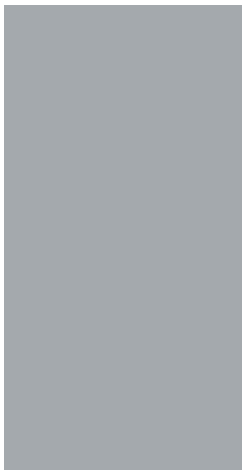
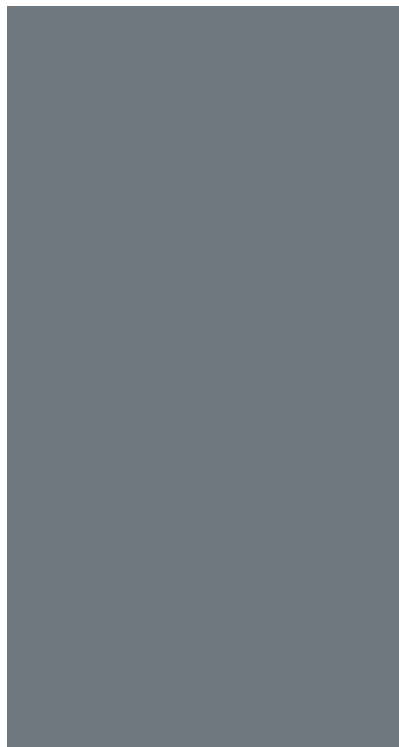
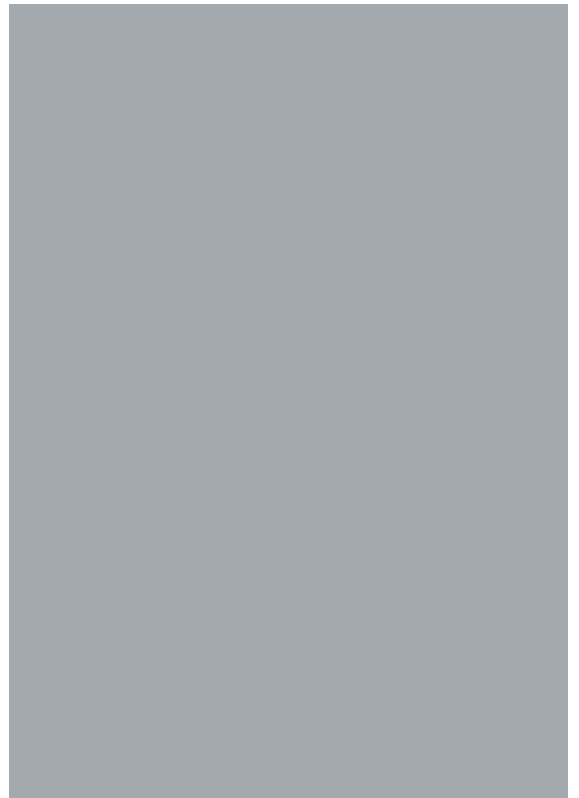
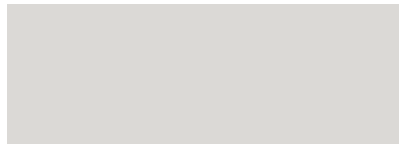


# TRANSFORMATION THROUGH GROWTH



2016 ANNUAL REPORT



## Senior Leadership

James J. Berrens, CPA, *Chief Executive Officer*  
Timothy Vale, *Chief Financial Officer*  
Elizabeth Platte, *Chief Operating Officer*  
Christine O'Dea, MD, *Chief Medical Officer*

## Board of Trustees

Mark Norman, JD, *Chair*  
Orson Austin, MD, *Vice Chair*  
Peter Tighe, *Treasurer*  
Celeste Dunlap, *Secretary*  
Janet Germann, MSN, CNP  
Roger Howell  
Katrina Lackey  
Steve Smith  
Jim Sutter  
Monica Wilkins, MHA, PT

## Dear Friends,

The past year has been one of great blessings for Crossroad, with growth a constant theme. In 2016, we made great strides in building our leadership team, adding a depth of experience in key management functions. New health care providers joined our staff, allowing us to better serve our expanding patient base and to offer easier access to mental health care. And we extended our reach with a new health center at Taft Elementary in Mt. Auburn that serves students and community members alike.

Throughout our year of expansion, we maintained a sharp focus on quality. As evidenced by meeting rigorous national standards, we earned recognition for improvement in 15 out of 20 key measures of health care quality – and finished first in several categories for health care centers of our size. And we are proud of our progress in significantly reducing dangerous levels of lead in young children.

Looking ahead, we are pleased to celebrate our 25th year of transforming lives in 2017. Yet despite our success in serving more patients than ever, the need to help even more of our community's most vulnerable remains urgent. We thank the many staff, donors, volunteers and friends of Crossroad who have traveled with us on our journey. Your unflinching support and dedication make our work possible. We ask for your blessing as we continue our mission of reaching more patients with the healing power of Christ.

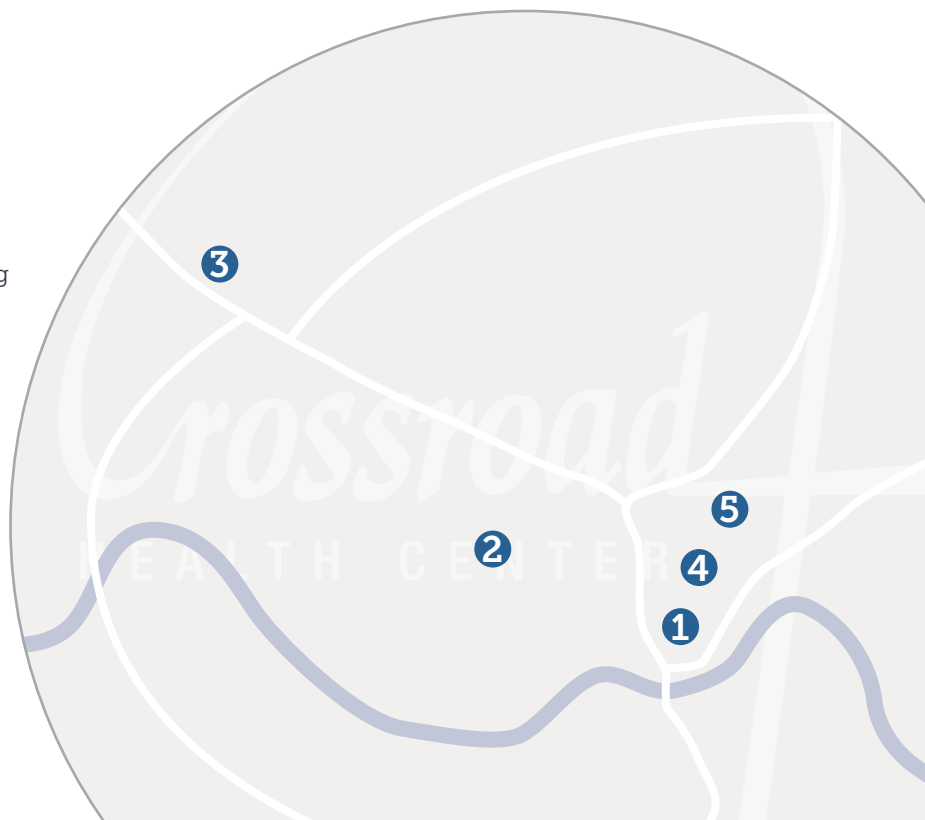


In gratitude,  
Jamie

## Our Locations

Crossroad operates five busy health centers across Greater Cincinnati and Harrison. In response to a growing need to treat students in their schools, two of our sites are school-based health centers that care for elementary students and their families, as well as members of the community. Together, our medical homes help provide urgently needed primary health care to thousands of underserved children and adults. Our services include primary and prenatal care, behavioral health counseling, care for illnesses, immunizations and preventive care.

- 1 Over-the Rhine**  
5 E. Liberty Street  
Cincinnati, OH 45202
- 2 Western Hills**  
2859 Boudinot Avenue  
Suite 107  
Cincinnati, OH 45238
- 3 Harrison**  
10450 New Haven Road  
Harrison, OH 45030
- 4 Rothenberg Preparatory Academy**  
School-Based Health Center  
241 E. Clifton Avenue  
Cincinnati, OH 45202
- 5 Taft Elementary**  
School-Based Health Center  
270 Southern Avenue  
Cincinnati, OH 45219



# Understanding the Need

## About Our Patients

### Ethnicity

|                        |     |
|------------------------|-----|
| African American ..... | 42% |
| White/Caucasian .....  | 48% |
| Hispanic/Latino .....  | 9%  |
| Other .....            | 1%  |

### Gender

|              |     |
|--------------|-----|
| Male .....   | 42% |
| Female ..... | 58% |

### Age

|             |     |
|-------------|-----|
| 0-17 .....  | 60% |
| 18-24 ..... | 6%  |
| 25-39 ..... | 14% |
| 40-59 ..... | 15% |
| 60+ .....   | 5%  |

### Income

|   |     |
|---|-----|
| Less than 100% of poverty level.....    | 66% |
| At 100-150% of poverty level.....       | 14% |
| At 151-200% of poverty level.....       | 6%  |
| At more than 200% of poverty level..... | 4%  |
| Unreported.....                         | 10% |

*// My family have been patients for more than 22 years. I trust the doctors with my family's health and well-being.*

***I love that God plays a part of their care.***

*The prayers said for my family make me feel they are getting the best care possible, physically and spiritually. //*

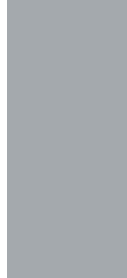
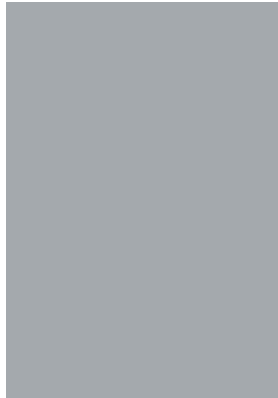
Brenda

# Responding to the Need

Founded in 1992, Crossroad offers a true medical home to patients, and provides care for illnesses, routine checkups, prenatal services, immunizations, preventive services and more. No one is turned away due to inability to pay for services. As a faith-based health center, our mission is to serve those most in need in our community – children and adults living in poverty or without insurance. Crossroad strives to provide excellent health care that treats the whole person – mind, body and spirit.

Despite the Affordable Care Act and the expansion of Medicaid, which provide health insurance access to many low-income individuals and families, we still face significant unmet costs. Many patients, burdened by multiple problems, need help beyond medical care. While treating our patients, we frequently uncover urgent needs such as lack of permanent housing or behavioral health issues. And we take the time to connect patients with medical specialists and social service agencies to remedy these issues. We believe it is critical to help patients overcome these barriers to health care to achieve a healthy and well-balanced life.

If you'd like to join us in our mission to provide health care to those most in need, please visit our website at [crossroadhc.org](http://crossroadhc.org) to learn more.



## Financial Statement

### Revenue

|                                      |                    |
|--------------------------------------|--------------------|
| Patient Services .....               | \$4,111,244        |
| Contributions, Grants, Other .....   | 2,083,650          |
| <b>Total Operating Revenue .....</b> | <b>\$6,194,894</b> |

### Expense

|                                       |                    |
|---------------------------------------|--------------------|
| Program Services .....                | \$5,474,192        |
| Fundraising.....                      | 127,792            |
| Management and General .....          | 641,479            |
| <b>Total Operating Expenses .....</b> | <b>\$6,243,463</b> |

|                                     |                |
|-------------------------------------|----------------|
| Non-operating Revenue .....         | \$50,516       |
| Revenue in Excess of Expense .....  | \$1,974        |
| <b>Increase in Net Assets .....</b> | <b>\$1,947</b> |

## Balance Sheet

### Assets

|                            |                    |
|----------------------------|--------------------|
| Cash and Investments ..... | \$669,218          |
| Accounts Receivable.....   | 468,776            |
| Other Current Assets ..... | 129,953            |
| Property & Equipment.....  | 1,465,553          |
| <b>Total Assets .....</b>  | <b>\$2,733,500</b> |

### Liabilities

|                               |                    |
|-------------------------------|--------------------|
| Current .....                 | \$334,130          |
| Long Term.....                | 0                  |
| <b>Total Liabilities.....</b> | <b>\$334,130</b>   |
| <b>Net Assets .....</b>       | <b>\$2,399,370</b> |



*“ From the doctors to the medical assistants, the staff is wonderful. Each visit for myself or my children has us leaving knowing that **they have tried in every capacity to meet our needs.** ”*

*Nona*

## Measuring Our Impact

### 31,045 Total Visits • 11,267 Patients

- 6,741 patients are children
- 7% of all patients are uninsured;  
13% of adult patients are uninsured
- 32% of adult patients have a diagnosable mental illness
- 1,174 mental health counseling visits were provided
- 83% of families with young children come to us for preventive as well as sick care

### What Our Patients Say About Us

- 96% would recommend Crossroad to family and friends.
- 93% feel that Crossroad helps them make healthy lifestyle choices.

### Student Volunteers: Teaching and Sharing Our Vision with Others

In keeping with this guiding principle – to teach and share our vision with others – Crossroad has established the Volunteer Internship Program. Young interns experience firsthand the impact of poverty on health care through direct patient contact. They assist physicians, nurses and administrators who also share their perspectives through mentoring and clinical training. Working in a real-life setting for a full year, they gain an insider's understanding of how a community health center runs. The hope is that, thanks to their exposure to the needs of the poor, these interns will eventually choose a career that helps those who suffer most from the disparities in health care access in our community.

Interns find the experience invaluable. Says one, "Many of our patients work multiple jobs. Some cannot get child care or transportation. Their lives are so crazy busy that they have to put their own health care on the back burner. I now realize that health care is not as simple as I thought it would be."

Another comments, "Having grown up in a privileged community, I had never known how easy it was for underprivileged patients to get lost in the system or how hard it is for them to get the treatments they need."

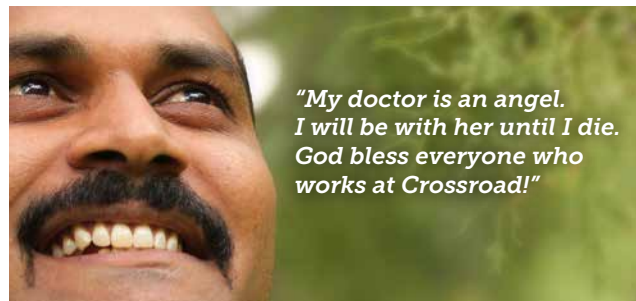
Crossroad deeply appreciates the services of our volunteer interns, and thanks them for the critical support they provide in caring for our patients!



## One Patient's Story

### "My Doctor Has Given Me the Courage of Life."

When 58-year-old Abbas immigrated to the U.S. with his wife and three daughters in search of a better life, he was under tremendous pressure. After arriving at the airport, he collapsed and his daughter rushed him to the ER. The doctors checked him thoroughly, then to his shock referred him to a cancer center.



"This made me think I am dying," he says. "The doctor said he thought I had cancer of the colon."

Abbas was devastated. What would his family do without him? Then a friend told him about Crossroad. He made an appointment, and met with his new primary care physician. After further testing, his Crossroad doctor delivered the good news with a hug. Abbas did not have cancer but a treatable condition.

Now, five years later, Abbas remains a patient and credits Crossroad with turning his life around. "My doctor is an angel. I will be with her until I die. God bless everyone who works at Crossroad!"



## Our Donors

### How to Become a Crossroad Supporter

To make a gift to Crossroad, visit our website at [crossroadhc.org](http://crossroadhc.org) and select "donate now." You may also contact our development department at [gaylel@crossrd.org](mailto:gaylel@crossrd.org) for information on how to give in honor of or memory of someone, or to leave a legacy to Crossroad in your will.

#### Gifts Made in Honor of

Dr. Debbi Borchers  
Dr. Emily Haas  
Judy & Ron Myers  
Dr. Jack Edward Payne  
Dr. Courtney Roberts  
Dr. Chuck & Julie Schubert  
Dr. Richard Strait  
Sibyl Towner

#### Gifts Made in Memory of

Chloe  
Bill & Edith Barr  
Dr. Donald J. Bettinger  
Thomas Bolland  
JoAnn Hall  
John & Jean Kauffman  
Steve Myers  
Patrick O'Dea  
Ruth Alberta Becher Payne  
Carol Rodgers  
Carol Schubert  
Diane Wade

#### 2016 Grants & Corporate Donors

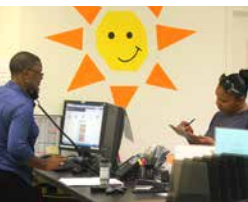
American Cancer Society/  
National Football League  
Andrew Jergens Foundation  
Church of the  
Good Shepherd  
Cincinnati Children's  
Hospital Medical Center  
Cincy-Cinco, a program of  
Latinos Avanzando Latinos  
Cornerstone Foundation  
Ed & Joann Hubert Family  
Foundation  
Fleischmann Memorial  
Trust Fund  
George B Riley Trust Estate  
Give with Liberty  
Greater Cincinnati  
Foundation Marianne R.  
Rowe Fund  
Glyde Corporation  
Interact for Health  
Johnson Charitable  
Gift Fund

Knox Presbyterian Church  
Lewellyn Mechanical  
Systems  
Lohr Surgical Specialists  
Maas Family Foundation  
Northminster Presbyterian  
Church  
Oak Hills Presbyterian  
Church  
RPP Containers  
Salt & Light, D.R. Dupee Trust  
SC Ministry Foundation  
Suder's Art Store  
Union Central, an Ameritas  
Company  
United Way of Greater  
Cincinnati  
Westwood First  
Presbyterian Church

### We extend our heartfelt thanks to the many individuals who supported us in 2016. Through their gifts, we are able to provide critical health care services to those most in need.

Dave & Judy Albert  
Erik & Cathy Allaben  
Jim & Marjorie Anderson  
Harry & Anne Badanes  
Linda Barabas  
Melvin & Kathleen Bedree  
Karen Blair  
Sandra Blevins  
Audrey & Raymond Boehringer  
Tom & Janet Bolland  
Gary & Jane Booth  
Dave & Elaine Born  
Gerald & Andrea Breen  
Thane & Nancy Brown  
Robert & Felicia Burger  
Carolyn Burke  
Dr. Steven & Marjorie Carleton  
Joan Carlin  
Tom & Annette Carothers  
Dave & Sharon Chalmers  
Roger & Gail Chang  
Mark Childers  
Anne & William Clippard  
Tom & Mary Ellen Cody  
Tim & Mary Cronin  
Elizabeth Crumrine  
Steve DeMar  
Michael & Wendy Detroy  
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Suzanne Dhiman  
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Pamela & Patrick Dollard  
Robert & Dianne Donlan  
Charles & Meredith Downton  
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Robert & Kathryn Hessong  
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Tim & Janet Johnson

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Tim & Erin Kelly  
David & Marsha Kelpke  
Jerry & Kathryn Kibler  
Gary & Amy Kindell  
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Mona Mansour, MD  
Gloria McConnaghy  
Dr. Jim & Jennifer Molnar  
Maura Moran-Berry  
Judy & Ron Myers  
Phyllis Nicholas  
Joy & Mark Norman  
Thomas & Kathryn O'Dea  
Christine O'Dea, MD  
Carl & Kim Offhaus  
Jayne & Mark Payne  
Sarah Penn & Conal Roche, MD  
Dr. Jim & Hannah Phero  
Joseph & Susan Pichler  
Melissa & Edward Rainous  
Melinda Rauch  
Dr. Robert & Constance Reed  
Eugene Rodgers  
Marianne Rowe  
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Bob & Debi Schubert  
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Tracey Skale, MD  
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Nancy Strait  
Rick & Lee Ann Strait  
Matthew Strait  
Martha Stricker  
JoAnn Strong  
Dr. Scott & Sandi Syfert  
Carlos & Roberta Teran  
Peter & Jenny Tighe  
Dick & Sibyl Towner  
Paul & Jane Trent  
Clyde Turner  
Dr. Derek & Susan van  
Amerongen  
Lee & Kathleen Vonderhaar  
Michael Wade & Julie Borchers  
Louise Watts  
Robert & Donna Wetick  
Joyce Wilhelm  
Ken & Brenda Yablonsky  
John & Linda Young  
Karen Ziegler  
Lesley Zugelter



## Our Volunteers

**Thanks to the many individuals and students who volunteer their time and services for patient care and special events. Because of their contributions, Crossroad is able to operate at a lower bottom line.**

Mckenzie Ackemyer  
Christian Adams  
Morgan Alexander  
Joe Anello  
Carrie Baird  
Nadia Bayyari  
Haley Beavers  
Dana Belzaira  
Meghan Berry  
Radhika Bhog  
Connor Bucholtz  
Ana Calvopina  
Natalie Castillo  
Julie Chang  
Jess Chima  
Jacob Ciricillo  
Taylor Clarke  
Shannon Cunningham  
Yasmeen Daher  
Sophie Daiber  
Bridget Dames  
Kaitlyn Davis  
Andrew Dickson  
Kelsie Dirksing  
Megan Donaldson  
Lauren Donovan  
Rich Dowd  
Emma Dwenger  
Angela Ellis  
Nada El-Sayed  
Nora Elson  
Mohamed Elzarka  
Mazie Eves  
Molly Frydl  
Gabriela Fuentes  
Sarah Gaston  
Madeline Gates  
Sarah Geraghty  
Kaitlyn Gerken  
Julia Germann  
Rachel Haney  
Angelica Hardee  
Amanda Harris  
Adonis Hawari  
Beatriz Hernandez  
Michael Hess  
Emily Hoff  
Olivia Humphery  
Majdulynn Hussein  
Niusha Jahanpanah  
Cassandra Johnson  
Sarah Kaising  
Joseph Kavanagh  
Shannon Kelly  
Randall Kennedy  
Emily Kim  
Bader Kiwan  
Anna Klunk  
Luke Knudson

Bonnie Lagrange  
Erica Lampert  
Calvin Larson  
Anna Layman  
Allyssa Leaton  
Jessica Lienesch  
Michael Liggett  
Kira Liggins  
Dakota Lipps  
Klara Lisy  
Hannah Lodin  
Pedro Lopez Garcia  
Costina Luc  
Shazia Malik  
Cameron Marcus  
Makayla McClurg  
Mitchell McMurray  
Carlos Munoz  
Sami Nandyal  
Jordan Oberndorfer  
Rachel Odin  
Oise Omoijuanfo  
Alma Onate  
Aurora Ortinez  
Anthony Pantano  
Veronica Poffel  
Adam Purvis  
Cooper Quartermaine  
Ashley Reinert  
Jeremy Rieskamp  
Danyelle Roan  
Kelsey Robinson  
Imani Rogers  
Teresa Rust  
Durga Prasad Samanthula  
Rahul Sandella  
Joseph Scharf  
Drew Schierloh  
Rachel Serafin  
Aminata Seye  
Prasun Shah  
Tiffany Shi  
Shivank Singh  
Dajah Siplin  
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Malia Smolenski  
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Jennifer Springer  
John Sternen  
William Stone  
Hunter Taylor  
Tyus Temple  
Kimberlin Trauthwein  
Gabrielle Truitt  
Janelle Tucker  
Bhargav Vemuri  
Linda Venturato  
Shea Vogelsong  
Aichetou Waiga  
Stephen Walden  
Alexander Waldherr  
Brenna Walters  
Andrew Warner  
Katherine Wilcher  
Alexis Wilsey  
Daisy Wu

***“ I have always been treated with respect and care, from the reception area to the examination room. The doctors are really in tune with what is going on with me. They listen and give good advice. ”***

*Mary*



# Crossroad Mission

Our mission is to give honor to Jesus Christ by providing accessible, comprehensive health care in partnership with our patients and community leading to healthy, changed lives.