

The Healthcare EXCHANGE

Powered by
Catalyst Strategy Co.

INSIGHTS. LEADERSHIP. SOLUTIONS. CONNECTIONS.

PEOPLE + IDEAS + SOLUTIONS + A STRONGER HEALTHCARE TOMORROW

The Changing Economics of Healthcare in 2026

What providers need to know
and how to prepare for what's next.

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healthcare leaders.

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reduce risk and position for growth.

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Introducing The Healthcare Exchange

A new way to connect healthcare
organizations with trusted solutions.

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BETTER
CARE
STRONGER
BUSINESS
BRIGHTER
TOMORROW

*Stronger
Together*

SOLUTIONS TODAY
FOR A HEALTHIER TOMORROW.



KNOWLEDGE
Drives Progress



CONNECTIONS
Create Opportunities



SOLUTIONS
Build Stronger Healthcare



CATALYST
STRATEGY CO.

FROM THE FOUNDER

Change Is Constant. Opportunity Is Everywhere.

If there is one thing we can count on in healthcare, it is change.

Technology continues to evolve. New solutions emerge. Regulations shift. Reimbursement changes. Workforce challenges force us to think differently. And every day, healthcare leaders are being asked to do more, solve more, and make better decisions—often with fewer resources and less time.

But I don't believe change has to be viewed as a negative. Some of the greatest improvements I've seen throughout my career started with a challenge that forced someone to ask a different question, explore a new idea, or find a better way of doing something.

That's what I hope **The Healthcare Exchange** can help bring to the conversation.

Each issue will share perspectives on the challenges affecting healthcare organizations, introduce resources and companies doing interesting work, and provide practical ideas that may help you think differently about your organization.

You won't need everything you discover here today. In fact, you may not need it for months or even years. But there is tremendous value in knowing what's out there, understanding what's changing, and building relationships before you need them.

Healthcare will continue to change. **The opportunity is to keep learning, keep connecting, and keep moving forward with it.**

Welcome to the inaugural issue of The Healthcare Exchange. I hope somewhere in these pages you discover one idea, one resource, or one relationship that makes a difference.



Brian Liebkecht, MHSA, CMPE
Founder, The Healthcare Exchange



HEALTHCARE FEATURE

The Changing Economics of Running a Medical Practice in 2026

Higher Costs. Tighter Margins. Greater Complexity.
A New Playbook for Success.

BY BRIAN LIEBKNECHT

Today's medical practices are delivering high-quality care in a more challenging environment than ever before. Rising staffing costs, persistent reimbursement pressures, rapid technological change, and an ever-growing administrative burden are making it harder to maintain financial stability and focus on what matters most — patient care.

While the core mission of a medical practice hasn't changed, the economics of running one in 2026 look very different than they did just a few years ago. In this article, we explore the key challenges facing practices today and why many are turning to specialized outside partners to help navigate this complex environment.

Great patient care requires a strong financial foundation.

PRACTICES ARE FACING PRESSURE FROM EVERY DIRECTION



HIGHER STAFFING COSTS

Attracting and retaining talent is more difficult and expensive.



DECLINING REIMBURSEMENT

Flat or lower payments despite rising costs.



GROWING ADMINISTRATIVE BURDEN

More rules, reporting, and compliance requirements.



TECHNOLOGY INVESTMENTS

Necessary for efficiency, but costly and complex.



INCREASED NEED FOR PARTNERS

Specialized expertise can improve financial and operational performance.

“Independent practices are the backbone of healthcare. With the right strategy and the right partners, they can not only survive — they can thrive.**”**

1 Staffing Costs Continue to Rise

Finding and keeping the right people is harder — and more expensive.

Wages, benefits, and turnover costs for medical assistants, front desk staff, nurses, and clinical personnel have increased significantly. Practices are competing not only with hospitals and health systems, but also with other industries for limited talent.

- Higher wages and benefit costs
- Increased turnover and training expenses
- Greater reliance on temporary or contract staffing
- More time spent on recruiting and retention



2 Reimbursement Pressure Shows No Signs of Easing

Doing more with less.

Medicare, commercial payers, and government programs continue to face financial pressure, leading to flat or lower reimbursement rates. At the same time, documentation requirements and prior authorizations are increasing.

- Ongoing rate reductions and payment cuts
- More frequent audits and pre-authorization
- Higher out-of-pocket costs for patients
- Growing administrative effort to get paid



3 Revenue Cycle Management Is More Complex Than Ever

Clean claims aren't enough anymore.

The revenue cycle has become increasingly complex, with more payer rules, shorter filing windows, and higher denial rates. Many practices lack the internal resources to manage RCM effectively.

- Higher denial rates
- More complex payer requirements
- Increased need for patient payment collections
- Ongoing changes to coding and billing rules



4 Technology Is Essential — and Expensive

The right tools can drive efficiency, but come with significant costs.

From EHR systems and patient portals to AI-driven tools and cybersecurity, technology is no longer optional. It is critical for patient engagement, regulatory compliance, and operational efficiency — but the costs, implementation time, and ongoing support can be challenging.

- High upfront and ongoing costs
- Need for training and integration
- Cybersecurity and data protection
- Keeping up with rapid innovation



5 Administrative Burden Keeps Growing

More time on paperwork means less time for patients.

Physicians and staff are spending more and more time on non-clinical tasks, including:

- Regulatory compliance
- Quality reporting and MIPS
- Prior authorizations
- Payer documentation requirements
- HR, payroll, and other operational tasks



6 Why Specialized Partners Are Becoming Essential

You don't have to do it all yourself.

Given these challenges, many practices are turning to specialized partners to help them operate more efficiently and profitably. The right partner can provide:

- Revenue cycle management
- IT and cybersecurity support
- HR and payroll services
- Compliance and regulatory guidance
- Marketing and patient engagement
- Practice management and operational consulting

BY THE NUMBERS: THE REALITY IN 2026



60–70%

of practice expenses are related to staffing (salaries, benefits, and payroll taxes).



1–3%

average annual decline in physician reimbursement over the past several years.



10–15+

hours per week spent on administrative tasks by many physicians.



70%+

of practices use at least one outside partner for critical operational support.



A Stronger Tomorrow Is Possible

While the challenges are real, so are the opportunities. With the right strategy, the right tools, and the right partners, medical practices can navigate today's economic pressures and position themselves for long-term success.

**Challenges today.
A healthier tomorrow.**



Leadership Isn't a Title — It's What Happens When Things Go Wrong

BY BRIAN LIEBKNECHT

Anyone can look like a strong leader when things are going well. The real test comes when they're not. It's easy to be confident when revenue is up, the team is fully staffed, and everything is running smoothly. But true leadership is revealed when a key employee leaves, a project fails, a patient has a negative experience, or the organization is facing unexpected challenges.

In those moments, your words, actions, and decisions set the tone. Your team is looking to you — not for perfection, but for steadiness, clarity, and direction.

Here are a few practical principles that can help you lead more effectively when things don't go as planned.

"Leadership is not about being in charge. It's about taking care of those in your charge."

SIMON SINEK



1



Stabilize First

When something goes wrong, the first priority is to stabilize the situation. Take a breath, gather the facts, and focus on what needs to happen now. A calm and thoughtful response helps prevent small problems from becoming bigger ones.

2



Communicate Early and Often

You may not have all the answers, and that's okay. Your team, your board, and other stakeholders need to hear from you. Be honest, share what you know, explain what you're doing, and commit to keeping them informed. Silence creates uncertainty, and uncertainty can be more damaging than the problem itself.

3



Make Decisions

In difficult situations, it can be tempting to wait for more information or hope the problem resolves itself. Strong leaders make decisions, even when the path isn't completely clear. You can always adjust as new information becomes available, but inaction often creates more risk.

4



Protect Your Team (But Still Hold Them Accountable)

Your team will remember how you show up during challenging times. A good leader protects the team from unnecessary external pressure, provides support, and removes roadblocks. At the same time, accountability still matters. You can be supportive and expect high standards.

5



Look at the Process, Not Just the Person

Once the immediate issue is resolved, take time to understand why it happened. What failed in the process? What can we learn? Focusing only on who made the mistake often leads to defensiveness. Focusing on the process helps you prevent the same issue from happening again.

"The measure of a leader is not how many people follow you when things are easy, but how many stay with you when things are hard."

UNKNOWN

THE LEADERSHIP QUESTION



When something goes wrong in your organization, does your team immediately start looking for someone to blame — or does everyone start looking for a solution?

Why I Built the Healthcare Exchange

Because sometimes the most valuable resource in healthcare is knowing who to call.



I've spent years helping run medical practices, and if there's one thing I've learned, it's that you can't possibly know everything.

Running a successful medical practice today means dealing with far more than delivering excellent patient care. There is revenue cycle, staffing, technology, compliance, real estate, insurance, contracting, marketing, purchasing, HR—the list never seems to end.

I've experienced those challenges firsthand. I've also experienced something else: the value of relationships.

RELATIONSHIPS BECAME THE RESOURCE

There have been more than a few times throughout my career when I was facing a problem and didn't immediately know the answer. What made the difference was having a network of people I trusted. I could pick up the phone and say, *"I have a problem. Who do you know?"*

Sometimes the person I called had the answer. Sometimes they knew the person who did. Either way, those relationships saved me time, prevented mistakes and, on more than one occasion, saved an organization a considerable amount of money.

"Finding a vendor isn't difficult. Finding the right partner is"

That's a big part of why I created **Catalyst Strategy Co.** and ultimately **The Healthcare Exchange**.

I wanted to create something I wish I'd had throughout my career: a place where healthcare leaders can discover resources, learn from experts and, most importantly, build relationships with people and organizations that may be able to help them.

A website can tell you what a company sells. A salesperson can tell you why their company is different. But neither necessarily tells you whether that organization is the right fit for *your* problem, *your* practice or *your* organization.

FROM DIRECTORY TO RELATIONSHIP

More Than a List of Vendors

01 DISCOVER Find resources and solutions relevant to the challenges healthcare leaders actually face	02 LEARN Hear from partners who educate, share expertise, and help leaders make better-informed decisions.	03 CONNECT Create the right introduction when a relationship has the potential to solve a problem or open a door.
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The Healthcare Exchange is being built around that philosophy. Yes, we'll introduce healthcare organizations to companies providing solutions across revenue cycle, technology, real estate, staffing, legal services, finance, operations and many other areas.

But I want it to become more than a directory.

I want healthcare leaders to be able to learn about companies before they ever take a sales call. I want our partners to educate rather than simply sell. I want executives and practice leaders to hear from people who actually understand the challenges they're facing. And when it makes sense, I want to make the introduction.

TRUST MATTERS

That's also why we're building a verification process into the Exchange. Participation doesn't mean that Catalyst guarantees a company's performance, and healthcare organizations should always conduct their own due diligence. But I believe we can do more than simply accept a payment and put a logo on a website.

BUILT FROM THE OTHER SIDE OF THE TABLE

The Exchange is shaped by years of actually running practices, evaluating services, solving operational problems and relying on trusted relationships when the answer was not obvious.

My vision for the Healthcare Exchange is actually pretty simple:

One introduction. One conversation. One relationship. One opportunity.

The person you meet today may not need what you offer. But they may know the person who does.

After years in healthcare, I've learned that some of the best opportunities—and some of the solutions to our biggest problems—start exactly that way.

BRIAN LIEBKNECHT, MHSA, CMPE

Founder & managing Partner, Catalyst Strategy Co | Founder, The Healthcare Exchange

WHERE STRATEGY
MEETS OPPORTUNITY

Founder & Managing Partner
Catalyst Strategy Co.
Founder, The Healthcare Exchange

SOLUTIONS EXCHANGE

PRACTICAL SOLUTIONS FOR REAL-WORLD CHALLENGES

Healthcare organizations face constant change, increasing pressure and growing complexity. The Solutions Exchange highlights key areas where the right strategies, technologies and partnerships can help organizations operate more efficiently, strengthen their position and prepare for what's next.

REAL
CHALLENGES.
PRACTICAL
SOLUTIONS.
A BRIGHTER
TOMORROW.



REVENUE CYCLE MANAGEMENT

**DRIVE PERFORMANCE.
STRENGTHEN STABILITY.**

Optimize revenue cycle processes, improve coding accuracy, reduce denials and enhance financial performance.



KEY AREAS TO CONSIDER:

Denial management | A/R optimization
Coding accuracy | Revenue integrity | RCM support



CYBERSECURITY & TECHNOLOGY

**PROTECT TODAY.
BE READY FOR TOMORROW.**

Address growing cybersecurity threats and leverage technology to improve efficiency, security and patient care.



KEY AREAS TO CONSIDER:

Data security | Infrastructure | Cloud solutions
Disaster recovery | IT support | Compliance



STAFFING & WORKFORCE SOLUTIONS

**FIND THE RIGHT PEOPLE.
BUILD A STRONGER TEAM.**

Navigate workforce challenges with strategies to attract, retain and support top talent.



KEY AREAS TO CONSIDER:

Clinical & non-clinical staffing | Outsourced support
Workforce planning | Leadership development



PRACTICE FINANCIAL STRATEGY

**PLAN SMARTER.
OPERATE STRONGER.**

Manage rising costs, improve operational efficiency and build a stronger financial foundation for long-term success.



KEY AREAS TO CONSIDER:

Budgeting | Expense management | Service-line growth
Financial forecasting | Operational efficiency

**INSIGHTS TODAY.
STRONGER PRACTICES TOMORROW.**



Klik.Solutions

• Managed IT Services • Cyber Security • Cloud Experts

SECURE SYSTEMS.
RELIABLE OPERATIONS.
STRONGER PRACTICES.
A BRIGHTER TOMORROW.

COMPANY SPOTLIGHT

Technology Solutions for a Stronger Healthcare Tomorrow

Security. Compliance. Efficiency.
Expertise you can count on.

Klik Solutions is a technology solutions partner helping organizations use technology to operate more securely, reliably, and effectively. We work with businesses across a range of industries, with healthcare and law firms being two of our primary areas of focus.



Roman Shraga
Chief Technology Officer

Neil Konstantoulas
Director of Sales

Artur Olshansky
Chief Executive Officer

REAL-WORLD IT SOLUTIONS FOR HEALTHCARE ORGANIZATIONS

We help organizations address technology, cybersecurity, compliance, infrastructure, and operational challenges that can create business risk or disrupt day-to-day operations.

Our approach goes beyond responding when something breaks. We work to understand the business, identify risks and opportunities, and find practical technology solutions that make the organization more secure, resilient, and efficient.



MANAGED IT SERVICES

Reliable systems and day-to-day support



CYBERSECURITY

Protect your data, patients and operations



CLOUD EXPERTS

Secure, scalable solutions for growth



STRATEGIC IT PARTNER

Technology that supports your people and processes

“ The right technology partner helps you solve today's challenges and build a stronger, more resilient organization for tomorrow. **”**



INSIGHTS FROM KLIK SOLUTIONS

01 What is the biggest challenge you're seeing healthcare organizations face today?

One of the biggest challenges is managing increasing technology complexity while also dealing with security, compliance, efficiency, and the day-to-day demands of patient care. EHR and practice management systems, cloud platforms, patient information, cybersecurity, compliance, and workflows are all connected. When one part isn't working properly, it can affect the rest of the organization. Healthcare leaders need technology that supports their people and processes rather than creating another layer of complexity.

02 What do you wish healthcare leaders understood about your area of expertise?

Technology and cybersecurity are no longer separate from the business. They are part of how a healthcare organization operates, protects patient information, maintains compliance, and keeps the practice running. Healthcare leaders don't need to become technology experts. They need to understand where their risks are and have experienced people who can explain those risks clearly and help address them proactively. Organizations that stay ahead identify the problems, understand what needs to change, and build the right resources around them.

03 What should an organization consider before selecting a partner like Klik?

Look beyond the technology itself and ask whether the partner understands your business and the environment you operate in. The right partner should take the time to understand your systems, processes, risks, and priorities, communicate clearly with both technical and business leaders, and move from identifying a problem to actually helping solve it. Security, compliance, reliability, and operational efficiency are closely connected, and the right partner works with you as a long-term partner—not simply responding when something breaks.

LET'S START A CONVERSATION. >



(703) 554-7615



klik.solutions



LinkedIn.com/company/klik-solutions

THE CONNECTOR

WHERE RELATIONSHIPS CREATE OPPORTUNITY

SOMETIMES THE MOST VALUABLE CONNECTION ISN'T THE BUYER.

In healthcare, we often think networking means finding the person who needs what we're selling. But some of the most valuable relationships I've developed didn't start as a sales opportunity — they started as a conversation.

They were connectors.

They were physicians, executives, association leaders, consultants and industry professionals who knew other people.

One conversation led to another.

One introduction created another introduction.

And eventually, relationships developed that never would have existed otherwise.

That's the power behind The Healthcare Exchange.

We're not just connecting companies with buyers. We're connecting good people with good people — because you never know where the next relationship may lead.

Relationships move healthcare forward.

PEOPLE.
CONNECTIONS.
IDEAS.
OPPORTUNITY.
A BRIGHTER
TOMORROW.



**ONE
INTRODUCTION**



**ONE
CONVERSATION**



**ONE
RELATIONSHIP**



**ONE
OPPORTUNITY**

The person you meet today may not need what you offer. But they may know the person who does.

“ *Success in healthcare isn't just about what you know — it's often about who you know, and who knows you.* **”**

MORE
PEOPLE.
STRONGER
RELATIONSHIPS.
BRIGHTER
POSSIBILITIES.

WHAT'S AHEAD

THE CONVERSATION IS JUST GETTING STARTED.

The Healthcare Exchange was created to bring together healthcare leaders, ideas, expertise, solutions and relationships. Each month, we'll continue introducing new voices, exploring important industry challenges and creating opportunities for meaningful connections.

IDEAS.
SOLUTIONS.
RELATIONSHIPS.
A BRIGHTER
TOMORROW.



ON OUR RADAR

Nevada Healthcare Forum

OCTOBER 21, 2026

WESTGATE LAS VEGAS RESORT & CASINO
LAS VEGAS, NV

The Nevada Healthcare Forum brings together healthcare leaders, providers, executives and industry partners to discuss the latest challenges, opportunities and innovations shaping healthcare in Nevada and beyond. It's a great opportunity to learn, network and build valuable relationships within the healthcare community.

[LEARN MORE >](#)

*Great
Conversations
Create
Real Opportunities.*



COMING IN NOVEMBER

*New perspectives.
New solutions.
New relationships.*

Here's a preview of what's coming in the next issue of The Healthcare Exchange.



Healthcare Feature

Preparing Your Practice for 2027
Trends, challenges and opportunities to watch.



Leadership Corner

Insights from a healthcare leader making a difference.



Practice/Business Brief

Actionable ideas to help your organization operate more efficiently and profitably.



Company/Partner Spotlight

Featuring another innovative solution provider.



The Connector

A new conversation. Another opportunity.



COMING TO THE EXCHANGE

*More solutions.
More voices.
More opportunities.*

We're working on some exciting additions in the months ahead, including:



Educational Webinars

Real conversations on real healthcare challenges.



New Partner Profiles

More innovative companies and solutions.



Expanded Solution Categories

Helping you find the right resources, faster.



Industry Conversations

Insights from across the healthcare landscape.

“The best opportunities often start with a simple conversation.”

BE A PART OF WHAT'S NEXT

SHAPE THE CONVERSATION. SHARE YOUR EXPERTISE. BUILD WHAT'S POSSIBLE.



Have an idea for
a future article?



Interested in
contributing?



Looking for a
healthcare solution?



Interested in
becoming an
Exchange Partner?

[CONNECT WITH
THE HEALTHCARE EXCHANGE >](#)



STRONGER
ASSOCIATIONS.
HEALTHIER
COMMUNITIES.
A BRIGHTER
TOMORROW.

YOUR MISSION DESERVES MORE THAN MANAGEMENT. IT DESERVES A PARTNER.

Core Association Partners is a full-service association management firm providing customized solutions to organizations nationwide.



MEMBERSHIP

Engagement & Development

Attract, engage and retain members through strategic programs and communication.



MARKETING

Marketing & Public Relations

Elevate your brand and expand your reach with targeted marketing strategies and communications support.



EVENTS

Event & Conference Management

From strategy to execution, we plan memorable, high-impact events that deliver value for your members and industry partners.



OPERATIONS

Operational & Administrative Management

Streamline day-to-day operations so your volunteer leadership can focus on the mission.

**YOU LEAD
THE MISSION.
WE HELP
MAKE IT HAPPEN.**

Whether you're looking to strengthen member engagement, execute exceptional events, expand your organization's reach, or simply give your volunteer leadership the support it needs, Core Association Partners is ready to help.

*Association Management.
Customized to Your Organization.*

READY TO SEE WHAT'S POSSIBLE?



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VISIT OUR WEBSITE