



ADVOCATES FOR
COMMUNITY
HEALTH

2025 STRATEGIC PLAN

BOLDLY ADVOCATING FOR CHCs

JANUARY 22, 2025

TODAY'S

Who We Are

Our 2025 Strategic Priorities

ACH in Action

Q&A

AGENDA

SPEAKERS



**Amanda
Pears Kelly**

**Chief Executive
Officer**



**Stephanie
Krenrich**

**Senior VP, Policy &
Government Affairs**



**Sandy
Applebee**

**Associate VP,
Communications &
Marketing**



We look beyond limits.
We push harder.
We believe in

speaking the truth.

Our Vision for Health Centers is **Bold.**

Our Mission is to advance the Health Center mission by advocating for bold and meaningful health policy changes.

Our Vision is to advance the Health Center mission and achieve health equity for our communities by transforming the healthcare system.

ACHI





ADVOCATES FOR
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We look forward to **working together.**

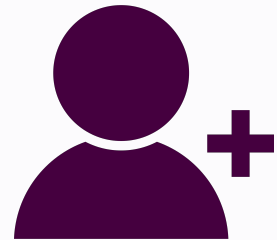
Our founding members came together in 2021 with a vision to convene innovative health center leaders to design bold policy solutions that will transform communities and equip health centers with the resources necessary to fulfil their mission.



MEMBERSHIP BY THE NUMBERS



41
Members



23
New Members
Since 2022



3.5M
Patients
Represented



20
States
Represented
plus DC and
Puerto Rico



HIGHLIGHTED POLICY WINS

ACH Launched

With 14 founding members in 6 states and Puerto Rico

Workforce Shortage Media Event Held and CMS Policy Progress

CMS' proposed reforms to Medicare Shared Savings Program reflect many of ACH's recommendations.

CHC Invest Launched and 340C Announced

ACH urges Congress to make historic investments in CHCs and announces 340C legislative proposal.

Value-Based Care Paper Published

ACH publishes a manuscript on value-based care design for CHCs that is accepted in Health Affairs Journal.

ACH's Health Equity Act Introduced

Rep. Yvette Clarke (D-NY) introduces Health Center Community Transformation Act with 7 cosponsors.

ACH Testifies Before Senate HELP Committee

ACH's CEO testifies in a hearing titled "Community Health Centers: Saving Money, Saving Lives" and serves as a key advisor to those policymakers.

UHC & ACH Multi-Year \$3.1M Plan Launched for CHCs

Collaboration includes \$500K grants for 5 ACH members and future grant opportunities.

340C Letter Signed by 100+

ACH sends a letter to Congress in support of 340B reform.

Funding Letter Signed by 500+

National, state and local organizations representing 49 states sign on for meaningful increases in funding.

Congress Passes 1st Substantial Increase in CHC Fund through end of 2024

After years of flat funding, ACH sees its advocacy come to fruition.

340B Reform Defended for CHCs

ACH hosts a meeting with over 130 stakeholders to outline reform efforts

Congressional Briefing on Maternal Health

Bipartisan Rural Health Caucus and Maternity Care Caucus attend ACH's briefing on maternal health crisis.

ACO Primary Care Flex Model Announced

Represents ideas from ACH & CMS.

Funding Letter signed by 550+

All 50 states letter represented in ACH's letter to Congress.

Today

Workforce Bill ready to drop, 340B reform push

2021

2022

2023

2024

2025

To view a complete timeline of ACH accomplishments, visit: <https://advocatesforcommunityhealth.org/who-we-are/our-story/>

MEDIA OUTREACH

We work with health policy reporters to keep health center policy at the forefront. Our efforts have been featured in CBS News, U.S. News & World Report, Washington Post, POLITICO, Inside Health Policy, Yahoo Finance, Associated Press News, Modern Healthcare, Roll Call, Bloomberg, Axios, and local outlets across the U.S.

POLITICO

"I'm painting a very doom-and-gloom picture, which is not typically who I am," Amanda Pears Kelly, CEO of Advocates for Community Health, said in an interview. "But I just will be honest and say: This is not something I've ever seen, at least the years that I've been working with community health centers. ... Something's got to give."

FROM The Washington Post
202
THE HEALTH

On the Hill

New this a.m.: More than 500 local, state and national health-care organizations are urging congressional leaders to ramp up federal funding for federally qualified health centers, which is set to expire after Nov. 17, according to a [letter](#) sent yesterday and shared with The Health 202 by the **Advocates for Community Health**.

Bloomberg Government

Health Centers Inch Toward More Money in House as Senate Dithers

But even short-term funding extensions in the continuing resolution cause significant stress and uncertainty to community health centers, Amanda Pears Kelly, CEO of Advocates for Community Health, said. Short-term funding disrupts their capacity to plan for and maintain solvency beyond 60 to 90 days, for clinics that primarily serve low-income, underserved communities. She likened the consecutive short-term spending plans to "kicking the can down the road" every few months. "We're advocating to make sure there's continued momentum and progress toward a long-term solution and long term investment," Kelly said. "Another short-term fix— another CR—keeps us exactly where we are in this really damaging space of limbo. It's not sustainable."

AXIOS

Health centers face staff shortages, more patients

The big picture: "Health centers are stepping up to the plate" to keep their communities healthy amid rising demand, said Amanda Pears Kelly, CEO of Advocates for Community Health.

- "But the reality is ... it's also not sustainable," she said.

Modern Healthcare

340B is back on deck in Congress after Chevron, but hurdles loom

"The program has begun to narrow over time because of the actions of pharmaceutical companies, because of the actions of PBMs and others," said **Stephanie Krenrich, senior vice president of policy and government affairs at Advocates for Community Health**. "This is a really important program for community health centers and other entities."

Roll Call

Fierce fight with no end in sight for drug discount program

Even some community health centers are divided on the Bucshon bill. Advocates for Community Health, which also represents community health centers, says it does not support the legislation and that it would make it difficult for health centers to continue to benefit from the program.

CBS NEWS

MONEYWATCH

Safety-net health clinics cut services and staff amid Medicaid unwinding

Nationwide, health centers face a similar problem: a perfect financial storm created by a sharp rise in the cost of care, a tight workforce, and now fewer insured patients. In recent months, clinics in California and Colorado have also announced cuts.

"It's happening in all corners of the country," said Amanda Pears Kelly, CEO of Advocates for Community Health, a national advocacy group representing federally qualified health centers.

InsideHealthPolicy
An Inside Washington news service

HRSA To Sanction J&J Unless 340B Rebate Model Is Pulled

THE ROAD AHEAD



2025 is a critical year for health centers.



ACH is laser-focused on advocating for bold, visionary legislative action that not only addresses the immediate needs of CHCs nationwide...



But also develops a long-term plan that ensures health centers can fulfill their mission and lead innovations to improve our healthcare system for all.

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ADVOCATES FOR
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2025 STRATEGIC PLAN

Overview

Advocates for Community Health (ACH)'s 2025 Strategic Plan is a set of forward-thinking, bold framework to lead federal policy that meaningfully impacts health centers. We will accomplish this by leveraging the expertise of our members and a commitment to advancing our policy priorities.



Advocate

Our members are passionate about issues affecting their health centers and communities, so we will focus on policy and advocacy for the key issues that matter most to them.



Engage

We will engage with members and non-members to educate them about what health centers need, and what they are capable of with the right resources.



Educate

We aim to provide educational and partnership opportunities for our members to enhance their capacities and educate nonmembers on critical health center issues.

1

340B Reform

Protecting the 340B Drug Discount Program for health centers.



2

Medicaid

Ensuring the Medicaid program can continue providing health coverage to people who need it.



3

Value-Based Care/Advanced Payment Models

Advocating for advanced payment models that make the delivery of care more flexible, patient centric, and reduce the burden on providers.



4

Workforce

Leading workforce development policies that result in organizational resilience.



5

Financial Sustainability for the Health Center Program

Funding the infrastructure needed to prevent disruptions in the continuity of care and creating a path to long-term financial sustainability.



6a

Infrastructure Resilience

Safeguarding community health systems against unexpected, severe acts including public health emergencies, climate change, cyber security, and broader emerging issues.

Issues

6b

Health Equity

Reducing disparities in health care access and outcomes and aligning with the Centers for Medicaid and Medicare Services framework.

Emerging

6c

Innovation

Driving policies on emerging technologies to address health center issues.

ADVOCATING IN 2025: RISKS AND OPPORTUNITIES

Opportunities

- Community health centers are a bipartisan priority
- “Make America Healthy Again” agenda focused on preventive care, primary care, chronic disease prevention, food as medicine, and health centers
- Bipartisan health care workforce policy efforts
- Value Based Care initiatives enjoy bipartisan support
- 340B reform efforts

Potential Risks

- Proposed Medicaid cuts
- Health care related immigration proposals
- Potential budget cuts, including to CHC funding
- Affordable Care Act tax credits up for renewal in 2025
- 340B reform efforts



REFORMING THE 340B PROGRAM

ACH supports reform of the 340B program to ensure health centers can continue to depend on it to serve their patients and communities. All 340B savings at health centers are funneled back into patient care.

ACH's policy proposal - 340C - recognizes the need for program transparency and balances it with the need for protections from actions that are eroding the program.



Protections

- Prohibit PBM & insurance company actions that reduce savings
- Allowed use of contract pharmacies without restriction



Transparency

- Entities commit to investing funds back into patient care, and agree to audits and reporting requirements

PROTECTING AGAINST NEW MODELS THAT ERODE THE 340B PROGRAM

Recently, manufacturers have begun imposing rebate models in lieu of the traditional 340B model of providing an upfront discount.

ACH opposes these models.



Impact on Health Centers

The 340B rebate model is especially harmful to CHCs because it has the potential to impact patient access, the revenue cycle, and in-house and contract pharmacy arrangements.



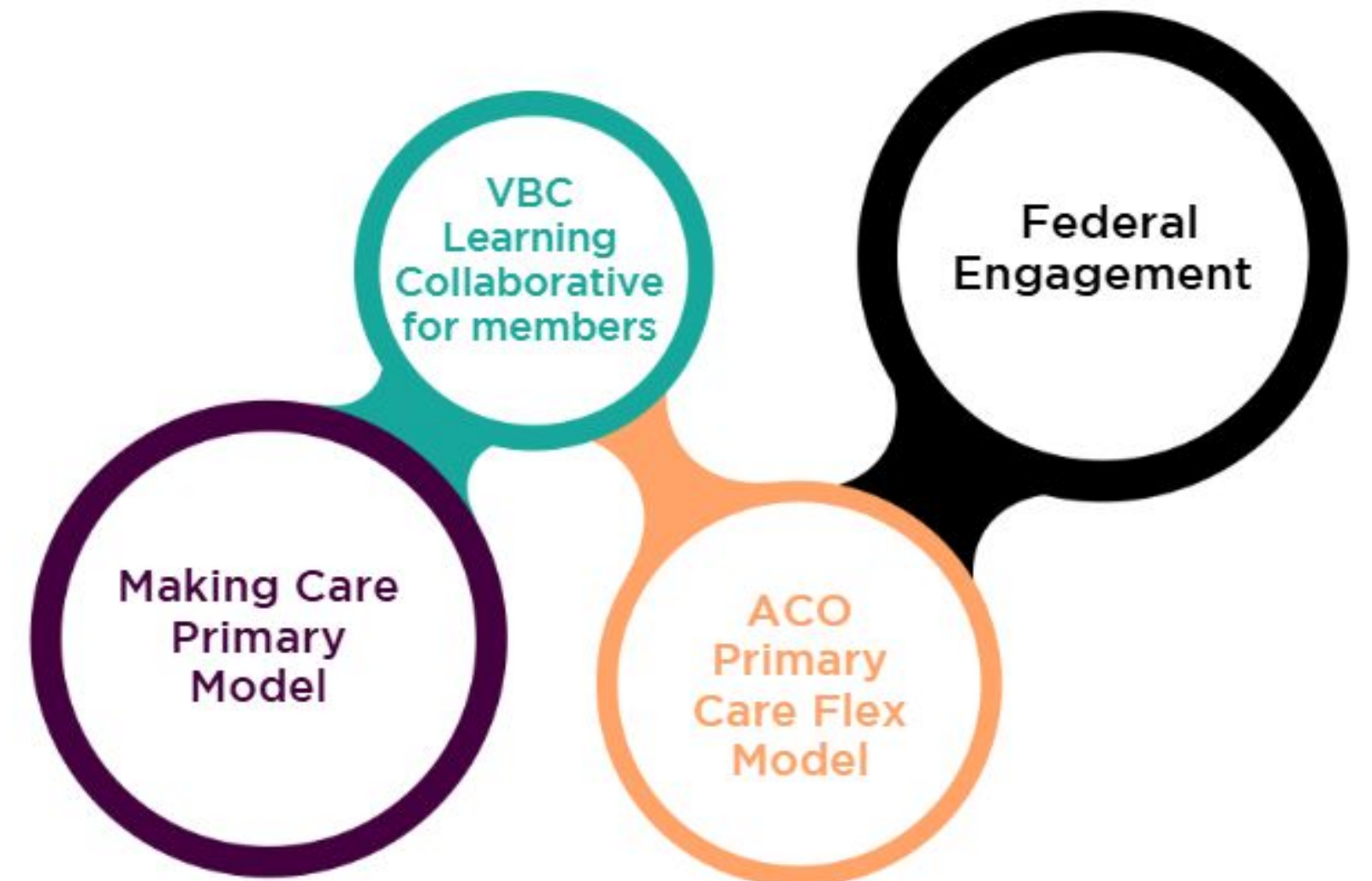
Administrative Burdens

It would also create a massive administrative burden for a program that was meant to create a flexible funding stream for safety net providers who otherwise couldn't serve their patients.



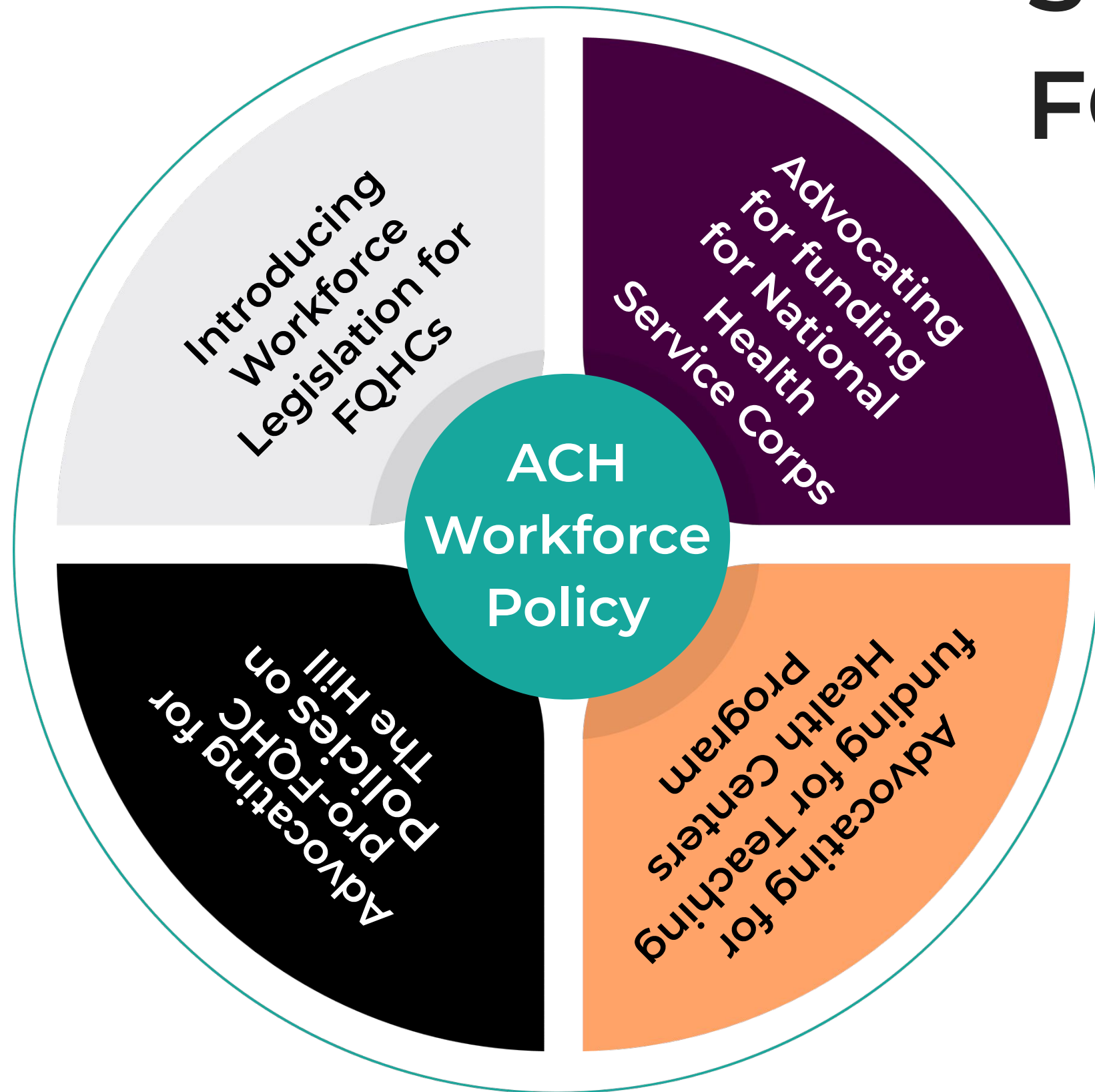
ADVANCING PAYMENT REFORM

- ACH advocates for advanced payment models that make the delivery of care more flexible, more patient centric, and reduce the burden on providers.
- ACH has established a **Value Based Care Learning Collaborative for members** and created further learning and information sharing opportunities through our Value Based Care Workgroup for members.
- ACH **engages policymakers in the Administration and in Congress**, whether through an established cadence of meetings with CMMI leadership, engagement with CMS, HRSA, and CMMI staff, or through engagement with key members of Congress who are focusing on the transition to value based care.
- We are pleased to see many **new CMS Innovation Center models** focused on safety-net and FQHC participation as a result of our engagement.





STRENGTHENING THE FQHC WORKFORCE

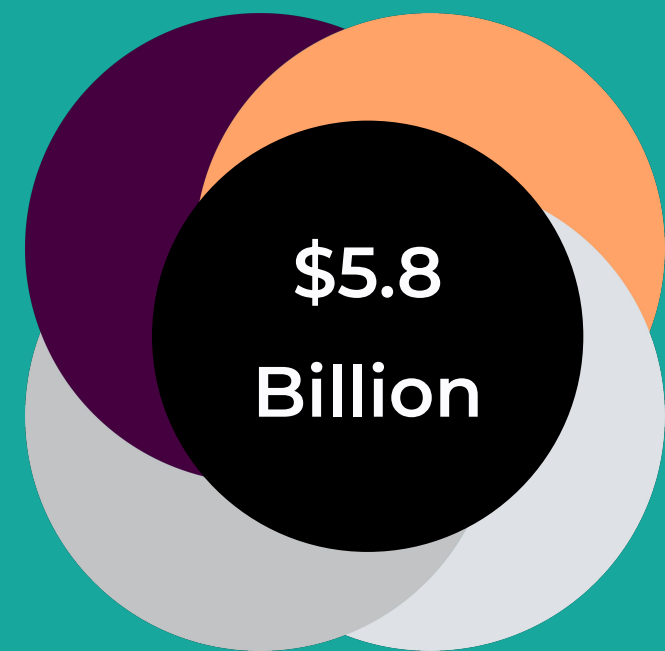


- Rep. Raul Ruiz (D-CA) will soon introduce the ACH-championed **Developing the Community Health Workforce Act** to improve recruitment and retention of FQHC staff, help health centers identify workforce from within their communities, among other provisions.
- ACH advocates for a reauthorization of the **National Health Service Corps** mandatory funding stream at \$950 million per year for two years and an increase in funding for the **Teaching Health Centers Graduate Medical Education** program at \$300 million per year for five years.
- ACH is working with Association of Clinicians for the Underserved to launch a coalition focused on policy to strengthen the health care workforce in underserved communities, to launch in early 2025.

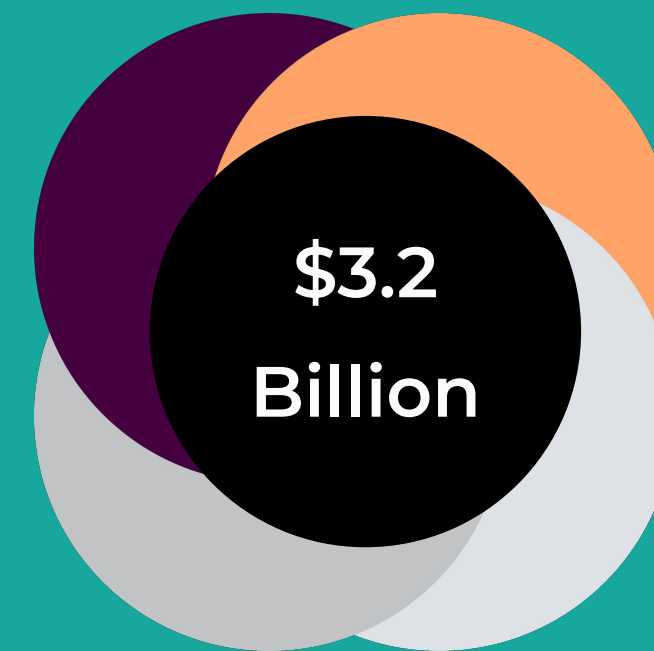
HEALTH CENTER FUNDING: OUR ASKS

Unprecedented need calls for bold action.

Through our CHC Invest campaign, ACH calls for \$9 billion for community health centers in 2025 and \$30B in total federal funding by 2030. Our FY 2026 asks include:



CHC Trust Fund
Reauthorization
(Mandatory):
Re-invest in
community health and
enact a long-term
reauthorization of the CHC
Fund at \$5.8 billion per
year for at least two years.



Appropriations
(Discretionary)
Funding:
Fund community health
centers at \$3.2 billion in
FY 2026.



PROTECTING MEDICAID

- Protecting Medicaid is one of ACH's top 2025 priorities.
- Shrinking the Medicaid program has long been a focus of Republican Congressional majorities, including during the first Trump term.
- Medicaid is the largest revenue source for health centers, and 51% of health center patients are covered by Medicaid.
- Several proposals are under consideration to cut the program or reduce eligibility, including lessening the federal match, turning Medicaid into a block grant or imposing a per capita cap, and implementing work requirements.



EMERGING ISSUES: INFRASTRUCTURE RESILIENCE, HEALTH EQUITY & INNOVATION

ACH is advocating for:

- ACH-championed **Health Center Community Transformation Hub Act**, soon to be reintroduced by Representative Yvette Clarke (D-NY). Helps health centers serve as a “hub” among local organizations to more effectively address social drivers of health.
- ACH-championed **Emergency Preparedness for Underserved Populations Act**, soon to be introduced by Representative Nanette Diaz Barragan (D-CA), to help community health centers conduct comprehensive emergency preparedness and response activities.
- **Telehealth payment parity, expanded use of AI in health care and other emerging technologies**, and other digital tools that increase access to care. In addition, ACH asks Congress to **eliminate policy barriers to federally qualified health centers delivering specialty care** and provide additional resources to support patient-centered and climate-resilient facility design.



WHAT'S

Q1-2025

- Educate new members of Congress and the new Administration about how community health centers are the best investment you can make in health care, including with new Make America Healthy Again efforts.
- **Medicaid** advocacy to address potential cuts to the program, which serves 51% of health center patients.
- ACH and ACU intend to launch a **new coalition centered around policies to strengthen the health care workforce** in rural and underserved communities in the coming months.
- Advocacy to urge Congress to increase **funding for community health centers** through the Community Health Center Trust Fund, which expires on March 31, and through the Fiscal Year 2026 appropriations process.
- Expected introduction of Rep. Raul Ruiz's (D-CA) **Developing the Community Health Workforce Act**.
- Continued advocacy on ACH's **340C proposal and 340B reform** in Congress.

NEXT

Q&A



Where can I get more information about ACH?



Our website advocatesforcommunityhealth.org has more information about our policy priorities, our story, membership and FAQs.

Also, please feel free to contact Stephanie Krenrich, SVP of Policy & Government Affairs at skrenrich@advocatesforcommunityhealth.org.



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