

FINANCE & ACCOUNTING | COURSE BROCHURE

Budgeting and Financial Planning for Hospitals

5 days | Classroom training | English

SMART HORIZON

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Course content

Why attend

Hospitals face rising costs, complex funding and constant pressure to do more with less. This course gives healthcare finance and operational managers the tools to build activity-based budgets, understand cost per patient and service line, forecast demand and capacity, and monitor performance through the year. Examples come from public and private hospitals and clinics.

Healthcare budgets fail when they are disconnected from clinical activity. You will learn to link money, activity and capacity so that budgets support patient care and financial sustainability.

Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

Course methodology

Hospital case studies, spreadsheet modelling of service-line budgets, group exercises with clinical and finance roles, and review of real performance reports.

Course objectives

By the end of this course, participants will be able to:
• Explain healthcare funding models and cost structures
• Build activity-based budgets for departments and service lines
• Calculate cost per case, bed day and procedure
• Forecast demand, capacity and staffing requirements
• Monitor budgets with variance analysis and KPIs
• Engage clinicians in budget ownership

Target audience

This course is suitable for:
• Hospital finance managers and accountants
• Department and service-line managers
• Nurse managers with budget responsibility
• Healthcare planning and performance staff
• Clinic and medical centre administrators
• Health insurance and payer analysts



Course content

Target competencies

Participants will develop competencies in:

- Healthcare costing
- Activity-based budgeting
- Capacity planning
- Variance analysis
- Clinician engagement

Course outline

Day 1: Healthcare Finance Fundamentals

09:00–09:54	Funding models: government, insurance and self-pay
09:54–10:48	Hospital cost structure
10:48–11:00	Fixed, variable and semi-variable costs
11:00–11:30	**Coffee break**
11:30–12:12	Fixed, variable and semi-variable costs (continued)
12:12–13:06	Key financial indicators for hospitals
13:06–14:00	Case study: hospital financial profile

Day 2: Costing Clinical Services

09:00–09:54	Service-line and patient-level costing
09:54–10:48	Cost per case, bed day and procedure
10:48–11:00	Allocating overheads fairly
11:00–11:30	**Coffee break**
11:30–12:12	Allocating overheads fairly (continued)
12:12–13:06	Using costing for pricing and contracts
13:06–14:00	Exercise: costing a surgical pathway

Day 3: Activity-Based Budgeting

09:00–09:54	Linking budgets to activity plans



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09:54–10:48	Staffing budgets and rostering
10:48–11:00	Supplies, drugs and consumables
11:00–11:30	**Coffee break**
11:30–12:12	Supplies, drugs and consumables (continued)
12:12–13:06	Capital and equipment planning
13:06–14:00	Workshop: building a department budget

Day 4: Demand and Capacity Forecasting

09:00–09:54	Forecasting patient demand
09:54–10:48	Bed, theatre and clinic capacity
10:48–11:00	Seasonality and emergency pressures
11:00–11:30	**Coffee break**
11:30–12:12	Seasonality and emergency pressures (continued)
12:12–13:06	Scenario planning
13:06–14:00	Exercise: capacity forecast

Day 5: Monitoring and Engagement

09:00–09:54	Monthly variance analysis
09:54–10:48	Healthcare performance dashboards
10:48–11:00	Engaging clinicians in financial decisions
11:00–11:30	**Coffee break**
11:30–12:12	Engaging clinicians in financial decisions (continued)
12:12–13:06	Cost improvement programmes
13:06–14:00	Action plan for your organisation

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the sessions. They are indicative only and do not constitute a binding commitment.



Course content

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Dubai Confirmed dates	23 Nov 2026	27 Nov 2026	**€3,150.-**
Online Confirmed dates	23 Nov 2026	27 Nov 2026	**€1,250.-**
Cape Town Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,890.-**
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,250.-**
Paris Confirmed dates	18 Jan 2027	22 Jan 2027	**€2,860.-**
Online Confirmed dates	18 Jan 2027	22 Jan 2027	**€1,250.-**
Vienna Confirmed dates	1 Feb 2027	5 Feb 2027	**€2,940.-**
Online Confirmed dates	1 Feb 2027	5 Feb 2027	**€1,250.-**
Amsterdam Confirmed dates	22 Feb 2027	26 Feb 2027	**€2,540.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	22 Feb 2027	26 Feb 2027	**€1,250.–**
Cape Town Confirmed dates	15 Mar 2027	19 Mar 2027	**€1,890.–**
Online Confirmed dates	15 Mar 2027	19 Mar 2027	**€1,250.–**
London Confirmed dates	5 Apr 2027	9 Apr 2027	**€2,450.–**
Online Confirmed dates	5 Apr 2027	9 Apr 2027	**€1,250.–**
Vienna Confirmed dates	26 Apr 2027	30 Apr 2027	**€2,940.–**
Online Confirmed dates	26 Apr 2027	30 Apr 2027	**€1,250.–**
Dubai Confirmed dates	10 May 2027	14 May 2027	**€3,150.–**
Online Confirmed dates	10 May 2027	14 May 2027	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Rome Confirmed dates	31 May 2027	4 Jun 2027	**€2,450.-**
Online Confirmed dates	31 May 2027	4 Jun 2027	**€1,250.-**
Frankfurt Confirmed dates	21 Jun 2027	25 Jun 2027	**€2,650.-**
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.-**
Rome Confirmed dates	12 Jul 2027	16 Jul 2027	**€2,450.-**
Online Confirmed dates	12 Jul 2027	16 Jul 2027	**€1,250.-**
London Confirmed dates	2 Aug 2027	6 Aug 2027	**€2,450.-**
Online Confirmed dates	2 Aug 2027	6 Aug 2027	**€1,250.-**
Rome Confirmed dates	16 Aug 2027	20 Aug 2027	**€2,450.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,250.-**
Cape Town Confirmed dates	6 Sept 2027	10 Sept 2027	**€1,890.-**
Online Confirmed dates	6 Sept 2027	10 Sept 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	27 Sept 2027	1 Oct 2027	**€1,450.-**
Online Confirmed dates	27 Sept 2027	1 Oct 2027	**€1,250.-**
Istanbul Confirmed dates	18 Oct 2027	22 Oct 2027	**€2,650.-**
Online Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,250.-**
Barcelona Confirmed dates	8 Nov 2027	12 Nov 2027	**€2,840.-**
Online Confirmed dates	8 Nov 2027	12 Nov 2027	**€1,250.-**



Course content

Dates, venues and fees (continued)

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Dubai Confirmed dates	22 Nov 2027	26 Nov 2027	**€3,150.-**
Online Confirmed dates	22 Nov 2027	26 Nov 2027	**€1,250.-**
Barcelona Confirmed dates	13 Dec 2027	17 Dec 2027	**€2,840.-**
Online Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,250.-**

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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