

Strengthening
the care
our community
relies on.

2026-2031 STRATEGIC PLAN

CROSS⁺OVER
Healthcare Ministry



“

A thriving city starts
with healthy people.

—Greg Hillman, Board Member





The Next Five Years

For more than 40 years, CrossOver Healthcare Ministry has been a trusted healthcare home for our community.

As we pursue our vision of a healthy, vibrant community, over the next five years, we'll expand access to comprehensive care, **increasing our capacity by more than 30% to 40,000 patient encounters annually by 2031.**

Together, our strategic priorities position CrossOver to provide compassionate, high-quality care for generations to come.

Our Strategic Priorities

Rooted in research and informed by the voices of patients, staff, volunteers, partners, and community leaders, these strategic priorities will guide CrossOver's future as we respond to the growing healthcare needs of our neighbors.

RESEARCH FINDINGS:

1. External healthcare pressures will increase the importance of safety-net providers.
2. Current demand increases the need for capacity expansion.
3. Collaboration and partnership are critical for expanding impact.
4. CrossOver's culture of quality healthcare, Christian compassion, and community is central to its work.
5. Misperceptions about the brand may be hampering growth.



Impact

We will reach more patients with more frequency than ever before.



HOW WE'LL GET THERE:

- Increase CrossOver's capacity to serve 8,500 patients with **40,000 clinical visits annually.**
- **Increase appointment availability** for dental, vision, and behavioral health.
- Expand access to health **education and preventive care.**
- Invest strategically in **technology** and optimized clinical practices.



Sustainability

We will be a financially resilient organization, positioned to serve our neighbors for generations to come.



HOW WE'LL GET THERE:

- Become recognized as an attractive and comprehensive care option for **Medicaid** recipients.
- **Reduce the cost** per patient visit.
- Grow **philanthropic** support.
- Strengthen **partnerships** to meet the community's holistic healthcare needs.
- **Empower our** employed and volunteer **workforce** by investing in the people and programs that make care possible.



Reputation

We will be a well-known force for health equity, and our reputation will open doors to partnerships, funding, and community investment.



HOW WE'LL GET THERE:

- Clarify CrossOver's **brand** and messaging.
- Build a community of **mission-driven champions** to amplify CrossOver's impact and care.
- Bolster CrossOver's position as a **regional leader** in safety-net care.

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.

OUR VISION

A healthy, vibrant community where every person is restored by the compassionate, healing love of God.

WELCOMING ALL

CrossOver follows Christ's example that we are to love our neighbors as ourselves. All we say and do demonstrates our fervent belief that our patients, volunteers, and employees are valued and deserving of respect. We serve as a safe and inclusive provider of healthcare, respecting people of any or no religious tradition.

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