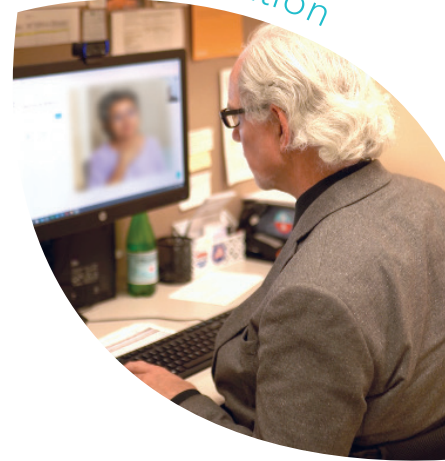


passion



innovation



respect



arlington  
freeclinic

CELEBRATING 30 YEARS

# 2024 Report to the Community

JULY 1, 2023 TO JUNE 30, 2024

integrity



equity and inclusion



compassion



collaboration



## Our Mission

Arlington Free Clinic (AFC) advances health equity by providing comprehensive, whole-person healthcare to our neighbors who would otherwise lack access.

Established in 1994, AFC continues to be Arlington's only provider of comprehensive healthcare services for adults living with a low income and without health insurance. All AFC patients live in Arlington and have incomes at or below 200% of the Federal Poverty Level (for a family of four, this is \$60,000). Every year, with the help of over 300 volunteers and 45 full/part-time staff, AFC provides access to comprehensive, patient-centered services to approximately 1,400 of our community's most vulnerable residents.

AFC's model is one in which physicians, counselors, pharmacists, dentists, and physical therapists practice side-by-side, creating a unique and integrated system of care that supports the prevention and early detection of diseases that have strong linkages across healthcare disciplines (e.g., diabetes and gum disease). Collaborative practice is highly regarded as effective and as a model, is core to how we provide care at AFC.

AFC is one of the only organizations in Arlington providing direct healthcare services while simultaneously advancing systems-level change. Many organizations focus on either treating their patients or working upstream to change the conditions that are contributing to poor health outcomes. With our paired priorities, we better serve our patients by having a clear understanding of the systemic barriers they face in achieving good health and can bring stronger systems-level solutions to the table as members of county task forces.

Arlington Free Clinic  
2921 11th Street South  
Arlington, VA 22204  
703-979-1425  
arlingtonfreeclinic.org

## Our Services

### COMPREHENSIVE HEALTHCARE

Primary, Preventive,  
and Specialty Care  
for Adults

Gynecology

Care For Chronic  
Diseases Including Diabetes,  
Hypertension, Cancer, and  
Obesity

Optometry

Pharmacy

Cancer Screenings

Diagnostic & Laboratory  
Services

Physical Therapy

Dental

Audiology

### EDUCATION & OUTREACH

Nutrition

Osteoporosis

Diabetes

Breast Health

Physical Activity

### MENTAL & BEHAVIORAL HEALTH

Psychiatric Assessment &  
Medication Management

Individual Therapy

Support Groups

Social Services  
Case Management

# Meeting Today's Needs and Building a Foundation for a Strong Future

We are so pleased to share with you the great work of our team during the 2024 fiscal year and the ways Arlington Free Clinic is responding to the needs of our community. In this anniversary edition of our annual report, we also take a moment to reflect more broadly on where we have come from and where we are going. Throughout its history, Arlington Free Clinic has provided access to high-quality healthcare to our neighbors who lack access to care. In our 30th year, we are securing our foundations to grow and meet the challenges of tomorrow in advancing health equity.

The areas of emphasis this year include staffing, capacity and partnerships. I am delighted to share that we have addressed our staffing shortages and are finding innovative ways to retain staff. We are investing in our team with professional development and training opportunities focused on building a culture centered on our core values. We also welcome three new leaders, Kennya Alvarado, Director of Clinical Services, Janet Truelove, Director of Clinical Administration and Operations, and Beth Gorman, Director of Development, who step in to carry on the mantle of three outgoing team members who served the Clinic well. Kennya, Janet, and Beth not only bring a wealth of leadership experience and expertise in their fields, but they also have a tremendous passion for AFC's mission.

A second area of emphasis during this past year has been integrating our dental, mental health, and community resource navigation services into our comprehensive medical home model. These concentrated integration initiatives have been so successful that the resulting increase in referrals is driving a need to further expand these programs to better serve our patients. We are also re-evaluating our space needs and optimizing existing space. Working to build the resources we need to continue to retain staff and support the

growing needs for services and space will be our principal areas of focus in the coming year.

Lastly, we know that AFC is stronger because of the relationships we have built with other partners in the safety net. In 2024, for example, we identified a need to explore innovative solutions to effective nutrition education. We participated in community-facing events with Arlington Thrive and Kitchen of Purpose that were aimed at providing access to low-cost, nutritious meal solutions for people in our community. In the year to come, we look forward to integrating nutrition education into all of our services. We also hope to address this critical "upstream" factor of food security and access to nutritious food by working with new partners in the community to provide this education to people beyond our patient population. By collaborating with others to advocate for services with a county-wide impact, we support our mission to advance health equity and contribute to the ultimate goal of preventing health conditions before they begin.

We thank you in advance for taking the time to reflect on this report and the stories and statistics contained on its pages. And we hope you will continue to partner with us and be part of our next 30 years of service to the Arlington community.

**AFC'S CORE VALUES**  
respect  
integrity  
equity and inclusion  
innovation  
compassion  
collaboration  
passion



In gratitude,  
**Lesley Daigle**  
Chief Executive Officer

# Our Patients

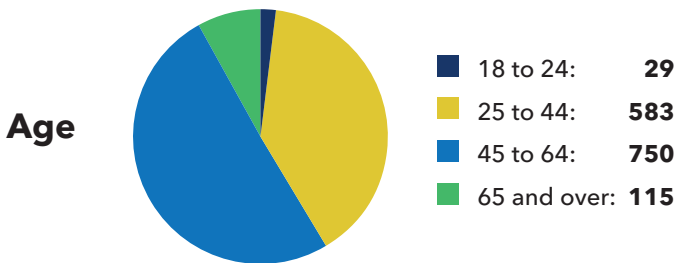
There are two ways to become a patient of AFC and access our comprehensive healthcare services:

1. We accept approximately 25 new patients per month from a list of those who have either called or walked in seeking care.
2. Eligible individuals referred by VHC Health, Arlington County Department of Human Services, and other safety-net organizations are directly accepted. These include our sickest patients, such as those with cancer, uncontrolled diabetes, and renal failure.

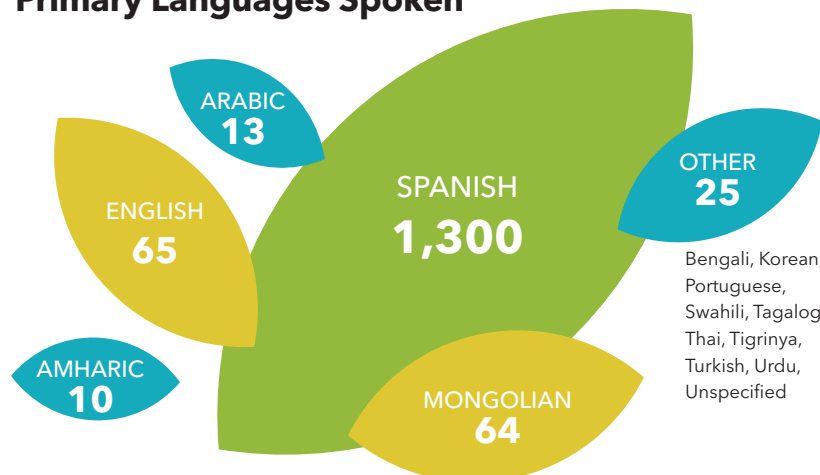
# 1,477

**patients received comprehensive, whole-person healthcare.**

We added 202 Arlington residents as new patients who previously lacked access to healthcare. Of these 28% came to us by referral from VHC Health, community shelters, and other safety-net organizations.



## Primary Languages Spoken



July 1, 2023 to June 30, 2024

# 10,473

**high-quality, patient-centered healthcare visits**

## 3,843

Primary Care Visits

## 2,298

Specialist Visits

(e.g., GYN, cardiology, oncology, physical therapy, psychiatry, etc.)

## 734

Mental/Behavioral Health

## 3,119

Dental

## 749

Social Services Case Management

(e.g., for needs assessment/referrals for resources "beyond the exam room" including supplemental food, legal aid, language classes, domestic violence support, and more.)

**All of this care was facilitated through**

# 13,307

**medical case management encounters by AFC clinical staff.**



## PATIENT SPOTLIGHT:

### Myriam

Earlier this year at a friend-raiser event hosted by an AFC donor, our new CEO Lesley was approached by the caterer. The young woman asked if Lesley worked for Arlington Free Clinic. When Lesley said yes, the woman's eyes lit up. She shared that AFC had taken care of her mother many years ago and without that assistance, her mother would not be here today. She then waved over an older woman and introduced her to Lesley. Myriam, her mother, was just as excited to say hello. Neither knew when they booked the work that the purpose of the event was to celebrate AFC, but they were thrilled when they arrived and realized they could contribute to the community support.

Myriam is now more than ten years past her diagnosis, surgery, and treatment. She is now officially retired and relishes each and every moment she gets to spend with her grandchildren. Still, every once in a while, she does a little part-time work and sometimes helps her daughter with her catering business, which is what brought her to this very event.

Originally from Bolivia, Myriam has lived and worked in Arlington for over 35 years raising her daughters and grandchildren in her vibrant and supportive community. However, in 2013 she started feeling unwell. She had constant nausea, and she couldn't eat anything. She could only stomach sipping ginger ale. Her family worried about her and, ultimately, her daughters took her to the VHC emergency department when it was clear things were not improving.

After meeting with physicians and completing a CT scan, the diagnosis was pancreatic cancer. Myriam did not yet know her prognosis. She says that her faith helped her to accept whatever the outcome may have been, but she immediately thought of her family and the milestones she might miss. And like many facing a serious medical diagnosis, she worried about the cost. Myriam worked as an


independent contractor and did not have health insurance. Cancer treatment would be expensive and potentially inaccessible.

But there was some good news. The cancer had not spread, making surgery the ideal treatment. VHC referred Myriam to Arlington Free Clinic, where our case manager, Matt Kennedy, worked closely with Myriam and her family to set up a treatment plan and made sure she got the care she needed. He even made sure she was able to have her medical clearance appointment before surgery, despite a snowstorm that shut everything down that day, and thanks to a volunteer physician who made it through the snow to his office to see her.

Thanks to our partnership with VHC, Myriam underwent a 13-hour surgery there with Dr. Hatem Halabi, a leading surgical oncologist who specializes in highly technical surgeries on advanced cancers. After the surgery, Myriam steadfastly pursued further treatment with chemotherapy and radiation with Dr. Robert Christie at Virginia Cancer Specialists, followed by physical therapy at AFC.

"I feel so blessed," Myriam said. "Some people suffer because they are alone. And I am beyond grateful to AFC."

Our chance encounter with Myriam highlights how AFC's patients are an integral part of the community and how their strength and resilience have an impact that spans generations.



**Some people suffer because they are alone. And I am beyond grateful to AFC.**

## Sustaining High-Quality Care in a Changing Landscape

In its 30th year of operation, Arlington Free Clinic is poised to build on its legacy of quality care for the underserved through strengthening foundations and enhancing partnerships and technologies.

Having navigated the COVID epidemic, AFC has returned to normal practice while continuing the innovations learned from the experience. For example, the Clinic maintains telehealth offerings when beneficial, particularly in the area of behavioral health. Patients and medical providers alike find value in in-person appointments and so the majority of our care has returned onsite. However, for those who require frequent visits and struggle with taking time off and finding transportation, telehealth is a tool that can be used to maintain continuity and increase access. Additionally, telehealth has enabled several volunteer physicians and interpreters to continue to offer their services even though they have left the area – a testament to just how dedicated our volunteers are. Members of AFC staff have also continued serving on the Arlington Food Security Coalition, which oversees the implementation of the 2022 Food Security Strategic Plan. Stable access to nutritious food was brought to the forefront during the pandemic and remains an important factor in patient health. In the coming year, we look to strengthen our nutrition education by integrating this important care into all of our services.

Building on the generous donation of the Epic electronic medical record system from our key community partner, VHC Health, AFC is working to more effectively utilize data from various systems to improve patient care and the patient experience. This effort will better empower providers to offer quality, comprehensive, patient-centered care. It will also enable AFC to monitor our impact and efficiently address population-level needs.

In response to specific feedback from patient focus groups, AFC has adopted a new phone system that allows patients more direct contact with staff. We have also utilized the enhanced capabilities of the new phone system to initiate a help line for patients to get quick medical questions answered, removing barriers to access like travel time and expenses. As we enter our next decade of care, we are focused on opportunities to meet the growing need for dental care and behavioral health services among patients. As mentioned previously, telehealth allows us to expand the reach of our counseling and psychiatry services. In our dental clinic, we have also turned to technology to increase capacity without the need to change our current space footprint. With the generosity of an AFC community member, we were able to purchase a 3-D intraoral scanner, which provides more accurate images of the mouth in a third of the time. This innovation has enabled our dental team to see more patients per day. Yet nearly 300 patients are waiting to access dental care services, and we know the need in the broader community and among our safety net partners is much greater. AFC will be looking for solutions to meet the rising demand for this important care in the years to come.



**Joan Bowes Ritter, MD**  
*Medical Director*



## Board of Directors

**Jennifer Sosin**  
*Chair*

**Jennifer Brearey**  
*Vice Chair*

**John Couric**  
*Treasurer*

**Mary-Margaret Lewis, MD**  
*Secretary*

**Ana Alvarez**  
*Chair, Governance  
Committee*

**Pepper Binner**  
*Chair, Development  
Committee*

**Donna Alpi**

**Katy Banks**

**Amanda Bartelme**

**Maryanne Boster**

**Brian Crivella**

**Neelima Denduluri,  
MD, FASCO**

**Tracy Donley**

**Rukevbe Esi**

**Patrick Hope**

**Ashley Leonard**

**John E. Parker**

**Michael Sauri**

**Tannia Talento**

**Michael Ward**

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**Joan Bowes Ritter, MD**  
*Medical Director*

**Christine Shiker, JD**  
*Holland & Knight  
Counsel to the Board*

**Lesley Daigle**  
*Chief Executive Officer*

## Community Council

**Grace Abi-Najm Shea**

**Joseph A. Backer, MD**

**David W. Briggs**

**Kieran Daly & Maria Gallagher**

**Stephen Fedorchak**

**Loren Friedman, MD**

**Laura Fuentes**

**Kit Gordon**

**Greg Hamilton**

**Raymond Hoare, MD**

**Christopher T. Lane**

**Rev. Andrew T.P. Merrow**

**John Murphy**

**Christopher J. Nassetta**

**Diane H. Naughton**

**Mary Ann Nirschl**

**Patricia Rodriguez, MD**

**Ben Schall**

**Matthew & Allison Shay**

**Thomas Shooltz**

**Mark Silverwood**

**Andres Tobar**

**Chuck & Kristian Todd**

**David & Kathy Townshend**

**Reuben Varghese, MD, MPH**

*Read a message  
from our Board Chair  
on Page 16*

# Financial Report\*

July 1, 2023-June 30, 2024

<b>ASSETS</b>	<b>July 1, 2024</b>	<b>July 1, 2023</b>
Cash & Equivalents	\$472,849	1,007,016
Contributions Receivable	\$654,177	\$815,594
Inventory	\$584,357	\$483,757
Prepaid Expenses	\$88,091	\$104,503
Investments	\$5,650,077	\$5,437,084
Operating Lease	\$122,553	\$158,543
Fixed Assets	\$3,622,730	\$3,729,584
<b>Total Assets</b>	<b>\$11,194,834</b>	<b>\$11,736,081</b>

<b>LIABILITIES AND NET ASSETS</b>	<b>July 1, 2024</b>	<b>July 1, 2023</b>
<b>Current Liabilities</b>		
Accounts Payable & Accrued Expenses	\$340,832	\$352,488
Operating Lease	\$134,732	\$190,548
<b>Total Liabilities</b>	<b>\$475,564</b>	<b>\$543,036</b>

<b>NET ASSETS</b>	<b>July 1, 2024</b>	<b>July 1, 2023</b>
Without Donor Restrictions	\$8,753,234	\$9,103,468
With Donor Restrictions	\$1,966,036	\$2,089,577
<b>Total Net Assets</b>	<b>\$10,719,270</b>	<b>\$11,193,045</b>

<b>TOTAL ASSETS AND LIABILITIES**</b>	<b>\$11,194,834</b>	<b>\$11,736,081</b>
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\*FY24 financials are unaudited as of the printing of this report; once the audited statements are available, they will be posted on AFC's website

\*\*Includes value of AFC facility



## Total Financial Support: \$11,461,398



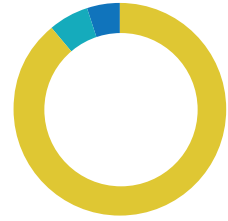
**Cash Contributions: \$4,076,842**

General Contributions	40%
Grants	31%
Special Events	29%



**In-Kind Contributions: \$7,384,556**

VHC Health	57.9%
Rx	21.7%
Off-Site Medical	7.2%
On-Site Medical	12.5%
Professional Fees	0.7%



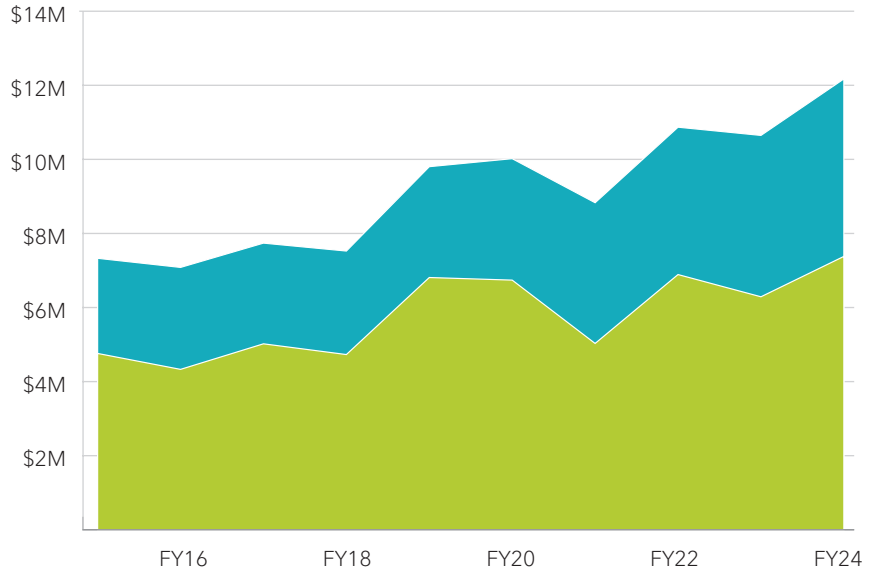
**Expenses: \$12,037,572**

Program	89%
Fundraising	6%
Administrative	5%

## Rising Costs of Providing Care

Expenses have increased markedly in the past few years as compared to a decade ago. This graph shows increases in total expenses for providing care, with expenses divided into two categories:

- Operating Expenses
- Value of Services Contributed In-Kind



Note: There was a dip in expenses at the onset of the pandemic due to the impact on operations and utilization of in-kind services.

# AWARDS & HIGHLIGHTS

AFC earned a 2024 Gold Rating from the **National Association of Free and Charitable Clinics (NAFC)** Quality Standards Program. This rating highlights our organization's dedication to providing quality care. We're proud to join in the NAFC's mission of building healthy communities for all through quality, equitable, and accessible healthcare.



**Charity Navigator**, the nation's largest charity evaluator, once again awarded AFC its top rating of 4 stars for financial health, accountability, and transparency. We are proud to be recognized as a four-star charity for the tenth consecutive year!



**Welcoming Our New CEO:** In January, we held a welcome reception for Arlington Free Clinic's new CEO, Lesley Daigle! Staff, volunteers, donors, and community members gathered to meet Lesley, a passionate advocate for health equity with a long history of serving underserved communities. She is committed to continuing AFC's strong tradition of high-quality, compassionate care, and eager to lead the Clinic to even greater heights!

**Reason to Rock Music Festival:** The Reason to Rock Music Festival held last September was a great success, raising \$9,000! Thanks to all of you who came out to enjoy the day and support the cause. Special thanks to AFC Community Council Member Greg Hamilton for spearheading the event and Clare and Don's Beach Shack for hosting. And of course, thank you to the members of Alisons Power Play, Champagne Velvet, Lady Wood, Swooner, The Walkaways, and Neighborhood Watch for putting on an amazing show!



**Visit from CDC Director:** Last October, we had the honor of welcoming Dr. Mandy Cohen, Director of the Centers for Disease Control and Prevention (CDC), to Arlington Free Clinic! Dr. Cohen observed a COVID-19 vaccine clinic that we hosted in partnership with Arlington County Public Health for AFC patients and fellow safety net clients. She thanked our frontline team for their hard work over the past three years and encouraged everyone to protect themselves and the community from respiratory viruses like flu, RSV, and COVID by getting up-to-date on their vaccines.



**General Assembly Proclamation:** We were so honored to receive the Virginia General Assembly's proclamation in honor of AFC's three decades of service in June. Delegate Patrick Hope presented the plaque to CEO Lesley Daigle and 30-year volunteer Sharon Golden, along with Delegates Alfonso Lopez and Adele McClure and State Senator Barbara Favola.



**New Patient-Centric Phone System:** AFC successfully launched a brand new, patient-centered phone system designed to improve communication and streamline access to care. This innovation was adopted to address patient feedback that they experienced barriers in communication with AFC staff. Our new system allows patients to reach staff members directly, reducing wait times and ensuring more immediate responses to their inquiries. One of the most significant advancements with this new system is our ability to adopt a nurse triage line model. This will enable us to provide support and guidance in real-time, and we expect this feature to reduce the need for patients to visit the Clinic in person for triage, thereby minimizing disruptions to their busy lives.

**Yorktown Softball Fundraiser:** Thank you so much to the Yorktown High School Softball Team for raising over \$10,000 for our Women's Health program! Through a silent auction, raffle, and donations from the McLean softball team, the players raised essential funds for screenings, referrals, and treatments for AFC patients.

**Interpreter Training:** In June, AFC interpreters joined a 6-hour training facilitated by Kelly Henriquez of KGH Interpretation. The training covered several topics, including communicative autonomy, intentional inclusivity, and the complexities of medical and behavioral health interpretation. Kelly also addressed the risk of vicarious trauma to interpreters, how to identify the signs, and ways to mitigate it. We are so grateful to Kelly for creating a customized training for our volunteers to expand their knowledge, and we hope to hold more sessions in the future!

**Virginia Healthcare Safety-Net Legislative Day:** Annually, representatives of Virginia's healthcare safety net gather together to educate and inform our elected representatives of the essential work and critical impact of free clinics. Arlington Free Clinic's representatives included CEO Lesley Daigle, Board Chair Jennifer Sosin, Board Member John Parker, and AFC's Community Resource Navigator Emely Marchena. They were able to meet with several local representatives, including Delegates Patrick Hope and Alfonso Lopez.





# Healthcare Practices Vital to AFC

Arlington Free Clinic is indebted to the following practices that so generously provided a wide variety of specialty care in their offices for hundreds of AFC patients.

Arlington ENT & Arlington Audiology Associates  
 Arlington Podiatry Center  
 Arlington Radiation Oncology, PLLC  
 Body Dynamics, Inc.  
 Cary Poropatich, MD, LLC  
 Dermatology Associates of McLean, LTD  
 Dominion Anesthesia, PLLC  
 Gastroenterology Center of Northern Virginia  
 Michael Goldberg, MD  
 Wendy Gottlieb, MD  
 Michael Hughes, BCO  
 The Johns Hopkins Wilmer Eye Institute  
 Earl Johnson, MD  
 Babur B. Lateef, MD  
 Lions Eye Clinic  
 Rachel Marcus, MD  
 National Institutes of Health  
 Nirschl Orthopaedic Center for Sports Medicine & Joint Reconstruction  
 Northern Virginia Dental Clinic  
 Northern Virginia Eye Surgery Center  
 Northern Virginia Neurologic Associates, LTD  
 Northern Virginia Physicians to Women  
 Northern Virginia Radiology Consultants, PLLC  
 NOVA Optique + Eyecare  
 Orthopaedic Foot & Ankle Center  
 OrthoVirginia  
 PMA Health  
 Christopher Renner, OD  
 Skin Cancer Surgery Center  
 Tysons Corner Diagnostic Imaging/UVA Health  
 University of Maryland Dept. of Hearing & Speech Sciences  
 University of Virginia Health System  
 Virginia Cancer Specialists, PC  
 Virginia Heart  
 Virginia Nephrology Group  
 Virginia Neurosurgeons, PC  
 Virginia Retina Specialists  
 Washington Radiology Associates  
 Gayle Masri-Fridling, MD Ltd  
 George Younan, MD

## VHC Health

- Emergency Medicine at VHC Health
- Physical Therapy
- Occupational Therapy
- Outpatient Clinic
- Speech Therapy
- US Acute Care Solutions

## VHC Physician Groups

- Cardiac, Vascular & Thoracic Surgery
- Cardiology
- Colorectal Surgery
- Gastroenterology
- Hospitalists
- Infectious Diseases
- OB/GYN
- OB Hospitalists
- Physical Medicine & Rehabilitation
- Plastic & Reconstructive Surgery
- Podiatry
- Reinsch Pierce Family Center for Breast Health
- Surgical Specialists
- Urology
- Wound Care & Hyperbaric Medicine



*Dermatology Associates of McLean*



*Dr. Edward Pozarny, Arlington Podiatry*



*Gastroenterology Center of NoVA*



**PARTNER SPOTLIGHT:**

## Northern Virginia Radiology Consultants

Over the course of Arlington Free Clinic's 30-year history, the strength of its enduring success can be attributed to the support – each step of the way – from its incredible clinical partners. Northern Virginia Radiology Consultants (NVRC) has been one of those partners from the very beginning. With the partnership beginning under the leadership of Russell E. McWey, M.D., NVRC (based at VHC Health), has provided the highest quality diagnostic and interventional radiology services at no cost to AFC patients.

The core services provided through the partnership include X-rays, CT scans, MRIs, mammography, and other specialized radiology-related diagnostic studies. Each service offered by NVRC doctors to AFC patients is delivered from a foundation of trust and respect that has been built over three decades.

Commenting on the partnership, Dr. McWey noted, "We don't separate one patient from the other. So, whether they come from AFC or somewhere else, we take care of everybody. The care is the same. Everybody needs care and that's what we're here for."

Dr. McWey joined VHC in 1987 and now serves as Chief of Medical Imaging and Director of Interventional Radiology. He has served nearly 20 years on VHC's Board, and in 2020 was named chair. While serving as VHC's Chief Information Officer, Dr. McWey also played a critical role in connecting the Clinic to NVRC and VHC through the Epic electronic health records system. This integration moved AFC forward substantially and vastly improved the communication of patient information between partners. Outside providers no longer have to wait for patient records to be shared and in urgent situations everyone has background information needed at their fingertips.



"I think it's been a really cooperative effort to serve this community, and ... people really appreciate what AFC has done, not just because of its altruism, but because it provides a good service in care that people wouldn't get otherwise," Dr. McWey said. AFC's sustained ability to care for those in greatest need – as effectively and for as long as it has – would not be possible without committed partners like NVRC.

**Everybody  
needs care and  
that's what  
we're here for.**

# Volunteers at AFC

July 1, 2023–June 30, 2024

**464**  
Volunteers

**11,148**  
Hours of Service

Volunteers are integrated into all aspects of patient care and clinic operations at AFC.

The value of their volunteer hours last year is estimated to be

**\$1,235,040.**

**1,775**

Hours of student rotations, supporting future medical professionals

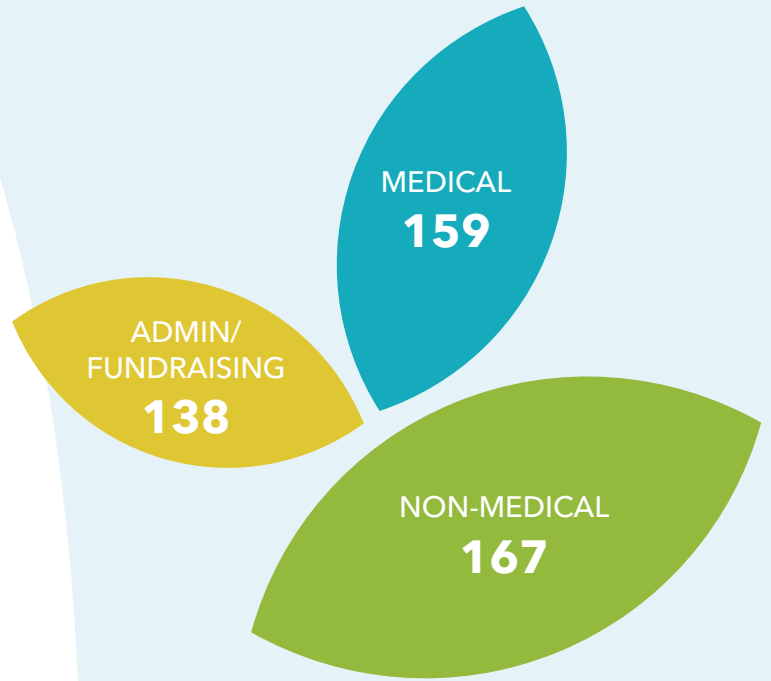
(RN Students, Pharmacy Students, Counseling Students, Undergrad Interns)

**>100**

Gala and Special Gifts Committee volunteers donated countless hours to planning and raising funds through our Annual Benefit Gala.

## Interested in volunteering?

Learn more about our program and application process here!



## Volunteer Roles in FY24

MEDICAL	
Primary Care Physicians	34
Specialists	37
Dentists	2
Pharmacists	9
Counselors & Patient Educators	12
Physical Therapists	5
Intake	50
Discharge	10

NON-MEDICAL	
Interpreters	74
Scribes	28
Move to Health Instructors	19
Admin	16
Student Interns/Clinical Rotations	30

ADMIN/FUNDRAISING	
Fundraising	107
Board & Committees	31

## VOLUNTEER SPOTLIGHT:

# The Future of Volunteerism at Arlington Free Clinic

We have spent a great deal of time this year reflecting on the last 30 years and taking in just how far we have come. Arlington Free Clinic has changed and expanded its services many times over, always with high-quality, comprehensive patient care front of mind. Our volunteer program has been no different.

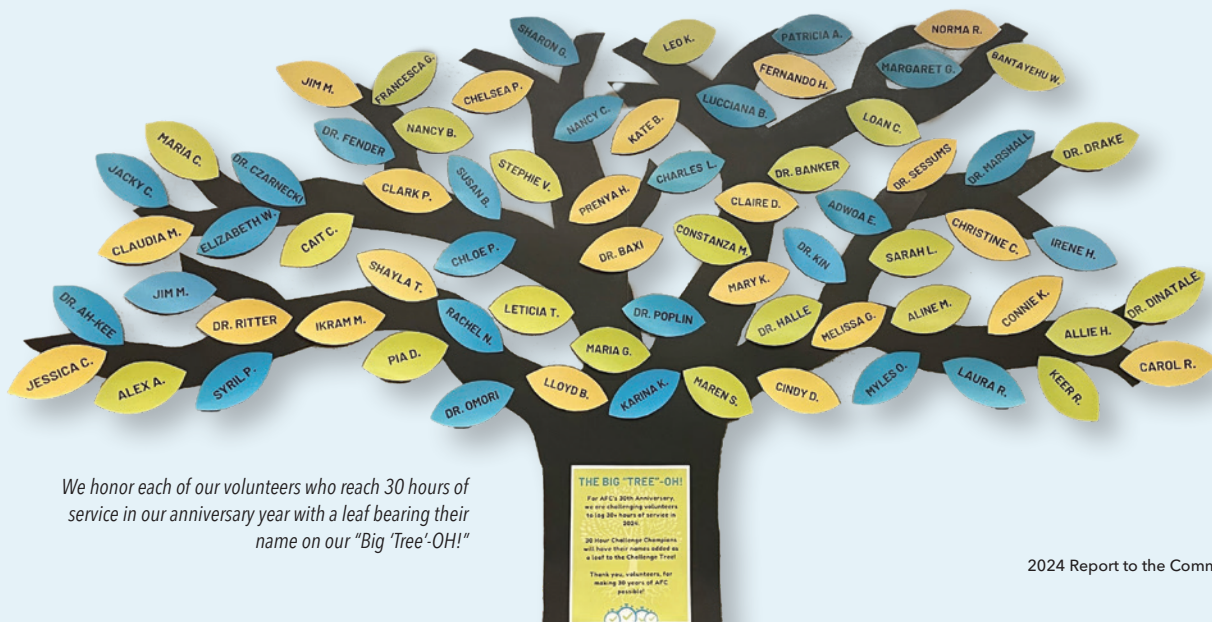
Starting in 1994 with borrowed space for clinic sessions and a borrowed basement for administrative work, we served 32 patients every Tuesday night. Volunteers – physicians and nurses included – transported everything that was needed to see those patients, then packed it all up again to go home at the end of the evening. Almost immediately it was clear that primary care once a week wasn't going to come close to meeting the need. Soon, Thursdays were added for specialty care: gynecology, diabetes management, and eyecare. Today we rely on 350+ physicians, nurse practitioners, and other healthcare professionals, interpreters, and “lay” individuals to provide that care, and more. Not only are we supported by the onsite clinical volunteers, but we rely on a strong group of volunteers who help fundraise and connect us with the Arlington and surrounding communities.

AFC volunteers have been essential to getting us through some of the most tumultuous times in our 30-year history. Each time they have stepped up and accepted the



mission set before them. They have always been willing (driven even!) to adapt and find creative solutions to a multitude of unique challenges only a free clinic would face. Volunteers have been, and will continue to be, the bedrock of our patient care.

As we celebrate this 30th Anniversary milestone, we are moving forward with more resources available to our patients than ever before. Having taken the time to set up those resources soundly, we can now integrate volunteers in supporting access. With staff trained on the new phone system and patients reporting consistent ease of use,



*We honor each of our volunteers who reach 30 hours of service in our anniversary year with a leaf bearing their name on our “Big Tree·OH!”*

**THE BIG “TREE·OH!”**  
 For AFC's 30th Anniversary, we are challenging volunteers to log 30+ hours of service in 2024.  
 30-hour Challenge Champions will have their names added as a leaf to the Challenge Tree!  
 Thank you, volunteers, for making 30 years of AFC possible!





we can work on revamping administrative volunteer roles at the front desk. With Epic firmly under our belts and eligibility staff feeling confident in all the workflows and data management, we can consider what roles volunteers can play in keeping our patients' eligibility up to date. As we have learned more about the dental world and how care plans are set up and executed, our dental staff are identifying ways volunteers can support patient care and be a part of our next expansion of dental services. Most recently, we have leveraged funding to create a more robust training program for our volunteer interpreters. We now provide the most comprehensive and detailed onboarding materials for new interpreters that we have in 30 years. This investment will ensure that the patients and volunteers can communicate as seamlessly and as accurately as possible.

In the coming year we are excited to expand the way volunteers support us out in the community. With the launch of the AFC Ambassador Program, we are empowering volunteers aged 16 and older to represent AFC and its mission "in the wild." Ambassadors serve as an extension of AFC in the community. Some will hold item drives to provide patients with the tools they need to look after their health, such as dental supplies, blood pressure cuffs, sunscreen, and grocery store gift cards. Some will represent AFC at speaking engagements, and some will seek out spaces, events, and publications to promote AFC in the community. We are looking forward to this new role, new opportunities, and new volunteers!

We are continuously grateful for the hard work and dedication of our volunteers that make free, high-quality, comprehensive healthcare available to our neighbors. And we are excited for the new volunteers who come through our doors each day bringing new passion, new energy, new ideas, and new perspectives to our operations and mission. Cheers to the next 30 years!

#### WE ASKED OUR VOLUNTEERS:

***In your volunteer role, what do you feel are the most important things you do to support our mission?***

- Create a welcoming environment where patients feel they matter.
- Supporting patients in feeling comfortable communicating and sharing their health and wellbeing through interpreting.
- I try to consider the whole patient to include their physical, mental, and emotional aspects.
- Help our clients understand their next steps after seeing their doctor.
- Encouraging our patients to take ownership of their health by frequent exercise and healthy food choices.

## Thank you to our Volunteers and Donors— you make what we do possible!

We try to be conscious of our expenses, so this year we once again have shortened the printed report by including our volunteer and donor lists only in the digital version of this report at [arlingtonfreeclinic.org/publications](http://arlingtonfreeclinic.org/publications).





# 2023 ANNUAL BENEFIT GALA

# Let's have a Ball!

Arlington Free Clinic's inaugural fundraising event in 1994 was a modest barbeque held in a church basement. Since then, we have held 27 benefit galas, all planned and executed by hundreds of volunteers whose hard work and service culminates in an extraordinary evening. The 2023 Gala was no different—though perhaps in size! Over 750 guests joined us at the Ritz-Carlton in Tysons to raise essential funds to support AFC's mission. Through a silent auction, raffle, sponsorships, and ticket sales, we raised nearly a quarter of our annual operating budget. We are beyond grateful to each and every individual, whether they attended in-person or supported us by bidding online, for supporting our vital operations.

This event would not have been possible without the commitment of two dedicated groups of volunteers: the Special Gifts Committee and the Gala Committee. The Special Gifts Committee solicits businesses and individuals for major sponsorships and financial contributions. The Gala Committee members select the theme, secure auction donations, and work tirelessly to ensure the event runs smoothly.



Wendy Pilch & Katy Banks



Special Gift Chairs  
Dr. Cassie Root & Doug Root  
and Brian & Cait Crivella



Emcee  
Stephen Fedorchak



Decorations Co-Chair Laura Allen,  
Gala Co-Chair Kathy Martin, and  
Greg Allen



Guests had a ball  
and danced until  
midnight!



Lucia & Dr. Joseph Backer



Nirschl Orthopaedic Center and Virginia Sportsmedicine Institute table

Thank you to all of our amazing volunteers, staff, and supporters for such a special night. We hope you all had a ball!



# Our Volunteers

July 1, 2023–June 30, 2024

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Grace Abi-Najm Shea  
Avi B. Agrawal  
Jennifer Ah-Kee, MD  
Humaira Ahmed, RN  
Cathy Ahn  
Stephanie Albright  
Nadia F. Ali  
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Marsha Allenbaugh  
Donna Alpi  
Ana Alvarez  
Anthony Amaru  
Jacqueline Amaya  
Alexander Amram  
Allison Andrews  
Lucciana Antonella Barrientos Baldivieso  
Patricia Ardila  
Gaby Arispe  
Gisela Arispe  
Gillian Arleth  
John E. Atwood  
Joseph Backer, MD  
Nina Bajnauth  
Emma Baker  
Jen Bakos  
Lawrence K. Banker, DDS  
Katy Banks  
Fran Barnes  
Michael S. Barr, MD  
Amanda Bartelme  
Ann Bartlett  
Nancy Baxi, MD  
Christian Beckner  
Alix Beith  
Marila Belcher  
Lloyd Bell  
Robert Bentley Calhoun, MD  
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Michelle Biete  
Pepper Binner  
Randy Binner  
Kate Bohigian  
Sandra Boodman  
Colleen Borelli, MD  
Nancy Bossard  
Maryanne Boster

Ons Yasmeen Mrad Bouali  
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Kristi Brannon  
Jennifer Brearey  
David W. Briggs  
Dawn Broksas  
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Ann C. Brown, LMFT, LPC  
Nancy M. Brown, PT, ATC  
Stacey Brown  
Mckenna Brownell  
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Magaly Cabrera-Ortiz  
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Ursula Carbajal  
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Laura Fuentes



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& Mary Ludden, RN



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# Honor Roll of Donors July 1, 2023–June 30, 2024

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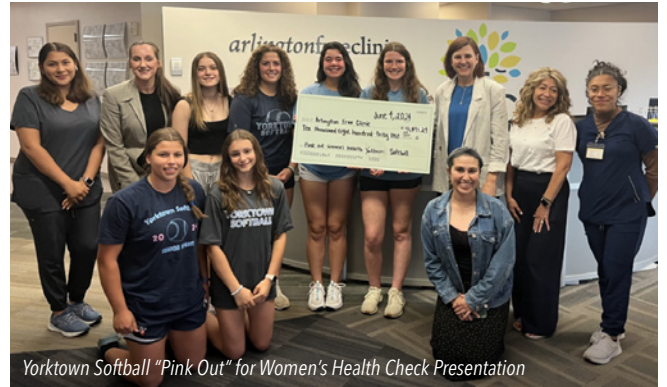
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Tania Erman  
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Ms. Debra Fabian  
Jim Fagan  
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Marianne & Peter Fearing  
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Stephanie Fiesta and Matt Rosini  
Lisa Fikes  
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Umar Ganiyu  
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Marjorie Green  
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Ms. Tigist Yimenu  
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Mel Hefty  
Donald Henderson & Daniel Lowry  
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Anna Hildreth  
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Cena Hooper  
Hon. & Mrs. Patrick Hope  
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Nicole Hurren  
Charles & Amy Johaneck  
Catherine Johnson  
Erik Johnson  
Kevin & Sheila Johnson  
Venus Jones  
Mr. Jonathan D. Judah

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Stephanie & Trey Kirby	Gregory R. Morris & Audrey G. Morris	Paul Ross	Ms. Ann Ulmschneider & Mr. Fred Hufford
Scarlett Kiser	Sheila D. Moss	Eve Rutzen	United Way of the Greater Triangle
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Kim Klingler	Catherine Munoz	Harpreet Sahni	Ivanna Ursino
Blanton & Charlie Koch	Mr. Shane Murray	Nathan Salisbury	Jamie & Gary Usrey
Seon & Pam Kopiak	Catherine Narro	Samantha Schottler	Ms. Helen C. Vasiliadis
Kathryn Kovacs & Thom Siegwarth	Bhamini Nayar	Ms. Carol Schrier-Polak	Ms. Nora M. Velasquez
Stephen Kraning	Lewam Nerayo	Estelle Scott	Danielle Wade
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Mr. Scott Kuhagen	Samuel Neway	Mark & Melissa Seidman	Andrea Waters
Erin Kulp	Jeffrey Newman	Carrie Sellers	Richard Wegner
Yulia Kunina	Tran Nguyen	Meghan Shea	Mark & Casey Weiser
Dr. Diego Kupersmidt	Vinh Nguyen	Moira Shively	Julia Wells
Janet Ladd	Janie Nham	Elizabeth & Michael Shortino	Mr. & Mrs. Chadd Westhoff
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Ms. Glorianne Langan	Elizabeth Nowinski	Laney Smith	Dr. Sean Whelton & Dr. Amy Burke
Cynthia Lauerman	Dr. & Mrs. Derek Ochiai	Donna & Robert Smith	Meredith White
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Denise & Kevin Meiners	Brian Robinson	Yvette Trapani	
Cindy & Al Merchant		Alison Tripp	



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**Betty Allan**

Ms. Kathy Allan

**Ana Alvarez**

The Bachand Charitable Trust

**Amanda Bartelme**

Sarah Pitluck

**Better Lawn Service, Inc.**

Anonymous

**Wallace & Graham Cocco**

Patricia & David Martinsen

**Dr. Eric Czander**

Carlo Urbani & Other Unsung Hero Fund

**Lesley Daigle**

Mark Mioduski & Wendy Wertheimer

**Dr. Neelima Denduluri**

Barbara & Jerome Hoganson

**Honora Dent**

Nancy F. Green

**Malkiat Dhatt**

Brendan & Jennifer Hughes

**Employee Health Team at VHC Health**

Anonymous

**Sharyn C. Fitzgerald**

Gwen Fitzgerald

**Stephen Freise & Heather Mowatt**

Carol Grigg

**Ron French & Elaine Squeri**

Susan & John Sedgewick

**Sophia Giambalvo**

Mrs. Susan Nash & Mr. Robbie Roberts

**Officer Ken Giles**

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**Andrea Glosser**

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Elena DiMuzio

Carrie Ellis

Caryn Gottlieb

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Arielle Pacer

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Marcia Shannon

Lawrence Shepard

Melissa Solum

Robert & Myrna Stahman

Jennifer Van Buren

Andrea Waters

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Mr. & Mrs. William F. Magner III

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Eric Tilden

**Pam Horwitz**

Josh Horwitz

**Judy & Jim Kuhagen**

Mr. Scott Kuhagen

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Suzanne Wittig, MD (MD2)**

Ewing Family Foundation

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Richard Wegner

**Venkat Murthy**

Madison Wealth Management

**Diane & Tim Naughton**

Helen & Paul Hyman

Cindy & Al Merchant

Tony Oh

Anonymous

**Julian Marengo Otero**

Anonymous

**Syрил Pettit**

Steven & Elissa Director

**Alejandro Quinonez**

Jose & Sonia Quinonez

**Dr. Joan Ritter**

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**Doug & Cassie Root**

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Anonymous

**Charles & Pat Schehl**

Joanne Schehl & William Stratton

**Vivian Seay**

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**Pamela & Michael Stutts**

Sharon Colston

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Eric Tilden

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Jeff Hoffman & Debbie Kaplan

R. Jean Nelson

Dr. Robert & Mary Ann Nirschl

MaryBeth & Kevin Sullivan

James Woolford & Catherine Gahres

**Kate Wilson**

Patrick & Anne Murphy

# In Memory

July 1, 2023–June 30, 2024

**William I. Bacchus**

Ms. Mary A. Bacchus

**Sheela N. Balsawer**

Anonymous

**Richard Barton**

Vivian M. Kallen

**Soo Cheng**

Mildred Grant

**Charlie Clark**

Ann & Kevin Connors

**Kevin Clark**

Pia & Tony Clark

**Charles Cleary**

Dr. Jane Piness & Mr. Jack O'Neil

**Walter Coker**

Kim & Russ Bartlett

**Gaby DeThomas**

Karen DeThomas

**Edward Fu**

Tommy Lo

**Roslyn Goldstein**

Paul Nussbaum Family Foundation

**Ron Gordon**

Martha & Bob Bennett

**Dr. Clifton Gruver**

Dr. & Mrs. Peter Zullo

**Dr. Robert Gruver**

Dr. Wilson & Nancy Coudon

**Anne Hamilton**

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**JoAnn D. Holland**

Caroline & Paul Holland

**Roberto V. Jamili**

Isabel J. Ramaswamy, MD

**Betsy Jones**

Robert & Nancy Woody

**Sherfy & Betsy Jones**

Kevin & Beth Jones

**Neil Kaplan**

Family Therapy Center of Old Town

**Kathleen Kelley**

Barbara & James Korman

**Thomas Kerwin**

Mrs. Idacaire Kerwin

**Susan Lechner**

Lois Berkowitz

Mark Bloss

Mr. Gerald B. Greenwald

Mel Hefty

Dr. Elliot Zeisel

**Linda Lord**

P. Lord

**Francis J. McGrath**

Ms. Kathleen McKay

**Dr. Robert Meister Meister**

Annette Forseter

Sara Franco

Roger & Bashi Packer

Talia Klein Giving Fund

**Alan C. More**

Diane Ching

**Alma Noble**

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**Barbara A. & John J. O'Neil, Jr.**

Dr. Jane Piness & Mr. Jack O'Neil

**Karen Pyrah**

Doris & Mike Feinsilber

**Pratibha Raut**

Mr. & Mrs. Anant Raut

**Maria Robie**

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Carol & Fred Beck

Dr. Wilson & Nancy Coudon

**Gustavo A. Rossi**

Anonymous

**Josephine Salmon**

Didi Salmon & Cynthia Tweedie

**Charles & Patsy Schehl**

Martha & Will Stiber

**Glenn Schweitzer**

Greg & Sue Super

**Rosa Scott**

Douglas & Patricia Spaulding

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Joyce Snyder/Snyder Family

Snyder & Snyder/Wickenden Families

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George Moose & Judith Kaufmann

**Benjamin B. Wills**

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Catherine & Steven Carlson

Valerie Catrow

Charles & Louise Cleveland

Tom & Marcia Fulham

The Kapetanis Family

Richard & Mary Massaro

Patrick & Anne Murphy

Jyl & John Pomeroy

Paula & David Potts

# In-Kind Donations

July 1, 2023–June 30, 2024

**\$4,274,660**



## **\$150,000 AND ABOVE**

Direct Relief International  
Northern Virginia Radiology Consultants  
Rx Partnership

## **\$70,000 TO \$149,999**

Arlington Podiatry Center  
Dominion Anesthesia Group

## **\$10,000 TO \$69,999**

AmeriCares  
Body Dynamics, Inc.  
Exclusive Resorts  
NOVA Optique + Eyecare  
PMA Health  
Susan Dunlap & Associates  
Sara Uzel  
Virginia Cancer Specialists  
Winking Fish

## **\$5,000 TO \$9,999**

Ginger & Brett Loper  
Northern Virginia Neurologic Associates  
Abbe Steel & Tom Howard  
Total Wine & More  
Virginia Retinal Specialists

## **\$2,500 TO \$4,999**

Alder Renewables  
James & Donna Alpi  
Pepper & Randy Binner  
John & Catherine Cocco  
Jo Edwards  
Gravitas  
Gerry McGowan & Susan Brophy  
National Retail Federation  
Nirschl Orthopaedic Center  
The Odar/Bogue/Koopmann Family  
Troutman Pepper  
Wolf Trap Foundation for the Performing Arts  
Chahine & Aida Yamine

## **\$1,000 TO \$2,500**

Anonymous  
Arlington Free Clinic Staff  
Boone & Sons Jewelers  
CBS IMAGING SOLUTIONS  
Tracey & Brian Cullen  
Jason & Parisa Gropper  
Barbara & James Korman  
Julie Monticello  
Katie & Chris O'Geen  
Polan & Hollis, LLC  
Tom Tagle & Raina Rose Tagle  
Tamjidi Skin Institute  
Lindsey Taub, Image Consultant & Personal Fashion Stylist  
Tilicare Mobile Auto Detailing  
Darren & Kenley Trigonoplos  
Washington Nationals  
Zee Tutoring

## **\$500 TO \$999**

Anonymous  
Ms. Judy Bass  
Dr. & Mrs. Matthew & Angela Buchanan  
DC United  
Framebridge  
Georgetown Athletics Department  
Shannon & Michael Higgins  
Hollertown  
The Inn at Little Washington  
The Kaczmarek Family  
Dr. Mary-Margaret Lewis & Mr. Brian Friel  
Madison Reed  
National Portrait Gallery  
Danny & Kelly Naughton  
NOVA Vision Center  
Orthopaedic Foot & Ankle Center  
The Party Bee  
Pinstripes of Georgetown  
Premier Chess  
Ritz-Carlton - Tysons Corner  
Sandy Spring Bank  
Jennifer Sosin & Adam Posen  
The Essay Coaches - Adrienne Wichard  
Ebbs & Ami Foster  
The Organic Butcher of McLean  
Thompson Italian Restaurant

## **\$100 TO \$499**

Anonymous  
Archer Hotel Falls Church  
Arrowine Inc.  
Art House 7  
Baker Family  
Ballston BID  
Baroody Camps, Inc.  
Bluemont Vineyard  
Body by Ginny Fitness  
Boxwood Estate Winery  
Mr. & Mrs. Brendan Branon  
Briar Patch Bed & Breakfast Inn  
Jill & William Burke  
George & Sarah Cabulu

Debbie Cameron  
Stephanie Carpenter  
Chiqui Chef  
Mark & Betsy Churchill  
Congressional Camp  
CORdaro FIT  
Crimson Lane Vineyards  
Brooke Daniels & Brett Lambo  
Kim & Rich Ellis  
Crystal Ferguson  
FrontYard Farm  
Mehdi Garma  
George Washington's Mount Vernon  
Ed Gerwin  
Jackie Giambalvo  
Mike & Elizabeth Gill  
Goldfish Swim School - Falls Church  
Green Pig Bistro  
Shannon & David Haynes  
High Side  
Michael & Mary Hogan  
Mr. & Mrs. James Sherman Holmes  
Toni & Stephen Howell  
International Spy Museum  
Jhoon Rhee Tae Kwon Do  
K.H. Art & Framing  
Dr. Behnam Kamrad  
Rhett Kent, MD  
Kick Axe Throwing  
Nate & Elizabeth Krill  
Autria Lindsay  
Limelight Planters  
Long Shot Hospitality  
Main Street Landscape  
Lanie Mann Fine Art  
Lauren Hueber Marcott  
Kathryn & Shingai Mavengere  
The Menards  
Metro 29 Diner  
Middleburg Books  
Milk Bar  
Kathryn Nadeau & Joshua Stewart  
The Obitts Family



VHC Health CEO Chris Lane  
& AFC CEO Lesley Daigle





AFC Nurses Celebrating Nurses Week

**UP TO \$99**

- Anonymous
- Marsha & Roger Allenbaugh
- Alvarez Bachand Family
- Anthem DC
- Arlington Magazine
- June & Michael Behrmann
- Bowlero - Tysons Corner
- Captain Cookie and the Milkman
- Rosalyn Croce
- Ms. Alison Cummings
- Alysha Damratowski
- Pia & Tony Clark
- Doorways for Women and Families
- Fire Works Pizza
- Ms. Catherine Jamieson
- Key Bridge Boathouse
- Erika Kim
- Le Village Marche
- Will & Michelle Lunn
- Luray Caverns
- Matchbox Restaurants
- Dr. Sonia Melwani
- Metropolitan Washington Airport Authority
- Felicia Oversole

- Northside Social
- Out of Print
- Preservation Biscuit Company
- Andrew Radle
- Joey & Lori Reale
- Lauren & Timothy Reardon
- Rocklands Barbeque and Grilling Company
- Michele Sage
- Heather Sanne
- Janice Seaton
- SEOULSPICE
- Settle Down Easy Brewing
- Sloppy Mama's Barbecue
- Sport Fair, Inc.
- The Brew Shop
- The Toy Nest
- Trader Joe's
- Jen Wheelerld

- Old Ebbitt Grill
- Orvis Arlington
- Perfect Pointe Dance Studio
- Potomac River Running
- Mr. & Mrs. Rob Ridgeway
- Laura Ritzenhaler
- Rose's Luxury
- RTR Pilates
- Ruthie's All Day
- Marissa Schlaifer
- Screwtop Wine Bar
- Steve & Katy Senkus
- Shake Shack
- Ms. Karen Sheehan
- Shenandoah River Outfitters
- Signature Theatre
- Katie Simone
- Smitten Salon
- The State Theatre
- Strathmore
- Taqueria el Poblano
- The Sports Junkies 106.7 The Fan
- Trade Roots Gifts & Cafe
- Robert & Laura Tramonte, The Italian Store
- Two the Moon
- Vintage Restaurant Group
- Watergate Gallery & Frame Design
- The Whitneys
- Wintergreen Resort



AFC Staff Summer Outing

## A Thirty-Year Anniversary and a New Leader

This has been an exceptional year for Arlington Free Clinic. Not only are we celebrating thirty years of serving our community, we have welcomed a new leader—our third leader in thirty years.

Our first leader was the visionary Nancy Sanger Pallesen, who led and nurtured AFC from its very first days when the Clinic operated from a small office at Thomas Jefferson Middle School and Nancy had to keep all the medical records in her basement. When Nancy retired in 2014 after nearly 21 years of leadership, she was succeeded by Nancy White. Under our second Nancy's capable leadership, AFC broadened its services, adding dental care (among other new services), and we navigated the COVID-19 pandemic, which had a profound impact on both our patients and our operations.

Now we welcome Lesley Daigle as our new CEO. Lesley had a first career as a lawyer and a second as a nurse at VHC, where she served in multiple capacities with significant leadership responsibilities. In her first year as AFC's leader, Lesley has done an extraordinary job in sustaining AFC's forward-motion, increasing AFC's presence in the community, expanding our partnerships, upgrading key aspects of our operations, and, following in her predecessors' footsteps, always putting the people we serve first.

As we move into our fourth decade of providing free, high-quality healthcare, there are certainly challenges ahead. The need in our community continues to exceed our capacity to provide. Costs continue to rise, expansion of services necessitates more space for operations, and increasing dental capacities is crucial.

But, as should be apparent in this publication, we have much to celebrate. AFC remains strong and mission driven. We are grateful for the multitude of partners, volunteers, and contributors who make our work possible.



**Jennifer Sosin**  
*Chair, Board of Directors*

## AFC Staff

**Lesley Daigle**  
CEO

### CLINICAL SERVICES

**Kennya Alvarado, MSN, BSN, RN**  
Director of Clinical Services

**Leigh-Ann Carter Sinclair, RN**  
Clinical Program Manager

**Jihyun Do, NP**  
Nurse Practitioner

**Jennifer Escoto**  
Medical Assistant

**Xunaxi Henao, RN**  
Nurse Manager

**Kensie Huevo**  
Medical Assistant

**Matthew Kennedy**  
Medical Case Manager

**Marielle Levy, LPC**  
Behavioral Health Program Manager

**Emely Marchena**  
Community Resource Navigator

**Terry McManus, FNP**  
Nurse Practitioner

**Melina Mora**  
Licensed Counselor

**Hilonka Morales**  
Clinical Administrative Assistant

**Keiri Ochoa**  
Medical Assistant

**Claudia Romero**  
Medical Assistant

**Liz Rosales**  
Clinical Scheduler

**Aida Salamanca**  
Lead Medical Assistant

**Kate Slaven, RN**  
Nurse Manager

**Alba Sola, RN**  
Nurse Manager

### CLINICAL ADMINISTRATION AND OPERATIONS

**Janet Truelove, MHA, BSN, RN**  
Director of Clinical Administration & Operations

**Flor Gonzales**  
Eligibility Specialist

**Esther Guanca Gonzales**  
Administration Specialist/  
Dental Assistant

**Solomon Habte**  
Data Systems & Business Manager

**Gloria Jimenez**  
Administration Specialist

**Lina Llanos**  
Eligibility/Administration Specialist

### DENTAL

**Dr. Nayab Khan, DDS**  
Dentist

**Ana Bailey, RDH**  
Dental Hygienist Manager

**Martina Donayre**  
Lead Dental Assistant

**Maryori Espinal**  
Dental Clinic Coordinator

### PHARMACY

**Katy Ha, RPh**  
Pharmacy Manager

**Maryuri Avila**  
Pharmacy Technician

**Jim Mizner, RPh**  
Pharmacist

### DEVELOPMENT

**Beth Gorman**  
Director of Development

**Ashley Binder**  
Donor Relations Manager

**Clare Hernandez**  
Development & Communications Specialist

**Naimah Jamal**  
Events Manager

### FINANCE AND HUMAN RESOURCES

**Nancy C. Adkins**  
Director of Human Resources

**Diana Namugenyi**  
Director of Finance and Administration

**Safia Yousef**  
Sr. Administrative/Human Resources  
Specialist

### VOLUNTEER RESOURCES

**Kate Nadeau**  
Director of Volunteer Resources

**Aurora Bissiri**  
Clinical Data Specialist/Volunteer Coordinator

**Maria Capalla**  
Scribe Program Coordinator & EHR Trainer



2921 11th Street South  
Arlington, VA 22204

Your support of Arlington Free Clinic is greatly appreciated!

