

Making Sense of the Numbers: Financial Statements & Variance Explanations



VIRTUAL TRAINING

WHEN

February 5, 2026 10:00 AM – 12:00 PM

PROGRAM FEE

MHEI Member: \$199

Non-Member: \$399

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*Questions? Contact Kelly Yost, Manager of Programs & Membership: 410.796.6239
kyost@mhei.org*

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Program Overview

For new managers, particularly new managers now responsible for a budget, understanding and communicating the story behind their financial performance can be challenging. Often, this may be the first time they are responsible for reading and explaining financial statements. In hospitals and healthcare settings, managers are expected not only to read financial reports but also to analyze and interpret data to clearly explain what the numbers reveal.

This interactive skill-building session is designed for managers who are new to leadership or new to managing a budget. Participants will develop practical knowledge and confidence in interpreting financial statements and delivering thorough variance explanations, empowering them to tell the story behind the numbers and make informed decisions that drive their teams' success.

Program Objectives

1. Define key financial terms
2. Interpret financial statements and understand their components
3. Analyze financial performance and explain variances
4. Translate financial data into actionable insights for decision making
5. Identify at least two techniques to confidently communicate financial results to stakeholders

About the Speaker

Lyndley Andrews, MS facilitates MHEI's healthcare finance boot camp for new managers and has designed and facilitated customized finance and budgeting training for

mid-level leaders in several Maryland health systems. Lyndley has experience partnering with healthcare leaders in analyzing variance, labor distribution, and premium pay reports and implementing cost reduction strategies. In addition to holding her PHR and SHRM-CP HR certifications, Lyndley is also certified through ATD's Improving Human Performance program.

Target Audience

- Nurse Managers and Leaders
- Clinical & Non-Clinical Leaders, including Team Leaders, Supervisors, & Coordinators
- Staff involved in the budgeting process