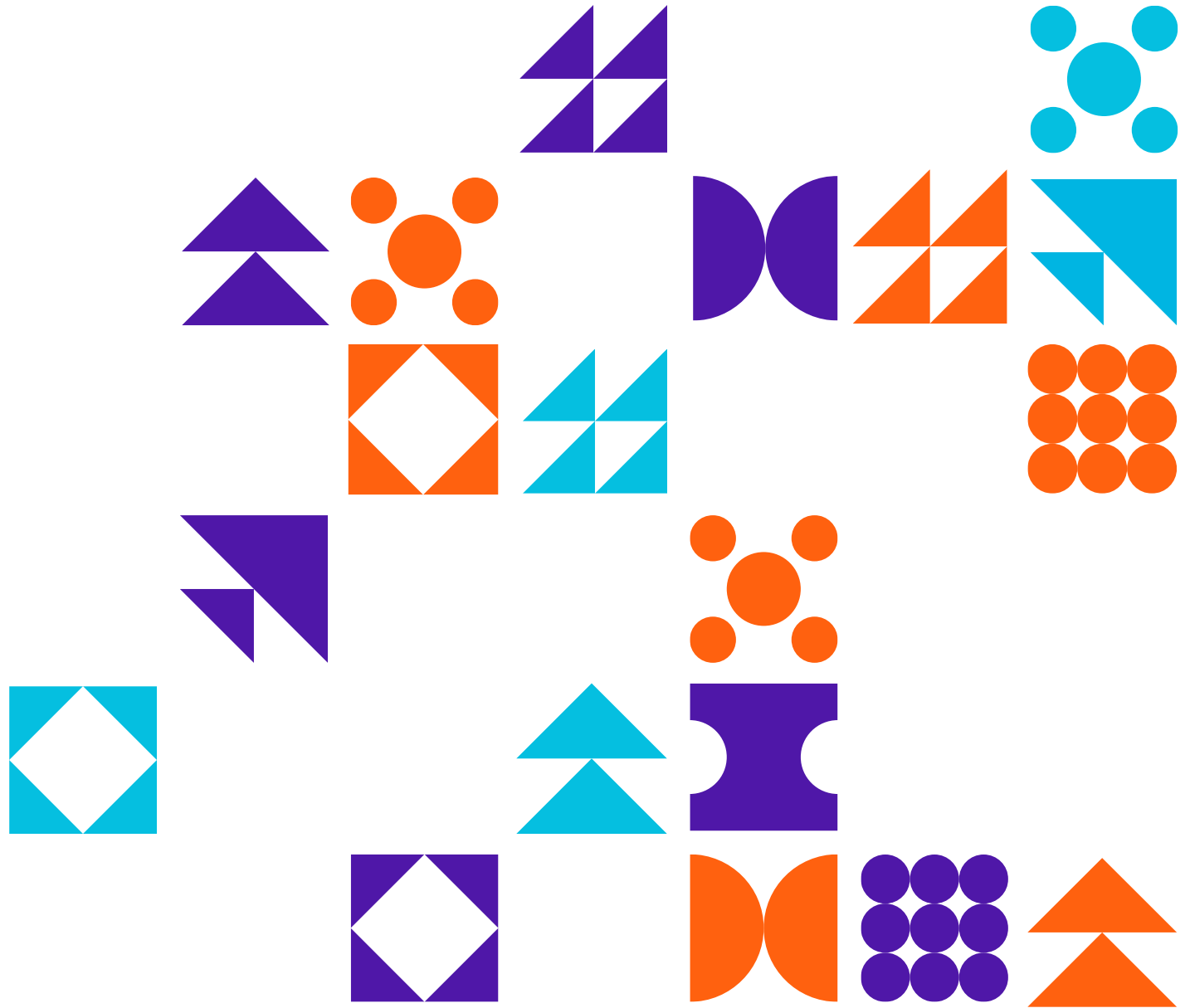


BENEFITS REALISATION

It's harder than you think

Wednesday 13th September 2023

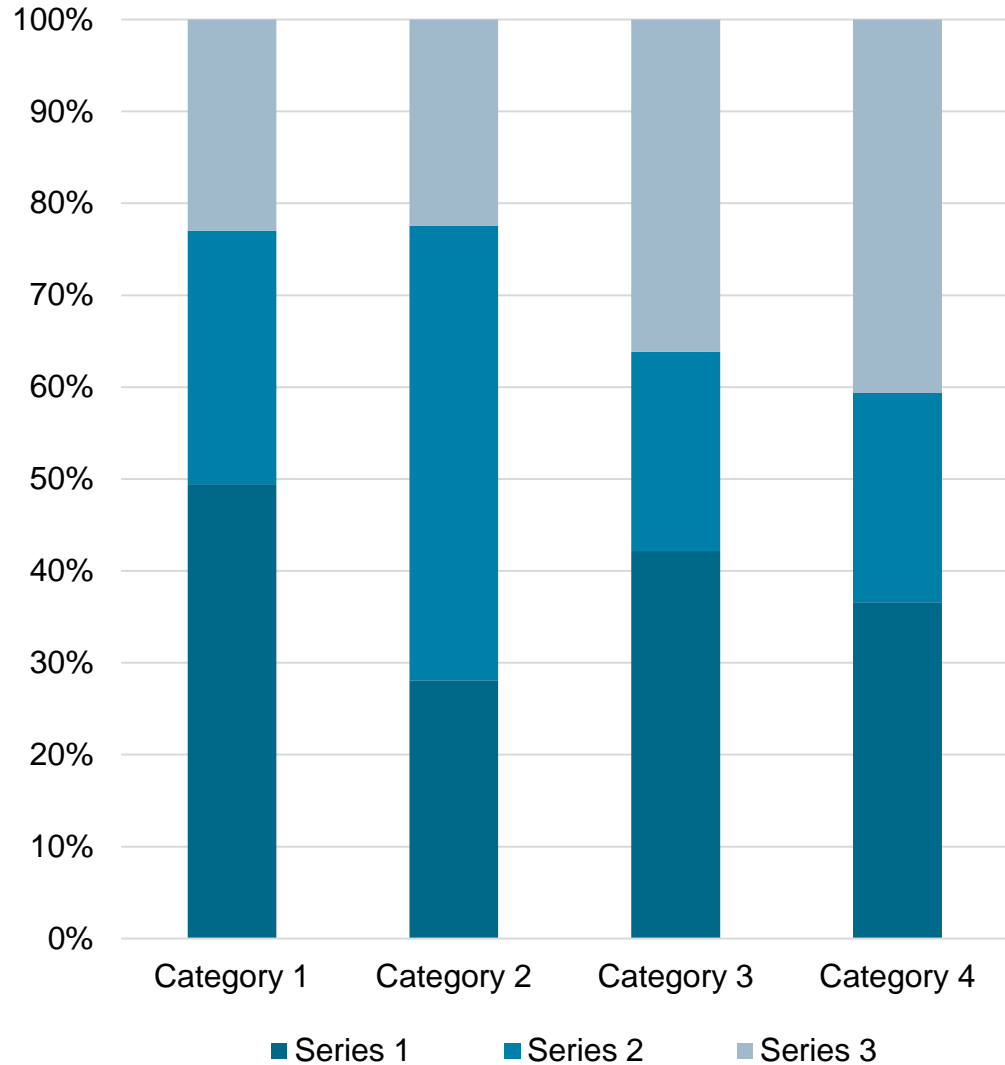


QUESTIONS

1. What is a benefit?
2. Some examples?
3. Is it an Outcome or a Benefit?
4. Is a Benefit an Outcome?
5. Is an Outcome a Benefit?
6. Why don't we do it?



Is this a Benefit?



Is this a Benefit?

Saving Nurses 30 minutes a day

20% reduction in yearly vendor costs

Improving project governance

Reducing system downtime by 25%

Reducing risk

Making staff 25% more efficient at filing

Reducing patient wait times by 50%

Reduce the number of times patients get the wrong medication

Increased visibility of project data which leads to improved decision-making

Single source of truth for project data

Reduce the number of documented patient complaints in alignment with a strategic goal

Improved availability of business systems and applications

Getting from A to B quicker

Having a federal register of patient allergies

Increased customer satisfaction

Reduced annual costs of incidents to a department

Meeting new federal legislation

Having a system to track and version control documents



BENEFIT DEFINITION

A benefit is the measurable improvement from change, which is perceived as positive by one or more stakeholders and contributes to organisational (strategic) objectives.

Managing Benefits, 2nd Edition 2014

BENEFITS REALISATION

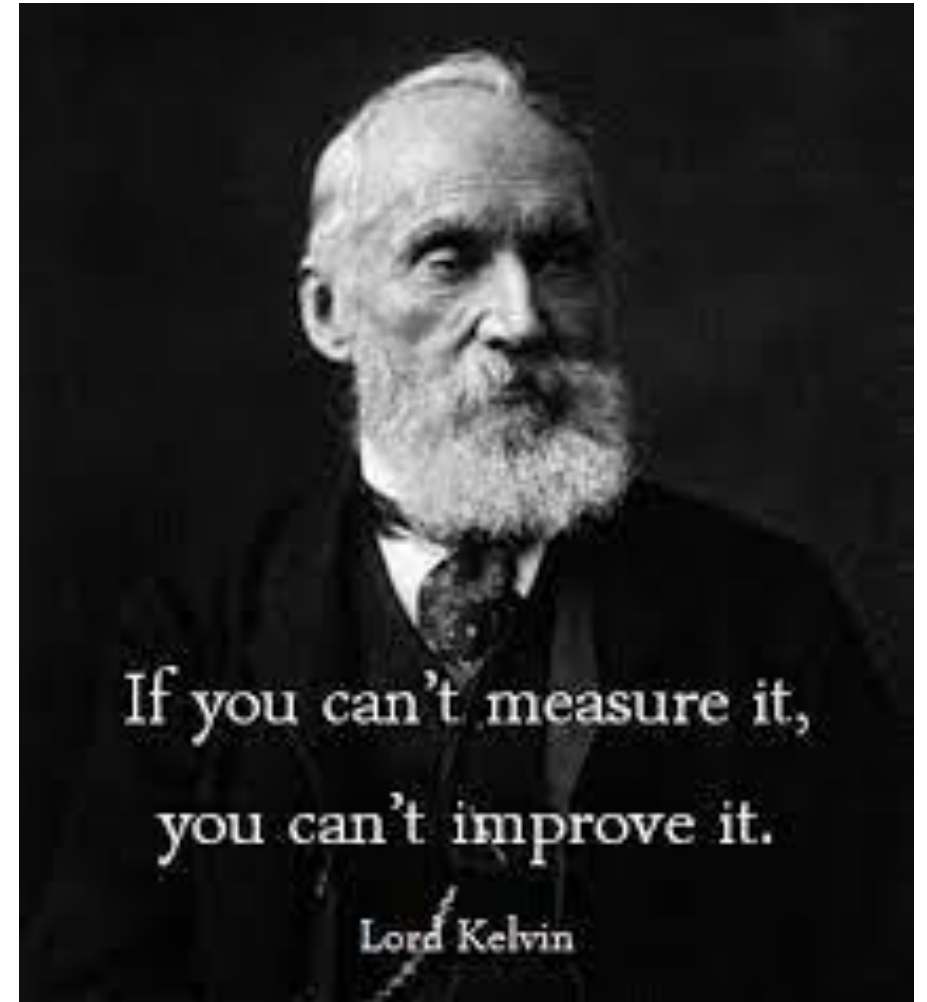
Why is it so hard?



To achieve benefits...
you need to understand what a benefit is...

What is a benefit?

What is an outcome?



BENEFITS REALISATION

Why is it so hard?



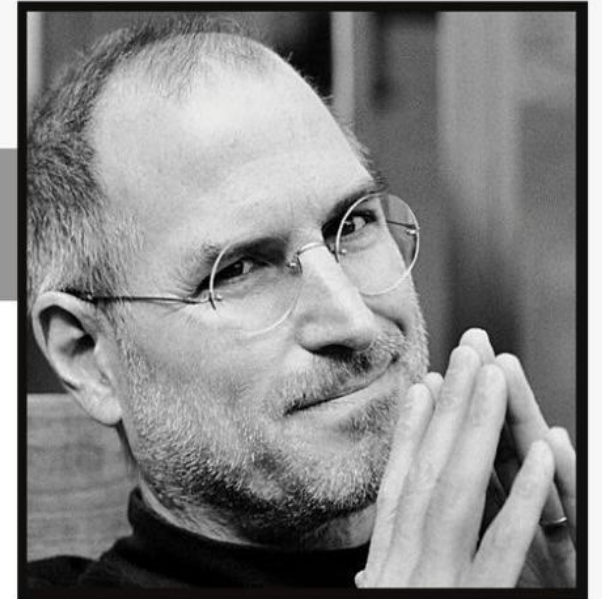
To achieve benefits...
you need to understand your objectives...

Lack of clear objectives

If the objectives and goals are not well-defined, it's impossible to measure the actual benefits.

Without clear objectives, it's challenging to determine what success looks like and how to measure it.

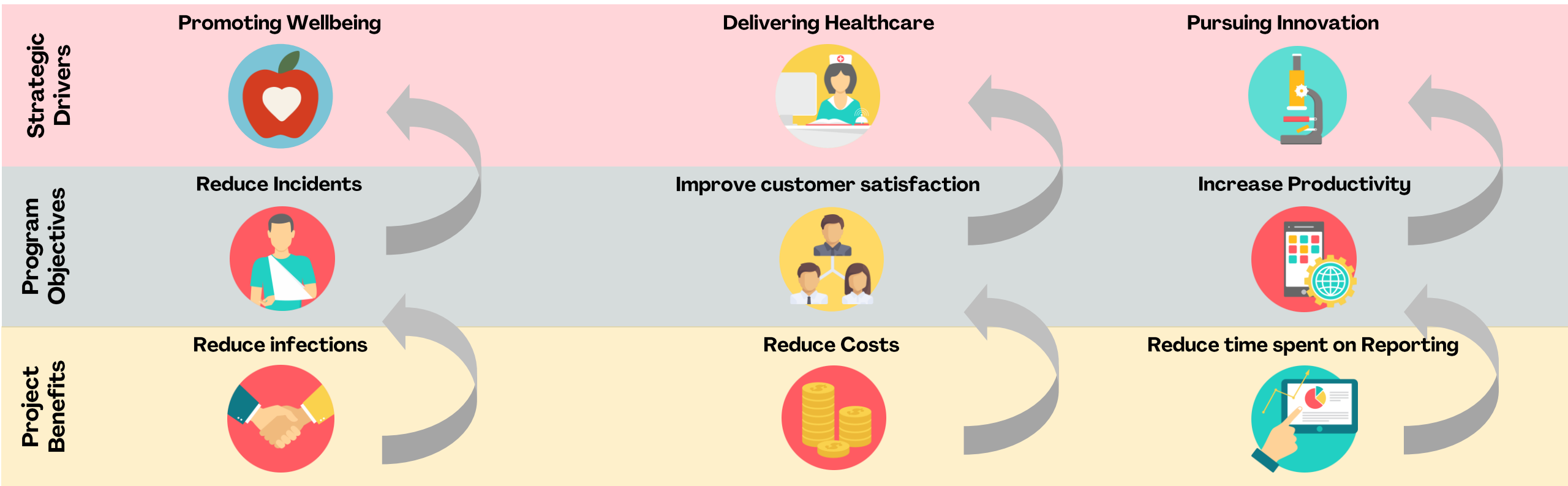
“Perceived failure”



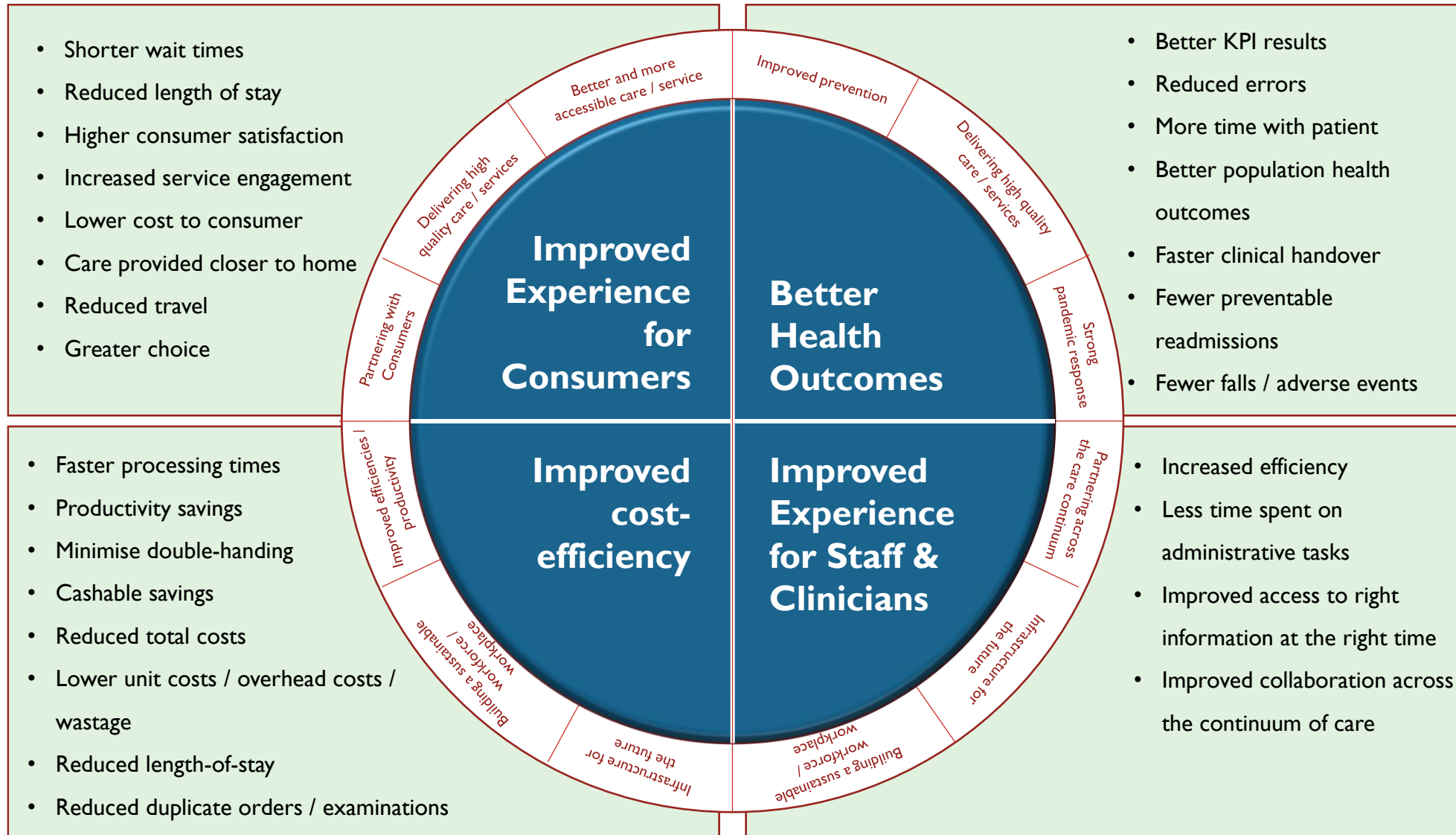
"If you define the problem correctly, you almost have the solution."

- STEVE JOBS

BENEFITS MUST LINK TO STRATEGY



MAKE IT MEANINGFUL TO YOUR ORGANISATION



BENEFITS REALISATION

Why is it so hard?



To achieve benefits...
you need to understand your measures...

Ambiguity in benefit measurement

Benefits are often difficult to quantify which also makes it impossible to accurately assess them.

ACTIVITY

Defining a Benefit

There are 6 elements to a fully defined benefit
– what do you think they are?

A FULLY DEFINED BENEFIT

“Reduce the average patient length of stay for multi-day inpatients by 1.55% within the first calendar year and every year for the next 4 calendar years”

A FULLY DEFINED BENEFIT

*“Reduce
the average patient length of stay
for multi-day inpatients
by 1.55%
within the first calendar year
and every year for the next 4 calendar years”*

1. Indicate the direction of the desired improvement
2. Name the metric
3. Clarify the scope for the target value
4. Define the target value of the improvement
5. Propose the timeframe
6. Propose the tenure

BENEFITS REALISATION

Why is it so hard?

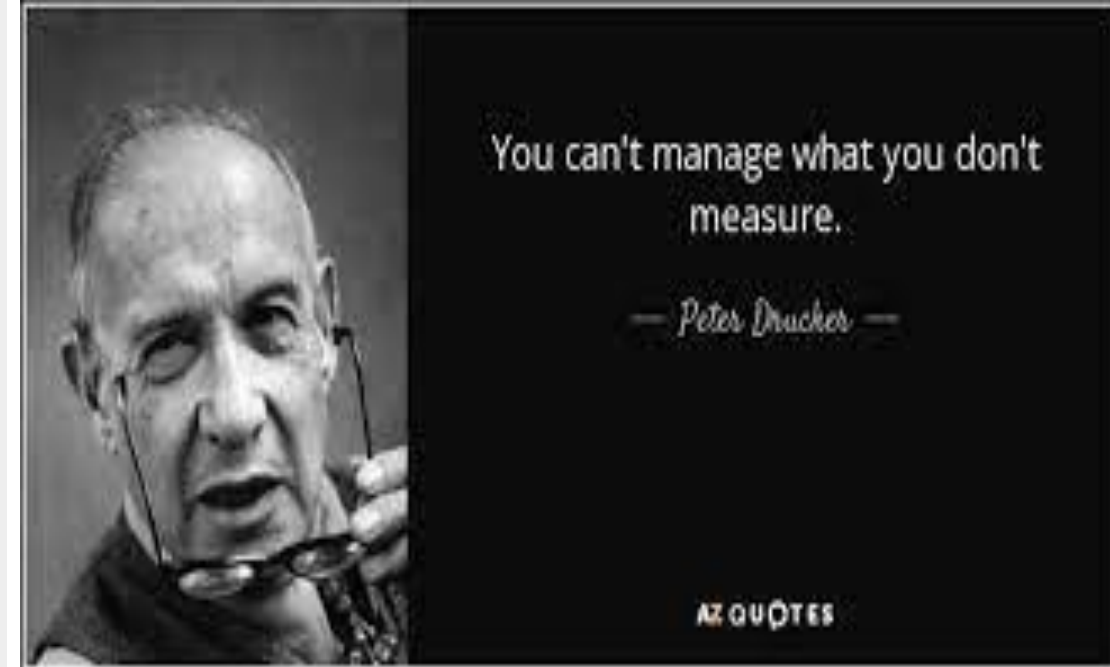


To achieve benefits...
you need to understand your data...

Lack of proper metrics / poor data

It's necessary to select appropriate and meaningful Key Performance Indicators.

"Don't measure if it don't matter!"



BENEFITS REALISATION

Why is it so hard?

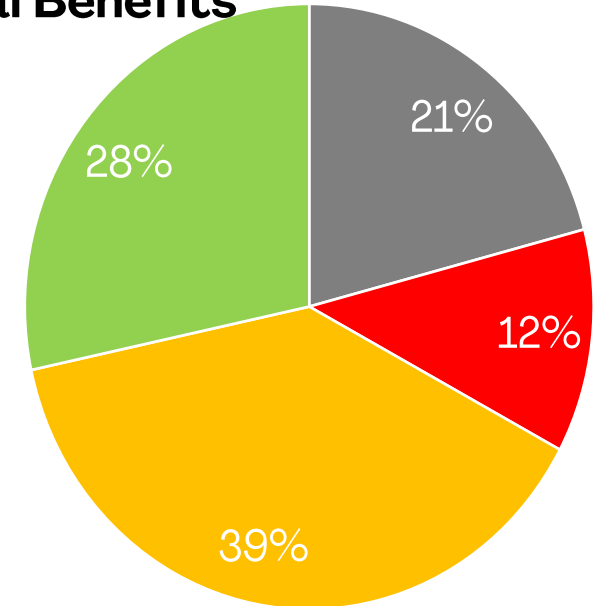


To achieve benefits...
you need to understand your baselines...

Difficulty measuring baselines

If you don't have a (accurate) baseline to measure against, how do you evidence improvements?

67 Total Benefits



■ Measures could not be identified
■ Not possible to measure
■ Measures can be captured via manual process(es)
■ Measures can be captured easily through automation

BENEFITS REALISATION

Why is it so hard?



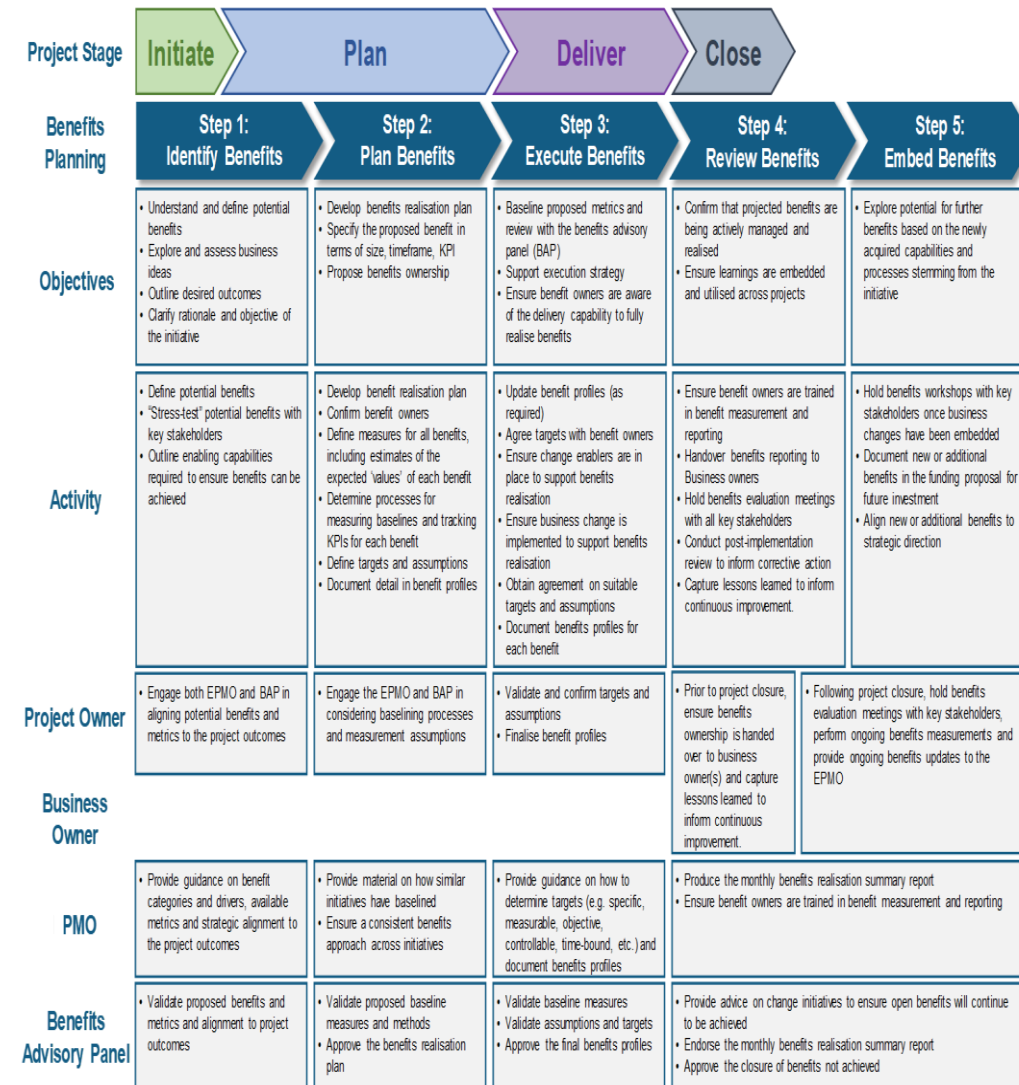
To achieve benefits...
you need to understand your stakeholders...

Ambiguity in benefit ownership

Those who own the benefits aren't always those who benefit.

Dis-benefits

The opposite of benefits.



DIS-BENEFITS

A true story – implementation of digital clinical dictation

Benefit

Faster referral triage



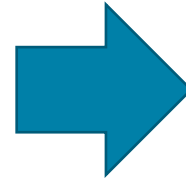
Productivity savings



Reduced wait lists



See 10% more patients



Dis-benefit

Higher transcription workload



More transcriptionists



Higher transcription costs

BENEFITS REALISATION

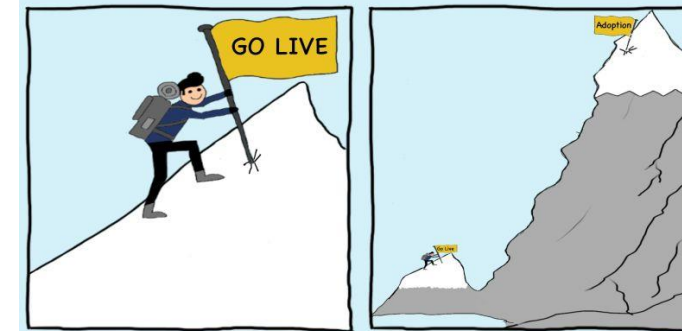
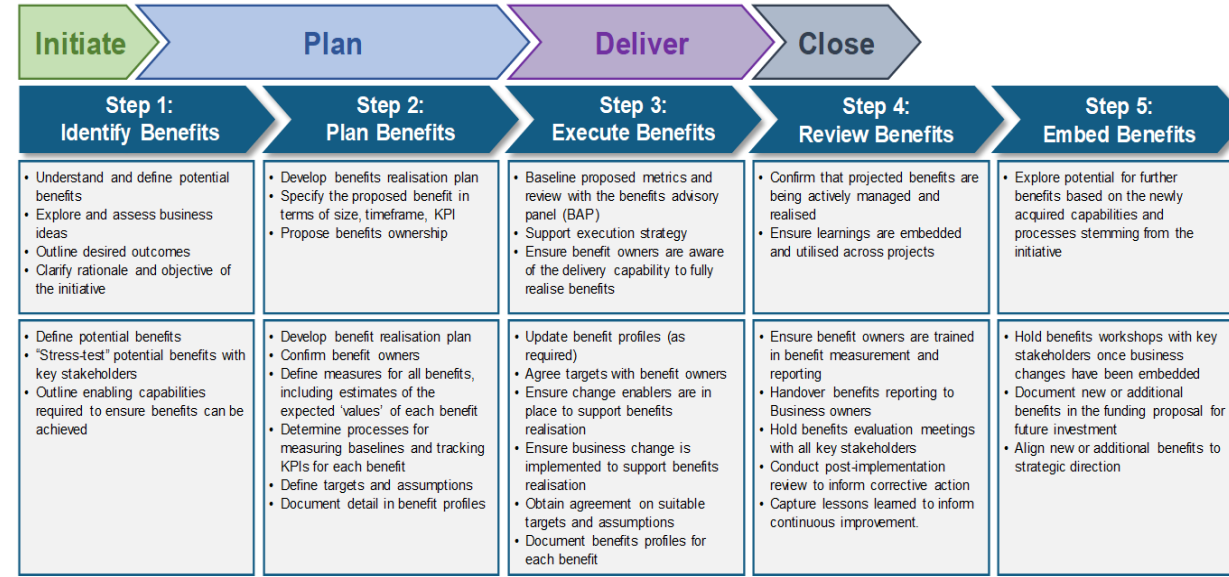
Why is it so hard?



To achieve benefits...
you need to keep at it...

Benefits Realisation takes time

The benefits realisation lifecycle doesn't align to the project management lifecycle (or the change management lifecycle).



DON'T LET THE PROJECT MANAGEMENT JOURNEY

DISTRACT YOU FROM THE CHANGE MANAGEMENT JOURNEY AHEAD

BENEFITS REALISATION.. A FINAL REMINDER..

A benefit is the *measurable* improvement from *change*..



**To achieve benefits...
you need to make a change...**

If we don't hop on the bike.. We won't get anywhere.

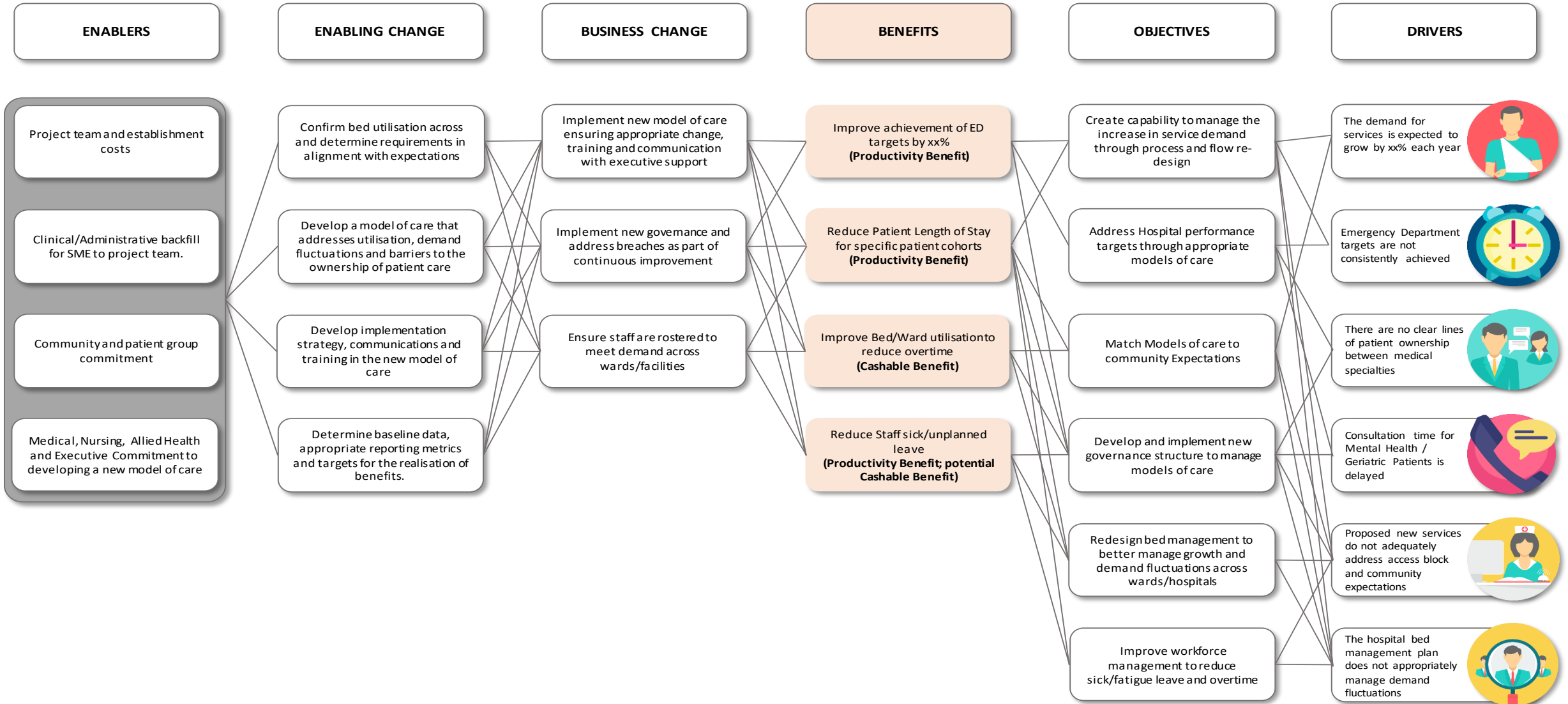
Project Management...

Change Management...

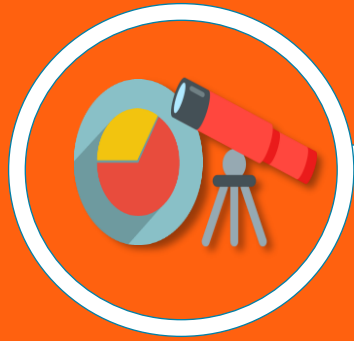
Benefits Realisation...

They go hand-in-hand!

BENEFITS DEPENDENCY NETWORK



BASELINE



METRIC



TARGET



Justify the case for change

Validate assumptions

Enable ongoing tracking

Use existing metrics where possible

Link to existing KPIs

Ensure they are reliable

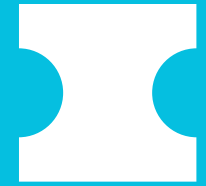
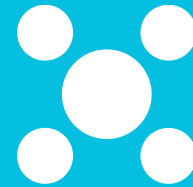
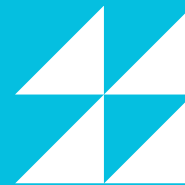
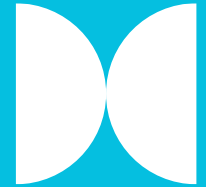
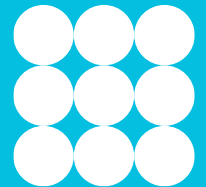
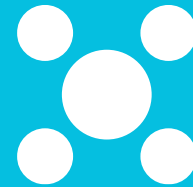
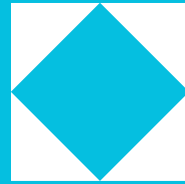
Be realistic, but aspirational

Ensure relevance to the change

Assign ownership



THANK YOU



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