

Building your initial business case

What is a business case?

A business case is the justification for your project. It outlines the needs that will be met, how it aligns to wider strategy, how the project will be beneficial, the options considered and an overview of how the project will be undertaken.



Why is it important?

A business case ensures that funding and resources needed for your project are justified, that alternative options have been considered to ensure optimal successful delivery, defines what success looks like and sets out an effective foundation for your project from the outset.

When should it be written?

An initial business case should be written as early as possible at the start of the project. Doing so means you'll have a clear outline of your project which is vital for engaging key stakeholders, securing funding and resources, setting budgets, identifying requirements, setting timescales and being ready to move on to the next stage of the process.



When should it be revisited?

Although it's important to have a comprehensive business case at the start of your project, it is also really important to continually refer to and revisit it throughout the implementation process.

The most successful projects are those that continually evaluate and learn from themselves. Referring back to your initial business case on a regular basis ensures that you are evaluating progress against the original objectives and goals, considering any changes in circumstances.



The next page of this guide shares lessons learnt and top tips for building your initial business case

Objective and Goal Setting

- Ensure objectives and goals align to wider strategy e.g. regional and national
- Objectives should be SMART (Specific, Measureable, Achievable, Realistic, Timely)
- Agree a clearly defined scope and regularly review this throughout the project

Funding and Budget Setting

- Consider what will need to be funded as part of the project, including things such as clinical backfill, travel and subsistence
- Ensure adequate funding is allocated for sites to cover staff resource (including clinical staff) during implementation and training
- Include a contingency line in your budget to allow for any unexpected changes

Service/Pathway Identification

- The most successful services and pathways are selected based on a clear clinical need for the innovation
- Patients, families and carers should be at the heart of the pathways and decisions made
- It can be more efficient to implement technology within existing services and pathways that already include a remote element, rather than designing and creating brand new remote pathways
- Patients and families that already have strong relationships with clinicians tend to have a better experience, including a smoother transition, to remote monitoring
- Frequency of contact for patients and carers should be considered as this impacts the frequency of patient/family and carer upskilling required

Timescales

- Ensure enough time is factored into plans for governance processes and procurement Refer to the Implementation Wheel for further details of these requirements
- Build in tolerance thresholds to allow some flexibility for any unexpected changes or delays
- Consider the balance between national, regional and local timescales

Benefit Mapping and Measuring Success

- Consider the anticipated benefits, how these will be measured and who will measure them
- Identify any data sources required and accessibility of these
- Consider timescales for data analysis and contingency for any incomplete data
- Establish baselines for measuring impact
- Include qualitative benefits as an agreed objective at the start of the programme

Stakeholder Mapping

- The most successful projects have good clinical engagement and enthusiasm from the outset
- Buy-in and ongoing support from senior system management is also key to success
- Consider having "champions" or advocates within teams
- Conduct a skills assessment to map the roles and responsibilities of each individual involved in implementation

It's important to ensure that the digital solution meets the clinical, patient and business needs of the service in which it will be implemented. A useful tool to kick-off this process is a **MoSCoW** matrix.

A **MoSCoW** matrix enables you to map requirements into four different categories:

Must have

'Must have' requirements are things that the solution must have to ensure successful delivery

Should have

'Should have' requirements are things that are important but not critical to go-live

Could have

'Could have' requirements are things that are desirable but not as important

Won't have

'Won't have' requirements are things that are decided to be not required

Must have

Should have

Could have

Won't have

The final page of this guide outlines some considerations to map onto your **MoSCoW** matrix across three categories:

- Clinical
- IT
- People

Please note that this is not an exhaustive or definitive list but should provide some starting points for you to consider.

Clinical

- DTAC readiness
- Clinical safety requirements and readiness
- Interactive capabilities e.g. video, phone call, messaging
- Ability to re-review consultations
- Ability to communicate between different departments e.g. secondary care to primary care
- Audio quality levels in busy/noisy environments
- Image stabilisation capabilities
- Clinical monitoring capabilities for example:
Blood Pressure, Oxygen Levels/Saturation, Otoscope, Thermometer, Stethoscope, Weight, Early Warning Signs/Alerts, Heart Rate, High quality camera, High quality audio recording

IT

- Interopability with other systems e.g. Electronic Patient Records
- WiFi and/or 4G signal requirements
- Platform/Dashboard - desktop, mobile application - Android, IOS
- Any additional equipment needed e.g. good quality headphones
- Ability to connect to other devices e.g. USB, Bluetooth
- Data extraction capabilities

People

- Digital inclusion and health inequality considerations
- Patient access requirements
- Onboarding process/support such as configuration, set-up training, go-live training, post go-live technical support
- Patient digital capability requirements - specific requirements for different patient cohorts e.g. device timing out for Paeds, ease of use by older people etc
- Workforce digital skills requirements