

The Oxford Programme in Budgeting for Hospitals

Hospital Management
Amsterdam (Netherlands)
13 - 17 Jan 2025

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The Oxford Programme in Budgeting for Hospitals

Ref: 3056_136953 **Date:** 13 - 17 Jan 2025 **Location:** Amsterdam (Netherlands) **Fees:** 4200 Euro

Introduction

This course is the one that you need for effective budgeting in hospitals. It goes beyond the theory of budgeting as a concept to cover specific steps to make the budget a value-added process in the organization. By building user-friendly models and applying scenario analysis, management will spend less time gathering data and more time analyzing this data for decision making. Several Microsoft Excel tools are used throughout this course to make it practical and to provide participants with the skills needed to apply these tools in their organization immediately. Such tools include 'what-if' analysis and the 'solver', among many others.

The course also highlights some of the main forecasting models and the detailed evaluation of capital budgeting techniques, all of which are applied in Microsoft Excel and put into practice.

*** Important note: Course registration in Istanbul for 3 people or more, we guarantee 1-day site-visit to one public or private prestigious hospital**

Course Objectives - The Oxford Programme in Budgeting for Hospitals

- Evaluate the budgeting process in their organizations and recommend improvements
- Create budget templates and models for their departments or organizations
- Apply several forecasting techniques to better manage uncertainties in budgeting
- Evaluate capital budgeting decisions using several methods and recommend proper action
- Utilize Microsoft Excel functions and tools in the budgeting process including breakeven analysis and optimization

Course Outlines - The Oxford Programme in Budgeting for Hospitals

Day 1

Budgeting and planning

- Strategy development framework
- The three horizons of growth model

A graphic of a chessboard with several chess pieces (a king, a pawn, and a knight) on it. The text 'UK Training PARTNER' is overlaid on the board.

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- Strategic budgeting and resource allocation
 - Growth-share matrix
 - Nine-box matrix
- Budgets and the key financial statements

Day 2

Budget cycle, process and approaches

- The budget cycle
- Characteristics of successful budgeting
- Making the budget a value-adding activity
- Top ten problems with budgeting
- Choosing the proper budgeting approach:
 - Incremental budgeting
 - Zero-based budgeting
 - Flexible budgeting
 - Kaizen budgeting
 - Activity based budgeting
 - Rolling continuous budgets and forecasts
- The master budget and its components
- Operating and capital budgets
- Best practices in budgeting
- Creating a user-friendly budget template

Day 3

Forecasting techniques

- Forecasting models
- Qualitative and quantitative methods
- Steps in developing forecasting models
- Time series and trend analysis
- Data conditioning techniques
- Exponential smoothing and moving averages
- Simple and multiple regression analysis

Modeling projected financial statements

- Micro and macro factors
- Forecasting sales
 - Estimating market demand
 - Estimating company demand
 - Developing sales forecast
- Forecasting cost of sales
- Forecasting operating expenses
- Forecasting key assets and liabilities accounts
- Modeling the income statement forecast

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- Modeling the balance sheet forecast

Day 4

Advanced capital budgeting evaluation techniques

- Business risk and cost of capital
- Classifying investment projects
- Cash flow estimation
- Analyzing investment and operating cash flows
- The time value of money concept
- The required rate of return
- Net Present Value NPV
- Internal Rate of Return IRR
- Multiple internal rates of return
- Modified Internal Rate of Return MIRR
- Profitability Index PI
- Payback period and discounted payback period
- Capital rationing
- Comparing and evaluating techniques
- Sensitivity and risk analysis

Day 5

Breakeven analysis and optimization techniques

- Cost Volume Profit CVP analysis
- Using CVP to reach a target income
- Single product and multiple products breakeven analysis
- Working with budget constraints
- Building optimization models

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