2026 Payment and Financial Issues Conference

November 18, 2026 | Hilton Richmond Hotel & Spa/Short Pump

Overview

Join VHCA-VCAL for a day-long conference designed to equip senior leaders in long term care (LTC) with the knowledge and strategies needed to succeed in today's rapidly changing healthcare environment. Hear from nationally recognized thought leaders and Virginia experts as they share the latest insights on federal policy, emerging payment models, clinical and financial performance strategies, and Virginia Medicaid initiatives shaping the future of LTC. Gain practical takeaways, actionable perspectives, and the strategic intelligence needed to lead your organization with confidence in an evolving regulatory and reimbursement landscape.

Key highlights

- AHCA/NCAL's John Kane will discuss national advocacy priorities and key issues shaping the future of LTC.
- DMAS Director Steve Ford will share insight on upcoming Medicaid policy, reimbursement, and regulatory changes impacting LTC providers.
- April Dovel with OLC will share insight into Virginia's latest regulatory and survey developments, compliance priorities, and practical strategies for maintaining and delivering high quality care.
- VHCA-VCAL's April Payne will lead the discussion on the latest Virginia Medicaid reimbursement changes, the transition to PDPM, and developments in value based purchasing.
- Consultant Sam Phillips will share cost-reporting requirements and upcoming Medicaid rate rebasing considerations with practical strategies to strengthen compliance, audit readiness, and reimbursement.
- Williams Mullen's Matt Cobb will discuss the new change of operator licensing requirements effective July 1, 2026 and their implications for ownership changes, acquisitions, management agreements, compliance, and transaction planning.
- Jay Gormley with Zimmet Healthcare will explore how reimbursement, staffing, census, quality, regulatory requirements, and market conditions intersect to shape skilled nursing facility performance, financial sustainability, and overall value.

Who should attend?

This conference is built for administrators, CEOs, COOs, CFOs, clinical leaders, and corporate financial executives who want to stay ahead of the curve and leave with strategies they can put to work immediately.

Agenda

8:30 – 9:00 am **Registration and Continental Breakfast**

9:00 – 10:15 am **View from Washington – Industry Outlook**
John Kane, Sr. | Senior Vice President, Reimbursement Policy | AHCA/NCAL

Start the day with an inside look at the key issues shaping the post-acute and LTC profession at the national level. John Kane will provide timely updates on federal policy, AHCA/NCAL's advocacy priorities, and the latest developments in Washington. You will leave with a clearer understanding of the policy landscape ahead and learn how AHCA/NCAL's advocacy efforts and member resources can help strengthen and support your organization.

10:15 – 10:30 am **Break**

10:30 – 11:00 am **Virginia Medicaid Update: Policy, Payment, and the Future of LTC**
Steve Ford | Director | Department of Medical Assistance Services (DMAS)

Steve Ford will review the latest Medicaid policy developments affecting LTC providers. This session will cover reimbursement updates, LTSS policy, regulatory changes, operational improvements, and priorities for the coming year. You will gain practical insights into upcoming Medicaid changes, opportunities to strengthen provider partnerships, and how DMAS is working to support high-quality, sustainable care for Virginia's LTC residents.

11:00 – 11:30 am **OLC Update: Regulatory Priorities and Survey Readiness**
April Dovel | Director | VDH – Office of Licensure and Certification (OLC)

April Dovel will discuss the latest regulatory developments affecting Virginia's LTC providers. She will highlight current survey and certification trends, common compliance challenges, enforcement priorities, and updates to state and federal requirements. You will gain practical insights into maintaining survey readiness, strengthening quality improvement efforts, and partnering with regulators to promote safe, high-quality resident care.

11:30 – 12:30 pm **Medicaid Reimbursement and Policy Issues Updates**
April Payne | Chief Quality and Regulatory Affairs Officer, Executive Director of VCAL | VHCA-VCAL

Virginia's Medicaid reimbursement landscape is evolving, creating new opportunities and challenges for LTC providers. April Payne will cover the latest Medicaid reimbursement and policy updates, Virginia's transition to the Patient Driven Payment Model (PDPM), and developments in the Medicaid Value Based Purchasing (VBP) program. Attendees will gain practical insights into the financial and operational impacts of these changes and learn strategies to help their organizations prepare for the future.

12:30 – 1:30 pm **Lunch**

1:30 – 2:15 pm **Medicaid and Medicare Reimbursement Overview**
Sam Phillips | Principal | Walker-Phillips Healthcare Consulting

As reimbursement requirements continue to evolve, staying ahead of audit activity and cost reporting changes is more important than ever. Sam Phillips will provide the latest updates on Medicare and Medicaid audit trends, emerging Medicare cost report issues, including vaccine and QAPI reporting requirements, and best practices for preparing Medicare bad debt logs and supporting documentation.

You will also receive an update on Medicaid cost report audit activity and gain insight into how cost reports ending in calendar year 2027 are scheduled to impact Virginia’s next Medicaid rate rebasing cycle. Participants will leave with practical strategies to strengthen compliance, enhance audit readiness, and maximize reimbursement opportunities in an increasingly complex regulatory environment.

2:15 – 2:30 pm **HB 717: What Nursing Home Operators Need to Know About Change of Operator Licensure and the Future of Transactions in Virginia**
Matt Cobb | Partner | Williams Mullen

Virginia's newly enacted HB 717, effective July 1, 2026, requires nursing homes undergoing a change in ownership or operational control to obtain a change of operator license from VDH. The legislation introduces new licensing requirements, regulatory oversight, and civil penalties for noncompliance.

Matt Cobb will examine the impact of HB 717 on nursing home owners, operators, and advisors, including its effect on acquisitions, management agreements, and ownership transitions. You will gain practical insight into compliance requirements, transaction planning, and how increased regulatory scrutiny may shape the future of nursing home operations and transactions in Virginia.

2:30 – 2:45 pm **Break**

2:45 – 4:00 pm **SNF: Structure, Economics, Operations and Quality of Care — An Overview of the Factors Shaping Skilled Nursing Facility Performance**
Jay Gormley | Chief Investment Officer & COO, Advisory | Zimmet Healthcare

Skilled nursing facilities operate at the intersection of clinical care, reimbursement, regulation, and increasingly complex market forces. Jay Gormley will provide a comprehensive overview of the SNF operating environment and examine how these different components work together to shape facility performance.

The discussion will connect the fundamentals of Medicare and Medicaid reimbursement with census and payer mix, staffing, clinical acuity, quality measures, Five-Star ratings, survey performance and the evolving role of Medicare Advantage and value-based care. It will also examine the broader policy and capital environment, including how reimbursement structures, regulatory differences and operating trends influence margins, facility valuations, access to capital and underwriting decisions.

Rather than viewing reimbursement, operations, and quality as separate disciplines, Gormley will show you how changes in one area can affect performance throughout the organization, providing you with a practical framework for understanding the economics and operational dynamics of today’s SNF sector.

Continuing Education

VHCA-VCAL is a NAB-Certified CE Provider. This program has been approved for Continuing Education 5.5 total participant hours by NAB/NCERS–Approval #20271117-5.50-A125565-IN.

Register online: ***www.vhca.org/calendar***.