

A photograph of a modern, multi-story hospital building with a light green and white facade. The building features large glass windows and a prominent entrance. In the foreground, there are several trees and shrubs in planters. The sky is blue with light clouds. The text 'EL RIO HEALTH' is overlaid in a large, purple, serif font with a wavy underline. On the right side of the building, the address '1230' is visible, and a smaller sign reads 'EL RIO HEALTH CHERRYBELL'.

# EL RIO

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## HEALTH

2024 Report to the Community  
2023 Annual Report



**Clinton Kuntz, DBH**  
Chief Executive Officer  
El Rio Health

## With Continued Gratitude

El Rio Health's mission is to improve the health of the community through comprehensive, accessible, affordable, quality, and compassionate care. Founded in 1970, we have been working to address the healthcare needs of underserved communities in Tucson for the last 54 years. We focus on positive outcomes through treating the whole person, delivering healthcare through compassionate, professionally trained, integrated health teams. Our commitment to making a lasting difference in patients' lives is at the core of everything we do.

As we continue to strive for excellence and innovation at El Rio, I am thrilled to share some exciting developments and updates that underscore our commitment to your health and well-being. We are confident that they will significantly enhance the services we provide to you, our valued community members.

### NEW INPATIENT PSYCHIATRY PARTNERSHIP

We are making significant strides in expanding behavioral health services for our patients and the community with our new inpatient psychiatry partnership with Carondelet for services at St. Mary's and St. Joseph's Hospitals. This collaboration is part of our ongoing efforts to address the long-term behavioral health needs of our community.

### CASA DE RESPIRO

In our mission to provide comprehensive care to our community, we are proud to be part of Tucson's first dog-friendly medical respite center for the homeless, Casa de Respiro. Operated by Catholic Community Services, this facility offers post-hospital services and recovery support, ensuring a continuum of care for Tucson's unhoused population.

### LEGISLATIVE UPDATES

On the legislative front, we are closely monitoring the developments at both the federal and state levels. El Rio continues working on state and federal legislation around 340B drug distribution, this legislation will protect access to affordable medications for El Rio's patients. We are also excited about the approval of the KidsCare Expansion in the state of Arizona, which will increase the Children's Health Insurance Program (CHIP) eligibility thresholds, providing more children with access to healthcare across the state.

*Thank you for your continued support of El Rio and our mission.*

## Introducing Our New CFO, Jody Yarbrough

We are thrilled that Jody Yarbrough, MBA, CPA has joined El Rio Health as our new Chief Financial Officer. Jody is a finance and accounting professional with over twenty-five years' experience in healthcare, including health plans, health insurance, academic and private practice physician groups, outpatient dialysis and integrated health systems.

Most recently, Jody worked as a consulting CFO supporting small businesses in the drug discovery start-up space. Jody was also a subject matter expert supporting new start-ups at the University of Arizona Center for Innovation.

Jody graduated from the University of Arizona with a Bachelor of Science degree in Accounting and Finance. She holds an MBA in Healthcare Administration and is a licensed CPA in Arizona.

Since joining El Rio in October 2023, Jody has focused her attention on reorganizing the financial teams, streamlining work processes and creating efficiencies in both the provider and the payer areas to improve care through better coordination and decrease cost via administrative efficiencies.



**Jody Yarbrough,**  
MBA, CPA  
Chief Financial Officer  
El Rio Health

*"I love our mission - this is the best job of my career!"*

*"We are delighted to welcome Jody Yarbrough as our new Chief Financial Officer. Jody brings a wealth of experience in all areas around financial management. Jody is instrumental in guiding our financial strategies and ensuring the continued growth and sustainability of El Rio. Jody's leadership will be pivotal as we navigate the complexities of healthcare finance and strive to provide the best possible care to our community."*

**- Clinton Kuntz, DBH, Chief Executive Officer**

# Reproductive Health Access Project



Formed in 2017, El Rio's Reproductive Health Access Project, RHAP, is a group of young people with the goal of spreading access and awareness of sexual health education, resources and services for young people. They aim to change how young people understand and navigate sexuality and healthcare.

El Rio RHAP is composed of young leaders who come together guided by principles of reproductive justice and to work to ensure that all people have access to the reproductive healthcare they need over their lifetime.

El Rio RHAP is a grant-funded program under Advocates for Youth in Washington, DC. Other supporters include Banner University Health Plans, Bank of America, and many individual donors!



## COMMUNITY OUTREACH

At tabling events, we share information about the resources RHAP provides and how to get them. Our Pizza Protection Parties (PPPs) cover comprehensive sexual education topics including birth control and sexually transmitted infections, healthy relationships and consent, and online safety...over pizza and snacks.

Since RHAP began in 2017, we have hosted over fifty PPPs serving more than 1,000 youth at various youth-serving organizations. In 2023 alone, RHAP has hosted twenty PPPs with more than 200 youth participants and tabled at seventeen events across Tucson.

## GO WITH THE FLOW

RHAP partners with Go With The Flow, a local nonprofit organization, to provide free menstrual supplies to youth in Tucson. In 2021, the RHAP team designed and implemented a period product mailing service for young people in Tucson and surrounding cities. Our partnership with Go With The Flow allows us to provide access to free menstrual supplies through a simple online order form.



Since 2021, RHAP has sent out 1,951 orders with up to two months' worth of period products in each package. This project has reached some of the highest need areas in Tucson. Four of the six top mailing zip codes have median household incomes that are lower than the median household income for Tucson. Moreover, all of the top zip codes have a median household income that's far below the national median income.

## TELEHEALTH

RHAP began experimenting with telehealth in 2018. We knew transportation was one of the main barriers teens faced to accessing services, so we wanted to bring healthcare to them by implementing telehealth in community locations like Youth On Their Own and Goodwill Metro.

RHAP is thrilled to be collaborating with Tucson Unified School District, ICF International and CDC's Division of Adolescent & School Health (DASH). We have spent many months working in partnership to implement a telehealth program at Catalina High School using an onsite kiosk. This has allowed students access to reproductive health services, general health education and prevention and referrals for mental health and more.

The purpose of these kiosks is to make healthcare for students more convenient and accessible. Easy access to healthcare helps students stay healthy and focus on learning. Currently we have four additional telehealth kiosks in the community located at Metro Goodwill, Youth On Their Own, Our Family Services and Pima Vocational High School.



**LET'S TALK**

RHAP and El Rio HealthBuilders collaborated to create a workshop series called Let's Talk: A Course for Kids and their Caregivers to Learn about Being Healthy. These workshops are designed for families and their youth ages 9-12 to learn more about sexuality topics and build skills to support youth in making informed decisions. Peer leaders with El Rio RHAP will lead youth through interactive workshops about sexuality topics including puberty, identity, healthy relationships and personal safety, pregnancy and reproductive anatomy. Parents receive guidance from adult educators about how to discuss sexuality topics with their young people and provide support.

**AMAZE**

AMAZE is a free resource that provides comprehensive sexuality education to youth, parents, educators and healthcare providers through online animated videos for young people and targeted resources for adults. AMAZE can be used as a learning tool by clinicians to augment the teaching they provide to their patients.

El Rio RHAP is teaming up with AMAZE to allow El Rio providers to send AMAZE videos through EPIC, the El Rio Electronic Health Record System. Patients will be able to access them through MyChart, the El Rio patient portal.

**WHAT'S NEXT?**

The success of the RHAP program has led to a collaboration with the Arizona Department of Health to reproduce projects like RHAP to share across other communities. For more information and to keep up with our current activities, follow us on our social media accounts on Instagram, X and TikToc - @elriorhap.

We have had an excellent year and made significant progress with our Electronic Health Record (EHR) software, Epic. Epic is a full suite of applications that enable us to provide high quality healthcare to our patients while also streamlining work for our providers and staff.

**PATIENT BENEFITS** During this past year, we have improved patient care by making it easier for providers to see the most important patient data within the medical record. By making it easier for providers to quickly access a patient's history, they can make well-informed decisions and improve health outcomes.

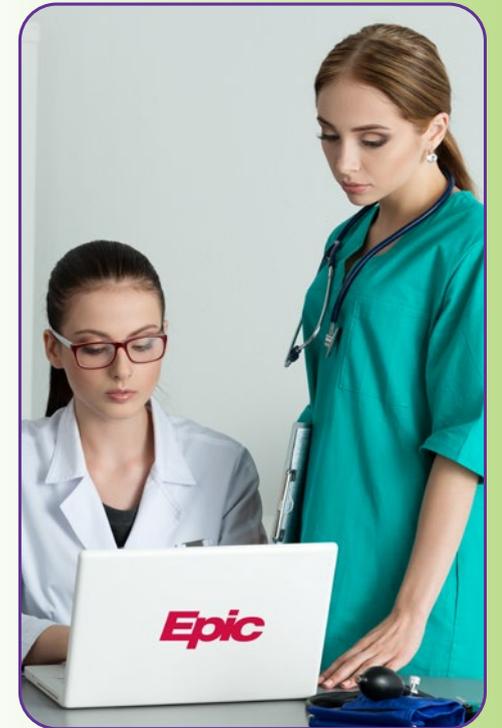
**PROVIDER ADVANTAGES** For our healthcare providers, the EMR software has been key in reducing administrative burdens. Epic provides decision-support tools that aid in diagnosis and treatment, ensuring our providers have the latest medical knowledge at their fingertips.

**STAFF EFFICIENCY** Our staff has witnessed a transformation in their daily operations thanks to improvements we've made across all aspects of the Epic system to support best practices at El Rio.

**COMMUNITY IMPACT** The benefits of our Epic system extend beyond El Rio's health center walls. By improving the coordination of care among different healthcare providers in our community and across the region, we are building a healthier community. Our patients receive better care when their healthcare providers are working together as a team.

The advances we've made with the Epic EMR platform have brought about a positive transformation in care at El Rio. We are proud to be at the forefront of healthcare innovation and we remain committed to providing our patients, providers, and staff with the tools they need to succeed.

*Thank you for being a part of our journey towards excellence in healthcare.*



# Care for the Unhoused

## El Rio Health Center of Opportunity

The El Rio Health Center site at the Center of Opportunity opened in April of 2021. We currently provide medical and dental services five days a week and offer onsite laboratory and x-ray services. Our partnership with the Gospel Rescue Mission at this location has provided persons experiencing homelessness access to comprehensive, patient-centered quality care. The goal is to provide medical and dental health services to guests at the Gospel Rescue Mission and continue their care, once housed, at one of El Rio's health center locations across Tucson.

In collaboration with the Gospel Rescue Mission, we have developed a process where guests are seen in the health center upon intake into the program. We schedule them for both a medical and oral health evaluation visit early in their stay to address any health concerns. El Rio provides primary and preventive care and works with the patients to establish a medical home. In 2023 this health center site provided 8,687 medical visits and 3,069 dental visits to Gospel Rescue Mission guests and community members.



**38% UNSHELTERED**  
Have Serious Mental Illness

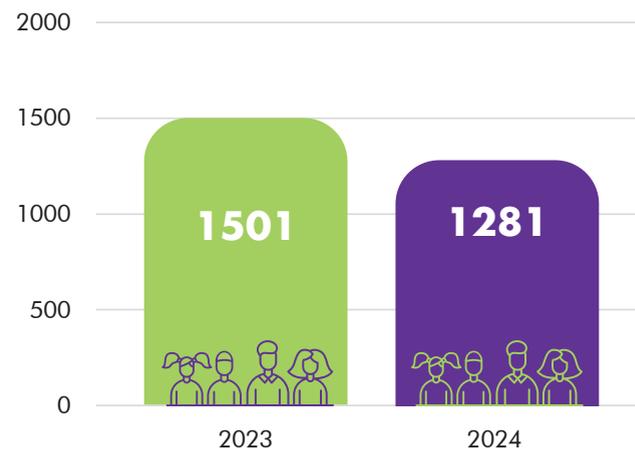


**42% UNSHELTERED**  
Have a Substance Use Disorder



**9% UNSHELTERED**  
Are Survivors of Domestic Violence

## Unsheltered Adults & Children in Tucson



## Street Medicine

El Rio's Street Medicine Team, based out of El Rio's Center of Opportunity Health Center, began in 2018. There are four teams consisting of a Family Nurse Practitioner, a Medical Assistant and a Care Coordinator. A Behavioral Health Consultant is available to teams when needed. Providing care at seventeen Tucson shelter locations and various encampments and parks, the teams travel around the city bringing care to unhoused patients in need.

Recognizing that El Rio cannot do this work alone, community partners assist, such as Old Pueblo Community Services for peer support and housing assistance. Grant funding through various partners, including Treatment for Individuals Experiencing Homelessness (TIEH), Health, Home, Hope (H3) and SAMHSA, make this work possible. The El Rio Foundation has also funded outreach providers for this program.

El Rio Health receives funding from the Health Resources and Services Administration, which includes Stewart B. McKinney Health Care for the Homeless funds that allow us to dedicate additional resources to providing healthcare to people experiencing homelessness by meeting them where they are in the community.





## Casa Alitas

Casa Alitas, also known as the Alitas Program, is a humanitarian aid project committed to aiding asylum-seekers released from ICE and Border Patrol detention into our community. An El Rio Family Nurse Practitioner, Medical Assistant and Care Coordinator see patients a couple days per week to provide medical assessments and care guidance. Casa Alitas patient care is funded through the HRSA Stewart B. McKinney funds.

During the first half of 2024, more than 850 patients have been served.

## Multi-Disciplinary Outreach Team (MDOT)

El Rio partners with the City of Tucson and Old Pueblo Community Services to move unhoused community members into housing. Our Multi-Disciplinary Outreach Team (MDOT) will canvas high-acuity encampments, as determined by the City of Tucson, and engage people experiencing homelessness to offer medical care, behavioral health services, wrap around resources and supportive housing services.

The MDOT team includes a City of Tucson Navigator, an Old Pueblo Outreach Navigator/Peer, an El Rio Family Nurse Practitioner and an El Rio Care Coordinator or Medical Assistant. This work is made possible by a HUD funded grant that currently runs through August 2026.

As of June 2024, the MDOT program has successfully housed 67 persons since its start in December 2023.

## Medical Respite

The most recent addition to the array of El Rio services offered at the Center of Opportunity Campus is a collaboration with Catholic Community Services and their newly opened Casa de Respiro. Casa de Respiro is a 48-bed medical respite on the Center of Opportunity Campus for those experiencing homelessness to transition from inpatient hospital care back into the community.

Patients are accepted into this program when it is no longer medically necessary to be under inpatient care, but not yet ready to be back on their own in the community. El Rio provides primary medical and dental care to guests during their stay at Casa de Respiro.

This facility just recently opened in June 2024 and has provided services to three guests, as of July 2024. The first guest was recently released from care at this facility and is now in transitional housing.

This collaboration among Catholic Community Services, the Gospel Rescue Mission and El Rio is a powerful example of the positive impact that can be made on our unhoused neighbors.





## El Rio Foundation is a Qualified Arizona Charitable Tax Credit Organization

Your donations to the El Rio Foundation are eligible for the Charitable Tax Credit for Arizona taxpayers. The maximum QCO donation amount for 2024 is \$470 per single person, married filing separate or head of household; and \$938 for married filing jointly. Your Arizona tax liability may be reduced \$ for \$ donated! You can consult your tax advisor for additional information.

**Please consider making a charitable gift online today by clicking [DONATE on elrio.org](https://elrio.org), calling us at 520-205-4947 or mailing your gift to El Rio Foundation, 839 W. Congress, Tucson, AZ 85745. Our Arizona QCO number is 20212. With your individual gift of \$1000 or more annually, you are part of our El Rio 1000+ group.**

In addition, estate and planned gifts help us provide quality healthcare for people in need and sustainability for our future. Estate gifts may also significantly reduce your tax obligations. Contact us to learn more about planned giving and our Legacy Society!

There are many ways to give! We accept gifts of stock, life insurance policies, donor advised funds (DAF) and IRA distributions. Please contact Brenda Goldsmith or John Fung at 520-205-4947 or email [foundation@elrio.org](mailto:foundation@elrio.org) for more information or to join us for a "Behind the Scenes" Tour.

- 1** **Abrams Health Center**  
3950 S. Country Club Rd. #130
- 2** **Center of Opportunity**  
4550 S. Palo Verde Road
- 3** **Cherrybell Health Center**  
1230 S. Cherrybell Stravenue
- 4** **Congress Health Center**  
839 W. Congress Street
- 5** **El Pueblo Health Center**  
101 W. Irvington Rd., Bldg #10
- 6** **Grant Health Center**  
3655 E. Grant Road
- 7** **HealthOn Broadway**  
1 W. Broadway Blvd. #151
- 8** **HealthOn University**  
434 E. University Blvd. #100
- 9** **Northwest Health Center**  
320 W. Prince Road
- 10** **OB/GYN Associates**  
225 W. Irvington Road
- 11** **Pascua Yaqui Health Center**  
7490 S. Camino de Oeste
- 12** **Southeast Health Center**  
6950 E. Golf Links
- 13** **Southwest Health Center**  
1500 W. Commerce Court
- 14** **University Health Center**  
434 E. University Blvd. #200

**128,488**  
People Served

**545,709+**  
Annual Patient Visits

**20+**  
Languages Spoken

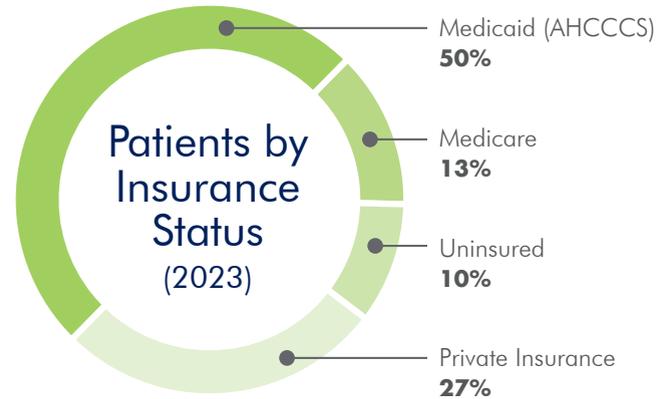
**14**  
Locations in Tucson

**\$15m**  
Annual Charity Care

**37,262** Children 0-17  
(29%)

**73,238** Adults 18-64  
(57%)

**17,988** Seniors 65+  
(14%)



**28**  
Educational Partnerships

## REVENUE TREND

2010	....	<b>\$79,856,149</b>
2016	....	<b>\$130,373,911</b>
2017	....	<b>\$140,165,030</b>
2018	....	<b>\$148,787,911</b>
2019	....	<b>\$166,944,334</b>
2020	....	<b>\$190,286,038</b>
2021	....	<b>\$220,469,198</b>
2022	....	<b>\$255,959,627</b>
2023	....	<b>\$276,848,426</b>

## NUMBER OF EMPLOYEES

2010	....	<b>800</b>
2017	....	<b>1,295</b>
2018	....	<b>1,324</b>
2019	....	<b>1,448</b>
2020	....	<b>1,581</b>
2021	....	<b>1,592</b>
2022	....	<b>1,821</b>
2023	....	<b>1,898</b>



Federally Qualified Health Centers, such as El Rio Health, provide tremendous value and impact to their communities-from **JOBS** and **ECONOMIC STIMULUS** to local communities; **SAVINGS** to the healthcare system; **ACCESS** to care for all populations. Highlights of 2023 contributions are shown below.

## El Rio's **JOBS** and other positive impacts on the **ECONOMY**

**3,606**  
TOTAL JOBS

**1,706**  
HEALTH CENTER JOBS

**1,900**  
OTHER JOBS IN THE COMMUNITY

**24%**  
LOWER COSTS FOR HEALTH CENTER MEDICAID PATIENTS

**\$168.3 Million**  
SAVINGS TO MEDICAID

**\$629.2 Million**  
TOTAL ECONOMIC IMPACT of current operations.

**\$278.2 Million**  
DIRECT HEALTH CENTER SPENDING

**\$351.0 Million**  
COMMUNITY SPENDING

**\$81.3 Million**  
ANNUAL TAX REVENUES

**\$14.6 Million**  
STATE AND LOCAL TAX

**\$66.7 Million**  
FEDERAL TAX REVENUES

# 2023 Financials

## El Rio Health Revenue

Patient Revenue.....	\$240,769,803	.....87%
(Includes Medicaid, Medicare, Private Insurance, and Self-Pay Patients)		
Federal Grants.....	\$14,886,721	.....5%
Other Grants and Public Support.....	\$13,155,210	.....5%
*El Rio Health Center Foundation .....	\$2,964,484	.....1%
In-Kind Contributions .....	\$5,072,208	.....2%
<b>Total Revenue and Public Support ...</b>	<b>\$276,848,426</b>	<b>.... 100%</b>

## Expenses

Direct Patient Services.....	\$239,811,780	.....86%
General and Admin.....	\$23,440,522	.....8%
Depreciation .....	\$8,353,983	.....3%
Interest .....	\$1,555,662	.....1%
In-Kind Expense .....	\$5,072,208	.....2%
<b>Total Expenses .....</b>	<b>\$278,234,155</b>	<b>... 100%</b>

## Total Increase in Net Assets

Excess of Revenue and Public Support Over Expenses.....	(1,385,729)
Investment (loss) income .....	\$6,829,103
El Rio Health Center Foundation - Restricted Funds .....	\$153,454
Total Increase in Net Assets .....	\$5,596,828
Total Uncompensated Charity Care .....	\$15,401,015
<b>Total Ending Net Assets .....</b>	<b>\$146,587,794</b>

\*Foundation is net of restricted revenue less In-Kind donations

## El Rio Health Center Foundation:

Foundation Program Services .....	79%
Fundraising.....	2%
Administrative .....	19%

## Revenues & Support

Grants and contributions .....	\$1,251,068	.....39%
Special events revenue.....	\$732,500	.....23%
Net investment income .....	\$1,134,370	.....35%
In-kind contributions.....	\$85,744	.....3%
<b>Total Revenue .....</b>	<b>\$3,203,682</b>	<b>..... 100%</b>

## Expenses

Program services .....	\$1,302,423	.....75%
Management and general.....	\$314,489	.....18%
Special events and fundraising .....	\$30,566	.....2%
In-kind expenses .....	\$85,744	.....5%
<b>Total Expenses .....</b>	<b>\$1,733,222</b>	<b>..... 100%</b>

## Net Assets

Increase in net assets.....	\$1,470,460
Net assets, beginning of year .....	\$15,532,718
<b>Total Ending Net Assets .....</b>	<b>\$17,003,178</b>

## EL RIO HEALTH SENIOR LEADERSHIP TEAM

Clinton Kuntz, DBH  
*Chief Executive Officer*

Damone "DL" Poole, PA, NHA, MPA, MBA  
*Chief Operations Officer*

Jody Yarbrough, MBA, CPA  
*Chief Financial Officer*

Douglas Spegman, MD  
*Chief Clinical Officer*

Alexandra Davis, RN, MBA  
*Chief Clinical Operations Officer*

Ramona Durrer, RN, MBA  
*Chief Compliance and Risk Officer*

Rajiv Modak, MD  
*Chief Quality Officer*

Christopher Oben  
*Chief of Staff*

Tara Radke, MPH  
*Chief of Grants and Research*

Gregory Raglow, MD, FAAFP  
*Chief Medical Informatics Officer*

Vanessa Seaney, MSW, LCSW, CPHQ  
*Chief of Behavioral Health and Integration*

Susan Snedaker, MBA  
*Chief Information Officer*

George Toy  
*Chief Human Resources Officer*

Brenda Goldsmith  
*Executive Director, El Rio Foundation*

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Kevin Foster, Event Co-Chair

Erin Frekker, Event Co-Chair



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 The Evo and Ora DeConcini and  
 Thu Family Foundation  
 Sheryl DeConcini

**You can join our Legacy Society!** Planned and estate gifts help El Rio Foundation to provide quality healthcare to those in need well into the future. Estate gifts can also offer tax and income advantages.

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