



TPCA 2025 Annual Conference – Full Session Descriptions

Tuesday, October 6

Pre-Conference Workshop

 **1:00 – 4:00 PM Central**

 **Mission Meets Margin:**

Exploring New Revenue Streams for Community Health Centers

 **Jennifer Genua-McDaniel, Genua Consulting, LLC**

 **TPCA Office**

As traditional funding sources become less predictable and operating costs continue to increase, community health centers must identify innovative ways to strengthen financial sustainability while remaining true to their mission. This interactive four-hour pre-conference session will explore emerging revenue opportunities, including specialty care services, wellness programs, real estate ventures, foundation initiatives, and other community-based business models.

Through facilitated discussion, peer learning, and practical case-based exercises, participants will examine the strategic, financial, legal, operational, governance, and HRSA considerations associated with developing new lines of business. Attendees will leave with a framework for assessing potential opportunities based on community need, mission alignment, organizational capacity, financial feasibility, risk, and return on investment, enabling them to make informed decisions about sustainable growth within their own health centers.

Wednesday, October 7

General Session

 **9:00 – 10:00 AM Central**

 **AI Is Eating the World:**

How Health Centers Can Be at the Table and Not on the Menu

 **Michael Ceballos, MBA, Facktor**

 **Cumberland Ballroom | Sonesta Hotel**



Artificial intelligence is rapidly transforming industries across the economy, including and especially healthcare. For community health centers, the question is no longer whether AI will impact operations, but how health centers can adopt these tools responsibly to reduce administrative burden, strengthen workforce sustainability, and support long-term financial stability.

This session will provide a practical, non-technical overview of how AI is emerging in the health center environment today. Drawing on insights from Facktor's national survey of community health centers, participants will gain an early look at how organizations across the country are experimenting with AI tools and where adoption is beginning to accelerate.

Participants will learn the difference between general AI platforms, such as generative AI tools used for drafting policies, preparing board reports, supporting grant writing, and assisting with internal workflows, and applied healthcare AI solutions designed specifically for clinical and operational settings. Examples of applied AI use cases include ambient documentation tools that reduce clinician charting time, automated patient outreach to support preventive care and appointment adherence, AI-assisted coding and

documentation support, and tools that help analyze population health data to identify care gaps.

The session will also address key compliance and governance considerations that health centers must consider when evaluating AI tools, including HIPAA and PHI protections, vendor oversight and business associate agreements, internal policy development, and establishing appropriate human review of AI-generated outputs.

Participants will leave with a practical framework for evaluating AI opportunities within their organizations, identifying early pilot use cases that can reduce administrative burden, and establishing governance guardrails that support responsible and compliant adoption. The goal is to help health centers move beyond the hype and begin using AI in ways that strengthen workforce capacity, operational efficiency, and long-term financial sustainability.



Morning Breakout Session – Finance

 **10:30 – 11:30 AM Central**

 **From Encounter-Dependent to Revenue-Diversified:**

Financial Strategy for Modern FQHCs

 **Nicole Moscatelli, CHFP, Forvis Mazars**

 **Knoxville Room | Sonesta Hotel**

Federally Qualified Health Centers (FQHCs) operate within a reimbursement framework historically anchored to the Prospective Payment System (PPS) encounter rate. While this rate remains foundational, it represents only part of the total revenue opportunity available to today's health centers. As payer mix shifts, value-based arrangements expand, and regulatory flexibility evolves, FQHCs must look beyond the encounter to ensure long-term financial sustainability.

This session explores the often underleveraged revenue streams that exist outside the traditional encounter rate, including fee for service revenue. Participants will gain a practical understanding of how policy, contracts, and operational workflows intersect to enable these revenues.

Attendees will learn how to identify missed opportunities, strengthen financial performance, and align revenue strategy with mission-driven care delivery—without increasing provider burden or compromising compliance. The session is designed for FQHC leaders seeking to move from encounter dependence to a more diversified, resilient revenue model.

Morning Breakout Session – Clinical Quality

 **10:30 – 11:30 AM Central**

 **P.A.V.E. the Way to Quality: Prioritize, Align, Validate, Execute**

 **Michael T. Edwards, MS Health Safe Net**

 **Jackson Room | Sonesta Hotel**

Accurate, actionable data is the foundation of high-quality care and value-based performance. This session introduces the P.A.V.E. framework—Prioritize, Align, Validate, Execute—to help community health centers turn raw data into meaningful quality outcomes. Participants will learn how to prioritize the measures that drive the most impact



on patient care, align clinical and operational workflows, validate data for accuracy and completeness, and establish monitoring practices that ensure ongoing integrity. Tools such as the Measure Matrix, Data Hygiene Calendar, Population Health dashboards, and the UDS Readiness Assessment Tool will be highlighted as practical supports for implementing this framework.

Attendees will gain actionable strategies to integrate data hygiene and validation into daily operations, enabling teams to close care gaps, improve reporting accuracy, and strengthen performance across UDS and value-based care initiatives. Real-world examples will demonstrate how coordinated workflows and structured monitoring not only enhance compliance and reporting, but also empower health centers to make confident, data-driven decisions that improve both patient outcomes and organizational performance. The session inspires participants to see data hygiene as a strategic tool for turning accurate data into measurable quality impact.

Participants will leave with practical strategies to prioritize high-impact measures, validate and monitor data for accuracy, and use actionable insights to improve patient care, close care gaps, and strengthen both UDS reporting and value-based care performance.

Morning Breakout Session – Workforce

 **10:30 – 11:30 AM Central**

 **Workforce Development in Action:**

Lessons from Matthew Walker Comprehensive Health Center

 **Ida Michele Williams, MD, Matthew Walker Comprehensive Health Center**

 **Pamela L. Jones, MSN, FNP-BC, Matthew Walker Comprehensive Health Center**

 **Chattanooga Room | Sonesta Hotel**

As health centers across the country face ongoing workforce shortages and recruitment challenges, innovative approaches to workforce development have become essential. This session will highlight how Matthew Walker Comprehensive Health Center (MWCHC) has built a sustainable talent pipeline through strategic partnerships with educational institutions, hands-on training opportunities, career pathway programs, and intentional staff retention initiatives.

Participants will learn how MWCHC engages learners from high school through postgraduate training, creates entry points for individuals new to healthcare, and fosters a



culture of professional growth and advancement. Through real-world examples and lessons learned, attendees will gain practical strategies for strengthening recruitment, developing career ladders, and retaining mission-driven employees to build the healthcare workforce of the future.

Afternoon Breakout Session – Finance

 **1:30 – 2:30 PM Central**

 **Leveraging Capital Planning to Transform Risk into Readiness**

 **Ann Marie Grimberg, M.Ed., Capital Link**

 **Knoxville Room | Sonesta Hotel**

This session will guide participants through the fundamentals of capital planning as a proactive approach to risk mitigation. Rather than reacting to emergencies, health centers can use capital planning to anticipate vulnerabilities, prioritize investments, and build physical and operational strength of their facilities. The presentation will break down how to assess facility risks, identify critical infrastructure needs, and align long-term capital projects with organizational mission and community priorities.

Attendees will learn how financing mechanisms—such as grants, loans, reserves, and public-private partnerships—can support projects that prepare health centers for emergencies. The session will highlight practical examples of health centers that have used capital planning to upgrade facilities, improve energy reliability, strengthen emergency operations, and ensure continuity of care during crises.

Morning Breakout Session – Clinical Quality

 **1:30 – 2:30 PM Central**

 **Sustainability by Design: Building Behavioral Health Programs for FQHCs**

 **Adam Peebles, Peregrine Health**

 **Jackson Room | Sonesta Hotel**

Expanding behavioral health services in a Federally Qualified Health Center requires more than recognizing a community need. It demands a deliberate approach to readiness, implementation, and performance management. This session will provide health center leaders with a practical roadmap for launching, strengthening, and scaling integrated



behavioral health programs that are clinically effective and financially sustainable. Participants will learn how to assess organizational readiness across leadership, workforce, financial, and compliance domains; develop phased implementation plans; and design integrated care models that effectively connect therapy, psychiatry, care management, and primary care services.

Presenters will share strategies for optimizing referral management, scheduling, patient engagement, and provider utilization while addressing common barriers such as low referral conversion and misaligned staffing models. The session will also explore the use of AI-driven patient engagement tools and demonstrate how meaningful key performance indicators (KPIs) can be leveraged to measure access, quality, utilization, and sustainability. Grounded in real-world experience, this presentation equips attendees with actionable tools to move from concept to a high-performing behavioral health service line that delivers measurable impact for patients and communities.

Morning Breakout Session – Workforce

 **1:30 – 2:30 PM Central**

 **Level Up Your Leadership:**

Winning the Talent Game in Today's Healthcare Workforce

 **Yanick Hicks, PharmD, Maxwell Leadership**

 **Chattanooga Room | Sonesta Hotel**

What if the biggest factor in winning the talent game in healthcare isn't the labor market, but the level of leadership within your organization?

In this energizing session, leaders are challenged to rethink how they recruit, retain, and grow talent in today's competitive healthcare workforce. Drawing on John Maxwell's Law of the Lid, Law of Magnetism, and Law of the Edge, Dr. Yanick Hicks reveals how leadership capacity sets the ceiling for team performance and ultimately determines the kind of talent you attract and keep.

This session also integrates the research-backed framework from Kouzes & Posner's The Leadership Challenge, highlighting the five practices exceptional leaders use to build cultures of accountability, resilience, and excellence. Participants will leave with practical strategies to level up their leadership and win the talent game.



General Session

 **3:00 – 4:00 PM Central**

 **Three Chords and the Truth: Adaptive Leadership When the Truth Is the Hard Part**

 **Ann Loeffler, MSPH, PMP, Facktor**

 **Cumberland Ballroom | Sonesta Hotel**

Country music is "three chords and the truth." Same for health center leadership right now. You know the chords. It's the new and changing truth that's giving everyone trouble. Subsidies expired. Premiums climbed. More Tennesseans are uninsured. Federal Medicaid changes are unsettling the assumptions behind your payer mix, staffing, and plans. None of it has a technical fix. This session brings the latest research and practice on leading through uncertainty and complexity, plus real time to think out loud with peers who are carrying the same weight. Bring your hardest questions. Leave with tools, new ideas, and people you can call.

Thursday, October 8

General Session

 **10:30 – 11:30 AM Central**

 **Policy and Regulatory Update**

 **Panelist: Alisa LaPolt, Tennessee Primary Care Association**

 **Panelist: Joe Dunn, National Association of Community Health Centers**

 **Virtual Presenter: Garrett Johnson, Johnson Capitol Solutions, LLC**

 **Moderator: Jeff Teague, Tennessee Primary Care Association**

 **Cumberland Ballroom | Sonesta Hotel**

Health centers operate in an increasingly complex policy and regulatory environment that directly impacts funding, operations, workforce, quality reporting, and patient care. This session will provide a comprehensive update on the latest federal and state policy developments affecting Federally Qualified Health Centers (FQHCs), equipping participants with the knowledge needed to navigate a rapidly evolving healthcare landscape.



Attendees will gain insights into legislative and regulatory changes and emerging issues shaping the future of community health centers. Presenters will discuss the practical implications of these developments, highlight opportunities for advocacy and strategic planning, and share actionable guidance to help health center leaders remain compliant, responsive, and positioned for success while continuing to advance access to high-quality, affordable care for their communities.