

## Agenda

### Day 1

- Bringing the Numbers to Life
    - This is an introductory session setting the tone for the two-day boot camp. Financial information that is just compiled and not analyzed is not beneficial to the community health center. It is easy to get into a checklist mentality, but financial information is meant to be used to make decisions. The decision making process will be discussed as well as common barriers that must be overcome. Discussion topics include, time management, communication to the CEO and board, personnel issues, dealing with the not-for-profit culture and discussion on what a well-run community health center finance department looks like
  - Using Budgeting as a Tool
    - This session will be an overview of operational budgeting and why it is worth the effort. Discussion on the mechanics of putting together an operating budget as well as discussion on how and when the budget should be modified after completion will occur. The budgeting process is an effective way to get everyone involved in the financial side of the community health center and is often a great way to teach fiscal discipline to those outside the accounting department. Feedback will be given on tracking and monitoring the operating budget, how to budget for variations in staffing, volume, etc. and making decisions based on the budget to actual report.
  - Case Study – Walking Through the Budgeting Tool
  - Understanding Key Performance Indicators (KPI) and Financial Reporting in the Community Health Center Industry
    - This session will cover KPIs that should be tracked in our industry and tips on how to communicate those KPIs to staff, management, CEOs and board members. What each KPI means and how you can use that KPI to make decisions will be covered. Structuring the financial statements correctly to provide relevant and reliable financial information is a necessity. A discussion of the monthly board packet, dashboards and the use of charts and graphs to show financial information will occur. Again, the importance of communication will be stressed and tips on how to take technical financial information and make it understandable to the layman will be discussed.
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## Day 2

- The Current Environment – Why Financial Decision Making is More Important than Ever
    - This is an overview of all the financial changes that have recently been implemented or are on the horizon. Although this session is not designed to be detailed on any one change, examples will be given on how these changes can impact the community health center either positively or negatively. Current industry changes that will be discussed are Medicare Prospective Payment System (PPS), health care reform specifically changing from a per visit model to a fixed payment model, Policy Information Notice (PIN) 2014-02 – “Sliding Fee Discount and Related Billing and Collections Program Requirements”, Office of Inspector General (OIG) audits, ICD-10, fiscal cliff, 340b program issues, new uniform grant guidance (Super Circular), etc.
  - Forecasting and Strategic Planning
    - What are the financial implications of the decision that is about to be made? This question should be on the mind of the CFO as he/she sits through the board meeting and listens to the proposed issue at hand. If we open a new clinic, what will our balance sheet look like in five years? If we bring dental in-house, outsource our billing, add a mental health provider, what will that do to our financial condition? Although the financial side is not the only factor to consider, it certainly should be a key part of the decision making process. Examples will be given of CFOs who did and did not think strategically and what that benefitted or cost the community health center
  - Case Study – Walking Through the Forecasting Tool
    - This final session will analyze various scenarios and discuss the financial implication of these decisions. Deciding to give a 4% across the board raise vs. a 5% raise; what will that look like in five years? A key point will be to get participants to understand the true financial consequences of all decisions made by management and the board of directors.
  - Evaluation
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