

# Why Most Digital Roadmaps Miss Strategy — and How to Fix It

Doing More With Less

# Welcome: Lunch and Learn



- Fun, light and easy
- The recording will be available on our website
- Introductions

# Sitting on Decisions

- He-Man sat on the key decisions
- Suddenly everything become urgent
- Roadmap was based on urgency (not importance)



# Look Good

- Spider-Man want to be a star
- Look for glitters
- Roadmap was based on cool stuff (not importance)



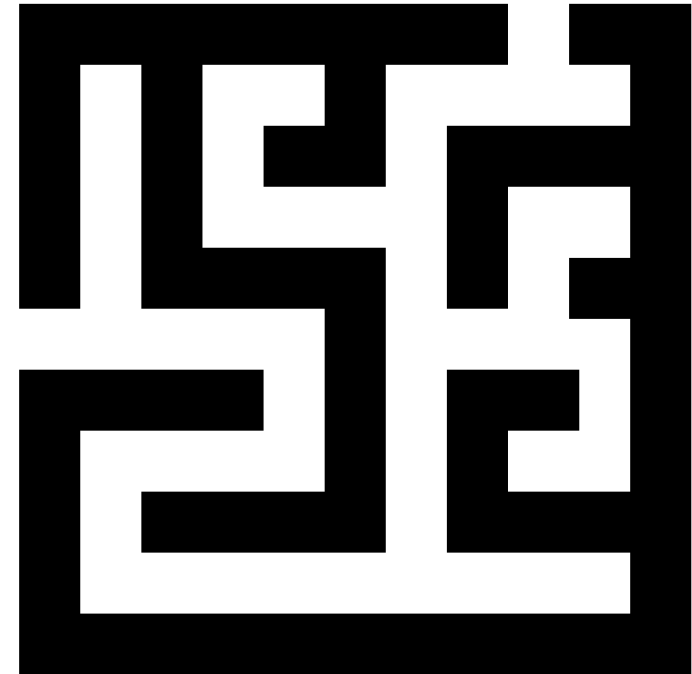
# Go With The Flow

- Do the next thing
- Follow others
- Roadmap was based on consistency (not importance)



# Roadmaps – Not Strategic

- We are busy
- Appear to make progress
- Didn't go too far



# Why Should We Bother?

- Progress needs a strategic roadmap
- Measuring progress needs a roadmap
- Our Success depends on it



# How To Develop a Strategic Roadmap?



# The Building Blocks

3

## Developing a Plan

*Built on steps 1 & 2*



1

## Knowing Ourselves

Self-awareness & insight



2

## Making Strategic Decisions

Choose direction with clarity



# Knowing Ourselves

HOLISTIC VIEW OF THE ENTERPRISE



*seen across three lenses*

**Business Goals**

Vision, objectives, and strategic priorities

**People & Culture**

Talent, capabilities, and the way we work

**Technology Architecture**

Systems, platforms, and the tech stack

# Making Strategic Decisions

## WHAT WE SAY NO TO

NO



### Don't want

Outcomes we actively avoid



### Restrict

Activities we choose to limit



### Constraints

Guardrails we deliberately set

## WHAT WE SAY YES TO

YES



### Leverage

Strengths & opportunities to pursue



### Manage

Risks we actively monitor & mitigate

STRATEGIC FOCUS = clear no's + intentional yes's

# The Process

*Six inputs feed a single output: the roadmap*

1

**Where we are**

*Current state*

2

**Where we want to be**

*Target state*

3

**What we have**

*Assets & resources*

4

**Our constraints**

*Limits & boundaries*

5

**What it takes**

*Requirements & effort*

6

**Dependencies**

*Sequencing & links*

7

**Draw, refine, and validate the roadmap**

*The deliverable that aligns everyone on the path forward*

# An Example

Northbridge Health — bringing 6 inputs together into one ICT roadmap

	PAST	PRESENT	FUTURE
Business Goals <i>Vision &amp; priorities</i>	<b>Reactive care</b> Volume-driven, siloed services	<b>Patient experience push</b> Pilot digital front door	<b>Value-based care</b> Outcomes + access at scale
People & Culture <i>Talent &amp; ways of working</i>	<b>Paper-first habits</b> IT seen as back office	<b>Hybrid skill mix</b> Upskilling clinicians on data	<b>Data-literate teams</b> Clinician-IT co-design
Tech Architecture <i>Systems &amp; platforms</i>	<b>Legacy EMR + on-prem</b> Fragmented apps, no API layer	<b>Cloud foundation</b> Unified EMR, integration bus	<b>AI-enabled platform</b> Interoperable, secure, scalable

## YES TO

Cloud EMR · clinician-IT co-design · interoperability standards

## NO TO

New on-prem builds · custom one-off integrations · paper workflows

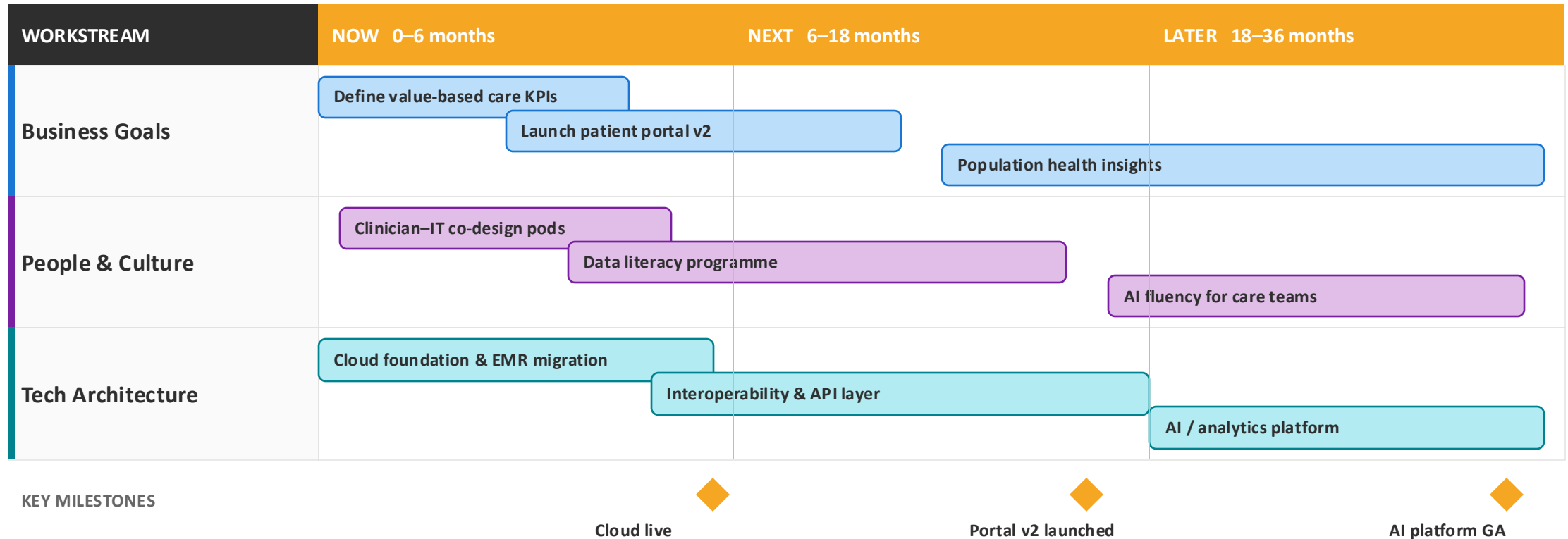
6

Six inputs → one ICT roadmap

Where we are · Where we want to be · What we have · Constraints · What it takes · Dependencies

# The Roadmap

Northbridge Health • 3-year ICT roadmap



**OUTCOME** A sequenced plan where every initiative ties back to a strategic "yes" — funded, staffed, and dependency-aware.

# Closing thoughts

- Roadmaps are everywhere (Product, ICT, Career, Life)
- Most Roadmaps are decided for us
- The important ones must be designed by us!

