

Governance, Part 1

A Discussion of the BPM+ Health Community Operating Model

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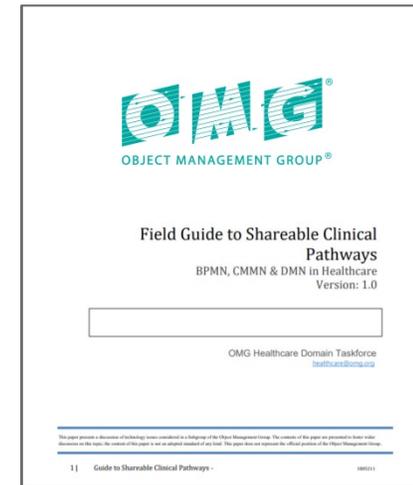
A little history on how BPM+ Health was formed...



Healthcare Domain
Task Force



Business Modeling and
Integration (BMI) Task Force



Published March 2018

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

An OMG Managed Community



Launched September 2019

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

Founding Members and Industry Supporters



U.S. Department of Veterans Affairs



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 Highlights “At A Glance”

- 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

DRAFT

BPM+ Health BYLAWS
Effective January 1, 2021

1. Mission and Scope of the Business Management Plus (BPM+) Health Community.

1.1. Purpose. The purpose of Business Process Management Plus Health (BPM+ Health, or BPM+) is to serve as an open community of practice based upon the use of open standards-based notations to allow all types of health organizations, professional societies, and vendors to document their care pathways and workflows so that they are shareable, discoverable, and in the future can be computer-consumable.

The goals of the BPM+ Health community are to:

- Establish an open ecosystem devoted to improving national and international health by maximizing the effective sharing and advancement of evidence-based medicine (EBM) practices and knowledge through use of industry standards and best-practices;
- Develop best practices around modeling and sharing clinical pathways, clinical guidelines, and other healthcare knowledge;
- Promote the use of standards such as BPMN, DMN, and CMMN to produce deliverables to maximize their usefulness and shareability and to promote their adoption;
- Improve adoption experience for organizations seeking to consume and institute the use of documented best-practices;
- Foster collaboration and alignment with other standards development organizations (SDOs) and relevant work in the healthcare industry.

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.

Steering Committee: Responsibilities

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.

Steering Committee: Composition

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.

Steering Committee: Operations

- **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

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 Information

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

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

Membership Responsibilities

	General Public	Participant	Member	Partner
Public attribution of re-used content	Requested	Requested	Requested	Requested
Completed IP Policy Acknowledgement	No	Yes	Yes	Yes
Membership Dues	No	No	Yes	Yes
Active Workgroup Participation	No	Required	Encouraged	Xxx FTEE Contribution
In-Kind Community Contributions	No	No	Encouraged	As Negotiated
Steering Committee Participation	No	No	No	Yes
Sustain Membership for Period Term	No	No	No	Yes

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

About OMG



Founded 1989



International standards
development organization



225+ specifications



325+ member
organizations worldwide



11 specifications ratified
as ISO standards

www.omg.org

Thank You!

BPM+ Health website

www.bpm-plus.org

For information on Membership,
Partnership, or any other matters

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