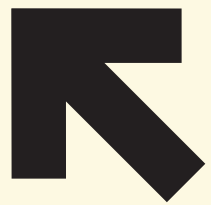




TCBAF



Bridging Execution to Strategy



● jim wilt

● cto & distinguished architect

April 15, 2025

The Stage:

**Business Transformation
Automation
Digitization
Optimization
Modernization
Etc.**

**70%
fail**

- **Business Architecture Sets the Stage**
- **Execution Lands or Fails the Realization**

**30%
succeed**

View Points & Views

Example

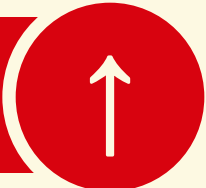
Prediction of
Success: **-13%**

*Too often, we add significantly to our **technical-debt** causing an even more dire environment than that from which we started.*

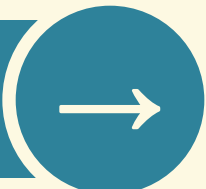
Strategy	Business Viewpoint	Technology Viewpoint
Know my Customer	What are their needs, interests, desires?	What is their Identity and how many times are they duplicated and misrepresented in the data?
Be Data Driven	Leverage Analytics to make better customer decisions.	Stop permeating dirty data that results in poor analytics that misrepresent the customer.
Seamless Omnichannel Experience	Ensure consistency and integration across all channels – website, mobile apps, social media, in-person, and call centers.	Create temporary but necessary data redundancy caches synchronized across disparate and non-integratable legacy systems to attempt to provide the illusion of cohesive systems.
Proactive and Responsive Support	Respond quickly and empathetically when customers do raise concerns or complaints, ensuring a fast path to resolution.	Cache customer reports and audits providing SOX/HIPAA-compliant wedges to tweak and correct data in respective systems permeating manual clean-up over automation.

From the Business Lens...

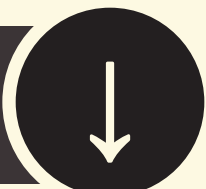
Corporate Strategy



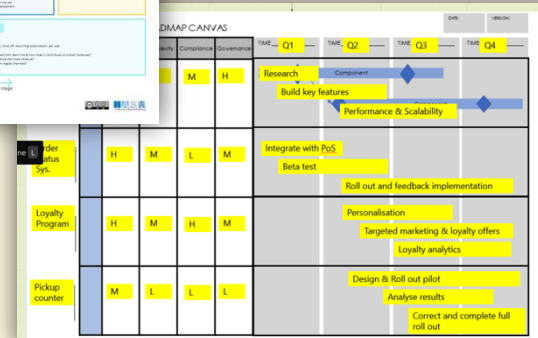
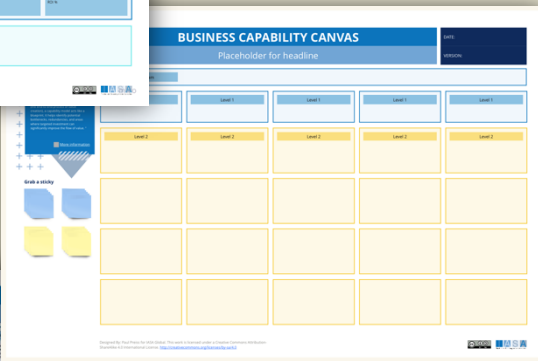
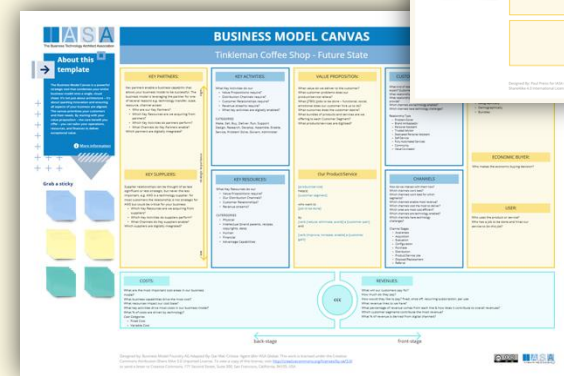
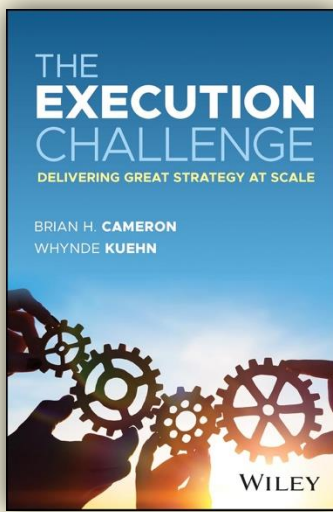
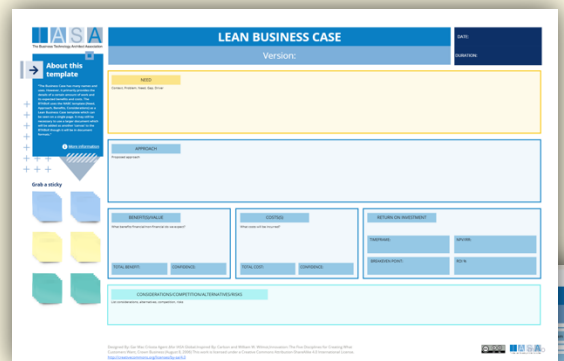
Business Strategy



Operating Model

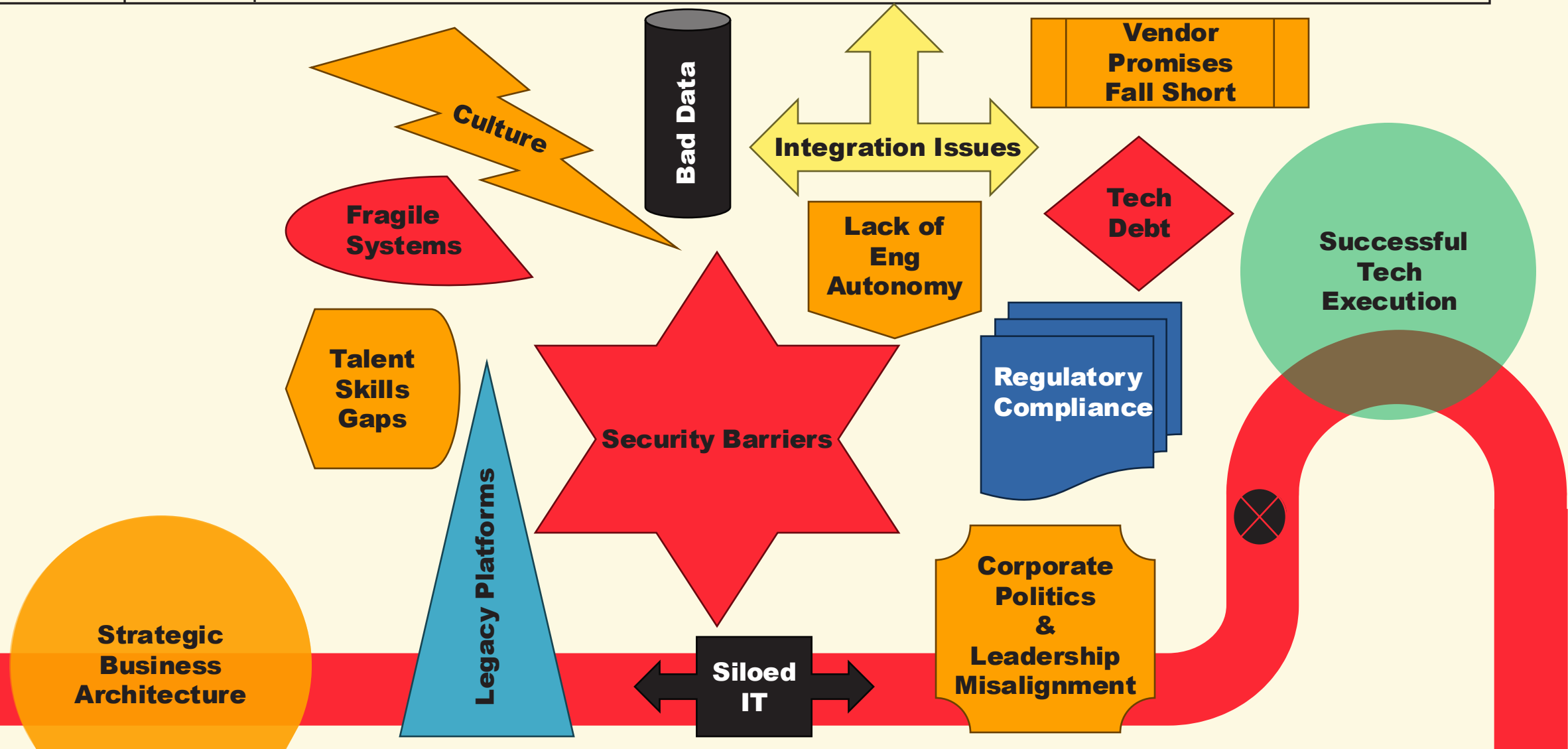


Execution





Business Alignment Promise vs. Reality



A Journey from the Delivery & Execution Lens...

A facilitated future-pull workshop starts with the Health Vision and

Mission: ***We help people live their best lives through human care and connection.***

Health Architecture Workshop 2030
Bridging Execution to Strategy
April 2025



Mentally Align to the Business

Start Here: Health FY25 OKRs

Create an inclusive and engaging culture that inspires people to do meaningful work

- Communicate OKRs to all of Health with appropriate training/change plan fully rolled out by end of Q4 FY25.
- Cascade Inclusive Leadership Behaviors to Directors and above and include in Q1 FY25 Quarterly Conversations.
- Launch (relaunch) Health Engagement team by end of January 2025 with focus on participation in wellness program.

Develop, deploy & sell products and services in the active aging and virtual care markets that people, caregivers, physicians, and other stakeholders love

Active Aging

- Launch 2 new product/service offerings by end of Q1 FY26, each with at least a 4-star rating (Measure average of Health & Amazon.com).
- Finalize 2 business plans. In addition, resource and kick off working teams for both by end of Q4 FY25.
- Increase sales in Health channels by updating the training for Health offerings with >90% completion rate of required staff AND complete the FY25 plan for the Active Aging destination within Health H&W portal all by end of Q1 FY26.

Virtual Care

- Design and deploy a virtual care organization, approved by end of January 2025, 80% deployed by end of February 2025.
- Define the virtual care roadmap and resource the first re-defined offering by end of January 2025 & deploy to markets by end of Q1 FY26.
- Fulfill our partner obligations by delivering program to 50 members, launching before Q1 FY26.

Develop a modern health technology platform to help enrich and save lives and to fuel business growth

- Securely onboard all new virtual care customers to the health tech platform leveraging a new common customer identifier** by the end of Q1 FY26.
- Securely onboard all new Medicare & Medicaid PERS+ customers onto the health tech platform by end of Q1 FY26.
- Onboard PERS as our first use case on our Internet of Things (IoT) data platform by end of Q1 FY26.

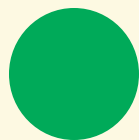
** Customer data is spread across multiple systems and is not customer-centric, leading to duplication of customer data which prevents us from efficiently caring for our customers. Creating a single view of the customer is a critical foundational step to enabling our care agents to support all customers, regardless of their product, service, or business unit and will enable more seamless interactions with our customers including billing, outbound communications, etc.

Modernize technology and build new expertise in the Caring Centers to support our offerings and drive customer obsession

- Launch Microline Acceleration MVP and Caring Center Billing MVP by end of Q1 FY26.
- Build Dynamics expertise by training 40 advisors to support MVP launches by end of Q1 FY26.
- Define scope, technology road map, and operational workflows for the Health & Safety transformation by Q2 FY25.
- Launch next phase of Caring Center Operational Transformation (Caring Center 3.0) and implement the first module focused on employer financial health by Q2 FY25.

Begin with known Business Goals as stated by the business.

It shouldn't be new to anyone, but it will be to some.



Step into the Future and PULL

Traction-Pull 2030: WHAT are we Today?



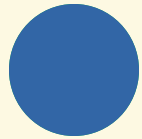
Top Priorities

- Market Agile, Feature Rich
- Quality from the Start
- Customer Excellence from Data
- Health Originated & Built

WHAT

A *shock-exercise* to attained goals by defining **what** the Health Platform *is* in FY30 (5 yrs from now), ignoring all existing barriers (they will be addressed next).

Prioritized by having participants vote on their top-three.



PULL the *How* Goals were met

Traction-Pull 2030: *HOW* we got Here...



Top Priorities

- Confidence from Monitoring, Metrics, & Automation
- Regulatory Oversight is an Asset
- Data is our Primary Asset
- Talent leveraged & expanded with Product offerings
- Robust & Dynamic Auth Backbone
- Quality & Security are Core Capabilities

HOW

Continue the *shock-exercise* to articulate **how** these goals were attained using **past-tense** statements ranging from, "we did..." to, "we overcame..."

Prioritized by having participants vote on their top-three.



Align all this to the Business

Journey to **FY30** (Vector 1)

Modern Health Tech Platform

Market Agile, Feature Rich

- Modern Health Platform based on multiple hybrid technologies
- Health Data is an asset (even monetizable)
- Plug-n-Play expansion via open architectures & patterns
- Fully automated with HITRUST guarded PHI
- Health & Retail optimally integrated for one seamless experience
- Robust & Dynamic Authorization Backbone
- Data Driven Decisions (Chaos OK; Insanity NOT)
- High Confidence driven by rigor in robust monitoring, metrics, automation & testing

Products & Services People Love

Quality from the Start

- Trusted non-intrusive technology approach
- Affordable high quality Digital Health monitoring services
- Alignment through adaptive & flexible product growth
- Smooth customer journeys

Drive Customer Obsession

Customer Excellence from Data

- Go-to & trusted partner/resource for Senior & In-Home Health
- Data & ML/AI driven customer insights
- Continuous refinements to ML/AI modeling
- Always seeking tools to benefit customer lives

Inclusive / Engaging

Health Originated & Built

- Understand & leverage *our* talent
- Expand our talent pool along with our product offerings
- Empowered engineering through open platforms
- Best place to work
- Cross-Teams driven (silos busted)
- Executive Sponsor backed decisioning
- We exhibit rigor in people/process befitting a Fortune 100 business

Journey to **FY30**

Inclusive / Engaging

- Understand & le
- Expand our taler
- Empowered eng
- Best place to wo
- Cross-Teams dri
- Executive Spons
- We exhibit rigor



Excellence from Data

*/resource for Senior & In-Home Health
customer insights
to ML/AI modeling
benefit customer lives*

Specific Business Outcomes.

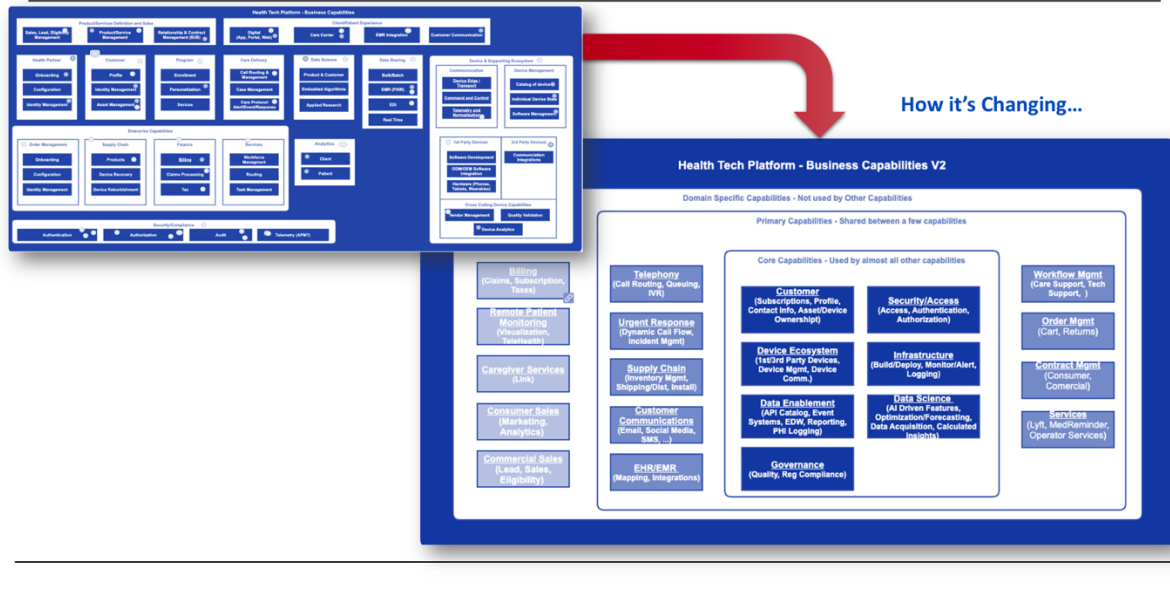
outcome, then THROW IT OUT!



Identify, Adjust, Create

Vector 2: Adjust the *Capability Model*

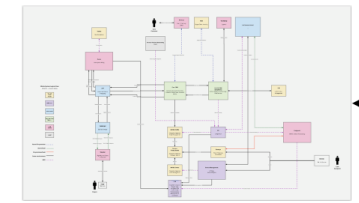
FY25-FY30 Capability Advancement (Vector 2)



Artifacts in Support of *FY30 Advancement* (Vector 3)

Item	Owner	Status
Business Strategy	Business Assessment	Business
Business Success Metrics	Business Assessment	Business
Business Process Flows	Business Assessment	Business
Business Use Cases	Business Assessment	Business
Cust & Product Journey Map	Business Assessment	Business
Test Cases	Business Assessment	Business
E2E & Component Sequence Flows	Business Assessment	Business
High Level Architecture & Design	Business Assessment	Business
Enterprise Data Model	Business Assessment	Business
MDM & Data Catalog	Business Assessment	Business
Systems Integration Specification	Business Assessment	Business
API & Contract Detailed Design	Business Assessment	Business
Swagger	Business Assessment	Business
Detailed Test & Automation	Business Assessment	Business

We want to Consume	We will Create
<ul style="list-style-type: none"> Business Strategy Business Success Metrics Business Process Flows Business Use Cases Cust & Product Journey Map 	<ul style="list-style-type: none"> Test Cases E2E & Component Sequence Flows High Level Architecture & Design Enterprise Data Model <ul style="list-style-type: none"> MDM & Data Catalog Systems Integration Specification API & Contract Detailed Design <ul style="list-style-type: none"> Swagger Detailed Test & Automation

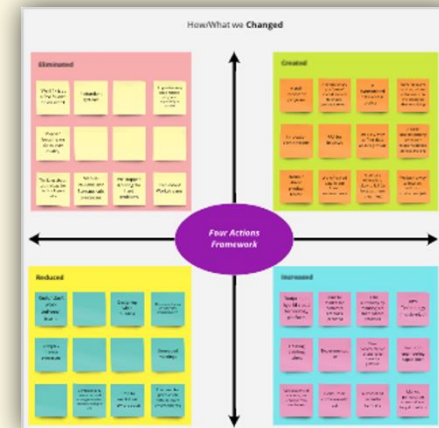


Vector 3: Create Architecture & Design *Artifacts*.



Change the Culture

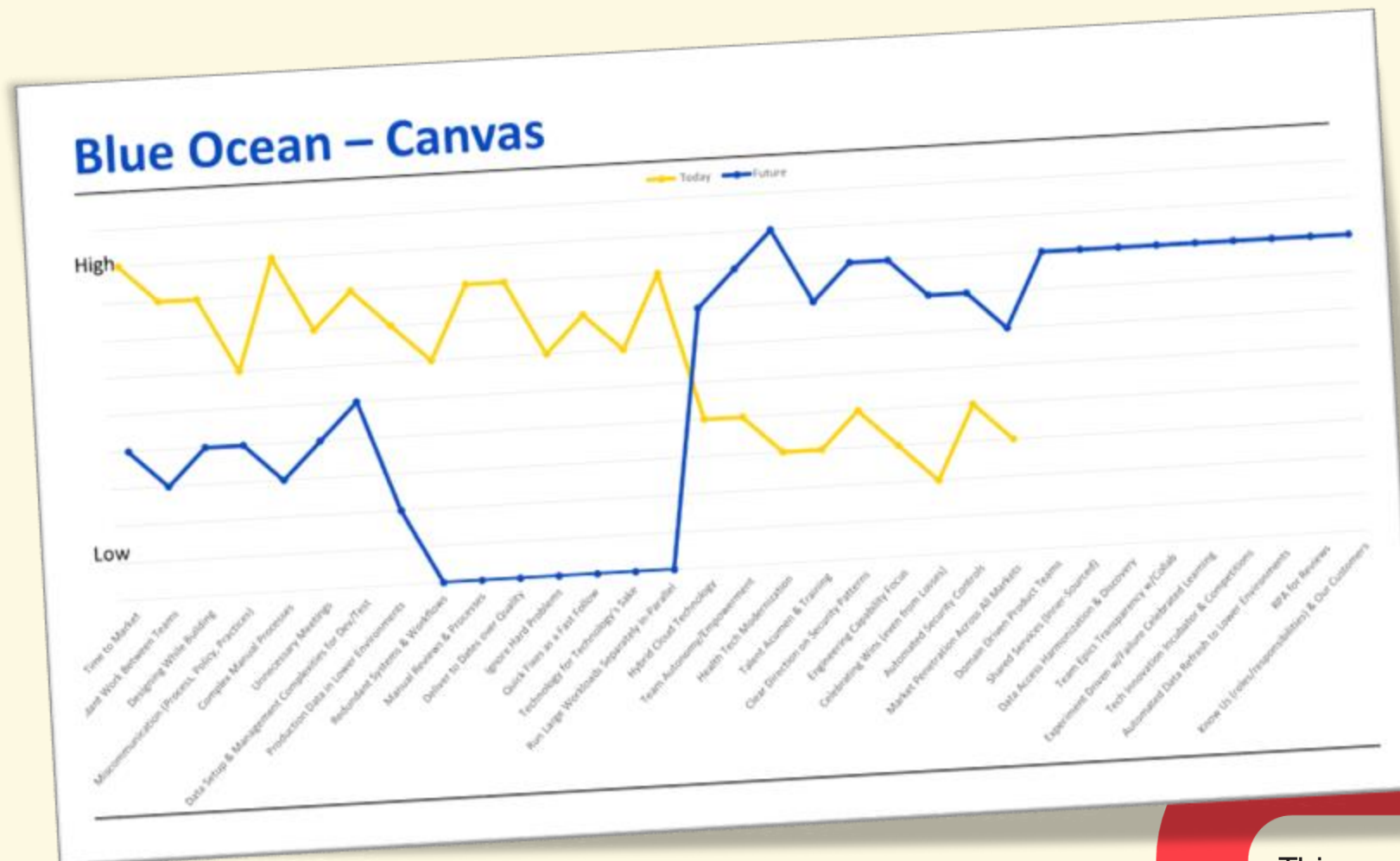
Blue Ocean – Four Actions Framework (Vector 4)



Go *Blue Ocean* to differentiate what must change: This is another post-it note activity delivered in past-tense to identify the ***culture change*** necessary to achieve a *new way of working*.



Show the Investment Outcome

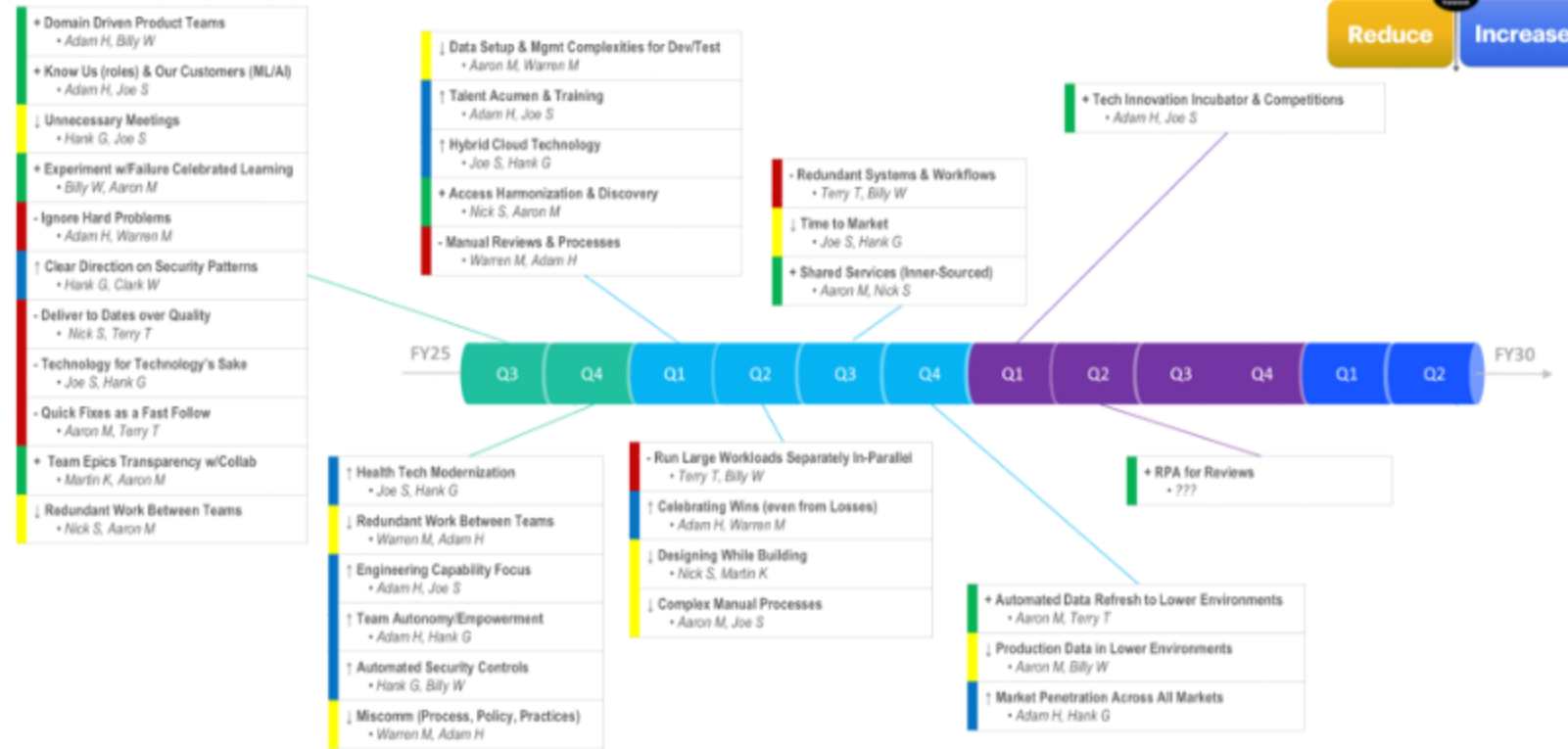


This canvas visually differentiates the changes to come from the 4-Actions Framework.



Putting it into Action w/Accountability

Blue Ocean Roadmap (when it will happen ensured by whom)

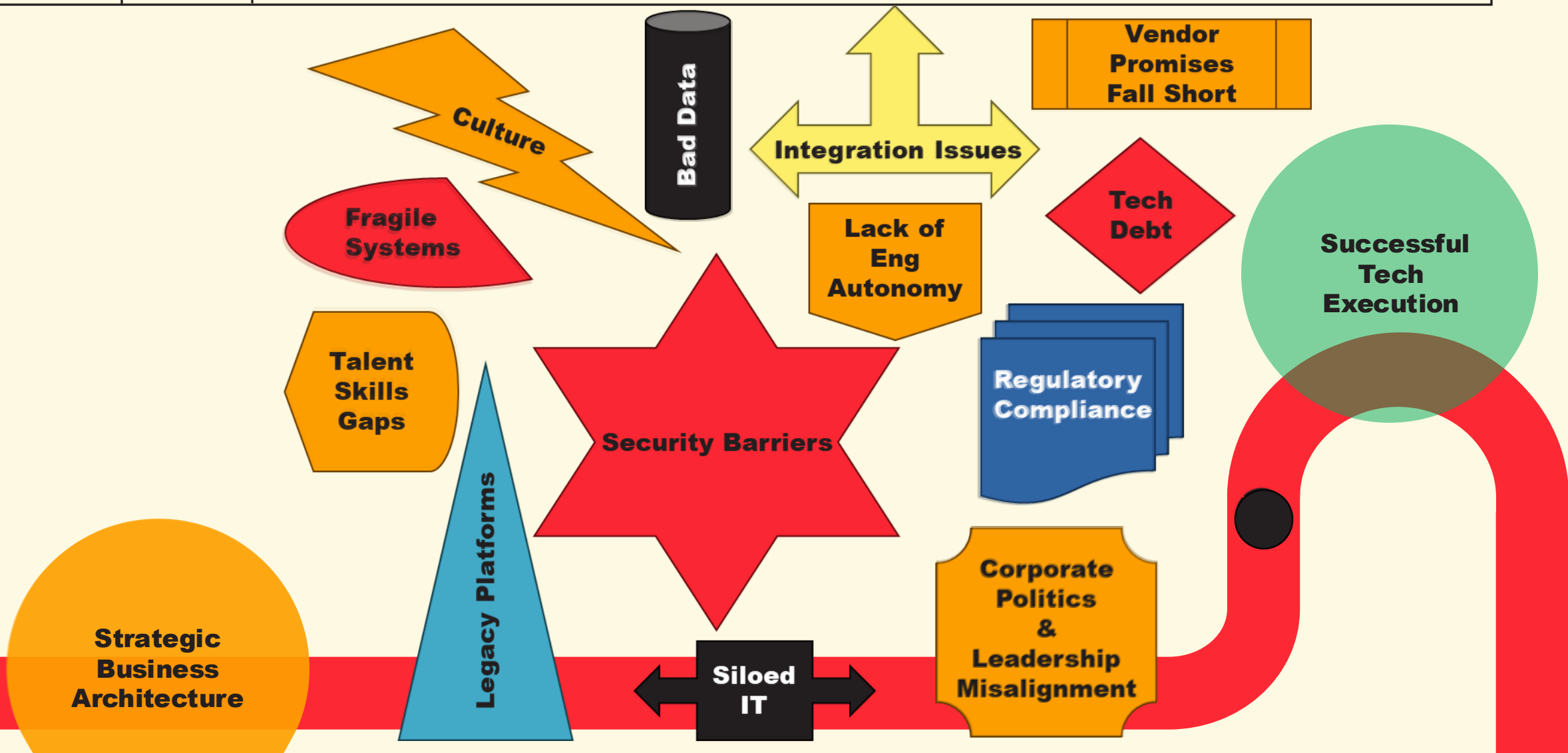


Assign each item captured in the 4-Actions Framework to a specific Quarter to be owned by two named individuals.

This instills shared-ownership to a specific delivery deadline.



Business Alignment Promise vs. Reality



Thank you!

TWIN
CITIES **BUSINESSARCHITECTURE** FORUM

Some follow-on references →

[Becoming a HOW Organization](#)

[Leap of Faith: Building Trust and Commitment with Engineering](#)

[Replaceable is the New Reusable](#)

[Micro-Experiments and Experiment Driven Development](#)

[Jim Wilt | LinkedIn](#)

[wve.digital](#)

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