

**Collective Bargaining  
Agreement**

**between**

**Unity Health Care, Inc.**

**(Unity) and**

**The Union of American Physicians  
and Dentists (UAPD)**

January 1, 2026 - December 31, 2028

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## **ARTICLE 1: PREAMBLE**

This AGREEMENT is made and entered into by and between Unity Healthcare, Inc., hereinafter referred to as the “Employer” or “Company”, and the Union of American Physicians and Dentists, hereinafter referred to as the “Union”.

WHEREAS: It is the desire of the parties hereto to establish certain standards of wages, hours and other terms and conditions of employment which will prevail between them during the term of this Agreement, and it is the desire of said parties to regulate mutual relations with the view towards securing harmonious cooperation between them;

NOW, THEREFORE, in consideration of the mutual promises hereinafter set forth, the parties hereto agree as follows:

## **ARTICLE 2: UAPD MEMBERSHIP AND COMMUNICATIONS WITH PROVIDERS**

1. Union Membership. All Providers covered by this Agreement shall, as a condition of employment, become and remain members in good standing in the Union. It shall be a condition of employment that all Providers covered by this Agreement shall, on the 30<sup>th</sup> day following the ratification of this Agreement, become and remain members in good standing in the Union. New hires after ratification of this Agreement shall, within 30 days following their hire date, become and remain members in good standing in the Union. Providers who fail to comply with this requirement shall be discharged by the Employer within 30 days after receipt of written notice to the Employer from the Union, unless the employee fulfills the membership obligations set forth in this Agreement.
2. Indemnification. The Union shall indemnify and hold Unity, its officers and employees, harmless from any and all claims, demands, suits, or any other forms of liability arising from the dues deduction provisions herein pursuant to the terms of this Article or any deduction made from the wages of such Provider. In no event shall Unity be required to pay with its own funds Union dues, service fees or charitable contributions that the employee was obligated to pay, but failed to pay, regardless of the reasons.
3. Orientation. Unity shall provide UAPD with the schedule of all orientation sessions of new hires in the bargaining unit. Upon request by the Union, a Shop Steward or Union representative will be permitted to meet with new hires for a period of up to thirty (30) minutes at the end of the general orientation or clinic orientation.
4. Member List. Unity will provide UAPD with an Excel-compatible spreadsheet

via email upon request containing the following information for all UAPD members:

- a. Last Name
  - b. First Name
  - c. Credentials
  - d. Program, specialty or subspecialty
  - e. Work Location
  - f. Work email address
  - g. Personal email address
  - h. Cell Phone #
  - i. Home Phone #
  - j. Physical mailing address
  - k. Date of Hire
  - l. Date of Birth
5. Dues Deduction. Upon ratification of a contract, Unity will begin automatic payroll deductions from the pay of each member of the Union who executes the appropriate authorization in accordance with the authorization. The amounts to be deducted shall be certified to the Employer by the Union, and the aggregate deductions of all employees shall be remitted, together to the Union. If any employee has insufficient earnings in the first payroll period of any month to equal dues or initiation fee deductions, the deduction shall be made in the next payroll period in which the employee has sufficient earnings. UAPD union dues will consist of 0.9% of each unit member's gross earnings for each pay period. Unity will transfer collected dues to UAPD within thirty (30) days after each pay period.
6. Recognition Clause. UAPD is the recognized collective bargaining representative for all full- time and regular part-time healthcare providers employed by Unity Health Care, hereinafter referred to as the "Employer" or "Unity;" as certified by the National Labor Relations Board, December 5<sup>th</sup>, 2023, Case No. 05-RC-325973, at the following locations:

ANACOSTIA HEALTH CENTER (WARD 8)  
1500 Galen Street SE, Washington, DC, 20020

BRENTWOOD HEALTH CENTER (WARD 5)  
1251-B Saratoga Ave NE, Washington, DC, 20018

COLUMBIA ROAD HEALTH SERVICES (WARD 1)  
1660 Columbia Road NW, Washington, DC, 20009

EAST OF THE RIVER HEALTH CENTER (WARD 7)  
4414 Benning Road NE, Washington, DC, 20019

MINNESOTA AVENUE HEALTH CENTER (WARD 7)  
3946 Minnesota Avenue, NE Washington, DC, 20019

PARKSIDE HEALTH CENTER (WARD 7)  
765 Kenilworth Terrace, NE Washington, DC, 20019

SOUTHWEST HEALTH CENTER (WARD 6)  
850 Delaware Avenue, SW, Suite B, Washington, DC, 20024

STANTON ROAD HEALTH CENTER (WARD 8)  
3240 Stanton Road SE, Washington, DC, 20020

UPPER CARDOZO HEALTH CENTER (WARD 1)  
3020 14th Street NW Washington, DC, 20009

HEALTHCARE FOR THE HOMELESS  
UNITY AT CENTRAL UNION MISSION - GALES SCHOOL (WARD 2)  
65 Massachusetts Avenue NW, Washington, DC, 20001

UNITY AT CHRIST HOUSE (WARD 1)  
1717 Columbia Road NW, Washington, Dc, 20009  
UNITY AT DOWNTOWN BID (WARD 2)  
1313 New York Avenue, NW BSMT Suite 1, Washington, DC, 20005

UNITY AT FEDERAL CITY (CCNV) (WARD 6)  
425 2nd Street NW, Washington, DC, 20001

UNITY AT FRIENDSHIP PLACE (WARD 3)  
4713 Wisconsin Avenue NW, Washington, DC, 20016

UNITY AT HOPE HAS HOME (WARD 1)  
Case 05-RM-325461 TSG / DAR\_\_  
4515 Edson Place NE, Washington, DC, 20019

UNITY AT N STREET VILLAGE (WARD 1)  
1333 N Street NW, Washington, DC, 20005

UNITY AT NEW YORK AVENUE HOMELESS SHELTER (WARD 5)  
1355 New York Avenue NE, Washington, DC, 20002

UNITY AT PATHWAYS TO HOUSING HEALTH CENTER (WARD 5)  
828 Evarts Place, NE, Washington, DC, 20018

UNITY AT PATRICIA HANDY PLACE (WARD 2)  
1009 11th Street NW, Washington, DC, 20001

UNITY HEALTH CARE AT D.C. CENTRAL DETENTION FACILITY  
1901 D Street SE, Washington, DC 20003

UNITY HEALTH CARE AT CORRECTIONAL TREATMENT FACILITY  
1901 E Street SE, Washington, DC 20003

UNITY HEALTH CARE AT CENTRAL CELL BLOCK  
300 Indiana Avenue, NW, Washington, DC 20001

SCHOOL-BASED HEALTH CENTERS  
CARDOZO HIGH SCHOOL (DC HEALTH OVERSIGHT)  
1200 Clifton Street NW, Washington, DC, 20009

H.D. WOODSON HIGH SCHOOL (DC HEALTH OVERSIGHT)  
540 55th Street, NE Room W 101, Washington, DC, 2001

### **ARTICLE 3: UNION STEWARDS**

1. The Union shall be entitled to designate three (3) stewards.
2. The Union will notify the Employer of the names of its designated union stewards within 30 days of ratification of the initial CBA.
3. The Union shall provide Unity with the names of Union Stewards within 30 days of any changes in designated Stewards.
4. Union Stewards are responsible for the individual work and patients but will be excused to represent employees in disciplinary matters and grievances, absent emergency circumstances.
5. Stewards shall be paid for time spent representing employees in disciplinary matters, grievances, or any appeal process.
6. Stewards may not be retaliated against in any way for being a Steward.
7. When representing employees in investigations, the Steward has a right to:
  - a. Be apprised of the subject matter of the investigation; provided, however, that this subsection shall not require Unity to violate any law concerning confidential information;
  - b. Be provided with a copy of all documents relied upon by Unity in the subject matter;
  - c. Briefly meet privately with the employee before the investigation (such meeting not to unreasonably delay the start of any investigatory meeting);

- and
- d. Ask clarifying questions during the meeting.

## **ARTICLE 4: WORKPLACE SAFETY**

### **1. Threatening Behavior**

- a. Patient Threats: If Unity becomes aware of physical or verbal threats from patients directed at providers, it shall respond as follows:
  - i. Physical harm: any patient that causes physical harm to a provider, or staff member, while in a Unity facility, will be permanently dismissed from the clinic or treatment site where they were seen at the time of the incident. "Physical harm," for purposes of this section, involves any form of unwanted or unwelcome physical contact by a patient resulting in bodily injury or harm to the provider or staff member. The parties mutually recognize that this language does not apply to patients who cannot be dismissed for any reason from a Unity clinic or treatment site, (e.g., DOC patients). The foregoing shall not limit Unity's right to dismiss a patient for violent behavior toward another patient or while not on site in order to avoid recognized hazards that may cause or are likely to cause death or serious physical harm or illness to employees.
  - ii. Verbal threats: any harassing or threatening patient behavior towards providers on-site will warrant a Health Center Director visit in which the Director will educate the patient about acceptable behavior. After discussion between the provider, the Center Director, and an HR representative, Unity will decide whether the patient may be seen by another provider. The foregoing shall not limit Unity's right to dismiss a patient for threatening behavior toward providers while not on site in order to avoid recognized hazards that may cause or are likely to cause death or serious physical harm or illness to employees.
  - iii. Debriefing Process. After the provider completes the "Incident Report," required under the Healthcare Safety Zone Portal Incident Reporting and Recordkeeping Policy (Policy CL3101) ("Safety Reporting Policy"), a copy of which is enclosed as Attachment A and made part of this Agreement, Unity will adhere to its debriefing process between provider and management for reported threats or assaults on providers, in accordance with the Safety Reporting Policy. Action plans for resolution and safety should be presented and implemented thereafter consistent with the Safety Reporting Policy. Recommendations for modifications to such process may be within the purview of the Safety Committee, as defined herein, but any revision to the Safety Reporting Policy or process shall remain the sole discretion of Unity management.

- iv. **Compliance with Medical Ethics.** Nothing herein shall be construed to relieve a provider of their ethical obligation to treat any individual in need of emergency medical care during an emergent situation.

## 2. Weapons

- a. Unity shall prominently post signage at every facility prohibiting weapons of all kinds.
- b. If a patient is known to have a weapon on Unity premises, the patient shall be asked to take the weapon off the premises and allowed to return only upon removing the weapon.

3. Inclement Weather. The Parties agree to the terms of Unity's current policy concerning Inclement Weather/Emergency Closings, which shall be attached as Attachment B to this Agreement.

4. Applicable Code: Unity shall make best efforts to ensure all Unity-owned buildings are up to applicable code levels concerning integrity, health and safety.

5. The Unity/Provider Safety Committee ("Safety Committee"): Unity will establish a joint Safety Committee tasked with reviewing and recommending safety procedures, improvements, and safety training programs for providers. The Safety Committee will include equal representation from Management and the Union. The Safety Committee will conduct a **semi-annual** "walk-through" of providers' worksites to determine and make recommendations on reasonable precautions Unity will take to secure the worksites with final management approval.

6. Homeless Outreach. During homeless outreach, providers have the discretion to determine whether it is safe to continue delivering care. If, during homeless outreach, a provider determines it is not safe to continue delivering care, providers are responsible for notifying the homeless/CCNV Medical Director immediately and the Medical Director will provide further patient management instruction.

## **ARTICLE 5: GRIEVANCE & ARBITRATION**

**Section 1.** A grievance shall be any dispute or complaint arising out of the alleged violation, application, administration, or interpretation of the provisions of this Agreement. Any grievance arising under this Agreement, unless expressly excluded from this Article's coverage, will be resolved by the parties and/or aggrieved employee exclusively according to this Article's terms.

The employee shall have the right to a union delegate representative at any step of the grievance procedure, or, if a union delegate representative is unavailable, representation by a Union staff member, officer, organizer, or designee. Where practicable, the Parties shall endeavor to provide at least one business day advance notice of who will attend the grievance meetings.

Step 1. Initially, the employee will discuss the grievance with their immediate supervisor at the time of the occurrence, and the parties will attempt to resolve the grievance. In cases where the direct supervisor or department head are subjects of the grievance, the grievance should be directed to a member of human resources.

The member of human resources will make every effort to arrive at a prompt resolution of the grievance by investigating the issue and responding within five (5) days of the receipt of the grievance. If the matter is not resolved, the grievance must be presented in writing to the Director of Human Resources – Operations or their designated representative within five (5) business days of when the employee or the Union knew or reasonably should have known of the event giving rise to the grievance. The written grievance must contain a description of the alleged violation, including the date of such violation; the section(s) of the Agreement alleged to have been violated, and the relief requested.

Step 2. Within five (5) business days of the receipt of the grievance by the Director of Human Resources – Operations or their designated representative, it will be discussed in a meeting between the Director of Human Resources – Operations or their designated representative, a single representative of the Union, and the aggrieved employee. Within five (5) business days after the meeting, the Employer will give a written answer to the Union.

Step 3. If the grievance is not settled in Step 2, the grievance shall be presented by the Business Representative of Local or the International Representative of the Union, or their designated representative, to the Employer's Chief Human Resources Officer, or their designated representative, as applicable, within five (5) business days from the Union's receipt of the Employer's written answer in Step 2. Such parties shall meet at a mutually agreed-upon time and place, but in no event later than twenty-one (21) days from the CHRO's receipt of the grievance. The Employer's written answer will be given to the Union within five (5) business days after the meeting. The Union's written answer to an Employer-filed grievance shall also be given within five (5) business days after the third step meeting.

Step 4. If the grievance has not been settled in the preceding steps, then within five (5) business days after the receipt of either the Employer or Union's written answer in Step 3, the Union or, if applicable, the Employer must notify the non-moving party, in writing, of the intention to submit the dispute to arbitration. Failure to notify the Employer or the Union, in writing, within this timeframe shall render the grievance settled on the basis of the parties' answer in Step 3.

## **Section 2. Grievances – Time Limitations.**

(a) Grievances that are not timely submitted will not be considered, processed, or eligible for submission to arbitration. Time limits may be extended by mutual agreement provided the party requesting the extension furnishes such request in writing, and such request is approved by the other party in writing.

(b) Any failure of the Union, or if applicable, an individual employee, to proceed in a timely manner will be considered as resolving the matter on the basis of the Employer's last answer.

(c) All discharge grievances or claims shall commence at Step 3 of the Grievance Procedure. A discharge grievance must be filed at Step 3 within five (5) business days of the discharge.

(d) Any grievance filed by the Employer must be filed within five (5) business days and shall commence at Step 3 of the Grievance Procedure.

(e) "Business day" is defined as Monday through Friday, excluding weekends and holidays.

### **Section 3. Arbitration.**

(a) Selection of Arbitrator. If the grieving party timely requests arbitration in accordance with Step 4 of Section 1, the parties shall promptly attempt to select the arbitrator by mutual agreement. If no arbitrator is selected by mutual agreement, the Union or individual employee shall submit the matter to the American Arbitration Association (AAA) for a list of potential arbitrators. The AAA shall furnish a list of seven arbitrators located within the general geographic area of the region, who are also members of the National Academy of Arbitrators. If either party rejects the AAA panel in its entirety, the party who rejects the panel shall have AAA provide a second panel for the parties to consider. Within thirty (30) days of the receipt of the list of arbitrators from the AAA by both parties, the parties shall select an arbitrator by alternately striking names from the list until one name remains and that person shall be the arbitrator. The party to make the first strike will rotate with each panel.

(b) Arbitrator's Authority. The arbitrator selected shall have authority to resolve disputes arising under this Agreement concerning the interpretation and application of the Agreement to the facts of the particular grievance involved. The arbitrator shall have no power to add to, subtract from, modify, or remove any terms from this Agreement or any supplement, prior contracts or awards. The arbitrator shall also have no authority to determine that any provision of this Agreement establishes an implied limitation upon the Employer which is not herein specifically set forth. The arbitrator shall confine themselves to the precise issue submitted for arbitration and shall have no authority to determine any other issue(s) not so submitted to them.

(c) The arbitrator shall have no power to establish or change any wage or rate of pay. However, any individual wage grievance regarding placement within a rate range or the amount of back pay that may be due to an employee held to be improperly discharged shall be subject to arbitration. The arbitrator shall have no power to pass upon the services to be performed by the Employer or any other function that belongs to the Employer. In the event of an arbitration award involving back pay, the affected employee has a duty to mitigate damages. Any back pay award must be reduced by any interim earnings, unemployment compensation earned, unavailability for work, and failure to mitigate must be considered.

(d) Fees and Costs. The costs of the arbitration shall be borne equally by the Union and the Employer. These shared costs shall be limited to the fees and expenses of the arbitrator. Any stenographer's fee and expenses will be borne by the party requesting a stenographer unless the parties agree to share such costs. The non-requesting party will not receive a copy of the hearing transcript unless they have agreed to share the costs of the stenographer.

**Section 4.** The decision of the arbitrator shall be in writing and signed by the arbitrator. Such decision shall be final and binding on both parties. Further, any settlement of a grievance by the Employer and the Union, except a settlement on a non-precedent basis, shall be final and binding upon all employees, the Union and the Employer.

## **ARTICLE 6: MANAGEMENT RIGHTS**

The management of the business and the direction of the working forces are the exclusive function of the Management of the Employer. This right of management shall

include all those rights inherent in the management of a business which are not expressly limited by the provisions of this Agreement, whether or not such rights have been possessed or exercised by the Employer prior to the execution of this Agreement. Except where a specific provision of this Agreement or a bargaining unit member's contract abridges, delegates, or modifies the subject matter thereof, the Employer retains the sole and exclusive right to manage all operations of the employer, including, but not be limited to, the right:

- to plan, schedule, direct, and control operations;
- to change methods of work which may produce a change in the job duties and changes in the number of personnel;
- to determine the classification of employees to whom work shall be assigned and the tools, methods, and technology to be used;
- to establish, change or modify operating hours, the number and arrangement of work shifts, including changing the starting and quitting times and the number of hours worked, unless otherwise specifically contemplated in a CBA between the Parties;
- to mandate the amount of overtime to be worked;
- to introduce new or improved equipment and automation;
- to determine and change the platforms used for publication and/or dissemination of content;
- to determine coverage areas;
- to assign, classify and reclassify work duties and tasks;
- to reduce, alter, combine, transfer, assign or cease any job, department, operations or service;
- to create, eliminate or consolidate job classifications or job functions;
- to determine the size and make-up of the work force;
- to determine standards of quality of work;
- to establish deadlines and productivity requirements;
- to establish, modify, revise and eliminate incentive compensation programs;
- to establish security and safety programs;
- to utilize and install video cameras in the workplace, with notice to the union for installation of new cameras;
- to subcontract work in accordance with the contracting out Article;
- to purchase products and materials;
- to close or relocate all or part of the Employer's operations;
- to hire, promote, demote, layoff, discipline, suspend, discharge, assign, and transfer employees;
- to relieve employees from employment because of inability to carry out an assignment, lack of work, or for any other reasons;
- to utilize part-time and temporary workers and to use workers provided by outside contractors consistent with past practice;
- to utilize supervisors and/or managers to perform bargaining unit work;
- and to otherwise direct the workforce and carry out the ordinary and customary functions of management.

The Employer shall further have the unilateral right to issue and enforce reasonable work rules, regulations and policies relating to the conduct of bargaining unit employees, and to amend and to reissue such work rules, regulations and policies including, but not limited to, attendance policies, employee conduct, dress code, codes of conduct, safety policies, background checks, and drug and alcohol policies; provided, however, that nothing herein restricts, limits, or in any way diminishes employer's obligation under law to bargain over the effects of any additions, removals, or changes in policies affecting workers' terms and conditions of employment.

Matters of inherent managerial policy are reserved exclusively to the Employer. Except as specifically addressed in this Agreement, matters of inherent managerial policy include, but are not limited to, such areas of discretion or policy as the functions and programs of the Employer, standards of service, the overall budget and the organizational structure of the Employer and the selection and direction of personnel.

## **ARTICLE 7: SPECIFIC TO DEPARTMENT OF CORRECTIONS (DOC) EMPLOYEES**

### **1. Safety**

- a. Affirmation to Safety –
  - i. Unity acknowledges its ongoing obligation to provide a safe workplace for employees in accordance with applicable federal and District of Columbia obligations, including but not limited to the Occupational Safety and Health Act (OSHA) and the National Labor Relations Act (NLRA).
  - ii. Unity further agrees that the presence of third-party entities does not absolve it of its duty to take reasonable steps, within its control, to address and mitigate known safety hazards impacting bargaining unit members.
- b. Medical Emergency Response Teams (MERT): Providers shall receive mandatory annual MERT training.
- c. Departure from Standards Set
  - i. If any safety measures are observed by a provider as not being followed –
    1. Providers shall complete an Incident Report in the manner prescribed by Unity; and, thereafter,
    2. Unity representative(s) shall meet with the provider (and a Union delegate, at the discretion of the provider and the Union) regarding the issue.
      - a. Such meeting shall be set no later than one week after the submission of the Incident Report, however, based on the availability of information, the parties may mutually agree to postpone the meeting. Unity shall make all reasonable efforts to ensure it has sought all information necessary so that the Parties can effectively meet within one week.

- b. Action plans for resolution and safety should be presented and will be implemented thereafter if mutually agreed.
    - ii. The foregoing shall be in addition to, and NOT an abridgement of, (i) a provider's right to file a grievance pursuant to this Collective Bargaining Agreement and (ii) topics related to DOC safety being raised and discussed at Labor Management Committee Meetings.
2. **Triaging/Scope of Work –**
- a. **Use of Portal.** Unity commits to discussion with DOC to establish a system whereby patients are enabled to place sick call requests through telemedicine/EMR portal instead of paper slips.
  - b. **Triaging.** Except in emergency situations and subject to Provider's medical/ethical obligations, the following duties shall be outside of a provider's scope of work:
    - i. Facilitation of urine collection for MAT team during drug testing
    - ii. Performing required Covid swabs for patients scheduled for court/outside medical appointments
    - iii. Performing the day-7 Covid swab testing for patients to be discharged from the Covid isolation unit.
3. **Training.** When practicable, providers will be notified at least two (2) weeks in advance of any training obligations for new colleagues.
4. **Access to Pharmacy and Mental Health Clinic.** Unity commits to ongoing discussions with DOC to facilitate access to Pharmacy and MHC seven days a week at DOC in support of the medical and pharmaceutical needs of patients.
5. **Job Postings.** When practicable, Unity shall post job postings in the applicable facility at least seven (7) days prior to seeking external hires.
6. **Scheduling.** "Bidding" shall occur for shifts with differential (see below). Providers shall be granted preference for such shifts in a "first bid" process based on seniority.
7. **Provider Input on DOC Contracting.**
- a. Unity shall provide notice to the Union within 72 hours after receiving notification of when negotiations or renewal discussions for any contract under which bargaining unit members are or will be assigned to provide services are to begin.
  - b. Unity shall offer a good faith opportunity for input from affected bargaining unit members regarding safety and working conditions and shall meet with the Union to receive and discuss any proposals or concerns.
  - c. Unity agrees to bargain in good faith over any mandatory subjects of bargaining arising from such contract or its implementation.

# ARTICLE 8: SCHEDULING

Sections I-V below concern **Primary Care Providers Only**.

## I. Physician Commitments

- a. Physicians shall commit to seeing 20 patients per full day worked, prorated for partial days (“Patient Visit Goal”).
- b. Recognizing that, despite the best efforts of both Parties, no-shows will occur, which would otherwise prevent physicians from reaching the Patient Visit Goal. To help meet the Patient Visit Goal, Physicians<sup>1</sup> will be scheduled in accordance with the below scale (hereinafter, “Patient Schedule Scale”):

| <b>Patients Scheduled</b> | <b>VPH</b>          | <b>Admin Time</b> |
|---------------------------|---------------------|-------------------|
| 20                        | ➤ (or equal to) 2.5 | 15%               |
| 22                        | 2.25-2.49           | 10%               |
| 24                        | < 2.25              | 10%               |

Part-time physicians shall be subject to all of the foregoing, with patients scheduled and corresponding VPH goals prorated according to their FTE.

## II. Unity Commitments and Provider Responsibilities

- a. To help providers meet their Patient Visit Goal, Unity commits to training and managing support staff to handle additional administrative tasks, and will build in backend processes to streamline these administrative tasks directly to support staff, including:
  - i. Labs;
  - ii. Prescription refills;
  - iii. Referrals;
  - iv. Vaccination records;
  - v. Telephone encounters; and
  - vi. Correspondence.
- b. Electronic Refills: To assist with refills, the parties will adhere to Unity’s Standing Order Referral Refill Guidelines Policy, a copy of which shall be attached hereto as an addendum to this Agreement, subject to any agreed-upon updates to such Policy.
- c. Documents that will remain the responsibility of Providers include:

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<sup>1</sup> The FTE of a physician is the total scheduled hours of work (1.0 FTE = 40 scheduled hours of work)

- i. Forms ready for provider signature (FMLA, home health orders, etc.)
  - ii. Imaging results will be routed to Providers;
  - iii. Hospital discharge summaries; and
  - iv. Consult notes from specialists.
- d. Telephone/Portal Messages: Generally, the patient messages providers should receive shall be in exigent circumstances. For example, a care coordinator has a referral issue; a social worker needs something directly from a provider for a patient; a nurse has to reach a provider if a prior authorization was denied, etc. Except in extenuating circumstances, messages sent to providers should go through the SBAR type-process by another staff member. If patients are not willing to talk to staff members about a medical concern, then they shall be scheduled.
- e. Labs: Providers will address all labs and will be responsible for delegating tasks related to informing patients about lab results. This includes:
  - i. Assignment of normal labs to the appropriate staff to call patients
  - ii. Assignment of certain abnormal labs to nurses to address
  - iii. Assignment of scheduling for follow-up to PRCs
- f. Scribe Usage – Unity has provided the Union with the list of provider classifications eligible for an AI scribe service. Any changes thereto shall be bargained with the Union.
- g. Referrals – If a patient requests a referral to see an in-house Unity specialist, that can be addressed without asking the provider (i.e., standing orders for referrals placed by a non-provider staff member). New referral requests require a Provider visit. Patients requesting to see a non-Unity specialist will be recommended to contact their insurance to see if a referral is needed. If a referral is needed, they will be scheduled for an appointment with their provider if the patient requests.

### **III. Bases for Proposal**

- a. Providers shall be provided with Administrative Time Policy, which is subject to change in accordance with the above Patient Schedule Scale.
- b. Full-time providers shall have the option of having up to two sessions per week be exclusively telemedicine, subject to reduction (i) to comply with the Patient Schedule Scale and (ii) if demonstrably lower Visits Per Hour during such sessions justifies the reduction.
- c. Scheduling will be done in a steady stream manner with no double booking without out Provider approval, but will include two (2) Prov slots.
- d. If a patient is scheduled incorrectly, the provider can give 30 days' notice of such to their health center director so that the patient can be rescheduled in an appropriate slot.
- e. Newly hired employees will be subject to the same scheduling as discussed herein, except for Unity's current Onboarding Schedule, which will continue to apply to new hires.

- f. Lateness. Any patient is considered late if they are not signed in after 15 minutes.
- g. The Parties mutually recognize that Unity has the right to move providers to move locations based on business need (e.g., site capacity or closures) with 30-days' notice, except in the case of a temporary assignment or emergency situation where notice is not possible.
- h. Each provider shall be assigned a designated MA.
  - i. Unity shall assure that each provider and assigned MA shall have sufficient time set aside each day for the provider and MA to meet and coordinate for the patient visits on a daily basis.
- i. Unity shall complete pre-visit planning for all scheduled patients per the Pre-Visit Planning and Huddles Team-Based Care Preparation policy, which shall be made part and parcel of this Agreement. This planning shall include:
  - i. All screenings, vaccinations, tests, etc. that patient is due for (per Azara or other electronic tool) will be indicated as part of the Pre-Visit Planning
  - ii. If required by the standards of care based on the type of appointment, new imaging reports available in CRISP will be added into patient's documents and assigned to the visit provider.
  - iii. Referrals will be tracked consistent with the Referral and Diagnostic Testing Follow-Up Policy, which shall be made part and parcel of this Agreement.
- j. Primary care scheduling template will use the existing visit types, except that providers shall be entitled to two PROV slots per session. The definitions of "existing visit types," and conditions for using such slots, shall be as set forth in Unity's Patient Access Scheduling Policy, a copy of which shall be attached hereto as an addendum to this Agreement.
- k. Unity shall ensure providers have adequate supplies and equipment for efficient performance of their jobs.
- l. Managerial physicians exclusively shall be responsible for the supervision of PA's. Non-managerial physicians shall not be required to take on additional administrative work but they will be expected to answer day-to-day questions from PA's.
- m. Call:
  - i. Only doctors over 0.5 FTE shall be required to take call. APPs and any doctors under 0.5 FTE shall not be required to take call.
  - ii. Doctors required to take call shall take call no more than three (3) weeks per year.
  - iii. Unity shall continue use of call triaging systems and/or services so that providers only shall receive call in the event of a medical emergency.
- n. VPH
  - i. The parties mutually recognize and agree that disputes over a Provider's VPH are not subject to the grievance-arbitration process. At the union's request, Unity shall provide a Provider VPH report and shall meet with a

Provider to discuss issues, concerns or questions over their individual VPH and make corrections if necessary.

- ii. As used herein, VPH shall be calculated as follows:
  1. A provider's VPH shall be the total number of patients seen (the "Numerator") by the provider divided by the total number of scheduled patient care hours (in person and telemedicine) of the provider (the "Denominator").
  2. For the sake of clarity, the following shall be included in the calculation of the Numerator:
    - a. All patient visits (in person and telemedicine) performed by a provider within regularly scheduled work hours
    - b. Visits done during admin time and during a provider's off hours shall be considered part and parcel of the Numerator
  3. For the sake of clarity, the following shall NOT be included in the calculation of the Denominator:
    - a. Admin time
    - b. Extra shifts picked up beyond normal work schedule
    - c. Leave time
    - d. Blocked meeting time

#### IV. **Deviations from the Patient Visit Goal**

- a. Nothing herein shall prevent providers from seeing more than the Patient Visit Minimum.
- b. If a provider, over a three-month period, maintains a VPH above 2.5:
  - i. The provider shall have the option of electing to have one (1) fewer patient on their schedule.
  - ii. Unity shall allow for an increase of administrative time up to 15% of the providers FTE.
- c. If a provider, over a three-month period, maintains a VPH above 2.25 (but below 2.5), Unity will adjust the provider's schedule in accordance with the Patient Visit Scale.
- d. If a physician, over a three-month period, maintains a VPH below 2.25 ("Below Goal"), the physician and Unity, in addition to modifying the physician's schedule in accordance with the Patient Schedule Scale, shall work collaboratively to improve the provider's patient visits and increase the providers VPH to 2.5.
  - i. The physician and management shall, during work hours, meet to address and implement solutions for such provider. Such meetings shall be at the provider's site (or virtual), and will be comprised of the physician, their medical director, and appropriate management personnel who can address scheduling and management issues.
  - ii. Such meetings shall be conducted for the purpose of strategizing collaboratively the way to increase patient visit numbers.

- iii. Analyses will include whether Unity met their commitments and whether there is anything additional management can do to assist the provider.
- iv. Subject to this meeting, and in addition to the Patient Visit Scale, the following adjustments to the providers schedule may occur with the provider's input:
  - 1. The provider may be required to see patients during the provider's administrative time;
  - 2. The provider may be required to schedule above the Patient Visit Scale;
  - 3. Adjust the provider's schedule and increase walk-in and same day visits, including designating entire sessions of walk-ins and same day visits; and
  - 4. Any other changes to the schedule necessary to help increase the provider's VPH.

**V. Miscellaneous Terms**

- a. Nothing herein shall be construed to permit providers to not provide care in emergent situations if available to do so.

**VI. Scheduling for Primary Care NPs and PAs**

- a. Primary Care NPs and PAs will continue to see two fewer patients per session.
  - i. The corresponding VPH goals for primary care NPs and PAs shall be as follows:
    - 1. Patient Visit Goal: 2.0
    - 2. For primary care NPs and PAs, "above goal" shall be greater than 2.0; "near goal" shall be 1.8-2.0, and "below goal" shall be below 1.8.
  - ii. Consistent with Section III above, "above goal" primary care NPs and PAs shall be scheduled for 8 patients per session; "near goal" primary care NPs and PAs shall be scheduled for 9 patients per session, and "below goal" primary care NPs and PAs shall be scheduled for 10 patients per session.
  - iii. "Below goal" NPs and PAs will collaborate with Unity in the same process as described in Section IV.D. above.

| <b>Patients Scheduled</b> | <b>VPH</b> | <b>Admin Time</b> |
|---------------------------|------------|-------------------|
| 16                        | ≥ 2        | 15%               |
| 18                        | 1.8-1.99   | 10%               |
| 20                        | < 1.8      | 10%               |

**VII. Scheduling for Specialists and Specialty PAs and NPs**

- a. Such providers shall continue seeing patients according to current templates.

b. The VPH goal for such providers shall be 2.25.

VIII. MHC scheduling shall be modified to ensure:

- i. MHCs are not scheduled for more than five patients in a session, with a VPH goal of 1; and
- ii. MHCs shall be scheduled with an open template.

## **ARTICLE 9: SCOPE OF WORK AND TRAINING/EQUIPMENT**

1. Unity may solicit support from providers for input and/or participation in a scope-of-work training for MAs and Nurses. Up to two (2) providers from each specialty may represent and participate on behalf of their specialty at the training. Providers will receive blocked administration time during such training.
2. Nurse Triage. Unity will seek provider input on gaps in nursing triage at each clinic to assist in Unity's triage training.
3. Equipment. Unity will endeavor to make available standardized equipment by specialty at all sites, keep appropriate inventory and re-order and timely service all equipment as needed. Unity will maintain a standardized medical supply/medical equipment for all sites to follow to ensure supplies are made available to providers to the extent feasible.
4. CNMs: Unity will make best efforts to allow for pre-visit planning for visits (reason for visit, patient in correct spot verified, orders in, routine specimens collected, etc.).

## **ARTICLE 10: PERSONNEL FILES**

1. A personnel file shall be maintained for each employee.
2. An employee may request an appointment for the purpose of inspecting and copying their personnel file. Such request shall not be unreasonably withheld, consistent with state law.
3. If, after examination of their record, an employee believes that any portion of the material is not accurate, relevant or complete, the employee may submit a request in writing to Unity management to correct the record. Such request shall become part of the personnel file.
4. Within twenty-one (21) days of an employee's request for correction of the record, Unity management shall notify the employee in writing of its decision regarding the request. If the request is denied, the employee shall be provided the reason(s) for denial in writing. If the request is granted, the record shall be corrected, and the employee shall be sent a copy of the corrected record.

## **ARTICLE 11: DISCIPLINE AND DISCHARGE**

Section 1. The Employer may develop and implement reasonable rules related to conduct on the job that are necessary to maintain order, safety and/or effective

operations, provided that the Employer will give the Union one (1) month's notice of any new rule or change to existing rule. In cases of extenuating circumstances, the Union will receive simultaneous notice of any new rule or changes to an existing rule along with members of the bargaining unit. The Union may challenge the reasonableness of a newly-implemented rule through the grievance/arbitration procedure.

The Employer must have just cause to discipline or discharge an Employee.

Section 2. The Employer shall utilize the following system of progressive discipline, as the circumstances require:

- Verbal warning
- Written warning with corrective action plan
- Final warning or suspension of up to five (5) working days with corrective action plan
- Termination/discharge

All disciplinary actions shall be documented, and copies of written warnings, suspension notices, and termination notices shall be provided to the affected Employee and the Union promptly.

Section 3. Steps in progressive discipline may be skipped depending on the severity of the alleged transgression, the employee's past record, the employee's seniority and any other mitigating factors.

Section 4. It is understood that job performance/conduct and attendance violations will be considered two (2) separate tracks for progressive disciplinary purposes. However, an employee who receives concurrent "Final Warnings" for both job performance/conduct and attendance violations may be terminated.

Section 5. Notwithstanding the foregoing, the parties agree that there is certain conduct for which immediate termination is appropriate. Cause for immediate termination shall include, but not be limited to-1. Physical Violence; 2. Theft Including Theft of Time; 3. Dishonesty; 4. Vandalism and/or Destruction of Company Property; 5. Under Influence of Alcohol or Drugs While on Company Property; 6. Possession of Alcohol or Drug while on Company Premises; 7. Gross Demonstrated Insubordination; 8. Falsification of Time Card Information; 9. Sleeping While on Duty; 10. Falsification of Company Records.

Section 6. Verbal warnings, written warnings and suspensions will be removed from employees' personnel files and not utilized to justify subsequent discipline after one (1) year.

## **ARTICLE 12: CONTRACTING OUT / POSITION VACANCIES**

1. Unity's intention shall not be to displace any bargaining unit work.

2. Subject to emergent or unforeseen circumstances, Unity will post internally an open position in a conspicuous manner, readily accessible to Union members, for a period of seven (7) days prior to making the post public. Qualified internal applicants shall be given priority over external candidates for such positions.
3. Any contracts in place prior to this Agreement may remain in place.
4. Locum Tenens contracts shall be excluded from this provision; provided, however, that Unity's use of locum tenens is consistent with past practice.

## **ARTICLE 13: PAID LEAVE**

The Parties agree to the terms of the foregoing Unity policies, which shall be attached as Addenda G-N to this Agreement (subject to conditions below):

- A. Personal Leave Policy (HR 2022)
- B. Sick Leave Policy (HR 2023)
- C. Annual Leave Policy (HR 2014)
- D. Bereavement Leave Policy (Employee Handbook p. 27)
- E. Military Leave Policy (Employee Handbook p. 28)
- F. Voting Leave Policy (Employee Handbook p. 29)
- G. School Activities Leave Policy (Employee Handbook p. 29)
- H. Educational Leave Policy (Employee Handbook p. 30)

## **ARTICLE 14: HOLIDAYS**

Full-time and regular part-time employees shall be entitled to a total of ten (10) paid holidays within each calendar year, as follows:

- New Year's Day
- Martin Luther King, Jr. Day
- Memorial Day
- Juneteenth
- Independence Day
- Labor Day
- Veteran's Day
- Thanksgiving Day
- Day After Thanksgiving
- Christmas Day

In addition, five (5) personal floating holidays will be granted to full-time and part-time regular employees. The personal floating holidays may be taken with a minimum of two (2) weeks advance notice shall be granted unless operational needs require denial.

To maintain a consistent number of observed holidays from year to year, when a recognized holiday falls on a Saturday, the Company observes it on the preceding Friday. When a recognized holiday falls on a Sunday, the Company observes it on the following Monday.

## **ARTICLE 15: SABBATICALS**

1. A written application for a sabbatical without pay or an extension of a sabbatical without pay, which is not otherwise covered under Unity's existing policies, shall be submitted to Human Resources. Any such requested sabbatical shall not exceed three (3) months. Providers are only eligible for a sabbatical once every seven (7) years. An application for such which is provided by a provider who has been employed by Unity for seven (7) consecutive years shall not be unreasonably denied.
2. An employee who is on a sabbatical without pay shall not return to active pay status prior to the expiration of such a leave without written approval of Human Resources.
3. An employee granted a sabbatical without pay who fails, when requested by Unity, to provide adequate verification that the conditions of the leave were met may be subject to discipline, as determined by Unity.
4. An employee on a sabbatical may opt to continue their fringe benefits at their own expense.
5. The Parties agree to the terms of Unity's family and medical leave policy, to be incorporated as an addendum to this Agreement as Attachment O.

## **ARTICLE 16: RETIREMENT BENEFITS**

Providers will be eligible to make contributions to the Employer's 403(b) Plan, subject to the terms and conditions of said Plan. Unity will continue its past practice of discretionary contributions and will notify the Union in advance of such contributions.

## **ARTICLE 17: HEALTHCARE BENEFITS**

Unity shall retain the same health insurance coverage and general benefit levels that are in effect as of ratification, except that:

- Unity may modify or change the health insurance plan, provided that the overall level of benefits, including but not limited to deductibles, co-pays, coverage tiers, and out-of-pocket maximums shall be substantially equivalent to the current Plan; and
- The Employer will continue to pay the same cost-share percentage of the monthly premium and for deductibles for individual health/medical insurance coverage for full time and part time eligible Providers.

## **ARTICLE 18: CME BENEFITS**

1. Unity's current CME policy shall be incorporated by reference into this Agreement as Attachment P.
2. All CME reimbursements must be timely made within 30 days after submission of all required paperwork or supporting documentation by a provider.

## ARTICLE 19: ONE TIME MARKET ADJUSTMENT

During the payroll after ratification, Unity will implement a one-time market adjustment to the wage scales:

(With DOC 10% higher for all)

| Job Title                                     | Scale     |
|---|-----------|
| Certified Nurse Midwife                       | \$118,584 |
| Certified Nurse Midwife-Family Planning Coord | \$132,809 |
| Clinical Coordinator, Nurse Practitioner      | \$112,257 |
| Dentist                                       | \$173,381 |
| Lead Advance Practitioner, Substance Use Diso | \$114,696 |
| Lead Float Provider, NP                       | \$128,479 |
| Lead Physician – MAT/OTP                      | \$188,113 |
| Lead Provider Infirmary and Urgent Care       | \$141,215 |
| Lead Provider Intake Medical at DOC           | \$141,215 |
| Lead Urgent Care Physician at DOC             | \$230,000 |
| Mental Health Clinician, Independent License  | \$95,000  |
| Mental Health Clinician, Graduate License     | \$75,000  |
| Nurse Practitioner                            | \$120,000 |
| Nurse Practitioner - Psychiatry               | \$128,911 |
| Physician - Emergency Medicine                | \$235,000 |
| Physician - Family Medicine                   | \$222,500 |
| Physician - Infectious Disease                | \$222,500 |
| Physician - Internal Medicine                 | \$222,500 |
| Physician - OB/GYN                            | \$239,187 |

|                              |           |
|------------------------------|-----------|
| Physician - Orthopedist      | \$279,000 |
| Physician - Pediatrics       | \$222,500 |
| Physician - Podiatrist       | \$160,000 |
| Physician - Psychiatrist     | \$227,556 |
| Physician Assistant          | \$120,000 |
| Phys-Ophthalmologist         | \$237,082 |
| Provider IT Clinical Analyst | \$173,381 |

**Annual Increase**

Community Providers will be eligible for an annual increase during the payroll after ratification, and on the ratification anniversary date, each year, according to the table below:

| Provider Tenure with Unity | Ratification Raise | First Anniversary of Ratification Raise | Second Anniversary of Ratification Raise |
|----------------------------|--------------------|---|--|
| 0-5 Years                  | 1%                 | 2%                                      | 3%                                       |
| 5-10 Years                 | 3%                 | 3%                                      | 3%                                       |
| 10+ Years                  | 4%                 | 4%                                      | 4%                                       |

For the sake of clarity, the “Ratification Raise” discussed above shall be implemented after (and shall not limit in any capacity) the One-Time Market Adjustment.

**ARTICLE 20: INCENTIVE QUARTERLY BONUS**

A. Community Providers will be eligible for a quarterly bonus if they meet the VPH minimum:

- i. The bonus will be based on the Provider’s Quality score.
  - a. Provider Quality will be assessed based on composite quality scores based on clinical quality measure reports that satisfy Unity’s goals.
  - b. In order to qualify for the bonus, Providers must meet the Unity goal of 50% of quality measures.

ii. Homeless Outreach providers’ VPH shall be calculated with a 1.2 multiplier

iii. MHCs' VPH minimum for purposes of this section will be 1.0.

C. Program payments shall be made on a quarterly basis, trailing 3 months from the quarter in which the bonus earned.

D. Providers shall not be eligible to receive bonus payment under this Program until they have concluded their 90-day introductory period.

E. The bonus each quarter will be:

| <b>Year One</b>   | <b>Year Two</b>   | <b>Year Three</b> |
|-------------------|-------------------|-------------------|
| \$500 per quarter | \$500 per quarter | \$500 per quarter |

## **ARTICLE 21: ECONOMIC AND WORKPLACE TRANSPARENCY**

Unity will provide annual Reviews/Evaluations for all providers.

## **ARTICLE 22: LAYOFF**

1. If Unity determines that there is a need for provider layoffs, it shall notify the Union no less than 14 days prior to reductions in force or layoffs. After sending such notice, and upon request, Unity agrees to meet and confer with the Union on the bargaining unit impact.
2. In lieu of a layoff, Unity may, in its sole discretion, offer the following voluntary considerations:
  - a. A voluntary reduced worktime program, i.e., a voluntary reduction of hours by the employee to be impacted;
  - b. Sabbatical without pay; or
  - c. Transfer to any vacancy for which the employee is qualified
3. Layoffs shall proceed, within any given specialty of provider, in the following order:
  - a. Temporary employees;
  - b. Probationary employees;
  - c. All other employees; provided that the order of layoff for such employees shall be in reverse order of seniority.

4. Laid-off employees shall be entered onto a “reemployment list” by Unity. Should Unity need to hire employees in impacted classifications at a future date, Unity shall make an offer to those on the list for any position vacancies in a class for which there are names of qualified individuals on the reemployment list.
5. If an individual on the reemployment list declines an offer of reemployment to a substantially similar position to which they held when laid off by Unity, they waive their reemployment rights (or if they voluntarily and affirmatively relinquish such).
6. An employee reemployed under the conditions of this Section shall retain the same service credits as they held at the date of layoff for any conditions under this CBA which are affected by service.

## **ARTICLE 23: LABOR-MANAGEMENT COMMITTEE**

1. Within one month from the date of ratification of this contract, UAPD and Unity will establish a labor management committee (LMC) to discuss both issues in this contract and any other issue involving providers’ wages, hours, or other terms and conditions of employment.
2. Unity will make reasonable efforts to operationally resolve matters discussed and agreed upon in the LMC.
3. The committee shall schedule a meeting at the request of either the Union or Unity; however, unless the Parties mutually agree otherwise, there shall be no requirement to meet more than once in a month.
4. The location of each meeting shall be mutually agreed upon by the Parties, and may include or take the form of a teleconference and/or video conferencing in lieu of an in-person meeting.
5. Unless both Parties mutually agree otherwise, there shall be up to six (6) members of the committee – three (3) designated by Unity and three (3) designated by the Union.
6. The Parties shall notify each other of the issues that they desire to discuss in a meeting at least five (5) days prior to a scheduled meeting date.
7. UAPD bargaining unit members serving on the LMC shall be considered union stewards and shall participate on the committee in accordance with the provision on Union Stewards herein.
8. Upon mutual agreement, Federal Mediation may be invited to help the parties resolve matters that the parties are unable to resolve internally.

## **ARTICLE 24: NO STRIKE / NO LOCKOUT**

Section 1. During the term of this Agreement, employees shall not engage in any strike, sympathy strike, slowdown, sit-down, work stoppage, or picketing that interrupts or tends to interrupt the full performance of work or the operations of Unity Health Care. Neither the employees, the Union, nor any officers, agents or other representatives of the Union shall directly or indirectly authorize, assist, encourage, condone, ratify, lend support to, or in any way participate in (i) any strike, sympathy strike, slowdown, sit-

down, or work stoppage, or (ii) picketing or any other concerted activities that interrupt or tend to interrupt the full performance of work or the operations of Unity during the term of this Agreement. The foregoing shall not apply to informational pickets or other protected concerted activity not expressly prohibited hereunder.

Section 2. If any Union members violate this Article, the Union through its proper officers shall act immediately, upon receipt of notice, to notify the Union and such employee or employees in writing of its disapproval of such action and immediately order the employee or employees to promptly resume work.

Section 3. Employees participating in any activities prohibited under Section 1 shall be subject to discharge. If the Union chooses to arbitrate a termination pursuant to this Section, the only question for the arbitrator will be whether the employee violated the provisions of this Article.

Section 4. Unity agrees that it will not lock out employees during the term of this Agreement.

## **ARTICLE 25: NON-DISCRIMINATION**

The provisions of this agreement shall be applied equally to all employees in the bargaining unit without discrimination as to race, color, physical or mental disability, national origin, religious or political belief, sex, age, sexual orientation, marital status, gender identity, membership in the Union, or any other classifications protected by law.

The Employer agrees not to interfere with the rights of employees to become members of the Union, and there shall be no discrimination, interference, restraint or coercion by the Employer or any Employer representative against any employee because of Union membership or because of any employee acting in an official capacity on behalf of the Union at mutually agreed upon periods.

The Union recognizes its responsibility as bargaining agent and agrees to represent all employees in the bargaining unit without discrimination, interference, restraint, or coercion.

## **ARTICLE 26: SEVERABILITY**

If any provision of this Agreement or any application of this Agreement shall be found contrary to law or unenforceable by a tribunal of competent jurisdiction, such provision or application shall have effect only to the extent permitted by law, but all other provisions or applications shall continue in full force and effect. The parties will thereafter meet and negotiate in good faith within fourteen days of such determination to agree upon a replacement provision for the provision which was found contrary to law or unenforceable. If no agreement is reached, the Parties may mutually agree to submit the issue to mediation, if applicable, or otherwise comply with the controlling law.

## ARTICLE 27: DURATION AND IMPLEMENTATION

1. This Agreement shall remain in full force and effect from the date of its ratification by both parties up to three (3) years thereafter.
2. The provisions of this Agreement shall become effective upon its ratification except as otherwise provided herein.
3. Negotiations for a successor agreement shall commence when one of the Parties delivers to the other its proposals in writing, no earlier than 90 days prior to the expiration date of this Agreement.

In witness thereof, the Parties have executed this Agreement the day and year written below.

Unity Health Care, Inc.

Union of American Physicians and  
Dentists

*Rashad A. Collins*

Date: 01/16/2026

Date:

[ATTACHMENTS A-P]

