

Appendix I:
Module I - The Business of Healthcare Content Areas

Course	Test Topic
1. The Big Picture	Healthcare environment
	Reform/Current State of US Healthcare
	Transformation Under Reform
	Payment System Overview
	The Role of Financial Management in Health Care Organizations
	Management Roles & Hierarchy
	What Keeps CFO's Up at Night?
2. Financial Accounting Concepts	Accounting Principles
	Analysis of Financial Statements
	Management Reports
	Accounting Terminology
	Reports for financial analysis
3. Cost Analysis Principles	Cost Management
	Definitions
	Traditional Cost-Finding Methods
	Setting Prices
	Profit analysis
4. Strategic Financial Issues	Basics of Strategic Planning
	Budgeting Concepts
	Variance Analysis
	Revenue & Performance Budgeting
	Controlling Operating Results
	Benchmarking, Productivity, and Cost-Benefit/Cost-Effectiveness Analysis
5. Managing Financial Resources	Financing the Healthcare System: Revenue Cycle
	Working capital management
	The Use of Metrics and Data
	Long-Term Financial Resources
6. Looking To the Future	ACA, ACO's & Bundled Payments: Evolving Reimbursement
	The Need for Business Intelligence & Analytics
	Population Health Management
	Aligning Clinicians and Finance Professionals to Drive Value

Module II – Operational Excellence Content Areas

CHFP candidates will be presented random case studies drawn from the following case study bank.

Payer Business Environment – Case Studies:

Accountable Care Organizations – Payer Cancers

Premium Growth in a Shifting Environment

Denials of coverage

Limitations on profits

Health Insurance Exchanges

Payer consolidations

Unsustainable rates

Payer Differentiation

Rise of Business Process Outsourcing

Physician Business Environment – Case Studies:

Consumerism and physicians

Physician –Hospital alignment

Demand for Physician Collegiality

Emerging Ancillary Positions

Physician Burnout

Physician Independence

Physician Shortages (Leakage)

Physicians as Entrepreneurs

Reform and Physician Liability

Physician – Hospital Financial Relationships

Provider Business Environment – Case Studies:

Hospital Consolidations

Hospital – Physician Alignment

Hospital Facing Bankruptcy

Provider- Payer Consolidations

Physician Engagement and Leadership

Integrated Care Delivery

Physicians Remaining Independent

Accountable Care Organizations

Sustainability of Physician Employment