



UNITY
HEALTH CARE
We treat you well

Keeping the Unity Promise
ALIVE

2011 Annual Report

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UNITY BY THE NUMBERS — 2011

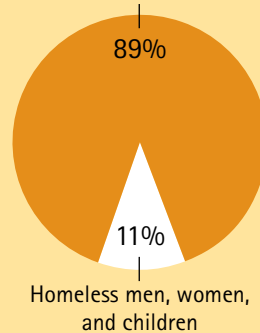
Total Patients:
93,278

Total Visits:
613,325

Average Visits
per Patient: 7

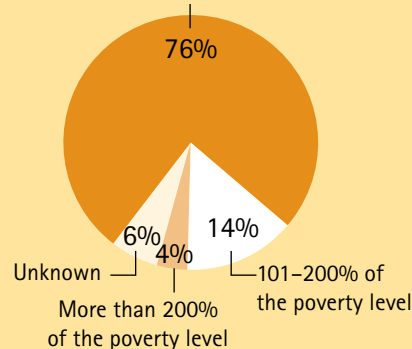
Unity Health Care Patients

The working poor and their families, including those who are uninsured

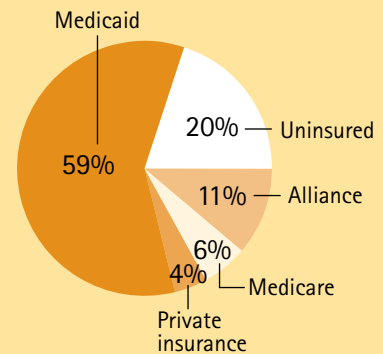


Incomes of Unity Health Care Patients

At or below the poverty level



Insurance Status of Unity Health Care Patients



Why we say

PROMISE

Message from the President & CEO

I am sincerely grateful that, after discussion and due diligence last year, our Board of Directors set in place two challenging charges. The first was to thoroughly examine Unity's past and present to determine how best to prepare for a safe and productive future. The second set in motion a readiness plan to ensure our compliance with, and full participation in, health care reform that emphasizes accountability, collaboration, cost containment, and quality health care outcomes that are statistically verifiable.

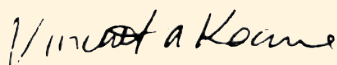
In January 2011, Unity embarked on an 11-month strategic planning process that included vital input from remarkably effective members of our Board of Directors, staff, stakeholders, and of course, our patients. The strategic plan that emerged from this process was named *The Unity Promise* and reaffirmed our commitment to deliver health care to those in our nation's capital who need it most.

It is our promise to continue to forge ahead as leaders in caring for and advocating on behalf of the individuals and families that are most medically vulnerable. Based on this commitment, our Board of Directors approved *The Unity Promise* strategic plan on November 17, 2011. It is the driving force that will guide us through the year 2016.

The Unity Promise strategic plan came at a perfect time, as it coincided with the United States Supreme Court decision regarding the legality of the Patient Protection and Affordable Care Act. We understand that, for many people, these are uncertain times when it comes to health care. Unity, however, has put best business practices in place that have prepared us for the unexpected. And in the midst of so much that is unexpected and uncertain, we remain grounded in our unequivocal commitment to our mission of "promoting healthier communities through compassion and comprehensive health and human services, regardless of ability to pay."

Every day, we reaffirm Unity's pledge to accountability, collaboration, cost containment, and quality health care with statistically verifiable outcomes. During this exciting time of wonderful growth and change, I am honored to do this work with the residents of the District of Columbia. We look forward to the years ahead.

Sincerely,



Vincent A. Keane
President & Chief Executive Officer

A Year of Growth and CHANGE

In 2009, Unity Health Care received \$12 million through the American Recovery and Reinvestment Act (ARRA). Unity used those funds to renovate its Upper Cardozo Health Center and build a new facility for its Anacostia Health Center. Both of those projects were completed in 2011.

These two state-of-the-art facilities allow Unity to provide quality care to more people — and to provide care in a pleasant, functional setting that helps clients feel comfortable, welcome, and respected. As a result, they are more likely to have regular preventative checkups and to stick with programs of care.

These new facilities opened their doors just as implementation of the Affordable Care Act was getting under way. This law is changing delivery of health services as it makes health care more affordable and accessible.

“Lack of access to health care is a form of oppression, and providing health care provides freedom,” said Sharon Baskerville, CEO of the District of Columbia Primary Care Association (DCPCA). “When you don’t have health care, all you know is going to the emergency room. We are going to teach people how to access this health care and end the vicious cycle of using emergency rooms

for regular health care.” DCPCA, through the Medical Home DC Program, helped fund the Anacostia Health Center construction.

The new facilities are helping Unity better meet the needs of two Washington, DC, communities. At both sites, an electronic health information system will support more efficient care.

Most important, Unity is continuing its system of caring for the whole patient. Because Unity integrates and coordinates care, each patient has a team of professionals providing primary care, specialty services, obstetrical care, pediatrics, mental health services, and social services. This approach — giving each individual a medical home, where every issue that affects their health can be addressed — ensures that individuals and families get the highest quality of care.

“Centers like this one deliver primary, oral, and behavioral health care; bolster the community; and are proven centers of economic activity,” said Marcia Brand, deputy administrator of the Health Resources and Services Administration (HRSA), at the ribbon cutting for the Upper Cardozo Health Center. “You have made a real difference in the lives and health of the District of Columbia’s residents for the past quarter-century.”

TWO RENOVATIONS

The new Anacostia Health Center is a welcoming 28,000-square-foot building that replaces a 5,000-square-foot windowless, overcrowded structure. The new facility was built on the site of a dilapidated, drug-infested, vacant apartment building. About three-quarters of the \$19.6 million project was funded by DCPCA, and matching ARRA funds financed the rest.

The renovated and revitalized Upper Cardozo Health Center is better able to function as a medical home for its community. Today, it serves 19,000 more patients than it did before the renovation.



"On some days, it may take me two hours to go four blocks to do my shopping. But I can do my shopping."



PATIENTS TAKE CHARGE OF THEIR OWN HEALTH

Through Unity's Pain Management program, people with similar health concerns regularly meet as a group to learn from one another and health care providers. They work together to learn more effective ways to manage their conditions. The group visits approach wellness from a variety of perspectives, and participants practice strategies and techniques that improve their day-to-day lives as well as their long-term health. The program currently includes one group for diabetes and one for chronic pain management.

Unity patient D.K. has fibromyalgia and chronic fatigue. He has participated in the chronic pain management group for more than a year and credits the program with changing his life and decreasing his regular dosage of pain medication.

"Unless you've had chronic pain, you don't know what it's like to live with it. You sometimes wake up in the morning, and you cannot move. It's as if someone has filled you with concrete, and the simple act of breathing hurts," he explains. "I used to have to say, 'Rats,' and just lie there and suffer. But this clinic has given me tools

to use. Yes, I still wake up and say, 'Rats,' but then I ask myself what I can do to get out of the bed, get upright, and get moving."

D.K. has learned techniques such as stretching, rolling a tennis ball on pressure points, and yoga. He's also taken a nutrition class to learn more about which foods contribute to inflammation.

"On some days, it may take me two hours to go four blocks to the grocery store to do my shopping," he says. "But I can do my shopping."

In addition to the pain management, D.K. underscores the value of working with a team of health care providers who understand his particular health situation. "I am part of the team that manages my health care," he says. "And every time I visit the clinic, whether for an appointment, follow up, or urgent care, I leave feeling confident and nurtured. I feel consulted in my own health care."

Unity Funding SOURCES

As a Federally Qualified Health Center, Unity receives financial and other benefits that we pass along to our patients. These supports include cost-based reimbursements from Medicare, business-related cost savings, access to highly trained professionals, and discounted prescription drugs.

Unity Health Care, Inc., is supported by the U.S. Department of Health and Human Services' HRSA as well as by private and public funding sources, including the District of Columbia and federal grants, individuals, corporations, foundations, faith institutions, the Combined Federal Campaign, and in-kind services.

2011 support includes:

- A \$1 million grant from **United Health Foundation** to support Unity Health Care's Center for Excellence at Congress Heights. Since 2003, our partnership with United Health Foundation has enhanced our ability to improve access to care and reduce the risk of chronic disease and injury among the medically underserved in Ward 8.
- A \$375,000 grant from **CareFirst BlueCross BlueShield** to support quality care for those affected by chronic disease. This grant helps us ensure access to necessary services, including adult immunizations and digital dental exams.
- A \$190,000 grant from the **Alexander and Margaret Stewart Trust** to support the expansion of Unity's Youth and Families Initiative (Y-FI) to the Congress Heights Health Center, ongoing pediatric services at Columbia Road Health Services, and a variety of programs for women and children at Stanton Road.
- A \$111,687 grant from the **National AIDS Fund** and the **Washington AIDS Partnership** to fund community health workers who work with individuals newly diagnosed or living with HIV/AIDS. The grant funds efforts to provide primary medical care and social services to patients who are not currently getting care.



- \$5,000 from the **George Preston Marshall Foundation** to support Columbia Road Health Services' Health Care for Children Project (HCCP). HCCP meets children's needs from infancy through adolescence with an array of services that focus on the prevention, early detection, and treatment of disease.
- A \$5,000 sponsorship from the **Verizon Foundation** for Brentwood Key Corner, which promotes literacy alongside comprehensive health care. The grant provides for furnishings, reading materials, and back-to-school backpacks filled with school supplies to help children enter their classrooms ready to learn.
- \$73,585 from the **Summit Fund of Washington** to support Unity's Family Planning Health Education Initiative at Ballou Senior High School. The Summit Fund provides funding for a family-planning health educator to work with the District's underserved, reproductive-age adolescent patients through a variety of programs.
- A \$75,000 grant from **Susan G. Komen Race for the Cure** in partnership with Providence Hospital for improved breast health. The funds help Unity increase referrals for breast health services for women ages 40 and over in Wards 7 and 8.
- \$4,240 from the **Association of American Medical Colleges** to support Columbia Road Health Services' Sisters and Brothers in Health wellness program as well as the We Can! (Ways to Enhance Children's Activity & Nutrition) wellness program. The Sisters and Brothers in Health wellness program improves the overall well-being of adult patients, primarily those who face complications from obesity, hypertension, or depression. The We Can! program gives parents, caregivers, and entire communities strategies to fight obesity among children by promoting healthy weight and an active lifestyle for children and parents.
- Unity was awarded \$123,617 through a subgrant from **Pathways to Housing** as a part of a larger grant from the **Substance Abuse and Mental Health Services Administration**. This five-year funding supports on-site health services available five days a week to homeless and mentally ill persons served by Pathways to Housing. This collaboration offers convenient services to a vulnerable group of people who may not otherwise seek or receive health care services.
- Through a two-year, \$675,000 grant from the **District of Columbia Department of Health**, Unity opened a school-based health center at H.D. Woodson High School in Ward 7. This is Unity's third center that offers quality health services at school.



2011 CONTRIBUTORS

Foundations

Aetna Foundation, Inc.

The Community Foundation for the National Capital Region

The Morris & Gwendolyn Cafritz Foundation

Naomi & Nehemiah Cohen Foundation

Robert Wood Johnson Foundation

The Summit Fund of Washington

United Health Foundation

Washington AIDS Partnership

Corporations & Churches

All Saints Catholic Church

AmeriChoice Health Services, Inc.

Bennet Communications

The Big Screen Store

Blessed Sacrament Catholic Comm.

Boehringer Ingelheim Pharmaceuticals, Inc.

Branch Banking & Trust Company

Callaway Golf Company

Cardinal Health

CareFirst BlueCross BlueShield

The Cheesecake Factory

Coalition for the Homeless

Combined Insurance Company

Corporate Office Properties Trust

Cuneo Gilbert & LaDuca, LLP

eClinicalWorks, LLC

Edible Arrangements

Entertainment Cruises

Fabrangen Tzedakah Collective c/o Goldman

Farr Associates, Inc

Feldesman Tucker Leifer Fidell LLP

FH Community Health

Forrester Construction Company

Gardere Wynne Sewell LLP

Generic Pharmaceutical Association

The George Washington University Hospital

Georgetown Cupcakes

Giant Food

Gibraltar Associates, LLC

Gilead Sciences, Inc.

Goodwin Procter, LLP

The Heights

Hodge, Hart & Schleifer, Inc.

Horning Family Fund

Hospira, Inc.

IHOP Restaurant

Integrated Solutions Group, Inc.

Iron Mountain

Janilcar, Inc.

Kellogg, Huber, Hansen, Todd, Evans & Figel, PLLC

Kenyon & Kenyon LLP

Kirkland & Ellis Foundation

Laboratory Corporation of America

Lansdowne Resort

Lite Depalma Greenberg, LLC

Littler Mendelson Foundation, Inc.

Loper Consulting, LLC

Matrix Global Advisors, LLC

MBI-GluckShaw

McGuire Woods

MedStar Health

Mintz, Levin, Cohn, Ferris, Glovsky and Popeo, P.C.

Morgan Keegan & Company, Inc.

Mt. Vernon Knights of Columbus, Inc.

Nahigian Strategies, LLC

National Association of Community Health Centers

National Coalition on Health Care

NCHC Action Fund

Network Express

Network for Good

PEPCO Holdings, Inc.

Pharmaceutical Care Management Assoc.

PNC Bank

Potomac Companies, Inc.

PRM Consulting, Inc.

Providence Health Foundation

Rauschenberger Partners, LLC

The Ritz-Carlton

Rubicon Advisors, LLC

Sacramento Advocates, Inc.

Shoppers Food & Pharmacy

Sierra International Pharmaceutical Corp.

SimplySoles at the Shops at Georgetown Park

Sotelo

Springs Mennonite Church

Sprinkles Cupcakes

St. Charles Borromeo Church

STERICYCLE, Inc.

The Success Group, LLC

Target

TD Bank

TEVA Pharmaceuticals

Turner Construction Company

United Building Maintenance, Inc.

United Business Technologies

United Healthcare Services, Inc.

United Way of Central Maryland

United Way of the National Capital Area

Variable Annuity Life Insurance Company

Verizon

Video Dynamics, Inc.

Washington Nationals Baseball Club

Washington Wizards/Washington Mystics

Watson Pharmaceuticals, Inc.
Wells Fargo Bank, N.A.

Williams Mullen Clark & Dobbins
Williams Mullen Foundation

Willkie Farr & Gallagher, LLP
Winston & Strawn, LLP

ZVision

Individuals

Anonymous
Abayomi, Ms. Oluwatoyin
Abbott, Mr. Stephen
Abouelfadl, Mr. Hatem
Adams, Ms. Joanne
Adams, Ms. Tamara A.
Ahlrich, Ms. Julie
Ahlrich Wachter, Ms. Bonnie
Akers, Ms. Angela Y.
Alexis, Ms. Alexis E.
Alford, Ms. Ranacia
Allen, Ms. Edwydean
Allen, Ms. Nydra T.
Allen, Mr. Wallace
Alleyne, Ms. Aaronissa
Almonte, Ms. Angel
Alvarez, Ms. Elena
Amya, Ms. Ethel M.
Anderson, Ms. Paula
Anderson, Mr. Robert
Anderson, Mr. & Mrs. Robert & Maureen
Anthony, Ms. Teleha
Appelbaum, Mr. Joseph
Apple, Mr. Maury
Archuleta, Ms. Rochelle
Armstrong, Ms. Carol
Asencio, Mr. Oscar
Asfaha, Ms. Yordanos
Atkins, Mr. & Mrs. Arthur & Jennifer
Atterbear, Ms. Rosalynne
Avazpour, Ms. Cynthia J.
Ayanwale-Martins, Ms. Bunmi
Ayers, Ms. LaJuan Denise

Baker, Ms. Noveline
Barber, Ms. Lucy G.
Barnett, Ms. Marva Martia
Bauer, Ms. Kristen E.
Baylor, Ms. Adrienne
Baylor, Mr. & Mrs. Roderick & Rachel
Baylor, Ms. Shanese
Beck, Mr. & Mrs. Alfred M. & Carol A.
Belt, Ms. Marcia
Benlizar, Mr. Ricardo
Berkeley, Ms. Michele
Berman, Dr. & Mrs. Philip
Berry, Ms. Michele
Biedscheid, Ms. Anne M.
Bikineni, Mr. Manoj Rao
Bill, Ms. Carolyn S. (Carrie)
Blanco, Ms. Melida
Bocus, Ms. Donna
Bohorquez, Mr. Lester
Bohrer, Mr. & Mrs. Richard & Elizabeth
Boldt, Mr. Carl Robert & Peterson M.D., Ms. Laura Marie
Bolsé, Mr. Caleb
Boros, Mr. Billy
Bowles, Mr. William J.
Boyde, Mr. Dion
Boykins, Ms. Johnnie
Branam, Mr. Christopher
Brickhouse, Ms. Bergina
Brickhouse Mambazo, Ms. Vernita
Brinkley, Ms. Winnie M.
Briscoe, Ms. Ashley
Briscoe, Ms. Michelle
Brooks, Ms. Jacqueline L.

Brown, Ms. Faith
Brown, Ms. Felicia
Brown, Mr. James
Brown, Ms. Keonia
Brown, Ms. Nicole
Brown, Ms. Othella
Brown, Mr. Venton
Bryan, Mr. Patrick M.
Bryant, Ms. Tamae
Buchwalter, Ms. Alicia
Burns, Ms. Susan
Burton, Ms. Crystal
Butler, Mr. & Mrs. Ardell & Carol
Butler, Mr. Eric
Butler, Ms. Yolanda
Byrd, Ms. Corette D.
Campbell, Mr. Kent
Campos, Ms. Christine
Capili, Ms. Eufrosina L.
Cardile, Mr. & Mrs. Daniel F. & Anne
Carroll, Mr. & Mrs. John & Pierangela
Carroll, Mr. & Mrs. Robert & Emily
Carter-Lyles, Ms. Cynthia A.
Chapman, Mr. Bruce H.
Chatman, Ms. Ja'Nay
Checa-Martinez, Ms. Pastora
Chestnut, Ms. Deborah
Chin, Mr. Steven
Christian, Mr. James R.
Clark, Mr. Derrick
Clemons, Ms. Adrienne
Clinton, Ms. Marianne
Coates, Ms. Courtney
Cobbs, Ms. Elizabeth

Coleman, Ms. Lawren
Connaughton, Mr. & Mrs. Thomas & Leslie C.
Cooper-Durant, Ms. Karen M.
Corbett, Ms. Aysha
Covington, Mr. Derek
Craig, Mr. John
Creedon, Rev. Gerard
Cronin, Mr. & Mrs. Jim & Jen
Cronin, Mr. & Mrs. Robert R. & Julianne J.
Crosland, Ms. Catherine
Cruz, Ms. Ana
Cucinotta, Ms. Darlene
Cumbie, Mr. James
Davis, Ms. Lakeisha
Davis, Ms. Nicole V.
Davis, Ms. Vicki
Dawalt Klein, Ms. Melissa
Day, Ms. Octavia
De Jesus, Mr. Magdalena
De Triana, Ms. Aiina
Dearborn, Ms. Lynne
DeFiglia, Ms. Stefanie L.
Delgado, Mr. Jose
Denwiddie, Mr. & Mrs. Melvin & Virdella
Devito, Ms. Lisa
Dixon, Ms. Damille
Dolan, Mrs. Peggy Anne
Dompenciel, Mr. John
Donaldson, Ms. Victoria K.
Donovan, Ms. Marlo
Dooley, Mr. & Mrs. John & Melanie
Dove, Mr. Ralph

Dover, Mr. James E.	Ghebre, Mr. Meria	Heller, Mr. & Mrs. John & Phylis	Johnson, Mr. Russell
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Dubendorf, Ms. Bonnie	Glaser, Ms. Rochelle	Henderson, Ms. Kiesha	Jones, Mr. Bryan
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Dunbar, Ms. Symra	Goodloe, Mr. William	Henry, Ms. Madhu	Jones, Ms. Sorrelle N.
Duncan Diop, Mr. & Mrs. Souleyman & Angela	Goodman, Mr. & Mrs. Allan & Collette	Hernandez, Mr. Wellington	Jones, Ms. Terita
Earley, Mr. & Mrs. Joseph & Shirley A.	Goodman, Mr. Eric D.	Herring, Mr. William	Joseph-Polanco, Ms. Nadia A.
Edge, Ms. Deborah & Mann, Mr. Neal	Gove, Ms. Marita	Herrmann Blais, Ms. Elaine	Journagin, Ms. Andrea
El Gamassy, Mr. Gamal	Grace, Mr. & Mrs. Paul	Hiebert, Mr. & Mrs. William & Nellie M.	Journagin, Ms. Angelica
Elliott, Ms. Ayana	Graff, Mr. Mike	Hinton, Ms. Anne	Kandeh, Ms. Fanta
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Ezepue, Ms. Chizoba	Gutwald, Mr. David T.	Hubbard, Ms. Lashawn	Kim, Ms. Sandra M.
Farah, Mr. William	Hader, Ms. Shannon	Hunter, Mr. Jeff	Kinch, Mr. & Mrs. Frank & Janet
Fay, Ms. Barbara A.	Hall, Ms. Sabrina E.	Hurd, Ms. Barbara	Kinlow, Mr. & Mrs. Eugene & Tonya
Fay, Ms. Kathleen & Daniel, Mr. Henry	Halliday, Ms. Kit	Hyndman, Mr. & Mrs. Gerald & Joan	Kippen, Ms. Deborah A.
Fender, Mr. Gary	Harris, Ms. Lisa	Iraheta, Ms. Brenda	Klauss, Ms. Karen
Ferreira, Ms. Maria C.	Harris, Ms. Nikki	Issayes, Mr. Daniel	Kolbroner, Ms. Meredith
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Garber, Ms. Eden	Hazzard, Ms. Keisha	Johnson, Ms. Amanda	Lathern, Mr. Fred W.
Garber, Mr. Seth	Heckscher, Ms. Juretta J.	Johnson, Ms. Ashley	Lawoyin, Mr. Davidson
Gardner, Ms. Yolanda		Johnson, Ms. Cynthia	Lawrence, Ms. Darlene
Gayle, Ms. Jennifer A.		Johnson, Mr. Malik	Lazo, Ms. Makeshia M.
Gee, Ms. Clarice		Johnson, Ms. Margaret H.	Lee, Ms. Ruth L.

Lee, Ms. Shirley V.
 Lefkowitz, Mr. & Mrs. Jay P. & Elena N.
 Levin, Ms. Ilse
 Levy, Mr. & Mrs. Ira A. & Deborah J.
 Levy, Mr. & Mrs. Michael M. & Jennifer G.
 Lewis, Dr. Kerry
 Lewis, Ms. Virginia
 Linder, Ms. Anita M.
 Lingeman, Ms. Carolyn
 Lipkin, Ms. Jan
 Little, Mr. Floyd
 Lomax, Ms. Rachel E.
 Lyde, Ms. Sheila
 Lyons, Ms. Ann
 Mack, Ms. Tressa
 Mackinnon, Ms. Karen
 Madison, Ms. Felicia
 Madison, Ms. Michelle
 Madison, Ms. Sharon
 Marshall, Mr. David M.
 Martin, Mr. & Mrs. Elvin & Esther
 Martinez, Ms. Carmen
 Martinez, Ms. Julie
 Marvin, Mr. & Mrs. Frank & Shirley P.
 Matos, Ms. Martha
 Matthews, Ms. Delores
 McClure, Ms. Ashley
 McEwan, Mr. Jamon
 McIntire, Mr. & Mrs. Robert J. & Mary Lou
 McNair, Ms. Zoe A.
 McNulty, Ms. Penelope
 McPherson, Ms. Keichele
 Meagher, Mr. Charles
 Medlin, Mr. R. Brian
 Mejicanos, Mr. Sindy
 Meredith, Ms. Maria Islam
 Mestrovich, Mr. & Mrs. Michael J. & Jane E.
 Miller, Ms. Jasmine
 Minier, Mr. Mark
 Mitchell, Mr. Anthony J.
 Mitchell, Mr. Edmond
 Moffet, Mr. Lonni
 Montes, Ms. Ines A.
 Montgomery, Mr. Clifford E.
 Montgomery, Mr. Rodney
 Moreno, Ms. Iglesias Karina I.
 Moreno, Ms. Nilda
 Morrison, Dr. Douglas
 Mos, Mr. Jim
 Mullan, Dr. & Mrs. Fitzhugh & Irene
 Munoz, Mr. Ping T.
 Murphy, Mr. Joseph
 Murtha, Mr. Peter
 Myers, Mr. & Mrs. Richard & Ellaine W.
 Nash, Mr. Christian
 Ndaka, Mr. Muala
 Ndebi, Ms. Deborah
 Nelson, Ms. Helen
 Nelson, Mr. Leonard
 Nequessie, Ms. Gennet
 Ngwa, Ms. Brenda
 Noble, Mr. D. Eric
 Noon, Mr. David P. & Patricia A.
 Nwadsuagwu, Ms. Joann
 Nyantakyi, Ms. Yaa
 O'Quinn, Ms. Amy W.
 Occhuizzo, Mr. & Mrs. Michael C. & Nicole R.
 Olive, Mr. Joseph C.
 Olusola, Ms. Oluwabunmi A.
 Orman, Mr. Scott W.
 Orr, Ms. Lavdena A.
 Ortiz, Ms. Diocelina
 Osada, Mr. Tatsuhiko
 Osuntogun, Mr. Adejumo
 Owens, Ms. Marguerite J.
 Parker, Ms. Mary C.
 Parraway, Mr. & Mrs. Andre & Gayle
 Pascal, Ms. Jo-Ann
 Passett, Mr. Barry
 Paynter, Ms. Andrea S.
 Pazmino, Ms. Lilian
 Perez, Ms. Brilla
 Perez, Ms. Dina H.
 Perpall, Drs. Arthur & Renee
 Person, Ms. Sidney
 Peters, Mr. Andrew D.
 Pierce, Mr. & Mrs. Mark & Carolyn
 Pike, Ms. Claudia
 Piper, Ms. LaTisha
 Presant, Mr. Neal
 Price, Mr. Jonathan
 Prince, Mr. Victor N.
 Purdie, Ms. Nakisha
 Puzella, Mr. & Mrs. Mark S. & Karen F.
 Quintanilla, Ms. Elia Mariene
 Rader, Mr. Stephen D.
 Raftery, Ms. Kate
 Raghunanan, Mr. & Mrs. Stephen & Sylvia
 Ramirez, Ms. Jennifer
 Ransom, Ms. Lakia L.
 Raymond, Mr. & Mrs. Kevin & Patricia
 Rehnquist, Mr. & Mrs. James C. & Anna G.
 Resurreccion, Ms. Maricar
 Reyes, Ms. Daleny
 Reyes, Ms. Elsa
 Reynolds, Ms. Neilia
 Rice, Ms. Hadiya
 Rice, Mr. Jason & Goldring, Ms. Tianna
 Richardson, Ms. Antoinette
 Ridout, Ms. Daniell
 Riggs, Ms. Susan F.
 Roberts, Mr. & Mrs. Mark & Julia K.
 Robinson, Ms. Keisha
 Robinson, Ms. Kissa M.
 Robinson, Mr. Mark
 Robinson, Ms. Tori B.
 Robinson, Mr. Xavior W.
 Rodilosso, Dr. & Mrs. Philip & Rosanne
 Rodriguez, Ms. Natalia
 Roemer, Ms. Bobbi
 Rolfe, Mr. Chris
 Rollins Monroe, Ms. Keisha
 Rosa, Ms. Teresa
 Rowe, Mr. Kenneth J.
 Roy, Ms. D'Annettee P.
 Rufai, Ms. Bamidele
 Ruff, Ms. Chantal
 Saini, Mr. Angad
 Saint Bernard, Ms. Kimberly
 Sallers, Ms. Sharon
 Sally, Ms. Renee
 Santana-Cordero, Mr. Jorhan
 Sattelmaier, Ms. Nakisha
 Satterwhite, Ms. Shirlette Arnisher
 Savage, Mr. Howard I. & Hill, Ms. Kathleen
 Scarborough, Ms. Micaela
 Scarlett, Ms. Philippa M.
 Schelble, Mr. Gregroy
 Scott, Ms. Jo Ann
 Shabazz, Ms. Taia
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 Shinnick, Mr. Patrick

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2011 Audited Financial STATEMENT

Statement of Financial Position

ASSETS

Cash	\$3,616,074
Accounts Receivable	\$19,633,971
Property and Equipment	\$30,375,325
Other Assets	\$849,877
Total Assets	\$54,475,247

LIABILITIES AND NET ASSETS

Current Liabilities	\$10,368,124
Long-Term Liabilities	\$8,251,545
Net Assets	\$35,855,578
Total Liabilities and Net Assets	\$54,475,247

Statement of Activities and Changes in Net Assets

REVENUE

Grant and Contract Revenue	\$45,751,053
Patient Service Revenue	\$40,325,558
Contributions/Donations	\$2,961,737
Other Income	\$389,023
Total Revenue	\$89,427,371

EXPENSES

Total Program Expenses	\$70,689,741
Supporting Service Expenses	\$17,103,790
Total Expenses	\$87,793,531

Change in Net Assets from Operation \$1,633,840

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*Vice President for Medical Affairs and
Chief Medical Officer*

Mission

Promoting healthier communities through compassion and comprehensive health and human services, regardless of ability to pay.

Vision

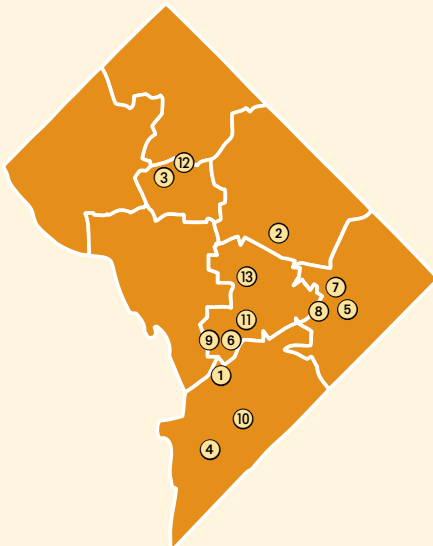
Unity Health Care will be recognized as the health care provider and employer of choice by establishing a culture that champions patient-centered care, promotes staff engagement, embraces the latest technology, and pursues community partnerships and strategic alliances.

Values

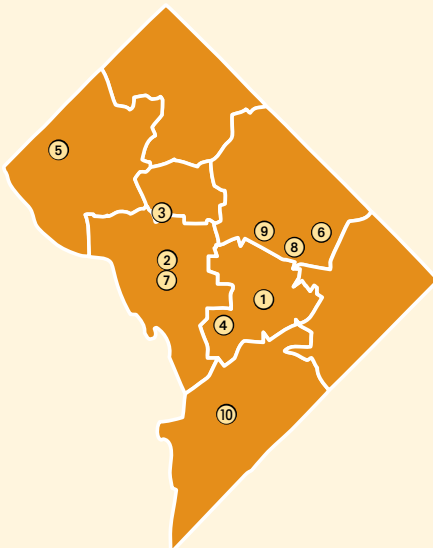
Unity will strive to create a model of Service Leadership in our relationships with each other, our patients, and stakeholders. This model will challenge us to embody the qualities of:

- Listening
- Awareness
- Empathy
- Healing
- Respect
- Accountability

FACILITIES

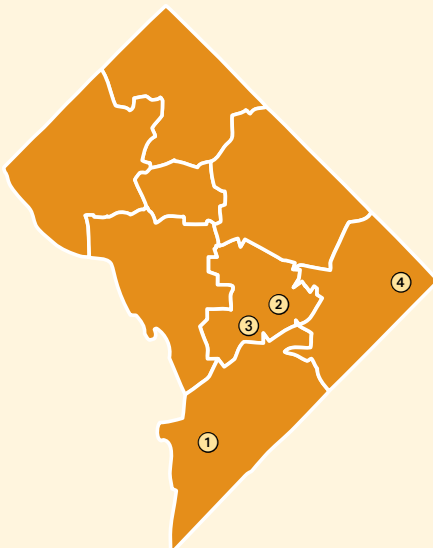


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- ② Brentwood (Ward 5)**
 1201 Brentwood Rd., NE
 Washington, DC 20018
 Phone: 202-832-8818
- ③ Columbia Road Health Services (Ward 1)**
 1660 Columbia Rd., NW
 Washington, DC 20009
 Phone: 202-328-3717
- ④ Congress Heights (Ward 8)**
 3720 Martin Luther King Jr. Ave., SE
 Washington, DC 20032
 Phone: 202-279-1800
- ⑤ East of the River (Ward 7)**
 123 45th St., NE
 Washington, DC 20019
 Phone: 202-388-7891
- ⑥ Good Hope Health Center (Ward 8)**
 1638 Good Hope Rd., SE
 Washington, DC 20020
 Phone: 202-610-7280
- ⑦ Hunt Place (Ward 7)**
 4130 Hunt Pl., NE
 Washington, DC 20019
 Phone: 202-388-8160
- ⑧ Minnesota Avenue Health Center (Ward 7)**
 3924 Minnesota Ave., NE
 Washington, DC 20019
 Phone: 202-398-8683
- ⑨ Southwest (Ward 6)**
 850 Delaware Ave., SW
 Washington, DC 20024
 Phone: 202-548-4520
- ⑩ Stanton Road (Ward 8)**
 3240 Stanton Rd., SE
 Washington, DC 20020
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- ⑪ Unity @ DC General (Ward 6)**
 1900 Massachusetts Ave., SE
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 Washington, DC 20003
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 Phone: 202-745-4300
- ⑬ Walker Jones (Ward 6)**
 40 Patterson St., NE
 Washington, DC 20001
 Phone: 202-354-1120



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- 2 Central Union Mission (Ward 2)**
 1631 14th St., NW
 Washington, DC 20009
 Phone: 202-328-1084
- 3 Christ House (Ward 1)**
 1717 Columbia Rd., NW
 Washington, DC 20009
 Phone: 202-328-1100
- 4 Federal City (CCNV) (Ward 6)**
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- 8 New York Avenue (Ward 5)**
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- 9 Pathways to Housing Health Center (Ward 5)**
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 Suite G
 Washington, DC 20002
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- 10 801 East Building (Ward 8)**
 2700 Martin Luther King Jr. Ave., SE
 Washington, DC 20032
 Phone: 202-715-1950



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 1901 D St., SE
 Washington, DC 20003
 Phone: 202-698-0400
- 3 Eastern High School Student Health Center (Ward 6)**
 1700 East Capitol St., NE
 Washington, DC 20003
 Phone: 202-546-0936
- 4 H.D. Woodson Student Health Center (Ward 7)**
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