Business Case Development Checklist

Change teams may need to develop a detailed business case to support the rationale for the implementation of a guideline and the associated costs. A business case may be used to gain support from key stakeholders, such as members of the senior leadership team, a board of directors, or a patient council, as a sound clinical and financial investment.

Your business case should include the benefits and risks of guideline implementation. It needs to be specific and detailed enough that decision-makers have a clear understanding of the associated costs and how the resources will be used to support the practice change.

The table below is an example of the elements of a business case and how it relates to each of the action cycle phases of the Knowledge-to-Action Framework.

Table: Business Case Development Components

Knowledge-to-Action Framework Action Cycle Phase	Business Case Elements	Additional Considerations
Introduction	Executive summary Includes a general introduction and information on issues surrounding the need for guideline implementation	Write this section last. Be sure to summarize the who, what, where, when, and why that the business case will provide.
Identify the problem; Determine the know/do gap; Select knowledge	Address why the guideline implementation is needed.	Describe the problem using supporting data. Focus on the problem only here versus the solutions that will be described later.
Adapt knowledge to local context	Identify key stakeholders – i.e., who are the groups that will be impacted by the guideline implementation	Describe in detail the project including anticipated outcomes and benefits for person/patients, staff and the organization.

	Identify the scope of the guideline implementation. Describe the objectives and goals and the timelines. Describe who will be involved – e.g., members of the change team, staff, members of the senior leadership team. Detail how the project will affect organizational processes and resources.	Be realistic about the objectives and goals by recognizing other concurrent priorities in the organization.
Assess barriers and facilitators to knowledge use	Consider the return on investment. Be clear about what is not part of the project and therefore will not be implicated. Are challenges anticipated with timelines and available resources based on other concurrent priorities?	Describe the members of the change team and their roles and responsibilities. If any consultations or focus groups have occurred with stakeholders, detail these. Acknowledge that barriers may develop or change as the project progresses. Identify as accurately as possible any risks.
Select, tailor and implement interventions	How will the project be rolled out? What are the cost projections? How does this project align with other organizational priorities?	Consider all of the resources needed for guideline implementation. For this section, your change team may benefit from consulting your financial department for additional details.
Monitor knowledge use	How will you determine if there has been a change in knowledge, skills and attitudes regarding guideline implementation?	Identify how knowledge use outcomes will be measured and the associated costs.
Evaluate outcomes	How will success be measured? Will there be a change in the resources needed to achieve the practice change? What outcome measures are needed and how can these data be collected and analyzed?	Consider elements such as staff training and resources.
Sustain knowledge use	How will the practice change be sustained? Has the business case been reviewed and approved by stakeholders?	Conclude with a compelling and persuasive statement regarding the benefits of guideline implementation and why the practice change is imperative.