

Short Form Business Case (*Template & Checklist*)

Project Assessment

1) *Identifying and presenting the Business Challenge and potential solutions*

i) Issue:

- Describe the specific business challenge/issue? (short paragraph)

ii) Background:

- Describe the background and context which has led to the challenge or issue, e.g., financial, technological, risk avoidance/management, political/regulatory, clinical (who, what, when, where, why, how).

iii) Strategic Points:

- What strategic points directly or indirectly related to the challenge or issue and what is the severity?
- Describe what is currently in place to manage the challenge/issue, i.e. operational solutions and/or mitigation strategies? If nothing, then describe the gap.
- Strategic points should begin to foreshadow the most reasonable approach to solving the issue/challenge.

iv) Options & Implications:

- Describe the options available to address the challenge/issue? What are the implications (i.e., pros and cons) for each of the available options (3-4 options, unless a particularly complex topic)?
- What statistical metrics have been used and what do they imply, i.e. need for expansion, sustainment or other (e.g., demographic related growth, new, additional, or changed configurations)?

v) Recommendation:

- Describe the recommended approach or project.

2) *Detailed Description of Proposed Project*

i) Scope:

- Description of scope – what is “in”, what is “not”.
- Description of how the project/asset solves the challenge/issue
- What economies of scale (cost consolidation) and scope (learning curve related efficiencies or avoidance of inefficiencies) are possible with the approach identified?

- Statement of strategic alignment with VCH and MoHS goals & objectives. Specify which items?
- Clearly state project deliverables and outcomes and identify key milestones

Exhibit 1: Sample project scope table:

Deliverable	Scope	Location	\$'M	Benefits	Opportunity Cost/ Risk
1 st Deliverable					
2 nd Deliverable					
3 rd Deliverable					
4 th Deliverable					

Financial Assessment

1) *Capital*

- Project cost identification (itemized).
- Project cash flow (year by year) and itemized.
- Verify the reasonableness of assumptions such as the cost of staff and overhead (costs should be easily explainable and linear for ease of interpretation).
- Identify all costs and align to project deliverables and timeline.
- Operational costs currently required to ensure business continuity. These costs will be saved once capital solution is completed (specify).
- Most importantly, identify a source of funding for the project.

2) *Operating*

- Operating cost impact (including service delivery costs - staffing, supplies, ongoing maintenance agreements, IT sustainment costs, licensing,, building occupancy, leases, for example)
- Order of magnitude needs to be reasonable, budgeted and manageable.
- Operational savings need to be identified, where applicable.
- Cost avoidance and demand mitigation (i.e., quantify the cost which would have logically and realistically been incurred prior to the solution proposed).
- Revenue generation (*Revenue, expenses, net*).

- Return on Investment - savings or revenue divided by amount invested (as a %age).
- Payback on investment: - Year 1, Year 2, Year 3 (and expected time to capital cost recovery), if applicable.
- Identification of revenue or cost savings should be minimally “break even”.
- Link benefit/saving outcomes to project deliverables.

3) Risk Assessment

- Current assessment of risk (type, probability and impact) – may want to provide a heat map of the results.
- Types of risk:
 - Legal, regulatory, compliance, business continuity, health & safety, communication/Media, reputational/stakeholder, service availability (is there sufficient service available?), service accessibility (can available services be accessed and/or what are the impediments).
- Risk if project not delivered

High Level Project Schedule

- Task, phase, resources required (HR, \$), timeline, pre-requisites, sequence.
- Role of BC Shared Services (if purchase).
- Other process requirements (e.g., government).

Project Evaluation

- Project inputs (examples: \$, people, technology, methods).
- Project process (how inputs will be configured/used).
- Expected outputs (project deliverables).
- Expected outcomes on care (metric-driven) and/or business (ROI)

Recommended Appendices

- Cashflow statement (year by year)
- Item or initiative costing
- Allocation or other modeling done for the project
- Variable assessments and cost comparisons
- Return on investment (financial)
- Replenishment or replacement schedule

Prior to sign-off by SET and A&F, all capital business cases must be submitted to Regional Capital Planning (RCP) for review, verification and approval by the Executive Director of Strategic and Capital Planning regarding strategic, capital, and operational aspects.

Additionally, approval and sign-off is required by all other interested parties before the business case will be recommended to the Board for sign-off. This includes, but is not limited to:

Executive Director from the applicable functional area - Facilities, IMIS, Equipment
Clinical Areas / Project Sponsor
Chief Operating Officer (COO)
Chief Executive Officer (CEO)
Chief Financial Officer (CFO)