



Dear Chapter Members,

As we close out 2025, it's inspiring to reflect on the milestones our chapter has achieved this year and how they set the stage for what's ahead. From the new spring conference venue in Bellevue to the record-setting fall conference at Northern Quest Casino in Spokane, our events have consistently brought members together, fostering both learning and connection. The Women's Conference in Renton was particularly uplifting, showcasing the incredible talent, dedication, and leadership within our community.

One highlight of the year was our chapter's role in hosting the multi-chapter CRCR Certification Bootcamp alongside HFMA Idaho and HFMA Wisconsin. This collaborative effort not only provided thorough education in a virtual setting but also exemplified the strength that comes from working together across chapters. Sharing insights and best practices across geographical lines adds resilience to an industry as essential and dynamic as healthcare finance.

As we look toward 2026, these experiences remind us that our growth and success are built on connection, collaboration, and shared knowledge. Together, we are stronger, more adaptable, and better equipped to navigate the challenges ahead.

Here's to continuing the momentum and embracing the opportunities the new year will bring.

**Cameron Marks**  
**Communications and Newsletter Chair**  
**Washington-Alaska HFMA**

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CRCR Bootcamp

On November 19th and 20th, 2025, **HFMA WA-AK** hosted a multi-chapter CRCR Certification Bootcamp, joined by **HFMA Idaho** and **HFMA Wisconsin**. The event offered in-depth educational sessions and a strong sense of camaraderie, all delivered in an engaging virtual setting. Participants had the opportunity to deepen their knowledge, connect with peers, and advance their professional skills in a dynamic, collaborative environment.

**Unit 1 - Revenue Cycle in Healthcare:** Led by Amy Church, CRCR (Board of Directors, HFMA Washington-Alaska Chapter/Confederated Tribes of the Colville Reservation). This session provided a foundation in the fundamentals of healthcare finance and revenue cycle management.

**Unit 2 - Pre-Service Financial Care:** Led by Michelle Roehl (Gates) CSAF, CSBI, CRCR (Chapter President, HFMA Idaho Chapter / Eide Bailly LLP). The session covered strategies to optimize patient engagement, eligibility, and pre-service financial workflows.

**Unit 3 - Time of Service Financial Care:** Led by Marie Smith, MBA, CHFP (President Elect, HFMA Washington-Alaska Chapter / Kootenai Health). The session explored patient engagement and collections at the point of service.

**Unit 4 - Post Service Financial Care:** Led by Rachel Grulke, MBA, CHFP (Board of Directors, HFMA Wisconsin Chapter / Froedtert Health). The session explored post-service billing, collections, and operational excellence.





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CRCR Bootcamp

**Congratulations to the following WA-AK HFMA members who have passed the CRCR since the bootcamp!**

First Name	Last Name	Business Name	Title
Marbella	Chavez	Yakima Valley Farm Workers Clinic	Billing Specialist
Mark	Cordova	FinThrive	Account Director
Robert	Dennis	Fred Hutch	Cash Reconciliation Specialist
Taylor	Dill	R1	Director, Payer Accountability
Donna Mae	Fleek	Private Business	Certified Public Accountant
Jennifer	Foskett	Overlake Medical Center	Manager, Patient Financial Services
Michael	Halbach	Kaiser Permanente	Sr. Systems Administrator
Scott	Kang	VillageMD	VP
Adam	Lough	The Wilshire Group / Anchor Healthcare Consultants	Sr. Strategic Advisor
Alexandria	McGee	Confluence Health	Insurance Specialist
Lorena	Melendrez	Confluence Health	Insurance Specialist
Armen	Minasian	Student	Student
Maribel	Moran	Yakima Valley Farm Workers Clinic	Lead AR Billing/Coding Specialist
Yadira	Nunez Quezada	Yakima Valley Farm Workers Clinic	Specialty Supervisor
Bridget	O'Shea	Mason General Hospital	Financial Clearance Supervisor
Teveon	Perkins	Student	Student
Gerald Robert	Quinones	DashCSM	Revenue Cycle Analyst
Verenice	Reyes	Yakima Valley Farm Workers Clinic	Cash Application Supervisor
Angela	Robinson	Kaiser Permanente	Audit Analyst III
Tracey	Tsihlakis	Kaiser Permanente	VP Insurance Billing Collections & Adjustment Post

**Top Reasons to Earn Your CRCR with HFMA**

- Career Growth: Open doors to promotions and leadership roles.
- Practical Skills: Apply actionable insights immediately at work.
- Networking Power: Connect with peers across HFMA chapters.
- Stronger Together: Collaborate across regions to tackle challenges in a dynamic industry.
- Industry Credibility: Stand out as an expert in revenue cycle management.

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Q4 Happenings



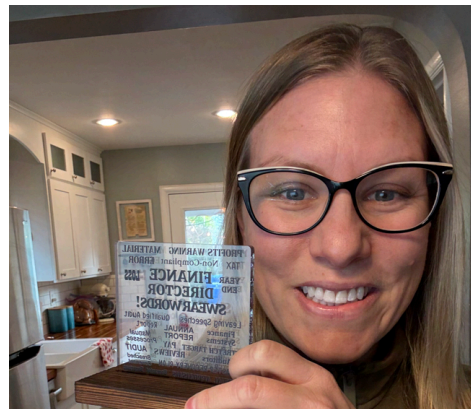
Fall Conference - Spokane, WA

 [Conference Recap Slideshow](#)

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Q4 Happenings



Secret Santa!



## 2026 Nonclinical Healthcare Salary Trends: Skills and Roles to Watch

Nonclinical healthcare teams play a pivotal role in ensuring streamlined operational efficiency, financial stability and a positive patient experience. As workforce pressures evolve and healthcare organizations balance labor costs with rising service demands, understanding compensation trends has become essential for leaders responsible for budgeting, staffing and long-term workforce planning.

The [2026 Salary Guide from Robert Half](#) projects an average 1.6% year-over-year increase in salaries for nonclinical healthcare roles. While the growth is more modest than in recent years, it still reflects steady investment in the teams that support administrative operations, compliance and the financial health of care organizations.



**Ryan  
Caskey**

### Client Solutions Director

**Ryan Caskey is the client solutions director at Robert Half, the world's first and largest specialized talent solutions firm. Robert Half offers contract and permanent placement solutions. For more information, please contact [Ryan.caskey@roberthalf.com](mailto:Ryan.caskey@roberthalf.com)**

## Understanding nonclinical healthcare salary trends

Recent projections from the 2026 Salary Guide point to a market that's gradually settling. An average projected rise of 1.6% suggests organizations are shifting back toward more sustainable workforce planning while still competing for professionals with in-demand skills.

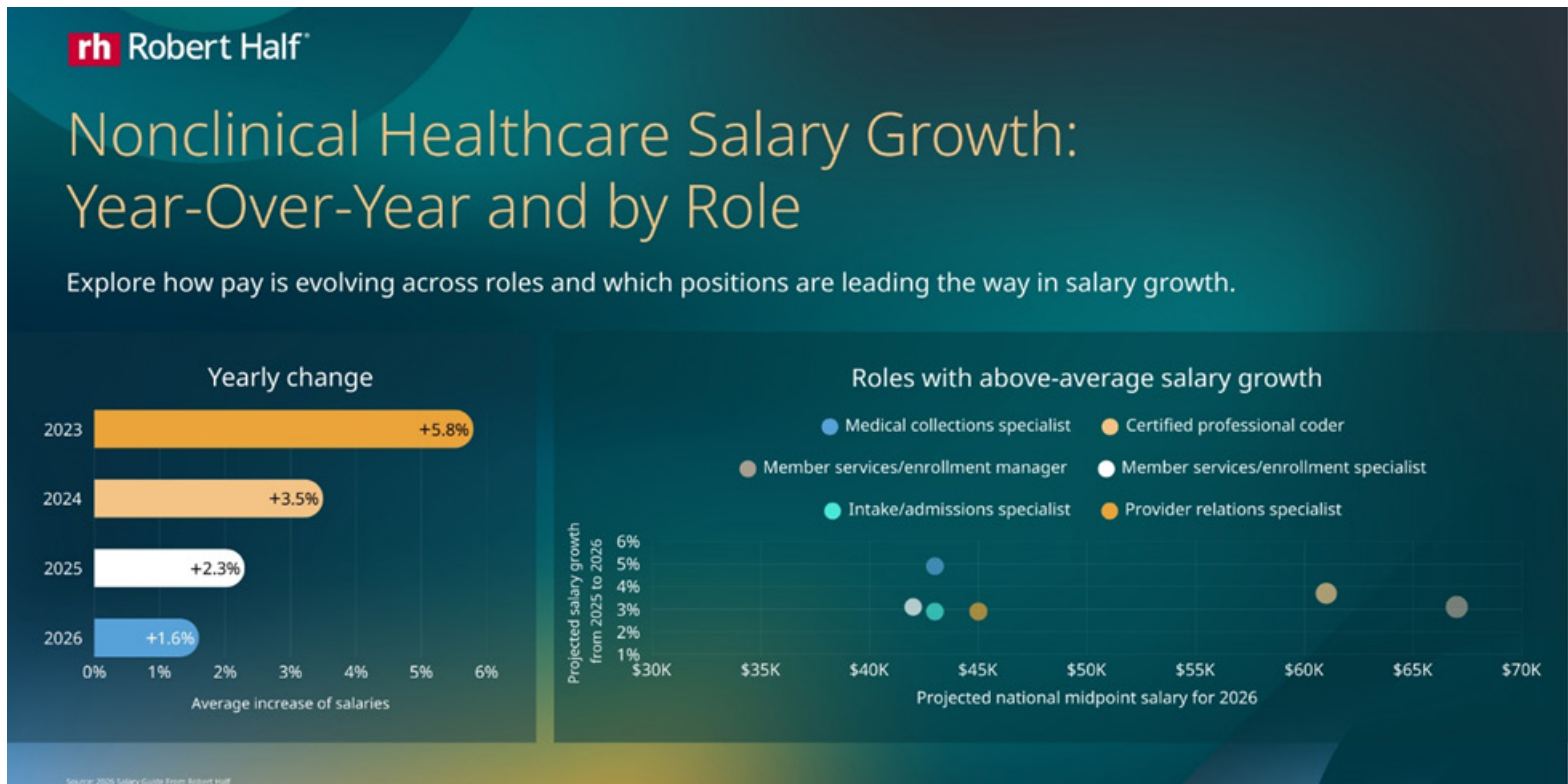
Some roles continue to see stronger momentum. Administrative member services positions show the largest projected increase at +3.0%, reflecting the ongoing need for talent that supports patient access and member experience. Medical records specialists, projected at +1.5%, remain important as organizations modernize documentation workflows and prepare for broader adoption of AI-powered tools.

This slowing pace of growth doesn't necessarily signal a dip in demand. Instead, it points to a more intentional focus on a better patient experience, compliance and digital fluency.

## Roles and capabilities driving higher salaries

Nonclinical roles with above-average projected growth share a few things in common: they are close to the revenue cycle, they influence patient flow and they require professionals who can work comfortably with digital tools.

Professionals who combine administrative strengths with data literacy, workflow improvements and technology-driven productivity are standing out as top candidates for 2026. These trends also highlight the growing importance of teams that haven't always been in the spotlight: medical coding, scheduling, billing, member services and documentation analysis.



### The increasing value of specialized skills

The Salary Guide also notes that 79% of nonclinical healthcare leaders offer higher pay to candidates with specialized skills. For leadership teams, this reinforces a familiar balancing act: managing tight labor budgets while competing for talent that can help modernize operations. Many organizations are turning to upskilling to close that gap, prioritizing training in areas like AI-enabled tools, revenue integrity, insurance verification, data accuracy and automated workflow systems.

## Certifications that strengthen earning potential

Certifications continue to influence pay in meaningful ways. These certifications signal reliability and preparedness, traits that matter in a market where turnover is costly. Supporting employees in earning or renewing certifications can strengthen both performance and retention.



## Healthcare sectors investing more in nonclinical talent

Certain areas of the healthcare system are particularly competitive when hiring nonclinical staff. Among those offering higher pay:

Hospitals and health systems, where credentialing, billing, auditing and compliance expertise is in constant demand

Private practices, which rely on intake and scheduling professionals to keep patient flow on track

Health insurance organizations, with a need for verification, authorization and data-quality support

Healthcare tech and telehealth companies, where digital operations and AI-enhanced workflows are expanding quickly

For finance leaders, these patterns show where salary adjustments might be needed to stay competitive.

## New and emerging roles combining healthcare and technology

As automation and AI tools become more common, new types of nonclinical roles are gaining traction. The Salary Guide from Robert Half highlights several examples where administrative expertise and digital innovation are converging, including:

Clinical documentation improvement analysts, who use emerging technologies to strengthen accuracy and compliance

Conversational AI designers, who develop chatbots and virtual assistants that support patient communication

Healthcare AI trainers, who help AI tools learn from medical and billing data to improve performance

## Building stronger teams through upskilling and flexible talent strategies

Retention concerns and hiring delays continue to challenge healthcare organizations, often driven by competition, shifting pay expectations and budget constraints. Many leaders are responding with a more intentional mix of strategies, including:

Training programs focused on automation, compliance, revenue integrity and new technologies

Career-pathing to help administrative staff move into more specialized roles

Flexible staffing approaches, including contract or project-based support to address peak workload needs

## Total compensation still matters

Across nonclinical roles, salary is only one part of the equation. Benefits, workplace flexibility, professional development and overall culture often make a significant difference in hiring and retention.

Many organizations are expanding wellness programs, providing hybrid options where possible, and covering certification costs to strengthen their value proposition. For professionals, this means evaluating opportunities based not just on salary but also on long-term stability, growth and work-life balance.

## Looking ahead to 2026

Even with moderated salary growth, nonclinical healthcare remains a field full of opportunity. Professionals who pair strong service skills with digital fluency and a willingness to learn new tools will continue to stand out.

For healthcare finance leaders, the path forward will involve aligning budgets, hiring practices and workforce development strategies with these evolving trends.

Supporting continuous learning and leveraging technology thoughtfully will help teams stay adaptable as the nonclinical landscape continues to shift.

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2026-2027  
Chapter Calendar**January****Western Region  
Symposium**01/18-01/21  
Las Vegas, NV  
[Event Details](#)**February****March****HFMA Revenue Cycle  
Conference**03/18-03/20  
Dallas, TX  
[Event Details](#)**April****HFMA WA-AK Spring  
Conference**04/14-04/16  
Bellevue, WA  
[Event Details](#)**May****HFMA WA-AK Alaska  
Conference**05/08  
Anchorage, AK  
[Event Details](#)**June****HFMA Annual  
Conference**06/07-06/10  
Harbor, MD  
[Event Details](#)**July****August****September****HFMA WA-AK  
Women's Conference**Date TBD  
Renton, WA  
Details forthcoming**October****November****December****HFMA WA-AK Fall  
Conference**Date TBD  
Spokane, WA  
Details forthcoming

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