



Fiscal Year 2024 (July 1, 2023 – June 30, 2024)  
**Community Impact Report**



## who we are

### OUR MISSION

We, Trinity Health, serve together in the spirit of the Gospel as a compassionate and transforming healing presence within our communities.

### OUR CORE VALUES

Reverence

Commitment to Those Experiencing Poverty

Safety

Justice

Stewardship

Integrity

### OUR VISION

As a mission-driven innovative health organization, we will become the national leader in improving the health of our communities and each person we serve. We will be the most trusted health partner for life.

## GREETING FROM OUR LEADERS

As we present this year's community report, we reflect with pride on the legacy of Holy Cross Health, a legacy built on our unwavering commitment to providing high-quality health care to our diverse community. Since our founding by the Sisters of the Holy Cross in 1963, we have dedicated ourselves to embodying the core values of reverence, justice, and integrity, and our mission to be a compassionate and transforming healing presence within our communities.

At Holy Cross Health, we understand that health extends beyond clinical services. We are committed to improving the health and well-being of the people we serve and our community as a whole. That is the focus of this report. Our work is guided by the priorities identified in our community health needs assessment: access to care, healthy behaviors, and socio-economic factors such as education, income, jobs and the environment. Our programs and services are thoughtfully designed to meet the unique needs of our community, from delivering the highest quality care to our patients to creating partnerships to improve health outcomes. We are proud to serve the most populous counties in Maryland, providing accessible, people-centered health care that truly makes a difference in the lives of our patients.

In this report, you will find insights into our various health initiatives, success stories from our patients and staff, and an overview of the vital programs we offer to enhance the well-being of our community.

Looking ahead, we are energized by the opportunity to continue our mission for decades to come. Together with our dedicated staff and community partners, we remain committed to promoting health equity, enhancing access to care, and empowering individuals to take control of their health. Our journey is far from over, and we look forward to the many milestones ahead as we work together to build a healthier, more vibrant future for everyone.

Thank you for being an essential part of our community. Your support and trust inspire us to strive for excellence every day.

With a spirit of togetherness,



**Andre Boyd, FACHE**  
Regional President & CEO  
Holy Cross Health



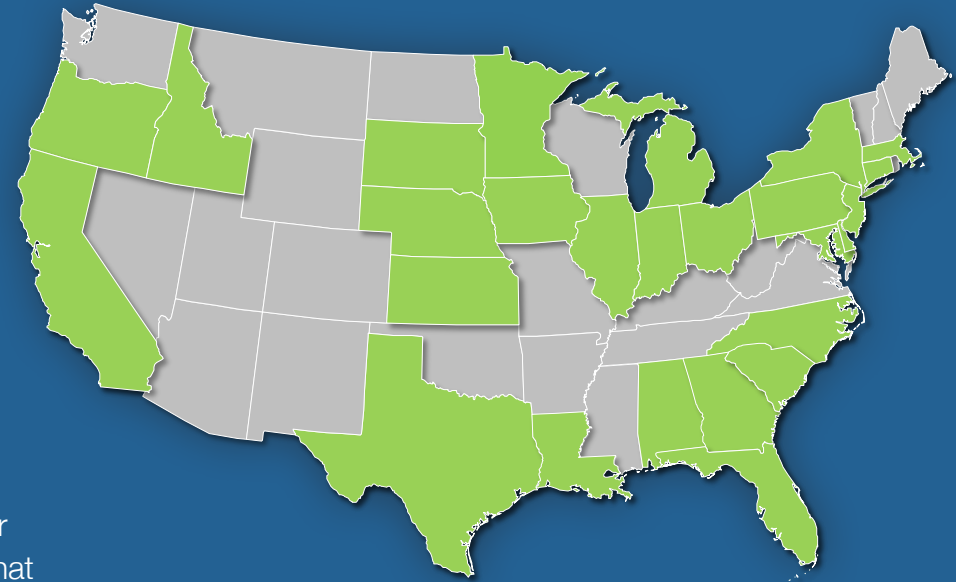
**Annice Cody**  
President, Holy Cross  
Health Network



**We are committed to  
improving the health  
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# HOLY CROSS IS A MEMBER OF TRINITY HEALTH ONE OF THE LARGEST CATHOLIC HEALTH SYSTEMS IN THE NATION

Our Ministry benefits from being a member of Trinity Health through educational opportunities offered by our national partners such as the Healthcare Anchor Network, National Partnership to Align Social Care, the Healthcare Transformation Taskforce, Catholic Health Association and many more. We also benefit from national initiatives such the Community Investing Program—making low-interest rate loans to improve conditions in our communities and through Shareholder Advocacy where we amplify our shareholder voice to advance improvements in corporate social behavior that ultimately advance health equity across the United States.



**26** States



**1.4M** Attributed lives



**\$2.2B** in Community Benefit  
(including \$1.3B in IRS-defined Community Benefit)



**153** Community Health Workers



**93** Hospitals\*



**15** Clinically Integrated Networks



**60** Safety Net Health Centers



**10** Diabetes Prevention Programs

# HOLY CROSS HEALTH AT A GLANCE

Holy Cross Health stands as a beacon of compassionate, people-centered health care, driven by a profound commitment to serve our community. Established in 1963 by the Sisters of the Holy Cross, Holy Cross Health embodies the core values of reverence, justice, and integrity. As a proud member of Trinity Health, one of the largest Catholic health care delivery systems in the nation, we aim to be the most trusted provider of health care services in our community. Holy Cross Health is a not-for-profit health system that serves the two most populous counties in Maryland: Montgomery and Prince George's Counties, as well as Washington, D.C.



**3,400** Colleagues



**143,488** Outpatient Visits



**2** Hospitals



**96,533** Emergency Visits



**60,391** Medical Practice Visits



**31,530** Inpatient Discharges



**12,337** Surgeries



**8,714** Deliveries



**1,800** Physicians

# LOCATIONS MAP

## HOSPITALS

1. Holy Cross Hospital, Silver Spring
2. Holy Cross Germantown Hospital

## CANCER CENTER

3. Holy Cross Health Cancer Center

## PRIMARY CARE

4. Holy Cross Health Partners, Asbury Methodist Village
5. Holy Cross Health Partners, Elizabeth Square
6. Holy Cross Health Partners, Kensington
7. Holy Cross Health Partners, Progressive Medical Care

## HEALTH CENTERS

8. Holy Cross Health Center in Aspen Hill
9. Holy Cross Health Center in Gaithersburg
10. Holy Cross Health Center in Silver Spring

## SPECIALIZED CARE CENTERS

11. Holy Cross Medical Adult Day Center
12. Holy Cross Dialysis Center at Woodmore, Mitchellville
13. Holy Cross Home Care and Hospice

## ADDITIONAL LOCATIONS

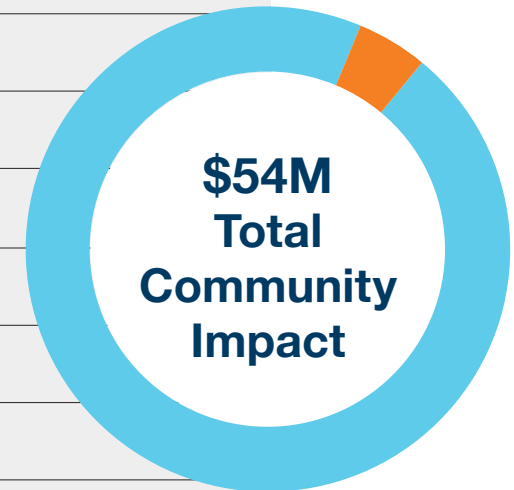
14. Columbia Pike Administration Building



# HOLY CROSS HEALTH COMMUNITY BENEFIT TOTAL FY24



	ENCOUNTERS	NET COMMUNITY BENEFIT
Community Health Services	163,331	\$4,676,848
Health Professions Education	461	\$3,519,609
Mission Driven Health Care Services	2,977	\$13,025,192
Research	530	\$214,591
Financial Contributions	-	\$117,850
Community Benefit Operations	-	\$1,853,220
Charity Care	22,417	\$27,897,384
Medicaid Assessments	-	\$235,074
<b>TOTAL COMMUNITY BENEFIT</b>	<b>167,299</b>	<b>\$51,539,768</b>
<b>COMMUNITY IMPACT ACTIVITIES</b>		<b>\$2,495,377</b>
<b>TOTAL COMMUNITY IMPACT</b>		<b>\$54,035,145</b>



Community Impact meets the spirit of community benefit and acknowledges the investments made that are making an impact in the community that the IRS does not consider.



## **HOLY CROSS IN THE COMMUNITY**

### **Inclusive Health Care: Empowering Communities Through Access**

At Holy Cross Health, ensuring accessible, compassionate care is at the heart of our mission. We understand that health is more than just clinical care—it encompasses the full spectrum of life’s challenges. Through initiatives at the Holy Cross Health Centers, Holy Cross Health Partners, our Medical Adult Day Center (MADC), and support from the Kevin J. Sexton Fund, we extend quality health care to all, including those who are low-income, uninsured, or underinsured. Financial assistance programs and our OB/GYN clinics further strengthen our commitment, providing a clear path to health and well-being for everyone in our community.

A vital part of this commitment lies in the work of our Holy Cross Health Centers, which serve thousands of patients at our primary care locations in Aspen Hill, Gaithersburg, and Silver Spring. These centers offer comprehensive primary care services including access to specialists, medications, integrated behavioral health and social work case management. Our team conducts social needs screenings at each visit, assessing 89% of the patient population in FY24 to identify factors such as housing, food security, and transportation that impact overall health, with community health workers (CHWs) actively assisting and addressing the needs identified.





**Access extends beyond primary care, as seen in the Holy Cross Medical Adult Day Center (MADC), which provides support for older adults and individuals with disabilities.**

The MADC offers a safe, welcoming environment where participants receive health care, therapeutic activities, and social engagement. For families, MADC provides an affordable alternative to nursing home care, allowing participants to stay in their own homes while benefiting from the structure and support of a care-focused community. “The MADC provides quality care in a friendly and caring atmosphere,” says Sarah McKechnie, Director, Disease Management and MADC. “Our commitment to the health and happiness of caregivers and patients alike is unwavering, and the center is a place where comfort, trust and empathy guide our actions every day for everyone.” Through its commitment to accessible, compassionate care, the MADC uplifts both participants and their families, fostering a sense of community and providing critical support that enhances quality of life.

For expectant mothers, the Holy Cross Health OB/GYN Clinics at Holy Cross Hospital and Holy Cross Germantown Hospital offer essential support at every step, from prenatal care to post-delivery services. These clinics supported over 25,000 uninsured pregnant women between 1999 – 2023 through the Maternity Partnership Program in collaboration with the Montgomery County Department of Health and Human Services. Since Medicaid coverage expanded to all pregnant women under the Healthy Babies Act in 2023, the clinics have continued to provide comprehensive prenatal care, ensuring a healthy beginning for both mothers and babies.

**At Holy Cross Health, access to high-quality care is about creating a healthier future for the entire community.**

When an unemployed, uninsured patient at our Aspen Hill center needed a costly anti-parasitic medication, the Kevin J. Sexton Fund bridged the gap, covering the essential treatment and allowing the patient to focus on recovery. This fund, designed to support health center patients with limited resources, embodies Holy Cross Health’s dedication to meeting critical needs when no other resources are available.

**“I feel so grateful to be part of Holy Cross Health, where we have support to provide this level of care to those in need,” reflects Stefany Beza, a social worker at the center.**



## PROMOTING HEALTHY BEHAVIORS

### Our Commitment to Wellness and Disease Prevention

Holy Cross Health is dedicated to fostering health and wellness across our community, addressing the unique needs of residents of all ages through impactful programs that promote well-being and prevent disease. From diabetes prevention to maternal health support, our initiatives work to reduce health disparities and empower individuals to take control of their health.

Our Diabetes Prevention Program (DPP) is one of our most transformative initiatives, proactively helping at risk individuals make lifestyle changes that reduce their risk of type 2 diabetes. Participants learn healthier eating habits, increase physical activity, and develop stress management techniques, all in a supportive group setting. Whether in-person or online, DPP provides the tools and encouragement to make sustainable choices. “DPP allowed me to not feel guilty of the bad habits I have had. The resources provided, such as the educational materials and coaching sessions, have been incredibly helpful in improving my understanding of diabetes and how to prevent it. My coach [CHW] and classmates make me feel proud of the changes I made.”—Participant CP. CHWs enhance the effectiveness of DPP by providing one-on-one guidance to participants, addressing social needs, and ensuring they have the support necessary to fully engage in the program.



**Promoting physical activity and healthy behaviors across generations is a priority for Holy Cross Health, which is why our Senior Fit and Kids Fit programs are offered in partnership with the Montgomery County Department of Recreation.** Senior Fit offers low-impact fitness classes for older adults, emphasizing cardiovascular health, strength, and balance in a supportive environment. Participants benefit not only from physical activity but also from a sense of community and social connection. Meanwhile, Kids Fit introduces children to fun physical activities, helping instill healthy habits early on. By educating children on the benefits of movement and healthy choices, Kids Fit encourages lifelong wellness.

Another essential part of our health promotion work is EmpowerMoms, a program dedicated to reducing maternal morbidity by providing education, connecting participants to community resources, and offering support specifically for African American/Black women at risk for or diagnosed with pre-eclampsia or gestational diabetes. EmpowerMoms, led by a doula/community health worker dyad, empowers women through self-advocacy training, essential strategies for disease prevention and management, and connections to community health workers who address social needs to foster healthier pregnancies.



**"Being able to pass along essential information and resources to new and expecting moms gives me a sense of fulfillment that reminds me constantly of why I decided to become a doula in the first place," said India Hunter, EmpowerMoms educator.**

CHWs can reinforce the education provided by the doulas and provide critical follow-up care, ensuring that women access vital services, attend their postpartum appointments, and address any barriers to a healthy recovery.

From DPP and fitness programs to maternal health support, Holy Cross Health's wellness initiatives are about creating a foundation of health that lasts a lifetime.



## COMMUNITY BUILDING

### Our Commitment to Partnerships

Holy Cross Health's commitment to community health extends beyond providing direct services; it encompasses a proactive approach to advocacy and collaboration to address systemic health challenges and promote equity. We actively engage with local coalitions, aligning our efforts with groups dedicated to building a healthier, more equitable Montgomery County.

Through the Montgomery County Food Council, we work alongside local organizations to build a thriving, resilient food system that goes beyond food security to ensure sustainable food production and community-based food education. Our collective initiatives strengthen food access and nutrition while advocating for long-term sustainability in the county. A shining example of this effort is our community greenhouse and garden, where food-insecure individuals and families can grow their own fresh produce. This initiative not only provides healthy, nutritious food but also empowers participants with skills and a sense of ownership while fostering stronger community ties.

Holy Cross Health is also a member of Nexus Montgomery Regional Partnership (NMRP), a collaboration among six Montgomery County hospitals aimed at improving health outcomes and reducing health care costs in ways that no single hospital could achieve on its own. NMRP focuses on process improvement to reduce hospital readmissions of patients discharged to nursing homes. It has helped expand the availability of community-based behavioral health care.



Food Access



Behavioral Health



Income Equality



**In addition to expanding behavioral health, Holy Cross Health is also helping unemployed community residents launch health care careers.** Holy Cross Health partners with CareerCatchers to expand employment opportunities for community members facing significant employment barriers through the Pathways to Independent Employment (PIE) program. CareerCatchers plays a crucial role by providing participants with essential career readiness training, including soft skills and personalized career counseling, helping them overcome employment challenges. Through this collaboration, CareerCatchers identifies candidates and connects them to suitable roles within Holy Cross Health, creating a steady pipeline of skilled, motivated individuals ready to meet the health care needs of our community.

Holy Cross Health also advocates for public policies that support economic development, addressing social needs like food insecurity and increasing access to health care. Our approach to advocacy, combined with coalition work, underscores our belief that health is deeply interconnected with economic and social stability. We believe that building a healthy community requires collaboration, advocacy, and a shared commitment to equity, ensuring that every resident has the opportunity to thrive.



**Financial Assistance**



**Social Isolation**



## BEYOND COMMUNITY BENEFIT

### Elevating Careers and Lives

At Holy Cross Health, our commitment to community well-being extends far beyond the traditional measures of community benefit. We strive to address the broader social and economic factors that influence health outcomes, creating opportunities that empower individuals, strengthen families, and build healthier communities. This dedication remains steadfast, even when programs like these do not contribute to the community benefit dollar amount we report to the IRS. Our goal is to create meaningful, long-lasting change that supports the health and well-being of those we serve.

One inspiring example is the journey of a dedicated administrative assistant who transitioned into a pharmacy technician role through our Career Pathways Program. Her path was not without challenges; she faced setbacks, including failing the national certification exam on her first attempt. However, her resilience and the program's support enabled her to succeed. With encouragement from Human Resources, she embraced the opportunity, understanding the potential for growth and increased pay in her new role. Today, she is building her skills and taking on new responsibilities, embodying the spirit of perseverance and professional development. This journey reflects Holy Cross Health's dedication to supporting employees at every stage of their career.



**“Helping people advance in their careers not only changes the lives of our colleagues but also positively impacts entire families,”** said LaRonda Haller, senior vice president of diversity, equity, and inclusion at Trinity Health, our parent organization. **“The ripple effect can be felt for generations, reinforcing our mission to uplift our communities.”**



**Launched in 2022, the Career Pathways Program empowers employees to achieve their potential through tuition support, certification opportunities, and dedicated guidance from community health workers who address barriers to success.** With funding from Maryland Physicians Care and Holy Cross Health Foundation donors, the program partners with Montgomery College and Anne Arundel Community College to offer specialized training in high-demand roles, including medical assisting, phlebotomy, and pharmacy technology.

Community health workers (CHWs) are a cornerstone of the program's success, addressing participants' social needs such as transportation, childcare, or financial challenges that could hinder their progress. CHWs also assist participants with registration and ensure they have the resources necessary to focus on their studies, providing encouragement and support every step of the way to help them succeed.

The roots of this program stretch back to 2019, when the Holy Cross Health Community Health Department began assessing employee social needs through a screening tool.

**“Increasing wages is a critical step in addressing the broader social needs of our workforce,” said Kimberley McBride,** vice president of community health at Holy Cross Health. “When we identified pay and work hours as top concerns, we knew we had to find innovative ways to help our colleagues earn more while building their skills. It’s all part of creating a healthier, more secure future for our employees and their families.”

Promoting from within not only strengthens our workforce but also supports community health. Research shows that higher earnings contribute to improved health outcomes, as families gain access to healthier environments, nutritious food, and quality education. By investing in our employees, Holy Cross Health invests in the future of our community, exemplifying our commitment to diversity, equity, and inclusion.

**In FY24, the Career Pathways Program enrolled 16 colleagues in certification programs, with 8 successfully earning certifications, and 7 of those advancing their careers within Holy Cross Health.**



### **SPOTLIGHT: JENNIFER MAXWELL BILINGUAL COMMUNITY HEALTH WORKER**

**Jennifer Maxwell is a vital part of our Career Pathways program,** using her bilingual skills and dedication to support colleagues in achieving their educational and professional goals.

Jennifer goes above and beyond by:

- **Navigating Education Systems:** Assisting colleagues with Montgomery College applications, enrollment, and class logistics.
- **Building Success:** Facilitating communication with professors, forming study groups, and providing academic encouragement.
- **Removing Barriers:** Addressing social needs of participants, ensuring they can focus on their education.
- **Celebrating Achievements:** Supporting participants in applying for and obtaining certifications after course completion.

Her unwavering commitment not only helps colleagues succeed but strengthens our community, fostering growth and opportunity for all.



FISCAL YEAR 2024  
**Community Health  
& Well-Being  
Impact Report**



A Member of Trinity Health