



Center for Health Organization Transformation Bylaws

Article 1 – Name and Sites

The multi-university organization will be known as the Center for Health Organization Transformation, or CHOT.

The participating universities Texas A&M University (TAMU), Georgia Institute of Technology (GT), Northeastern University (NU), The Pennsylvania State University (PSU), University of Alabama at Birmingham (UAB), and Florida Atlantic University (FAU).

The participating universities include:

Texas A&M University (TAMU)	Lead University	Joined in 2008 – Phase II
Georgia Institute of Technology (GT)		Joined in 2008 – Phase II
Northeastern University (NEU)		Joined in 2010 – Phase I
The Pennsylvania State University (PSU)		Joined in 2011 – Phase II
University of Alabama at Birmingham (UAB)		Joined in 2016 – Phase II
Florida Atlantic University (FAU)		Joined in 2016 – Phase II

Additional universities are welcome to join CHOT in the future, upon receiving approval by the Center Director and Site Directors, and the Industry Advisory Board.

Article 2 – Mission, Vision, & Goals

1. The **mission** of CHOT is to advance knowledge and practice of transformational strategies in evidence-based management, information technology, clinical practice, and organizational learning through cooperative research among universities, health systems, and other health-related industries.
2. The **vision** of CHOT is to be a nationally and internationally recognized leader in advancing research and education on healthcare transformation through a network of university partners working collaboratively with health systems and other health-related industries.
3. The goals of CHOT include:
 - a. Conduct research that advances the efforts of healthcare systems to provide safe, effective, efficient, timely, equitable and patient centered care.
 - b. Conduct research that enables healthcare systems to advance evidence-based management, systems engineering, and innovations in information technology, clinical practice, and organizational learning.
 - c. Conduct research that supports the efforts of other industries to more effectively advance the health of populations, working independently or in collaboration with existing health systems.
 - d. Contribute to the education of students and IAB members in research supporting transformation in healthcare.



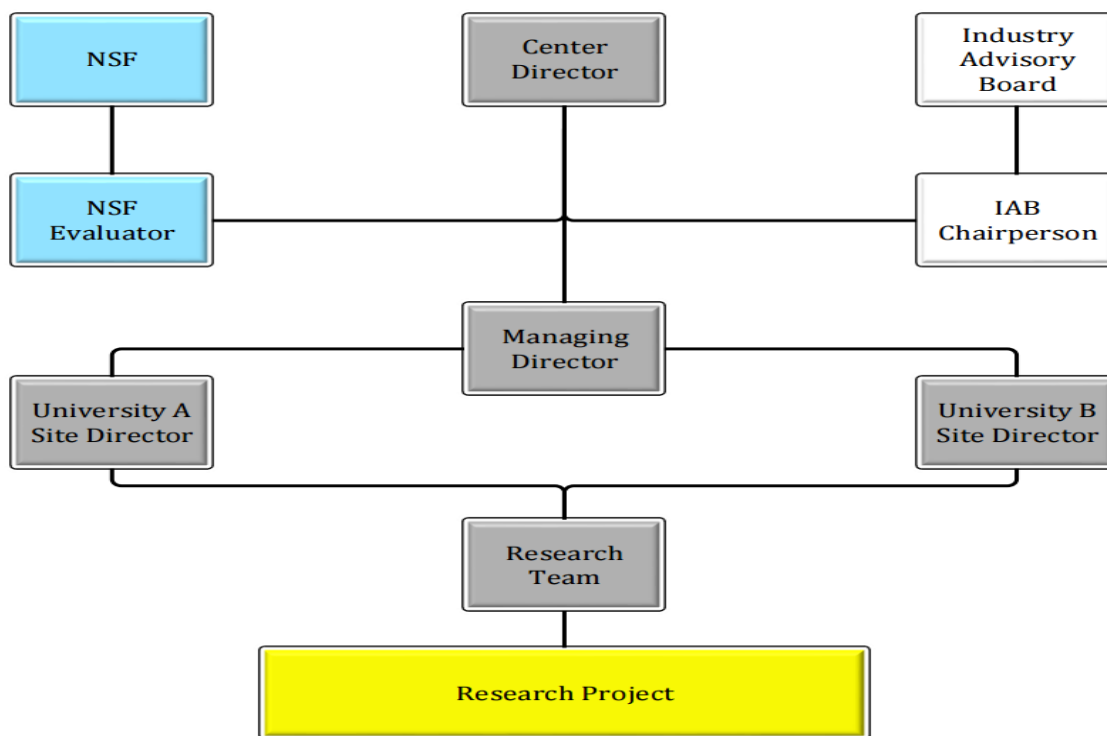
- e. Conduct research that is responsive to member-defined research needs while ensuring that scientific rigor is applied to ensure necessary understanding essential for extending what is learned to the larger industry.

Article 3 – Organization

3.1 Center Structure

The Center will be structured according to the multi-university I/UCRC model of the National Science Foundation. The center’s administration and management functions will be carried out at the participating universities. The lead university is Texas A&M University. The organizational chart showing the main components of the Center and their communication links is shown in Figure 1. The main roles of each unit shown in the chart are described below.

Figure 1 Organizational Flow Chart



3.4 Center Director and Site Directors,

The center will be managed by a Center Director with each site being managed by a Site Director. The lead university’s Site Director will be the Center Director. The Center Director will coordinate activities among the sites.

Each university site will engage multiple faculty and student researchers in CHOT research and will be managed by a Site Director. The Site Director of the lead university will be the Director of the Center. The Director will coordinate activities among the sites and the Industry Advisory Board. Each Site Director will be responsible for responding to advisory recommendations of the Industrial Advisory Board (IAB) with respect to site activities, and for communication and coordination of the center



activities pertaining to the site. The Site Director will manage and administer the internal operations of the site including budget control, membership fee criteria through the site as set by the National Science Foundation, databases and web pages, records and publications, organization of the meetings at the site, preparation of the NSF annual report and surveys. The Site Director will have administrative oversight of research projects at the site. The site Director will also manage the external operations of the site including industry recruiting efforts for the site, technology transfer and preparation of public relation materials, and training and educational activities. The Site Director will also interact with the Center Director and the IAB as shown in *Figure 1*.

3.5 Innovative Managing Director

The Innovative Managing Director (IMD) reports to the Center Director and works closely with all Site Directors to provide management support for CHOT Directors to pursue collaborative research opportunities across universities, industry members, and other I/UCRCs. The IMD full-time responsibilities include center marketing; prospective member recruitment; nurturing and maintaining industry relationships; and operations, budget, and project management oversight of the center's portfolio.

3.6 Site Assistant Directors

Each Site Director may be assisted by site Assistant Directors whose primary function is to ensure integration of operations among the participating universities and assist the Site Director in running their site. This involves organization of the I/UCRC meetings for their sites, sharing the responsibility of establishing new industrial contacts, recruiting new member companies and working with the Site Director in furthering the mission of the center.

3.7 NSF Center Evaluator

The NF Center Evaluator will take full responsibility for studying the University/Industry interaction according to the I/UCRC program evaluation protocol.

3.8 Industrial Advisory Board

An Industrial Advisory Board (IAB) will be formed consisting of one or more members from each member company. Federal agencies other than the NSF that are funding research in the Center will interact with the Center through their representatives on the IAB. Representatives from the NSF will be ex-officio on the IAB and the Center Evaluator will be invited to all IAB meetings. The IAB will elect a chairperson and a vice chair bi-annually and will meet a minimum of twice a year. The role of the IAB chair is to conduct the IAB meeting and to serve as a liaison between the IAB members and the Center directors. The functions of the IAB are:

1. to recommend to the center the short and long term research and development needs of the industry and recommend research initiatives;
2. to recommend and evaluate research projects to the center;
3. to identify results to be transferred to industry and to recommend technology transfer mechanisms to enable this transfer in an on-going and timely manner;
4. to help collect data using appropriate metrics on the success of the Center;
5. to recommend future changes in the Center's goals and objectives; and
6. to actively help the Center grow by identifying potential new members and promoting the Center both within and outside their own organizations.



7. to offer recommendations regarding acceptance of new university partners and new industry members.

3.9 Principal Investigators

The principal investigators (project managers of individual projects, if different from the Site Director) are responsible to the respective site Director for the timely performance and completion of their projects within budget.

3.10 Dissemination

Project results, upon industry member approval, will be shared on the CHOT central website, chotnsf.org, with password-protection. Citations of published articles associated with CHOT projects and CHOT investigators will appear on public side of the CHOT website.

University partners are encouraged to disseminate project findings throughout the year that may be deemed useful to our members. The results will be posted to CHOT's central website and made accessible to IAB members behind the password protected side of the CHOT website.

Article 4 – Meetings and Conference Calls

4.1 IAB Meetings

The IAB will meet in accordance with the NSF requirements – the first meeting in the Spring and the second in the Fall. They will last approximately 8-10 hours over 2 days. The meetings will take place at the participating sites in rotation.

Meetings

A typical agenda for the meetings may include:

1. center status report;
2. presentations by faculty and graduate students of the research accomplishments during the last reporting period;
3. a poster session where the participants can interact individually with the faculty and students and discuss their work;
4. a presentation of new research proposals for the next funding cycle.

Presentations and project findings will be made available to all IAB members via CHOT's principal website, chotnsf.org, within two weeks of the semi-annual meeting's conclusion.

Following the presentation and evaluation of the research proposals, a closed session (excluding the faculty) will commence. The recommendations of the IAB on the various projects will be recorded. The closed meeting may also include other agenda items as appropriate.

In addition to project updates and proposals, these meetings may feature presentations by industrial members, discussion sessions, and a chance to exchange ideas with colleagues from other companies, tour laboratories, and meet faculty and students.



Spring meeting

Six weeks prior to the meeting, the research proposals will be presented to the IAB members (approximately 4 months after the fall meeting) to allow the IAB members to review and share them with their organizations. Within 10 days of receiving the proposals, the IAB members send their ranking of the proposals to the Innovative Managing Director. The ranking includes five criteria ranked on a scale of 1-5 (1=low, 5=high):

- 1) Importance,
- 2) Potential impact,
- 3) Appropriateness of approach,
- 4) Likelihood of success, and
- 5) Interest.

Two weeks prior to the meeting, the results of the ranking will be aggregated and sent to each of proposal's respective PIs to respond to feedback while developing their proposal presentations.

During the spring meeting, the proposals are grouped by research cluster and the PIs present their modified proposals to the IAB. At the conclusion of presentations for each research cluster, pre-assigned IAB members, whom serve as discussants for that group, provide a final round of feedback to the PIs with additional written feedback from IAB members through I/UCRC LIFE Forms.

At the conclusion of the meeting, the IAB is able to cast their vote for one-third of the total number of proposals made the week after the Spring IAB meeting (i.e., in 2014, there were 26 total proposals so each member organization had eight votes). Member organizations are allowed to distribute their votes however they please; however the final decision concerning the allocation of funding is made by the Center Director and the Co-Directors in consultation with the IAB Chair. To determine the budget allocations, the following criteria are used:

- 1) IAB votes
- 2) retaining funding at each site,
- 3) budget requirements for each project,
- 4) ongoing commitments to personnel, and
- 5) opportunities for development of future collaborations

All the project proposals are then organized into refined clusters and areas of innovation research: 1) Macro and Policy, 2) Quality and Patient Safety, 3) Safety, Access and Efficiency, 4) Patient-Centered Care, and 5) Enabling Health Information Technology (HIT) and Care Coordination.

Fall meeting

On the first day of the meeting, the IAB members share current research ideas and interests. These topics are then organized and presented to the IAB on the second day of the meeting. There is also a Research Poster Competition where graduate students present their research findings to current and potential IAB members. The winner of the Research Poster Competition is announced during the social on the first evening.

During the second day, the IAB members self-select into groups based on these emerging themes and work together to discuss and draft RFPs. These RFPs are then presented to the whole group at the end of the Fall Meeting.



Within two weeks of the fall meeting, the RFPs are created into one-pagers by IMD and Center Director and shared with IAB members and Co-Directors post Fall Meeting.

4.2 Conference calls

Summer IAB Conference call

IAB members approve minutes of the Spring Meeting and discuss next steps in how to improve Fall Meeting.

Winter IAB conference call

IAB members rank the research themes and resulting RFPs before this conference call using an online survey tool. Results of ranking are shared at this conference call and IAB members discuss potential collaborative research projects to address the top two to three research themes/RFPs. IAB members approve minutes of the Fall meeting and help design and improve the Spring meeting during this call.

After the Winter conference call, Co-Directors follow-up with industry members to develop project proposals addressing top ranked RFPs. Co-Directors then share proposal drafts across CHOT sites to facilitate collaborative project proposal development between January and April.

Article 5 – Membership

5.1 Eligibility

Any company, state agency, or federal agency is eligible to become a member. The membership fee for is \$50,000 per year as stated in the standard NSF I/UCRC Membership Contract.

In-kind membership fees are acceptable if approved by the IAB;

Potential industry partners are invited to attend up to 2 CHOT meetings prior to their commitment to join and pay their membership fee.

5.2 New Partner Universities

New university sites can be identified or proposed either by directors, the IAB, or via self-nomination. Candidate new sites must be recommended by the IAB via consensus (not necessarily unanimous) and by the CHOT Director and Site Directors in order to submit planning grants or Center proposals to NSF. New sites should be determined in accordance with the overall vision of CHOT and with a view towards complementary core expertise and/or research foci.

Article 6 – Review Processes

6.1 Changes to Bylaws

These bylaws will be periodically reviewed by the directors. Any modifications to the bylaws must be approved both by the directors and, subsequently, the IAB.

6.2 Voting Majority

Any director or IAB topics requiring vote will be decided via general consensus of all eligible parties (i.e. the site directors or standing IAB members depending on their indicated proxies).