Benefits Realisation Case Studies

HaCIRIC’s Benefits Realisation team has undertaken three case studies: with MaST LIFT, Stockport PCT, Brighton and Sussex University Hospitals 3T (Teaching, Trauma and Tertiary)

Helping with business cases - Brighton and Sussex University Hospitals (BSUH)

The NHS has a vision to provide clinical services, buildings and infrastructure that will suit the needs of the people of Mid Sussex, Brighton and Hove for the next 30 to 40 years.

The hospital development programme, known as Tertiary, Trauma and Teaching (3Ts) has been established by Brighton and Sussex University Hospitals (BSUH). The Trust has used BeReal methods to gather and evaluate benefits for the business case approval stage.

A series of workshops collected all the potential benefits – 682 in all – and further consultation then classified them into categories, scored and ranked them. So those behind the development now have a deep knowledge of the options, trade offs and opportunity costs of different ways they might proceed.

Professor Duane Passman is the Trust’s Director for Estates and Facilities for the 3T’s programme. He explains how BeReal has helped develop the concept.

“Our association with HaCIRIC has enabled us to identify a clear methodology and process for identifying the benefits we hope to realise. We have already identified several hundred intended benefits from our staff, commissioners and patient groups and we are currently working with HaCIRIC to see how we can clearly set these out and identify measures to quantify as many as possible.

“The work we are doing now, and will continue to do with HaCIRIC will provide us with a clear opportunity to ensure that we continuously review our benefits planning and ensure we drive the intended benefits through into full realisation. In difficult economic times for the public sector we have a duty, more than ever, to show clearly what we are achieving for the public money we invest.”

Building a community hospital - Stockport PCT

Stockport Primary Care Trust is building a brand new community hospital. HaCIRIC and the BeReal programme has been at the heart of developing St Thomas’s, right from the start. It is now participating in the construction phase to ensure that the gains planned for in the concept phase are realised and a full understanding is also reached of the benefits and disbenefits accrued in this construction phase before services begin to flow from the new infrastructure.

Ray Goodier, NHS Stockport’s Associate Director of Finance for Strategic Capital Developments, explains:

“It was crucial that NHS Stockport used a benefits realisation/change management methodology that could successfully be mapped, understood and embedded in the organisation, not just in the early stages but throughout the life and post implementation of the new services.

“NHS Stockport therefore chose the BeReal model developed by HaCIRIC. This methodology gave a whole system view and, following a series of stakeholder participative workshops, we have been able, with the help of HaCIRIC to fully document the service benefits that will accrue from the project and the changes needed to come about during the life and beyond of the project for key services integration.

“The BeReal model and methodology combine service needs, managerial and corporate expectations with academic rigor. The model contains evidence grounded theory assumptions with the ability to test new and innovative health care delivery models in a safe and collaborative environment. HaCIRIC are able to couple service needs models with the new build requirement to deliver innovative care”

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Running services – supporting MaST LIFT

Our teams have been working in the North West to help healthcare providers to test whether the benefits they planned for new primary healthcare infrastructure really materialised. Our studies have also been able to factor in any additional, unexpected benefits – and disbenefits - of these projects.

Clare Postlethwaite is Partnership Director of NHS Manchester, Salford and Trafford (MaST) Local Improvement Finance Trust (LIFT). It’s a public private partnership bringing together the NHS, the local authority and the private sector in developing three local health centres. Our work with MaST LIFT has involved detailed and exhaustive engagement with staff, patients and centre users, to produce primary quantitative and qualitative data.

“The BeReal is helping public sector partners to a more critical appraisal of the value gained by particular projects,” says Clare Postlethwaite. “Traditionally, public sector partners often allowed themselves to assume the likely net worth of various benefits to users at the business case development stage for any project. The front end work involved within this research project has rightly forced us to challenge these assumptions and enabled us to more genuinely appraise if the benefits that we propose to deliver are those that are actually valued highly by the population and users that we are to serve.

“Additionally, the BeReal project work has illustrated inter-linkages between benefits and dis-benefits generated that previously we had little real appreciation for. All this provides us with a powerful platform on which to build future projects and issues that we need to target at an early stage in the development of any project.”