

# How To Manage Nursing Budgets And Staffing Plans

Financial Training Institute, Inc.

Specializing in Financial Training and Consulting for Healthcare Professionals Since 1984

## *Learning Objectives*

- Utilize Customized Nursing Reports
- Calculate and Classify FTE
- Build and Manage a Staffing Plan
- Calculate and Apply Acuity to Budgets
- Read and Analyze Budget Reports
- Understand Budget Terms and Concepts
- Control Nursing Service Budgets
- Analyze and Explain Budget Variances

## *Fee Includes*

Lunch • Refreshments  
7.2 Contact Hours • .7 CEU's • Workbook  
Excel Spreadsheets • Validated Parking  
Certificate of Completion

## *2010 Cities & Dates*

<b>Seattle – Sep 17</b>	<b>San Francisco – Sep 22</b>	<b>Portland – Oct 08</b>
Courtyard Marriott – Sea Tac Area 16038 West Valley Highway	Courtyard Marriott – Airport 1050 Bayhill Drive – San Bruno	Hilton Garden Inn - Airport 12048 NE Airport Way
<b>Los Angeles – Sep 20</b>	<b>Denver – Sep 23</b>	<b>Anaheim – Oct 11</b>
Holiday Inn Express Hotel & Suites East Colorado Blvd. - Pasadena	Country Inn & Suites - Airport 4343 North Airport Way	Courtyard Marriott–So. Coast Metro 3002 So. Harbor Blvd.
<b>San Diego – Sep 21</b>	<b>Sacramento – Oct 07</b>	<b>Phoenix – Oct 12</b>
Courtyard Marriott – Solana Beach 717 South Highway 101	Courtyard Marriott - Airport 2101 River Plaza Drive - Natomas	Country Inn & Suites - Airport 808 North Scottsdale Road

To Enroll

Call Toll-Free 800-536-3271 Or Fax Your Registration To 631-929-4926  
Or Email To [fti@fti1.com](mailto:fti@fti1.com) Or Visit Our Web Site At [www.fti1.com](http://www.fti1.com)

*Your Unconditional Guarantee: We will gladly refund your tuition if you are not satisfied. No questions asked.*

## Find Out If This Workshop Is For You

Are You Responsible For ...?	Yes	No
• <i>Planning or managing nursing service budgets or staffing plans</i>		
• <i>Preparing proposals or justifying staffing needs utilizing financial and statistical data</i>		
• <i>Analyzing and explaining variances to budgets or staffing plans</i>		
• <i>Reading and analyzing financial and statistical reports</i>		
• <i>Controlling FTE's and labor hours for overtime, per diem, on call, or contract labor</i>		
• <i>Utilizing financial and statistical reports for managing budgets and staffing plans</i>		
• <i>Tracking screening indicators for measuring staffing effectiveness</i>		

Could You Benefit More By Knowing "How To" ...?	Yes	No
• <i>Utilize a worksheet for quantifying, analyzing, and explaining budget variances</i>		
• <i>Calculate and classify FTE between productive versus non-productive</i>		
• <i>Utilize nursing management reports for monitoring hours per unit and labor cost per unit</i>		
• <i>Calculate and factor acuity into budgets, staffing plans, and report variance analysis</i>		
• <i>Read and analyze a financial and statistical operating report and know what questions to ask</i>		
• <i>Utilize a Staffing Plan Tracking Report to assess staffing effectiveness</i>		
• <i>Manage FTE, hours, and costs for contract labor, overtime, call, and per diems</i>		
• <i>Identify true direct care giving hours from a budget report that includes indirect care hours</i>		
• <i>Justify staffing needs and fluctuations resulting from changing census and acuity in analytical terms</i>		
• <i>Utilize a Labor Distribution Report and Payroll Analysis Report to manage FTE, hours, and dollars</i>		
• <i>Speak the budgeting language by mastering the key financial terms, principles, and concepts</i>		
• <i>Utilize a Unit Indicator Tracking Report for managing fixed and variable costs in the budget</i>		

You Will Receive The Following ...?		
<ul style="list-style-type: none"> <li>• <i>Worksheet for Calculating Required FTE Hours</i></li> <li>• <i>Sample Nursing Budget Worksheets</i></li> <li>• <i>Cause of Variance Checklist</i></li> <li>• <i>Worksheet for Budgeting Coverage Hours</i></li> <li>• <i>List of Key Budget Questions to Ask Finance</i></li> <li>• <i>Illustrative Explanation of Variance Report</i></li> <li>• <i>Glossary of Financial and Statistical Terms</i></li> <li>• <i>Explanation of Variance Worksheet</i></li> <li>• <i>Goals and Objectives Worksheet</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Budget Planning Checklist</i></li> <li>• <i>Variance Analysis Worksheet</i></li> <li>• <i>Staffing Plan Tracking Report</i></li> <li>• <i>Budget Assumption Worksheet</i></li> <li>• <i>Weighted Statistics Worksheet</i></li> <li>• <i>Capital Equipment Justification Worksheet</i></li> <li>• <i>Worksheet for Budgeting Benefit Hours</i></li> <li>• <i>List of Questions to Ask on Reading Reports</i></li> <li>• <i>Budget Review Checklist</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Nursing Operating Report</i></li> <li>• <i>Payroll Analysis Report</i></li> <li>• <i>Salary Analysis Report</i></li> <li>• <i>Overtime Analysis Report</i></li> <li>• <i>Unit Indicator Report</i></li> <li>• <i>Daily Productivity Report</i></li> <li>• <i>Acuity Index Report</i></li> <li>• <i>PTO Hours &amp; FTE Report</i></li> <li>• <i>FTE Checklist</i></li> </ul>

What You Will Discover At This Seminar...	
<ul style="list-style-type: none"> <li>• <i>18 ways to report hours per unit</i></li> <li>• <i>3 ways to calculate FTE</i></li> <li>• <i>12 ways to report labor cost per unit</i></li> <li>• <i>24 ways to report cost per unit</i></li> <li>• <i>3 ways to determine minimum fixed staffing needs</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>4 ways to report labor hours</i></li> <li>• <i>3 ways to calculate length of stay</i></li> <li>• <i>2 ways to report benefits</i></li> <li>• <i>3 ways to report census</i></li> <li>• <i>2 ways to calculate % of occupancy</i></li> </ul>

### About Your Trainer ... Frank Capone

- *CPA, MBA, Fellow in Healthcare Financial Management Association.*
- *Has designed and conducted hundreds of workshops for thousands of healthcare professionals since 1984.*
- *Eighteen years of hands-on experience as a chief financial officer in healthcare*
- *Consistently scores over 90% on workshop, workbook, and trainer evaluation.*
- *Has presented programs for the HFMA, AACN, ASHET, associations, and several leading colleges and universities.*
- *Has written training manuals for major international seminar companies.*

## Topical Outline

### Budgeting Principles and Concepts

- *Accounting Methods: Cash vs Accrual*
- *Cost Behavior: Fixed vs Variable vs Semi-Fixed*
- *Cost Classification: Direct vs Indirect*
- *Salary, Hour, and Expense Accruals and Reversals*
- *Determining Materiality Thresholds*
- *Types and Cost Components of Labor Costs*
- *Nature and Types of Revenues and Expenditures*
- *Matching Dollars, Hours, and Statistics*
- *Nature and Types of Capital Expenditures*

### Managing a Nursing Budget

- *Quantifying and Analyzing Budget Variances*
- *Identifying and Explaining Causes to Budget Variances*
- *Calculating and Applying Flexible Budgets*
- *Designing Nursing Reports to Manage Budgets*
- *Reading Financial and Statistical Budget Reports*
- *Tracking Resource and Clinical Service Indicators*
- *Monitoring Contract Labor Hours, FTE, and Dollars*
- *Tracking Hours Per Unit And Salary Per Hour*
- *Controlling Overtime Hours and Dollars*

### Building a Nursing Budget

- *Applying 10 Key Steps to Budgeting Planning*
- *Utilizing Budget Planning and Review Checklists*
- *Developing Goals, Objectives, and Strategies*
- *Documenting Budget Assumptions*
- *Securing Budget Buy-in at Budget Review Time*
- *Preparing a Salary, FTE, and Non-Salary Budgets*
- *Determining Minimum Staff Needs*
- *Budgeting for Coverage and PTO Hours*
- *Budgeting for Overtime and Contract Labor*
- *Building a Capital Expenditure Budget*

### Budget Applications in Healthcare Statistics

- *Calculating Full Time Equivalent (FTE)*
- *Determining True "Productive Hours" per Unit*
- *Calculating and Applying Acuity Index in Budgeting*
- *Reconciling Productive Hours With Care Giving Hours*
- *Calculating Contract Labor Dollars, Hours, and FTE*
- *Classifying FTE: Productive vs Non Productive*
- *Calculating and Applying Accrued Hours and Dollars*
- *Designing Nursing Activity and Tracking Logs*
- *Calculating and Applying Weighted Patient Statistics to Budgets*
- *Converting Extra Nursing Activities into Adjusted Statistics*

### Testimonials: What Participants Say About ...

<i>Workshop</i>	<i>Workbook</i>	<i>Trainer: Frank Capone</i>
<p><i>"This workshop is definitely a must for every nurse manager and is so practical and easy to understand and apply."</i></p> <p style="text-align: right;"><i>...Nurse Manager</i></p>	<p><i>"I particularly liked the sample budget forms, worksheets, checklists, glossaries, and reports that are specific to nursing."</i></p> <p style="text-align: right;"><i>...VP - Nursing</i></p>	<p><i>"Frank understands the real nursing budget issues and delivers the training in a very practical, engaging, and entertaining way."</i></p> <p style="text-align: right;"><i>...Nurse Director</i></p>

### On-Site Training: Bring This Workshop To Your Facility

This workshop along with other financial workshops for non-financial professionals can be presented at your facility for a per person cost far less than the normal cost of attending a public seminar. By having a training program on site, you participate in identifying the specific training requirements, through a skill needs assessment survey. The workshop is tailored to your needs by having your principles, practices, forms, and reports included in the training program.

#### Results That My Training Workshops Aim to Achieve:

- Better understanding and analysis of financial and statistical reports
- Increased accuracy in planning and managing budgets
- Accurate analysis and explanation of budget variances
- Confidence in speaking financial and budget terminology
- More informed bottom line decision making

#### What Workshop Fee Includes:

- Training conducted by an experienced trainer with 18 years as a healthcare CFO and 24 years as a professional training consultant.
- Custom designed workbook includes glossary, checklist, forms, worksheets, exercises, and illustrations.
- CEU's and certificates of completion.
- Permission to video/audio tape the program for client attendees.
- Specific skill needs assessment tailored to the topic selected by client.
- Evaluation summary of workshop and return of evaluations with assessment to client.
- Preparation of workshop announcement and registration form.
- Permission to use budget and report forms and worksheets from workbook.
- Computer software of reports, forms, and worksheets included in the workbook.

