

## ► INFLUENCING MEDICAID AND SYSTEM TRANSFORMATION:

MHA uses data and engagement to inform changes in Medicaid policy aimed at improving access, reliability and value within the MO HealthNet program. In 2025, MHA and HIDI worked to influence several significant changes to Missouri's Medicaid program.

- » Informing MO HealthNet's transition to DRG reimbursement systems
- » Refining Missouri's Rural Health Transformation Program application as a tier-one stakeholder
- » Engaging state leaders to maximize FRA assessments in advance of H.R. 1 implementation
- » Supporting hospitals in the Transformation of Rural Community Health (ToRCH) program implementation

## OPERATIONAL EXCELLENCE AND STEWARDSHIP



## ► FOSTERING INNOVATION:

MHA is committed to helping hospitals achieve their current and future missions by ensuring our expertise, tools and leadership are focused on both today's and tomorrow's challenges.

HIDI continued to grow its data capabilities and deliver member value in 2025.

HIDI Care Optics — **4,000** dashboard views from **125** facilities statewide

- » Innovative new dashboards — Patient Safety, MO PQC and Hospital Performance Insights
- » Partnering with Hyve Health for the Vitality Index Payer Scorecard Pilot Program — **15+** hospitals enrolled
- » Master Patient Indexing — connecting patient records across systems, time and geography



Learn more about the value of MHA membership.

## ► POSITIONING AS YOUR TRUSTED PARTNER:

Through education and knowledge exchange, stakeholder convening, leading-edge data solutions, and business services, MHA leverages 103 years of trust into our strategies.

### CONVENING

The Health Alliance of MidAmerica  
Kansas City Metropolitan Healthcare Council  
St. Louis Metropolitan Hospital Council  
CAH Network  
Rural Hospital Council  
Independent Hospital Group

### BUSINESS SERVICES



## 2025 HIGHLIGHTS

# STRENGTHENING HOSPITALS AND BUILDING TRUST

*The Missouri Hospital Association serves as a trusted partner for Missouri's hospitals by supporting innovation, advocating for an environment that allows hospitals to thrive, and delivering knowledge and services to make both health and care better.*

## PUBLIC POLICY THAT SUPPORTS HOSPITALS' MISSIONS

## ► DELIVERING VALUE:

In 2025, MHA helped deliver millions in funding to support hospitals financially. Wage index work with hospital finance teams will increase Medicare payments in Missouri, and advocacy in the Missouri General Assembly delivered provider tax relief and funds to offset some of the costs associated with behavioral health treatment and workforce development.



By amplifying patient stories, like Jesse's struggle with prior authorization, MHA advocated for necessary reforms.

## ► ADVANCING POLICY:

MHA works with state and federal lawmakers and executive agencies to support policies that strengthen hospitals and allow innovation. In 2025, MHA advocated to advance initiatives in support of hospitals and block or delay harmful policies.

### State: Support

- » Prior authorization reform
- » Budget initiatives

### Federal: Support

- » Extend key Medicare payments
- » Delay DSH cuts
- » Increase Medicare physician fee schedule
- » Rural Health Transformation Program grant awards

### State: Oppose

- » Attempts to undue 340B contract pharmacy protections
- » Emergency department staffing requirements

### Federal: Oppose

- » Restrictions on provider taxes and state-directed payments

 **\$151 MILLION**  
in wage index adjustments

 **\$7.5 MILLION**  
for inpatient boarding  
(this includes funding for both behavioral health and developmental disabilities)

 **\$25 MILLION**  
for inpatient psychiatric care

 **\$20 MILLION**  
of general revenue for FRA

 **\$4 MILLION**  
for the Nursing Education Incentive Program  
(this includes GR funding and funding from the Board of Nursing fund)

## ► REDUCING REGULATORY BURDEN:

MHA is working to remove roadblocks in physician credentialing and build a smarter, less burdensome Time Critical Diagnosis system. MHA and the Hospital Industry Data Institute are leading advances in data sharing and using data and stories to provide the case for regulatory relief.



BUILD TRUST AND PROVIDE A UNIFIED VOICE FOR POLICY BENEFITING ALL HOSPITALS



ENGAGING DECISION-MAKERS:

In addition to MHA’s traditional advocacy and policy work during the legislative session, MHA facilitated visits from hospital leaders with lawmakers in the Missouri Capitol, encouraged and provided testimony on key legislation and supported lawmakers’ visits to hospitals in their districts. MHA also coordinated two federal advocacy visits in 2025.

BY THE NUMBERS:

**Engagement in Jefferson City**  
**13** New CEOs — Hospital priorities and prior authorization reform  
**16** CAH CEOs — Rural health care  
**20** Hospital Leaders — Prior authorization reform, protecting 340B, behavioral health  
**20** Nurses — ED staffing, workplace safety, scope of practice

**Visits to Hospitals**  
State Lawmaker Hospital Visits — **20** lawmakers at **8** hospitals  
Federal Lawmaker Hospital Visits — **8** hospitals

COLLABORATING TO BUILD A RESILIENT WORKFORCE:

MHA supports workforce development and retention across the continuum — educating and attracting future workers and supporting onboarding and mentoring to retain and grow hospital teams. In 2025, MHA continued its efforts in expanding the workforce pipeline and established a broader vision for strategic workforce investments and programs.

FIVE PILLARS:

WORKFORCE READINESS AND PIPELINE DEVELOPMENT

EMPOWERING ENVIRONMENT

WORKPLACE SAFETY

LEADERSHIP AND PROFESSIONAL DEVELOPMENT

REGULATORY OPTIMIZATION



**KEY ENGAGEMENT AND PROGRAMMING:**  
Health Care Leadership Series — **44** graduates  
2025 Workforce Report  
Missouri Health Careers — **19,000** career guides  
Virtual Health Care Career Day — **15,000** students  
**580** counselors and educators  
**9** hospitals  
Health Care Career Exploration: **1,500** students  
Preceptor Academy: **305** participants  
Clinical Faculty Academy: **300** participants  
Health Care Workforce Innovation Bi-State Summit: **200** participants

EDUCATING AND BUILDING TRUST:

As public trust in institutions has fallen, MHA is committed to helping policymakers and the public understand the importance of hospitals to their communities.

DIGITAL ENGAGEMENT ON H.R. 1

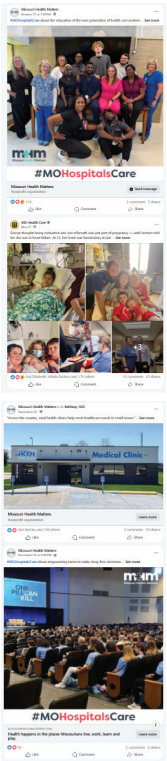
#ProtectMedicaid — **2.5 million** impressions and **8,277** letters to members of Congress  
Member media engagement — CNN, NBC and PBS interviews with member hospitals

TELLING THE HOSPITAL STORY

#MOHospitalsCare member stories:  
**125** hospitals; **1.8 million** impressions;  
**66,991** link clicks

TRANSPARENCY

Community benefit, social needs and quality and price transparency data previously shared on FocusOnHospitals.com moves to a new user-friendly hub on MissouriHealthMatters.com to create a centralized transparency, advocacy and storytelling site for the public to learn about Missouri’s hospitals.



MATERNAL HEALTH IMPROVEMENT

MHA is proud to lead the Missouri Perinatal Quality Collaborative, a statewide effort to improve maternal health outcomes through knowledge sharing and adoption of best practices. In 2025, the MO PQC launched “Ask Me 5” — an educational series designed to break down barriers between caregivers and patients and encourage open conversations about factors that influence health.

Building critical mass: **1,600+** social media followers; **1,000** Pulse newsletter subscribers; **22,000+** website visits; **90+** Ask Me 5 pledged providers; **55** hospital birthing teams; **637** stakeholders educated at in-person events

Collaboration and Engagement:

- » Missouri Maternal-Child Learning and Action Network
- » State Maternal Health Task Force
- » Optimizing Postpartum Care Task Force
- » Project STORK

CREATE LEARNING ENVIRONMENTS TO IMPROVE HEALTH AND CARE

SHARING KNOWLEDGE AND FOSTERING COLLABORATION:

MHA provides training and subject matter expertise to support hospitals in their care improvement programs and facilitates local, regional and statewide engagement on high-priority issues. In 2025, MHA provided educational programming to **7,219** hospital team members.

**2025 MHA Convention**  
**BY THE NUMBERS**  
**682** Attendees  
**96** Education Partners  
**14** Breakout Sessions  
**8** Hospital Awardees  
**5** State Administration Leaders  
**4** National Speakers

“From the thought-provoking keynote sessions to the powerful networking moments, the MHA Annual Convention reignited my passion for people-centered care. I left inspired, informed and proud to be part of Missouri’s outstanding hospital community.”

— Craig L. Leonard, Trustee, NKC Health, North Kansas City

CARE QUALITY

Lean Six Sigma training — **21** Green Belts/**2** Black Belts  
Certification of Health Care Emergency Preparedness Professionals — **24** certificates awarded

EXCLUSIVE WEBINARS

DSS-hospital child welfare programming — **689** participants  
Compliance with Patient Safety Structural Measure — **240** participants; **80** hospitals  
ICD-10 Z-Code payer engagement — **474** participants

ENGAGING PATIENTS IN CARE COORDINATION

Substance use bridge model with peer support for SUD crisis or overdose — **1,736** individuals served in 2025