



VISION

Everyone has the opportunity to live their healthiest life.

MISSION

To increase the years of healthy life in the people and communities we serve.



VALUES

RESPECT

We treat people as we would want them to treat us and strive to understand and reconcile our differences. We practice professionalism and kindness with each other.

ACCOUNTABILITY

We accept responsibility for our work, invest wisely, and do what we say we will do.

INTEGRITY

We strive to make honest, responsible decisions and act in alignment with our mission, vision, and values.

COLLABORATION

We work alongside our patients, staff, and community partners to improve health.

INNOVATION

We adapt to the ever-changing needs of the future.

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DEAR FRIENDS and PARTNERS

2020 was a remarkable year. The headline – the villain – was COVID-19. But the highlights are the resilience, collaboration, innovation, and problem-solving that our team and our community have consistently demonstrated in response to this pandemic. It is an honor to recount some of these stories on the following pages.

We could not be prouder of how our entire team and our community partners have responded in the face of this pandemic. We also celebrate accomplishments that are at risk of being overshadowed in such an unprecedented year: a large reduction in employee turnover despite the turbulence of this pandemic; tremendous success with provider recruitment; the one-year anniversary of our North Whatcom Health Center; the addition of six new Board members to our team; the formation of an IDEA (Inclusion-Diversity-Equity-Antiracism) Council to help ensure an environment where each person is valued and allowed to contribute to their full potential; and much more.

COVID-19 has helped clarify the essential role that Unity Care NW plays in our community. Unity Care NW's work continues to be guided by our values of **RESPECT**, **ACCOUNTABILITY**, **INTEGRITY**, **COLLABORATION**, and **INNOVATION**. In 2020, our clinical teams provided care to 19,600 individuals. Our patients were introduced to new modes of care, from virtual Behavioral Health visits to Dental phone consults to curbside Pharmacy pickup. Our staff delivered consistently excellent care and service in an

environment that remained adaptive, supportive, and safe. We are honored to now be vaccinating patients and community members in pursuit of ending this pandemic.

Through the dedication and innovation of our staff, collaborative relationships with community partners, and the generous backing of our supporters, Unity Care NW is continuing to grow our reach and our impact throughout our county. In the following pages, we are happy to share with you just a few of our remarkable services, and care providers, and to provide several glimpses into the ways that we are providing support both within our health centers and throughout Whatcom County.

We are enormously grateful to our partners, donors, and volunteers who are helping guide our growth and secure our future. We remain committed to caring for all who seek our care, regardless of their ability to pay. Through your support and investment, we are increasing the years of healthy life in the people and communities we serve.

Here's to the continued pursuit of our vision:
a future where everyone has the opportunity to
live their healthiest lives.



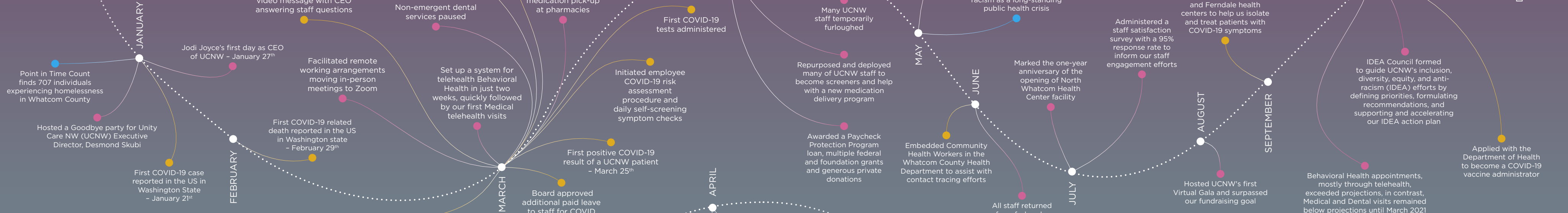
Jodi Joyce
Chief Executive Officer

James Brown
Chair, Board of Directors

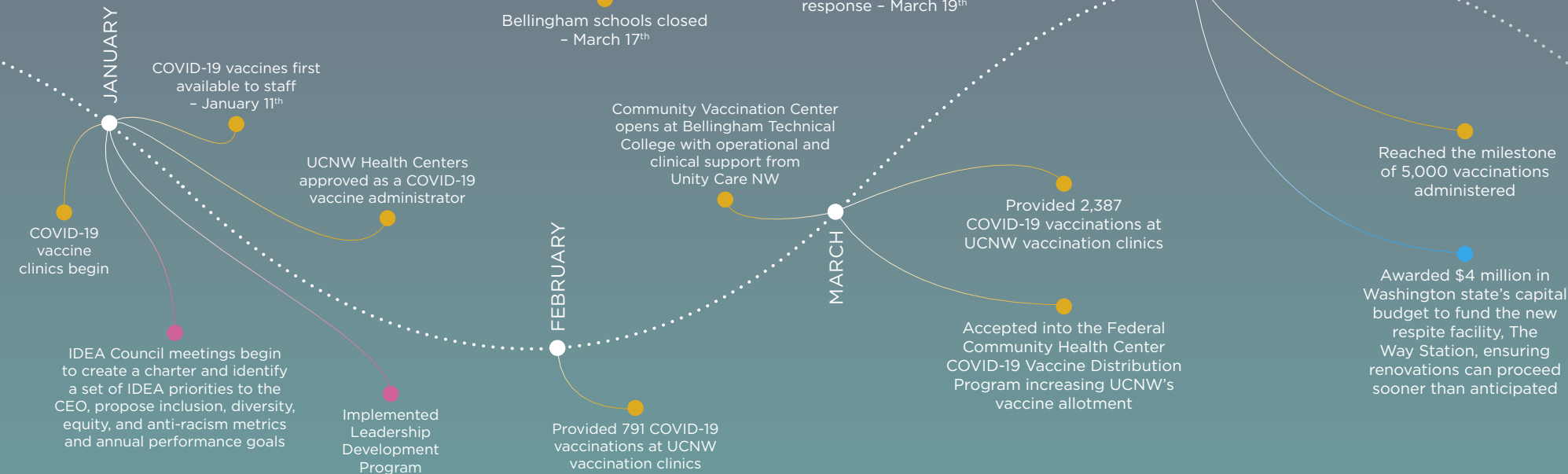


2020 THE YEAR IN REVIEW

● Operations
● COVID-19
● Community



2021 THE YEAR AHEAD



LOOKING FORWARD

As we look forward, Unity Care NW is focused on finding solutions to the challenges impacting the health of our community. Renovations are set to begin in late 2021 at 1500 N State street for The Way Station, a new medical, behavioral health, and respite facility in partnership with PeaceHealth, the Opportunity Council, and Whatcom County for those experiencing homelessness. Services at the new facility will include on-site shower and laundry facilities and housing case management.

We also hope to expand the services provided at both of our health centers in Bellingham and Ferndale, to prepare for an anticipated increase of Medicare and Medicaid patients.

Office life has been forever altered by the logistical challenges of COVID-19. We are strategizing on a work-from-home hybrid model for our staff to better accommodate shifting employee work-life balance needs and support sustainable growth at our health centers.

Despite continued uncertainty about the future of public health and a changing professional landscape, Unity Care NW remains steadfast in our pursuit of a healthy community and a supportive and values-driven work environment for our staff.

VALUES IN ACTION

Unity Care NW's Core Values helped us meet the challenges of 2020

In 2019, Unity Care NW employees worked together with the Board of Directors to identify a list of Core Values. We didn't know at the time that the principles outlined would help guide us through the toughest challenges we had yet to face as an organization and as a community. The values selected – **ACCOUNTABILITY**, **INTEGRITY**, **RESPECT**, **COLLABORATION**, and **INNOVATION** – are not abstract concepts at Unity Care NW. These terms are defined, reviewed, and relied upon to focus teams and buoy spirits in moments of uncertainty.

It has become almost a cliché to say that 2020 was like no other. But to focus solely on the challenges brought on by the pandemic, is to deny the persistent threats to public health that we faced as a nation at the start of such a monumental year.

At the end of January, the Opportunity Council, in partnership with the Whatcom County Health Department, organized the annual Point in Time Homeless Count. The report that followed represented a snapshot of persons experiencing homelessness on one night of the year but also revealed an unsettling trend. 707 individuals were found to be homeless and while there has been a 10% decrease in the number of homeless households since 2008, the year-over-year number increased from 514 to 555 in 2020. Homelessness

is back on the rise in our community, reflecting a worsening crisis across our country, which the secondary economic impacts of the pandemic only threaten to deepen further.

In 2020, 15% of Unity Care NW patients were unhoused and 51% were living below the poverty line. **RESPECT** is an essential component of our whole person care model. If we are to address underlying causes of health issues in our patient population, we must meet our most vulnerable patients where they are. We do this physically, through outreach efforts in partnership with social service organizations, and on an interpersonal basis, by listening to and honoring every patient's lived experience without judgement.

Our CEO Jodi Joyce was in her first month at Unity Care NW when COVID came to our state. Our Core Values played a crucial role in shoring up our team as we prepared for a pandemic. **ACCOUNTABILITY** to our patients and our co-workers was our first task. New sanitary measures and screening procedures were put into place and staff continued to do their best every day to play by the rules – doing our jobs safely and conscientiously. Dedication to these measures meant zero COVID-19 infections transmitted to either staff or patients at our health centers.





COLLABORATION and communication were vital to our success in the face of COVID. Staff were repurposed to fill new roles. With the temporary closure of our dental programs, dental staff began working with our pharmacies to deliver life-saving medications to our patients. And our Veggie RX program, a partnership with The Community Food Co-op, provided \$40 vouchers for fruit and vegetables each month to patients with type-2 diabetes. With the support of health educators and care coordinators, patients facing increased financial challenges were provided access to virtual dietitian appointments and cooking classes.

The necessity to reduce in-person interaction led to unprecedented **INNOVATION** at our health centers. Staff moved quickly, learned from mistakes as we went, and sought new best practices. In just 10 days Unity Care NW's Information Services Department had telemedicine up and running for essential Behavioral Health appointments. Administrative staff were set up for remote work and adjusted to a new work-from-home model.

After the murder of George Floyd in May of 2020, our CEO, Jodi, and our Board of Directors began a process to challenge racism as a long-standing public health crisis. Jodi compiled feedback from staff concerning how to respond, and The IDEA Council was formed. The IDEA Council, draws members from multiple departments across the organization to guide Unity Care's inclusion, diversity, equity, and anti-racism (IDEA) efforts by defining priorities, formulating recommendations, and supporting and accelerating UCNW's IDEA action plan. This effort empowers staff to act with **INTEGRITY** and to expect the same from leadership – to speak up when we see inequities and to do the right thing even when it is difficult.

Armed with our Core Values, departments from Dental to Population Health, from Billing to Pharmacy, responded, adapted, and never wavered in their commitment to provide our patients with the best possible care. Unity Care NW employees, from senior leadership and doctors to patient screeners and administrative staff, relied on our Core Values, and on each other, building resiliency and preparing our health centers for the road ahead.



HEALING SOLUTIONS

Unity Care NW's Services for our Patients Experiencing Homelessness

Unity Care NW's **INNOVATIVE** Population Health Program examines the factors that affect the health of the people and communities we serve. We recognize that health outcomes are not just the product of individual behaviors or predispositions. They are also shaped by the conditions in which we live, work, learn, and play.

We know that access to adequate housing is a key social determinant of health. Unhoused patients have less access to care. They may not have a way to make or get to appointments and the trauma and daily struggle associated with homelessness may make prioritizing their health too challenging to manage. Health equity means ensuring that everyone has the chance to be as healthy as possible. However, factors outside of a person's control, such as disability and lack of resources, can prevent people from achieving their best health.

In an effort to address these factors, Population Health's Community Health Workers connect patients with necessities like housing, transportation, and groceries. Outreach efforts include distributing free shoes and thousands of socks, from our partners at Bombas, to help homeless individuals meet their basic mobility needs and initiating conversations about the services available through Unity Care NW.

An Inpatient and Emergency Room Community Connector is stationed at PeaceHealth to engage with high utilizers of emergency services as another key component to the strategy to erode barriers to health care access. Many unhoused individuals resort to the ER as their sole source of medical care. UCNW's Hospital Community Connector can set up follow-up appointments and help patients sign up for health insurance. Linking frequent ER visitors with a patient-centered primary care home, creates a continuity of care that can dramatically improve health outcomes for those engaged through this program.

In addition to providing direct services to unhoused individuals, Population Health staff also **COLLABORATE** with other groups in the community, like the Whatcom Coalition to End Homelessness to find housing solutions and create inroads to housing access. In 2020, two UCNW Community Health Workers were installed at the Whatcom County Health Department to support contact tracing efforts and connect marginalized people who have tested positive for COVID-19 to safe quarantine locations where they could rest and recover.

Our Population Health team's focus on advancing health equity is an invaluable component of our whole-person care model and our vision that everyone has the opportunity to live their healthiest life.



EQUALITY

In healthcare it is critical to tailor services and resources to the patient's needs so that they are best able to navigate the system, engage in their healthcare, and live their healthiest life. Under an **equality** model, every patient would receive the same care, which may work for some, but not for others.



EQUITY

Unity Care NW is committed to an **equity** model, where everyone gets the care that fits their unique needs





Stephanie Pattison, LMHC

PATIENT

In late 2020, Unity Care NW received a letter from a patient who had become a donor to our Community Health Center after being inspired by the quality of care they had received. The author's name has been withheld to honor their wish to remain anonymous.

Over the years I have seen many doctors and therapists for a life-long struggle with depression. When I moved here to help my aging parent, I lost access to health insurance, excellent medical care, and therapy. I proceeded to fall down a decade-long rabbit hole of relying on various primary care doctors to adjust my regimen of antidepressants with limited success.

My parent's death precipitated a tailspin of grief that I was not able to overcome. Every breath, every tear felt like it was crushing me. I was in the middle of a deep and dangerous crisis. I used every resource I had to call every psychiatrist I could find and none of them were able to accept me as a patient. I felt like I had done everything within my power to get help, but that it was hopeless. I called my best friend and together, we determined that accessing services at Unity Care NW was the best choice.

I cried every minute of my first appointment. I remember being at Unity Care NW for over three hours that day, meeting with a doctor, speaking with a case manager, getting help

lined up, and feeling completely drained. However, I knew that I had made the right choice.

Over the years, I've built an incredibly strong, trusting, patient/therapist relationship with my counselor, Stephanie Pattison that I value. My psychiatrist, Dr. Aaron Moore has made an equally profound impact on my life. There's hard work, there's pain and setback, but there's also connection, laughter, gratitude, and learning.

But I learned that when I'm not capable of hope, Stephanie and Dr. Moore carry that hope for me until I can see my way again. When I feel helpless, Stephanie will reaffirm the skills I've learned along the way and that I have agency in my own life. Dr. Moore will listen to my concerns and answer questions about my treatment with respect and dignity. Dr. Moore cares about what I think and how I feel. And I learned that Dr. Moore believes in me, believes in my ability to manage and be successful. I know this because he told me so at my last appointment, and that means more to me than I can say.

PROVIDER

Dr. Susan Kranzpiller joined Unity Care NW in May 2020 as the first Associate Medical Director in our North Whatcom Health Center.

Dr. Kranzpiller's colleagues value her **INTEGRITY** and **COLLABORATION** in the face of challenges. Muriel Handschy, ARNP remembers Dr. Kranzpiller's enthusiasm when she joined our team in May. "She hit the ground running and has been going full steam ahead ever since. She is such a joy to work with and demonstrates our Values in Action every day. She is always positive, full of fresh ideas and ready to get to work on whatever is asked of her. She seems infinitely flexible, as clinic demands continue to shift."

In addition to working as a Primary Care Provider in our North Whatcom Health Center, her role as Associate Medical Director means Dr. Kranzpiller supervises other providers, provides coverage when her colleagues are ill, and acts as a leader and representative in many COVID-19 related tasks. She led the development of an **INNOVATIVE**, separate, and fully contained Respiratory Clinic in the annex at North Whatcom to provide an extra level of protection to

our broader patient population while caring for patients who had or showed signs of COVID-19 infection.

Dr. Kranzpiller started her career as a Registered Nurse and received her MD degree at Ruprecht-Karls-Universitate in Heidelberg, Germany, then completed a Family Practice residency at Southwest Washington Medical Center in Vancouver, WA. She came to Unity Care NW from PeaceHealth's Same Day Care Clinic and the Family Practice Clinic in Bellingham.

Dr. Kranzpiller enjoys working in community health because it provides the opportunity to fulfill her commitment and passion for health care for all patients. "It is such an honor and privilege to be serving as Associate Medical Director for Unity Care NW at our North Whatcom Health Center. I'm truly grateful for the opportunity to work alongside such a professional, seasoned and compassionate group of individuals."



Dr. Susan Kranzpiller

2020 in NUMBERS

COVID-19 changed the way we care for our patients. Through **COLLABORATION** and **INNOVATION**, the staff at Unity Care NW mobilized to meet new health and safety challenges. Staff showed their commitment to **ACCOUNTABILITY** and **RESPECT** for the individuals we serve in the face of these challenges by continuing to provide expert, whole person care.

Lockdown measures paused all non-emergency dental care for a time leading to temporary staff furloughs. In an effort to combat the spread of COVID-19, Unity Care NW began offering telehealth appointments for the first time in March of 2020 and staff were repurposed to deliver medications to patients from our

pharmacy. COVID-19 testing began at our health centers early in March. New safety measures including screening of patients and developing a secure Respiratory Clinic for those experiencing symptoms associated with COVID-19 were introduced.

Unity Care NW rose to the challenge, implemented all of these changes with **INTEGRITY**, and endured great uncertainty without a single COVID-19 case transmitted onsite in our health centers.

122

Total Positive
COVID-19 Tests

0

Total cases of COVID-19
infections transmitted
onsite in our health centers

6,369

Patients served during the
first full year at our North
Whatcom Health Center

10

Days it took to launch
Telehealth services

11,521

COVID-19 Tests
Administered

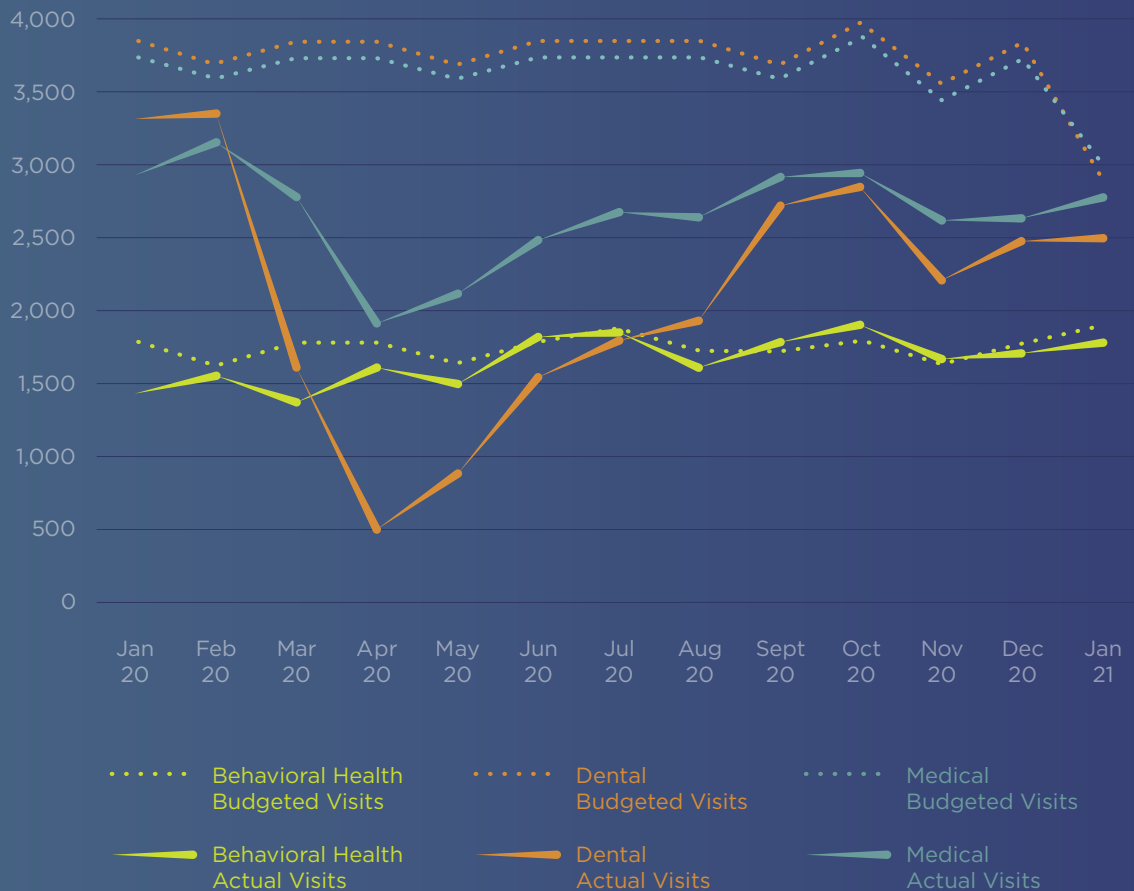
2,643

Pharmacy deliveries

REDUCTION IN VISITS

The disruption of daily life caused by the pandemic had a significant impact on the number of appointments scheduled with our providers. Thanks to a pivot to provide telehealth appointments, Behavioral Health visits remained high and proved to be a crucial service in such challenging times.

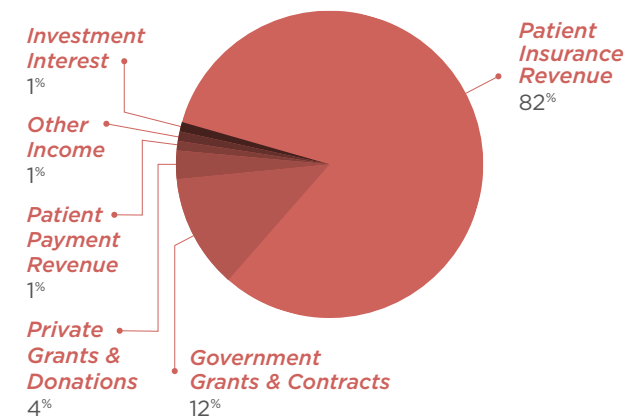
2020 PATIENT VISITS vs PREVIOUS PROJECTIONS



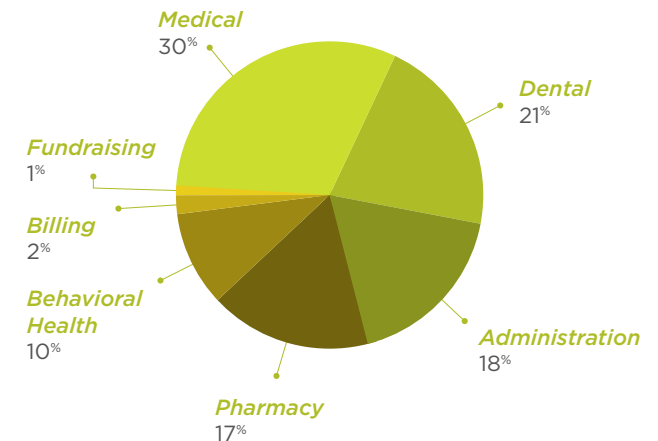
FINANCES

The sharp decline in patient visits and the reduction in reimbursement rates for remote consultation created an extreme challenge for our organization. Despite this financial reality, Unity Care NW was able to avoid layoffs thanks to reserve funds and a forgivable Paycheck Protection Program loan.

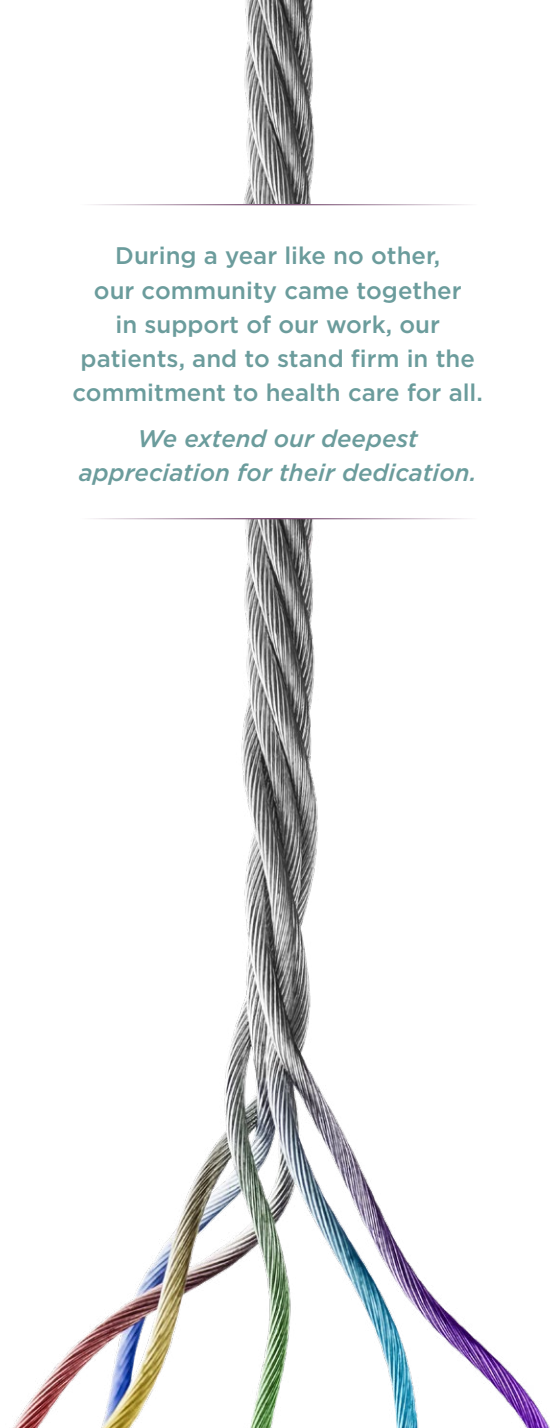
Revenue - \$35,519,540



Expenses - \$37,401,444



THANK YOU to our 2020 CONTRIBUTORS



During a year like no other,
our community came together
in support of our work, our
patients, and to stand firm in the
commitment to health care for all.

*We extend our deepest
appreciation for their dedication.*

INDIVIDUALS

Mel Agan - A gift in honor of all
the dedicated dental professionals
in our community

Carola Anderson
Dr. Diane Arvin
Brenda and Carl Asplund
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Diane Becker
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All efforts were taken to ensure accuracy
 of this list. Please contact our Planning &
 Development Department with questions
 or concerns: Development@ucnw.org
 or (360) 788-2628

"I have rarely had a healthcare provider provide such thorough and thoughtful care. They listened to all my concerns and worked through them to find causes and potential remedies."

– Unity Care NW patient

BELLINGHAM

Medical & Children's Dental Services

220 Unity Street
Bellingham, WA 98225
(360) 676-6177

Adult Dental, Behavioral Health, and Administration

1616 Cornwall Ave. Ste. 205
Bellingham, WA 98225
(360) 676-6177

In-House Pharmacy

218 Unity Street
Bellingham, WA 98225
(360) 752-7406

Respiratory Clinic

1616 Cornwall Ave. Ste. 100
Bellingham, WA 98225

Quest Diagnostics Lab

218 Unity Street
Bellingham, WA 98225
(360) 733-3888

FERNDALE

Medical, Dental, and Behavioral Health Services

6060 Portal Way
Ferndale, WA 98248
(360) 676-6177

In-House Pharmacy

6060 Portal Way
Ferndale, WA 98248
(360) 752-7408

Respiratory Clinic

6046 Portal Way, Ste. 202
Ferndale, WA 98248

Quest Diagnostics Lab

6060 Portal Way
Ferndale, WA 98248
(360) 296-7199



UnityCareNW.org