

Our 2025 Membership Successes

Since 1925, HANYS has worked tirelessly to advance the priorities of our members and the health of the communities they serve. In our 100th year, we faced significant challenges, but thanks to your continued partnership, HANYS and our members achieved meaningful outcomes that protected New Yorkers' access to care. We thank you for your partnership and look forward to closely working together throughout 2026.

Advocacy in action

In 2025, HANYS stood firm against sweeping federal proposals aimed at reducing healthcare spending. The enactment of H.R. 1, the *One Big Beautiful Bill Act*, marked a significant shift in national policy, with far-reaching implications for New York state and our hospitals and health systems.

Working in close partnership with the American Hospital Association, our congressional allies, the governor's office and member institutions, our H.R. 1 advocacy helped preserve key Medicaid

funding streams and blocked efforts to make more harmful reforms such as converting the Medicaid program into a block grant. At the same time, we secured major wins in the final state budget, including increased Medicaid rates, restoration of funding for distressed hospitals and protection of vital programs, which will be shaped by the evolving federal landscape.

Our work is far from over. HANYS has immediately turned toward mitigating H.R. 1's projected harmful effects, pushing for

implementation delays, regulatory relief and legislative fixes at both the federal and state levels.

HANYS will continue to lead that advocacy on behalf of our members, with policy agendas focused on preserving, securing and maintaining the resources, flexibility and support our members need to deliver high-quality care in a rapidly changing environment.

Our 2025 accomplishments are summarized on the following pages.

Collective education and member engagement made an impact in 2025

Education

More than 6,000 individuals from HANYS member organizations participated in over 260 educational programs.

Active engagement

726 individuals served on HANYS-led member committees and task forces.

Constant contact

HANYS staff are connecting daily with our members to answer questions, provide resources and help navigate challenging issues.



HANYS' work on our members' behalf in 2025



Advocacy

Federal advocacy

The 2024 election created a one-party ruling environment in Washington. In mid-2025, President Trump's administration and congressional Republicans used the budget reconciliation process to bypass the Senate filibuster and advance H.R. 1. Although it is primarily a tax law, H.R. 1 served as a vehicle to implement the party's broader fiscal agenda, including reducing federal spending on healthcare.

HANYS collaborated extensively with the American Hospital Association and other partners to build coalitions to support our advocacy efforts in Washington. HANYS leveraged our longstanding relationships with the New York congressional delegation and particularly its Republican members to help influence the outcome of H.R. 1.

As harmful as the enacted law is, thanks to the work of HANYS, New York Republican members of Congress were able to stop some of the more harmful proposals that had been considered, such as converting the Medicaid program to a block grant and lowering the federal Medicaid match for states, among others. They also mitigated the House bill provision impacting provider taxes.

Since the July 4 enactment of H.R. 1, HANYS has advocated for mitigation of its most immediate harmful provisions. Our work has unified the seven Republican members of the delegation to push collectively on delaying the implementation of provisions impacting New York's Essential Plan and managed care organization tax.

Throughout the uncertainty and cuts that came from Washington in 2025, HANYS assisted members in navigating complex issues related to fiscal and non-fiscal regulatory challenges, including gender-affirming care and visa/immigration issues.

State advocacy

HANYS' sustained advocacy during the 2025 legislative session achieved increased Medicaid investments for hospitals and nursing homes, preserved crucial supportive funding for distressed hospitals and successfully restored millions of dollars in proposed Medicaid cuts. Throughout the session and the remainder of the year, HANYS emphasized the urgent need for non-fiscal relief and the protection of existing financial commitments as providers confront unprecedented instability, particularly from the potential and now projected impacts of H.R. 1 and other federal funding cuts.

Healthcare investments

The final state budget included significant healthcare investments using anticipated revenue generated from the managed care organization surcharge authorized in the prior year's budget. These investments included substantial increases to Medicaid payment rates for hospital outpatient services, enhanced Medicaid payments for nursing homes and the restoration of proposed reductions to the Vital Access Provider Assurance Program.

HANYS successfully advanced the continuation of the Safety Net Transformation Program, which offers much-needed capital and operating support for financially distressed hospitals.

Insurance and medical liability

Our advocacy efforts yielded important defensive and proactive victories on the commercial reimbursement and medical liability fronts:

- HANYS successfully blocked legislation backed by insurers and unions that would have capped hospital outpatient reimbursement rates, mandated electronic medical record sharing with health plans and imposed burdensome payment consent provisions on providers.
- HANYS' advocacy improved the medical liability landscape by securing the extension and full funding of the state's Physician Excess Medical Malpractice program, which was proposed to be cut.
- HANYS' strong efforts once again secured sufficient funding to keep the Medical Indemnity Fund open to new enrollees for the current fiscal year. The MIF's long-term solvency remains a priority.
- HANYS advocated strongly to protect the 340B Drug Discount Program. We blocked a PhRMA-backed reporting bill and continued to build support for the *340B Anti-Discrimination Act*, efforts that will continue in the upcoming session.

Opposing bad bills

Unfortunately, the Legislature again passed two major bills opposed by HANYS, both of which await Gov. Hochul's consideration as of this report's publication. One would expand the types of recoverable damages in a wrongful death lawsuit, and the other would significantly broaden and complicate the processes governing the proposed discontinuation of healthcare services and facility closures.

Gov. Hochul wisely vetoed both measures in 2024. HANYS engaged with the governor's office once again to express our support for vetoes or appropriate chapter amendments for these and damaging proposals that passed both houses in 2025.

In response to H.R. 1's enactment, HANYS also focused on ensuring state policymakers understand its expected damaging impacts on hospitals and health systems and has been working to secure these policymakers' support for budget and policy recommendations aimed at mitigating those impacts.



Managed care and insurance

In 2025, HANYS continued to provide expertise, analytics and education to help members navigate the complexities of the managed care landscape. We engaged members across the state and at all organizational levels to problem solve and identify advocacy priorities.

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HANYS continued our aggressive advocacy on behalf of our members in Albany and Washington on issues ranging from commercial insurance products to Medicaid managed care and Medicare Advantage. HANYS advanced several managed care reform bills in 2025 aimed at strengthening hospitals' position in an increasingly aggressive payer landscape.

HANYS also regularly engaged both federal and state regulators and health plans directly to advocate on behalf of our member hospitals and health systems. We expressed our strong objections to CMS regarding Aetna's announced "level of severity inpatient payment policy" for reimbursement of MA inpatient admissions.

On the state level, we regularly communicated with the New York State Department of Financial Services and the DOH to address challenging health plan behavior and ensure proper oversight and enforcement of state laws and regulations governing insurers. Our strong advocacy with DOH led Fidelis to rescind its policy that would have required providers to include member consent authorization forms with all provider-initiated appeals.

HANYS continued to convene the Managed Care Advisory Group, sharing updates with hospital and health system members and gathering real-time information on payer relationships to help inform our advocacy. We regularly updated members on managed care and insurance issues.

Over the last several years, HANYS has worked closely with Whatley Kallas, the lead counsel in a multi-district federal antitrust lawsuit brought by providers, to shape strategy and provide insight on BlueCard issues. In 2025, the court approved the final settlement with the Blue Cross Blue Shield Association and its affiliated plans. The settlement is now effective and will provide critically needed and long overdue reforms to the BlueCard program. HANYS was honored to be a lead voice for the hospital industry in the court-ordered workgroup organized by the plaintiffs' counsel that met to work toward the reforms reflected in this settlement.

Quality

With guidance from the Statewide Steering Committee on Quality Initiatives, HANYS implemented a quality and patient safety strategic plan that guides our work to support members across the state.

Our Statewide Sepsis Program engaged more than 350 individuals from 150 facilities in recommitting to the CDC's Hospital Sepsis Care Core Elements. Through a gap assessment, formal learning sessions and peer workgroups, HANYS reinvigorated sepsis work statewide and set the stage for the program to continue into 2026.

More than 150 individuals joined HANYS' new Patient Experience Officers Forum. The group meets quarterly to discuss data trends, facilitate networking, share best practices and identify advocacy opportunities for improving hospitals' patient satisfaction scores.

To support our members in achieving their quality and patient safety program goals and complying with reporting requirements, HANYS sponsored numerous high-value educational programs through our *Emerging Trends* webinars. Topics included antibiotic stewardship,

diagnostic excellence, arts in medicine, patient experience, emergency pediatric care, environmental sustainability, dementia and maternal health.

Professional education

In 2025, HANYS expanded professional training offerings, providing programs to strengthen leadership, middle management, infection control and quality improvement skills. Our virtual *Vital Skills for Effective Leadership* series and *Middle Manager* program attracted a total of 500 participants. These results highlight the ongoing demand for these trainings and HANYS' commitment to supporting healthcare organizations in achieving their goals.

Grant-funded programs

HANYS is a leader in quality improvement and community-building efforts. Funding from grants has enabled us to provide no-cost project management support, best practices, resources, tools and educational sessions presented by national and state subject matter experts. These programs have focused on preventing and managing chronic disease and improving care for older adults.

Our Care Connections collaborative equips hospitals with tools and support to partner with local community-based organizations and provide chronic disease prevention and management services. In 2025, HANYS project managers worked with 28 hospitals from 10 health systems, with our virtual learning series and educational resources available to all members. In addition, HANYS regranted \$70,000 of our award to support community-based organizations partnering with hospitals on chronic disease initiatives.

HANYS' Age-Friendly Health Systems New York State Action Community provided monthly education, one-on-one technical assistance, peer support and access to nationally recognized faculty to more than 73 participating teams in 2025. With our support, 42 sites to date earned recognition from the Institute for Healthcare Improvement, bringing the total number of recognized sites in the state to over 350. HANYS regranted more than \$220,000 as stipends to support the development of measurement tools and community partnerships and to address barriers to engaging in Age-Friendly initiatives.

In related work, HANYS sponsored a yearlong collaborative with support from the American College of Emergency Physicians for 36 members seeking Geriatric Emergency Department Accreditation. Participating EDs received virtual education, coaching, technical support and scholarships to support the implementation of care practices to better meet the needs of older adults.

Analytics

Through 2025, HANYS released over two dozen facility-specific analyses of healthcare quality and value-based payment, hospital star ratings, Medicare payment rules changes, community health reporting, and economic and community benefit. HANYS produced a share of these analyses in partnership with our for-profit subsidiary DataGen®, Inc., which specializes in healthcare analytics centered on payment policy changes, value-based programs and market dynamics. Along with our facility-specific reports for hospitals, nursing homes

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and home health agencies, members also continued to have access via our website to our frequently updated suite of interactive tools, including our widely used federal and state legislation trackers. We also launched an interactive timeline detailing the implementation dates of healthcare-related H.R. 1 provisions.

HANYS leveraged our analytic strength throughout 2025 to enhance our policy and advocacy work. HANYS stands ready to assist members with any data and analytic questions.

Health equity and community health

HANYS' Health Equity Forum and VOICE Committee support members' efforts in advancing community health and fostering a patient-centered, sustainable healthcare system. In collaboration with strategic partners, these groups are dedicated to closing health gaps and ensuring access to care for all New Yorkers.

In 2025, the Health Equity Forum continued to convene quarterly, offering members a structured platform to exchange actionable strategies, receive regulatory updates and engage in policy discussions.

The VOICE Committee, comprised of statewide leaders from member organizations, met regularly to strengthen cross-sector collaboration, disseminate best practices and resources, and support workforce well-being by cultivating a culture grounded in mutual respect and shared purpose.

HANYS' Community Health Task Force continued to meet quarterly, focusing on issues related to the *New York State Prevention Agenda*. HANYS served as a representative on the ad hoc committee tasked with developing the 2025-2030 *Prevention Agenda*, advocating for the requirements and interests of our members, and is currently supporting members with transitioning to the new framework and requirements.

HANYS' annual Community Health Improvement Award recognizes outstanding member initiatives designed to improve the health and well-being of communities while demonstrating leadership, collaborating among diverse groups and achieving quantifiable results. HANYS received a record number of submissions in 2025, which populate our annual profile book and new online Community Health Initiatives Tool that members are encouraged to use to review and replicate successful initiatives.

Post-acute and continuing care

In 2025, HANYS refreshed our post-acute and continuing care focus and advocacy to better support PACC members.

We communicated to members via biweekly updates and quarterly PACC meetings, keeping members engaged and informed about high-priority federal and state issues that may impact their operations. Member insight was sought and provided to our federal and state advocacy teams regarding policy proposals that could help or harm PACC providers in New York.

In comment letters to legislators and policymakers, HANYS stressed the continued support and increased funding needed to ensure the long-term sustainability of high-quality, patient-centered care to those in need of PACC services.

HANYS also initiated a series of in-person site visits to promote PACC and to create collaborative partnerships that will help to inform HANYS' priorities for 2026 and beyond.

Behavioral health

HANYS' Behavioral Health Task Force, comprised of behavioral health leaders from member organizations across the state, continued to play a key role in helping identify and guide our policy priorities.

HANYS provided regular updates and advocacy as members confronted an ongoing surge of behavioral health policy changes. Comment letters in 2025 responded to several proposed bills and advocacy needs affecting behavioral health services. Our task force and three other workgroups also provided valuable input into our advocacy work and educational webinars related to complex case discharges and violence in healthcare settings.

HANYS expanded our connections and communication with key state agencies, including the Office of Mental Health, Office of Addiction Services and Supports, and Office for People With Developmental Disabilities. Due to these efforts, OMH asked HANYS to provide urgent regulatory relief suggestions to mitigate the potential impact of H.R. 1 on behavioral health services.

In addition, HANYS expanded our behavioral health policy development activity to include participation in a priority subgroup related to social and community needs for DOH's *Prevention Agenda* and in OMH's Behavioral Health Integration Planning Council.

Regulatory affairs

HANYS' 2025 regulatory agenda included engaging with our members on key hurdles to innovation and unnecessary administrative burdens that add costs to the system.

At the request of the Public Health and Health Planning Council in January, HANYS submitted a series of regulatory and administrative streamlining proposals for consideration as the panel began a process to review New York's dated regulations.

DOH addressed one of our longstanding priorities, reform of the Certificate of Need program, by adopting regulations that reflected many of our recommendations over the last several years. The new regulations increase the thresholds that trigger levels of review and remove certain routine projects from CON oversight.

HANYS also engaged with DOH about ongoing roadblocks to getting physicians credentialed with Medicaid, which was causing delays in patient care and adding strains on an already over-burdened workforce. HANYS was pleased to hear DOH has begun its rollout of

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a new enrollment portal that will eliminate the need for “snail mail” correspondence between providers and DOH and will greatly improve ease of tracking an application through the review process.

HANYS’ ongoing advocacy on reducing duplicative or unnecessary reporting also yielded results, as DOH eliminated the daily COVID-19 patient and bed survey and moved COVID-19 reporting to align with the weekly respiratory virus survey.

Workforce

HANYS is committed to strengthening the healthcare workforce. Our advocacy prioritized improving reimbursement for hospitals and nursing homes, mitigating financial penalties and securing regulatory flexibilities to ensure that staff can work at the top of their license and training.

HANYS continued to convene a bimonthly Chief Nursing Officer Forum to provide policy and regulatory updates, discuss relevant topics and share the work CNOs are doing in their organizations related to recruitment, retention, culture and virtual nursing. This forum allows nurse leaders to network and discuss challenges among peers.

HANYS has been laser-focused on securing more reasonable and consistent enforcement of Hospital Clinical Staffing Committees. We brought CNOs to Albany to meet directly with DOH leaders about their commitment to shared governance, practical strategies for managing staffing on the floors and challenges with the current approach to surveillance.

We also partnered with the New York Organization for Nursing Leadership and the New York Council of Nursing Deans to identify the most pressing challenges for nursing leaders.

HANYS was in frequent contact with the DOH Office of Healthcare Workforce Innovation to inform its programming and share funding opportunities with members. HANYS also partnered with the Career Pathways Training Program to share information and encourage members to leverage the 1115 Medicaid waiver funding to support recruitment, retention and pipeline growth.

We continued our partnership with the Center for Health Workforce Studies to measure recruitment, retention and vacancies in hospitals and nursing homes. The workforce surveys will seek to measure the impact of 1115 Medicaid waiver funding and supportive services in addressing workforce shortages for 13 in-demand titles.

HANYS hosted a general session at the 2025 Annual Membership Conference focused on workforce well-being. Our nationally recognized expert from IHI shared actionable recommendations for leaders to improve staff engagement and reduce burnout.

HANYS was awarded a one-year contract to facilitate a learning collaborative for 13 hospitals that received funding under the Mother Cabrini Health Foundation’s Nursing Initiative. Leveraging our internal expertise and our robust network, we recruited expert faculty, developed education programs and facilitated peer sharing related to Magnet Accreditation, Pathway to Excellence designation, virtual nursing and nurse residency programs.

Legal and compliance

Over the past year, HANYS worked directly with general counsels, compliance officers and their teams to share information and guidance on legal concerns, risk management and other areas of common interest. HANYS also continued our educational webinars on key compliance and legal topics to help members stay informed and prepared for emerging challenges. One notable area of focus is governance. HANYS provided our annual education and training to member boards on their fiduciary responsibilities and oversight obligations.

HANYS participated in several key amicus briefs to ensure courts hear the collective voice of New York’s hospitals on legal issues that could affect operations, liability and patient care. We continued to update the online HANYS Litigation Tracker to help members monitor the progress of critical litigation that impacts HANYS’ advocacy and policy priorities.

On the compliance front, HANYS continued to host quarterly meetings of the Statewide Compliance Officers Council and led the Healthcare Association of Western and Central New York’s Compliance Officers Council.

Additionally, in 2025 we launched a new Statewide Health System Chief Compliance Officers meeting. These forums provide focused, timely updates on regulatory changes, explore risk mitigation strategies and promote best practices to enhance the effectiveness of member compliance programs. They also facilitate member engagement with federal and state regulators on subjects identified as priorities or areas of interest.

Our “Ask a Fellow Compliance Officer” program continued to be a trusted peer-to-peer tool for sharing policies, posing questions and validating approaches across the state.

Health information technology

HANYS’ health information technology related strategy workgroups provided regulatory updates, peer networking and opportunities to shape HANYS’ HIT agenda.

The HIT Strategy Group, Epic EMR User Group and HANYS/HAWCNY Privacy and Security Workgroup guided HANYS’ HIT regulatory and educational activities in 2025, including:

- submitting comments on both federal and state proposed cybersecurity regulations;
- leading the New York eHealth Collaborative and regional Qualified Entities to provide integrated services, particularly with direct integration of the Prescription Drug Monitoring Program into EMRs;
- using guidance from telehealth and virtual care users to better advocate for necessary state and federal regulations and legislative updates; and

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- educating members at the executive, trustee and operational levels on new and updated regulatory and technology concerns. This included the new state DOH cybersecurity regulations, the latest AI research, healthcare use cases and privacy changes at the state and federal level.

Biweekly *HIT Update* emails highlighted useful HIT-related news and regulatory changes, and notified members of educational offerings. In addition, a Lean-focused network, the Healthcare Innovation and Lean Network of New York, guided education in using Lean tools to innovate and improve operations.



Healthcare trustee education

As part of your HANYS membership, Healthcare Trustees of New York State provides education, tools and resources to help hospital and health system leadership and trustee boards fulfill their fiduciary and local advisory responsibilities. Working closely with its board of governors, HTNYS supports trustees with education shaped by your peers across the state to best reflect the evolving demands and strategic priorities of healthcare provider organizations.

In 2025, HTNYS drove valuable content to the trustee membership through the well-attended Annual Trustee Conference. Due to popular demand, HANYS' 2025 Annual Membership Conference featured a governance session for CEOs for the second year in a row.

HTNYS also provides valuable information on advocacy priorities and governance best practices through our email communications, the monthly *Trends* newsletter, resources on our website and webinars. Of note, HTNYS continued to produce our *Boardroom Essentials* videos, which cover healthcare-specific issues through a governance lens, and released *Speaking Healthcare™: A trustee's guide to healthcare terms and abbreviations*.

HTNYS was excited to bring back the Healthcare Trustee Leadership Award in 2025, which was paused during the pandemic. This award recognizes hospital and health system board members who exemplify leadership in the boardroom, dedication to improving healthcare for their community and excellence in the governance of their organization. HTNYS received a record number of nominations and the winner was honored during the Trustee Conference.

HTNYS supports HANYS' advocacy efforts by hosting virtual advocacy days each spring to lobby and bring the trustee voice to key state budget and legislative debates. In 2025, trustees advocated for HANYS' post-budget state legislative priorities including protecting the 340B Drug Pricing Program, reforming managed care prior authorization requirements, opposing hospital outpatient reimbursement reductions, and advocating for policies to bolster the healthcare workforce and address continuing staff shortages. Trustees also participated in HANYS' federal lobby day in Washington, D.C.



Emergency preparedness

In 2025, HANYS continued to address member concerns related to emergency preparedness. We continued to serve on New York's regional Healthcare Emergency Preparedness Coalitions and provide feedback to state and federal policymakers to inform guidance on planning, response and recovery from emergencies and disasters. HANYS advocated for continued funding for the federal Hospital Preparedness Program.

HANYS serves on the State Emergency Medical Services Council, an advisory body to the commissioner of health. SEMSCO assists DOH in providing leadership and developing rules, regulations and guidelines for operating the state's EMS system. In 2025, HANYS provided input and support for proposed legislation focused on updating and improving the state's EMS system.

HANYS worked with state and federal officials and our partners at the American Hospital Association to support members during a national blood supply shortage and when there were potential terror threats targeting the healthcare sector.



We are here for you

Throughout 2025, HANYS remained deeply engaged in the issues that matter most to our members — advocating for fair reimbursement, supporting workforce development, advancing regulatory reform and helping you navigate payer challenges and immense operational complexity.

To mark our 100th anniversary, we were proud to honor all of New York's hospitals, health systems and nursing homes with our Distinguished Service Award. This milestone year reinforced what has always been true: our work is shaped by your priorities and strengthened by your partnership.

Whether it's policy, analytics, education or strategic support, HANYS is committed to being a reliable resource and a strong voice for New York's hospitals, health systems, nursing homes and other healthcare organizations. We look forward to continuing our work together throughout 2026.

Have any ideas for how we can support you further?
Contact us today.

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