

Strategic Outline Business Case

Project:

Enhanced Independent Living

At Home Not Alone

Business Case Development in Partnership with:

Norfolk County Council

Date: September 2010

Author: Susan Brown

Organisation: Susan Brown Associates

Strategic Outline Business Case

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This is a model strategic outline business case for the project. It does not contain any financial or economic analysis - but rather presents a summary of the project and a qualitative comparison against sensible alternative options. This qualitative comparison was produced by a cross-section of stakeholders working in collaboration to provide a combined assessment of the relative benefits of the project. This is thus their case study, presented "as is", and neither these stakeholders nor the publisher give any warranty regarding the suitability of the project to third parties choosing to implement the project within their local area.

Project Definition

Project Summary

1. Project Name	Enhanced Independent Living (At Home Not Alone)
2. Target Group/ Community	Vulnerable adults requiring assistance to remain living independently in their own homes
3. Approximate Size of Target Group	1000 in Norfolk
4. Policy/ Strategic Foundation	Adult Social Care Strategy targets and drivers to improve support for vulnerable adults to enable their continued independent living at home
5. Key Problem the Project Solves	There are around 1000 residents who find it increasingly difficult to live independently in their own homes through lack of mobility and confidence.
6. The Problem with the Status-Quo	These residents are at risk of requiring acute service attention, long term residential care or other forms of escalation in support. This has potential cost implications for service providers, but also impacts on the quality of life of those concerned.
7. Key Indicators of Success and Critical Success Factors	Indicator 1: % of target audience who are supported Indicator 2: Social wellbeing of residents Indicator 3: Safety and security of residents Indicator 4: Avoided emergency costs Indicator 5: Productive Time - Frontline Workers

Project Summary continued...

8. Brief Overview of Project	Offers a co-ordinated and cohesive package of home based services, which makes use of a range of 'preventive' technologies, to support both the safety and security of vulnerable residents (telecare, home security, falls follow-up service and 'flying visit' service), sustains their wellbeing (Teleclub, mental stimulation for dementia sufferers) and supports everyday independent living (Teleshopping).
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9. Three Main Alternative Options	Alternative Option 1: Do Nothing Alternative Alternative Option 2: Pure Telecare Service Alternative Option 3: Increased Residential Care
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The project and specific solution being proposed will generate something new, a product or service, that ...

10. is unlike alternatives because...	It is a more holistic approach to independent living, which focuses on the needs of the individual as well as the service provider. On top of safety and security services it provides practical and intellectual support - social contact, shopping, mental stimulation to improve the social wellbeing as well as independent living ability.
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11. and has the following evidence for its potential effectiveness.	Norfolk At Home Not Alone evaluation and case study. Experience of Assistive Technology Service staff, Norfolk County Council.
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12. What is the basis for the choice of Alternative Options above?	Most obvious layman's options for tackling the problem.
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Stakeholder Identification

This page presents a table of key stakeholders that have been identified and who have a stake and/or a role to play in the successful outcomes of any of the solutions.



Ref	Stakeholder Category	Stakeholder Type	Specific Stakeholder Title or Name
1	Local Authority	Adult Care Services	Norfolk County Council Assistive Technology Service
2	Local Partnership	Primary Care Trust	Acute Trusts
3	Service Delivery Organisation	Public Sector Delivery Organisation	East of England Ambulance Service
4	Service Delivery Organisation	Public Sector Delivery Organisation	GPs
5	Service Delivery Organisation	Public Sector Delivery Organisation	NHS Norfolk
6	Service Delivery Organisation	Public Sector Delivery Organisation	Residential Homes
7	Frontline Worker	Adult Carer	Residential Home Staff
8	Frontline Worker	Adult Carer	Home Carers
9	Family, Friends and Carer	Family	Family Members
10	Excluded Group	Older people	Older residents living alone
11	Service Delivery Organisation	Public Sector Delivery Organisation	Telecare Service provider
12	Local Partnership	Third Sector	Alzheimer's Society
13	Local Partnership	Third Sector	Age Concern Norfolk
14	Service Delivery Organisation	Public Sector	Night Owls and Swifts

Benefits and Burdens Analysis

This page presents a table of benefits and burdens for each of the options identified. Each benefit is presented in Green and each burden in Red.

They have been mapped against the relevant stakeholder that is impacted and scored. This approach is a form of 'Multi-Criteria' analysis that is recommended in the HMT Green Book.

Ref	Stakeholder	Short Description of Benefit or Burden	Benefit or Burden?	Weight	Scores for Benefits/Burdens Relative To Other Options				
					Enhanced Independent Living (At Home Not Alone)	Do nothing	Pure Telecare Service	Increased Residential Care	Score of benefit (low 1 to 5 high) 0 = none. Score of burden (low 1 to 5 high) 0 = none.
1	Norfolk County Council Assistive Technology Service	Increased workload	Burden	H	-4	-2	0	0	0
2	Acute Trusts	Unfunded benefits - Decreased workload	Benefit	H	4	0	2	2	2
3	East of England Ambulance Service	Unfunded benefits - Decreased workload	Benefit	H	4	2	2	2	2
4	GPs	Decreased workload	Benefit	M	4	1	1	3	3
5	NHS Norfolk	Decreased workload	Benefit	M	3	0	2	0	0
6	Residential Homes	Decreased workload and loss of income	Burden	H	-3	0	0	0	-3
7	Residential Home Staff	Decreased workload and loss of jobs	Burden	M	-2	0	-1	-3	-3
8	Home Carers	Change and new systems training and responsibility	Burden	L	-2	0	-2	0	0
9	Family Members	Peace of mind but some increase in responsibility	Benefit	M	3	1	1	1	1
10	Older residents living alone	Improved quality of life and confidence	Benefit	H	4	0	2	2	2
11	Telecare Service provider	Potential increase in business	Benefit	M	3	0	4	2	2
12	Alzheimer's Society	Increased workload	Burden	M	-2	-1	-3	-1	-1
13	Age Concern Norfolk	Increased workload	Burden	M	-2	-1	-3	-1	-1
14	Night Owls and Swifts	Increased workload	Burden	H	-3	0	-2	0	0
15	Norfolk County Council Assistive Technology Service	Improves evidence and skills base	Benefit	M	2	0	1	0	0
16					0	0	0	0	0
17					0	0	0	0	0
18					0	0	0	0	0

Benefits and Burdens Analysis

This page presents a table of benefits and burdens for each of the options identified. Each benefit is presented in Green and each burden in Blue.

They have been mapped against the relevant stakeholder that is impacted and scored. This approach is a form of 'Multi-Criteria' analysis that is recommended in the HMT Green Book.

Ref	Stakeholder	Short Description of Benefit or Burden	Benefit or Burden?	Weight	Scores for Benefits/Burdens Relative To Other Options				
					Score of benefit (low 1 to 5 high) 0 = none. Score of burden (low 1 to 5 high) 0 = none.	Enhanced Independent Living (At Home Not Alone)	Do nothing	Pure Telecare Service	Increased Residential Care
19					0	0	0	0	0
20					0	0	0	0	0
21					0	0	0	0	0
22					0	0	0	0	0
23					0	0	0	0	0
24					0	0	0	0	0
25					0	0	0	-0	0
26					0	0	0	0	0
27					0	0	0	0	0
28					0	0	0	0	0
29					0	0	0	0	0
30					0	0	0	0	0
Total Benefit					105	16	57	48	
Benefit Percentage					70.0	10.7	38.0	32.0	
Total Burden					-70	-16	-33	-30	
Burden Percentage					56.0	12.8	26.4	24.0	

Effectiveness Analysis

This table compares the relative effectiveness of each of the options. Effectiveness is measured by 3-5 key indicators. The scores have been weighted to produce an Effectiveness % Score. This approach is a form of 'Multi-Criteria' analysis that is recommended in the HMT Green Book.

Options					
Score Effectiveness of project against indicator (low 1 to 5 high) 0 = none					
Indicator	Weight	Enhanced Independent Living (At Home Not Alone)	Do Nothing	Pure Telecare Service	Increased Residential Care
% of target audience who are supported	5	4	1	2	1
Social wellbeing of residents	5	4	0	1	2
Safety and security of residents	4	3	0	2	3
Avoided emergency costs	3	4	0	3	3
Productive Time - Frontline Workers	3	4	0	3	3
Weighted Score		76	5	41	45
Effectiveness %		76	5	41	45

Achievability Analysis

This table compares the relative achievability of each of the options against the proposed solution. Achievability is measured by 10 common criteria that are essential to the successful implementation of projects. These criteria have been weighted to produce an overall Achievability Score.

Options					
Criterion	Weight	Enhanced Independent Living (At Home Not Alone)	Do Nothing	Pure Telecare Service	Increased Residential Care
Appetite for change	5	3			
Committed leadership	5	2			
Strategic & policy fit	4	3	1	2	2
People to deliver project	3	3	3	3	3
Money available	5	2	0	2	1
Feasible process change	3	3	3	3	3
Enough time	3	3	2	4	3
Fit with current ICT	0	0	0	0	0
Products & services available	3	4	3	3	2
Receptive stakeholder	5	4	0	2	3
Weighted Score		106	62	92	86
Effectiveness %		58.9	34.4	51.1	47.8

Options Comparison Summary

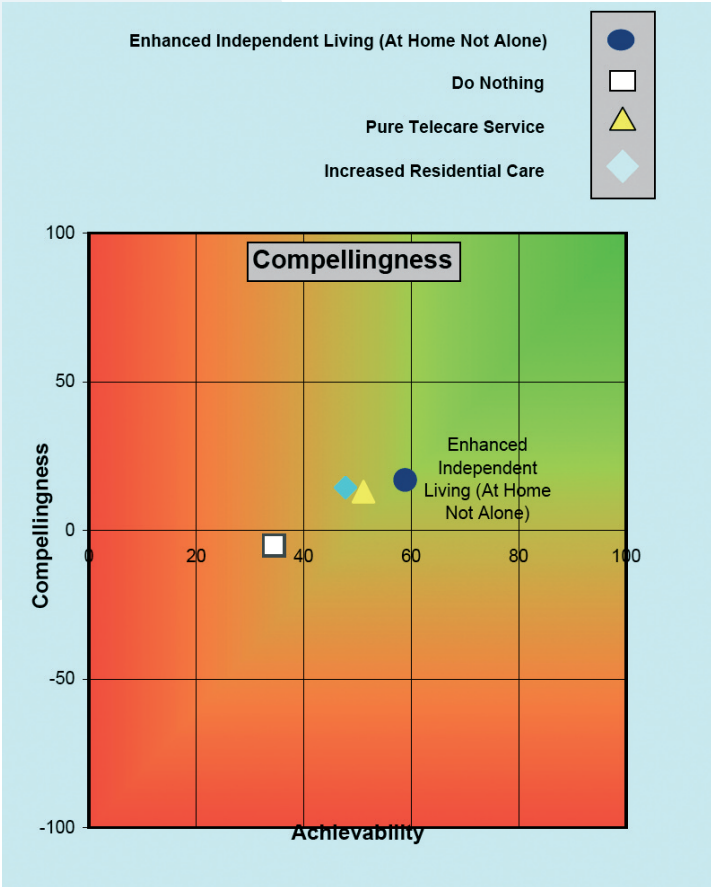
This page provides a summary of the options analysis. The chart plots the relative 'compellingness' of each of the options. Impact is plotted on the vertical axis. Options that have negative or low positive impact are those for which burdens generally outweigh benefits and score low on relative effectiveness against key indicators. Options which score highly are those in which benefits and effectiveness outweigh burdens. Options which score highly on achievability are those which have the lowest barriers to project success, or key enablers in place.

Summary of Analysis

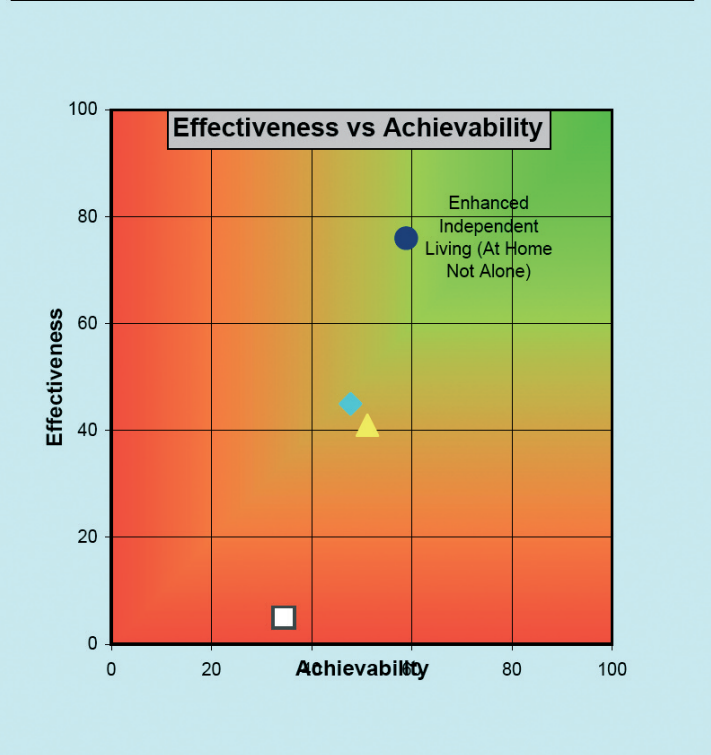
Project Option	Benefit	Burden	Effectiveness	Achievability	Compellingness
Enhanced Independent Living (At Home Not Alone)	70	-56	76	59	17
Do Nothing	11	-13	5	34	-5
Pure Telecare Service	38	-26	41	51	13
Increased Residential Care	32	-24	45	48	15



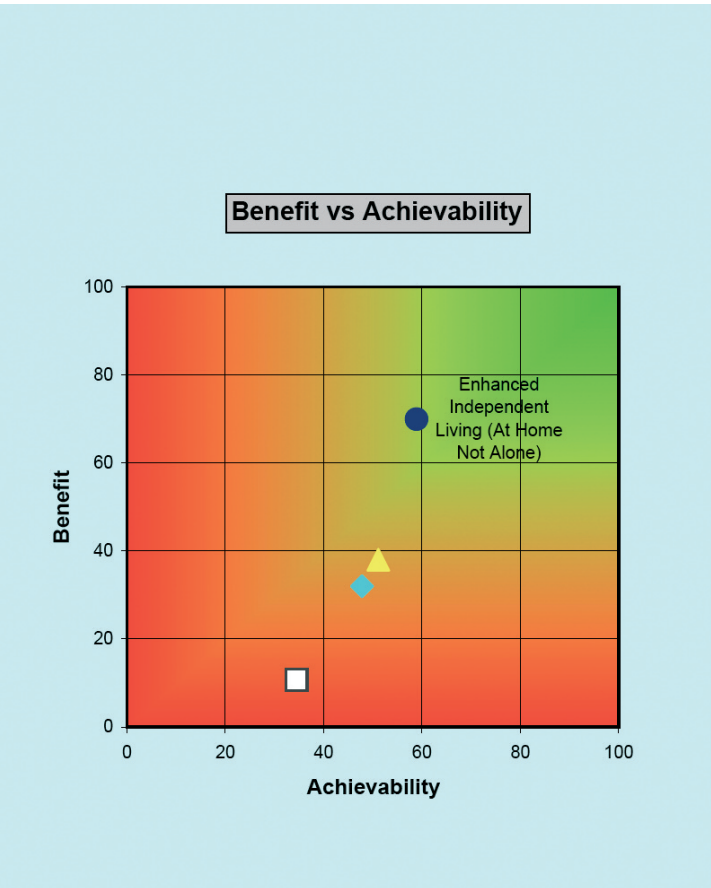
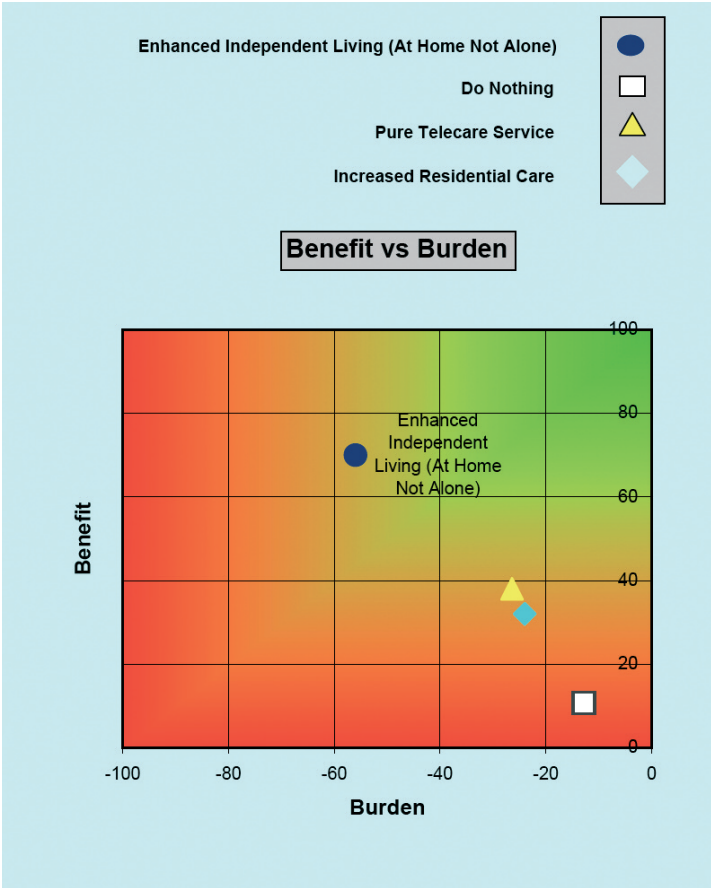
Project Analysis Dashboard 1



Compellingness has been calculated as the average Impact (Average of Benefit and Effectiveness) from which the burden score is subtracted. Compellingness is a score between +100 and -100.



Project Analysis Dashboard 2



Opportunities for improvement

- a) Weaknesses in Red - areas where the preferred option scores poorly relative to other options and you should consider strengthening the project.
- b) Strengths in Green - areas where the preferred option scores highly relative to other options.
- c) Opportunities in Yellow - areas where none of the options score particularly well, or areas of high importance where there might be high payoff in strengthening the preferred option.

opportunities	Strengths/Weaknesses	
5	10	% of target audience who are supported
5	10	Social wellbeing of residents
8	0	Safety and security of residents
3	3	Avoided emergency costs
3	3	Productive Time - Frontline Workers
10	0	Appetite for change
10	-5	Committed leadership
8	4	Strategic & policy fit
6	0	People to deliver project
15	0	Money available
6	0	Feasible process change
3	-3	Enough time
0	0	Fit with current ICT
3	3	Products & services available
5	5	Receptive stakeholders

Contact us

esd-toolkit

Local Government Improvement and Development

Layden House, 76-86 Turnmill Street, London EC1M 5LG

Tel: 020 7296 6572

www.esd-toolkit.org.uk

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