

Listening. Responding. Improving Health.

*Holy Cross Hospital's
Commitment to Meeting the
Needs of the Community*





December 2012

In 2013, we celebrate **Holy Cross Hospital's 50th anniversary** and reflect upon the millions of patients and families who have trusted their health, lives and future to Holy Cross Hospital. With this trust comes a tremendous responsibility for Holy Cross Hospital to respond to the needs of our community.

Holy Cross Hospital's commitment to meeting community needs has always been, and will always be, a fundamental part of our mission and day-to-day operations. In fact, the Sisters of the Holy Cross, who founded Holy Cross Hospital in 1963, were themselves founded more than 150 years ago with a focus on responding to need – wherever that need may be. Holy Cross Hospital has demonstrated its commitment with consistent dedication and ever-increasing investments since we first opened our doors.

As a not-for-profit hospital and one of the largest hospitals in Maryland, we embrace our responsibility to reinvest our earnings into sustainable community benefit programs to improve the health of all those we serve and to ensure access to health care for all, regardless of a patient's ability to pay. In fiscal 2012, Holy Cross Hospital provided more than \$47 million in community benefit including more than \$23 million in free or reduced-cost services, through 327,000 encounters with community members.

Two years ago, the Maryland Health Services Cost Review Commission named Holy Cross Hospital one of only five exemplary community benefit programs in the state. This year, we were one of only four hospitals to be awarded a perfect score for our community benefit program.

The diverse community that we serve today brings great vitality to our community's culture, but also presents complex and varied health care needs to which we must respond. We regularly study our community and request feedback from community groups to identify the greatest unmet health care needs. Then we target our efforts toward those unmet needs that intersect with our organization's key strengths and mission commitments. We develop and implement innovative and sustainable community benefit programs that might not otherwise be available.

Through a collaborative community health needs assessment process, *Healthy Montgomery: The Montgomery County Community Health Improvement Process*, we identified unmet needs in the following six areas: cancer, diabetes, cardiovascular health, obesity, and maternity and infant health. We respond to needs in these areas by addressing lack of access, health inequalities and unhealthy behaviors.

This report highlights the needs assessment, as well as five innovative Holy Cross Hospital programs that demonstrate how we listen to our community's needs, respond with meaningful programs, and evaluate our efforts to ensure that we are improving our community's health.

As we look forward to the opening of Holy Cross Germantown Hospital in 2014, the addition of a new patient care building to Holy Cross Hospital in 2015, and the next 50 years, we will continue to uphold the commitment made in 1963 to improve the health of all those we serve.

A handwritten signature in black ink that reads "Judith Rogers". The signature is fluid and cursive, with the first name being particularly prominent.

Judith Rogers
President

Holy Cross Hospital

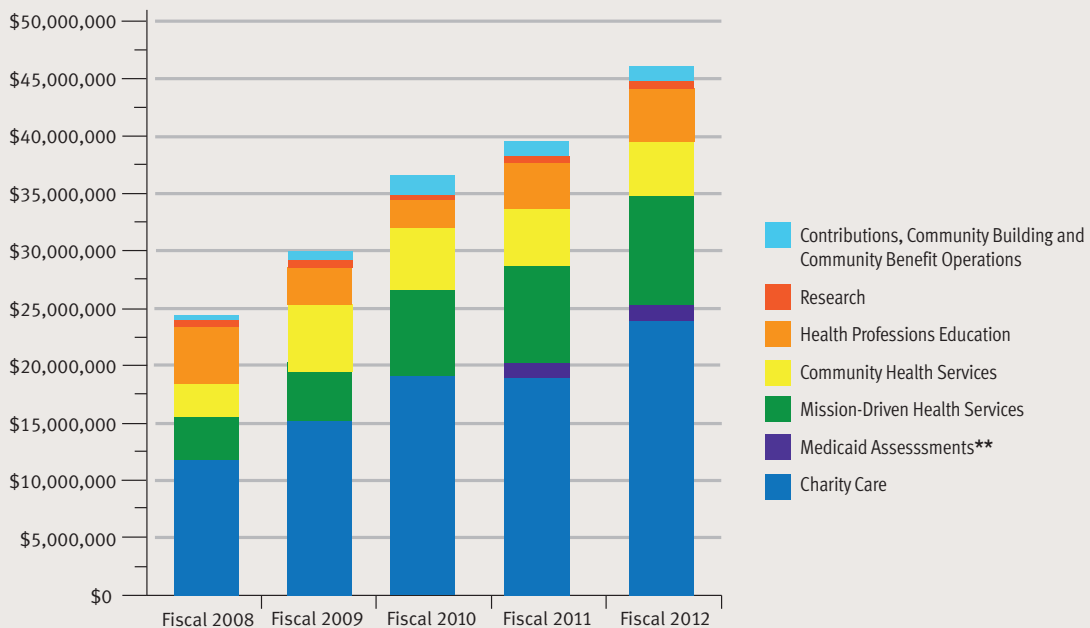
Highlights of Fiscal 2012 Quantifiable Community Benefits*

In fiscal 2012, Holy Cross Hospital provided more than \$47 million in community benefit including more than \$23 million in financial assistance.

				ENCOUNTERS	NET COMMUNITY BENEFIT
Charity Care <i>Providing services free of charge or at reduced charges to individuals who meet certain financial criteria and are unable to pay.</i>				25,289	\$23,691,563
Medicaid Assessments** <i>Unpaid costs due to Medicaid shortfalls.</i>	DIRECT COST	INDIRECT COST	OFFSETTING REVENUE	n/a	\$1,725,372
Mission-Driven Health Services <i>Offering services that otherwise might not be available and are not expected to result in revenue.</i>	\$5,410,899	\$5,357,540	\$767,446	51,058	\$10,000,993
Community Health Services <i>Providing health screenings with links to treatment, as well as education, lectures and exercise programs.</i>	\$3,618,275	\$1,705,907	\$293,344	220,301	\$5,030,838
Health Professions Education <i>Hosting physician residency programs, training students of nursing and other disciplines, and operating a School of Radiologic Technology.</i>	\$2,431,814	\$1,677,679	\$12,160	9,040	\$4,097,333
Research <i>Participating in studies on health care delivery and clinical trials sponsored by government agencies, universities and foundations.</i>	\$217,630	\$150,158	\$1,600	1,352	\$366,188
Financial Contributions, Community Building and Community Benefit Operations <i>Providing administrative support for community benefit operations and supporting community organizations by providing in-kind services and hospital space.</i>	\$1,317,089	\$774,746	\$0	20,840	\$2,091,835
	\$24,905,091	\$9,666,030	\$11,258,562	327,880	\$47,004,122

A Tradition of Meeting the Needs of the Community

In the past five fiscal years, Holy Cross Hospital has provided more than \$177 million in community benefit including more than \$81 million in financial assistance.*



*Prepared according to guidelines established by the Maryland Health Services Cost Review Commission.

**Beginning in fiscal 2011, the Maryland Health Services Cost Review Commission required Maryland hospitals to account for Medicaid provider taxes for which hospitals do not receive offsetting revenue.

We're Listening:

Research revealed that approximately 10 percent of Montgomery County residents and 15 percent of Prince George's County residents do not have health insurance.

A lack of health insurance combined with the high cost of medical care and transportation challenges can decrease access to care and can lead to unmet health needs.

We're Responding:

The Transitional Care Program aims to link uninsured patients discharged from the hospital to a primary care provider at one of Holy Cross Hospital's three health centers, by providing coordination of care, ensuring health center follow-up, patient education, medication management, transportation assistance and links to self-care management programs. Key partners include Montgomery Cares, Suburban Hospital and MedStar Montgomery Medical Center.

We're Improving Health:

In fiscal 2012, 1,742 people met the Transitional Care Program criteria. Of the 1,258 with confirmed appointments within the first week of discharge or per discharge instructions, 1,126 (89.5 percent) kept their appointments. Of these patients, 632 became new health center patients. Compared to fiscal 2011, the readmission rate for the Transitional Care Program population decreased by 9.2 percent.

Approximately 120,000 adults who live in Montgomery County do not have health insurance.

A Network of Health Centers Meet the Needs of the Uninsured and Ease the Transition from Hospital to Home

Approximately 120,000 adults who live in Montgomery County do not have health insurance. People who lack financial resources often postpone seeing a health care provider until their medical problems reach critical levels. As a result, they may require emergency services or more complex and expensive care.

“Holy Cross Hospital saw that the health care needs of uninsured adults were not being adequately met,” said Elise C. Riley, MD, medical director, Community Care Delivery. *“The desire to help people who are underserved is at the heart of Holy Cross Hospital’s mission, so we looked for ways to ease access to quality, affordable medical care for people who face financial barriers.”*

Building a Network of Health Centers

To respond to this need, Holy Cross Hospital has opened three health centers that provide affordably priced care to low-income, uninsured Montgomery County adult residents.

In 2004, Holy Cross Hospital opened its first health center in the Health Sciences Center on Montgomery College’s Takoma Park/Silver Spring Campus. In 2009, the second health center opened in Gaithersburg. In late April 2012, Holy Cross Hospital opened its third health center in Aspen Hill, which had more than 1,000 visits in the first two months. In 2012, the three centers together reached 100,000 visits since 2004.

“With the development of our network of health centers, we serve as one of the leading safety net providers in Montgomery County,” said Calvin Robinson, executive director, Community Care Delivery. The health centers participate in Montgomery Cares, a public/private partnership that provides care to low-income, uninsured county residents through a network of clinics.

Access to Primary Care

The health centers provide follow-up care for emergency room and hospital visits, primary medical care, chronic

disease management, behavioral health, preventive care, health education and annual screenings. Skilled medical professionals staff the centers, including physicians, nurse practitioners, physician assistants and registered nurses. Most of the staff are bilingual in English and Spanish, and interpretation and translation services are available for other languages.

“Our health centers redirect uninsured patients who need primary care away from very high-priced emergency care to a lower-cost outpatient alternative, which eases crowding in area emergency rooms and also helps control overall health care costs,” said Robinson. *“But most importantly, the centers improve the quality, efficiency, continuity and equity of care that uninsured people receive.”*

Easing the Transition from Hospital to Home for Uninsured Patients

After a hospitalization, patients sometimes return quickly to the hospital simply because they did not have an appointment with their medical provider or were unable to take care of themselves once they returned home – even if they received a specific diagnosis, appropriate treatment and instructions for follow-up care.

“It can be particularly challenging for uninsured patients to care for themselves after a hospitalization because they may not have the resources to access the follow-up care and support they need,” said Dr. Riley.

In response to this need, Holy Cross Hospital launched the Transitional Care Program in fall 2010 to help uninsured patients successfully transition from the hospital to their home and to avoid re-hospitalization. Often the hospital identifies at-risk uninsured patients for special outreach even before they leave the hospital. A similar navigation program, the Emergency Department-Primary Care Connect (ED-PC Connect) project, has been in place at Holy Cross Hospital

since 2009 to navigate uninsured patients from the Emergency Center to the health centers.

“Our hospital case managers review each person’s diagnosis and medications prior to discharge to identify patients with special considerations,” said Dr. Riley. *“For example, if an uninsured patient needs to see a physician quickly after discharge, the Transitional Care Program can help to ensure that the patient gets a timely appointment.”*

A bilingual Transitional Care Program representative calls uninsured patients between one day and one week after discharge. *“During our follow-up calls, we educate patients about their hospital stay, ensure that they understand their diagnosis, confirm that follow-up appointments are made, and that the patients have the medications they need,”* said Wendy Friar, RN, vice president, Community Health.

The Transitional Care Program refers at-risk uninsured patients to their primary care clinic, if they have one, or to the Holy Cross Hospital health centers. The Transitional Care Program also provides patients with information about the hospital’s community-based wellness education, exercise and chronic disease self-management programs.

“We educate and work with patients on how to self-manage their health conditions, and how to prevent other health problems in the future,” said Friar. *“We care about people while they are in our hospital and while they are at home because our goal is to improve our patients’ overall health and wellness.”*



We're Listening:

Older adults experience disproportionate rates of heart disease including congestive heart failure. Half of Montgomery County residents age 65 and older have high blood pressure.

We're Responding:

Each week, 68 Senior Fit classes are offered at 23 locations throughout Montgomery and Prince George's counties and the District of Columbia, through a partnership among Holy Cross Hospital, Kaiser Permanente, Montgomery County Department of Recreation, Maryland National Capital Parks and Planning Commission, local churches and Asbury Methodist Village. In fiscal 2012, Senior Fit enrolled 3,576 seniors and had 96,250 total encounters.

We're Improving Health:

Senior Fit participants are tested twice a year using the Rikli and Jones Senior Fitness Test, an evidence-based tool that measures functional fitness. Data from 2012 showed an increase in those who performed "above average" in lower body strength, speed and agility, upper body strength, and upper body flexibility. The data showed a decrease in "at risk" or "below average" scores for upper body flexibility. Participants also complete a qualitative evaluation that gathers information on satisfaction with program content, health status and demographic data.

Senior Fit Improves Senior Health

Older adults are at high risk for heart disease and stroke, which are among the most widespread health problems in the nation. But they also are among the most preventable.

"Regular exercise is one of the most important ways to prevent heart disease," said Sarah McKechnie, manager, Community Fitness. "Starting and maintaining a fitness regimen can be challenging for older adults, but Senior Fit provides a welcoming atmosphere with a spirit of teamwork that is highly motivating."

Senior Fit is a free, conveniently located 45-minute multi-component exercise program for adults ages 55 and older of varying physical abilities. The program provides age-appropriate exercise classes to minimize symptoms of chronic disease and to improve strength, balance, flexibility and endurance. The program also encourages self-management of chronic diseases.

This best practice program operates according to the American College of Sports

Medicine guidelines. Classes are taught by nationally certified fitness professionals who have experience working with seniors and people with chronic conditions. Participants are assessed twice a year using the evidence-based Rikli and Jones Senior Fitness Test to measure strength, speed, agility and flexibility.

"More than 3,500 people participate in Senior Fit classes in our community. It is a program where people come to stay fit and to encourage each other, and that is a powerful combination," said McKechnie.

In 2003, the National Council on Aging identified Senior Fit as one of the top 10 physical activity programs for older adults in the country. A year later, it was selected by the National Council on Aging as one of three sites for an impact study on exercise effectiveness in older adults.





In the past 20 years, obesity rates have doubled for adults and tripled for children.

Kid's Fit Makes Fitness Fun and Helps to Reduce Childhood Obesity

Obesity has been identified as a top health concern in Montgomery County, especially for African Americans and Latinos. Obese children are at greater risk for cardiovascular, orthopedic and other health problems later in life.

Since 2006 Holy Cross Hospital has offered Kid's Fit, a fitness program designed to reduce the rate of childhood obesity in Montgomery County. Kid's Fit is a free after school program for children ages 6 to 12 that includes exercise, information on healthy lifestyle choices and a nutritious snack. The program is held at four Housing Opportunities Commission sites and the Silver Spring Boys and Girls Club.

"Establishing healthy lifestyle habits early can lower a child's risk of becoming obese and developing chronic conditions," said Sarah McKechnie, manager, Community Fitness. *"Participants also gain a greater sense of self-confidence that they can achieve fitness goals through persistence and teamwork."*

"On May 12, 2012, 17 participants from Kid's Fit who attend class at our two Gaithersburg sites ran in their first Kids on the Run one-mile race. All children had to qualify to participate by being able to run 15 minutes without stopping," said McKechnie. *"Our Kid's Fit instructor trained the group and a Senior Fit participant recorded the finish times for the children. This was our first intergenerational event and it was the highlight of the year."*

In fiscal 2012, 141 children participated 5,288 times in Kid's Fit. The average participant age is 9 years old, and the majority of participants are African American/Black and Hispanic/Latino American. Each fall and spring, program participants take the evidence-based President's Challenge test to measure upper body strength (push ups), core strength (curl ups), speed/agility (shuttle run) and lower body flexibility (sit and reach).

We're Listening:

During the past 20 years, obesity rates have increased in the United States, doubling for adults and tripling for children. More than half of Montgomery County residents and more than 65 percent of Prince George's County residents are overweight or obese. Obesity levels are highest among African American/Black and Hispanic/Latino adults.

We're Responding:

The primary objectives of Kid's Fit are to increase awareness of healthy behaviors and to encourage regular physical activity to prevent or decrease obesity in children ages 6 to 12. Community partners include the Montgomery County Housing Opportunities Commission, and the Silver Spring Boys and Girls Club.

We're Improving Health:

Kid's Fit participants were evaluated in fall 2011 and spring 2012. The target for fiscal 2012 was to improve President's Challenge test scores by 5 percent. Overall scores for girls improved by 8 percent and overall scores for boys improved by 7 percent.

We're Listening:

Cancer is the second leading cause of death for both Montgomery County and Prince George's County residents and is the leading cause of death among Montgomery County Asians and Pacific Islanders. African American/Black women experience disparities in survival.

We're Responding:

The Komen Community Assisted Mammogram Program (K-CAMP) focuses on reducing disparities in breast health care among low-income, medically underserved, uninsured racial and ethnic minority women and men by providing high-quality, culturally competent outreach, education, screenings, navigation and case management services. Key partners include Community Clinic Inc.; Community Ministries of Rockville's Mansfield Kaseman Clinic; Diagnostic Medical Imaging, PA; Holy Cross Health Centers; People's Community Wellness Center; Proyecto Salud in Wheaton; Montgomery County African American Health Program; Montgomery County Asian American Health Initiative; CASA of Maryland Inc.; and Community Ministries of Rockville.

We're Improving Health:

In fiscal 2012, K-CAMP had 45,000 education encounters and provided 1,141 mammograms, 260 breast ultrasounds, 116 surgical referrals and 12 cancer diagnoses. The average time from diagnosis to treatment was three weeks. Case management and navigation services for abnormal findings were provided to 317 participants.

Improving Breast Health for Underserved Racial and Ethnic Minorities

Women of any income, race or ethnicity can develop breast cancer – one of the most common cancers.

"Women who are racially and ethnically diverse face documented disparities in care," said Shelly Tang, manager, Community and Minority Health. *"Women who are uninsured and have low incomes are more likely to be diagnosed with advanced breast cancer and are less likely to survive."*

Seeing the need to improve access to breast health care including education, screening, treatment and support services for low-income, medically underserved, uninsured or underinsured racial and ethnic minorities, Holy Cross Hospital developed the Komen Foundation Community Collaboration to Battle Breast Cancer (KFCC-BBC), also known as the Mammogram Assistance Program Services (MAPS) and Komen Community Assistance Mammogram Program (K-CAMP), in 2004.

"We target vulnerable community members where they live and work, providing culturally appropriate and linguistically sensitive breast health information with links to free breast care services," said Tang. *"Each year, outreach has expanded through the commitment of Holy Cross Hospital's ethnic health promoters, who are specially trained to provide target populations with culturally competent breast health education and links to appropriate resources."*

Since its inception, this program has provided more than 155,000 educational encounters to underserved community members focused on the importance of breast health and the early detection of breast cancer – including how to perform a breast self-examination. The program has provided more than 4,400 community members with free breast screenings.





In Montgomery and Prince George's counties, heart disease is the leading cause of death.

Linking People with Chronic Diseases to Strategies that Improve Quality of Life

Most people who have a chronic disease cannot fix it or make it go away. But how people choose to cope with it can make a big difference in their health and well-being.

"People who self-manage their chronic disease will very likely feel better," said Wendy Friar, RN, vice president, Community Health. *"They will gain better control of their condition, which will help them to avoid serious health issues that could result in emergency room visits or hospitalization."*

Since 2007, Holy Cross Hospital has offered Stanford University's evidence-based Chronic Disease Self-Management Program (CDSMP). *"The program helps people with chronic conditions, such as diabetes, arthritis or high blood pressure, to develop strategies to improve their overall health and quality of life,"* said Friar. *"The free class is six weeks long."*

The program is offered at multiple locations in the community, including five Housing Opportunities Commission of Montgomery County sites, the Holy Cross Hospital Health Center in Silver

Spring, and Holy Cross Hospital Senior Source, an active aging center in Silver Spring.

"We link appropriate patients to this community-based wellness program at the time they are discharged from the hospital or when they are seen at our health centers," said Friar. *"This self-care program empowers patients and may prevent unplanned visits to medical providers, the emergency room or hospital, and improve the health status of our community."*

Holy Cross Hospital was selected to be a partner in a two-year (2010-2012) statewide grant to increase the number of CDSMP workshops offered in Maryland. Funding was provided by American Recovery and Reinvestment Act funds administered by the Maryland Department of Aging. Holy Cross Hospital created a toolkit to help other hospitals with the rollout of CDSMP workshops and to foster community partnerships to strengthen the health promotion and prevention network of service providers in Maryland.

We're Listening:

In Montgomery County and Prince George's County, heart disease is the leading cause of death, and men and African-Americans are disproportionately affected by heart disease mortality. Diabetes is the ninth leading cause of death in Montgomery County and the fourth leading cause of death in Prince George's County, and disproportionately affects African American/Black adults.

We're Responding:

Our Chronic Disease Self-Management Program focuses on enabling participants, who have one or more chronic diseases, to build self-confidence and to assume a major role in self-managing their chronic health conditions. In fiscal 2012, 15 workshops were held with 237 participants having 922 encounters, and 61 percent of participants attended at least four out of six sessions.

We're Improving Health:

At the completion of each workshop, participants are asked to complete a self-evaluation survey on their improved healthy behaviors, positive changes in health status, increased self-efficacy, better communications with health providers and fewer unplanned visits to physicians and emergency rooms. These indicators are collected and reviewed to evaluate the effectiveness of the program.



2012 Community Health Needs Assessment

In 2011, Holy Cross Hospital identified unmet community health needs by conducting a community health needs assessment in collaboration with the Montgomery County Healthy Montgomery Community Health Improvement Process (healthymontgomery.org). The hospital also analyzed needs assessments and data about the market, demographics, socio-economic factors and health service utilization, and participated in community coalitions, commissions, committees, boards, partnerships, advisory groups and panels.

In 2012, the needs assessment was amended to include priorities established by the Healthy Montgomery Steering Committee. Unmet community health needs have been identified in the six areas described in the chart on the following page. In addition, there are three overarching themes that address each priority area: lack of access, health inequalities and unhealthy behaviors.

Each year, Holy Cross Hospital invites the advice of an external review committee, which consists of the Montgomery County Department of Health and Human Services director, Montgomery County's Public Health officer and community representatives with expertise in public health, health disparities, social determinants of health and other health-related topics to review its community benefit plan and provide recommendations for the hospital's community benefit focus. The hospital's activities focus on positively impacting the health of our community with a continuum of care that is tailored to meet the unique needs of women, infants, seniors, and racial, ethnic and linguistic minorities.

Holy Cross Health's board of trustees approves an annual community benefit plan and the Mission and Strategy Committee of the board provides quarterly oversight. The CEO Review Committee on Community Benefit and senior management council monitor and evaluate performance. The hospital's annual operating plan and budgeting process include designated targets and expenditures dedicated to community benefit. The complete 2012 Community Health Needs Assessment and Multi-Year Community Benefit Implementation Strategy are available on the hospital's website, www.holycrosshealth.org.

Financial Assistance

Holy Cross Hospital is committed to reducing financial barriers to health care services for people who are poor or underinsured. The hospital's financial assistance policy establishes a systematic and equitable way to provide necessary services free of charge or at reduced charges to individuals who meet certain financial criteria and are unable to pay.

The policy covers all medically necessary services rendered by the hospital and by hospital-based physicians. Eligibility is based on a patient's household income and accumulated net assets. Once eligibility is established, the patient remains eligible for six months thus eliminating the need for reapplication at each admission.

In fiscal 2012, Holy Cross Hospital provided more than \$23 million in financial assistance through 25,289 encounters with community members.

Healthy Montgomery Priority	Holy Cross Hospital's Multi-Year Response to Unmet Need			Holy Cross Hospital's Method of Evaluation
	Lack of Access	Unhealthy Behaviors	Health Inequities	
Cancer A leading cause of death; 50% more African American/Black women die from breast cancer than White women	<ul style="list-style-type: none"> Minority and Community Outreach: Mammogram Assistance Program screening mammograms, navigation, biopsy, ultrasound and surgery 	<ul style="list-style-type: none"> Minority and Community Outreach: Mammogram Assistance Program breast education and self examination 	<ul style="list-style-type: none"> Minority and Community Outreach: cancer outreach, screening and prevention programs 	<ul style="list-style-type: none"> Number of mammograms Number of breast cancers found Number of cancer education encounters Number of cancer screenings for at-risk minorities
Diabetes A leading cause of death for African American/Black women; disparities	<ul style="list-style-type: none"> Health centers in Silver Spring, Gaithersburg and Aspen Hill 	<ul style="list-style-type: none"> Senior Source: Diabetes Prevention Program (DPP) Community Fitness: Chronic Disease Self-Management Program (CDSMP) 	<ul style="list-style-type: none"> CDSMP and DPP classes offered in Spanish 	<ul style="list-style-type: none"> Number of visits Progress on diabetes indicators Number of pre-diabetics advancing to diabetics Reduction in hospital admissions and readmissions CDSMP and DPP encounters
Cardiovascular Health A leading cause of death; half of seniors have high cholesterol levels	<ul style="list-style-type: none"> Health centers in Silver Spring, Gaithersburg and Aspen Hill 	<ul style="list-style-type: none"> Community Fitness Program: Senior Fit 	<ul style="list-style-type: none"> Minority and Community Outreach Program: ABCS Block Grant 	<ul style="list-style-type: none"> Semi-annual fitness assessments Progress on heart failure indicators Number of education encounters Number of people referred to health centers Number of people with kept appointments
Obesity More than 50% in Montgomery County are overweight or obese	<ul style="list-style-type: none"> Health centers in Silver Spring, Gaithersburg and Aspen Hill OB/GYN Clinic 	<ul style="list-style-type: none"> Community Fitness Program: Kid's Fit 	<ul style="list-style-type: none"> OB/GYN, Perinatal and Community Fitness: Obesity in Pregnancy Programs 	<ul style="list-style-type: none"> Semi-annual fitness assessments Number enrolled in obesity in pregnancy programs
Maternal and Infant Health Opportunities to improve maternity care processes and outcomes within subpopulations	<ul style="list-style-type: none"> OB/GYN Clinic Maternity Partnership Program 	<ul style="list-style-type: none"> Perinatal community education classes 	<ul style="list-style-type: none"> OB/GYN Clinic Maternity Partnership Program 	<ul style="list-style-type: none"> Number of admissions to Maternity Partnership Number of perinatal class encounters Percent low birth weight Reduction in infant mortality



About Holy Cross Hospital

Holy Cross Hospital is one of the largest hospitals in Maryland. Founded in 1963 by the Congregation of the Sisters of the Holy Cross, today Holy Cross Hospital is a 442-bed, not-for-profit teaching hospital caring for more than 196,000 patients each year. Holy Cross Hospital offers a full range of inpatient, outpatient and community-based health care services, with specialized expertise in women and infant services, senior services, surgery, neuroscience and cancer. Holy Cross Hospital is a member of Trinity Health of Novi, Michigan, one of the largest health systems in the country.

Mission, Values and Role

We serve together in Trinity Health, in the spirit of the Gospel, to heal body, mind and spirit, to improve the health of our communities and to steward the resources entrusted to us.

Our core values are respect, social justice, compassion, care of the poor and underserved, and excellence.

Holy Cross Health exists to support the health ministry of Trinity Health and to be the most trusted provider of health care services in our area. Our health care team will achieve this trust through:

- *High-quality, efficient and safe health care services for all in partnership with our physicians and others*
- *Accessibility of services to our most vulnerable and underserved populations*
- *Community outreach that improves health status*
- *Ongoing learning and sharing of new knowledge*
- *Our friendly, caring spirit*

For additional information about Holy Cross Hospital's community benefit, contact Wendy Friar, vice president of Community Health and community benefit officer, at 301-754-7161 or friarw@holycrosshealth.org, or Kimberley McBride, manager, Community Benefit, at 301-754-7149 or mcbrik@holycrosshealth.org.



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