

Moving Life Ahead for Our Community | 2017 Community Report



Moving Life Ahead for Our Community

MISSION AND VALUES

We, Holy Cross Health and Trinity Health, serve together in the spirit of the Gospel as a compassionate and transforming healing presence within our communities. We carry out this mission in our communities through our commitment to be the most trusted provider of health care services. In so doing, we act on our core values of reverence, commitment to those who are poor, justice, stewardship and integrity.

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We know that running a mile can **tilt a child's sights higher**, that preventing illness can **transform a person's productivity**, that meeting the challenges of a chronic condition can **turn despair into confidence**.

Better health makes a better life possible. That's why Holy Cross Health closely studies the health needs of our community, and responds with innovative thinking and compassion, delivering solutions that **move life ahead** for hundreds of thousands of people one unique person at a time.

Holy Cross Health President and CEO



January 2018

Throughout Holy Cross Health, the promise we make to everyone we meet is that we'll help you address your individual needs and goals to achieve a better quality of life. As a Catholic, not-for-profit, integrated health system, Holy Cross Health actively embraces all of our community's residents—including our most vulnerable community members—and explores their health and wellness needs, and offers both innovation and compassion to help all.

I am proud to share with you that in fiscal 2017, Holy Cross Health provided \$58.7 million in community benefit, including \$34 million in direct financial assistance for uninsured and medically underserved members of our community.

In this report, you will read stories about how Holy Cross Health is meeting the needs of the people we serve, including three community members whose lives have been changed by the programs and services we provide. Many of these life-altering programs and services are available through trusted partnerships, which make it possible to do far more than any one organization could do alone.

You'll also find in this report details of our year's community benefit activity, major accomplishments and recognitions, and acknowledgement of the important role of our generous donors, who give the gift of health through their support.

Holy Cross Health provides high-quality, accessible care to everyone. We always have, and we always will. This was the vision of the Sisters of the Holy Cross when they opened Holy Cross Hospital 55 years ago, and it continues to this day.

Thank you for the trust you place in Holy Cross Health. Our commitment to moving our community members' lives ahead remains steadfast.

Yours in good health,

A handwritten signature in black ink, enclosed in a simple oval shape. The signature appears to read "Norvell V. Coots, MD".

Norvell V. Coots, MD

President and Chief Executive Officer
Holy Cross Health

2017 at a Glance

KEEPING PROGRESS GOING

For the people in our community to be their healthiest, Holy Cross Health needs to be healthy as well. Today, Holy Cross Health is stronger than ever.

In 2017, guided by our faith-based mission and commitment to serve, we provided quality care at our two acclaimed hospitals, four health centers, two primary care sites, and through specialized care sites and services, while offering education, wellness and fitness programs throughout our community.

Holy Cross Health's three strategic principles are:

Manage quality, cost and revenue effectively

\$545
MILLION*
REVENUE



Attract more people, serve everyone

556*
LICENSED HOSPITAL BEDS
502 LICENSED HOSPITAL BEDS
54 NEONATAL BASSINETS




4,200*
EMPLOYEES



1,575*
PHYSICIANS

Improve individual and community health through innovation, alignment and partnership

246,220*
TOTAL PATIENTS
(EXCLUDES HEALTHY NEWBORNS)



209,233*
OUTPATIENT VISITS



\$58,691,402 TOTAL COMMUNITY BENEFIT

\$58.7
MILLION*
IN COMMUNITY
BENEFIT



332,107 TOTAL COMMUNITY BENEFIT ENCOUNTERS

400
VOLUNTEERS



332,107
TOTAL
COMMUNITY
BENEFIT
ENCOUNTERS



106,019*
EMERGENCY
CENTER
VISITS



36,987*
INPATIENT
DISCHARGES
(EXCLUDES
HEALTHY
NEWBORNS)



10,415*
BIRTHS



46,314*
HEALTH CENTER
AND PHYSICIAN
PRACTICE
VISITS



*Fiscal 2017 statistics

Starting Fitness Young

LESSONS IN HEALTHY LIVING



At Kid's Fit, the Reyes brothers discovered they can run—a whole mile, little Mario included.

Kid's Fit is where the Reyes boys learned they really can do push-ups. The oldest, Daniel, is up to 253, Matthew is up to 100, and even the youngest, Mario, can do 17. Kid's Fit is a free, twice-weekly, after-school program, developed by Holy Cross Health in 2006 to combat childhood obesity, identified in studies as one of the region's most serious health problems.

Between **exercises** and practicing their favorite sport, soccer, the boys get Kid's Fit **tips on healthy eating**, which they share with their mom, Keni Melgar. Keni explains, "Daniel stopped drinking chocolate milk because he'd learned it contained a lot of sugar, and he stopped asking for junk food at the grocery store." Daniel agrees, "I especially ask my mom to buy apples."

The program teaches kids early in life how to make healthy choices and maintain an active, healthy lifestyle. Targeting kids who face financial and other barriers to good health, Kid's Fit is offered by Holy Cross Health in partnership with the Housing Opportunities Commission (HOC) of Montgomery County at five HOC sites.

Kid's Fit trainer Keith Federman has seen the program move kids' lives ahead. As a result of the healthy behaviors they've learned, participating kids have gone on to play team sports, graduate from high school, and for some, attend college. Daniel already is **looking to the future**. Beyond playing on the middle school soccer team, he's planning to become a computer hardware engineer. He knows he can do it.

“Teaching healthy behaviors at an earlier age reduces risk factors for the future.”

— Kim McBride, Vice President, Community Health, Holy Cross Health Network



Partnering to create healthy behaviors

More than 60 percent of Montgomery County and 70 percent of Prince George’s County residents, including children, are overweight or obese, with rates highest among African Americans and Latino Americans. Obese children and adults are at greater risk for cardiovascular, orthopedic and other health problems.

Holy Cross Health has joined forces with organizations that share our commitment to reduce our community’s high rates of obesity. Together, we are...

- Working to reduce obesity, promote tobacco-free living, and address social factors affecting health in four Montgomery County communities through the **Transforming Communities Initiative**. *In partnership with the Institute for Public Health Innovation and Healthy Montgomery.*
- Helping **Local School Wellness Councils** in four Montgomery County Public Schools (MCPS) become more effective advocates for improved students’ nutrition, food security and physical

activity through the Transforming Communities Initiative. *In partnership with Healthy Montgomery Eat Well Be Active School Work Group; MCPS; Montgomery County Department of Health and Human Services; and Maryland Department of Education, University of Maryland School of Medicine.*

- Providing dozens of **health and wellness classes, health screenings, fitness and wellness tools**, and special events—many free—close to where people live through Holy Cross Health Community Health programs. *In partnership with a diverse group of more than 100 community organizations.*
- Engaging Montgomery College employees in health education and fitness to **improve health and better manage chronic disease** through the Next Generation Wellness program. *In partnership with Montgomery College.*
- Stocking Holy Cross Health **vending machines with healthy snacks** and beverages low in sugar and high in nutrition.

Keeping a family healthy.

All three of the Reyes boys are actively involved in Kid’s Fit, and their mother is a patient of the Holy Cross Health Center in Gaithersburg. Daniel and Matthew received prenatal care at Holy Cross Hospital’s OB/GYN Clinic, and both boys were born there.

Making Care Accessible


BETTER HEALTH FOR ALL

For years, Maria Rodriguez had been overweight, depressed and in pain, and feeling anything but good about herself. The Holy Cross Health Center in Silver Spring changed everything. As with all of the Holy Cross Health Centers, Maria's serves community members who are in financial need—whether, like Maria, they are enrolled in Maryland Physicians Care, a Maryland Medicaid health plan, or are uninsured.

From the start, Maria felt comfortable with her health center. It was close to where she lives, its staff spoke her language, and her care provider made her feel that “she had a real interest in helping me.” So when nurse practitioner Jessica Mikuliak told Maria she was pre-diabetic and had to lose weight, Maria listened. And when Holy Cross Health's **Diabetes Prevention Program** educator Diana Echenique called to explain the program, Maria enrolled.

Over the course of the one-year program that was presented in Spanish and **conducted at Holy Cross Hospital**, Diana taught Maria portion control and how to replace higher-fat staples with low-fat alternatives, such as low-fat milk. Cardiovascular, resistance and weight exercises gradually became more strenuous over time.

By the time Maria completed the program, she'd adopted a new lifestyle. Maria has kept off the 40 pounds she lost during the program, is pain free, and requires almost no medication. “**I feel like a 15 year old.** I can move faster and I have more energy,” she says, glowing. “I feel very well. I feel pretty.”



Maria Rodriguez's health risks have dramatically lessened because of the care she received at the Holy Cross Health Center in Silver Spring and through our Diabetes Prevention Program.

“For the many in our community who face financial, cultural or language barriers to quality care, we are here for you.”

— Marlene Printz, Vice President, Community Care Operations, Holy Cross Health Network



Partnering to care for the vulnerable

One of the largest safety-net providers in Montgomery County, Holy Cross Health focuses its diverse community benefit activities on the most vulnerable and underserved.

To bring more services to more people in our community who are in need, Holy Cross Health partners with a wide array of committed organizations. Together, we are...

- Providing medical care for uninsured, low-income residents as members of the **Montgomery Cares** consortium of clinics, hospitals, health services and volunteer practitioners. *In partnership with Montgomery County and Primary Care Coalition.*
- Offering HealthChoice **coverage for qualifying Maryland Medicaid members** through Maryland Physicians Care, a Medicaid managed care organization, partly owned by Holy Cross Health.
- Supporting Nexus Montgomery’s **specialty care referral program**, serving low-income, uninsured individuals who have been recently hospitalized. *In partnership with all of the hospitals in Montgomery County and Project Access.*
- Connecting **students** of nursing, pharmacy and social work with the health needs of complex patients at the Holy Cross Health Center in Gaithersburg. *In partnership with the University of Maryland.*
- Providing direct financial support to community members in financial need and to the Holy Cross Health Centers and programs that serve them. *In partnership with the generous donors to the Holy Cross Health Foundation’s Kevin J. Sexton Fund to Increase Access and Improve Community Health, named for Holy Cross Health’s former president and chief executive officer.*

A healthy dose of prevention.

The four health centers of Holy Cross Health provide affordably priced health care, including timely primary care, screenings, chronic disease management, behavioral health and wellness services, all with the goal of providing high-quality care and preventing the need for emergency care later. The first center opened in 2004, and in 2017 the health centers served 10,897 patients and provided 38,806 patient visits.

Keeping Seniors Healthy

CHRONIC DISEASE MANAGEMENT



Living Well: A Chronic Disease Self-Management Program empowers participants, like Sheila Langston, to limit the impact their chronic condition has on their lives.

After wrestling with an autoimmune disease for decades, Sheila Langston suddenly faced a second chronic autoimmune condition that was even more debilitating—psoriatic arthritis. The painful condition, triggered by a serious auto accident and surgeries that followed, changed Sheila's life. "I had to retire from the career in neuropsychology that I loved so much. I felt so empty."

That's when Sheila learned that her church, the Lutheran Church of St. Andrews in Silver Spring, offers a six-week Living Well workshop focused on the self-management of chronic diseases. **Chronic diseases particularly affect the lives of seniors**, one of the area's fastest-growing population groups, limiting their activity and independence.

The **Living Well workshops**—offered by Holy Cross Health at Sheila's church, a member of Holy Cross Health's Faith Community Nurse Program network—help those struggling with a chronic disease take control.

For Sheila, Living Well's six weeks of classes "were just a godsend. I realized that supporting my chronic illness wasn't just about seeing doctors. It was about my lifestyle, eating well, exercise and maintaining my strong mental health."

After completing her Living Well course, Sheila formed a support group, and went on to take a Holy Cross Health course that has trained her to become a peer leader of future Living Well workshops. "Everyone's life, everyone's challenges continue," she says, "but the quality of life improves."

“When Holy Cross Health engages with seniors in multiple ways—exercise, chronic disease management, community workshops, nutrition—the whole becomes greater than the sum of the parts.”

— Annice Cody, President, Holy Cross Health Network



Partnering to care for seniors

The senior population of both Montgomery County and Prince George’s County is growing by more than 4 percent per year.

Because age increases the need for hospital care, Holy Cross Health partners with regional organizations to keep seniors as healthy and independent as possible. Together we are...

- Supporting workshops that meet the health and wellness needs of individual faith institutions’ seniors, conducted by Holy Cross Health nurse leaders as part of the innovative **Faith Community Nurse Program**. *In partnership with more than 60 faith institutions across the region.*
- Offering **community health programs** for all, including Memory Academy and Falls Prevention for seniors, as well as dozens of other programs from diabetes education to Zumba Gold. *In partnership with the Housing Opportunities Commission.*
- Increasing seniors’ strength, flexibility and endurance through the popular **Senior Fit** exercise program—free classes led by certified instructors and offered in more than 20 community-based centers. *In partnership with Kaiser Permanente, Maryland National Capital Parks and Planning Commission, Montgomery County Department of Recreation, Asbury Methodist Village, and local churches.*
- Providing health and wellness classes, health screenings, and general education programs for adults age 55 and over as part of the award-winning **Senior Source**. *In partnership with the Housing Opportunities Commission of Montgomery County, the Maryland Department of Aging, and the Montgomery Department of Health and Human Services.*
- Setting a new standard of quality care and comfort with the nation’s first **Seniors Emergency Center**, at Holy Cross Hospital.

Multiple services, individualized solutions.

A retired health and education professional herself, Sheila recognizes the value of Holy Cross Health’s range of programming for seniors and others. “Holy Cross Health services are so diverse, they’re able to build a team that’s patient-centered for that individual.”

Earning Awards

RECOGNITION AND ACHIEVEMENTS

Holy Cross Health is continually coming up with new ways to bring life-improving care and programs to individuals across our community. Local, regional and national organizations have taken notice, honoring us for our care or joining us in our mission. In 2017, we celebrated these achievements.

Holy Cross Health

- Holy Cross Health is the only health care provider in Maryland to receive the **Workplace Excellence Seal of Approval Award** from the Alliance for Workplace Excellence 18 years in a row.
- Maryland Physicians Care (MPC), a Medicaid managed care organization of which Holy Cross Health is a part owner, awarded at our direction a **\$250,000 grant** to the Primary Care Coalition (PCC) to purchase immunizations for uninsured Montgomery County residents enrolled in Montgomery Cares.



Holy Cross Hospital

- In the 2017-2018 *U.S. News & World Report* national rankings of “America’s Best Hospitals,” Holy Cross Hospital tied for highest ranking hospital in Montgomery County; ranked eighth (tied) in the Washington, D.C., metro area; and ranked eleventh (tied) among all the hospitals in the state of Maryland.
- Holy Cross Hospital became the first hospital in the Mid-Atlantic region to conduct the implantation of a **deep brain stimulation system**, recently approved for patients with Parkinson’s disease and essential tremor.
- Holy Cross Hospital achieved **Gold Plus recognition** in the American Heart Association’s Get with the Guidelines® — Target Stroke Program for 2017.
- The Holy Cross Hospital Cancer Institute earned national **reaccreditation from the American College of Surgeons Commission on Cancer**, a quality-care evaluation program conducted every three years. The Commission on Cancer has consistently accredited the hospital since 2000.
- The first center in Montgomery or Prince George’s County to be accredited in 2011, the Holy Cross Hospital Breast Center was granted its third **three-year reaccreditation by the National Accreditation Program for Breast Centers (NAPBC)**, which is administered by the American College of Surgeons.





- The hospital received the American College of Cardiology's Platinum Performance Achievement Award, one of only seven hospitals in the state of Maryland to do so.
- The National Association of Epilepsy Centers (NAE) designated Holy Cross Hospital a **Level 3 Epilepsy Center**, providing the highest-level medical evaluation and treatment for patients with complex epilepsy.

Holy Cross Germantown Hospital

- The hospital became the first community hospital in Montgomery County and the fifth community hospital in Maryland to offer the *da Vinci® Xi* Surgical System, the **latest in robotic surgery technology**.
- Holy Cross Germantown Hospital received the **2017 American Heart Association Stroke Silver Plus Quality Achievement Award**, recognizing the hospital's commitment to following research-based guidelines for stroke patient care.
- The **Blue Door Pharmacy**, a full-service retail pharmacy operating in partnership with Holy Cross Health and located adjacent to Holy Cross Germantown Hospital, introduced its signature **Med-to-Bed program**, which offers the convenience of discharge medications delivered to patients' bedsides before they leave the hospital.

Holy Cross Health Network

- The **Next Generation Wellness Initiative** with Montgomery College was expanded to help the college improve health outcomes and mitigate rising health care costs of employees.
- The Trinity Health-funded **Healthy Montgomery Transforming Communities Initiative** is addressing policy, system and environmental change to reduce obesity and tobacco use and promote healthy living.
- The Holy Cross Health Network completed its triennial **Community Health Needs Assessment and Implementation Strategy** to help prioritize and address our community's health needs.
- The Network increased the number of **care management programs** offered through Community Health Programs.
- Holy Cross Health Partners at Asbury Methodist Village added cardiology and palliative care services to better meet our communities' needs.

Holy Cross Health Board of Directors

As members of our board, these community members donate their time and talent to steward the organization and its resources.

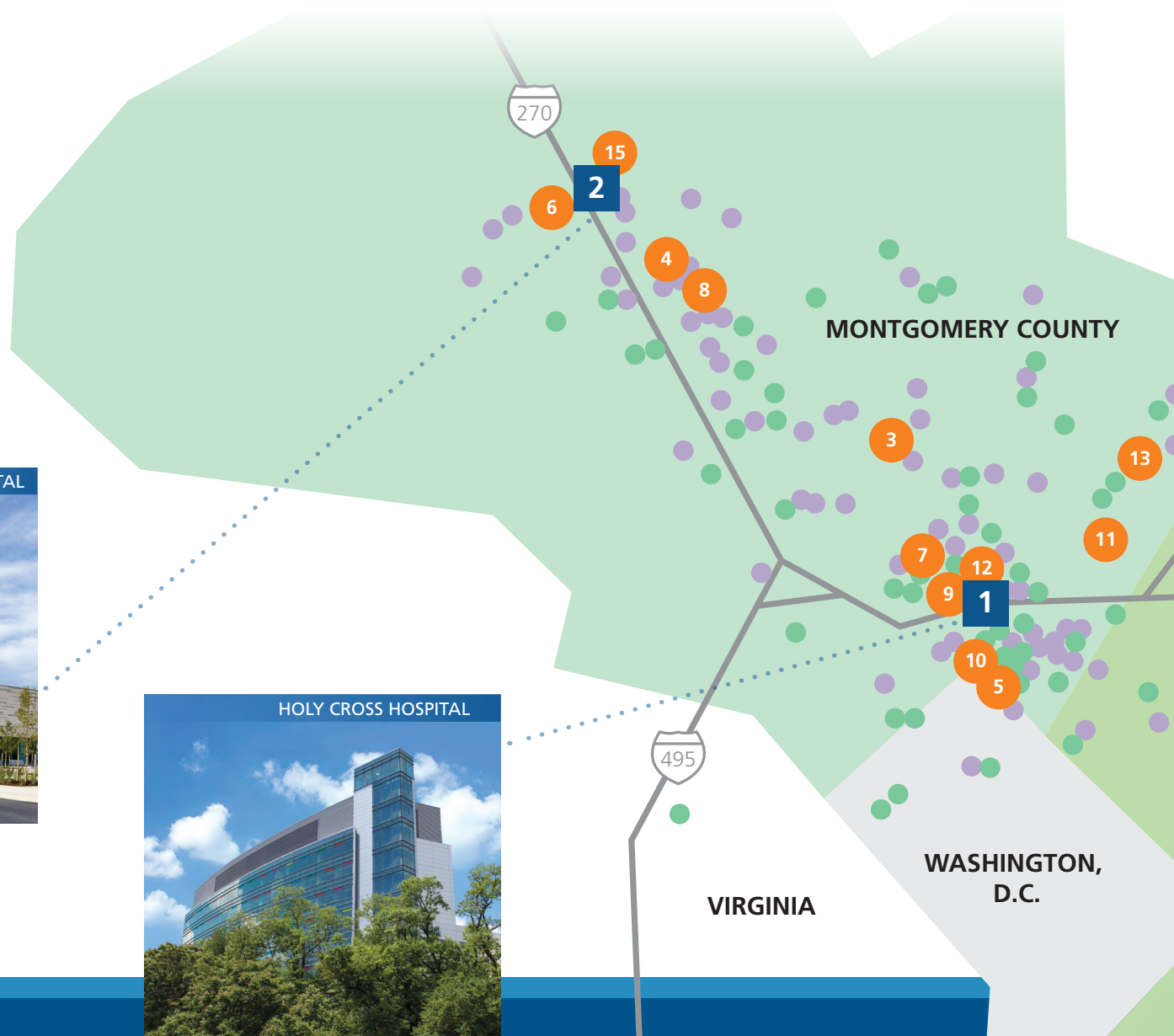
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Holy Cross Health Locations

IMPROVING LIVES...HERE

With a commitment to making the right level of care more accessible, Holy Cross Health provides a continuum of care that touches individuals in many ways.



Leading Area Hospitals

- 1 Holy Cross Hospital** is one of the largest and highest-ranked hospitals in Maryland.
- 2 Holy Cross Germantown Hospital** opened in 2014, bringing expert, sophisticated health services to the fastest-growing region in Montgomery County.

Holy Cross Health Network

The Holy Cross Health Network offers the public a wide range of health and wellness programs, and oversees Holy Cross Health's community health programs and outreach. It builds and manages relationships with physicians, insurers and other health care organizations to bring the best possible health care services to all, regardless of ability to pay. It operates:

Health Centers for Low-Income Individuals

- 3** Holy Cross Health Center in Aspen Hill
- 4** Holy Cross Health Center in Gaithersburg
- 5** Holy Cross Health Center in Silver Spring
- 6** Holy Cross Health Center in Germantown

Primary Care Sites

- 7** Holy Cross Health Partners in Kensington
- 8** Holy Cross Health Partners at Asbury Methodist Village, Gaithersburg

Education and Wellness Centers

- 9** Holy Cross Resource Center, Silver Spring
- 10** Holy Cross Senior Source, Silver Spring

Community Health Programs

- More than 50 low-cost or free fitness, support group and self-care management programs offered at more than 140 locations.

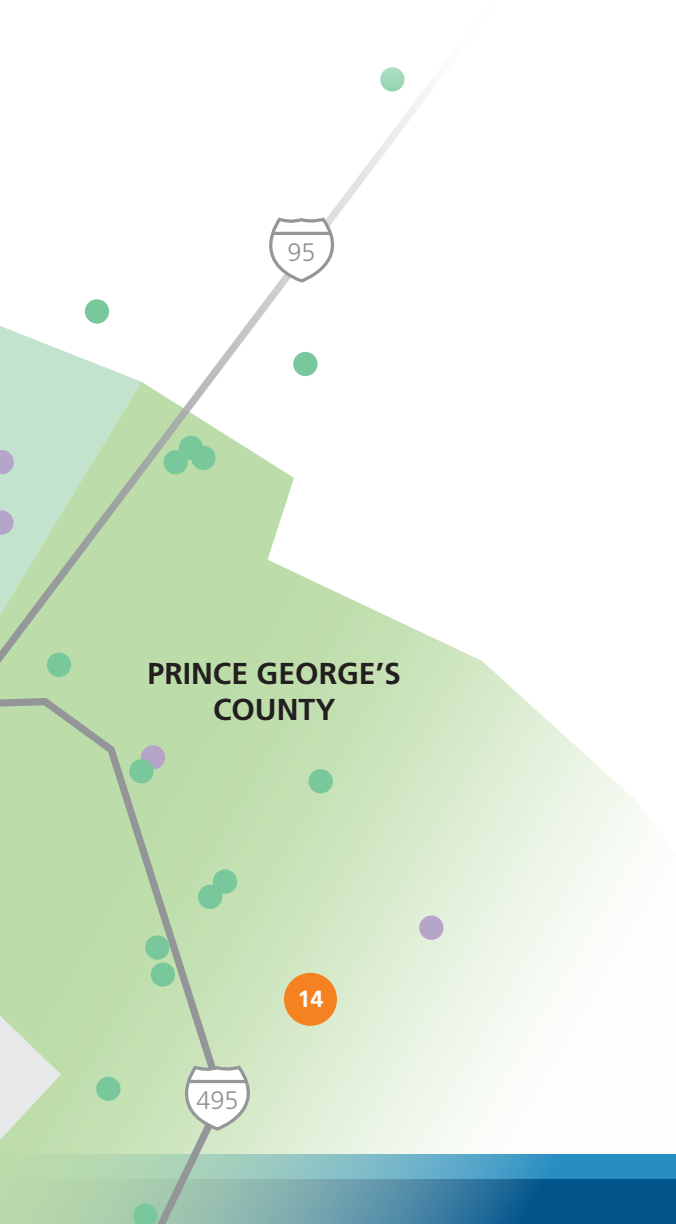
Faith Community Nurse Programs

- Providing assistance to programs based in more than 60 area religious communities.

Specialized Sites

- 11** Holy Cross Home Care and Hospice (Trinity Health at Home)
- 12** Holy Cross Radiation Treatment Center, Silver Spring
- 13** Sanctuary at Holy Cross (Trinity Health Senior Communities), Burtonsville
- 14** Holy Cross Dialysis Center at Woodmore, Mitchellville
- 15** The Blue Door Pharmacy, in Partnership with Holy Cross Health

For the addresses of these Holy Cross Health facilities, visit HolyCrossHealth.org.



Holy Cross Health Foundation

MOVING LIFE AHEAD, TOGETHER

When Holy Cross Health's caring spirit is shared by many, we can together provide the quality health care that everyone in our community deserves. The *Holy Cross Health Foundation* is a 501(c)(3) not-for-profit organization devoted to raising funds to support the mission of Holy Cross Health and improve the health of our communities

Holy Cross Health Foundation Board of Directors

The Holy Cross Health Foundation is governed by the following committed leaders:

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Giving Societies Members

The Giving Societies program recognizes and honors the commitment and lifetime cumulative philanthropy of generous supporters who make the gift of compassionate, quality health care throughout Holy Cross Health. All donors, no matter when they have given, are society members for life. In this Community Report, we honor our dedicated donors who have continued their support to Holy Cross Health from fiscal year July 1, 2016, through June 30, 2017.

1963 Benefactors Society (\$1,000,000+)

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"Holy Cross Health invests in ways to improve the health
of our community, which is the compelling reason for my
long-term support—both as a volunteer and financially."
— Corrine Parver

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"I felt in my heart that although I may not give a very huge amount, my little drops can make a difference in the ocean."

— Selvi Mani, RN

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Holy Cross Health
1500 Forest Glen Road
Silver Spring, MD 20910
301-754-7000

Holy Cross Health Foundation
10720 Columbia Pike
Silver Spring, MD 20901
301-557-4483