TCCN
TennesseeCharitableCareNetwork
RESOURCES. RELATIONSHIPS. RESULTS.

Tennessee Charitable Care Network

2024 Salary and Benefits Survey

April 2024

TENNESSEE CHARITABLE CARE NETWORK
RESOURCES. RELATIONSHIPS. RESULTS.

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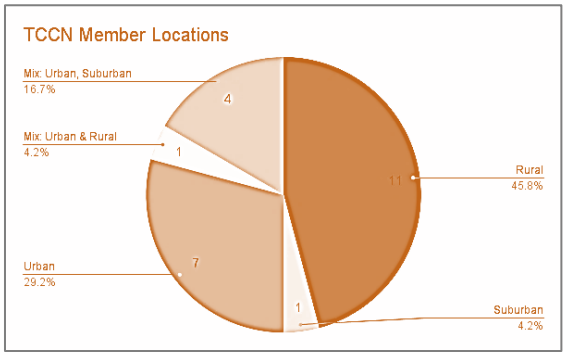
Executive Summary

The Tennessee Charitable Care Network (TCCN) supports, educates, and represents non-profit organizations that provide charitable healthcare services to low-income, uninsured, and underserved Tennesseans. In 2023, TCCN boasted 42 member organizations across the state. From mid-January to mid-March 2024, TCCN conducted a survey to better understand the salaries and benefits provided by its members to their employees. A total of 24 organizations (57% of the total membership) responded. Throughout the following report, for any questions where fewer than 24 respondents provided an answer the number of respondents for the particular category will be provided.

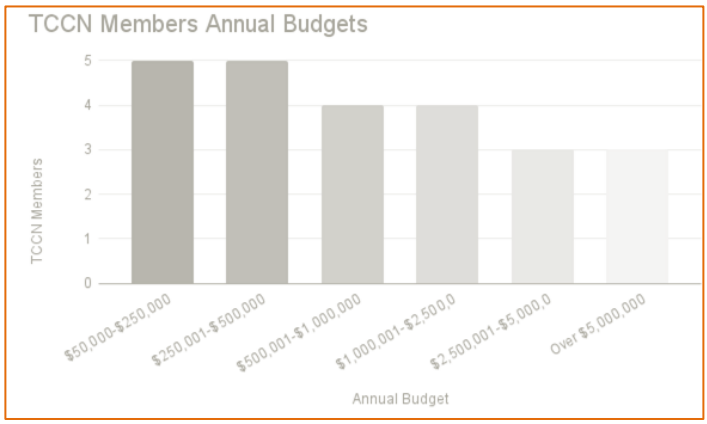
This report analyzes member responses from two main perspectives: the organization's annual budget and the geographic location where the organization is located. In doing this, we hope that the data are more relevant enabling members to compare like with like. The staffing levels, salaries and benefits offered may differ significantly between an organization with a budget of $50,000 per year versus $5,000,000 per year. In addition, staff and benefits may vary from rural to urban areas throughout the state. In addition to this written summary, TCCN members that responded to the survey will also be provided with a spreadsheet including de-identified detailed responses.

Member Locations



TCCN members operate in all corners of the state and every type of community. 11 members (46% of respondents) are located in primarily rural areas, 7 members (29% of respondents) are located in primarily urban areas, and 1 member (4% of respondents) is located in a primarily suburban area. Because TCCN members may serve multiple cities or counties, respondents could also indicate that they serve a mixed region. 4 members (17% of respondents) serve a mix of urban, rural, and suburban locations and 1 member (4% of respondents) serves a mix of suburban and rural locations.

Organization Budgets



In considering the staffing levels, salaries, and benefits offered by TCCN members, it is important to understand the size of the organization's operating budget so that comparisons can be made between similarly sized organizations. Of the 24 respondents to this survey, 58% have annual budgets of less than $1,000,000 while 42% had budgets of over $1,000,000.

Organization Staffing

TCCN member clinics are staffed by a combination of volunteers, part-time, and full-time administrative and clinical staff. Below is an overview of overall staffing numbers, with greater detail broken down by budget size and position type.

Volunteer Type	Volunteers
Licensed/Certified Medical Volunteers	452
Non-medical Volunteers	1,378
Volunteer Medical Providers (MD/NP/PA/DO)	235
Volunteer Dental Providers (DDS, RDH, dental assistants)	123
Number of volunteer mental health providers (counselors, therapists, LCSW)	21
Number of volunteer nurses (RN, LPN, medical assistants)	160
Number of volunteer pharmacy providers (RPh, pharmacy technicians)	88
Number of volunteer medical/dental/nursing students	315
Number of volunteer Community Health Workers	8
TOTAL VOLUNTEERS	**2,780**
Full-Time Staff	**Number of Staff**
Medical Providers	59
Non-Medical Staff	180
Dental Providers	28
Mental Health Providers	5
Pharmacy Providers	1
Nurses	46
Community Health Workers	28
TOTAL FULL-TIME STAFF	**347**
Part-Time Staff	**Number of Staff**

Medical Providers	54
Non-Medical Staff	32
Dental Providers	21
Mental Health Providers	5
Pharmacy Providers	1
Nurses	17
Community Health Workers	0
TOTAL PART-TIME STAFF	**138**

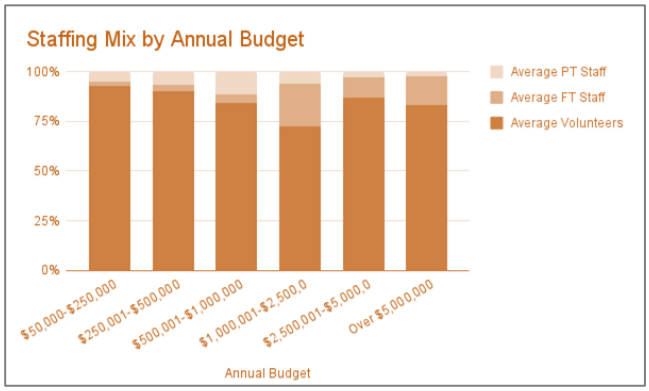
TOTAL EMPLOYEES	**485**

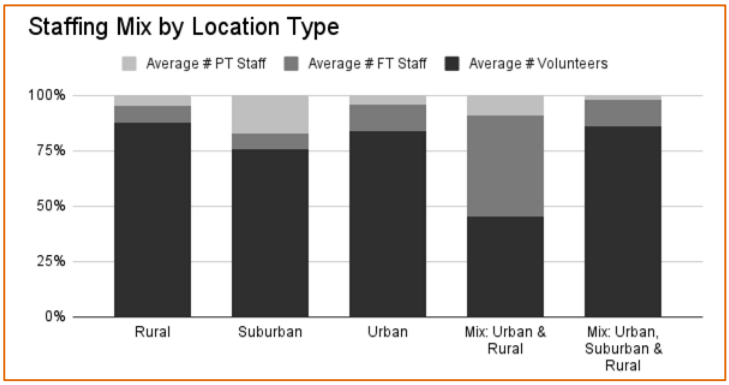
Staffing Numbers by Organization Size

Annual Budget	Respondents	Average Volunteers	Average FT Staff	Average PT Staff	Average Total Staff
$50,000-$250,000	5	40	1	2	3
$250,001-$500,000	5	124	4	9	13
$500,001-$1,000,000	4	53	3	7	10
$1,000,001-$2,500,000	4	48	14	4	18
$2,500,001-$5,000,000	3	204	24	6	29
Over $5,000,000	3	366	63	9	72

Staffing Numbers by Location Type

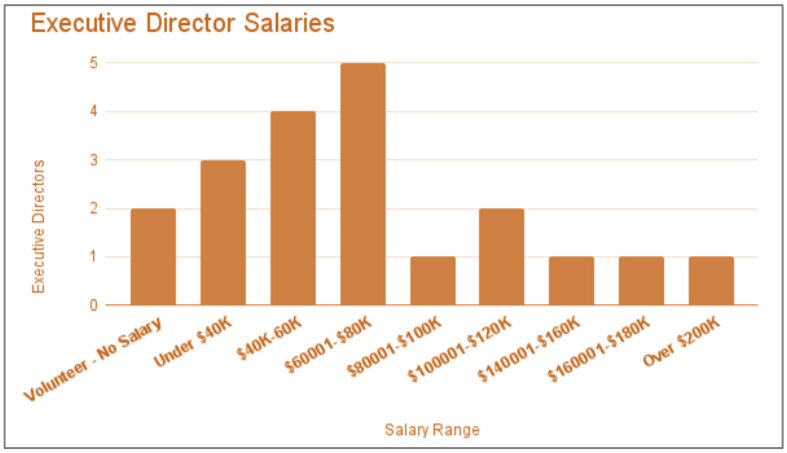
Location	Respondents	Average # Volunteers	Average # FT Staff	Average # PT Staff	Average Total Staff
Rural	11	98	9	5	14
Suburban	1	22	2	5	7
Urban	7	169	24	9	33
Mix: Urban & Rural	1	10	10	2	12
Mix: Urban, Suburban & Rural	4	121	17	3	20





Executive Directors

Of the 24 survey respondents, 21 TCCN members provided details regarding their Executive Directors. While two organizations report having a volunteer serving in this leadership role, the vast majority of Executive Directors are paid, full-time employees. The tables below provide insight into how the salary and employment classification of Executive Directors varies by organization budget and location.



Annual Budget	Positions	FT	PT	Volunteer	Average Salary
$50,000-$250,000	3	2	1	1	Under $40,000
$250,001-$500,000	5	5	0	0	$40,000-$60,000
$500,001-$1,000,000	4	3	1	0	$60,001-$80,000
$1,000,001-$2,500,000	4	4	0	0	$80,001-$100,000
$2,500,001-$5,000,000	3	2	0	1	$120,001-$140,000
Over $5,000,000	2	2	0	0	$180,001-$200,000
Location Type	**Positions**	**FT**	**PT**	**Volunteer**	**Average Salary**
Rural	11	10	1	1	$60,000
Suburban	1	1	0	0	$40,000-$60,000
Urban	5	5	0	0	$120,001-$140,000

Mix: Urban & Rural	1	1	0	0	N/A
Mix: Urban, Suburban & Rural	3	2	1	0	$60,001-$80,000

Other C-Suite Leaders

In addition to Executive Directors, TCCN was interested in the other types of executive leadership positions members employ to lead their organizations. The tables below highlight how many C-Suite leaders TCCN member organizations employ based on their budget size and location. The number and salary of executive leaders tend to increase in correspondence with the growth of an organization's annual budget. Interestingly, while nearly 50% of survey respondents are based in rural areas, over 70% of the senior positions reported are housed by organizations based in urban areas. The image shares some of the job titles for these positions.

Annual Budget	Positions	FT	PT	Volunteer	Average Salary
$50,000-$250,000	1	0	0	1	Volunteer
$250,001-$500,000	1	0	0	1	Volunteer
$500,001-$1,000,000	1	1	0	0	$120,001-$140,000
$1,000,001-$2,500,000	4	4	0	0	$60,001-$80,000
$2,500,001-$5,000,000	4	4	0	0	$140,001-$160,000
Over $5,000,000	8	8	0	0	$140,001-$160,000
Location Type	**Positions**	**FT**	**PT**	**Volunteer**	**Average Salary**
Rural	3	2	0	1	$80,001-$100,000
Urban	14	13	0	1	$120,001-$140,000
Mix: Urban & Rural	2	2	0	0	Under $40,000

Medical Directors

Half of survey respondents reported employing a Medical Director, with the majority of those individuals working part-time or volunteering, with only one reported as a full-time employee.

Annual Budget	Positions	FT	PT	Volunteer	Average Salary
$50,000-$250,000	2	0	0	2	Volunteer

$250,001-$500,000	3	1	0	2	Volunteer
$500,001-$1,000,000	2	0	2	0	$90-$100/hour
$1,000,001-$2,500,000	3	0	2	1	Under $40,000
$2,500,001-$5,000,000	1	0	1	0	$60,001-$80,000
Over $5,000,000	1	0	1	0	$160,001-$180,000

Location Type	Positions	FT	PT	Volunteer	Average Salary
Rural	7	0	4	3	$60,001-$80,000
Urban	2	0	1	1	$160,001-$180,000
Mix: Urban & Rural	1	0	0	1	Volunteer
Mix: Urban, Suburban & Rural	2	1	1	0	$40,000-$60,000

Dental Directors

Three survey respondents reported employing a Dental Director.

Annual Budget	Positions	FT	PT	Volunteer	Average Salary
$250,001-$500,000	1	1	0	0	$40,000-$60,000
$1,000,001-$2,500,000	1	1	0	0	$160,001-$180,000
$2,500,001-$5,000,000	1	0	0	1	Volunteer

Location Type	Positions	FT	PT	Volunteer	Average Salary
Rural	2	1	0	1	$160,001-$180,000
Suburban	1	1	0	0	$40,000-$60,000

Other Directors

In addition to Medical, Dental, and Program Directors, TCCN was interested in the other Director-level positions across member organizations. The tables below highlight how many directors TCCN member organizations employ based on their budget size and location. The number and salaries of directors are surprisingly consistent across regardless of organization budget, with almost all directors employed full-time. Director level positions were evenly distributed between rural and urban areas, and while salary increases for these roles based on

budget size there was no major difference in salary based on location. The image shares some of the job titles for these positions.

Annual Budget	Positions	FT	PT	Volunteer	Average Salary
$50,000-$250,000	2	0	2	0	Under $40,000
$500,001-$1,000,000	3	3	0	0	$40,000-$60,000
$1,000,001-$2,500,000	3	3	0	0	$40,000-$60,000
$2,500,001-$5,000,000	3	3	0	0	$60,001-$80,000
Over $5,000,000	3	3	0	0	$120,001-$140,000
Location Type	**Positions**	**FT**	**PT**	**Volunteer**	**Average Salary**
Rural	6	6	0	0	$60,001-$80,000
Urban	8	6	2	0	$60,001-$80,000

Mid-Level Managers

TCCN was interested in the Manager-level positions across member organizations. The tables below highlight how many managers TCCN member organizations employ based on their budget size and location. All reported managers are employed full-time, with the majority of them employed by the largest organizations. Manager level positions were evenly distributed between rural and urban areas. Salary increases slightly for these roles based on budget size salaries are slightly higher for managers in urban areas. The image shares some of the job titles for these positions.

Annual Budget	Positions	FT	PT	Volunteer	Average Salary
$250,001-$500,000	2	2	0	0	$40,000-$60,000
$1,000,001-$2,500,000	1	1	0	0	$40,000-$60,000
$2,500,001-$5,000,000	6	6	0	0	$40,000-$60,000
Over $5,000,000	6	6	0	0	$80,001-$100,000
Location Type	**Positions**	**FT**	**PT**	**Volunteer**	**Average Salary**
Rural	5	5	0	0	$40,000-$60,000
Urban	8	8	0	0	$60,001-$80,000

Mix: Urban & Rural	2	1	0	0	$40,000-$60,000

Program Staff

Program Directors

Half of survey respondents reported employing a Program Director. All these individuals are employed full-time, with salary ranges between $40,000 and $80,000, increasing with budget size. There was an equal distribution of Program Directors between rural and urban locations, with salaries in urban areas slightly higher than rural areas.

Annual Budget	Positions	FT	PT	Volunteer	Average Salary
$50,000-$250,000	1	1	0	0	$40,000-$60,000
$250,001-$500,000	1	1	0	0	$40,000-$60,000
$1,000,001-$2,500,000	5	5	0	0	$40,000-$60,000
$2,500,001-$5,000,000	5	5	0	0	$60,001-$80,000
Over $5,000,000	1	1	0	0	$60,001-$80,000
Location Type	**Positions**	**FT**	**PT**	**Volunteer**	**Average Salary**
Rural	5	5	0	0	$40,000-$60,000
Urban	7	7	0	0	$60,001-$80,000
Mix: Urban & Rural	1	1	0	0	Under $40,000

Community Health Workers

Annual Budget	Positions	FT	PT	Volunteer	Average Salary
$50,000-$250,000	4	3	1	0	$40,000
$250,001-$500,000	3	2	1	0	Under $40,000
$500,001-$1,000,000	3	2	1	0	$40,000-$60,000
$1,000,001-$2,500,000	6	6	0	0	$40,000
$2,500,001-$5,000,000	4	3	1	0	$40,000
Over $5,000,000	1	0	0	0	$40,000-$60,000
Location Type	**Positions**	**FT**	**PT**	**Volunteer**	**Average Salary**
Rural	14	11	3	0	$40,000-$60,000
Urban	2	0	1	0	$40,000

Mix: Urban & Rural	1	1	0	0	Under $40,000
Mix: Urban, Suburban & Rural	4	4	0	0	$40,000-$60,000

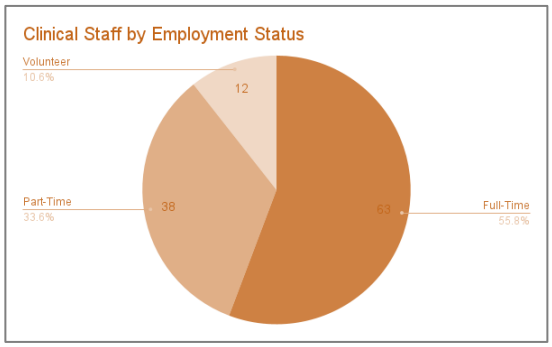
Office Staff

TCCN was interested in the office staff positions across member organizations. The tables below highlight how many office staff TCCN member organizations employ based on their budget size and location. Please note that it was left to survey respondents to decide based on their own organizational structure which staff would be captured in this category versus other administrative roles such as managers and directors. Compared to more senior roles, a higher proportion of office staff across all budget sizes are part-time employees. Regardless of employment status or organization size, salary levels for these positions were remarkably consistent and generally under $40,000. Salaries are slightly higher for office staff in urban areas. The image shares some of the job titles for these positions.

Annual Budget	Positions	FT	PT	Volunteer	Average Salary
$50,000-$250,000	7	0	6	1	Volunteer
$250,001-$500,000	6	3	3	0	Under $40,000
$500,001-$1,000,000	6	2	4	0	Under $40,000
$1,000,001-$2,500,000	15	12	3	0	Under $40,000
$2,500,001-$5,000,000	10	9	1	0	$19/hour
Over $5,000,000	6	5	0	0	$40,000-$60,000
Location Type	**Positions**	**FT**	**PT**	**Volunteer**	**Average Salary**
Rural	36	20	15	1	Under $40,000
Urban	11	8	2	0	$40,000-$60,000
Mix: Urban & Rural	1	1	0	0	Under $40,000
Mix: Urban, Suburban & Rural	2	2	0	0	Under $40,000

Clinical Staff

Survey respondents of all sizes and locations reported significant clinical staff members, with a higher number of part-time and volunteer positions in this category than in the more administrative positions. Because of the significant variation in salaries between position types, the major clinical positions are each broken out individually in the following pages, both by organization budget and by location type.



Annual Budget	Positions	FT	PT	Volunteer	Average Salary
$50,000-$250,000	13	3	5	5	By position
$250,001-$500,000	20	8	12	0	By position
$500,001-$1,000,000	10	1	9	0	By position
$1,000,001-$2,500,000	30	27	3	0	By position
$2,500,001-$5,000,000	31	16	8	7	By position
Over $5,000,000	10	8	1	0	By position
Location Type	**Positions**	**FT**	**PT**	**Volunteer**	**Average Salary**
Rural	65	39	21	5	By position
Suburban	3	0	3	0	By position
Urban	34	14	12	7	By position
Mix: Urban & Rural	3	3	0	0	By position
Mix: Urban, Suburban & Rural	9	7	2	0	By position

Dental Assistants

Annual Budget	Positions	FT	PT	Volunteer	Average Salary
$50,000-$250,000	1	0	1	0	Under $40,000
$250,001-$500,000	1	0	1	0	Under $40,000
$1,000,001-$2,500,000	5	4	1	0	Under $40,000
$2,500,001-$5,000,000	5	4	1	0	$40,000
Location Type	**Positions**	**FT**	**PT**	**Volunteer**	**Average Salary**
Rural	9	7	2	0	Under $40,000

Suburban	1	0	1	0	Under $40,000
Urban	1	0	1	0	Under $40,000
Mix: Urban & Rural	1	1	0	0	Under $40,000

Dental Hygienists

Annual Budget	Positions	FT	PT	Volunteer	Average Salary
$50,000-$250,000	1	0	1	0	Volunteer
$250,001-$500,000	1	0	1	0	Under $40,000
$1,000,001-$2,500,000	3	2	1	0	$40,000-$60,000
$2,500,001-$5,000,000	3	1	2	0	Under $40,000
Location Type	**Positions**	**FT**	**PT**	**Volunteer**	**Average Salary**
Rural	7	3	4	0	$40,000-$60,000
Suburban	1	0	1	0	Under $40,000

Dentists

Annual Budget	Positions	FT	PT	Volunteer	Average Salary
$50,000-$250,000	1	0	0	1	Volunteer
$250,001-$500,000	1	0	1	0	$60,001-$80,000
$500,001-$1,000,000	1	0	1	0	$60,001-$80,000
$1,000,001-$2,500,000	1	0	1	0	N/A
$2,500,001-$5,000,000	3	2	1	0	$150,000
Over $5,000,000	1	1	0	0	$180,001-$200,000
Location Type	**Positions**	**FT**	**PT**	**Volunteer**	**Average Salary**
Rural	6	2	3	1	$100,001-$120,000
Suburban	1	0	1	0	$60,001-$80,000

Urban	1	1	0	0	$180,001-$200,000

Doctors

Annual Budget	Positions	FT	PT	Volunteer	Average Salary
$50,000-$250,000	1	0	0	1	Volunteer
$500,001-$1,000,000	3	0	3	0	Under $40,000
$2,500,001-$5,000,000	7	0	0	7	Volunteer
Over $5,000,000	4	3	1	0	$180,001-$200,000
Location Type	**Positions**	**FT**	**PT**	**Volunteer**	**Average Salary**
Rural	4	0	3	1	Under $40,000
Urban	10	2	1	7	$180,001-$200,000

Physician Assistants

Annual Budget	Positions	FT	PT	Volunteer	Average Salary
$50,000-$250,000	1	0	0	1	Volunteer
$250,001-$500,000	1	0	1	0	$80,001-$100,000
$1,000,001-$2,500,000	3	3	0	0	$80,001-$100,000
$2,500,001-$5,000,000	3	2	1	0	$80,001-$100,000
Over $5,000,000	1	1	0	0	$80,001-$100,000
Location Type	**Positions**	**FT**	**PT**	**Volunteer**	**Average Salary**
Rural	5	3	1	1	$80,001-$100,000
Urban	4	3	1	0	$80,001-$100,000

Nurses

Annual Budget	Positions	FT	PT	Volunteer	Average Salary
$50,000-$250,000	3	0	2	1	Under $40,000
$250,001-$500,000	7	3	4	0	$40,000-$60,000

$500,001-$1,000,000	1	0	1	0	Under $40,000
$1,000,001-$2,500,000	7	7	0	0	$40,000-$60,000
Over $5,000,000	1	1	0	0	$60,001-$80,000

Location Type	Positions	FT	PT	Volunteer	Average Salary
Rural	10	7	2	1	$40,000-$60,000
Urban	6	2	4	0	$40,000-$60,000
Mix: Urban & Rural	1	1	0	0	Under $40,000
Mix: Urban, Suburban & Rural	2	1	1	0	$40,000

Nurse Practitioners

Annual Budget	Positions	FT	PT	Volunteer	Average Salary
$50,000-$250,000	1	0	0	1	Volunteer
$250,001-$500,000	2	2	0	0	$65,000
$500,001-$1,000,000	4	0	4	0	$50/hour
$1,000,001-$2,500,000	1	1	0	0	$60,001-$80,000
$2,500,001-$5,000,000	4	3	1	0	$80,001-$100,000
Over $5,000,000	1	1	0	0	$80,001-$100,000

Location Type	Positions	FT	PT	Volunteer	Average Salary
Rural	6	2	4	0	$40,000-$60,000
Urban	5	4	1	0	$80,001-$100,000
Mix: Urban, Suburban & Rural	2	1	1	0	$40,000

Mental Health Providers

Annual Budget	Positions	FT	PT	Volunteer	Average Salary
$250,001-$500,000	1	0	1	0	Under $40,000

$1,000,001-$2,500,000	1	1	0	0	$40,000-$60,000
Over $5,000,000	1	1	0	0	$60,001-$80,000

Location Type	Positions	FT	PT	Volunteer	Average Salary
Rural	2	1	1	0	$40,000
Urban	1	1	0	0	$60,001-$80,000

Benefits Overview

In addition to asking members to provide information regarding employee salaries, TCCN was interested in learning more about the types of employee benefits offered across member organizations. The summary below provides insight into the types of insurance, retirement, and other benefits offered by TCCN members. Generally, survey respondents were more likely to provide benefits directly to employees as opposed to family members. Insurance offerings increased with organization size, and organizations in urban areas were more likely to provide insurance.

Individual Health Insurance

Annual Budget	Respondents	100%	80%	50%	Other	Do Not Provide
$50,000-$250,000	4	0	0	0	0	4
$250,001-$500,000	5	0	2	1	0	2
$500,001-$1,000,000	4	1	0	0	1	2
$1,000,001-$2,500,000	3	2	1	0	0	0
$2,500,001-$5,000,000	3	0	1	0	1	1
Over $5,000,000	3	1	1	0	1	0

Location Type	Respondents	100%	80%	50%	Other	Do Not Provide
Rural	11	2	2	0	2	5
Suburban	1	0	0	0	0	1
Urban	6	2	2	1	0	1
Mix: Urban, Suburban & Rural	4	0	1	0	1	2

Family Health Insurance

Annual Budget	Respondents	100%	80%	50%	Other	Do Not Provide
$50,000-$250,000	4	0	0	0	0	4
$250,001-$500,000	5	0	0	0	2	3
$500,001-$1,000,000	4	0	0	0	0	4
$1,000,001-$2,500,000	2	0	0	0	1	1
$2,500,001-$5,000,000	3	0	0	2	0	1
Over $5,000,000	3	0	2	0	1	0
Location Type	**Respondents**	**100%**	**80%**	**50%**	**Other**	**Do Not Provide**
Rural	10	0	0	5	2	7
Suburban	1	0	0	0	0	1
Urban	6	0	2	1	0	3
Mix: Urban, Suburban & Rural	4	0	0	0	2	2

Individual Dental Insurance

Annual Budget	Respondents	100%	80%	50%	Other	Do Not Provide
$50,000-$250,000	4	0	0	0	0	4
$250,001-$500,000	5	0	1	0	1	3
$500,001-$1,000,000	4	1	0	0	1	2

$1,000,001-$2,500,000	2	1	0	0	1	0
$2,500,001-$5,000,000	3	0	2	0	0	1
Over $5,000,000	3	1	2	0	0	0

Location Type	Respondents	100%	80%	50%	Other	Do Not Provide
Rural	10	1	1	0	3	5
Suburban	1	0	0	0	0	1
Urban	6	2	2	0	0	2
Mix: Urban, Suburban & Rural	4	0	2	0	0	2

Family Dental Insurance

Annual Budget	Respondents	100%	80%	50%	Other	Do Not Provide
$50,000-$250,000	4	0	0	0	0	4
$250,001-$500,000	5	0	1	0	1	3
$500,001-$1,000,000	4	0	0	0	0	4
$1,000,001-$2,500,000	2	0	0	0	1	1
$2,500,001-$5,000,000	3	0	0	2	0	1
Over $5,000,000	3	0	2	1	0	0

Location Type	Respondents	100%	80%	50%	Other	Do Not Provide
Rural	10	0	0	1	2	7
Suburban	1	0	0	0	0	1
Urban	6	0	1	2	0	3
Mix: Urban, Suburban & Rural	4	0	2	0	0	2

Individual Vision Insurance

Annual Budget	Respondents	100%	80%	50%	Other	Do Not Provide
$50,000-$250,000	4	0	0	0	0	4
$250,001-$500,000	5	0	0	0	2	3
$500,001-$1,000,000	4	1	0	0	1	2
$1,000,001-$2,500,000	2	1	0	0	1	0
$2,500,001-$5,000,000	3	0	1	0	1	1
Over $5,000,000	3	0	1	0	2	0
Location Type	**Respondents**	**100%**	**80%**	**50%**	**Other**	**Do Not Provide**
Rural	10	1			4	5
Suburban	1					
Urban	6					
Mix: Urban, Suburban & Rural	4	0	0	0	2	2

Family Vision Insurance

Annual Budget	Respondents	100%	80%	50%	Other	Do Not Provide
$50,000-$250,000	4	0	0	0	0	4
$250,001-$500,000	5	0	0	0	2	3
$500,001-$1,000,000	4	0	0	0	0	4
$1,000,001-$2,500,000	2	0	0	0	1	1
$2,500,001-$5,000,000	3	0	0	2	0	1
Over $5,000,000	3	0	1	0	2	0
Location Type	**Respondents**	**100%**	**80%**	**50%**	**Other**	**Do Not Provide**
Rural	10	0	0	1	2	7
Suburban	1	0	0	0	0	1

Urban	6	0	1	1	1	3
Mix: Urban, Suburban & Rural	4	0	0	0	2	2

Life Insurance

Annual Budget	Respondents	100%	80%	50%	Other	Do Not Provide
$50,000-$250,000	4	0	0	0	0	4
$250,001-$500,000	5	0	1	0	1	3
$500,001-$1,000,000	4	1	0	0	0	3
$1,000,001-$2,500,000	2	1	0	0	0	1
$2,500,001-$5,000,000	3	2	0	0	0	1
Over $5,000,000	3	3	0	0	0	0
Location Type	**Respondents**	**100%**	**80%**	**50%**	**Other**	**Do Not Provide**
Rural	10	2	0	0	1	7
Suburban	1	0	0	0	0	1
Urban	6	4	0	0	0	2
Mix: Urban, Suburban & Rural	4	1	1	0	0	2

Short-Term Disability

Annual Budget	Respondents	100%	80%	50%	Other	Do Not Provide
$50,000-$250,000	4	0	0	0	0	4
$250,001-$500,000	5	0	0	0	2	3
$500,001-$1,000,000	4	1	0	0	0	3
$1,000,001-$2,500,000	2	0	0	0	0	2
$2,500,001-$5,000,000	3	1	0	0	0	2
Over $5,000,000	3	2	0	0	1	0

Location Type	Respondents	100%	80%	50%	Other	Do Not Provide
Rural	10	0	0	0	1	9
Suburban	1	0	0	0	0	1
Urban	6	4	0	0	0	2
Mix: Urban, Suburban & Rural	4	0	0	0	2	2

Long-Term Disability

Annual Budget	Respondents	100%	80%	50%	Other	Do Not Provide
$50,000-$250,000	4	0	0	0	0	4
$250,001-$500,000	5	0	0	1	1	3
$500,001-$1,000,000	4	1	0	0	0	3
$1,000,001-$2,500,000	2	0	0	0	0	2
$2,500,001-$5,000,000	3	0	0	0	1	2
Over $5,000,000	3	2	0	0	1	0

Location Type	Respondents	100%	80%	50%	Other	Do Not Provide
Rural	10	0	0	0	1	9
Suburban	1	0	0	0	0	1
Urban	6	3	0	0	1	2
Mix: Urban, Suburban & Rural	4	0	0	1	1	2

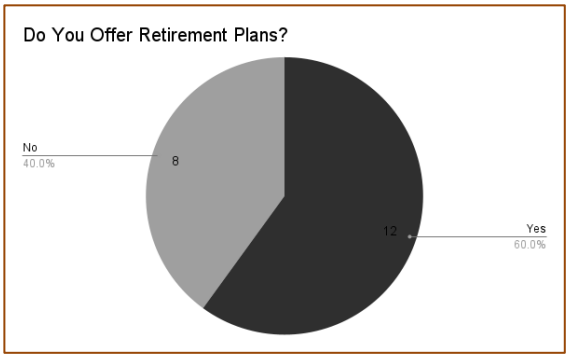
Other Benefits

In addition to insurance benefits, many TCCN members provide additional perks and benefits of employment geared toward improving employee wellbeing. Survey respondents shared the types of popular benefits they provide and were given the opportunity to share unique benefits they provide. Note that the following chart shifts the organization budget to the horizontal axis.

Benefit	$50K-$250K	$250K-$500K	$500K-$1M	$1M - $2.5M	$2.5M-$5M	$5M+
Staff Celebrations	2	4	3	2	2	3
Staff Outings	1	3	1	2	1	2
Tuition Reimbursement	0	0	1	1	0	1
Sabbaticals & Bonuses	0	0	1	0	0	0
Wellness Stipend	0	1	1	0	1	1
Gym Membership	0	0	0	0	0	1
Childcare Reimbursement	0	0	0	0	1	1
Financial Wellness Education	0	1	0	0	0	2
Custom Benefits	0	Mental Health	Insurance 75%/25% split; ED 100%	0	Childcare FSA; $1K for HSA; Add-on Life, Hospital & Accident, Cancer, Legal	Wills & Legal Docs; EAP; Weight Loss; HSA

Retirement Plans

Along with insurance and other collateral benefits, TCCN members were asked whether they provide retirement benefits to their employees. Of the 20 members that responded to this question, 60% offer a retirement benefit of some kind. Retirement was offered by organizations of all sizes, and in all locations. The most popular plan type was the 401(K) plan, followed by a simple IRA.



Annual Budget	Respondents	Yes	No
$50,000-$250,000	3	0	3

$250,001-$500,000	5	3	2
$500,001-$1,000,000	3	2	1
$1,000,001-$2,500,000	3	2	1
$2,500,001-$5,000,000	3	2	1
Over $5,000,000	3	3	0

Location Type	Respondents	Yes	No
Rural	10	5	5
Suburban	1	1	0
Urban	6	4	2
Mix: Urban, Suburban & Rural	3	2	1

Plan Types

Annual Budget	401(K)	403(B)	IRA
$250,001-$500,000	1	1	1
$500,001-$1,000,000	2	0	0
$1,000,001-$2,500,000	0	0	2
$2,500,001-$5,000,000	2	0	0
Over $5,000,000	2	0	1

Employer Match

Annual Budget	3%	3.5%	4%	6%	Profit Sharing
$250,001-$500,000	3	0	0	0	1
$500,001-$1,000,000	1	0	1	0	0
$1,000,001-$2,500,000	2	0	0	0	0
$2,500,001-$5,000,000	0	1	0	1	0

Over $5,000,000	2	0	1	0	0

Required Employee Contribution

Annual Budget	2%	6%
$500,001-$1,000,000	1	N/A
$2,500,001-$5,000,000	N/A	1

Tenure Requirement

Annual Budget	6 Months	1 Year
$500,001-$1,000,000	N/A	1
$2,500,001-$5,000,000	1	N/A
Over $5,000,000	N/A	1

Paid time off

Types of Leave

Annual Budget	PTO	Vacation	Holiday	Wellness	Sick	Bereavement
$50,000-$250,000	3	4	0	2	4	4
$250,001-$500,000	4	4	0	1	4	3
$500,001-$1,000,000	3	2	0	1	2	3
$1,000,001-$2,500,000	4	2	1	0	1	3
$2,500,001-$5,000,000	3	1	0	1	1	1
Over $5,000,000	2	2	0	1	2	3

Two members with annual budgets over $5 million responded that they provide additional leave options in addition to the standard responses. These included: extended illness; sabbatical; mission leave; continuing education; and parental leave.

Days of PTO

In addition to asking about the types of leave offered, survey respondents provided detailed explanations of how time off was calculated. In the following table, narrative responses are grouped by organization budget size and have been lightly edited for clarity and conciseness.

Annual Budget	Responses
$50,000-$250,000	3 hours sick time per 80 per biweekly pay period; 1 hour vacation time per biweekly pay period
	12 days of vacation; 12 days of sick; 3 days of bereavement for immediate family; 1 day of bereavement for extended family/friend
	One work week - increases one week/year of employment
	14 days 1-5 years; 21 days 6-15 years; 28 days 16 years and more
$250,001-$500,000	Both salaried employees, Executive Director and Nurse Practitioner are allotted 10 days of PTO.
	20 days PTO annually to be used for vacation or sick leave; Paid Holidays for most bank holiday closures. We have three W2 employees (Executive Director, Clinical Director and CDHC) and these employees receive benefits and paid holidays, the rest of our employees are 1099 and do not receive extra benefits.
	2 weeks for full time; 1 week for part-time
	40 days (Vacation 17 days; Sick Days 20 days; Bereavement 3 days)
	120 Hrs Vacation and it does not increase with time. 40 Hrs PTO, and it may accrue.
$500,001-$1,000,000	Unlimited PTO/sick time
	Paid Time Off: Part-Time: Normal work hours = 15-20 hours per week; Paid leave = 40 hours annually; Normal work hours = 21-25 hours per week paid leave = 50 hours annually; normal work hours = 26-30 hours per week, paid leave = 60 hours annually. Full Time: 10 days after 6 months of employment per year; 15 days after 5 years of employment; 20 days after 20 years. Sick leave: Full time employees, after 3 month probationary period, may receive one day paid sick time for each month worked up to a maximum of 30 days. Unused sick leave will not be paid out.
	3 weeks of PTO and 2weeks for Christmas Break.
$1,000,001-$2,500,000	FT employee starts off at 2 weeks per year; increases 1 day per year until cap. HQ leads negotiate PTO with our ED having 4 weeks per year. 1 week rolls over to the next year not to exceed 5 total weeks. We do not

	pay for unused PTO, unless separation then calculate based on time accrued.
	7 days PTO (can be used for vacay, or sick days) after one year full time employment; 9 days PTO after 3 years FT employment; 12 days PTO after 5 years FT employment
	Base 15 days PTO per year for Full-time increases 1 day per year employed up to 20 days per year. Provide personal holiday at employee discretion. 9 paid holidays
	10 days of holiday pay; PTOs will be accrued at the following rate: Up to 5 years of employment – 10 hours per month (15 days per annum); After 5 years of employment – 12 hours per month (18 days per annum); After 10 years of employment – 14 hours per month (21 days per annum)
$2,500,001-$5,000,000	90 days after hire - <1 year Hours worked per pay period *.0192 (maximum of 40 hours PTO per anniversary year) 1st anniversary Hours worked * .0385 5th anniversary Hours worked * .0577 15th anniversary Hours worked * .077 8 hours may be carried over after anniversary date but must be used within 2 months. PTO is not paid out after separation of employment.
	We recently switched to unlimited time away at supervisors' discretion. We offer 10 paid holidays
	PTO accrued dependent on the number of hours worked and a rate based on number of years of service. Accrual rates: .0385 (< 1 year), .0539 (1 year), .0808 (4 years), .1000 (>15 years).
Over $5,000,000	Paid Time Off (PTO) – 15 days per year – increases based on longevity; Vacation Days (Floating Holidays) – 2 days renewed each year; Mission Leave – 5 days each year.
	Depending on time employed and job title: 80 hrs, 120 hrs, 160 hrs
	15 days up to 5 years; 20 days 5-15 years bonus 5 days at year 10; 25 days after 15 years

Open-Ended Comments

Survey respondents were given the opportunity to provide any additional open-ended comments at the end of the survey. These responses generally restated or expanded on responses to earlier questions, with the most common response being recognition that the organization is not currently able to offer insurance benefits but is hoping to be able to do so soon.

Appendix 1: Participating Members

Charis Health Center

Church Health Center of Memphis, Inc.

Church Hill Medical Mission

Community Clinic of Shelbyville and Bedford County, Inc.

Crossroads Medical Mission, Inc.

Dickson Community Clinic

Faith Family Medical Center

The Free Medical Clinic of Oak Ridge

Friends In Need Health Center

Good Samaritan Ministry

Healing Hands Health Center

Interfaith Dental

Joining Hands Health Center

Karis Community Health

Mountain Hope Good Shepherd Clinic, Inc.

Partners for Healing

Project Access West Tennessee

Providence Medical Clinic

Purpose Point Community Health

Siloam Health

Smiles, Inc.

St. Mary's Legacy Clinic

Wellness and Stress Clinic