



Impact♥Report

2023

MHCHealthcare.org

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Covering
approximately
670 square
miles, providing
healthcare and
behavioral
health services
to nearly 60,000
people.



Letter From Our CEO

JOSH CARZOLI, PHARMD, MBA

It is an honor and privilege to serve in the role of Chief Executive Officer (CEO) for MHC Healthcare. MHC has a tremendous legacy and history of leadership and service in the community health center movement, pioneering and creating innovation in multiple areas of integrated care. I began my career in the community health center movement as a student volunteer, with opportunities to grow in service and leadership throughout the last 20 years and am excited and humbled to be able to serve at MHC. I have been so impressed by the dedication, vision, and mission approach of our team, as well as the strong foundation and tradition that has been built at MHC by the previous leadership teams. We will be building on that incredible history to further opportunities to continue to lead in the space of integrated community health. As the most tenured health center in Arizona, the vision and legacy of our founders remains alive and well today. We are privileged to be a part of the community health center movement that serves over 31 million lives on an annual basis, many of whom are uninsured or under insured. It is a privilege to serve in Pima County, covering approximately 670 square miles, **providing healthcare and behavioral health services to nearly 60,000 people.**

We are incredibly excited about the opportunities that are before us, including our Family Medicine Medical Residency that began this July. We are thrilled about our partnership with the Ronald McDonald House and the introduction of our new mobile dental care for children across Pima County. MHC received their recognition for Patient Centered Medical Home again this year and is one of the few organizations to receive special recognition for our work in behavioral health.

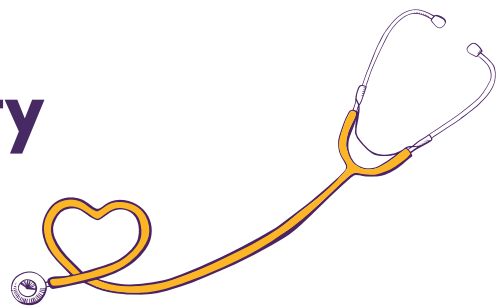
The work continues at our newest location, which will be at Ina and Shannon, as our 17th health center site. The site will ultimately house our medical residency program and will offer the full spectrum of health care services including dental, behavioral health, pharmacy, and radiology. We expanded the health center at our Wilmot location to increase access to

dental care and behavioral health services, especially for children. We are continuing to further explore and expand opportunities as a teaching health center to equip clinicians of the future.

I am encouraged and energized by the work of our teams and what they are doing to transform healthcare. This has been powerful to see and experience, and has helped the leadership team begin to formulate a renewed strategy on staff retention and growth within the organization. Our leadership team firmly believes that those who are closest to the work must be empowered to make decisions to further the patient and staff experience. Encouraging our staff to lead will increase innovation among our teams, further stabilize the organization, lead to greater growth for our teams and increase our opportunity for financial vitality and growth.

Josh Carzoli, PharmD, MBA.
CHIEF EXECUTIVE OFFICER

Positively Impacting the Health of Our Community



SERVICES	# PATIENTS SERVED
Women’s Health	4,503
Internal Medicine	7,655
Family Practice	13,007
Behavioral Health	10,860
Dental	7,058
Oro Valley Pediatrics	3,099
Quick Care	11,031
Telehealth	15,127
Radiology	5,603

58,362

Patients cared for in
fiscal year 2023!

MHC Healthcare provides tremendous value and impact to Pima County, including jobs and economic stimulus, savings to Medicaid and access to care for vulnerable populations.

74%

of patients are
low-income

274,010

patient visits



Grateful Patient

KACI COLTER

I was born and raised in Tucson and have been an MHC Healthcare patient since 2009. Like so many people in the hospitality industry, during the COVID pandemic I was laid off. I had no insurance and I had all of these issues going on with my health. And it’s traumatizing having no insurance! I tried to ignore the things going on with my body but it got pretty bad. Someone told me about the sliding fee scale offered at MHC, so I went in for a visit. It was amazing how quickly MHC pulled things together for me. They did not discriminate against me for my lack of insurance and coordinated all of the care I so badly needed. They got me in that very same day for a physical examination. My physician identified a thyroid disorder and another issue that needed monitoring. I am so grateful that I was able to get the healthcare I needed before my situation might have become very serious.

I have health insurance now and I continue to get all of my care at MHC – Dental, Pharmacy, Women’s Health. I get what is best for my body at MHC. I love the fact that my physician sends a prescription directly to the pharmacy and I can pick it up immediately after my appointment; it’s so convenient! I have so many friends that are frustrated with their medical care, and I tell them about my wonderful experience with MHC Healthcare. It is so nice and clean, a lovely coffee shop, and everyone is so friendly. I think some people have a misconception about a community health center. MHC has amazing technology and expert healthcare providers. I am so grateful for the care I receive and feel confident about my health journey!

“They did not discriminate against me for my lack of insurance and coordinated all of the care I so badly needed.”





RONALD McDONALD **CARE MOBILE®**

Children in Pima County will have better access to dental care thanks to a new partnership between Ronald McDonald House Charities of Southern Arizona RMHC® and MHC Healthcare. A specially designed mobile unit, the Ronald McDonald Care Mobile®, has launched to bring dental care to children in Pima County who have limited or no access to a dentist.

The Ronald McDonald Care Mobile is a core program of Ronald McDonald House Charities. There are 40 Ronald McDonald Care Mobiles operating in 10 countries and regions. This is the second in Arizona.



“

Our mission is to nurture the health and well-being of children and their families.

”

“Many people identify our organization with the Ronald McDonald House®, which is our signature program,” says Kate Jensen, RMHC President and CEO. “But our mission is much broader than the Ronald McDonald House. Our mission is to nurture the health and well-being of children and their families.”

The 45-foot Ronald McDonald Care Mobile will travel throughout Pima County offering dental care to children and teenagers. MHC Healthcare dentists will provide dental check-up exams, x-rays, fluoride treatments, sealants, fillings, extractions, and cleaning. All commercial and AHCCCS plans are accepted; MHC Healthcare has a sliding fee schedule and no patient is turned away for lack of ability to pay.

“Too many children start school with a chronic dental disease (tooth decay) that is largely preventable”, says Dr. Vijay Patel, DDS, MHC Dental Director. Dental disease can result in speech impairment, decreased school performance, low self-esteem and impacts to overall health. We are thrilled to provide a truly state of the art experience for pediatric patients throughout Pima County. Our community partners at Ronald McDonald House Charities of Southern Arizona have been a blessing and we look forward to making a significant and sustained impact on dental health in our neighborhoods.”

“One of the keys to improving the health and well-being of our community is collaboration” says Dr. Theresa Cullen of the Pima County Health Department . She continues, “When local non-profit organizations come together to provide new resources for underserved children, the whole community benefits. Children in Pima County will have better access to dental care thanks to a new partnership between Ronald McDonald House Charities of Southern Arizona and MHC Healthcare. This new mobile dental office will help us reach our statewide goals of reducing the number of 5-year-olds with untreated tooth decay and help create a healthier future for these children.



Photos by Audria Abney



Photos by Audria Abney



MHC Healthcare has been a WIC grantee for over 45 years!

WIC SERVICES

- ♥ Nutrition Assessment and Education
- ♥ Breastfeeding Support
- ♥ Healthy Foods
- ♥ Healthcare and Social Service Referrals

IN 2023 WIC SERVED OVER 4,300 CLIENTS PER MONTH

We serve clients throughout Pima County MHC WIC Sites at:

- ♥ Marana Main Health Center
- ♥ Northwest Hospital
- ♥ Alvernon Healthy Beginnings
- ♥ MHC Primary Care Health Center
- ♥ MHC Clinica Del Alma Health Center

WIC SERVES ALMOST 8 MILLION WOMEN, INFANTS AND CHILDREN IN THE UNITED STATES AND 160,900 IN ARIZONA. WIC WORKS!

- ♥ Reduces fetal deaths and infant mortality
- ♥ Reduces low birth weight rates and increases full-term births
- ♥ Improves the growth of nutritionally at-risk children
- ♥ Pregnant women participating in WIC receive prenatal care earlier
- ♥ Children enrolled in WIC are more likely to have a regular source of medical care and have more up-to-date immunizations
- ♥ WIC helps get children ready for school: children who receive WIC benefits demonstrate improved intellectual ability

MHC Healthcare's Behavioral Health is Changing Lives

In fiscal year 2023, Behavioral Health Services provided care for over 10,000 adults and children.

We are proud to announce expanded behavioral health services for children with the opening of new offices at our Wilmot Health Center location.

In 2023 MHC Healthcare also:

- ♥ Provided Peer Support training to over 35 first responders of Tucson and surrounding areas.
- ♥ Continued MHC's first responder program and provided behavioral health services to over 100 first responders and their families, resulting in 1,400 therapy sessions.
- ♥ Recognized as a supportive community partner at the Northwest Fire Department's award event.
- ♥ Continued to expand the behavioral health telehealth team which has grown to 33 staff including Therapists, Recovery Coaches and Psychiatric Nurse Practitioners.
- ♥ Medication Assisted Treatment program has grown over the year to support those in the community who are ready to receive opioid treatment and recovery.



ALONSO FLORES Recovery Coach & Past MHC Behavioral Health Client

As a client of MHC Healthcare, I can tell you they changed the course of my life in such an amazing way. They helped me to process past trauma in my life and also to manage some serious health issues. I know that my life opened up through my time as a client, and now I am so proud to be part of the MHC team as a recovery coach helping others like myself to heal from trauma, and manage substance abuse and other mental health challenges.

Everyday I know I am changing lives and MHC is truly a Great Place to Work.



Employing Over 700 People in Pima County

Everyday at MHC Healthcare over 700 employees strive to improve the health and well-being of the communities we serve. We are committed to providing the highest quality healthcare and to educating current and future generations of healthcare professionals. Providing care to the whole community regardless of the ability to pay is at the core of our mission.

MHC Healthcare is committed to fostering a diverse and inclusive work environment where people from all backgrounds are accepted, celebrated and respected.

“Taking care of people who take care of our patients is a top priority for the People and Culture Team at MHC Healthcare. By providing affordable healthcare options, opportunities for recognition, tuition reimbursement, and opportunities for career advancement, MHC Healthcare has been recognized as a Great Place to Work for five consecutive years!

TAMERA BHATTI – CHIEF PEOPLE OFFICER



MHC HEALTHCARE LEADERSHIP TEAM

From left to right

LISA WEBSTER, MA
Executive Director of Development & Public Relations

MATTHEW REEDER, JD, MPA
Chief Compliance & Risk Officer

TAMERA BHATTI, MBA
Chief People & Culture Officer

DUSTIN HOLLOWAY, MPH
Chief Insight Officer

RICHARD RODRIGUEZ, PHD
Chief Technology Officer

JON REARDON, MSW, MBA
Chief Operations Officer

TAMIE OLSON
Chief Financial Officer

JOSH CARZOLI, MBA, PHARM D
Chief Executive Officer

JENITZA SERRANO-FELICIANO, MD
Chief Clinical Officer

Meet Amber Oliver

MHC MEDICAL ASSISTANT



I have been with MHC Healthcare for almost five years now working as a Medical Assistant. I love my job and my patients are my world. I know each and every one of them. You never know who is feeling alone or unseen, so I put my whole heart into ensuring every patient is heard and provided the best care.

I am so grateful to MHC for giving me a chance. When I had my interview I told them “I know I have a record, I know I have a past, I want to change my life – I want to do this. Let me surprise you! I can do this.” MHC gave me a chance and did not judge me by my past. And now I have another life...a new life.

MHC gave me a chance and did not judge me by my past. And now I have another life...a new life.

I was an MHC Healthcare patient as a kid and still am today. My mom was a stable presence in my life, but the rest was chaotic. My dad was lost on drugs after my baby sister passed away. And then, something horrible happened. I witnessed my grandfather die by suicide and my life forever changed. He was my best friend. I lost myself. I didn’t know how to grieve and I turned to drugs to cope. Things spiraled down fast after graduating high school and I ended up living on the streets. And I got into an abusive relationship. The violence escalated and I ended up in prison at the age of 18 for four years. Because I do well in structured environments I was able to grasp on to the groups in prison. I embarked on recovery from addiction, I walked the tracks and got healthy. I always wanted to be part of something, even when I was lost on the streets I wanted to help people and do things as a team.

I wanted to be in healthcare because of my mother, a longtime medical assistant, and the people who helped save my life when I was in the hospital. I started school and earned my national medical assistant certificate and that’s how I became an MHC staff member. I am enrolled in school online for a BA in science for counseling with a focus on chemical dependency, substance abuse and addiction. I am on the President’s list, recently made the National Honor Society, and am ready to keep improving with every step.

I was purposefully ignored for a long time, but no longer. MHC Healthcare sees me and they see all of their patients. I am proud to be part of the MHC Healthcare team and of the work we all do for our community.

Thank You to Our Partners

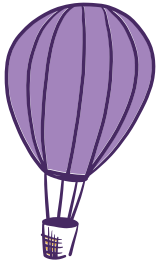
PUBLIC FUNDING PARTNERS

U.S. Department of Health and Human Services
U.S. Department of Agriculture
Pima County Health Department

COMMUNITY PARTNERS

Abbett Family Foundation
American Foundation for Suicide Prevention
American Heart Association
American Lung Association
Amphitheatre Public Schools
Arizona Alliance for Community Health Centers
Arizona Complete Health
Arizona Kidney Disease & Hypertension Center
Arizona State University
Athletico Physical Therapy
Avant Recovery
Banner Health
Basis Phoenix
Behavioral Health Coalition of Southern Arizona
Burrell College
Capella University
Center for Neurosciences
Connections Health Solutions
Delta Dental
DMC Dermatology
Easter Seals Blake Foundation
Flowing Wells Unified School District
Grand Canyon University
Greater Tucson Fire Foundation
Hyatt Clinical Education

IMPACT of Southern Arizona
Literacy Connects
Marana Chamber of Commerce
Marana Community Food Bank
Marana Unified School District
More Than a Bed
Northern Arizona University
Northwest Medical Center
Oro Valley Chamber of Commerce
Pasqui Yaqui Tribe
Pima Community College
Pima County Health Department
Pima Heart and Vascular
Reach Out and Read
Ronald McDonald House Charities
Pima Pain Institute
SARA Radiology
Tohono O’odham Nation
Town of Marana
Tucson Community Food Bank
Tucson Hispanic Chamber of Commerce
Tucson LGBT Chamber of Commerce
Tucson Medical Center
United Healthcare
University of Arizona



MHC Healthcare Workforce Development Program

The MHC Healthcare Workforce Development Program assists members who are enrolled in behavioral health to develop employment related skills. The goal is to support them as they acquire and maintain competitive employment.

18+ 18-20 are trained in the work training program annually

250 members at any given time are enrolled in employment services

36 obtained employment in the past 12 months



Letter From the Board



It has been an honor to serve as President of the MHC Healthcare Board for the past three years. As I wind down my tenure, I reflect on the life-changing work taking place every day in our Community Health Center and the people making it happen. MHC is a leading community health center helping over 40,000 people each year to access high-quality and affordable care. With 17 sites throughout Tucson, Marana and Oro Valley and over \$120M spent to impact the health and well-being of our community, we are truly transforming community healthcare!

What I've learned in my time serving the Board of Directors is that behind these remarkable numbers are the hundreds of MHC staff members that embody the commitment to excellence and compassionate care that keeps this organization functioning at such a high level. I have witnessed our staff work through challenges with grit and fortitude, and have been inspired by their passion and compassion to ensure all people receive the best care, no matter their situation, and be treated with dignity and respect. It has been an honor to work with this staff and I know first-hand that the Board of Directors is energized and focused to ensure this quality of care continues to grow.

Since the beginning of MHC Healthcare 65 years ago we have always leaned into the future. And in the past year we are embracing the new leadership of CEO Joshua Carzoli. He brings with him a refreshing and dynamic approach to leadership. And I am confident in our entire leadership team as we accelerate the pace of change with which we adapt to the dynamic healthcare system and evolving patient needs. We are passionate about community health and determined to continue to create more accessible, affordable and quality care for Pima County!

MHC Healthcare is grateful for all of the community support we receive and I can tell you that every resource is used strategically and thoughtfully. Thank you for your commitment to MHC Healthcare!

Sincerely,
STEVEN SERA

“MHC Healthcare is grateful for all of the community support we receive and I can tell you that every resource is used strategically and thoughtfully. Thank you for your commitment to MHC Healthcare!”

STEVEN SERA – FORMER BOARD PRESIDENT



Why is MHC Healthcare Integrated Care Important?

- ♥ Treating physical and mental health together is more efficient and effective
- ♥ Patients have better access to more services
- ♥ Integrated Care lowers healthcare costs
- ♥ Provides creative solutions to difficult or chronic conditions
- ♥ Patients can better manage their health conditions, with fewer visits and less time



Dr. Carl Roberts Reflects on the Impact of Integrated Care

MHC Healthcare was fortunate to have Pediatrician, Dr. Carl Roberts provide care for our youngest patients for many years before he retired in 2023. In classic Dr. Roberts's fashion, he sent this letter to the MHC staff reflecting on his time with MHC Healthcare and the impact of Integrated Care. We share his words with you.

Today is my last day at MHC with retirement looming around the bend to greet me at my front door tonight. I cannot leave without sharing a few thoughts as I reflect over my time at MHC Healthcare.

Despite my private practice mentality of 35 years, MHC brought me in with open arms and showed me a different way to practice medicine. At first I thought the term "integrated care" was some new version of alternative care, until the day I saw it in action. One of my families who I had cared for over many years came to me. Mother was distressed and crying and said "This will be our last visit with you Dr. Roberts. My husband lost his job and we have no insurance." Her daughter had been ill for weeks with a cough and they delayed coming in until they had the cash to pay for the visit. I diagnosed asthma and prescribed the needed medications. Mom started to walk out when I said "Wait! I'm with MHC now, and I think they can help with your situation." I ran out and asked our practice manager "What's that department or person that helps people when they've lost insurance?" "Outreach" she said and directed me to the pamphlet.

I ran back to the room and handed mom the pamphlet and told her "This should help". Suddenly I was not only medically attending to the child, but had stepped into the world of whole person, integrated care. Mom was very grateful, and called Outreach before she left the office and had an appointment the next day. But the story didn't end there. About two hours later, my MA came to me and said the mom was on the phone and distressed. "I can't afford the medications Dr. Roberts. They want \$169 for the steroid inhaler. I just don't have it." Again I thought, isn't there something about MHC pharmacy that helps in this situation? I called Greg Redding, our Pharmacy Director. After explaining the situation, Greg said "Carl, I can get a steroid inhaler for your patient for \$10. Will that help?" Mom was ecstatic and soon had her daughter's medication. And Outreach was able to obtain AHCCCS for all the children, and I continued to see them for several years afterwards.

Integration in action. Caring in action. Healthcare with a heart never meant so much to me as it did at that very moment. It was a new level of practice for me. My professional life was never the same after that. Over the years I have watched the manifestation of integration in our pediatric clinic, behavior health seeing untold numbers of emotionally distraught youth being seen within minutes, not months, children receiving dental care when they came in for their well-child care, and a RN Care Partner that extended the clinician's hands and voice to the very basic needs of the patient and family. It has been so very amazing.

What we have here, my friends, is unique and special. Never take it for granted. I challenge you all to continue the mission of MHC, and then bring it to an even higher level. I feel the future of healthcare is here – in our hands and hearts.

In FY '23 MHC's Oro Valley Pediatrics Office cared for over 3,000 children!

Embedded Pediatric Dental Hygienist



In 2023, MHC Healthcare started an Embedded Pediatric Dental Hygienist Program located within our own Oro Valley Pediatrics Office. This skilled hygienist works alongside the pediatric providers to provide dental education to parents and children, screen for dental issues, and to apply fluoride varnish treatment to help prevent tooth decay.

There are two overall goals for this program:

GOAL 1 – To provide increased dental prevention efforts for at-risk children including oral health screening, oral hygiene instruction and fluoride varnish treatment through embedded hygienist visits in medical pediatric offices.

GOAL 2 – To increase access to dental care for uninsured/underinsured populations.

This program addresses two vital needs in our community: Prevention from infancy with our pediatric medical visits to educate and evaluate needs for patients and parents, and to provide preventative fluoride varnish treatments. And we are providing critical access to care for under-insured and uninsured children to receive comprehensive care where they may otherwise have no care.



Embedded dental hygiene is very dear to my heart because of its purpose to reach as many children that may not have the opportunity to see a dentist. In my experience, growing up with limited means, I personally know the struggles of being without. MHC Healthcare has done an amazing job removing those barriers for children with programs like these. Having the ability to take the time to educate patients and parents at an early age is essential to reducing, and ultimately preventing childhood cavities, this is one of the reasons why I love what I do!”



MIRANDA VALENZUELA
DENTAL HYGIENIST LEAD

Over **300 children** have already benefited from this new, accessible dental care!



Family Medicine Residency Training Program

MHC Healthcare launched a new Family Medicine Residency Training Program in 2023 becoming only the second FQHC in Arizona to obtain accreditation as a Sponsoring Institution – an entity that oversees, supports and administers one or more ACGME-accredited residency/fellowship programs. We were able to design the program meeting all required specialty standards for training while maintaining a clear vision and approach to train our new community physicians with a culture and a mindset to serve underserved communities with a whole person care approach. We have successfully established partnerships and received strong support from community institutions that also believe in the need for graduate medical education as critical step to address the physician shortage in our community.

This is an important step in MHC Healthcare’s mission of increasing access to quality care in Pima County and rural populations of Arizona. The Residency Program, which officially began in July 2023, will increase the clinical capacity to address and serve Pima County and the unique population needs of rural communities, and to retain a diverse pipeline of clinical residents that will stay and practice Family Medicine in Arizona creating a positive lasting impact throughout the state.

“The need for physicians that deliver high quality care to the underserved is significant,” says Dr. Jenitza Serrano-Feliciano, MHC Residency Program Director and Chief Clinical Officer. “We have a solid focus on resident wellness, this also contributes to grow a more resilient physician workforce further reducing risks of burnout.”





The Pharmacy Program at MHC Healthcare as a 340B Covered Organization.



The 340B Program enables covered entities to stretch scarce federal resources as far as possible, reaching more eligible patients and providing more comprehensive services.

Patients often go without vital medications due to the high cost or prescription drugs. The 340B program allows health centers to provide patients with effective medications at affordable prices.

A FEW IMPORTANT FACTS -

- ♥ The 340B program stretches scarce Federal resources for eligible patients to provide more comprehensive services.
- ♥ Patients often go without vital medications due to the high cost of prescription drugs. The 340B program allows health centers to provide patients with effective medications at affordable prices.
- ♥ Transparency and accountability are embedded in the Health center program. MHC Healthcare is committed to compliance and adherence of the requirements of the program.
- ♥ MHC Healthcare reinvests 340B savings back into the patients of our health center and our community.
- ♥ Health center patients deserve access to affordable medical services and medications.
- ♥ #PROTECT340B



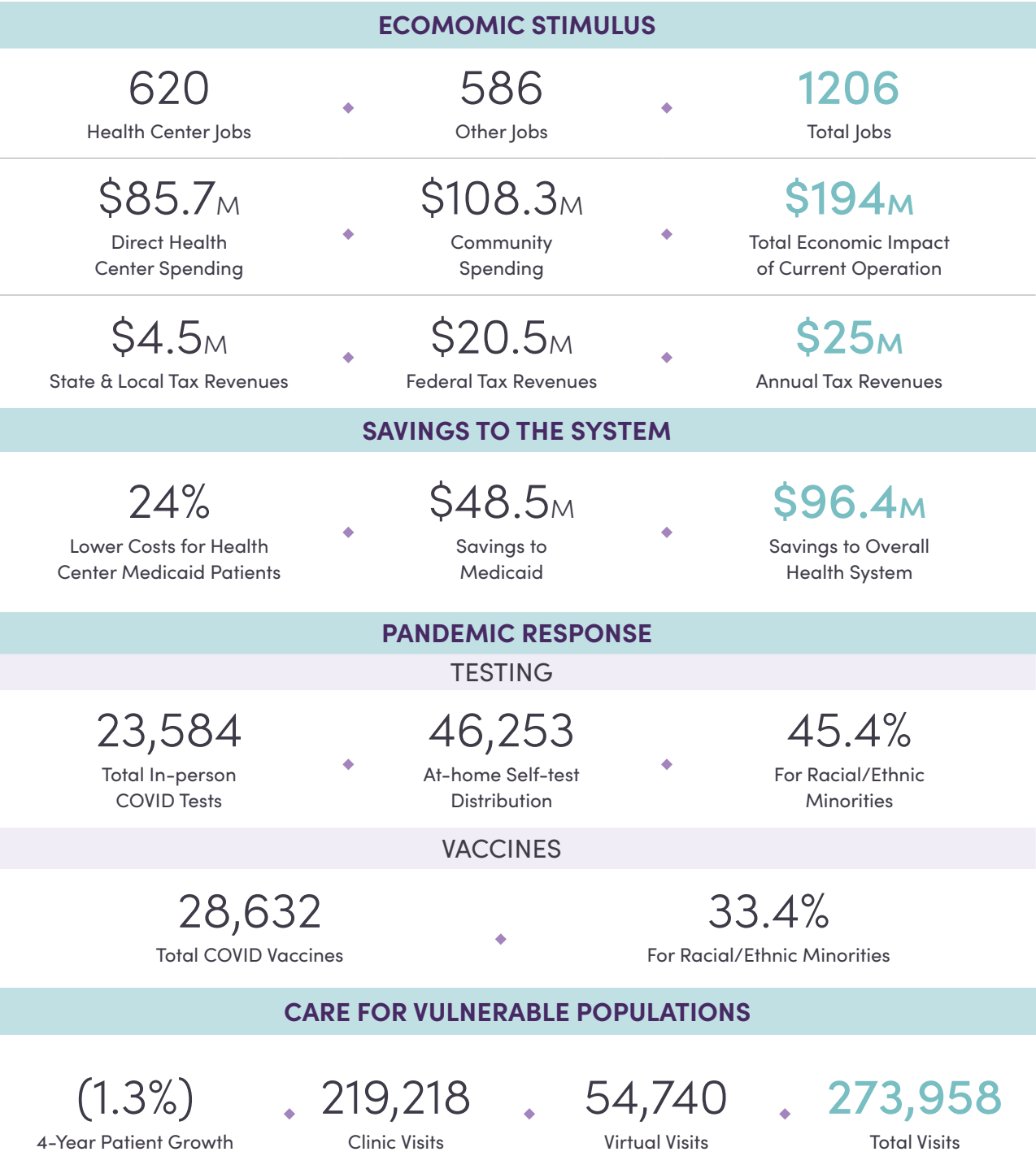
DR. JOEL ISAIS
Clinical Pharmacist

The work of Dr. Joel Isaais, Clinical Pharmacist at our Clinica Del Alma (CDA) location, is an example of how the 340B program is utilized to partially offset the cost of uncompensated care to provide critical services in our community. Dr. Isaais meets with patients regularly to provide targeted care for chronic conditions such as diabetes and help them understand the importance of their medications in structured clinical visits. This type of visit is not typically reimbursed in our health care system. By reducing healthcare disparities and improving outcomes, the impact of this work has profoundly enhanced the lives of our patients and the medical teams at Clinica Del Alma.

The Value & Impact of MHC Healthcare

Health centers provide tremendous value and impact to the communities they serve through **ECONOMIC STIMULUS**, **SAVINGS TO THE SYSTEM**, and **CARE FOR VULNERABLE POPULATIONS**. They have also played a critical role in **PANDEMIC RESPONSE**, providing testing, vaccination, and care in-person and virtually, bolstering the public health infrastructure in their communities.

This report highlights the MHC Healthcare 2022 savings and contributions, as well as pandemic response data through November 03, 2023.



FY 2023 Financials

JULY 1, 2022 — JUNE 30, 2023

REVENUE		
Patient Revenue	69,791,691	81.2%
Federal Grants & Contracts	9,897,721	11.5%
State Grants & Contracts	1,054,245	1.2%
Other Grants & Contracts	506,768	0.6%
Other Income	1,524,345	1.8%
Incentive Revenue	1,725,487	2.0%
Donations	185,207	0.2%
Donations In-Kind	585,353	0.7%
Interest & Dividends	665,574	0.8%
TOTAL REVENUE	85,936,391	
EXPENSES		
Direct Patient Services	73,316,283	85.5%
General & Admin	7,487,436	8.7%
Depreciation	2,503,095	2.9%
Fundraising	284,745	0.3%
Interest	1,557,279	1.8%
In-Kind Expense	583,353	0.8%
TOTAL EXPENSES	85,732,191	
TOTAL INCREASES IN NET ASSETS		
Excess of Revenue and Public Support Over Expenses	204,200	
Net Assets - Beginning of the Year	39,600,882	
NET ASSETS - END OF YEAR	39,805,082	



MHC Healthcare
The Heart of Community Healthcare

520.682.4111 | MCHhealthcare.org

Quick Care | Family Practice | Women's Health | Pharmacy | Behavioral Health | Dental Care | Pediatrics