THE ALLIANCE: A Solution for American Healthcare Infrastructure and Industries

Mission-First Modeling at the Intersection of Governance and Business

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B.O.L.S.T.E.R.

Integrate Technology | Optimize Utilization | Increase Capacity

I. The Alliance: BOLSTER! (Rollout)

Emerging technologies continue to evolve, racing forward arguably faster than organizations, governance, workforce, and institutional policy. As a result, organizations may find themselves evaluating new capabilities, particularly technological, without being fully equipped with the appropriate leadership re-structuring, accountability mechanisms, or operational readiness necessary to adopt responsibly (Gerstein & Leidy, 2024). The NIST Cybersecurity Framework (CSF) 2.0 similarly identifies **governance as the foundation** upon which cybersecurity, resilience, and organizational decision-making are built (National Institute of Standards and Technology [NIST], 2024). Therefore, responsible innovation begins with governance followed by adaptations whenever possible.Sound leadership makes it possible.

The Alliance proposes a mission-first model that embeds governance into the implementation process for American Healthcare and Human Services. The framework, **BOLSTER**, synthesizes principles of organizational governance, licensed professional oversight, cybersecurity, workforce development, continuous evaluation—with resilience as a repeatable implementation strategy that creates a cycle of prevention and preparedness instead of a single rollout model (Gerstein & Leidy, 2024; NIST, 2024). It should be self correcting and leave room for learning.

BOLSTER (I)	Implementation Principle	Scholarly Foundation
B — Billing Integrity	Use existing reimbursement pathways to finance innovation. Financial integrity strengthens accountability, expands access, and allows organizations to adopt emerging technologies without sacrificing mission or sustainability.	Sustainability requires resources, staff, values and mission in place, accountable stewardship, sound leadership, and continued assessment of risk and returns through scaling (NIST, 2024; HHS OIG, 2023).
O — OT -Led, Functional Care	Positioned between U.S. Medical and Behavioral streams of healthcare, there currently exists a shockingly underutilized third stream: Occupational Therapy. OT is the practice of wellness in daily life, carrying a wide scope of applications with incredibly flexible billing options.	Mission-first evaluation requires technologies to support organizational objectives and human outcomes (Gerstein & Leidy, 2024; AOTA, 2025).
L — Licensed Oversight	Licensed occupational therapists (MSOTs) along with their Occupational Therapy Assistants (a 2-year degree specialization) provide clinical oversight within diverse yet defined scopes of practice from which we may at any time build out paraprofessionally.	Professional oversight, governance, and accountability reduce organizational risk while strengthening public trust (HHS, 2022; NIST, 2024).

S — Secure Data Governance	Readily billable, widely accessible occupational therapy services naturally bridge medical and behavioral healthcare; this creates a practical pathway for integrating emerging administrative technologies under licensed oversight. The approach strengthens accountability, interoperability, and continuity of care, in a phased implementation plan that relieves stress, exposes all three streams to the benefits—all at an accelerated rate should OT not be grown.	Improve business and governance ethics, medical records handling and sensitive storage ***via*** implementation. Protect the confidentiality, integrity, and availability of organizational information. Cybersecurity governance must precede technological deployment to reduce operational risk (NIST, 2024). As adoption expands, organizations using emerging tech and relieving strain within existing streams of care improve visibility across the boards. "*Governance never looked so good!"*
T — Team-Based Extension	Expand organizational capability through interdisciplinary collaboration while preserving defined scopes of practice and human oversight. For example, a practice may want in audition to Licensed Occupational Therapists, a team of OT Assistants, who may benefit from a team of case managers who specialize in utilization of plan benefits and can further increase client knowledge and access to care as well as fruitful referrals. *"No dead end referrals or lost patients!"*	Emerging technologies should augment coordinated human decision-making and will not replace it (Gerstein & Leidy, 2024). Occupational Therapy is extremely person-centered and client-forward. Leadership—*not technology*—firstly determines whether useful emerging technologies become strengths or produce resistance and risks (Gerstein & Leidy, 2024).
E — Evaluation & Outcomes	Measure mission performance, operation effectiveness, user outcomes, and organizational impact through continuous assessments and frequent audits and inspections while piloting.	Continuous evaluation supports informed technology adoption and evidence-based organizational improvement (Gerstein & Leidy, 2024).
R — Resilient Growth	Scale implementation through continuous improvement, adaptive governance, and organizational learning. Once rhythm is established for the OT pillar of care, then focus may shift on refinements, changes within the governing bodies to better service the continuum, etc.	Organizational resilience depends upon governance systems capable of adapting as technologies and threats evolve (NIST, 2024; Gerstein & Leidy, 2024). OT is the most flexible of each of the three pillars of American Healthcare.

Rather than asking, **"What technology should we adopt?"**, BOLSTER asks, **"What organizational foundation must exist for optimal technology launch?"** Each pillar directly addresses barriers— including governance maturity, leadership understanding, workforce readiness, policy development, organizational accountability, and public trust (Gerstein & Leidy, 2024; NIST, 2024). Collectively, these principles position governance as an advantageous capability—not just an administrative requirement, creating conditions necessary for smooth, responsible implementation and long-term agility. *Agility>Sustainability. Brilliance>Resilience.*

Within homeland security, organizational agility strengthens the ability to anticipate emerging threats while maintaining accountability, regulatory compliance, and public trust (NIST, 2024). **BOLSTER (I)** establishes the organizational foundation for implementation; the Alliance continued **BOLSTERed (II)** through continuous organizational learning and governance.

II. The Alliance, BOLSTERed

Implementation establishes capability; agility sustains and grows—mainly through strong leadership. Emerging technologies, regulations, and mission requirements continue to evolve for any organization, long after implementation, requiring they institutionalize governance in a continuously updated, functional manner. (Gerstein & Leidy, 2024). Building upon the **Mission-First Framework** and Dr. Dunaway's **3D Evaluation Framework**, The Alliance remains **BOLSTERed** when they embody a continuous, organizational-wide *learning cycle* that follows values and set standards of leadership, governance, accountability, and resilience—and how they can look over time (Dunaway, 2026; Gerstein & Leidy, 2024; NIST, 2024).

BOLSTER (II)	**Organizational Action**	**Supporting Concept**
Build	Build shared understanding of the mission, operational environment, and emerging technology before implementation.	Mission-First Framework (Dunaway, 2026).
Organize	Organize leadership, governance, legal, cybersecurity, compliance, and operational stakeholders around clearly defined responsibilities.	NIST CSF 2.0 Govern Function (NIST, 2024).
Learn	Learn through workforce education, interdisciplinary collaboration, and institutional knowledge development.	Organizational learning improves readiness for emerging technologies (Senge, 1990).
Study	Study mission needs, operational risks, ethics, and organizational readiness through structured evaluation before enterprise adoption and adaptation.	3D Evaluation Framework; Gerstein & Leidy (2024).
Test	Test governance, workforce readiness, cybersecurity, continuity, and incident response through exercises and continuous assessment.	Continuous validation strengthens organizational resilience (NIST, 2024).

Evolve	Evolve governance, policy, and organizational practice using evaluation results and lessons learned.	Adaptive governance supports long-term technology adoption (Gerstein & Leidy, 2024).
Reinforce	Reinforce accountability, communication, transparency, and continuous improvement to strengthen organizational resilience and public trust.	Public trust depends upon responsible governance, clear communication, and demonstrated trustworthiness and stewardship (NIST, 2024).

Unlike a linear implementation plan, the BOLSTERed cycle repeats continuously. Each iteration strengthens organizational understanding, governance, leadership, workforce readiness, and institutional resilience. Executive leadership establishes strategic direction and organizational culture; middle management operationalizes governance; supervisors reinforce accountability through training and oversight; and frontline personnel contribute operational feedback that informs continuous improvement. Organizational agility therefore becomes an institutional capability shared across every level of leadership rather than the responsibility of a single office or department (Gerstein & Leidy, 2024; NIST, 2024). *This cyclical framework serves piloting particularly well. Accountability from day one is risk reduction—security for interested parties whether private or public sector.*

Organizations cannot anticipate every emerging technology or predict every future threat. They can, however, build systems capable of evaluating, governing, adapting, and learning continuously. By combining the **BOLSTER implementation framework** with the **BOLSTERed organizational agility cycle**, the Alliance demonstrates how organizations can reduce barriers to change implementation and technology integration while concurrently protecting and strengthening accountability, compliance, mission effectiveness, workforce readiness, and public trust (Gerstein & Leidy, 2024; NIST, 2024; Dunaway, 2026).

Organizational agility is not achieved by keeping pace with accelerating technologies; “the race” cannot and does not apply to healthcare. This is why implementation of emerging technologies beyond AI-inscriptions has appeared far off on the horizon— until now. Organizational agility is not a goal to achieve; it is a state for simmering. It is maintained with stable, institutionalized governance, continuous evaluation, preparedness and prevention measures, and learning-friendly architecture that checks itself as it grows (Gerstein & Leidy, 2024; NIST, 2024).**Technology will continue to evolve. Organizations that institutionalize governance, continuous learning, and disciplined adaptation will evolve with it. Emerging technology cannot be forced into healthcare. As a critical infrastructure, it MUST be.** The Alliance removes the race and works with what is to maximize time and relevancy for minimal upheaval in thoughtful change management and restoration of American healthcare.

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“Make America Healthy Again.”

— Robert F. Kennedy Jr., U.S. Secretary of Health and Human Services (Executive Order 14212, 2025)

The Alliance/BOLSTER understands health and wellness efforts to be inarguably non-partisan, offering both urgent protections for critical infrastructure and promising economic opportunity. —Delia Δηλία ||