

HFMA

Louisiana and Mississippi Summer Conference - 2026



†This is not a CPA firm.

*Assurance, attest, and audit services provided by Carr, Riggs & Ingram, L.L.C.

"Carr, Riggs & Ingram" and "CRI" are the brand names under which Carr, Riggs & Ingram, L.L.C.* ("CRI CPA"), CRI Advisors, LLC† ("CRI Advisors" or "Advisors"), and Capin Crouse, LLC ("Capin Crouse CPA"), and CRI Capin Crouse Advisors, LLC† ("Capin Crouse Advisors") provide professional services. CRI CPA*, Capin Crouse CPA*, CRI Advisors†, Capin Crouse Advisors†, Carr, Riggs & Ingram Capital, LLC and their respective subsidiaries operate as an alternative practice structure in accordance with the AICPA Code of Professional Conduct and applicable law, regulations and professional standards. CRI CPA* and Capin Crouse CPA* are licensed independent certified public accounting ("CPA") firms that separately provide attest services, as well as additional ancillary services, to their clients. CRI CPA* and Capin Crouse CPA* are independently-owned CPA firms that provide attestation services separate from one another. CRI Advisors† and Capin Crouse Advisors† provide tax and business consulting services to its clients. CRI Advisors† and its subsidiaries, including Capin Crouse Advisors†, are not licensed CPA firms and will not provide any attest services. The entities falling under the Carr, Riggs & Ingram or CRI brand are independently owned and are not responsible or liable for the services and/or products provided, or engaged to be provided, by any other entity under the Carr, Riggs & Ingram or CRI brand. Our use of the terms "CRI," "we," "our," "us," and terms of similar import, denote the alternative practice structure conducted by CRI CPA*, Capin Crouse CPA*, Capin Crouse Advisors†, and CRI Advisors†, as appropriate.

FY 2027 Executive Regulatory Strategy

CMS Final Rules & HRSA 340B Pilot

Executive Leadership Briefing



Executive Insight

Focus decisions on enterprise financial resilience, measurable quality outcomes, operational excellence, digital modernization, and governance.



Executive Summary

Five strategic imperatives:



Protect margins



Accelerate quality



Modernize data



Strengthen compliance



Build enterprise governance



Executive Insight

Focus decisions on enterprise financial resilience, measurable quality outcomes, operational excellence, digital modernization, and governance.

The Big Picture

Reimbursement toward value, transparency, interoperability, and measurable outcomes.

| Executive Insight



Financial Resilience

Focus decisions on enterprise financial resilience.



Measurable Quality

Focus decisions on measurable quality outcomes.



Operational Excellence

Focus decisions on operational excellence.



Digital Modernization

Focus decisions on digital modernization.



Governance

Focus decisions on governance.



Enterprise Impact

technology, compliance, workforce, and governance impacts span the entire health system.



Technology

Ensure secure, interoperable, and scalable technology that enables innovation and delivers reliable care.



Compliance

Maintain regulatory adherence, strengthen risk management, and uphold patient privacy and safety.



Workforce

Attract, engage, and empower a skilled workforce through well-being, development, and inclusive culture.



Governance

Establish transparent leadership, accountability, and data-driven decisions to ensure long-term value.



Executive Insight

Focus decisions on enterprise financial resilience, measurable quality outcomes, operational excellence, digital modernization, and governance.



Financial Outlook

Increases are unlikely to fully offset labor, supply, pharmaceutical, and capital cost inflation.



EXECUTIVE INSIGHT

Focus decisions on enterprise **financial resilience**, measurable **quality outcomes**, **operational excellence**, **digital modernization**, and **governance**.

IPPS Strategy



Reimbursement update



quality expansion



MA integration



CJR-X readiness



interoperability



Executive Insight

Focus decisions on enterprise financial resilience, measurable quality outcomes, operational excellence, digital modernization, and governance.



IPPS Executive Decisions



Reimbursement

Strengthen reimbursement strategies to ensure sustainability and fairness.



Integrate Finance-Quality

Align financial performance with quality outcomes across the care continuum.



Invest in MA Analytics and Digital Capabilities

Leverage data, analytics, and digital tools to drive decisions and enhance care delivery.



Executive Insight

Focus decisions on enterprise financial resilience, measurable quality outcomes, operational excellence, digital modernization, and governance.



IRF Strategy



Therapy within 36 hours

Ensure early therapy initiation to accelerate recovery and improve outcomes.



Interdisciplinary team cadence

Establish consistent, structured collaboration to drive alignment and timely decision-making.



Faster quality reporting

Accelerate data insights and reporting to enable proactive improvement.



Executive Insight

Focus decisions on enterprise financial resilience, measurable quality outcomes, operational excellence, digital modernization, and governance.



IRF Operating Model

Optimize admissions, staffing, documentation, and electronic assessment workflows.



EXECUTIVE INSIGHT

Focus decisions on enterprise financial resilience, measurable quality outcomes, operational excellence, digital modernization, and governance.



SNF Strategy

% update with expanded eight-measure
Value-Based Purchasing program.



Executive Insight

Focus decisions on enterprise financial resilience, measurable quality outcomes, operational excellence, digital modernization, and governance.



SNF Workforce



SNF Workforce

- ✓ nursing hours
- ✓ infection prevention
- ✓ discharge outcomes

nursing hours, infection prevention, discharge outcomes become executive priorities.



Executive Insight

Focus decisions on enterprise financial resilience, measurable quality outcomes, operational excellence, digital modernization, and governance.



Hospice Strategy



payment update



aggregate cap oversight



quality reporting



SSVI monitoring



Executive Insight

Focus decisions on enterprise financial resilience, measurable quality outcomes, operational excellence, digital modernization, and governance.



Hospice Governance



Workflows & Documentation

Manage election workflows, maintain accurate documentation, and ensure process consistency.



Dashboards & Reporting

Deliver actionable dashboards and reports for performance visibility and informed decisions.



Compliance & Oversight

Ensure regulatory compliance and strengthen oversight to mitigate risk and uphold standards.



Executive Insight

Focus decisions on enterprise financial resilience, measurable quality outcomes, operational excellence, digital modernization, and governance.



340B Rebate Pilot

340B Rebate Pilot model changes cash flow, pharmacy operations, IT, and contracting.

- Cash flow
- Pharmacy operations
- IT
- Contracting



EXECUTIVE INSIGHT

Focus decisions on enterprise financial resilience, measurable quality outcomes, operational excellence, digital modernization, and governance.

340B Executive Response



Capital planning



Split-billing readiness



Contract pharmacy review



Audit controls



Executive Insight

Focus decisions on enterprise financial resilience, measurable quality outcomes, operational excellence, digital modernization, and governance.



Digital Transformation

Integration, interoperability, automation, and executive dashboards are strategic capabilities.



Executive Insight

Focus decisions on enterprise financial resilience, measurable quality outcomes, operational excellence, digital modernization, and governance.



Enterprise Risk Heat Map

! **Margin risk**

! **Compliance risk**

! **Technology risk**

! **Workforce risk**

! **Reputation risk**



Executive Insight

Focus decisions on enterprise financial resilience, measurable quality outcomes, operational excellence, digital modernization, and governance.



Governance Model

steering committee across Finance, Clinical, Pharmacy, IT, Compliance, Revenue Cycle.



Finance



Clinical



Pharmacy



IT



Compliance



Revenue Cycle



Executive Insight

Focus decisions on enterprise financial resilience, measurable quality outcomes, operational excellence, digital modernization, and governance.



30-Day Roadmap

-  **Financial modeling**
-  **Readiness assessment**
-  **Executive ownership**
-  **Board communication**



Executive Insight

Focus decisions on enterprise financial resilience, measurable quality outcomes, operational excellence, digital modernization, and governance.



60–90 Day Roadmap



Workflow redesign



Technology implementation



Policy updates



Performance dashboards



Executive Insight

Focus decisions on enterprise financial resilience, measurable quality outcomes, operational excellence, digital modernization, and governance.

Board Dashboard

Board Dashboard

- **Margin**
- **Quality**
- **Readmissions**
- **Staffing**
- **Compliance**
- **Cash Flow**
- **340B**



Executive Insight

Focus decisions on enterprise financial resilience, measurable quality outcomes, operational excellence, digital modernization, and governance.

Capital Investment Priorities



Interoperability



Automation



Workforce



Cybersecurity



Pharmacy Technology



Executive Insight

Focus decisions on enterprise financial resilience, measurable quality outcomes, operational excellence, digital modernization, and governance.



Strategic Outlook

Integrated finance, operations, quality, and digital capabilities will outperform peers.



Executive Insight

Focus decisions on enterprise financial

- resilience,
- measurable quality outcomes,
- operational excellence,
- digital modernization, and
- governance.



CEO Action Plan

e priorities aligned across reimbursement, operations, technology, and governance.



Executive Insight

Focus decisions on enterprise financial resilience, measurable quality outcomes, operational excellence, digital modernization, and governance.



Key Takeaways

- ✓ **Prepare early.**
- ✓ **Lead enterprise-wide.**
- ✓ **Invest in analytics.**
- ✓ **Manage risk proactively.**



Executive Insight

Focus decisions on enterprise financial resilience, measurable quality outcomes, operational excellence, digital modernization, and governance.



- Today's Presenter -

David Williams

Jackson, MS

601-540-8069

David.Williams@CRIadv.com

