

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)
Direct Local Government Control/Operation	<ul style="list-style-type: none"> - Major decisions made by elected officials; -May designate operations to semi-autonomous board; - Have access to local gov't tax support; - No separate legal structure 	<ul style="list-style-type: none"> -Is current structure and has worked since the 1970's; -Should provide base of political support for advocacy initiatives; -Full faith and credit of county gov't to underpin bonding; -Sovereign immunity applies to those employed by JHS; -Sole beneficiary of ad valorem property taxes earmarked for indigent care; -Exempt from taxes 	<ul style="list-style-type: none"> -Levels of autonomy for PHT vary based on leadership both at Trust and on Commission; -dependent upon gov't purchasing and personnel policies and procedures; -Sunshine law provisions occasionally hamper internal communications; -county can delegate programs/services and over-ride PHT decisions 	John H Stroger, Jr. Hospital, Cook County	Chicago , IL	?				Y	Y
				Parkland Health & Hospital System	Dallas, TX	?			Y	?	
				LAC/University of South California Medical Center	Los Angeles, CA	?			Y	Y	
				Jackson Health System	Miami Dade County, FL				Y	Y	
Separate Government Entity With Taxing Capacity	<ul style="list-style-type: none"> -Distinct independent government entity; -Functionally dedicated board; -Statutory authority identifies election/appointment process; -Controls own budget, issues bonds; -Has autonomy in civil service, purchasing and contracting 	<ul style="list-style-type: none"> -Sets own millage rates; -Has both authority and responsibility for use of public funds; -Still has some political ties based on way legislation is written and board is elected/appointed; -Has sovereign immunity as unit of gov't; -Develops and adopts own policies and procedures and labor agreements; -Tax exempt 	<ul style="list-style-type: none"> -Subject to Sunshine law; funding levels vary based on economy and property values; -Board members have high public/political profile; -have to use own credit status to raise capital; -not eligible for philanthropy 	Memorial Health Care System (South Broward) & Broward Health (North Broward Hospital District)	Broward County, FL	1947 & 1951				Y	?
				University of Colorado Hospital	Colorado	1991	6	Established new hospital authority	Y	N	
				Denver Health Medical Center	Denver, CO	1996	2		Y	N	
Nonprofit/Third Party Management	<ul style="list-style-type: none"> -Tax exempt under Sect. 501(c)(3) of IRS; -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); -Sale, transfer or long term lease of buildings/assets of gov't; -Third party controls operations including human resources, purchasing and contracts 	<ul style="list-style-type: none"> -Eligible recipient for philanthropy without using separate foundation; -Not required to have organized labor; -Can develop and implement own policies and procedures for nomination and selection of board of directors, purchasing and contracts; -Exempt from income, property and sales taxes on all "related" revenue 	<ul style="list-style-type: none"> -No longer only hospital designated eligible for County funding for indigent care; -Must create and maintain own credit rating; -No sovereign immunity; -Have to compete with other community based organizations for talented board leadership and local philanthropy; - "Non-related" revenue subject to taxation 	Boston Medical Center	Boston, MA	1996	1, 6	Consolidated with existing non-profit		Y	Y
				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	
				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)	Y	Y
				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	Leased to existing non-profit	Y	?	
				Fresno County Valley Medical Center	Fresno County, CA	1996	1		Y	N	
				Sutter Medical Center of Santa Rosa, California	Santa Rosa, CA	1996	6		Y	Y	
				Los Angeles Medical Center	Los Angeles, CA	?		Y	Y		
				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				
For-Profit Management	Managed as a private organization			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