



HARLEM UNITED

2014 Annual Report



2014 AGENCY SNAPSHOT

Harlem United has been providing hope, health & healing to New Yorkers for over 25 years

OUR MISSION

To provide 100% access to quality HIV/AIDS care for all our clients, regardless of race, socio-economic status, or sexual orientation;

To ensure that each of our clients remains connected to treatment and obtains the best possible health outcomes;

To provide quality HIV prevention, housing, and care services in a safe and nurturing environment;

To unite Harlem's diverse communities and address the needs of all people living with and threatened by HIV/AIDS;

To empower our clients physically, emotionally, socially, and spiritually.

QUICK FACTS

\$40 million in revenue for 2014

Operating in 9 sites across New York City

14,820 clients accessed health services in 2014

200,000 clean syringes exchanged each year

708 New Yorkers in safe & stable housing

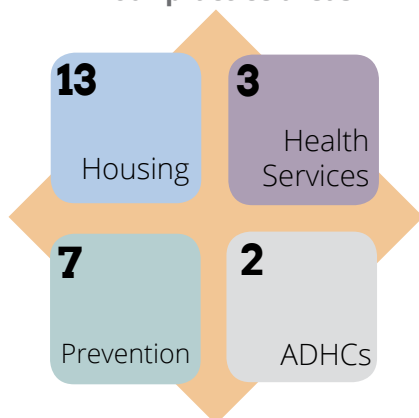
More than 50,000 hot meals to those affected by HIV/AIDS

Two Adult Day Health Centers (ADHC), serving an average of 165 HIV+ people daily

25 people were cured of Hepatitis C in 2014

4,548 HIV tests were performed in 2014

Harlem United has 25 programs in four practice areas



A history of excellence, a plan for the future

Harlem United has grown from a local AIDS service center to a holistic community health center serving New Yorkers across the boroughs. In 2015, we are launching two exciting new initiatives:

The Nest, a state-of-the-art health center at 133rd Street with services for the whole community

Swallow This, an educational campaign to promote PrEP—a daily pill which can prevent HIV—to our communities in upper Manhattan

Dear Friends,

This was a year of dynamic change for Harlem United, and it is with great pride that I present to you Harlem United's 2014 Annual Report.

In July, our interim Chief Executive Officer, Steven C. Bussey, announced that he would step down. After a six-month national search, I was appointed Harlem United's newest Chief Executive Officer in December 2014. Having served in two executive positions with Harlem United, I was able to hit the ground running.

The healthcare landscape in New York City and State continues to evolve. I can confidently report that we are meeting these changes with expertise and agility. For example:

- After New York State launched its ambitious Delivery System Reform Incentive Payment (DSRIP) program—designed to achieve a 25 percent reduction in avoidable hospitalizations—Harlem United moved quickly to become an influential player. Community-based health and human services partners are a critical part of DSRIP, and new healthcare systems will rely on the effective models that AIDS service and community providers have built.
- We finished construction of our state-of-the-art healthcare center in Central Harlem, and initiated the process to secure our Article 31 outpatient mental health treatment license and our Article 32 outpatient substance use treatment license. The clinic and additional licenses will further strengthen Harlem United's already successful integrated care model.
- Harlem United was appointed to Governor Cuomo's Ending the Epidemic Task Force. We helped to create a blueprint that sets forth a plan to reduce the number of new HIV infections from 3,000 to 750 per year, an historic opportunity to define and execute a strategy that will save lives and improve the health of New Yorkers.

With change comes opportunity. There are exciting prospects ahead for Harlem United. Whether you are a government partner, a funder or a community member, we are grateful you are a part of our growth, and we look forward to your continued support.

Yours,



Jacquelyn Kilmer
CEO, Harlem United

OUR MISSION

Our mission is to provide 100% access to quality HIV/AIDS care for all our clients, regardless of race, socio-economic status, or sexual orientation. We seek to:

Ensure that each of our clients remains connected to treatment and obtains the best possible health outcomes;

Provide quality HIV prevention, housing, and care services in a safe and nurturing environment;

Unite Harlem's diverse communities and address the needs of all people living with and threatened by HIV/AIDS;

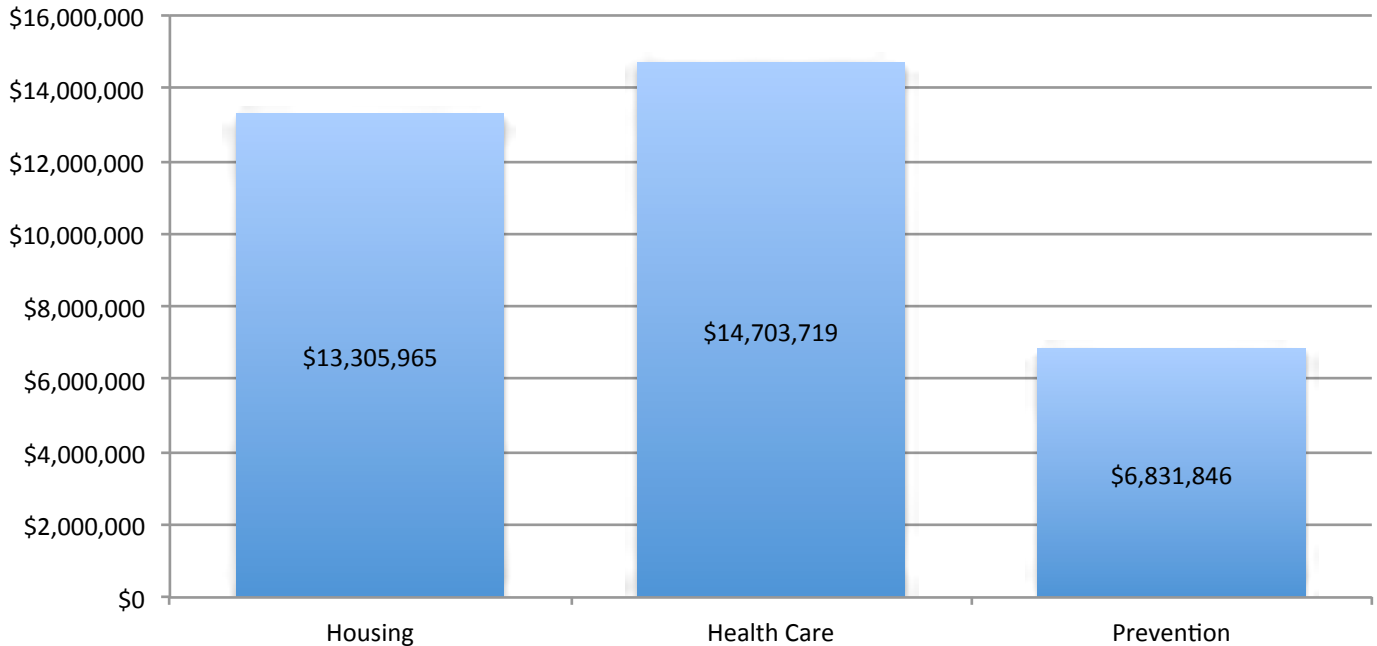
Empower our clients physically, emotionally, socially, and spiritually.

2014 FINANCES AT A GLANCE

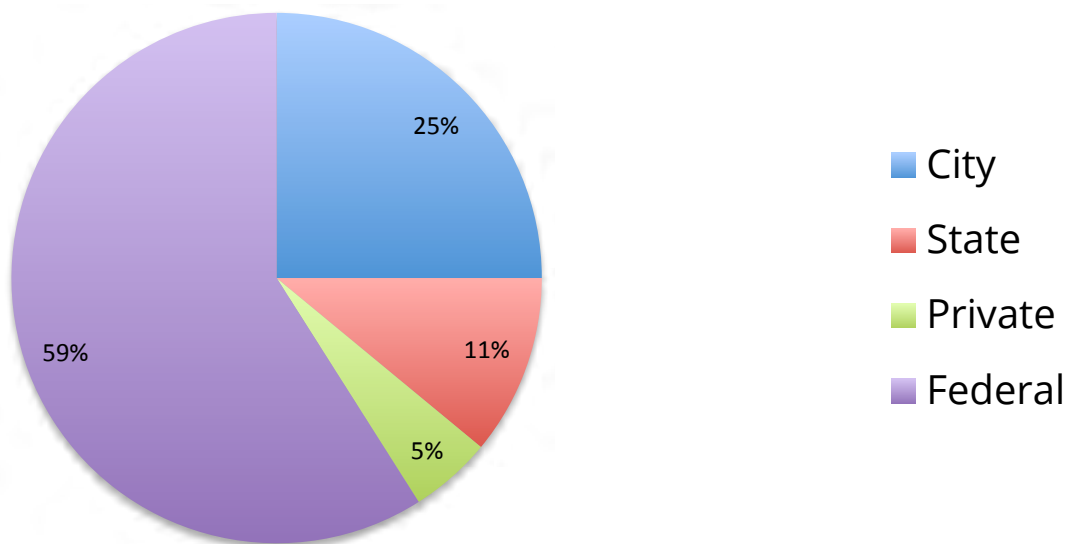
Harlem United's annual operating budget is approximately \$40 million

Harlem United Revenue & Funding by Service Area

Includes government contracts, private funding, and billable services



Harlem United Funding by Source



For complete audited financials, visit harlemunited.org/learn/about

HARLEM UNITED IS

DATA DRIVEN, CLIENT APPROVED.

We know what we do works because we are constantly evaluating ourselves.

Our team of evaluators, clinicians, and researchers ensure that we correctly identify issues and propose solutions.

We adjust our efforts so that every dollar

donated and every minute of staff time is used effectively.

Numbers never tell the whole story though, which is why we work closely with clients to make sure that they are satisfied.

That's what makes Harlem United different.

Building a Management Paradigm to Affect Change

Harlem United employs a Triad Management framework as a management and evaluation tool. This tool was conceptualized and designed by Harlem United, and provides managers with the resources to make objective decisions about program and employee performance rooted in observable data. The Triad consists of three elements: 1) Data Driven Supervision 2) Clinical Supervision, and 3) Continuous Quality Improvement.



Client Satisfaction Survey

In August 2014, Harlem United conducted a client satisfaction survey to gauge how clients felt about the services they received and the agency as a whole. The survey revealed that 90% of respondents rated their general experience as “excellent” or “good.” Results were reviewed by the Senior Team and in individual program Triad meetings to explore ways to continue improving the quality of care and service.

MEET ALLEN COVINGTON

Allen first came to Harlem United in 2010. He was in the shelter system—out of work and struggling with substance abuse exacerbated by depression. “I was on my way to becoming a homeless person in despair,” he recalled. A friend suggested he stop by one of Harlem

United’s recovery groups and, since he didn’t have much else to do, Allen went.



“Can you believe that I went from not having a high school diploma to being a college student in just two years?”

“I don’t know where I would be today if it weren’t for Harlem United,” Allen said. Over the course of the next 18 months, Allen focused on getting stabilized—taking care of his depression and substance abuse issues. He enrolled in meditation and yoga, finding that a holistic approach to recovery eased his anxiety. Allen also enrolled in Project PRIDE, a peer recovery intervention program that utilizes Cognitive-Behavioral Therapy and Relapse Prevention to modify negative or self-defeating thoughts and behaviors. Allen was surprised to learn that other people were struggling with similar, if not deeper, issues. Soon, with the help of a behavioral health specialist, Allen’s desperation hit a turning point.

“Harlem United’s staff poured energy into me,” Allen recalled. “They helped me turn things around; they reminded me I was better.” Inspired, Allen

got his GED and enrolled in a college connection program. Today, he is a freshman at the Borough of Manhattan Community College, and majoring in Youth Services. His goal is to become a harm reduction counselor. Allen remains fiercely dedicated to Harlem United, spending 10 hours per week as a peer recovery support specialist to help people who come to Harlem United under circumstances similar to his own.

“Can you believe that I went from not having a high school diploma to being a college student in just two years?” Allen asked, proudly. “The road isn’t easy but I try to lead by example. It takes determination and follow-through. I just keep putting one foot in front of the other—like they taught me at Harlem United.”

DELIVERS RESULTS

From Federal policy advocacy to real lives of our clients, Harlem United makes a measurable impact

No more choosing between rent & living

Governor Cuomo signed the “30% rent cap” affordable housing protection into law for low-income people living with HIV/AIDS as part of the state’s FY2015 budget. This will ensure that poor individuals and families living with HIV/AIDS in NYC have their rents capped at no more than 30% of their income, thereby providing affordable and stable housing. Harlem United was a leader in this campaign.



Working with the White House

Harlem United staff joined hundreds of LGBT advocates and allies from across the country at the annual White House LGBT Pride Reception, held in the East Room of The White House.

Echoing themes integral to Harlem United’s mission, Obama urged the community to keep fighting for an AIDS-free generation and to extend our energy, passion and resources toward other injustices that exist.

200,000

Clean syringes distributed city-wide. Improving safety and helping prevent HIV, Hepatitis C, and other infections.

708

Men, women, and children housed in 625 apartments around the city. Housing is healthcare.

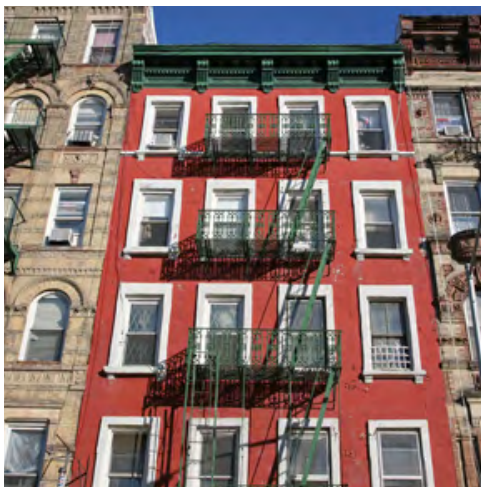
4,548

HIV tests performed. Knowledge is power, treatment is prevention.

Addressing an epidemic

An estimated 146,500 New York City residents may have chronic Hepatitis C (HCV).

The disease is a leading cause of death for people with HIV. We have ramped up our response to this exploding epidemic. With city and state support, we provided care for 80 individuals co-infected with HIV and HCV. Fifteen patients began HCV treatment and 12 completed! Another 13 individuals with only HCV completed treatment. We also provided support groups, treatment adherence counseling, and other critical services for an additional 100 patients.



Housing Is Healthcare

For nearly 25 years, we have held the philosophy that *housing is healthcare*. Our housing clients gain a safe, affordable place to live and have access to our broad continuum of care. Our services are offered in a nonjudgmental, healing environment. The result: High rates of housing stability and overall client satisfaction.

Today we provide over 600 units of housing in the Bronx, Manhattan, and Brooklyn.

HARLEM UNITED HAS

A PLAN FOR THE FUTURE

A New Healthcare Center

The Nest Community Health Center is our new, state-of-the-art health center, and will deliver world-class medical care to diverse and underserved communities in the heart of Harlem.

The 14,000 square-foot facility is located at 169 West 133rd Street, and includes:

- 11 examination rooms
- 3 dental chairs
- 8 behavioral health exam rooms located on the first floor

Opening in the fall of 2015, The Nest's services will include:

- Individual, family, and group counseling
- Adolescent and pediatric dental and primary care
- Adult medicine
- Patient navigation and care coordination

Our range of innovative programs is designed to meet the holistic needs of the men, women and children in our community. To ensure easy access, the Nest will operate during daytime, evening, and weekend hours. Most importantly, The Nest will offer comprehensive, coordinated, high-quality medical care.





A Bold, New Campaign for PrEP

In 2014, Harlem United began an ambitious project to roll out a one-year community-based educational campaign on pre-exposure prophylaxis (PrEP). PrEP has been proven effective in reducing the risk for HIV infection and everyone should know it exists as an option. A study from our PrEP for NYC Task Force identified a need to educate our community on PrEP. As a result, we are collaborating with the prestigious social marketing firm Better World Advertising to create the **Swallow This** campaign to raise awareness about PrEP, focusing on young Black and Hispanic men in Upper Manhattan.

A Plan to End AIDS by 2020

In June, Governor Andrew Cuomo announced Bending the Curve, the Plan to End AIDS by 2020. The three-point plan seeks to move us closer to the end of the AIDS epidemic, and the goal is to reduce the number of new HIV infections from an estimated 3,000 to 750 by 2020. The Governor established a state-wide Task Force, which included Harlem United, to create a blueprint to end AIDS.



PARTNERS & SUPPORTERS

Foundations & Grants

Support from these organizations provides a critical foundation for our work

Robin Hood Foundation	MAC AIDS Fund	Bloomberg Philanthropies
Gilead Sciences	New York City AIDS Fund	Atlantic Philanthropies
Broadway Cares/Equity Fights AIDS	van Ameringen Foundation	
	Paul Rapoport Foundation	

Fundraisers

By raising funds *and* awareness, these dedicated supporters help our organization grow organically

Alison Mariella*	Brian G. Murphy^	Lisa D'Souza+
William Oriani*	Katie Bartholomew*	Truman Boyes+
Jacquelyn Kilmer*	Adrian Aliberti*	Anne-Birgitte Albrechtsen+
Preston Wholley*	Wesley Alston+	
Graham Meighan*	Michael Rustin+	

** Indicates a New York Marathon charity fundraiser, + indicates a New York Half-Marathon charity fundraiser, ^ indicates a personal fundraiser*

Nest Builders

Harlem United Nest Builders support our work by pledging to donate monthly or by donating more than \$250

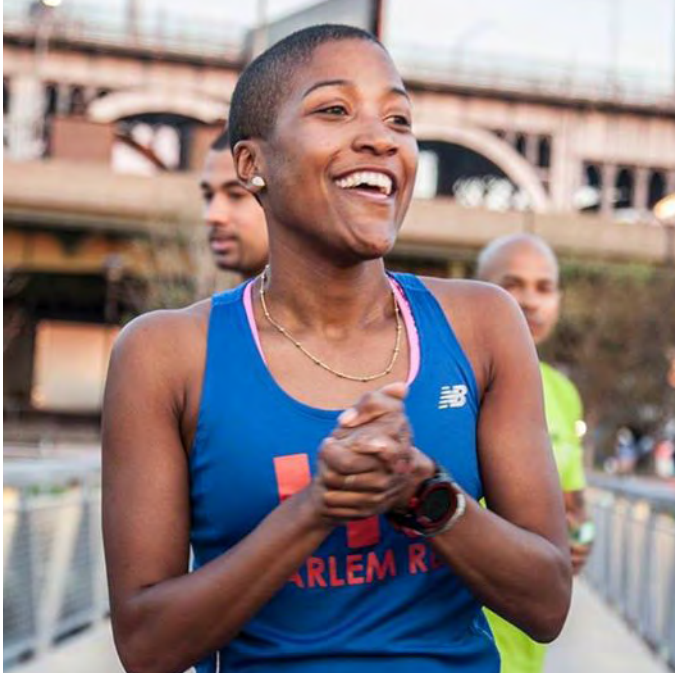
Henegan Construction	William Melms	PAE	Lenox Coffee
Douglas Dukeman	Brian Murphy*	Peter L. Wilson	Maurice Riley
Daniel Florio	Donna & Jerry Murphy	Guarini Fire	Zahra Hosseini
Prasad Gurnani	Rick & Meredith Price	Peninah Martin	Employees of Abbott Capital Management
Nancy Hall*	Neil Schneider	Amy Holmes	Vin Cocito
Olga Keber*	David Sternlieb	Amida Care	Anonymous (7)
Jacquelyn Kilmer*	Preston Wholley*	NFP Corporate Services	
Peter Macari	Bill Williams	Charlie Carroll*	

** Indicates Harlem United staff*

MEET ALISON DÉSIR

Running connected Alison with Harlem United but it was Harlem United's values that turned the first meeting into an on-going partnership. Alison's first connection to Harlem United was the New York City Marathon. She signed up to run the 2014 marathon

in support of Harlem United and surpassed her fundraising goal of \$3,000.



“Harlem United’s focus on community and health— as well as the agency being a local nonprofit—is important to me.”

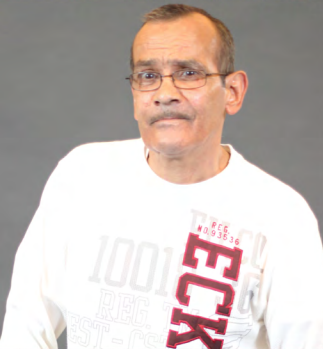
“It was incredible. Having Harlem United as a local cause to rally around, to support, to feel supported by, was awesome. I was fundraising within this community and we felt more connected to the organization because it’s right here making an impact in our community.”

While preparing to run the marathon, Alison met many Harlem United staff and saw not just a deep dedication to the work but also that “they just get it.”

“The more I see behind-the-scene of Harlem United, the more I recognize that Harlem United is at the forefront of addressing pressing issues in our communities.”

To support Alison’s current fundraising efforts, visit harlemunited.org/alison





**HARLEM
UNITED**



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