

April 2026 Edition

The REVENUE CYCLE *Report*

INSIGHTS, POLICY, AND LEADERSHIP FOR REVENUE CYCLE PROFESSIONALS





Kenny Koerner
President's Message

Building Something Different: Why ARCP Exists

When we first began discussing the idea of launching the Association of Revenue Cycle Professionals (ARCP), there was no shortage of questions — and more than a little hesitation.

Starting a new national association is never easy. In fact, many people told us it couldn't be done. The revenue cycle space already had organizations. There were already conferences, memberships, and networks. The natural question from many people in the industry was simple:

Why start something new? The answer was equally simple. Because revenue cycle professionals deserved it.

For years, many of us working in the revenue cycle space felt that our profession lacked an association that was built specifically for us — one that truly understood the complexities of the work we do and the critical role revenue cycle plays in the healthcare system. Revenue cycle professionals manage billions of dollars in the healthcare economy. We operate at the intersection of compliance, finance, technology, and patient experience. Yet too often, the profession itself has been treated as an afterthought.

We believed it was time for something different.

ARCP was created with one clear mission: to build an organization that recognizes revenue cycle professionals as the highly skilled professionals they are. This is not simply another healthcare association with revenue cycle added as a topic. ARCP is built around the profession itself.

That vision — while exciting — also came with uncertainty.

When I was first asked to serve as the founding president of ARCP, I'll admit I had my own hesitation. Starting an association from scratch carries a lot of unknowns. Would people support it? Would the industry respond? Would we be able to build something sustainable?



President's Message (Continued)

And perhaps most importantly — could we truly deliver on the vision we were laying out? At the time, we had nothing. No funding. No staff. No database of members. No partners.

Just a belief that the revenue cycle profession deserved an organization built specifically for it. But the more I thought about it, the more I realized that moments like this are rare. The opportunity to help shape something from the ground up — to create an organization that could elevate an entire profession — doesn't come along often.

So I said yes. And today, I'm incredibly glad I did. Because what has happened since those early conversations has been nothing short of remarkable.

In a very short period of time, ARCP has gone from an idea to a growing national community. We now have over 100 members, with new professionals joining regularly. Industry partners are stepping forward to be part of this journey. And perhaps most importantly, we are building real momentum across the profession.

What I hear most often when people learn about ARCP is one word:

Different.

That was intentional.

From the very beginning, we made a conscious decision that ARCP would not simply replicate what other associations were doing. Our focus is clear: members and partners come first.

Our members are not just attendees at events — they are professionals who are helping shape the direction of this organization. Our partners are not simply sponsors writing checks — they are collaborators who bring insight, expertise, and innovation to the profession. That model is resonating.



President's Message (Continued)

People are seeing that ARCP was built with purpose. Built with vision. Built with the belief that revenue cycle professionals deserve an organization that reflects the importance of their work. And the proof, as they say, is in the pudding. ARCP is off to a phenomenal start — especially considering that we started from scratch. Every new member, every new partner, every new conversation about ARCP reinforces that the industry was ready for something like this. But in many ways, we are just getting started.

The vision we laid out for ARCP was never about building another association. It was about building a professional home for revenue cycle leaders — a place where education, advocacy, collaboration, and professional recognition come together to elevate the entire field. I believe deeply in that vision.

And as I look at the momentum we are building, I am more confident than ever that saying yes to this opportunity was the right decision. Looking back now, I know I made the right decision to step forward and help lead ARCP in its first year. My hope is that you make that same decision — to be part of this journey with us. Because I truly believe ARCP is worth the investment, and for those who join us, the return on that investment will be well worth it.



John Currier

Executive Director's Report

The Future of Revenue Cycle — and the Professionals Who Lead It

After decades working in and around the revenue cycle profession—and leading associations—I’ve developed a deep respect for the professionals who keep the financial backbone of healthcare running.

Revenue cycle leaders operate at the intersection of finance, compliance, technology, and patient care. They solve complex problems every day, help keep hospitals financially stable, and guide patients through an increasingly complicated healthcare system. Yet for too long, this profession has not received the recognition or professional platform it deserves.

That is why ARCP exists.

Our goal is simple: build an association dedicated to the revenue cycle profession and help elevate its leaders to the professional standing they have truly earned.

But we also knew from the beginning that the traditional association model needed to change. Too often professionals join an organization thinking they are getting a great deal—only to find that every educational program, webinar, or benefit comes with another fee attached. Before long, the “value” starts to disappear.

At ARCP, we are doing things differently.

We believe membership should deliver real value. That means keeping dues affordable and ensuring education is included—not an add-on. Think of it less like a menu of extra charges and more like your favorite all-inclusive vacation: once you’re in, the value is built in.

Equally important is how we view our corporate partners.



Executive Director's Report (Continued)

At ARCP, they are exactly that—partners. Not sponsors writing checks, but leaders helping shape the future of the revenue cycle profession. While others may simply want your support financially, we want your voice, your vision, and your expertise. The relationship should work both ways—not just when the association needs our partners, but when our partners need the association.

The strongest professions are built through collaboration, and the future of revenue cycle management will depend on providers, technology innovators, consultants, and service partners working together.

ARCP is being built to be that platform.

We are proud of the momentum we are building and excited about where this profession is headed. If you are part of the revenue cycle community—or a partner helping move it forward—we invite you to be part of it.

Together, we can help ensure the revenue cycle profession receives the recognition and leadership role it deserves.



Marcy Marquis
Education Update

Education Built for the Professionals Who Lead Revenue Cycle

Free Webinars for Members.

That simple idea is one of the things I'm most proud of as we build ARCP.

Throughout my career, education has always been one of the most important pillars of a strong professional association. But too often today, professionals join an organization thinking they are getting access to learning and leadership development—only to find that every webinar, every course, and every meaningful program comes with another fee attached.

We didn't want ARCP to operate that way.

Revenue cycle professionals are navigating one of the most complex environments in healthcare—shifting payment models, growing patient financial responsibility, evolving technology, and constant regulatory change. To lead successfully in this field, professionals need access to high-level insights, real-world strategies, and leadership-focused education.

That's why our upcoming ARCP webinar series is designed to bring together respected leaders from across the revenue cycle community to discuss the real challenges facing the profession today. These are executive-level conversations for professionals responsible for leading the financial backbone of healthcare.

And the education doesn't stop there. This September, we'll host the ARCP Education and Policy Summit in Washington, DC—bringing together industry leaders, innovators, and policymakers to explore the future of the revenue cycle and the policies shaping it.

But what makes ARCP different isn't just the content—it's the commitment behind it.



Education Update (Continued)

From the beginning, we knew budgets across healthcare are tight and professional development dollars are limited. Associations should deliver real value to the people they serve.

That's why all ARCP education is free for members.

No extra fees. No hidden costs. Just meaningful learning opportunities designed to help revenue cycle professionals lead and succeed.

Because at the end of the day, one of the best benefits we can provide our members is simple:

Free Webinars for Members.



Kristina Gursky

Government Relations Chair Policy Report

Policy, Payment, and the Revenue Cycle: Why Washington Matters

What happens in Washington doesn't stay in Washington—especially for revenue cycle professionals.

ARCP's policy agenda is focused on practical solutions that strengthen the healthcare system, support hospitals and health systems, and improve the experience for patients navigating the financial side of care. Revenue cycle professionals are on the front lines of these issues every day, and our legislative priorities reflect the real operational challenges facing the profession.

Below are several key policy areas ARCP is actively engaged in:

- **IRS Income Verification System (IVS) Access for Hospitals:** ARCP supports legislation that would allow hospitals and qualified financial advocates secure, limited access to the IRS Income Verification System (IVS) to verify patient income when determining eligibility for hospital financial assistance programs.

Today, hospitals often rely on manual documentation—tax returns, pay stubs, and self-attestation—to determine eligibility for financial assistance. This process can be slow, administratively burdensome, and frustrating for patients seeking help with medical bills.

Providing secure access to the IRS IVS—similar to how the system is used in mortgage lending and federal student aid programs—would allow hospitals to verify income quickly and accurately. The result would be faster financial assistance determinations, lower administrative costs for hospitals, and reduced stress for patients trying to access care and financial support.

- **Telehealth Coverage and Payment Stability:** Telehealth has become an essential part of the healthcare delivery system, particularly for rural communities, seniors, and patients with mobility challenges. ARCP supports efforts to maintain stable reimbursement and coverage policies for telehealth services under Medicare and other federal programs.



Government Relations Chair Policy Report (Continued)

Policy, Payment, and the Revenue Cycle: Why Washington Matters

Without legislative action, telehealth flexibilities that expanded during the COVID-19 public health emergency risk being scaled back or eliminated. That could create significant access challenges for millions of patients and disrupt care coordination across healthcare systems.

From a revenue cycle perspective, clear and stable telehealth payment policies are critical. Hospitals and providers must be able to code, bill, and receive reimbursement for these services with consistency and transparency.

- **Fair Billing and Patient Financial Transparency:** ARCP supports balanced policies that improve patient understanding of healthcare costs while ensuring hospitals and providers have workable billing frameworks. The goal is transparency without creating unmanageable administrative burdens for healthcare organizations.

Revenue cycle professionals play a critical role in helping patients understand their financial responsibilities, insurance coverage, and available assistance programs. Policies aimed at improving billing clarity and reducing confusion for patients are important, but they must also recognize the operational realities hospitals face when navigating complex insurance systems.

- **Medical Debt Policy and Patient Financial Protections:** Medical debt has become a major focus of policymakers in Washington, with proposals ranging from changes to credit reporting rules to broader reforms related to patient financial assistance and billing practices.

ARCP believes policy solutions should strike a balance—protecting patients experiencing financial hardship while also recognizing the financial realities hospitals and health systems face in delivering care. Revenue cycle professionals are often the individuals working directly with patients to identify assistance programs, payment plans, and financial counseling options.



Government Relations Chair Policy Report (Continued)

Policy, Payment, and the Revenue Cycle: Why Washington Matters

Thoughtful policy in this area should strengthen those efforts, not unintentionally undermine the financial stability of the healthcare institutions patients depend on.

These issues—and many others—will be front and center at the ARCP Education and Policy Summit this September in Washington, DC.

The summit will bring together revenue cycle leaders from across the country to discuss the policies shaping healthcare finance and reimbursement. Attendees will hear directly from policymakers, industry experts, and healthcare leaders about the legislative and regulatory trends affecting hospitals, health systems, and the professionals responsible for managing the revenue cycle.

For those working in revenue cycle management, understanding federal policy is no longer optional. Decisions made in Washington directly influence reimbursement, patient billing practices, compliance requirements, and financial assistance programs.

The ARCP Policy Summit is designed to bridge that gap—connecting revenue cycle professionals with the policymakers and policy discussions shaping the future of healthcare finance.

This is what ARCP is focused on: real issues, real solutions, and ensuring the revenue cycle profession has a voice in the conversations that matter most.

ARCP MEMBER SPOTLIGHT

Meet the Leaders Driving the Revenue Cycle Forward

Meet the Team at MaineHealth



Frank Unvary
Sr. Director of Patient Financial Services
MaineHealth

What organization do you work for, what is your role, and what areas of the revenue cycle do you oversee?

I currently work for MaineHealth and have so for the last 11+ years. I am the Sr. Director of Patient Financial Services, specifically overseeing all Insurance Billing for our acute, critical access, and behavioral hospitals, physician practices, & our home health and hospice agencies. In addition, I oversee our Revenue Integrity department, our Denial Management program and Payor Performance team.

I previously obtained my MBA from the University of New Haven, achieved my Certified Professional Coder certification from AAPC and was certified in Epic Resolute Hospital Billing Administration w/ Single Billing Office.

Personally - I love spending time with family and being outdoors including boating, ATViing and snowmobiling throughout Maine.

What path led you into this field, and what has kept you passionate about the work?

My initial entrance into healthcare came during an internship during my undergrad work in Connecticut. I had no idea at the time about potential careers in healthcare revenue cycle, but found myself doing two internships in a newly created Process Innovation department working on Lean and efficient processes for many different

ARCP MEMBER SPOTLIGHT

Meet the Leaders Driving the Revenue Cycle Forward

Meet the Team at MaineHealth

departments within the hospital. I thoroughly enjoyed learning about process improvement and it became some of the early foundation and focus for me throughout my career. From there, I was hired by the same hospital system right out of college as a denial management analyst. I eventually worked my way up through management and the rest is history.

Continuing to identify and find opportunities to improve the health system's financial performance is what keeps me passionate about healthcare. Whether identifying payment/denial trends, investigating issues, disputing payor decisions or policies, or looking for ways technology and efficient processes can help reduce cost and/or improve performance continue to keep me motivated.

What issues are revenue cycle professionals navigating right now, and where do you see the profession heading?

I feel one of the biggest areas that RCM professionals are navigating and seeing the profession heading is towards the use of artificial intelligence. These types of tools are only going to get better and I feel it is important that we find ways to adapt with it. We have to find ways to work smarter. We cannot continue to work things transactionally or we'll become buried. The way our teams work could look different in the future, but the knowledge and experience they've gained will be just as important. I see the industry growing towards an even higher skilled workforce focused on identifying ways to minimize or eliminate non-value add work or helping to create, audit or work exceptions from A.I. owned tasks in efforts to maximize financial performance within various departments of the revenue cycle.

In addition, I continue to see huge value in investing in analytics. Using data to help drive decision making and performance is extremely important. The payors have access to all types of data, which drives their audits, denials

ARCP MEMBER SPOTLIGHT

Meet the Leaders Driving the Revenue Cycle Forward

Meet the Team at MaineHealth

and policies. For Revenue Cycle, I see our ability to succeed tied directly to how good we can access data and our ability to utilize it effectively.

What about the mission and vision of ARCP stood out to you as a revenue cycle professional?

To me, I really appreciate ARCP's specific focus on the revenue cycle professional. Many other organizations seem to include revenue cycle, but not make it their true focus. Revenue Cycle can be extremely complex, therefore having an organization whose focus is to help educate, communicate, and advocate for the revenue cycle while also providing a way to network with a diverse group of professionals within your industry is what helps ARCP to really stand out amongst other organizations and shows its value.

What skills, mindset, or experience do you think are most important for success in this profession?

One of the specific mindsets I feel is most important in the revenue cycle profession is the ability to innovate and adapt to change. There is constant change in healthcare and we cannot be stagnant. We have to stay ahead of what's coming, being creative and innovate and challenge ourselves to continuously improve every day. What worked yesterday does not necessarily mean it will be successful tomorrow. Through all of this, I feel we can't be scared to fail. We cannot let the risk of failure cause us to stay idle or not take chances and fostering that culture within your team should help to create fresh, innovative ideas.

What accomplishment in your career are you most proud of?

This is a tough one. If I had to choose one thing, I'd probably choose going through 9 different hospital onboardings within a relatively short period of time and then a major hospital merger. We worked very closely with our IT department and collaborated well with all areas of the Revenue Cycle to achieve success in each of these events. It was a true team approach.

ARCP CORPORATE PARTNER SPOTLIGHT

*Partners Driving Solutions for the
Revenue Cycle Profession.*

Meet the Team At Marcam Associates



What about ARCP's mission and focus on revenue cycle professionals made you want to be part of this new association

What drew Marcam Associates to ARCP is its mission to elevate and support revenue cycle professionals at a time when their role is more critical than ever. We really value its focus on collaboration, shared expertise, and professional development, especially in such a complex and rapidly evolving environment. Being part of an organization that's helping shape the future of the revenue cycle and investing in the people behind it is something we find very compelling.

Why was it important for your organization to become a partner with ARCP?

Partnering with ARCP allows us to extend our core strength in receivables and collections into a more comprehensive, scalable revenue cycle solution, while leveraging shared expertise and infrastructure to improve outcomes for our clients.

ARCP CORPORATE PARTNER SPOTLIGHT

Partners Driving Solutions for the Revenue Cycle Profession.

Tell us about your organization. Who are you, and what role do you play in the revenue cycle ecosystem?

At Marcam Associates we optimize the final stages of your revenue cycle by addressing self-pay accounts, bad debt, unpaid claims, and denials, efficiently recovering outstanding balances. By combining expert professionals with advanced technology, we ensure collections are managed with precision, effectiveness, and professionalism.

Tell us about the team behind your organization. What makes your team special, and what expertise do they bring to the clients you serve

The team behind Marcam Associates is made up of experienced healthcare revenue cycle professionals with backgrounds in hospital finance, patient accounting, and payer operations. They combine deep operational expertise with a strong focus on technology and analytics, while maintaining a people first culture that emphasizes compassionate patient engagement and collaborative teamwork.

What trends or challenges do you see shaping the future of the revenue cycle?

The biggest trends shaping the revenue cycle are the shift toward AI and automation, rising denial rates and payer complexity, workforce shortages, and increasing patient financial responsibility. At the same time, organizations are adapting to value-based care and using outsourcing and technology to improve efficiency, compliance, and overall financial performance.

What should revenue cycle leaders be paying attention to over the next few years?

We would advise revenue cycle leaders to focus on being proactive rather than reactive especially by preventing denials at the front end and using data to drive decisions. It's also critical to embrace automation where it adds value, strengthen payer strategies, and prioritize the patient financial experience. Finally, given staffing and complexity challenges, leveraging the right partners can be a key part of maintaining performance and scalability.



SAVE THE DATE

ARCP Healthcare Revenue Leadership Summit
Washington, DC | September 22–24
Where Revenue Cycle Leadership Meets Policy Power.

The Association of Revenue Cycle Professionals (ARCP) invites revenue cycle leaders, healthcare executives, and industry partners to Washington, DC for the inaugural Healthcare Revenue Leadership Summit.

This unique event will bring together leaders from across the healthcare financial ecosystem to explore the policies, innovations, and operational strategies shaping the future of the revenue cycle. Attendees will gain executive-level insight into the legislative and regulatory developments impacting hospital reimbursement, patient financial services, and healthcare financial operations.

Unlike traditional conferences, this summit combines top-tier education with real policy engagement, giving revenue cycle professionals the opportunity to better understand and engage with the federal policies that impact their work every day.

Designed for Chief Revenue Officers, revenue cycle executives, hospital financial leaders, and industry partners, this event will elevate the profession and ensure revenue cycle leaders have a voice in the national healthcare conversation.

More details on agenda, speakers, and registration coming soon.



ARCP
Association of Revenue
Cycle Professionals

THANK YOU

to our Corporate Partners

You are essential to achieving ARCP's vision
and we sincerely value your support.

Your partnership is vital to our success!

Platinum Partners

MARCAM
ASSOCIATES



Silver Partners

