

**Money To Care**  
**Hospital Finance For Non-Financial Hospital Leaders**  
**Syllabus and Class Objectives**



**Modality: Live**

Session #	Lesson Name	Covers Book Chapter (s)	Objectives: At the conclusion of this lesson, the participant will be able to:	Lesson Length	Homework Related to Lesson
12 Sessions @ 2 hrs ea					
0	Pre-Test and Pre-class reading assignment			1:00	Read Ch 1 & 3.
1	Hospital Terms & A Brief Accounting Lesson	1 & 3	1. Understand common hospital finance terms 2. Have a basic understanding of the relationships and differences between a General ledger, a Trial Balance and a Chart of Accounts 3. Have a basic understanding of the relationships and differences between a Balance Sheet, an Income Statement, and a Cash Flow Statement 4. Understand why \$1 of Net Profit is NOT enough	2:00	Complete Workbook Lesson 1. Read Ch 2.
2	CDM and Reimbursement	2	1. Have a basic understanding of hospital reimbursement and reimbursement ramifications of operating decisions.	2:00	Read Ch 4, 5, & 6.



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3	Introduction to Budgeting & Capital Budgets	4, 5 & 6	1. Understand the relationship between a budget and a strategic plan 2. Understand the purpose of preparing and monitoring budgets 3. Understand the relationship and differences between a capital and an operating budget 4. Complete preparation of a request for strategic initiative funding or a capital request	2:00	Complete Workbook Lesson 3. Read Chapter 7.
4	Budgeting Statistics & Revenue	7	1. Understand the whys and hows of departmental statistics 2. Understand the basic process for budgeting hospital and departmental volumes 3. Prepare a simple volume budget for a hospital and a department 4. Understand the basic process for budgeting Gross and Net Revenue	2:00	Complete Workbook Lesson 4. Read Chapter 8.



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5	Budgeting Labor	8	1. Understand the three types of labor budgets	2:00	Complete Workbook Lesson 5. Read Chapters 9 & 10.
			2. Prepare a fixed staffing budget		
			3. Prepare a variable staffing budget		
			4. Understand the connection between a nursing staffing matrix and a nursing budget and prepare a nursing budget - including orientation		
6	Budgeting Supplies and Other Fixed Expenses	9 & 10	1. Understand the drivers of a supply budget	2:00	Complete Workbook Lesson 6. Read Ch 11, 12, & 14.
			2. Prepare a departmental supply budget		
			3. Understand the approach to preparing a budget for fixed expenses		
			4. Prepare a budget for fixed expenses		



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7	Monitoring During the Month	11, 12, & 14	1. Understand how to track financial performance during the month 2. Understand why volume monitoring is important, and how to monitor volume for their department and the hospital 3. Know what actions they should take if volume is off budget and know and understand their responsibilities for monitoring and managing other expenses during the month. 4. Complete a simple hospital and departmental Forecast for the month	2:00	Complete Workbook Lesson 7. Read Ch 13.
8	Labor Management Part I	13	1. Understand what Labor Management is 2. Understand why labor management is so important to a hospital 3. Understand what Productivity is and how to compute it 4. Understand Labor Cost per Unit of Service: what it is and how to compute it	2:00	Complete Lesson 8.



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9	Labor Management Part II	13	1. Understand Premium Labor, Contract labor, Overtime, and Call Pay and how they affect Cost per Unit of Service 2. Understand the drivers of labor Cost per Unit of Service and how to analyze budget variances to find what happened 3. Develop a Plan to correct labor variances	2:00	Complete Workbook Lesson 9. Read Ch 15, 16, & 17.
10	Month End Review, Accruals, and Financial Reporting Part I	15, 16 & 17	1. Understand the purpose and process of Month End financial Review 2. Have a basic understanding of Accounting Accruals and how they impact Month End financial results 3. Understand what a Department Financial Statement is and how to read it	2:00	Complete Workbook Lesson 10. Read Ch 18.



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11	Financial Reporting Part II and MOR Prep	17 & 18	1. Understand what an MOR/DOR report is and how to read it and connect it to the departmental financial statement 2. Know the best process to prepare for an MOR/DOR meeting 3. Know the 7 questions they should always be ready to answer during an MOR/DOR meeting 4. Be able to review their Departmental financial statement and MOR/DOR and develop answers to the 7 questions	2:00	Complete Workbook Lesson 11. Prepare for Mock MOR.
12	Mock MORs	All	1. Successfully Prepare for and Complete an MOR	2:00	Prepare for Final Exam.
Final Exam	Final Exam	All		2:00	

