



# OUR **Commitment** TO OUR COMMUNITY

2019 Annual Report



Dear Friends,

We are grateful for the many blessings that 2019 brought to Crossroad. During that time, we achieved a number of significant milestones. All five of our sites across Cincinnati and Harrison are serving more patients than ever. At the same time, the quality of our care continues to improve, as evidenced by the recognition we received from HRSA, an agency of the U.S. Department of Health and Human Services, as a “Health Center Quality Leader.”

Growth on many fronts was constant, capped with the opening of our brand-new health center in Western Hills in November 2019. This location nearly doubles our previous capacity, and better accommodates our expanding West Side population. We are grateful to our many loyal friends and donors who supported this development, allowing us to serve even more families.

Our work to improve the health of our community is even more important during the current public health crisis. The Covid-19 pandemic has more fully exposed the profound inequities in our society, including access to health care. We know firsthand that most people with low income don't get the timely, high-quality services they need.

At Crossroad, we take the time to uncover the many barriers to health care that our patients face – such as lack of permanent housing, transportation and adequate food. That means the cost of our care consistently exceeds our reimbursement. Because of the generosity of our friends, donors and partner organizations, we can continue to provide the high-quality, affordable health care that our patients deserve.

As we face the year ahead, we cannot overlook the unique challenges of Covid-19. To keep patients and staff safe, we are taking preventive measures to halt its spread. That means fewer patients are seen face to face, and many appointments have been switched to telehealth visits. Throughout it all, however, we have stood firm in our

mission of ensuring that our patients thrive in body, mind and spirit. Our medical staff strives to provide the same high-quality services that our patients have come to expect, whether they are cared for online or in the office.

We are thankful to close the year on solid financial ground, while fully recognizing that the need for our services is greater than ever. We couldn't do this work alone. It takes a network of committed partners to support the good health of our community. Whether you made a donation, volunteered your time, provided health care supplies for our patients or said a prayer for us, you are at the center of our mission. We are deeply grateful for your support as we continue to care for our patients in a changing and challenging health care landscape.

Blessings and Christ's love,



*James J. Berrens*

James J. Berrens, CEO

### 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*

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### Over-the-Rhine

5 E. Liberty Street  
Cincinnati, OH 45202  
513-381-2247

### Western Hills

2170 Anderson Ferry Road  
Cincinnati, OH 45238  
513-922-4271

### Harrison

10450 New Haven Road  
Harrison, OH 45030  
513-367-5888

### Rothenberg Preparatory Academy (Over-the-Rhine)

School-Based Health Center  
241 E. Clifton Avenue  
Cincinnati, OH 45202

### Our Locations

Crossroad offers convenient and high-quality primary health care through our five centers across Greater Cincinnati and Harrison. Together, our five sites create medical homes that provide urgently needed primary health care to thousands of underserved children and adults.

Our services include primary and preventive care, gynecological and prenatal care, behavioral health counseling, care for illnesses, immunizations and medication-assisted treatment for addiction.

We are proud to partner with Rothenberg Preparatory Academy and Taft Elementary School in offering school-based health centers at these sites. Elementary school students and their families can rely on these centers to provide a full range of health care services, from treatment for acute illnesses, such as the flu, to primary medical care to behavioral health support to nutritional education. Taft is also open to the greater community and provides health care to people of all ages.



## Understanding the Need About Our Patients



- African American ..... 35%
- White/Caucasian ..... 47%
- Hispanic/Latino ..... 8%
- Other ..... 10%



- Male ..... 43%
- Female ..... 57%



- 0-17 ..... 55%
- 18-24 ..... 8%
- 25-39 ..... 14%
- 40-59 ..... 16%
- 60+ ..... 7%



- 100% or less than 100% of poverty level ... 73%
- At 100-150% of poverty level ..... 14%
- At 151-200% of poverty level ..... 8%
- At more than 200% of poverty level ..... 5%



### Valerie's Story

When Valerie and her five young children moved from Kentucky to Cincinnati, life changed for the family, and not always for the better. But one bright note was finding Crossroad.

*"I liked our pediatrician right off the top," Valerie says. "She does an amazing job with our family. I knew I would want to stay with her as our doctor."* All five children deal with chronic health conditions, from ADHD to hearing loss to severe celiac disease. She adds, *"Since going to Crossroad, the kids have been healthier. The staff make sure they get scheduled for regular checkups. Their asthma is under control, and they get their medications regularly."*

The family has faced other struggles as well, including being homeless. Today, they are renting an apartment, and life is more secure. Good medical care is part of the picture, but there's more. Staff have listened, hugged and supported them through challenging times. They've prayed with the family, and helped connect them to counseling. Valerie says, *"We've hit some hard times. Our doctor made sure that Crossroad was aware. They helped with Christmas gifts, and even car seats when the girls were babies."*

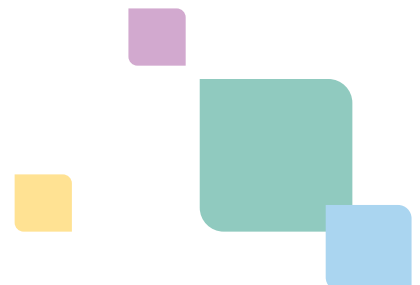
Summing up her family's experience with Crossroad, Valerie says, *"They have amazing doctors, nurses and staff—I have recommended Crossroad to all my friends."*

## Responding to the Need

Crossroad provides a one-stop medical home to nearly 13,000 children and adults in our community. From our roots in one small office in Over-the-Rhine, we've expanded to five sites across Greater Cincinnati and Harrison.

As a faith-based health center, our mission is to bring the healing power of Christ to children and adults living in poverty. Most of our patients have faced a lifetime of barriers. Their medical needs are frequently linked to other urgent and unmet needs, such as lack of permanent housing, behavior health issues or substance abuse. We spend the time it takes to connect our patients with medical specialists, programs and social service agencies who can provide lasting solutions to these challenges.

That's why, in a year when our patients are struggling more than ever, we ask you to partner with us as we provide health care to those in need. Learn more or make a donation at [crossroadhc.org](http://crossroadhc.org).





## FINANCIAL STATEMENT

Crossroad finished 2019 on solid financial ground. Thanks to our generous donors and grant makers, along with our careful stewardship, we changed the lives of more people than ever before.

### Revenue

Patient Services .....	\$5,616,122
Contributions, Grants, Other .....	2,501,918
<b>Total Operating Revenue .....</b>	<b>\$8,118,040</b>

### Expense

Program Services .....	\$6,959,309
Fundraising.....	143,060
Management and General .....	721,255
<b>Total Operating Expenses .....</b>	<b>\$7,823,624</b>
Non-operating Revenue .....	\$70,344
Increase in Net Assets .....	\$364,760

## BALANCE SHEET

### Assets

Cash and Investments .....	\$1,388,641
Accounts Receivable.....	576,414
Other Current Assets .....	86,276
Property & Equipment .....	1,954,533
<b>Total Assets .....</b>	<b>\$4,005,864</b>

### Liabilities

Current .....	\$597,822
Long Term.....	0
<b>Total Liabilities .....</b>	<b>\$597,822</b>
<b>Net Assets .....</b>	<b>\$3,408,042</b>

## MEASURING OUR IMPACT

In 2019, you helped us transform more lives through patient-centered health care.

### 41,171 Total Visits

### 12,703 Patients

- 7,388 patients are children
- 6% of all patients are uninsured; 11% of adult patients are uninsured
- 18% of adult patients have a diagnosable mental illness
- 2,614 mental health counseling visits were provided
- 90% of families with young children come to us for preventive as well as sick care



### What Our Patients Say About Us

- 98% would recommend Crossroad to family and friends.
- 95% feel that Crossroad helps them make healthy lifestyle choices





## 2019 HIGHLIGHTS

In 2019, you partnered with us to help us help more families than ever before. Thank you for choosing to join us in providing outstanding health care to the most vulnerable in our community.

### High-Quality Care Recognition

- Crossroad was awarded funding by Paramount Advantage, a statewide Medicaid managed plan, to support us in addressing social determinants of health – for example, access to affordable housing, good schools and fresh foods – that affect the overall health of our patients.
- Crossroad was recognized by HRSA, an agency of the U.S. Department of Health and Human Services, as a “Health Center Quality Leader” for achieving a top one-third ranking in best overall clinical performance among all health centers.
- Based on statewide measures for quality of care for federally qualified health centers, we successfully reached our goal for preventing low birth weights, which gives babies a healthier start in life.

### Expanded Services

- We opened a new, larger site in Western Hills, almost doubling the size of our previous office, which allows us to see more patients in an updated, modernized location specifically tailored to our needs.
- We launched a medication-assisted treatment program for our patients and their families who struggle with opioid and alcohol addiction.
- We began offering walk-in hours to our patients to improve their access to medical care.
- We expanded our prenatal care services and now serve more women than ever.
- We added a clinical operations director to oversee our practice management and expand our clinical skills training.
- We added a pediatric behavioral health counselor at our West office, allowing us to serve more children with behavioral health issues.
- Thanks to a grant from Cradle Cincinnati, we have created a pregnancy centering program that will bring together expectant mothers to share experiences and learn how to have a healthy pregnancy.

We can't do this work without supporters like you. Thank you for standing with us!



## Connecting Our Patients with Health Insurance

If you ask Crossroad's two Certified Application Counselors exactly what it is they do, they both smile.

While their mission may seem simple – to help patients obtain Medicaid, or other health insurance through the market place – the reality is a lot more complicated. When patients checking in at Crossroad's front desk say they have no health insurance, they are immediately directed to Leslie Calhoun, who staffs the Over-the-Rhine office, or Lea Ann Ruff, who covers the Western Hills and Harrison sites.

Leslie and Lea Ann provide hands-on assistance to help patients fill out the health insurance application. It's a lengthy process that can take hours, and it's easy for patients to be overwhelmed by the details – Social Security numbers for every member of the family, everyone's medications, who is employed and where, what schools the kids attend and much more.



*"We have to develop a relationship first to build trust," Lea Ann says. "It takes a couple of visits to get all the information – and patients usually bring in the whole family!"*

And it's not a one-time effort. Most patients must be recertified each year, which adds up to hours of extra effort for Lea Ann and Leslie as they strive to keep patients connected to life-changing health care.

The CAC role evolved following the 2014 expansion of Medicaid benefits in Ohio through the Affordable Care Act. Today, accessible health care is available to thousands more Ohioans. In 2019 alone, Leslie and Lea Ann helped more than 3,200 Crossroad patients enroll.

Crossroad benefits, too. This painstaking approach to tracking down affordable coverage means that Crossroad is reimbursed fairly for the services provided to patients.

But the real payoff is the joy our patients feel when they get finally medical coverage for much-needed care. *"I run into patients all around town who say, 'Hey, you helped my mom get insurance' or 'I have diabetes but no insurance from my job. You found insurance for me,'"* Leslie says. *"Or an individual might be getting out of prison and will come to us. We'll make all the calls to get the person's release papers and get their insurance activated."*



She summed it up this way, *"We care about our patients. We love our patients. And we do it for the love of Jesus Christ."*



### Gifts Made in Honor of

David Hinton  
Sandy Mercer  
Ron & Judy Myers  
Dr. Chuck Schubert  
Dr. Richard Strait  
Peter Tighe  
Zach & Maggie Wenker

## Thank You

### Become a Crossroad Supporter

To make a gift to Crossroad, visit [crossroadhc.org](http://crossroadhc.org) and select "donate now." You may also send a check to Crossroad at 5 E. Liberty Street, Cincinnati, OH 45202. Contact our development department at [crossroadhc@crossrd.org](mailto:crossroadhc@crossrd.org) to find out how to give in honor of or memory of someone, or to leave a legacy to Crossroad in your will.

### Grants & Corporate Donors

American Cancer Society  
Church of the Good Shepherd  
Cincy-Cinco, a program of Latinos Avanzando Latinos  
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Dottie Zimmerman

### Gifts Made in Memory of

Trevor & Judith Austin  
Bill & Edith Barr  
Dr. Steven Chan  
Jo Ann Hall  
John & Jean Kauffman  
Dr. Jack & Ruth Payne  
Zeke Zimmerman

## Our Volunteers

*Special thanks to our many volunteers, who provide thousands of hours of service in support of our patients' good health.*

Brandon Abboud  
Rayhan Akhtar  
Nadia Alam  
Jackson Alexander  
Munachimso Anachebe  
Rita Atalor  
Emmanuella Baah-Binney  
Emmanuel Bagirov  
Katherine Bernardo  
Shivani Bhatt  
Olivia Biddle  
Chloe Boehmer  
Shilpa Boga  
Adam Boiman  
Erin Brooke

Marisa Brownlee  
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Michael Nichols  
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Aaron Williams  
Riley Williams  
Kati Woodward  
Varsha Yarra  
Mahnoor Zahra



# 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.*



# OUR Commitment TO OUR COMMUNITY

