Benefits Realisation Guide

A guide for Benefits Realisation staff

Ronan Herlihy

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### Document Information

<table>
<thead>
<tr>
<th>Report Title:</th>
<th>Benefits Realisation Guide</th>
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</thead>
<tbody>
<tr>
<td>Version:</td>
<td>V1.0 – 29th September 2009, Initial document created with the assistance of Yun Tang</td>
</tr>
<tr>
<td></td>
<td>V2.0 22nd November 2010 Inclusion: Benefits Result Chain and updates by Radhika Singh</td>
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Introduction

Benefits Realisation is about ensuring that projects deliver the forecasted benefits identified in a business case or project charter document. The steps are straightforward however the reality is that many projects fail to deliver the benefits. Common pitfalls include relying on technology to deliver the benefits whereas it’s the business change that will deliver the results.

Another common misunderstanding is that benefits will just happen. This is not true, they need to be measured and managed. Spreadsheets with lots of data will not convince anybody unless the business manager where the benefit achieved agrees that the benefit is happening.

This guide is aimed at assisting Benefits Realisation staff carry out the benefits realisation tasks for a project. In creating this guide, we have endeavoured to use simple, clear and concise language, which should be the basis for all Benefits Realisation work. The framework has been derived from a number of sources including “The Information Paradox, Fujitsu Consulting, Cranfield University and NSW GCIO benefits guidelines. The steps in the guide need to be adjusted to match the size of project.

Reconcile Business Case Benefits

Participate in the Business case benefits development

It is important to participate in the development of the benefits section of the business case to ensure that projected benefits are measurable and achievable. Check that the data for the measures is readily available and that the data is easy to collect for reporting purposes. It is important that the
stakeholders responsible for the delivery of the benefits are identified and they agree with the benefits and the targets.

Key to the achievement of the benefits is successful organisational change. Many business cases do not provide sufficiently for the change effort. Test the change strategy for Business, Technology, Organisational, People and Process (BTOPP) provisions. Also make sure that after the implementation, there are sufficient change and training resources to transfer the new practices to business as usual.

The effort to create new reports and use new information is often omitted from the change effort in the business case.

**Tips**

*Check measures are reasonable*

*Check for adequate change management resources*

**Confirm economic appraisal calculations**

The economic appraisal for a business case sets out the cost and benefits of a project. It is used to assess the length of time it will take before the cost of a project is superseded by the benefits. The net present value assesses the true cost of using the funds for the project. Check the calculations for Net Present Value and Pay Back period. Details of how to calculate these values are contained in Appendix A.

**Tips**
Use the provided electronic template to confirm NPV
In all cases the NPV is greater than 0
The rate that provides a NPV of 0 is ultimately the IRR

Update business case benefits based on current project scope
In situations where you have not been part of the business case benefits
development, you will receive the business case as the starting point. The
first step is to assess the validity of the benefits section of the business case.
Frequently there is a time lapse between the original development of the
business case and when funds become available to commence the project. In
these circumstance, an adjustment will be required if the benefits expectation
have changed.

It will be necessary to have this change authorised by the steering committee.
A sample business case variation page is contained in Appendix E. This
variation document can be used during the project if new information
indicated that a benefit is no longer possible or a new benefit is to be formally
recorded for tracking in the benefits register.

Clarity and prioritise opportunities
In many cases, the wording of benefits varies across a number of documents
such as project statement and business case. The number of benefits listed
in the business case may be too numerous to track. It will be necessary to
review the list of benefits and determine the high value benefits worth
measuring. Sometimes there is no available data to conduct baselines in
which case it may be decided not to track the benefit. The business case Variation form can be used to formally record any changes.

**Tips**

*Use clear, simple language*

**Secure benefit ownership and governance**

**Determine appropriate benefits owners**

An important aspect of Benefits Realisation is transferring the ownership of the benefits to the customer. By doing so, it empowers the customers to achieve the benefits while also it transfers some risk and accountability to the customer.

Relevant AHS manager(s) should be identified with the relevant steering committee to determine who would be responsible for the service on behalf of their particular AHS. This person should ultimately be the contact person for future correspondence.

**Tips**

*Refer to the Business Case to see if an AHS manager has been actively involved in its inception. Usually that person would have been delegated the responsibility of being the benefit owner*

**Engage benefits owners and define roles and benefit accountabilities**
Depending on whether it is a project or transactional service, the specifics of what is transferred over and what is not should all be documented. In deciding the specifics, the Benefits Realisation Manager and benefit owners should exercise discretion on the outcomes.

Generally, by taking ownership of the benefits, the accountability of ensuring the benefits come to fruition is transferred to the benefits owners. The key role of benefits owners is to be the link between HSS and the customer.

As a guide, the key accountabilities include:

- Being able to provide useful and appropriate data
- Provide responses relating to the project / service in a timely manner
- Monitor processes in the workplace
- Ensure all relevant AHS staff understand the change process and how it impact them

**Tips**

*Make sure the benefit owners sign off on the register as confirmation*

**Confirm business problems to be resolved**

Benefits Realisation staff should refer to the Business Process Review contained in the Business Case to ensure all the processes discussed are actually relevant. In some cases, the Review may not have taken all processes into consideration. For best practice, a map should be created to link the benefits with the business problems derived from the processes.
For assurance purposes, it is best to always obtain endorsement of the business problems with the benefits owners.

**Tips**

*Examine the processes which create the most significant problems*

*Refer to the business problems presented in the Business Case as a guide*

**Identify operational obstacles and risks**

Risks which may affect the achievement of benefits should be identified early and steps should be taken to mitigate or limit them. A benefits risk register/log should be used to document the risks. A copy of a benefits risk register can be found in Appendix F.

**Tips**

*These risks are not to be confused with project risks. These risks focus on the potential threat to the delivery of a benefit. Failure to change business process is a good example.*

**Define and agree realisation measures and targets**

Measures and targets should be defined and agreed upon with the benefits owners. This should be presented in a Benefits Realisation Register. By doing this, it secures their commitment to the project/service and in turn, secures the commitment of frontline staff and AHS management.

In all cases, benefits owners should be noted in the relevant benefits register. A copy of a benefits register can be found in Appendix B.
**Tips**

*During meetings with the steering committee, it is best to secure permission to go out and liaise with the frontline staff directly to assess their level of understanding and commitment. This will enable Benefits Realisation staff to determine the level of commitment from the benefits owners.*

**Develop benefit plan**

*Identify all business, technology, organisational, process and people tasks*  
Current work practices should be reviewed and compared to new proposed processes. It should be noted that while the Business Case contains macro strategic information, it usually does not contain the practical micro change process procedures. This is as expected as project managers at HSS would be focusing on these particulars.

**Tips**

*Visit the frontline workplace to determine what needs to change in order to execute the proposed processes outlined in the Business Case. For e.g. Floor plans may need to be moved so that the desks are all against the wall in order to gather enough free space to implement the new processes.*

*Always useful to refer to the Business Case as a guide*
Develop benefits pathway map

A benefits pathway should be developed to graphically represent the benefits realisation process in one page. It should provide a representation of how the current business problems should be changed to achieve the benefits outlined in the Benefits Register. An example of a benefits pathway map can be found in Appendix C.

**Tips**

*All points should be in clear, simple language and there should be no more than ten per section*

*Attention should be focused on the “What has to change” and “What must be stopped”, as these two sections are the drivers in achieving the benefits*

Develop benefits results chain

The Benefits Results Chain is a method developed by Fujitsu Consulting which is described in the publication “The Information Paradox”. It entails building a diagram which links the initiatives required to deliver the benefits. Many projects make the assumption that benefits happen because a new system is implemented. In developing a Benefits Results Chain, it tests the assumptions and business change tactics to make sure that all the steps are in place and can be measured ensuring the benefits will be achieved. The benefits Results Chain is ideally build through the input from the key benefit stakeholders. A workshop is used to gain consensus on three topics:

1. The Vision and Benefits to be achieved,
2. What current business problems have to be addressed
3. What has to change to achieve the benefits
Links are developed between this topics to show the dependency between change and benefits. The participants in the workshop develop an understanding of what really has to be done to fully achieve the benefits. The process identifies a number of intermediate outcomes which are necessary for the major benefits to be achieved. Owners for each outcome are identified and measures identified. The Benefits Results Chain contains four shapes depicting the following:

**Outcome:** the result sought, including either “intermediate outcomes” in the chain, those outcomes that are necessary but not sufficient to achieve the end benefit, or the “end–benefits” to be harvested.

**Initiative:** an action that contributes to one or more outcomes.

**Contribution:** the role played by an element of the Results Chain, either an initiative or an intermediate outcome, in contributing to another initiative or outcome.

**Assumption:** a hypothesis regarding a condition necessary to the Realisation of an outcome or of an initiative, but over which the organisation has little or no control. An assumption represents a risk that you may not achieve a desired outcome. Any change to an assumption during the course of the benefits Realisation process should force you to revise your map.

Results chain are designed to be read from left-to-right. The start on the left side with a capability of system implemented. The middle of the diagram details the change and the right side shows the end benefits.

An example of a benefits results chain can be found in Appendix D1 & D2
Review project plan for benefit and change management tasks

Project plans are essentially timelines which outline specific dates for project actions to be completed. As a guide, this should include the dates in which baselines are conducted and scheduled reporting dates.

The project plan should be continually reviewed and updated to ensure there are no conflicts between projects/services. Also, it provides a clear indication of a project’s/service’s workload for new Benefits Realisation staff.

Develop the benefit realisation plan

This plan should be developed in conjunction with the relevant project manager in the PMO and any external active contractors. It should be comprehensive with all documentation – registers, pathway, processes included in the plan. In some cases, a plan template may have already been developed as a work-in-process by the project manager or external contractor.

The benefits realisation plan would be the first reference point for users and HSS to refer to during and/or after the transition.

Tips

After completing the plan, a folder for each service/project should be set up to maintain all documentation
Develop benefit communication materials – benefits at each level and “What’s in it for me?”

“What’s in it for me?” should outline the expectations from each of the concerned users of the particular project / service. Typically, these include:

- Clinicians
- Ward Clerks
- Facility Management
- AHS Management
- NSW Health

It should reflect practical information and be clear and concise. An example can be found in Appendix G.

**Conduct baseline measures**

**Develop and try measurement tools**

There should be direct liaison with all relevant clinicians and AHS personnel through facility visits to ensure reliability in developing key measurement tools. Benefits Realisation staff should strive for a healthy working relationship with frontline clinicians.

It is particularly important to develop tools which can be measured. This means that there needs to be information which should be easily attainable. If information is not readily available for certain measures, then it would be wise
to pass over it as it create extra work for the benefits owners and lead to customer dissatisfaction.

In trying certain measurement tools, decide on a trial period in which the tools are used. This should be between a month (four weeks) and three months (twelve weeks).

**Tips**

*In some cases, the measurement tools used in one project / service can be applied to another. This could save a considerable amount of work.*

**Conduct measurements and collect evidence**

A number of procedures can be undertaken in conducting baseline measurements. A physical approach in visiting the facilities and completing manual audits can be time consuming, but also very accurate.

Benefits Realisation staff should aim to collect primary evidence while conducting measurements. This includes quotes, photographic evidence, video / tape recordings, etc.

It is important to monitor the time and resources spent on conducting measurements and collecting data as this process is resource consuming.

**Tips**

*In the case where it was determined that evidence was obtainable, but later found to be unobtainable, other evidence may be taken as a substitute. This*
can only be done where the measures are the same. In some instances, different measures may need to be determined.

Develop reporting dashboards

Dashboards are tools which can be used to analyse data and provide better presentations in communicating results. With varying results, dashboards can uncover poor performance. In most cases, simple Excel dashboards will suffice.

**Tips**

*Benefits Realisation staff may choose to utilise Xcelsius, a software program which can provide brilliant dashboards*

Communicate results to owners and get endorsement

Where results are not favourable, it is important to inform the users of the reasons why and how it can be changed. The focus here should be on the processes behind the results.

Similarly, building on the relationship with the customer, it is critical that all findings are formally acknowledged by users at the facilities. It may be useful to obtain their signatures as a sign of their acceptance in the results.

**Tips**

*For formal purposes, endorsements should be confirmed by obtaining the signature of the benefits owners and / or steering committee*
Implement change initiatives

Review organisational change management activities in project plan for completeness

Referring back to the project plan, Benefits Realisation staff should review their progress for any deviations and determine the reasons behind them, if any. By doing so, it reinforces best practice and minimises the opportunity for any negative consequences.

Tips

Each action can be ticked off on the project plan as Benefits Realisation staff go through the review

Review stop, start and continue work practices

Review the processes which have been discontinued, started and continued in the work place. Particular emphasis should be on the effectiveness of these processes, as it is these processes which drive the change.

Where a continued or start work practice has triggered more opportunity costs than benefits, its use should be examined and if necessary, stopped. An assessment on this change and its impact should be undertaken.

Update benefit register with new or retired benefits

For completeness, it is important to update the Benefits Register with new benefits and unachievable benefits. By documenting new or retired benefits
and gaining the acceptance of the benefits owners, it formally recognises whether the Benefits Realisation staff has undertaken due diligence.

**Tips**

*Retired benefits should not be eliminated from the register; instead they should be moved to another section. While the reasons behind why they have been retired should be clearly documented.*

*It is also important to make sure that the new benefits are measurable. There needs to be sufficient data available to measure the achievement of the benefit.*

**Update Benefits risk assessment**

Following on from updating the benefits in the register, the risks associated with the benefits also need to be updated. In many cases, the risks do not change as the processes which drive the benefits are not updated.

**Go Live activities**

**Monitor adoption of new practices**

Using the measures in the Benefits Register, there should be continual monitoring of practices by the benefits owners, where results should be forwarded to HSS. These results then should be translated into the registers.

While monitoring new practices, there may be a case in which it was first determined that the results would be obtainable, but due to differing
circumstances, the results have become unobtainable. In this situation, Benefits Realisation staff need to check if the new practices were implemented properly and if a different set of practices is needed.

**Tips**

The Benefits Realisation Manager and staff should be actively seeking out information in situations where benefits owners are not forthcoming in providing feedback on the adoption of new practices.

**Communicate early benefits**

Achievable benefits which have been realised quickly during implementation should be conveyed to the relevant steering committee and benefits owners as soon as possible. This is particularly important as it boosts confidence in the benefits realisation process while it provides evidence in that the benefits are being achieved.

In some instances, the steering committee would have disbanded, thinking their role is complete, after the project / service has gone live. Through this communication channel, Benefits Realisation staff would be able to inform the steering committee members of their supposed roles. This would ultimately force the resumption of the steering committee.

**Tips**

Useful to obtain some photographs as evidence of achievement

Direct quotes from frontline clinicians would also be useful
Enforce stopped practices

Once the first few benefits are achieved, it is very easy to lose focus and revert back to old ways - Go Back. This can occur in the situation where two sets of practices evolve with weekend staff performing the old practices and weekday staff performing the new practices. This could be attributed to the lack of supervision on weekends, where staff are more accustomed to doing this the old way. Hence, it is significant to enforce practices which have been stopped to ensure all benefits can be realised.

Tips

Stopped practices should be reiterated at presentations to the steering committee and benefits owners

Find a particular example of which stopped practices have started again, and provide evidence of it affecting the achievements of a particular benefit. This could be in that the benefit has only been marginal

Post-Go Live benefits tracking

Conduct post-implementation measurements and update Benefits Realisation Register

Measure the benefits of the business change and record progress in the Benefits Register. It is important to note that there may be unexpected benefits, which should also be measured, if possible, and recorded.
A number of procedures can be undertaken in conducting post-implementation measurements. Visiting the facilities and conducting manual audits is one, while obtaining data from the benefits owners is another. Usually, the Benefits Realisation Manager and staff would follow the project plan and decide on what would be appropriate given the priorities.

**Tips**

*In the case of unexpected benefits, make sure that data is easily attainable for analysis*

Analyse variances and recommend corrective actions, if necessary

In examining the results of actual versus expected; there needs to be consideration on the processes behind the variances. In all cases, there will be variances but it is the decision of the Benefits Realisation Manager and staff to determine the materiality of the variance.

The recommendation may be that it would be necessary to modify a process in order to gain the expected benefit, or that the variance should be taken as expected.

**Tips**

*It may be beneficial to look back to the benefits realisation plan and / or the benefits pathway to decide on its materiality*
Communicate / celebrate progress

Progress should be reported to the benefits owners and steering committee to commemorate the realisation of benefits from the change. Benefits Realisation staff should keep in mind that the customers will share a different view of progress and it may be that in their view, progress could have been better.

Tips

It may be useful to create a table to show progress on two perspectives

Establish on-going reporting

It is important to create a post-implementation benefits reporting system as it sustains the focus on the benefits after the change process. Depending on the scope of the service / project, this may be for 6 months or 24 months. It is very important to make sure there are sufficient resources available to carry out process improvements, develop more suitable reports and update training. In some cases the project team will have moved on to other projects. A post implementation benefits pathway can help highlight the tasks and time required for the system to mature and fully achieve benefits. See example Post Implementation Benefits Pathway diagram in Appendix H.

In discussions with the benefits owners, the Benefits Realisation Manager and staff should decide on the length of on-going reporting based on reasonableness and appropriateness. To facilitate the effectiveness of on-going reporting, it is best to accommodate the needs of the benefits owners.

Tips
In most instances, the Benefits Realisation Manager should make a decision at their own discretion as it is natural for benefits owners to feel that their role is complete
Appendix A

NPV

1. Suppose we'd like to make 10% profit on a 3 year project that will initially cost us $10,000.

   a) In the first year, we expect to make $3000
   b) In the second year, we expect to make $4300
   c) In the third year, we expect to make $5800

2. Right now, the project is going to cost us $10,000. So we won't be making any money until at least a year from now. What we need to do is calculate how much each of those future profit amounts will be worth right here, today.

   This means we need to calculate the present value of each of those 3 cash flows we'll be getting over the next three years. In other words, ask yourself:

   a) How much is that $3000 one year from now worth today?
   b) How much is that $4300 two years from now worth today?
   c) How much is that $5800 worth three years from now worth today?

3. In my example, I said I'd like to make a 10% profit. This is important because it's the bare minimum we'll need to make in order to say yes to this project. In corporate finance, we call this rate our required rate of return (ROR).
To get our present values, we use this ROR!

In other words, we ask ourselves:

a) Earning 10%, $3000 one year from today would be worth how much right now?

b) Earning 10%, $4300 two years from today would be worth how much right now?

c) Earning 10%, $5800 three years from today would be worth how much right now?

<table>
<thead>
<tr>
<th>Present Value Table</th>
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<tr>
<td>1.00%  2.00%  3.00%  4.00%  5.00%  6.00%  7.00%  8.00%  9.00%  10.00%</td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td>3</td>
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<td>8</td>
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<tr>
<td>9</td>
</tr>
<tr>
<td>10</td>
</tr>
</tbody>
</table>

4. Let's assume you're using present value tables to get your answers.

a) You'll go over to 10% and down to 1 in the time period column to get your interest factor. It'll be something like 0.9091. Multiply this factor by the $3000 we'll be getting in the first year, and it gives us a present value of $2727.27.
b) Do the same thing for the $4300 we'll be getting in the second year. This time, you'll go over to 10% and down to 2 in the time period column to get your interest factor. That'll be 0.8264. Multiply this by the $4300 to get a present value of $3,553.72

c) Do the same thing for the $5800 we'll be getting in the third year. This time, you'll go over to 10% and down to 3 in the time period column to get your interest factor. That'll be 0.7513. Multiply this by the $5800 to get a present value of $4,357.63

5. Our next step is to add up all those present values we just calculated.

Adding $2,727.27 + $3,553.72 + $4,357.63 gives us $10,638.62.

6. The last thing we need to do is subtract our original investment in the project from the result.

Doing this gives us $10,638.62 - $10,000 or $638.62. This is our NPV!

So is this project a go?
a) If the value of NPV is greater than 0, then the project is a go! In other words, it's profitable and worth the risk.

b) If the value of NPV is less than 0, then the project isn't worth the risk and is a no-go. In other words, you'll pass on it.
### Benefits Register

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<td>1</td>
<td>Greater spending on appliances</td>
<td>Problem: 80% spent on equipment ranging from 29% to 97% per centre. 75 staff required to run the Program. 14,000 patients assisted.</td>
<td>Cost</td>
<td>a. Equipment spending per centre</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>b. Administration costs per centre</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>c. Reduction in staff</td>
<td>75</td>
<td>70</td>
<td>65</td>
<td>60</td>
<td>55</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>d. Number of patients assisted per centre</td>
<td>14,000</td>
<td>15,000</td>
<td>16,000</td>
<td>17,000</td>
<td>18,000</td>
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Appendix C

Benefits Pathway

Current Business Problems

- Lack of information sharing due to insufficient IT support
- Poor customer service
- Administration costs vary too much - ranges from 3% to 7%
- Separate purchasing power exists
- Waiting times and value of waiting lists vary too much - value of list has fluctuated between $1 million and $7 million
- Significant amount of high value stock is unallocated
- Equipment wastage through inappropriate prescriptions
- No/Ineffective equipment tracking system
- No consistency in application processes
- Lack of staff satisfaction

What has to change

- Implement a central register to track equipment and its utilisation
- Consolidate services to achieve FTE and cost savings
- Implement and enhance standardised procedures/practices
- Implement better IT support to ensure better information and purchasing guidelines
- Increase proportion of budget spent on direct purchases of equipment
- Create a state-wide equipment recycling database/webpage to improve the utilisation of equipment
- Establish customer follow-up processes to track equipment
- Staff should complete at least a Certificate III level training in customer service
- Introduce a checking mechanism in processes to limit errors and reinforce accountability
- Allow equipment to transfer between all FTEs and Inpatient programs

What must be stopped

- Hoarding of unallocated stock
- Inappropriate prescriptions
- Processing purchases with a lack of accountability
- Wastage of resources
- Recruitment of staff, particularly in administration
- Not meeting the requirements of hours open
- Not tracking equipment usage

Benefits

- Improved customer service
- Reduction in admin/overhead costs of 4% - 5%
- Reduced waiting times
- Consistency in processes
- Reduced equipment wastage
- Improved equipment tracking
- Improved staff training
- Reduced unit cost per appliance for high volume items
- Operational savings of 20 - 25% FTE and economies of scale
Appendix D1

Benefits Results Chain

How it all ties together

Clear understanding of outcomes

Clear accountabilities

Double counting exposed

Measurement

All necessary IT and business initiatives

Initiatives

Outcomes

Contributions

Assumptions/Risks
Draft Benefits Results Chain for the Patient Flow Portal program
### Business Case Variation

<table>
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<tr>
<th>Business case variation report</th>
<th>Business Case Forecast</th>
<th>Revised Sept 09</th>
<th>Variance</th>
<th>Comments</th>
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<tbody>
<tr>
<td>Warehouse consolidation</td>
<td>4,800,000</td>
<td>2,338,000</td>
<td>-2,462,000</td>
<td>Option 2 in the business case was chosen and these are the revised benefits.</td>
</tr>
<tr>
<td>Standardisation of inventory</td>
<td>1,879,000</td>
<td></td>
<td></td>
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<tr>
<td>Reduction in inbound freight</td>
<td>2,350,000</td>
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<tr>
<td>Freeing up warehouse space</td>
<td>243,000</td>
<td></td>
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</tr>
<tr>
<td>Additional benefits from standardising non stock items</td>
<td>5,543,000</td>
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## Logistics - potential risks to achieving benefits

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<th>Ref</th>
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<th>Risk</th>
<th>Mitigation</th>
<th>Likelihood</th>
<th>Owner</th>
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<tbody>
<tr>
<td>1</td>
<td>Sep-09</td>
<td>Staff reductions will not be achieved</td>
<td>A number of tactics will be discussed with the union. This includes voluntary redundancy, re-deployment and assigning different duties. The key point is to get acceptance of the numbers involved.</td>
<td>Very likely</td>
<td>Distribution Centre Managers</td>
</tr>
<tr>
<td>2</td>
<td>Sep-09</td>
<td>Suppliers will not reduce price</td>
<td>Ensure full involvement of Central Procurement Group. Collaborate with all purchasing groups to have a single approach with vendors.</td>
<td>Likely</td>
<td>Area Purchasing Managers</td>
</tr>
<tr>
<td>3</td>
<td>Sep-09</td>
<td>AHS refuse to standardise</td>
<td>Develop new reports to monitor purchasing patterns. Establish governance group to review patterns.</td>
<td>Likely</td>
<td>Area Purchasing Managers</td>
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<tr>
<td>4</td>
<td>Sep-09</td>
<td>Clinicians do not cooperate with product standardisation</td>
<td>Establish governance group to oversee the standards implementation. Ensure clinical representation.</td>
<td>Likely</td>
<td>Area Purchasing Managers</td>
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<tr>
<td>5</td>
<td>Sep-09</td>
<td>Freight savings may not materialise or may not be visible</td>
<td>Establish new practices for isolating freight costs. Document freight components in any negotiations with suppliers. Establish freight as a KPI for monitoring.</td>
<td>Likely</td>
<td>Distribution Centre Managers</td>
</tr>
</tbody>
</table>
## Appendix G

"What’s in it for me?” (Example from the Electronic Medical Record Program)

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>&quot;What’s in it for me?&quot;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient</td>
<td>Faster access to treatment</td>
</tr>
<tr>
<td></td>
<td>Increased assurance in delivery of care</td>
</tr>
<tr>
<td></td>
<td>Reduced length of stay</td>
</tr>
<tr>
<td>Nurse Unit Manager</td>
<td>Reduced emergency access and OST</td>
</tr>
<tr>
<td></td>
<td>Reduced time spent on managing beds (Patient Bed Manager)</td>
</tr>
<tr>
<td></td>
<td>Improved coordination in discharging patients</td>
</tr>
<tr>
<td></td>
<td>Creation of extra nursing hours</td>
</tr>
<tr>
<td>Department Manager</td>
<td>Improved patient flow</td>
</tr>
<tr>
<td></td>
<td>Improved theatre utilisation</td>
</tr>
<tr>
<td></td>
<td>Better coordination of bed cleaning and transport</td>
</tr>
<tr>
<td>Network Manager</td>
<td>Better support for the Clinical Service Redesign Program</td>
</tr>
<tr>
<td></td>
<td>More reliable and accurate information</td>
</tr>
<tr>
<td></td>
<td>Improved ability to control performance management</td>
</tr>
<tr>
<td>Director of Corporate</td>
<td>Quick access to useful information</td>
</tr>
<tr>
<td>Services</td>
<td>Ability to track and measure the benefits of other projects</td>
</tr>
<tr>
<td>Chief Executive</td>
<td>Better data quality to make strategic decisions</td>
</tr>
<tr>
<td></td>
<td>Improved response to requests from NSW Health and State Parliament</td>
</tr>
</tbody>
</table>

Health Support Services  Benefits Realisation Guide
| NSW Health | Overall benefits and savings to the Health budget  
Improved performance management and accountability  
Automated production of the Results and Services Plan for NSW Treasury  
Information and reporting aligned to Clinical and Business Reform Programs  
Improved response to requests to NSW State Parliament |
Appendix H  Example Post implementation Benefits pathway. Green indicates achievement