

## Hospital Governance Models

Governance Models	Governance Description	Characteristics		Example of Hospitals	Location	Effective Date of Governance Model	Links to References	Type of Change	Notes	Other Variables		
										Teaching Hospital (Y/N)	Organized Labor union (Y/N)	
<b>Direct Local Government Control/Operation</b>	<ul style="list-style-type: none"> <li>- Major decisions made by elected officials;</li> <li>- May designate operations to semi-autonomous board;</li> <li>- Have access to local gov't tax support;</li> <li>- No separate legal structure</li> </ul>	<ul style="list-style-type: none"> <li>- Is current structure and has worked since the 1970's;</li> <li>- Should provide base of political support for advocacy initiatives;</li> <li>- Full faith and credit of county gov't to underpin bonding;</li> <li>- Sovereign immunity applies to those employed by JHS;</li> <li>- Sole beneficiary of ad valorem property taxes earmarked for indigent care;</li> <li>- Exempt from taxes</li> </ul>	<ul style="list-style-type: none"> <li>- Levels of autonomy for PHT vary based on leadership both at Trust and on Commission;</li> <li>- dependent upon gov't purchasing and personnel policies and procedures;</li> <li>- Sunshine law provisions occasionally hamper internal communications;</li> <li>- county can delegate programs/services and over-ride PHT decisions</li> </ul>	John H Stroger Jr. Hospital Cook County	Chicago , IL					Y	Y	
				Los Angeles County Dept of Health Services	Los Angeles County, CA					Y	Y	
				Jackson Health System	Miami Dade County, FL					Y	Y	
<b>Separate Government Entity With Taxing Capacity</b>	<ul style="list-style-type: none"> <li>- Distinct independent government entity;</li> <li>- Functionally dedicated board;</li> <li>- Statutory authority identifies election/appointment process;</li> <li>- Controls own budget, issues bonds;</li> <li>- Has autonomy in civil service, purchasing and contracting</li> </ul>	<ul style="list-style-type: none"> <li>- Sets own millage rates;</li> <li>- Has both authority and responsibility for use of public funds;</li> <li>- Still has some political ties based on way legislation is written and board is elected/appointed;</li> <li>- Has sovereign immunity as unit of gov't;</li> <li>- Develops and adopts own policies and procedures and labor agreements;</li> <li>- Tax exempt</li> </ul>	<ul style="list-style-type: none"> <li>- Subject to Sunshine law; funding levels vary based on economy and property values;</li> <li>- Board members have high public/political profile;</li> <li>- have to use own credit status to raise capital;</li> <li>- not eligible for philanthropy</li> </ul>	Memorial Health Care System (South Broward) & Broward Health (North Broward Hospital District)	Broward County, FL	1947 & 1951		Taxing District		Y	?	
				Parkland Health & Hospital System	Dallas, TX					Y	?	
				University of Colorado Hospital	Colorado	1991	6	Established new (Independent) hospital authority		Y	N	
				Denver Health Medical Center	Denver, CO	1996	2			Y	N	
<b>Nonprofit/Third Party Management</b>	<ul style="list-style-type: none"> <li>- Tax exempt under Sect. 501(c)(3) of IRS;</li> <li>- Local gov't may maintain some role in governance (eg seat on, or appointment to, board) and/or funding (pay for specified services to specified patients);</li> <li>- Sale, transfer or long term lease of buildings/assets of gov't;</li> <li>- Third party controls operations including human resources, purchasing and contracts</li> </ul>	<ul style="list-style-type: none"> <li>- Eligible recipient for philanthropy without using separate foundation;</li> <li>- Not required to have organized labor;</li> <li>- Can develop and implement own policies and procedures for nomination and selection of board of directors, purchasing and contracts;</li> <li>- Exempt from income, property and sales taxes on all "related" revenue</li> </ul>	<ul style="list-style-type: none"> <li>- No longer only hospital designated eligible for County funding for indigent care;</li> <li>- Must create and maintain own credit rating;</li> <li>- No sovereign immunity;</li> <li>- Have to compete with other community based organizations for talented board leadership and local philanthropy;</li> <li>- "Non-related" revenue subject to taxation</li> </ul>	Boston Medical Center	Boston, MA	1996	1, 6	Consolidated with existing non-profit		Y	Y	
				Great Lakes Health System of Western New York	Buffalo, NY	2008	1			Unified Kaleida Health and the Eric County Medical Center into a new non-profit (unification continues)	Y	Y
				Fresno County Valley Medical Center	Fresno County, CA	1996	1				Y	N
				Oakwood Healthcare System	Dearborn, MI	1991	6				Y	Y
				Shands Jacksonville	Jacksonville, FL	1980	1				Y	Y
				Umass Memorial Health Care System	Massachusetts	1998	1				Y	Y
				Middle Tennessee Medical Center	Murfreesboro, TN	1996	5				N	N
				University of Arizona Healthcare	Tucson, AZ	2010	1				Y	?
				Grady Health System	Atlanta, GA	2008	1,3		Conversion to new non-profit		Y	N
				Truman Medical Centers	Kansas City, MO	1960s	1				Y	Y
				Regional Medical Center at Memphis	Memphis, TN	1981	1				Y	N
				Hillsborough County Hospital Authority / Tampa General Hospital	Tampa, FL	1997	1,4				Y	N
				Brackenridge Hospital and Children's Hospital	Austin, TX	1995	1,6		Contract management by non-profit 3rd Party		Y	?
				Harborview Medical Center	King County, WA						Y	Y
				Sutter Medical Center of Santa Rosa, California	Santa Rosa, CA	1996	6				Y	Y
				Wishard Memorial Hospital	Indianapolis, IN						?	?
Henry Ford Hospital	Michigan, MI	1987	7	Shared Governance	Non-profit hospital adopted "shared governance" model	Y	?					
Nebraska Medical Center	Omaha, NE		1			Y	Y					
<b>For-Profit Management</b>	Managed as a private organization			Amarillo Hospital District	Amarillo, TX							
				Detroit Medical Center/Vanguard Health Systems	Detroit, MI	2010		Acquired by Vanguard Health Systems	Y	Y		
				Caritas Christi/Steward Health Care System	Massachusetts	2010	1	Acquired by Steward Health Care System LLC	Y	Y		
				Memorial Medical Center	Las Cruces, NM				?	?		
Oklahoma University Medical Center	Oklahoma City, OK					?	?					