

WSHA 2025-2027 Strategic Plan

Mission

WSHA partners with member organizations to achieve their missions to serve Washington communities.

Vision

WSHA will be the trusted voice and indispensable resource that leads, challenges and assists its members to improve the health of the communities they serve.



Washington State
Hospital Association

Policy & Advocacy

Create public policy that promotes health care access, equity and a vibrant and viable health care delivery system

- Prevail on top priorities with legislative bodies, regulatory agencies, and in the courts
- Empower WSHA members to advocate effectively with their policy makers
- Build relationships, partnerships and coalitions to advance WSHA's policy agenda
- Increase the role of WSHA member leaders in achieving the Hospitals for a Healthy Future Political Action Committee goal, and provide tools for engagement

Clinical Excellence

Lead hospitals in providing safe, high quality and equitable care for every patient

- Develop and achieve safety and quality initiatives that advance resilience and a culture of safety
- Lead implementation of hospital policies and practices to advance health equity
- Support excellence in hospital boards' work to engage in and govern safety and quality

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Operational Excellence

Keep the association strong through its membership, people and finances

- Build engagement with WSHA member leaders and members of hospital governing boards
- Promote an organizational culture that supports staff and enhances capacity to execute WSHA's mission, vision and values
- Maintain long-term financial stability and diversify revenue sources to fund emerging projects

Innovation

Create opportunities to stabilize and expand patient care and the hospital delivery system

- Support hospital financial sustainability through fully implementing Medicaid increases and preventing cuts to public insurance programs
- Use data, advocacy and communications to improve insurance administrative and payment practices
- Build hospital workforce capacity through innovative public policies, enhancing and streamlining current programs, and growing new programs

- Protect the health care workforce through workplace safety initiatives and public policy
- Create innovative strategies for patients to receive care in the right setting, including behavioral health, complex discharge patients, and care outside the hospital

Data Services

Provide and help members use data and new technologies to support equitable care, safety and quality, and hospital financial sustainability

- Foster member usage of timely and robust data to support strategic decisions for their communities
- Facilitate members' safe and effective use of emerging technologies such as artificial intelligence to improve patient safety, patient care, finances, and workforce, and oppose uses of AI that would harm patients or the delivery system
- Support hospitals in collecting, reporting and using demographic data to advance health equity improvement
- Create opportunities to strengthen hospital cybersecurity through member collaboration, sharing of learnings, and helpful public policy.