

*WSHLA*  
*Core Principals*



LEADERSHIP



COLLABORATION



INTEGRITY



EDUCATION



ADVOCACY



HEALTHCARE LEADERS ASSOCIATION  
**WASHINGTON STATE**

*WSHLA*

A professional state association founded by  
healthcare leaders for healthcare leaders in 1956

*This Issue:*



Message from the President



2026 Annual Conference  
Speaker Highlight



Upcoming Virtual Education/Events



Compliance Deadlines You May  
Have Missed



2026 Annual Conference Member  
Discount





## **WSHLA UPDATE**

*A Monthly Publication of the Washington State Healthcare Leaders Association*

### **About WSHLA Update**

WSHLA Update is a monthly publication for members of the Washington State Healthcare Leaders Association, designed to keep members informed about Association activities.

Articles, or portions thereof, may not be copied without the written consent of WSHLA. The opinions and experiences expressed in WSHLA Update are those of the authors and do not necessarily reflect the official position of the Association.

Note: The content of this publication is for informational purposes only and is not intended to serve as financial or legal advice.

### **Ad Space**

Ad space is available for Vendor Affiliate Members of the Washington State Healthcare Leaders Association. Rate is \$200 per issue. To purchase and for specifications, and deadlines for upcoming issues, please contact the WSHLA office: [info@thewshla.org](mailto:info@thewshla.org)

### **A Call to Authors**

We welcome article and content submissions from WSHLA members for publication. If you'd like to contribute to the next issue, please contact us at: [info@thewshla.org](mailto:info@thewshla.org)

### **WSHLA Contact Information**

[info@thewshla.org](mailto:info@thewshla.org) | (678) 523-5915 | [www.thewshla.org](http://www.thewshla.org) |

Annual Conference Info: [www.pnwhealthcareleadersconf.com](http://www.pnwhealthcareleadersconf.com)

Washington State Healthcare Leaders Association | P.O. Box 1468 | Sandpoint, ID 83864

### **Membership Reminders**

Annual dues renewal invoices are sent 30 days prior to your membership expiration date via email.

Don't forget to renew! You can access your invoice and make payment anytime through your Member Account:

Sign in at [www.thewshla.org](http://www.thewshla.org) and go to the Member Center

# Message from the President



Jennifer Yahne MHA, CMPE  
TRA Medical Imaging  
Diagnostic Imaging Northwest  
Tacoma

Dear WSHLA Members,

**As I prepare to close my term as President of the Washington State Healthcare Leaders Association**, I've been reflecting on what has been a truly rewarding—if unexpected—journey. Four years ago, I stepped into the role of Secretary for the then Washington State MGMA at a time when our association was emerging from the challenges of COVID. Having recently earned my CMPE, I was eager to give back and contribute locally. What I didn't anticipate was how quickly that path would evolve—moving into the Vice President role earlier than planned, stepping in briefly to serve dual roles as VP and Secretary/Treasurer, and ultimately being part of a board that made the important decision to extend leadership terms from one to two years to create stability in our leadership.

Perhaps the most defining moment of our journey was navigating the decision to end our long-standing affiliation with MGMA after changes to their affiliation agreement. These were not easy decisions, and I won't pretend otherwise. But I can say with complete confidence that they were the right ones. Through it all, our board demonstrated courage, resilience, and a deep commitment to doing what is best for our members. Transitioning to the Washington State Healthcare Leaders Association has allowed us to preserve our independence while continuing to evolve and find new ways to deliver meaningful value to medical practice leaders across our state. That spirit gives me great optimism for the future of healthcare leadership in Washington.

On a personal level, this experience has given me more than I ever expected. I've formed deep relationships and connections that have provided endless insights, support, and even laughter along the way. I am continually impressed by the caliber of our board and our members—their dedication, expertise, and willingness to share and lift one another up is truly special. It has been both humbling and energizing to be part of this community.

Next month, at the [PNW Medical Management Conference in Vancouver](#), I will have the privilege of handing the reins to Jana Foor. I have the utmost confidence in Jana's wisdom, thoughtfulness, and enthusiasm for supporting our members and their practices. It has been an honor to serve in this role, and I am deeply grateful for the support, partnership, and trust you have shown me over the past two years. I look forward to seeing many of you next month and thanking you in person.

With Deep Gratitude,  
**Jen Yahne, President**  
**Washington State Healthcare Leaders Association**



# Education and Events

Tuesday Timely Topics are interactive, virtual forums via Zoom for Healthcare Leaders to learn and connect. It is free to participate but you MUST register to attend. [Previous sessions can be accessed online here.](#)

**REGISTER NOW**



**Tuesday Timely Topics**

Guest  
**Jim Kinnier - certified EOS implementer**

April 28  
12:00 - 12:45 PM pacific  
via Zoom

**Get a Grip on Your Business:  
Creating Clarity, Accountability, and  
Sustainable Growth**

**HLA** HEALTHCARE LEADERS ASSOCIATION WASHINGTON STATE

**Monthly Webinar Series, always free for WSHLA members!** Register for live webinars and listen to previously recorded sessions on-demand. Sign-in to your Member Center at [www.thewshla.org](http://www.thewshla.org) with your username and password, then proceed to the "Online Education" button for registration & viewing.

**REGISTER NOW**



**MONTHLY MEMBER WEBINAR**

**MAY WEBINAR**

**PAST THE CHATBOT: REAL AI USES FOR HEALTHCARE ADMINISTRATORS**

Presented by:  
**CAMERON M. COX, III, MHA, FACMPE**  
E3C3 CONSULTING

**12 MAY 2026**

1:00 PM EASTERN  
12:00 PM CENTRAL  
11:00 AM MOUNTAIN  
10:00 AM PACIFIC

Eligible for 1.0 CE credit

As we look ahead to summer, WSHLA is looking for members to volunteer to help bring local networking opportunities to their communities. We're exploring regional **"Unite the Healthcare Community" happy hours** across Washington to connect current and future members—especially those who may not regularly participate due to travel or budget constraints.

Volunteering is simple and requires minimal time. WSHLA will handle the heavy lifting—securing sponsors, managing promotion, and coordinating RSVPs—while you help identify a venue and share the event with local healthcare leaders. If you have community connections or are interested in co-hosting, we'd love your support.

Interested in volunteering? Contact Executive Director Mindy Zaubi at [info@thewshla.org](mailto:info@thewshla.org).

## UNITE THE HEALTHCARE COMMUNITY

REGIONAL HAPPY HOURS

Enjoy networking with other healthcare leaders in your community, food and drinks!

WSHLA networking events designed to provide outreach & unite healthcare leaders throughout geographical areas across Washington State.

**HLA** HEALTHCARE LEADERS ASSOCIATION WASHINGTON STATE

Interested in hosting in your city or sponsoring a happy hour? Contact [info@thewshla.org](mailto:info@thewshla.org) for information

[www.thewshla.org](http://www.thewshla.org)

**REGISTER  
NOW!**

\$150 off registration for current WSHLA

Members!!! Use Priority Discount Code: **HLA150**  
during registration to save



**WELCOME  
TO THE PRACTICE  
MANAGEMENT RODEO**  
Pacific Northwest  
Medical Management Conference

Ropin' in Results  
& Ridin' into  
the Future



**MAY 20-22  
2026**



**HILTON VANCOUVER WASHINGTON**  
301 W 6th St, Vancouver, WA 98660

[www.pnwhealthcareleadersconf.com](http://www.pnwhealthcareleadersconf.com)

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LEADERS  
ASSOCIATION  
**WASHINGTON  
STATE**

# PRECONFERENCE

## WORKSHOP

WEDNESDAY, MAY 20

12:00PM-3:30PM

Pacific Northwest  
Medical Management Conference



MAY 20-22  
2026



HILTON VANCOUVER WASHINGTON  
301 W 6th St, Vancouver, WA 98660

[www.pnwhealthcareleadersconf.com](http://www.pnwhealthcareleadersconf.com)

## Establishing a Payer Contract Monitoring and Evaluation Process

Payer contracts are a major driver of practice revenue, yet many organizations negotiate without clear insight into how payer rates compare or how contract changes will affect revenue.

In this preconference session, participants will learn how to use practical Excel-based tools to analyze payer reimbursement, RVU production, and payer mix. You'll learn how to compare payer rates, model contract scenarios, and evaluate the financial impact of proposed changes.

Walk away with a repeatable process and templates to support data-driven negotiations, avoid costly surprises, and better manage payer contract performance.

### Why Attend

- **Save hours of time:** Prepare contract data for analysis by using built-in Excel tools to look up payer rates from multiple spreadsheets.
- **Build practical Excel tools:** Create simple spreadsheets to analyze reimbursement, RVUs, and contract performance.
- **Understand your payer mix:** Identify which payers, CPT codes, and services drive the greatest revenue in your practice.
- **Avoid costly surprises:** Learn how unmodeled payer counter-proposals can impact revenue and how to quantify their true financial effect before agreeing to new terms.
- **Strengthen negotiation strategy:** Enter payer contract discussions with data-backed projections rather than percentage assumptions.
- **Monitor performance over time:** Establish a repeatable process to track reimbursement accuracy and evaluate whether contracts perform as expected



### Nate Moore- CPA, MBA, FACMPE

Nate Moore, CPA, MBA, FACMPE speaks, consults, records, and writes about business intelligence in medical practices throughout the country. Nate's two books are MGMA best sellers. Nate's weekly BIG Ideas from the Business Intelligence Guy podcast has plenty of ideas to your practice better. His consulting focuses on using SQL Server to mine and leverage medical practice data into actionable knowledge.

**Add this preconference workshop  
to your conference registration  
for just \$65!**

OR

**Register for a one-day, May 20  
pass which includes this  
preconference workshop plus all  
activities listed on the conference  
agenda for May 20 for \$235!**

**REGISTER NOW**

# WELCOME TO THE PRACTICE MANAGEMENT RODEO



## Learn more about all of our conference sessions and speakers

### PACIFIC NORTHWEST MEDICAL MANAGEMENT CONFERENCE



#### FEDERAL HEALTHCARE POLICY LANDSCAPE: HOW WASHINGTON IMPACTS YOUR PRACTICE

In this session, our speaker from the American Medical Association's Federal Affairs team will overview the current federal healthcare policy landscape in our nation's capital. The session will cover a number of timely topics affecting practices and health systems across the country including Medicare payment updates and reform efforts, the latest Medicare alternative payment models, Medicaid and ACA coverage changes, what's next for augmented intelligence, a preview of what to expect in the upcoming 2027 Medicare Physician Fee Schedule, and more. We'll also discuss the current legislative environment on Capitol Hill, what to expect in the upcoming midterms, and implications for future federal policy changes. Come prepared with your questions!

May 20-22, 2026

Hilton Vancouver Washington  
[www.pnwhealthcareleadersconf.com](http://www.pnwhealthcareleadersconf.com)



Receive the best rate to attend when you hold membership with Oregon HLA or Washington State HLA



## SUZANNE JOY

Director, Federal Affairs at the  
American Medical Association



### OPENING KEYNOTE

### PACIFIC NORTHWEST MEDICAL MANAGEMENT CONFERENCE



#### EMERGENCY PREVENTION AND PREPARAEDNESS: FROM AWARENESS TO ACTION: WHAT HEALTHCARE LEADERS NEED TO KNOW NOW

Healthcare environments are built on trust, compassion, and accessibility—but those same qualities can also create unique vulnerabilities. This powerful, real-world session moves beyond headlines to equip healthcare leaders with the insight and practical strategies needed to protect their teams, patients, and facilities in the face of an active shooter threat.

Led by a seasoned former FBI agent and law enforcement professional with firsthand experience responding to multiple high-profile mass casualty events, this session offers a rare, behind-the-scenes perspective into how these incidents unfold—and, more importantly, how they can be prevented or mitigated.

Through compelling case studies and expert analysis, attendees will gain a deeper understanding of behavioral warning signs, pre-incident indicators, and the critical moments where intervention can make the difference between escalation and prevention.

This session delivers actionable guidance you can bring back to your organization—helping you strengthen policies, train staff, and foster a culture of vigilance without fear.

May 20-22, 2026

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## JOHN IANNARELLI

FBI Special Agent (Ret.) - "FBI John"



### CONCURRENT SESSION

# WELCOME TO THE PRACTICE MANAGEMENT RODEO



## Learn more about all of our conference sessions and speakers

### PACIFIC NORTHWEST MEDICAL MANAGEMENT CONFERENCE



HEALTHCARE  
LEADERS  
ASSOCIATION  
OREGON



HEALTHCARE  
LEADERS  
ASSOCIATION  
WASHINGTON  
STATE

#### WORK SMARTER, NOT HARDER: REAL AI FOR PRACTICE LEADERS

You have heard a lot about AI. This session is where you actually see it work. Work Smarter, Not Harder: Real AI for Practice Leaders is filled with practical demos, real scenarios, and honest conversation about what these tools can and cannot do for the people running medical practices today. No hype. No theory.

You will walk away with:

- A clear picture of what AI can and cannot do for practice leaders like you
- Real-life experience with four tools you can plug into the work you do every day
- Practical tips for getting useful output with fewer edits
- One concrete commitment to try the week you get home

Whether you are curious, skeptical, or already dabbling, this session will meet you where you are and send you back to your practice with something you can actually use.

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## LAUREN K. HARRIS

Owner and Principal of  
Harris Healthcare Consulting, LLC.



### BREAKFAST SESSION

### PACIFIC NORTHWEST MEDICAL MANAGEMENT CONFERENCE



HEALTHCARE  
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OREGON



HEALTHCARE  
LEADERS  
ASSOCIATION  
WASHINGTON  
STATE

#### THE EVOLVING HEALTH CARE LEGAL LANDSCAPE: RISKS, TRENDS, AND LEADERSHIP PRIORITIES

The health law regulatory environment continues to change rapidly. This health law update will cover major regulatory, enforcement, and reimbursement developments. The presentation will highlight intensified federal and state fraud-and-abuse enforcement, emerging liability risks (e.g., AI technologies), and continued financial pressures due to the evolving legal landscape.

Learning Objectives: By the end of this presentation, participants will be able to:

- Identify key recent developments in health care laws, regulations, and reimbursement policies impacting provider and physician organizations, including federal and state enforcement trends.
- Assess emerging legal and regulatory risks associated with new technologies, including artificial intelligence and digital health tools.
- Evaluate how ongoing legal and policy changes may contribute to financial and operational pressures for medical practices operating in Washington and Oregon.

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## ANDREW SCHILLINGER



## MIKAELA LOUIE



### CONCURRENT SESSION

# In The News

ICYMI -  
UPCOMING COMPLIANCE  
DEADLINES

THIS IS CATCHING A LOT OF PRACTICES BY SURPRISE.

**If your practice accepts Medicare or Medicaid, this applies to you.** The HHS Section by Section Fact Sheet is here: [Section 504 of the Rehabilitation Act of 1973 Final Rule: Section by Section Fact Sheet for Recipients of Financial Assistance from HHS | HHS.gov](#)

**What is Section 504?** Section 504 of the Rehabilitation Act prohibits discrimination on the basis of disability. Any practice that receives federal financial assistance, including Medicare and Medicaid reimbursement, is a covered entity.

## Deadlines you need to put on your radar:

**July 8, 2026:** If your practice uses exam tables and/or weight scales, you must have at least one accessible version of each type of equipment you use. Accessible means meeting the U.S. Access Board standards, which include exam tables with transfer surfaces adjustable in height from 17 to 25 inches. If you already own equipment that meets those standards, you are covered. Most practices do not. A few additional requirements that come with acquiring accessible MDE: staff must be trained to operate it, staff must assist patients with transfers and positioning, and the equipment must be placed on an accessible route where patients can actually use it.

**May 11, 2026:** Practices with 15 or more employees must have web content and mobile apps that comply with WCAG 2.1 AA accessibility standards. Practices with fewer than 15 employees have until **May 10, 2027**.

**Other requirements already in effect:** Practices with 15 or more employees must have a designated Section 504 coordinator and internal grievance procedures. Your existing nondiscrimination notices likely cover the notice requirement, but confirm that with your compliance resource.

The rule also addresses how you make treatment decisions, how you communicate with patients who have disabilities, service animal policies, and facility accessibility. It is worth a full read if you have not done so.

Lauren K. Harris, FACMPE, CPPM, CPCO

Owner - Harris Healthcare Consulting, LLC [www.harrishealthcareconsulting.com](http://www.harrishealthcareconsulting.com)

Sec/Treas - Washington State Healthcare Leaders Association [www.thewshla.org](http://www.thewshla.org)



WSHLA JOB BOARD  
LOOKING TO HIRE?



Tap into an expansive, statewide pool of talent. Don't waste time on unqualified applicants! Listing your openings with the Washington State Healthcare Leaders Association can provide substantially increased exposure to qualified candidates. Our members include hundreds of medical practice managers, administrators, and C-suite executives who are searching for the right position in every area of the healthcare industry.

Postings run for one month from the date of placement. An email announcement will be sent to our members and posted to our social media networks.

## JOB POSTING FEE:

- WSHLA Member: \$75 - discounted rate is a benefit of membership
- Non-Member: \$150