**Mission**

The Tennessee Primary Care Association improves access to primary health care through leadership, advocacy, and support as the voice of Community Health Centers.

In 2017, the Tennessee Primary Care Association and its member health centers worked together as in years past to fulfill our mission. Amid the challenges of a changing health care landscape, TPCA and the state’s Community Health Centers (CHCs) have continued to meet the needs of Tennesseans who need quality, affordable health care, serving nearly 400,000 patients per year.

Here are a few accomplishments of Tennessee's Community Health Centers:

- **396,877** patients served
- **1,294,672** patient visits
- **352,644** patients received MEDICAL CARE
- **40,034** patients received DENTAL CARE
- **42,143** patients received MENTAL HEALTH CARE
- **590** patients received VISION CARE
- **97,964** child and adolescent patients
- **298,913** adult patients
- **3,990** total jobs
  - **2,358** HEALTH CENTER JOBS including
    - **615** ENTRY-LEVEL and **933** SKILLED JOBS for community residents
  - **1,632** OTHER JOBS IN THE COMMUNITY

93% of health centers have installed and currently use an ELECTRONIC HEALTH RECORD (EHR)

86% of health centers are currently participating in the Centers for Medicare and Medicaid Services (CMS) EHR INCENTIVE PROGRAM “MEANINGFUL USE”

Sources: Capital Link; 2016 Uniform Data System

This project is supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) under Grant Number U58CS06816, State and Primary Care Associations. This information or content and conclusions are those of the author and should not be construed as the official position or policy of, nor should any endorsements be inferred by HRSA, HHS, or the U.S. Government.
TPCA Organizational Accomplishments

Throughout 2017, TPCA remained committed to serving its members through education and training, advocacy, networking, and more. This was achieved through the efforts of a committed staff and engaged board of directors. Several new Association staff members were brought on board, strengthening TPCA’s staff capacity. Among our accomplishments:

• Maintained **productive partnerships** with federal, state, and corporate entities to ensure that health centers receive the support they need. Our partners include the U.S. Department of Health’s Health Resources Services Agency, the Tennessee Department of Health, the TennCare Bureau, the National Association of Community Health Centers, the Healing Trust, the Frist Foundation, the Memorial Foundation, the UnitedHealthcare Foundation, and the DeltaQuest Foundation, as well as Tennessee’s managed care organizations (Amerigroup, Blue Cross Blue Shield, and UnitedHealthcare), and many more.

• Increased **staff knowledge and skill** on bringing value to health centers, and increased their awareness of funding and other issues affecting health centers and patients.

• Updated **meeting spaces** in the TPCA office building to better accommodate trainings and meetings for member health center staff. TPCA now has three separate training and meeting spaces.

• Implemented an internal **teams structure** to improve staff collaboration across programs and funding streams, and to streamline work activities.

• Modernized TPCA’s **information technology infrastructure**, including its financial systems, back-up and recovery systems, and security.

In May 2017, TPCA hosted three very special guests who were all instrumental in organizing the Association in the late 1970s. Pictured above, CEO Kathy Wood-Dobbins (second from left) and Board President Phillip Tatum (far right) are joined by: Irwin Venick (far left), an attorney and longtime advocate for quality of care and equity for low-income and disenfranchised populations; Caryl Carpenter (center), who administered rural health centers in East Tennessee and served as TPCA’s first president from 1976-1978; and William Corr (second from right), who organized and administered community health services in East Tennessee, worked with state officials to shape primary care policy, and served as Deputy Secretary of the U.S. Department of Health and Human Services from 2009-2015.
TPCA serves its members and their patients with relevant programs that strengthen health centers’ ability to serve individuals and communities. These programs, and some of their 2017 accomplishments, include:

**Clinical**
- TPCA now has 21 health centers participating in the Center for Quality in Community Health (CQCH), a network of health centers that supports a continually evolving health care system by sharing information and expertise to facilitate learning, support quality improvement, and develop leadership.
- Provided data analytics and aggregation tools for the timely and relevant use of data in partnership with i2i Population Health.
- Added three new specialists to the network of telehealth providers serving health center patients. In addition to medical interpretation, the network offers seven specialty care services via telehealth: dermatology, gastroenterology, infectious disease, neurology, nutrition, orthopedics, and psychiatry (adult and pediatric).
- Worked with partner organizations to improve Early Periodic Screening, Diagnostic, and Treatment (EPSDT) rates, and to distribute funds for Voluntary Reversible Long-Acting Contraceptives (VRLACs) and smoking cessation.
- Provided on-site coaching to 18 of the 21 health centers in the CQCH, covering current successes and barriers, and future needs for training and education.
- Worked with TennCare State Innovation Model Patient-Centered Medical Home practice coaches to provide additional information and resources to CQCH participants.

**Oral Health**
- Created a TPCA Dental Advisory Committee and provided on-boarding training to new dental directors and clinics.
- Served on the Tennessee State Oral Health Plan Advisory Committee and contributed to the drafting of Tennessee’s first Oral Health Plan.
- Supported the continued growth of oral health services at Tennessee’s health centers. The number of CHCs offering dental has doubled from eight in 2013 to 16 today.

**Health Policy and Advocacy**
- Organized meetings for 35 Tennessee CHC advocates with nine Tennessee Members of Congress and both Tennessee Senators in Washington, D.C., and facilitated 40 visits with Tennessee legislators on TPCA’s 2017 Hill Day.
- Coordinated visits to health centers with several Members of Congress and Tennessee state legislators to increase understanding of community needs, CHC services, and the importance of stable funding.
- In partnership with NACHC, generated more than 6,400 communications (emails and calls) from Tennessee CHC advocates to Members of Congress, advocating for the reauthorization of CHC funding, the continued stability of Medicaid funding, and patient access to care.
- Advocated for the long-term financial stability of CHCs through federal funding, the Medicaid Prospective Payment System (PPS), and State Safety Net funding.
- Worked with TennCare to develop and launch the PPS Change in Scope process.
- Worked with board members and TPCA’s Marketing and Co-Branding Committee to explore opportunities for health center co-branding.
Accomplishments in Serving Health Centers

Serving health centers – and assisting them in serving their patients and communities – is at the heart of all we do at TPCA. Our membership represents more than 30 Federally Qualified Health Centers and other organizations, which serve nearly 400,000 Tennesseans. We are proud to work with our members to improve access to affordable, quality health care, and we do so in a number of ways, including:

Training
• TPCA held 28 distinct trainings in 2017, on topics ranging from Open Enrollment and financial policies to Medicaid PPS and integrating behavioral health. Participants overwhelmingly reported increased knowledge on the topics presented.
• TPCA’s Annual Leadership Conference was attended by 99 health center representatives and 29 exhibitors.
• Added a number of well-received new elements to the Annual Leadership Conference, including “Take 30” peer learning discussions.
• TPCA organized three trainings (the Transformation Management Series) for health center leadership teams in 2017 to increase CHC readiness for health system transformation and payment reform.

Technical Assistance
• TPCA provided 219 instances of technical assistance to members on topics such as quality improvement, HRSA program requirements, credentialing, billing and reimbursement, telehealth, outreach and enrollment, use of i2i Tracks, and many others.
• Streamlined how we provide and track technical assistance to health centers.
• Supported health centers with one-on-one problem solving on a wide range of operational, governance, compliance, and financial questions.
• Provided on-boarding support and extensive technical assistance for new quality improvement staff at health centers.
• Provided more than 40 instances of data/i2i Tracks assistance to 13 health centers. Additionally, TPCA staff accompanied the i2i Population Health consultant to deliver 18 days of training with nine health centers.

Technology Support
• Added 24 new Zoom accounts to support health centers with their telehealth and remote conferencing capabilities.

Member Services
• Introduced the new Platinum level of Associate Membership and added the three TennCare MCOs as Associate Members.
• Increased the number of exhibitors seeking to connect with members at the 2017 Annual Leadership Conference.
**Board of Directors**

Phillip Tatum, President  
Willeen Hastings, Past-President  
Mary Heinzen, Treasurer  
James Lovett, Secretary  
Katina Beard  
Mary Bufwack  
Karen Guinn  
Joel Hornberger  
Deborah Johnson  
Janie McGinley  
Angel Moore  
Caroline Portis-Jenkins  
Silas Tolan  
Mark Watt

Three Rivers Community Health Group  
Memphis Health Center  
Hardeman County Community Health Center  
Mountain People’s Health Councils  
Matthew Walker Comprehensive Health Center  
Neighborhood Health  
Homeless Health Care Center of Chattanooga  
Cherokee Health Systems  
Upper Cumberland Primary Care  
Lifespan Health  
Erlanger SSDA Community Health Centers  
Connectus Health  
ETSU College of Nursing – Nurse Managed Health Centers  
Dayspring Family Health Center

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**Organizational Members**

**Federally Qualified Health Centers**
- Cherokee Health Systems
- Chota Community Health Services
- Christ Community Health Services
- Citizens of Lake County for Health Care
- Community Health of East Tennessee
- Connectus Health
- Dayspring Family Health Center
- East Tennessee State University College of Nursing
- Erlanger SSDA Community Health Centers
- Gibson County Community Health Center
- Hardeman County Community Health Center
- Homeless Health Care Center of Chattanooga/Hamilton County Health Department
- Hope Family Health
- Lewis Health Center
- Lifespan Health
- Matthew Walker Comprehensive Health Center
- Memphis Health Center
- Mercy Community Healthcare
- Morgan County Health Council
- Mountain People’s Health Councils
- Neighborhood Health
- Ocoee Regional Health Corporation
- Primary Care and Hope Clinic
- ProHealth Rural Health Services*
- Rural Health Services Consortium
- Rural Medical Services
- Southwest Virginia Community Health Systems
- Stewart County Community Health Center
- Three Rivers Community Health Group
- Tri-State Community Health Center
- Upper Cumberland Primary Care Project

**Other Health Center Organizations**
- East Jackson Family Medical Center
- La Clinica Camellia
- Resurrection Health

*Look-Alike*
### Tennessee Primary Care Association, Inc.
#### Statement of Financial Position
As of December 31, 2016

<table>
<thead>
<tr>
<th>Support and other revenue:</th>
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<tr>
<td>Federal grants</td>
<td>$1,385,438</td>
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<td>Other grants</td>
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<td>Program services</td>
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<td>Membership dues</td>
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<td>Leadership conference</td>
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<td>Other income</td>
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<td>Workshop and training</td>
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<td>Interest income</td>
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<td><strong>Total support and other revenue</strong></td>
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<table>
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<tr>
<th>Expenses:</th>
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<tr>
<td>Program services:</td>
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<tr>
<td>Technical assistance</td>
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<td>HCCN</td>
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<td>Memorial Foundation</td>
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<td>United Health Care</td>
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<tr>
<td>TN Health Care Campaign</td>
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<tr>
<td><strong>Total program services</strong></td>
<td><strong>2,228,085</strong></td>
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</table>

| Support services:                           |       |
| General and administrative                  | 378,074 |
| **Total expenses**                          | **2,606,159** |

| Change in net assets                        | 68,183  |

| Unrestricted net assets at beginning of year | 1,402,159 |

| Unrestricted net assets at end of year       | **$ 1,470,342** |

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**TPCA STAFF**

Kathy Wood-Dobbins, Chief Executive Officer; Sharon Crawford, Deputy Director.
Liz Affleck, Staff Accountant; Bethany Anderson, Network Administrator; Elizabeth Brown, Program Coordinator; Sarah Hill, Training Coordinator; Karen Hoffman, Finance Director; Shatiqua Jamerson, Health Care Access Program Manager; Larry Jones, Telehealth Coordinator; Lisa Juran, Primary Care Practice Coach; Rhonda Keen, Executive Assistant; Christian Ketel, Health Informatics Team Leader; Tari Lewis, Finance Director; Cassandra McNulty, Compliance Manager; Raymond Mitchell, Member Services Director; Ashley Pasquariello, Data Analyst; Devin Rush, Program Specialist; Libby Thurman, Health Policy Director; Terri Woodmore, Communications Manager.
2017 Associate Members

Platinum

Amerigroup RealSolutions®
in healthcare

BlueCare®
Tennessee

UnitedHealthcare®
Community Plan

Gold

MEDLINE

Tennessee Rural Partnership
Connecting Clinicians with Communities

Silver

TENNESSEE DEPARTMENT OF HEALTH