



Business Process Documentation at ResMed Using Trinitati BPM

Creating Centralized Process Flows



Streamline business process documentation with a tool that facilitates visual modeling, change management and linking of all related artifacts on an intuitive user interface

About ResMed

ResMed is a San Diego, California-based medical equipment company. It is a world-leading connected health company with more than 6 million cloud-connected devices for daily remote patient monitoring. ResMed deals primarily in equipment related to the treatment of sleep-related breathing disorders, including sleep apnea, chronic obstructive pulmonary disease (COPD), and other respiratory conditions. ResMed manufactures wireless, consumer-oriented sleep analysis devices.

The company operates in approximately 100 countries worldwide and has manufacturing facilities in Australia, France, Singapore and the United States.

Business Challenge

ResMed did not have a central system in place to manage their business process documentation as part of the implementation initiative. Making changes to the process flows, supporting audit processes, change management were proving to be time-consuming and laborious. Below were the main challenges identified:

- Business Processes were documented in **different formats** (e.g. Visio, PowerPoint, MS Word, etc.); and were **stored in different locations** (e.g. SharePoint site, shared drives, individual laptops). Some business processes were either **not documented or not placed** on a central location and had to rely on individuals owning those processes. Without a designated process documentation tool and a central repository, there was no common understanding across ResMed stakeholders in documenting, reviewing, approving and rolling out new processes—all resulting in more business hours spent on compliance preparations and reporting.
- **No common language** was used for documenting business process flows. Process flows were available either at very high-level or desktop procedures or a combination of both.
- **SOX controls** were, more often than not, **not indicated or reflected** clearly in process flows
- Business process flows were **not consistent or standardized** across different ResMed sites/locations

Desired Outcome

The project's ultimate objective is to have all different forms of documentation across ResMed in a standard format, in one location and accessible to all:

- Standard Process Flow as presented by the underlying enterprise system
- Relevant Policies / Guidelines stored with the Process Flow
- Establish links and cross references to the SOX Risk Controls Matrix
- Ability to attach detailed work instructions and other documents as relevant
- Facilitate appropriate workflows for obtaining approvals and sign-offs

Solution

In order to overcome the aforementioned challenges, ResMed agreed to the recommendation from Triniti to use its BPM offering—an inhouse-built “**Business Process Management**” (BPM) tool to capture end-to-end process flows and maintain them in a central database than on a file system. Using drilldown features, BPM facilitates establishing hierarchical relationship among processes thereby enabling users to navigate across parent-child flows effortlessly. With enhanced visibility across flows, business users can capture and maintain all the tasks and SOX controls for key business processes at the central location. Based on their roles, users have the ability to view, change and approve changes to flows. BPM delivers a common, simple mapping language which makes it easy to clearly communicate all the steps in a process. This simplifies compliance activities and facilitates training and communication of process changes.

Execution Methodology

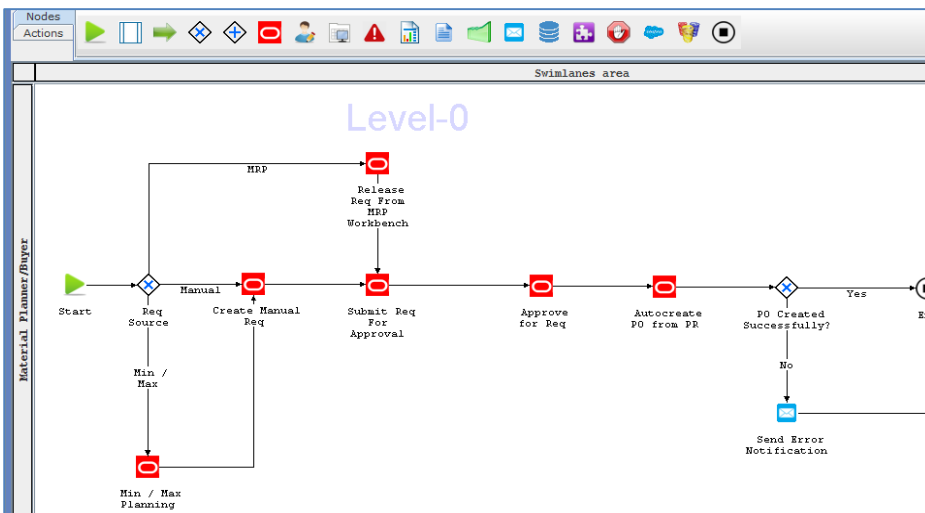
As part of the first phase, Triniti documented the below processes for the indicated entities and identified process owners for each. This will be expanded as ResMed develops their standard global process over the coming months to ensure all key Finance processes are documented for other business operations.

Triniti collated and reviewed the As-Is business process from existing ResMed Process documentations, insights from ResMed's Oracle data, ResMed test script repository and by interviewing ResMed Business Process Owners. These business processes were then mapped in Triniti BPM tool to achieve :

- **Pictorial Presentation of Business Processes** which can be easily understood by business.
- **Multi-Level Modeling** using Sub Process node in BPM tool. Users could drill down from parent level using sub process node to access child levels.
- **Document References** - Process related documents/quick reference guides / videos / troubleshooting guides were attached at each business activity node.
- **Role Based User Access** - User access was controlled based on role and the users with appropriate role could publish the BPM model into html pages as read-only format.
- **Audit Trail Reference** - Approval workflow was configured for publishing the changes in process models, thereby streamlining the change management and providing reference to Audit. Approvals for all changes were obtained by routing the notifications to appropriate users.

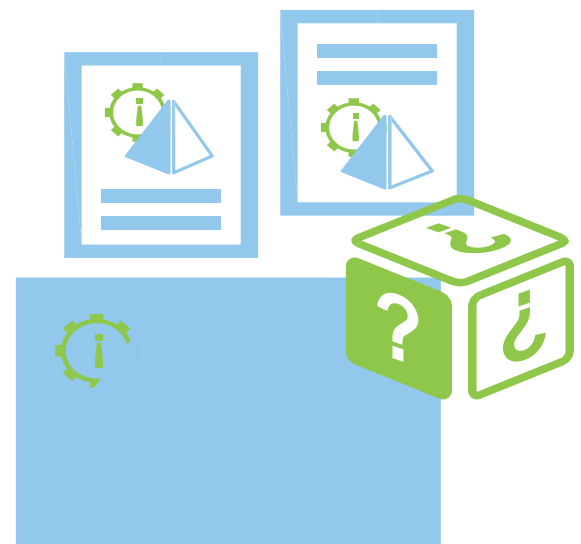
Scope & Sample Flows

Process	APAC	Americas
Order to Cash (O2C)		✓
Purchase to Pay (P2P)	✓	✓
Record to Reporting (R2R)		✓
Hire to Retire (H2R)		✓
Forecast to Delivery (F2D)	✓	✓



Outcome(s) Achieved

Using BPM, ResMed met their primary objective by documenting the **FIVE** key finance processes that are standard and most commonly used across the company today. Due to the centralized repository, roles and responsibilities are clearly defined and documented, enforcing the segregation of duties for SOX compliance. BPM ensures that process flows are visible and consistent across the organization and easily accessible to ResMed employees and external reviewers / auditors. Owing to pictorial representation and hierarchical relationships across flows, imparting training and educating employees on standard processes became easier.



Objectives Vs Achievements Matrix

#	Objectives	Achievements
1	Centralized repository of ResMed Business Processes	All the business processes & relevant documents are stored in BPM tool as a common repository for all users
2	Standard format for business processes of ResMed encompassing all relevant business applications (Oracle as well as Non-Oracle) for the in-scope entities	Developed multilevel Business Process Models L1-L4 (BPMN process modelling) for ResMed processes in BPM tool
3	Convert the manual process steps obtained via user interviews and discussion into business process model	Mapped the identified manual processes as manual process activity in BPM tool
4	A link and cross reference to the SOX Risk Controls Matrix	Configured the required SOX Controls as node properties in BPM tool
5	Ability to attach detailed work instructions, policies, guidelines and other troubleshooting documents as relevant	Uploaded relevant documents to mapped business activity as attachment in BPM tool
6	Ability to add to or amend with appropriate workflow approval	Developed a customized workflow approval for publishing the changes in business processes using BPM tool

