



ANNUAL REPORT 2025

REFLECTING PROGRESS,
INSPIRING THE FUTURE



REFLECTIONS FROM THE **BOARD CHAIR**

I hope that this report finds you well, and that you were able to spend time with your loved ones during the holiday season. It has been my honor to serve as Board Chair since our most recent House of Delegates. We have had a productive year at TMA, and as a Board we are working to make your voices heard!

We have had a historic year. For the first time in TMA's history, both the Board Chair and Vice-Chair are women, and we are so excited to fill these roles. It has been a busy year for TMA's Board of Trustees (BoT). In May of this year, Dr. John McCarley, a nephrologist from Chattanooga, was installed as TMA's 171st President for 2025-2026. Dr. Gene Huffstutter was named President-Elect following the February election. The House of Delegates met in Franklin in May where we discussed resolutions on AI, public health, private equity and insurance payers.

It has been a challenging year for public health and for practicing medicine in the midst of the storm of changes that are happening. I have been encouraged by the advocacy of the organization for the protection of both physicians and patients and we will diligently continue with these efforts. I hope that as members that you have felt supported.

In March, the association connected over 200 members with state legislators at Doctors Day on the Hill. This was to advocate for healthcare priorities and collectively, we met with nearly 100 legislative offices. Thanks to the efforts of the association, a Tennessee wellness law took effect on Jan. 1, 2025 which allows physicians to seek behavioral health services without disclosure requirements. We also achieved licensing reform for those with a mental health history to get conditional licensure without national data bank reporting.

The TFQPH received a 1.5 million dollar grant from the Tennessee Opioid Abatement Council to create prescriber education programs.

TMA's Education Department, led by Beth Lentchner, actively worked all year on getting the amazing program launched. The TMA Resident Job Board was established to help retain medical talent in the state. You can contact TMA staff for more information if you are looking to hire a new physician. In addition, TMA's Senior Physician Section was established and the TMEF awarded 66 scholarships to medical students across Tennessee's medical schools.

Our membership is growing and this is incredibly important since the association is a dues-driven organization. Please continue to help us and make sure all of your colleagues understand what we are doing! We need you to invite new members into the association.

This Board is insightful and is very interested in getting more engagement from our membership. We have been conducting surveys and research from both members as well as non-members to try and understand the needs and desires of physicians in Tennessee.

Being a member of this Board for the past four years has been a huge blessing for me and has helped me grow as a professional in ways that I could not have imagined. I am sad that I will be leaving it next spring and look forward to serving the association in other ways in the future. Tennessee is a wonderful place to live and to practice, and I sincerely hope that many of you will consider dedicating some of your own time and talents to make it even better. I pray that you all had happy holidays, and I am looking forward to our work in 2026!

Sincerely,

*Leslie Treece, MD | 2025-2026 Chair,
TMA Board of Trustees*

REFLECTING ON MEMBERSHIP

Members continued to hold fast to the mission of TMA by protecting good healthcare policy, incorporating changes to improve association functions and training the next generation of physician leaders. Two new medical schools completed their first full academic year; a sign of encouragement for the future physician work force in Tennessee and membership for TMA.

Members rose to the occasion by engaging in public awareness campaigns, recruiting fellow colleagues and engaging in the governance of the association. This year brought physicians from all over the state to Nashville to advocate for the profession. New marketing efforts launched this year to aid in recruitment and retention of members. Strategies used are based off the findings of an in-depth research project which provided necessary data for the organization to understand the needs of physicians in Tennessee.

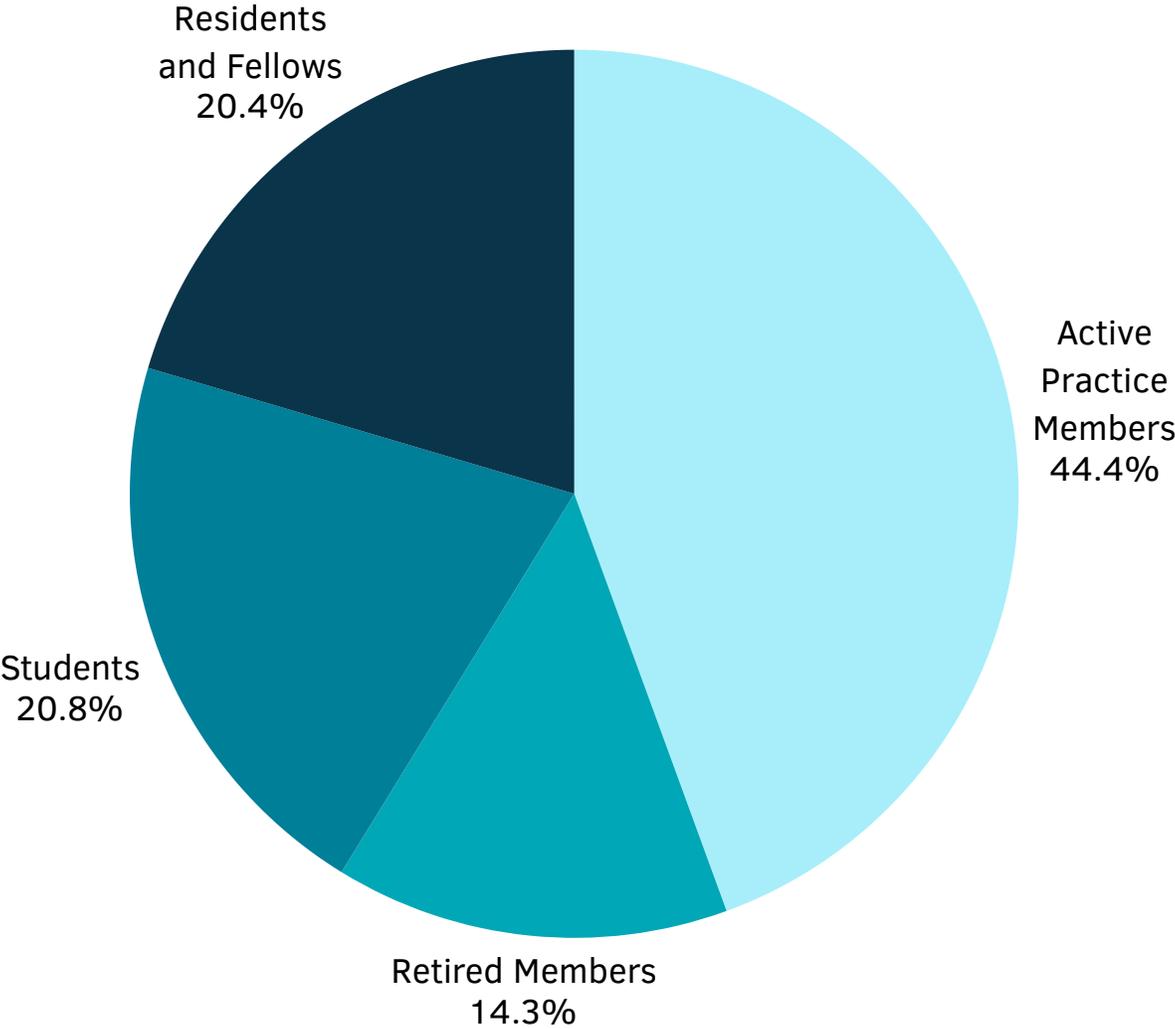
MEMBERSHIP RESOURCES

TMA expanded member resource offerings in 2025. Notably, the launch and growth of the Resident Job Board allows for members to recruit and search for employment within the TMA network. The association refined and updated the physician wellness resource web page, showing a continued commitment to caring for the well-being of Tennessee physicians. TMA Physician Services secured and promoted partnerships designed to improve the practice environment for physicians while lowering the cost.

Additionally, TMA continued to provide value to members through legal assistance, advocacy and CME opportunities. The Ingram Institute for Physician Leadership experienced another successful year training physicians to be better equipped to lead and serve their communities.



2025 MEMBERSHIP BY THE NUMBERS



TOTAL MEMBERS: **10,405**

ALL IN GROUPS

Abercrombie Radiological Consultants
Allergy and Asthma Affiliates
Allergy Asthma and Sinus
Anesthesia Medical Group PC/PhyMed
Anesthesiology Consultants Exchange PC
Arthritis Associates PLLC
Associates in Diagnostic Radiology
Ballad Health Medical Associates
Beacon Health Alliance
Blount Memorial Physicians Group
BMG Family Physicians Foundation
Bone and Joint Institute of Tennessee
Campbell Clinic
Center for Sports Medicine and Orthopaedics
Chattanooga Allergy Clinic
Chattanooga Ear Nose and Throat
Clinica Medicos
Consolidated Medical Practices of Memphis
Cookeville Pediatric Associates
Covenant Anesthesia Group
Cumberland Center for Healthcare Innovation
Dermatopathology Partners
Diagnostic Pathology Services
Ear Nose and Throat Associates of JC
Ear Nose and Throat Consultants
East Memphis Neonatology
East Memphis Orthopedic Group
East TN Plastic Surgery
ETSU Health Physicians
Erlanger Health System
Eye Specialty Group
Family Allergy and Asthma
Galen Medical Group PC
Gastro One
Gastroenterology Associates
Gastrointestinal Associates pc
Hamilton Eye Institute
Heritage Medical Associates
Inpatient Physicians of the Mid-South
Jackson Urological Associates
Kentucky Lake Urology Clinic
Knox County Regional Forensic Center

Knoxville Pediatric Associates PC
Lakeway Dermatology Associates
LeBonheur Pediatrics
LifeCircle Women's Healthcare
Livingston Regional Hospital
Martin Lee and Page
Mays and Schnapp Pain
McDonald Murrmann Center for Wellness
Medical Anesthesia Group
Memorial Health Partners
Memorial Heart Institute (Chattanooga Heart Institute)
Memphis Dermatology
Memphis Obstetrics & Gynecological Association
Methodist Healthcare
Middle Tennessee Surgical Specialists
Mid-South Ear Nose and Throat
Mid-South Imaging
Mountain Empire Eye Physicians
Mountain Region Family Medicine
Murfreesboro Anesthesia Group
Murfreesboro Medical Clinic
OrthoSouth
Pain Consultants of East Tennessee
PathGroup
Plastic Surgery Group of Memphis
Premier Medical Group
Premier Surgical Associates
Queen City Womens Health
Refined Looks (The Plastic Surgery Group)
Regional Kidney Care
Rheumatology Consultants
Rheumatology and Dermatology Associates
Sarah Cannon Research Institute
Scenic City Rheumatology
Semmes-Murphey Clinic
Shea Ear Clinic
Siskin Physical Medicine
Southeastern Spine & Neurosurgery
State of Franklin Healthcare Associates PLLC
Summit Medical Group Healthcare Services

Tennessee Cancer
Tennessee Fertility Institute
Tennessee Interventional and Imaging Associates
Tennessee Oncology PLLC
Tennessee Orthopaedic Alliance
Tennessee Reproductive Medicine
The ID Group
The Skin Wellness Center
The Surgical Clinic
Tier 1 Orthopedic and Neurological Institute
Tri-Cities Skin and Cancer
University Anesthesiologists
University Surgical Associates PC
Urology Associates PC (CIMply)
Urology Group
Vascular Institute of Chattanooga
Vista Radiology
West Cancer Center
West Tennessee Bone & Joint
West Tennessee Medical Group
Williamson Medical Group
Women's Group of Franklin
Women's Health Specialists

If your practice is interested in learning more about group pricing, contact TMA's Membership Director, Anjanette Eash, at anjanette.eash@tnmed.org.

REFLECTING ON MEMBER ENGAGEMENT

TMA MEMBERS ACTIVELY ENGAGED IN ASSOCIATION THROUGH EVENTS SUCH AS THE ANNUAL MEETING, DOCTORS' DAY ON THE HILL, LEGISLATIVE DINNERS, AND LEADERSHIP TRAINING.

ANNUAL MEETING: Over 150 physicians convened in May for the TMA's 190th Annual Meeting and House of Delegates to conduct association business and vote on resolutions. Key topics acted on included physician oversight of AI in patient interactions, combating the accessibility of addictive substances while reducing barriers to treatment, private equity in healthcare, and efficiency of government and commercial payers. TMA installed new leaders at the meeting, including the 2025–26 president, Dr. John McCarley of Chattanooga.



LEGISLATIVE DINNERS: The advocacy and membership teams hit the road in the fall to join physician members and lawmakers for various Legislative Dinners. Local medical societies hosted these events, including Chattanooga–Hamilton County, Consolidated Medical Assembly of West Tennessee, Nashville Academy of Medicine, the Upper Cumberland Medical Society, and many more. The dinners provided members with the opportunity to directly engage with their local legislators, network with colleagues and discuss the upcoming session with TMA's government affairs team.



DOCTOR OF THE DAY: In the first session of the 114th Tennessee General Assembly, eight physicians volunteered their time to serve as TMA's Doctor of the Day. This unique grassroots program connects physician members directly with state lawmakers to build relationships and advocate on policy topics of their choice. Participating physicians included:

- Jan. 28 - **Patrick Davis, MD** - Bariatric Surgeon, Nashville Academy of Medicine
- Feb. 4 - **Chad Elkin, MD** - Addiction Medicine, Nashville Academy of Medicine
- Feb. 11 - **Howard Herrel, MD** - OB/GYN, Northeast Tennessee Medical Society
- Feb. 18 - **Allan Colyar, MD** - Family Medicine, Northeast Tennessee Medical Society
- Feb. 25 - **James McKenzie, MD** - Psychiatry, Nashville Academy of Medicine,
- March 18 - **Reeves Johnson, MD** - Primary Care, Knoxville Academy of Medicine
- March 25 - **Anuj Chandra, MD** - Sleep Medicine, Chattanooga-Hamilton County Medical Society
- April 1 - **Dale Criner, MD** - Internal Medicine, Memphis Medical Society



DAY ON THE HILL: TMA's annual Doctors' Day on the Hill brought more than 200 members to the Cordell Hull building on Capitol Hill in Nashville. Participants attended committee hearings and held individual and group meetings with nearly 100 legislative offices.

Members lobbied lawmakers on various issues, including TennCare payment reform, prior authorization and lethal fetal anomalies. These discussions aided in TMA's efforts to support good healthcare policy during the first session of the 114th Tennessee General Assembly.

In addition to meetings with legislators, physician members engaged in networking with colleagues around the state during an afternoon coffee reception.



PHYSICIAN LEADERSHIP TRAINING: Seventeen member physicians completed the Ingram Institute for Physician Leadership's 2025 Leadership Lab and Leadership Immersion programs. These courses allowed participants to develop further as well-rounded leaders in their practice, community and state.



Lab participants gained the skills necessary to lead change and performance improvement through a real-world project. Graduates of the Lab received a Certification in Healthcare Change Management, signifying their status as a physician leader in Tennessee.

Immersion participants received foundational leadership training in order to effectively lead within their clinical practice and community. Upon completion of the program, Immersion graduates received a Certification in Physician Leadership.

Programming changes were approved in 2025 to take effect in 2026. The Immersion Program will still take place during the summer; however, the Lab will begin in the fall of 2026 and continue on an academic calendar through the spring of 2027.

POLITICAL FUNDRAISERS: TMA PAC orchestrated two fundraisers this year: one for Senate Majority Leader Jack Johnson and another for Senate Commerce Committee Vice Chairman Brent Taylor. Both events were well attended and raised a significant amount of campaign contributions for the two Senators.

Senator Jack Johnson's event was located at the home of Bob and Dee Sinard, MD. It was attended by over 70 physicians and Brentwood medical community leaders. Senator Taylor's event, which was co-hosted by the Memphis Medical Society PAC and Friends of THA PAC, took place at Perkins-Everett Lighting Company for a reception and a dinner at Erling Jensen. Nearly 15 doctors participated in the event.



REFLECTING ON MEMBER BENEFITS

TMA SERVED MEMBERS IN 2025 THROUGH LEGAL ADVISEMENT, LEGISLATIVE ADVOCACY AND ROBUST EDUCATION INITIATIVES. THE ASSOCIATION WORKED ON THE FRONT LINES TO PROTECT AND IMPROVE THE PRACTICE OF MEDICINE.

LEGAL SERVICES: TMA's legal department supports all of TMA's services, be they advocacy or otherwise. Best known for advocacy support, TMA's general counsel and paralegal team, boasting over 50 years of combined experience, also reviews all contracts and agreements, advises TMA's Board and committees and handles internal corporate matters to assure smooth and legally compliant operations. Both behind the scenes and in the spotlight, the department is important in many ways.

- **Legislative Support:** During the 2024 legislative session, the TMA legal department played a pivotal role in shaping the success of the association's legislative package. Over 150 bills were analyzed and several amendments drafted to improve bills for physicians. TMA's general counsel testified in House Judiciary Committee against HB 5, which would carve out an exception to the established caps on non-economic damages for the offense of mailing an abortion-inducing drug into the state.
- **Licensing Board Advocacy:** The legal department is TMA's primary liaison to the state health regulatory boards. Board monitoring led to the issuance of new compliance alerts to members in 2025. The first addressed licensure probation, alerting physicians that if they are placed on licensure probation they cannot supervise or collaborate with APRNs, PAs, residents, and others. The second alert regarded the medical board's determination that a physician may not supervise another doing a procedure that the physician is not trained to perform. TMA played a major role in advocating to reword the Top 50 Prescriber letters to a less threatening tone. It also collaborated with the Tennessee Pain Society to convince the medical board to adopt approved in-state educational courses put on by TPS to satisfy the High-Risk Prescriber Letter remedial course requirement.



- **Specialty Advocacy:** TMA's general counsel helped the Tennessee Pain Society (TPS) with legislation drafting for 2026 to address physician concerns with the pain clinic licensure laws and the High-Risk Prescriber law. Hospital-based specialties received amendatory language for their successful corporate practice of medicine bill in 2025.
- **Legal Support:** The TMA legal department provided major legal research projects to members on subjects ranging from EMR contract interpretation, buprenorphine prescribing, drug compounding, and medical record requirements for closing a clinic. It supported the Board of Trustees with research and white papers to support work on personhood definition and private equity, and updated TMA's white paper on corporate practice.
- **Payment Advocacy:** The legal department assisted several member practices with third-party payment and claims denial issues, including assisting an OBGYN practice recover \$30,000 in improperly reduced claims, a pediatric practice to recover \$69,000 and a practice file a complaint with CMS over slow Medicare payments. To support the Board's advocacy efforts, TMA legal also provided a legal opinion on health plans' use of automatic downcoding.
- **Education:** TMA's legal team was instrumental in supporting the development of the TFQPH OAC grant prescribing course. It reviewed contracts and content for legal compliance and recommended topics for inclusion in the free course that rolled out in October 2025. Our general counsel was a featured speaker at many society events, including the Tennessee Pain Society, multiple TMGMA chapters, and the TMGMA Fall Conference. TMA added and updated several online Law Guide topics in 2025, including those on direct primary care agreements, non-competes, and reporting unsafe drivers. Hundreds of member calls and e-mails were answered in 2025.



Education and CME: TMA's education offerings and continuing medical education (CME) accreditations experienced growth in 2025. The education and leadership team worked to keep physicians in Tennessee compliant and up-to-date with ever-changing laws and methodology. TMA jointly accredited **42** programs and directly provided **13** activities, for a total of **55** programs of continuing education for physicians.

The Proper Prescribing course was replaced by the **new Know More/No More course**, which is funded under a grant contract with the Tennessee Opioid Abatement Council. To date, more than 3,000 Tennessee prescribers have registered for the course. TMA continued to offer the MATE Act Education Course in partnership with Decera Clinical Education (formerly Clinical Care Options).



TFQPH: The Tennessee Foundation for Quality Patient Healthcare (TFQPH) reaffirmed its mission in 2025 to improve patient care by empowering Tennessee physicians. The Foundation worked to fulfill this mission through programming like the Ingram Institute for Physician Leadership, launching the statewide opioid prescribing curriculum, Know More/No More and through the Resident Job Board, which creates connections between Tennessee's medical residents and TMA member practices statewide.

The Foundation exists because of the generosity of both individual and corporate donors. In 2025, the TFQPH raise over \$57,000 to fund its programming and advance the mission. With this support, TFQPH is positioned to continue growing and impacting the lives of Tennessee physicians and the communities they serve.

Know More/No More: Tennessee Foundation for Quality Patient Healthcare (TFQPH), the 501(c)(3) nonprofit of the TMA, launched a new opioid prescribing education course in November of 2025. The course, entitled "Know More/No More," is designed for all prescribers in Tennessee. The content addresses real-world clinical challenges with evidence-based solutions. The course was developed through the work of a 17-member task force between November 2024 and March 2025. The task force brought together expertise from critical areas including clinical medicine, pharmaceuticals, behavioral health and law enforcement.

The offering meets Tennessee's licensure boards' two-hour prescribing requirement in addition to covering the Tennessee Chronic Pain Guidelines. Thanks to the grant contract with the OAC, **the course will be offered at no cost to all Tennessee prescribers through June 30, 2027.**



ADVOCACY: The House of Medicine endured one of its most challenging sessions to date, battling increased skepticism toward physicians, the practice of medicine and public health more broadly. The government affairs team spent most of its energy lobbying against harmful legislation. Still, the association’s defensive approach was productive. No bill the government affairs team actively opposed this session passed. While some were delayed until 2026 and others simply taken off notice, **efforts to reduce harm to Tennessee physicians were effective. Key issues in 2025 included:**

1. **Maternal Health** - While TMA was successful in expanding the lists of maternal conditions that qualify as legal pregnancy terminations to save a mother’s life or fertility, exceptions for lethal fetal anomalies were rejected. Lawmakers did, however, approve legislation codifying protections for fertility and contraceptive treatments, while also voting down a measure that would have placed unnecessary restrictions on In Vitro Fertilization (IVF) clinics and prospective parents.
2. **Prior Authorization** - TMA repealed a 2022 law which required physicians to notify a patient when additional information is needed to approve a prior authorization request.
3. **TennCare** - Several bills aimed at reforming and expanding TennCare percolated in the legislature this year, including one bipartisan effort that would have extended temporary benefits to individuals under the age of 21. Despite its Republican sponsor, the measure was ultimately rejected in the lower chamber early on this session.
4. **Vaccines** - Several proposals targeted vaccine requirements. The so-called Right to Forgo Medical Treatment would have prohibited the state from requiring residents to undergo medical treatment without due process of law, even in declared states of emergency. Another bill would have prohibited health care providers who participate in TennCare from refusing to treat a patient based solely upon his or her vaccination status.



EPTC Work: TMA actively advocated for extension of the Enhanced Premium Tax Credits (EPTC), which were part of the Affordable Care Act (ACA). The EPTCs are set to expire at the end of January 2026 and were not renewed in President Trump’s One Big Beautiful Bill. TMA put out several Calls to Action asking TMA members to call their Congressional Representatives asking to extend the tax credits. If the credits are not extended, then more than 600,000 Tennesseans will possibly lose their healthcare access because they will no longer receive subsidies on the ACA marketplace.



TMA PAC: TMA’s Political Action Committee (PAC) raise a total amount of **\$174,472.55** in 2025, with **\$81,972.55** generated from individual donors; **\$87,500** generated from corporate donors; and **\$5,000** generated from PAC-to-PAC contributions.



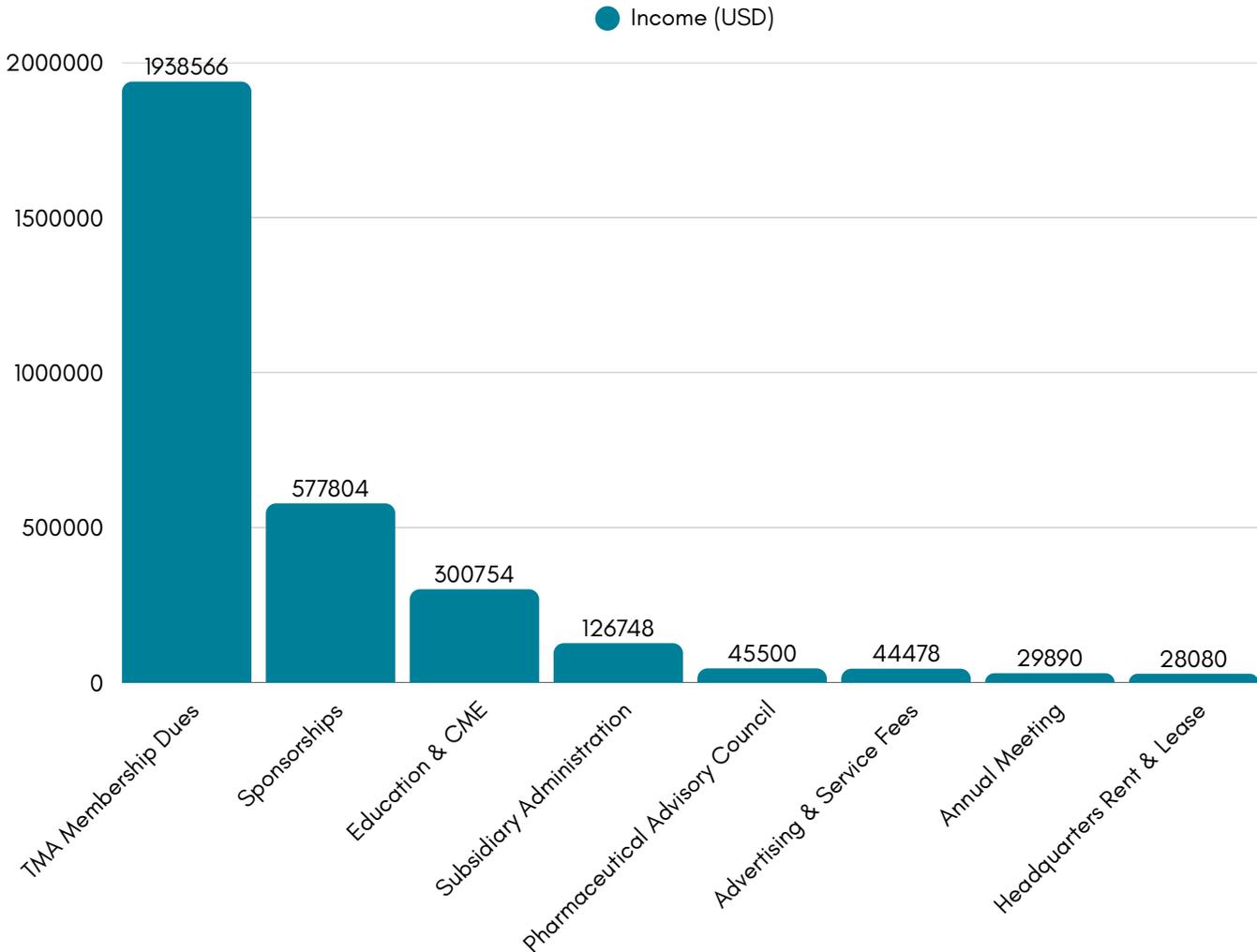
There were a total of **123 distinct donors** in the 2025 fiscal year— **16 of which were new donors**. The average contribution was **\$795.89** and the largest contribution was **\$5,000**. In April, the second TMA PAC Fundraiser Reception was hosted in conjunction with TMA’s Annual Meeting and House of Delegates. Between the reception and the House of Delegates, TMA PAC raised **\$42,000**.



The TMA PAC Committee authorized several expenditures in 2025. In total, TMA PAC spent **\$61,250** with **\$32,250** going to House members and **\$18,000** going to Senators.

ASSOCIATION FINANCIALS

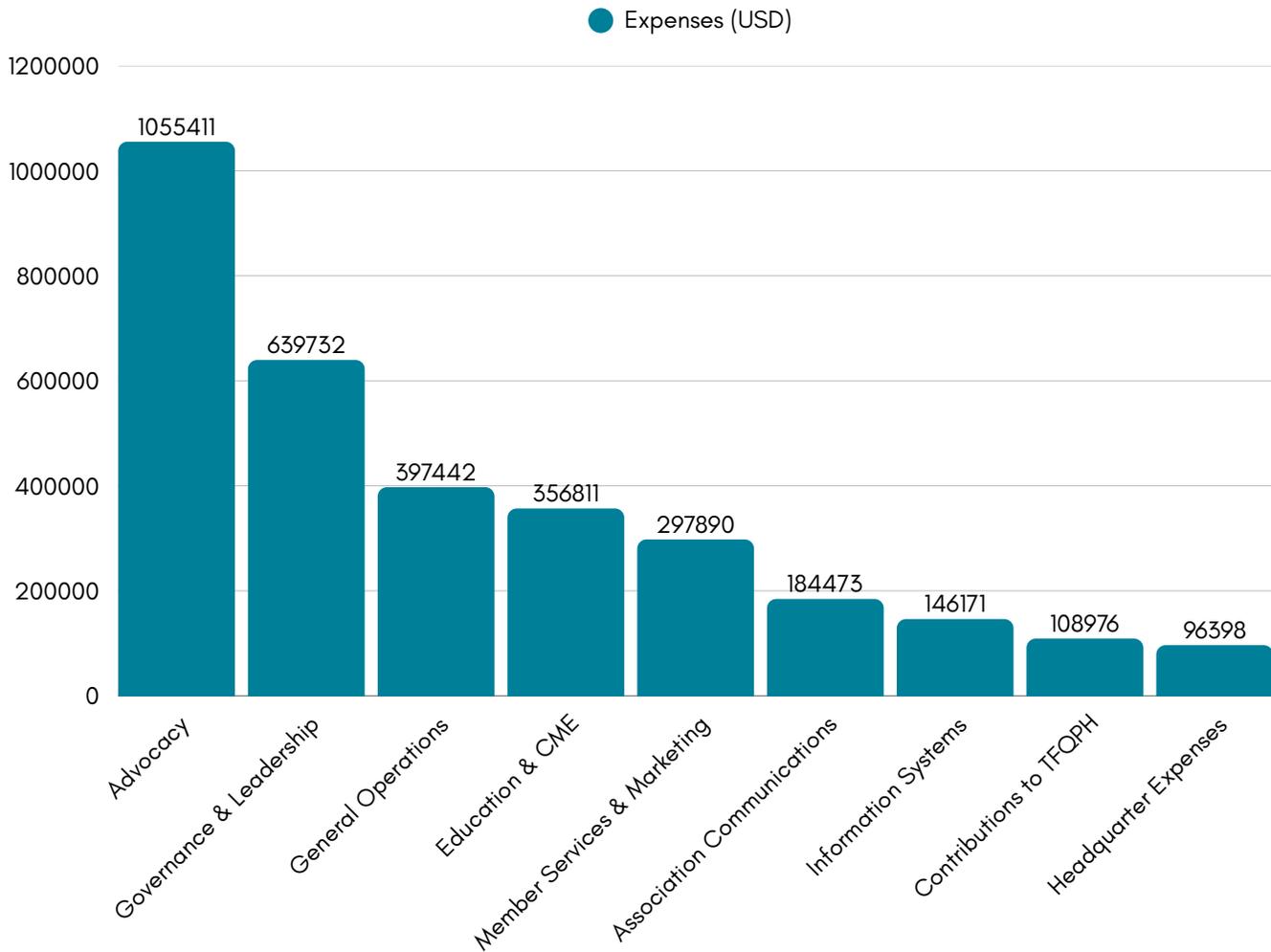
2025 INCOME



Total Income: 100%
Budgeted: \$3,127,330
Actual: \$3,091,820

ASSOCIATION FINANCIALS

2025 EXPENSES



Total Expenses: 100%

Budgeted: \$3,339,663

Actual: \$3,296,317



FROM THE CEO

The past year was one shaped by progress, resilience, and a renewed sense of purpose for your TMA. At a time when the practice of medicine faces unprecedented pressure, TMA delivered results for physicians while laying a strong foundation for the future.

At the top of the win column for 2025 was the successful launch of the “Know More /No More” opioid prescribers education campaign. With funding from the Tennessee Opioid Abatement Council, we created a new curriculum, offered at no cost to prescribers and more than 3,000 professionals have already completed the training.

The Know More program is a big part of a new Foundation refocused by TMA call the Tennessee Foundation for Quality Patient Healthcare. This year was our first full year of fundraising for the **TFQPH** to provide the funding for future leadership, wellness, education, and physician recruitment. The creation of a **new 501-C3 non-profit entity** is nothing new for TMA, having successfully created and grown the Tennessee Medical Foundation and the Tennessee Medical Education Fund.

By now you know TMA is well known for its advocacy work. A reputation well earned. We continue to excel at representing our members on the Hill, in the courts and at the boardroom table. We successfully defended against harmful legislation, and continue to take a more aggressive route with regard to the payers, physician employers, and practice purchasers to make sure patients come first and our members are treated fairly.

We will continue to champion change for abusive prior authorization rules and automatic downcoding of claims. We will continue our work to make the Tennessee medical environment conducive to the recruitment and retention of more physicians. We will continue to develop innovative ways to engage our members in the critical work of the Association to make membership matter more.

TMA’s commitment to physician-led medicine extends beyond legislation. Our legal team reviewed more than 150 bills, assisted practices in recovering improperly denied payments, and provided hundreds of consultations to members. These efforts protect both the profession and the patients physicians serve.

We are proud to count more than 10,000 physicians as members, reinforcing the strength of a unified voice for medicine in Tennessee. This growth matters. As a dues-driven organization, our members make our work possible—and their engagement continues to expand through advocacy, governance, leadership development, and public outreach.

Looking ahead at workforce development, physicians supply is crucial. Our Resident Job Board will serve us well to create meaningful connections between TN resident physicians and TMA member practices, supporting recruitment and retention—especially in rural and underserved communities. Rural health transformation grant may drastically improve our abilities to expand and succeed in this area.

As we look at 2026 and beyond, TMA remains focused on key priorities: insurance payment reform, increasing pay for TennCare services, promoting physician wellness, workforce sustainability, and increased member engagement. We are closely monitoring emerging issues—from artificial intelligence and private equity to public health policy—and will continue to advocate for accountability of anyone involved the health care decision making for our patients.

In 2030, TMA will celebrate its 200th year. Our history reminds us that medicine has continually evolved amid challenge and change. What has endured is the power produced by physicians banding together.

For nearly two centuries, TMA has protected the freedom to practice medicine, fought for the rights of physicians, championed good medicine and brought innovative organizational solutions to life.

We are proud of what we accomplished this year—and confident in the path ahead.

Russ Miller, CAE
Chief Executive Officer

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