

Hospital Governance Change Cross-reference Matrix

Facility	Location	Type of Change: Consolidation with Existing Non-profit	Type of Change: Conversion to New Non-profit	Type of Change: Leased to Existing Non-profit	Type of Change: Established New Non-profit	Type of Change: Acquisition by For Profit	Type of Change: Other	Links to References: Examples of Governance Change	Links to References: Steward	Notes
University of Arizona Healthcare	Tucson, AZ	2010						1		In June 2010, the Arizona Board of Regents approved integration of the non-profit, University of Arizona-based healthcare systems, University Medical Center and University Physicians Healthcare. The integration is anticipated to be completed by June 2011.
Boston Medical Center	Boston, MA	1996						1, 6		
Middle Tennessee Medical Center	Murfreesboro, TN	1996						5		Partnered with existing church-related hospitals
Oakwood Healthcare System	Dearborn, MI	1991						6		
Umass Memorial Health Care System	Central and Western Massachusetts	1998						1		
Shands Jacksonville	Jacksonville, FL	1980						1		Conversion from struggling private non-profit
Grady Health System	Atlanta, GA		2008					1, 3		
Hillsborough County Hospital Authority / Tampa General Hospital	Tampa, FL		1997					1, 4		Governance changed from hospital authority to new non-profit
Regional Medical Center at Memphis	Memphis, TN		1981					1		
Truman Medical Centers	Kansas City, MO		1960s					1		
Fresno County Valley Medical Center	Fresno County, CA			1996				1		
Sutter Medical Center of Santa Rosa, California	Santa Rosa, CA			1996				6		
Brackenridge Hospital and Children's Hospital	Austin, TX			1995				1, 6		Partnered with existing church-related hospitals
Great Lakes Health System of Western New York	Buffalo, NY				2008			1		Unified Kaleida Health and the Erie County Medical Center into a new non-profit
Denver Health	Denver, CO				1996			2		City established new, independent Denver Health and Hospital Authority
University Hospital	Colorado				1991			6		University of Colorado Hospital system now governed by University of Colorado Hospital Authority
Caritas Christi	Massachusetts					2010			1	Acquired by Steward Health Care System LLC
Henry Ford Hospital	Michigan						1987	7		Non-profit hospital adopted "shared governance" model
Nebraska Medical Center	Omaha, NE						1968-1979	1		University-based hospitals restructured but remained under the university
South Broward (Memorial Health Care System) & North Broward Hospital Districts (Broward Health)	Broward County, FL						1947 & 1951	1		Special districts created by special acts of the Florida Legislature