



Advancing Health for Everyone in Arizona



Annual Report 2024

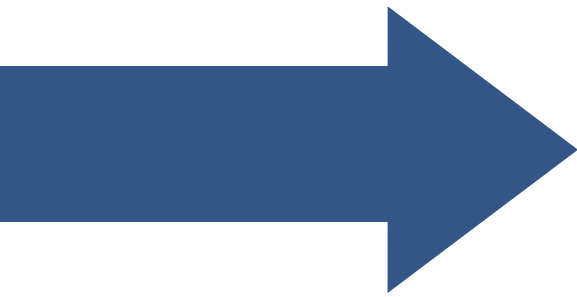


Table of Contents

3	Letter from the President and CEO and Chair of the Board
4-6	Arizona Community Health Centers
7	Full Members and Associate Members
8	About Us
9	Healthcare Hero Awards
10	Legislators of the Year
11	Program Areas
12	Advocacy and Community Engagement
13	Domestic and Sexual Violence
14-15	Health Access
16-17	Outreach and Enrollment
18	Innovation and Growth
19	Workforce
20	Sponsors
21	Financials
22	Resilient by Design: A Vision for 2025
23-24	Board of Directors



Rooted in Purpose, Reaching New Heights in Health Care

A Message from the President and CEO and Board Chair

In 2024, the Arizona Alliance for Community Health Centers (AACHC) and our network of Community Health Centers (CHCs) stood at the intersection of rising need and unyielding commitment. Nearly 60 years after the Health Center Program was born out of the Civil Rights Movement, our role in Arizona's health care landscape has never been more vital – or more urgent.

Our members and partners screened more than 17,000 patients for intimate partner violence, enrolled over 55,000 Arizonans in AHCCCS and KidsCare, and supported thousands more through Marketplace, SNAP, and WIC.

Advocacy was front and center. We brought together state partners to align on key safety net priorities and served as a trusted voice for Arizona's health centers at the federal level. Visits from U.S. Health and Human Services Secretary Xavier Becerra amplified the impact of our Navigator teams.

We continued to expand access to care through innovation and infrastructure. CHCs across the state opened new sites and completed key expansion and renovation projects.

In Maricopa County, Narcan vending machines were installed at CHCs to offer

free, anonymous access to a life-saving overdose reversal drug.


Internally, AACHC brought together HR, workforce, and training teams under a new People and Culture department to strengthen staff well-being, leadership development, and workforce excellence.

The challenges remain – funding, workforce, and a changing health care landscape – but our vision is clear: primary healthcare for all.


Thank you to our staff, partners, and supporters who make our mission possible. The time is now. Together, we'll keep building a stronger, healthier Arizona.

With gratitude,




Jessica Yanow, MPH
President and CEO
Arizona Alliance
for Community
Health Centers




Wendy Armendariz, MBA
CEO, Neighborhood Outreach
Access to Health (NOAH)
Board Chair, Arizona Alliance
for Community Health Centers



Community Health Centers in Arizona:



837,017

Served 837,017 patients delivering high-quality, affordable care and reducing costs for America's healthcare system.



1 in 9

Provided care to 1 in 9 Arizonans, integrating medical, specialty, and social services and promoting preventive care.



2.3 Billion

Generated \$2.3 billion in total economic activity in 2023, creating 9,549 jobs across the state and employing many Arizona veterans.

All of this was made possible by **Community Health Centers (CHCs)**. These nonprofit providers offer **affordable care to Arizonans of all income levels**. CHCs use a **whole-person approach** that includes medical, dental, behavioral health, pharmacy, and preventive services. They're **self-governed** and led by boards made up mostly of patients.

Sources: Economic Impact of Community Health Centers in the United States, National Association of Community Health Centers (NACHC), March, 2023. 2023 Arizona Health Center Program Uniform Data System (UDS) Data

Populations Served By Community Health Centers



475,250

Patients at or below 200% of the federal poverty level



236,846

Children



116,316

Adults over age 65



39,767

Individuals experiencing homelessness



15,613

Veterans



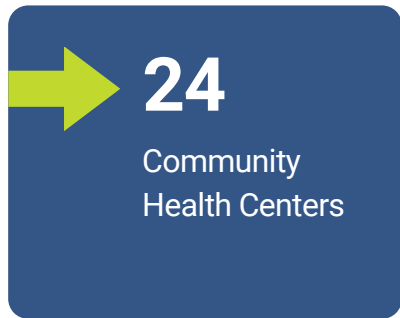
11,105

Farmworkers

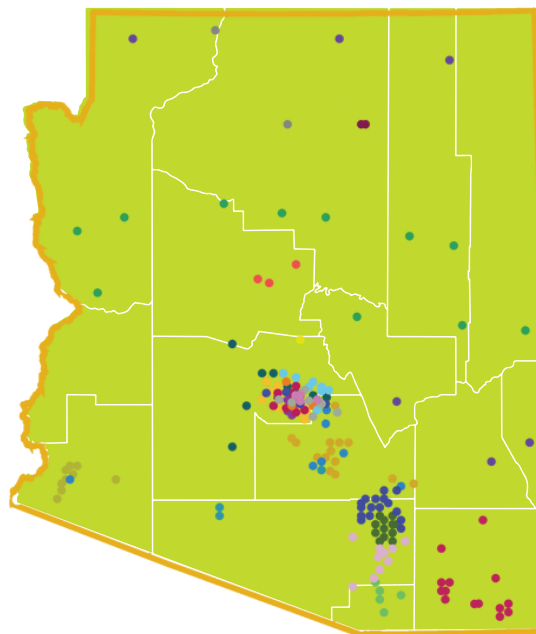
Sources: Economic Impact of Community Health Centers in the United States, National Association of Community Health Centers (NACHC), March, 2023. 2023 Arizona Health Center Program Uniform Data System (UDS) Data



Community Health Center Locations



- Adelante Healthcare (13*)
- Black Canyon Community Health Center (2)
- Canyonlands Healthcare (12*)
- Chiricahua Community Health Centers (18*)
- Circle the City (9*)
- Community Health Centers of Yavapai (3)
- Creek Valley Health Center (1)
- Desert Senita Community Health Center (4)
- El Rio Health (16)
- Horizon Health and Wellness (8)
- Mariposa Community Health Center (7)
- MHC Healthcare (14)
- Mountain Park Health Center (12)
- Native Americans for Community Action (3)
- Native Health (2)
- Neighborhood Outreach Access to Health (7)
- North Country HealthCare (16*)
- Sun Life Health (14*)
- Sunset Health (9*)
- Terros Health (13*)
- Tuba City Regional Health Care Corp, (3*)
- United Community Health Center (14*)
- Valle del Sol (66*)
- Valleywise Health (12*)
- Wesley Community & Health Centers (5*)

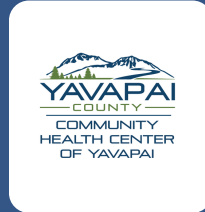


*Count includes mobile clinic(s)



Full Members

All 24 Community Health Centers in Arizona are members of our organization, along with one FQHC Urban Indian Health Center.



Associate Members

Our associate members are nonprofit community-based or public primary healthcare organizations operating within Arizona that have an interest in primary healthcare services.





About Us

The Arizona Alliance for Community Health Centers is Arizona's Primary Care Association. We support and strengthen the state's healthcare safety net, including Community Health Centers (CHCs), Look-Alikes, FQHCs, and organizations working to become health centers.

As a nonprofit member organization, we help CHCs deliver quality care by providing training, technical assistance, programmatic support, and advocacy. We also identify gaps in care and partner with CHCs to expand services and meet community needs.

- Vision** Access to high-quality healthcare for everyone.
- Mission** Advance the vital work of Community Health Centers to serve the unique needs of our communities.



Healthcare Hero Awards

Each year, we honor community health center team members who make an impact on primary care in Arizona with the annual Healthcare Hero Awards. These awards highlight leadership, innovation, teaching, and outstanding patient care.



2024 Community Leadership Award

(L) Dr. Amanda Burrage, Tuba City Regional Health Care Corporation
(R) Tatum Meza, community health manager, Terros Health



2024 Innovation Award

(L) Stephanie Martinez, senior director community outreach and strategy, Circle the City
(R) Kanina Kempton-McDonald, director of nursing, Terros Health



2024 Preceptors of the Year

(L) Dr. Ashley Czworniak, Tuba City Regional Health Care Corporation
(R) Dr. Mary Garcia-Kumirov, Mariposa Community Health Center



2024 Distinguished Service Award

David Rogers, former CEO, Sunset Health



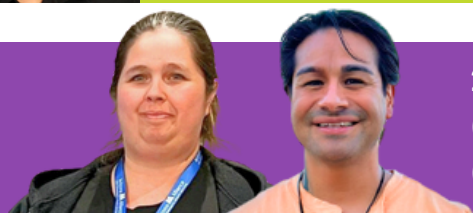
2024 Community Health Worker of the Year

Yara Castro, health and social services manager
Mariposa Community Health Center



2024 Dental Assistant of the Year

Jacob Franco, Sun Life Health



2024 Medical Assistants of the Year

(L) Kayla Barton, Terros Health
(R) Fernando Ruiz, Terros Health



2024 Special Populations Award

Mountain Park Health Center Vaccine Team

➔ 2024 Legislators of the Year: Champions for Community Health

Arizona Alliance for Community Health Centers is proud to recognize two outstanding state lawmakers as the 2024 Legislators of the Year: Senator Lela Alston (Legislative District 5) and Representative Tim Dunn (Legislative District 25). Both have demonstrated a strong commitment to improving access to quality, affordable health care for Arizona residents and supporting the essential role of Community Health Centers (CHCs) statewide.

Senator Alston's district includes Mountain Park Health Center, Neighborhood Outreach Access to Health (NOAH), Valle del Sol, Adelante Healthcare, Circle the City, Native Health, and Valleywise Health.

Representative Dunn's district is home to Adelante Healthcare and Sunset Health.

These legislators recognize that quality, affordable health care isn't just essential to the well-being of individuals – it's foundational to the economic health and development of communities. Senator Alston and Representative Dunn are true advocates for the work CHCs do every day.

Their leadership helps ensure that CHCs remain strong, sustainable, and ready to meet the needs of Arizona's growing population. We thank Senator Alston and Representative Dunn for their continued partnership and advocacy.



Senator Lela Alston



Representative Tim Dunn



Program Areas

The Arizona Alliance for Community Health Centers offers program areas that help Community Health Centers improve operations, use technology effectively, and deliver high-quality care with strong outcomes.

- **Advocacy and Community Engagement**
- **CHC Growth and Development**
- **Data & Health Information Technology (HIT)**
- **Outreach and Enrollment**
- **Population Health**
- **Training and Technical Assistance**
- **Workforce**





Advocacy and Community Engagement

Advancing Advocacy: Statewide and National Impact

In 2024, the external affairs team for the Arizona Alliance for Community Health Centers (AACHC) strengthened its role as a trusted voice in policy, driving progress at both the state and federal levels. At home, the team convened a coalition of state partners focused on key provider-side issues – from AHCCCS policy to protecting Medicaid access. This collaboration helped shape a unified voice across Arizona’s health care safety net.

A major milestone was the formation of a new external affairs team, composed of the chief external affairs officer, a newly added communications director, and a newly added director of legislative affairs. These new positions expanded AACHC’s capacity to lead strategic communications and policy advocacy, strengthening the organization’s voice at the Capitol and in communities across Arizona.

Federally, the team arranged multiple visits from HHS Secretary Xavier Becerra, reinforcing Arizona’s leadership in community health. Events like Capitol Hill visits, site tours, and town halls helped members of Congress connect with local communities – with several turning to AACHC for support on community-building efforts.

To support advocacy, the communications team produced clear, effective tools such as Catalyst, a monthly messaging brief, and Media Trends Weekly, a curated health policy scan. These, along with targeted toolkits and op-eds, helped health centers and advocates deliver aligned, persuasive messages.

Together, these efforts continue to raise the visibility and influence of Arizona’s community health centers across all levels of government.



Domestic and Sexual Violence

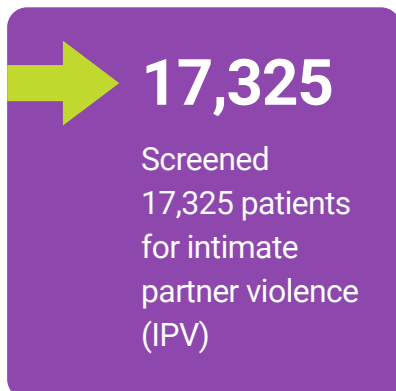
Finding Support in a Time of Crisis

After fleeing domestic violence, a pregnant woman arrived in southern Arizona with no belongings and took a job in the fields to support herself and her child. A local Community Health Worker connected her with a Domestic and Sexual Violence Advocate at Chiricahua Community Health Centers (CCHCI), who helped her access vital resources.

With emergency safety funds, the advocate provided clothes, kitchen items, and winter essentials. Donations of mattresses and furniture replaced the cold trailer floor where she had been sleeping. She was also connected to AHCCCS, a sliding fee program, and additional support from TMC's rural program and Child & Family Resources.

Thanks to this network of care, she gave birth to a healthy baby boy and began to rebuild her life.

Community Health Centers and Advocates:



2024 data for people served in health centers by the DOJ OVW Domestic and Sexual Violence Advocates



Health Access

No Questions, Just Help: Narcan Vending Machines Save Lives Across Maricopa County

Arizona's Community Health Centers (CHCs) are stepping up in the fight against the opioid crisis — one vending machine at a time.

In early 2024, Narcan vending machines began appearing at health centers across Maricopa County. These machines distribute naloxone (commonly known as Narcan), a life-saving medication that reverses opioid overdoses. They also provide fentanyl and xylazine test strips and other supplies — all free and anonymous.

Installed at Valle del Sol, Terros Health, Adelante Healthcare, and Circle the City — with more on the way — the machines are placed in communities with high overdose rates to ensure the greatest impact. Some are free-standing, while others are wall-mounted, depending on space and site needs.

Each machine includes clear instructions for administering Narcan. No personal information is required, and users can access them without fear or judgment. The goal is simple: reduce overdose deaths by making naloxone easy to get and easy to use.

CHCs also support the initiative with training sessions, printed materials, and community outreach.



Mike Renaud, Valle del Sol president and CEO, and AACHC president and CEO, Jessica Yanow, stand in front of a Narcan dispensing machine.

Early results from three sites show more than 1,000 doses of Narcan distributed between January and July, along with hundreds of test strips. One clinic reported six overdose reversals in the first month alone.

These numbers represent lives saved. And they reflect the vital role CHCs play — not only in providing care, but in responding to urgent community needs with compassion, access, and action.



Health Access

Counting the Hands That Feed Us: Farmworker Enumeration Study Completed

The 2024 Arizona Farmworkers Enumeration Profiles Study was finalized and released in October, marking a major step forward in understanding the workforce that powers Arizona agriculture and helps feed the nation.

This comprehensive study estimates the number of crop, nursery-greenhouse, and animal agriculture workers across every Arizona county. These individuals – who harvest crops, tend livestock and aquaculture, support forestry operations, and work in food processing and packaging – are vital to Arizona’s economy and to national food systems.

But until now, the state lacked a clear count of these essential workers and their households. That made it difficult to fully address their public health needs, deliver relevant services, or design effective support programs.

The study had two primary goals: first, to provide accurate, current estimates of farmworkers and their household members using rigorous, community-engaged research methods. Second, to assess how an academic-community-government team could effectively collaborate on farmworker enumeration – and how those findings might be used by public agencies, growers, researchers, and service providers.

The results of the 2024 study will help inform programs and services that support farmworkers and their families, ensuring they are counted, considered, and connected to the resources they need.



Outreach and Enrollment

National Recognition for Arizona's Navigator Network

In 2024, the Arizona Alliance for Community Health Centers (AACHC) welcomed U.S. Health and Human Services Secretary Xavier Becerra for two visits to our member health centers – both of which serve as Navigator partners.

During each visit, Secretary Becerra met directly with certified and licensed Navigators and engaged with community members who gained access to health coverage through Marketplace. These conversations offered insight into the impact of Navigator-led outreach and the critical role these efforts play in connecting Arizonans to affordable healthcare.

Roundtable discussions with the secretary highlighted the daily challenges and successes experienced by Navigators across the state. These visits provided meaningful opportunities for our outreach and enrollment team and Navigator partners to be recognized at the national level for their tireless work in advancing health coverage and healthcare access across Arizona.

Supporting Arizonans Through Medicaid Redetermination

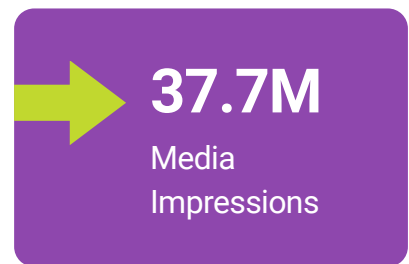
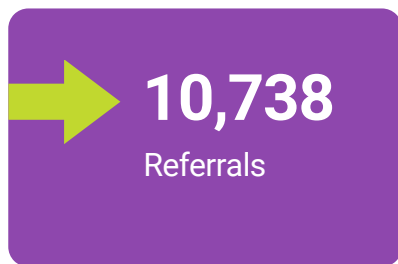
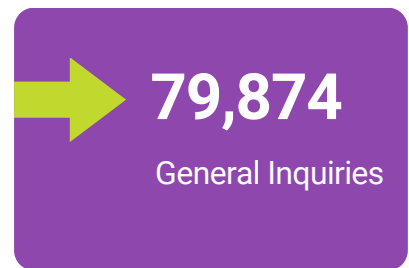
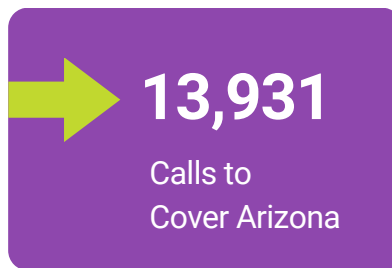
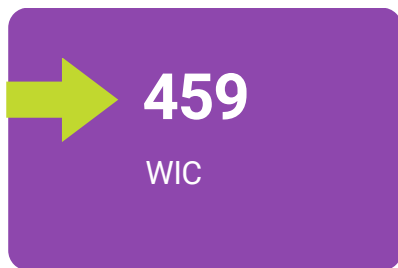
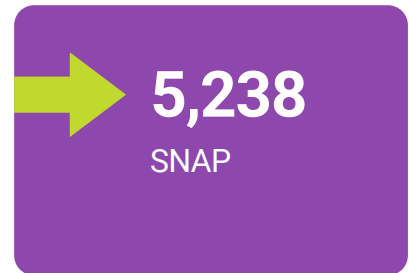
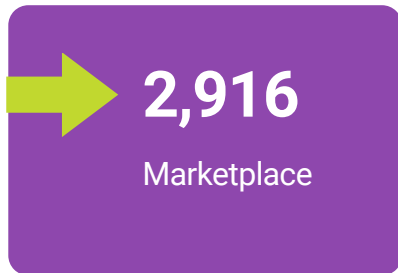
During the Medicaid redetermination period, AACHC's outreach and enrollment team worked with government relations staff and other stakeholders to engage with AHCCCS on how the process was unfolding statewide. We provided input on improving AHCCCS's monthly data dashboard to better track how Arizonans were navigating coverage changes. AHCCCS also shared a statewide heat map highlighting high-priority areas at risk for coverage loss, allowing Community Health Centers and enrollment partners to focus outreach and resources where they were needed most. This collaboration helped protect access to care for thousands of Arizonans during a critical transition.



 **Outreach and Enrollment**

Enrollment Services and Other Activities

Our Navigator and Healthy Kids programs, in partnership with the Cover Arizona Coalition, helped Community Health Centers and partners connect Arizonans to programs like the Marketplace, AHCCCS/KidsCare, SNAP, and WIC. Using the Cover Arizona hotline, referrals, events, and other outreach, we focus on reaching communities with less access to coverage.





Innovation and Growth

New Professional Network

The Arizona Alliance for Community Healthcare Centers (AACHC) started a new Professional Networking Committee for Chief Information Officers and other HIT leaders within Community Health Centers (CHCs) to support the sharing of best practices and addressing the changing HIT landscape.

Leveraging Data to Drive Care Improvements

In 2024, the Health Center Controlled Network (HCCN) used insights from the Comprehensive HIT and Network Assessment to identify areas of greatest need and impact across the state. This informed targeted support for individual CHCs, as well as broader initiatives that benefit the entire network and advance value-based care.

Key efforts included collaborating with the Health Plan Association and Managed Care Organizations (MCOs) to better align strategies and coordination on behalf of CHCs. HCCN also conducted in-depth data analysis on member roster alignment, cost of care, and quality metrics – critical components in improving care delivery. To support ongoing improvement, HCCN developed a statewide data dashboard that allows health centers to benchmark their performance and use internal data to strengthen outcomes and decision-making.

Investing in Access: Capital Projects Move Forward

In 2024, two more capital improvement projects were completed as part of AACHC's commitment to expanding access to care. Circle the City's Downtown Family Health Center and Valle del Sol's Mesa Clinic both opened their doors, bringing the total to four of eight planned projects now complete.



Workforce

Healthcare's Most Valuable Asset

2024 marked a transformative year for the Arizona Alliance for Community Health Centers (AACHC) with the creation of the People and Culture department. This new department brought together the HR, workforce, and training and events teams under one umbrella to support organizational development, employee well-being, and workforce excellence.

Among its early accomplishments, the workforce team secured accreditation from the Arizona Medical Association — a milestone that underscores AACHC's commitment to high-quality healthcare workforce development.

The HR team launched a new employee wellness program aimed at building a culture of well-being. Through regular challenges focused on better sleep, mindful eating, physical activity, and time spent outdoors, employees were encouraged to set personal goals and support one another's progress.

The training and events team also expanded professional development offerings. Notably, they introduced NACHC's New Clinical Leaders Training and the highly requested Five Functions of a Team Training. These programs have helped Community Health Center leaders strengthen team collaboration and leadership skills across the state.

With these achievements, the People and Culture department has laid a foundation for continued growth — fostering a workplace where employees are engaged, supported, and empowered to succeed.



Thank You, Sponsors

Diamond
\$36,000+

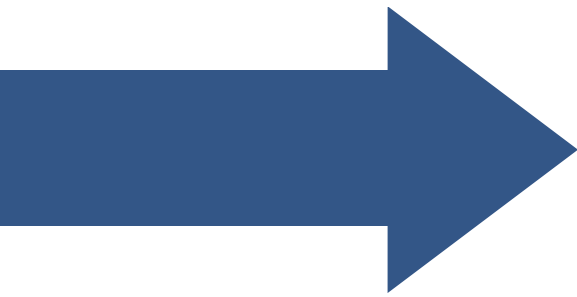


Sapphire
\$15,000-\$34,000



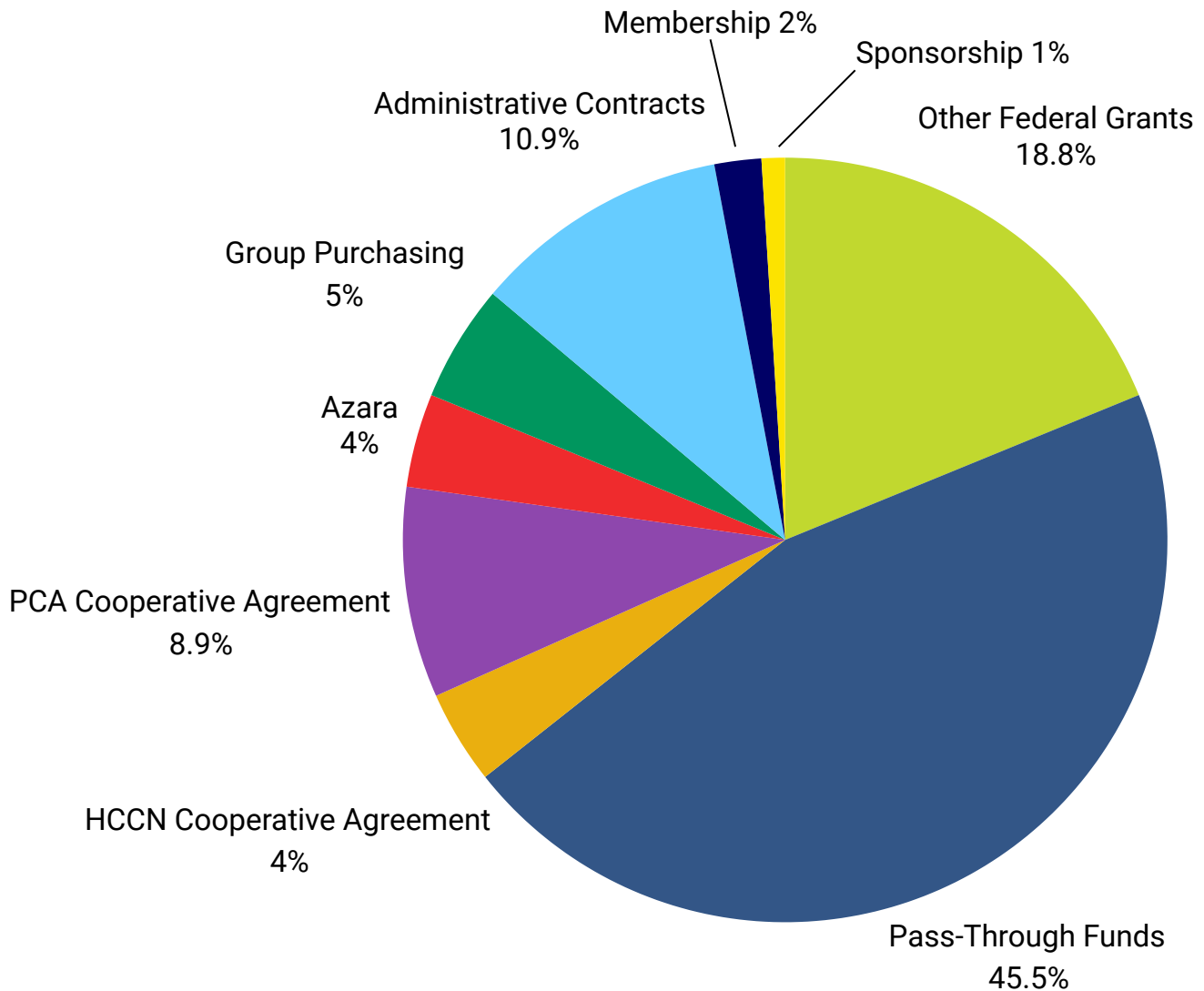
Emerald \$5,000-\$15,000





Financial Overview

We have a diverse portfolio of federal, state, and private grants along with other funding streams to help support our work. As a strong advocate for collaboration, we are proud of the proportion of our funding we are able to pass on to our members and partners to further advance our mission.





Resilient by Design: A Vision for 2025

A Message from Our President and CEO

Uncertainty may define the road ahead, but we are not navigating it unprepared.

We are built for this.

At the Arizona Alliance for Community Health Centers (AACHC), resilience is a mindset. It comes from a clear strategy, deep community roots, and a statewide network of Community Health Centers (CHCs) dedicated to delivering care where and when it's needed most.

In 2025, we're elevating our role in shaping the future of healthcare in Arizona. We will continue to drive critical conversations around primary care, access, and the sustainability of CHCs. At the same time, we're building on efforts to help CHCs use data to guide decisions, measure outcomes, and improve care delivery. We'll deepen partnerships, advance value-based care models, and strengthen systems that support smarter, more sustainable growth.

And we're investing in what matters most: people. This year, we'll continue to support CHCs in building strong, talented teams and positioning themselves as top employers in the communities they serve. Internally, AACHC is doing the same – developing the talent and capacity needed to move our work forward.

The challenges ahead are real. But so is our resolve. Together, we are advancing a future where CHCs continue to lead with purpose and strength – no matter what lies ahead.

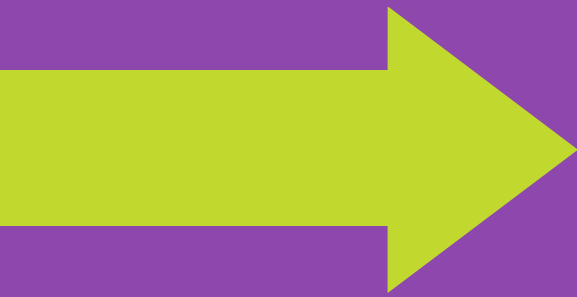
With determination and gratitude,

Jessica Yanow, MPH

President and CEO, Arizona Alliance for Community Health Centers



Jessica and her family at the Most Influential Women in Arizona Business 2024 event in Phoenix.



2024 Board of Directors: Officers

Wendy Armendariz, MBA, board chair, CEO
Neighborhood Outreach Access to Health (NOAH)

Karen Hoffman Tepper, PhD, vice chair, president and CEO
Terros Health

Kimberly K. Despres, DHA, RN, treasurer, CEO
Circle the City

Pedro Cons, secretary, CEO
Adelante Healthcare

John Swagert, MD, immediate past chair, CEO
Mountain Park Health Center

Jonathan Leonard, member at large, CEO
Sunset Community Health Center



2024 Board of Directors: Members

Hunter Adams, MBA, CEO, Creek Valley Health Clinic

Blaine Bandi, MLS, MHSA, CEO
Wesley Community & Health Centers

Daniel Barbara, DHSc, CEO
Desert Senita Community Health Center

Michelle Barker, DHSc, senior vice president ambulatory services and CEO FQHC clinics, Valleywise Health

Christopher (CJ) Hansen, MHA, CEO, Canyonlands Healthcare

Leslie Horton, MA, MCHES, director
Yavapai County Community Health Services

Clinton Kuntz, DBH, CEO, El Rio Health

Laura Larson-Huffaker, CEO, Horizon Health and Wellness

Jonathan Melk, MD, CEO
Chiricahua Community Health Center

Walter Murillo, CEO, Native Health

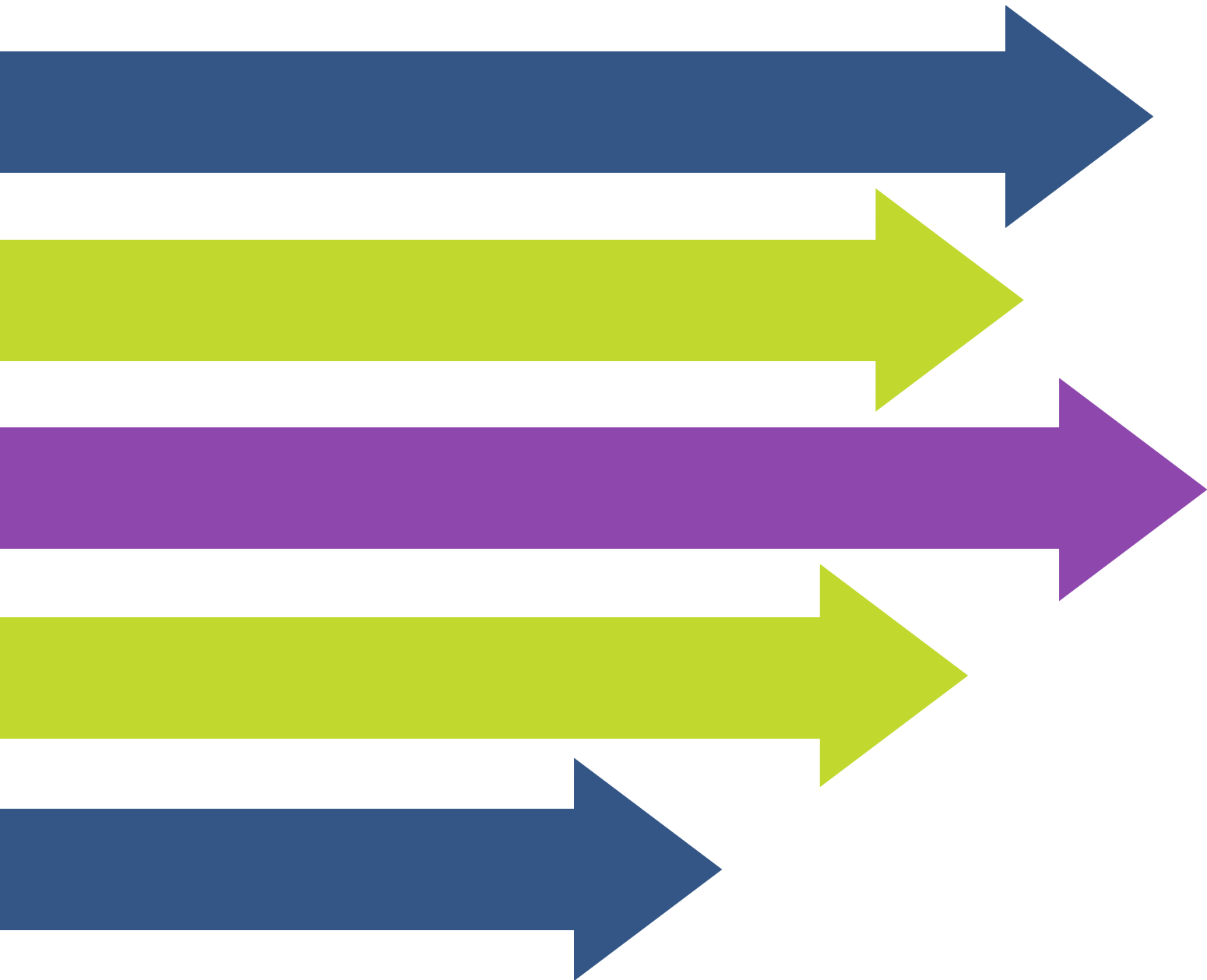
Anne Newland, MD, MPH, CEO, North Country HealthCare

Jon Reardon, MBA, MSW, LCSW, CEO
United Community Health Center

Mike Renaud, president and CEO, Valle del Sol

Amy Taylor, Interim CEO, Mariposa Community Health Center

Joette Walters, RN, CEO
Tuba City Regional Health Care Corporation



Disclaimer: This publication was supported by Centers for Medicare and Medicaid Services (CMS) of the U.S. Department of Health and Human Services (HHS) as part of financial assistance awards totaling \$3,500,000, with 0% funded by non-government source(s). The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by CMS/HHS, or the U.S. Government.