

**DR. MATT HEINZ**

Supervisor  
District 2



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## Pima County Board of Supervisors

To: Melissa Manriquez, Clerk of the Board

From: Matt Heinz, Supervisor, District 2

A handwritten signature in blue ink, appearing to read "M. Heinz", with a long, sweeping underline.

Date: May 13, 2026

RE: May 26, 2026, Regular Agenda: PCHD Supplemental/DREAM Request:  
**Reducing the Burden of Chronic Disease and Maintaining Access to Care**

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Please add this to the 5/26/26 Regular Agenda. Thank you.

### Board of Supervisors:

**Discussion/Direction/Action:** Adding the Health Department's DREAM Request for FY27 of \$186,000 for the Office of Non-Communicable Diseases, including funding for currently grant-funded Community Health Workers (CHW) for whom grant funds are set to expire in the coming months, to the FY27 Tentatively Adopted County Budget, and directing the County Administrator to re-appropriate the funds necessary from whichever other area of the budget makes most sense in order to fund this Health Dept priority while maintaining the FY27 property tax rate at the Administrator's Recommended Budget level. Additionally, directing the County Administrator to ensure that in the development of the FY28 and FY29 Recommended Budgets, our Community Health Worker (CHW) workforce is maintained at current staffing levels or grown in size and not allowed to shrink, regardless of any potential Federal grant changes, expirations or the like.

Community Health Workers, who provide expanded education, screenings, and access to care, are critical in helping our residents stay healthy and prevent chronic disease. They are especially important with the coming changes in 2027 to Medicaid/AHCCCS enrollment rules due to the passage of HR1 – "The One Big Beautiful Bill."

### BACKGROUND:

As noted by the Pima County Board of Health in their letter to the Board of Supervisors dated January 14, 2026 (attached):

"Chronic diseases such as heart disease, cancer, respiratory illness, and Alzheimer's and other forms of Dementia touch nearly every household in Pima County. Heart Disease and Cancer remain the two leading causes of mortality in Pima County. **These diseases have modifiable risks (tobacco use, poor nutrition, inadequate physical activity, hypertension) and respond to prevention, screening, treatment, and self-management support.**

Education, risk reduction, and care navigation for chronic diseases are currently supported by vulnerable short-term grant funds. This request sustains the Non-Communicable Disease Office and the Community Health Worker workforce." *[emphasis added]*

**Supervisor Heinz**

**RE: PCHD Supplemental/DREAM Request - Reducing the Burden of Chronic Disease and Maintaining Access to Care**

**May 13, 2026**

Page: 2 of 2

Additionally, with a potentially large number of Pima County residents in danger of losing their AHCCCS coverage due to new paperwork requirements from H.R.1, which go into effect on January 1, 2027, it is imperative that we do not lose any of our Community Health Worker (CHW) workforce – who are trained in AHCCCS enrollment assistance, are collaborating with various community partners on the same, and who will play a critical role in helping vulnerable residents stay enrolled in AHCCCS coverage if eligible.

Every vulnerable Pima County resident who loses Medicaid/AHCCCS coverage because of the more burdensome paperwork requirements runs the very real risk of incurring unmanageable medical debt -- and of increasing the amount of uncompensated care that our local hospitals must provide through additional usage of Emergency Rooms in place of preventative primary care.

Policy #4 of the Prosperity Initiative reads, *“Provide healthcare insurance enrollment assistance to protect against medical debt.”* Our Community Health Worker (CHW) workforce is vital to us achieving this policy objective.

Finally, the Pima County **2025-2027 Community Health Improvement Plan (CHIP)** specifically outlines ACCESS TO CARE as one of the Three Priority Areas and includes “increase[ing] access to affordable healthcare through investing in Community Health Workers (CHW) and patient advisors,” as a core strategy to achieve it. (CHIP summary attached)

cc: Jan Leshner, Pima County Administrator  
Steve Holmes, Deputy County Administrator  
Theresa Cullen, MD, MPH, Director, Pima County Health Department



**PIMA COUNTY BOARD OF HEALTH**  
3950 S. COUNTRY CLUB, STE 100 • TUCSON AZ 85714-2056

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January 14, 2026

To The Honorable Members of the Pima County Board of Supervisors,

**Re: Recommendation from The Pima County Board of Health to the Pima County Board of Supervisors**

The Board of Health (BOH) commends Pima County and the Pima County Health Department (PCHD) for their steadfast commitment during a year marked by unanticipated grant terminations, emerging public health concerns and policy changes. Through these challenges, the PCHD kept the health of our community at the forefront with consistent, impartial leadership. Our members, which represent every Supervisorial District in Pima County, remain steadfast in our commitment to protecting and preserving public health.

Under Arizona Revised Statutes (Title 36), the Board of Supervisors (BOS) is charged with establishing and maintaining a county health department to provide full-time public health services. The law further directs the BOH to advise the Health Department Director and recommend the resources necessary for maintaining the Department in ensuing fiscal years. We have carefully considered the resources required to uphold these responsibilities and now submit the following funding recommendations.

The BOH reaffirms its support for ongoing programs that remain vital to the health and stability of our community, including the **Supplemental Requests** for Opioid Settlement Funds (\$8,000,000 through the One Arizona agreement) and Justice Reinvestment Funds (\$900,000 of tax revenue from the Arizona State Proposition 207). These annually funded requests continue to address persistent challenges, particularly in substance and youth health. Neither of these requests require general fund support, as they have an alternative dedicated revenue stream to fund them.

In addition to the aforementioned Supplemental Requests, the BOH urges the BOS to consider the following **Department Request for Expenditure Authority and Money (DREAM)** requests that will increase budget authority and funding for critical programming. These requests will allow PCHD to meet current and emerging needs without interruption, ensuring that prevention, preparedness, and care remain strong. The following investments are essential to ensure Pima County can respond effectively to public health threats and uphold the Pima County's Strategic Plan goal of enhancing community health and well-being:

- **Sustain Heat Response and Public Health Hazard Prevention: \$750,000**

The toll from heat is an existential threat to our community, measured in lives lost and families changed. The County's heat response has made a measurable impact in reducing heat illness and building community resilience. The county-wide response is coordinated and led by PCHD. These efforts have relied on short-term grants since our initial response, and the BOH recommends that PCHD establish reliable resources to sustain heat response and address other hazards for the seasons ahead.

This request creates a County-funded baseline for public health's heat surveillance, mitigation, public guidance/communication campaign, and rapid response, while also supporting emerging hazard assessments, including due diligence reviews under BOS Policy 31.4. This request aligns with the goal of strengthening regional sustainability and climate resilience as outlined in the current Pima County Strategic Plan.

The BOH encourages future consideration of alternative funding mechanisms such as fee structures for

new high-impact industries that would require these entities to fund health evaluations with mitigation recommendations (if appropriate) conducted by the PCHD. This approach will potentially offset costs to taxpayers while ensuring that economic development does not compromise community and public health.

- **Reduce the Burden of Chronic Diseases: \$1,191,500**

Chronic diseases such as heart disease, cancer, respiratory illness, and Alzheimer's and other forms of Dementia touch nearly every household in Pima County. Heart Disease and Cancer remain the two leading causes of mortality in Pima County. These diseases have modifiable risks (tobacco use, poor nutrition, inadequate physical activity, hypertension) and respond to prevention, screening, treatment, and self-management support.

Education, risk reduction, and care navigation for chronic diseases are currently supported by vulnerable short-term grant funds. This request sustains the Non-Communicable Disease Office and the Community Health Worker workforce.

The total cost is phased across three fiscal years to align with grant expirations:

- **FY 2027:** \$186,000
- **FY 2028:** \$586,000
- **FY 2029:** \$419,500

These requests represent foundational investments in the health and resilience of Pima County. They uphold the County's legal and moral obligation to protect public health and ensure continuity of services that save lives and reduce health disparities. The Board of Health urges the Board of Supervisors to approve these requests. Doing so will protect lives, strengthen infrastructure, and position Pima County to meet future challenges with foresight and preparedness.

Please contact us for further information.

Sincerely,

Charles Geoffrion President  
Pima County Board of Health

c: Jennifer Allen, Pima County Board of Supervisor Chairwoman  
Jan Leshner, Pima County Administrator  
Steve Holmes, Pima County Deputy Administrator



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# MEMORANDUM

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Date: February 3, 2026

To: The Honorable Chair and Members  
Pima County Board of Supervisors

From: Jan Leshner   
County Administrator

Re: **2025-2027 Community Health Improvement Plan Release**

The attached memorandum from Pima County Health Department (PCHD) Director, Dr. Theresa Cullen, announces the release of the 2025–2027 Community Health Improvement Plan (CHIP). Developed from the 2024 Community Health Needs Assessment (CHNA), the CHIP outlines priority areas and strategies to improve health outcomes in Pima County through coordinated efforts with community partners.

The memorandum provides background on the CHNA/CHIP process and details next steps for implementation by PCHD and its partners.

JKL/dym

Attachment

c: Carmine DeBonis, Jr., Deputy County Administrator  
Steve Holmes, Deputy County Administrator  
Theresa Cullen, MD, MS, Public Health Director, Health Department

Date: January 23, 2026

To: Jan Leshner  
County Administrator

From: Theresa Cullen, MD, MS   
Health Department Director

**Re: 2025-2027 Community Health Improvement Plan (CHIP) release**

The Pima County Health Department (PCHD) is pleased to announce the release of the 2025-2027 Community Health Improvement Plan ([CHIP](#)), informed by the findings of the [2024 Community Health Needs Assessment \(CHNA\)](#). The CHNA is conducted on a three-year cycle with the last assessment completed in 2021. As outlined in the May 13, 2025 memorandum, "[Process and Timeline for the 2025-2027 Community Health Improvement Plan](#)," the CHIP will guide collective and coordinated regional action to improve health outcomes across Pima County, focusing on areas where PCHD can *add value* or *accelerate efforts* in the identified CHNA priority areas.

The priorities identified by the 2024 CHNA process are as follows:

Health Priorities

- Child and Adolescent Health
- Mental and Behavioral Health
- Substance Use Disorder

Social Determinants of Health Priorities

- Inflation and Rising Cost of Living
- Lack of Affordable and Accessible Housing
- Roadway Safety

The CHIP outlines how PCHD, in collaboration with other organizations and healthcare system partners, will address these priorities. The plan includes strategies and tactics organized into three CHIP Priority Areas:

1. Behavioral Health (addressing Child and Adolescent Health, Mental and Behavioral Health, Substance Use Disorder, and Affordable Housing)
2. Access to Care (addressing Inflation and Rising Cost of Living)
3. Roadway Safety

Jan Leshar, County Administrator

**Re: 2025-2027 Community Health Improvement Plan (CHIP) release**

January 23, 2026

Page 2 of 2

CHIP implementation will occur during 2026 and 2027 and will include:

- Development of a detailed implementation plan with timelines and success metrics
- Regular meetings for each CHIP Priority Area working group, including PCHD staff, Pima County departments, community organizations and other relevant stakeholders
- Bi-annual reports on CHIP progress for community stakeholders, Pima County Board of Supervisors (BOS), and CHIP Priority Area working groups

TC/cl

c: Steve Holmes, Deputy County Administrator  
Sarah Davis, Senior Advisor, County Administration



**PIMA COUNTY**  
HEALTH DEPARTMENT

# Community Health Improvement Plan

**2025-2027**





# Community Health Improvement Plan 2025-2027

## *Building a Healthier, More Equitable Pima County Together*

This plan is our community's roadmap for improving health and well-being. The plan outlines strategies to address the priorities that matter most to the community.

## What is a Community Health Needs Assessment (CHNA)?

The Community Health Needs Assessment (CHNA) provides a comprehensive understanding of Pima County's health challenges and priorities. By combining data analysis with community input, the CHNA identifies key areas for health improvement and aligns with broader countywide strategic efforts, such as the Prosperity Initiative.

## Key Findings from the 2024 CHNA

Six priority areas emerged from surveys, focus groups, and interviews:

- **Child & Adolescent Health:** 60% of youth have faced at least one Adverse Childhood Experience (ACE).
- **Mental & Behavioral Health:** Nearly 1 in 5 adults reported poor mental health for 14+ days in the past month.
- **Substance Use Disorder:** 27% rated access to treatment as "fair" or "poor."
- **Inflation & Cost of Living:** A large gap between living wage (\$46.47/hr for an adult with two children) and minimum wage (\$14.35/hr).
- **Accessible & Affordable Housing:** 30% of households are cost-burdened; 54% rated housing access as "fair" or "poor."
- **Roadway Safety:** Pedestrian fatalities increased by 243% from 2014–2022; Tucson ranks third nationally for pedestrian deaths.

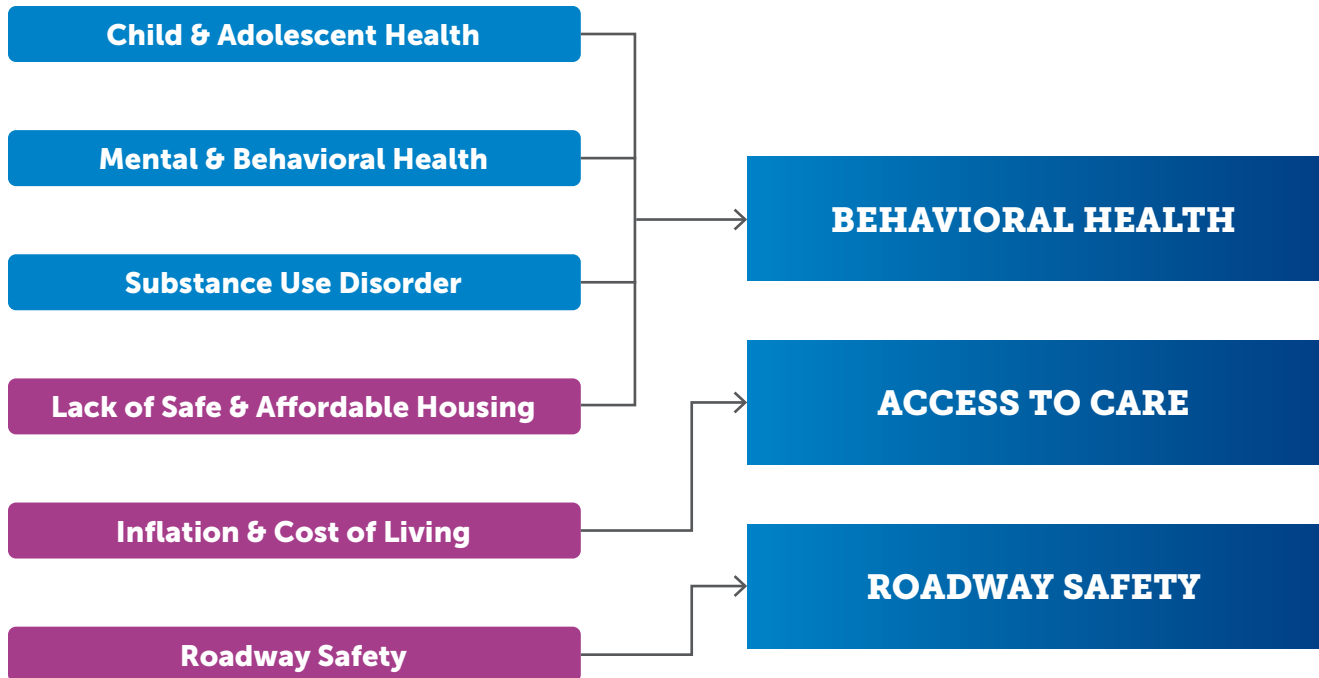
## What is the Community Health Improvement Plan (CHIP)?

The CHIP turns CHNA data into action. It outlines how public health partners and community members will work together to improve health outcomes.

## CHIP Development

The six priority areas identified in the CHNA were streamlined into three CHIP priority areas by grouping related issues and focusing on actionable strategies. This grouping reflects the interconnected nature of health issues in Pima County by addressing multiple challenges simultaneously and recognizing that health improvement work does not happen in isolation.

### Developing CHIP Priority Areas



## Three Priority Areas & Strategies

### • Behavioral Health:

- Increase access to mental health education and resources for youth, families, and individuals experiencing housing instability.
- Use local data to guide prevention efforts and improve outcomes.

### • Access to Care:

- Increase access to affordable healthcare through investing in Community Health Workers (CHW) and patient advisors, improving care coordination and reducing costs.
- Identify and support policy opportunities for increasing healthcare affordability and reducing medical debt.

### • Roadway Safety:

- Gather community input to identify and act on the most effective ways to make streets safer, especially those in areas where people are most at risk.
- Use data-to-action strategies through Safe Streets for All (SS4A) and fatality review.



# PIMA COUNTY

## Board of Supervisors

Jennifer Allen, *Chair*, District 3  
Dr. Matt Heinz, *Vice Chair*, District 2  
Rex Scott, District 1  
Steve Christy, District 4  
Andrés Cano, District 5

## Pima County Administrator

Jan Leshner

**Thank you to the following leaders for supporting the Pima County Health Department and the community.**

## CHNA Steering Committee

Banner Health	El Rio Health
Pima County Health Department	Desert Senita
TMC Health	Pascua Yaqui Tribe Health Services Division
Carondelet (St. Joe's)	Pima Council on Aging
Carondelet Health Network (St. Mary's)	Tohono O'odham Nation Health Care
City of Tucson Community Safety, Health, and Wellness	Southern Arizona Veteran's Affairs Health Care System
CODAC Health, Recovery, and Wellness, Inc	Tucson Indian Center
Community Food Bank of Southern Arizona	Youth on their Own

**\*Thank you to Banner Health and TMC Health for being lead organizations!**

Improving health in Pima County takes all of us! Learn more at:



Find the full Community Health Action plan here:



Join the work! To get involved, contact: [healthypima@pima.gov](mailto:healthypima@pima.gov)