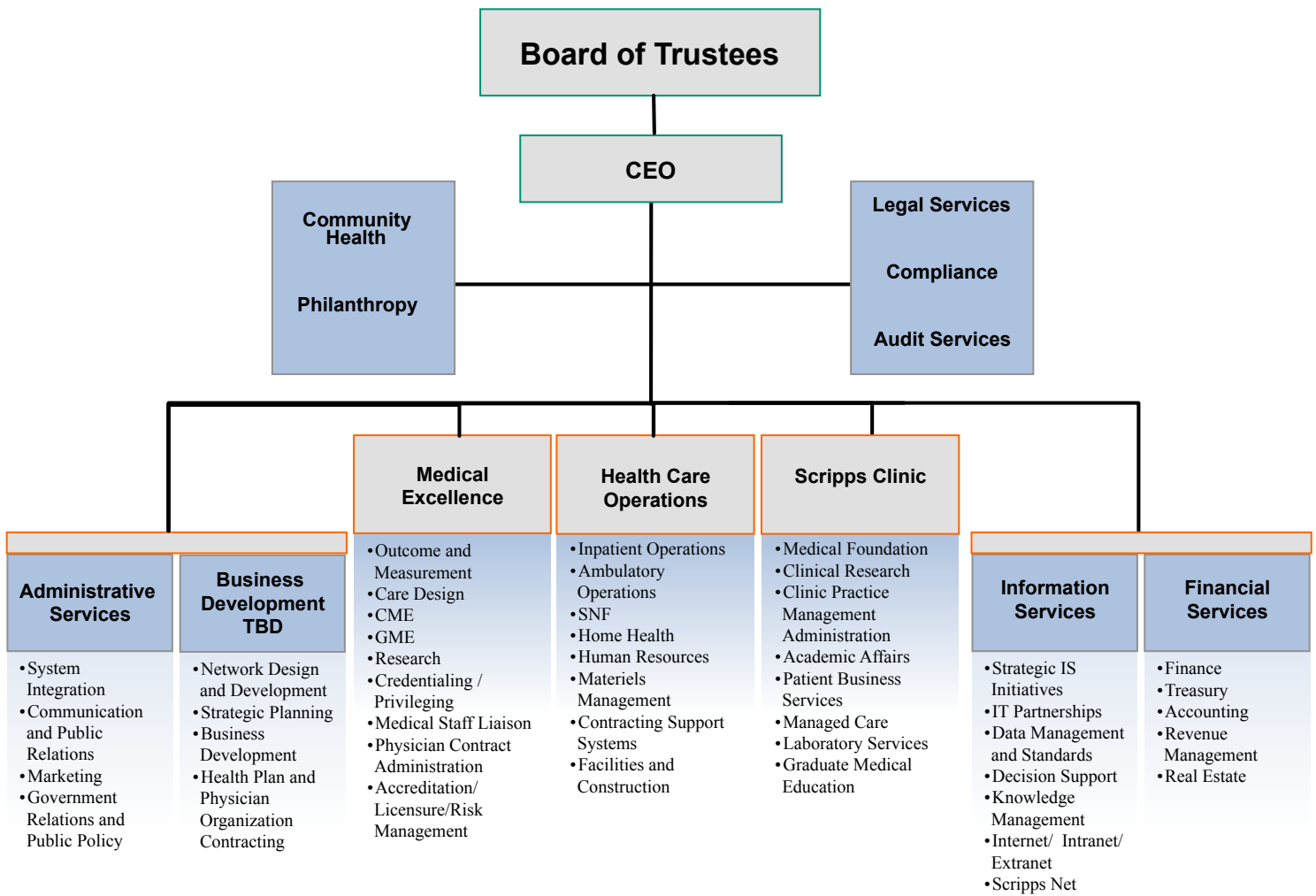


**Sample Single Parent Board Structure  
(Scripps Health)**



Scripps Health created a horizontal operating structure to address system-wide standardization, charging system COOs with corporate medical, clinical operations, support services, and administrative services system-wide (rather than hospital-specific as before). A physician advisory council also meets regularly with the CEO and board chair and makes recommendations to the board. These two key aspects of the operational structure help contribute to the success of having a single, parent board.