At the March and April 2018, meetings, the Health Affairs Committee and Board of Curators discussed making changes to the Board-level governance of the University’s health care activities to develop strategic approaches to address current challenges and future opportunities.

At the June 11 Health Affairs Committee meeting and this Board meeting, we are discussing details of an implementation proposal.

It is anticipated final changes will be adopted at the September Board meeting.
Board-level governance of MU Health Care will be consolidated with the Health Affairs Committee composed of University leaders and outside appointees with health care or academic medicine expertise.

1. Top-level oversight of MU Health Care operations will be focused in the Health Affairs Committee.

2. Streamline the subsidiary boards creating focus on operational issues.

3. Enhance our ability to align, manage and govern as an integrated academic health system.
DETAILS OF
REORGANIZATION PROPOSAL
The Health Affairs Committee would be reorganized to consist of nine individuals appointed by the Board of Curators.

- **5** At-large members nominated by the Committee
- **3** University of Missouri Members:
  - Curator
  - System President
  - MU Chancellor
- **1** Member nominated by Capital Region Medical Center

- The President would serve as the Chair of the Committee.
- A consultant would be retained to advise the Committee.
The Board of Curators would charge the Committee with:

- **Strategic oversight of MU Health Care and affiliated facilities**
- **Ensure financial success and appropriate risk management for MU Health Care**
- **Ensure implementation of strategic plan to achieve excellence in patient care, innovative education and breakthrough research**
- **Additional responsibilities as determined by the Board of Curators**
The Committee would have delegated authority over:

**Strategic Vision:**
Developing the mission and vision of MU Health Care and approving its strategic plans

**Personnel:**
Hiring and terminating MU Health Care CEO

**Collaboration:**
Consulting with the MU Chancellor and Provost and other campuses on academic, research and strategic initiatives that rely on support from MU Health

**Finance:**
Approving annual capital, operating and school support budgets AND significant financial decisions for MU Health Care
The Board of Curators would retain all powers not delegated to the Committee to include:

- Ultimate governing responsibility including the ability to change any decision at any time as provided in the Collected Rules and Regulations
- Appointing and removing all members of the Committee
- Approval over major financial and strategic decisions for MU Health Care such as:
  - Decisions deemed germane to mission alignment
  - Capital expenditures > $XX Million
  - Debt issuance, expansions, creation of new entities/subsidiaries
  - The use of intellectual property
- The Committee would report to the Board of Curators at least semi-annually or as requested by the Board of Curators
Consolidate strategic functions of other MU Health Care boards with the reorganized Health Affairs Committee
- University of Missouri Columbia Medical Alliance, Inc.
- Health Care Advisory Board
- Columbia Surgical Services, Inc.
- Columbia Family Medical Services, Inc.

Corporate subsidiary boards would be focused on operations rather than strategic planning

Health Care Advisory Board would be eliminated
PROPOSED STRUCTURE

BOARD OF CURATORS FOR THE UNIVERSITY OF MISSOURI

UM SYSTEM

MU CAMPUS

SCHOOL OF NURSING

SCHOOL OF MEDICINE

SCHOOL OF HEALTH PROFESSIONS

MU HEALTH CARE

MU HEALTH (Academic Health Center)
BENEFITS OF STRUCTURE

1. CREATE EFFICIENCIES
2. CONSOLIDATE TOP LEVEL OVERSIGHT
3. INTRODUCE ADDITIONAL EXPERTISE

... to achieve excellence in patient care, innovative education and breakthrough research