



Navigating 340B: Operational Strategies to Manage Regulatory Change

April 6, 2026

Agenda

- Introductions and initial thoughts
- Discuss how recent legislative and regulatory changes to 340B may affect healthcare organizations
- Identify current and emerging challenges and opportunities related to 340B
- Apply operational strategies to help comply with evolving 340B requirements
- Questions



Meet the Presenters



Brian Bell
Principal
Forvis Mazars



Chad Mulvany
Director
Forvis Mazars



Denise Scarpelli, PharmD, MBA
Vice President, Chief Pharmacy Officer
UChicago Medicine

Discussion



Questions?



Contact

Forvis Mazars

Brian Bell

Principal, Healthcare Consulting

Tel: 513.562.5562

brian.bell@us.forvismazars.com

Chad Mulvany

Director, Healthcare Consulting

Tel: 667.215.8389

chad.mulvany@us.forvismazars.com

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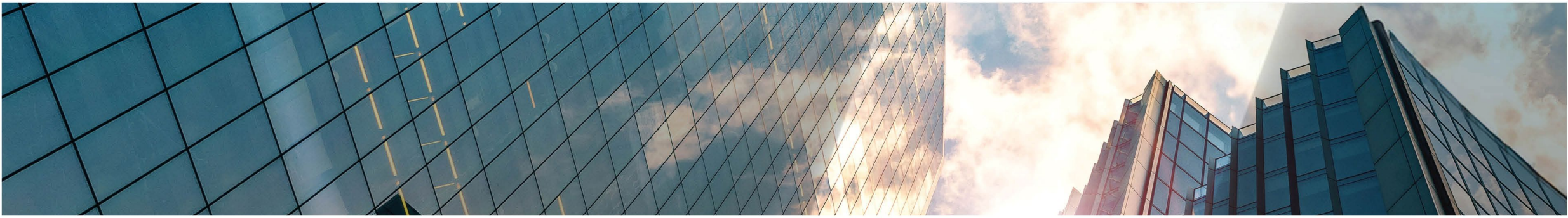
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We nurture a deep understanding of our clients' industries, delivering greater insight, deeper specialization and tailored solutions through people who listen to understand, are responsive and consult with purpose to deliver value.

Deep industry understanding

Forvis Mazars' deep understanding of industry-specific environments, issues and trends helps us anticipate and address evolving needs to prepare you for strategic opportunities ahead.

Every industry is different, and we put a strong focus on specific industry experience and knowledge of your complex and evolving environment. We provide a range of audit and assurance, tax, advisory and consulting services to help your business by bringing together experienced professionals from all over the globe who understand local contexts and cultures.

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- Financial Services
- Manufacturing & Distribution
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\$5.5+B

Combined Revenue
(2025*)

100+

Combined Countries
& Territories

400+

Combined Offices
& Locations

1,800+

Combined Partners

40,000+

Combined Employees

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Healthcare Consulting Practice Overview

Moving at Pace to Help You Build Value & Achieve Health at Your Organization

Forvis Mazars has designed its portfolio of healthcare consulting services to help you move with momentum to navigate complex challenges and elevate your services for patients and plan members. We combine deep industry experience, informative analytics, and technical resources to help you hone the core capabilities necessary to drive value, quality, and results.



Strategy & Finance

Financial Reporting & Modeling, Managed Care & Contracting, Strategy & Network Development, Value-Based Care, Facility & Capital Planning



Performance Improvement

Revenue Cycle, Labor Cost Management, Non-Labor Cost Management, Physician Services, Clinical & Operational Excellence, Pharmacy & 340B



Reimbursement

Cost Reporting, Medicare Bad Debt, Regulatory Compliance, DSH & Uncompensated Care Reporting, Post-Acute Care Targeted Offerings, Strategic Reimbursement Offerings



Payor Services

Network Development & Strategy, Compliance, Clinical & Quality Outcomes, Business Technology Enablement & Transformation



Other Healthcare Consulting Services

Analytics, IT Risk & Compliance, Tax Advisory, SOC & HITRUST, Forensics & Valuations, Internal Audit & Risk Advisory, Transaction Advisory Services, Business Technology Consulting

#6

Largest Healthcare Consulting Firm (2025)

89

Net Promoter Score®

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Pharmacy & 340B

340B Compliance

Accurate, complete, and auditable records are essential for providers to maintain compliance and identify the program's key risks. Forvis Mazars performs independent, external 340B assessments for covered entities throughout the country.

340B Program Development & Optimization

We help with many different aspects, including registration assistance, policy and procedure development, child site evaluation, expansion of contract pharmacy arrangements to increase savings, and split-billing software implementation assistance and operational improvements.

340B Co-Sourcing

Forvis Mazars can help you find ways to support bandwidth constraints in your 340B program. Our team has significant experience assisting organizations by providing services to expand teams to help meet 340B organizational goals.

Provider-Based Strategies

Forvis Mazars professionals assist hospitals with evaluating the strategic impact of transitioning physician offices or freestanding locations to hospital departments. From transition strategic planning and reimbursement analysis to complex 340B compliance and foundational billing and compliance, we help determine appropriate split-billing processes.

Pharmacy Expansion

The expansion of pharmacy services is critical for an organization to increase its financial sustainability. Forvis Mazars can assist organizations with identifying expansion opportunities and exploring associated risks and benefits.

Pharmacy Structure

Pharmacy charge structure and integrity are more critical than ever in the accelerated healthcare environment as transparency continues to be of the utmost focus. Up-to-date crosswalks, formularies, and modifiers are critical to help improve reimbursement and maintain compliance.

Opioid Assistance

The opioid epidemic has been an uphill battle for healthcare providers, which must have access to information to understand the risks associated with all aspects of treating patients with opioids and assisting those with opioid dependency and overuse.

Provider-Based Pharmacy Billing

We can help hospitals with provider-based billing strategies, as well as help meet CMS requirements and operationalize provider-based clinics.

46% of 340B participants say their savings have been reduced by at least 10% due to manufacturer restrictions.

Source: "[Mindsets 2026 Healthcare Executive Leadership Report](#)," forvismazars.us