Keeping the Unity Promise

ALIVE

2011 Annual Report
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.
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

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.
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Hofmeister, Mr. & Mrs. Charles & Lorraine
Holden, Mr. Henry E.
Horning, Mr. & Mrs. Joseph & Lynne
Hostetter, Mr. & Mrs. Alden & Louise
Hubers, Mr. & Mrs. Thomas & Carolyn
Hudiak, Mr. & Mrs. David & Veronica
Hueston, Mr. & Mrs. Robert L. & Tess S.
Idelson, Ms. Evelyn M.
Irvine, Mr. & Mrs. John M. & Nancy H.
Jablonski, Mr. & Mrs. Robert & Cara
Jaspen, Ms. Helen S.
Jeffs, Mr. & Mrs. Joseph & Jeannine
Johnson, Ms. Lucille M.
Jones, Ms. Parrish
Jonnes, Mr. & Mrs. Lloyd & Marilyn
Jordan, Mr. & Mrs. William & Mary
Josem, Ms. Marianne
Kammerer, Mr. & Mrs. Joseph T. & Maureen A.
Kaplan, Ms. Gertrude K.
Kappes, Mr. & Mrs. Mark & Elizabeth
Katz, Ms. Deborah
Kean, Ms. Ruth
Ketting-White, Ms. Ruth
King, Mr. & Mrs. Neil & Ellen
King, Ms. Sally
Kristner, Mr. & Mrs. Ottmar & Ann M.
Kuzmick, Col. & Mrs. James & Judith
Lalinde, Ms. Pura
Landesman, Ms. Betty J.
Landis, Mr. Richard
Lange, Mr. & Mrs. David & Sandra
Latchis, Ms. Erika
Lavine, Mr. Richard
Lebow, Mr. & Mrs. Morton & Katherine
Lee, Mr. & Mrs. Michael & Velina
Leidy, Mr. Kenneth
Lersch, Mr. & Mrs. Phil & Jean
Levy, Mr. & Mrs. Edward P. & Mary M.
Lewinsohn, Ms. Nancy
Lewis, Ms. Alicia A.
Lewis, Mr. & Mrs. Harold & Beth
Lienesch, Mr. William C. & Bleviss,
Ms. Deborah Lynn
Loberg, Dr. & Mrs. Lance & Frances
Long, Mr. & Mrs. William & Cecilia
Lovejoy, Ms. Nancy S.
Lowe, Mr. John G.
Lynch, Dr. John J.
Lynch, Mr. & Mrs. John & Saralie
MacCarthy, Mr. & Mrs. Timothy & Marilu
MacDougall, Mr. & Mrs. Daniel & Suzanne
Macon, Ms. Judith
Majcher, Ms. Patricia
Majeeed, Ms. Sameena S.
Mallonee Jr., Mr. John F.
Maloney-Lillaston, Mr. Beryl
Marthens, Ms. Marla J.
Martin, Mr. & Mrs. James & Ethel
Martin, Ms. Margaret
Martin Hixon, Ms. Joan
Matthews, Ms. Romona H.
May, Mr. & Mrs. Leopold & Evelyn
McCabe, Ms. Nancy Norment
McCaslin, Rev. John O.
McClallen, Ms. Virigna & Hart,
Ms. Holly
McKirie, Mr. John
McGovern, Mr. & Mrs. Raymond & Rita
Mesmer, Mr. & Mrs. Theodore C. & Anne C.
Meyer, Mr. & Mrs. Albert & Mary Ellen
Miholland, Dr. Arthur & Mostello,
Dr. Luann
Miller, Ms. Mary Lou
Miller, Mr. & Mrs. Victor J. & Wilhelmina D.
Mitchell, Ms. Janet S.
Moore, Ms. Lynda F.
Morgan, Ms. Katherine
Morris, Mr. & Mrs. Wendell & Brenda
Mueller, Mr. George
Mulvihill, Ms. Sheila A.
Murek, Ms. Lelia Jane
Murphy, Ms. Maureen M.
Myer, Mr. Henry & Goodnow, Ms. Mary
Nester, Mr. & Mrs. Howard & Sydney
Neuner, Ms. Rosemarie
Neuschler, Mr. Edward & Hay, Ms. Andrea
Noll, Mr. & Mrs. Walter & Marilyn
Novascone, Ms. Mary Ann & Ostrowski, Ms. Barbara
Nyce, Ms. Frances C.
Obrien, Mr. Raymond
Statement of Financial Position

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Cash</td>
<td>$3,616,074</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>$19,633,971</td>
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<tr>
<td>Property and Equipment</td>
<td>$30,375,325</td>
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<tr>
<td>Other Assets</td>
<td>$849,877</td>
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<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$54,475,247</strong></td>
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<table>
<thead>
<tr>
<th>LIABILITIES AND NET ASSETS</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Liabilities</td>
<td>$10,368,124</td>
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<tr>
<td>Long-Term Liabilities</td>
<td>$8,251,545</td>
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<tr>
<td>Net Assets</td>
<td>$35,855,578</td>
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<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td><strong>$54,475,247</strong></td>
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Statement of Activities and Changes in Net Assets

<table>
<thead>
<tr>
<th>REVENUE</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Grant and Contract Revenue</td>
<td>$45,751,053</td>
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<tr>
<td>Patient Service Revenue</td>
<td>$40,325,558</td>
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<tr>
<td>Contributions/Donations</td>
<td>$2,961,737</td>
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<tr>
<td>Other Income</td>
<td>$389,023</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$89,427,371</strong></td>
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<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Total Program Expenses</td>
<td>$70,689,741</td>
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<tr>
<td>Supporting Service Expenses</td>
<td>$17,103,790</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$87,793,531</strong></td>
</tr>
</tbody>
</table>

**Change in Net Assets from Operation** $1,633,840
## 2011 Board of Directors

**Franklin D. Baker**  
*Chair*

**Louis Byrd**  
*Vice Chair*

**Michael Crawford**  
*Treasurer*

**Althea Felder**  
*Secretary*

**Gelinda Allen**  
**Rochelle Archuleta**  
**Raphael Famakinwa**  
**Jacqueline Francis, M.D.**  
**Connie Johnson**  
**Marlene Kelley, M.D.**

**Jim Moss**  
**Kate Raftery**  
**Robert Ray**  
**Judy R. Walton, Ph.D.**  
**Vivian Whitaker**  
**Ann R. Wicker**  
**Charlotte Williams**

**Ex-Officio Members**  
**Vincent Keane**  
*President & CEO*

**Jannelle Goetcheus, M.D.**  
*Vice President for Medical Affairs and Chief Medical Officer*

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### 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
Unity Health Care

1. **Anacostia (Ward 8)**
   - 1500 Galen, SE
   - Washington, DC 20020
   - Phone: 202-610-7160

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
    - Phone: 202-889-3754

11. **Unity @ DC General (Ward 6)**
    - 1900 Massachusetts Ave., SE
    - Building 29
    - Washington, DC 20003
    - Phone: 202-548-6500

12. **Upper Cardozo (Ward 1)**
    - 3020 14th St., NW
    - Washington, DC 20009
    - Phone: 202-745-4300

13. **Walker Jones (Ward 6)**
    - 40 Patterson St., NE
    - Washington, DC 20001
    - Phone: 202-354-1120
**HOMLESS SERVICE SITES**

1. **Blair Shelter (Ward 6)**  
   635 I St., NE  
   Washington, DC 20002  
   Phone: 202-546-4164

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)**  
   425 2nd St., NW  
   Washington, DC 20001  
   Phone: 202-508-0500

5. **Friendship Place (Ward 3)**  
   4713 Wisconsin Ave., NW  
   Washington, DC 20016  
   Phone: 202-364-1419

6. **Harbor Light (Ward 5)**  
   2100 New York Ave., NE  
   Washington, DC 20002  
   Phone: 202-269-6333

7. **N Street Village (Ward 2)**  
   1333 N St., NW  
   Washington, DC 20005  
   Phone: 202-234-0951

8. **New York Avenue (Ward 5)**  
   1355 New York Ave., NE  
   Washington, DC 20002  
   Phone: 202-281-3884

9. **Pathways to Housing Health Center (Ward 5)**  
   101 Q St., NE  
   Suite G  
   Washington, DC 20002  
   Phone: 202-529-2972

10. **801 East Building (Ward 8)**  
    2700 Martin Luther King Jr. Ave., SE  
    Washington, DC 20032  
    Phone: 202-715-1950

**SPECIALIZED HEALTH CENTERS**

1. **Ballou Student Health Center (Ward 8)**  
   3401 4th St., SE  
   Washington, DC 20032  
   Phone: 202-645-3843

2. **DOC Health Center — CDF (Ward 6)**  
   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)**  
   540 55th St., NE  
   Room W 101  
   Washington, DC 20019  
   Phone: 202-724-2287

**MOBILE UNIT**

Medical Homeless Outreach Van  
Phone: 202-328-1100