



Decision makers in healthcare must understand the financial landscape to effectively navigate the many levers of performance – strong decisions drive access to care for our communities*

*and the health of our organizations, and your careers.



Washington
Hospital Services

[who]

Hi, I'm Hilary.

Current:

President

Pulse Heart Institute | MultiCare Health System

Educator.

Institute for Healthcare Finance

Past:

Auditor | Consultant

CAH CFO | CAH CAO

CFO | Health System Institute(s)

Acronym soup:

BBA (Gonzaga)

CPA (Wa.)

MBA (UW Foster school of Business)

MOM (2 boys, <4 + < 6)

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[what]

A new course to boost performance – individually and collectively.

[where and when]

The logistics

Course: Healthcare Finance for Operational Leaders

Virtual course (zoom); recordings available

Certificate upon completion from Washington Hospital Services

6 Tuesday mornings, 10:10-11:50am

February 24 – March 31, 2026



**Washington
Hospital Services**



The journey

From	To
“I’m not good at finance”	“I can navigate financial discussions comfortably and confidently.”
“Money is an emotional trigger that makes my head spin.”	“Money is a resource – understanding it will help me and my teams use this resource well.”
“The finance team is a little scary”	“Finance is a team that I feel confident talking with; they help me vet my ideas.”
“Will what I submitted even get a second look?” [fingers crossed]	“I captured my idea, concepts and story well, and am looking forward to feedback as a next step.”
“I’m probably not ready for a promotion because I don’t get the whole picture”	“No time like the present! I’m ready to learn and level up.”

[why]

**We have a big gap
across our state,
across our nation,
across our industry.**

You may feel alone in feeling this gap – and you're not.

Front line managers across our healthcare systems are controlling day to day expenses for departments rivaling large businesses.

Leaders do not naturally learn the financial tools to manage this responsibility – confidently or well.

Your leader may not either.

[Why]

The **landscape**

The strain you're feeling at work is because our health system is experiencing strain.

This is a healthcare industry issue –
not a specific healthcare entity issue

This matters normally, but it matters **now**, so much **more...**

[how]

[commitment]

We equip healthcare leaders with the education and knowledge they need to succeed.

This is about **knowledge, communication, and confidence.**

With that recipe and understanding the rule book, you will **drive performance** and **identify game-changer solutions.**

Education Designed for Relevance

Learning areas (blended modules)

- ✧ **Pep Talk:** Demystifying finance and increasing confidence and effectiveness as a core intent
- ✧ **Finance Basics:** Basic finance concepts and language, core financial reports, and accounting v finance
- ✧ **Healthcare Basics:** Types of healthcare entities so you know your organization's rulebook and landscape, decision-making structures, and acronyms
- ✧ **Balance Sheet Management:** Managing cash, inventory, prepaids + debt
- ✧ **Accounting for the Care Environment:** Capital assets and depreciation – navigating operations v capital
- ✧ **Levers of the Income Statement – Money in:** How we are paid (gross, net and contractual adjustments) – and how to see where/how to drive revenues
- ✧ **Levers of the Income Statement - Money out:** Paying employees, vendors, physicians + APPs; managing expenses – and how to identify expense savings opportunities
- ✧ **Planning for the Future:** Connecting work to the strategic plan as an essential strategy to drive priorities that matter most, budgeting strategies
- ✧ **Tools for the Job:** Analytical, decision-making, and reporting tools; learning to understand the gems hidden in your monthly operating reports

What doesn't **fit neatly above**

One.

Today is my style. I keep it pretty light.

I tell stories to make the points stick.

I will encourage you to tell stories to make the points stick.

Two.

If you take the advice you write down, you will have game changer results.

And if you don't, you likely won't.

Understanding finance will click when you apply it routinely and speak it.

It's like learning a language – nothing replaces practice to become fluent.

By (engaging through) the end of week 6,
you will have the **building blocks** to:



Understand and interpret
financial statements -
confidently



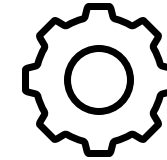
Build compelling business
cases for resources and
initiatives



Approach meetings with
finance, leadership,
colleagues, and your teams
with a new language and
confidence



Understand the levers of how
your decisions affect the
financial performance of your
service areas



Identify opportunities to
improve both quality and
financial performance



Washington
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**Speaking the language of finance
– the language of decision making –
is a game changer for a leader's performance and career.**

This is a big first step.

The logistics:

6 weeks, February 24 – March 31, 2026
Tuesday mornings 10:10-11:50

Coursework that builds on itself
Equal parts concept and application/analogies
(and a big spin on the flywheel of confidence)

\$750 introductory price



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Hospital Services**



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