



# Charting CrossOver's Future

Dear friend,

This past fiscal year was our first to occur entirely during the COVID-19 pandemic. Thanks to all we learned in the preceding early months of COVID-19, we were able to meet this year with confidence, providing COVID-19 community testing and vaccinations, while continuing to provide the excellent, comprehensive patient care our neighbors count on.

Meanwhile, with leadership and support from our board, many community volunteers, and staff, we engaged in strategic planning, creating an ambitious guide for the next three years. This process involved six workgroups, countless hours, and enough spreadsheets to wallpaper our offices. We are so proud of the resulting plan. These four primary goals serve as pillars:

**Welcome all:** From our physical spaces, to our expressions of faith, to our embrace and awareness of difference, we are striving to provide healthcare that welcomes all.

**Ensure sustainability:** Pursuing our mission is only possible if CrossOver is financially strong. We are diversifying our fundraising, increasing Medicaid revenue, building new partnerships, and reinforcing existing partnerships.

**Increase clinical capacity by 20% in the most cost-effective manner:** The need for compassionate healthcare is great—greater than we can currently meet. We are working to increase the number of our neighbors who can receive the care they need at CrossOver.

**Elevate the role of volunteers:** Volunteers are the heart of compassionate healthcare—and have been since our founding. We are strengthening and celebrating volunteers at CrossOver.





We are proud that this year of ongoing challenges has also been a year to look forward and chart the course for what's ahead. We are also proud of the team that is already putting this plan into action. We hope you enjoy meeting a few members of that team in the following pages. Their stories provide a glimpse of our strategic plan in action.

Of course, you are a part of this plan too. We need your support to make all of it happen—your prayers, your time, and your gifts. Please donate today to enable ongoing and ever-improving compassionate healthcare. And thank you for all you do to support CrossOver.

Sincerely,

*Julie Bilodeau*

Julie Bilodeau  
CEO

*Sergio deBlois, M.D.*

Gigi deBlois, MD  
Chair, CrossOver Board

In 2019, the organization where I was working closed, and I got laid off. I started applying for jobs, and I said a prayer, and when I saw a posting for CrossOver, it really stood out to me. I had other interviews and other offers, but something told me that this was where I belonged. When CrossOver offered me the job, I accepted. So I always feel like I got here by faith.

I started out as a patient access representative, and then this past January, I started managing the operations center. When they offered me the opportunity to supervise, I said yes. I love that I'm able to help people to grow—not just with the patients but also with the staff members.

Especially since the pandemic, we are not always able to see everyone who needs us. The key is that when someone calls for assistance and we're not able to assist, we just don't hang up. We look for other resources for those we don't currently have the capacity to assist. We make sure they feel supported.

The CrossOver team is very special. Working with people from different countries is amazing. I'll never forget the first Christmas potluck that we had. There was so much good food from so many different countries. Just watching all of us together made me so happy.

Being at CrossOver is amazing because we provide care. When I drive here in the morning, I think about how each staff member could be somewhere else, but they choose to work here. They choose to help from the heart. Being a CrossOver employee can be a lot of work, but we have this group of people that are willing to do that. You can't find that everywhere.

Sonia Hemphill

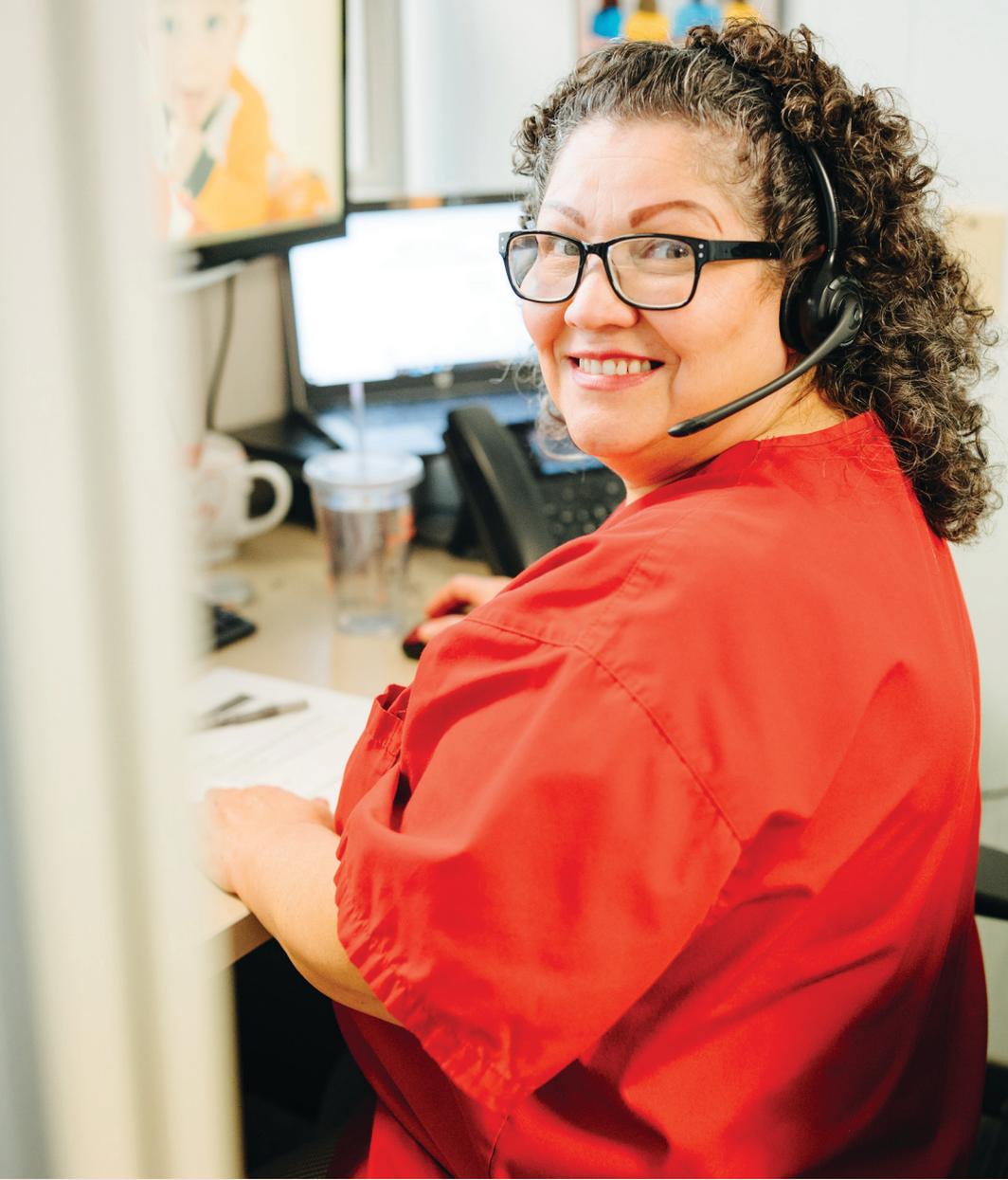
Bilingual Patient Access Coordinator

6,258

unique clients served

20,315

primary medical visits



1,363

OB visits

115

babies born

Sixteen years ago, in October of 2005, I had been retired for two or three years, but I was getting a big fat “F” in retirement. A good friend of mine invited me to a CrossOver event to see if I’d be interested in volunteering, and I’ve been here every Monday afternoon since then.

I love practicing orthopedics, and CrossOver has given me the opportunity to continue doing something I love. Orthopedics is a specialty, and many of our patients have orthopedic problems—pain in their joints, their knees, their hips. A lot of primary care physicians don’t really feel comfortable treating those issues, and so it makes it easier for the patients that they don’t have to leave CrossOver to see a specialist. We’re right here.

If you asked our volunteers why they choose to give their time to CrossOver, I think you’d hear many reasons. Some people volunteer here for theological reasons—the good Samaritan parable, love your neighbor as yourself. Others want to give back to their community. Others just want to do good. Some enjoy the opportunity to continue teaching what they know best: medicine.

Volunteers provide a great service to CrossOver and its patients. CrossOver has limited resources, and utilizing volunteers allows us to see more of the patients who want to come to us. Still, I know I speak for most of the volunteers when I say that CrossOver has been a gift for us.

I can’t emphasize enough how much of a gift it has been to me during my retirement.

Don Seitz, MD

Volunteer Orthopedic Physician

2,238

specialty medical visits



I started working at CrossOver in March of this year. In the past, I've worked in the mental health field and the information technology fields, and both of my degrees are in public health and public health administration. I was looking for something different that would still let me use my background in healthcare.

Part of my work at CrossOver involves letting Medicaid patients know that they can come here and receive quality services. I also work with referrals for patients we serve who are refugees, recently incarcerated, or in substance use recovery programs. We're personal here. You won't be treated like a number. We try our best to offer comfort and support to our patients.

Recently, I was walking into the clinic just as a man was coming in and asking for dental services. He was asking if we accept Medicaid, and I was able to help him. We had a conversation and I learned that he's from Venezuela. I was able to get him a new patient appointment that day.

Another part of my work at CrossOver is to facilitate our staff workgroup on diversity, equity, and inclusion. We are working hard to make sure CrossOver is inclusive and welcoming for patients as well as for staff, volunteers, donors, and community members. By working to become more welcoming of every language, religion, level of ability and more, we continue to improve the level of high quality and culturally competent care our patients are accustomed to at CrossOver.

I like being able to use the skills and resources that I have gained on my walk of life to help people here. I get to take my people skills, my love of healthcare, and sometimes even a little bit of my IT background, and use it all in one place.

Khafayat Akapolawal  
Medicaid Coordinator

3,160

dental visits

485

care coordination visits



I first came to CrossOver as a volunteer in 2003 as I was preparing for medical school. I learned about CrossOver from Dr. Cullen Rivers, one of our founders. He and his wife Faye invited me and my wife Missy to a Bible study for medical students and their spouses. They taught me that following Christ goes beyond belief in his sacrifice for me. It means striving to live like Jesus through acts of sacrificial love—with special attention to the needs of our neighbors. The Rivers' influence, along with experiences meeting people served at CrossOver, led me to consider how I could use my vocation to serve people unable to access healthcare.

I carried this sense of calling with me to my internal medicine residency in Indianapolis. During my final year I contacted CrossOver's medical director, Dr. Dan Jannuzzi, about joining CrossOver. He told me there wasn't funding to support me becoming a CrossOver employee, but he encouraged me to come and do a one month rotation anyway. "God may part the Red Sea," he said. A few months later, I began work as CrossOver's assistant medical director.

Volunteers at CrossOver are critical to addressing the needs of our underserved neighbors. They help us expand the quality and volume of care we provide, including specialist care. It also means so much, as an employee at CrossOver, to serve alongside volunteers. Our employed team members work hard day in and day out and take on deep burdens carried by the people we serve. It can be emotionally and physically exhausting. But when you look down the hall and see a volunteer nurse, or front desk representative, or clinician, or back office worker faxing documents, it's inspiring. The spirit and service of our volunteers are the heartbeat and fuel for our shared mission.

Mike Murchie, MD  
Medical Director

1,127  
eye care visits

1,652  
mental health visits





1,332

HIV visits

631

HIV/STD tests

I started working at CrossOver as non-medical case manager for our HIV program in June 2019. Over about a year and a half, I became medical case manager and program manager, and now I am director of Ryan White and STD prevention. This means I oversee our five HIV and prevention services programs contracted through the health department. It's my job to oversee the programs, figure out the puzzles, manage the reporting, and answer questions. I also supervise the case managers who work directly with patients.

One of my personal biggest missions is to address any misperceptions about CrossOver—that we don't accept everybody, especially the LGBTQ+ community. Even when I first came to CrossOver, I was a little hesitant because I thought, is this an organization that's going to accept me as a gay man? Of course when I began, my experience changed my perspective. So that is my same mission for the patients coming in, especially the HIV population. People who have HIV, especially those who are part of the LGBTQ+ community, are often underserved because they're scared to go to an organization because of the stigma of HIV. I want to make sure that everyone feels accepted here regardless of who you are, where you come from, or what your choices are.

Change doesn't happen immediately, and there is still work to do, but I have definitely seen progress. It doesn't matter if a person is LGBTQ+ or from the substance use community. Health should be equal to everybody. We are heading in the right direction, and that really does bring comfort to me.

Jerry Romero

Director of Ryan White and STD Prevention

2,041

social work visits

27,685

prescriptions provided



I've been involved with CrossOver's development team and board since about 2012. Over the years, it's been a joy to watch CrossOver grow into a top-rate nonprofit in our area.

Sustainability is incredibly important. It's vital that we're good stewards of the money that we're given. It's important to keep our donors plugged in and connected so we can keep those donors active, but it's also important to tell our story to new donors. It's a great story. Whether you care that we're a Christian clinic or you don't care that we're a Christian clinic, we are taking care of all kinds of folks in the community. We exist because we are able to make the case to the community that this is something important to do with their discretionary income. It's not a hard case to make. The proof is sitting right here.

My faith, my belief in Jesus Christ, tells me to go out and love my neighbor no matter who my neighbor is—no matter where they came from, what they look like, and what they believe. If you look back at Jesus' teachings throughout the Bible, he cared about the people others overlooked. To me, it's not only okay that we open our doors to everyone; it is what we are supposed to do. And if our focus on it in the past was not apparent, we are doubling our efforts through our strategic plan with an intentional charge to welcome all, because that is truly what we're called to do. And all means all.

Our neighbors are our neighbors, no matter what, and it is a privilege to be able to take care of them.

Betsy Beamer  
Chair, Development Committee

250

diversity, equity, and  
inclusion training hours

70

staff and board  
training participants



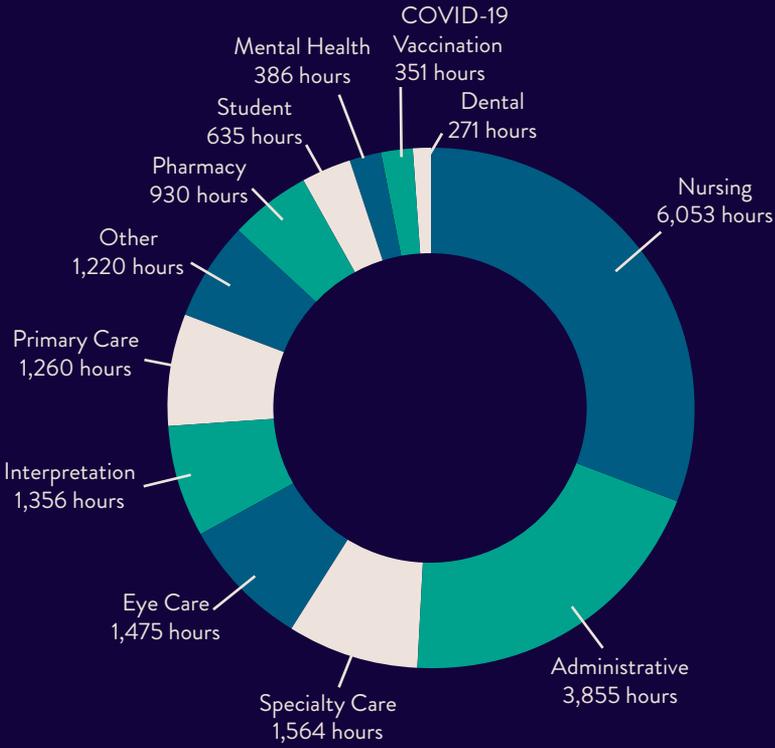
276

volunteers

19,356

volunteer hours

# Volunteer Hours

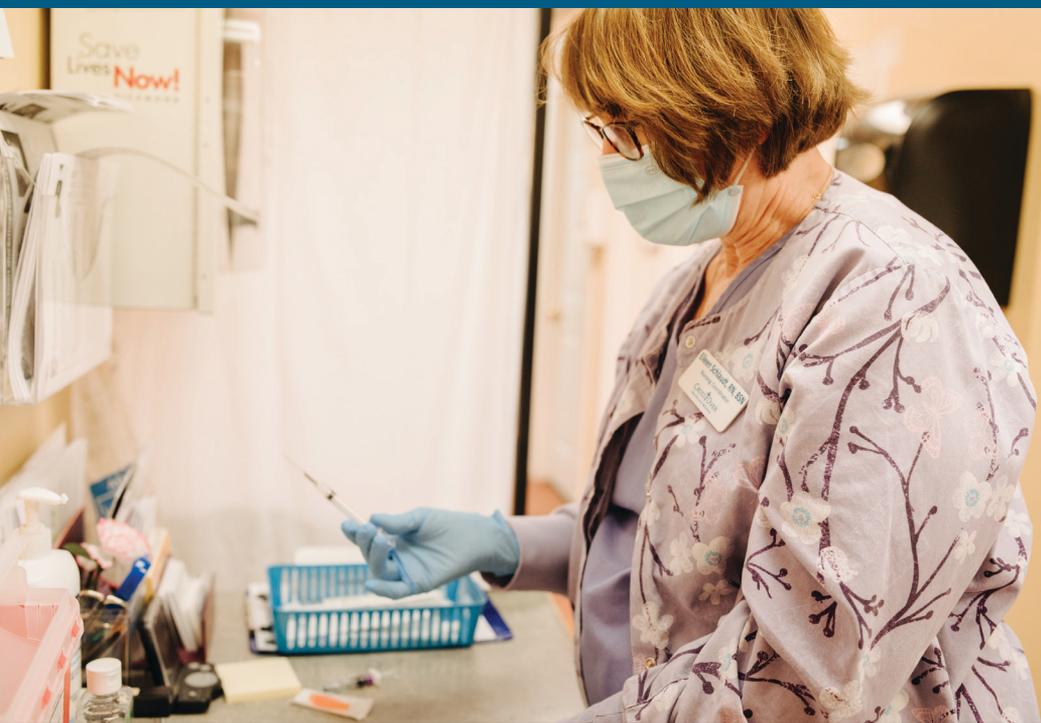


# 2,349

COVID-19 vaccine  
doses administered

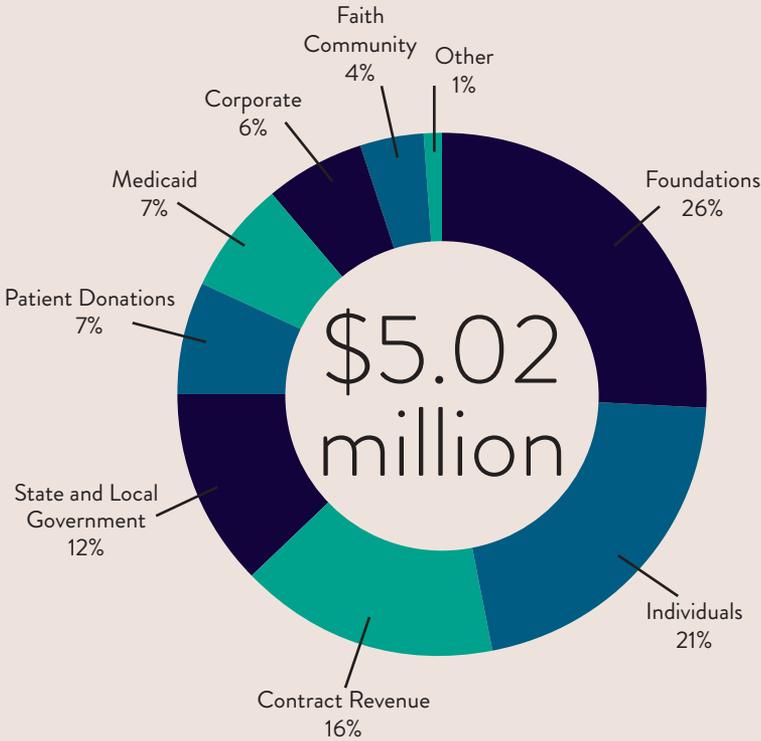
# 2,364

COVID-19 tests  
administered



# 2021 Financials

For the period of July 1, 2020, to June 30, 2021



Cash Support and Revenue	\$5,018,838
In-Kind Contributions	\$3,773,769
<b>Total Support and Revenue</b>	<b>\$8,792,607</b>

Administrative and Development Expenses	\$772,920
Total Expenses	\$8,196,191
<b>Admin and Development as % of Total Expenses</b>	<b>9%</b>

Net Assets Beginning of Year	\$3,823,502
Net Assets End of Year	\$4,419,918
<b>Change in Net Assets</b>	<b>\$596,416</b>

In-Kind Contributions include donated labor, medications, supplies, and medical services provided at our clinics.

Our most recent audited financials, Form 990, and volunteer and donor lists may be found on our website at [crossoverministry.org/about/publications](http://crossoverministry.org/about/publications).

## Our Mission

We are called to provide high quality healthcare, promote wellness, and connect community talents and resources with people in need in the name of Jesus Christ.

## CrossOver Board of Directors

*Chair:* Georgean deBlois, MD

*Vice Chair:* Aggie Cullen

*Secretary:* Catherine L. Cawley, MBA

*Treasurer:* Gregory Hillman

*Chair Elect:* Patricia Lee Robertson, RN, LNHA, MHA

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Patrice Boone

David Botkins

Tom Donahue

Tom Gallagher

Rev. Daniel Glaze

Marcos F. Irigaray, MHA

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Cassie Lewis, DNP, ACNP-BC

Michael Matthews

Helen Nunley, RN, MSN

Duncan S. Owen III

Dana Rust

Donald G. Seitz, MD

Nancy C. Thomas

Michael Thorne-Begland

Bruce Tyler, AIA

Janet Wills, CFP

*Chief Executive Officer:* Julie Bilodeau

*Medical Director:* Michael Murchie, MD

## Locations

### *Richmond Clinic*

108 Cowardin Ave.

Richmond, VA 23224

### *Henrico Clinic*

8600 Quioccasin Rd.

Richmond, VA 23229

### *Administrative Offices*

8600 Quioccasin Rd., Suite 101

Richmond, VA 23229

804-655-2794

[crossoverministry.org](http://crossoverministry.org)

