

Assessment 2: Business Case

Due Date	07/11/2021
Task	Develop a business case
Length	3,000 – 3,100 words
Weighting	60%
Content	Lecture and course material from Weeks 1 – 12

Rationale

A common, contemporary issue for health service managers are the constant changes due to technological developments. This is seen in device and pharmaceuticals products, which can be expensive, disrupt current practices and lead to other changes and costs. Nowhere is it more prevalent than in the innovation, implementation, and everyday use of digital technology.

In the contemporary health care environment, there is often pressure on managers from clinicians wishing to have access to the most 'up-to-date' technology, from providers to equip sites with their version of such technology, and from insurers who are concerned at the rising costs associated with such technology. However, it is often the case that the evidence supporting new technologies is sparse, inconclusive, funded by those with vested interests, or lacking in cost-effectiveness analyses. As a manager/policymaker/planner in healthcare, you will be asked at some stage to review options and make a recommendation on technology, by presenting a comprehensive, structured business case.

Scenario

Half (five out of 10) of the orthopaedic surgeons in your private facility have returned from a conference, where they have learned of a new knee replacement technique and prosthesis that they would like to commence using. The new prosthesis has been approved by the Therapeutic Goods Administration and is purported to have a longer term of life (before replacement) and smaller incisions within the procedure. The new procedure will incur extra costs for the hospital (\$2,000 per procedure) and it is not fully covered by the major health insurers yet.

The new technique and prosthesis has been in use for a decade, but the evidence remains inconclusive regarding its benefits, despite some clinicians believing it effective. Not all the orthopaedic surgeons in your private facility want to change to this new procedure. Therefore, it will be additional to the current hospital inventory. In addition, as is the case with new equipment, there will be flow on effects, including: staff training; ensuring there are enough equipment sets in theatre and to rotate through sterilising; and the requirement for more 'advisors' from the manufacturers.

Task

You are to develop a business case to use in the above scenario. Your business case should include the following, but please note that this is not an exhaustive list.

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Semester 2, 2021

QUT, School of Public Health and Social Work

PUN210: Contemporary Health Management

Unit
Information

1. Your investigation/findings:

- Evidence that you have reviewed the issues clinically, and from a procurement point of view, particular to the technology (there will be tutorials that will clarify this expectation).
- Identification and rating of risks and benefits in introducing new technology of this type.
- Clinical factors to review regarding the technology, such as safety, efficacy, and suitability to the scenario environment.
- Financial impacts, such as costs, value for money, and funding.
- Identification of governance mechanisms to assist in any future implementation within the business case.

2. Your recommendations:

- Within the business case, and supported by your investigations and risk assessment above, make a recommendation to your manager on the technology itself.

3. Your change management plan:

- Include a brief change management plan that you would use to introduce the new technology, including how you would identify and communicate to key stakeholders.

As stated, this is not an exhaustive list, and it is up to you to decide what extra information might be needed based on your findings. You will find a number of different business case templates in on Blackboard. It is up to you to select and modify the template you think is most relevant to your findings. You are also welcome to use a template not posted on Blackboard, if it is relevant (e.g. you might have a business case template currently used in your own workplace).

Please note that the marking criteria are available on Blackboard.