

2013 COMMUNITY REPORT





December 2013

Commitment. Collaboration. Change. Those three words embody our long-standing tradition of working to improve the health of the diverse populations and communities we serve. For more than 50 years, we've been committed to ensuring that all community members, including the most vulnerable among us, have access to the same high quality care. We've collaborated with like-minded organizations to share talent and resources, multiplying our combined effectiveness while stretching precious dollars. And along the way, we have changed lives.

In the pages that follow are real-life examples of four of our innovative programs—developed by Holy Cross Health in concert with our partner organizations—that empower community members to manage and improve their own health, therefore improving the overall health of the community. These people's stories represent a tiny slice of our efforts. In fact, through free life-saving screenings, support groups, health education, wellness and exercises classes—and the provision of vital health care services, regardless of ability to pay—we recorded nearly 350,000 encounters with community members in 2013. That amounts to more than \$48 million worth of low or no cost services—or nearly \$130,000 each day—to advance the health and well-being of our growing community.

But the needs remain great. Even with the advent of the Affordable Care Act, thousands of adults in our community will still be uninsured, without adequate funds to keep themselves and their families healthy. For them, our network of Holy Cross Health Centers in Silver Spring, Gaithersburg and Aspen Hill are an essential safety-net, providing affordable and sustainable primary care to low-income individuals through nearly 30,000 patient visits each year.

Altogether, these programs and more are designed to fulfill our commitment to the community—a commitment that lies at our core. That commitment has been, and will always be reflected in the day-to-day operations of Holy Cross Hospital. And now—with the October 2014 opening of Holy Cross Germantown Hospital on the horizon—we look forward to expanding that commitment.

As you review the highlights of our achievements for the past year, I hope you, too, will see how Holy Cross Health brings its mission—to be the most trusted provider of health care in our area—to life, both within our walls and beyond.

A handwritten signature in black ink, appearing to read 'K. Sexton', written in a cursive style.

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

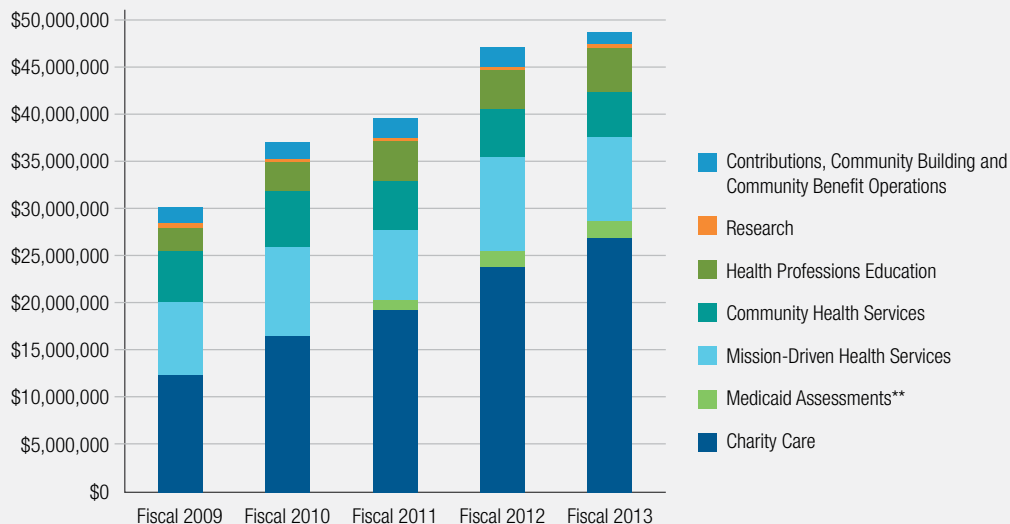
Highlights of Fiscal 2013 Quantifiable Community Benefits*

In fiscal 2013, Holy Cross Health provided more than \$48 million in community benefits including more than \$26 million in financial assistance.

	DIRECT COST	INDIRECT COST	OFFSETTING REVENUE	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>	Not Applicable	Not Applicable	Not Applicable	25,289	\$26,812,613
Medicaid Assessments <i>Unpaid costs due to Medicaid shortfalls</i>	\$12,042,149	\$0	\$10,297,543	Not Applicable	\$1,744,606
Mission-Driven Health Services <i>Offering services that otherwise might not be available and are not expected to result in revenue</i>	\$4,189,092	\$5,653,509	\$793,331	40,367	\$9,049,270
Community Health Services <i>Providing health screenings with links to treatment, as well as education, lecture and exercise programs</i>	\$3,244,742	\$1,790,440	\$321,510	215,951	\$4,713,672
Health Professions Education <i>Hosting physician residency programs, training students of nursing and other disciplines, and operating a School of Radiologic Technology</i>	\$2,820,693	\$1,933,134	\$11,550	7,608	\$4,742,277
Research <i>Participating in studies on health care delivery and clinical trials sponsored by government agencies, universities and foundations</i>	\$170,897	\$117,921	\$0	1,305	\$288,818
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>	\$921,404	\$469,080	\$0	40,955	\$1,390,484
	\$23,388,977	\$9,964,084	\$11,423,934	306,186	\$48,741,740

A Tradition of Meeting the Needs of the Community

In the past five fiscal years, Holy Cross Health has provided more than \$202 million in community benefit including more than \$98 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.

COMMITMENT

Holy Cross Health Network's three primary care health centers delivered services worth approximately \$3.5 million through nearly 30,000 patient visits during 2013. Holy Cross Health is one of the area's largest safety-net providers and the only health system in Montgomery County to operate its own health centers.

COLLABORATION

With support from CareFirst BlueCross BlueShield, the Holy Cross Health Center in Aspen Hill is one of two local providers selected by the Primary Care Coalition of Montgomery County to implement a Patient-Centered Medical Home pilot project.

CHANGE

During the PCMH's first year, the Holy Cross Health Center enrolled 62 seriously ill patients with multiple chronic, complex conditions. After 18 months, approximately 60 percent of those with high-blood pressure had lower readings; 43 percent of diabetic patients experienced better blood sugar control; and elevated cholesterol levels dropped by one-third among previously high-risk patients.



Patient-Centered Medical Home

A new care model is helping patients with chronic medical issues and complex social needs learn how to keep their conditions under control...and keep themselves healthy. It's a variation of a Patient-Centered Medical Home (PCMH).

And it's currently offered to a select group of patients at the Holy Cross Health Center in Aspen Hill—one of only two local safety-net providers selected as test sites by the Primary Care Coalition of Montgomery County.

Health care spending is highly concentrated among people with multiple chronic conditions. In fact, nearly two-thirds of all health care expenditures are spent on a mere 10 percent of the population.

With support from CareFirst BlueCross BlueShield, the three-year pilot program is designed to evaluate whether the PCMH approach—already validated among insured patients—works as well with uninsured populations.

“Many of these patients are simply overwhelmed by their health problems, combined with the lack of insurance or finances, struggles with language or literacy, and other issues,” explains Cal Robinson, vice president, Operations, Holy Cross Health Network. “In addition to health care, they need help handling the competing priorities in their lives.”

How it Works

“The PCMH program strives to decrease preventable hospital admissions and re-admissions by teaching patients self-care, and by giving them the encouragement, resources and support they need to achieve that objective,” says Elise Riley, MD, medical director for the Holy Cross Health Centers.

Toward that end, health center physicians or staff identify patients with multiple medical conditions whom they believe could benefit from the intensive, hands-on relationship that lies at the heart of the PCMH model. Potential participants also are referred from Holy Cross Hospital's Emergency Center and Transitional Care Program. To date, 62 medically complex patients—most suffering from a combination of heart failure, diabetes or high blood pressure, often compounded by depression—have joined.

A dedicated nurse care manager, working exclusively with the PCMH population, meets with each patient to discuss, select and agree upon goals to address medical issues. At the same time, a health care coach—sponsored through the *We Care Program* of CHE Trinity Health, of which Holy Cross Health is a member—devises a wellness plan with the patient's input. The nurse, health care coach and primary care physician are in frequent contact with the patient, in person and by phone, to identify and resolve barriers to self-management.

Investing in the Future

Evan Ploussiou is a typical PCMH participant. At 45, he is a severe diabetic and overweight, with high blood pressure and high cholesterol. He's also a smoker, currently unemployed and the primary caregiver for his ill and elderly parents.

“I'm trying to conform to my promise to manage my health,” Evan says.

“Through this program, I'm now monitoring my sugar levels daily, taking my medications as directed, keeping health center appointments, and trying to lose weight. As a result, my diabetes is under more control. I've also joined a smoking cessation program, and Holy Cross Health's adult caregivers support group and nutrition classes. The people at the health center support me in everything I do.”

Program results may help refine efforts to both improve health and reduce health care costs for those with complex medical and social needs in the future. So far, Dr. Riley is optimistic.

“Based upon what we've seen to date, the pilot program is already making a difference,” she says.



“ The people at the Holy Cross Health Center in Aspen Hill are so friendly and helpful, I feel like they're family,” says Evan Ploussiou, a patient for the past five years. “Before, I didn't have a primary care provider. Now I'm in almost all of their programs, and making progress.”

COMMITMENT

Holy Cross Health invested more than \$300,000 in the Community Health Workers program in 2013. The program advances health awareness for self-management, healthful behaviors and access to primary care within underserved racial and ethnic communities.

COLLABORATION

With support from Maryland's Minority Outreach and Technical Assistance program, Holy Cross Health leads a collaboration with the Asian American Health Initiative and the African American Health Program of Montgomery County, Community Ministries of Rockville and the Maryland Commission on Indian Affairs.

CHANGE

In 2013, the Holy Cross Health Community Health Workers program:

- Distributed nearly 38,000 health brochures and fliers
- Held 171 health events, targeting African American, Asian American/Pacific Islander, Latino/Hispanic, Native American and female populations
- Recorded more than 15,000 encounters through health education sessions and other interactions with community members



Community Health Workers

Brimming with pamphlets, resources and enthusiasm, Holy Cross Health's community health workers visit homeless shelters and apartment complexes. They chat with people in beauty and barber shops, flea markets and laundromats, churches and YMCAs.

Their goal: To help reduce health disparities and inequities among underserved racial and ethnic communities in Montgomery County by promoting health awareness, lifestyle improvements and the importance of regular, primary care.

Holy Cross Health started the program in 2001 to reach the poor and vulnerable within these populations. A dozen years later, it is more important than ever.

"Montgomery County today is one of the most culturally and ethnically diverse in the nation, with African Americans, Latino Americans and Asian Americans accounting for more than 50 percent of the population," says Wendy Friar, RN, MS, Holy Cross Health's vice president, Community Health, and community benefit officer. "Cultural and linguistic differences can pose huge barriers to understanding how to navigate the nation's complex health care system. A low income or lack of health insurance can be a barrier as well."

Holy Cross Health's community health workers help bridge those gaps by informing and linking racial and ethnic groups in need to available services, providers and programs. Interactions range from informal one-on-one conversations to presentations to audiences of 100 or more.

Walking the Walk

"Community health workers reach people where they're comfortable, in their own settings, using the same language and familiar terms," says Shelly Tang, MPH, Holy Cross Health's

manager of Minority and Community Outreach, noting that the staff includes native Spanish and Russian speakers. "Since most staff come from the community they're serving, their messages are more readily accepted and trusted."

The approach works. Over the years, community health workers have introduced uninsured community members to the Holy Cross Health Network's three health centers, where they can receive affordably priced, sustainable health care—the program's ultimate objective. They also recruit people to free screenings and seminars run by Holy Cross Health on women's health, cancer, heart disease, obesity, diabetes and other issues that disproportionately affect racial and ethnic communities. When needed, community health workers even transport individuals to and from appointments, provide referrals to support groups, and assist with paperwork for financial assistance.

Since the advent of the Affordable Care Act, raising awareness of the new health insurance exchanges—and how to get more information about eligibility, enrollment and possible subsidies—has been added to the list.

Next Steps

Now a new initiative, the Community Health Education Course, promises to take the program's effectiveness to the next level. Launched in 2013, the course focuses on six priorities identified by the Montgomery County

Community Health Needs Assessment—cardiovascular health, diabetes, obesity, cancer, maternal/child health and behavioral health—with the goal of standardizing community health workers' knowledge and boosting their confidence as educators.

The eight-week course was designed to include cultural perspectives in addition to topical knowledge. Through class interaction, it also considers how different racial and ethnic communities perceive, access and receive health care, and the best ways to reach them.

Debra Wylie, a Holy Cross Health community health worker, was one of the first to complete the course and "loved it. Now I have more understanding and information about medical tests, treatments and resources. By sharing that knowledge with the community, I can help change, and even save, lives."



“ Sometimes, I speak at three health fairs a day,” says Debra Wylie, a community health worker for Holy Cross Health. “Other days, I visit public places, pass out educational material, and talk to anyone who’s interested in improving their health. I tell them about valuable resources, including our affordable health centers.”

COMMITMENT

Holy Cross Health devoted \$310,935 to the Faith Community Nurse Program during fiscal 2013 alone, through church needs assessments, program design and implementation, educational classes for congregations, and serving as a resource to faith community nurses.

COLLABORATION

Holy Cross Health's Faith Community Nurse Program empowers 65 congregations, of all traditions and denominations, to improve members' health through health promotion, awareness and educational classes, screenings and more.

CHANGE

Through personal health counseling, advocacy, classes and home/hospital visits, faith community nurses had approximately 9,000 encounters last year throughout Montgomery and Prince George's counties, the District of Columbia and northern Virginia. Altogether, the program helps a potential audience of 100,000 congregational members attain and maintain good health.



Faith Community Nursing

In 1993, Holy Cross Hospital became one of the first hospitals nationwide to adopt a new outreach model called faith community nursing. The concept focuses on the holistic and spiritual side of health and well-being, with houses of worship partnering with a hospital to promote health within their congregations.

For Holy Cross Hospital, it was a match made in heaven.

Five local churches signed on immediately, making the hospital's Faith Community Nurse Program the area's first. Now celebrating its 20th anniversary, the program today serves 65 congregations.

"Each congregation's needs, desires and cultures are different," says Carmella Jones, RN, M. Div., director of Holy Cross Health's Faith Community Nurse Program. "We don't dictate what they should do; rather, we support individual congregations' efforts to achieve their own goals as they define them."

That insider perspective is key to the program's success. In Holy Cross Health's model, each faith partner program is, ideally, led by a nurse who is a member of the congregation. Clergy endorsement and a congregational health committee help support and sustain the program.

For example, Silver Spring's Lutheran Church of St. Andrew—one of Holy Cross Health's oldest and largest faith community nursing partners, with 2,000 members—depends upon volunteers to fulfill its health ministry.

"It's the only way I can accommodate the many requests we receive," says St. Andrew's member and program leader, Marilee Tollefson, RN.

Working Together

Throughout the partnership, Holy Cross Health's staff advises and

supports faith community nurse leaders. Work begins by defining each ministry's mission and vision and assessing the congregation's current health needs, followed by introducing programs to address them. Other activities include annual retreats and educational programs for faith community nursing leaders; listservs and networking events to connect participating nurses to each other; and a newsletter to share useful tips, new programs and resources. A real and virtual library on pertinent subjects is also available.

Most congregational programs begin with preventive health activities, such as blood pressure screenings, flu clinics and exercise classes. From there, individual programs evolve to follow their own paths, with many of the more active congregations, like St. Andrew's, offering extensive services.

"We now feature educational classes and seminars run by Holy Cross Health, home/hospital visitation, support groups and more," says Marilee. "Among the elderly and chronically ill, the need is especially great and growing."

Giving and Receiving

St. Andrew's member Judy Gundersen, a former nurse, has been on both sides of the program.

Having developed muscular dystrophy in her late 50s, Judy functioned fairly

well for years. But as her disease progressed—and her husband suddenly fell ill and died—Marilee and her faith community nursing program volunteers stepped in.

"Through the program, I found a live-in, home health worker; borrowed a walker, wheelchair and other equipment; got rides to doctor's appointments; and so much more," says the 68-year-old. "I don't know what I would have done without it."

The experience also renewed her desire to help others. Today, she volunteers for St. Andrew's faith community nursing ministry, calling disabled and other housebound church members to check on their health, well-being and spirits.

"Being a recipient really made me want to give back," says Judy. "Faith community nursing changed my life."



“ I serve as a health educator, counselor and resource to St. Andrew's health ministry volunteers and the congregation,” says Marilee Tollefson, RN, who's led her church's program for 14 years. “And Holy Cross Health's Faith Community Nurse Program fulfills those same functions for me.”

COMMITMENT

Holy Cross Health offers 68 free Senior Fit classes each week at 23 facilities in Montgomery and Prince George's counties and the District of Columbia. In 2013, the cost of the program was \$148,951, primarily accrued through personnel costs for the specially trained fitness staff.

COLLABORATION

Kaiser Permanente of the Mid-Atlantic States helps fund Senior Fit, with the Montgomery County Department of Recreation, the Maryland National Capital Parks and Planning Commission, Asbury Methodist Village and local churches contributing space for classes.

CHANGE

The largest physical activity program for older adults in the community, Senior Fit welcomed 880 new members and recorded more than 103,000 encounters during the last fiscal year alone.



Senior Fit

Staying physically active and exercising regularly can help prevent, delay or manage many diseases and disabilities, including arthritis, heart disease, high blood pressure and cancer.

In order to make it easier and more convenient for older Americans to remain physically active, Holy Cross Health launched its innovative Senior Fit program in 1995. Thriving ever since, the exercise program is now the area's largest for those age 55 and over, extending from Washington, D.C., and Prince George's County throughout Silver Spring and into northern Montgomery County, near the soon-to-open Holy Cross Germantown Hospital. And it's free.

That's good news for area residents, where the population age 65 and older is projected to nearly double over the next 20 years.

A Moving Experience

"Over the years, we've developed a consistent, evidenced-based approach to advancing the health of older adults," says Wendy Friar, RN, MS, Holy Cross Health's vice president, Community Health, and community benefit officer. "Our objective is to maintain and improve the health of seniors while prolonging their independence and quality of life."

Certified fitness professionals with special expertise in training both seniors and people with chronic conditions lead the classes. The program has proven its effectiveness at promoting strength, cardiovascular endurance, flexibility and balance.

Octogenarian Olavee Pogue, a Senior Fit member for the last three years, says, "We walk, stretch, do some aerobics. Our instructor sure puts us through a good routine, and makes it interesting! I know that my health,

both physically and psychologically, is much better because of the program."

Like Olavee, the majority of Senior Fit participants are in their 70s and 80s, with most attending at least two classes weekly. Beyond its physical benefits, Senior Fit also gives older people—many of whom have lost spouses or may be alone and isolated—an opportunity to connect with others.

Participants annually rate their progress, with more than 90 percent reporting an increase in overall strength and flexibility. Well over three-quarters notice less pain, better balance and an improved ability to handle daily activities.

Such personal assessments are verified through more scientific means.

"Twice a year, we administer an evidence-based test to measure upper and lower body strength, speed/agility and upper body flexibility," says Holy Cross Health's Sarah McKechnie, manager, Community Fitness. "Our most recent results showed above average performance in all four areas, with a corresponding decline of 'at risk' or 'below average' scores for flexibility, a goal we have worked toward over the past few years."

Rising Requests

The National Council on Aging recognized Holy Cross Health's Senior Fit as one of the nation's top

10 fitness programs for older adults in 2003. Ten years later, demand for the program is still strong and growing, here and elsewhere, with many current organizational partners eager to add more sessions. Over the years, several other hospitals in the CHE Trinity Health system, of which Holy Cross Health is a member, have launched programs of their own in Michigan, Iowa and Indiana.

Olavee, who was recruited by friends and has recruited others in turn, understands the program's popularity.

"Senior Fit is a blessing," she says. "Even if I sometimes don't feel like going, I always feel so much better after I exercise. I'd like to thank Holy Cross for providing such a wonderful benefit to our community."



“ I’ve been participating in Holy Cross’ Senior Fit program for three years now, and I really notice a difference,” says 82-year-old Olavee Pogue. “On the days I exercise, my energy is up and I sleep better. Plus, I enjoy the camaraderie. It’s just all around good for you!”



About Holy Cross Health

Holy Cross Health is a not-for-profit health system based in Montgomery County, Md., that serves nearly 200,000 patients each year through a full range of inpatient, outpatient and innovative community-based services, with the mission 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 three-time winner of The Joint Commission's highest quality award in the region. **Holy Cross Germantown Hospital** will be the first new hospital in the county in 35 years when it opens in October 2014. **Holy Cross Health Network** operates Holy Cross Health Centers in Silver Spring, Gaithersburg and Aspen Hill and manages relationships with physicians and insurers. Holy Cross Health is a member of CHE Trinity Health of Livonia, Mich., one of the largest health care systems in the country.

Mission

We, Holy Cross Health and CHE 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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