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Pragmatic principles of making a business case: Why? Where does the need come from?

- Much of Chair work involves making a case for resources and/or securing leadership support or ‘buy-in’
- Thus, making a business case is not just for “large” asks
- Commonly, the need to make a business case arises from ideas or needs from
 - Faculty – new recruits or current faculty
 - Reaction to a problem that has arisen
 - Your vision for the department
 - Other sources



<https://sph.umich.edu/news/2019posts/making-the-business-case-when-implementing-evidence-based-practice.html>

Evaluate the need, priority and “strength of the evidence”

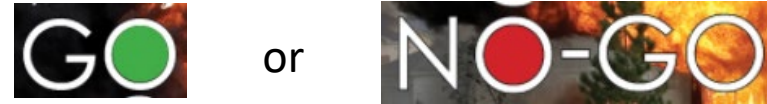


or



- Define the extent of the problem and need – ask questions and drill down
- Resist jumping to one solution, or the first idea presented
- Determine who needs to be involved in next steps and bring them in early (i.e., finance team, quality/safety faculty leadership, and so forth)

Collect and interpret/discuss/fully vet needed data



- This can be both qualitative and quantitative
- Typically, is multi-stakeholder in that you need input and interactions among different units especially affected faculty, clinical/education/research staff administrators, and finance team
- If applicable, act as one would if a ‘community organizer’ and form alliances with other departments or institutional entities/people both to vet and inform the proposal and to partner in making the case
- Consider several options and discuss internally the pros/cons of each

Assessing the decision-makers

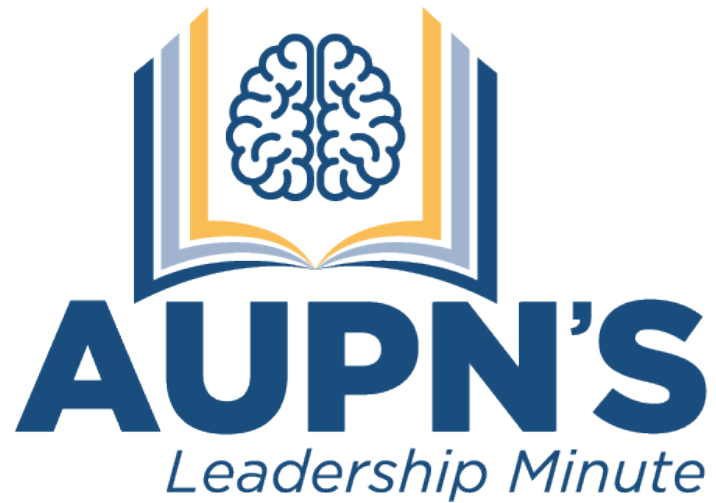
- Who is your audience who will need to be persuaded to provide financial support, institutional/leadership support, or both?
- What will different decision-makers want to know i.e., what matters to them in making a decision?
- Put yourself in their shoes...get your team to help analyze from that perspective and do your homework

Frame the value

- Value is not just financial, but also non-financial:
 - Patient safety
 - Reputation
 - Synergy with/leveraging other institutional programs or investments
 - Others
- Be sure you/your team have looked at the financial analysis from multiple angles and is (generally) realistic but conservative from the department's standpoint
- If applicable, articulate the downside of no action

YES





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