

How to Write a Business Case: Cancer Community of Practice for General Practice Nurses

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Executive Summary

The 'Executive Summary' summarises the business case, including your recommendations. It is often best written last, when you're clear about your recommended course of action, and why. Remember that some decision-makers may only read the executive summary, so you need to make sure that you have included everything relevant. For example, the rationale for the suggested intervention, references to evidence, and the estimated number of people the intervention will impact.

Background Summary

The background summary should be used to explain the reason(s) for your business case. It should reference evidence from other sources to support the need for your suggested intervention.

Cancer Prevalence

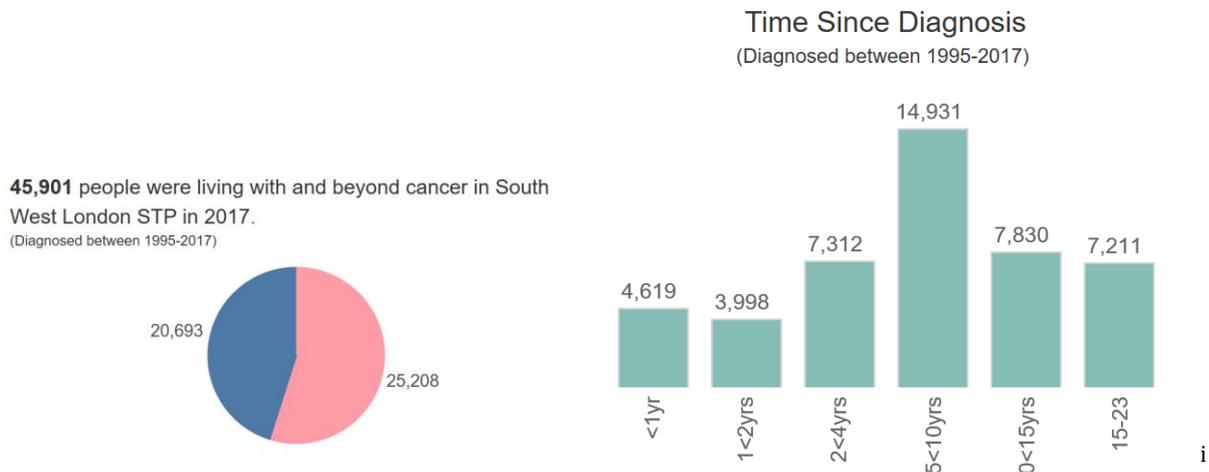
This section is for prevalence data. This will help to show the number of patients that your suggested intervention may impact. It should, if possible, include the following levels of information.

- National picture
- London
- STP (Sustainability & Transformation Partnership)
- CCG (Clinical Commissioning Group)
- PCN (Primary Care Networks)
- Practice

A great place to find cancer prevalence data is the Transforming Cancer Services Team [Cancer Prevalence Dashboard](#). Other sites such as [Cancer Research UK](#) and [Macmillan Cancer Support](#) also hold prevalence data. You can also contact your local CCG Cancer Clinical Lead for further resources if necessary.

Use of graphs are a great way of illustrating this information and for readers to understand the data quickly. Using the online tools above can help. You can copy and paste this information into your business case.

This is a great example that was used for a business case in South West London.



Proposal

This section should be used to give a brief overview of your proposed intervention. It should be short and concise as the next sections within the business case will provide more detail.

Mission Statement

This section should start with ‘*This [name of the intervention] strategy aims to:*’ This section will help you to communicate your end goal(s). This can be done in a bullet point format.

For example:

- *We aim to improve patients access to primary care support after discharge from secondary care following cancer treatment.*
- *We aim to improve patient experience in the same cohort of patients by offering them access to a timed appointment within primary care to perform a holistic cancer care review which will be used to support the patient in their recovery following a cancer diagnosis and manage their cancer as a long-term condition.*

Background, Analysis, Rationale

This section is a narrative text in addition to the executive summary. You should use this section to provide more detailed data and analysis of this data.

You should include your analysis of this data and explain how this has helped you to formulate your suggested intervention to establish better outcome(s) / reduce costs.

For example:

With the number of patients surviving longer following a cancer diagnosis, (Ahmad et al 2015) it is important to ensure that these patients have consistent and timely access to a HCP within primary care with the appropriate skills to support them following discharge from secondary care.

70% of this cohort of patients have another long-term condition (LTC) (Macmillan 2015). As Practice Nurse(s) manage other LTCs for practice patients they would have transferable skills to manage cancer as a LTC if provided with some additional training specific to cancer.

Project Objectives

This section will outline your project objectives. A project objective is a statement that describes the “what” of your project. The tangible and measurable “what”.

Project Objectives should be: SMART (Specific, Measurable, Achievable, Relevant and Time-bound). Project objectives are the specific objectives for which the project works to achieve them within a stipulated time. They should directly address the problem mentioned in the Mission Statement.

It is within this section that you could record the possible financial savings that could be made. To calculate this, you would calculate the average hourly earnings rate for GPs and General Practice Nurses within your practice and then calculate the savings that could be made if a nurse delivers this appointment in place of a GP.

For example:

Non-SMART Objective Example	SMART Objective Example
All patients newly diagnosed with cancer to be offered a HCCR appointment.	All patients diagnosed with cancer to be offered a 30-minute HCCR appointment with a Practice Nurse within 6 months of diagnosis.
All patients with a previous diagnosis of cancer to be offered a HCCR appointment.	All patients with a previous diagnosis of cancer to be offered a 30-minute HCCR appointment with a GP or Practice Nurse with a follow up 30-minute appointment to be offered 6 monthly / annually.

Workforce Implications

This section will detail the implications this intervention will have on the local and wider workforce. It is important to map this out and to consider the direct and non-direct implications this may have. This should include both positive and negative implications and should include any cost(s) that may be incurred. This section should answer the readers concerns, and if done correctly, should support in gaining the appropriate approvals for this business case.

For example:

- *Identified Health Care Professional who will carry out the intervention will need time to attend relevant training to support the implementation of this project. This may mean that cover may need to be sought to cover absences which may result in a short-term additional workforce cost.*
- *Providing additional training and widening the scope of responsibility will increase job satisfaction. This will support in retention of staff which will reduce the cost of recruitment.*
- *Y number of patients x one 30-minute appointment each on a Y weekly / monthly basis will result in Y amount of time being used to support this cohort of patients. (this can be broken down further, for example Y amount of time for Practice Nurse, Y amount of time for Admin Staff etc)*

Estate Impact

This section will detail the impact this intervention will have on your available estate facilities and identify any additional resources that may be needed. Again, it is important to map this out and to consider the direct and non-direct implications this may have and should include any cost(s) that may be incurred.

For example:

- *This intervention will require a consultation room for X amount of time a week / month / year.*
- *HCP will require access to appropriate IT systems / stationery to record the results of each consultation, print any literature relevant to support the patient etc.*
- *HCP will need access to a secure telephone line to provide a telephone consultation.*

Goals

This section should detail your short-term and long-term goals, and any risks that have been identified during the process of mapping out the project.

Short-term goals should detail the immediate impact this intervention will have on both patients and workforce.

Long-term goals should detail the lasting legacy you would hope this intervention will have, and the positive changes this will bring.

For example:

Short-term goals:

- *Identified HCP to receive education specific to cancer to support the identified cohort of patients manage their cancer as a long-term condition.*
- *Put processes in place to identify all patients with a new diagnosis of cancer to be invited for a HCCR within 6 months of diagnosis.*

Long-term goals:

- *Embed intervention in my place of work as business as usual.*

- *Embed a safety netting tool which will allow patients to be easily identified and be routinely invited for this intervention when appropriate.*
- *Improve patient satisfaction by offering them consistent and appropriate support to manage their holistic needs following discharge from secondary care.*

Obstacles – identified risks

- *Identified Health Care Professional not being given time off to attend cancer specific training.*
- *Additional time pressures on an already stretched workforce.*

SWOT (Strength, Weaknesses, Opportunities & Treats) Analysis

Which stands for "strengths, weaknesses, opportunities and threats" – is a type of analysis that helps you develop your business case by comparing internal factors (strengths and weaknesses) against external factors (opportunities and threats). A SWOT analysis is usually formatted as follows:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • the first point of contact • most GPs are independent contractors – more autonomy • GPs have a positive relationship with CCGs • More cost effective than larger organisations • Greater degree of personalisation • Geographical advantage – easier access • Easy access to medication 	<ul style="list-style-type: none"> • <i>Inconsistent quality of care</i> • <i>Underdeveloped IT systems</i> • <i>Financial constraints due to the economy</i> • <i>Patients to GP ratio is too high</i> • <i>Limited access to specialised treatment</i> • <i>Lack of team diagnosis and multidisciplinary – leading to misdiagnosis</i> • <i>Limited diagnostic equipment</i>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • <i>GPs are in charge of commissioning – more opportunity to acquire funding</i> • <i>Technology can be used to improve safety and communication – allows better integration between GPs and referral to secondary care</i> • <i>Overwhelming demand for healthcare and general increase in local population – expand primary care</i> • <i>Walk-in clinics 24 h – to reduce demand for A&E</i> 	<ul style="list-style-type: none"> • <i>Demographic change – increase in life expectancy</i> • <i>More chronic and long-term conditions</i> • <i>Increased waiting times due to increase in demand</i> • <i>Financial Pressure – possible budgetary constraints</i> • <i>Private Sector</i>

This is also a great example of a SWOT Analysis. It was completed as part of a wider report named ‘Strategy Report on the NHS and Recommendations’ and analyses primary care as a whole.ⁱⁱ



This diagram is a useful tool to help you with thinking and flushing out your ideas within the context of a SWOT analysis.

A SWOT analysis table is a great way of illustrating a lot of information in a digestible format.

Implementation (Operational Plan)

This section will detail your operational plan. This will be a list of actions you will need to do to reach your goals and implement the changes needed to meet your objectives.

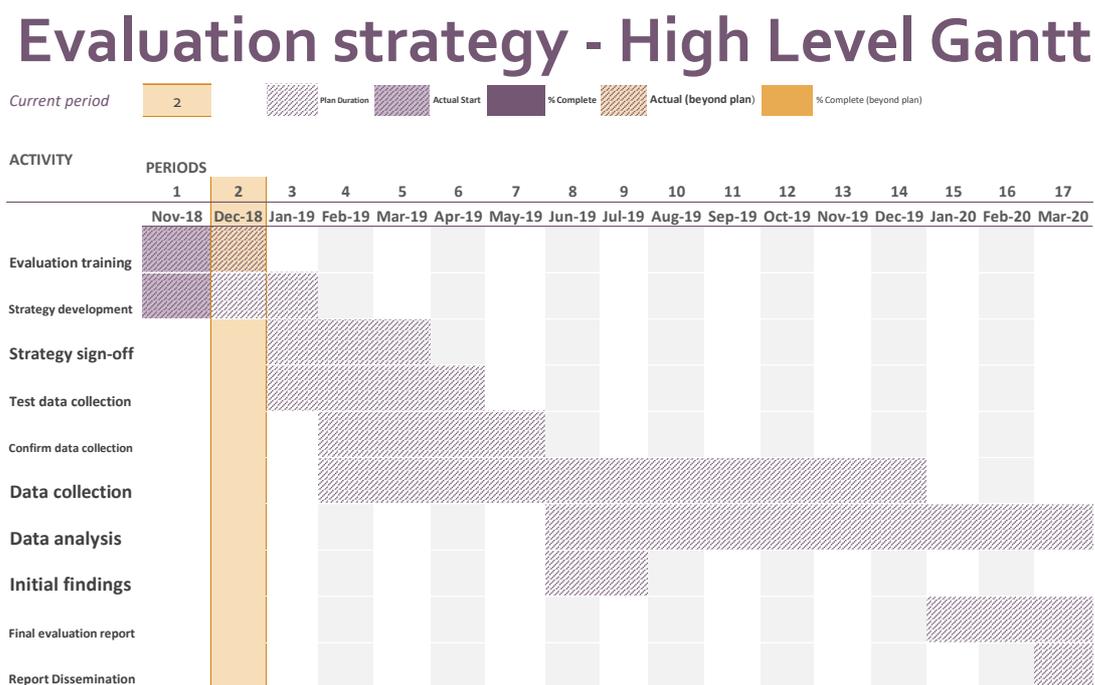
For example:

- *Identify most appropriate Health Care Professional to carry out intervention.*
- *Identify relevant course options available to gain relevant knowledge and skills to manage cancer as a long-term condition.*
- *Identify cohort of patients that will receive said intervention.*

Timeframes for Activity (high-level):

This section will map out the time that will be needed to implement actions identified in the above operational plan. A great way to show this is by using a Gantt Chart. This tool can also be used to help you monitor your progress if your business case is approved.

Example Gantt Chart



Performance, KPIs (Key Performance Indicators), Metrics

This section will detail the tools in which you will use to monitor performance, document your KPIs and metrics.

For example:

*The implementation of the intervention will be monitored from **date to and from**, with project management processes used to track and control progress, with any issues escalated through the appropriate governance channels.*

Regular reporting will be delivered through the reporting cycles and processes of

_____, taking place at minimum on a monthly basis.

To support reporting the project team will manage up-to-date information trackers and develop key performance indicators (KPIs).

- KPI 1 _____
- KPI 2 _____
- KPI 3 _____

KPIs will help you to define and measure progress towards your goals. As the primary means of communicating performance across your organisation, KPIs should focus on a range of areas.^{iv}

References

This section will record all the external sources of data you have used within the business case. It is really important to include all references used. This will allow the reader to access this information and do further reading if necessary.

You should record the author name (Surname, Initial) if relevant, the organisation name who have published this data and provide a full URL link to the source of data where available.

I have used some examples throughout this guide as follows:

ⁱ TCST, 2017 Cancer Prevalence Dashboard, <https://www.healthylondon.org/resource/2017-cancer-prevalence-dashboard/>

ⁱⁱ Mura G, Strategy Report on NHS and Recommendations, <https://www.slideshare.net/GaspereMura/strategy-report-on-nhs-and-recommendations-gaspere-mura>

ⁱⁱⁱ Shewan D, How to Do a SWOT Analysis for Your Small Business <https://www.wordstream.com/blog/ws/2017/12/20/swot-analysis>

^{iv} Act Academy, NHS Improvement, Online library of Quality, Service Improvement and Redesign tools <https://improvement.nhs.uk/documents/2141/performance-management.pdf>

If using Microsoft Word while writing your business case, as and when you quote a person, or use some data, you can 'Insert Endnote' which will automatically generate an

area within your document to record the source. 'Insert Endnote' can be found in the toolbar within the 'Footnotes' section within the 'References' tab.

Appendices

Appendices are used when the incorporation of material in the body of the business case would make it poorly structured or too long and detailed. Appendices may be used for helpful, supporting or essential material that would otherwise be distracting within the business case.