

3sHealth business case development Frequently asked questions

What is 3sHealth?

Health Shared Services Saskatchewan (3sHealth) was created following the Patient First Review to provide province-wide services that better support a high-performing, sustainable, patient-centered health system. Working together with the Regional Health Authorities (RHAs) and the Saskatchewan Cancer Agency (SCA), 3sHealth strives to improve service quality, increase the health system's value, and lower the cost curve.

What is a business case?

A business case includes a written proposal that identifies significant opportunities to improve quality and reduce cost. The business case will recognize that value is measured in terms of the patient, and it will present options and a transformation plan for decision-makers to consider. In the development of the business case, 3sHealth will work with a broad range of stakeholders and be guided by leadership within the health regions, as well as by others who support and use the service. It is important to note that while the business case will identify opportunities for quality and cost improvements, it will also recognize the geographic complexities of Saskatchewan's healthcare sector.

What business cases are being developed by 3sHealth?

In the spring of 2013, 3sHealth received approval from the Council of CEOs, the Governing Council, and the 3sHealth Board of Directors to proceed with the development of eight business cases. These business cases will explore opportunities for improving quality of services for patients and families across the healthcare system.

The eight business cases include:

- Medical laboratory services
- Medical imaging
- Environmental services
- Supply chain
- Information technology and information management
- Enterprise risk management
- Capital projects (deferred until 2014)
- Transcription services

What are the steps to developing a business case?

For each identified business case, 3sHealth will work with the health regions and the SCA to:

- Establish Project Lead and Operations Committees
- Issue request for proposals (RFPs) for consulting services to provide expertise in the subject area, knowledge of similar projects in other jurisdictions, and analytical capacity
- Conduct visioning sessions to gather input around current state issues and future opportunities
- Collect and compile data applicable to the service line
- Conduct site visits and other best practices research
- Engage key stakeholders and solicit their input for the development of the business case
- Draft a business case to identify options for provincial services

How long does it take to complete a business case?

A business case typically takes six to ten months to develop. Once written, the business case then goes forward for a decision. It is important to recognize that decision-makers need time to understand and consider options when presented a business case, and to ensure that it fits with other decisions they need to make in the annual and multi-year planning process.

What is a visioning session?

A visioning session is a hands-on, interactive workshop that brings together representatives from all stakeholder groups to create a vision for the future. Focusing on understanding the current state and identifying leading practices, the vision statement outlines key characteristics for improved service line quality and efficiency.

How can I contribute?

All of our stakeholders' ideas and input are essential to our business case planning. 3sHealth has an opportunity to present options for transformative change aimed at improving the patient experience. As a leader in your sector with a valuable perspective and significant experience, you can help guide this transformation and ensure that we capture quality improvements and efficiencies today, and build a successful business plan for tomorrow.

Does the work we do today mean privatization tomorrow?

No. There are no predetermined solutions for the work underway. Part of 3sHealth's mandate is to provide province-wide services that better support our healthcare system. The business case for enterprise risk management will explore all options for improvement moving forward, only seeking out competition as necessary.

Recognizing that resources are stretched thinly, how do we ensure that the momentum we have built in healthcare improvements is not lost?

To maintain momentum, we as healthcare providers must continue to keep patients and families at the centre of all that we do. 3sHealth is committed to supporting and seeing these projects through to their decisions. Participating in Lean events, such as Rapid Process Improvement Workshops (RPIWs) or 5S events, will help us to build a foundation for quality improvements through targeted processes.

How will I continue to be engaged in the process?

3sHealth is committed to keeping you informed and engaged throughout the business case development process. We will provide you with updates through our regular publications—including [Spotlight](#), [Snapshot](#) and [Quarterly Report Card](#)—as well as special publications and the 3sHealth website: www.3shealth.ca.