

**Enterprise Architecture–Driven Business  
Transformation Playbook  
Board Reference & Training Pack**

# **1. Purpose of This Playbook**

This playbook provides a single, authoritative reference for how Enterprise Architecture drives business transformation, risk reduction, speed, and value creation in a regulated healthcare enterprise. It is designed for Board members, executives, and senior leaders.

# **2. Strategy-to-Execution Model**

Strategy → Business Architecture → Target Operating Model → Enterprise Architecture → Platforms & Products → Delivery → Metrics → Value → Feedback to Strategy

### **3. Business Architecture Model**

Capabilities define what the business does; value streams define how value flows. They anchor funding, ownership, and accountability.

#### **Core Capability Domains**

Care Delivery, Member Experience, Provider Operations, Claims & Finance, Digital Channels, Data & AI, Platform Services, Security & Compliance, Enterprise Management

#### **Primary Value Streams**

Member Lifecycle, Care Delivery Lifecycle, Population Health, Product & Platform Delivery

## **4. Target Operating Model**

The operating model separates platform from product, funds capabilities instead of projects, and embeds governance through automation.

### **Operating Model Pillars**

- Product-aligned teams
- Platform-as-a-product teams
- Federated data ownership
- Centralized security & governance
- Capability-based funding
- Outcome-based OKRs

## **5. Architecture Model**

Enterprise Architecture sets guardrails, Solution Architecture enables programs, and Application Architecture ensures quality execution.

### **Architecture Layers**

Enterprise → Solution → Application → Data → Security → Infrastructure

## **6. Governance, Standards & Guardrails**

Governance is automated wherever possible using policy-as-code, CI/CD gates, and self-service templates. Exceptions are time-boxed and tracked as debt.

## **7. Financial Model (Cost vs Value)**

Platform investment is front-loaded. Value compounds through reuse, speed, risk avoidance, and data enablement. Break-even occurs mid-Year 2 in the base case.

### **Scenario-Based Funding**

Worst-case: stabilize and correct

Base-case: sustain and scale

Best-case: accelerate and compound

## **8. Governance Workflow (Who Approves What)**

Board approves strategy and funding envelopes; Executives approve priorities and releases; Architecture and Security approve standards and exceptions; automation enforces everything else.

## **9. Metrics & Executive Dashboards**

Boards see risk, value, reuse, speed, and trust metrics. Executives see delivery and adoption. Teams see operational KPIs.

## **10. Board Training Guide**

Board members are trained on:

- How architecture reduces risk
- How platform reuse creates value
- How funding is controlled
- How metrics indicate success or failure
- How governance protects patients and data

## **Recommended Board Cadence**

Quarterly: value & risk review

Biannual: architecture maturity review

Annual: strategy & capability reset

## **11. Closing Statement**

This playbook ensures Enterprise Architecture is not an IT exercise but a business control system that delivers measurable outcomes, reduces risk, and enables long-term resilience.