

N.C. Healthcare Association's Advocacy Toolkit

[State Legislative Priorities](#)

[Federal Legislative Priorities](#)

[Links to find N.C. House and N.C. Senate Officials](#)

[NCGA Legislative Calendar and Committee Notices](#)

[Links to find Federal Officials and their websites](#)

[Outreach: Templates and Tips](#)

[HOSPAC](#)

[NCHA Staff Contact Information](#)



State Legislative Priorities:

NCHA and its member hospitals look forward to collaborating with lawmakers in 2026 to develop thoughtful, innovative solutions that enhance the health and well-being of North Carolinians. Our goal is to ensure the continued excellence and accessibility of hospitals, which hold a unique position of providing essential public services to their communities 24/7/365 and delivering care to all patients regardless of their ability to pay. Here is a list of our 2026 priority areas:

Assignment of Benefits - North Carolina should join the majority of states that require insurance companies to honor the wishes of our patients by allowing providers to receive payments directly from insurers, thereby eliminating the potential of putting patients in the middle.

Behavioral Health Reform - NCHA supports policies that improve access to high-quality healthcare by addressing the root causes of inequality for behavioral health patients.

Certificate of Need - The Certificate of Need law ensures that healthcare services are right-sized for their communities, guaranteeing access for all patients. NCHA supports the current Certificate of Need program and opposes any changes that undermine patients' access to care.

Facility Fees - Patients can count on North Carolina hospitals to provide 24/7 specialty, critical and emergency care. Our hospitals are on standby to treat anyone who walks through their doors, at any time. Facility fees finance this level of care that only hospitals provide. NCHA strongly supports facility fees, better described as care-team fees, as they are fundamental to patient care and serving the healthcare needs of the community.

Healthcare Access and Stabilization Program (HASP) - NCHA urges policymakers to continue supporting CMS's Medicaid Directed Payment Program (DPP) to ensure the state's vulnerable population receives needed care without new General Fund requirements. This program improves beneficiaries' access to care, enhances quality care and aids safety-net hospitals. NCHA urges timely annual submission of the preprint without conditions and maximizing federal funds through the HASP program.

Healthcare Workforce - NCHA supports comprehensive solutions addressing the entire workforce pipeline, from preparing tomorrow's healthcare leaders through world-class education programs to bolstering the resiliency of today's healthcare workforce so they can continue to provide high-quality patient care. Hospitals, through their clinical leadership, should continue to have autonomy to make staffing decisions to ensure compassionate and quality delivery of healthcare across our state.

Hospital Safety - When hospital teammates and patients enter a North Carolina hospital, they deserve a safe environment. NCHA supports policies that empower hospitals to create individualized workplace safety protocols that promote safety and wellbeing for patients and team members and eliminates violence in all forms. Further, NC hospitals support policies that ensure patients, including those involved in the criminal justice system, receive the care they need in settings that are appropriate, secure, and safe for patients, healthcare workers, and the community at large.

H.R. 1 - Hospitals – along with the entire healthcare system – face significant headwinds as H.R. 1 is fully implemented in North Carolina. NCHA supports actions that fully maximize all available federal funds during the phased reductions in the hospital assessment tax threshold and HASP program to help offset the anticipated \$32B loss to NC hospitals over the next ten years.

State Legislative Priorities Continued:

Insurance Reform - Healthcare coverage with high out-of-pocket expenses, such as high deductible plans, stick patients with large bills when they need medical care. NCHA supports policies that bring transparency to insurance plan benefit design and coverage. By reforming abusive insurance practices such as inappropriate prior authorization delays and murky medical review standards, patients will receive necessary care how and when it is needed.

Medicaid Managed Care - Medicaid is an important program which ensures that the state's vulnerable population receives needed care. NCHA supports a managed care program that provides patients access to high quality care, reduces provider and patient administrative burden, ensures that providers receive reasonable and timely payment for the services they deliver, and leverages all available funds to support providers.

Medical Debt - Medical debt is a complex issue that involves the full healthcare ecosystem. NCHA strongly supports solutions that holistically address the root causes of medical debt involving all the responsible stakeholders. Solutions include addressing insurance benefit design and curtailing insurance practices that delay and deny care, employer education on types of insurance plans and their benefit design, and hospitals' providing generous charity care policies and practices as currently outlined in federal law.

Surprise Billing - Our patients deserve to have peace of mind about their healthcare finances, and NCHA supports efforts to protect patients from surprise bills. Federal law should encourage private negotiations between providers and insurers without government controls while ensuring providers are not financially harmed by disproportionately larger payors controlling reimbursement rates. NCHA supports collaboration with policymakers to ensure that Price Transparency and Surprise Billing Regulations benefit patients and maintain patient access to affordable healthcare.

Tax Treatment Preservation - North Carolina's not-for-profit hospitals and health systems support the current non-profit sales and property tax laws and support efforts to exempt non-profits from paying sales taxes.

Telehealth Coverage - The role of telehealth and remote patient care cannot be overstated in increasing access opportunities for communities and patients across North Carolina and the country. To ensure that healthcare is available in every North Carolina community, NCHA supports further protecting patients' access for telehealth coverage through insurance coverage protections, expansion of broadband access, fully participate in interstate licensure compacts to address workforce shortages, and further explore opportunities for new innovations in remote patient care.

Transparency - Hospitals and health systems provide patients with the information they need such as out-of-pocket costs, quality metrics and associated health outcomes to make informed decisions about their health and healthcare as required by federal law and regulations. NCHA supports policies that bring cost transparency to patients' and their out-of-pocket costs that include reforms to well-documented and widespread insurance practices that delay and deny patients' care and health insurance coverage.

White and Brown Bagging - White and brown bagging policies benefit insurance companies and have led to dangerous scenarios for patients and the clinicians who take care of them. NCHA supports prohibiting the use of both exclusive white and brown-bagging policies that compromise the timing and/or quality of care of drug therapies delivered to patients.

340B - The 340B program is a federal program designed by Congress that enables safety-net hospitals to further expand access to care to the communities they serve. Further state regulation of this program is unnecessary, as federal agencies routinely regulate and audit 340B program entities.

Federal Legislative Priorities:

The NCHA coordinates with the American Hospital Association to advocate for support from members of Congress on federal issues affecting hospitals and healthcare. The following is a list of federal legislative priorities, and the associated position statements, that were approved by the NCHA Board of Trustees for use during the 2026 Legislative Session.

Community Benefit and Charity Care - North Carolina's not-for-profit hospitals and health systems provide robust community benefits and generous charity care policies as required by federal law. NCHA supports hospitals maintaining their ability to tailor these benefits based on the needs in their communities.

Disaster Relief - NCHA supports timely, flexible access to funding from the Federal Emergency Management Agency's (FEMA) Disaster Relief Fund (DRF), which provides support for authorized federal disaster activities. During times of crisis, DRF contributions are vital to hospitals in serving their communities and NCHA supports robust funding to address critical recovery needs.

EMTALA Reform - North Carolina hospitals and health systems urge Congress to modernize the Emergency Treatment and Active Labor Act to provide avenues for providers to get patients to the right care at the right place.

Graduate Medical Education - Every North Carolinian deserves access to highly trained doctors. Congress should increase the number of Medicare funded GME slots and expand funding for medical education programs at the Health Resources and Services Administration.

Healthcare Access and Stabilization Program (HASP) - NCHA supports policies that strengthen the initial core goals of this critical CMS program to promote access to care for vulnerable patients, enhance quality, and aid safety-net hospitals with payments closer to the actual cost of care.

Hospital at Home - Home Hospital is a promising model for health care organizations to deliver hospital-level treatment in a patient's home. NCHA supports efforts to make Home Hospital more accessible and to guarantee all providers offering the program can be sufficiently reimbursed by all payors.

Hospital Safety - When hospital teammates and patients enter a North Carolina hospital, they deserve a safe environment. NCHA supports policies that empower hospitals to create individualized workplace safety protocols that promote safety and wellbeing for patients and team members and eliminates violence in all forms.

H.R. 1 - As North Carolina hospitals brace for the devastating financial loss as a result of H.R. 1, NCHA supports federal actions that reverse or mitigate policies related to safe harbor thresholds and direct payment program restrictions. Furthermore, NCHA opposes any harmful changes to hospital financing arrangements, including to intergovernmental transfers, that would impact or eliminate valuable funding that is used to support the stability of the state's healthcare infrastructure.

Insurance Reform - Healthcare coverage with high out-of-pocket expenses, such as high deductible plans, stick patients with large bills when they need medical care. NCHA supports policies that bring transparency to insurance plan benefit design and coverage. NCHA also calls on Congress to restrict practices that cause delays in the delivery of timely care to our patients. By reforming abusive insurance practices such as inappropriate prior authorization delays and murky medical review standards, patients will receive necessary care how and when it is needed.

Physician Sustainment Practices - NCHA supports sustainable and fair CMS Medicare payments for physicians to better support physicians.

Federal Legislative Priorities Continued:

Price Transparency - Hospitals and health systems provide patients with the information they need such as out-of-pocket costs, quality metrics, and associated health outcomes to make informed decisions about their health and healthcare and are in compliance with federal law and regulations. NCHA supports policies to ensure insurance companies provide more transparency to patients and their out-of-pocket costs that include reforms to well-documented and widespread insurance practices that delay and deny patients' care and health insurance coverage.

Rural Health Access - Hospitals often serve as the backbone of healthcare access for rural communities. NCHA supports policies that improve access to care for our rural communities and sustainable solutions aimed at addressing some of the most pressing issues such as workforce, improved health outcomes and better access for patients, and policies that strengthen hospitals' viability in their communities.

Site Neutral - North Carolina hospitals and health systems are the backbone of our healthcare system and always rise to the occasion to provide 24/7 access to care for all types of patients, serve as a safety net provider for vulnerable populations, and provide the resources to respond to disasters. Congress should oppose site neutral policies as they would impose billions of dollars in additional Medicare payment cuts for essential services provided by hospital outpatient departments, and reduce patient access to vital health care, particularly in rural and other medically underserved communities.

Surprise Billing - Our patients deserve to have peace of mind about their healthcare finances, and NCHA supports efforts to protect patients from surprise bills. Federal law should encourage private negotiations between providers and insurers with limited and appropriate government controls while ensuring providers are not financially harmed by disproportionately larger payors controlling reimbursement rates. NCHA supports collaboration with policymakers to ensure that Price Transparency and Surprise Billing Regulations benefit patients and maintain patient access to affordable healthcare.

Telehealth Expansion - The role of telehealth and remote patient care cannot be overstated in increasing access opportunities for communities and patients across North Carolina and the country. To ensure that healthcare is available in every North Carolina community, NCHA supports further protecting patients' rights for telehealth coverage through permanent expansion of temporary flexibilities, expansion of broadband access, and further exploring opportunities for new innovations in remote patient care.

Workforce - Hospitals across North Carolina, particularly in rural communities, face ongoing challenges in maintaining a sufficient healthcare workforce to meet patient needs. NCHA opposes policies that may further constrain workforce capacity, including limitations on H-1B visas that support international healthcare workforce.

340B - The 340B drug pricing program stretches scarce federal resources by offsetting a portion of the financial losses hospitals experience from serving patients covered under federally funded health care programs. NCHA supports the 340B program, which helps provide medical care to our most vulnerable communities, and supports policies to keep the 340B program strong including empowering HRSA to enforce the program requirements as outlined in federal law.

State and Federal Information

N.C. General Assembly Information

[Who represents me?](#) Click here to find who represents you in the N.C. House and the N.C. Senate.

Once you find out who represents you, click either the [House Member list](#) or the [Senate Member list](#) to find the name of your legislator, their legislative address, phone number and email address.

[How do I keep up-to-date with Session and Committee schedules?](#)

Check the [NCGA Legislative Calendar](#) here.

[Interested in specific Committee Meetings?](#) If you are interested in receiving notices of when Committees are meeting, you can subscribe to get [Committee Notices](#). This allows you to know the dates and times they are meeting and which bills they plan to hear during that meeting. To sign up for [Committee Notices](#), click here and then select House, Senate or Non-Standing. Once you have made that selection, choose the committee name from the drop down box and enter your email address.

N.C. Congressional Information

[Who represents me?](#) Click here to find who represents you in the U.S. House and click here to see who represents you in the U.S. Senate.

See the list below of the members of the N.C. Congressional Delegation. If you click each members' name, it will take you to their official website.

U.S. House of Representatives

- [Don Davis \(D\) - District 1](#)
- [Deborah Ross \(D\) - District 2](#)
- [Greg Murphy \(R\) - District 3](#)
- [Valerie Foushee \(D\) - District 4](#)
- [Virginia Foxx \(R\) - District 5](#)
- [Addison McDowell \(R\) - District 6](#)
- [David Rouzer \(R\) - District 7](#)
- [Mark Harris \(R\) - District 8](#)
- [Richard Hudson \(R\) - District 9](#)
- [Pat Harrigan \(R\) - District 10](#)
- [Chuck Edwards \(R\) - District 11](#)
- [Alma Adams \(D\) - District 12](#)
- [Brad Knott \(R\) - District 13](#)
- [Tim Moore \(R\) - District 14](#)

U.S. Senators

- [Thom Tillis \(R\)](#)
- [Ted Budd \(R\)](#)

Outreach:

Legislators and members of congress want to meet with you and learn about your hospital or healthcare system. Consider arranging a meeting with them to talk about your priorities and concerns. Invite lawmakers to tour your hospital and meet with your staff and community leaders. Build relationships with your lawmaker's staff, especially those handling healthcare issues, as they often serve as key gatekeepers and influencers in policy decisions. The best ways to reach out to your legislators or members of congress are to call them, send them a letter or an email. You can also engage with many of them on social media (i.e. X, Facebook, LinkedIn and Instagram). Please see example templates below of a letter and an email message you could send to your legislator or member of congress inviting them for a hospital visit and thanking them for their time. If you need assistance connecting with your legislator or member of congress, please contact Erin Wilson, Manager of Government Relations and Advocacy, at ewilson@ncha.org for additional assistance.

Letter Template:

Dear Representative/Senator/Congressman,

As a member of the N.C. (House of Representatives/Senate/Congressional Delegation), I know you consider many legislative proposals that impact hospitals and healthcare in North Carolina.

As the (CEO/President/Title), of (Hospital/Healthcare system) in (City/Community), and on behalf of our leadership team and board of directors, I would like to invite you to join us for a hospital visit. We would appreciate the opportunity to discuss our mission to serve the community, share insights on key healthcare issues we are observing, and highlight the improvements our hospital has made to enhance the health and well-being of your constituents. We also welcome your thoughts, concerns and feedback.

I will call and email your office to discuss when your schedule might allow an opportunity to come tour our hospital and meet with our leadership and community leaders.

You are welcome to contact me directly. My personal cell phone number is (XXX-XXX-XXXX) and my email is (johnsmith@gmail.com.) I look forward to speaking with you soon.

Sincerely,

Name, Title, Hospital/Healthcare System

Email Template:

Dear Representative/Senator/Congressman,

Thank you for taking the time to join our leadership team, board of directors and community leaders on a tour of our (Hospital/Healthcare system). We appreciated the opportunity to discuss key healthcare issues and share the steps our hospital is taking to enhance the well-being of your constituents.

Please let me know if I can be of assistance in the future and I look forward to seeing you again soon. Thanks again for your time and interest in hospitals and healthcare in North Carolina.

Sincerely,

Name, Title, Hospital/Healthcare System

Social Media Tips:

- Identify the social media platforms that your targeted legislators or members of congress use most frequently for engagement.
- Follow them and tag them in posts related to your hospital/healthcare system and healthcare related issues.
- Remember that each social media platform is designed to provide information in different ways, so engage in the ones that bring the most value, conversation and interest around the issues you are most concerned about.

HOSPAC:

What is HOSPAC? HOSPAC is the N.C. Healthcare Association’s Political Action Committee, dedicated to strengthening advocacy efforts by fostering relationships between community hospitals and their elected officials. These connections ensure the hospital and health system representatives have a voice in policymaking before key decisions are made.

Am i required to donate to HOSPAC? No, but we do strongly encourage you to make a personal, voluntary donation to HOSPAC.

Why is it important that I donate to HOSPAC? Contributions to HOSPAC are pooled with contributions from hospital executives and trustees from across N.C. to help candidates who support N.C. hospitals and healthcare systems. Candidates have to raise money to get elected and PACs, like ours, are a legitimate source of funds.

What methods of payment can I use to donate to HOSPAC? Credit card and monthly payments can be made online. Checks can be mailed with the donor card (link below) to the following address: N.C. Healthcare Association, Political Action Committee, PO Box 896892, Charlotte, NC 28289-6892. HOSPAC can’t accept cash donations over \$50.

Are you recognized for your contributions to HOSPAC? Yes, NCHA HOSPAC and the PAC of the American Hospital Association (AHA) recognize all leadership contributors. Here is a list of the different club levels that are recognized:

- **1918 Centennial Club (\$5,000):** This club level includes membership in the AHA’s “1898 Society” with invitations to special events, priority seating at AHAPAC events, opportunities to participate in quarterly calls with political experts, access to insider political information related to elections and recognition at all NCHA and AHA meetings.
- **Champions Club (\$2,500):** This club level includes membership in the AHA Champions Club with priority seating at AHAPAC events, opportunities 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):** This club level includes membership in the AHA Ben Franklin Club, 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):** This club level receives access to insider information and recognition at all NCHA and AHA meetings.
- **PAC Member (\$350):** This club level receives access to insider information and recognition at all NCHA and AHA meetings.

What is the fundraising goal for HOSPAC in 2026? Our HOSPAC goal for 2026 is to raise **\$220,000**.

HOSPAC Campaign Materials include:

- 2026 HOSPAC Donor Card and Brochure
- HOSPAC Stationary
- 2026 Prior Authorization Form

Who can I contact if I have any questions about HOSPAC?

Jeff Weegar
Treasurer, HOSPAC
jweegar@ncha.org



NCHA Staff Contact Information

Nicholle Karim, MSW

Vice President, Policy Development

nkarim@ncha.org

919-677-4105

Anthony Okunak

Vice President, Finance/Financial Policy

aokunak@ncha.org

919-677-4132

James Tucker

Interim Vice President of Government Relations and Legislative Counsel

jtucker@ncha.org

864-431-5386

Blair Burr

Director of State Government Relations

bburr@ncha.org

919-524-4439

Makeda Harris

Regulatory Affairs Manager

mharris@ncha.org

919-677-4222

Erin Wilson

Manager, Government Relations and Advocacy

ewilson@ncha.org

919-677-4109

Uniting hospitals, health systems and care providers for healthier communities.