

2014 COMMUNITY REPORT





Mission

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.

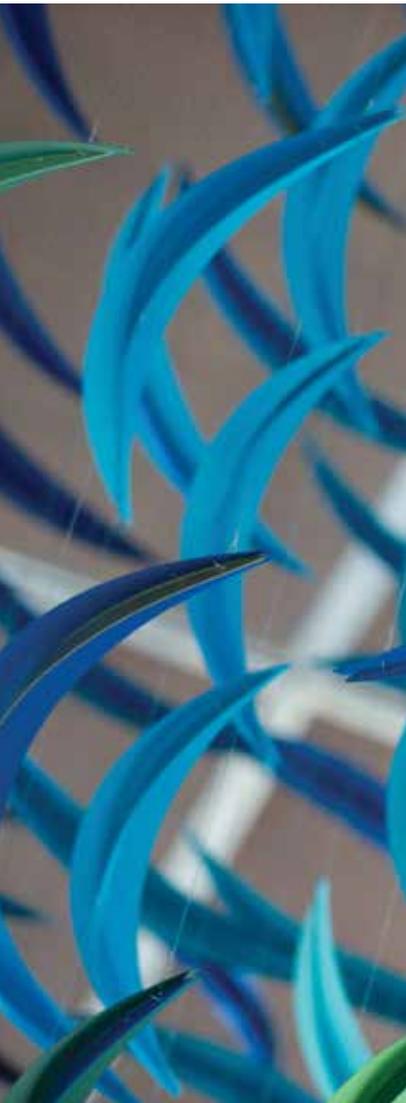


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Winter 2015

Meeting community need is at the core of Holy Cross Health. Since first opening our doors more than 50 years ago, we have demonstrated this commitment time and again, always working toward ever-increasing responsiveness to the people we serve.

Last year, however, was exceptional. Through a combination of innovation, planning, partnership, fundraising and a careful stewardship of the resources entrusted to us, our capacity for meeting the community's health care needs and improving health for all reached new heights.

Nowhere is this more apparent than in our most visible accomplishment—the opening of Holy Cross Germantown Hospital. With this new facility, we have expanded our comprehensive system of connected hospitals, health centers, primary care sites, and community outreach and education programs for residents in Montgomery and Prince George's counties.

Our larger capacity has led to greater contributions to our community's health and well-being. As a Catholic, not-for-profit health system, we embrace our responsibility to reinvest earnings into sustainable community benefit programs, and especially, into safety-net activities that ensure access to health care, regardless of a patient's ability to pay. In fiscal 2014 alone, Holy Cross Health provided more than \$55 million in community benefit, including an all-time high of \$30 million in free or reduced-cost services to those facing financial barriers to care.

This year, Holy Cross Health's dedication to improving health and serving all in our area will extend even further. In January, we opened a new primary care practice at Asbury Methodist Village in Gaithersburg. Later in the year, we will open a new health center in Germantown—our fourth—to bring affordable primary care closer to home for those facing financial barriers. And, in the fall, the opening of Holy Cross Hospital's new patient care building will transform the hospital into an all-private-room facility, improving the comfort, convenience and care for all patients.

All of these endeavors are undertaken on behalf of—and in partnership with—the community we serve. Our success would not be possible without the dedication of our physicians, employees, volunteers and generous donors to our ongoing Capital Campaign, who have enabled us to grow our commitment to the health and wellness of the people in our region.

As you review this report, you will see the power of Holy Cross Health's commitment to our neighbors and how it changes people's lives. It's the embodiment of our mission to be the most trusted provider of health care services.



Kevin J. Sexton
President and Chief Executive Officer
Holy Cross Health



This past year was a historic one for Holy Cross Health. Highlights include the grand opening of Holy Cross Germantown Hospital and multiple awards for Holy Cross Hospital—well known throughout the community for quality and expertise since 1963.

2014 Highlights



Holy Cross Hospital

As one of the largest hospitals in Maryland, Holy Cross Hospital offers a full range of inpatient and outpatient health care services, with specialized expertise in women and infant services, senior services, surgery, neuroscience and cancer.

Holy Cross Hospital's new seven-story, 150-bed patient care building (shown left) is the centerpiece of the hospital's latest expansion and modernization project. The project, scheduled for completion in the fall of 2015, will ensure that all patients throughout the hospital have a private room and includes renovations to the surgical areas of the existing hospital.



AWARDS AND RECOGNITIONS FOR HOLY CROSS HOSPITAL

BEST HOSPITALS

Ranked as one of the best hospitals in the Washington, D.C., area for 2014-15 by U.S. News & World Report



Top Performer on Quality by The Joint Commission—Four Years in a Row

EXCELLENCE AWARD

2014 Excellence Award for Quality Improvement in Hospitals from the Delmarva Foundation for Medical Care—Four Years in a Row

Holy Cross Germantown Hospital

On October 1, 2014, Holy Cross Germantown Hospital opened as the first new hospital in Montgomery County in 35 years. This new critical health care resource provides high-quality health services to those living in the fastest-growing region in the county, creates jobs and develops training opportunities for future health care workers. Holy Cross Germantown Hospital has all private rooms and offers emergency, medical, surgical, obstetric and psychiatric care to meet a full range of community needs.



The Campaign for Holy Cross

Both the new Holy Cross Germantown Hospital and the soon-to-open patient care building at Holy Cross Hospital are beneficiaries of the Holy Cross Health Foundation's current Capital Campaign. Thanks to generous and widespread community support, the campaign is well on the way toward achieving its \$25 million goal, with more than half that amount already in hand. Every gift brings us closer to realizing our vision of improving health and serving all members of our community. More information is available at HolyCrossHealth.org/foundation.

Holy Cross Health is a leader in providing innovative and quality health care, upholding its commitment to being the most trusted provider of health care services in the area.

AWARDS FOR HOLY CROSS HEALTH



Stroke Program awarded the American Heart Association's Gold Plus Award



Center of Excellence in Minimally Invasive Gynecology by the AAGL and Surgical Review Corporation



Workplace Excellence Seal of Approval—15 Years in a Row



Holy Cross Medical Adult Day Center earned the status of an Alzheimer's Foundation of America Excellence in Dementia Care Program of Distinction

SERVING

Holy Cross Health's three primary care health centers delivered services worth approximately \$2.8 million through 30,192 patient visits during fiscal 2014.

SUCCEEDING

Holy Cross Health's community health workers and outreach staff provided information to 13,261 people and referred 2,772 people for enrollment in Medicaid or Qualified Health Plans.

STRENGTHENING HEALTH

Holy Cross Health Center services include: primary care, screenings, chronic disease management, behavioral health, preventive care, health education and follow-up care for emergency room and hospital visits.

In 2013, after receiving emergency care at Holy Cross Hospital related to diabetes, staff members referred Linda Vidal-Flores to the Holy Cross Health Center in Silver Spring. Now the 55-year-old Hyattsville resident—shown here with internal medicine specialist Ronald J. Hong, MD—receives regular care and also attends diabetes classes at the Aspen Hill site, saying the health centers have “really helped me a lot.”



Holy Cross Health Centers

Serving the Underserved

Despite the advent of the Affordable Care Act, thousands of area residents still face barriers to health care. So Holy Cross Health continues to offer many programs designed to improve access to high-quality health care for all, with funding from Holy Cross Health, our community partners and philanthropic support.

It's an initiative Holy Cross first embarked upon in 2004 with the opening of its first health center for adults facing barriers to affordable primary care and services. A decade later, the concept has grown into a network of three centers in Silver Spring, Aspen Hill and Gaithersburg, all operating at capacity, with a new health center scheduled to open in Germantown in 2015.

To actively seek out those who could benefit, we use a variety of approaches, including community health workers to recruit underserved neighbors into care and Emergency Department staff to identify patients without a medical home.

Transitional Care Program

"Patients who lack insurance may also lack the other resources they need, such as follow-up care and support after hospitalization," says Elise C. Riley, MD, FACP, medical director for the Holy Cross Health Centers. "As a result, many often end up back in the hospital less than a month after initial discharge."

One way to find those falling through the cracks is to identify inpatients who may need special attention once they're back home. So in 2010, Holy Cross Health launched its Transitional Care Program to help uninsured patients comply with discharge instructions.

Each month, program supervisor Martha Piedrasanta, RD, MPH, or her staff call each of the 140 to 150 new patients during their first week home. In the

process, they review care plans, determine medication adherence, verify understanding and confirm a follow-up physician visit. If the patient lacks a regular health care provider, program staff will set up an appointment at the Holy Cross Health Center nearest to the patient.

"The message is clear: After you leave the hospital, we still care about what happens to you," says Martha.

That sentiment is getting through and getting results.

"Of all new health center patients each year," she continues, "approximately 60 percent are introduced through the Transitional Care Program."

Creating Links to Community Services

Earlier this year, Holy Cross Health launched a new program to reduce the hurdles so many low-income people face when trying to access health care. Linking Individuals to Community Services (LINCS) addresses the social factors that can get in the way of good health.

A program coordinator at the Holy Cross Health Center in Aspen Hill helps existing patients access the full continuum of social services available. To raise awareness within the broader target area—the Georgia Avenue corridor spanning Wheaton to Aspen Hill—the LINCS coordinator is assisted by Holy Cross Health's established cadre of community health workers.

"During its first six months, LINCS recorded approximately 6,800 encounters in its targeted area with community members who may often face cultural and socio-economic barriers to good health," explains Shelly Tang, manager, Minority and Community Outreach, Holy Cross Health.

That includes introducing potential clients to Holy Cross Health services, food banks and other resources; calling and making appointments; and even helping with transportation. "We're doing today what it takes to get people to have a healthier tomorrow," adds Shelly.



▲ "We're helping nearly 500 people annually establish a medical home and receive care on a regular basis, often for the first time," says Martha Piedrasanta, RD, MPH, program supervisor, Transitional Care Program.

Medical Adult Day Center

Medical Adult Day Center participant Albert Zeuthen likes dancing with senior activity coordinator, Cynthia Cross. "The program has made my life more enjoyable," says the 94-year-old. "Every day I attend is a good day."



Affordable Daytime Care for Adults

The moment she stepped inside Holy Cross Health's Medical Adult Day Center, Laurie Mical had a good feeling. The principal for a special education school, accustomed to adolescents with emotional and behavioral problems, was hunting for the right place for her 90-year-old father with problems of his own: memory loss. In the Holy Cross Medical Adult Day Center staff, she recognized kindred souls.

So Laurie convinced her father—Al Zeuthen, once an internationally renowned engineer—to try out the center for a few days. Hooked immediately, he started attending daily. Four years later, both remain happy with their choice and, especially, the results.

With oversight from a medical director, the Medical Adult Day Center provides a safe, supportive environment for adult daily care—and a viable alternative to nursing home residential care. Seniors can continue to live at home and spend their days in a structured, senior-focused activity center, while giving caregivers needed respite.

“My father just loves it there,” Laurie says. “He’s always talking about how friendly the staff is, and what fun he has. Thanks to the center, he once again has something to look forward to and a reason to get out of bed every day.”

Her comments are typical of other adult children, spouses and family members, grateful for a stimulating and structured environment for loved ones 18 and older who cannot be home alone. It’s a vital community service that the center has performed continuously since its opening in 1982 as one of the first adult day centers in the nation.

Today, it is also one of the most recognized and respected. This past June, the center became the first medical adult day center in Maryland named as an *Excellence in Care Dementia Program of Distinction* by the Alzheimer’s Foundation of America, and a model of care from coast to coast.

Open from 8 a.m. to 5:30 p.m. five days a week, the Medical Adult Day Center offers seated chair

exercises, entertainment, interactive programs and other social, recreational and rehabilitative activities ranging from therapy dog visits to sing-alongs. On-site registered nurses ensure participants take daily medications as prescribed and otherwise follow care instructions.

Yet one of the center’s chief hallmarks may also be the most intangible.

“I think that our warm and welcoming atmosphere distinguishes us from similar centers,” says nursing care supervisor, Meg McKenna, RN. “Because we’re relatively small—no more than 30 participants at a time—we can fully engage each individual for a more rewarding, personal experience.”

Josephine Khan can attest to that. She enrolled her bright, good-natured son Hakim when he was only 18 and already showing signs of a degenerative neurological disorder that would claim his life at 30. He joyously attended for over four years, decades ago, until his condition dramatically deteriorated. His mother still remains grateful for the respite, support and companionship both Hakim—and she—found at the center, where she’s still in touch and philanthropically supportive of its work, through general donations.

Laurie Mical agrees. “The staff is top-notch, treating everyone with dignity and respect at all times. Thanks to Holy Cross Health for making sure a program of this caliber can exist.”

“The Medical Adult Day Center was excellent, exactly what my son needed,” says Josephine Kahn. “I have warm memories of the place, people and programs.”

SERVING

In fiscal year 2014, Holy Cross Health Medical Adult Day Center’s community benefit was more than \$511,000, providing support and services to members of the community in need of adult daily care. Private support also helps cover costs for those unable to pay.

SUCCEEDING

In 2014, the center’s work in helping participants preserve function and cope with symptoms of dementia made it the first such center in all of Maryland to earn recognition for excellence in care by the Alzheimer’s Foundation of America.

STRENGTHENING HEALTH

The center actively engages participants—mentally, physically and socially—for health stimulation, prolonging quality of life. On-site health care professionals further assure a safe and secure environment.



SERVING

Holy Cross Health offers a wide range of free and low-cost community-based health care services and outreach programs that respond to community health needs and improve health status. These programs and services are available at multiple, convenient community locations throughout Montgomery and Prince George's counties, through Holy Cross Health's underwriting and community contributions.

SUCCEEDING

In 2014, more than 228,000 community members participated in a self-care program or service offered through Holy Cross Health's Community Health department, Senior Source and others.

STRENGTHENING HEALTH

Our community health programs include: physical activities, health screenings, vaccinations, seminars and lectures, chronic disease prevention and management, wellness and education, and support groups.



◀ “It is often challenging to find time to exercise,” explains Marilee Tollefson, “but Senior Fit is easily accessible at many locations—and there is no cost.”

Self-care Programs

Improving Health and Well-being

Holy Cross Health's commitment to strengthening and supporting the health and wellness of our community runs deep. From childbirth and parenting education to yoga and zumba classes...from providing flu and pneumonia vaccinations to teaching first aid and CPR, we offer programming for adults of all ages. True to our mission, however, the needs of special populations receive heightened attention.

That includes those living with serious chronic conditions and the largest, fastest-growing demographic group in Montgomery County: older adults. In response, Holy Cross Health offers a wide variety of free or low-cost programs to prevent disease and disability, promote self-care and disease management, and enhance quality of life.

Exercising Body and Brain

Studies show that older individuals who engage in regular physical activity can slow aging, prevent injury, and improve health and strength. In 1995, Holy Cross Health took that message to heart, launching Senior Fit, which is now the area's largest organized physical activity program for those 55 and older.

Over the years, Senior Fit has grown from a single site to 24 with the opening of its latest location in Rockville. Altogether, the free programs welcomed 600 new members for a total of 2,844 enrollees, accounting for 109,576 encounters during 2014—a 7 percent increase over the previous year.

“Senior Fit enriches the lives of participants by helping them maintain healthy bodies and a positive outlook,” says Sarah McKechnie, manager of the Community Fitness department.

Like a Senior Fit for the mind, Holy Cross Health's Memory Academy also concentrates on exercises, but for the aging brain rather than the body. The evidenced-based model—developed by the University of California, Los Angeles—teaches participants

challenging mental exercises and practical activities designed to maintain or improve recall. Offered at 14 different area sites for a nominal charge, the Memory Academy has helped more than 1,000 area individuals since 2008.

Keeping Disease and Disability at Bay

Another focus for Holy Cross Health is the prevention or management of chronic conditions that can drastically affect life and its quality. Chief among them is diabetes: a major problem in our area and one with serious, yet often preventable, consequences.

To address that need, Holy Cross Health offers programs throughout the area and at Senior Source, its award-winning center for active adults 55 and older. There, a comprehensive 16-week Diabetes Prevention Program helps high-risk participants modify their lifestyles, with a special focus on healthy eating and being active. The primary objective: decrease participants' weight by 5 to 7 percent, thereby lowering the primary indicator for developing diabetes, body mass index.

It works. In fiscal year 2014, 97 percent of the 31 participants who completed the program lost weight, thereby delaying or possibly even preventing the onset of diabetes. The free program's evidenced-based curriculum and demonstrated success have been recognized by the Centers for Disease Control and Prevention as an effective type 2 diabetes prevention lifestyle intervention.

Likewise, the Falls Prevention Program aims to combat the facts that one of every three seniors experiences a fall each year and the risk of falling increases with age. To improve balance and strength, while reducing fear of falling, the free program builds awareness; measures gait, agility and other factors; and trains participants.

“It's another example of Holy Cross Health's commitment to help seniors maintain independence and quality of life,” says Michelle Blanc, MS, manager, Senior Source. “Participants tell us all the time: ‘I don't know any other health system that does so much for older adults.’ That's so rewarding to hear.”



▲ Louise Harrison stands on the state-of-the-art Biodex Balance System, which measures gait and balance to assess the risk for falling.



2015 Holy Cross Health Board of Directors

Holy Cross Health is governed by dedicated, diverse and primarily local leaders who volunteer their time and talents to advance Holy Cross Health's mission to be the most trusted provider of health care services in our area.

Hercules Pinkney, EdD, Chair
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Edward H. Bersoff, PhD
Theresa V. Brown
Craig Dickman, MD

Lynne Diggs, MD
Daniel S. Flores
Sharon Friedman
Paul T. Kaplun, Esq.
William T. LaFond

Robert Lechleider, MD
Sister Ruth Marie Nickerson, CSC
Mary A. Paterson, RN, PhD
Nora Triola, RN, PhD
Sister Eileen Wrobleski, CSC

2015 Holy Cross Health Foundation Board of Directors

Equally committed leaders govern the Holy Cross Health Foundation, a 501(c) 3 not-for-profit organization created with the express purpose of raising philanthropic funds to support the mission and operational success of Holy Cross Health.

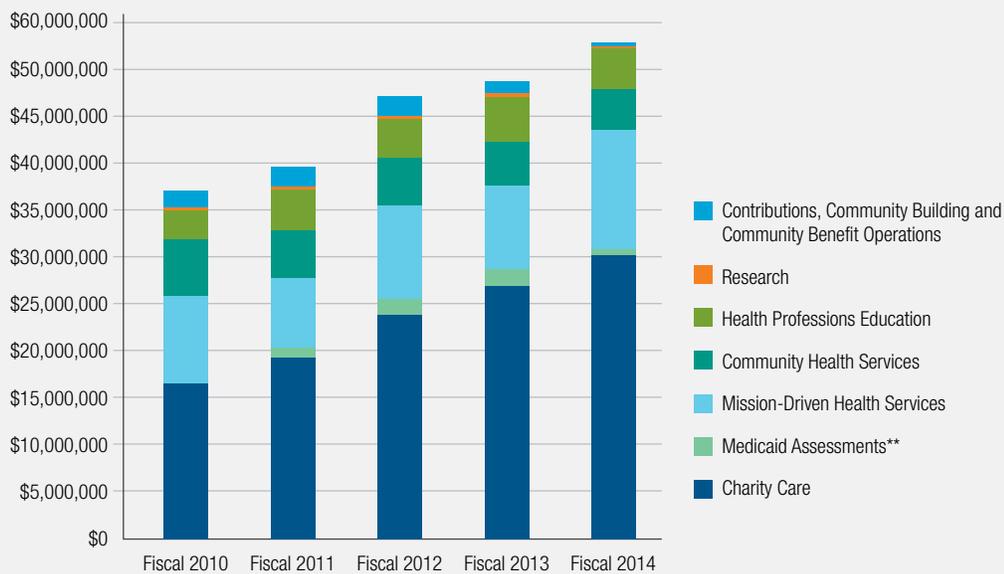
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Sheela Modin, MD

Vandana Narang
Michael O. Scherr
Vandana Trehan

A Tradition of Meeting the Needs of the Community

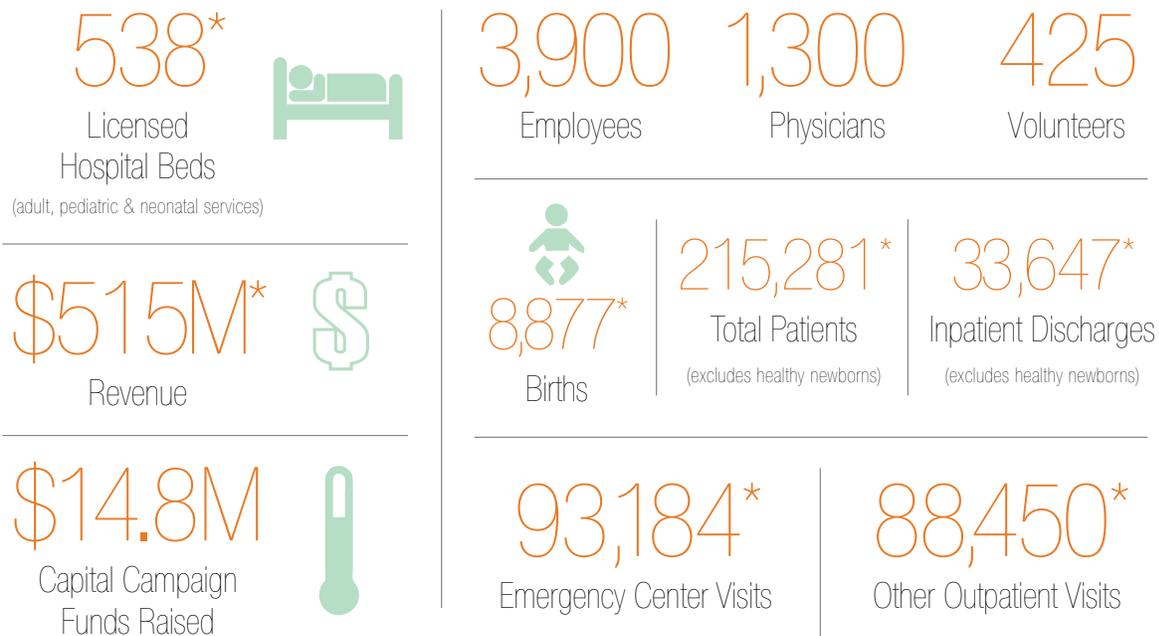
In the past five fiscal years, Holy Cross Health has provided more than \$228 million in community benefit including more than \$116 million in financial assistance.*



*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.

Holy Cross Health Facts and Figures



*2014 statistics

HOSPITALS



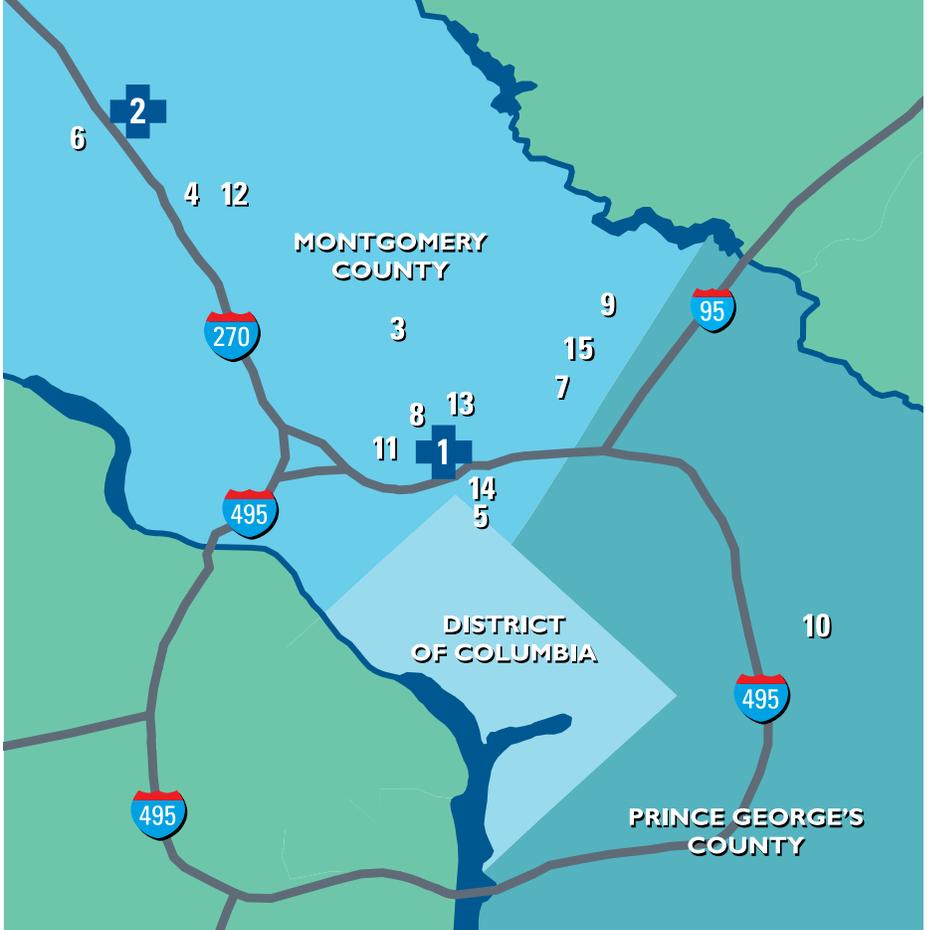
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Holy Cross Hospital
1500 Forest Glen Road
Silver Spring, MD 20910
301-754-7000



2

Holy Cross Germantown Hospital
19801 Observation Drive
Germantown, MD 20876
301-557-6000



Locations

HEALTH CENTERS



3

Holy Cross Health Center in Aspen Hill
13975 Connecticut Avenue
2nd Floor
Aspen Hill, MD 20906
301-557-1950



4

Holy Cross Health Center in Gaithersburg
702 Russell Avenue
Suite 100
Gaithersburg, MD 20877
301-557-1800



5

Holy Cross Health Center in Silver Spring
7987 Georgia Avenue
Silver Spring, MD 20910
301-557-1870

6 OPENING 2015

Holy Cross Health Center in Germantown
12800 Middlebrook Road, Germantown, MD 20874

SPECIALIZED CARE CENTERS AND SERVICES



7

Holy Cross Home Care and Hospice

11800 Tech Road
Silver Spring, MD 20904
301-754-7740



8

Holy Cross Radiation Treatment Center

2121 Medical Park Drive
Suite 4
Silver Spring, MD 20902
301-681-4422

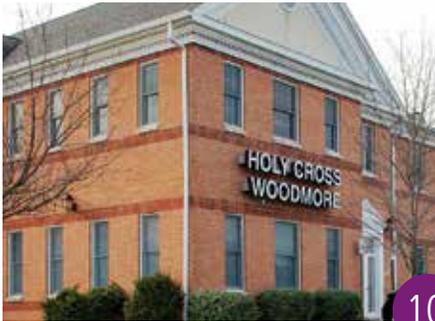


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Sanctuary at Holy Cross

A Trinity Senior Living Community
3415 Greencastle Road
Burtonsville, MD 20866
301-388-1400

PRIMARY CARE SITES



10

Holy Cross Dialysis Center at Woodmore

11721 Woodmore Road, Suite 190
Mitchellville, MD 20721
301-754-7560



11

Holy Cross Health Partners in Kensington

3720 Farragut Avenue
Kensington, MD 20895
301-949-4242



12

Holy Cross Health Partners at Asbury Methodist Village

201 Russell Avenue
Gaithersburg, MD 20877
301-557-2110

EDUCATION AND WELLNESS CENTERS



13

Holy Cross Resource Center

9805 Dameron Drive
Silver Spring, MD 20902
301-754-7000



14

Holy Cross Senior Source

8580 Second Avenue
Silver Spring, MD 20910
301-754-3404



15

Holy Cross Health Foundation

11801 Tech Road
Silver Spring, MD 20904
301-754-7130



About Holy Cross Health

Holy Cross Health is a Catholic, not-for-profit health system that serves patients through two hospitals, health centers, specialized care centers and innovative community-based services, with the commitment to be the most trusted health care provider in the area.

Holy Cross Hospital, one of the largest hospitals in Maryland, is home to the nation's first and region's only Seniors Emergency Center and is the only four-time winner of The Joint Commission's highest-quality award in the region. **Holy Cross Germantown Hospital** is the first new hospital in Montgomery County in 35 years, bringing much-needed, high-quality health services to the fastest-growing region in the county. **Holy Cross Health Network** builds and manages relationships with physicians, insurers and other health care organizations; operates Holy Cross Health Centers that provide primary care to low-income individuals; operates Holy Cross Health Partners primary care sites; offers a wide range of health and wellness programs; and oversees Holy Cross Health's community benefit program.

The Holy Cross Health Foundation is a not-for-profit organization devoted to raising philanthropic funds to support the mission of Holy Cross Health and to improve the health of our communities. Holy Cross Health is a member of Trinity Health of Livonia, Mich., one of the largest multi-institutional Catholic health care delivery systems in the nation.



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

HolyCrossHealth.org

For more information about Holy Cross Health's community benefit, contact Kimberley McBride, community benefit officer, at 301-754-7149 or mcbrik@holycrosshealth.org.