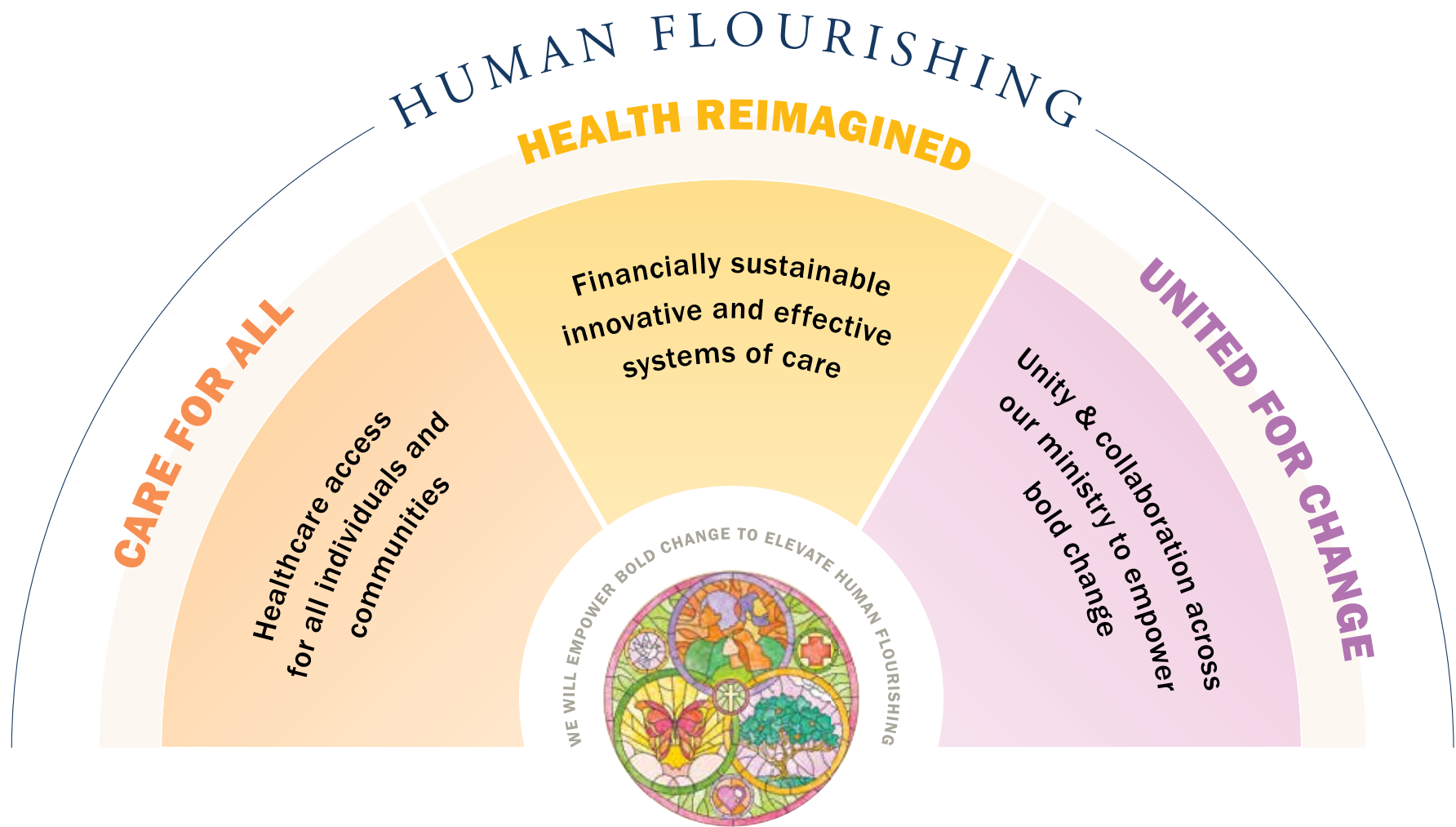




# CHA Member Update

## 2026 FISCAL YEAR



We, the Catholic Health Association, are compelled to ensure access to care for all so everyone has opportunities to reach their full potential. We know that business as usual is no longer acceptable or sustainable. We envision a reimaged health ecosystem in which healthcare is not a commodity but a human right integral to a just society and a strong, healthy national community. Our Strategic Plan creates the groundwork for our commitment to fostering human flourishing by uniting our members and all people of goodwill to prioritize the dignity of each person and the common good.

# A Message from Sr. Mary



This summer, as we celebrate the 250th anniversary of our country's founding, it's worth noting that next year we will mark the 300th anniversary of the founding of Catholic healthcare in the United States. The healing ministry begun by the French Ursulines in New Orleans in 1727 endures today.

Because we have been entrusted with our founders' mission to bring healing and hope to those we have been called to serve, we must be united in purpose and voice, particularly when advocating for those who are at the margins of society. The Catholic Health Association's Strategic Plan is helping guide our shared path as we strive to elevate human flourishing and advance the priorities around our pillars of care for all, health reimagined, and united for change.

This Fiscal Year 2026 Member Update highlights some of the ways CHA is putting that plan into action on behalf of the ministry. By working together, we can most effectively live out our commitment to lead with compassion, clarity, and conviction and to place the needs of the most vulnerable at the center of all we do. I invite you to share with your colleagues the wide array of resources that support our collective work in areas such as advocacy, Catholic identity, media relations, and community benefit, and to take advantage of the many networking and learning opportunities available through your organization's membership.

Thank you for your fidelity to this ministry, for your leadership, and for your courage.

Sr. Mary Haddad, RSM, president and CEO of CHA



# Championing Access to Care

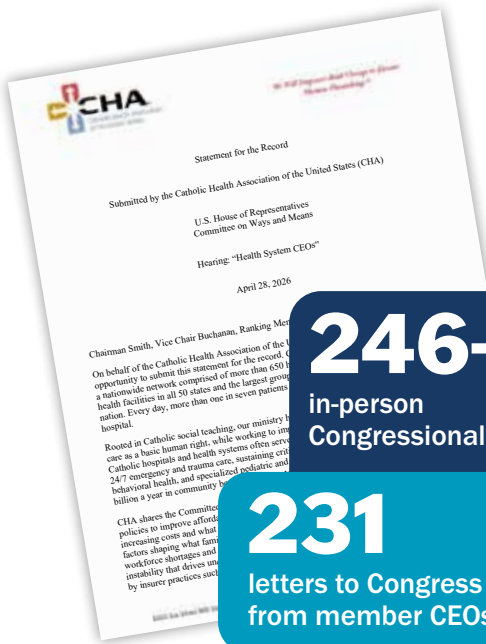
The Catholic Health Association plays a leading role in championing access to care, particularly for those who are underinsured or uninsured. CHA also works closely with its partners in health, community-based organizations, and patient groups to raise awareness and advocate on behalf of those in need.

In FY26, CHA was elected chair of the Partnership for Medicaid, a 25-member coalition of national organizations, thereby enhancing our capacity to advocate effectively for the program. CHA also works closely with Catholic institution partners, such as the United States Conference of Catholic Bishops, Catholic Charities USA, and the Leadership Conference of Women Religious, to push back on policies that undermine Medicaid and harm access to care.

## Catholic systems unite at 'pivotal moment' to fight deeper Medicaid cuts



Rhina Guidos / Global Sisters Report



**246+**  
in-person  
Congressional visits

**231**  
letters to Congress  
from member CEOs

**3,589**  
e-advocacy  
messages sent



**DID YOU KNOW?**

- One in five people are covered by Medicaid
- Medicaid pays for 41% of all births
- Medicaid covers nearly half of all children
- 5 out of every 8 nursing home residents are covered by Medicaid

**3.5 MILLION**  
media impressions  
from the Partnership  
for Medicaid  
influencer  
campaign

## Catholic Health World 'All these people matter'

Catholic healthcare leaders warn Medicaid cuts could be devastating



“

The proposed changes to Medicaid would have devastating consequences, particularly for those in small towns and rural communities, where Medicaid is often the primary source of healthcare coverage.”

— Sr. Mary Haddad, RSM

# Raising Our Voice for the Vulnerable

CHA continues to advocate on behalf of those most in need through leadership in national coalitions dedicated to supporting local healthcare providers and those most in need. This includes our longstanding partnership with the March of Dimes, which contributed to the passage of the Preventing Maternal Deaths Act Reauthorization, the PREEMIE Reauthorization Act, and sustained momentum for funding critical state maternal and child health programs.

At the same time, CHA has strengthened its leadership within the Patient Quality of Life Coalition to advance policies that improve care for patients with serious illness and to support access to palliative care as a compassionate alternative to physician-assisted suicide.



BY MARY HADDAD

## The answer to suffering is better care, not assisted suicide

“Congress has a moral obligation to consider the harm that such disastrous cuts would have on America’s health safety net,” added Sister Mary Haddad, the Catholic Health Association CEO.

# POLITICO

RealClear Health

## We Must Support Immigrant Caregivers

To Care for an Aging America

By Sr. Mary Haddad

An often-overlooked truth is that immigrants play an essential role in meeting the nation’s caregiving needs. ... With the number of people aged 65 and older projected to reach 65 million in 2060 – a 70% increase from 2020 – we have a responsibility to honor the dignity and well-being of a rapidly aging population by ensuring a strong, stable, and compassionate long-term care workforce.

# Advancing Community Health

CHA remains the leader in nonprofit hospital community benefit, providing information, tools, and training to assess, plan, report, and comply with community benefit requirements. In FY26, CHA provided a wide array of training and resources, including Community Benefit 101; IRS 990, Schedule H Update; and What Counts and Accounting. CHA has added a hotline and web interface to support professionals in meeting the mission of Catholic healthcare and federal compliance.



## GLOBAL HEALTH LEADER

In FY26, CHA expanded its global health leadership through increased member participation and high-impact engagement with global partners and Church leadership.

These included:

- ❖ Vatican-hosted convenings in Rome on universal access to healthcare, and Water, Sanitation and Hygiene (WASH) in healthcare facilities.
- ❖ WHO, World Bank and the World Health Assembly
- ❖ Bishops' conferences in low- and middle-income countries
- ❖ World Telehealth Initiative

“

If we are to meet this moment faithfully, Catholic healthcare must recognize that global health is deeply connected to local health.”

— Bruce Compton, senior director, global health, CHA, in a column on strengthening global solidarity in the Summer issue of *Health Progress*

### CHA MEMBERS' COMMITMENT TO THEIR COMMUNITIES

**\$14.3  
BILLION**

in community  
benefit

**\$7.9  
BILLION**

in other investments  
in community health





## Living Our Catholic Identity



**58**

ASSESSMENTS



**196**

FACILITIES

### MINISTRY IDENTITY ASSESSMENT

The Ministry Identity Assessment (MIA) is one of the ministry's most important tools for sustaining, measuring, and advancing Catholic identity in a rapidly changing environment. To date, 14 representative systems have completed

58 assessments. Members are using MIA findings in board reports, sponsor conversations, and dialogue with bishops, grounding discussions of Catholic identity in shared, data-informed insights.

### CATHOLIC SOCIAL TRADITION

A new resource, *Let Dignity and Justice Flourish*, further supports the work of ministry formation through video-based resources with guides and materials that help leaders engage and apply Catholic social teaching.



### MISSION INTEGRATION

Mission Services supports Catholic healthcare ministries through consultation, formation, and collaborative dialogue, while promoting best practices and research. Through webinars, in-person programs, and other resources, CHA equips leaders to steward mission, values, and Catholic identity, continuing Jesus' healing work.

#### FORMATION AND LEADERSHIP DEVELOPMENT

- ❖ In January, CHA's **Foundations of Catholic Healthcare Leadership Program** provided leaders with a grounding in core theological and ethical principles through an eight-week virtual experience, drawing participants from 25 member organizations. Since its inception, thousands of Catholic health leaders have participated in the Foundations program.
- ❖ **The Sponsor Formation Program for Catholic Healthcare** prepares individuals to serve as current and future members of juridic persons, equipping them to advance the Church's healing ministry. Since 2014, more than 200 leaders have completed the 18-month program; the 2026 sixth cohort includes 50 participants from 18 member ministries.
- ❖ CHA engaged more than 1,300 registrants through this year's nine-session **Emerging Topics in Catholic Healthcare Ethics** series, reflecting strong interest in addressing complex, contemporary ethical challenges.

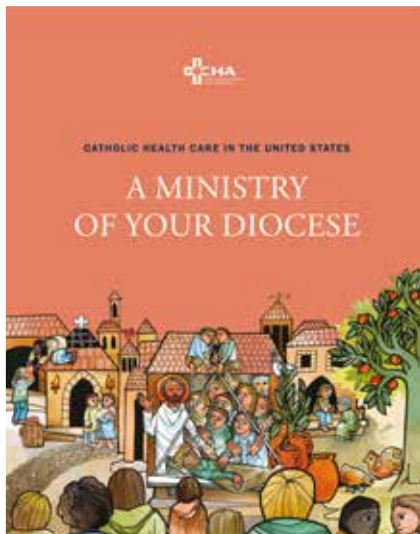
# Strengthening Ecclesial Relations

## A UNIFIED VOICE

CHA continues one-on-one conversations with bishops in dioceses with Catholic health ministries. These conversations focus on Catholic identity, future leadership and sponsor formation, and how a unified Catholic healthcare voice can support the redesign of the U.S. health system.



Bishop John Stowe, Archbishop Robert Casey, Bishop John Doerfler, and Archbishop John Kennedy concelebrating liturgy at Assembly 2026.



CHA developed a new resource, *Catholic Healthcare in the United States: A Ministry of Your Diocese*, designed to help bishops more easily understand the role, scope, and ecclesial significance of Catholic healthcare in their dioceses.



A second area of impact has been the renewed engagement between Catholic health systems and their local bishops. ... For bishops, these conversations offer a window into the realities of modern healthcare. For system leaders, they provide an opportunity to articulate how mission and ethics are applied, not only in policy but in practice.

— Nathaniel Blanton Hibner, PhD, senior director of ethics for CHA, in a column on the updated ERDs in the Summer issue of *Health Progress*

## ERD REVISION

CHA worked closely with USCCB staff, bishops, system ethicists, and ministry leaders throughout the revision of the *Ethical and Religious Directives for Catholic Healthcare Services* to ensure that the lived realities of Catholic healthcare informed the Seventh Edition while remaining fully grounded in Church teaching. This collaborative process itself strengthened ecclesial relationships and unity across the ministry. Since promulgation, CHA has focused on education and implementation, offering targeted webinars, educational modules, and interpretive resources for clinicians, ethicists, and ethics committees.



## A 'TRANSFORMATIONAL' EXPERIENCE

At CHA's *Ecclesiology and Spiritual Renewal Program* in Rome and Assisi, 32 leaders participated in an immersive formation experience focused on the Church's global mission and Catholic healthcare's core commitments. The program consists of formational experiences, meetings with Church leaders, and communal prayer and reflection. Many reported renewed commitment to mission, stronger grounding in Catholic identity, and lasting impact on their leadership, describing the experience as "transformational." This program is in its 26th year.

# The Center for Theology and Ethics in Catholic Health

## OUR MISSION

The Center for Theology and Ethics in Catholic Health (CTECH) is dedicated to creating the space, time, and forum to delve into issues that impact CHA members. The Center offers faithful guidance that leaders and clinicians in Catholic health and the Church can apply in their ministries.

During FY26, the Center issued position papers, hosted webinars and events, and produced a monthly podcast that collectively provided a more thorough understanding of the theological, moral, and social teachings of the Church, particularly as they relate to the delivery of healthcare.

## AI THOUGHT LEADERSHIP



Sr. Mary Haddad, RSM, Msgr. Renzo Pegoraro, president of the Pontifical Academy for Life, and Dan Daly, executive director of CTECH, at the Boston College AI conference.

In March 2026, the Center hosted a conference at Boston College where more than 150 leaders from the Catholic Church, healthcare, public policy, and academia convened to explore the ethical dimensions of artificial intelligence.

In response to Pope Leo's encyclical *Magnifica Humanitas*, the Center has been actively engaged in the public square, providing fresh insights and perspectives on the promises and perils of AI.



“

Pope Leo XIV's *Magnifica Humanitas* invites readers to reflect on how AI can both contribute to and threaten human flourishing. The pope surfaces important moral values and personal and social realities that the human community considers as it discerns the role of AI in society.

— Daniel Daly, executive director of the Center for Theology and Ethics in Catholic Health



**BY DANIEL J. DALY**

NATIONAL CATHOLIC REPORTER  
FOR THE INDEPENDENT NEWS COLLEGE

With encyclical, Pope Leo reminds us of what we're forgetting — how to be human





#Assembly2026

## Joy & Unity

The 2026 Catholic Health Assembly brought together hundreds of leaders from Catholic healthcare, the Church, and other Catholic organizations to downtown St. Louis June 2-4. Participants reconnected with colleagues, celebrated our collective mission, and engaged in meaningful dialogue about how our ministry can reimagine healthcare to more effectively elevate human flourishing.

*Photos by Jerry Naunheim Jr./CHA*

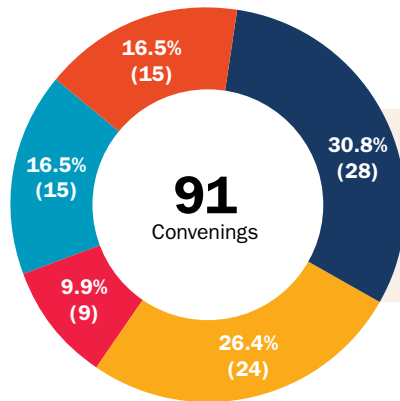
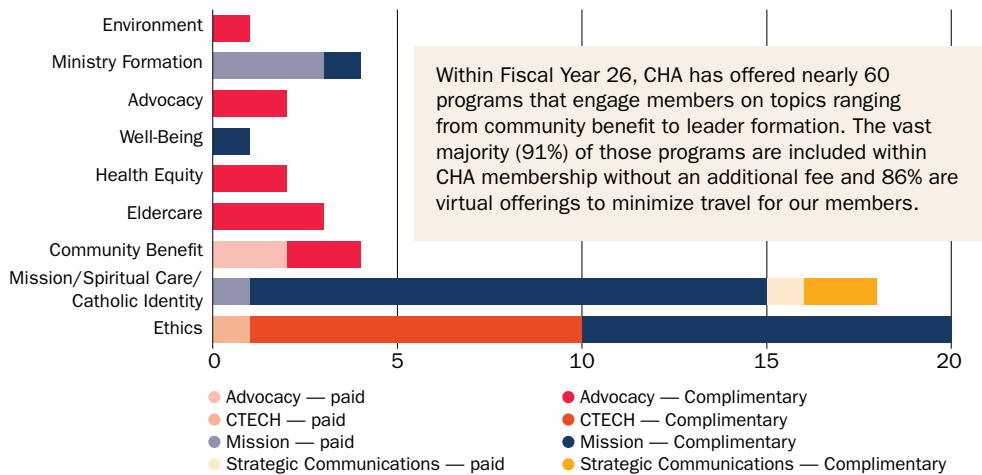


# Engaging Our Members

## LEARNING AND CONNECTING

Through visits with member executive teams, CHA leaders have increased awareness of Strategic Plan priorities while learning from leadership teams about how these goals connect to and inform their organizational strategies. During the Assembly, CHA hosted listening sessions to begin to develop a common understanding of a reformed health system as part of the Health Reimagined journey.

### PROGRAM TOPICS BY AREA



### CONVENINGS BY FOCUS AREA

One of CHA's strengths is the ability to bring our members together to engage on shared issues that shape our collective mission. CHA advisory councils, affinity groups, collaborative committees, networking calls, and ongoing learning opportunities provide members with a dynamic, interconnected experience.

- Mission
- Administration
- Advocacy
- Strategic Communications
- CTECH

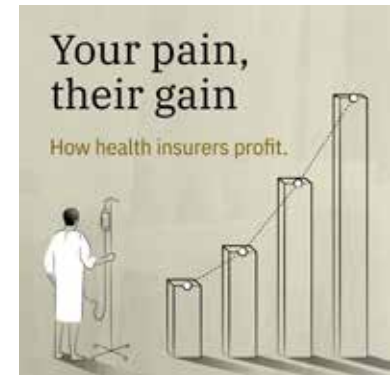


Healing is more than medicine. It's the compassion, dignity, and human connection that carry us through. As a breast cancer survivor and ongoing patient, I've learned how much the little moments of care matter. That's why I'm proud to partner with Catholic healthcare, whose commitment to treating the whole person resonates so deeply with me.

— Ann Caruso, breast cancer advocate and influencer

**43**  
**MILLION**

DIGITAL AD IMPRESSIONS



### STRATEGIC COMMUNICATIONS

Through *Health Progress*, *Catholic Health World*, podcasts, earned media and digital media, CHA is elevating the essential value of Catholic healthcare in the U.S. CHA's paid digital ad campaigns and partnerships with social media influencers are bolstering this storytelling, while also calling out other healthcare actors who create barriers to care. These media campaigns reached tens of millions of people in FY26.

## A Shared Statement of Identity for the Catholic Health Ministry



*We are the people of Catholic healthcare,*

a ministry of the church continuing Jesus' mission of love and healing today. As provider, employer, advocate, citizen — bringing together people of diverse faiths and backgrounds — our ministry is an enduring sign of healthcare rooted in our belief that every person is a treasure, every life a sacred gift, every human being a unity of body, mind, and spirit.

We work to bring alive the Gospel vision of justice and peace. We answer God's call to foster healing, act with compassion, and promote wellness for all persons and communities, with special attention to our neighbors who are poor, underserved, and most vulnerable. By our service, we strive to transform hurt into hope.

### AS THE CHURCH'S MINISTRY OF HEALTHCARE, WE COMMIT TO:

- » Promote and Defend Human Dignity
- » Act on Behalf of Justice
- » Attend to the Whole Person
- » Steward Resources
- » Care for Poor and Vulnerable Persons
- » Serve as a Ministry of the Church
- » Promote the Common Good

### UPCOMING 2026 – 2027 PROGRAMS

- Sept. 8** | Mission Leaders Seminar (virtual)
- Sept. 30 – Oct. 2** | Civil Rights Pilgrimage to Montgomery and Selma
- Oct. 7** | Emerging Topics in Catholic Healthcare Ethics (virtual)
- Oct. 20 – 22** | Community Benefit 101 (virtual)
- Nov. 10** | Essentials in Leading Mission (virtual)
- Jan. 26** | Foundations of Catholic Healthcare Leadership (virtual)
- Feb. 23 – 24** | Sponsorship Institute
- April 5 – 7** | Theology and Ethics Colloquium
- Spring** | Ecclesiology and Spiritual Renewal Program for Healthcare Leaders (Rome)

### SAVE THE DATE – ASSEMBLY 2028

June 27 — 29 | Denver, Colorado



CHA CALENDAR  
OF EVENTS



### Washington Office

1625 Eye Street, NW, Suite 550  
Washington, DC 20006  
(202) 296-3993

### St. Louis Office

4455 Woodson Road  
St. Louis, MO 63134  
(314) 427-2500

[chausa.org](https://chausa.org)