

# 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

### REGISTER

To register, please visit [MHEI.org](http://MHEI.org). After you register, you will receive the virtual training log-in instructions including meeting ID and password information.

Questions? Contact Kelly Yost, Manager of Programs & Membership: 410.796.6239  
[kyost@mhei.org](mailto: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, MBA, PHR, SHRM-CP is a healthcare organizational development and human resources professional with more than 15 years of

experience in hospitals and healthcare systems. Since joining MHEI in 2015, Lyndley has previously served as a Leadership Development Program Facilitator and Leadership and Engagement Strategist.

As the President of MHEI, Lyndley partners with healthcare leaders on organizational and leadership development initiatives that align with organizational priorities and drive measurable results. Passionate about building collaborative relationships, Lyndley equips leaders and teams with practical tools and strategies to strengthen engagement, performance, and organizational success.

## Target Audience

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