

Inspired by Gratitude



2021 ANNUAL REPORT



DEAR FRIENDS,

Last year was a year like no other. The once-in-a-century challenge of the Covid-19 pandemic continued. Our patients, most of whom live in poverty, were especially vulnerable to its threat. Our staff, particularly those on the front line of care, faced the possibility of infection every day. Yet, when I think back on 2021 and its multitude of hurdles, the first word that comes to mind is gratitude.

Gratitude for the Covid-19 vaccine. In January, we received our first long-awaited vaccines and immediately began vaccinating our patients, staff and members of our community. It was a joy to give those first precious shots. Some recipients were moved to tears as they talked of safely hugging loved ones they had not seen in months.

Gratitude for the safety of our staff. While we carefully followed strict protocols to protect our medical team, many contracted Covid. However, everyone recovered fully and for this we are thankful.

Gratitude for generous federal funding. In a year when many organizations struggled financially, a government grant and a Paycheck Protection Program loan kept us on solid financial ground. However, this funding expires soon, which means we must continue to seek support from our community friends and donors.

Gratitude for our ability to maintain the high quality of our patient care, even as we faced challenge after challenge posed by the pandemic. We received high marks from HRSA, an agency of the U.S. Department of Health and Human Services.

Gratitude that we could keep our promises. When the pandemic started, I vowed that our doors would remain open to our patients, that no employee would miss a paycheck and that we would keep staff and patients safe. Against daunting odds, we delivered on all three promises.

Gratitude that we could deliver on our mission. Throughout the pandemic, we continued to care for the nearly 13,000 children and adults who call Crossroad their medical home. To serve as many patients as possible, we quickly ramped up telehealth as an alternative to face-to-face appointments whenever possible.

Gratitude for our supporters. I am deeply thankful for our board members, volunteers, donors and community partners. With their combined support, we not only survived but emerged stronger than ever.

In closing, I would like to express my heartfelt gratitude for the courage of our staff. In 2021, they were tested in ways we could not have imagined. Even when protocols and policies changed weekly, if not daily, our team never complained. Many made personal sacrifices to keep our offices open. Above all, they remained dedicated to our patients in the face of overwhelming obstacles. I thank them from the bottom of my heart for being the caring face and hands of Crossroad.

Together, we continue to transform lives through hard work, dedication and the healing power of Christ. Thank you for everything you have done to help us create a healthier future for our community's most vulnerable residents.

With deep gratitude,



Jamie

SERVING OUR COMMUNITY

Throughout its nearly 30-year history, Crossroad has pursued its mission to create a medical home wherever the need is greatest. Today, we care for thousands of children and adults through our five sites in Greater Cincinnati and Harrison. We offer comprehensive medical services that include primary and preventive care, gynecological and prenatal care, behavioral health counseling, care for illnesses, immunizations and medication-assisted treatment for alcohol and opioid addiction.

To remove barriers to high-quality health care, we have also established school-based health centers at Rothenberg Preparatory Academy and Taft Elementary School. Students are able to see a nurse practitioner for a full range of health care services without leaving school. Taft is also open to the greater community and provides health care to people of all ages.

SENIOR LEADERSHIP

James J. Berrens, CPA, Chief Executive Officer
Timothy Vale, Chief Financial Officer
Elizabeth Platte, Chief Operating Officer
Brook Gumm, MSN, APRN, Interim Chief Medical Officer

BOARD OF TRUSTEES

Steve Smith, Chair
Chad Burnett, Vice Chair & Treasurer
Jenny Perez, Secretary
Kate Bennett
Celeste Dunlap
Tony Harris
Roger Howell
Mark Norman, JD
Monica Wilkins, MHA, PT

TRANSITIONS

In 2021, we welcomed new board member Kate Bennett. We also said goodbye to longtime board members Katrina Lackey (28 years), Peter Tighe (27 years) and Orson Austin, MD, (20 years), who retired from Crossroad's board of trustees. We were blessed to have such devoted volunteers and are deeply grateful for their years of dedicated service.

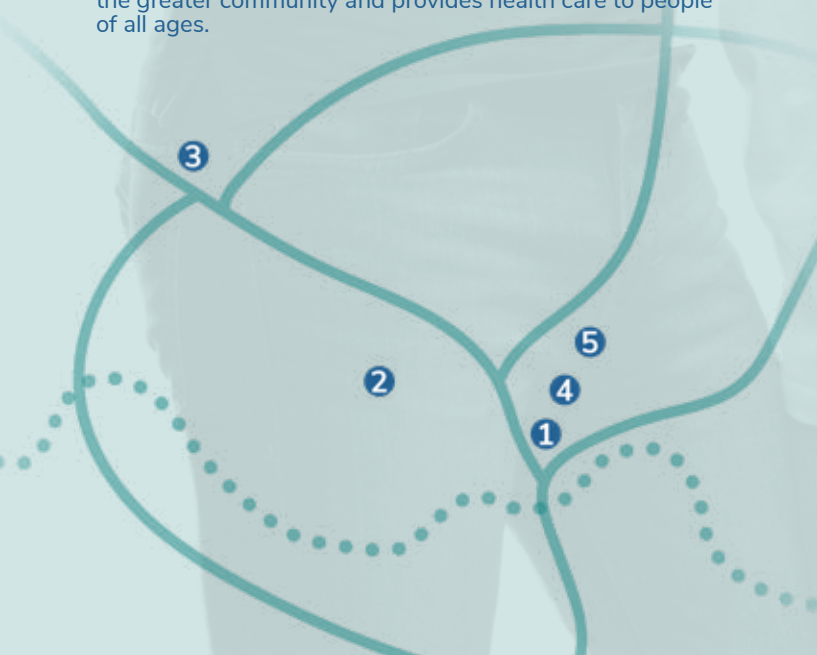
Over-the-Rhine
5 E. Liberty Street
Cincinnati, OH 45202

Western Hills
2170 Anderson Ferry Road
Cincinnati, OH 45238

Harrison
10450 New Haven Road
Suite 3
Harrison, OH 45030

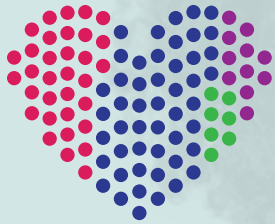
Rothenberg Preparatory Academy (Over-the-Rhine) School-Based Health Center
241 E. Clifton Avenue
Cincinnati, OH 45202

Taft Elementary School (Mt. Auburn) School-Based & Community Health Center
270 Southern Avenue
Cincinnati, OH 45219



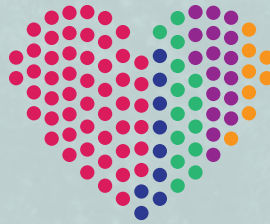
SERVING THOSE IN NEED

About Our Patients



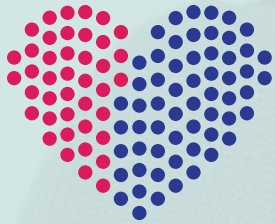
ETHNICITY

- 33% African American
- 49% White/Caucasian
- 7% Hispanic/Latino
- 11% Other



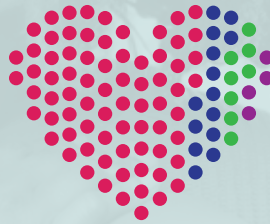
AGE

- 52% 0-17
- 9% 18-24
- 14% 25-39
- 17% 40-59
- 8% 60+



PATIENT SEX

- 41% Male
- 59% Female



INCOME

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



EXPANDING CARE THROUGH PARTNERSHIPS

Our patients often struggle with complex medical needs, aggravated by barriers in accessing good medical care. Many lack reliable transportation, permanent housing and enough food. We strive to bridge that gap by partnering with social service agencies to provide additional support to the children and adults who call Crossroad their medical home. With a bond of trust firmly in place, our staff is able to talk to patients to find out who might need a little extra help.

Providing Healthy Food: Thanks to Cincinnati's Freestore Foodbank and LaSoupe, we are able to offer our patients fresh fruits and vegetables, as well as nutritious frozen take-home meals.

Keeping Babies Safe: Moms who attend our prenatal program can receive a free car seat for their new baby, funded by the Church of the Good Shepherd. In partnership with the Cincinnati Health Department, we distribute portable playpens to ensure safe sleep for babies. Patients may also request diapers provided by Sweet Cheeks Diaper Bank. Our community health worker also secures free formula samples that are distributed to our patients.

Offering Comfort: Many of our young patients are in foster or kinship care. We provide them with blankets from Project Linus as well as a backpack or duffel bag so they can take their belongings with them when they move from family to family. And thanks to a multitude of donations from community friends, we keep a supply of "sick bags" to give to our patients with Covid or other serious illnesses, filled with cans of soup, tissues, cough drops and encouraging get-well notes.

When 18-year-old Naomi aged out of her pediatric clinic, she didn't know where to go for health care. She had no insurance and was short on cash. Then she found Crossroad.

"Crossroad has a good support system for anything you are going through."

Today, at age 37, Naomi is still a patient. And so are her two children, Kaden, 2, and Danielle, 4 months. She has been cared for by the same provider the entire time. Naomi is quick to say how much she appreciates his expertise and caring. "I trust my doctor," she says. "He really listens."

She continues, "When I have a problem, I bring the problem to him. He has the answer. And I like it that he prays with me." When Naomi gave birth to her son, her doctor even gave Naomi his personal cell number to call when she delivered.

Because Crossroad is committed to caring for the whole person, we invest extra time in connecting patients with needed support. Crossroad staff found affordable health insurance for Naomi when she was pregnant with her son. Naomi and her family also benefit from Crossroad's network of community services. Thanks to our partnership with the Ohio Department of Health, her baby now sleeps safely in a portable crib instead of on a couch with his mom. Naomi is able to receive free diapers for her children through Sweet Cheeks, and healthy meals from LaSoupe.

More recently, Naomi has struggled with homelessness. Again, she turned to Crossroad. Our family resource coordinator worked to secure the young family a spot on a waiting list for an apartment. "I tell a lot of people about Crossroad," says Naomi. "Crossroad helps with different resources. It's Christian; they will pray for you and with you. And Crossroad has a good support system for anything you are going through."

FINANCIAL STATEMENT

Revenue

Patient Services	\$5,845,009
Contributions, Grants, Other	2,867,415
Total Operating Revenue	\$8,712,424

Expense

Program Services	\$7,808,168
Fundraising.....	153,365
Management and General	784,030
Total Operating Expenses.....	\$8,745,563
Net Operating Loss.....	<\$33,139>
Non Operating Revenue.....	\$887,254
Increase in Net Assets	\$854,115

BALANCE SHEET

Assets

Cash and Investments	\$2,741,808
Accounts Receivable	560,556
Other Current Assets	170,873
Property & Equipment	1,842,415
Total Assets.....	\$5,315,652

Liabilities

Current.....	\$761,829
Long Term.....	\$107,500
Total Liabilities.....	\$869,329
Net Assets	\$4,446,323



MEASURING OUR IMPACT

In 2021, you helped us transform more lives through patient-centered health care.

39,209 Total Visits

12,593 Patients

- 6,218 patients are children
- 13% of adult patients are uninsured
- 35% of adult patients have a diagnosable mental illness
- 2,349 mental health counseling visits were provided
- 76% of children come to us for preventive as well as sick care

WHAT OUR PATIENTS SAY ABOUT US

- 99% would recommend Crossroad to family and friends.
- 97% feel Crossroad helps them make healthy lifestyle choices.
- 99% rate their experience at Crossroad as very good or good.
- We scored above the average in all patient satisfaction categories for health centers participating in the Midwest Clinicians' Network survey.

HIGH QUALITY CARE RECOGNITION

- We achieved the renewal of our patient-centered medical home (PCMH) certification, which offers patients coordinated and comprehensive care centered on their health needs.
- Based on statewide standards, we ranked in the top five health centers of similar size in assessing the weight and BMI of our pediatric patients, offering counseling if needed, and in colorectal cancer screening.
- HRSA, part of the Department of Health and Human Services, recognized Crossroad as a 2021 Health Center Quality Leader, ranking in the top 20% nationally among all health centers in best overall clinical performance.
- We met all criteria to optimize health information technology services that advance telehealth and patient engagement to increase access to care and advance quality of care.
- Crossroad clinical director, Jeannetta Hegwood, MSN, RN, and board member Monica Wilkins, MHA, PT, were honored for their contributions to health care at the annual November Caregiver Mass at St. Peter in Chains in downtown Cincinnati.

EXPANDED SERVICES

- We were pleased to add new family health care providers Quinn Dinkins, FNP, Over-the-Rhine; Katie Hamm, PNP, Western Hills; Whitney Lynn, FNP, Over-the-Rhine; and Erin Sayer, FNP, Western Hills, allowing us to care for more children and adults.
- We expanded telehealth services to replace medical and behavioral health office visits whenever possible to decrease the risk of Covid-19 and to better handle the growing demand for services across all sites.
- We launched our group prenatal care program. These groups bring together pregnant moms-to-be to share questions and concerns with an experienced prenatal care nurse, and to bond over shared experiences. Moms and babies benefit as we work to combat the high infant mortality rate in Hamilton County.



2021 Highlights

CARING FOR OUR COMMUNITY DURING COVID

The Covid-19 pandemic caused significant hardship across our community. Our patients, many of whom are low income, were hit especially hard.

In early 2021, we were excited to receive the first round of vaccines from the Ohio Department of Health. The vaccines were specifically earmarked for use in the community as well as for our patients. Following CDC guidelines, we vaccinated the oldest and most vulnerable individuals first, eventually vaccinating adults of all ages and older teens across Greater Cincinnati and Harrison. To safeguard public health and limit the virus' spread, in 2021:

- We gave a total of 6,222 Covid vaccine shots, which includes 3,224 community members and 2,998 patients.
- We conducted 8,303 Covid tests, including 1,002 community members and 7,301 patients. More than 12% percent of those tested were positive for Covid.



OUR DONORS

BECOME A CROSSROAD SUPPORTER

We rely on our supporters to help us continue to carry out our mission. To make a gift to Crossroad, visit crossroadhc.org and select "donate." You may also send a check to Crossroad at 5 E. Liberty Street, Cincinnati, OH 45202. Contact our development department at 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 to improve the lives of our patients.

W E ' R E
G R A T E F U L
♥ F O R ♥
Y O U

Your generous support made it possible for us to provide high-quality medical care to our patients throughout the pandemic. We are deeply thankful for every gift and for the difference they've made in the lives of the families who entrust their care to us.

Erik & Cathy Allaben
Linda Barabas
Melvin & Kathleen Bedree
Jamie & Becky Berrens
John & Cathy Berrens
Ken & Cathy Blakely
Sandra Blevins
Audrey Boehringer
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Carmela Borgese
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Tom Heuer

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Ed & Joann Hubert Family Foundation
Fidelity Charitable
Fleischmann Memorial Trust Fund
George B. Riley Trust Estate
JTM Food Group
Knox Presbyterian Church
Lewellyn Mechanical Systems
Mighty Men, Inc.
Oak Hill Presbyterian Church
Rhinegeist Brewery
RPP Containers
Sisters of Charity
The Andrew Jergens Foundation
The Benevity Community Impact Fund
The Joseph L Rippe Sr. Family Trust
The Kroger Company
Workman's Educational Services



OUR VOLUNTEERS

Special thanks to our many student volunteers, who generously provided thousands of hours of service to our patients.

Naomi Admasu
Ariel Alappatt
Noor Amir
Yamaan Ahmad
Anisha Ajmani
Nadia Alam
Anika Arora
Emaan Asghar
Olivia Biddle
Maria Bobrowski-Artola
Chanelle Brown
Elliot Brown
Iyanna Bruce
John Burnwinkel

Arihant Chordia
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Clarissa Del Pozzo-Pardo
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Divine Grayson
Braedy Hall
Harman Hayer
Vageesha Herath
Emma Hess
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Simhya Karthikeyan
Aneesh Kathula
Himanshu Kaushik

GIFTS MADE IN MEMORY OF

Clyde Adams ♥ John & Jean Kauffman ♥ Sylvia Meek ♥ Anne Elizabeth Powers
Louis Brewer ♥ Anne Longo ♥ Steve Myers ♥

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 FearGod Williams
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 Jasmine Xi
 Tahreem Zahra
 Olivia Zamudio
 John Zink

GIFTS MADE IN HONOR OF


Bruce



Pat Kern



Steve Smith



Our mission is to
give honor
to Jesus Christ
by providing accessible,
comprehensive health care

CROSSROAD MISSION

in partnership with
our patients and
community leading to
healthy, changed lives.

Inspired
by *Gratitude*