Scope and Charter:
New York Multi-Stakeholder Collaboratives

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Background

- My comments on role of scope and charter are informed by facilitation of the following multi-stakeholder workgroups:
    - Hudson Valley Patient Centered Medical Home Project (2008-2011)
    - CPC Classic: NY's Capital-Hudson Valley Region (2012-2016)
    - CPC+: NY's Capital-North Hudson Region (2017-2021)
    - NYS's Advanced Primary Care Initiative, Capital-Hudson Region (2017-?)

Scope and Charter as a Tool

- A workgroup's development of scope and charter is more about process than outcome

- Enable diverse group of stakeholders to come together, decide on their role(s), ground rules, and focus areas

- It is an important first activity as it allows stakeholders to feel safe working together and enfranchised in the subsequent work of the group

- Discussing hypothetical scenarios can help the group get ready to handle conflict later

- Have found that a workgroup rarely returns to the scope and charter after development, but that does not diminish the importance of the activity

Questions to Consider

- The following are some questions that it might be useful to consider when discussing and drafting a scope and charter
  1. Group's purpose
  2. Group's composition
  3. Areas of deliberation
  4. Decision-making
  5. Facilitation and convening
  6. End point
  7. Confidential information
  8. External relations
- Pick and choose: not all items will be relevant to your group or should be documented in the charter

Questions to Consider

1. Document purpose. Discuss both scope and purpose and develop a short description for charter. Some groups lump scope and purpose together; some prefer to separate.
   - What is the workgroup's purpose?
   - What is the workgroup's scope?

2. Document the group composition.
   - Who names members to the group? Are members named by the workgroup, the individual organizations, or a sponsoring entity?
   - How will the group decide if new members will be added?
   - What are the expectations of representatives for their participation within the group and to represent the group's work within their own organization?

Questions to Consider

3. Decision-making
   - Will the group make decisions by consensus or a vote? If a vote, what constitutes a majority and who are the voting members? Are there non-voting members?
   - Is the workgroup advisory only meaning that its decisions are not binding?
   - Does the workgroup have any binding decision-making authority?

4. Areas of deliberation
   - Sometimes it can be useful to define possible areas of deliberation for the group
   - This can be combined with scope and purposes in some instances; in others, it is useful to include areas of deliberation to provide more detail to the scope

5. Facilitation and convening
   - Who will be supporting the workgroup's efforts by convening and facilitating its deliberations?
   - What are the high-level expectations of how the convener/facilitator will support the workgroup?

Questions to Consider

6. End point. Is there a defined end point to the group's work?
   - Include an end date if appropriate
   - Or considering defining how the group may elect to disband

7. Confidential information. How will the group handle confidential information?
   - What are the norms that the group will use to handle confidential information?
   - Will the group use Chatham House or Vegas rules for information shared in discussion?

8. External relations. Publicity, use of names, external presentations
   - Discuss how and when representatives can publicly share information about the group and its work?
   - Are there any approvals needed?