

Tennessee Charitable Care Network

2023-2026
Strategic Plan



Intro to TCCN

Tennessee Charitable Care Network Overview

The Tennessee Charitable Care Network (TCCN), a 501(c)(3) tax-exempt organization based in Nashville, incorporated on February 25, 2014, exists “to support, educate, and promote the interests of nonprofit organizations that provide healthcare services to low-income, uninsured and underserved Tennesseans.” That stated purpose has been an accurate description of TCCN’s work since its inception and was re-affirmed during the strategic planning process conducted in 2017.

TCCN represents 47 organizations with 59 sites as of December 2022 and is one of approximately 23 state associations within the free/charitable healthcare sector in the U.S. TCCN is a member of the National Association of Free and Charitable Clinics (NAFCC) and the Center for Nonprofit Management (CNM) in Nashville.

TCCN partners include The Healing Trust, BlueCross BlueShield of Tennessee Community Trust and Foundation, HCA Foundation, St. Thomas Health, the Rod Bragg Music City PrEP Clinic and the Safety Net Consortium of Middle Tennessee. In 2021 and 2022, TCCN was awarded significant funding through subawards from federal grants to the Tennessee Department of Health. TCCN is privileged to participate in the Roadmap to Health Equity Initiative sponsored by NAFCC, Americares & Loyola University as well as the Tennessee Department of Health’s Primary Prevention Clinical Advisory Council.

TCCN Membership Criteria

To join TCCN and remain a member in good standing, organizations must meet the following criteria in addition to paying annual membership dues and completing an annual member survey:

- Be recognized by the IRS as a not-for-profit 501(c)(3) tax-exempt organization or be a distinct part of an existing 501(c)(3) tax-exempt organization;
- Be located in the State of Tennessee or serve residents of the State of Tennessee;
- Have as a primary mission to provide healthcare services to low-income, uninsured and/or underserved individuals;
- Provide one or more of the following services: medical care, dental care, mental health care or prescription medications; and,
- Not be designated a federally qualified health center (an “FQHC”), or an FQHC Look-Alike.

TCCN Member Snapshot

- **35 TCCN Members provide primary medical services across 41 locations**
- **18 TCCN Members provide dental care services across 24 locations**
- **9 TCCN Members provide both medical and dental care**
- **4 TCCN Members are Project Access sites**

TCCN Member Locations

West 6 Member Locations

- Church Health Center
- Helping Hands of Tennessee
- Reelfoot Rural Ministries
- The Camellia Foundation
- Wellness & Stress Clinic of Memphis
- Project Access West Tennessee

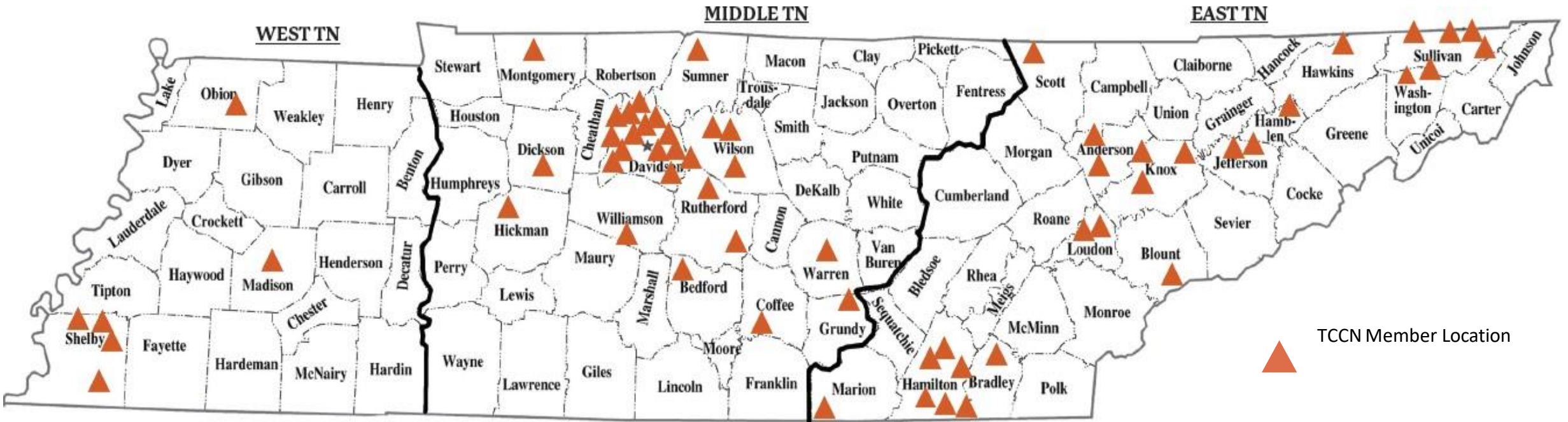
Middle 28 Member Locations

- Amed Medical Foundation
- Ascension Medical Group (AMG)
- Antioch
- Family Health Center West
- Hickman Medical Clinic
- Holy Family Health Center
- Maplewood
- St. Louise Family Medicine Center
- UT Internal Medicine Center
- UT OBGYN Clinic
- Beersheba Springs Medical Clinic
- Charis Health Center
- Mt. Juliet Clinic
- Gladeville Clinic
- Mobile Clinic
- Community Clinic of Shelbyville & Bedford County
- Dickson Community Clinic
- Giving Smiles Dentistry
- Good Samaritan Ministry
- Faith Family Medical Center
- Interfaith Dental
- Murfreesboro
- Nashville
- Medical Foundation of Nashville, Project Access
- Metropolitan Interdenominational Church
- First Response Clinic
- Partners for Healing
- Rod Bragg Music City PrEP Clinic
- Salt Wagon Clinic at Meharry
- Salvus Center
- Siloam Health
- Antioch
- Melrose

East 25 Member Locations

- Appalachian Mountain Project Access
- Church Hill Free Medical Clinic
- Crossroads Medical Mission
- First Love on Main Street
- Free Medical Clinic of Oak Ridge
- Briceville
- Harriman
- Oak Ridge
- Friends in Need Health Center
- Good Samaritan Center of Loudon County
- Healing Hands Health Center
- Interfaith Health Clinic
- Joining Hands Health Center
- Karis Community Health
- Keystone Dental Care
- LifeSpring Community Health
- Medical Foundation of Chattanooga, Project Access
- Medicos Misson Fund
- Mountain Hope Good Shepherd Clinic, Inc
- Providence Medical Clinic of Kingsport
- Purpose Point Community Health
- Servolution Health Services
- Smiles, Inc.
- St. Mary's Legacy Clinic
- Trinity Health Ministries
- Volunteers in Medicine, Chattanooga

TCCN Member Map



TCCN Member Location

TCCN Mission & Vision

Mission Statement

The mission of TCCN is to support, educate, and represent non-profit organizations that provide charitable healthcare services to low-income, uninsured, and underserved Tennesseans.

Vision Statement

TCCN envisions a strong, compassionate healthcare safety net for all Tennesseans in need.

TCCN Organizational Values

- **EXCELLENCE** – TCCN will set high standards in all it does, developing and implementing exemplary policies and practices wherever possible. We will deliver outstanding service to our member organizations and those with whom we partner.
- **RESPECT** – TCCN values different perspectives and will strive to understand others' points-of-view, cultures, experiences and beliefs.
- **INTEGRITY**— TCCN board members, staff and volunteers will set aside personal interests, biases and agendas in their work for the organization and will strictly adhere to a rigorous conflict of interest policy.
- **INNOVATION** – TCCN will be alert to changing conditions in healthcare and health policy as well as to the needs and interests of its member organizations, and will adapt its goals and objectives as needed to accomplish its mission.
- **TEAMWORK AND COLLABORATION** – TCCN will work collaboratively both internally and externally in pursuit of our mission.
- **COMPASSION** – TCCN will act with compassion toward staff, members, and partners and foster a culture of compassionate care for patients at member clinics.
- **STEWARDSHIP** – TCCN will be committed to the careful stewardship of all human, natural, and financial resources. This means we will use carefully the time and talents of those working with us and for us, we will be environmentally responsible, and we will prudently manage and utilize the funds invested in us.
- **DIVERSITY** – TCCN pledges that it will not discriminate based on race, color, religion, sex, national origin, citizenship status, age, disability, sexual orientation or veteran status.

Strategic Plan Priorities & Goals

TCCN Member Priorities

Funding and Sustainability

- Diversified funding opportunities
- Donor engagement and cultivation
- Grant research, writing, and reporting

Operations and Administration

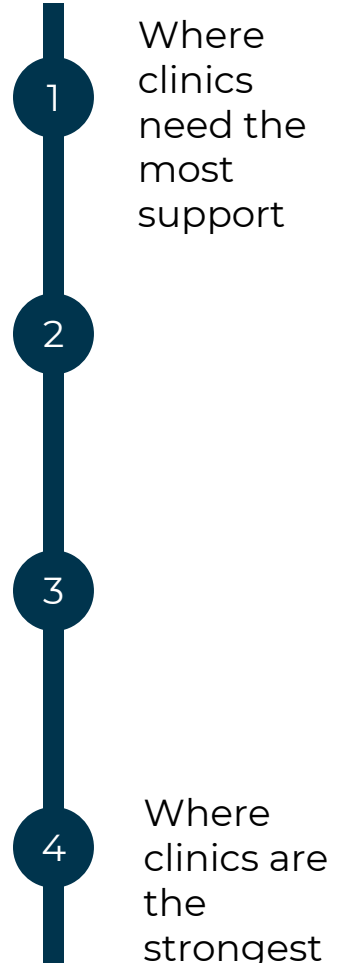
- Data collection, management, and reporting (related to diversified funding)
- Marketing and communications training and resources
- Networking opportunities
- Board engagement and leadership support

Direct Services and Patient Care Delivery

- Recruiting and retaining medical staff
- Dental services
- Mental health services

Wraparound Services and Social Determinants of Health (SDoH)

- Education, training, and innovation related to the social determinants most prominent for patient population



In addition to the universal needs above, members also have unique needs based on size and location, including Rural Health Clinic qualification, shared services support, and access to partnership opportunities.

TCCN Strategic Plan Goals

- **Enable services development and enhancement:** Focus new and improved services on most critical member needs, including workforce development, social determinants of health, peer networking & learning groups, data quality and reporting capability improvements, grant writing assistance, connections to potential funders/donors, and greater access to shared support services
- **Be seen as the policy & advocacy voice for TN free & charitable clinics:** Determine and execute on advocacy approach (TCCN lobbyist vs. member advocacy) and increase awareness of our leadership role, including a more engaged policy committee, increased Hill Day participation, more educated lawmakers, and regular meetings with state healthcare leaders
- **Diversify funding:** Connect funding sources to member needs and increase overall TCCN funding to better support them
- **Facilitate partnerships:** Reach out to organizations that enable TCCN members to connect to services that help them better serve their patients and communities
- **Grow our team and build our culture:** Increase our ability to compete for talent and become employer of choice

Strategic Plan Objectives

Enable services development and enhancement

Plan Objectives:

- Improve members' ability and capacity for fundraising
- Enable members to establish stronger operational and administrative policies, procedures, and systems
- Increase the reach, accessibility, and quality of care provided by members to their patients and communities
- Facilitate members' ability to support and learn from each other
- Explore a shared support services model

Be the voice for charitable care in TN

Plan Objectives:

- Determine and execute on advocacy approach
- Be the primary voice for charitable care policy for our members in the state of Tennessee
- Increase awareness around charitable care and its importance in improving health outcomes and access

Diversify funding

Plan Objectives:

- Connect funding sources to member needs
- Increase overall TCCN funding to better support members

Facilitate partnerships

Plan Objectives:

- Improve the network's ability to expand reach of services to members' patients and communities
- Develop partnerships with influencers and advisors who can connect the network with funding

Grow our team and build our culture

Plan Objectives:

- Increase our ability to compete for talent and become employer of choice (ex. culture, staffing model, benefits)
- Increase accountability to achieve plan goals