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Part 1: Project Team Charter

Introduction

Health First, a global non-profit with a decentralised structure, is undertaking the Global Health Equity Initiative to improve healthcare access in underserved rural areas. The organisation's culture of open communication and collaboration is an asset, but it also introduces challenges in aligning geographically dispersed teams, especially when implementing innovative technology across diverse contexts. A well-structured team charter is essential to clarify roles, expectations, and processes, providing a foundation for effective teamwork and project delivery.

Problem Statement

The current telemedicine technology solution developed by the India-based team faces significant usability and adaptability challenges in rural health centres across Africa, Southeast Asia, and South America. Regional teams perceive the technology as overly complex and insufficiently tailored to local healthcare realities, which hinders its effective adoption and integration into existing workflows. This disconnect leads to resistance, increased cognitive load on healthcare workers unfamiliar with the system, and risks compromising the quality and efficiency of patient care in underserved areas. The lack of seamless integration with local health information systems and limited interoperability exacerbate these challenges, increasing the burden on clinicians and threatening project timelines. To mitigate these risks and achieve equitable healthcare access, it is essential to enhance the technology's usability through local adaptation, provide targeted training for healthcare workers, and establish robust communication and feedback mechanisms between development and implementation teams.

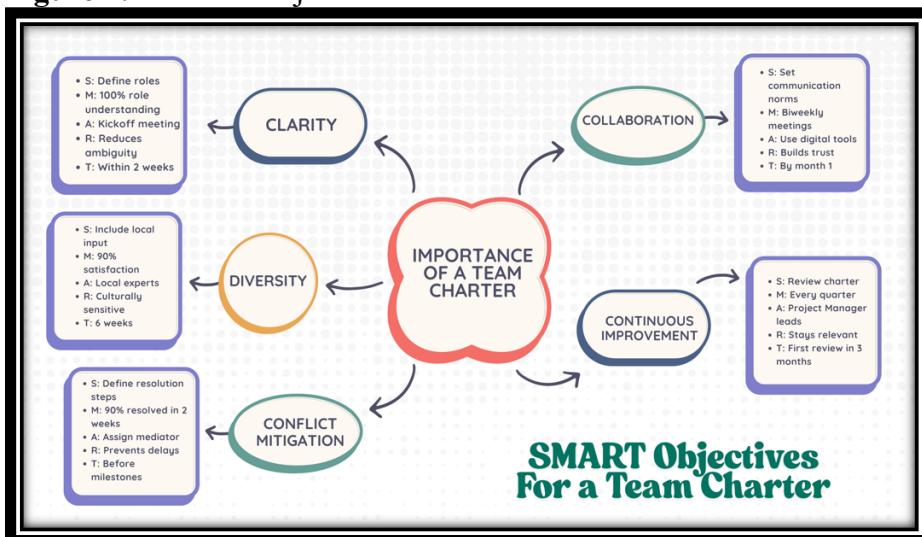
Importance of a Project Team Charter

A team charter is a formal document created by team members at the beginning of a project, it outlines expected behaviors, tasks, and responsibilities, including roles, deadlines, and scheduling constraints (Courtright, McCormick, Mistry, & Wang, 2017 as cited in Johnson *et al.*, 2022). This document serves as a guide for the team, specifying how members will work together and behave in various scenarios. By creating a team charter, members can establish clear expectations and a shared understanding of their responsibilities, helping to ensure effective collaboration and teamwork (Johnson *et al.*, 2022). A team charter outlines expectations for conduct, communication, decision-making, and meeting etiquette, helping team members understand

important values. It is most effective when developed collaboratively, with all members contributing and sharing responsibility for following the guidelines (Sima, 2024). The charter can be a simple outline or detailed document and should be reviewed and updated periodically to ensure clarity and accommodate new team members (Sima, 2024). Team charters effectively establish clear norms and expectations, serving as a foundation for team behaviour and facilitate discussions and provide a framework for adapting norms as the team grows and evolves (Asencio *et al.*, 2012).

Before formulating a team charter, certain guidelines must be considered. These include defining the team's mission and objectives, outlining roles and responsibilities, determining budget and resource allocation, establishing work and decision-making processes, setting performance assessment metrics, identifying communication norms, establishing rules and conflict resolution strategies, and securing accountability through signatures or agreements (Sima, 2024). By carefully considering these components, teams can create a comprehensive charter that sets clear expectations, promotes collaboration, and supports project success. A well-crafted team charter captures the team's unique dynamics, priorities, and values, harmonizing individual perspectives into a unified effort. It sets the stage for effective collaboration, ensuring all members are aligned and working towards common goals from the outset, turning diverse perspectives into a cohesive and productive team environment (Sima, 2024).

Figure 1: SMART Objectives for this Team Charter



(Atlassian, 2025; BrightWork, 2025; ProjectManager.com, 2025)

Project Team Charter

a. Project Team Members' Roles and Regions

Defining clear roles ensures each member understands their responsibilities and authority, which is vital in cross-functional, distributed teams (Resource Guru, 2024)

Table 1: Roles, Responsibilities and Regions of the team

Role	Responsibility	Region/Team
Technology Lead	Lead development and adaptation of telemedicine technology; ensure technical quality and innovation; collaborate with regional teams for customization; oversee testing and deployment; provide technical support and training	India (Development)
Regional Implementation Lead	Coordinate telemedicine deployment in Africa; adapt technology to local needs; manage local teams; provide training and support; communicate regional challenges and feedback to the Technology Lead; monitor progress and report to project manager	Africa
Regional Implementation Lead	Oversee telemedicine implementation in South America; ensure cultural and	South America

	operational adaptation; manage local coordination; facilitate communication with global teams; provide feedback for technology improvements	
Regional Implementation Lead	Lead regional deployment in Southeast Asia; liaise with local health authorities; support training and local ownership; communicate regional requirements and feedback; track project milestones and deliverables	Southeast Asia
Medical Advisory Lead	Provide clinical oversight and ensure compliance with health standards; advise on medical protocols and technology safety; review adaptations; support training materials; monitor health outcomes and quality assurance	Global
Communication Coordinator	Facilitate communication across teams; manage communication platforms; mediate conflicts; organize meetings and document decisions; ensure inclusivity	Global

	and feedback loops; support transparency and collaboration	
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This table reflects the typical responsibilities associated with telemedicine project roles, carefully adapt to the decentralized and multicultural context of the Global Health Equity Initiative. In such a complex global health project, each role must not only fulfill its core duties such as technology development, regional implementation, medical oversight, and communication coordination, but also navigate the challenges posed by diverse cultural, regulatory, and infrastructural environments

For example, the Technology Lead must ensure that the telemedicine platform is both innovative and adaptable to local needs, working closely with regional leads who understand the specific healthcare realities and constraints of their respective areas. Similarly, the Medical Advisory Lead provides essential clinical guidance to ensure compliance with international health standards while respecting local practices. The Communication Coordinator plays a crucial role in bridging cultural and operational gaps, facilitating transparent dialogue and conflict resolution among geographically dispersed teams. This distributed model requires all team members to collaborate effectively despite differences in language, time zones, and healthcare infrastructure, emphasizing the importance of clear roles and structured communication protocols outlined in the charter. These responsibilities underscore the necessity of a flexible yet coordinated approach to managing telemedicine projects that aim to improve healthcare access equitably across diverse rural settings worldwide.

b. Project Teams Goals and Objectives

Project aim

To strengthen healthcare delivery in underserved rural health centers across Africa, Southeast Asia, and South America by training healthcare professionals to effectively use the innovative telemedicine technology developed by the India-based team. The project aims to equip local staff with the knowledge and skills necessary to adapt and optimise the technology according to their

regional healthcare contexts, improve data accuracy, and streamline clinical workflows, ultimately enhancing patient care quality and health outcomes.

The following is a project goal and specific, measurable objectives for each team, ensuring alignment and purpose (BrightWork, 2025):

- **Overall Goal:** Deploy culturally adapted telemedicine solutions in 12 rural health centers across Africa, Southeast Asia, and South America by Q4 2026.
- **Technology Team (India):** Refine the telemedicine platform based on regional feedback by Q1 2026.
- **Regional Teams:** Conduct three pilot tests per region, adapting technology to local needs.
- **Medical Advisory:** Ensure all deployments meet WHO rural telemedicine standards.

Using SMART criteria: Specific, Measurable, Achievable, Realistic, and Time-bound. Improves goal clarity and tracking (ProjectManager.com, 2025).

c. Team communication and collaboration Guidelines

To ensure effective collaboration and communication among team members, the following guidelines will be followed:

- **Meeting Cadence:** Biweekly virtual stand-ups (rotating time zones), monthly progress reviews (PMI, 2004).
- **Communication Tools:** The team will use tools such as Microsoft Teams to communicate and collaborate in real-time. For more formal communication and updates, emails will be used. Phone calls will be used for urgent matters requiring immediate attention.
- **Response times:** Members should respond to emails within 24 hours of receiving the initial message.
- **Documentation Process:** All project documents will be stored in Google Drive, ensuring centralized access and version control (Armand, 2023). Team members will ensure they are working with the latest version of documents. Changes to documents will be communicated to the team via email, keeping everyone informed and up to date.
- **Inclusivity Measures:** Regional leads submit written feedback before key decisions; all teams have equal opportunity to contribute during meetings (PMI, 2004).

- **Communication style:** When communicating project-related information, it's essential to use clear and concise language that everyone can understand. Avoid using jargon or technical terms that might confuse team members and instead opt for simple explanations that get the message across. This will ensure that all team members are on the same page, ultimately contributing to the project's success (Singh, 2023).

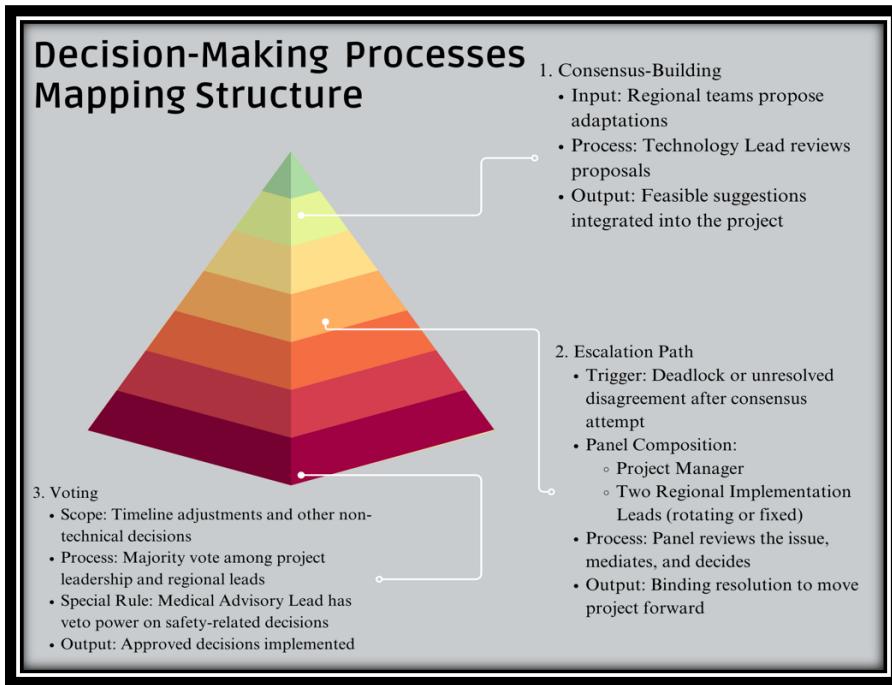
These guidelines ensure open, predictable, and valuable information flow, which is essential for trust and momentum in the project (PMI, 2004).

d. Decision making processes

This project will adopt ASEAN consensus based decision-making model to ensure that all the team members are able to inclusively participate, progress at the same pace and have mutual respect (Feraru, 2015). The following principle will guide our decision-making:

- **Consensus Over Voting:** Decisions will be made through an open dialogue and agreement and not by the majority vote. All the team members must feel their opinions are valid and respected, and if any member is strongly disagreeable, no decision will be made.
- **Phased Implementation:** Initiatives can begin with individuals who are ready to proceed, and others can join later when they are ready. This allows for progress without forcing participation.
- **Bilateral Consultations:** If any disagreements arise, team members will be encouraged to resolve issues through one-on-one or group discussions before raising them to the entire team.
- **Informal and Respectful Dialogue:** All discussions will prioritize clarity, mutual respect and cooperation to avoid any confrontations or rigid exchanges.
- **Clear Communication Channels:** Primarily, weekly meetings will serve as a decision-making forum. For urgent matters, email and WhatsApp will be used. All the decisions made will be documented and shared by the project coordinator.

Figure 2: A Mapping structure of the decision-making processes



This structure ensures decisions are timely, inclusive, and transparent, reducing the risk of project delays (IPM, 2025).

e. Conflict Resolution Strategies

Predefined conflict resolution steps prevent disagreements from escalating and stalling the project:

- **Mediation:** Communication Coordinator facilitates discussions between parties in conflict (Atlassian, 2025).
- **Cultural Liaisons:** Regional representatives explain local constraints to the Technology Team.
- **Timeline Buffer:** Each milestone includes a two-week buffer to resolve disputes without derailing the overall schedule.

These strategies support a collaborative environment where differences are addressed constructively (Atlassian, 2025).

f. Project Team member commitment and expectations

Clear expectations foster accountability and high performance:

- **Behavioural Standards:** Respect for local expertise; no unilateral technology changes.

- **Accountability:** Biweekly progress reports to the Project Manager.
- **Adaptability:** Technology Team commits to revising prototypes within four weeks of feedback.

Defining these expectations helps maintain focus, motivation, and mutual respect (BrightWork, 2025). Each team member agrees to the following:

- Availability: Commit to attend and fulfil all the assigned tasks within deadlines.
- Engagement: To actively participate in discussions and decision-making.
- Adaptability: Be open to feedback and be willing to adjust to any changes as needed.
- Accountability: Take full responsibility for assigned tasks.
- Professionalism: Maintain respect, confidentiality, and ethical behaviour throughout the entire project cycle.

Structured agreement of Project Team Members- To be signed either digitally or in person.

Name	Date	Signature

Conclusion

A comprehensive team charter is essential for aligning decentralized, multicultural project teams. By establishing clear roles, communication protocols, decision-making frameworks, and conflict resolution strategies, Health First can leverage its collaborative culture while mitigating risks of miscommunication and resistance. This approach supports the sustainable achievement of the Global Health Equity Initiative's objective

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