



EBOOK

Getting Buy-In for a New Healthcare Software Solution

How to effectively build your case
to make a software change



Constant advancements in medical knowledge, research, and technology make healthcare an incredibly dynamic field.

New innovations, treatment modalities, and devices that enhance patient care and improve outcomes continually change healthcare practices and protocols, and the integration of new technologies can significantly impact healthcare operations and delivery.

So why does it feel like some of your workflows are stuck in the past?

Because adopting and adapting to these innovations involves a level of organizational change and workflow adjustment that requires careful planning, analysis, and security concerns, many healthcare organizations are hesitant to modify the status quo.

That means it often falls to clinicians and administrators to lead the charge for change that will improve care and efficiency and keep the organization competitive. But it's difficult for these individuals to know where to start and how to create a thorough case that will justify the need they observe.

If you're looking for approval on a new software solution that will improve the way you work and your patient outcomes, you need to develop and present a persuasive business case for your recommendation.

A business case will help you gain executive support for these changes and guide your healthcare organization through the process of selecting, adopting, and adapting to proposed new technologies or clinical practices to ensure safety, scalability, adaptability, and a patient-centric focus.

A well-thought-out business case offers an opportunity for clinicians to bring about evidenced-based change in clinical practice. It is a powerful tool that can have a significant impact on healthcare services and patient outcomes ... the role of a business case is to justify the need for change, argue its value, gain support from leadership, and illustrate how it can be sustainably implemented."

British Journal of Hospital Medicine

In this eBook, you will learn best practices for building and presenting your own business case in your healthcare organization for the purchase of new software >



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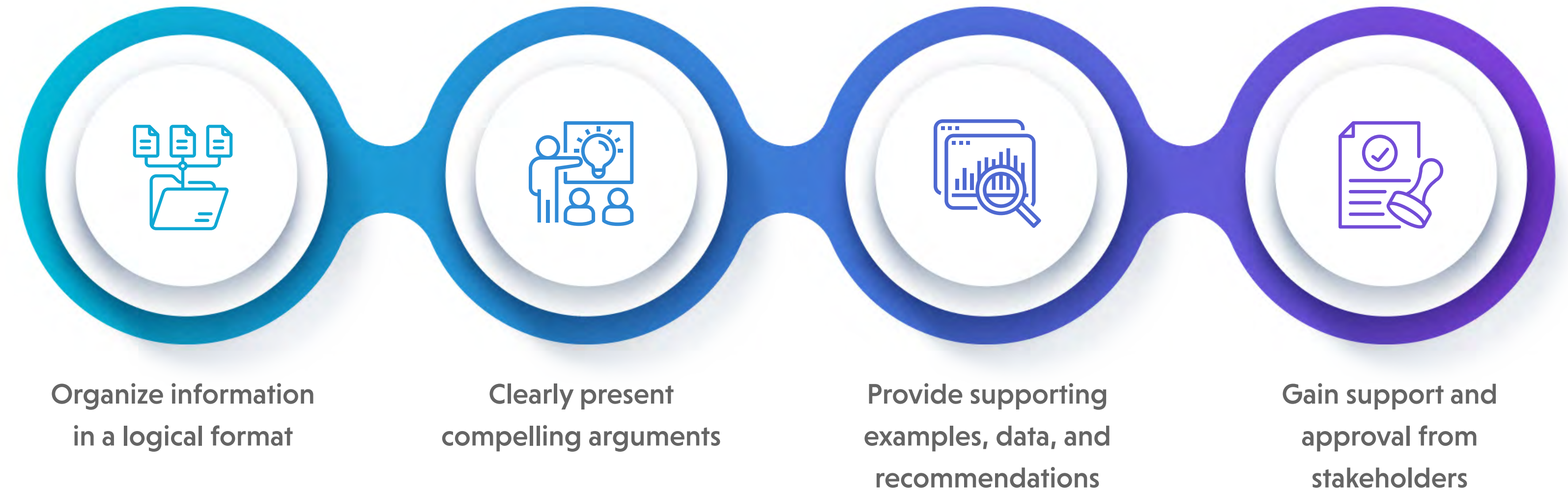
Why is a business case necessary?

A business case is a comprehensive document that outlines the justification for undertaking a particular project, purchase, initiative, or change within an organization.

It serves as a tool for better decision-making, providing a structured and evidence-based rationale for investing resources, time, and effort.

Your business case should clearly communicate the potential benefits, risks, and costs associated with the proposed action, enabling stakeholders and decision-makers to make informed decisions.

Purpose of a Business Case



We've created this downloadable, interactive template to guide you as you build your own business case for a new healthcare software solution.

Parts of a Business Case

There are many ways to organize and present a business case that thoroughly examines the administrative, financial, operational, and patient-centered benefits of the proposed change, fully communicates the need, and successfully gains buy-in from necessary stakeholders.

A well-rounded and persuasive business case should contain a diverse range of information and research surrounding these key components:

Opportunity and Executive Summary

The key points, recommendations, and primary reasons for the proposed technology. This is often the first part decision-makers read and should capture their attention while summarizing the essential aspects of the business case.

Objectives and Impact Evaluation

The clearly defined objectives of the project and their expected impact. This evaluation explains what the organization can achieve through the proposed action and how it aligns with strategic goals.

Cost and Benefit Analysis

The financial aspects of the business case, broken down to the costs associated with the proposed software and an analysis of the expected benefits. This helps decision-makers understand the financial implications, potential returns on investment, and whether the proposed action is economically viable.

Planning and Risk Assessment

The potential risks of the project and strategies to mitigate or manage them for your initiative's success. This section shows you understand the challenges of the project and demonstrates a thoughtful and proactive approach to addressing them.

Opportunity and Executive Summary

Goal: Engage key stakeholders and help them see the importance of the opportunity.

The executive summary is your chance to make a good first impression. You should provide an overview of the problem and your recommendation, pinpointing the specific issue and opportunity that the proposed new software solution aims to address.

For example, this could involve improvements in:

- Patient care
- Operational efficiency
- Employee satisfaction
- Data security
- Compliance with regulatory requirements

It's crucial to clearly articulate the impact of the identified problem on the department's performance and how it aligns with the broader organizational goals. For instance, if the current software system is causing delays in accessing patient information, this can negatively affect patient care and operational efficiency. Or if a legacy system is more vulnerable to cyberattacks, it could put your data at risk and affect regulatory and HIPAA compliance.



57% of healthcare data breaches occur in network servers with unsecured protected health information (PHI), affecting 87% of all affected individuals.

U.S. Department of Health and Human Services



Stakeholder Engagement

Identifying key stakeholders and understanding their concerns is essential for successful software implementation. Your business case should align recommendations with the priorities of various stakeholders.

For example, if clinician leaders are key stakeholders, demonstrating how the new software will enhance their workflow, improve patient outcomes, and address any pain points they currently experience is crucial. For an IT audience, you can show how the technology provider will prevent downtime, provide key support should issues arise, and reduce vulnerabilities in your technology ecosystem.

Addressing concerns and showcasing the benefits of the software in alignment with each stakeholder's priorities increases the likelihood of gaining support for the proposed solution.



Find out who will be making the decisions about your proposal, their main priorities, expectations, and concerns, and reframe your information in clear, concise language that appeals to those decision-makers.

Objectives and Impact Evaluation

Goal: Help decision-makers understand why the chosen solution is superior and establish a framework for ongoing performance measurement.

Now that you've outlined and introduced your recommendation and chosen vendor, go further in-depth and list each specific objective the new software solution aims to achieve. For each objective, the business case should outline potential benefits, detailing their expected impact in both quantitative and qualitative terms.

This is a good place to show a competitive analysis matrix and include applicable metrics demonstrating why your chosen solution will provide a more positive impact than both the current process and other vendor options.

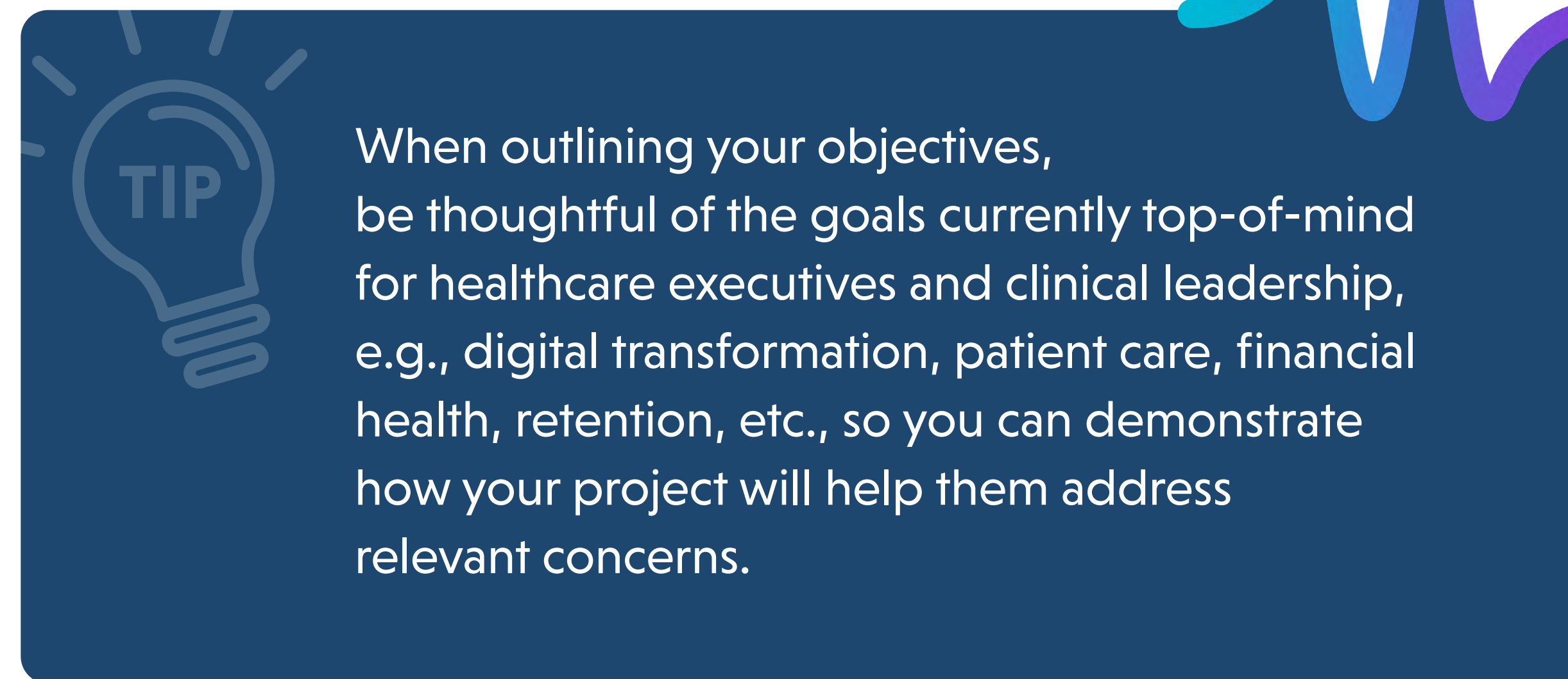
For example, if you were evaluating cloud-based software vs a traditional on-premises solution, you could include a visual chart or list comparing applicable features of each.

Comparing Features	Cloud-Based Software Solution	Traditional, On-Premises Solution
Web-Accessible	✓	✗
Regular Updates and Releases	✓	✗
Advanced Data Security	✓	✗
Data Analytics	✓	✗
AI-Enablement	✓	✗
Improved Interoperability	✓	✗

Metrics and Key Performance Indicators (KPIs)

Define the specific forward-thinking metrics that will be used to measure success once the software is implemented. This gives a clear and measurable plan to assess future success for each objective.

For example, if the problem is related to inefficient data management, an objective could be to streamline data processes, with the benefit being increased efficiency and improved accuracy. Relevant metrics such as average reductions in time can be explored and compared by vendor.



TIP

When outlining your objectives, be thoughtful of the goals currently top-of-mind for healthcare executives and clinical leadership, e.g., digital transformation, patient care, financial health, retention, etc., so you can demonstrate how your project will help them address relevant concerns.

Cost and Benefit Analysis

Goal: Help decision-makers understand financial implications and advantages.

A cost and benefit analysis breaks down the costs involved for the project and illustrates projected return on investment (ROI). It's pivotal to address the financial aspect of the proposed initiative, providing decision-makers with a clear understanding of the investment required, potential savings, and the overall financial impact on the organization.

A thorough cost analysis will demonstrate the financial viability of the proposed purchase and help convince decision-makers that the positive benefits and ROI derived from the new software will outweigh the costs, both in the short term and long term.

When analyzing costs and ROI, it's important to also address any downstream financial effects the software will have beyond upfront costs. For example, if the solution will reduce clinician burnout and improve retention, this will have a positive financial effect over time and should be included in your business case.



Detailed Cost Breakdown

Provide a comprehensive breakdown of all costs associated with acquiring and implementing the new software solution. This includes one-time expenses such as licensing, hardware, and implementation services, as well as ongoing costs like maintenance, support, and training. Ensure you compare proposed costs to current costs for each expense.

Total Cost of Ownership

Be transparent about the total cost of ownership (TCO) and the methodology used to calculate it. This involves considering not only the initial investment but also the cumulative costs over the software's lifecycle. Clear articulation of TCO helps decision-makers understand the full financial commitment involved.

Use real data to substantiate cost and benefit projections. Whether it's historical data, industry benchmarks, or vendor-provided metrics, relying on tangible evidence will enhance the credibility of your business case.



Planning and Risk Assessment



Goal: Provide decision-makers with a clear understanding of potential challenges and how they will be addressed throughout implementation and beyond.

Thorough planning and risk assessment are crucial for instilling confidence in decision-makers and demonstrating a proactive approach to risk management and strategic planning.

A comprehensive risk assessment and plan is essential for anticipating and mitigating potential challenges and will ensure the successful implementation and sustained success of your proposed software solution.



Risk Identification

Identify potential risks associated with the new software and how they are addressed. This includes considerations related to:



Technology compatibility

How will the software integrate and communicate with other tools and technology? Will users be able to adopt it seamlessly in their workplace?



Data security and privacy

How does the vendor protect your data? Where is information stored and secured?



Regulatory compliance

How is the software aligned with your organization's regulatory compliance standards and practices?



Scalability and adaptability

How will the software help to future-proof your organization?

Provide information regarding the software vendor's reputation, stability, and customer reviews to prove that you're recommending a trustworthy and effective vendor that is well-prepared to handle potential disruptions, adapts to future needs, and ensures continuity in case of unexpected events.

Implementation Plan


Clearly outline the implementation plan for the new solution, including an estimated timeline, project milestones, and internal support requirements. This helps demonstrate that your organization will be adequately prepared for the transition.

Change Management Considerations

Managing change is a significant aspect of implementing new clinical software. Your business case should address how the chosen vendor will collaborate with the team throughout the entire process, from the initial planning to implementation and ongoing support.

Reach out and designate “champions” within your organization who will advocate for the change, champion the benefits, and help overcome challenges. This will help foster a positive and collaborative approval process and increase user adoption.

Understanding how the vendor will support your organization during these stages, ensuring a smooth transition and addressing any potential challenges that may arise, is vital. Your business case should emphasize the importance of the vendor’s commitment to helping the team adapt to and optimize the new software for day-to-day operations, including any training and support provided beyond implementation.



Customer reviews and referrals are a great way to demonstrate how the software scales for evolving business needs and technological advancements over an extended period. Consider reaching out to current software customers of potential vendors that can provide you with key insights related to implementation, interoperability, long-term support, and scalability to include in your business case.



A simple effort to reach out to employees can turn them into champions of new ideas.”

Harvard Business Review

Presenting your Case

Now that you've crafted a comprehensive business case, you need to get it in front of the right audience – the key stakeholders and decision-makers.

Identifying key individuals who have the authority to approve and implement the proposed changes may involve researching organizational charts and hierarchy, or reaching out to department heads and managers who oversee the areas affected by your business case.

Examples of various groups or individuals that may be involved in a decision-making process for a healthcare organization include:

- IT departments
- Chief Information Officers (CIO)
- Chief Medical Information Officers (CMIO)
- Clinical staff and end users
- Finance departments
- Compliance and security teams
- Procurement teams
- Integration representatives
- Other executive leadership

Once you've ensured you are talking to the right people, you can present them with your compelling, persuasive business case in a format that is easy to consume and visually appealing.



This **downloadable template** contains what you need to start creating and outlining your business case. Download it here to easily input the information you compile.

The journey to adopting a new software solution will come with challenges, and won't happen overnight, but building a comprehensive business case will empower you to champion positive change in your healthcare organization.

As you work to secure buy-in and pave the way for successful implementation, remember to engage key stakeholders, practice effective communication, and take initiative with the support of your champions and chosen vendor.

"When people are aligned around shared purpose and engaged in real problem solving within a strong team environment, they achieve overall goals and change objectives much faster and more effectively."

Harvard Business Review



Create a Business Case for Streamlined Ultrasound Workflows

To learn more about AS Software's cloud-based ultrasound reporting and image management solutions, or to start building your business case for enhanced ultrasound workflow automation, visit as-software.com/demo.

[Get a Demo](#)