



# Digital Bridge Workgroup Charge

Strategy Workgroup

## Strategy Workgroup Charge

### Statement of Purpose

The strategy workgroup is charged with identifying and defining strategic goals and objectives for Digital Bridge, as well as devising and recommending strategies for long-term sustainability.

### Objectives

1. Advise the governance body in setting strategic goals and objectives for the Digital Bridge initiative
2. Advise Digital Bridge event and meeting planners regarding the goals, objectives and target outcomes of governance body discussions or strategic issues
3. Guide and oversee program management office (PMO) in work to develop the strategy workgroup deliverables (i.e., Digital Bridge roadmap; Digital Bridge sustainability plan; eCR sustainability plan)
4. Identify strategic opportunities for the Digital Bridge mission and vision

### Scope

All issues and plans regarding Digital Bridge sustainability and strategic direction shall be the purview of the strategy workgroup. Final approvals or acceptances of any strategic plans shall be the decision of the full Digital Bridge governance body.

Other matters are beyond the scope of the strategy workgroup:

1. Coordinating plans and actions for Digital Bridge eCR implementations
2. Setting objectives or criteria to evaluate the performance or outcomes of Digital Bridge eCR implementations
3. Evaluating Phase 3 implementations
4. Addressing legal and regulatory matters that are part of Phase 3 implementations

### Assumptions

The work of the strategy workgroup assumes the following:

1. Recommendations made by the sustainability workgroup in Phase 2 of the project (September 2016 – January 2017) shall inform, but not bind, the strategy workgroup's direction and work<sup>1</sup>
2. Any and all output products (i.e., notes, etc.) from governance body meetings that regard matters of Digital Bridge strategy shall inform the strategy workgroup's work
3. The expression "Digital Bridge" shall not refer to any specific technology, service or platform, but rather a set of operations necessary for the strategic partnership and governance activities administered by the PMO
4. The unique and desirable value of the Digital Bridge is demonstrated and assured by ongoing commitment and engagement by Digital Bridge partners in the initiative and does not need to be studied as a pre-condition to the deliverables of the strategy workgroup

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<sup>1</sup> See Preliminary Sustainability Plan: Initial Research & Recommendations (Feb 2017)

### Deliverables

The strategy workgroup will produce a number of deliverables:

ID	Name	Description
1	Digital Bridge Roadmap	<p>Roadmap showcases the “big picture” plan for Digital Bridge—moving beyond eCR—to communicate strategy for achieving the partnership’s mission and vision. It shall answer questions that include:</p> <ul style="list-style-type: none"> <li>• What could be the future use cases beyond eCR?</li> <li>• How would the governance body determine future use cases?</li> <li>• How will Digital Bridge transition from eCR to future uses cases? What will be the infrastructure to support that?</li> </ul> <p>Draft Digital Bridge Roadmap will be an output of the Greenhouse session in May.</p> <p><u>Format:</u> Graphical representation of the roadmap with a one-to two-page written brief</p> <p><u>Audience:</u> Potential funders, additional sites, governance body, other interested parties</p>
2	Digital Bridge Sustainability Plan	<p>Plan will address the Digital Bridge two- to five-year operating model, governance structure and funding model to form a basis for a formalized and more permanent partnership. The plan shall answer questions that include:</p> <ul style="list-style-type: none"> <li>• What are the day-to-day operations of Digital Bridge, and how will they be organized?</li> <li>• How will Digital Bridge sustain itself financially?</li> <li>• What will scalability look like when adding additional sites or new members to the governance body?</li> <li>• What does sustainability look like? Who are the right people to get involved?</li> </ul> <p><u>Format:</u> Word document</p> <p><u>Audience:</u> Governance body, potential funders, key decision makers (i.e., Deloitte, PHII, RWJ), other decision makers in the public/private sector</p>
3	eCR Sustainability Plan	<p>Plan will address the future sustainability of eCR to inform public and private decisions regarding policy, strategic planning, and infrastructure and technology investments. Questions addressed by the plan will include:</p> <ul style="list-style-type: none"> <li>• What does future sustainability look like?</li> <li>• What are the next uses for Digital Bridge beyond eCR (i.e., vetted understanding of use cases)</li> <li>• What additional commitments will Digital Bridge need from other stakeholders?</li> </ul>

ID	Name	Description
		<ul style="list-style-type: none"> <li>• What will the future mission and vision be?</li> </ul> <p><u>Format:</u> Word document</p> <p><u>Audience:</u> Governance body, key decision makers (i.e., Deloitte, PHII, RWJ), other decision makers in the public/private sector</p>

### Process and Procedures

Meeting processes and procedures are designed to promote balanced representation and constructive conversations and deliberations for timely completion of the above stated objectives and deliverables. To that end, the following meeting process and procedures shall be used in the course of the strategy workgroup’s work:

1. Only the primary or alternate members for an organization can attend the workgroup meeting as members with speaking, and, if necessary, voting privileges. Therefore,
  - Each organization has only one primary and one alternate member for workgroup participation purposes. Before speaking, the primary or alternate members should announce themselves. The chairperson(s) may choose to not recognize a speaker to establish or maintain orderly and productive conversations.
  - Organizations may appoint two to four additional professionals as observers.
    - i. Observers **may not** speak during meetings, or make Task Force decisions. The last five to ten minutes of every workgroup call will be reserved for observers to verbally ask questions or comment.
    - ii. Observers **may** send questions and suggested agenda items for the workgroup via the Digital Bridge PMO.
2. Decisions (i.e., approving a deliverable or communication to the Digital Bridge governance body) will be driven by consensus. If consensus is not clear or a decision must be made due to time constraints, then the Digital Bridge governance body decision making procedures will be used.
3. The Digital Bridge PMO will endeavor to use all guidance, advice and action received from the strategy workgroup by the next workgroup meeting.
4. The Digital Bridge PMO will be responsible for coordinating the meetings, creating meeting agendas/ minutes with input from members, and tracking issues, risks and action items.

### Stakeholder Engagement

The PMO will communicate Digital Bridge strategic activities to stakeholders. The workgroup co-chairs or PMO staff will communicate all workgroup-related issues with the governance body.

### Meeting Schedule

The strategy workgroup shall meet at a frequency and for durations that are sufficient to fulfill this charge and that accommodate workgroup member schedules.

1. Early April 2017: Form workgroup
2. April-May 2017: Plan roadmap session
  - Two workgroup meetings prior to the Greenhouse Meeting
3. Late May 2017: Greenhouse Meeting

- Workgroup to convene after the Greenhouse and meet on a bi-weekly basis
4. June 2017: Finalize roadmap

### Members

Strategy workgroup membership will be limited to those people who are either primary or alternate governance body representatives. A few non-governance body representatives may be invited to participate in the workgroup at the discretion of the workgroup chair(s). Up to three observers may be appointed.