






# KHA Strategic Plan: 2022-2023



**Mission:** The Kentucky Hospital Association will be the leading voice for Kentucky health systems in improving the health of our communities.

**Vision:** To transform the health landscape to make high quality care more affordable and accessible for the people of Kentucky.

Strategic Pillars:	 <b>Thought Leadership</b>	<b>Patient Access and Service</b> 	<b>Membership VALUE</b> 	<b>Patient Safety and Quality</b> 	 <b>Business Operations</b>
Goals:	<ul style="list-style-type: none"> <li>• Represent our members as their leading advocacy voice in Kentucky and Washington, D.C.</li> <li>• Produce industry leading research, data and policy</li> </ul>	<ul style="list-style-type: none"> <li>• Convene and connect key stakeholders and resources to create an adequate workforce for the future</li> <li>• Compile and publish credible workforce related data</li> </ul>	<ul style="list-style-type: none"> <li>• Direct a consistent high level of member engagement and satisfaction</li> <li>• Support our members in achievement of economic stability and success</li> </ul>	<ul style="list-style-type: none"> <li>• Aid our members in improving health outcomes</li> <li>• Assist our members in reducing preventable health care associated harm</li> </ul>	<ul style="list-style-type: none"> <li>• Lead a fiscally responsible, efficient and effective organization</li> <li>• Drive a workplace culture of excellence and accountability</li> </ul>
Objectives:	<ul style="list-style-type: none"> <li>• Successful State &amp; Federal Advocacy, including:                             <ul style="list-style-type: none"> <li>• Fund Medicaid, including outpatient expansion of HRIP</li> <li>• Protect &amp; modernize CON</li> <li>• Prohibit white bagging</li> <li>• Preserve 340B program</li> <li>• Telehealth permanent</li> <li>• Workforce development</li> </ul> </li> <li>• Hire additional top talent                             <ul style="list-style-type: none"> <li>• Researchers</li> <li>• Data analyses</li> <li>• Policy experts</li> <li>• Grant writers</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Build allies to address challenges</li> <li>• Document gaps and opportunities</li> <li>• Hire full time workforce lead</li> <li>• Engage middle and high school systems</li> <li>• Produce a sustainable workforce model</li> <li>• Create best practices around retention and professional satisfaction</li> <li>• Develop a toolkit to support hospitals as employers and in engaging educational institutions</li> <li>• Leverage workforce committee</li> </ul>	<ul style="list-style-type: none"> <li>• Create a system to track both member engagement and satisfaction</li> <li>• Continue and grow successful implementations of HRIP and UPL programs</li> <li>• Develop and coordinate solutions with health plans</li> <li>• Provide economics and financial policy expertise, initiatives and reporting</li> <li>• Enhance member educational programs &amp; events</li> <li>• Increase PAC contributions</li> </ul>	<ul style="list-style-type: none"> <li>• Support achievement of HRIP Quality goals</li> <li>• Provide clinical expertise</li> <li>• Education and training for coding quality improvement</li> <li>• Improve and expand access to behavioral services</li> <li>• Expand KY SOS Program</li> <li>• Facilitate Peer to Peer Learning</li> <li>• Establish ED Bridge Programs</li> <li>• Assist with Stars Ratings Improvement</li> <li>• Increase engagement in the SANE ready program</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen staff engagement, including strategic plan development</li> <li>• Manage performance to strategic plan and track deliverables</li> <li>• Standardize and enhance business processes</li> <li>• Develop more robust budgeting process and leadership team engagement</li> <li>• Elevate website, social media and CRM capabilities and utilization</li> <li>• Grow non-dues revenues, including credentialing alliance</li> </ul>