

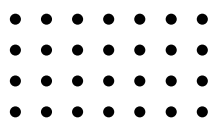
**A CLEAR SIGN
OF A HEALTHY
GEORGIA.**



2025

Annual Report

A summary of GHA's impact and outcomes as
the leading advocate for Georgia hospitals



WWW.GHA.ORG





Dear Members,

Across Georgia—rural and urban, large systems and independent facilities—your hospitals are pillars of strength, compassion, and healing for the communities you serve. In 2025, we recommitted to clearly articulating who we are and what we stand for, capturing the full scope of GHA's role both as an advocate and policy leader for our industry and a partner to every hospital in building a healthier Georgia. This is reflected in our new guiding statement: **'The Georgia Hospital Association will shape a healthier Georgia by serving as the leading advocate and supporter for all Georgia hospitals and health systems.'** Thank you for the work you do and the opportunity to serve as Chair.

Scott Steiner

Board Chair
Georgia Hospital Association

Dear Members,

Enclosed is GHA's Annual Report for 2025, a year marked by historic changes in the healthcare landscape. As I reflect on the year, I am deeply grateful to our member hospitals and healthcare professionals for delivering life-saving care to millions of people across our state and for supporting the communities you serve.

Our team is honored to stand alongside you, advocating for policies that preserve access to high-quality care throughout Georgia. We were honored to be named the #1 healthcare trade association by James Magazine for the second consecutive year. Guided by our strategic health initiatives, we advocated for historic healthcare liability reforms, preserved and advanced Georgia's Directed Payment Programs, and supported funding for rural hospital stabilization following Hurricane Helene, among other achievements.

Our 2025 Annual Report highlights GHA's work to shape a healthier Georgia. Thank you for your continued partnership as we support the vital work you do every day for your patients and communities.

Caylee Noggle

President and CEO
Georgia Hospital Association



Advocating for You



GHA President and CEO Caylee Noggle speaks at a March 2025 press conference at the Georgia State Capitol in support of healthcare liability reform.



GHA-hospital members and staff visit Sen. Rev. Raphael Warnock during the 2025 GHA D.C. Annual Fly-In.



Caylee Noggle (2nd from R) with Union General Health System leadership at the Georgia State Capitol.



Gov. Brian P. Kemp and First Lady of Georgia Marty Kemp join Caylee Noggle and other rural hospital leaders at the GHA Rural Hospital Day at the Capitol in February 2025.



Caylee Noggle discusses healthcare liability reform on 'Politically Georgia' with hosts Patricia Murphy and Greg Bluestein.



Caylee Noggle (2nd from L) and GHA-member rural hospital leaders in Washington, D.C.

In 2025, GHA supported our members by:

ADVOCATING

- Successfully advocating for the passage of meaningful healthcare liability reform, protecting the ability of the more than **180 hospitals in Georgia** to treat patients.
- Preserving access to the Medicaid Directed Payment Programs (DPP), resulting in approximately **\$1.7 billion** in total DPP payments to Georgia hospitals in FY 2025. An additional **\$92.5 million** was redirected to fund **100%** of Medicaid Disproportionate Share Hospital (DSH) payments for rural hospitals.
- Partnering with state budget appropriators to include **\$22 million** in state funds for rural hospital stabilization following Hurricane Helene.
- Leading efforts to secure **\$11.6 million** in the state budget for rural newborn deliveries, protecting maternal health and keeping labor and delivery units open at rural Georgia hospitals.
- Tracking **350+ bills** and actively engaging on more than **25 bills and issues**, advocating in support of healthcare liability reform, 340B, workforce growth, behavioral health, and rural hospitals' viability.
- Attending daily committee meetings across **21 legislative committees** and providing testimony and expert policy perspective on issues impacting hospitals.
- Initiating more than **10 calls to action** to engage the grassroots support of our members.
- Meeting with Georgia's federal congressional delegation **35 times** while H.R. 1 was being debated, and actively reviewing and assessing the impact on Georgia's hospitals before the bill became law.
- Continuing to advocate for legislative and community support of the Rural Hospital Tax Credit, allowing eligible hospitals to claim **\$79.9 million** in credits, the highest amount ever, and an increase of **\$5.7 million** from the previous year.
- Submitting **15 comment letters** to state and federal agencies and **3 amicus briefs** to state and federal courts in support of hospital interests related to healthcare liability reform, protection of the 340B program, workforce, the use of telehealth, patient privacy, and more.
- Attending more than **70 meetings** of state agencies to actively monitor state and federal regulations, keeping members informed on important developments, and advocating for hospitals' best interests.



GHA Chief Government Relations Officer Anna Adams testifies in support of healthcare liability reform at the Senate Judiciary Committee during the 2025 Legislative Session.

In 2025, GHA supported our members by:

COMMUNICATING

- Facilitating members' communication with their elected officials through the newly developed **22-page 2025 Legislative Toolkit** containing details and talking points on **12 legislative priorities**.
- Sending **40 Capitol Health Hotline** updates and producing **12 Capitol Check-Up videos** to share continual updates during the legislative session.
- Sharing up-to-date information on the Rural Health Transformation Program (RHTP) called GREAT (Georgia Rural Enhancement and Transformation) Health, for which Georgia was awarded **\$218 million** in Year 1 and an estimated **\$1.4 billion** over 5 years.
- Disseminating critical information with all **150+ member hospitals** during storm season by sharing regular updates from state partners, communicating current information on **ghc911.org**, and creating a video with instructions on what hospitals should do when a storm hits to ensure they get needed support as soon as possible.
- Amplifying positive perception of the hospital industry with the 'A Clear Sign' campaign and achieving **3.4 million impressions** across Facebook, Instagram, and LinkedIn, with **45 hospitals** promoting the campaign in their communities.
- Publicizing the presentation of **37 awards** that honor patient safety efforts and outstanding individuals at GHA-member hospitals.
- Distributing **242 editions** of GHA Today to approximately **6,000 GHA-member hospital employees**.
- Distributing **46 weekly editions** of the Executive Exclusive to more than **500 hospital C-suite executives**.

EDUCATING

- Providing education for more than **450 hospital trustees** through the Hospital Leadership Training Program and enrolling more than **6,700 participants** in **80 free webinars, valued at \$23,000 per hospital**, covering important issues like CMS conditions of participation, EMTALA, case management, infection prevention, leadership, legislative updates, and workplace violence prevention.
- Providing live and on-demand education for **849 GHA-member hospital employees** who completed at least one of **172 course offerings** on the GHA Learning Academy, GHA's online learning management system.
- Hosting **28 in-person meetings and conferences** attended by **2,208 GHA-member hospital employees**.
- Utilizing **\$180,000** in Medicare Rural Hospital Flexibility Program (FLEX) grant funding to help all **31 of Georgia's critical access hospitals (CAH)** and small rural hospitals improve quality of care.
- Utilizing **\$365,256** in Small Rural Hospital Improvement Program (SHIP) funding to support value-based care in **27 participating hospitals**.
- Overseeing the distribution of **\$3.5 million in Hospital Preparedness Program (HPP)** grant funding across **15 coalitions**, each represented by their Regional Coordinating Hospitals and providing essential decontamination supplies to address regional gaps and strengthen preparedness.
- Helping develop the next generation of hospital and health system leaders through Leadership GHA, whose 2025-2026 class had **21 graduates** from **19 hospitals and health systems**.

2025 Impact by the Numbers

\$1.7 BILLION Net payments to hospitals through supplemental financing programs, including the Directed Payment Programs	\$22 MILLION State funds for rural stabilization after Hurricane Helene
\$41.5 MILLION State budget funding for Graduate Medical Education	\$11.6 MILLION State and federal funds for rural newborn deliveries
\$3.5 MILLION Funds distributed through the Hospital Preparedness Program (HPP) Grant	\$189,529 GHAPAC funds raised in 2025 (26% increase from 2024)
350+ Bills tracked during the legislative session	\$1,069,000 GHA sponsorship dollars received
6,700 Participants in GHA webinars	635 Participants in GHA's Professional Networking Groups
849 GHA Learning Academy course completions	172 Course offerings on the GHA Learning Academy

Strategic Health Initiatives

Through collaborative programs, policy leadership, advocacy efforts, and operational support, GHA works to advance our strategic health initiatives and help member hospitals **navigate challenges and ensure communities have access to essential healthcare services**. Each initiative is supported by dynamic strategies and tactics, evolving with membership priorities.



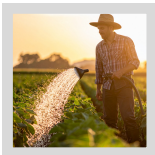
Access to Quality Care
GHA will work to improve the availability and affordability of healthcare services for all Georgians.



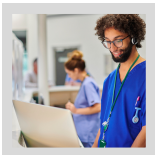
Behavioral Health
GHA will work on initiatives that support increased access and funding for behavioral health services across Georgia.



Healthcare Liability Reform
GHA will work to preserve Georgia's 2025 reforms to healthcare liability laws that protect the healthcare community's ability to provide high-quality care to all.



Rural Health
GHA will advance efforts that increase financial stability of rural hospitals.



Workforce
GHA will work to advance innovative solutions to increase the number of qualified and job-ready healthcare staff in Georgia.

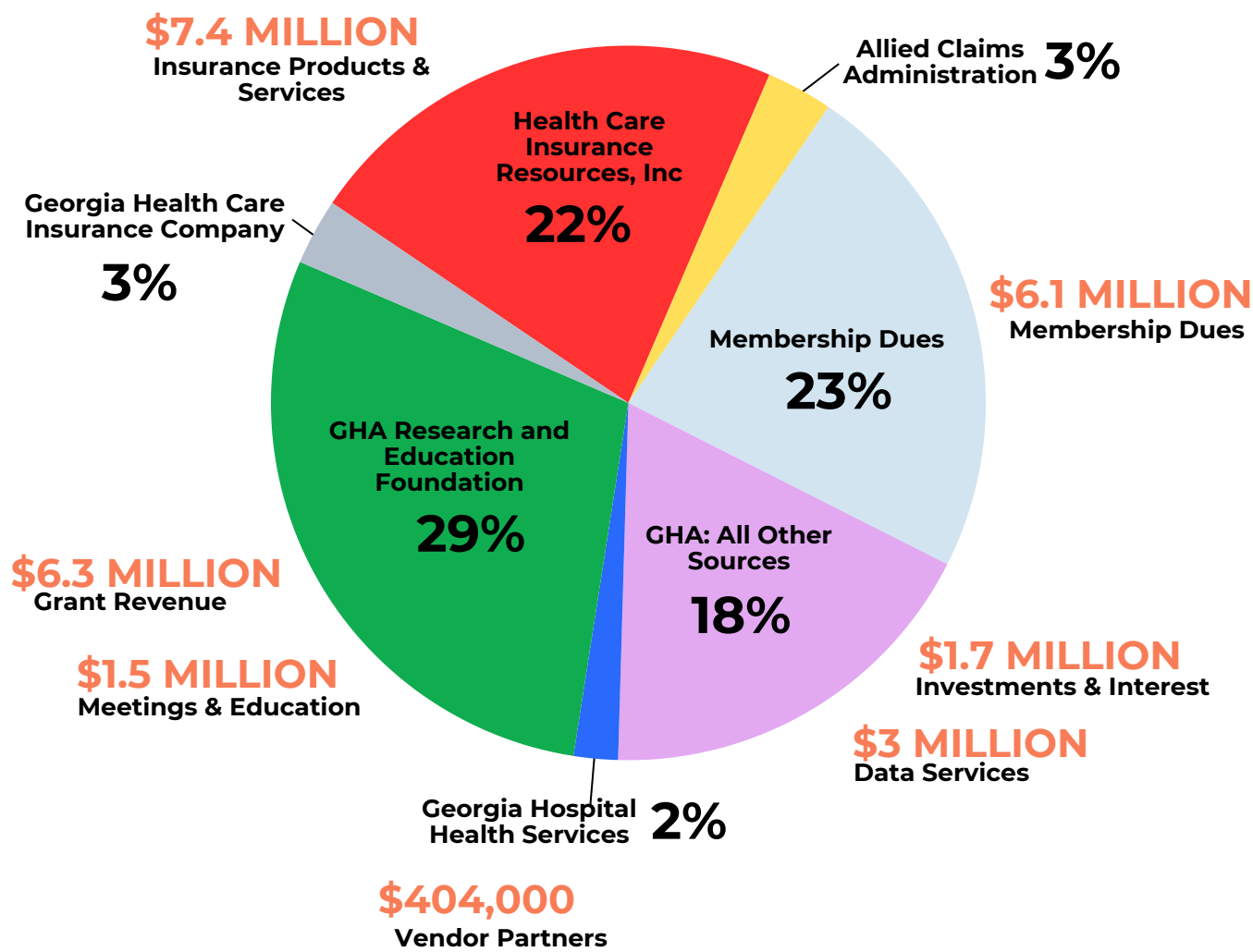
Financial Review

GHA works to ensure financial transparency between our organization and member hospitals. Our service lines are examined to ensure they provide value in cost, revenue, structure, and performance. We align our resources with our priorities, and we continually explore ways to strengthen long-term sustainability by growing non-dues revenue and maintaining a balanced revenue structure.

2025 Revenue Sources

GHA intentionally targets membership dues **at or below 30%** of total annual revenue. In 2025, dues accounted for **23%** of **\$26.7 million** in revenue, reflecting the strength and diversification of our overall revenue base.

Revenues by Operational Area and Affiliates



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GHA Affiliates

Georgia Hospital Research and Education Foundation (GHAREF)
Georgia Hospital Health Services (GHHS)
Health Care Insurance Resources, Inc. (HCIR)
Georgia Health Care Insurance Company (GHCIC)
Allied Claims Administration, Inc.

Georgia Hospital Association 2025 Annual Report