



Essential by Design

2025 ANNUAL REPORT



Arizona Alliance
FOR COMMUNITY HEALTH CENTERS

Primary Healthcare for All

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Meeting the Moment, Leading the Future

A Message from the President and CEO and Board Chair

This year tested AACHC in ways that were relentless and often unpredictable. Funding was uncertain, grants were reduced, and policy shifted quickly. Decisions had to be made before conditions fully settled. This year stretched us.

It pushed us to think and act differently, to recognize opportunity within challenge and to keep moving.

AACHC does not deliver care directly. We interpret conditions, advocate where it matters, and provide the structure and information that allow health centers to continue serving their communities. Even as funding, policy, and guidance shifted, the system held.

That did not happen by chance. It reflects an organization built with intention and staffed by professionals who understand their responsibility to the system.

Across the organization, teams responded with discipline. They gathered the facts, defined the challenge, made decisions, and moved forward.

This year also sharpened our focus about how we use our time and resources and what must be protected as conditions continue to change.

As leaders and stewards of AACHC, we carry that clarity forward. We have seen what this organization does when tested.

That is what it means to be essential by design.

Respectfully,

Jessica Yanow, MPH
President and CEO

Wendy Armendariz, MBA
Board Chair
CEO,
Neighborhood Outreach Access to Health (NOAH)

The system held,
because the
organization was built
with intention and
supported by disciplined
teams.

This year made
us sharper,
leaner, clearer
about what must
be protected.





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.

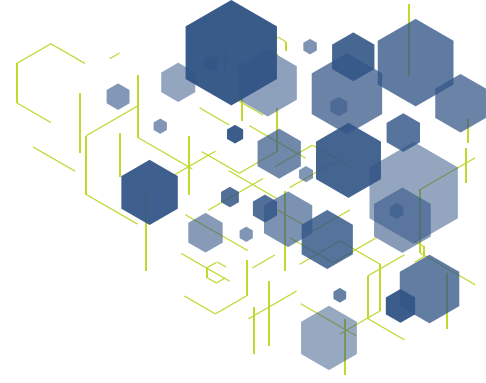
As a nonprofit member organization, we help CHCs deliver quality care by providing training, technical assistance, programmatic support, and advocacy. We also identify gaps in care and partner with CHCs to expand services and meet community needs.

MISSION

Advance the vital work of Community Health Centers to serve the unique needs of our communities.

VISION

Access to high-quality healthcare for everyone.



Executive Team

Jessica Yanow

Lisa Nieri

Brenda Hanserd

Jen Jonas

Jennifer Longdon

President and CEO

Chief Programs Officer

Chief Financial Officer

Chief People and Culture Officer

Chief External Affairs Officer



Full Members

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



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.



Incoming Sponsors

Diamond



Sapphire

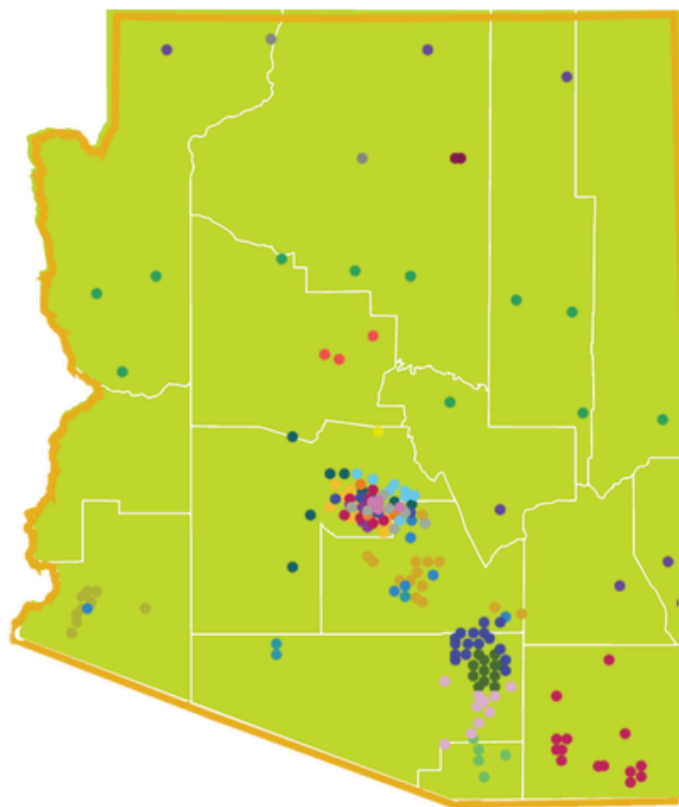


Emerald



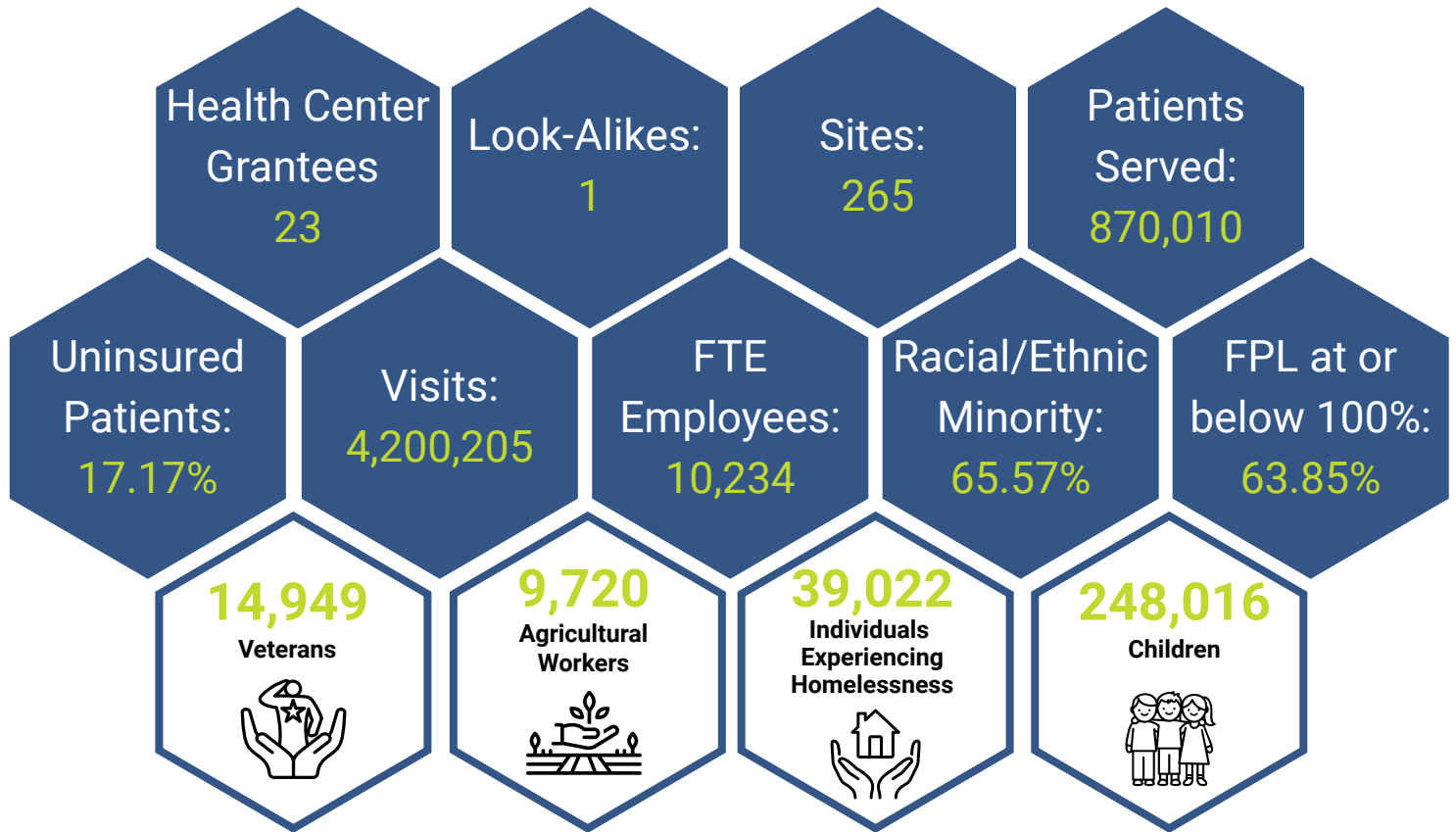
Community Health Center (CHC) Locations

- Adelante Healthcare (14)
- Black Canyon Community Health Center (2)
- Canyonlands Healthcare (13)
- Chiricahua Community Health Centers (22)
- Circle the City (9*)
- Community Health Centers of Yavapai (3)
- Creek Valley Health Center (1)
- Desert Senita Community Health Center (6)
- El Rio Health (16)
- Horizon Health and Wellness (10)
- Mariposa Community Health Center (7)
- Marana Health (16)
- Mountain Park Health Center (12)
- Native Americans for Community Action (3)
- Native Health (3)
- Neighborhood Outreach Access to Health (7)
- North Country HealthCare (16*)
- Sun Life Health (15)
- Sunset Health (9*)
- Terros Health (13*)
- Tuba City Regional Health Care Corp (5)
- United Community Health Center (14*)
- Valle del Sol (34)
- Valleywise Health (12*)
- Wesley Community & Health Centers (6)

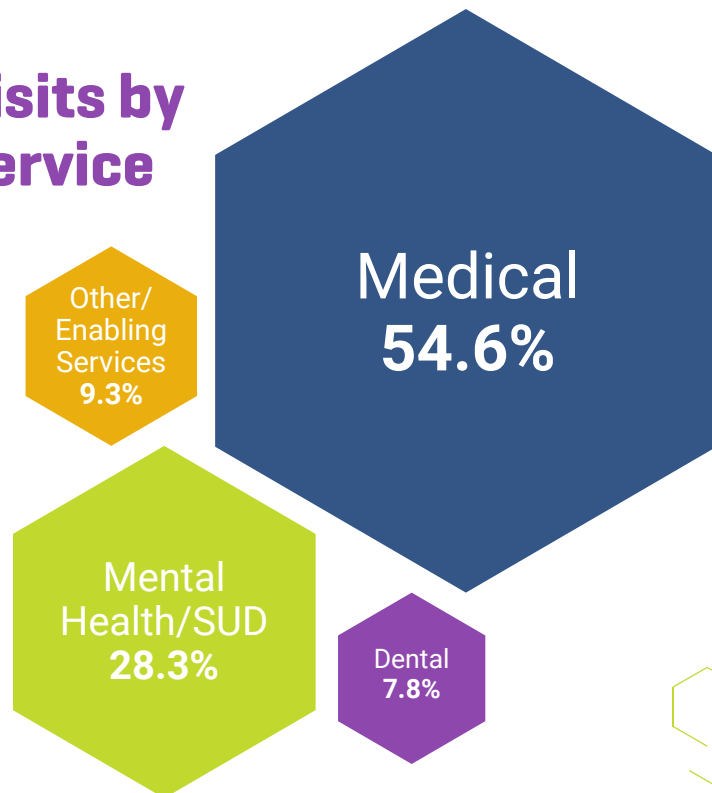


*Count includes mobile clinic(s)

CHC Snapshot



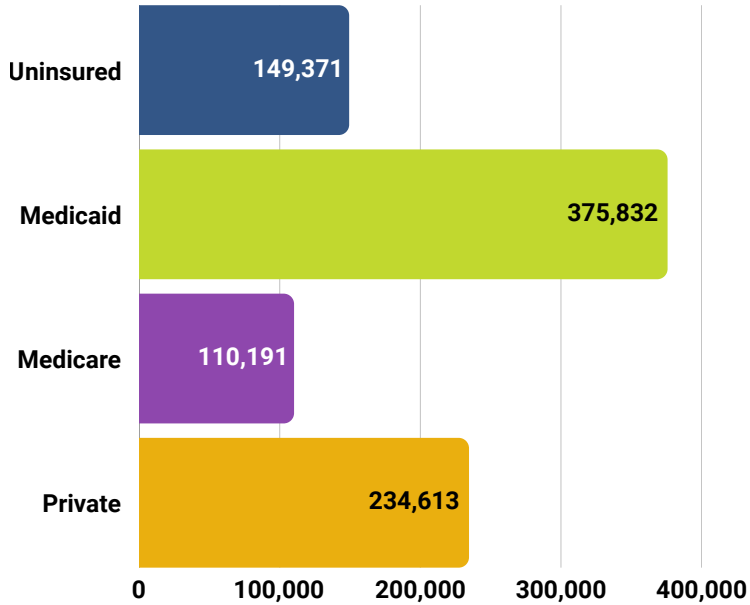
Patient Visits by Type of Service





Community Health Centers provide care to everyone, regardless of ability to pay

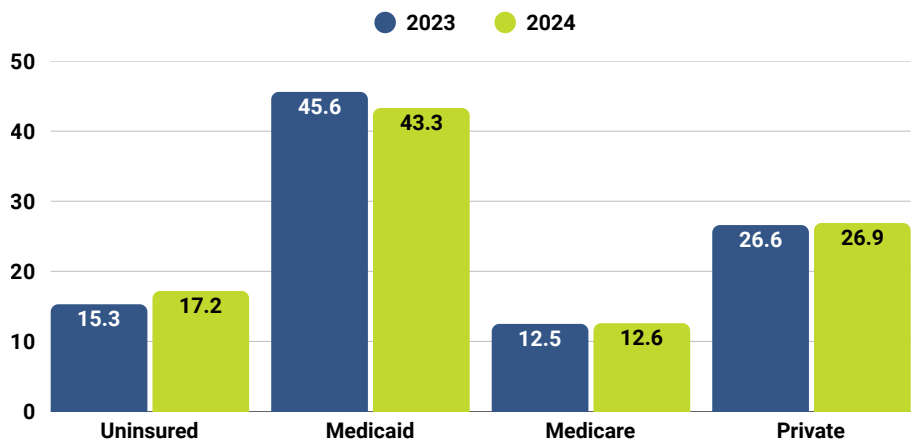
Patients by Insurance Type, 2024



Community Health Centers serve all patients, regardless of coverage. As payer mix shifts, there is an immediate impact on how care is financed.

From 2023 to 2024, fewer patients were covered by Medicaid and more were uninsured. The need for care does not change, but the resources to support it do.

Patient Percent by Insurance



Healthcare Heroes



2025 Community Leadership Awards



ADRIANNE TENNANT
NORTH COUNTRY HEALTHCARE



BRANDI GILES
MOUNTAIN PARK HEALTH CENTER

2025 Innovation Awards



PERLA PUEBLA
CIRCLE THE CITY



CHRISTINA ZEIGLER
TUBA CITY REGIONAL HEALTH CARE
CORPORATION

2025 Preceptor of the Year Awards



JULIA FORBERG
NORTH COUNTRY HEALTHCARE



MARVIN BOWERS
MARIPOSA COMMUNITY HEALTH CENTER

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.

Healthcare Heroes



2025 Invaluable Medical Assistant



PAOLA AYALA
NORTH COUNTRY HEALTHCARE

2025 Invaluable Dental Assistant

REYNA MARTINEZ
MOUNTAIN PARK HEALTH CENTER



2025 Invaluable Community Health Worker



DIANA MARTINEZ
MARIPOSA COMMUNITY HEALTH CENTER

2025 Special Populations Award

ANGELICA TORREZ
CIRCLE THE CITY



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.

2025 Legislators of the Year: Champions for Community Health

The Arizona Alliance for Community Health Centers is proud to recognize two outstanding state lawmakers as the 2025 Legislators of the Year: Senator Sally Ann Gonzales (Legislative District 20) and Representative Selina Bliss (Legislative District 1). Both have demonstrated a commitment to improving access to quality affordable healthcare for Arizona residents and supporting the essential role of Community Health Centers (CHCs) statewide.



Senator Sally Ann Gonzales

Senator Gonzales' district includes El Rio Health and Marana Health.

Representative Bliss' district is home to Black Canyon Community Health Center and the Community Health Center of Yavapai.

For these legislators, affordable healthcare is a catalyst for community growth, not just a matter of individual wellness. Senator Gonzales and Representative Bliss are advocates for the life-changing work Arizona CHCs perform daily.



Representative Selina Bliss

Programs

AACHC focuses on strengthening the systems and infrastructure that support Community Health Centers across Arizona.

In 2025, this work centered on strengthening and maintaining operational stability, supporting access to care despite funding disruptions, and strengthening data, technology, and coordination across the network.

These efforts help ensure health centers remain supported and able to meet the needs of their communities as conditions continue to change.

Capital Projects Completed in 2025: Native Health and Terros Health

Clinical Space

20 new treatment rooms across sites.
10 exam rooms
4 procedure rooms
6 dental rooms

Community Impact

Re-established a critical care access point. Addressed dental care gaps, improving access for communities of high need and Native communities

Service Expansion

9 new or expanded service lines now available. Includes primary care, pediatrics, dental, behavioral health, MAT, pharmacy, and specialty care.

Access to Care

Expanded capacity for whole-family care and high need services. New dental access and future specialty services under one roof.

Operational Efficiency

Workflow-driven layouts, shared support spaces, and combined waiting areas reduce staff movement and centralize patient services

Long-Term Sustainability

Revenue diversification through new service lines, expanded provider capacity, and stronger patient retention position both health centers for lasting growth

Strengthening Infrastructure

Amid a rapidly shifting federal and state landscape, AACHC focused on strengthening the infrastructure needed to support Community Health Centers across Arizona.

Key positions were filled to restore stability and enhance federal grant management, alongside the restart of the Grants Professional Networking Committee to support work across Community Health Centers.

Coordination across Finance, Grants, and Programs improved through centralized invoicing and a new subrecipient monitoring process.

Foundational grants were secured to sustain AACHC's work supporting health centers across Arizona.

Expanding and Improving Access to Care

Community Health Centers continue to adapt to meet the needs of their communities. AACHC supports them by aligning strategy, training, and technical assistance through changing conditions.

Significant federal funding losses affected this work, including the loss of the Department of Justice grant supporting domestic and sexual violence advocates at health centers and significant reduction in the CMS Navigator cooperative agreement supporting enrollment assistance.

Despite these reductions, programs were reshaped and partnerships strengthened to continue supporting vulnerable populations.

New and renovated health center sites were completed through a Maricopa County Department of Public Health grant, expanding access to care.

Programs

Data, Health Information Technology, and the Future of Care

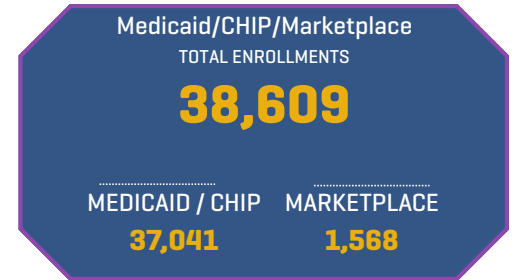
AACHC supports Community Health Centers in using data and technology to deliver coordinated, high-quality care.

During Arizona's Health Information Exchange transition, AACHC connected health centers with state partners and helped secure temporary financial support.

Power BI dashboards improved reporting, oversight, and decision-making internally and externally, giving AACHC and health centers tools to benchmark performance and track trends.

A CIO/IT Professional Networking Committee was launched to support collaboration and navigate emerging technologies, backed by the Health Center Controlled Network cooperative agreement.

Outreach, Enrollment, and Maintaining Coverage



In 2025, the Navigator program lost about 90 percent of its funding, sharply reducing outreach and enrollment capacity. AACHC and partners responded by leveraging relationships and securing supplemental support, including a \$250,000 grant from the Vitalyst Foundation.

AACHC continued its work with the Cover Arizona coalition, shaping enrollment strategy, addressing barriers, and guiding health centers and partners through ongoing challenges. The annual Cover Arizona training brought together more than 80 participants, strengthening enrollment capacity across Community Health Centers and partner organizations.



Programs

Population Health

Improving health outcomes requires coordination across organizations and systems. AACHC continues to strengthen these connections through statewide collaboration.

AACHC met with all AHCCCS Managed Care Organizations to establish a consistent forum for discussing priorities such as value-based care, outreach and enrollment, and care coordination.

Professional Networking Committees across the organization continued to play a critical role in sharing best practices and addressing common challenges. Committees included Behavioral Health, Dental, Pediatric Leaders, Quality Improvement, Chief Medical Officers and Clinical Leaders, and Value-Based Care, among others.

In Maricopa County, AACHC supported community health initiatives through the distribution of naloxone, testing kits, and resources via community-based vending machines at health center sites.

These efforts strengthen the systems that support both immediate care needs and long-term population health outcomes.



Looking Ahead

The environment for Community Health Centers continues to evolve, shaped by changes in federal funding, policy, and healthcare delivery.

AACHC will continue strengthening infrastructure and maintaining partnerships that support expanded access to coverage and care.

Investments in data, technology, and professional networks will remain critical.

These efforts help ensure Community Health Centers remain stable, connected, and able to meet community needs across Arizona.

People and Culture

In a year that placed significant demands on the health center system, the role of People & Culture remained clear: support the workforce and strengthen the systems that make the work possible.

In 2025, efforts focused on leadership capacity, workforce development, and maintaining a stable, supportive workplace. This work, while often unseen, helped Community Health Centers and the Alliance adapt as conditions changed.

Supporting Organizational Stability

The Human Resources team focused on maintaining organizational stability during a year of internal and external challenges.

Staffing adjustments were made with an emphasis on transparency and long-term sustainability.

A compensation benchmarking process ensured alignment with AACHC's philosophy and peer organizations, supporting equitable and competitive pay.

The HR team continued investing in employee experience, including a wellness program that helped AACHC achieve Gold Status in the Arizona Healthy Workplace Awards.

Leadership Development

AACHC launched a six-part internal leadership development program for directors and managers.

The program provided important support as leaders navigated complex decisions and supported their teams.

Leadership responsibilities can feel particularly heavy during periods of change, so AACHC invested in a six-part leadership development program.

Throughout the year, HR worked with leadership and program teams to interpret and implement evolving federal requirements, reviewing policies and communications to ensure compliance and clarity.



People and Culture

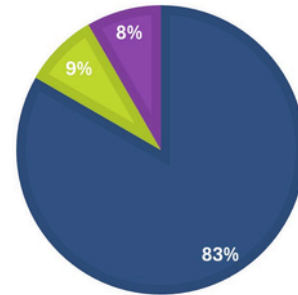
Strengthening the Workforce Pipeline

Workforce development remains a pressing challenge for Community Health Centers. In 2025, AACHC expanded its efforts through new leadership, programs, and partnerships.

One of the most promising developments was the launch of the Medical Assistant Training Program, designed to expand the clinical workforce available to Community Health Centers. The first cohort included twelve students, and ten successfully passed their CCMA certification exams. This outcome highlights the program's potential to strengthen the workforce pipeline.

2025 MEDICAL ASSISTANT TRAINING PROGRAM

■ Completed exam ■ Preparing for exam ■ Did not complete



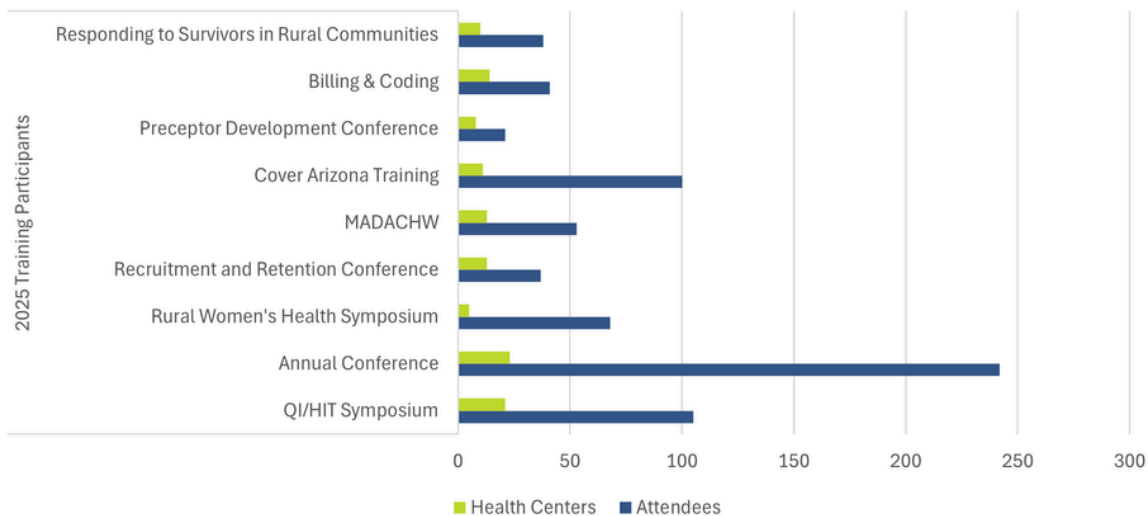
Recruitment and retention as priorities

In 2025, AACHC introduced a job fair component to the Recruitment and Retention Conference, connecting job seekers directly with health centers. While modest in its first year, participating centers expressed interest in continuing and expanding the effort. Building strong pipelines requires experimentation, partnership, and persistence.

2025 AZ Workforce Recruitment & Retention Conference



Across programs, training and professional development activities supported workforce development statewide, reaching health centers through multiple convenings.



People and Culture



Executive teams from across Arizona joined together for a day of peer learning, networking, and connection at C-Suite Best Practices.



Leadership and Shared Learning

In 2025, AACHC launched the C-Suite Best Practices Series, bringing health center executive teams together to share ideas, discuss emerging challenges, and learn from one another. The first session was held in April, followed by a second in September.

Each session created space for candid discussion of operational and strategic issues, along with tours of participating organizations. These visits allowed leaders to see firsthand how peers are addressing workforce challenges, operational improvements, and patient care delivery.

These conversations reinforced an important truth. Many solutions already exist within the health center system. By creating opportunities to share experiences and strategies, AACHC helps those solutions spread more quickly across the network.

Looking Ahead

People and Culture work happens behind the scenes, but its impact is felt in the stability of our organization, the strength of our leaders, and the capacity of health centers to deliver care.

In 2026, we will deepen investment in workforce and leadership development by strengthening the Medical Assistant Training Program, expanding shared learning opportunities, and refining internal practices that support retention and wellbeing. We will also remain attentive to evolving federal and nonprofit requirements, ensuring policies and communications stay current and clear.

Together, these efforts will help AACHC and Arizona's Community Health Centers remain resilient and well positioned to serve communities across the state.

External Affairs

In 2025, External Affairs focused on providing stability, clarifying policy and protecting the conditions under which Community Health Centers operate.

Federal actions moved unpredictably and often in conflict with existing policy, driving shifts at the local level. The work required constant analysis and coordination to make rapidly changing policy usable for health centers.

Across federal and state policy, advocacy, and communications, the focus remained the same: support decision-making and protect access to care.

Federal Policy

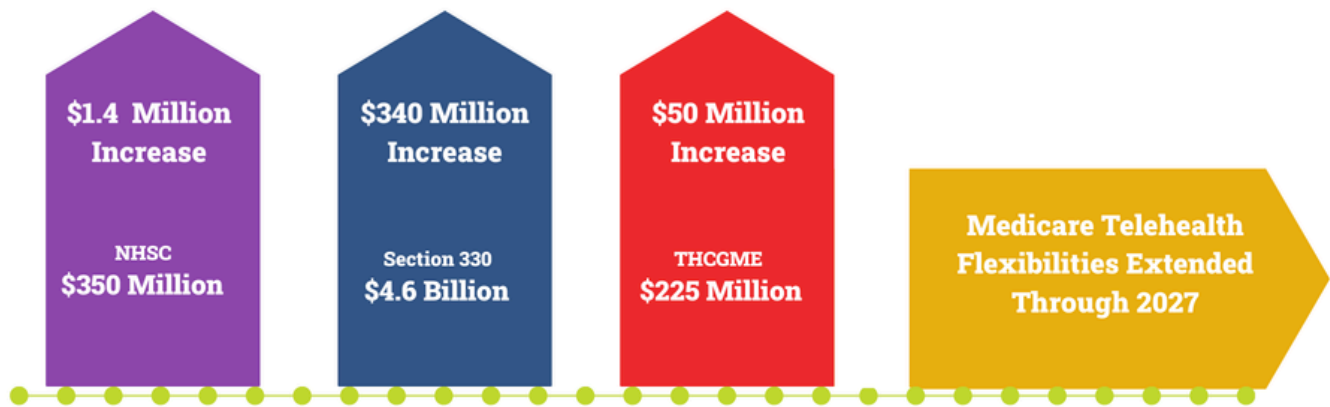
Federal activity shaped much of the year, including the longest government shutdown in U.S. history.

HR1 and related actions affecting Medicaid, 340B, and health center funding required sustained response, with patient access central.

As 340B restrictions advanced and CMS introduced a rebate pilot, member input informed formal comments and operational analysis.

A weekly Executive Policy Briefing was established to provide updates on federal changes and clarify often conflicting guidance. What began as an interim measure is now a standing forum.

Engagement with Arizona’s congressional delegation ensured policymakers understood the realities facing health centers as these decisions unfolded.



Federal Funding Outcomes

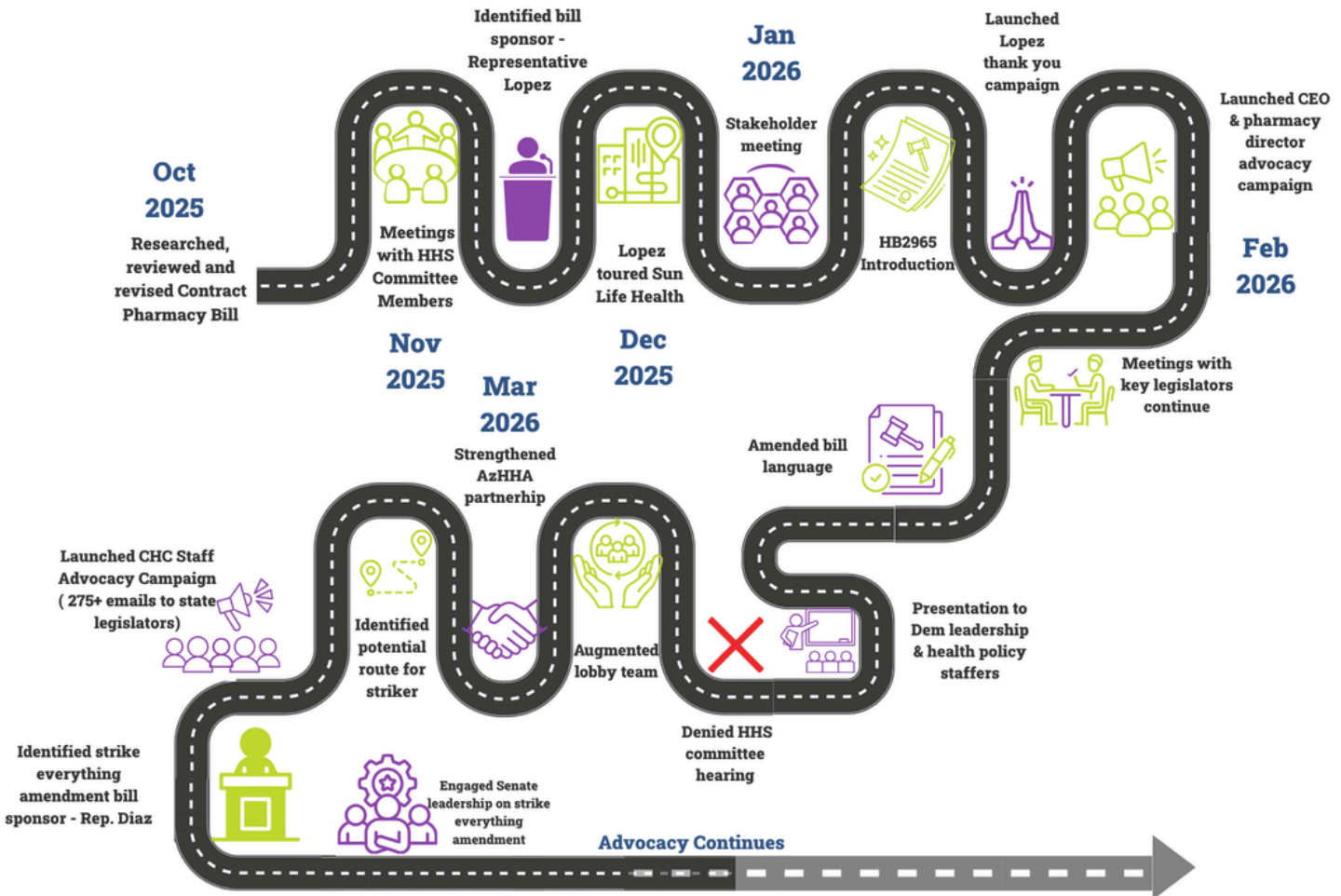
External Affairs

State Policy and Legislative Strategy

State work operated on two tracks: legislative strategy and ongoing policy and operational engagement with state agencies.

At the Arizona Legislature, we led an aggressive strategy on the 340B contract pharmacy bill, countering well-funded opposition through direct engagement, education, and coordinated grassroots activity.

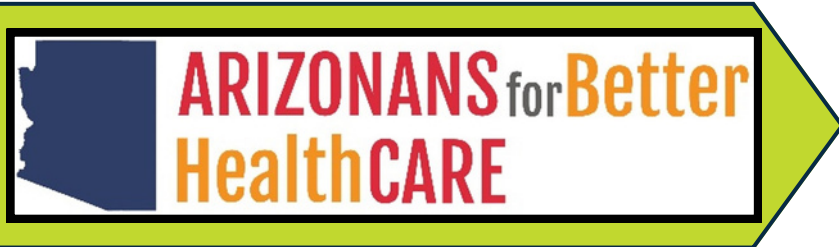
At the same time, state policy work continued across multiple fronts, including implementation of federal changes and ongoing work with state agencies on payment, policy alignment, and operational issues that directly affect how health centers function.



External Affairs

Arizonans for Better Healthcare

In 2025, we formed Arizonans for Better Healthcare (AzBH), a formal 501(c)(4) partnership with sector-aligned organizations.



On HB1, the coalition carried out a coordinated strategy to defeat the bill, including polling, outreach, amendment tracking, and partner activation across the state.

The coalition also gathered data through surveys and interviews that informed Arizona's application for the Rural Health Transformation Fund.

AzBH has become a durable coalition. Partners now work together on complex policy issues and are consulted collectively on matters affecting healthcare delivery in Arizona.

Advocacy and Civic Health

AACHC worked with ADHS and AHCCCS to address enrollment and operational challenges affecting Community Health Centers.

In 2025, AACHC joined the Advocacy Center of Excellence program through the National Association of Community Health Centers.

Civic Health expanded through video modules and grassroots engagement, creating clearer pathways for local action.

Alongside partner organizations, AACHC participated in Capitol Care Day, engaging legislators on the importance of stable healthcare infrastructure.



Looking Ahead

Advocacy, coalition-building, and communications work expanded the foundation needed to respond to what comes next.

2026 will be shaped in part by the November elections. Party control at the federal and state level will determine whether current policy direction continues or shifts.

Federal activity will remain focused on Medicaid, 340B, and health center funding, with continued pressure at the state level as implementation unfolds.

AACHC will continue to provide clear analysis, coordinated strategy, and direct engagement.

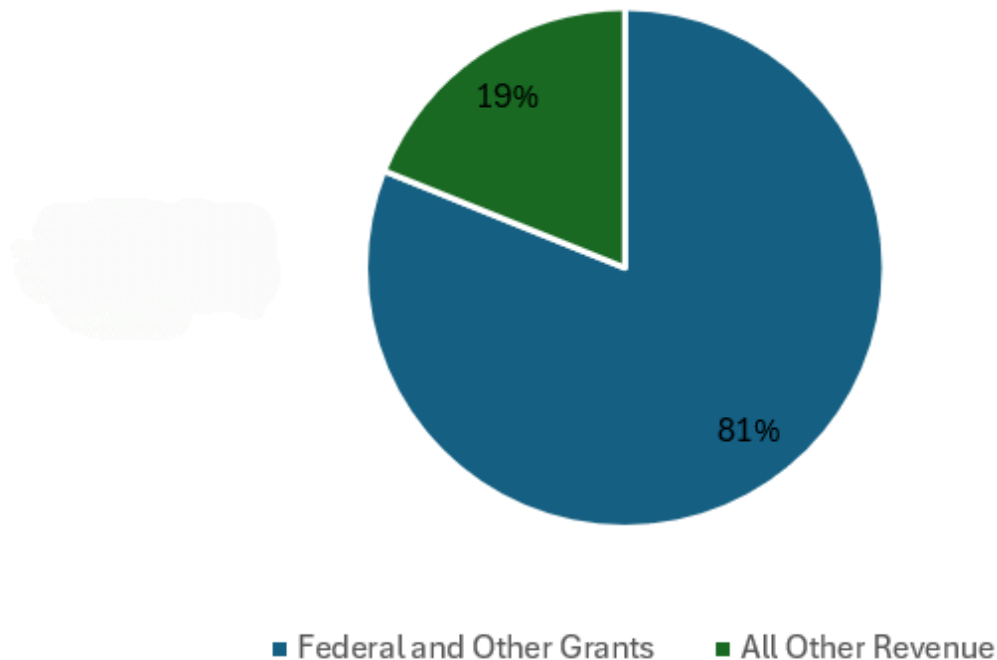
Finance

Revenue		% of Funding
Federal and Other Grants	\$ 5,205,977	24%
Federal and Other Grants - Pass-through Subrecipients	12,837,677	58%
Other Grants - Public Support	223,385	1%
Contract Revenue	1,553,167	7%
Administrative Services Revenue	1,554,415	7%
Member Dues and Assessments	316,841	1%
Registrations, Sponsorships	441,140	2%
Investment Income	17,081	0%
Total Revenue	\$ 22,149,684	

Expenses		% of Expenses
Program Expenses	\$ 17,924,113	83%
Management and Administrative Services Expenses	1,502,280	7%
General and Administrative Expenses	2,065,528	10%
Total Expenses	\$ 21,491,921	

Net Assets \$ 657,763

Funding Sources



Proven Under Pressure

A Message from Our President and CEO

Over the past year, AACHC and health centers operated in an environment shaped by ambiguity, evolving guidance, and incomplete information. The question was whether the system could continue to function when clarity was limited. When conditions become uncertain, design is revealed.

Throughout the year, AACHC served as a stabilizing force for Arizona's Community Health Centers. We monitored conditions, interpreted policy and funding signals, and advocated where clarity was needed. When guidance was incomplete or conflicting, health centers were not left to navigate it alone. At times, we acknowledged that answers were not yet available and communicated that directly.

What held was not a single program. It was a way of working. Information was gathered, implications assessed, guidance shared, and decisions made with discipline. This pattern repeated across teams and challenges.

This year sharpened the organization. Priorities became clearer, resources more focused, and roles more defined, resulting in a more coordinated and prepared organization.

Preparation and judgment kept the system functioning.

Throughout the year, the AACHC team responded to each challenge, adapting quickly while remaining focused on advancing the work of Community Health Centers.

AACHC exists to ensure health centers can continue serving their communities, even when conditions are uncertain. That role is often quiet and most visible when it is most needed.

This report reflects a year in which uncertainty was constant and clarity had to be built over time. It shows how preparation, judgment, and follow-through kept the system functioning when answers were not immediate.

That is how value is proven. Daily.

Respectfully,

Jessica Yanow, MPH
President and CEO



2025 Board of Directors: Officers

Wendy Armendariz, MBA

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CEO, (NOAH)
Neighborhood Outreach Access to Health

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Vice Chair
President and CEO, Terros Health

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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 Health

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CEO, Creek Valley Health Clinic

Blaine Bandi, MLS, MHSA

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Michelle Barker, DHSc

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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 Centers, Inc.

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

CEO, Mariposa Community Health Center

Joette Walters, RN

CEO, Tuba City Regional Health Care Corp



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Primary Healthcare for All