

# 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 <b>INTEGRITY</b>	Be honest and transparent while adhering to the highest standards of professionalism, ethics and personal responsibility.
Celebrate <b>HUMAN DIGNITY</b>	Promote each person's inherent worth and improve lives through relationships, collaboration and teamwork.
Prioritize <b>WELL-BEING</b>	Support work-life harmony and invest in the safety and well-being of employees, members and the people we serve.
Pursue <b>EXCELLENCE</b>	Aspire to achieve the highest quality and value in our services, professional development and reputation.
Cultivate <b>INNOVATION</b>	Continuously strive to adapt, reduce complexity and promote sustainability through curiosity and thought leadership.
Demonstrate <b>STEWARDSHIP</b>	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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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.