



North Carolina Healthcare Association's  
Political Action Committee



# 2025 HOSPAC Campaign



## Action Guide



# HOSPAC: Helping Elect Healthcare Champions

Across the nation, healthcare issues are often at the forefront of legislative debate. HOSPAC, the North Carolina Healthcare Association's political action committee, contributes to legislative success by building relationships between community hospitals and their elected officials. Those relationships ensure that hospital and health system representatives are consulted before decisions are made.

Hospitals, health systems and care providers have the opportunity to profoundly influence policy and politics to help improve the delivery of health care, and the outcomes for our patients. To do this, we need to make the field more unified and increase our visibility in Raleigh and Washington, D.C. We must be politically active and broaden our base of supporters. **This is not the time for hospital leaders to stand on the sidelines.**

**Our HOSPAC goal for 2025 is to raise \$220,000** to rebuild our coffers after the election and ensure we maintain our leadership as one of the strongest healthcare political action committees in the state.

Your personal, voluntary gift to HOSPAC is pooled with contributions from hospital executives and trustees from across North Carolina to help candidates who support North Carolina hospitals and healthcare systems. Candidates have to raise money to get elected and PACs are a legitimate source of funds. All contributions to HOSPAC are greatly appreciated. Please consider being a HOSPAC leader and setting an example for your hospital. HOSPAC and the American Hospital Association's Political Action Committee (AHAPAC) recognize all leadership contributors.



# 2025 HOSPAC Club Levels



## 1918 Centennial Club (\$5,000)

Personal contribution to HOSPAC of \$5,000 or more entitles you to membership in the 1918 Centennial Club, which was established in 2018 to recognize the founding of the North Carolina Healthcare Association in 1918. Contributors at the \$5,000 level will also be members of the American Hospital Association's "1898 Society" and will be invited to special events, receive priority seating at AHAPAC events, get invitations to participate in quarterly calls with political experts, have access to insider political information related to elections, and be recognized at all NCHA and AHA meetings.



## Champions Club (\$2,500)

Contributors at the \$2,500 level will be included in the AHA Champions Club and will also receive priority seating at AHAPAC events, invitations to participate in quarterly calls with political experts, access to insider political information related to elections, and recognition at all NCHA and AHA meetings.



## Chairman's Circle (\$1,000)

Contributors at the \$1,000 level will be included in the AHA Ben Franklin Club and will receive invitations to participate in bi-annual calls with political experts, access to insider information, and recognition at all NCHA and AHA meetings.



## Capitol Club (\$500)

Contributors at the \$500 level are an essential support base of HOSPAC. Members receive access to insider information and recognition at all NCHA and AHA meetings.



## PAC Member (\$350)

Contributors at the \$350 level are the backbone of HOSPAC. Members receive access to insider information and recognition at all NCHA and AHA meetings.

Help Support Strong Advocates  
for a Healthier North Carolina

## Who can contribute to HOSPAC?



Federal contributions can be made by full-time, salaried employees of member hospitals and health systems with managerial responsibilities and their immediate family\* (spouse, parents, sons and daughters who live in the same household).



State contributions can be made by all employees and officials (including trustees) of member hospitals and health systems.

## How HOSPAC Works



NCHA's HOSPAC Committee sets annual goals and approves who receives contributions.

With prior authorization, NCHA and hospital leaders solicit contributions from eligible members.



Representatives from hospitals that achieve their HOSPAC goal personally deliver HOSPAC checks.

As we head into another important legislative session, NCHA needs a healthy HOSPAC to:



### SUPPORT

hospitals and health care for all North Carolinians



### AMPLIFY

the voice of our field



### HELP

guide political debate that affects health care

HOSPAC contributes to the strongest advocates.



Strong advocates with a history of healthcare leadership.



Have a track record of championing hospital and healthcare issues.



Are supported by NCHA members.

## HOSPAC Staff Contact:

Jeff Weegar  
Treasurer, HOSPAC  
jweegar@ncha.org

Donate online at [www.ncha.org/donate](http://www.ncha.org/donate).  
Thank you for supporting HOSPAC!





**Do's**



**Don'ts**

## 2025 Campaign Procedures for HOSPAC Leaders

As your hospital's HOSPAC champion, you can promote a successful PAC campaign by following a few simple Do's and Don'ts.

### Do's

- ✓ Make a personal contribution. Only contributions from eligible individuals may be accepted. Corporate donations are prohibited (including professional corporations and hospitals). It is unlawful under state and federal law for any corporation to make a contribution or expenditure to aid a candidate or political action committee for any political purpose.
- ✓ Encourage credit card contributions through NCHA's website at [www.ncha.org/hospac](http://www.ncha.org/hospac). Contributions may also be made with personal checks or cash (by law, cash donations cannot exceed \$50). All contributions must be submitted with a completed pledge card listing the contributor's name, address, employer, and job title. Previous online contributors who have not changed jobs do not have to complete a pledge card.
- ✓ Mention that participation in HOSPAC is completely voluntary. Any amount given or the decision not to give will not affect job status, performance review, compensation or employment.
- ✓ Explain that HOSPAC accepts contributions to state and federal candidates.
- ✓ Eligible participants for **state campaigns** include hospital executives, managers, medical staff members, trustees, administrative employees, and physician employees. When forwarding contributions from trustees and nonsalaried medical staff, please have them check the box at the top of their pledge card indicating that no portion of the contribution is to be used to support candidates for Federal offices.
- ✓ Eligible participants for **federal campaigns** include salaried hospital executives, managers, medical staff members, administrative employees, and physician employees—as well as the immediate family of each of these groups.
- ✓ Inform contributors that a percentage of their contribution will be used to support candidates for federal offices if their hospital has signed an agreement with HOSPAC. Individuals may check the box at the top of the pledge card to specify their contribution should not be used to support candidates for federal office. Remember to complete your federal authorization every five years.
- ✓ Solicit HOSPAC contributions during a lunch gathering, breaks or after work hours when hospital business is not occurring. Discuss HOSPAC participation before or after a board meeting, or during an official break in the meeting.
- ✓ Advise individuals to use only personal stationery or HOSPAC stationery when asking people to participate. Hospital stationery must not be used. Hospital funds or other resources cannot be used to underwrite fundraising mailings or activities. Using hospital stationery means using hospital resources and thereby implies that the institution supports and encourages HOSPAC. This is not the case – it is individuals who are involved in soliciting and contributing – not the hospital.

### Don'ts

- ✗ Do not solicit HOSPAC contributions before your facility's CEO has signed and returned an authorization form to the HOSPAC.
- ✗ Do not suggest that you are acting on behalf of the hospital or health system when soliciting HOSPAC contributions. Do not have employees assist with solicitation efforts as part of their formal job responsibilities.
- ✗ Do not accept contributions from outside the U.S. (only contributions from U.S. citizens are acceptable).
- ✗ Do not accept a contribution made by one person in the name of another. This includes a person writing a check to HOSPAC to replace a cash contribution from another person. Cash contributions less than \$50 may be accepted if received with the contributor's name, address, job title and employer (complete the pledge card).
- ✗ Do not, under any circumstances, accept anonymous contributions.
- ✗ Do not imply that HOSPAC participation is part of an individual's job responsibilities or suggest that contributions are tied to performance evaluations. HOSPAC participation, either as a coordinator or donor, is completely voluntary.

Please direct any questions about these guidelines or any other issues related to the conduct of HOSPAC campaigns to the HOSPAC staff. These materials have been prepared for informational purposes only. The information is not, nor is it intended to be, legal advice and is subject to change without notice. You should consult legal counsel to obtain advice with respect to any particular question or issue regarding the matters addressed herein.

## Guidance on Political Involvement and Fundraising for 501(c)(3)

State Board of Elections, Federal Internal Revenue Service and Federal Election Commission devote resources to investigate impermissible contributions to candidates and political parties by charitable organizations. Because charitable hospitals and health systems are restricted from being involved in the political process, HOSPAC offers individuals and corporations, other than charities, a prudent and tested way to participate in political advocacy.

The update below covers impermissible political activities for charitable hospitals and health systems, permitted political and lobbying activities and HOSPAC's recommendations.

### Prohibited political activity

Under the Internal Revenue Code, all section 501(c)(3) organizations are absolutely prohibited from directly or indirectly participating in, or intervening in, any political campaign on behalf of (or in opposition to) any candidate for elective public office. Contributions to political campaign funds or public statements of position (verbal or written) made on behalf of the organization in favor of or in opposition to any candidate for public office clearly violate the prohibition against political campaign activity. Violating this prohibition may result in denial or revocation of tax-exempt status and the imposition of certain excise taxes.

Prohibited political activity may take different forms, such as:

- writing a check drawn on a charitable organization's account to a candidate, a candidate's PAC or a political party (including political party picnics, holiday parties and galas);
- funds from auxiliaries, physician practices or other accounts that may be held by the hospital cannot be contributed by hospital check even if the funds are not considered "hospital" funds — a check drawn on a hospital account for this purpose is potentially viewed as political activity and can jeopardize tax-exempt status;
- reimbursing employees' expenses for contributions or attendance at political functions;
- using a charitable organization's resources to support or encourage support for a candidate;
- providing a candidate with the charitable organization's facilities to conduct any kind of political event, fundraiser or other similar activity, or associating a charitable organization's name with such an event;
- preferentially allowing a candidate use of the charitable organization's premises for speeches and the like;
- allowing the placement of signs for or against a candidate on the charitable organization's property;
- distributing printed materials, leaflets, buttons and other political items; and
- criticizing or supporting a candidate on the charitable organization's website, Facebook page or other social media outlet or by linking to another website.

Often prohibited activity is inadvertent, even when safeguards have been instituted to reduce the risk of an improper disclosure. However, unintentional actions are equally prohibited. The mere fact that an improper expenditure occurred, regardless of intent, is a violation.

### Permitted lobbying activity

In contrast to the absolute prohibition on political activity by charitable organizations, the Internal Revenue Code allows charitable organizations to engage in some lobbying activity. However, certain levels of lobbying will trigger state and federal lobbying registration and reporting thresholds.

Permitted lobbying activity includes:

- meeting or corresponding with public officers to discuss legislation or regulation;
- providing education or policy information for public officers;
- assembling to advocate for or against current or proposed legislation or regulation; and
- providing an elected official with information about how policies impact your facility and services during a tour or visit.

State and federal lobbying reporting requirements, including the definition of what constitutes lobbying, can change and should be reviewed periodically. To learn about state lobbying registration and reporting requirements, see the lobbying law and guidelines on the North Carolina Secretary of State website. To learn about federal lobbying registration requirements, visit the Clerk of the House Lobbying Disclosure website.

These lobbying activities are often done in conjunction with membership in trade associations, which also triggers additional requirements. When preparing a facility's annual Medicare cost report, it is required to make adjustments to eliminate the portion of association membership dues related to lobbying expenses. NCHA provides to hospitals annually the percentage of dues attributable to lobbying.

### The Role of HOSPAC

HOSPAC is not a charitable 501(c)(3) organization and may engage in activities that are prohibited for 501(c)(3) organizations. The explicit purpose of HOSPAC is to enable individual members of the hospital and health system community to collectively participate in the political process.

At the beginning of each HOSPAC campaign, healthcare leaders receive fundraising materials that detail permitted solicitation techniques. By following those step-by-step instructions, members of the hospital and health system community have amassed a formidable HOSPAC fund that can make contributions to many candidates.

### HOSPAC's recommendations

Now is a good time to review your internal checks and balances to determine if your system minimizes the chance that even an innocent error can slip through. Remember, political campaigns must report the names of contributors to the Board of Elections and unintentional, but improper, contributions will quickly be exposed.

As HOSPAC has provided a route for political involvement, you are encouraged to make the fullest permissible use of HOSPAC in your community. To assist you with compliance, the HOSPAC has strict management guidelines, and any contribution check drawn on an impermissible account will be returned prior to deposit.

Recommendations include:

- Fundraising event invitations must be on personal letterhead and must not suggest the activity is on behalf of the hospital or health system. HOSPAC can also serve as the host of an event in local communities that provide strong support for HOSPAC.
- Political event management cannot be part of a 501(c)(3) employee's job responsibilities.
- Solicitation to contribute to or participate in a political event should not be combined with hospital business or be included as an agenda item at staff or other meetings.
- Participation can be discussed on hospital or health system property, but it must be done during breaks, lunch hours or after work hours when hospital business is not occurring.
- Solicitation of board members to contribute to or participate in a political event should not be part of the board meeting agenda. It should be discussed before or after a board meeting, or during an official break in the meeting.

Please note: It is the responsibility of the contributor to ensure compliance with state and federal contribution limits. Contributions to HOSPAC are not deductible for income tax purposes.

Please direct any questions about these guidelines or any other issues related to the conduct of HOSPAC campaigns to HOSPAC staff. These materials have been prepared for informational purposes only. The information is not, nor is it intended to be, legal advice and is subject to change without notice. You should consult legal counsel to obtain advice with respect to any particular question or issue regarding the matters addressed herein.

# 2025 Campaign Procedures for HOSPAC Leaders

## Reminders

- Please begin your campaign as soon as possible.
- Contributions received from individuals affiliated with your hospital will be credited toward your goal. Please encourage the easy online donation process at [www.ncha.org/hospac](http://www.ncha.org/hospac). For check donations, be sure each contributor completes the pledge card so appropriate credit is given.
- As the Campaign Leader, DO NOT hold HOSPAC checks. Per Federal regulations, checks must be deposited within seven days of receipt. If there is another designated person in your hospital who receives the contribution checks, please ensure he/she is aware of this regulation.
- If your hospital or health system has signed an agreement with HOSPAC-Federal (to support candidates for federal offices), a portion of your contribution will be used for that purpose. Contributions from hospital trustees may only be used to support candidates for state offices.
- Contributions to HOSPAC will be used to support candidates. A decision will be reached later as to the candidates to be supported. Contributions will be expended in a manner and for a purpose to be determined by the HOSPAC Board of Directors, in accordance with guidelines established by the HOSPAC Board. Copies of those guidelines are available upon request.
- Only those hospital executives and trustees that participate and achieve at least 100% of their hospital's HOSPAC campaign goal will be able to deliver HOSPAC checks to candidates. This will apply even if it means someone from outside the legislative district delivers the contribution.
- The HOSPAC Board is comprised of hospital executives and trustees from NCHA's member health systems. A list of HOSPAC Board members is included with your campaign packet.
- For a check of \$1,000 or more, please contact HOSPAC immediately, as expedited State Board of Elections reporting requirements may apply to HOSPAC.

## Forwarding Contributions

- Contribution cards are online, and should be completed and submitted with check contributions.
- State and federal laws require political action committees to report each contributor's name, mailing address, job title, and the name of his/her employer.
- Forward contributions to NCHA as quickly as possible, at least on a weekly basis. Per Federal regulations, NCHA HOSPAC must deposit contributions within seven days of receipt.

Forward all contributions and accompanying forms to:

By US Mail:

HOSPAC

PO Box 896892

Charlotte, NC 28289-6892

Overnight or other couriers:

Jeff Weegar

HOSPAC Treasurer

5440 Wade Park Blvd., Suite 410

Raleigh, NC 27607

**For information or additional campaign materials, please contact  
Jeff Weegar at [jweegar@ncha.org](mailto:jweegar@ncha.org) or visit <https://www.ncha.org/hospac/>.**

Your 2025 HOSPAC Campaign Materials include:

- Campaign procedures
- Talking Points for HOSPAC Campaign Leaders
- CEO federal approval form
- 2025 HOSPAC Board of Directors
- Sample letters for request of donations
- HOSPAC stationery and donation cards are available to download online at <https://www.ncha.org/hospac/>.





## Promoting HOSPAC

### Talking Points and Guidelines for HOSPAC Campaign Leaders:

- Inform hospital leaders and all those contributing of your hospital's goal. Your hospital's mission is to make that goal by the end of the year.
- You support HOSPAC and will make a personal contribution. Encourage them to do the same.
- HOSPAC is an essential element in building and maintaining strong relationships between hospitals and their local elected government officials. Some sample statements may be:

*"This is an opportunity to thank legislators for supporting our hospital. When we (trustees and our administrative team) deliver HOSPAC checks, we invite our legislator(s) to visit the hospital and see firsthand the benefits being provided to the community."*

*"I think this is very important and hope everyone will participate."*

- Only hospital executives and trustees from hospitals that meet their goal can deliver HOSPAC checks to candidates.
- The realities of the political campaign process create the necessity for financial support to ensure any candidate's election. HOSPAC does not buy influence, but encourages relationship-building with local legislators.
- HOSPAC allows our hospitals and health systems to come together to support legislators who understand healthcare issues. Another example might be:

*"We support candidates that support us. Our hospital benefits through better communication, increased awareness, and legislators having a better understanding of our issues".*

- The decision to participate in HOSPAC is completely voluntary and will have no impact on job status, performance review, compensation, or employment.
- Contributors can make donations via checks or they can make a secure electronic donation at [www.ncha.org/hospac](http://www.ncha.org/hospac).
- HOSPAC contributions are not deductible as charitable contributions for federal or state income tax purposes.



The North Carolina Healthcare Association's  
**Political Action Committee**

**SAMPLE MEMORANDUM**

To: Hospital Management Staff From: <CEO>

Date: <DATE>

Subject: 2025 HOSPAC Campaign

The decisions made by our elected officials in Raleigh and Washington D.C. have a tremendous impact on our health system and the community we serve. The North Carolina Hospital Association Political Action Committee (HOSPAC) is one way for health system leaders to elect healthcare champions and engage with elected officials.

Hospitals and health systems have much at stake in the political process on issues including regulation, patient access to care, adequate reimbursement, improving patient safety, and ensuring our patients and our community remains at the center of the healthcare debate. Our hospital and health system leaders need to provide lawmakers with an understanding of the effect their decisions have on our ability to meet the healthcare needs of our communities. HOSPAC serves as a vehicle to meet directly with candidates and elected officials to discuss the challenges our health system faces.

In 2024, HOSPAC raised approximately \$158,000 and was able to distribute over \$261,000 to election candidates who champion hospitals and healthcare issues. After the 2024 general election cycle, HOSPAC needs to restore our funds and is issuing a call to action to its members to surpass their HOSPAC goals in 2025. Our goal is to raise\_\_\_\_\_ for the 2025 HOSPAC Campaign.

I encourage you to be active in the political process to help our elected officials understand the issues that affect our patients, communities, and health system. If you choose to participate, HOSPAC contributions can be made via credit card at [ncha.org/hospac](http://ncha.org/hospac), or by completing the attached contribution card and writing a check to HOSPAC. Your support is entirely voluntary, and contributions are not tax deductible. Let me know if you have questions.



The North Carolina Healthcare Association's  
**Political Action Committee**

**(Sample letter to Hospital Board)**

«Title» «FirstName» «LastName»«Suffix» «Company»  
«Address1»  
«City», «State» «PostalCode»  
Dear «Title» «LastName»:

The decisions made by our elected officials in Raleigh have a tremendous impact on our health system and the community we serve. The North Carolina Hospital Association Political Action Committee (HOSPAC) is one way for health system leaders to elect healthcare champions and engage with elected officials.

Hospitals and health systems have much at stake in the political process on issues including regulation, patient access to care, adequate reimbursement, improving patient safety, and ensuring our patients and our community remains at the center of the healthcare debate. Our hospital and health system leaders need to provide lawmakers with an understanding of the effect their decisions have on our ability to meet the healthcare needs of our communities. HOSPAC serves as a vehicle to meet directly with candidates and elected officials to discuss the challenges our health system faces.

In 2024, HOSPAC raised approximately \$158,000 and was able to distribute over \$261,000 to election candidates who champion hospitals and healthcare issues. After the 2024 general election cycle, HOSPAC needs to restore our funds and is issuing a call to action to its members to surpass their HOSPAC goals in 2025.

I encourage you and every member of our Board of Directors to support HOSPAC. Our goal is to have raised \_\_\_\_\_ by the end of the year. For your convenience, your HOSPAC contribution can be made by credit card at [ncha.org/hospac](http://ncha.org/hospac). I have also enclosed a HOSPAC contribution card. I hope you will complete it and return it to me with your personal check by [date]. Please make checks payable to HOSPAC. Your support is entirely voluntary, and contributions are not tax deductible. Let me know if you have questions.

Thank you for your help in this important effort. Sincerely,  
<CEO> Enclosure



The North Carolina Healthcare Association's  
**Political Action Committee**

**2025 HOSPAC Board**

**Chair**

**John Green**  
Iredell Health System

**Jo Malfitano**  
Onslow Memorial Hospital

**Vice Chair**

**Elizabeth Outten**  
Novant Health

**Martha Ann McConnell**  
Atrium Health

**Secretary**

**Donald Bowling**  
Sentara Albemarle Medical Center

**Lucien St. Onge**  
Scotland Health

**Andrew Thomas**  
UNC Health Blue Ridge

**Members**

**Jeff Armstrong**  
Columbus Regional Healthcare System

**Nick Wilkinson**  
Cone Health

**Christopher Brown**  
Haywood Regional Medical Center,  
A Duke LifePoint Hospital

**NCHA Staff**

**Josh Dobson** President & CEO  
**Jeff Weegar**, Treasurer

**Dave Hinson**  
CarolinaEast Health System

**Dennis Johnson**  
Catawba Valley Health System

**Gretchen Kelly**  
FirstHealth of the Carolinas

**Lori Kroll**  
Mission Health/HCA Healthcare

**Brian Lynde**  
WakeMed Health and Hospitals



The North Carolina Healthcare Association's  
**Political Action Committee**

## Federal Election Commission Prior Authorization Requirement

The Federal Election Commission (FEC) established federal campaign finance law requiring the North Carolina Healthcare Association Political Action Committee (HOSPAC); to have prior authorization from the hospital CEO before accepting contributions from eligible employees of the hospital occurs.

Under Federal law, once the Prior Authorization card is signed, eligible staff can be asked to contribute to the HOSPAC. Hospital employees are eligible if they fall into both of the following categories:

1. Salaried employees of member hospital and
2. Supervisory, managerial/administrative positions with professional responsibilities
3. Immediate family members (spouse, parents, sons and daughters who live in the same household)

Please print the following information or attach business card.

### NC HOSPAC Prior Authorization Form

NC HOSPAC is authorized as the only federal trade association PAC to solicit contributions from eligible employees of:

Hospital Name

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Mailing Address, City, State, Zip

---

Hospital Executive Name

Title

---

Email (required)

---

Please provide signature authorizing for the following year (s) -- approval can be given up to five years in advance:

2025 Signature

---

2028 Signature

---

2026 Signature

---

2029 Signature

---

2027 Signature

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Send the completed form by email to [jweegar@ncha.org](mailto:jweegar@ncha.org) or mail to:

NCHA  
c/o Jeff Weegar  
PO Box 4449, Cary, NC 27519



## HOSPAC Membership Form

All of the information below is required by Campaign Reporting Laws.

### I hereby pledge to HOSPAC at the following level:

- 1918 Centennial Club (\$5,000)
- Champions Club (\$2,500)
- Chairman's Circle (\$1,000)
- Capitol Club (\$500)
- PAC Member (\$350)

### Check Donations

- Please check if you are a trustee.
- Please check if you do not want any portion of your contribution to be used to support candidates for federal offices.

### Credit Card Donations

For your convenience, make your contribution by credit card by scanning this QR code. Please do not send credit card information in the mail.



Please print clearly (\*Required):

Full Name\*

Employer\*

Hospital/Health System\*

Title\*

Email\*

Home address\*

Phone Number\*

Check for \$ \_\_\_\_\_  
Make payable to HOSPAC

Mail to: North Carolina Healthcare Association  
Political Action Committee  
PO Box 896892  
Charlotte, NC 28289-6892

## Help Support Strong Advocates for a Healthier North Carolina



For more information visit  
[www.ncha.org/hospac](http://www.ncha.org/hospac)

Thank you for supporting HOSPAC!



North Carolina Healthcare Association  
Political Action Committee  
PO Box 896892  
Charlotte, NC 28289-6892



The North Carolina Healthcare Association's  
**Political Action Committee**

The Political Action Committee for North Carolina's Hospitals & Health Systems

PO Box 4449 \* Cary, NC 27519-4449 \* 919-677-2400 \* [www.ncha.org/hospac](http://www.ncha.org/hospac)