

**Remarks at Holy Cross Hospital's
50th Anniversary Reception
January 9, 2013**

**Kevin Sexton
President and Chief Executive Officer, Holy Cross Health**

Welcome to this great night when we celebrate and acknowledge so many people who built Holy Cross . In planning my comments, I reviewed the document we created on the history of the past fifty years. It is a great read and you will get one at the end of the evening. It was uplifting and humbling to me at the same time. It is human nature to focus on your own experiences, but so much of Holy Cross predates me, and most of us in this room. The dedication, the hard work, perseverance, and the difficult decisions that built this institution.

There are two groups I want to acknowledge for whom many or most of those trials and triumphs are not someone else's story.

We have in our audience, employees with 40-50 years of service to Holy Cross. They literally did help build this place from the beginning and have a very special place in our history. Would those employees please stand and be recognized.

The second group's connection to Holy Cross goes even further back – they conceived it, they financed it, they operated it successfully, and they inspire it always – the Sisters of the Holy Cross. (please stand).

Holy Cross has grown and evolved dramatically over 50 years – you will see that reflected in its history.

I will try to capture that history briefly by looking at four themes:

- our relationship with our community
- our relationship with our physicians
- our commitment to providing quality care
- our commitment to access for all

Holy Cross was truly of the community. The Silver Spring Hospital Association was formed in 1940 to deal with a shortage of hospitals in the growing areas of Montgomery County. It purchased land for a hospital in 1945 but was unable to secure financing until partnering with the Sisters of the Holy Cross in 1958. The Sisters, under the leadership of Mother Constantine, mortgaged their assets and began work, counting on “the people of Silver Spring for additional support.” – and here we are tonight.

That spirit of cooperation with the community has served us well through the years. In our recent history, it was critical to the major renovations of 1999-2005 as our neighbors worked closely with the hospital to plan and execute a project that worked for everyone.

We have maintained our Citizen's Liaison Committee and today it is helping guide our newest major project – a seven story tower to provide all patients with private rooms. I am extremely grateful to our neighbors for their good ideas and their sense of balance and fairness. Many are here tonight. Thank you. Our future success depends on maintaining that partnership and we pledge to do so.

When Holy Cross was planning to open, it reached out broadly and inclusively to the medical community. If you were a high quality physician, we wanted you here. In return, physicians were extraordinarily generous with their time and expertise. The medical staff and its leadership were essential to the hospital's success. Many of our medical staff, past and present, and many of our medical staff presidents, are here tonight. Would you please stand.

Our medical staff looks very different from the original one pictured in our commemorative book but it remains open and welcoming and essential to our ability to serve the community.

There has been a lot of discussion about the distance that has developed between physicians and hospitals and there is no doubt the relationships have changed in the new medical economy. However, on that September 11 day when everyone asked themselves, What can I do?, almost 200 physicians answered that question by coming to Holy Cross Hospital and volunteering to help. That spirit is still what drives us.

Going forward, we all must change the way we deliver healthcare to meet the new demands of our community and our society. Our belief at Holy Cross is that we can best develop those new models in partnership with physicians rather than through corporate control. That is where we are headed.

With respect to the third theme of driving quality:

Holy Cross has been focused on high quality care from its beginnings and has always had a rich undercurrent of innovation as part of that focus.

From its partnership with the U.S. Public Health Service to build a pilot CCU, which became a national model, to creating another pilot with Blue Cross to establish suburban Maryland's first home-based hospice program, Holy Cross joined with others to innovate and improve. It was in the first group of hospitals in Maryland to achieve accreditation from The Joint Commission and then joined the charter group participating in the brand new Medicare program.

It brought new technology – fetal monitoring, the NICU, and mammography to the area, among other advancements. And it started a long tradition of training healthcare professionals including medical education (George Washington University Medical School) and nursing education (Montgomery College). Those programs continue to this day.

Our recognition for quality from The Joint Commission also continues. They named Holy Cross as the only top performer in Maryland or the greater D.C. area on the goal of providing clinically proven interventions in all four areas of emphasis– heart attack, congestive heart failure,

pneumonia, and surgical care, every time to every patient. And we have done it two years in a row.

Holy Cross' appetite for innovation and improvement is still in evidence. It was the first hospital in the county to install a full electronic medical record with computerized physician order entry in 2008 and has been certified for such by Medicare. That same year, Holy Cross opened the first seniors' emergency room in the United States.

And this year, we began construction of the first new hospital in Montgomery County in 35 years, and the first in the U.S. on a community college campus with an innovative partnership with Montgomery College to train the next generation of healthcare professionals. Under that partnership, their annual number of nursing graduates has already increased 49 percent.

These times demand consistent high quality care and the innovation and creativity to deliver it within tighter resource constraints. We intend to build on our history to do that.

Finally, our commitment to access for all.

There is a distinction between goals, even really important ones, and the essence of an institution. Over Holy Cross' history, a fundamental faith-based commitment to ensuring that the needy and vulnerable are served is that essence.

Within one year of its opening, Holy Cross established an outpatient clinic to provide medical/surgical, and especially obstetric care, for those without the means to pay. Later, it established a Refugee Health Clinic to deal particularly with the influx of Vietnamese immigrants who had to leave their country and moved to the Washington, D.C. area.

More recently, in the face of the largest influx of immigrants into our country in a century, Holy Cross responded again, as the Sisters of the Holy Cross did around the turn of the 20th century.

In 1999, Holy Cross partnered with Montgomery County to serve an extremely vulnerable population – pregnant women, mostly immigrants, without insurance or sufficient financial resources. Since then, we have provided pre-natal care and OB care for almost 18,000 women with great results.

We have gone further to develop three outpatient centers, also in cooperation with the county, to serve uninsured adults. They provide a cost effective and often medically critical point of access to needed healthcare. Those centers perform at a high clinical level and are first rate in every way. Between our women and children's clinic and the three health centers, Holy Cross will provide almost 50,000 visits this coming year.

We have been cited by the State of Maryland for our community benefit program and received a perfect score for its content. It is managed as rigorously as any objective in our operating plan.

You may have heard the expression “no money, no mission” – we don't buy that. Our belief is that if our mission identifies a job that is essential, we respond and then figure out how to make it

work. I am very proud that Holy Cross has grown its market share and been a top 5 or top 10 financial performer in Maryland every one of the past 7 years, but I am prouder that in 1999, when there was no margin, we stepped up and served poor women in need.

As we face the challenges and opportunities ahead, I promise we will maintain our focus on those most in need. That is the ultimate legacy of the Sisters of the Holy Cross.

The future of Holy Cross is bright. It has great leadership in its new President, Judith Rogers. It has an extraordinarily talented and dedicated staff. And it has an exceptional sense of purpose.

My hope is that when people gather to celebrate Holy Cross in 25 or 50 years, they will talk about great accomplishments we can't imagine today. I especially hope they will continue to have the care of the most vulnerable as their calling and that it will provide them with the most satisfaction of all. Thank you.