

**Senate Bill 411 Hospitals
Clinical Staffing Committees and Plans – Establishment
Position: Oppose**

Submitted: February 13, 2026

On behalf of Holy Cross Health, including Holy Cross Hospital in Silver Spring and Holy Cross Germantown Hospital, we appreciate the opportunity to provide testimony in opposition to Senate Bill 411.

Holy Cross Health maintains a rigorous, real-time staffing infrastructure designed to ensure safe, high-quality patient care. Staffing is reviewed across all units twice daily, accounting for patient volume, bed capacity, acuity, and skill mix. A designated nursing executive holds 24/7 accountability on a rotating weekly basis to oversee hospital-wide staffing decisions and adjustments. These practices align with standards established by The Joint Commission and the Centers for Medicare & Medicaid Services (CMS), both of which prioritize patient safety and clinical outcomes.

Frontline engagement is foundational to our staffing model. Each unit conducts twice-daily huddles to review staffing, identify high-risk patients, align on daily goals, and address operational needs. Unit-based huddle boards track performance and improvement initiatives. In addition, all nursing units are represented on our Professional Governance Council, and most participate in Comprehensive Unit-based Safety Program (CUSP) initiatives, empowering clinical staff to lead performance improvement efforts.

We are concerned that a single, centralized staffing committee, as proposed in SB 411, would reduce the agility required to respond to the dynamic and rapidly evolving nature of hospital operations. Effective staffing decisions must be timely, data-driven, and responsive at the unit level. A mandated structure risks creating operational rigidity without addressing the underlying drivers of workforce shortages.

Holy Cross Health remains committed to strengthening Maryland's health care workforce and advancing collaborative, sustainable solutions. However, SB 411 does not fully reflect the operational complexity of hospital staffing nor the systemic factors contributing to workforce challenges.

If you have any questions, please contact Cathy Cardillo, Regional Director Advocacy, [610-246-5709](tel:610-246-5709)/ccardillo@trinity-health.org.

For these reasons, we respectfully request an unfavorable report on SB 411.