Our Challenge
Holy Cross Health is committed to building and maintaining a strong workforce that reflects the diversity of our community. As the demand for health care workers increases and many leave the field, we must develop new ways to build a strong workforce pipeline and support our colleagues to increase retention.

Strong Workforce Pipeline
- Each year, Holy Cross Health provides clinical rotations to hundreds of students training to become physicians, nurses, pharmacists, technicians, medical assistants, community health workers and more.

- Rather than competing for an insufficient pool of health care workers, Holy Cross Health and the other Montgomery County hospitals are partnering through Nexus Montgomery Regional Partnership to increase the number of people pursuing health care careers and to ensure our workforce matches the diversity of our community. The program includes outreach to people for whom health care careers seemed out of reach, up-front tuition payments for health care certificate programs, and coaching to ensure academic success and post-completion employment and growth.

- Holy Cross Health established the Pathways to Independent Employment program to attract and hire non-traditional candidates – people who have been previously incarcerated, or aging out of the foster care system, or teenage parents – who may not have a strong employment history and face challenges in being hired. Working with a local job assistance agency, Holy Cross seeks candidates from the communities surrounding our safety net health centers, prepares those candidates for the workforce, hires them at Holy Cross and provides ongoing coaching to promote retention.

Colleague Retention
- Our colleague social needs screening program identifies individual colleague needs and responds with navigation and referrals from a community health worker. Data collected over four years helped us identify priorities (food insecurity and economic hardship) for systemic responses including assistance with supplemental food assistance enrollment and a program to help entry-level colleagues obtain a health care credential to advance their careers.

- The risk of burnout among health care workers is high and building resilience is key to retention. One of the ways Holy Cross supports resilience is through an Oasis Rooms on each unit providing a relaxing haven for colleagues to recharge during their workday.

- Recognizing that many talented nurses are worn out from the physical challenges of the job, Holy Cross is developing a new team-based approach that includes a bedside nurse, a remote virtual nurse and a nursing assistant working together to ensure each patient receives nursing expertise and personalized attention in a new model of care.

Holy Cross Health is a Catholic, not-for-profit health system based in Silver Spring, Maryland that provided more than 170,000 patient visits and 240,000 community benefit encounters in fiscal year 2022 through Holy Cross Hospital, Holy Cross Germantown Hospital, 10 primary and specialized care centers and a range of community-based health and wellness programs. Service to our community is accomplished by a team of 3,500 colleagues, 1,800 physicians & nearly 400 volunteers.

Mission
We, Trinity Health, serve together in the spirit of the Gospel as a compassionate and transforming healing presence within our communities.

Core Values
Reverence • Commitment to Those Who Experience Poverty • Safety • Justice • Stewardship • Integrity