

Together,  
We Care for  
Our Community.



2022 Annual Report



## Dear Friends,

In 2022, Crossroad was proud to mark its 30th anniversary. Looking back over three decades, we have much to celebrate. In 1992, we opened our first health center in two small rooms of an inner-city community center, staffed mostly by volunteers. Today, we care for our community across five sites, providing high-quality, affordable health care to nearly 13,000 children and adults.

While much has changed, one constant is our deep connections – between staff, supporters and community partners. It is this interconnectedness that keeps us strong. Our success in 2022 was the direct result of our extraordinary teamwork. Pulling together, we relied on each other for support, worked hard to overcome challenges and uncovered additional resources – all while providing top-notch care to our patients.

Our connections are further strengthened by our shared faith-based approach to health care. In 2022, we refocused on our Christian mission, inspiring staff to live out their Christian beliefs at work. Offering further support are two on-site chaplains who provide spiritual care and encouragement to staff and patients alike.

Technology has also helped us expand our scope of care through telehealth patient visits. Launched quickly and successfully during the pandemic, we continue to integrate telehealth into our services. This option allows patients to see providers virtually at their convenience and from the comfort of their own homes.

Looking ahead, we anticipate opening a new and larger Over-the-Rhine office in late 2024 that will better fit our needs and allow us to see more patients living in our urban core. Across all sites, we continue to streamline daily processes and improve access so our providers can care for even more patients.

We are grateful to be as solid financially as we have ever been. But despite overall robust financial health, challenges lie ahead. The American Rescue Plan funding that helped us stay solvent during the pandemic ceased in 2023, signaling a potential shortfall ahead. Changes in how we are reimbursed by the government for our Medicaid patients' medications also will have a negative impact on our income.

Throughout 30 years of continuous change, we have worked together to deliver on our mission day after day. We are proud of what we have achieved and we are deeply thankful for your partnership and your trust. Because of your unwavering support, and the remarkable work of our dedicated team, we remain confident in our ability to provide affordable, accessible health care for another 30 years and beyond.



*James J. Barrens*

James J. Barrens, CEO

## 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*

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## Transitions

In 2022, we welcomed new board member Pablo Martinez.

## Caring For Our Community

For three decades, Crossroad has provided a medical home wherever the need is greatest. Today, we care for thousands of children and adults at our five sites in Greater Cincinnati and Harrison. We offer affordable, accessible medical services that include primary and preventive care, women's and prenatal care, behavioral health counseling, immunizations and medication-assisted treatment for alcohol and opioid addiction.

To make access to high-quality health care even easier, we have established school-based health centers at Rothenberg Preparatory Academy and Taft Elementary School. Students can 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 care for people of all ages.

- 1 Over-the-Rhine**  
5 E. Liberty Street  
Cincinnati, OH 45202
- 2 Western Hills**  
2170 Anderson Ferry Road  
Cincinnati, OH 45238
- 3 Harrison**  
10450 New Haven Road  
Suite 3  
Harrison, OH 45030
- 4 Rothenberg Preparatory Academy (Over-the-Rhine)**  
School-Based Health Center  
241 E. Clifton Avenue  
Cincinnati, OH 45202
- 5 Taft Elementary School (Mt. Auburn)**  
School-Based & Community Health Center  
270 Southern Avenue  
Cincinnati, OH 45219

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4

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## Population Health Focus Means Healthier Patients

Medical professionals have discovered that focusing on population health helps keep patients healthier. But what exactly is population health? When asked to explain the term, Cassandra Lewis, RN, smiled. "Everyone is part of a population," she says. "Diabetics, smokers, people with high blood pressure – they're all examples of a specific group. Our task is to help each population get as healthy as they can be."

**"We work one-on-one with our patients. They are not just numbers on a page."**

As Crossroad's population health director, Cassie should know. She leads a dedicated team that includes a nurse care manager, a community health worker and care coordinators. Their mission? To identify and address medical and social problems faced by our patients.

It's not a simple undertaking. Many patients are challenged by multiple barriers to good health, including food insecurity, lack of permanent housing, chronic illness and more. That's why we screen all patients during their

appointments to uncover these needs. If patients need extra help, a care coordinator meets with them and helps them figure out solutions.

Our goal is to partner with our patients to improve their health and enhance their experience at Crossroad. At the same time, we aim to improve care without racking up unnecessary costs. For example, we encourage patients to make an appointment with their doctor when a trip to the ER is far more expensive and often not needed. In fact, many conditions can be better treated by a primary care provider who knows their patients' health history.

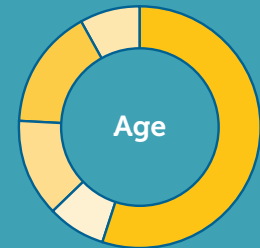
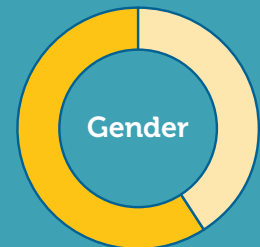
Our nurse care manager creates detailed care plans for patients most at risk. The care team then works hand in hand with patients in identifying health goals and mapping out a way to achieve them. These plans, supported by ongoing follow-up, create an extra layer of protection for the most vulnerable of our nearly 13,000 patients.

Our efforts, monitored by multiple outside agencies, are leading to positive results. "I can't believe how healthy our patients are, and how well they are doing in managing their conditions," says Cassie. "We work one-on-one with our patients. They are not just numbers on a page."

She mentions one patient in particular. "I met with a man in his 50's who had dangerously high blood pressure. After a care coordinator helped him create a care plan, his blood pressure improved significantly. He feels better, he's overcome his negative feelings about failure and his overall outlook on life has improved."

"It's all about creating safety nets for our most vulnerable patients," says Cassie, "and it's working."

## Serving Those In Need About Our Patients



## Partnerships to Treat the Whole Person

Our patients often struggle with complex medical needs, and many face significant challenges in accessing health care. We work to identify and address needs for additional services, providing extra on-site care for the children and adults who call Crossroad their medical home.

## On-Site Behavioral Health Care

With mental health issues on the rise across all ages, we are fortunate to have two behavioral health specialists on staff. As part of our mission to care for the whole person, we screen patients for depression and anxiety. If patients are suffering with either condition, they will be referred to one of our specialists. This "warm handoff" from a trusted provider increases the likelihood that patients will follow up for treatment. If a patient's needs are more complex, they can be referred to a specialist.

"We get a lot of buy-in from Crossroad," says Greg Keith, LPCC. "If a patient is crying or showing symptoms of stress or anxiety, they get referred to Sarah or me."

Sarah Fenstermaker, MSW, LSW, explains that patients are generally open to mental health counseling, but some express concern about what friends or family will think. She works with patients to overcome any stigma and to break down barriers. "At Crossroad, there is an integration of medical and mental care," Sarah says. "We treat both, allowing for better continuity of care. The result is better physical and mental health outcomes."

### Measuring Our Impact

In 2022, you helped us transform more lives through patient-centered health care.

#### 39,352 Total Visits • 12,410 Patients

- **6,837** patients are children
- **11%** of all patients are uninsured; 6% of adult patients are uninsured
- **54%** of adult patients have a diagnosable mental illness
- **2,542** mental health counseling visits were provided

### What Our Patients Say About Us

- **98%** would recommend Crossroad to family and friends.
- **96%** feel Crossroad helps them make healthy lifestyle choices.
- **97%** 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.

## Financial Statement

### Revenue

Patient Services .....	\$6,055,791
Contributions, Grants, Other .....	3,993,798
Total Operating Revenue .....	\$10,049,589

### Expense

Program Services .....	\$8,187,446
Fundraising .....	159,420
Management and General .....	823,785
Total Operating Expenses .....	\$9,170,651
Net Operating Income .....	\$878,938
Non-Operating Revenue .....	\$54,605
Increase in Net Assets .....	\$933,543

## Balance Sheet

### Assets

Cash and Investments .....	\$3,734,238
Accounts Receivable .....	640,658
Other Current Assets .....	82,549
Property & Equipment .....	1,683,750
Operating Leases Right of Use .....	1,230,917
Total Assets .....	\$7,372,112

### Liabilities

Current .....	\$730,798
Long Term.....	\$1,261,448
Total Liabilities .....	1,992,246
Net Assets.....	\$5,379,866





## Parent Coaching Through Beech Acres

Crossroad partners with Beech Acres Parenting Center to support our parents, many of whom are dealing with life stressors that can lead to families being torn apart due to lack of resources, inability to deal with stress or not having basic parenting and self-care skills. Beech Acres supports nearly 100 Crossroad families every year, with the goals of increasing family stability, improving parent-child relationships and maintaining children permanently in their homes.

"Families are paired with a family specialist who will walk with them through their parenting journey," says Victoria Jamison, a Beech Acres parenting specialist. "Our services, many of which focus on prevention, are customized to meet the unique needs of each parent, child and family." Beech Acres staff meet families where they are – in the home, at Crossroad or Beech Acres, or even virtually. Providing these services in a safe place helps families stay healthy and stay together.

## Medication Consulting

Many patients deal with multiple health conditions, which means they may take a lot of different medications. It can get tricky to balance the interactions between them. That's where Sue Paul, RhP, comes in.

"I love my work and the patients appreciate it, too," Sue says. She meets with patients and provides medication management for a variety of chronic conditions, including hypertension, diabetes, asthma, chronic obstructive pulmonary disease (COPD) and mental health issues. One goal is to eliminate unnecessary medications whenever possible. Sue can personalize a patient's medications based on their individual needs.

Sue's assistance goes beyond medication guidance. She also helps patients manage their conditions through education and training – for example, teaching diabetic individuals how to use their glucose monitors. Thanks to Sue's intervention, patients experience better outcomes and fewer hospitalizations.

# 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.
- We received Gold+ recognition from the American Heart Association for having more than 70% of our adult population's blood pressure controlled.
- We received Gold recognition from the American Heart Association for having more than 70% of our adult population's atherosclerotic cardiovascular disease appropriately managed, which helps prevent heart disease, heart attacks and strokes.
- More than 60% of Crossroad patients covered by CareSource health insurance with high blood pressure had controlled blood pressure prior to December 31, 2022. This put us in one of the top performance tiers with CareSource, which afforded us extra funding to care for our community's most vulnerable.



- Crossroad chaplain Sister Dee Sizler was recognized by Pro Seniors as a "Senior Who Rocks" for her ongoing contributions to community service.



- Crossroad security officer Eric Kennedy was named a 2022 Health Care Hero in the category of patient experience by the Cincinnati Business Courier.

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# We're Grateful For You

Your generous support means we can continue to provide affordable, high-quality medical care to our patients. We are deeply thankful for every gift and for the difference you make in the lives of the families who entrust their care to us.

## Become a Crossroad Supporter

We are deeply grateful to the donors who make our mission possible. To make a gift to Crossroad, visit [crossroadhc.org](http://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](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 to improve the lives of our patients.







## Our Volunteers

We are grateful to our many student volunteers and thank them for providing thousands of hours of service to our patients.

Anisha Ajmani  
Anika Arora  
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Sandy Chan  
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Jillian Covell  
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Kaaviya  
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Nicole Ntim  
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Prinaben Patel  
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Crossroad Staff & Patients  
Dave Rahner, MD  
Courtney Roberts, MD

## Gifts Made in Memory of

Bill & Edith Barr  
Arlene Berrens

# 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.

