Governance, Part 1

A Discussion of the BPM+ Health Community Operating Model

Tracie Berardi, Program Manager
September 17, 2020
A little history on how BPM+ Health was formed...

OMG Technical Committee Meeting Workshops
- BPM for Healthcare, March ‘18
- Realizing Effective End-to-End Quality Management in Healthcare, June ‘18
- BPM in Health, March ‘19

Launched September 2019

Published March 2018
First year accomplishments

- Launched with 12 Founding Members and 5 Industry Supporters
- Published Version 2.0 of *Field Guide to Shareable Clinical Pathways*
- Stood up 5 Working Groups co-chaired by members
- Hosted 5 Workshops
Key Governance Goals and Themes

- The Object Management Group® (OMG ®) is a mature, established organization and the backstop to assure proper practices.
- Intent is to “cover the bases” in as lightweight an approach as possible; adapt/extend based on practical experience.
- Foundation of openness and transparency.
- Strike balance to achieve sustainability while maintaining community trust.
- Built-in checks-and-balances.
Bylaws adapted from an established community, adjusted for BPM+ Health needs

Formalizes leadership roles, elections, voting “rights”, appeals processes, and responsibilities

Defines benefits, rights, and responsibilities of General Membership

Establishes a “Partner” Tier of membership to secure resources, with financial and labor contribution commitments

Creates a “Steering Committee” of combination elected and “Partner” members

Clarifies responsibilities of:
- Steering Committee
- Clinical Advisory Committee
- Executive Director
- CMIO
- Workgroups
- General Membership
- OMG
Where we stand today

- Bylaws are drafted, to be reviewed by OMG and Legal
- Structure has been informed by existing OMG communities and several peer health non-profits
- Plan to institute a “Governance Tiger Team” to revise and refine prior to adoption
- Anticipate distribution and voting on Bylaws in next 1-2 months
- Intention to Adopt/Deploy on 1 January 2021
Roles in the Community

- Object Management Group, managing organization
- Executive Director
- Chief Medical Informatics Officer
- Steering Committee*
- Clinical Advisory Committee*
- Partners*
- Working Group Co-chairs
- Members
- Participants

* Indicates roles being introduced into BPM+
Object Management Group

- OMG is an international, open membership, not-for-profit technology standards consortium.
- Provides the corporate entity, administrative support, and legal accountability for BPM+

Plan is for OMG to provide:

- Public relations
- Business development
- Executive management
- Finance and accounting
- Website
- Meeting/tradeshow/marketing support
- Member management
- Administrative support
- Intangibles include industry contacts, brand name, reputation
Executive Director

• **Appointment.** The Executive Director of the Consortium is appointed by OMG and affirmed by the Steering Committee.

• **Responsibilities.** The Executive Director shall be an *ex officio* voting member of the Steering Committee and responsible for facilitating its meetings and actions. Holds tie-breaking vote.
The Steering Committee will be responsible for overall management of the Consortium, including the following:

• Approving and removing designated leadership roles within the community (e.g., CMIO).

• Nominating, considering, and approving Working Groups to be supported by the Consortium;

• Determining strategic priorities for the Community, outlined in a Community Roadmap and/or through defined Strategic Initiatives.

• Adopting and maintaining policies or rules and procedures for the Consortium;

• Establishing advisory bodies, committees, programs or councils to resolve any particular matter or in support of the mission of the Consortium;

• Voting on all decisions or matters coming before the Steering Committee.
The Steering Committee will be comprised of a combination of elected and sponsored seats. The Steering Committee shall always be comprised of a majority of elected representation (50% + 1).

- Healthcare Delivery Organization (1 elected seat)
- Vendor Community (1 elected seat)
- Professional Organization (1 elected seat)
- Payer (1 elected seat)
- Non-Designated (2 elected seats)
- Partner (5 sponsored seats)
- Appointed Seat (filled by Executive Director)
Steering Committee: Tenets

• **Preponderance of Influence.** No single organization or affiliation may influence more than two (2) seats on the Steering Committee. In the event that a change in circumstance (e.g., membership, merger, employment change, etc.) would result in a preponderance of influence violation, Steering Committee members must vacate any positions in excess of the two seat limit.

• **Elections.** Apart from Partner seats and the Executive Director appointed seat, all Steering Committee seats are subject to elections from the membership. Note that any member is able to run for any seat(s) open for election.

• **Appointed Representative.** One seat on the Steering Committee shall be appointed by the Executive Director. The intention behind this seat is to assure a diversity of perspective, balance, or insight within the group. Note that appointed representatives cannot hold consecutive appointment terms.
• **Terms.** Steering Committee representatives will serve for a term of two years. In exigent circumstances, OMG may shorten specific terms prior to elections to assure continuity operational efficacy of the Steering Committee (e.g., staggering turnover). Any such adjustments will be made prior to election time and cannot be done retroactively.

• **Interim Representation.** In the event that a Steering Committee seat is vacated, an election for an interim replacement for the remainder of that term shall be conducted at the next viable Community meeting. Partners may swap their representatives for similarly qualified representatives for the remainder of the term, subject to a simple-majority procedural vote by the Steering Committee.

• **Participation.** Each Partner will appoint one voting representative and one alternate to the Steering Committee. If the voting representative cannot attend a Steering Committee meeting, the voting representative may designate its voting responsibility to the alternate, or designate a proxy to a member of the Steering Committee. The Executive Director of the Consortium will be an *ex officio* voting representative on the Steering Committee.

• **Quorum** for Steering Committee meetings will require at least fifty percent of the voting representatives to be present. If advance notice of the meeting has been given per normal means and timing, the Steering Committee may continue to meet even if a quorum is not met but will be prevented from making any binding decisions at the meeting.
Clinical Advisory Committee

• Chaired by the CMIO

• Aim is to provide a framework and parameters and drive BPM+ Health strategic priorities within and beyond the community.

• Answer the questions:
  • “So what?”
  • “How can BPM+ Health actually help improve healthcare?”

• Revised name to avoid conflict with BPM+ Steering Committee
Members will be entitled to:

• Participate in community general meetings, initiatives, events and any other activities; and

• Identify themselves as members of the community supporting the community.

• Hold leadership roles within the community, including but not limited to running for elected positions.

• Voting privileges within the community.
Membership is by organization and covers all employees and staff members. Based on your type of organization and annual revenue.

Annual membership dues

**US $500 million - $21,500**  
**Government** - $12,850

**US $100-499 million - $11,000**  
**Professional healthcare society (more than $9 million)** - $5,000

**US $10-99 million - $5,500**  
**Professional healthcare society ($0-9 million)** - $3,000

**US $0-9 million - $3,000**  
**University** - $550
Participants

- Provides low-barrier participation level to grow community
- Some inherent limitations by design to encourage true membership
- Requires signing Intellectual Property Agreement that clarifies participation expectations (part of the standard member agreement)
- Exploring approaches for this to “on-ramp” to membership (first yr discounts?)

Participants will be entitled to participate in Consortium general meetings, initiatives, events and any other activities, but are not permitted to
- Identify themselves as members of the community,
- Hold leadership roles within the community, or
- Have voting privileges within the community.
Partners

• Goal of establishing a high-value, high-contribution tier to achieve community sustainability

• Combination of financial and in-kind contributions expected (hence the “Partner” label), with expected multi-year commitment

• The Partner level is the Premier Membership Tier of BPM+ Health

• Partners will be entitled to all the rights of Members and will be additionally entitled to appoint a representative to the Steering Committee

• Provides strategic influence to BPM+ through Steering Committee (e.g., roadmap influence, key initiatives priorities, etc.)

• Five seats initially; modest growth over time tied to total membership count
Partner Benefits

- Organizational Membership to BPM+ Health
- Organizational Membership to Object Management Group (OMG)
- A seat on the BPM+ Health Steering Committee for 2 years
- A press release to announce your organization becoming a Partner
- Your organization’s use of the BPM+ Health Partner logo
- Your organization’s logo and link on the BPM+ Health newsletter

- Event sponsorship benefits, including:
  - 2- BPM+ Health Workshop sponsorships
  - 2- sponsored webinars
  - 1- sponsor of invitation-only event with senior leaders

Investment: $75,000 per year, with a 2-year commitment
### BPM+ Health Membership Benefits

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<thead>
<tr>
<th></th>
<th>General Public</th>
<th>Participant</th>
<th>Member</th>
<th>Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Logo usage</strong></td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>Use community work products</strong></td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
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<tr>
<td><strong>Attend BPM+ Health events (in-person)</strong></td>
<td>Yes</td>
<td>Yes</td>
<td>Discounted</td>
<td>Discounted</td>
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<tr>
<td><strong>Attend BPM+ Health events (virtual)</strong></td>
<td>Yes</td>
<td>Yes</td>
<td>Complimentary</td>
<td>Complimentary</td>
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<tr>
<td><strong>Contribute to BPM+ Health activities</strong></td>
<td>No</td>
<td>Yes</td>
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</tr>
<tr>
<td><strong>Voting privileges</strong></td>
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<td>No</td>
<td>Yes</td>
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</tr>
<tr>
<td><strong>Leadership privileges</strong></td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
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<tr>
<td><strong>Access Community Member Directory</strong></td>
<td>No</td>
<td>No</td>
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<tr>
<td><strong>Access Community Collaborative Tools</strong></td>
<td>Read Only</td>
<td>Time-Limited</td>
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<td><strong>Access Development and Testing Sandboxes</strong></td>
<td>No</td>
<td>Time-Limited</td>
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<td><strong>Attend Members-only Events (1 per year)</strong></td>
<td>No</td>
<td>No-Limited</td>
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<tr>
<td><strong>Complimentary OMG Membership</strong></td>
<td>No</td>
<td>No</td>
<td>Influencing Level</td>
<td>Domain or Platform Level</td>
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<td><strong>Strategic influence</strong></td>
<td>No</td>
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<td><strong>Attend “Invitation-only” Events (1 every 2 years)</strong></td>
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## Membership Responsibilities

<table>
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<tr>
<th></th>
<th>General Public</th>
<th>Participant</th>
<th>Member</th>
<th>Partner</th>
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<tbody>
<tr>
<td><strong>Public attribution of re-used content</strong></td>
<td>Requested</td>
<td>Requested</td>
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<tr>
<td><strong>Completed IP Policy Acknowledgement</strong></td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
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<tr>
<td><strong>Membership Dues</strong></td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>Active Workgroup Participation</strong></td>
<td>No</td>
<td>Required</td>
<td>Encouraged</td>
<td>Xxx FTEE Contribution</td>
</tr>
<tr>
<td><strong>In-Kind Community Contributions</strong></td>
<td>No</td>
<td>No</td>
<td>Encouraged</td>
<td>As Negotiated</td>
</tr>
<tr>
<td><strong>Steering Committee Participation</strong></td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>Sustain Membership for Period Term</strong></td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
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</table>
Documents to finalize

• Community Bylaws
• Policies and Procedures
• IP policy and agreement
Coming next year

- Voting in leadership positions:
  - CMIO
  - Steering Committee seats
  - Working Group chairs
- Voting on the community deliverables
- Community collaborative tools
- Development and testing sandbox
Thank You!

BPM+ Health website
www.bpm-plus.org

For information on Membership, Partnership, or any other matters
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