# Business Improvement Plan Student Guide

**Business Improvement Plan Training**

**2017 – 2018**
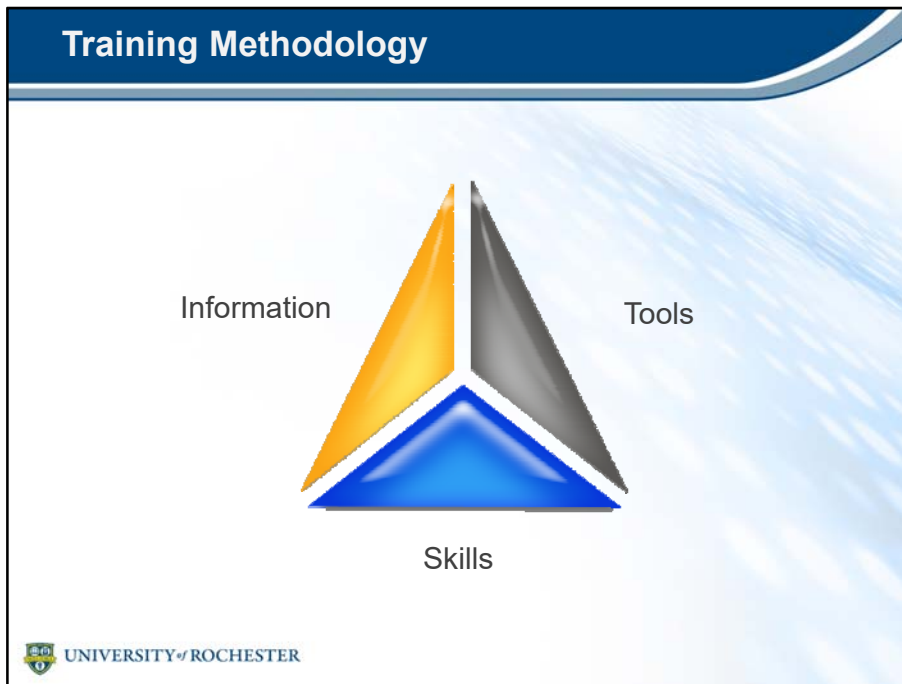
**UR** Budget

- You're already well-versed in financial planning.
- You've seen the communications, been to the Demo Days and read the announcements.
- Some of you have even been involved in testing UR Budget .
- And, all of you have attended the Summary and Labor Training.
- You HAVE the INFORMATION.
- UR Budget won't change the fundamentals of your job functions.
- You're just changing the TOOL you use to get the job done.
- During today's session we'll bring it all together so you can rest assured you leave with the SKILLS you need to make UR Budget BIPs work for you.

**Content-Mirrored Instruction**

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- Today's training will be delivered using a method called Content-Mirrored Instruction.
- Content-Mirrored Instruction means:
    - The trainer has the exact same files as the participants.
    - The training will involve guided learning, using realistic scenarios.
    - Participants will follow along click-for-click during active, hands-on training exercises.
- For today's training, you'll be viewing a BIP staged for training, and then creating your own sample BIP for practice.
- The data contained in these training files isn't real, but the functionality is identical to the real process.
- The skills you learn directly will directly apply when you start creating BIPs in UR Budget.
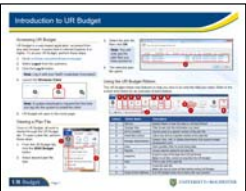
**Pathways to Support**

| Pre-Training | Post-Training |
|---|---|
| Introduction to UR Budget eLearning | ▪ Course Guide |
| Summary and Labor Training | ▪ Recording of Live Training |
| | ▪ Quick Reference Videos (QRVs) |
| | ▪ Quick Reference Cards (QRCs) |

- You won't need to take any notes during today's session.
- You'll have a wealth of support materials available to you during the transition to UR Budget BIPs.
- You've seen the UR Budget eLearning, and you can re-watch any portion of it.
- You've also attended the Summary and Labor training and received the course guide for that content.
- You received a course guide for today's content as well.
- If you need a refresher, a recording of this training will be made available in the near future.
- You'll have access to Quick Reference Videos and Quick Reference Cards whenever you need them.

**UR Budget: Quick Tips**

- Ribbon navigation options are always available at the top of your screen

- Use the Manage Attachments function to view documents attached to plan files
  – You can also add your own attachments as needed

- You can save sheets to auto-populate certain information in other sheets

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- Today's training will build upon your current knowledge of UR Budget.
- You'll practice using a new part of the system to create your Business Improvement Plans.
- Before getting into new information about UR Budget, here's a few quick tips to get you back in the UR Budget mindset:
- You can always access Ribbon option at the top of your screen.
  - The Ribbon lets you move around in UR Budget quickly and easily.
- Whenever you're in a BIP, FAO or any other file in UR Budget, you can click Manage Attachments to see any attached documents
  - You can also add your own attachments as needed
- Finally, remember that saving some sheets will automatically populate certain fields in other sheets.

Basic Navigation Questions

**What We're Covering Today**
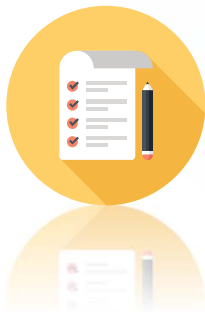
- ✓ Introduction to BIPs
- ✓ Populating BIP Information
- ✓ Adding Milestones
- ✓ Planning Labor Changes
- ✓ Filling out Financials
- ✓ BIP Reports
- ✓ Wrap Up

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- Here's the plan:
- Today's session will start off with an Introduction to BIPs.
    - You'll get started in the system by reviewing a pre-staged, completed BIP.
- After that, you'll learn about each BIP sheet in detail.
    - You'll practice creating your own BIP during hands-on exercises.
- You'll start off by populating the BIP Information sheet.
- Then, you'll learn about the process of adding milestones to your BIP.
- After that, you'll learn to plan labor changes in the BIP template.
- Next, you'll complete your new BIP by filling out the last remaining sheet, Financials.
- After completing your BIP, you'll take a look at a report for your BIP.
- Finally, the training will conclude by wrapping up the key points covered today.

Introduction to BIPs

UR Budget

**Business Improvement Plans**

**Business Improvement Plans**

- Created in the event of material changes to a budget

- Primary objective is to solicit ideas that enable cost savings, improve performance and generate additional revenue

- Capture all relevant business case information

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- As you know, BIP stands for Business Improvement Plan.
- BIPs are created in the event of material changes to a budget.
- The primary objective of BIPs is to solicit ideas that enable cost savings, improve performance and generate additional revenue.
- BIPs enable users to capture all relevant business case information for upcoming initiatives.
    - This means you can use BIPs in UR Budget to develop, manage and model the financial impact of your plan.
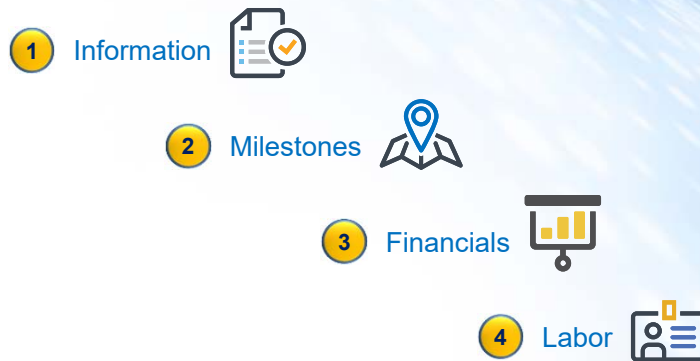
## Future of BIPs

- Right now, only the Medical Center uses BIPs



- In the future, BIPs may be rolled out to a larger UR audience

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- BIPs contain four sheets:
- The Information sheet contains background information for the BIP including the designated BIP project team.
- The Milestones sheet outlines action items leading up to the BIP start date.
- The Financials sheet is similar to the Summary sheet in an FAO.
    - It outlines revenue and expenses resulting from the BIP.
- Finally, the Labor sheet helps you plan out new positions required for your BIP.

**Example BIP Use Case:
Contract Consolidation**

**Example:**

A UR department is looking to realize cost savings by consolidating multiple equipment service contracts into a single contract with a single vendor.

**The BIP would outline:**

☐ Purpose/goal of this project
☐ Project team in charge of consolidating the contracts
☐ Status of all action items required to implement the consolidation
☐ Savings realized by consolidation
☐ Labor changes resulting from the consolidation (if any)

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## Example:

- A UR department is looking to realize cost savings by consolidating multiple equipment service contracts into a single contract with a single vendor.

**The BIP would outline:**
- The purpose/goal of this project.
- The project team in charge of consolidating the contracts.
- The status of all action items required to implement the consolidation.
- The savings realized by consolidation.
- The labor changes resulting from the consolidation (if any).

**Advantages of UR Budget BIPs**

- ✓ Enhanced collaboration between BIP creators and reviewers
- ✓ BIP data automatically moves into the proper FAO upon approval
  - ✓ Improved process saves time and effort
- ✓ All Medical Center Divisions use the same BIP platform
  - ✓ Ensures consistency and prevents confusion
- ✓ Attachment functionality helps you provide additional information for review
  - ✓ Access all BIP documentation in one central hub

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- Now that you've learned a little more about BIPs and UR Budget, you might be asking:
  - How does this all fit together?
- Take a look at some of the advantages involved in using UR Budget for BIPs:
- The system allows for enhanced collaboration between BIP creators and reviewers.
  - Increased transparency streamlines the review process.
- BIP data automatically moves into the proper FAO when the BIP gets approved.
  - This improved process saves time and effort.
- All Medical Center Divisions use the same BIP platform.
  - This ensures consistency and prevents confusion. You'll always know you provided the correct information.
- UR Budget's attachment functionality helps you provide additional documents for review.
  - You can access all BIP documentation in one central hub.

## Collaboration with Reviewers

- Reviewers analyze completed BIPs in UR Budget
- If your BIP is not approved:
  - Reviewers will offer feedback and support
    - Indicate areas for improvement
    - Request additional information

    **Best Practice:** provide as much information as possible to enhance review

# Exercise: BIP Tour

**Scenario:**

Before creating your own BIP, take a tour of a completed BIP in UR Budget.

**Objectives:**

- ☐ Open a completed BIP
- ☐ Tour BIP sheets

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01 BIP Tour

- I mentioned earlier the data from approved BIPs gets moved into the relevant FAO automatically.
- This is a screenshot of the FAO for the BIP we just reviewed.
- Where would you look to find the BIP Information?
- BIP information is shown in the BIPs column on the Summary Sheet of the FAO.
- The BIPs column shows the amount of revenue and expenses brought into the FAO from approved BIPs.
  - It helps visualize the net impact of your BIP on the larger budget plan file.
- You can see the Base Budget to the left of the column.
  - The Base Budget column doesn't include BIP data.
- You can see the Budget with BIPs included to the right.
- Important note: you can see BIP data for each specific Revenue and Expense category.

## Debrief: BIP Tour

- The Information sheet:
  - Tells the story behind your BIP
  - Provides high-level planning information
- The Milestones sheet:
  - Outlines key action items involved in implementing your BIP
- The Financials sheet:
  - Contains the financial planning information relevant to your BIP

- The Labor sheet:
  - Lists all planned position changes resulting from your BIP
- BIP information gets pulled into the proper FAO automatically upon approval

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Populating BIP Information

UR Budget

- The Information sheet is the first sheet within the BIP template.
- It gives you a chance to provide background information about your BIP and designate a project team.
- At a high-level, it address the following questions:
  - What is the story behind the BIP?
  - What is the BIP's impact?
  - What is the BIP's status?
- You'll learn about the Information sheet in-depth in a few minutes when you create your own BIP.

**Starting BIPs without FAOs**

- You can start a BIP without adding an FAO
  - If necessary, you can add your FAO after submitting your BIP for review

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- It's possible to start a BIP without adding an FAO.
  - You'll need to add the FAO eventually, but you can add the FAO even after submitting your BIP for review.

## Role of the BIP Project Team

- BIP Project Team should include all the main stakeholders involved in the project
  - Having stakeholders at both the departmental and divisional level is critical to project success
- The team members listed in UR Budget will become the primary points of contact for the project
  - BIPs can also involve individuals outside the Project Team
- Team members will guide the BIP through obstacles and roadblocks
- BIP Project Team will ensure the BIP is presented to the appropriate approving bodies throughout U of R

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- When you create your BIP, you'll designate a Project Team.
- Having a strong and well-defined BIP Project team will keep your BIP on track and dramatically increase chances of approval.
- Here are a few key points about the role the BIP Project Team will serve:
- The BIP Project Team should include all the main stakeholders involved in the project.
  - Having stakeholders at both the departmental and divisional level is critical to project success.
- The team members listed in UR Budget will become the primary points of contact for the project.
  - But remember, BIPs can also involve individuals outside the Project Team.
- Team members will guide the BIP through obstacles and roadblocks.
- Finally, the BIP Project Team will ensure the BIP is presented to the appropriate approving bodies throughout U of R.

**Status Colors**

- **Green:** Moving forward on schedule
- **Yellow:** On track but encountering minor obstacles
- **Red:** Stalled, encountering large obstacles

Use a **Red** status to indicate areas for increased project support!

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- Statuses are a quick method of indicating the condition of your plan.
- You'll encounter status fields in a few locations in the BIP template.
- There are three status options available.
- Green: Plan is on track, moving forward ahead on schedule.
- Yellow: Plan is on track, but you're encountering minor obstacles.
- Red: Plan is stalled, you're encountering large obstacles.
- Don't be afraid to use the Red Status! It helps reviewers identify areas for increased project support!

02 Populating BIP Information

## Debrief: Populating BIP Information

- BIPs can be started without adding FAOs
  - Must add the FAO later on in the process

- Each BIP has a designated Project Team
  - Team members oversee plan implementation

- After BIPs get completed, Divisional
  Finance Office staff members
  fill out the final sections

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Adding Milestones

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- The Milestones sheet is the second sheet of the BIP template.
- It helps you outline pending action items and answers the question:
  - What needs to be done to implement the BIP?
- You'll get to practice creating Milestones during the next exercise.

**Providing Milestones**

**Milestones:** action items leading up to BIP implementation

**Best Practices:**

- Milestones should lead up to the BIP Start Date
- Milestones should be broken down into actionable steps

- *Example Milestone:*

| Submit URMC Capital Request | 9/20/17 | Yellow |
|---|---|---|

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- First, here's a little more information on Milestones.
- Milestones are action items leading up to BIP implementation.
- Here's a few best practices to keep in mind when creating your milestones:
    - Milestones should lead up to the BIP Start Date.
    - Milestones should be broken down into actionable steps.
- Here's an example of a properly recorded milestone:
    - The description includes an actionable step.
    - The date precedes the BIP Start Date.
    - And, the creator assigned the milestone an accurate status.
        - The same color coding applies here as in other locations in the BIP.
- Keep in mind, every single BIP is unique.
    - The process of creating milestones is flexible and fits the needs of each individual BIP.
    - One BIP could have two milestones and another could have ten.
    - The BIP Project Team will define the appropriate number of milestones leading up to the implementation date.

# Exercise: Adding Milestones

## Scenario:

There are two steps to complete before your BIP can proceed: acquiring a construction quote and getting new hire approval. You can add these action items as Milestones, then assign each Milestone a date and status.

## Objectives:

- ☐ Create new Milestones
- ☐ Add dates and statuses

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03 Adding Milestones

# Debrief: Adding Milestones

- Milestones outline important action items required for BIP implementation
- Milestones should precede BIP start date
- Utilize statuses to indicate roadblocks and completed milestones

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Planning Labor Changes

UR Budget

- The Labor sheet is the fourth tab in the BIP template.
- But, when you fill out the Labor sheet, the information you enter will be pulled into the Financials sheet.
- You'll fill out Labor before Financials today so you can see how that works.
- The Labor sheet answers the question:
    - What position changes will result from the BIP?

**Multi-Year Planning**

Year 1　Year 3　Year 5
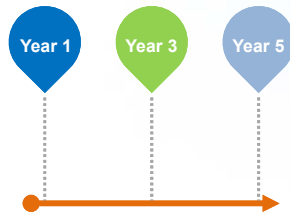
- BIPs Labor planning encourages a five-year time horizon
  – BIP Labor sheet plans expenses on a yearly timeline
- Allows for planning of future wage and salary increases
- Allows for staging of hiring by setting start year and start month

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- In an FAO, labor expenses are broken down by month.
- However, BIPs function differently.
- BIPs Labor planning encourages a five-year time horizon.
  - The BIP Labor sheet plans expenses on a yearly timeline.
- This allows users to plan for future wage and salary increases.
- It also enables the staging of hiring by setting start years and start months.

# Exercise: Planning Labor Changes

## Scenario:

Once the expansion occurs, you'll need to hire a full-time registered nurse and a part-time lab technician to accommodate increased patient volume. You can use the BIP Labor sheet to plan these expenses on a multi-year timeline.

## Objectives:

- ☐ Add a full time employee
- ☐ Add a part time employee
- ☐ Plan labor expenses over multiple years

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04 Planning Labor Changes

**Debrief: Planning Labor Changes**
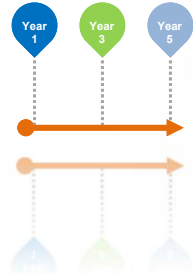
- BIP Labor planning takes place on a multi-year timeline
- Data from the BIP Labor sheet moves into BIP Financials sheet automatically when you save

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Filling out Financials

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- The last sheet to cover today is the Financials sheet.
- Again, the BIP Financials sheet is similar to the Summary sheet in an FAO.
- However, the BIP Financials sheet won't pre-populate FACs.
- You'll need to add each FAC manually, or pull in FACs from the Labor sheet.

**Detailing Revenue and Expenses**

| REVENUE (Enter as negative value) | | |
|---|---|---|
| 43500 | **RC11200** | Patient Revenues Net |
| | | Provider #1 |
| | | Provider #2 |
| | | Provider #3 |
| | | APP (billed @ 85% of Provider) |

- Break down revenue and expenses using detail lines whenever possible
- Provides an additional level of visibility for reviewers

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- Within the Financials sheet, you'll see the option to add detail lines.
- You'll want to break down revenue and expenses using detail lines whenever possible.
- This provides an additional level of visibility for reviewers.

## Using Attachments Effectively

- **Use attachments to provide additional context whenever necessary**

- **You can add any number of attachments**
  - Remember to use clear, concise titles to keep attachments organized!

- **Examples of useful attachments:**
  - Approval documentation for new hires
  - Quote information from contractors

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- You'll also want to use attachments to provide additional context whenever possible.
- You can add any number of attachments.
  - Remember to use clear, concise titles to keep attachments organized.
- Here are a few examples of useful attachments:
  - Approval documentation for new hires.
  - Quote information from contractors.

## Exercise: Filling out Financials and Completing the BIP

### Scenario:

Your BIP is nearly finished! Next, complete the Financials sheet and add relevant FAOs to your BIP.

### Objectives:

- ☐ View labor information in the Financials sheet
- ☐ Add FACs and planned expenses
- ☐ Assign an FAO

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05 Filling out Financials and Completing the BIP

## Debrief: Filling out Financials and Completing the BIP

- BIP Financials sheet is similar to Summary sheet in an FAO
  - Planning takes place on a multi-year timeline
- Provide budget rationale for reviewers by:
  - Using detail lines to break down revenue and expenses
  - Attaching relevant documentation as needed
- Leverage Excel functionality to enter data efficiently
  - Excel formulas are usable in UR Budget

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## Next Steps: What Happens when you Complete BIPs?

- Once your BIP is complete:

1. Contact your Divisional Finance Representative
2. Divisional Finance will provide guidance on appropriate reviewing body (example: SMH BAC; Annual Budget Hearing)
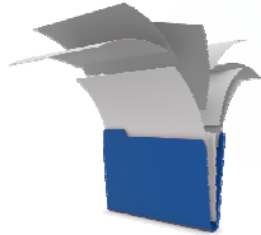3. Approved BIP gets moved into the proper FAOs automatically

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**Visualizing BIP Impact**

- BIP reports model a BIP's impact on the overall budget
- Reports break down:
  - Expenses
  - Revenue
  - Net Operating Impact
- Use BIP reports to identify long-term trends in BIP impact
  - Example: Will long-term revenue outweigh startup costs for a new program?

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- BIP reports model a BIP's impact on the overall budget.
- Reports break down expenses, revenue and net operating impact.
- You can use BIP reports to identify long-term trends in BIP impact.
  - For example: You could check whether long-term revenue will outweigh startup costs for a new program.

06 BIP Reports

# Debrief: BIP Reports

- UR Budget automatically creates reports for all BIPs
- BIP reports summarize the data in your BIP
  - Useful for identifying net impact and long-term trends

Wrap Up

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**Recap: BIP Sheets**

- **Information sheet** contains high-level background information:
  – What is the story behind your BIP?
- **Milestones sheet** outlines action items leading up to plan implementation:
  – What needs to be accomplished to implement the BIP?
- **Financials sheet** breaks down revenue and expenses by category:
  – How will the BIP impact existing budgets?
- **Labor sheet** helps plan for position changes:
  – Which positions will be added when the BIP is implemented?

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- The Information sheet contains high-level background information.
    - It helps answer: What is the story behind your BIP?
- The Milestones sheet outlines action items leading up to plan implementation.
    - It helps answer: What needs to be accomplished to implement the BIP?
- The Financials sheet breaks down revenue and expenses by category.
    - It helps answer: How will the BIP impact existing budgets?
- The Labor sheet helps plan for position changes.
    - It helps answer: Which position changes will occur when the BIP is implemented?

## Key Points

- BIPs help plan, develop, and manage a business case designed to enable cost savings, improved performance, or generate additional revenue
- UR Budget streamlines the process of creating BIPs
  - Standardizes BIP template and information
  - Increases visibility for reviewers
  - Automatically moves approved BIPs into FAOs
- Attachments and detail fields add extra context to your BIP
  - You can add any information you find useful

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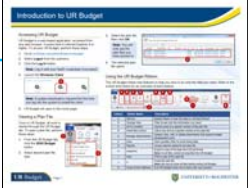
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# Questions?

Evaluations

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Thank you!

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