

Supporting business case development at NHS

Business Services Authority

Our training helped improve NHS Business Services Authority's (NHS BSA) business case development capabilities through the [Better Business Cases™ Foundation Masterclass](#). Participants gained invaluable practical tools and best practices, leading to more robust business case production, improved stakeholder communication, and superior review quality.

Background

The NHS Business Services Authority (NHS BSA) identified a need to enhance its capabilities and capacity in developing robust business cases. To address this, they arranged a [Better Business Cases™ Foundation Masterclass with NHS Midlands and Lancashire](#). This initiative aimed to equip their team with the necessary skills and knowledge to create effective and well-structured business cases.

Action

The Better Business Cases™ Foundation Masterclass was tailored specifically to the NHS context. The course included the completion of the [APMG](#) foundation examination, which was invigilated and organised by NHS Midlands and Lancashire. In addition to the core training, the following support was provided:

- Real NHS Examples of good practice: Practical examples were shared to illustrate successful business case development within the NHS.
- Templates for business case writing: Participants received templates to assist in the structured writing of business cases.
- [Green book](#) supplementary guidance: Guidance from the HM Treasury Green Book was provided to ensure alignment with best practices in public sector business case development.
- [Infrastructure and Projects Authority](#) assurance reviews: Information on assurance reviews from the Infrastructure and Projects Authority was included to help attendees understand external validation processes.
- Reviewers' checklists: Checklists were provided to help reviewers systematically evaluate business cases.

- Introduction to the [Department of Health and Social Care's \(DHSC\)](#) comprehensive investment appraisal model: An overview of the DHSC's model for comprehensive investment appraisal was given.
- Templates for reconciliation of the economic and financial case: Templates were provided to ensure that the economic and financial aspects of the business cases were thoroughly reconciled.

Impact

The masterclass had a significant positive impact on the NHS BSA team, yielding several key benefits:

- Comprehensive understanding: Participants gained a thorough understanding of the Better Business Case methodology, including the 5-case model and the purpose of each case.
- Best practice approach: Attendees learned a best practice approach to producing business cases, enhancing the quality and effectiveness of their submissions.
- Improved communication: The training facilitated better conversations during the development of business cases between authors, stakeholders, and reviewers, fostering a more collaborative environment.
- Enhanced review capabilities: Reviewers were better positioned to review and assure business cases but to provide advice on how to strengthen them based on best practices.
- Alignment with guidance: The training was well-aligned with key guidance documents such as the [HM Treasury Green Book](#) and the [Guides to Developing the Project Business Case](#) and [Programme Business Case](#) ensuring that the business cases met the required standards and guidelines.

The tailored masterclass provided NHS BSA with the tools and knowledge to develop high-quality business cases, ultimately supporting better decision-making and more effective use of resources within the NHS.

Feedback

Participant feedback from the delivered training:

Just wanted to say thank you again for your help and support on the Better Business Case training and for providing the extra information when I asked for examples to help with my learning, it was much appreciated. I really enjoyed the course, and it gave participants good best-practice approaches to follow.

Simon Ruddle | Principal Business Analyst | NHS BSA

I originally signed up for the training to check my knowledge against best practice and I thoroughly enjoyed the course which was both engaging and thought-provoking. I have been recommending all my finance colleagues involved in supporting and reviewing business cases to attend so that they can build a strong foundation in understanding business case development or refresh their knowledge.

Chris Ornsby | Finance Business Partner | NHS BSA

For more information

For more information and to learn how you can book your Better Business Case training, please [contact us](#).