Wednesday, April 8th, 2026

10:00 AM – 5:00 PM **Registration – Pre-Function Area**

1:00 PM – 4:00 PM **Rookie Camp – Commissioners Boardroom**

4:00 PM – 6:00 PM **Exhibitors setup**

5:00 PM – 6:00 PM **HFMA Board and Committee Chair Meeting (invitation Only)**

– Commissioners Boardroom

6:00 PM – 7:00 PM **Welcome Reception – Jack Buck Room**

Join us for our welcome Reception, where we will kick off the HFMA 2026 Spring Conference with a warm ambiance, light refreshments, and great company. It's the perfect opportunity to connect, relax, and set the tone for the exciting conference ahead.

Rookie Camp / Commissioners Boardroom

1:00 PM – 4:00 PM **Rookie Camp** is designed for those looking to strengthen their foundation in the field. This interactive learning experience features three one-hour sessions led by industry professionals, covering the essential concepts every healthcare finance professional should know.

Jana Cook – Senior VP/CFO/Phelps Health
Kim Bruno VP of Revenue Cycle/Phelps Health
Tony Ganousis – Managing Director/Consulting with Forvis Mazars
CPE Credits: 3/ CPE Type: Personal Development / Level: Basic / Prerequisites: None

1:00 PM – 3:00 PM **Session 1 and 2: A Comprehensive Overview of the Revenue Cycle**

Session Description: This session is intended for individuals who are new to healthcare revenue cycle or healthcare finance. By attending you will learn the key functions of the revenue cycle and the importance of collaboration among the various functions of the revenue cycle to ensure optimal performance.

Learning Objectives:

1. Define the term Revenue Cycle and Describe the key functions of the Revenue Cycle in healthcare.

2. Describe how each of these functions work in collaboration with the others until account resolution.
3. Learn how front-line staff can impact Revenue Cycle.

3:00 PM – 4:00 PM **Session 2: Hospital Reimbursement**

Session Description: This course will provide individuals with a high-level introduction into Medicare reimbursement as it relates to hospitals. Topics will include the history of Medicare and Medicaid, Medicare payment methodologies, hospital designations and other payment and reimbursement fundamentals.

Learning Objectives:

1. Describe the origin of Medicare and Medicaid
2. Distinguish between cost based and prospective Medicare payment systems
3. Identify primary worksheet utilized in the Medicare cost report

Thursday, April 9th, 2026

7:00 AM – 8:00 AM **Breakfast – Cardinal Ballroom**

7:00 AM – 5:00 PM **Registration Opens – Pre-Function Area**

8:00 AM -8:05 AM **President's Welcome and Opening Remarks – Cardinal Ballroom**

8:05 AM – 9:00 AM **Keynote Session – Cardinal Ballroom**

Keynote Session – Cardinal Ballroom

8:05 AM – 8:05 AM **President's Welcome & Opening Remarks**
Matt Ellis – SVP, Sales/Enablecomp & Greater Heartland Chapter President 2025-2026
Derek Lee – Senior Manager/Healthcare/Forvis Mazars & Greater Heartland Chapter Vice President of Programming

8:05 AM – 9:00 AM **Keynote Session: The Magic of Leadership – Elevate Your Influence and Inspire Success**
Jeff Johnson – Chief Clinical Officer – Professional Credit
CPE Credits: 1 / CPE Type: Personal Development / Level: Basic / Prerequisites: None

Session Description: Unlock the full potential of your Leadership capabilities in this dynamic session designed to elevate your influence and inspire success. Whether you're a seasoned Leader, a new manager, or as aspiring leader, this course will provide you with essential skills and strategies to motivate and empower others, promote effective communication, and create a collaborative environment.

Learning Objectives:

1. Master core leadership principles that foster trust and loyalty, crucial for employee satisfaction and retention.
2. Understanding Human Nature: Gain insights into human behavior to respond effectively to various situations and enhance team dynamics.
3. Controlling Outcomes: Learn a "secret" method to influence outcomes in both your personal and professional life.

9:00 AM – 9:15 AM **Break with Exhibitors**

9:15 AM – 10:15 AM **General Session**: **The Economic Showdown**

KC Matthews – Chief Investment Strategis/Commerce Trust

CPE Credits: 1 / CPE Type: Personal Development / Level: Basic / Prerequisites: None

Session Description: The economy is entering a period defined by critical confrontations – showdowns that will shape the trajectory of growth, stability, and confidence. The clash between uncertainty and clarity, the struggle between inflation and the labor market, the Fed's fight against inflation, the standoff between valuations and stock prices: these showdowns, along with others, will be called out to the street determining a year of economic resilience 0 r reckoning, This engaging presentation investigates how these showdowns may affect economic a Tivity. Whether you are a business leader, investor, or simply interested in understanding the forces shaping our economic and financial environment this presentation will enlighten and empower. Join us for an insightful presentation as we delve into the dynamic landscape of economic showdowns.

Learning Objectives:

1. Understand economic conditions and study how changing conditions could impact business
2. Gain knowledge on interest rate outlook and how it impacts the consumer and purchases
3. Analyze US policies and how they may impact business and the consumer

10:15 AM – 10:30 AM **Break with Exhibitors**

10:30 AM – 11:30 AM **General Session:** **Beyond Automation: How AI Agents are Transforming the Rev Cycle Workforce**

Pavani Munjuluri – CEO/CognitiveHealth

CPE Credits: 1 / CPE Type: Personal Development / Level: Basic / Prerequisites: None

Session Description:

Health system leaders are under pressure to act on agentic AI – but most

implementations are failing to deliver measurable returns. For CFOs and revenue cycle leaders, the risk isn't just a failed technology project; it's a widening competitive gap as payers accelerate AI0driven denials, CMS compliance demands intensify, and top RCM talent migrates toward organizations that have already made the transition. This session lives beyond the hype to examine how AI agents are fundamentally changing revenue cycle roles, and what finance leaders must do to capture the value. Drawing on case studies from health system implementations, Pavani Munjuluri, CEO of CognitiveHealth, shares how organizations are achieving 40-60% efficiency gains and 14–22-month ROI payback periods by treating this as a workforce transformation, not just a technology deployment.

Learning Objectives:

1. A financial model for building an executive business case
2. An upskilling framework for repositioning existing RCM staff
3. A phased implantation roadmap calibrated to realistic health system timelines.

11:30 AM – 12:30 PM **Lunch & Chapter Awards**

12:30 PM – 1:30 PM **General Session: What's Eating Your Bottom Line**
Lori Zindl – President/OS Inc.
CPE Credits: 1 / CPE Type: Personal Development / Level: Basic / Prerequisites: None

Session Description: Denials continue to be one of the top challenges eating away at healthcare providers' bottom line – causing cash flow delays, accounts receivable shortfalls, increased business office expenses and unnecessary write 0 offs. Denials should no longer be considered an expected cost of business because modern revenue cycle technology has made 90% of denials preventable. What would it mean to your business office if less time was allocated to working denials and more time was spent on process improvements?

Learning Objectives:

1. Identify the primary causes of healthcare claim denials and prevention opportunities.
2. Analyze the financial impact of denials on cash flow and accounts receivable.
3. Develop strategies to reduce denials using revenue cycle technology and process improvement.

1:30 PM – 1:45 PM **Break with Exhibitors**

1:45 PM – 2:45 PM **General Session: An Update on Price Transparency**
Victoria Duffel – Manager/Forvis Mazars
CPE Credits: 1 / CPE Type: Personal Development / Level: Basic / Prerequisites: None

Session Description: Will discuss where Price Transparency started, where it is now and the possible future.

Learning Objectives:

1. Discuss what is new for 2026
2. Discuss what is TiC (Transparency in Coverage)
3. Discuss Price Transparency will affect the Cost Report

2:45 PM – 3:15 PM **Break with Exhibitors**

3:15 PM – 4:15 PM **Revenue Cycle Panel Session**
Alicia Auman – AVP of Rev Cycle/Lake Regional Health System
Kim Bruno – Associate VP of Revenue Cycle/Phelps Health
Shauna Dukes – Dir of Rev Cycle/Bates County Memorial Hospital
Greg Wilder – Executive Director of Enterprise/Youlify

Session Description: Fuel your revenue cycle strategy with insights straight from the front lines. This interactive panel brings together leaders from peer hospitals to unpack today's hottest revenue cycle topics, from evolving reimbursement pressures to operational bottlenecks impacting cash flow. Through open discussion and shared experiences, attendees will collaborate with colleagues to tackle common challenges, exchange practical solutions, and gain fresh perspectives on optimizing performance across the revenue cycle.

Learning Objectives:

1. Learn from peer hospitals regarding hot topics in revenue
2. Collaborate with colleagues on challenges in the revenue cycle
3. Discuss future use of automated intelligence for the rev cycle

5:30 PM – 10:00PM **St Louis Blues Networking Event**

Separate tickets are required on the registration page. Limited spots available; fees may apply. Join us for an unforgettable evening of laughter, connection, and springtime fun at the HFMA Greater Heartland Chapter's 2026 Spring Conference Networking and cheer on the St. Louis Blues! Arrive at 5:30 PM for networking, drinks, and food included with your ticket before puck drop.

Friday, April 10th, 2026

7:00 AM – 8:00 AM **Breakfast – Cardinal Ballroom**

8:00 AM – 9:00 AM **General Session/Cardinal Ballroom:**

When Payors will not listen – Challenging Post Discharge and Post Acute Denials & Transfers

Ed Norwood – President/ERN Enterprises

CPE Credits: 1 / CPE Type: Personal Development / Level: Basic / Prerequisites: None

Session Description:

This session explores how federal law and Medicare policy address these situations and why many post-discharge and post-acute denials fail under administrative scrutiny. Using guidance from the Medicare Managed Care Manual and applicable federal regulations, participants will examine how continued inpatient stays may be justified when patients require skilled nursing placement, but no participating facility bed is available. Attendees will learn how the law evaluates medical necessity, the role of physician certification and utilization review, and the regulatory requirements surrounding continuity of care. The presentation will also examine how

hospitals can strengthen documentation and appeals by aligning clinical decision-making with the legal standards governing coverage determinations**.**

Learning Objectives:

1. Identify the CMS regulatory standards governing continued inpatient hospitalization when post-acute placement is unavailable.
2. Analyze improper payor denial rationales involving post-discharge delays and post-acute transfer decisions.
3. Apply New CMS policy and federal regulatory requirements to challenge improper post-acute and transfer-related denials in "post stabilization" settings.

9:00 AM – 9:15 AM **Transition Break & Vendor Giveaways**

9:15 AM – 10:15 AM **General Session/Cardinal Ballroom – Denials, DRG and other Resources for Missouri Healthnet**

CPE Credits: 1 / CPE Type: Personal Development / Level: Basic / Prerequisites: None

Amanda Fahrendorf – Education & Collaboration MGR/MO Healthnet

Session Objective: This session will be beneficial for individuals interested in Medicaid policy and general information. Mo HealthNet resources, policy, eligibility, and billing will be discussed. Attend will have the opportunity to ask questions.

Learning Objectives:

1. Understand Medicaid Policy
2. Navigate MO HealthNet Resources
3. Improve Medicaid Billing

10:15 AM – 10:30 AM **Break**

10:30 AM – 11:30 AM **General Session/Cardinal Ballroom – Pathways to Margin Improvement: Aligning Quality, Cost, and Growth**

Diane Deulen – Senior Manager/Forvis Mazars

Kurtis Abbey – Director/Forvis Mazars

CPE Credits: 1 / CPE Type: Personal Development / Level: Basic / Prerequisites: None

Session Description:

This presentation explores practical, date-driven strategies healthcare organizations can use to improve margins while maintain 0 or enhancing – qualityand supporting sustainable growth. It focuses on aligning clinical operations. And financial priorities to drive measureable results.

Learning Objectives

1. Review utilization of performance data and benchmarks to prioritize initiatives and track progress toward margin improvement goals.
2. Apply operational efficiently, staffing, and throughput strategies appropriate to inpatient units, outpatient departments and clinics to reduce cost and improve capacity utilization.
3. Review an actionable margin improvement roadmap. Supported by governance, accountability and performance metrics.

11:30 AM – 11:35 AM **Closing Remark**

Speakers

Tony Ganousis is a managing director in Forvis Mazars' St. Louis Healthcare Practice. Tony brings more than 19 years of healthcare experience, including experience in public accounting, with a large Catholic nonprofit health system, a regional hospital network, and a Medicare Administrative Contractor. He rates and assists clients with regulatory reimbursement issues. He has worked with large health systems, community hospitals, critical access hospitals, skilled nursing facilities, home health agencies, teaching hospitals, and organ transplant centers. His Medicare and Medicaid experience includes analyzing reimbursement implications of various programs and developing reimbursement strategies. He has regulatory reimbursement experience working for disproportionate share hospitals, IME-FME teaching facilities, and organ acquisition providers. Tony is a member of the Healthcare Financial Management Association and is a former board member and former treasurer. He is a past President's Award winner in the Greater St. Louis Chapter from 2017 to 2018. He is also the current treasurer of SCB Forever, a nonprofit 501(c)(3) organization. He is a graduate of Missouri State University, Springfield, with a B.S. degree in accounting, and a graduate of University of Missouri-St. Louis, with an M.B.A. degree.

Kimberley Bruno, MSL, CRCR, is the Associate Vice President of Revenue Cycle at Phelps Health in Rolla, Missouri. With more than two decades of healthcare leadership experience, she specializes in revenue cycle optimization, financial performance improvement, and patient-centered financial operations. Kimberley is known for translating strategy into measurable results while fostering strong partnerships across clinical, operational, and executive teams.

Jana Cook is Senior Vice President and Chief Financial Officer at Phelps Health and has invested 20 of her years in the healthcare industry at Phelps Health. She holds a Master of Business Administration from Webster University, a Bachelor of Science in Business Administration from Columbia College, and received her CPA in 2011.

Jeff Johnson is a nationally acclaimed motivational trainer, speaker, consultant, and facilitator. A veteran in business leadership and operations, Jeff also brings deep expertise in the credit and collections industry. He currently serves as the Chief Client Officer at Professional, a complete revenue cycle company headquartered in Vancouver, Washington. Prior to joining Professional, Jeff served over a decade as Manager of client Relations at Columbia Ultimate Business Systems, and as a Director in the International Division of Franklin Covey's Leadership Center in Salt Lake

City, where he helped Fortune 500 companies improve performance through pinpoint training. Jeff has a long and respected history with the Healthcare Financial management Association (HFMA). He served as President of Oregon HFMA (2015-2016), chaired the Western Region symposium (2019-2020), and served as a Regional Executive for Region 11 (202202025). He is a highly sought speaker, facilitator, for events across the country-helping connect and inspire business professionals at every level. Originally from Colorado, Jeff holds a degree in Business Management with a minor in Human Resources from Brigham Young University. He is a certified 7 Habits trainer and a passionate advocate for lifelong learning and leadership development. When not working, Jeff enjoys outdoor adventures and quality time with his wife and five children.

KC Matthews, as the chief investment strategist at Commerce Trust, KC holds a key contributing role in the development and execution of the firm's economic outlook and investment strategy. He is a thought leader for the firm speaking on topics including economic forecasting, market outlooks, and investment strategies. Prior to joining Commerce Trust in 2023, KC served as the chief investment officer/chief economist at UMB Bank. In this capacity, he oversaw the strategic development and execution of UMB's $12 billion investment management division. He also counseled high profile private and institutional clients of investment management division. He also counseled high profile private and institutional clients investment management matters. Previously, KC held positions of increased responsibility within the trust division of the Bank of Oklahoma. KC holds a Bachelor of Science in economics from the University of Minnesota and a Master of Business Administration from the University of Notre Dame. He is a graduate of the AVA National Trust s=School at Northwestern University and completed an advanced investment management education program at the Harvard Business School. KC earned the Chartered Financial Analyst designation and is member of the CFA Institute. He also s a past President of the CFA Society of Kansas city and the Oklahoma CFA Society.

Pavani Munjuluri is the Co-Founder and CEO of CognitiveHealth Technologies, and agentic AI company transforming revenue cycle operations for health systems through intelligent automation of administrative workflows. A seasoned technology executive with experience spanning Fortune 500 companies and healthcare startups, she has driven the development of innovative digital health solutions for chronic care management and value-based care models across global markets including the UK, Asia Pacific, and India.

Lori Zindi, Presidents' Inc. An entrepreneur and industry leader, Lori Zindl built OA Inc., her thriving Wisconsin-based business, on the principles of valuing both clients and employees equally. Under her direction, OS Inc. has become of the foremost authorities in revenue cycle management for hospitals, clinics and other healthcare providers. Lori has over 30 years of experience in the revenue cycle management field. She is a nationally recognized speaker, seminar leader, consultant and trainer. Lori has developed well-received training A/R collection and billing programs and has authored several articles for various industry trade journals.

Victoria Duffel is a member of Forvis Mazars' Healthcare Performance Improvement team, Victoria brings more than 17 years of healthcare experience, including over 9 years providing consulting services, 3 years at a large CPA firm, and 6.5 years with a health information technologies company based in Kansas City, Mo. Victoria's experience also includes 4 years working for a large academic medical center running their Revenue Integrity department and 4 years completing cost report audits for a Fiscal Intermediary.

Alicia Auman is the AVP of Revenue cycle for Lake Regional Health System, bringing with her more than 20+ years of healthcare industry leadership and experience in both revenue cycle management on the provider side, as well as the vendor side, having assisted healthcare leaders and systems in finding end-to-end RCM tech solutions with an emphasis on empowering patient access. Previously, Alicia spent the bulk of her provider experience in Patient Access, having served as Director of Patient Access at KSB Hospital before shifting to the vendor side to expand her skillset into all areas of RCM in her previous role as Solution Sales Executive with AccuReg (now Optum) before returning to her passion on the provider side in leveraging her knowledge and expertise to improve operations and efforts for hospitals across the nation.

Shauna Dukes – Director/Revenue Cycle Bates County Memorial Hospital.

Greg Wilder brings over 30 years of executive leadership experience in sales, management, and business development within the healthcare industry. Throughout his career, he has specialized in leading high-performing teams and delivering innovative solutions, with a particular focus on revenue cycle management applications. He has held a range of leadership positions across both Fortune 500 organizations and emerging startup ventures, demonstrating a strong ability to build and develop effective internal teams while fostering lasting relationships with clients and strategic partners. Through these partnerships, Mr. Wilder has collaborated extensively with a diverse array of healthcare providers, including major hospitals and health systems nationwide. This experience has provided him with a deep understanding of the evolving healthcare landscape and the needs of those it serves. Mr. Wilder is an active member of several professional organizations, including the Healthcare Financial management Association (HFMA) and the American Association of Healthcare Administrative Management (AAHAM), and regularly participates in industry conferences. In addition to his professional accomplishments, he serves on the board of Youth Encouragement Services (YES), a nonprofit organization dedicated to enriching the lives of children in underserved communities in Nashville. Mr. Wilder earned his Bachelor of Arts degree from Lipscomb University in Nashville, Tennessee, where he was also inducted into the university's Athletic Hall of Fame. He currently resides in Brentwood, Tennessee, with his wife, Dana.

Ed Norwood is a nationally recognized healthcare consultant, author, and speaker with over 25 years of experience in regulatory compliance, managed care recovery, and healthcare administrative law. As President of ERN Enterprises, Ed has trained more than 26,000 healthcare professionals nationwide and helped organizations recover more than billion dollars in improperly denied claims. What distinguished Ed's work is his deep command of the administrative laws governing healthcare reimbursements. While hospitals must navigate thousands of federal and state regulations, Ed and is team have spent decades identifying and simplifying the small set of statutes that most directly determine whether claims are paid or denied. By leveraging the actual laws that governs payor behavior, his approach equips providers to challenge inappropriate denials and strengthen appeal strategies with precision, authority, and measureable financial results. His deep expertise in payor policies and statutory timeframes has made him a trusted authority in healthcare denial management and access0to0care advocacy, helping organizations not only recover revenue but ensure patients receive the medically necessary care they deserve.

Amanda Fahrendorf is the Education and Collaboration Manager for the MO HealthNet Division at the Missouri Department of Social Services. With 24 years of service, including 15 focused on Mo HealthNet, she leads the development of education and training resources and frequently presents on Missouri Medicaid policy. Amanda has spearheaded provider recruitment efforts, especially in dental, and is recognized for her expertise in complex Medicaid policy and access to care initiatives. She has received multiple DSS Leadership awards and the 2024 Oral Health Champion Award. Amanda holds a BS in Business Management and a Public Health Workforce Preparedness Certificate and is pursuing her MPH.

Diane Deulen is a member of the Healthcare Performance Improvement practice unit at Forvis Mazars She has more than 25 years of experience in healthcare operations, working with large integrated healthcare systems. Diane's healthcare operations experience includes hospital and clinic operations as well as community mental health operations. As a member of the Healthcare Performance Improvement team, she uses her Six Sigma Black Belt certification to drive performance improvement initiatives across cross-functional departments and service lines. Diane has a diverse skill set in nurse staffing and labor cost, focusing on productivity, and pairing that with identifying efficiencies to meet quality staffing needs and labor cost reduction. Diane's operational leadership translates into strategic insights for clients in the areas of operational efficiencies and margin improvements. Diane was a key member in the development and implementation of a Patient Throughput Taskforce, including margin improvement associated with reducing impatient length of stay, implementing a sepsis team, and creating an observation unit within the acute care setting. She is an active member of the Medical Group Management Association. Diane is a 1999 graduate of Drury University, Springfield, Mo., with a B.S. degree in business administration, and 2003 graduate of Webster University, Stl Louis, Missouri, with and M.H.A. degree.

Kurtis Abbey is a member of the Healthcare Performance Improvement service line and has more than 20 years of experience in nursing leadership and clinical operations. His industry experience includes large integrated health systems and smaller independent organizations. Jurt's areas of expertise include workforce management, nursing excellence, patient flow, perioperative services, and hospital and clinic operations. He served in leadership roles of large, multistate integrated health system where he was responsible for clinical ad operational initiatives such as staffing and electronic health record implementation. Having experience as an R.N. leader with the business acumen from his M.H.A., Jurt positioned himself to serve as a change agent for systemwide innovation efforts. Prior to joining Forvis Mazars, Jutt served as the chief nursing officer and chief operating officer of a $150 million NPR rural community hospital. His industry experience helps clients identify performance efficiencies, implement strategic plans, and facilitate the growth of multiple service lines. Kurt holds a current R>N license. His education includes a B.S.N degree and an M.H.A degree.

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