

**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.