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Consultants Survival Guide
How to succeed as a new consultant.
Why me?
How to ensure your Business Case Succeeds

• Process

• People

• Politics
Process

In god we trust; all others bring data
W Edward Demming

Treasury 5 case model for the public sector
1. Strategic case
2. Economic case
3. Commercial case
4. Financial case
5. Management case
# UHS Template

## Strategic Business Case

### Purpose of Case

**Type of post:**
- Two permanent posts:
  - 50 FTE/1 Wta
  - 10 FTE/1 Wta

**Existing Service**
- Consultant Breast Surgeon

- To replace a current consultant retirement (OM) + a drop in capacity from ITD to part time (CTa)
- To replace a permanent locum position with a permanent post

**To provide surgical outpatient capacity for breast diagnostic clinics to be run as a one stop service – to meet increased demand and to improve the quality of existing services:**
- To achieve compliance with National Standards for Breast Screening clinics, avoiding unnecessary delays in diagnosis
- To reduce the referral time from patients and staff
- To reduce the high DMO rate (mean 26%) and lost income associated with a two step process (1.5/4)
- To improve oncologic capacity, reducing referrals to oncologists and increasing income. Requires additional theatre time which is requested in this case.

### Financial Summary

<table>
<thead>
<tr>
<th>Year</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>$X</td>
<td>$Y</td>
<td>$Z</td>
</tr>
<tr>
<td>Variance</td>
<td>$A</td>
<td>$B</td>
<td>$C</td>
</tr>
</tbody>
</table>

**NOTE:** TEC/CAC/DR are asked to...
Strategic case

Why do you want this?
- Core objectives
- Benefits in outcomes
- Trust, divisional strategy
- Commissioner intention/STP
- Summary
Financial

• Trust needs to deliver a surplus as per the Foundation Trust licence usually 1%
• Cost and volume or block. What of ACO/
• National efficiency factor annually 3%. CIP
• Cost of debt, borrowed capital at 3.5% and any borrowed capital needs to be repaid with interest calculated
Financial

Depending on level of investment

- Where does this need to be approved, TEC, TIG, Board (standard financial instructions)
- Asset management, maximising the current use of resources, current bed/theatre utilisation etc
- Current service constraints, capacity, waste
People

*The management team is there to help you.*

You need to work with the team

Risks, clinical, operational, financial, staffing

Help guide an understanding of required resources

Build the financial case

Understand the strategic buttons

Help build a coalition
People

Stakeholders
• clinical feedback colleagues, other disciplines
• Managers
• Divisional planner, finance lead, HR
• Wider stakeholders, patients, partners, commissioners
People

• What do your colleagues believe, what are the differences, agenda’s
• How does this fit in with the Trust strategic aims, is it on the radar
• Do other services have concerns, how are they supported or addressed in the business case think of pharmacy, radiology, portering, physio, primary care, etc, etc
Politics

A changing world....Brexit, financial climate, population demands.

• Affordability
• Commissioners
• STP
Commissioners

• CCG’s foot the bill
• Can be or be seen as destructive, they need to be involved
• Currently all resources are scarce, money for capital or revenue, staff
• Need to balance across the system
Politics

• Costs increase greater than the economy
• Reduction in salaries...redundancy
• Reduction in services..rationing

Who is going to drive a different vision?
For a business case to succeed

- Do your bit, describe the case.
- Enthuse others, explain it.
- Understand the stakeholders and their position, articulate it
- Understand the world you are operating in
- Build support
- Work with the teams
How to survive

A cocktail part question

What do you do?