

Holy Cross
Germantown Hospital

HOLY CROSS GERMANTOWN HOSPITAL

The Benefits Of A Healthy College-Health System Partnership

Montgomery College



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Partnership Presenters

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Montgomery College

Focus of Session

- Montgomery College and Holy Cross Health will share how their unique partnership evolved —the first of its kind in the country.
- Discuss how Montgomery College and Holy Cross Health set mutual education and workforce goals to meet health care workforce demands.
- Discuss how a college-hospital partnership benefits students and the community.



About Montgomery College

- Oldest community college in Maryland, founded in 1946
- Largest community college in Maryland
- Most diverse community college with students from over 160 countries
- 60,000 students, and 100,000 alumni
- Three campuses: Germantown, Rockville, and Takoma Park/Silver Spring
- Major Workforce Development & Continuing Education Centers in Wheaton and Gaithersburg
- Good relationship with state and county government funders

Importance of Community College/Business Partnerships

Partnerships:

- Create opportunities to target businesses with strategic ways to leverage community college expertise
- Create opportunities to meet business imperatives
- Create opportunities to discuss processes and strategies for identifying business and community college divisions where partnerships can be integrated
- Serve businesses, community colleges, and working learners

Importance of Montgomery College and Business Partnership

Opportunities for Students

- Germantown Campus Science and Technology Park enhances educational and economic opportunities for our students and furthers the economic development goals of the County.
- Continuum of bioscience and technology education and training from middle school to postdoctoral levels in an integrated academic, business, and research environment.
- Improve access to caregivers and develop the healthcare workforce in partnership with Montgomery College to help address the current severe shortages, especially of registered nurses

Importance of Montgomery College and Business Partnerships

- State of current economy
- Declines in State funding and support
- Partnerships Meet Community College Imperatives
 - ❖ **Meet college completion goals**
 - ❖ **Develop and validate curriculum**
 - ❖ **Supply in-kind donations of equipment and materials**
 - ❖ **Extend scarce classroom space**
 - ❖ **Increase revenues**
 - ❖ **Provide visibility**
- Businesses partner with community colleges in order to meet multiple goals. Community colleges build business talent pipelines by providing 21st century workplace education and training to current and future entry-level employees.

Why Establish Education and Business Partnership

Montgomery County Context:

- Montgomery College has strong ties to the local community
- Montgomery College is ideally positioned to provide accessible, affordable education to a diverse student population
- Crucial need to bring new jobs and better income to the region
- Opportunity for the College and the County to create a Science and Technology Park with a major local hospital as the anchor



Why Establish Education and Business Partnership

Montgomery County Context:

- Science and Tech Park presents a great opportunity for the College to work even closer with area businesses and to help prepare our students for the workplace
- Through the partnership students will have real life experiences in the business world through internships, employment and experiential learning
- Holy Cross is committed to helping the College double our number of nursing graduates
- Higher Education Entrepreneurship is a solution to help overcome many of the aforementioned realities and challenges

Key Board Role in Partnership

- Vision for science/technology park
- Establish partnership
- Sign MOU
- Establish board committee to guide
- Established new foundation to manage park



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HOLY CROSS HEALTH

Holy Cross Health: Overview

- Originated as a single hospital in 1963; Holy Cross Hospital has grown to be the second busiest inpatient facility in Maryland.
- Expanded as a regional health system in 2012.
- Opened a new hospital October 2014 (the first new hospital in the state of Maryland in 25 years; the first in Montgomery County in 35 years.)
- Established the first hospital-based health center for uninsured in 2004; followed by two additional health centers in 2009 and 2012. A fourth one is planned for 2015.
- Holy Cross Health provided \$48 million in financial assistance and sustainable community benefit programs to improve the health of all those we serve and to ensure access to health care for all.

Key Clinical Programs

- **Women and Infants**

- Highest volume of deliveries in Maryland and Washington, DC.
- Highest NICU volume in the state and outstanding outcomes for very low birth-weight infants.

- **Seniors**

- First seniors Emergency Center in the nation.
- Highest volume of stroke cases in Montgomery County.

- **Surgery**

- Highest volume for gynecology (including gynecological oncology) in Maryland and Washington, DC.
- Highest volume of inpatient surgery in Montgomery County.
- First hospital to offer robotic surgery in Montgomery County.

Holy Cross Health: Workforce

- 3,800 employees; 70% minority (including approximately 700 jobs added by Holy Cross Germantown Hospital).
- Workplace Excellence award for 11 consecutive years.
- Committed workforce – no layoffs; living wage; strong educational benefits.



Holy Cross Health: The Partnership with Montgomery College

- **Linked to Holy Cross Health's Overall Strategy**
- **Future-Oriented**
 - Understood that workforce of tomorrow begins now.
- **A Partner We Trust**
 - History of collaboration between Holy Cross and Montgomery College, including Holy Cross establishing its first health center at Takoma Park campus.
 - Shared institutional values of service to the community.
 - Opportunity to expand on working relationships to address and solve more complex education and training programs.
- **A Clear Focus with Specific Deliverables**
 - In 2008, Holy Cross Health and Montgomery College entered into a Memorandum of Understanding and created a joint work group committed to:
 - Increase number of nurses
 - Support infrastructure, faculty, students
 - Conduct R&D on future needs we could meet jointly.

The Partnership (cont'd)

▪ **Status Report**

- **First 5 years of partnership is a success:**
 - More students enrolled/graduated/joined Holy Cross.
 - Several new/combined progress.
- **Other initiatives have evolved:**
 - Expanded clinical rotations.
 - Integration of Holy Cross School of Radiologic Technology into Montgomery College programming.
 - Training existing workforce on ICD-10.
- **Second 5-year agreement recently signed.**
- **Holy Cross Germantown Hospital opened October 1; anchor tenant of Science & Technology Park.**









Keys to Successful Partnership

- **Establish Common Objectives:** Understand partners' overall needs and motivations in order to develop complementary outcomes. The relationship needs to be a win-win for everyone involved.
- **Leadership:** Determine who from each partner organization will manage the work and also who has decision making authority.
- **Trust and Respect:** Building trust and respect for partners takes time. Build on reputations from previous work in the field. Trust is more likely to come from time spent together and learning the strengths each brings to the table

Keys to Successful Partnership

- **Flexibility:** Working in partnership requires partners be adaptable to a range of situations. Outside influences will impact the work of the partnership and its partners. Flexibility ensures leaders can deal with issues at hand, focus on the ultimate goals of the partnership and allows for potential new opportunities to arise and help the partnership grow.
- **Language and Culture:** Differences in language and culture will exist between partners. It is important to bridge these gaps when building the partnership. Neutral facilitation allows partners to hold frank conversations about language, including vocabulary and definitions, and cultural barriers when issues arise. Being honest and open-minded with partners can help overcome any barriers.

Keys to Successful Partnership

- **Schedule of Activities:** Community colleges will differ with their business partners on how much time needs to be invested to reach mutual outcomes. To overcome this challenge, develop a schedule of activities. This schedule could include what needs to be accomplished in the next month, quarter and year – depending on how long the partnership will be sustained. The schedule should also include strategic points of evaluation so that all partners are on track with progress to date.
- **Environmental Factors:** Partnerships, to be most successful, should be tied to the time and place in which they are created. Consider doing an environmental scan to identify implications that can come from location (local, regional or national), economics of the area and the industries involved in the partnership.

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Questions & Answers

