Making the Business Case for CMM

A Guide for Developing Your Plan
Introduction

Creating a successful business case to develop, improve, and/or spread comprehensive medication management (CMM) services within an organization is a topic that creates a lot of stress and confusion within the pharmacy—and broader healthcare—community.

Clinical pharmacists providing CMM services to high-risk patients can have significant impacts on improving health outcomes, lowering costs, and improving patient and provider satisfaction. However, these services can come at a significant direct cost. Clinical pharmacists are a costly resource, and CMM is a time-intensive service.
Introduction

There are many ways to create a business case that will resonate with key internal and external stakeholders. While there is no single right answer or direction, several key elements that you should include in your business case have been identified by subject matter experts.

To better understand these elements, these have been categorized into the three “stages” of a business case development and delivery.
Three Stages to Develop and Deliver an Effective Business Case

Stage 1: Collecting Necessary Information to Construct an Effective Business Case
- The Needs of Your Audience: What Drives Action?
- The Request You Are Making: Beginning with the End in Mind
- The Service You Are Delivering: Defining CMM for Your Organization
- The Outcomes You Generate: Impacting the Patient, the Team, and the Bottom Line

Stage 2: Constructing a Business Case That Resonates
- The Message to Your Audience: Making Key Points Early and Often
- The Language You Use: Speaking in a Way That Appeals to Your Audience
- The Look of Your Proposal: Visualizing Your Message to Stand Out

Stage 3: Delivering Your Business Case
- The Relationship You Create: Connecting with Your Audience
- The Voices “In the Room”: Including Others in the Delivery of Your Message
- The Response to “No”: Keeping Momentum When You Are Not Initially Successful
Stage 1: Collecting Necessary Information to Construct an Effective Business Case

Examples of Stages, Elements, and Recommendations
Stage 1: Collecting Necessary Information to Construct an Effective Business Case

The Needs of Your Audience: What Drives Action?
Who are you presenting this business case to? Do you understand what matters to this audience?

1.1.1 Be Able to Articulate the “Why”

1. Why is investing in CMM so important to the organization and the community?
2. What is the future you are trying to create?

1.1.2 Draw on the Existing Strategic Goals of Your Organization

1. How does CMM align with existing strategic goals of the organization?
2. How can CMM help the organization meet or exceed its strategic goals?

1.1.3 Be in Conversation to Identify Needs and Opportunities

1. What keeps your leadership team up at night?
2. What excites them about the future?

1.1.4 Understand How Your Organization Makes Money

1. What are the available sources of funding within your organization?
2. Where is your organization doing well financially and where does it need help?

1.1.5 Leaders Need More Than a Financial Plan

1. How many areas of performance does CMM impact?
2. What areas of performance resonate the strongest with your leadership team?
Stage 1: Collecting Necessary Information to Construct an Effective Business Case

1.2 The Request You Are Making: Beginning with the End in Mind
Do you have command of how you want your leadership team to be in action? What are you requesting they do after hearing your proposal?

1.2.1 Define Your Bold Vision
(1) What about your CMM program are you trying to advance?
(2) What are the resources you need to make this happen?

1.2.2 Identify the Sources of Revenue and Cost for CMM
(1) What are opportunities for CMM to generate revenue or reduce cost in your organization?
(2) How much money does it cost to deliver CMM services to your high-risk patients?

1.2.3 When Preparing Your Request, Think Big and Ask Small
(1) What is the minimal viable investment or the smallest investment that can produce positive results?
(2) How can this investment be a stepping stone for growth?

1.2.4 Prepare for “No”
(1) What is your plan of action if the answer is “No”?
(2) Which elements were “deal breakers” and what compromises could be made to address concerns?
Stage 1: Collecting Necessary Information to Construct an Effective Business Case

1.3 The Service You Are Delivering: Defining CMM for Your Organization

How are you providing CMM services to patients? What resources do you currently have in place?

1.3.1 Define the Patient Population in Need for CMM Services

(1) Which high-risk patients need CMM?
(2) What is the scale of the patient population in need of CMM?

1.3.2 Describe the CMM Service Being Delivered

(1) Can you articulate how CMM is being delivered in your organization?
(2) What resources are required to provide current level of CMM services?

1.3.3 Understand the Capacity and Interest of the Care Delivery Team

(1) How capable is the current care delivery team at providing and managing CMM services?
(2) Is this team comfortable with the services you are proposing?

1.3.4 Identify Champions For CMM

(1) Are there physicians, pharmacists, patients, and/or support staff that can act as champions for CMM?
(2) Are these champions willing to publicly support your proposal?
Stage 1: Collecting Necessary Information to Construct an Effective Business Case

1.4 The Outcomes You Generate: Impacting the Patient, the Team, and the Bottom Line
What impacts does CMM have on the patient, the care team, and the sustainability of the organization?

1.4.1 Understand Your Sources of Data
(1) What patient outcomes data does your team have access to?
(2) Does this data allow you to track key outcomes for the specific patients receiving CMM services?

1.4.2 Gather Impact on the Patient
(1) When you analyze patient outcomes, what trends do you see?
(2) Are there powerful patient experiences that you can share?

1.4.3 Explore the Direct vs. Indirect Impacts
(1) Are there any indirect impacts on the patient, the care team, and the bottom line?
(2) What are the short term vs. the long term outcomes?

1.4.4 Attribution is Critical
(1) Can you attribute key outcomes to the clinical pharmacist providing CMM?
(2) How much better off is the patient with a clinical pharmacist vs. without one?
Stage 2: Constructing a Business Case That Resonates

Examples of Stages, Elements, and Recommendations
Stage 2: Constructing a Business Case That Resonates

2.1 The Message to Your Audience: Making Key Points Early and Often

Does your leadership team understand your request? Are you making it easy for your leadership team to see value and positive outcomes of your proposal?

2.1.1 Start With Your “Elevator Pitch”
(1) Assuming that your leadership team is busy, how quickly can you articulate your “request and offer”?
(2) How long does the audience have to wait for your request?

2.1.2 Follow With The “Why”
(1) Does your leadership team see the bigger picture of your proposal?
(2) Have you connected your proposal to the strategic goals of your organization?

2.1.3 Not All Outcomes Are Created Equal; Focus on the Ones That Matter
(1) Which outcomes (clinical, operational, and financial) matter the most to your leadership?
(2) Are you emphasizing these outcomes to your audience?

2.1.4 The Marketing “Rule of 7” (Audience Needs to Hear Message Multiple Times)
(1) Have you stated your key messages and requests more than once?
(2) What creative ways are you expressing your request and offer so that your leadership team hears the message?
Stage 2: Constructing a Business Case That Resonates

2.2 The Language You Use: Speaking in a Way That Appeals to Your Audience

Do I have a command of the language that is needed to engage and persuade my audience?

2.2.1 Understand the Language of Your Audience
(1) What language fits the current positions and background of your leadership team?
(2) Is there language you should avoid?

2.2.2 Avoid Overly Technical Language
(1) Can your proposal be read by a diverse audience that may have limited understanding of CMM?
(2) Are you using terms or acronyms that might overcomplicate your proposal?

2.2.3 To Keep a Leader’s Attention, Keep it Brief
(1) Can your business case be delivered in 10 minutes or less?
(2) Is there information that is “nice to have” vs. “must have”?

2.2.4 Bring in the Voices of Others
(1) Are there messages of support from partners outside of your immediate team that you can include?
(2) Do you have the ability to induce the voice of the patient?
Stage 2: Constructing a Business Case That Resonates

The Look of your Proposal: Visualizing your Message to Stand Out

*Does my business case clearly and concisely appeal to the desired audience?*

2.3.1 Visuals Speak 60,000x Faster Than Words

(1) What opportunities do I have to add visual touches (charts, graphs, tables, or images)?

(2) Does my audience prefer certain visuals over others?

2.3.2 Simplicity Is Critical

(1) Can your audience process the visuals in your proposal in under 30 seconds each?

(2) What are the most impactful visuals you have and how can you emphasize them?

2.3.3 Visualize Data to Tell a Story

(1) What story does the data tell, and can a chart, graph, table, or image help tell this story?

(2) Does the visual allow your audience to easily see this story?
Stage 3: Delivering Your Business Case

Examples of Stages, Elements, and Recommendations
The Relationship You Create: Connecting with Your Audience

Is your leadership team connecting with you and your team? Does your leadership team see this as more than "another proposal"?

3.1.1 There is Power in a Personal Story

1. Does your story (who you are) surface at all in this proposal?
2. Does your leadership team see why this business case is important to you and your team?

3.1.2 Acknowledge The Challenges Your Audience Faces

1. What opportunities do you have to acknowledge the challenges your leadership team faces on a daily basis?
2. How can you begin to introduce the notion that you can help resolve those challenges?

3.1.3 Build Relationships with Your Audience Ahead of Time (Where You Can)

1. Does your leadership team know you or is this the first meeting?
2. What opportunities do you have to engage your leadership team before the delivery of your business case?
3.2 The Voices in “In the Room”: Including Others in the Delivery of Your Message

3.2.1 Give a Platform for “Champions” of Your Program
1. Are there “champions” willing to support your proposal in the room?
2. Do they have a voice in your presentation or discussion?

3.2.2 The Patient’s Voice Can Have the Biggest Impact
1. Are you able to have a patient and/or their family in the room?
2. What other opportunities exist to include the patient’s voice?

3.2.3 The Voices of Many Strengthens Your Message
1. Can you incorporate your implementation team during the presentation of your proposal?
2. Which team members can present the strongest message?
Stage 3: Delivering Your Business Case

3.3.1 The Response to “No”: Keeping Momentum When You Are Not Initially Successful
*If your leadership team turns your proposal down, do you have a plan?*

**Give Your Leadership Team Options**
(1) What options are you providing your leadership team?
(2) Are there alternatives to your proposal that you would consider a “win”?

**Create an Opportunities to Provide Feedback on How to Improve**
(1) If this proposal is not resonating with your leadership team, what advice would they give to improve your message?
(2) Are there opportunities to meet with your leadership team after this proposal is delivered to keep an open dialogue?

**Time Diffuses Energy**
(1) How can you follow-up with any critical next steps ASAP?
(2) What conversations do you need to hold the week after your proposal?
Additional Resources

Example Business Plans and HFMA Resources
Example Business Case

Fairview Clinic
University of Minnesota Pharmaceutical Care Leadership Residency

- **Comprehensive Business Plan**: This document contains much of the information contained across the multiple modules. Because of its length, it may best serve as an *internal* resource for your department and team members.

- **SBAR Business Plan**: This document is a condensed version focusing on the business plan components. Because it is brief and written in a format familiar to other healthcare professionals, it is ideal to share with members of the *C-suite and physician champions*. 
Example Business Case

Veteran’s Health Administration
United States Department of Veterans Affairs

• This example is ideal for large health systems, integrated health systems, or other large national organizations responsible for tracking metrics and financials across many practices. The standardized approach used here allows a central office to efficiently compare sites and identify where resources may be needed.
Example Business Case

ABC Health
Using performance story numbers to build your case

• This example provides a format suitable for sharing with members of the C-suite, particularly in presentations. This format is how a team should share a snapshot of financials in your Performance Story.
Building a Better Business Plan: Resources from Healthcare Financial Management Association (HFMA)

Vision
HFMA will bring value to the industry as the leading organization for healthcare finance.

Mission
Leading the financial management of health care.
HFMA helps its members—both individuals and organizations—achieve optimal performance by providing the practical tools and solutions, education, industry analyses, and strategic guidance needed to address the many challenges that exist within the US healthcare system.
The diverse HFMA community has more than 43,000 members, including healthcare finance leaders and professionals from hospitals and health systems, provider organizations, physician practices, business partners and payer markets.

www.hfma.org
Resources to Build a Business Plan

To help design and construct a business case

Business Case Template
IHI and NPSF

To help better understand what drives total cost of care

What is Driving Total Cost of Care?
HFMA, Leavitt Partners and McManis Consulting

To help provide ideas for financial improvement

Opportunities and Strategies for Improving Pharmacy Financial Performance
HFMA

*Click on the photos to link directly to the resources
Resources to Build a Business Plan

**To help design and construct a business case**

*Building the Business Case for an Outpatient Pharmacy*  
HFMA

**To help better understand what drives total cost of care**

*Driving Cost Savings Through an Enterprisewide Pharmacy Supply Chain*  
HFMA

**To help maintain compliance and improve performance**

*Top 5 Factors for Pharmacy Revenue Integrity*  
HFMA

*Click on the photos to link directly to the resources*
Summary

• There is no single business plan that works for all organizations. Rather, teams should work through the critical stages and elements to develop a business plan that is most suitable for their institution.

• The examples provided are not only specific to the institution that created them using this process, they are also specific to the audience they are targeting using an appropriate format.

• Organizations like HFMA produce resources that may be applicable to a variety of healthcare institutions and services (such as CMM). Visit www.hfma.org to learn more.