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We began our strategic planning process by creating six workgroups: philanthropy, volunteerism, communications/marketing, practice model, facilities, and welcoming all. Each of these workgroups developed strategies, goals, and metrics.Ultimately, the outputs of these six workgroups flowed into the four primary goals outlined in this document:

- Welcome all.
- Ensure long-term sustainability.
- Increase primary care clinical output by 20% in the most cost-effective manner.
- Elevate the role of volunteers.

This past year brought enormous challenges. It is remarkable that CrossOver not only continued to deliver quality care while also increasing services, but also engaged in a dynamic strategic planning process. It is a testament to the dedication of so many. I am grateful to the board members, CrossOver’s leadership team, and the other individuals who worked thoughtfully to help craft a plan that will guide us as we go forward. Particular thanks to Chris Carney, whose expertise helped to guide us all through this process.

In your mode of this strategic plan we are committed and adaptable and we are looking forward to growing in mission. Please join us in methodically acknowledging our goals, and then join us in our work—donating, volunteering, serving, or otherwise supporting this mission we share.

With gratitude,

Georgean deBlois, MD
Building CrossOver’s Future

Strategic Plan 2021-2024

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CrossOver Staff

Anna Cerrato, MA, QMHP
Teresa Gonzalez, MA
Megan Mann
Valerie Murphy, MSW
Jamesha Pettis, CPhT, RPhT
Gerardo Romero, MSPC
Schliqua Thompson, LPC
Shea Tuttle
Becca Wethered
Elizabeth Wong
Rachel Youwell

Clinic Locations

Richmond Clinic
108 Cowardin Ave.
Richmond, VA 23224

Henrico Clinic
8600 Quioccasin Rd.
Richmond, VA 23229

Contact with Us

804-655-2794
crossoverministry.org

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.

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Advocate for health equity in our community.

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

Ensure sustainability.
In order to welcome CrossOver to more patients, we will:

• We will expand and improve the Henrico Clinic and continue our facilities improvements at the Richmond Clinic.
• We will review organization policies and protocols to ensure that they are welcoming to all without underlying biases.
• We will build on our recent diversity, equity, and inclusion (DEI) work, developing an ongoing training plan that is organization-wide.

Increase Clinical Output 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.

• We will develop social media and public relations strategies to build awareness of CrossOver among prospective patients, volunteers, staff, and donors.
• We will enhance options for giving to CrossOver and develop a robust philanthropy program.
• We will implement development personnel in an integrated technology platform to enable data-informed decision-making and personalized donor communications.
• We will optimize Medicaid revenue and explore revenue opportunities with hospitals and health departments.
• We will develop strategies for engagement with faith communities, corporations, and other community partners.

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 will strengthen the culture of volunteerism across the organization.
• Well-trained volunteers serve with confidence and independence, leading to higher volunteer satisfaction and retention. We will enhance volunteer training to promote a fulfilling CrossOver experience.
• We will renew our focus on recruitment, particularly for volunteer clinicians, nurses, and interpreters—the roles most crucial for us as we strive to serve more primary care patients.
Welcome all.
From our physical spaces, to our expressions of faith, to our embrace and awareness of difference, we are working to provide healthcare that welcomes all.

Ensure sustainability.

In order to enable CrossOver to welcome and serve more patients, we will expand and improve the Henrico Clinic and continue our facilities improvements at the Richmond Clinic.

· We will review organization policies and protocols to ensure that they are welcoming to all with no underlying biases.

· We will build on our recent diversity, equity, and inclusion (DEI) work, developing an ongoing training plan that is organization-wide.

· We will develop social media and public relations strategies to build awareness of CrossOver among prospective patients, volunteers, staff, and donors.

· We will invest in development personnel and an integrated technology that will enable data-informed decision-making and personalized donor communications.

· We will optimize Medicaid revenue and explore revenue opportunities with hospitals and health departments.

· We will develop strategies for engagement with faith communities, corporations, and other community partners.

Increase Clinical Output 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.

· We will redesign patient scheduling, optimizing clinician time to increase primary care encounters.

· We will revamp training, especially for our electronic records system, improving the effectiveness of our volunteers.

· We will optimize patient encounters, reducing wait times, improving no-show rates, and streamlining clinic flow.

· We will develop and implement strategies to encourage higher patient attendance.

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

· We will strengthen the culture of volunteerism across the organization.

· We will develop strategies for engagement with faith communities, corporations, and other community partners.

· We will continue to build and cultivate partnerships with hospitals and health departments.

· We will develop strategies for engagement with faith communities, corporations, and other community partners.
Welcome all.
From our physical spaces, to our expressions of faith, to our embrace and awareness of difference, we are working to provide healthcare that welcomes all.

Ensure sustainability.
In order to welcome CrossOver to welcome and serve more patients, we will expand and improve the Henrico Clinic and continue our facilities improvements at the Richmond Clinic.

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- We will enhance options for giving to CrossOver and develop a robust planned giving program.

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 will strengthen the culture of volunteerism across the organization.
- We will train volunteers with confidence and independence, leading to higher volunteer satisfaction and retention. We will enhance volunteer training to promote a fulfilling CrossOver experience.
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Ensure sustainability.
In order to achieve CrossOver's vision and mission, we will need to ensure that our facilities are sustainable and that we can continue to provide care to those in need.

- We will develop social media and public relations strategies to build awareness of CrossOver among prospective patients, volunteers, staff, and donors.
- We will implement a comprehensive planning and development plan that includes a capital campaign.
- We will prioritize the recruitment and retention of diverse staff and volunteers.
- We will develop partnerships with local businesses and community organizations to support our mission.

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- We will develop a comprehensive volunteer recognition program.
- We will increase volunteer engagement through regular training and development opportunities.
- We will focus on recruitment, particularly for volunteer clinicians, nurses, and interpreters—the roles most crucial for us as we strive to serve more primary care patients.
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With gratitude,

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Lisa Goss, A.D.N., R.N.
Dennis Ryan, M.D.
Sam Smith, M.D.
Gregory Hillman
Marcos F. Irigaray, MHA
Kenneth Johnson
Cassie Lewis, DNP, ACNP-BC
Michael Matthews
Patricia Lee Robertson, RN, LNHA, MHA
Dana Rust
Nancy C. Thomas
Bruce Tyler, AIA
Janet Wills, CFP

CrossOver Clinics

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Theresa M. Cullen, RN
Alicia Danziger, RN
David Dunlap, RN
Pam Hillman
Linda Ippolito
Michael Keating
Seth Lewis
Sheila L. Lomax, RN
Karin McHugh
Eugene Mihalovitch
Alison Minor
Wayne Nava
Alison Meeks
Patricia Lee Robertson, RN, LNHA, MHA
Dana Rust
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