

# Listening. Responding. Improving Health.



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



**HOLY CROSS HOSPITAL**

A MEMBER OF  TRINITY HEALTH



January 2012

Holy Cross Hospital serves one of the most diverse communities in the nation. While Montgomery County is among the nation's wealthiest, an estimated 124,000 uninsured adults also call it home. Many people enjoy a high level of education, while others have limited English skills. A large community of women of childbearing age exists along side a senior population that is expected to grow dramatically in the coming years. And as a "gateway suburb" to immigrants from all over the world, this area is one of the country's most racially and ethnically diverse.

This diversity brings great vitality to our community. But it also presents complex and varied health care needs to which we must respond. As a mission-driven, not-for profit organization – and as 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 2011, Holy Cross Hospital provided more than \$39 million in community benefit including more than \$19 million in free or reduced-cost services, encountering community members more than 284,000 times. Each day, on average, the hospital committed more than \$100,000 to community benefit programs and touched more than 750 people through these programs.

We regularly study our diverse 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.

During 2009 to 2011, Holy Cross Hospital participated in a collaborative community health needs assessment process. In 2011, we identified unmet needs in the following areas: access to health services; cancer; diabetes; heart disease and stroke; exercise, nutrition and weight; and maternal, fetal and infant health.

This report highlights three 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: our network of health centers for low-income, uninsured adults; our award-winning senior exercise program; and our diabetes prevention program.

Our commitment to listening to the community and responding with programs to improve health will always be central to Holy Cross Hospital's mission and day-to-day operations. That was true when Holy Cross Hospital opened nearly 50 years ago, it is true today, and it will be true when we open the doors to our new hospital in Germantown in 2014 and beyond.

A handwritten signature in black ink, appearing to read "Kevin J. Sexton". The signature is fluid and cursive, with a long horizontal stroke at the end.

**Kevin J. Sexton**  
President and CEO  
Holy Cross Hospital

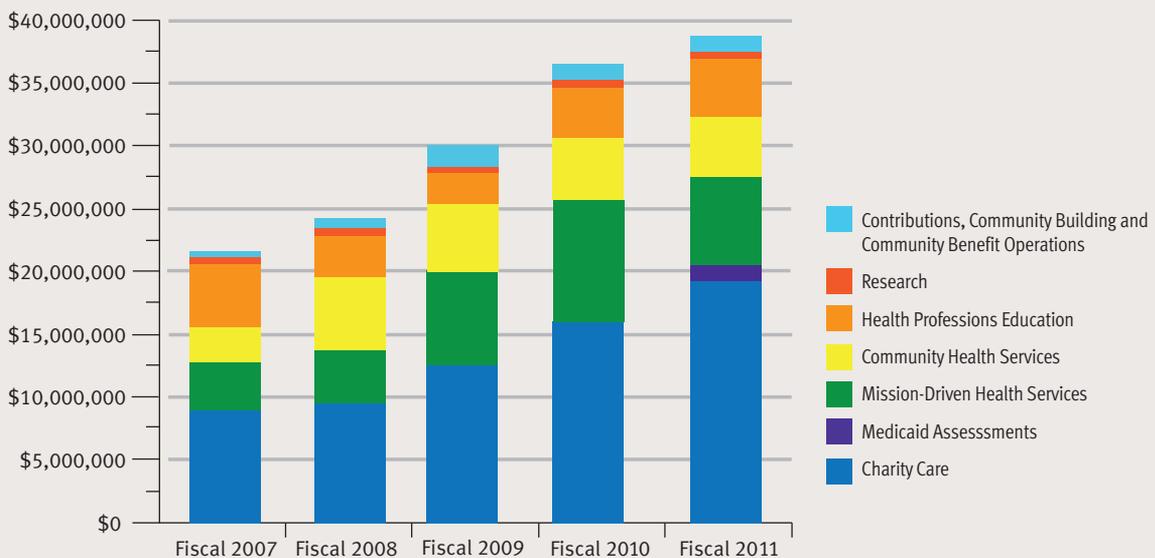
# Highlights of Fiscal 2011 Quantifiable Community Benefits\*

In fiscal 2011, Holy Cross Hospital provided more than \$39 million in community benefit including more than \$19 million in financial assistance.

				ENCOUNTERS	NET COMMUNITY BENEFIT
<b>Charity Care</b> <i>Providing services free of charge or at reduced charges to individuals who meet certain financial criteria and are unable to pay.</i>				23,682	\$19,235,553
<b>Medicaid Assessments***</b> <i>Unpaid costs due to Medicaid shortfalls.</i>	DIRECT COST \$3,996,251	INDIRECT COST \$0	OFFSETTING REVENUE \$2,951,173	n/a	\$1,045,078
<b>Mission-Driven Health Services</b> <i>Offering services that otherwise might not be available and are not expected to result in revenue.</i>	\$3,833,106	\$4,464,681	\$827,516	35,173	\$7,470,271
<b>Community Health Services</b> <i>Providing health screenings with links to treatment, as well as education, lectures and exercise programs.</i>	\$3,696,025	\$1,707,316	\$290,630	189,449	\$5,112,711
<b>Health Professions Education</b> <i>Hosting physician residency programs, training students of nursing and other disciplines, and operating a School of Radiologic Technology.</i>	\$2,556,637	\$1,738,476	\$9,175	8,722	\$4,285,938
<b>Research</b> <i>Participating in studies on health care delivery and clinical trials sponsored by government agencies, universities and foundations.</i>	\$173,496	\$117,963	\$0	1,305	\$291,459
<b>Financial Contributions, Community Building and Community Benefit Operations</b> <i>Providing administrative support for community benefit operations and supporting community organizations by providing in-kind services and hospital space.</i>	\$1,457,753	\$636,004	\$250	26,125	\$2,093,507
				284,456	\$39,534,517

## A Tradition of Meeting the Needs of the Community

In the past five fiscal years, Holy Cross Hospital has provided more than \$152 million in community benefit including more than \$66 million in financial assistance.



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

\*\*Fiscal 2011 began on July 1, 2010, and ended on June 30, 2011.

\*\*\*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.



**Akouele Amegavi**, age 57, came to Holy Cross Hospital with extreme swelling in her legs and a severe wound that was not healing, caused by uncontrolled high blood pressure and diabetes. Like many people without health insurance, she could not afford care for these preventable and treatable health conditions, which required emergency hospital care when they became critical.

*"When I was in the hospital, the doctors and nurses really got my problems under control,"*

*said Amegavi.*" Once Amegavi went home, Martha Piedrasanta, RD, MPH, of Holy Cross Hospital's Transitional Care Program, contacted her to make sure she understood her diagnoses and care instructions, filled her medication prescriptions and scheduled her follow-up appointments.

*"I provided instructions in her native French to ensure she took all 10 of her medicines correctly,"* said Piedrasanta. *"I also made follow-up appointments for her at the Holy Cross Hospital Health Center and facilitated her enrollment in Medicaid so that she would have health insurance."*

Now, a year later, Amegavi's health is stabilized. She takes her medications regularly, her diabetes and blood pressure are under control and her wound has healed. She has not been hospitalized in close to a year.

*"I feel like a new woman, thanks to Holy Cross Hospital,"* said Amegavi.



## Easing the Transition from Hospital to Home for Uninsured Patients

After a hospitalization, patients sometimes return quickly to the hospital simply because they were unable to take care of themselves once they returned home. In some cases patients are not able to see a physician in a timely manner, and in other cases, patients do not get the necessary medication or do not understand how to appropriately take the medication.

*"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 Elise C. Riley, MD, medical director, Community Care Delivery, Holy Cross Hospital.

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 within 30 days.

### Enhanced Discharge Planning

Often the hospital identifies at-risk uninsured patients for special outreach even before they leave the hospital.

*"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 the patient gets a timely appointment."*

### Easing the Transition

A bilingual Transitional Care Program health professional calls uninsured patients between one day and one week after discharge. Each month, the program reaches out to between 150 to 185 uninsured patients.

*"During our follow-up calls, we educate patients about their hospital stay, ensure they understand their diagnosis, confirm that follow-up appointments are made, and confirm their medication plan,"* said Wendy Friar, RN, vice president, Community Health, Holy Cross Hospital.

### Connecting with Follow-up Care

The Transitional Care Program refers many at-risk uninsured patients to the hospital's community health centers, which provide affordably priced care (see sidebar).

*"Our health centers are a lower-cost outpatient alternative to very high-priced emergency care,"* said Calvin Robinson, executive director, Community Care Delivery, Holy Cross Hospital. *"Providing care in this setting eases emergency room crowding, helps to control health care costs and improves the quality, efficiency, continuity and equity of care for uninsured patients."*

### Support for Self-Management

The Transitional Care Program also provides patients with information about Holy Cross Hospital's community-based education, exercise and chronic disease self-management programs.

*"We educate patients on how to responsibly 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."*

### **Our Expanding Health Center Network Increases Access to Care for Underserved Adults**

**We're Listening:** Research revealed that one in 10 Montgomery County residents, including one in three Latino residents, does not have health insurance. A lack of health insurance combined with the high cost of medical care decrease access to care and can lead to unmet health needs.

**We're Responding:** Holy Cross Hospital Health Centers in Silver Spring and Gaithersburg provide affordably priced care to low-income, uninsured and underserved Montgomery County adults. A third center will open in Aspen Hill in 2012. Holy Cross Hospital is a leading safety net provider with 21,349 health center patient visits in fiscal 2011.

**We're Improving Health:** Physicians, nurse practitioners, physician assistants and registered nurses provide health center patients with primary medical care, annual screenings, chronic disease management, behavioral health, preventive care, health education, and follow-up care for emergency room and hospital visits. Interpretation and translation services are readily available. The methods of evaluation for the health centers include the number of visits compared to the budget, and diabetes and heart failure indicators.

## Senior Fit Improves Senior Health

### **Exercise Program Reduces Heart Disease and Stroke Risk for Seniors**

**We're Listening:** Seniors are at high risk for heart disease. Research revealed that half of Montgomery County seniors age 65 and older have high blood pressure and more than half have high cholesterol levels, which is a major risk factor for heart disease. In Montgomery and Prince George's counties, heart disease is the leading cause of death and stroke is the third leading cause of death.

**We're Responding:** Holy Cross Hospital's Senior Fit is a free, 45-minute exercise program for adults ages 55 and older of varying physical abilities. Each week, 61 classes are offered at 21 sites throughout Montgomery and Prince George's counties and the District of Columbia, through a partnership among Holy Cross Hospital, Kaiser Permanente, Maryland National Capital Parks and Planning Commission, Montgomery County Department of Recreation and local churches. In fiscal 2011, more than 2,852 seniors actively participated 82,571 times.

**We're Improving Health:** The methods of evaluation for Senior Fit include the Rikli and Jones Senior Fit Test completed twice a year as well as a qualitative evaluation.

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

*"Exercise is one of the best ways to prevent or manage heart disease, but starting a fitness regimen can be overwhelming for older adults,"* said Sarah McKechnie, manager, Community Fitness, Holy Cross Hospital. *"Senior Fit offers conveniently located classes that are specifically designed for seniors, which makes exercise less intimidating than traditional fitness facilities."*

### **Breaking Down Barriers to Fitness**

Senior Fit is a free, 45-minute exercise program for adults ages 55 and older of varying physical abilities.

*"Our program grew significantly this year with 714 new participants and the opening of our 21st site, which made classes even more convenient for participants,"* said McKechnie.

### **Improving Senior Health**

Senior Fit classes help older adults improve their cardiovascular endurance, strength, flexibility and balance. The program also supports seniors in managing chronic diseases and maintaining their independence.

Senior Fit is a best-practice program, utilizing the American College of Sports Medicine guidelines. Nationally certified fitness professionals who have experience working with seniors and people with chronic conditions teach the classes and assess participant performance twice a year to measure strength, speed, agility and flexibility.

*"A comparison of the last two fitness assessments showed that a high percentage of participants perform 'above standard' on three of four evidence-based senior fitness tests,"* said McKechnie. *"On all four tests, we found an increase in those who performed 'above standard'*

*and a decrease in those who scored 'below standard,' which demonstrates improvement in functional ability."*

### **Recognized Results**

Senior Fit has received multiple awards of excellence. 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.

*"The study demonstrated that our community-based exercise classes for seniors help to improve upper body strength, lower body strength and motivation to exercise,"* said McKechnie.

### **Expanding for the Future**

*"We look forward to expanding our program to meet the steady demand for new classes,"* said McKechnie. *"We also are enhancing our participants' links to other health care services by building an improved referral network of health care professionals and connecting participants with Holy Cross Hospital's chronic disease prevention and management programs."*



*"Every time I see my cardiologist he asks me if I'm exercising," said **Alex Waganheim**, 84, of Silver Spring. "I've had some trouble with my heart over the years, but I know that if I weren't exercising I would probably have had more problems."*

Alex had heart bypass surgery almost 30 years ago and has had stents placed in his heart since then for coronary artery blockages. For the past 15 years he has participated in Senior Fit to strengthen his heart and to help control his cholesterol. Holy Cross Hospital created this free 45-minute exercise program for adults ages 55 and older in 1995.

*"My wife and I go to the Senior Fit class near our home three times a week because we really believe in it," said Waganheim.*

*"It's a friendly group, and seeing your friends go through it too makes it easier."*

Waganheim's favorite part of the class is the beginning. *"The instructor has us run in place and walk quickly around the gym to raise our heart rates,"* said Waganheim. *"It makes me feel good, and I have plenty of energy for it."*





**Joyce Nelson** is one of the 41 million Americans between the ages of 40 and 74 to be diagnosed with pre-diabetes. *“I was really surprised with this diagnosis because no one in my family has diabetes,”* the now 76-year-old said.

Pre-diabetes is a term used to describe people who are at increased risk of developing diabetes. The progression from pre-diabetes to diabetes, however, is not inevitable.

*“Holy Cross Hospital’s Diabetes Prevention Program helped me get back on track with my exercising and eating habits,”* Nelson said. Nelson met her goal of losing 16 pounds and 7 percent of her body fat.

As part of her exercise regimen to reduce her risk of developing diabetes, Nelson continues to walk at a local shopping mall every morning. *“The Diabetes Prevention Program was marvelous,”* Nelson said. *“It really helped me change my future for the better.”*



## Tackling Diabetes Before it Begins

Diabetes affects an estimated 23.6 million people in the United States. Diabetes can lower life expectancy by up to 15 years and increases the risk of heart disease by two to four times. It is also the leading cause of kidney failure, lower limb amputations and adult-onset blindness.

### Meeting an Unmet Need

Holy Cross Hospital's Diabetes Prevention Program was created in response to a growing need in the community.

*"There were an abundance of diabetes education programs in the area, yet there was nothing that targeted the unique needs of the person whose blood sugars were above normal but not in the range to be classified as type 2 diabetes,"* said Wendy Friar, RN, vice president of Community Health at Holy Cross Hospital. *"People with this condition, called "pre-diabetes," are up to 15 times more likely to develop type 2 diabetes than those with normal blood glucose levels."*

### Taking Control

Pre-diabetes puts an individual at risk not only for diabetes, but also for cardiovascular disease due to other metabolic abnormalities that accompany elevated blood glucose levels. But the progression from pre-diabetes to diabetes, however, is not inevitable.

*"Studies suggest that weight loss, a healthy diet and increased physical activity among people with pre-diabetes can help prevent or delay diabetes and may return blood sugar levels to normal,"* said Friar.

Holy Cross Hospital offers a 12-week Diabetes Prevention Program, followed by optional monthly support meetings, with outcome goals that include the achievement of 5 to 7 percent weight loss and a minimum of 150 minutes of moderate activity each week.

### Coaching for Success

Participants are encouraged to follow a low-fat, calorie-controlled diet and are fed meals and given recipes that represent this way of eating.

*"Participants are given tools – such as pedometers, fat and calorie books, trackers and exercise DVDs – to aid in their success,"* said Friar. *"We also established an incentive program that rewards individuals who meet their weight loss and exercise goals."*

All classes, meals, incentives and tools are provided free of charge to any individual who has been diagnosed with pre-diabetes or with specific metabolic abnormalities that increases their risk for cardiovascular disease. Grocery store tours, cooking demonstrations and laboratory blood draws at the hospital also are available at no cost to each participant.

### Responding to a Diverse Community

In 2010, the Diabetes Prevention Program recognized a need for classes targeting Latinos with limited-English proficiency.

*"In a culturally competent and linguistically sensitive manner, we overcame language and cultural barriers to ensure that participants received a quality program,"* said Friar. *"Our educators found that they also could overcome challenges such as participant literacy, financial limitations and neighborhood safety by partnering with our local public schools, community and senior centers and the YMCA Linkages to Learning. To make this program inviting and engaging, we used familiar foods and stressed the importance of exercise in a fun manner."*

### Measurable Success

*"Almost all of our participants lose weight, and most demonstrate an increase in their physical activity, reduce their HbA1c levels, and improve their lipid levels,"* said Friar. *"To our knowledge, only five of the 350 people have developed diabetes."*

### Diabetes Prevention Program Helps People to Take Control

**We're Listening:** Research revealed that diabetes is the ninth leading cause of death in Montgomery County and the fourth leading cause of death in Prince George's County. Diabetes can lower life expectancy by up to 15 years and increases the risk of heart disease by two to four times.

**We're Responding:** Holy Cross Hospital's Diabetes Prevention Program is an evidence-based program to prevent or delay the onset of diabetes for at-risk individuals with blood glucose levels higher than normal but not yet diabetic. More than 400 people have been enrolled in this program since it began in January 2008. About 95 percent of participants lose weight; 80 to 90 percent of participants increase their physical activity; the majority of participants reduce their HbA1c levels; and 56 to 71 percent experience an improvement in lipid levels.

**We're Improving Health:** The methods of evaluation for the Diabetes Prevention Program are the number of visits, progress on 10 diabetes indicators, the number of pre-diabetics advancing to diabetics, and the reduction in hospital admissions and readmission.

# 2011 Community Health Needs Assessment

In 2009 to 2011, Holy Cross Hospital identified unmet community health needs by participating in a community health needs assessment in collaboration with the Montgomery County Healthy Montgomery Community Health Improvement Process ([www.healthymontgomery.org](http://www.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.

Every year since 2005, Holy Cross Hospital has invited the advice of the Montgomery County Department of Health and Human Services, 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 Hospital selected and is responding to six needs assessment topic areas. The complete 2011 Community Health Needs Assessment and Multi-Year Community Benefit Implementation Plan are available on the hospital's website, [www.holycrosshealth.org](http://www.holycrosshealth.org).

Area of Need	Key Findings in Montgomery County	Holy Cross Hospital's Multi-Year Response	Holy Cross Hospital's Method of Evaluation
Access to Health Services	10% of residents and 30% of Latino residents have no health insurance	<ul style="list-style-type: none"> <li>Financial assistance</li> <li>Health centers</li> <li>Financial counseling</li> <li>Physicians on call</li> </ul>	<ul style="list-style-type: none"> <li>Dollars/visits compared to budget</li> <li>Diabetes and heart failure indicators toward best practice</li> </ul>
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"> <li>Mammograms</li> <li>Nicotine Dependence Center</li> <li>Support groups</li> </ul>	<ul style="list-style-type: none"> <li>Number of mammograms</li> <li>Number of breast cancers found</li> <li>Decrease in breast cancer incidence (or increase due to increased screening) and mortality rates</li> </ul>
Diabetes	A leading cause of death for African American/Black women; disparities	<ul style="list-style-type: none"> <li>Education</li> <li>Prevention</li> <li>Self management</li> <li>Support groups</li> </ul>	<ul style="list-style-type: none"> <li>Number of visits</li> <li>Progress on 10 diabetes indicators</li> <li>Number of pre-diabetics advancing to diabetics</li> <li>Reduction in hospital admissions and readmissions</li> </ul>
Heart Disease and Stroke	A leading causes of death; half of seniors have high cholesterol levels	<ul style="list-style-type: none"> <li>Senior Fit</li> <li>Screenings</li> </ul>	<ul style="list-style-type: none"> <li>Semi-annual fitness assessments</li> <li>Progress on 10 heart failure indicators</li> </ul>
Exercise, Nutrition and Weight	More than 50% in Montgomery County are overweight or obese	<ul style="list-style-type: none"> <li>Fitness classes; movement classes</li> </ul>	<ul style="list-style-type: none"> <li>Semi-annual fitness assessments</li> </ul>
Maternal, Fetal and Infant Health	Opportunities to improve maternity care processes and outcomes within subpopulations	<ul style="list-style-type: none"> <li>OB/GYN Clinic</li> <li>Maternity Partnership</li> <li>Perinatal education</li> <li>Neonatal intensive care follow up</li> </ul>	<ul style="list-style-type: none"> <li>Number of admissions to Maternity Partnership</li> <li>Reduction in low birth-weight percent</li> </ul>

# Key Strategies of the Holy Cross Hospital Fiscal 2012 Community Benefit Plan

Holy Cross Hospital's board of trustees approves an annual community benefit plan and the Mission and Strategy Committee of the board provides quarterly oversight. The hospital's 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.

In fiscal 2012, Holy Cross Hospital plans to support specific initiatives that will address identified needs of the community as well as the hospital's mission commitments, strategic strengths and principles for community benefit.

**Strategy:** Play a lead role in building a better system of care for those without insurance and with limited access to health care.

**Select initiatives:**

- *Open a third community health center in Aspen Hill.*

**Strategy:** Target at-risk populations for special outreach and care coordination.

**Select initiatives:**

- *Continue the Emergency Department-Primary Care Connect (ED-PC Connect) project.*
- *Explore enhancements to specialty consults at the health centers using virtual care technologies.*

- *Continue chronic disease self-management programs.*
- *Target disease outreach to specific populations, including cancer outreach to Asian Americans and cardiovascular and diabetes outreach to African Americans.*
- *Reduce preventable emergency department use and/or preventable hospitalizations for targeted populations.*

**Strategy:** Demonstrate the value of community-based programs, processes and outcomes, and maintain a leadership position in community benefit.

**Select initiatives:**

- *Conduct external review of community benefit plan and needs assessment.*
- *Continue participation in Montgomery County's Healthy Montgomery Community Health Improvement Process.*
- *Explore further partnership with Workforce Solutions Group and Montgomery College to create experiential learning opportunities.*
- *Meet state and federal requirements.*

## **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 2011, Holy Cross Hospital provided more than \$19 million in financial assistance through 23,682 encounters with community members.*



### **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 455-bed, not-for-profit teaching hospital caring for more than 188,000 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.

### **Holy Cross Hospital's 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 Hospital 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 Kimberley McBride, manager, Community Benefit, at **301-754-7149** or **[mcbrik@holycrosshealth.org](mailto:mcbrik@holycrosshealth.org)**.



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