



CHIRICAHUA

COMMUNITY HEALTH CENTERS, INC.

HEALTH FOR ALL



2024

ANNUAL REPORT

Access

OUR MISSION AND VISION



Chiricahua Community Health Centers' (Chiricahua) mission statement is:

Caring for patients; building healthy communities

Our daily work is driven by our vision of:

Health for All

Since 1996 Chiricahua has offered comprehensive, high-quality primary care for individuals of all ages in Cochise County, Arizona regardless of demographics or the ability to pay.

TABLE OF CONTENTS

01. Letter from the Board President & CEO

02. About Us

03. Map, Services & Locations

05. Overview

07. Chiricahua by the Numbers

10. Chiricahua Cares Fund - Furthers Access to Care

12. Access

14. Spreading the Word to Improve Access

15. Recognition of Our Access Work

17. Financial Statement

19. Donors & Partners

LETTER FROM THE BOARD PRESIDENT & CEO



Dear Friends and Colleagues:

Nothing makes us happier than to report that once again we cared for more patients than ever before. Over 35,000 in 2024 alone! What an incredible way to celebrate 28 years of improving access to high-quality healthcare in Cochise County.

It is hard to imagine that Chiricahua began with a small clinic in the census-designated community of Elfrida in 1996. We have come so far! We now have health centers and pharmacies in Benson, Bisbee, Douglas, and Sierra Vista. A new health center in Willcox will open for services in 2025. And our mobile clinics still fill the gaps for communities too far from our health centers.

We are also pleased to report that we reached more patients and provided more visits not only overall but in each of our service lines: medical, dental, pharmacy, and behavioral health.

Chiricahua did not achieve these heights without the support of our patients, community, representatives, and generous benefactors. Health in Cochise County truly requires a collaborative effort to achieve our mission of **Caring for patients; building healthy communities.**

Thank you for your ongoing support of Chiricahua!

Britt Hanson, Esq
Board President

Jonathan Melk, MD
Chief Executive Officer

ABOUT US

Chiricahua

Board of Directors

Britt Hanson, Esq
President

Carrie Gustavson
Vice President

Karl Griffor
Secretary

Alvaro Montoya
Treasurer

George Cullinan
Member at Large

Alma Vidosola
Member at Large

Ana Gonzales

Anonymous

Manuel Bejarano

Caleb Blaschke

Michael Jusino

Larry Saunders

Demetry Simonton

Chiricahua Officers

Jonathan Melk, MD, FAAP
Chief Executive Officer

Jessica King, MBA
Chief Operations Officer

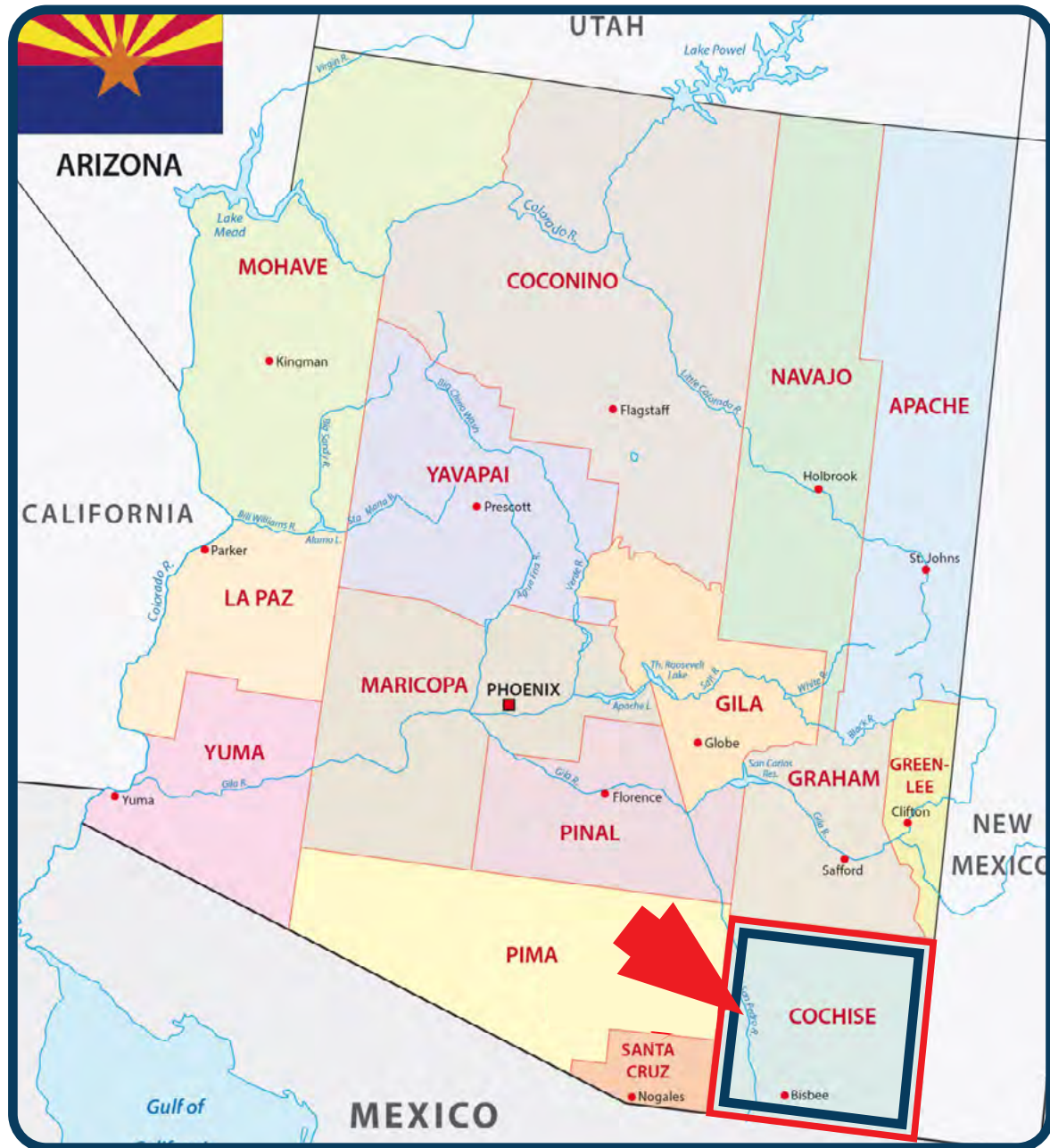
Darlene Melk, MD, FAAP, CPE
Chief Medical Officer

Randal Christensen, MD, MPH, FAAP
Chief Clinical Information Officer

Dennis Walto, MA
Chief External Affairs Officer &
Executive Director, Chiricahua Health
Foundation



MAP



OUR SERVICES

Breastfeeding Support
Care Management
Clinical Pharmacy
Counseling
Dentistry
Eligibility Assistance
Family and Adult Medicine
Laboratory Services
Mobile Health Care
Nutrition Counseling
Outreach

Pediatrics
Pharmacy
Pharmacy Home Delivery
Psychiatry
Radiology
Reproductive Health
School-Based Health
Substance Use Treatment
Telehealth
Transportation
Vaccines
Visiting Specialists
WIC

OUR LOCATIONS

Benson Family Health Center & Pharmacy

335 S. Ocotillo Avenue, Benson

Bisbee Family Health Center

108 Arizona Street, Bisbee

Bisbee Pharmacy

307 Arizona Street, Bisbee

Cliff Whetten Clinic

10566 North Highway 191, Elfrida

Douglas Acute Care & Pharmacy

1111 F Avenue, Douglas

Early Childhood Center of Excellence

1151 16th Street, Douglas

Ginger Ryan Clinic

1100 F Avenue, Douglas

Pediatric Center of Excellence

815 15th Street, Douglas

Sierra Vista Behavioral Health Center

77 Calle Portal, Sierra Vista

Sierra Vista Family Dental Center

115 Calle Portal, Sierra Vista

Sierra Vista Family Health Center & Pharmacy

155 Calle Portal, Sierra Vista

Willcox Family Health Center

251 West Rex Allen Drive, Willcox



OVERVIEW

The US Department of Health and Human Services' Healthy People 2030 is a set of objectives to improve the health and well-being of individuals in our country. There are five objectives for social determinants of health:

- Economic Stability
- Education Access and Quality
- **Health Care Access and Quality**
- Neighborhoods and Built Environment
- Social and Community Context



Chiricahua was established to focus on issues of health care access and quality. This year's report will detail our recent efforts to improve access as well as highlight the **Chiricahua Cares Fund** and the work we do to improve community resilience and support our community across all social determinants.

Chiricahua began as a small clinic in the rural farming area of Elfrida but rapidly responded to the greater needs of the community with additional health centers in Benson, Bisbee, Douglas, and Sierra Vista. Services expanded to include dental care, behavioral health, outreach, mobile clinics, and pharmacy.



Chiricahua was established to focus on issues of health care access and quality, and our work extends across all social determinants to improve community resilience.

When individuals don't have access to health care their quality of life and life expectancy are at risk. What keeps someone from getting health care?

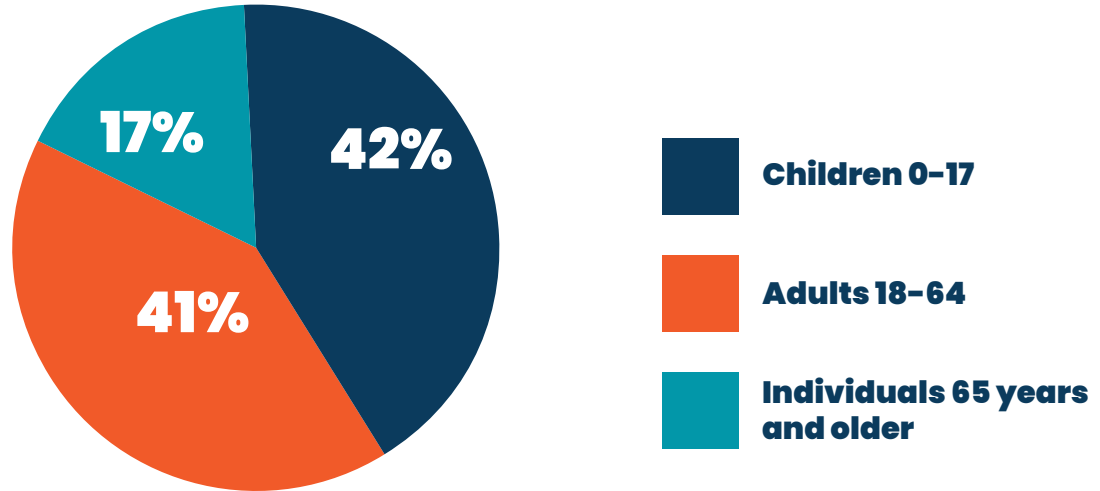
- **Lack of health insurance** is a major factor. On the following pages you will note that 24% of the patients cared for by Chiricahua had no insurance. Our eligibility counselors find benefits or enroll patients in our sliding fee discount program whenever possible.
- **Staffing shortages** are a struggle across Cochise County and throughout rural America. Being located on the US/Mexico border adds to our staffing challenges. To address these challenges, Chiricahua offers the opportunity to make an impact in the lives of others, recruitment bonuses, retention incentives, student training, and strong benefits to maintain our workforce.
- **Stigma and bias** persist among the medical community. Chiricahua hires staff from the community whenever possible, provides sensitivity training, and engages community health workers to bridge cultural gaps.
- **Transportation** and work-related concerns are often a barrier for patients to visit our clinics. That is why we take mobile clinics to agricultural fields, dairies, and schools to offer care. We open our doors early and stay late, have weekend hours, deliver prescriptions and we provide transportation as well.
- **Language** can be a barrier to care. At Chiricahua many staff speak Spanish. We also have trained interpreters, and a phone line that has access to over 300 languages and dialects.

Our proudest indicator of health care access is that each year we see more patients than ever before. In 2024, Chiricahua provided care to nearly one-in-every-three individuals in Cochise County.



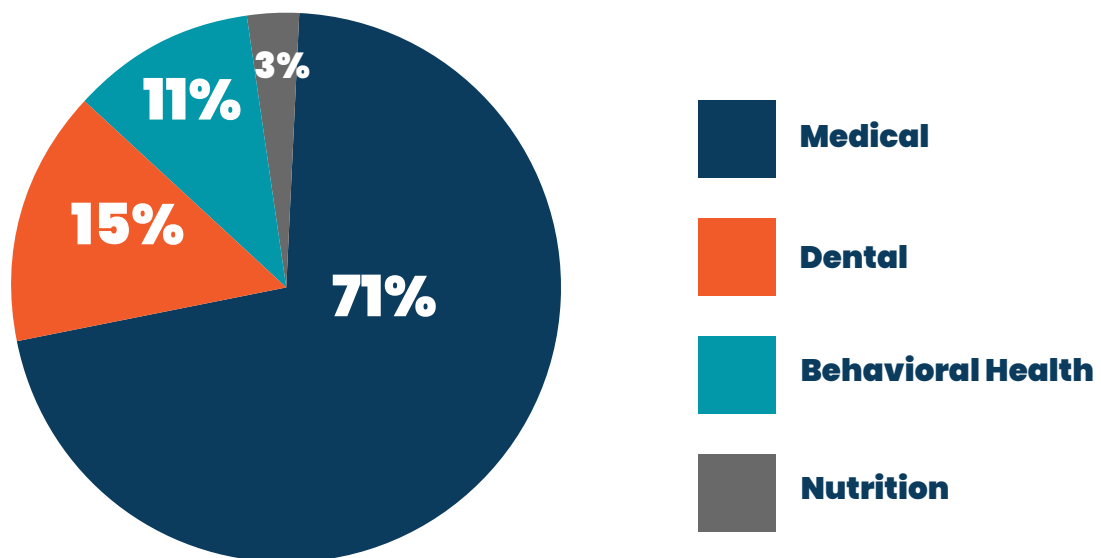
CHIRICAHUA BY THE NUMBERS

Total Patients



Chiricahua is unusual amongst community health centers for having such a large pediatric population. Nationally pediatrics accounts for 29% of health center patients compared to 42% at Chiricahua.

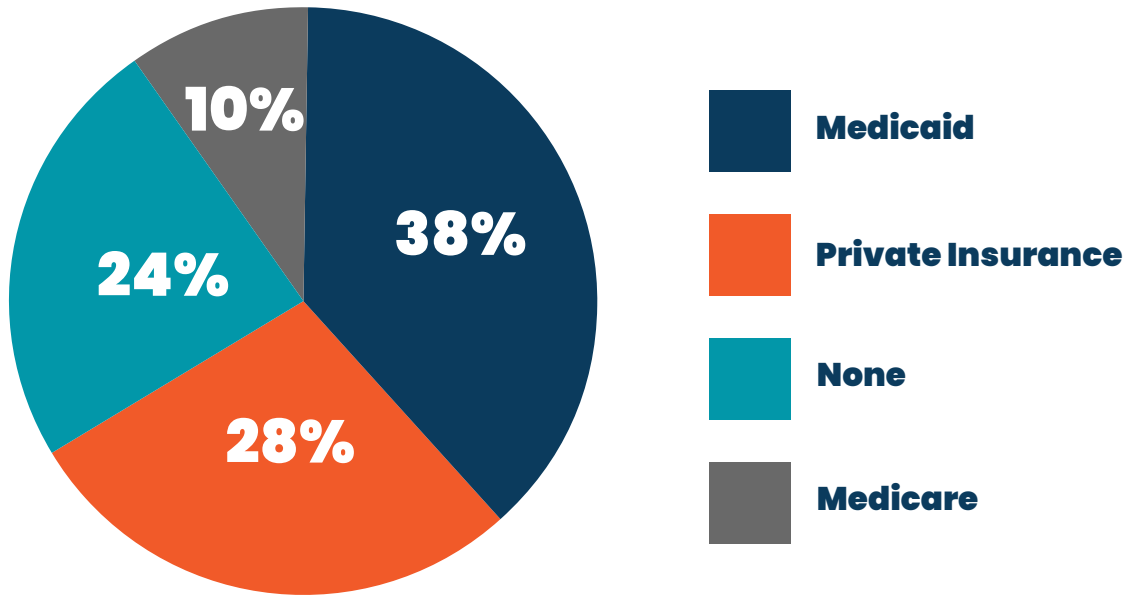
Visits by Specialty



7

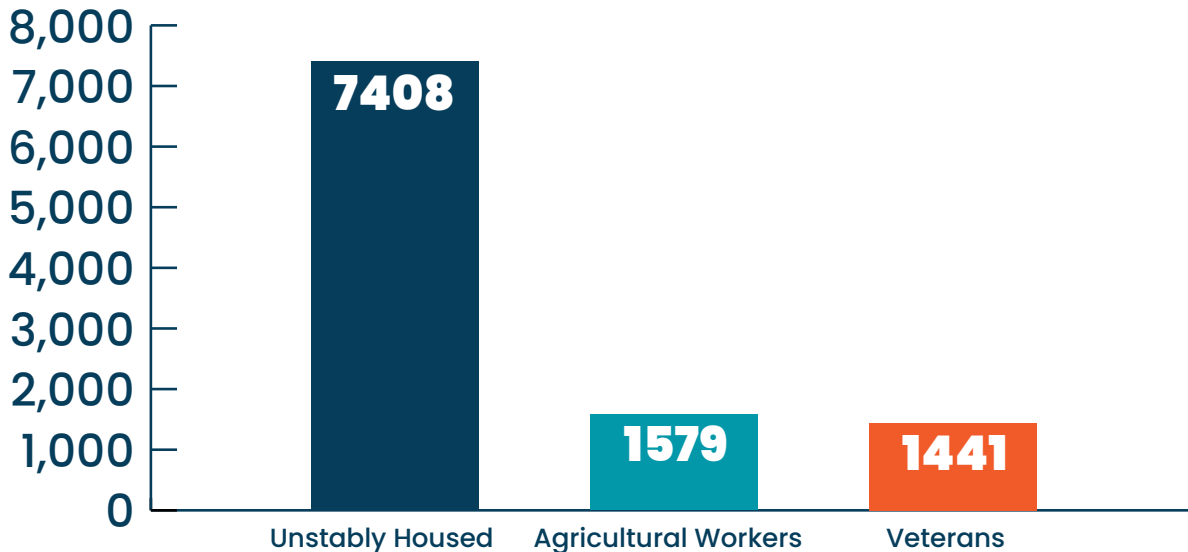
Medical services remain the foundation of Chiricahua's care even as additional services have been added.

Insurance Program



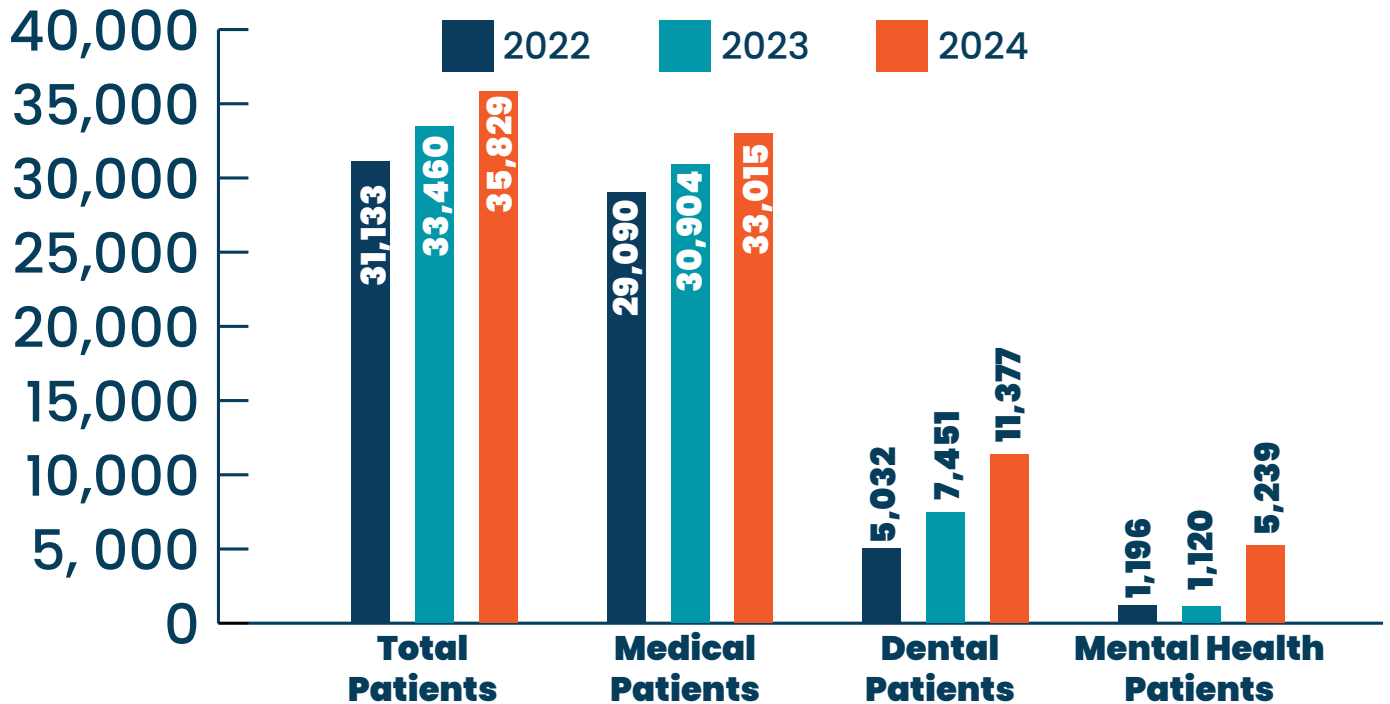
Chiricahua's uninsured population (24%) is greater than averages for both Arizona community health centers (15%) and all health centers in the US (18%). In 2024, Chiricahua cared for 8,582 individuals without insurance.

Special Populations



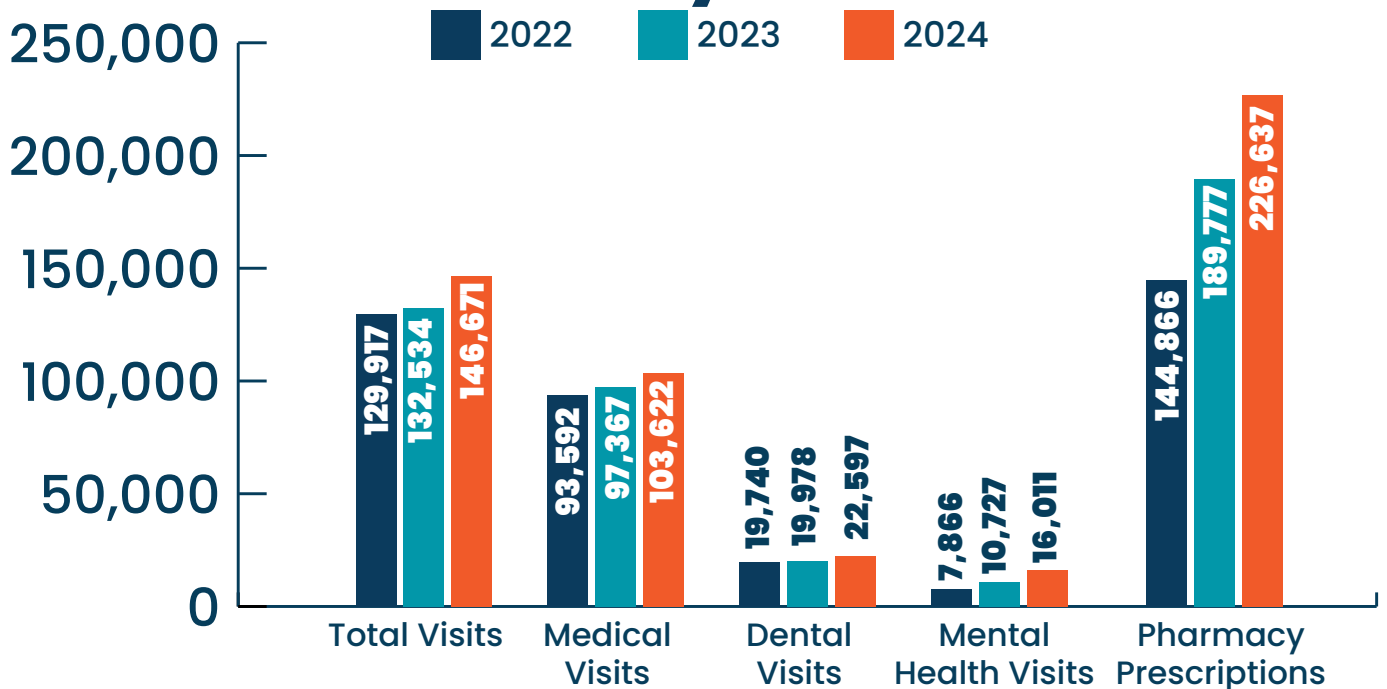
Chiricahua's care for these special populations increased significantly between 2023 and 2024. In 2024, 40% more agricultural workers, 34% more unstably housed individuals, and 12% more veterans received care.

Patient Growth



Chiricahua has achieved strong growth through all service lines. Recruiting and retaining high-quality healthcare providers is a struggle for rural communities and is reflected in the lower numbers of dental and behavioral health patients.

Activity Growth



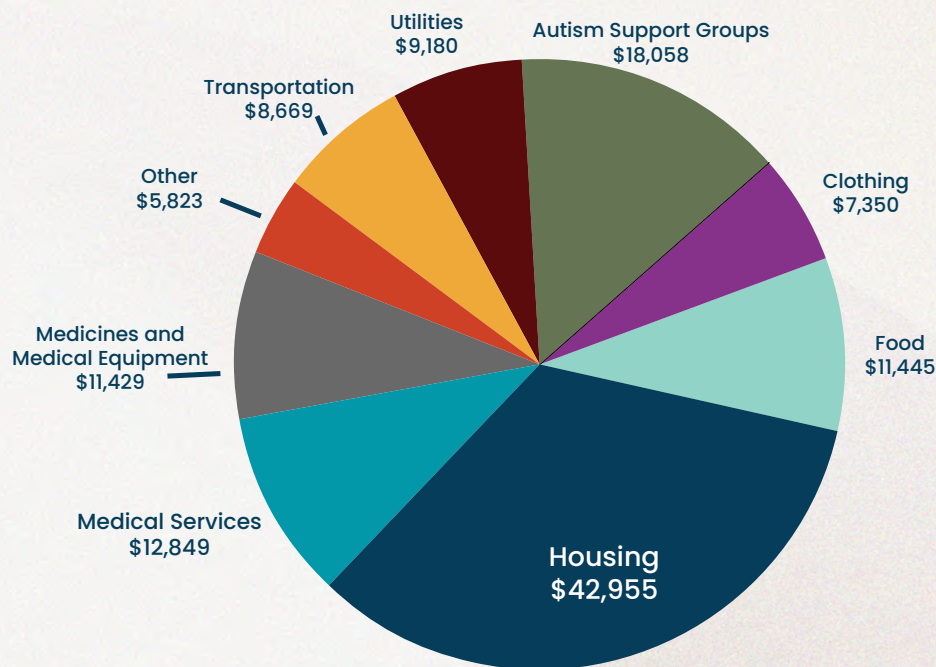
In 2024, all service lines increased in total visits. Chiricahua's pharmacies have increased production by over 56% in two years and expanded services to include home delivery and assistance with insurance authorization.

CHIRICAHUA CARES FUND

Furtherers Access to Care

Unfortunately, merely providing excellent healthcare is insufficient. Health-related social needs, also called social determinants of health, such as food, housing, transportation, and utilities have an immense impact on an individual's physical, mental health and well-being. To address these "whole person" needs we created the Chiricahua Cares Fund, a dedicated patient resource for individuals and families that have unmet social needs. Chiricahua Cares is the safety net program that supports our mission of **"Caring for Patients, Building Healthy Communities"**. In 2023, the fund assisted individuals and families 945 times with support totaling \$127,758, and in 2024, more than \$140,000 in support was provided to 1,070 patients.

Chiricahua Cares Fund January 1, 2023 – December 31, 2023

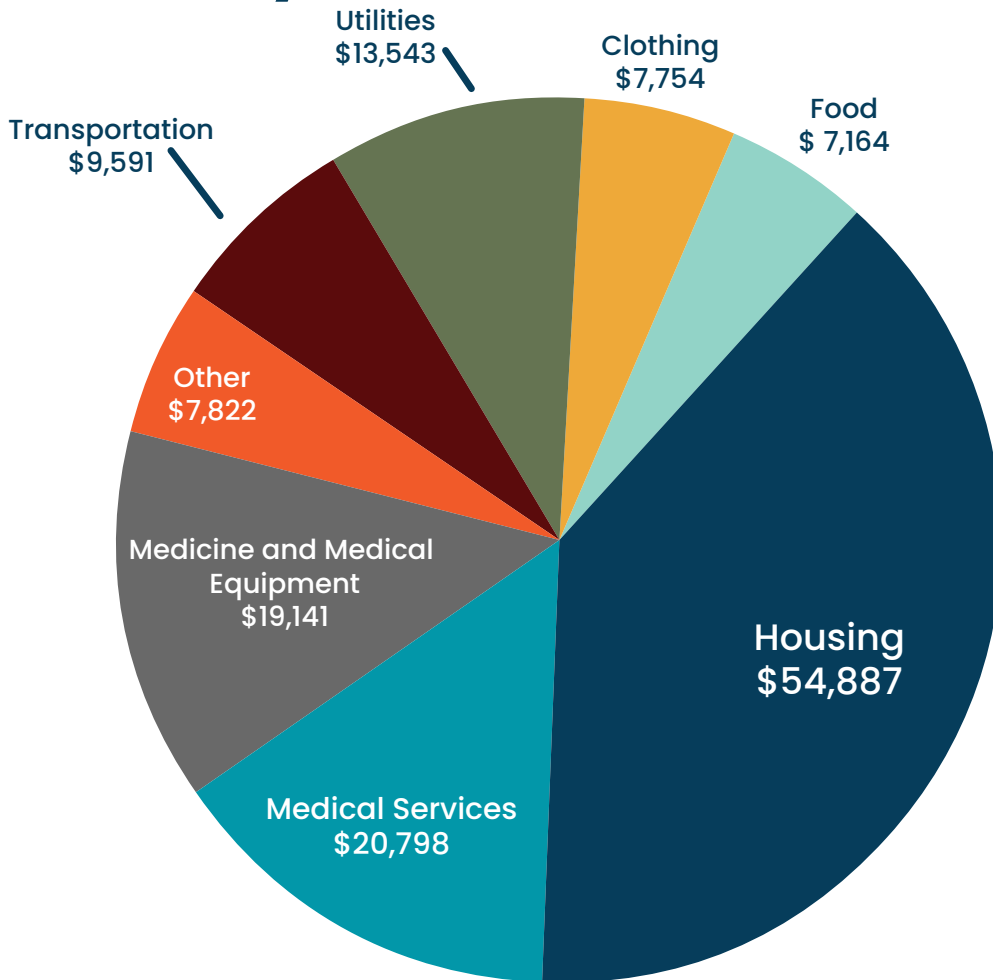


Preserving Dignity, Protecting Dreams

A full-time mother and her five children were evicted shortly after her husband abandoned them. The family went to stay in a local women's shelter. Thankfully, a neighbor with help from a local church, retrieved their belongings from their former front yard and placed them in a storage unit. While the family awaits placement in permanent housing, Chiricahua Cares is paying to keep their belongings safe and ready for their next home.

Chiricahua Cares recognizes that stable housing, including furnishings, are crucial to ensure young children can thrive and reach their full potential

Chiricahua Cares Fund January 1, 2024 – December 31, 2024



Since 2021, Chiricahua Cares has supported more than **2,500** patients and provided **\$323,742** for health-related social needs.

Light, Warmth, and Hope

One of Chiricahua's patients, who is currently unemployed, needed to replace the tank that stored propane to heat her home. She was seriously behind in paying her electric bill. Despite making small payments whenever possible she was told the utility company had scheduled a disconnection date. She worked with a Chiricahua staff member and together they decided she could afford the new propane tank and Chiricahua Cares would pay her electric balance thus avoiding reconnection charges.

Heat and electricity are crucial for health and well-being in the wintertime. We are proud that Chiricahua Cares was ready to assist.



ACCESS



Willcox Family Health Center

Chiricahua completed construction of the Willcox Family Health Center at the end of December. The project was funded by grants from the Department of Health and Human Services, Del E Webb and JW Kieckhefer Foundations, as well as an investment from the Sierra Vista Industrial Development Authority and other donors.

Chiricahua began serving the agricultural community in Willcox in 2000, added mobile medical clinic care in 2001, and mobile dental care in 2006. But the need for services was still great. Our new health center is the first of our expansion plans for Willcox to ensure the community has access to care.



Agricultural Workers Day

As part of Chiricahua's National Health Center Week celebration, we dedicated one day to agricultural workers. We regularly visit area farms for health screenings and primary care but this time there was a festive lunch.





Rededicating the Cliff Whetten Clinic

The Cliff Whetten Clinic opened 25 years ago to improve access to care for the greater Elfrida community. In August, as we celebrated this momentous occasion, we were joined by Chiricahua’s founder Jennifer “Ginger” Ryan; representatives from Governor Hobbs’ and Congressman Ciscomani’s offices; Sky Island Regional Partnership CEO Melany Barton-Edwards; former State Senator Manny Alvarez, a founding Chiricahua board member; former State Representative Jennifer Burns; and Cliff Whetten’s son Bruce Whetten.



Douglas Acute Care

The Douglas Acute Care clinic opened August 1 to provide immediate, same-day care for new illnesses and minor injuries thus avoiding long waits in the emergency department, expensive bills, and time away from work and school.

Chiricahua Health Foundation

The Chiricahua Health Foundation was launched in 2024, a public charity designed to support Chiricahua’s vision of Health for All and eliminate health disparities in the borderlands. The Foundation will raise funds to respond to Chiricahua’s greatest needs as well as to establish an endowment to protect Chiricahua’s work in the future.



13 Established in 1996 Chiricahua began as a small clinic in an unincorporated community and now is the largest primary care organization in southeastern Arizona.

SPREADING THE WORD TO IMPROVE ACCESS

Autism Awareness Walk

Chiricahua hosted the second annual Autism Awareness Walk in Douglas. This event promotes understanding and acceptance of those with autism and their families. Plans for expansion to Benson and Sierra Vista are in motion.



Increasing Arizona Awareness and Support

Chiricahua knows that not only our patients, but regional and state leaders need to understand the work we do. In 2024, Chiricahua hosted more than 15 delegations including leadership from AHCCCS (the State of Arizona Medicaid system), Banner Health, and the Arizona Community Foundation. We also hosted national, state-wide, and local elected officials, as well as healthcare leadership from Arizona and Australia! In addition to playing host, Chiricahua made sure that we brought the message and magic of our programs to state, national, and even international gatherings. Chiricahua leadership spoke at the Arizona State of Reform Health Policy Conference, and other staff were featured at the National Immunization Conference, the Southwestern Primary Care Research and Innovation Summit, and numerous other forums.



By working with the University of Arizona, the Arizona Alliance for Community Health Centers, and other healthcare networks, Chiricahua amplifies efforts to improve statewide healthcare access. **14**

Domestic Violence Candlelight Vigils



Together with partners, Chiricahua hosted the 29th Annual Candlelight Vigil in Douglas and the first annual vigil in Sierra Vista to honor domestic violence survivors and remember those who lost their lives. We

hope that these efforts, held during Domestic Violence Awareness Month, increase awareness of services offered by Chiricahua and our partners, and ultimately break the cycle of violence.

ACCESS WORK RECOGNITION

Big Shot Award

Chiricahua received the 2024 Big Shot Award from The Arizona Partnership for Immunization in recognition of our efforts to increase access to immunizations by offering them during dental visits. This innovative model has now provided over 2,500 vaccines.



Clinton Global Initiative

Chiricahua was featured at and participated in events surrounding the 79th United Nations General Assembly, including the Clinton Global Initiative annual meeting, the Concordia Summit, and the Devex UNGA'79 in New York City. We were honored to be recognized by the Clinton Global Initiative for our work in expanding access to medication-assisted treatment for opioid dependence.





Sabin Vaccine Institute

Chiricahua, a member of the Sabin Vaccine Institute's Global HPV Consortium, presented our work in improving HPV (human papilloma virus) vaccination rates to a global audience in January. Our key to increasing Chiricahua's HPV vaccination rates by 20% in a single year was to have vaccine availability at dental appointments. Integrating vaccine access at dental clinics underscores that the HPV vaccine prevents cervical cancer and cancer of the mouth and throat.

Telly Award

One of the highlights from our 2024 Chiricahua Giving Gala, was the announcement that Chiricahua, in partnership with Cox Media, received a Telly Award for our commercial entitled, "**The Best Reason**", that encourages access to vaccines. Telly awards signify excellence in video and television internationally.



FINANCIAL STATEMENT

	2023/2024	2022/2023	2021/2022
Revenue			
Patient Revenue (Includes Medicaid, Medicare, Private Insurance, and Self-Pay)	51,980,911	41,481,321	37,952,258
Grant Revenue	9,523,472	9,548,245	12,466,321
Other (grant, contribution, assets)	369,578	1,629,472	1,918,312
Contributions	2,024,513	1,584,621	1,494,868
Other Revenue	1,684,419	1,600,422	
Total Revenue and Public Support	\$65,582,893	\$55,844,081	\$53,831,759
Expenses			
Direct Patient Services		46,608,593	34,478,021
General and Administration		10,817,638	7,562,478
Salaries, Wages, Benefits	44,446,138		
Purchased Service, Professional Fees	5,653,968		
Supplies and Other	15,436,044		
Rent	2,577,403		
Depreciation	1,390,023	2,120,670	1,365,405
Interest	299,441	251,383	166,421
In-Kind Expense		1,544,621	1,494,868
Total Expenses	\$69,803,017	\$59,789,284	\$45,067,193
Total Increase in Net Assets			
Excess of Revenue and Over Expenses	(3,329,744)	(3,954,203)	8,764,566
Total Increase in Net Assets	(3,465,769)	(3,735,251)	8,553,171
Total Uncompensated Charity Care		659,449	544,522
Total Ending Net Assets	\$17,083,306	\$20,549,075	\$24,284,326



“We believe that living a rural life should not mean living a shorter life.”



Chiricahua Community Health Centers Donors & Partners

\$1,000,000 AND OVER

US Department
of Health and
Human Services

\$500,000 – \$999,999

Arizona
Department of
Health Services

\$250,000 – \$499,999

Affirm
Industrial
Development
Authority of the
City of Sierra Vista

\$100,000 – \$249,999

Arizona Alliance
for Community
Health Centers
Arizona
Community
Health Workers
Association

Ronald McDonald
House Charities of
Southern Arizona
The Diane and
Bruce Halle
Foundation

\$50,000– \$99,999

Arizona Complete
Health
Direct Relief
University of
Arizona

\$25,000 – \$49,999

Blue Cross Blue
Shield of Arizona
Foundation
Patti & Bil Bruno
CBI10, LLC and
Paul Antonucci,
LTD
Community
Foundation for
Southern Arizona
El Rio Community
Health Center
Geneal A.
McMoran Fund
held at the
Community
Foundation for
Southern Arizona

\$10,000 – \$24,999

Arizona
Community
Foundation of
Cochise

Banner University
Health Plans

Bozena and
Josef Zelenda
Charitable
Foundation

Carrie Gustavson
Cox

Fiesta Sports
Foundation

Freeport–
McMoRan
Foundation

JW Kieckhefer
Foundation

Legacy
Foundation of
Southeast Arizona

Vast Real Estate
Solutions

\$5,000 – \$9,999

Adobe Care &
Wellness

Bank of America
Charitable
Foundation

Children’s Health
Fund

Lovitt & Touché,
a Marsh &
McLennan Agency

\$800 – \$4,999

AAS Holdings, LLC
APS

Benson Hospital
Victoria & Jeffrey
Brand

Canyon Vista
Medical Center

Copper Queen
Community
Hospital

Covered Meds,
LLC

Holly Dempsey
Elizabeth Fabry
Mark Farr

Keesa Flake
Fester &
Chapman, PC

Forvis Mazars
Henry Schein

Herald Review
Media

Intellichart, LLC
Medicus IT

Jonathan &
Darlene Melk

Mutual of America
Northern Cochise
Community
Hospital, Inc.

Martin O’Malley

Janna Sidley
Mike Sidley
Janelle Simpson
Sonora Quest
Laboratories
Susan Spalding &
Michael Heinlen
Kathryn Calvin
Walters
Dennis &
Donnette Hill
Walto
Washington
Federal
Foundation
Jessica Yanow

\$25 – \$799

Ashlie Allen
American Online
Giving Foundation
Michael Arzate
Geoff Aymar
Steven Barr
Juliette Beaumont
Alex Binford-
Walsh
Lisa Bohmer
Bonita Bean
Company
Noel Boxer
Greg Burns
Jennifer J Burns
Paulina Burriel

Ken & Barbara
Buxton
Kevin Callison
Anne Carl
Randal
Christensen
Marie T Conti
Delta Dental
of Arizona
Foundation
Gabriel & Elsa
DeWitt
Mario Dimas
Melany Edwards-
Barton
Zachary Ettridge
Carmen Faucon
Marisella Felix
Rob Fischrup
Jamie Fitzpatrick
Josef Forner
Susan Forner
Sam Gesten
Deb Gittler
Gadsden Hotel
Daniel Green
Joan Hansen
Britt Hanson
TJ Harris
Mike & Michelle
Heil
Don Herrington
Fiona Hodgson
Sally Holcomb
Jeffrey Holzberg

Pina Jabbari
Kate Jensen
Nancy Johnson
Karen Justice
Linda Kaplan
Maria & George
Kennah
Peter Kimbis
Chris & Jessica
King
Julie Kirk
David Kyle
Natasha Kyles
Diana Lamar
Lilia Lara
Pamela Lippe
Sergio Luis Lopez
Najayyah Many
Horses
Eduardo Marrero
Velis
Scott Matlick
Shanna Mays
Mike McGinnis
Kathleen Metzger
Randy Miller
Rebecca Milner
Mustang Mall
Lisa Nieri
Christine O'Hara
Nathalie O'Shea
Ohio Shared
Information
Services
Pamela Oliphant

Elda Orduno
Juanita Paet
Desilva
Laura Quinn
Donald & Eloisa
Reay
Colleen J Riley
Chris Roll
Domenice
Rolland
Lawrence
Saunders
Robin Schepper
Debby Snider
Charles
Christopher
Stemple
Ericca Suarez
Erica Tavares
Stephen Tomlin
Tien Tran
Brittney Trang
Alma Vildosola
Josef Wagner
Domenica Walto
Jody
Weatherstone
Marcelina Werne
Gary Wertheimer
Denovar Yapp
Andrew Young
Miriam Zoll



CHIRICAHUA

COMMUNITY HEALTH CENTERS, INC.

HEALTH FOR ALL

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