

2026-2028 Strategic Plan



MHA's Vision

Hospitals and health care systems that fulfill their missions, improve the health of their communities and are valued throughout Missouri and the nation.

MHA's Mission

To shape an evolving environment that helps our members thrive and fulfill their current and future missions.

MHA's Values

Act with INTEGRITY

Be honest and transparent while adhering to the highest standards of professionalism, ethics and personal responsibility.

Celebrate HUMAN DIGNITY

Promote each person's inherent worth and improve lives through relationships, collaboration and teamwork.

Prioritize WELL-BEING

Support work-life harmony and invest in the safety and well-being of employees, members and the people we serve.

Pursue EXCELLENCE

Aspire to achieve the highest quality and value in our services, professional development and reputation.

Cultivate INNOVATION

Continuously strive to adapt, reduce complexity and promote sustainability through curiosity and thought leadership.

Demonstrate STEWARDSHIP

Be accountable and use resources efficiently and effectively.

GOAL 1

Produce public policy outcomes that enable Missouri's hospitals and health systems to thrive.

GOAL 2

Cultivate relationships among MHA's diverse members and relevant stakeholders that strengthen all hospitals and build trust with policymakers and the public to improve the health of Missourians.

GOAL 3

Address challenges facing health care providers to improve or transform care delivery for patients.

GOAL 4

Ensure innovation, excellence, employee commitment and the highest standards on all operational practices to optimize member value.

MHA's Mindset

The Missouri Hospital Association will serve as the "right partner" to solve Missouri's biggest health problems and deliver results in member-centered focus areas.

2026 Initiatives



GOAL 1

Produce public policy outcomes that enable Missouri's hospitals and health systems to thrive.

- » Execute advocacy strategies that maximize legislative and regulatory outcomes for hospitals and the patients they serve.
- » Shape payment and regulatory programs to support hospitals' missions to serve their communities.
- » Advocate for members' financial sustainability.
- » Promote hospitals' and partners' roles in the behavioral health care continuum, through improved reimbursement and infrastructure.
- » Develop options and pursue policies that assist with funding and programs to sustain the health care workforce.

GOAL 2

Cultivate relationships among MHA's diverse members and relevant stakeholders that strengthen all hospitals and build trust with policymakers and the public to improve the health of Missourians.

- » Ensure member engagement with their policymakers.
- » Build awareness of hospitals' economic value and community contributions to improve public trust and perceived community value.
- » Deliver interventions to reduce workplace violence.
- » Develop and promote policies, partnerships and programs that increase the workforce pipeline and improve the skills of health care workers.
- » Facilitate a multistakeholder approach to improving Missouri's behavioral health system, using combined strengths to enable patients to receive appropriate care.

GOAL 3

Address challenges facing health care providers to improve or transform care delivery for patients.

- » Pursue improvements to the Medicaid program that implement board-approved principles.
- » Develop and promote programs that increase the capability, diversity, safety and resiliency of the health care workforce.
- » Facilitate practical application of care that is highly reliable, accessible and valuable, in safe and appropriate settings to support care teams and advance patient health.
- » Expand evidence-based clinical and community strategies to improve quality and increase access to medical and behavioral care for Missourians, with specific focus on maternal health and substance use programming.
- » Strengthen patient engagement through programs promoting patient-centered care delivery (including trauma-informed care) and community interactions.

GOAL 4

Ensure innovation, excellence, employee commitment and the highest standards on all operational practices to optimize member value.

- » Develop an engaged, skilled and dedicated team who appropriately leverage artificial intelligence (AI) to support the MHA enterprise.
- » Maximize member engagement and satisfaction.
- » Demonstrate the highest standards of internal and board operations to maximize the value of member investment in the association.
- » Deliver strong data and analytic services that support members' operational excellence, value-based care, improved payer reimbursement and clinical innovation.
- » Evolve HIDI, MSC and the MHA enterprise to impact health information utilization, produce alternative revenue streams and manage risk.

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