# Virtual Care Business Case Template

# About this work

OTN has created a business case template and a collection of pre-populated business case modules demonstrating how virtual care supports different patient population needs.

Using this template can help ensure consistency of approach. It is designed to help you create your own business case by providing a framework to define strategic context, examine options, and form a recommendation for the purpose of obtaining approval and funding for the implementation of virtual care in your organization.

The complementary modules contain background information on problem definition, different models of care, and virtual care evidence.

To access the business case modules, please click one of the links below (ctrl+click):

* Palliative Care
* [Mental Health Care](https://otn.ca/wp-content/uploads/2020/01/VCBC_Module_Mental-Health_Final.docx)
* [Substance Use Disorder](https://otn.ca/wp-content/uploads/2020/01/VCBC_Module_MH_SUD_Final.docx)
* Internet-based Cognitive Based Therapy (iCBT)

# How to use this document

This document was designed to support the development of a strong business case that links investments with program results and, ultimately, with the strategic goals of your organization.

To start creating your business case using this template:

1. Delete this cover page.
2. Update the document header and the title page with your organization’s information.
3. Remove sections that may not be relevant.
4. Complete each section by using the pre-filled modules or include information pertinent to your organization.
5. Delete each section’s instructions.
6. Update the Table of Contents by right-clicking and selecting “Update Field,” then “Update entire table.”

[Business Case Name]

[Author]

[Date]

[Project Name]

[Project Code]

[Health Care Organization]

[Version]

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# Authority Signatures

This section captures the signatures of key stakeholders, their role and signatures indicating that they agree with the presentation or proposal as it appears in the business case. Add or remove as many signature lines as needed.

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Full name Date

Project Sponsor

Position, Organization

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Full name Date

Project Manager

Position, Organization

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Full name Date

Executive Sponsor

Position, Organization

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Full name Date

Title

Position, Organization

# Executive Summary

Provide an executive summary (high level) that captures only the essential elements of the business case being presented. Include the business case’s most pertinent facts in a clear, concise and strategic overview.

# Intended Audience

Name the intended audience for this business case. Provide relevant background that the intended audience will need to understand why this business case was created.

This section should address the following:

* Who is the intended audience?
* What does this business case hope to achieve?

# Opportunity Summary

## Background & Problem Description

Describe the patient population and describe the problem this population faces.

If you are an OHT, re-use the OHT application form ‘Section 1.2 - Who will you focus on in Year 1?’

This section should address the following:

* Describe the problem
* What is the impact of the problem?

Material to help populate this section can be found in
OTN’s Virtual Care Business Case Modules.

## Objectives & Outcomes

List specific outcomes that are tied to the quadruple aim objectives highlighted below. Ideally these outcomes are evidence based and referenced.

Material to help populate this section can be found in
OTN’s Virtual Care Business Case Modules.

An example table is provided below:

|  |  |
| --- | --- |
| Objectives | Outcomes |
| Better Outcomes | * List specific outcomes here.
 |
| Reduced Costs | * List specific outcomes here.
 |
| Improved Clinical Experience | * List specific outcomes here.
 |
| Improved Patient Experience | * List specific outcomes here.
 |

## Alignment with Health System Priorities

Describe how the health system has prioritized this area of care. Include reports, recommendations, quality-based procedures, quality improvement dimensions and other relevant advocating documents from health system organizations.

This section should answer the following questions:

* What has been recommended by any health system partners? (Ontario Health division(s), OntarioMD, etc.)
* What has been recommended by the Ministry of Health?

Material to help populate this section can be found in
OTN’s Virtual Care Business Case Modules.

## Strategic Fit

To make a robust case for change, the business case should demonstrate how the proposed investment fits within the organization’s broader strategic context and contributes toward its goals and objectives. This section maps the business case to the organizational framework.

This section should highlight your organization’s:

* Mission
* Vision, goals and values
* Current activities and services, including key stakeholders and clients

End of Section 1: Strategic Context

By the end of this section, the case for change has been established
 and the need for virtual care is clearly defined.

# Options Analysis

In this section, model of care options are identified and listed. This list of options is then analyzed and a recommended option is identified.

## Model of Care Options

Name and describe different model of care options, their associated technologies and their alignment to objectives. Reference research where necessary.

Material to help populate this section can be found in
OTN’s Virtual Care Business Case Modules.

An example table is provided below:

| # | Model Name | Model Description | Technologies | Better Outcomes | Reduced Costs | Improved Patient Experience | Improved Clinical Experience |
| --- | --- | --- | --- | --- | --- | --- | --- |
| 1 | Example Model Name | High-level description of the care model | Types of technologies used in the model | *✔* if applicableBlank if not applicable  | *✔* if applicableBlank if not applicable | *✔* IfapplicableBlank if not applicable | *✔* if applicableBlank if not applicable |
| 2 | Example Model Name | High-level description of the care model | Types of technologies used in the model | *✔* if applicableBlank if not applicable | *✔* if applicableBlank if not applicable | *✔* if applicableBlank if not applicable | *✔* if applicableBlank if not applicable |
| 3 | Example Model Name | High-level description of the care model | Types of technologies used in the model | *✔* if applicableBlank if not applicable | *✔* if applicableBlank if not applicable | *✔* if applicableBlank if not applicable | *✔* if applicableBlank if not applicable |

## Options Analysis

#### Outcome Realization

Define how and when the benefits from each option will be realized, including the specific metrics that can be used to track each option. Each outcome metric should be SMART (Specific, Measurable, Achievable, Relevant and Timely).

This section should answer:

* What metrics will be used to track the outcomes of each option?
* When will the outcomes be realized?

A couple of example tables are provided below:

|  |
| --- |
| Option # - Option Description  |
| Outcome | Metric | Estimated Outcome Realization  |
| Reduced ED visits | # of ED visits a month | DD-MM-YYYY |
|  |  |  |
|  |  |  |

|  |
| --- |
| Option # - Option Description  |
| Outcome | Metric | Estimated Outcome Realization  |
| Reduced ED visits | # of ED visits a month | DD-MM-YYYY |
|  |  |  |
|  |  |  |

|  |
| --- |
| Option # - Option Description  |
| Outcome | Metric | Estimated Outcome Realization  |
| Reduced ED visits | # of ED visits a month | DD-MM-YYYY |
|  |  |  |
|  |  |  |

### Capacity and Ability

|  |
| --- |
| Option # - Option NameDescribe your organization’s capacity and ability to successfully manage each option.Highlight evidence illustrating the organization's performance history and current capacity for successfully managing similar options or projects (e.g. IT implementations, project management, etc.). This is also useful in determining the authority level needed for project approval.This section should answer:* What evidence is there to support the organization’s ability to manage and deliver this option?
* Can your organization manage and deliver this option?

An example table is provided below: |
| Similar Option / Project Name | Description of Similar Option/Project  | Similar Option/Project Outcome & Evidence |
| Example project name | Description of similar project | Outcome of similar project |
| Example project name | Description of similar project | Outcome of similar project |
| Example project name | Description of similar project | Outcome of similar project |

|  |
| --- |
| Option # - Option Name |
| Similar Option / Project Name | Description of Similar Option/Project  | Similar Option/Project Outcome & Evidence |
| Example project name | Description of similar project | Outcome of similar project |
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|  |
| --- |
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| Example project name | Description of similar project | Outcome of similar project |
| Example project name | Description of similar project | Outcome of similar project |
| Example project name | Description of similar project | Outcome of similar project |

### Option Stakeholder Analysis

|  |
| --- |
| Describe the stakeholder environment by considering the types of stakeholders, their specific roles, and how each option might impact them. Stakeholders can be individuals, groups and/or organizations.If you are an OHT, leverage work from the OHT application form Section 2.1 – ‘Who are members of your proposed Ontario Health Team?’A couple of example tables are provided below:Option # - Option Description  |
| Stakeholder | Stakeholder Role | Stakeholder Impact |
| Stakeholder Name | (Approver, contractor, clinician, patient, etc.) | How this option impacts the stakeholder |
| Stakeholder Name | (Approver, contractor, clinician, patient, etc.) | How this option impacts the stakeholder |
| Stakeholder Name | (Approver, contractor, clinician, patient, etc.) | How this option impacts the stakeholder |

Option # - Option Description

|  |  |  |
| --- | --- | --- |
| Stakeholder | Stakeholder Role | Stakeholder Impact |
| Stakeholder Name | (Approver, contractor, clinician, patient, etc.) | How this option impacts the stakeholder |
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Option # - Option Description

|  |  |  |
| --- | --- | --- |
| Stakeholder | Stakeholder Role | Stakeholder Impact |
| Stakeholder Name | (Approver, contractor, clinician, patient, etc.) | How this option impacts the stakeholder |
| Stakeholder Name | (Approver, contractor, clinician, patient, etc.) | How this option impacts the stakeholder |
| Stakeholder Name | (Approver, contractor, clinician, patient, etc.) | How this option impacts the stakeholder |

### Costs

Define the cost breakdown for each option.

Projected costing estimates should be based on total cost, which includes initial costs and ongoing costs. Assumptions about the approach to be used (e.g. build, buy, outsource, partner, etc.) should be made clear.

This section should answer:

* Where will funding for this option be obtained?
* What are implementation costs?
* Will there be ongoing costs? If so, how much?
* How much will this option cost?

A couple of example tables are provided below:

Option # - Option Name

|  |  |
| --- | --- |
| Funding Source(s) | How will this option be funded? (internal funding, grant funding etc.) |
| Initial Costs | Initial Costs ($) |
| Ongoing Costs | Ongoing Costs ($/month or year) |
| Estimated Total Costs | Total Costs ($) |

Option # - Option Name

|  |  |
| --- | --- |
| Funding Source(s) | How will this option be funded? (internal funding, grant funding etc.) |
| Initial Costs | Initial Costs ($) |
| Ongoing Costs | Ongoing Costs ($/month or year) |
| Estimated Total Costs | Total Costs ($) |

Option # - Option Name

|  |  |
| --- | --- |
| Funding Source(s) | How will this option be funded? (internal funding, grant funding etc.) |
| Initial Costs | Initial Costs ($) |
| Ongoing Costs | Ongoing Costs ($/month or year) |
| Estimated Total Costs | Total Costs ($) |

### Estimated ROI

This section is optional as data might not be available.

Develop a Return on Investment formula, clearly state any and all assumptions, and base ROI calculations on real-world implementations in similar scenarios.

### Option Risk Assessment

Conduct a risk assessment for each option, which should include:

* Risk: Description of the type of risk for a specific option
* Probability: Probability of risk happening: low / medium / high
* Impact: Impact of this risk on the option: low / medium / high
* Mitigation: Description of a proactive approach to deal with this risk
* Tolerance: The probability a risk will or will not occur and the effect of a mitigation on the risk
	+ Acceptable: Risk will not occur or will be mitigated effectively
	+ Unacceptable: Risk will probably occur and mitigations will have no effect
	+ Unknown: Risks whose impact and probability have not been assessed
* Risk assessment summary rating: Summary of this risk’s impact on the option: low / medium / high
* Overall risk assessment summary rating: Summary rating of all the different risks: low / medium / high

The approach to risk management should follow the organization's risk-management methodologies, standards and policies to ensure that:

* Key project risks and opportunities escalate appropriately to corporate risk profiling
* Key corporate risks are addressed by the project's risk management strategy
* Risk officer(s) are engaged as necessary

An example table for a single option risk assessment is provided below:

Option # - Option Description

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Risk# | Risk | Probability | Impact | Mitigation | Tolerance | Risk Summary | Overall Risk Summary Rating |
| 1 | Description of risk | Low / Medium / High | Low / Medium / High | Description  | Acceptable / Unacceptable / Unknown  | Low / Med / High | Low / Med / High |
| 2 |  |  |  |  |  |  |  |
| 3 |  |  |  |  |  |  |  |
| 4 |  |  |  |  |  |  |  |

Option # - Option Description

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Risk# | Risk | Probability | Impact | Mitigation | Tolerance | Risk Summary | Overall Risk Summary Rating |
| 1 | Description of risk | Low / Medium / High | Low / Medium / High | Description  | Acceptable / Unacceptable / Unknown  | Low / Med / High | Low / Med / High |
| 2 |  |  |  |  |  |  |  |
| 3 |  |  |  |  |  |  |  |
| 4 |  |  |  |  |  |  |  |

Option # - Option Description

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Risk# | Risk | Probability | Impact | Mitigation | Tolerance | Risk Summary | Overall Risk Summary Rating |
| 1 | Description of risk | Low / Medium / High | Low / Medium / High | Description  | Acceptable / Unacceptable / Unknown  | Low / Med / High | Low / Med / High |
| 2 |  |  |  |  |  |  |  |
| 3 |  |  |  |  |  |  |  |
| 4 |  |  |  |  |  |  |  |

End of Section 2: Options Analysis

By the end of this phase, options have been generated, defined and analyzed.

# Recommendation

With the detailed analysis of each option complete, the goal of this section is to compare and identify a preferred option and highlight why this option is preferable over all others.

Evaluation criteria previously used should be reused, and information discovered during the options analysis should be used as a deciding factor.

## Comparative Summary

Present the options in a table format where options are compared against a standardized set of criteria and indicators.

While there is no limit to the number of criteria that can be used when comparing options, it is important that they be kept to a reasonable number. To make this section concise, link indicators and criteria to previous analysis done. Proper criteria will help differentiate the options and reveal which option will provide the most value at the most reasonable cost to the organization.

An example table is provided below:

|  |  |  |  |
| --- | --- | --- | --- |
| Indicator & Criteria | Option # | Option # | Option # |
| Alignment – Objectives & Outcomes | Yes / No | Yes / No | Yes / No |
| Alignment – Health System Priorities | Partial / Full | Partial / Full | Partial / Full |
| Alignment – Strategic Fit | Partial / Full | Partial / Full | Partial / Full |
| Costs | $ dollar value | $ dollar value | $ dollar value |
| Costs – ROI | $ dollar value | $ dollar value | $ dollar value |
| Outcome Realization | Estimated Date | Estimated Date | Estimated Date |
| Capacity and Ability | Yes / No | Yes / No | Yes / No |
| Option Risk Assessment | Low / Medium / High | Low / Medium / High | Low / Medium / High |
| Overall Option Rating | Rating (1,2,3, etc.) | Rating (1,2,3, etc.) | Rating (1,2,3, etc.) |

## The Recommended Option

Summarize the recommended option.

Use this section to support the executive summary of the business case. The recommended option is now measurable and backed by strong analysis.

The answers in this section are built from previous analysis done in the business case.

Each response should be expressed clearly and concisely.

An example table is provided below:

|  |  |
| --- | --- |
| The Recommended Option | What option is recommended? |
| Recommendation | Why will the organization benefit by focusing on this one option? |
| Deciding Factors | What are the main benefits of this option over the other options? |
| Costs | How much will this option cost? |
| Costs – ROI | What is the ROI of this option? |
| Outcome Realization | When will the option be implemented? When will results be realized? |
| Capacity | Who in the organization will manage and deliver this option? |
| Risk – Risks | What are the risks with this option? |
| Risk – Mitigations | What are mitigations for each risk? |
| Risk – Accountability | Who owns and is accountable for each risk? |

### High-Level Implementation Plan

Once the analysis has been completed and the recommended option has been identified, the next step in the business case involves outlining how the project will be implemented. Some of the information used to answer the questions below will have been previously developed in other sections of the business case.

A detailed project work plan is not required.

This section should answer:

* What are the phases of work to be completed?
* What are the milestones this project should meet?
* What effort is required for each phase?
* What resources are required for each phase?
* What dependencies and constraints are there in each phase?
* How is the decided option being acquired?
* Who has ownership of the option?

Please contact OTN for help in creating an implementation plan.

End of Section 3: Recommendation

By the end of this phase, options have been compared and a recommended option has been selected, and an implementation plan is created to guide the next steps of the project.