

# Building a Strong Foundation

CROSSOVER

Healthcare Ministry

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COMPASSIONATE HEALTHCARE FOR PEOPLE IN NEED

Dear friend,

As the first year of a three-year strategic plan, fiscal year 2022 was a year of foundation-building. We have been working hard to lay the groundwork for the growth that is ahead of us, and we have done so across our patient programs, operations, technological infrastructure, fundraising, volunteer program, and more. In these pages, you will see highlights of our work in these areas, and you'll also hear from some of the members of our team who have been key to these efforts.

We're eager to share with you the work of this past year, in part because each bit of foundation-building represents progress toward our strategic plan goals of welcoming all, ensuring sustainability, increasing clinical capacity, and elevating the role of volunteers.

But even more importantly, all that we do is about striving to meet the need that is before us. Demand for our services is the highest it has ever been. Each week, we regretfully turn away dozens of people in need of compassionate healthcare. Each foundational task—from increasing the security of our networks, to strengthening training for our volunteers, to improving our patient scheduling systems—is a building block toward a CrossOver that can serve more of our neighbors. And that's a future we are driven to build.

But we can't do it without you. CrossOver cannot exist without the support of our donors, volunteers, and community partners. Please give today to help us build on the strong foundations you'll read about in these pages.

Thank you for all you do to support compassionate healthcare.

Sincerely,



Julie Bilodeau  
CEO



Patricia Lee Robertson,  
RN, LNHA, MHA  
Chair, CrossOver Board

I love CrossOver's focus on growing both quality and quantity of care. Pursuing quality ensures that we serve patients with excellence. Pursuing growth creates more capacity for the hundreds of new patient requests we receive.

In the past year we expanded our nursing team, which built capacity for more RN complex care visits. For instance, we might have a patient from another country, perhaps with a high school education and limited English, who is starting on insulin. Our RNs can call them, answer questions, and provide education. We see phenomenal results through this teamwork—in health metrics as well as patient satisfaction.

It never ceases to amaze me how God weaves together the hard work, planning, and love of our team members for the good of the wonderful people we are blessed to serve.

Mike Murchie, MD, Medical Director



## Primary Care Foundations in FY22

- Improved efficiency and scheduling
- Added nurse manager role to supervise and standardize nursing at CrossOver
- Continued COVID testing and vaccination for CrossOver patients and community members
- Utilized telehealth strategically, especially for mental health and nurse visits as appropriate

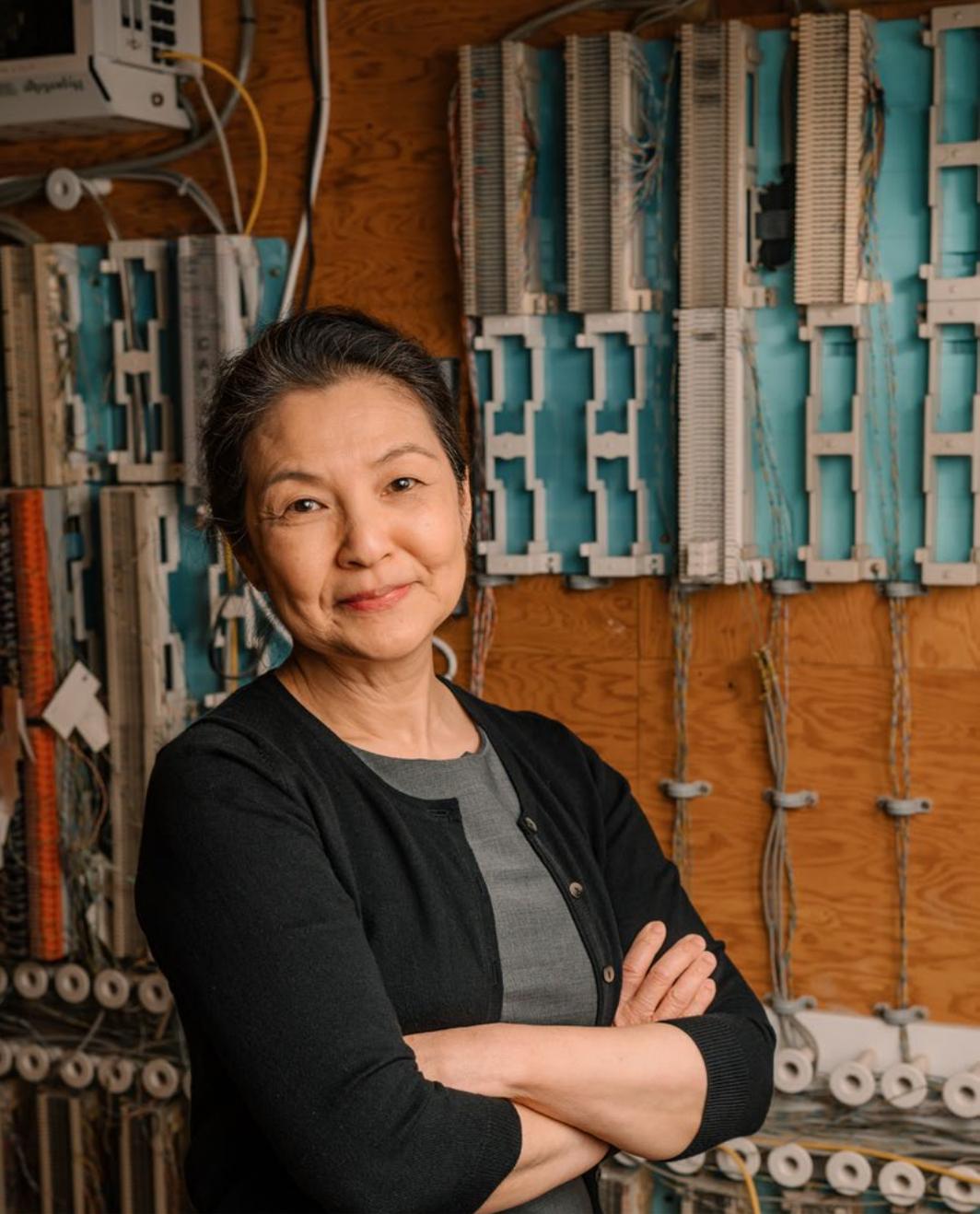


**6,616**

unique clients served

**19,227**

primary care visits



**1,733**

HIV visits

**33,190**

prescriptions provided

My 21 years as an IT professional, and another ten in operations and project management, have trained me to approach the organization and my administrative responsibilities with intentional management rooted in our organizational mission, goals, objectives, and strategies. I believe that technology should complement our work, not compete with it—sometimes less is more—and that we must be excellent stewards of the data and information entrusted to us by our patients, volunteers, donors, employees, business partners, and stakeholders.

Here at CrossOver, I am grateful to have the opportunity to apply my skills to the exceptional work of our employees and volunteers as they serve our community. I am humbled to be a member of the CrossOver team.

Elizabeth Wong, Administrative Director



## Technology Foundations in FY22

- Enhanced network security to ensure excellent stewardship of patient, donor, and volunteer data
- Implemented two-factor authentication ahead of requirements
- Upgraded 80% of hardware inventory
- Upgraded 100% of operating systems
- Migrated to secure cloud systems for electronic health records, interpretation, training, and patient information



My favorite part of development work is the joy of giving. I love matching a donor with an organization that is the right fit for both of them. Then the gift doesn't just benefit one side—the organization benefits from the gift, *and* the donor sees and enjoys the fruits of their generosity. There is real joy on both sides.

I work at CrossOver because I believe that healthcare is foundational. My family has been impacted by three major health events, and I have personally seen what that can do to a family's finances if they are underinsured. I can't imagine having to navigate that without support. The pandemic has made clearer than ever before that medical needs can quickly put any of us in a position to need a place like CrossOver. For me, it's a joy to use my knowledge and skills to make sure people who need healthcare can find it at CrossOver.

Megan Mann, Director of Resource Development  
and Communications



## Development Foundations in FY22

- Migrated to new donor database for improved communications and donor stewardship
- Strengthened relationships with community and corporate partners
- Completed website redesign for patient accessibility and enhanced engagement opportunities for donors, partners, and volunteers
- Significantly increased volunteer clinicians and nursing hours
- Revamped volunteer onboarding and training
- Focused on retention and appreciation of volunteers, donors, and partners



**2,966**

social work visits

**2,596**

specialty care visits



**1,011**

care coordination

**1,703**

mental health visits

We have made important strides in the past year in care coordination. Our care coordinators in pediatrics, OB, and mental health complete referrals, schedule follow-up appointments, and connect patients to community resources. These positions enhance patient care and strengthen the infrastructure of these programs. Particularly in pediatrics, our care coordinator has supported the onboarding of many new volunteers, which allows us to serve more families in our community.

Pediatric vaccines have been a big priority this year. Without required vaccines, kids can't go to school, and we know there has already been learning loss because of the pandemic. We are also seeing increased rates of pediatric mental health needs, and our providers are working very hard to meet those needs at the front lines.

Danielle Avula, MD, Associate Medical Director



## Program Foundations in FY22

- Continued to develop our Rapid Start program, which provides immediate care and treatment to patients diagnosed with HIV
- Expanded our OB program through increased staffing and patient outreach
- Expanded our pediatrics program to serve more children and families in our community
- Developed care coordinator roles in pediatrics, OB, and mental health





**3,933**

dental visits

**1,547**

eye care visits

Becoming full-time at CrossOver this year has been a game-changer. It means I can put all of my focus here, and I like that. It feels like my whole career has led me here.

We've made big strides in the dental program. We're able to provide dental care for more pregnant patients now because of changes to Medicaid. Dental care is so important during pregnancy, and we also like that we're helping mothers learn the importance of dental care for themselves and for their children. Meanwhile, our primary care team has started applying fluoride at pediatric appointments. This is an important supplement to the care we provide in the dental clinic.

At CrossOver, we don't just talk the talk; we walk the walk. I'm glad to come to work. I'm here to do what I can for as long as I can. And the patients seem to really appreciate what we try to do.

Velma Barnwell, DDS, Dental Director



## Eye and Dental Foundations in FY22

- Upgraded eye clinic equipment
- Increased dental hygienist support
- Added priority patient appointments for OB patients
- Navigated changes in Medicaid, including growth in our patient population, increased reimbursable services, and increased reimbursement amounts
- Increased dental director to full-time position
- Created new assistant dental program manager position
- Began applying pediatric fluoride in primary care appointments



**1,824**

OB visits

**149**

babies born

Our OB patients are really benefiting from the changes to Medicaid. They don't have to worry that ultrasound bills or delivery costs are going to be impossible for them. And our new community health worker can connect them to helpful services. Thanks to our volunteers and faith partners, we now have a prenatal closet next door at Central United Methodist Church where patients have received baby clothes, diapers, wipes, and other supplies. We were even able to give a car seat to someone who was near delivery and didn't have one.

We also started using a new interpretation service called Voyce. It takes two minutes or less to connect, which has made visits more efficient. Voyce also has the option to have a video interpreter, which can facilitate better patient care. You can choose the gender of the interpreter if you'd like, and for some of our patients, this makes them feel more comfortable. This is what we want, for patients to be comfortable so they will share all the health information relevant to their care.

Teresa Gonzalez, Director of Operations

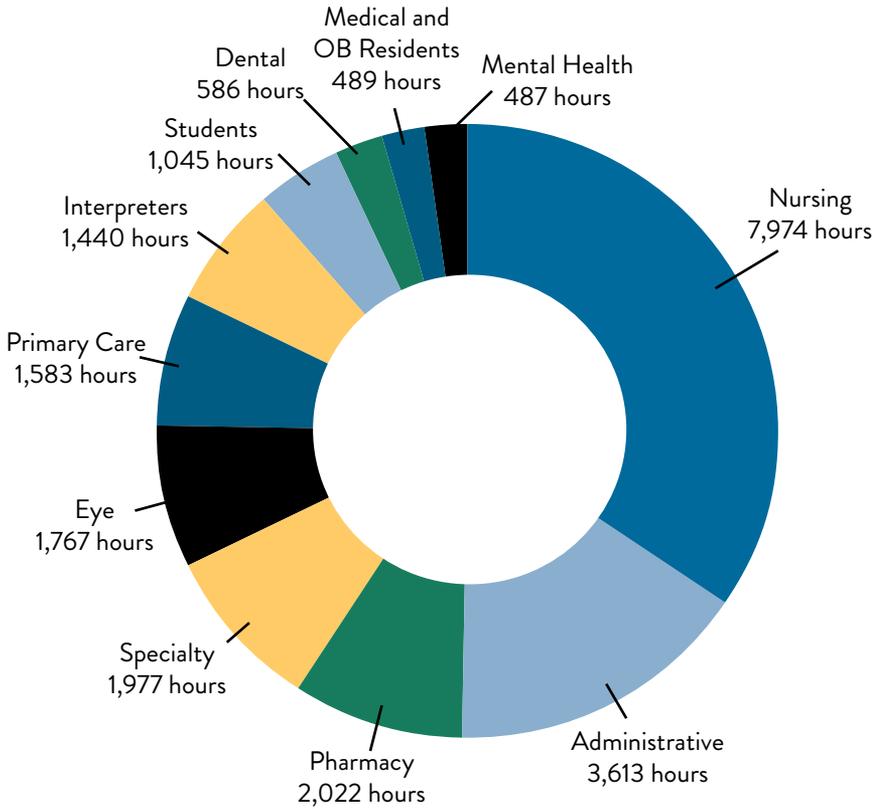


## Operations Foundations in FY22

- Developed and introduced virtual training system for employees and volunteers
- Improved electronic health records system
- Improved appointment scheduling procedures
- Increased efficiency in clinic operations through elimination of duplicate work and re-work
- Migrated to new and improved interpretation system utilizing video and audio options



# Volunteer Hours



**358**

volunteers

**22,983**

volunteer hours

# 2,592

COVID vaccine doses administered

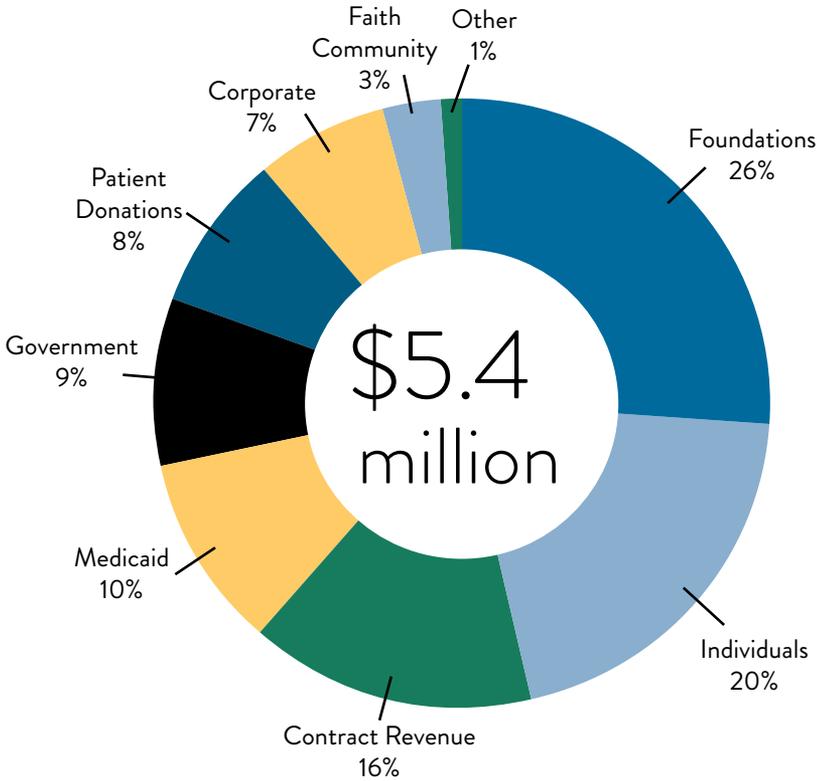
# 2,002

COVID tests administered



# 2022 Financials

For the period of July 1, 2021, to June 30, 2022



Cash Support and Revenue	\$5,410,022
In-Kind Contributions	\$2,750,657
<b>Total Support and Revenue</b>	<b>\$8,160,679</b>

Administrative and Development Expenses	\$940,403
Total Expenses	\$8,407,182
<b>Admin and Development as % of Total Expenses</b>	<b>11%</b>

Net Assets Beginning of Year	\$4,419,918
Net Assets End of Year	\$4,173,415
<b>Change in Net Assets</b>	<b>(\$246,503)</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:* Patricia Lee Robertson, RN, LNHA, MHA

*Vice Chair:* Betsy D. Beamer

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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)

