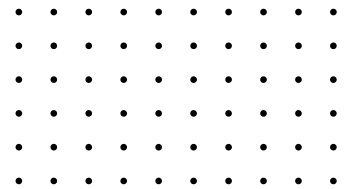


2024-2026 STRATEGIC PLAN

Georgia Hospital Association



Your Association At Work

MESSAGE FROM THE PRESIDENT & CEO

Dear Colleagues and Stakeholders,

At the Georgia Hospital Association (GHA), our top priority is our members, and we are dedicated to understanding and responding to their evolving needs. Our commitment to advocacy at the state and federal levels is unwavering, and we strive to be the foremost resource for our members and the broader healthcare community. We are proud to have been recognized as the #1 Trade and Business Association in Georgia for 2024—a reflection of our renewed pursuit to be the leading healthcare advocates in our state.

In developing our strategic plan, we took a thoughtful and deliberate approach to prioritizing both our internal and external priorities. We are committed to strategically allocating resources to initiatives that best support our members and advance healthcare for Georgians.

Over the next three years, we will pursue operational improvements that will help position GHA as a thought leader and provide greater accountability, transparency, and value to our members.

We will work to leverage our robust data sources to support our advocacy efforts and provide insights to our members and the healthcare community. We will pursue strategies to rebrand GHA as a solutions-oriented group that convenes and leads meaningful conversations. GHA's Political Action Committee (GHAPAC) will be reinforced with a more concerted effort to define its fundraising plan so that we continue to champion policymakers who support hospitals. We will assess our business operations to optimize both revenue and value. And, importantly, we will continually measure our performance on these goals.

With improved internal operations, GHA will champion five priorities under our key roles to Advocate, Communicate, and Educate, as outlined below:

ADVOCATE

COMMUNICATE

EDUCATE

Access to Quality Care: GHA will work to improve the availability and affordability of healthcare services for all Georgians.

Behavioral Health: While partnering with stakeholders, GHA will work on initiatives that support increased access and funding for behavioral health services across Georgia.

Healthcare Liability Reform: GHA is committed to playing a central role in legislative efforts to improve the medical negligence environment in Georgia.

Rural Health: Our focus is to advance efforts that increase financial stability of rural hospitals and to increase access to care for rural communities.

Workforce: We are exploring innovative solutions to increase the number of qualified and job-ready healthcare staff in Georgia.

In addition to these initiatives, we are committed to fostering collaboration and connectivity among our members. Together, we will work to meet the challenges ahead, ensuring that every Georgian has access to the care they need.

We are confident that over the next three years, our members and stakeholders will see and feel our combined efforts to improve the healthcare of Georgians by supporting a healthy network of hospitals.

Thank you for your continued support and partnership as we embark on this journey.

CAYLEE NOGGLE, PRESIDENT & CEO



MISSION

To advance the health of individuals and communities by serving as the leading advocate for all Georgia hospitals and healthcare systems.

VISION

Georgia, where all achieve their highest potential for health through healthy hospitals, communities, and individuals.

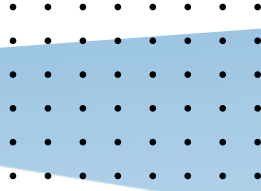


STRATEGIC PLAN DEVELOPMENT

GHA's primary goal is to serve our members, deliver meaningful value, and support the advancement of hospitals and healthcare in Georgia. Our strategic plan is designed to ensure our work is aligned to support our member hospitals so they are equipped to serve their patients and communities effectively, bringing us closer to our vision of healthy hospitals, communities, and individuals.

Creating this plan involved extensive listening to our members and stakeholders. During fall 2023 and spring 2024, we conducted numerous sessions and surveys with hospital leadership, including one-on-one interviews, and gathered insights from our Board of Trustees. This feedback, coupled with external research on public perceptions of Georgia hospitals, allowed us to identify five key focus areas. These areas were further developed into what we have termed our "Strategic Health Initiatives," which were formally adopted by the GHA Board of Trustees in July 2024. Each initiative will be supported by dynamic strategies and tactics that may change over time due to concluding efforts, evolving membership priorities, or other factors.





STRATEGIC HEALTH INITIATIVES

ACCESS TO QUALITY CARE



Improve availability and affordability of healthcare services for all Georgians.

ADVOCATE

- To increase affordable health insurance options for all Georgians.
- For adequate managed care provider networks.
- To make it easier for patients to use their health insurance by removing roadblocks to care and decreasing inappropriate claim denials.
- To strengthen Georgia’s Medicaid directed payment programs.

COMMUNICATE

- How having a hospital in a community is statistically shown to contribute to better health.
- With stakeholders to improve patient transportation to the emergency department and between facilities.
- With our member advisory councils to ensure hospital priorities are considered.

EDUCATE

- State and federal policymakers using data to assess the performance of health insurance plans.
- Hospitals and health systems on the Medicaid care management organization contracts and best practices for network contract agreements.

BEHAVIORAL HEALTH



Increase access and funding to behavioral health services throughout the state.

ADVOCATE

- To increase availability of behavioral health crisis services.
- For the development of Medicaid directed payment programs to help hospitals provide comprehensive behavioral health services across the continuum of care.

COMMUNICATE

- With hospitals and community service boards on opportunities to work together to meet the needs of their shared patients.
- With law enforcement to facilitate the timely transfer of behavioral patients to the appropriate care setting.

EDUCATE

- Legislators on the complex regulatory and funding structure of the behavioral health system.
- Policymakers on the impact of behavioral health patients boarding in hospital emergency departments.
- Hospitals and health systems on the state’s process to link behavioral health patients with the appropriate level of care.

HEALTHCARE LIABILITY REFORM

A multi-year legislative effort to modernize Georgia's tort laws to protect the healthcare community's ability to provide high-quality care to all.

ADVOCATE

- For the fair and reasonable calculation of noneconomic damages.
- To allow evidence of actual medical expenses.

COMMUNICATE

- With other healthcare and business groups on priorities and strategy for liability reform.

EDUCATE

- Georgians on the negative impact of the current legal landscape on access to care.
- Policymakers on the cost of medical malpractice claims and effective healthcare liability reform in other states.
- Policymakers on the increasing difficulty for hospitals and health systems to find affordable liability coverage.

RURAL HEALTH

Increase financial stability of rural hospitals and enhance access to care for rural communities.

ADVOCATE

- For policies to support rural hospitals that provide obstetric care, including the development of a targeted Medicaid directed payment program.
- For reimbursement models that recognize the unique healthcare and financial demands of rural communities.

COMMUNICATE

- Grant and other funding opportunities to support rural healthcare.
- With other rural stakeholders including rural health centers and FQHCs on priorities and strategies to improve the health and wellbeing of rural communities.

EDUCATE

- Hospitals and health systems on best practices to improve quality and patient safety.
- Policymakers on the needs of small rural and critical access hospitals.

WORKFORCE

Increase the number of qualified and job-ready healthcare staff.

ADVOCATE

- In favor of enhanced federal penalties for violence against healthcare workers.
- Against restrictive staffing regulations.
- For solutions to streamline the professional licensing process.

COMMUNICATE

- Opportunities to standardize the credentialing process for clinical education.
- The need for investment in clinical and nonclinical healthcare workforce using data to project the ongoing shortage of qualified workers.

EDUCATE

- Policymakers on funding needs and opportunities for graduate medical education and other clinical rotations.
- Hospitals and health systems on best practices to prevent violence against healthcare workers.





380 Interstate North Parkway SE
Suite 150
Atlanta, GA 30339
(770) 249-4500
www.gha.org