

As a senior leader of a nonprofit/FQHC community health center organization, are you so preoccupied with the social mission that you miss opportunities relative to operational efficiencies and cost controls? In a time when routine revenue from government agencies is at risk, informed resource management is vital. Advanced Financial Management (AFM) for community health centers is a case-based course for employees at every managerial level of your organization.

Eligibility

- Current participants of the League/Suffolk University Certificate program
- Past graduates of the League/Suffolk Certificate program
- Health center senior managers

Program Schedule

AFM classes will be held on five Fridays, May 4 & 18 and June 1, 8 & 15 from 9:00 a.m. to 4:00 p.m. at the League Offices, 40 Court Street, 10th Floor, Boston.

Program Credits

- Certificate, *Advanced Study in Health Center Financial Management*
- Three graduate credits with completion of extra credit assignments

Application Process

To apply to the AFM course, please complete the attached application and recommendation forms and send them with a non-refundable \$50 application fee to: MLCHC Admissions Committee, Advanced Financial Management Course, 40 Court Street, 10th Floor, Boston, MA 02108.

If the application is not complete, it will be returned, causing a delay in the review process. Students currently enrolled in the League/Suffolk University Management Certificate Program will have their application fees waived.

The AFM application is due on March 15, 2012. Students will be notified of their acceptance by March 20. The course begins on May 4.

Cost

With help from sponsors, the League is able to offer the AFM course at a substantial discount. The actual cost of the AFM course exceeds \$2,700 per student; the tuition rate for League members is \$950 per student. The tuition rate for non-League members is \$1,800 per student.

Students who also attend the League/Suffolk University Certificate Program in Community Health and Community Health Center Management will receive a further discounted rate of \$850 and will have their application fees waived.

NOTE: If there is insufficient interest in the AFM course, it will be cancelled on March 15.

Participant Selection

Applicants for the program must meet the following criteria:

Have management responsibilities, or be in line to assume them in the near future.

Have a written recommendation and approval to participate by their direct supervisor and health center executive director. In the case of a community health agency, the applicant's director/supervisor and the agency CEO must make the recommendation.

Commit to completing the entire five-week program and to remain in the employ of the current health center/agency for at least one year after receiving class credits. Attendance, class participation and completion of all extra credit work are required for obtaining graduate credits.

Agree to invest at least \$100 for educational materials, if required.

Please be aware of class schedule when planning vacations/conferences and other activities during the year.

Program Overview

Globally, discussion topics include:

- Defining FQHC organizational focus and strategy and establishing a clear financial road map
- Building a financially sustainable not-for-profit organization by creating a plan to establish reliable streams of operational and philanthropic support, as well as earned income
- Establishing rigorous methods of measuring various elements of financial impact for the organization
- Making vital data-driven decisions that lead to improvements to the organization and its activities
- Building partnerships with multiple stakeholders in all three sectors: public, private and nonprofit

Examples of the critical-thinking, yet practical applications of this course include:

- Understanding and performing break-even analysis
- Understanding Cost-Value-Profit (CVP) methodology
- Using financial ratio analysis for better management decisions
- Comparing/contrasting operational differences between nonprofit and for-profit corporations
- Examining accounting practices commonly used by community health centers
- Identifying ways to recognize and avoid financial problems
- Maximizing short and long-term financing
- Improving managerial and departmental financial performance
- Examining current trends for banking and cash flow
- Exploring investment management and strategies for managing excess cash, endowment, and long-term (planned) gifts
- Examining financial management strategies that impact borrowing, risk management, benchmarking, and long-term planning
- Understanding the dynamics of insurance relationships and managed care
- Exploring current trends for executive information systems and the use of technology
- Promoting a multidisciplinary approach to the construction and use of effective financial planning models