BUSINESS MODEL CANVAS
A helpful tool to brainstorm the practical aspects of your solution is the Business Model Canvas (BMC). The BMC highlights important elements you have to think through to make your solution work. You may not have all of this information - that’s OK. Use it as a brainstorming tool to generate hypotheses about the various aspects of your solution and plan ways to test these hypotheses. This can involve talking to decision-makers and stakeholders in your organization, experts in the field, and other ways to get answers. Iterate on the hypotheses as you gather information.

Think about how each of these elements relates to your situation. For example:

- Who is your customer?
- Can you generate Value Propositions for your direct user, and also for decision-makers?
  (e.g. Patient may be your direct user, but the Physician may be the one to determine if this procedure is to be used. Or, the Patient may be the user, the Payer may determine which procedure is covered. In a way, all these parties are your customers and you need to have a good Value Proposition for them to buy-in.)

Be creative at this point about ways your solution can work. Your clinic may cover all of the cost - but are there other ways you can accomplish this? Perhaps a way that can make it sustainable? It might be helpful not to assume right off the bat that certain parties may or may not want to pay - be creative in generating hypotheses, and then get feedback from the parties involved.

There may be non-monetary costs and benefits as the result of your solution. Can they be translated into monetary equivalents downstream? (E.g. benefits of reducing readmissions). If not, then are these parameters that your stakeholders care about? (e.g. social impact metrics.) Add these non-monetary parameters below Cost and Revenue boxes.

TIP:
Draw a large BMC on a white board and brainstorm as a team. Use the example on the next page as a guide.