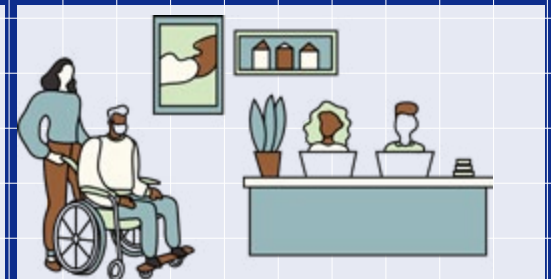
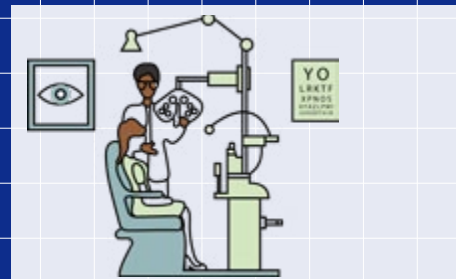
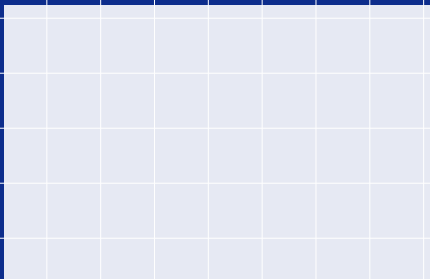
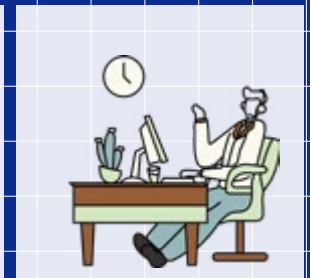
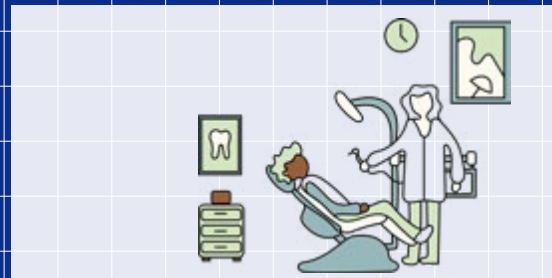
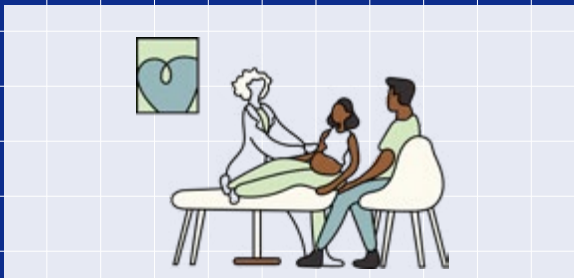
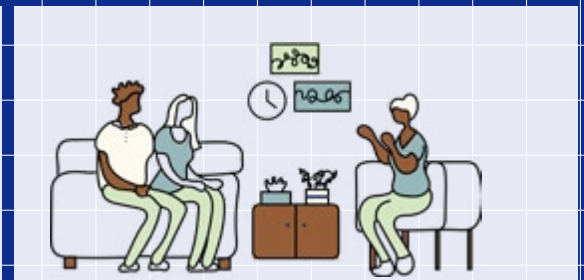
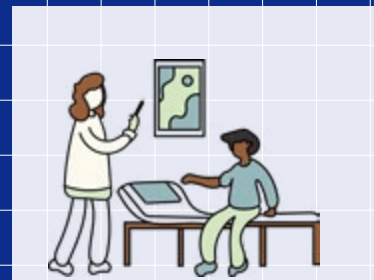


# Building CrossOver's Future



Strategic Plan  
2021-2024

Dear CrossOver patients, staff, supporters,  
volunteers, and friends,

Over the past year, members of the CrossOver board, committees, and leadership team, along with representatives from the staff, engaged in a strategic planning process to set the course for the next three fiscal years, July 1, 2021 to June 30, 2024. As we have considered the input of these groups along with patient feedback, we have identified two primary and interconnected priorities for the future: mission and sustainability. CrossOver's mission is to provide healthcare to those who lack access. With that charge, CrossOver has an essential obligation to patients, partners, and staff to be sustainable. We will not achieve sustainability without focused commitment to our mission.

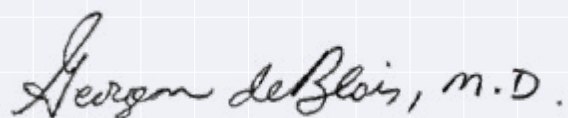
We began our strategic planning process by creating six workgroups: philanthropy, volunteerism, communications/marketing, practice model, facilities, and welcoming all. Each of these workgroups developed priorities, goals, strategies, and metrics. Ultimately, the outputs of these six workgroups filtered 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 would serve us so well going forward. Particular thanks to Chris Carney, whose expertise helped to guide us all through this process.

I am proud of this strategic plan! It is workable and doable while also challenging all of us to grow in mission. Please join us in enthusiastically acknowledging our goals, and then join us in our work—donating, volunteering, serving, or otherwise supporting this mission we share.

With gratitude,

A handwritten signature in dark ink, reading "Georgean deBlois, M.D." in a cursive script.

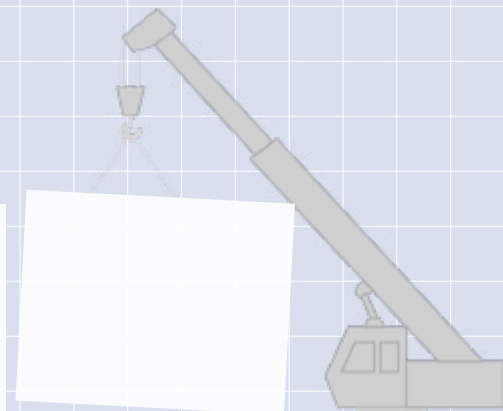
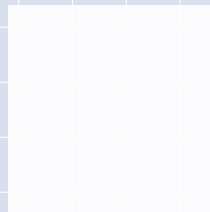
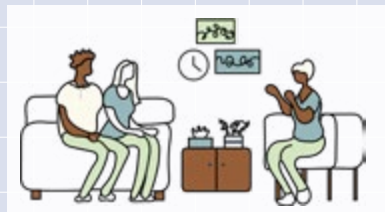
Georgean deBlois, MD

# 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.



- 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.



# Ensure sustainability.

Pursuing our mission is only possible if CrossOver is financially strong. We are strengthening our philanthropic and Medicaid revenue and partnerships.



- 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 planned giving program.
- We will invest in development personnel and in 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.



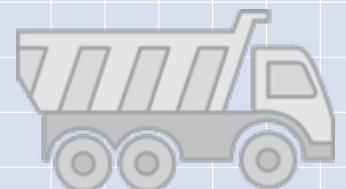
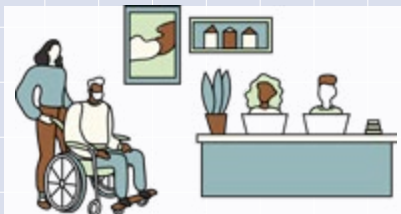


# Elevate the Role of Volunteers.

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.



# Thank you

to the following people who were instrumental  
in developing this strategic plan

## 2020-2021 Board of Directors

Chair: Georgette deBlois, MD  
Vice Chair: John C. Ivins Jr.  
Treasurer: Duncan S. Owen III

Secretary: Helen Nunley, RN, MSN  
Immediate Past Chair: Donald G. Seitz, MD

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MHA  
Dana Rust

Nancy C. Thomas  
Bruce Tyler, AIA  
Janet Wills, CFP

*Ex-officio:*  
Julie S. Bilodeau, CEO  
Michael Murchie, MD,  
Medical Director

## Community Volunteers

Dean M. Andrews  
Chris Carney  
Janine Collins  
Judy Collins, WHNP  
Rhonda Coor  
Jim Dageford, MD  
Frank Gorse  
Diane Joyce  
Karen Murphy, RN  
Christina Neves  
Larry Newark  
Pooja Patel  
Leo Ross, RPh  
Rob Temps  
Ken Wayland

## 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 Yowell

## Clinic Locations

Henrico Clinic  
8600 Quioccasin Rd.  
Richmond, VA 23229

Richmond Clinic  
108 Cowardin Ave.  
Richmond, VA 23224

## 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.

## Connect with Us

804-655-2794  
[crossoverministry.org](http://crossoverministry.org)





**CROSSTOVER**  
Healthcare Ministry  
COMPASSIONATE HEALTHCARE FOR PEOPLE IN NEED