, students at the three schools provided over 24,400 hours of service to the community – primarily but not exclusively in East Baltimore.

The Schools of Medicine and Nursing and the Bloomberg School of Public Health are not the only schools at Johns Hopkins offering service learning courses. At the Carey Business School, for example, MBA students are required to complete a “capstone” project, in which teams of students work as consultants to a company or a non-profit organization, helping its leaders address a real-world business problem. We estimate that Johns Hopkins students provided more than 16,000 hours of consulting services to these organizations in 2013-14.
Johns Hopkins as a cultural resource

Johns Hopkins also contributes to the life of Baltimore communities through its role as a major cultural institution, with music, dance and theater performances, museums and lectures that are open to members of the University community and to neighborhood residents as well.

The Peabody Institute – the oldest school of music in the U.S., and one of the core institutions in the City's Mount Vernon cultural district – offers a range of cultural opportunities to community residents that few institutions can match. Peabody has averaged about 15,000 annual total attendees at ticketed concerts. Through its community engagement programs Peabody employees and students touch the lives of more than 20,000 Baltimore City residents, mostly youth, each year. Through its Peabody Prep division, the Institute provides opportunities for promising children and adolescents to develop their talents; and also offers instruction in music and dance to community residents of all ages and all skill levels.

In 2013-2014, approximately 1,800 young people and adults enrolled in programs offered by Peabody Prep; together they accounted for more than 5,500 enrollments. (As these numbers imply, many students enroll in multiple classes or programs.)

Peabody Prep offers instruction at the Institute’s Mount Vernon campus and at three satellite locations – in Towson, in Howard County and in Annapolis. In 2013-2014, the Mount Vernon Campus accounted for 63 percent of all Prep enrollments.

Several of the programs Peabody offers are of particular relevance to young residents of Baltimore.

- The Institute’s Music Teacher Mentoring Program (MTMP), founded in 1998, provides mentoring and support for music teachers in more than 70 public schools in Baltimore. The program assists teachers not only with music pedagogy, but also with practical matters such as writing grant proposals.

- Each year, MTMP participants nominate promising low-income Baltimore middle and high school students to participate in Peabody’s Tuned-In program. Tuned-In provides instruments, individual lessons, music theory classes, participation in Peabody ensemble performances and other opportunities. Begun in 2007 with seven students, Tuned-In now serves about 50 students each year.

- Started by a Peabody Conservatory composition student in 2007, Peabody’s Junior Bach programs gives students at a nearby middle school (St. Ignatius Loyola Academy) an opportunity to learn about and express themselves through music composition. About seven students each year participate in the program.

Through community concerts and programs like Orchkids, Peabody students and staff touch the lives of more than 20,000 Baltimore residents every year.
• Each year the Estelle Dennis/Peabody Dance Training Program provides tuition-free dance training to about 20 Baltimore boys ages 9 through 15.

In addition to the music education programs it offers, Peabody presents nearly 100 major concerts and performances each year, many of which are free and open to the public, and hundreds of student recitals, all of which are free. In addition to these on-campus events, a Peabody Conservatory student organization, The Creative Access, brings about 80 concerts and individual performances each year to hospitals, nursing homes, senior housing and other Baltimore community venues.

In addition to those offered by the Peabody Institute, Johns Hopkins offers a variety of other cultural opportunities to local residents.

• The Hopkins Symphony Orchestra (HSO) is a 150-member community orchestra, founded in 1981. Its members – who include Johns Hopkins students, faculty members and staff, as well as other community residents – are chosen through annual open auditions. In addition to full orchestral and chamber music performances, HSO offers mentoring for public school students, lectures and demonstrations.

• The annual Shriver Hall Concert Series (SHCS) – one of the leading chamber music programs in the U.S. – started in 1965 as a university-sponsored concert series. SHCS became an independent non-profit organization in 1970 – but continues to present its concerts on the Homewood campus. SHCS presents eleven concerts each year, including three free “discovery concerts” featuring up-and-coming young performers.

• The Johns Hopkins University Theatre, affiliated with the School of Arts and Sciences, stages several plays each year.

• Johns Hopkins is the home of three museums. The Homewood Museum and the Archaeological Museum are located on the University campus and the Evergreen Museum which is slightly north of the Homewood campus. All are open to the public and offer various programs throughout the year for general audiences.

• The Johns Hopkins Foreign Affairs Symposium (FAS) is a free, student-run lecture and discussion series on global issues that began in 1998. Each spring, FAS events give members of the University community and others an opportunity to interact with international leaders and experts, and with each other. Speakers in the spring of 2014 included Maryland Governor Martin O’Malley, former U.N. Ambassador John Bolton, Cornel West, and a debate between former NSA and CIA Director Michael Hayden and Georgetown Law Professor David Cole on privacy and national security.

Strong neighborhoods, strong city

In an era when the strength of a city’s economy depends on its ability to attract, develop and retain talent, cities are in the long run only as strong as their neighborhoods. Through the programs described here and many others, Johns Hopkins is helping to improve the communities in which it operates, and others throughout Baltimore.